



Equality Impact Assessment Tool

	Reference:	
Responsible Officer	Dominic Whelan, COO Unity Partnership (EIA written by Fran Lautman, Customer and Digital Lead)	
Cabinet Member:	Cllr Abdul Jabbar, Deputy Leader and Cabinet Member for Finance and Green	
Support Officer	Sarah Whittle, Policy Manager	

Service Area:	Customer Support Centre Project
Budget Reduction Title:	Transforming the Approach to Customer Engagement across Oldham – Creating a Customer Support Centre

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?
	This EIA relates to the delivery of the Customer Support Centre project. The first phase of the project will be delivered by 31 March 2021. A proposal has been developed as part of the budget savings for 2021-22 and this proposal is subject to consultation.
1b	What is the project, policy or proposal?
	<p>The Customer Support Centre project will create the enabling foundations for Team Oldham to improve the customer journey and experience for people who use support and services, whilst as the same time improving our effectiveness, efficiency, and reducing the cost of delivering our customer service offer. By reshaping our customer offer in a way that is sustainable and in alignment with key strategies and roadmaps including ICT and Digital, it should provide the basis to release savings across a range of service areas.</p> <p>The Customer Support Centre project recognises that the current approach to customer service is neither meeting customer needs nor is it effective or efficient for us to deliver:</p> <ul style="list-style-type: none"> • The current model is not focused on understanding peoples needs and is disparate with many front doors, access channels and functions operating with little alignment or connectivity. At present, residents travel across the borough to a single central location Access Oldham for support with queries. • There is duplication and inefficiency across several services creating a poor customer experience where route causes are not addressed and a failure to managed demand effectively. • Both Access Oldham and the Contact Centre are handling complex, multidimensional, root cause challenges that the service is not set up to resolve meaning people don't have their issues resolved causing them distress and creating additional demand and cost. People must repeat their stories more than once and are often pushed from service-to-service as their circumstances meet some service thresholds and not others. • Some transactional queries (previously handled by face to face or via the phone) have shifted to self-service. However, the current Contact Centre includes several services whereby self-service functionality is available, but access channels haven't yet been rationalised meaning demand comes through Access Oldham or the Contact Centre creating avoidable cost. • Customer Services staff and processing staff are interwoven across several teams across Unity Partnership creating unclear accountabilities and inefficiency. • Operational responsibility for the main Access channels is interwoven across several teams Unity Partnership meaning they are unaligned and uncoordinated.

- Services can choose to opt out of the Contact Centre model. There is inconsistency across these services in terms of customer responsive time and customer care.
- The Contact Centre has had minimal investment since its inception in 2008 and requires investment and rationalisation of the current technology to deliver an efficient and effective service.

The Customer Support Centre will over time become Team Oldham's front door for people who use support and services apart from CHASC (MASH as the front-door).

The project has been developed considering the key learning from Place Based Intergration pilots and the Coronavirus Helpline and Hubs. The project aims to make sure that Teams Oldham's support and services are easy to use and access conveniently.

The proposal is subject to public and staff consultation. A high-level approach to the future delivery is outlined as follows:

- Transactional single-service interactions and general queries will be encouraged to use online access only. Whilst this is primarily intended to be self-serve it will be supplemented by an 'assisted digital' offer led by the Library service. This will likely be enhanced by a tablet lending service facilitated by the Library service (funded by several successful external funding bids).
- The Customer Support Centre (CSC) becomes the front door for support and services via telephone, social media customer queries and e-forms. Whilst providing an access point for Council Services, the number of transactional single-service interactions will reduce significantly over time as work progresses to redesign customer journeys across Services. The intent is that the CSC will focus particularly on those cases that are more complex and multi-faceted apart from some health and social care services (with MASH being the CHASC front door).
- Rather than being serviced focused, the CSC team will focus on support and understanding needs with a strength-based focus. With effective triage, they will signpost and refer to the relevant support for example Early Help services or financial support services. Triage will ensure Face-to-face support is provided where needed via bookable appointments available at locations across Oldham ensuring that face to face support is effectively joined up and targeted.

1c

What are the main aims of the project, policy or proposal?

The scope of the first phase entails delivering the people enablers (service restructure) and technology enablers (Oldham Digital Platform) to bring Team Oldham's main access channels (telephony, email, social and face to face) and teams within Unity Partnership together for the first time to form the Customer Support Centre. This will ensure a consistent and aligned approach to customer contact and journeys and will create clear ownership and drive to deliver a culture of continual service improvement.

By creating the underpinning people and technology foundations in this first phase, we will be able to move forward in subsequent phases (1 April 2021 onwards) to review each service and their customer journeys that touch the Customer Support Centre. By utilising the capability of the Oldham Digital Platform alongside change capacity from a single digital delivery function, we will rationalise the customer journey, access channels and remove duplication resulting in an improved customer experience and savings for Team Oldham. The investment also creates the enabling foundations to consolidate further services within the Customer Support Centre as it becomes the front door for all services except for some Health and Social Care (with the MASH being the CHASC front door). Each service area will similarly undergo the same change journey to deliver an improved customer experience and savings.

This scheme offers a range of financial and non-financial benefits including significant cost savings by improving operational effectiveness and efficiency and therefore an improved customer experience and council reputation. A summary of the key benefits includes:

- Delivery of savings by removal of FTE cost, estimated at an initial 5 FTE reduction for 31 March 2021.
- Creating the people, process and technical foundations to appropriately equip the Contact Centre to drive savings through customer journey and service resign and rationalisation from 1 April 2021 onwards.
- Enable growth for additional services for Team Oldham and other opportunities via this front door.
- Keeping records up to date, greater compliance, and unlocking insights across channels to better manage demand and needs reduction.

1d Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?

The Customer Support Centre project aims to provide multiple benefits as to how people access support and services including the following:

- By increasing our self-serve offer, residents will be able to access services at a time and place that suits them.
- People will be booked onto appointments (where needed) for face to face support in the areas that they live rather than needing to come into the centre of Oldham.
- Assisted digital be available more locally where needed rather than needing to come into the centre of Oldham.
- Residents will receive more holistic rather than service focussed support through the Customer Support Centre. By listening to and understanding needs and with a strengths-based approach, residents will be supported by multiple services where needed.
- By bringing together the man access channels and widening the scope of services within the Customer Support Centre, people will receive a more consistent and timely response to queries and advice.

The Customer Support Centre projects aims to improve customer journeys and the customer experience and deliver a much-improved offer than the current model.

It will mean that some services that are currently available now via telephone will no longer be available to access in this way. The support mechanism is place to address this is the assisted digital offer and tablet lending scheme that will be set up by the Library service.

1e Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups?

	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?					
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input type="checkbox"/>

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input type="checkbox"/>
		No <input checked="" type="checkbox"/>
1h	How have you come to this decision?	
	<p>The Customer Support Centre projects aims to improve customer journeys and the customer experience and deliver a much-improved offer than the current model.</p> <p>The Equality and Diversity Impact Assessment will be reviewed on a quarterly basis in line with best practice and also at any such time if the scope changes.</p>	

Stage 2: What do you know?

What do you know already?
What don't you know?

Further Data Collection

Summary (to be completed following analysis of the evidence above)

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Stage 3: What do we think the potential impact might be?

3a	Who have you consulted with?	
3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)	
3c	What do you know?	
3d	What don't you know?	
3e	What might the potential impact on individuals or groups be?	
	Generic (impact across all groups)	
	Disabled people	
	Particular ethnic groups	
	Men or women (include impacts due to pregnancy / maternity)	

	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals (e.g. <i>vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i>)	

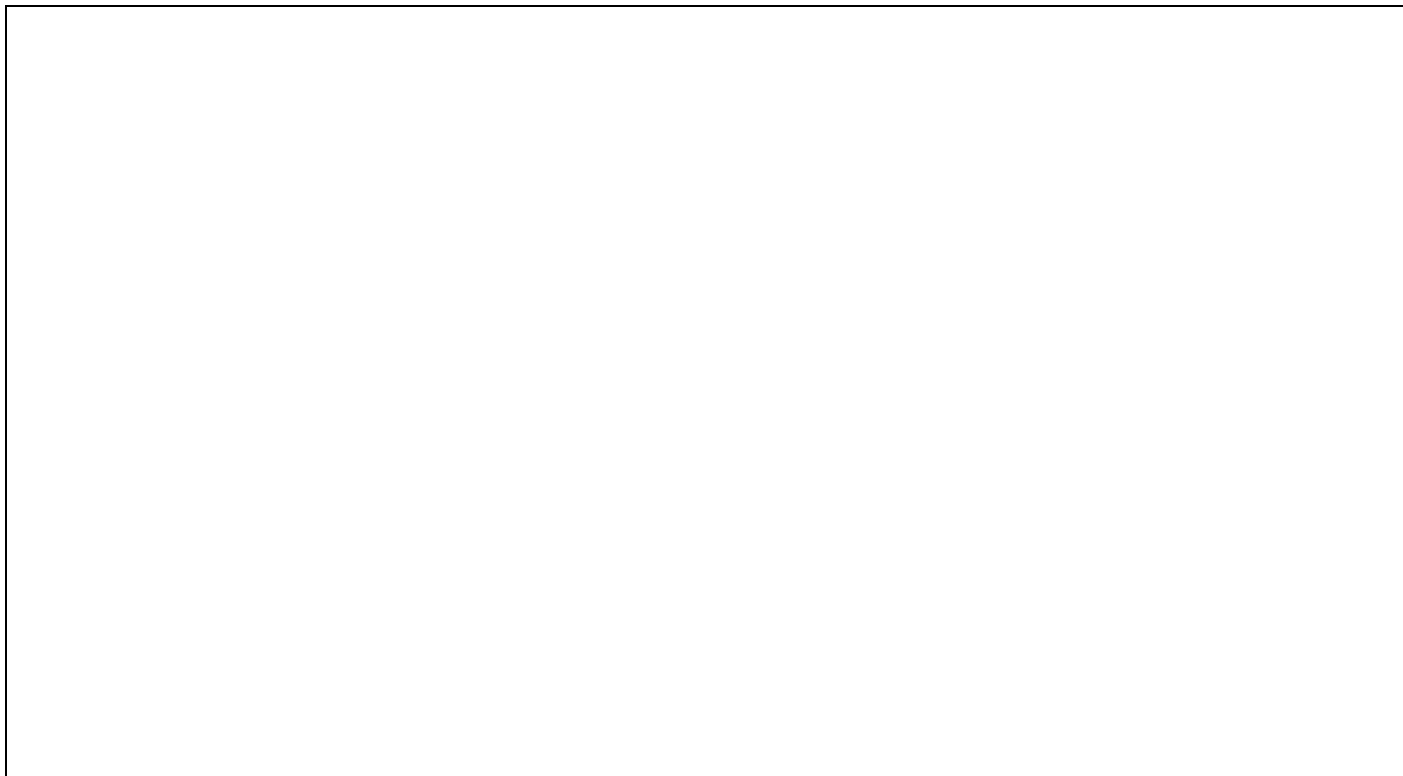
Stage 4: Reducing / Mitigating the Impact

4a	What can be done to reduce or mitigate the impact of the areas you have identified?	
	Impact 1	Proposal
	Impact 2	Proposal
	Impact 3	Proposal

4b	Have you done, or will you do anything differently, as a result of the EIA?	
4c	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	

Conclusion

This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact



Stage 5: Signature

Role	Name	Date
Leade Officer		
Approver Signatures		

EIA Review Date:	
------------------	--

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments