Winchester City Council

DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

TOPIC – CUSTOMER SERVICE BUSINESS PLAN

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to made by an individual member of Cabinet.

In accordance with the Procedure Rules, the City Secretary and Solicitor, the Chief Executive and the Director of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on 26 March 2007

Contact Officers:

Case Officer: Paul Wood, Tel: 01962 848 014, Email: pwood@winchester.gov.uk

Committee Administrator:
Frances Maloney, Tel: 01962 848 155, Email: fmaloney@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- Continue implementation of Service Centre including back office integration

- Contribution to the corporate EDRMS project

- Review of corporate customer service standards and organisational Customer Care within the Council

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2007-12 or otherwise ensure that the Council meets the statutory obligations place on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescale shown.

PROPOSED DECISION

That the Business Plan for the Customer Service Division be approved as attached.

REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

The Resources Scrutiny Panel will be consulted on this Business Plan.

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

None

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)   **Date of Decision**

Councillor Frederick Allgood – Portfolio Holder for Finance and Resources

Customer Service Business Plan 2007 – 2012

1. **Brief Description of the Service and its Purpose**

    - Reception and telephone services

    - Mail, courier, document scanning, and document verification services

    - Staff canteen and vending facilities (until April 2007)

2. **Links between Council strategic priorities and services**

Strategic priority	Divisional responsibility
Economic prosperity	Providing information and signposting to information on local businesses.
Safe and Strong Communities	Providing a safe environment for customers and staff at receptions. Making access to services easier for customers across the District.
High Quality Environment	Encouraging a paper free environment, reduce waste by encouraging customers to access information and leaflets electronically using the Internet. Reducing the need for travel across the District by enabling customers to resolve enquiries efficiently using contact channels other than face to face.
Efficient & Effective Council	Providing access for customers across a range of channels including telephone, fax, email, SMS, post and face to face contacts.

3. Summary of Progress in 2006/07

Key Service Priorities

	Corporate Priority	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?	Progress update
1.	Efficiency programme / Customer Service	Implement Phase 2 of the Service Centre	Apr-Dec 06	Measures to be set as part of project	£140k capital £90k revenue	Customer Service Manager	Only partially completed due to technical difficulties plus back office systems not being upgraded in timescale
2.	Efficiency programme	Contribute to the corporate EDRMS project	Start Sep 06	Measures to be set as part of project	£500k capital £470k revenue (5 year total)	Customer Service Manager & Office Support Team Leader	On track with project team

Other Tasks and Proposed Developments and Improvements of the Service

	Corporate Priority	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?	Progress update
1.	Efficiency programme	Develop Lagan for corporate complaints handling	Apr 06	Working system meeting specification	Internal staffing resources	Customer Service Manager	As a result of complaint recording specification changes CRM system unable to deliver user requirements. Work is progressing to design and implement an in house corporate complaints database which will satisfy user requirements and integrate with CRM.

	Corporate Priority	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?	Progress update
2.	Efficiency programme	Support to HR for review of staff canteen	Apr 2006	Recommendations approved and implemented	Internal staffing resources	Customer Service Manager	Canteen service realigned to match customer requirements, hot food service reduced, sandwich and hot snack service increased resulting in increased staff use and revenue.
3.	Efficiency programme	Introduction of a balanced scorecard measure for Customer Service staff	Apr 2006	Improvement in customer satisfaction levels	Internal staffing resources	Customer Service Manager	The scorecard has been successfully implemented and has been instrumental in delivering improved performance and staff development.
4.	Efficiency programme	Review of Office support activities and development of an OS dashboard.	Jun 2006	Customer surveys; Measures to be developed	Internal staffing resources	Office Support Team Leader	OS services were reviewed and an improvement plan implemented by the team. The dashboard was developed and implemented as part of the review. Performance has stabilised and improved as a result.
5.	Efficiency programme	Further development of e-procurement	Apr 2006	Measures to be set as part of project	Internal staff resources	Office Support Team Leader	Supplies procurement activity transferred to IM&T.
6.	Safer and more inclusive communities	Facilitate WADs Credit Union within Service Centre	Jun 2006	Feedback from WADs	Internal staffing resources	Customer Service Manager	Awaiting further contact from WADs.

4. Service Priorities 2007/12

A) Key Service Priorities

	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?
1.	Efficient & Effective Council	Continue implementation of Service Centre including back office integration	April 07 – Dec 09	Further one shop calls and more efficient access to information for the public.	£15k Cap – software 07/08 £40k Cap – integration 07/08 £20k Cap – integration 08/09 in-house resources (still to quantify) staff resources 200 days Staff resources in sections – to be quantified	Head of IM&T and Customer Service Manager
2.	An efficient and effective organisation	Contribution to the corporate EDRMS project	April 07 – Sept 10	Measures to be set as part of the project including % documents scanned within SLA and % of scanned documents quality checked	Existing Internal staff resource phased migration from physical mail collection and delivery to document scanning	Customer Service Manager & Office Support Team Leader
3.	An efficient and effective organisation	Review of corporate customer service standards and organisational Customer Care within the Council	April 07 – March 08	Comparison against national standards (NeDS)	Internal staffing resources; Customer Service Manager and corporate customer care group	Customer Service Manager

B) Other Service Priorities

	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?
1.	An efficient and effective organisation	Relocate Planning reception to the Colebrook Street reception	2007	Customer satisfaction and staff efficiency savings	Internal staffing resources	Customer Service Manager
2.	An efficient and effective organisation	To develop and deliver a corporate complaints process integrating with Lagan CRM	2007	Measures to be set as part of the project	Internal staffing resources	Customer Service Manager & Complaints Manager
3.	An efficient and effective organisation	Improve face to face customer flows to reduce queues to manage increased customer traffic in the City Offices reception area	April 2007	Maintain customer satisfaction levels for face to face customers following planning reception move	£2700 one off costs	Customer Service Manager
4.	An efficient and effective organisation	Upgrade Lagan CRM system to version 6	April 08 – March 09	Enhanced functionality to deliver better customer service	£20K Internal staff resource and external specialist resource	Customer Service Manager

	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take?	Who's accountable?
5.	An efficient and effective organisation	Removing communication barriers for customers by training an advisor to sign	April 07 – April 08	Number of customers (internal and external) using signing service	Internal staff resource and corporate training budget	Customer Service Manager & Training Advisor
6.	An efficient and effective organisation	Customer service staff development programme to increase skills, knowledge and morale of staff.	April 07 – March 08	Reduction in staff attrition from 25% to 23%. Improvement in Customer Satisfaction	Internal resource and training budget	Customer Service Manager
7.	An efficient and effective organisation	Office support to review internal post delivery process and implement changes to free resource for EDRMS scanning	April 07 – June 07	Resource available to scan pilot area mail and planning documents backlog into EDRMS system	Internal staffing resources, Office Support & IM&T analysts	Customer Service Manager and Office Support team leader

5. Resource Implications

A) Financial

| 2006/07 Revised | | | | 2007/08 Estimate | | | | |
| Exp. | Income | Net | Service Activity | Exp. | Income | Net | FTEs | Notes |
£000	£000	£000		£000	£000	£000		
390	(390)	0	Office Support	388	(388)	0	8	
762	(762)	0	Customer Service	836	(853)	(17)	17.73	
20	(20)	0	Staff Canteen	N/A	N/A	N/A	N/A	Staff canteen moving to Facilities Apr 07
1172	**(1172)**	**0**	**Total**	**1224**	**(1241)**	**(17)**	**25.73**	

B) Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
Customer expectations E Government	Service transformation (including Customer Service Centre further phases) Flexibility of staff – multi skilling Corporate activities (eg team briefings) Sickness and absence
WORKFORCE IMPLICATIONS	

Customer expectations
Continued focus on response times, opening hours and resolution at first point of contact.

E-Government
Continued focus on E govt programme throughout Council.

Service transformation (including Customer Service Centre Phase 2,3,4 & 5)
Performance may reduce as new services and processes are integrated into the Centre.

Flexibility of staff – multi skilling
On-going training and development required for both new and existing staff.

Staff attrition
Focus on staff development to improve employee satisfaction, skills base and reduce attrition levels

Corporate activities
Limited staff available to provide cover.

Sickness and absence
High levels in some areas impacting upon performance, other staff and costs.

6. Key Performance Indicators

The KPIs below are designed to deliver improvements across Customer Service by measuring and managing staff, departmental productivity and quality to drive improved customer satisfaction levels. The full range of measures is available on the Intranet via the Customer Service Dashboard which is updated daily. The telephone targets for 2006/07 are aligned to the Gartner Group's assessment of Competent and Best Practice targets for Contact Centres. Telephone targets for **2007/08** have been realigned to the emerging national customer service standards (National e-Service Delivery Standards NeSDS. Face to face waiting time (ref 16) national standard is 10mins. Contact centre industry staff attrion figures taken from Contactbabel 2006 survey).

Ref. No.	What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Estimate 2006/07	Target 2007/08	Target 2008/09	Target 2011/12
1.	Switchboard - % of telephone calls answered	Customer Service Manager	95.9% in 30 seconds	85.4% in 30 seconds	87% in 30 seconds	80% in 20 seconds	85% in 20 seconds	85% in 20 seconds
2.	Service Centre - % of telephone calls answered	Customer Service Manager	NA	68.4% in 30 seconds	70% in 30 seconds	80% in 20 seconds	85% in 20 seconds	85% in 20 seconds
3.	Total of Switchboard and Service Centre - % of telephone calls answered	Customer Service Manager	N/A	75% in 30 seconds	76% in 30 seconds	80% in 20 seconds	85% in 20 seconds	85% in 20 seconds
4.	Customer Service Centre staff attrition rate (UK Contact centre Industry average 2007)	Customer Service Manager	N/A	45%	25%	23%	21%	20%
5.	Switchboard - % of calls abandoned	Customer Service Manager	0.8%	0.7%	0.9%	3%	2%	1%
6.	Service Centre - % of calls abandoned	Customer Service Manager	N/A	9.9%	6.1%	5%	3%	3%

Ref. No.	What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Estimate 2006/07	Target 2007/08	Target 2008/09	Target 2011/12
7.	Total of Switchboard and Service Centre - % of calls abandoned	Customer Service Manager	N/A	4.5%	6.1%	5%	3%	3%
8.	Service Centre - % of busy calls	Customer Service Manager	N/A	13.2%	12%	5%	3%	3%
9.	Percentage of enquiries resolved on first contact	Customer Service Manager	N/A	N/A	76%	65%	75%	80%
10.	Occupancy - the percentage of time Customer Service staff logged into the telephone system are available.	Customer Service Manager	N/A	85.3%	87%	85%	85%	85%
11.	Quality assessments – per CSA per week	Customer Service Manager	N/A	1	1	1	1	1
12.	Quality assessments - percentage of assessments rated good or excellent	Customer Service Manager	N/A	88%	97%	92%	93%	94%
13.	Customer Satisfaction - percentage of service rated as good	Customer Service Manager	N/A	91%	94%	90%	93%	95%
14.	Face to face customers wait no more than an average of 10 minutes	Customer Service Manager	N/A	N/A	4 mins	10 mins	5 mins	5 mins

Ref. No.	What does this show?	Who reports this?	Achieved 2004/05	Achieved 2005/06	Estimate 2006/07	Target 2007/08	Target 2008/09	Target 2011/12
15.	Percentage of documents scanned into EDRMS within SLA (SLA to be agreed as part of EDRMS project)	Office Support Team Leader	N/A	N/A	N/A	100%	100%	100%
16.	Percentage of scanned documents quality checked in Office Support	Office Support Team Leader	N/A	N/A	N/A	10%	10%	10%

7. <u>Proposals for Consultation</u>

What research or consultation do we intend to carry out?	How will we be doing it?	When will we be doing it?	How will we use the results?
Customer satisfaction surveys	Customer Satisfaction surveys - transferring customers to an automated satisfaction survey line, reception customer comments cards, customer response to repairs appointment cards.	Quarterly throughout 2007 - 10	Results will be analysed and compared to previous surveys to track service levels and to identify areas for improvement.
Customer contact channel access survey	Using a combination of on-line and face to face survey forms to identify current contact channel trends, preferences and future communication channels between the Council and its customers	Q1 2007	Results will be analysed to inform decisions on proposed customer contact channel migrations

8. <u>Key elements of risk management</u>

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Notes
Customer Service	4775	B2	Managerial	Failure to achieve target response times	Paul Wood	(1) Poor communication within the Council (2) Inadequate selection and resourcing of staff (3) Failure to respond to an emergency or lack of knowledge	(1) Loss of Staff and community confidence (2) Loss of reputation (3) Increased cost of disruption	Link to Strategic Risk 3