

Breckland Council Corporate Customer Service Improvement Plan

Document: Corporate Customer Service Improvement Plan

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Introduction

The Customer Service Improvement Plan will provide the Council with direction and clear objectives on how to deliver, improve and evaluate customer services over the next four years.

The Council has a Business Plan in place which sets out the organisations aims and objectives until 2014. This plan lives out those objectives and embraces the values Breckland Council has in place

We are committed to being an Entrepreneurial Council seeking best value for money methods to extend our accessibility to all our customers. This plan is focussed on a number of key actions that will lead to enhanced performance and service.

Customer Team

The current Customer Team handle the demand of calls at our Contact Centre and visits to our Customer Service Centres. We utilise a CRM (Customer Relationship Management) system Lagan which ensures we offer the same accurate, up to date and timely information or resolution to service request, whether by email, telephone or a face to face enquiry.

Contact centre - We have extended our operational hours to allow greater access – from 09:00 to 17:00 to 08:00 to 18:00 Monday to Thursday and 08:00 to 17:00 on a Friday, we review our work processes and improve them to gain efficiencies, we are currently upgrading our technical infrastructure from the Lagan system to our telephone system which will also offer greater flexibility to resource up when demand is at a peak – for example during the Council Tax Billing period and the forth coming Elections.

Staffing

The Customer team are recruited against competencies which are – Customer Focus, Organisational Awareness, Communicating Effectively, and Team Work & Continuous Improvement & Quality.

There is a training path which enables an increase of knowledge and skills, in the contact centre there is a clear and achievable succession plan – Customer Contact Officer, Senior Office, Team Leader & Team Manager each stage gaining more responsibility and knowledge.

Call coaching and counter coaching is undertaken monthly, all targets and measures are linked to each individual's appraisal linking through to our Service Team Plan and underpins the Councils' Business Plan. We have a flexible team structure with many part-time officers which enables us to resource up to demand and ensure our productivity and high levels of customer service are maintained.



Budget

Our 2010/2011 Full year budget is split for Customer Contact Centre £743,035 & the Customer Service Centres £473,890

Volumes

The Contact Centre handle on average 41,000 calls a quarter of which at least 30% are for Housing & Council tax Benefits & Council Tax.

The Customer Service Centres within the 5 Market Towns collectively receive on average 8,000 visitors a quarter of which 75% are for Housing & Council tax Benefits & Council Tax.

We handle on average 2000 emails a quarter we have not seen an increase in this method of communication.

Resolution rates

We continuously & successfully resolve 94% of Council tax requests for service at the first point of contact – moving in and out of properties, taking payments and setting up Direct Debit payments we also set arrangements once a Final reminder has been sent.

The Customer service centres verify documentation, these are copied and scanned for the Housing & Council tax Benefits assessors.
Administrate Concessionary Travel passes Senior & Disabled Bus passes & Senior Railcards

Service Standards

In July 2009 the Customer Team were issued a Customer Standard Handbook

This comprehensive document covers a variety of subjects ranging from Health & Safety, desk policies and working pattern — to the most important element of Excellence in customer service delivery, ownership, timeframes and the fundamentals of how to respond to challenging customers.

The Aim of the Corporate Customer Improvement Plan

This plan is to develop a customer centric approach across the Front and Back office teams within all Service areas.

Standards

To provide information in ways that meet customer needs and preferences using a variety of appropriate channels.

To set appropriate and measureable standards for the timeliness of response for all forms of customer contact.

To set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings of our organisation.

To consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.

Relationship

We serve a diverse community and our commitment to providing the best service to our vulnerable customers sits at the heart of this plan. This plan therefore supports delivery of the councils Equality Strategy and Performance Management Strategy.

Monitor outcomes on a quarterly basis and feed-back to service areas what correspondence and communications require reviewing to reduce demand at The Customer Contact & Service Centres.

Performance

Understand our customers and their requirements. To be a customer centric organisation using customer information to prioritise and deliver service improvements.

Constantly look to improve our provision of service to all, taking a holistic view and reduce complexity out of processes.

By offering a transactional service within the Customer Contact & Service Centres we deliver high resolution rates at first point of contact.

Trade

Invite/encourage shared service delivery & trading opportunities increasing efficiencies and ensuring quality of service to all customers also reducing costs to all organisations.

Breckland Council understands the value of the taxpayers pound coupled with our reputation of being Entrepreneurial we utilise all income to reduce District Council Tax levies to our residents.

Objectives

The Improvement plan's objectives give clearly defined targets. More detailed plans can be developed to achieve these objectives and enables us to measure our progress against our stated aim

Reference	Title	Aims	Description	Deliverables
CCSIP 01	Implementation of a corporate Customer Service Standard	Information and Access Culture Customer Insight Equality and Diversity Delivery Timeliness and Quality of Service	To create, implement and measure a Corporate Customer Service Standard for Breckland Council to standardise service delivery.	Work to clear English guidelines with all Council correspondence Agree and implement a corporate standard and approach to dealing with customers Agree and implement standardised response times to customer enquiries and implement appropriate measures Consult and understand a variety of customer needs across all services to shape the customer standard Support the organisation through investment in training and development to develop a customer centric culture Become efficient through the effective redesign of processes to enable more enquiries to be transactional and completed at first point of contact across varying channels of access Implement corporate measures for the delivery of the corporate standard

Reference	Title	Aims	Description	Deliverables
CCISP 02	Utilisation of Management Information	<p>Information and Access</p> <p>Customer Insight</p> <p>Equality and Diversity</p> <p>Delivery</p> <p>Timeliness and Quality of Service</p>	<p>The organisation has a number of ICT solutions all capturing various data. This data should be converted into information for use for the planning and provision of future services</p>	<p>Utilise information stored within the CRM across services represented within the Customer Contact Centre and Service Centres</p> <p>Identify peaks in service demand and service failure and identify opportunities to mitigate these.</p> <p>Identify synergies between services where information can be shared to reduce and remove duplication and multiple customer interactions.</p> <p>Effectively use performance management information to aid prioritisation and development of services</p> <p>Determine value and non value interactions to improve customer experiences</p>
CCISP 03	Maximise the potential of the Customer Contact & Service centres	<p>Delivery</p> <p>Timeliness and Quality of Service</p>	<p>The contact centre has gained an enviable reputation which should be exploited to both enhance & increase local service delivery</p>	<p>Expand the delivery and resolution of service requests to encompass all services offered by Breckland Council through the Contact Centre</p> <p>Increase the resolution rate of all requests at first point of contact</p> <p>Evolve shared service delivery</p> <p>Trade our quality service delivery to other organisations</p>

Front Office & Back Office

The Improvement plan will ensure the council achieves the following outcomes in both front & back office areas

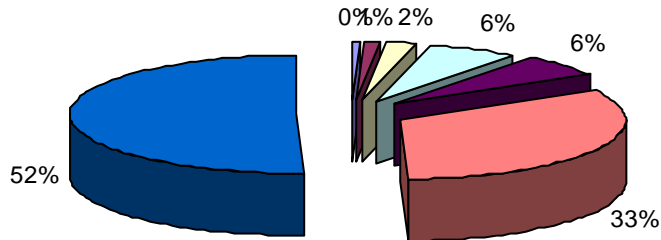
- To further improve customer service experience at first point of contact to call resolution
- Seamless transition from Front Office to Back Office offering equal levels of customer satisfaction
- Raise the percentage of resolution rate at the first point of contact for more service areas

2010 Call Volumes

2010 Jan to Dec

	Assisted Payment Line	670
	Environmental Health	1843
Total handled 146,446	Electoral	3315
	Development Services	9117
	Environmental Services	9436
	Benefits & Council Tax	47989
	General Enquiries	74076

Calls Handled 2010



Make a Payment	Environ. Health	Electoral
Development Services	Environ. Services	Benefits & C/Tax
Gen Enq		

Working together to better serve our Customers

Taking in order of call volume we will work with each service area to increase the quality of customer service you receive:-

- Ease of transfer, making it seamless and with adequate information

Work on data collated regarding value and failure demand

- Review correspondence and test your understanding—using plain English this will reduce the number of calls on querying letters, leaflets and bills received.
- Change processes as required to reduce wait times and increase your ease of access to our officers

Action Plan 2010 – 2015

We have a clear vision for the delivery of services across multiple access channels.

Objective & Links to Policies	Title	Actions	Funding	Timescale
<p>CCSIP 01</p> <p>Implementation of a corporate Customer Service Standard</p> <p>Links to</p> <p>Business Plan</p> <p>Service Team Plans</p> <p>The Sustainable Community Strategy 2008-2011</p> <p>Performance Management Strategy</p> <p>2010-2014</p>	Customer Insight	Each service area will undertake a segmentation questionnaire, impression rating and create specific - Action Plans. (All service areas)	Not required	Short Term
	Customer Service Training	Training to become part of the induction process, refresh for all staff. (In-house Training & Development Team)	Within training budget	Medium Term
	Adapt Customer Service Standard	Review Customer Contact & Service Centre Standard to form the basis of a corporate standard (HR & Development team to implement as part of Induction & PDP)	Not required	Short Term
	Customer Charter	Publicise and display our findings and our commitment to meeting our customers needs (MC & Comms Team)	Not required	Short Term
	Governance standardised across all service areas.	Measurements for Quality based and outcomes above quantity Increase resolution rate at first point of contact rather than hand-offs Continue to review service delivery using Systems thinking which places the customer at the heart of all we do (Performance Management Team via ServiceTeam Plans STP)	Efficiencies/Benefits realisations	On-going
	Joint Town based Customer Service Centres	Maximise opportunities of sharing resources with organisations within Breckland, offering ease of access to a cross section of public sector and voluntary services (MC & LSP)	Opportunity to reduce costs by sharing cost per transaction.	Medium Term
	One-Stop-Shop & Mobile Bus	To strengthen the integration of new and migrant communities and improve the ability of such groups to access services from public, private and voluntary sector bodies	Department of Communities and Local Government (CLG) awarded the Migration Impact Fund of £220,000.00	Short Term
	Provide integrated solutions to the problems faced by both migrant citizens and all other communities, by providing all the services required to meet their needs, at a single point of contact.			

Objective & Links to Policies	Title	Actions	Funding	Timescale
<p>CCSIP 02</p> <p>Utilisation of Management Information</p> <p>Links to</p> <p>ICT Strategy</p> <p>Web Strategy</p>	<p>Website redevelopment</p> <p>Service Transformation</p> <p>Continual network & infrastructure upgrade</p>	<p>All service areas to cleanse data, review content and usage of website</p> <p>Promotion of Web Access</p> <p>Enable self-service e-forms</p> <p>Further integration of back office systems</p> <p>Monitor usage and build an interactive & transactional channel</p> <p>Continue to review service delivery using Systems thinking which places the customer at the heart of all we do</p> <p>Review existing scripting, processes and case creation bringing to the Front any transactional processes to allow a One & Done</p> <p>Build an infrastructure across the district to better enable speed and ease of access for both Officers and Customers</p> <p>Upgrade or review our current digital telephony platform</p> <p>Upgrade or review our current Contact centre telephone system HiPath Pro centre – to enable flexibility of call distribution regardless of location.</p> <p>Upgrade our CRM system Lagan Frontline 6.1 to enable greater functionality</p> <p>Single repository of information – enabling equal access to consistent, accurate and up to date information</p> <p>Use data to inform and shape change in processes, choice of communication platform and resource management</p>	<p>Website redevelopment plus ICT refresh programme</p> <p>Efficiencies/Benefits realisations</p> <p>Customer Service Centre Infrastructure – Growth Bid (Capital Fund allocated) ICT refresh programme</p>	<p>Short Term</p> <p>Short – Long Term</p> <p>Short Term – quick wins.</p> <p>Long Term – continual process.</p>

Objective & Links to Policies	Title	Actions	Funding	Timescale
<p>CCSIP 03</p> <p>Maximise the potential of the Customer Contact centre</p> <p>Links to</p> <p>Business Plan</p>	<p>Expand the delivery and resolution of service requests</p> <p>Evolve shared service delivery</p> <p>Trade our quality service delivery to other organisation</p>	<p>Use of data to inform and shape change in processes, bringing back office tasks to the front office. Train Customer Service Officers Integrate frontline and back office activity</p> <p>Engage and work with District Council's to handle calls from basic switchboard to complex Council Tax requests for service.</p> <p>Build opportunities to trade with other public sector and private sector organisations Offer a variety of services, call handling, process changes, and training to building a business case.</p>	<p>Efficiencies/Benefits realisations</p> <p>Efficiencies/Benefits realisations</p> <p>Income generation</p>	<p>Short Term</p> <p>Medium Term</p> <p>Medium Term.</p>