

# Customer contact healthcheck for shift to cloud services

## G-Cloud 14

RedQuadrant service description

## Introduction

We are a dedicated public service consultancy working to build capacity, reduce costs, and improve outcomes for the public. We provide both strategic transformation resourcing for long-term delivery, and project-based consultancy services. This is supplemented by our training, coaching and leadership development capabilities. Our offerings have a wide range of applications for cloud-based services and can provide extensive benefits in areas such as improving internal processes or coaching your business leaders. We see cloud services in the context of the whole, end-to-end service: always co-created with the citizen or customer and there to enable the social process of service, reduce transaction costs, and improve convenience and service outcomes.

Both as a transformation partner and through project based consultancy, we have extensive experience of working closely with public service organisations including local authorities, central government, and clients from NHS and mental health trusts to police and probation services – to support innovation, enable in-house learning, and ensure long-term, sustainable results.

We have particular experience within the following areas:

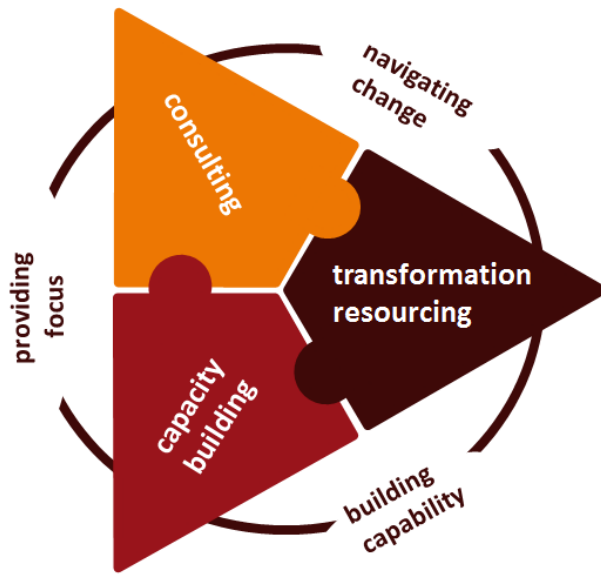
- Change, business analysis, project and programme management
- Capacity building, coaching and training
- Specialist local government services including adult care, wellbeing, public health, children's services, education, housing, and planning
- Corporate policy and finance
- Customer led transformation
- New models of service delivery
- Service design, demand management, and systems leadership

We were set up in 2009 to transform the public services consultancy market by providing more for less, and are growing steadily because our clients keep finding new challenges for us. We've delivered over 200 successful projects for over 70 clients, with 96% of our clients coming back for more.

Our approach to small change interventions and major transformation programmes – whether transitioning to Cloud services or developing other elements – is to focus on making change happen whilst ensuring that that change is sustainable – we work with our clients, building capacity through skills and knowledge transfer and making ourselves redundant in ensuring change can continue after we have left. We start from a different place to most – with the positives and what works well.

Our prime aim is to ensure that the results and quality expected by our customer is achieved – or exceeded – within the engagement, and that the results extend beyond the delivery activity. We are well versed in project and programme methods and we apply these consistently in our work. We see our job as delivery to the client's specification, based on a deep understanding of context, drivers, requirements and strategic risks and issues. We act either as coach (supporting clients to get the job done, ensuring that they build and acquire the skills and experience they need) or as implementer (ensuring delivery of real

business results that are embedded and sustainable). These values are built into all our work, whether or not the brief explicitly includes skills transfer and capacity building.



## Service description

The tailored provision of a short, sharp but useful diagnostic health-check for clients seeking to use the shift to cloud to improve their service to customers while making efficiency savings. The health-check usually consists of three phases which utilises the RedQuadrant *seven ways to save and improve* as a diagnostic framework. The health-check is evidence-based, benchmarked and realistic – taking into account the organisation's service model maturity, use of resources, capacity for change, and stated ambition. This is critical for understanding and shaping how cloud-based services are impacting on the total cost of customer transactions.

### Service description

**Stage 1** of the health-check makes an initial assessment of the maturity of the authority's current customer services model and degree of use of cloud services using high level client data and generic data to measure it against good practice and peer performance, focussing in particular on the organisation's use of customer insight, and its use of resources (primarily people, buildings and ICT). Typically we assess capacity for change and ambition through staff and management engagement workshops and map this into the potential for cloud transition

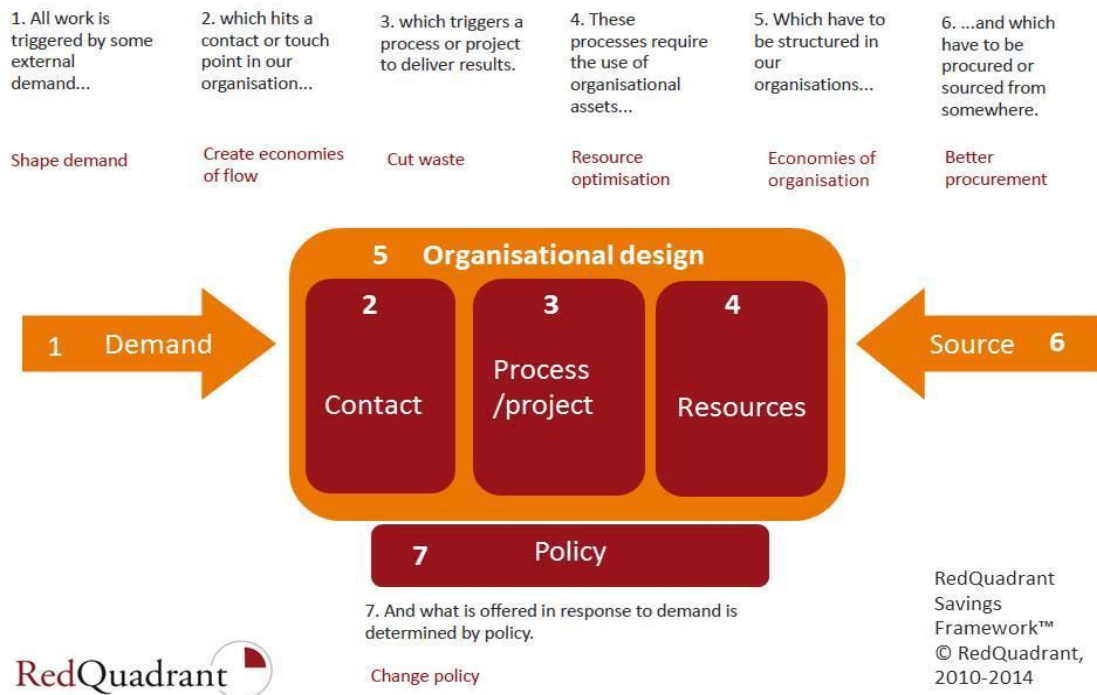
**Stage 2** diagnoses at greater depth the maturity, capacity and resources of the organisation across our 'seven ways to save and improve':

- Demand = understanding and managing customer demand.
- Economies of flow = managing channel shift
- Cutting waste = end to end process improvement and integration
- Economies of scale = organisational structures and service integration
- Resource optimisation = operational issues for example in the contact centre or face to face outlets
- Procurement = of customer services functions, e.g. outsourcing, shared services
- Policy = the outcome of changes made

Maturity and capacity is assessed for each of the above using client data (obtained mainly through a 'key lines of enquiry-type' questionnaire based) assessing 'where are you now?' 'What improvements/ efficiencies could you realistically achieve within given timescales (3-5 years?) and resources' (low, medium and high options – with reference to ambitions stated in Stage 1), with peer benchmarking where possible. These assessments to be aggregated into an outline improvement plan with options – to be presented to the second workshop.

**Stage 3** consists of the aggregation of findings from preceding stages into an outline plan with options leading to the production of a draft customer contact strategy and implementation plan for accelerated transition to use of cloud services and realisation of benefits.

## Seven ways to save and improve



### Service management

Quality assured by RedQuadrant service leads and managed by experienced public service consultants.