



THE
REDCAR & CLEVELAND
WAY

Building an Effective Customer Contact Centre Resource

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Cath Adams
Customer Services Manager
Area Management Directorate

THE REDCAR & CLEVELAND WAY



Presentation Content

- About Redcar and Cleveland
- Customer Contact Centre History
- Developing a Citizen Interface and Robust Customer Relationship Management Systems
- Optimisation of Resources/Real Time Management Techniques.
- Workforce Development
- Efficiencies/Achievements and Next Steps?



About Redcar and Cleveland



- North East Coast of England
- South of the River Tees
- Population almost 140,000
- 23 Sq miles of North York Moors National Park.



- Heavy industry (iron, steel petrochemicals)
- Diverse/deprived communities
- Major priority - narrowing the gap





Customer Contact Centre – History April 2004

- Launched in April 2004 as the Public Access Service
- Private Partnership - 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)
- In excess of 500,000 customer contacts
- 29.7% of calls handled in 20 seconds
- 62.8% calls abandoned





Customer Contact Centre – History September 2006

- By September 2006 the partnership arrangement was dissolved and the service brought back in house.

Key issues:

- Performance **49.25%** calls handled in 20 seconds/**18.66%** calls abandoned.
- An inherited staffing structure not fit for purpose.
- Reputation - poor external and internal customer service levels.
- Lack of appropriate and robust performance management data
- Shift patterns had been developed with little reference to business need
- Inability to forecast customer demand to meet resource requirements
- High sickness absence
- Low morale
- Lack of staff training/development



Rebuilding



- Corporate Investment – Top Ten Business Improvement Projects (7 defined work streams)
- Customer Excellence Programme – getting it right first time/customer excellence in action
- Citizen Interface/external & internal Customer insight.
- Systems re-thinking/guidance from experts in the field of CRM and contact centre management.
- VFM – increased productivity (customer demand V supply/performance management).
- Skills analysis/staffing re-structure/workforce development.





Developing the Citizen Interface

- **Upgrade of the existing Northgate Customer Relationship Management System**
 - Separate services grouped into 30 combined services
 - Conversion of Customer history data
 - Change management controls
 - Self serve options
 - Northgate skills transfer/development standardised 'page' based layout
 - NI14 gathered on each service request (**improved outcomes – approach cited as good practice**)
 - Consistent & accurate response to calls
 - Repository of service scripts
 - Telephone Customer Evaluation survey
- **Integrated GIS**
 - Customer Service Representatives 'mark point' on a map
 - Data gathered for mapping problem geographical areas available
 - E-mails have an active link for back office staff



Developing the Citizen Interface

● Mobile Working tracking Pilot

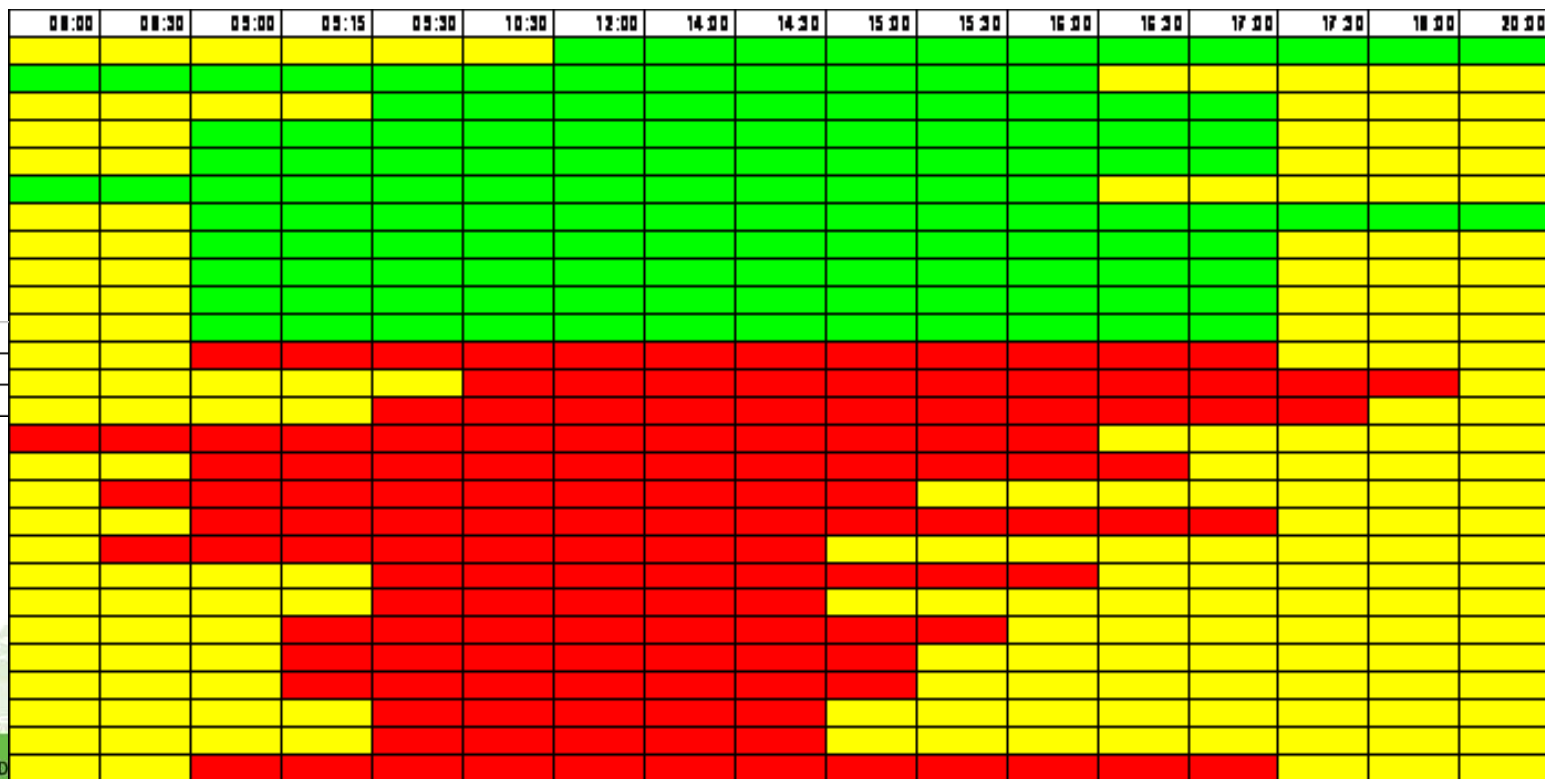
- Involvement of Green and Clean Services - blackberry devices to front line staff.
- Over 600 Ward based service requests routed to operatives 'in the field' linked to GIS
- **22%** improvement in 24hour resolution
- **360% vision** – can advise customer on each stage of the service request.
- project to be rolled out across other council services



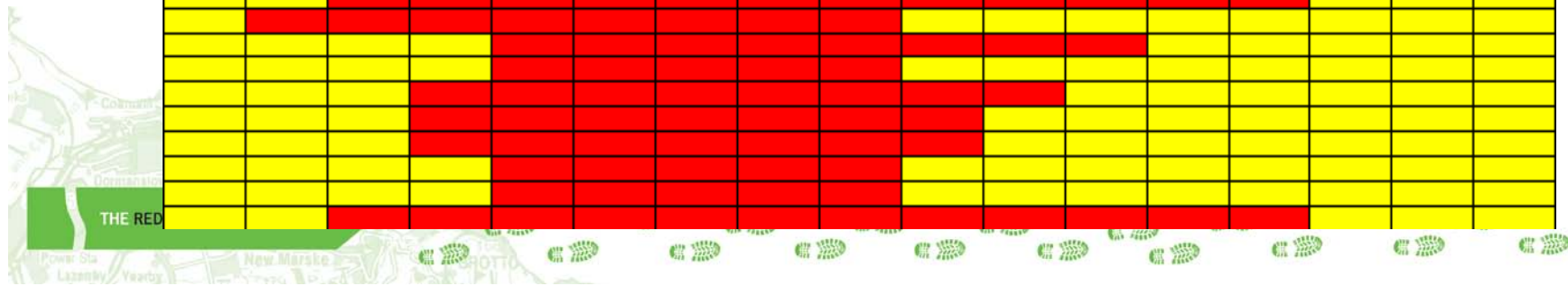
Optimisation of Resources

- **Implementation of QMAX resource planning software.**
 - Optimisation of existing shift patterns.
 - 60% of all shift patterns had not varied since the inception of the service and did not move in line with seasonal trends or known variations in customer call volumes.

Time line

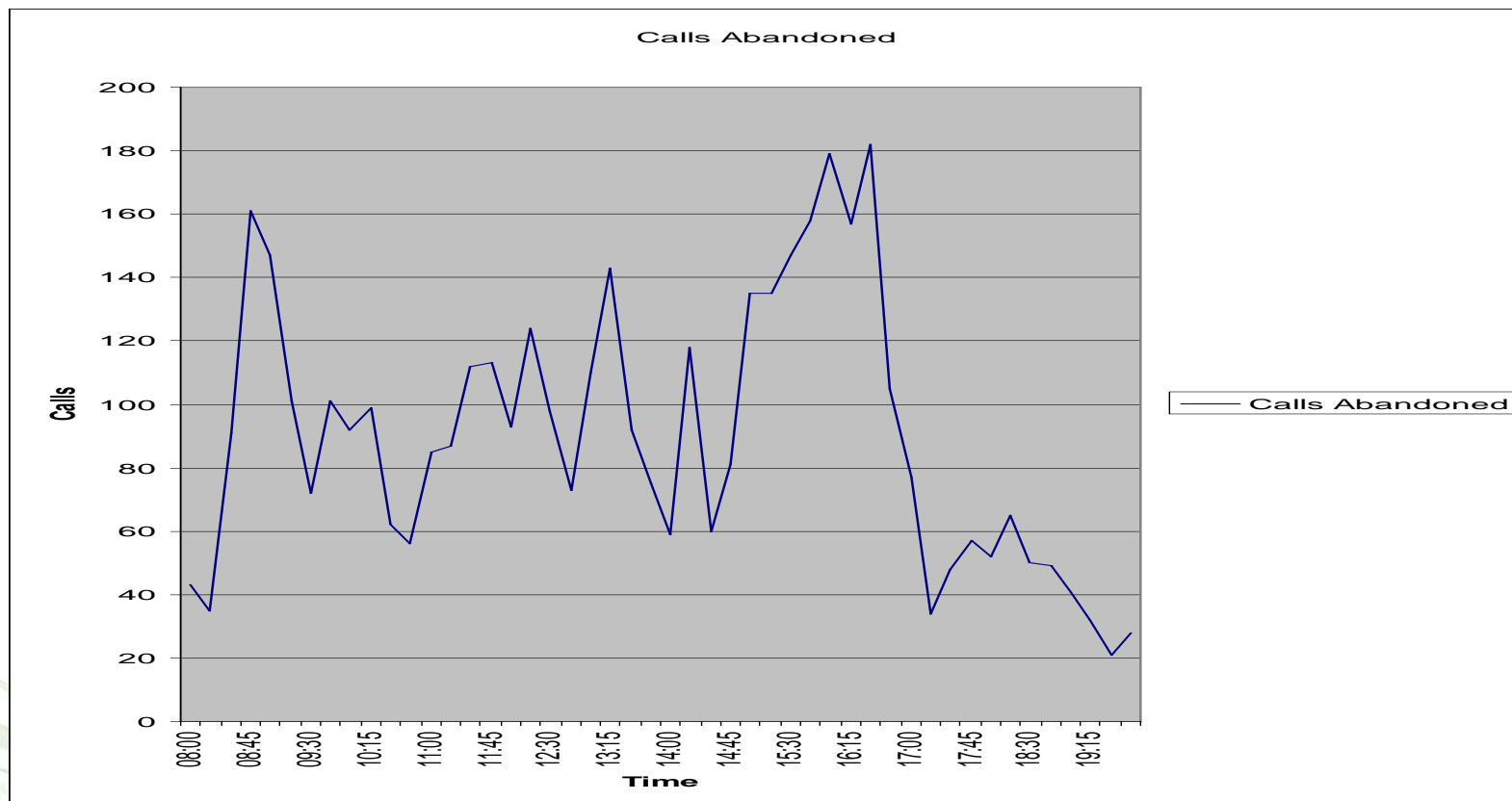


Fixed Shift
Flexible Shift
Non-Working Time



Optimisation of Resources

- Abandoned Calls January to June 2009





Real Time Management Techniques

- **Improvements to telephony system/Implementation of QMAX resource planning software.**
 - Data cleanse/provision of direct data feeds to a performance management framework (closely aligned to the requirements of the Cabinet Office Performance Management Framework for publicly funded Contact Centres.
 - Real time performance management available to managers and team leaders.

Wallboard for change - Contact Center Client

Name	Calls Wtg	Agts Avail	A C	Offr	Hndl	Ab n	Svc Lvl %	% Hndl
Switchboard	0	0	0	411	0	8	0	0
House Bens Pri	0	13	6	149	149	0	97	100
General Pri	0	13	6	315	310	5	98	98
C Tax + Bus Pri	0	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

Supervisor V2 - Contact Center Client

Contact Center Chat: 5454 Online

ACD (6)	Idle (6)	Unavail (6)	Non ACDE (1)
542 Stephanie P30	541 Sue Parry 5139	543 Tracy Foster 02:34	542 511
000 CS Temp2 P30	542 Karl Crawford 5146	545 Sue Haines 02:11	
540 Glynnis Taylor P30	544 Julie Lewis 5111	540 Kate V/Bus 02:24	
541 Craig Colebit 04:21	543 Leanne Cur 5116	546 David Smith 02:34	
542 Colin Rodger P30	000 CS Temp3 5126		
544 Jayne Ashby 510	542 Vicki Lewis 5103		

Agent ID	Name	Extn #	Log On	Shift Time	MKB Time	Wrap Up Time	ACD Cnt	Last Event Recd	MKB Cnt
5420	Rebecca Taylor	5124	00:00	00:00	00:00	00:00	0		0
5412	Sue Parry	5139	08:59	06:05:33	01:07:00	03:20	15	15:04	2
5444	Jayne Ashley	5105	08:59	06:29:59	23:17	11:40	49	15:29	6
5438	Yvonne Smith	5438	00:00	00:00	00:00	00:00	0		0
5421	Anne Smith	5126	00:00	00:00	00:00	00:00	0		0
5418	Jane Cosker	5127	00:00	00:00	00:00	00:00	0		0
5422	Rachel Redford	5118	11:59	03:27:03	01:01:55	01:42	11	15:26	0
5439	Leanne Cunnning	5116	08:59	06:25:55	01:53:24	13:49	58	15:25	10
0003	CS Temp2	5120	06:47	06:38:04	01:12:26	17:04	81	15:25	20
5407	Katie Wilson	5113	14:37	14:47	35:26	00:00	0	15:16	1
5423	Shelley Mackay	5114	00:00	00:00	00:00	00:00	0		0
5419	Dawn Williams	5134	08:59	06:00:25	36:47	10:58	46	14:59	7
5436	Tracy Foreman	5110	11:57	00:03	00:00	00:00	0	11:57	0

Name	Calls Wtg	Long Wtg	Agts Avail	ACD	Idle	Non ACD	Out	Unavail	Offr	Hndl
House...	0	00:00	13	6	6	0	1	8	147	147
General Pri	0	00:00	13	6	6	0	1	8	313	300
C Tax +...	0	00:00	13	6	6	0	1	8	243	243

Queue: Group Post

Name	Calls Wtg	Long Wtg	Agts Avail	ACD	Idle	Non ACD	Out	Unavail	Offr	Hndl	At
Primary...	0	00:00	13	6	6	0	1	8	703	698	

Connected to 10.20.41.4 on port 5024 | Telephone system time: 02 April 2003 15:29:57 | Current profile: Supervisor V2



Workforce Development

- Career graded options from Customer Services Representative level through to Senior and Team Leader Levels.
- Independent competency based assessment (Council Tax and Housing legislation)
- Memorandum of Agreement (optimisation)
- Contact Centre Team Leader Development Programme (accredited to Teesside University)
- First Line Managers Development Programme
- 1-1 regular reviews including qualitative and quantitative feedback.
- Customer Excellence Training
- Reward and recognition (Pride Awards).

REDCAR & CLEVELAND BOROUGH COUNCIL

Our Top 10 Customer Care Commitments





Benefits/Efficiencies

- £200,000 efficiency savings.
- Improved staff morale
- Dramatic performance improvement (cumulative position as at Dec 2010 Q3 - 92.72% (20 seconds) 1.57% abandoned)
- Productivity has increased from a baseline of 45% utilisation to 70%.
- Reduction in staffing from 59.28FTE to 52FTE (allowing for creation of new posts – Customer Excellence Programme)
- **95%** of customers are happy with the quality of call handling and customer care received.
- **90%** of staff in the Contact Centre are now trained in two or more skill sets which are now recognised as part of an overall career graded staffing structure.
- NI14 and Mobile Tracking Pilot cited as best practice (North East Regional Improvement and Efficiency Partnership)
- One of the top performing in the Tees Valley Customer Services Association (Benchmarking Group).
- Team Leader Contact Centre Development Programme is accredited to Teesside University Staff morale has increased.
- Effective resource planning and identification of business hot spots.
- Staff absence has halved from 20.3 days per FTE (May 07) to 9.63 days per FTE



Next Steps

River

Coast

Country

Customer Insight and Intelligence

- Customer Mapping
- GIS mapping
- Data (quantative/qualitative)
- Process/systems
- 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

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