

## Maximising Customer Contact Minimising Waste

Cath Adams  
Customer Services Manager  
Area Management Directorate

People | Progress | Pride

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## Presentation Content

- Customer Contact Centre History
- In – House Business Improvement Programme
  - Developing a Citizen Interface and Robust Customer Relationship Management Systems
  - Optimisation of Resources/Real Time Performance Management Techniques
  - Customer Excellence
- Achievements
- Future Direction

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## Customer Contact Centre History

- Launched in April 2004 as a Private Partnership arrangement.
- 32 seat telephone centre/4 One Stop Shops (including a mobile remote bus service)
  - Improve ease of contact (single number strategy/various access points/webcams in Libraries)
  - Improve hours of contact (8am – 8pm Monday to Friday and 9am to 4pm Saturday)
  - Resolution at the first point of contact (Revenues and Benefits expertise)
- 500,000 customer contacts per annum



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## Customer Contact Centre History Key Challenges



2006 – 2007 Customer Services Partnership dissolved

- 40,000 customer calls abandoned.
- Reputation – poor customer satisfaction levels.
- Lack of appropriate and accurate performance management data.
- Low morale
- Avoidable contacts.
- Inability to align resource to demand.
- Stripping of skills – service knowledge and technical expertise.
- Inequality - terms and conditions.

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## Corporate Investment



- Business Improvement Project - 7 defined project work streams

Career Graded Staffing Restructure

Performance Management Framework

Corporate Customer Excellence Programme

**Improving Customer Access Project**

Resource Planning System

Avoidable Contact assessment

CRM / telephony upgrade

Mobile working solution  
Green & Clean Services

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## Citizen Interface – What we did



- **Upgrade of the existing Northgate Customer Relationship Management System/MITEL telephone system**
  - Involved staff – customer journey mapping
  - **End to end process review**
  - Conversion of Customer history data
  - 100 separate services grouped into 30 combined services
  - **Change management controls**
  - **Northgate CRM technical skills transfer – service build standardisation.**
  - **Avoidable contact assessment at first point of contact.**
  - Telephone Customer Evaluation survey
- **Integrated GIS**
  - Customer Service Representatives 'mark point' on a map
  - Data gathered for mapping problem geographical areas.
  - E-mails have an active link for back office staff.
  - Mobile working platform.

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### Citizen Interface – What we did



- **Mobile Working tracking Pilot**
  - Involvement of Green and Clean front line staff.
  - Over 1000 Ward based service requests routed to operatives 'in the field' linked to GIS
  - **22% improvement in 24hour resolution**
  - **360% vision** – contact centre can advise customer on each stage of the service request.



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### Resource Interface – Pre Optimisation



**Pre Optimisation of working patterns.**


- 60% of all working patterns had not varied since the inception of the service and did not move in line with seasonal trends.



	01.00	01.30	02.00	02.30	03.00	03.30	04.00	04.30	05.00	05.30	06.00	06.30	07.00	07.30	08.00	08.30	09.00	09.30	10.00	10.30	11.00	11.30	12.00	12.30	13.00	13.30	14.00	14.30	15.00	15.30	16.00	16.30	17.00	17.30	18.00	18.30	19.00	19.30	20.00	20.30	21.00	21.30	22.00	22.30	23.00	23.30	24.00	24.30	25.00	25.30	26.00	26.30	27.00	27.30	28.00	28.30	29.00	29.30	30.00	30.30	31.00	31.30	32.00	32.30	33.00	33.30	34.00	34.30	35.00	35.30	36.00	36.30	37.00	37.30	38.00	38.30	39.00	39.30	40.00	40.30	41.00	41.30	42.00	42.30	43.00	43.30	44.00	44.30	45.00	45.30	46.00	46.30	47.00	47.30	48.00	48.30	49.00	49.30	50.00	50.30	51.00	51.30	52.00	52.30	53.00	53.30	54.00	54.30	55.00	55.30	56.00	56.30	57.00	57.30	58.00	58.30	59.00	59.30	60.00	60.30	61.00	61.30	62.00	62.30	63.00	63.30	64.00	64.30	65.00	65.30	66.00	66.30	67.00	67.30	68.00	68.30	69.00	69.30	70.00	70.30	71.00	71.30	72.00	72.30	73.00	73.30	74.00	74.30	75.00	75.30	76.00	76.30	77.00	77.30	78.00	78.30	79.00	79.30	80.00	80.30	81.00	81.30	82.00	82.30	83.00	83.30	84.00	84.30	85.00	85.30	86.00	86.30	87.00	87.30	88.00	88.30	89.00	89.30	90.00	90.30	91.00	91.30	92.00	92.30	93.00	93.30	94.00	94.30	95.00	95.30	96.00	96.30	97.00	97.30	98.00	98.30	99.00	99.30	100.00	100.30	101.00	101.30	102.00	102.30	103.00	103.30	104.00	104.30	105.00	105.30	106.00	106.30	107.00	107.30	108.00	108.30	109.00	109.30	110.00	110.30	111.00	111.30	112.00	112.30	113.00	113.30	114.00	114.30	115.00	115.30	116.00	116.30	117.00	117.30	118.00	118.30	119.00	119.30	120.00	120.30	121.00	121.30	122.00	122.30	123.00	123.30	124.00	124.30	125.00	125.30	126.00	126.30	127.00	127.30	128.00	128.30	129.00	129.30	130.00	130.30	131.00	131.30	132.00	132.30	133.00	133.30	134.00	134.30	135.00	135.30	136.00	136.30	137.00	137.30	138.00	138.30	139.00	139.30	140.00	140.30	141.00	141.30	142.00	142.30	143.00	143.30	144.00	144.30	145.00	145.30	146.00	146.30	147.00	147.30	148.00	148.30	149.00	149.30	150.00	150.30	151.00	151.30	152.00	152.30	153.00	153.30	154.00	154.30	155.00	155.30	156.00	156.30	157.00	157.30	158.00	158.30	159.00	159.30	160.00	160.30	161.00	161.30	162.00	162.30	163.00	163.30	164.00	164.30	165.00	165.30	166.00	166.30	167.00	167.30	168.00	168.30	169.00	169.30	170.00	170.30	171.00	171.30	172.00	172.30	173.00	173.30	174.00	174.30	175.00	175.30	176.00	176.30	177.00	177.30	178.00	178.30	179.00	179.30	180.00	180.30	181.00	181.30	182.00	182.30	183.00	183.30	184.00	184.30	185.00	185.30	186.00	186.30	187.00	187.30	188.00	188.30	189.00	189.30	190.00	190.30	191.00	191.30	192.00	192.30	193.00	193.30	194.00	194.30	195.00	195.30	196.00	196.30	197.00	197.30	198.00	198.30	199.00	199.30	200.00	200.30	201.00	201.30	202.00	202.30	203.00	203.30	204.00	204.30	205.00	205.30	206.00	206.30	207.00	207.30	208.00	208.30	209.00	209.30	210.00	210.30	211.00	211.30	212.00	212.30	213.00	213.30	214.00	214.30	215.00	215.30	216.00	216.30	217.00	217.30	218.00	218.30	219.00	219.30	220.00	220.30	221.00	221.30	222.00	222.30	223.00	223.30	224.00	224.30	225.00	225.30	226.00	226.30	227.00	227.30	228.00	228.30	229.00	229.30	230.00	230.30	231.00	231.30	232.00	232.30	233.00	233.30	234.00	234.30	235.00	235.30	236.00	236.30	237.00	237.30	238.00	238.30	239.00	239.30	240.00	240.30	241.00	241.30	242.00	242.30	243.00	243.30	244.00	244.30	245.00	245.30	246.00	246.30	247.00	247.30	248.00	248.30	249.00	249.30	250.00	250.30	251.00	251.30	252.00	252.30	253.00	253.30	254.00	254.30	255.00	255.30	256.00	256.30	257.00	257.30	258.00	258.30	259.00	259.30	260.00	260.30	261.00	261.30	262.00	262.30	263.00	263.30	264.00	264.30	265.00	265.30	266.00	266.30	267.00	267.30	268.00	268.30	269.00	269.30	270.00	270.30	271.00	271.30	272.00	272.30	273.00	273.30	274.00	274.30	275.00	275.30	276.00	276.30	277.00	277.30	278.00	278.30	279.00	279.30	280.00	280.30	281.00	281.30	282.00	282.30	283.00	283.30	284.00	284.30	285.00	285.30	286.00	286.30	287.00	287.30	288.00	288.30	289.00	289.30	290.00	290.30	291.00	291.30	292.00	292.30	293.00	293.30	294.00	294.30	295.00	295.30	296.00	296.30	297.00	297.30	298.00	298.30	299.00	299.30	300.00	300.30	301.00	301.30	302.00	302.30	303.00	303.30	304.00	304.30	305.00	305.30	306.00	306.30	307.00	307.30	308.00	308.30	309.00	309.30	310.00	310.30	311.00	311.30	312.00	312.30	313.00	313.30	314.00	314.30	315.00	315.30	316.00	316.30	317.00	317.30	318.00	318.30	319.00	319.30	320.00	320.30	321.00	321.30	322.00	322.30	323.00	323.30	324.00	324.30	325.00	325.30	326.00	326.30	327.00	327.30	328.00	328.30	329.00	329.30	330.00	330.30	331.00	331.30	332.00	332.30	333.00	333.30	334.00	334.30	335.00	335.30	336.00	336.30	337.00	337.30	338.00	338.30	339.00	339.30	340.00	340.30	341.00	341.30	342.00	342.30	343.00	343.30	344.00	344.30	345.00	345.30	346.00	346.30	347.00	347.30	348.00	348.30	349.00	349.30	350.00	350.30	351.00	351.30	352.00	352.30	353.00	353.30	354.00	354.30	355.00	355.30	356.00	356.30	357.00	357.30	358.00	358.30	359.00	359.30	360.00	360.30	361.00	361.30	362.00	362.30	363.00	363.30	364.00	364.30	365.00	365.30	366.00	366.30	367.00	367.30	368.00	368.30	369.00	369.30	370.00	370.30	371.00	371.30	372.00	372.30	373.00	373.30	374.00	374.30	375.00	375.30	376.00	376.30	377.00	377.30	378.00	378.30	379.00	379.30	380.00	380.30	381.00	381.30	382.00	382.30	383.00	383.30	384.00	384.30	385.00	385.30	386.00	386.30	387.00	387.30	388.00	388.30	389.00	389.30	390.00	390.30	391.00	391.30	392.00	392.30	393.00	393.30	394.00	394.30	395.00	395.30	396.00	396.30	397.00	397.30	398.00	398.30	399.00	399.30	400.00	400.30	401.00	401.30	402.00	402.30	403.00	403.30	404.00	404.30	405.00	405.30	406.00	406.30	407.00	407.30	408.00	408.30	409.00	409.30	410.00	410.30	411.00	411.30	412.00	412.30	413.00	413.30	414.00	414.30	415.00	415.30	416.00	416.30	417.00	417.30	418.00	418.30	419.00	419.30	420.00	420.30	421.00	421.30	422.00	422.30	423.00	423.30	424.00	424.30	425.00	425.30	426.00	426.30	427.00	427.30	428.00	428.30	429.00	429.30	430.00	430.30	431.00	431.30	432.00	432.30	433.00	433.30	434.00	434.30	435.00	435.30	436.00	436.30	437.00	437.30	438.00	438.30	439.00	439.30	440.00	440.30	441.00	441.30	442.00	442.30	443.00	443.30	444.00	444.30	445.00	445.30	446.00	446.30	447.00	447.30	448.00	448.30	449.00	449.30	450.00	450.30	451.00	451.30	452.00	452.30	453.00	453.30	454.00	454.30	455.00	455.30	456.00	456.30	457.00	457.30	458.00	458.30	459.00	459.30	460.00	460.30	461.00	461.30	462.00	462.30	463.00	463.30	464.00	464.30	465.00	465.30	466.00	466.30	467.00	467.30	468.00	468.30	469.00	469.30	470.00	470.30	471.00	471.30	472.00	472.30	473.00	473.30	474.00	474.30	475.00	475.30	476.00	476.30	477.00	477.30	478.00	478.30	479.00	479.30	480.00	480.30	481.00	481.30	482.00	482.30	483.00	483.30	484.00	484.30	485.00	485.30	486.00	486.30	487.00	487.30	488.00	488.30	489.00	489.30	490.00	490.30	491.00	491.30	492.00	492.30	493.00	493.30	494.00	494.30	495.00	495.30	496.00	496.30	497.00	497.30	498.00	498.30	499.00	499.30	500.00	500.30	501.00	501.30	502.00	502.30	503.00	503.30	504.00	504.30	505.00	505.30	506.00	506.30	507.00	507.30	508.00	508.30	509.00	509.30	510.00	510.30	511.00	511.30	512.00	512.30	513.00	513.30	514.00	514.30	515.00	515.30	516.00	516.30	517.00	517.30	518.00	518.30	519.00	519.30	520.00	520.30	521.00	521.30	522.00	522.30	523.00	523.30	524.00	524.30	525.00	525.30	526.00	526.30	527.00	527.30	528.00	528.30	529.00	529.30	530.00	530.30	531.00	531.30	532.00	532.30	533.00	533.30	534.00	534.30	535.00	535.30	536.00	536.30	537.00	537.30	538.00	538.30	539.00	539.30	540.00	540.30	54
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## Real Time Performance Management Tools



Real time performance management available to managers and team leaders.

Name	Cells Wtg	Agts Avail	A C	Off	Handl n	Ab	Sec	% Handl
Switchboard	6	0	0	411	0	8	0	0
House Bens Pri	6	13	6	149	149	0	37	100
General Pri	6	13	6	315	310	5	96	98
C Tax + Bus Pri	6	13	6	244	244	0	97	100

**Avg Talk Time**

General	+01:48
CTax and Bus Rates	+02:46
Housing Bens	+03:00

**Longest Calls Waiting**

General	+00:00
CTax and Bus Rates	+00:00
Housing Bens	+00:00

**Avg Time to Handle**

General	+00:06
CTax and Bus Rates	+00:06

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## Achievements



- Improvement in call handling performance 2009/2010 - 96%
- APSE Awards finalists 2009 – Best Efficiency Initiative Category.
- 95% of customers happy with the quality of call handling and customer care received.
- 90% of staff trained in two or more skill sets linked to a career graded staffing structure.
- Team Leader Contact Centre Development Programme accredited to Teesside University.
- Customer Services Modern Apprenticeship Scheme in joint partnership with Redcar and Cleveland FE College.
- Reduction in head count from 59.28FTE to 52FTE (created 2 posts to support the Customer Excellence Programme)
- Avoidable contact approach and Mobile Tracking Pilot cited as good practice (North East Regional Improvement and Efficiency Partnership).
- Funding secured for Customer Excellence Programme (Phase 2) recognised by NE RIEP as an innovative approach to embedding customer excellence across the authority.
- Launch of new a new customer service point within Low Grange Health Village a Neighbourhood locality base - joint delivery with Library staff alongside NHS/PCT.

People | Progress | Pride

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## The Future - Supporting Neighbourhoods



River
Coast
Country

**Customer Insight and Intelligence**

- Customer Mapping
- GIS mapping
- Data (quantitative/qualitative)
- End to Processes
- Benchmarking
- Intelligence data hub
- Access migration

**Customer Excellence Programme**

- Redcar and C'land Way
- Best in Class
- Top 10 Customer Care Commitments
- Improving Customer Experience
- Customer Care Training
- Mystery shopping/evaluation
- Independent assessment

**Access to Services Channel V Cost**

- Robust CRM infrastructure
- mobile working
- Clear and accessible information
- Choice of multi access channels
- Self serve options
- Flexible/multi skilled front line staff
- Joint working/multi agency

People | Progress | Pride

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Neighbourhood Working  
Low Grange Health Village

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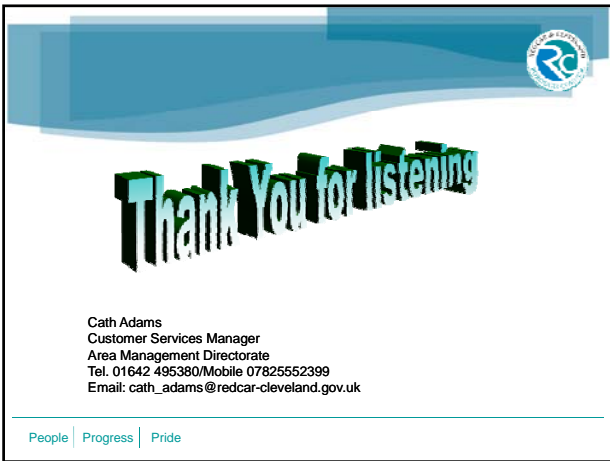
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