

## Appendix B

### INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS – Customer Service Performance

<b>Explanation of Current Performance</b>	<p><b>Customer Service Team Performance</b></p> <p>Work within the Customer Service area for the first quarter has been limited, in the absence of a dedicated corporate lead. The level of performance experienced in Q1 is typical of that of performance over recent years, with various operational and strategic barriers to performance.</p> <p>The authority's approach and attitude towards customer service has been variable for a long time and the transition from the present state to that of a customer centric organisation, will take considerable cultural and organisational change.</p> <p>The immediate barriers to performance can be summarised around; human resource management, corporate profile and relationships and staff engagement.</p> <p><b>Digital Transformation</b></p> <p>The Head of Customer Service has spent time with the team and also reviewed the programmes management, drawing from this several identifiable barriers to success, particularly around programme controls and project management mechanisms.</p> <p>In addition, although there is now a volume of processes that are available online, work is required around the associated customer journey, in ensuring that this is fit for purpose, easy to use and likely to result in customers returning to the digital channels.</p>
<b>Interventions in the last 3 months and evaluation of impact</b>	<p><b>Customer Services</b></p> <p>Thirteen quick wins have been identified by the Customer Service Management Team (CSMT) which outline immediate or short term actions that will improve customer experience. These actions are shared between head of service and operational levels, with progress against them being mapped.</p> <p>In addition, further actions have been identified:</p>

#### Request for Change Process:

The service is consistently impacted by changes to service area policies, procedures, new initiatives or campaigns. Unfortunately due to a lack of wider communications the notice provided to Customer Services is frequently limited, or at times, with immediate effect. In an operational environment this is difficult to respond to, particularly where maintaining performance is already a challenge. CSMT have begun to manage this via a request for change process, which offers a basic form for a service area to complete, giving detail of the intended change and appropriate notice, which will then be reviewed by CSMT before acceptance and an agreed implementation date.

#### Account Management and SLAs:

CSMT will identify the key stakeholders to Customer Services (waste, environment, licensing, planning, building control etc.) and establish a regular cadence of account meetings, in view of the client relationship that exists with Customer Services. These account meetings will have an initial view to standardise the provision of service and desired performance through Service Level Agreements, with a view to the maintenance of service standards going forwards.

#### Call Handling:

The service will introduce 'skills based routing' enabling the service to give certain call types to certain officers – i.e. enabling a new agent to only get switchboard or waste calls. Skill based routing takes the menu selection chosen by the customer when calling (i.e. option 1 for Waste), associates this call with a 'Waste Skill' and then only gives this call to the agent who has the corresponding waste skill. This will support the deployment of short term or agency resource to bolster service levels.

#### **Digital Transformation**

CLT have been asked to support a series of immediate actions to improve programme control around governance, project management, gateway management and development, with the Head of Customer Service overseeing programme management as an interim measure.

**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	Quick wins within Customer Services have been identified and are in progress.	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	Further improvements within Customer Service to manage; change, relationships and resource.	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.

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3	Digital Transformation programme re planned with structure and controls introduced.	In progress - Started Aug 2018 – ongoing.	Tom Shardlow	This is a significant draw on HoS time.	There is a skills gap within the organisation to manage this.	HoS taking a leading role and DT team supported in growing capabilities. Supplier relationship also managed vigorously.	Ongoing, conference call with supplier, regular dialogue with DT. Project office function established.	This will lead to a plan that can be followed in a sequential manner, with improved quality of outputs and better use of resource.
4	Customer Experience Strategy	In draft. View to taking to PDG Sept 2019, Cabinet thereafter.	Tom Shardlow	This is a big piece of work and is balanced with competing priorities of HoS.	Slippage due to key information not being available.	Time is planned and work underway for key information sources.	Progress reported into the Strategic Director of Housing and Customer Services	This product will give a blue print for Customer Experience going forwards. This will lead to a significant change programme across the Council.

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5	Customer Satisfaction mechanisms.	To follow Customer Experience Strategy. However short term measures are in progress to measure satisfaction with specific areas.	Tom Shardlow	Various – across the authority.	Customer Experience strategy sign off.			This will give a consistent view of satisfaction across NWDLC, enabling benchmarking and comparison of services.