



Maximising Customer Contact Minimising Waste

Cath Adams
Customer Services Manager
Area Management Directorate

About Redcar and Cleveland



- Largest borough in the Tees Valley - population almost 140,000
- 12km Heritage coastline
- Rural villages and coastal settlements



- Heavy industry (Corus Teesside Cast Products)
- 2nd largest port in Britain
- Diverse communities

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

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



Customer Contact Centre History

Key Challenges

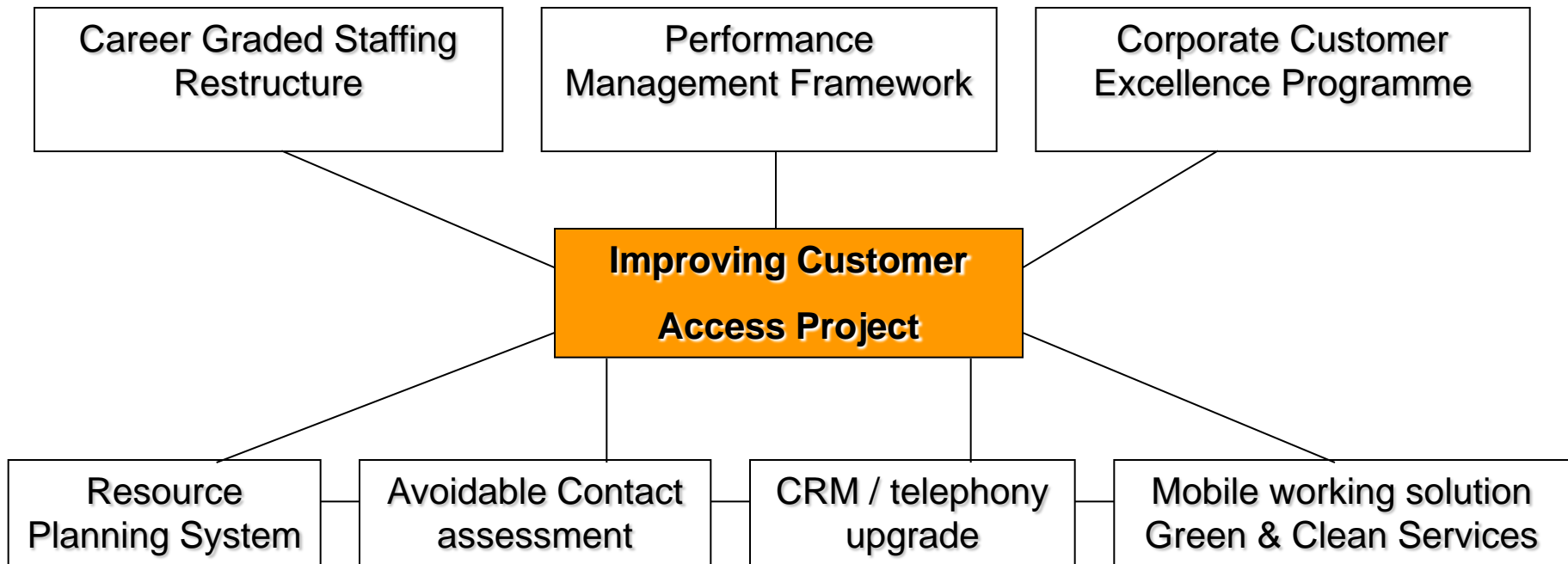


2006 – 2007 Customer Services Partnership dissolved

- 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.

Corporate Investment

- Business Improvement Project - 7 defined project work streams





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.

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.



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.

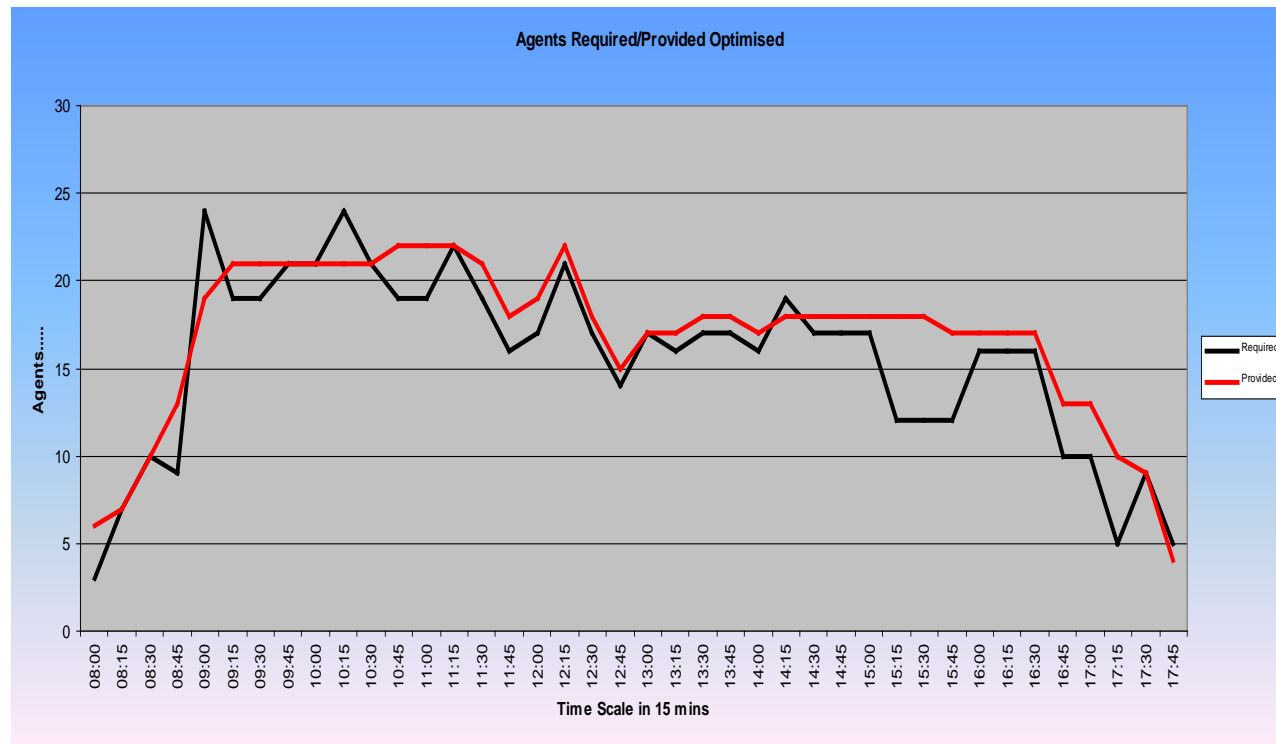
Fixed Shift
Flexible Shift
Non-Working Time



Resource Interface – Post Optimisation

Post Optimisation of working patterns aligned to demand

- Staff/Union consultation
- Local Memorandum of Agreement
- Hot spots/holiday planner
- Skills profiling
- Real efficiencies



Workforce Development

- Embedding Customer Excellence (theatrical style training approach identifying expected employee behaviours).
- Independent competency based assessment (Council Tax & Housing Benefits legislation).
- Contact Centre Team Leader Development Programme (accredited to Teesside University)
- First Line Managers Development Programme
- 1-1 regular staff reviews including qualitative and outputs feedback.
- Learning from Complaints

REDCAR & CLEVELAND BOROUGH COUNCIL

Our Top 10 Customer Care Commitments



Video Clip

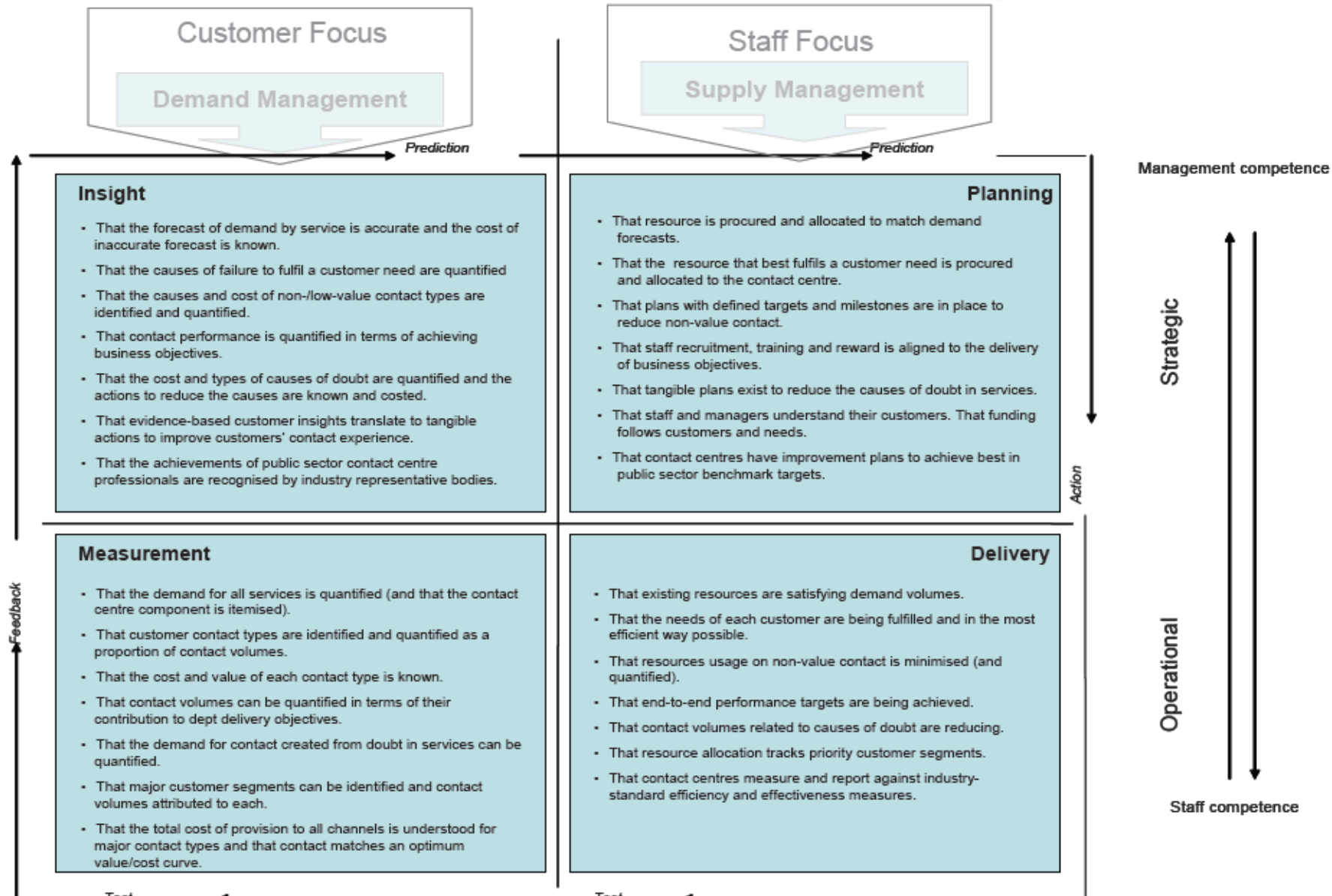
A Customer Excellence Workshop in action



Choosing objectives that deliver contact excellence

Performance objectives by competence area

Performance Management Framework





Performance Management

- Local Performance Indicators

LIS012A – 100% of calls handled

LIS012B – Calls answered within 20 seconds

LIS012C – Calls answered within 30 seconds

LIS012D – Calls answered within 60seconds

LIS013 – % of calls abandoned

Quality Measure - Customer Care Satisfaction telephone survey – 90%

- Contact Centre Performance Management Framework for Publicly Funded Contact Centres.
- Benchmarking – Tees Valley Customer Services Association



Real Time Performance Management Tools

Real time performance management available to managers and team leaders.

The screenshot displays a software interface for Real Time Performance Management, divided into several key sections:

- Queue Now:** A table showing performance metrics for different queue types.
- Agent State by Time:** A grid showing agent status (ACD, Idle, Unavail, Non ACD) and names for various agents.
- Agent Shift:** A table detailing agent shifts, including name, extension, log on, shift time, and wrap up time.
- Performance Metrics:** Summary statistics for Average Talk Time and Longest Calls Waiting, broken down by queue type.
- Queue Group Now:** A table showing performance metrics for different queue groups.

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

ACD [6]	Idle [6]	Unavail [6]	Non ACD [1]
542 Stephanie P30	541 Sue Parry	543 Tracy Forest	542 511
000 CS Temp2 P30	542 Karl Crawford	545 Sue Hutchin	
540 Glynis Taylor P30	544 Julie Lewis	540 Katie Wilson	
541 Craig Colebr P30	543 Leanne Cun	540 Mike Sturt	
542 Colin Rodde P30	000 CS Temp3	545 Carla McMa	
544 Jayne Ashle 510	542 Vicki Lewis	546 David Smith	

Agent login ID	Name	Extn #	Log On	Shift Time	MKB Time	Wrap Up Time	ACD Cnt	Last Event Recd	MKB Cnt
5420	Rebecca Taylor	5124	08:59	00:00	00:00	00:00	0		0
5412	Sue Parry	5139	08:59	06:05:33	01:07:08	03:28	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	08:59	00:00	00:00	00:00	0		0
5431	Anne Smith	5126	08:59	00:00	00:00	00:00	0		0
5448	Jane Cosker	5127	08:59	00:00	00:00	00:00	0		0
5423	Rachel Redford	5118	11:59	03:27:03	01:01:55	01:42	11	15:26	8
5439	Leanne Cunning	5116	08:59	06:25:55	01:53:24	13:49	58	15:25	10
0003	CS Temp2	5120	08:47	06:38:04	01:12:26	17:04	81	15:25	20
5407	Katie Wilson	5113	14:37	40:47	35:26	00:00	0	15:18	1
5428	Shelley McKirdy	5114	08:59	00:00	00:00	00:00	0		0
5419	Dawn Williams	5134	08:59	06:00:25	36:47	10:58	48	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	At
Primary ...	0	00:00	13	6	6	0	1	8	703	698	

Metric	General	CTax and Bus Rates	Housing Bens
Avg Talk Time	=01:48	=02:46	=03:00
Longest Calls Waiting	=00:00	=00:00	=00:00
Avg Time to Handle	=00:06	=00:06	



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.



The Future - Supporting Neighbourhoods

River

Coast

Country

Customer Insight and Intelligence

- Customer Mapping
- GIS mapping
- Data (quantative/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

Neighbourhood Working

Low Grange Health Village



low grange
health village

NHS
Redcar and Cleveland



loyds pharmacy





Thank You for listening

Cath Adams
Customer Services Manager
Area Management Directorate
Tel. 01642 495380/Mobile 07825552399
Email: cath_adams@redcar-cleveland.gov.uk