

**APPENDIX A**

**INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS**

Reference No.	<b>CS02</b>	Description	<b>Value for Money - Customer Service</b>	
Lead Officer	<b>Tom Shardlow</b>	<b>Customer Service</b>	Date Plan Completed	<b>15/10/2018</b>

Performance Out-turn	<b>Performance Indicators</b>	<b>Q1 Target</b>	<b>Q1 Actual</b>	<b>Q2 Target</b>	<b>Q4 Actual</b>	<b>Status</b>
	Start our Customer First Programme to improve our customer service.	Started	Initial work	Started	Started	☐
	Give customers the ability to access at least 50 transactions online 24/7.	50 transactions online	50+	50+	Met- but requires improvement	☺
	Level of satisfaction with Customer Services – the % of customers that are satisfied or above with the service.	Not set	Not measured	90% Satisfied	F2F – 88% Phone 84% Online 71%	☹

**CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 2**

	2017			2018			2017			2018		
	Qtr 2 Month 1	Qtr 2 Month 1	+/-	Qtr 2 Month 2	Qtr 2 Month 2	+/-	Qtr 2 Month 3	Qtr 2 Month 3	+/-	Total Year 1	Total Year 2	
<b>Received*</b>	9040	10338	1298	9532	8951	-581	8658	7779	-879	27230	27068	
<b>Answered</b>	6843	6877	34	6691	7179	488	6687	6535	-152	20221	20591	
<b>Answered in 30 secs</b>	2663	2045	-618	1700	4035	2335	2663	3937	1274	7026	10017	
<b>Answered in 60 secs</b>	3014	2379	-635	2011	4444	2433	2960	3319	359	7985	10142	
<b>Abandoned</b>	2072	3231	1159	2748	1326	-1422	1876	1241	-635	6696	5798	
<b>Rejected</b>	118	230	112	93	18	-75	92	0	-92	303	248	

<p><b>Explanation of Current Performance</b></p>	<p><b>Customer Service Team Performance</b></p> <p>Performance has improved in Q2 2018/19 compared to Q2 2017/18, with a fall in % abandoned calls from 25% to 21%. Wait times have also improved from 35% of calls answered in 30 seconds in 2017/19, to 49% in 2018/19. However, the level of performance still represents a poor customer experience overall, with longer than desirable call wait times and a still high level of call abandonment.</p> <p>The Head of Customer Services was appointed in Q2 2018/19 and though much work has been done to improve performance, this requires time to lay foundations, imbed and result in performance changes. The expectation is that the increase in performance in Q2 will be progressive, with further advances in Q3.</p> <p><b>Digital Transformation</b></p> <p>Though the number of transactions online meets target, the general customer experience is poor, with a limited and incomplete range of services available online. This team was appointed to on a substantive basis in Q2, with the appropriate structure and governance required to support successful delivery. This has taken time, and it's important that any issues present with previous work is resolved before the project moves forward.</p>
<p><b>Interventions in the last 3 months and evaluation of impact</b></p>	<p><b>Customer Services</b></p> <p><u>Customer Experience Strategy</u></p> <p>A Customer Experience Strategy has been drafted that will support the organisation in placing the customer at the heart of what we do, and in doing so changing our culture and approach to providing good customer service. It covers key themes such as accommodation, digitalisation, the Customer Service Dept. and wider organisational customer service. This is submitted to Cabinet in November 2018 and if approved will be mobilised shortly after.</p> <p><u>Performance management</u></p> <p>Work has been done to reintroduce performance goals for the service. The team have been given targets, linked to customer experience, such as reducing the wait time and abandonment rates. Equally all staff are now receiving a regular supervision meeting from their manager, with appropriate goal and target setting to move the team forward. This is already showing benefit.</p>

### Recruitment

Despite some difficulty recruiting historically, all team vacancies have now been appointed to, with staff joining over the coming weeks. A new Supervisor started in this quarter, which has further supported the service.

### ACD technology

New technology has been introduced, which enables certain call types to be given to officers with the appropriate skill set. This gives the service increased agility in managing resources.

### **Digital Transformation**

Progress has been made in the Digital Transformation area, with new controls and governance mechanisms put into place. Equally a project plan, road map and communications strategy has been produced to give the project a delivery plan.

Time is being spent, revising some previous work as well as planning the end outputs, to ensure that the product delivered is fit for purpose. This is resulting in some delay in new transactions being available online, but will have long term benefit.

**INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS**

	<b>Key Interventions in Place to Achieve Performance</b>	<b>By When</b>	<b>By Who</b>	<b>Resource Implications</b>	<b>Most Significant Risk to Achievement of Intervention</b>	<b>Contingency Intervention for Most Significant Risk</b>	<b>Monitoring Process</b>	<b>Outcomes expected from intervention</b>
1	<p>Quick win's within Customer Services have been identified and are in progress.</p> <p align="center"><b>Completed</b></p>	In progress – Started July 2018 – Delivery End Sept 2018	Tom Shardlow, CSMT	This consumes management time.	Management resource and also supplier resource availability.	This work is planned and tracked through a regular cadence of management team meetings. Where items slip they are to be re-planned.	This work is planned and tracked through a regular cadence of management team meetings.	This work will have an immediate impact on customer experience and should lead to a notable improvement in call centre performance.
2	<p>Further improvements within Customer Service to manage; change, relationships and resource.</p> <p align="center"><b>Ongoing</b></p>	In progress – Started Aug 2018 – Delivery End Sept 2018	Tom Shardlow, CSMT	This consumes management time.	Management resource and also supplier resource availability.	This work is planned and tracked through a regular cadence of management team meetings. Where items slip they are to be re-planned.	This work is planned and tracked through a regular cadence of management team meetings.	This work will have an immediate impact on customer experience and should lead to a notable improvement in call centre performance.

3	<p>Digital Transformation programme re planned with structure and controls introduced.</p> <p><b>Ongoing</b></p>	<p>In progress - Started Aug 2018 – ongoing.</p>	Tom Shardlow	<p>This is a significant draw on HoS time.</p>	<p>There is a skills gap within the organisation to manage this.</p>	<p>HoS taking a leading role and DT team supported in growing capabilities. Supplier relationship also managed vigorously.</p>	<p>Ongoing, conference call with supplier, regular dialogue with DT. Project office function established.</p>	<p>This will lead to a plan that can be followed in a sequential manner, with improved quality of outputs and better use of resource.</p>
4	<p>Customer Experience Strategy</p> <p><b>Completed – Submitted to Cabinet Nov 18</b></p>	<p>In draft. View to taking to PDG Sept 2019, Cabinet thereafter.</p>	Tom Shardlow	<p>This is a big piece of work and is balanced with competing priorities of HoS.</p>	<p>Slippage due to key information not being available.</p>	<p>Time is planned and work underway for key information sources.</p>	<p>Progress reported into Director of Housing and Customer Services</p>	<p>This product will give a blue print for Customer Experience going forwards. This will lead to a significant change programme across the Council.</p>
5	<p>Customer Satisfaction mechanisms.</p> <p><b>In progress</b></p>	<p>To follow Customer Experience Strategy. However short term measures are in progress to measure satisfaction with specific areas.</p>	Tom Shardlow	<p>Various – across the authority.</p>	<p>Customer Experience strategy sign off.</p>			<p>This will give a consistent view of satisfaction across NWDLC, enabling benchmarking and comparison of services.</p>