

CABINET ITEM COVERING SHEET PRO-FORMA

AGENDA ITEM

REPORT TO CABINET

30th NOVEMBER 2006

REPORT OF CORPORATE MANAGEMENT TEAM

CABINET DECISION / KEY DECISION

Corporate – Lead Cabinet Member – Councillor Coleman
Social Inclusion and Neighbourhoods – Lead Cabinet Member – Councillor Johnson

ACCESS TO SERVICES – TURNING THE VISION INTO REALITY

1. Summary

In January 2006, Cabinet approved a vision for the way that the Council's customers might access its services in the future. This report recommends a plan of action for turning the vision into reality and focuses on "phase 1" of an Access to Services Programme which includes several key front line services, the development of a corporate telephone contact centre, the Thornaby multi-service centre and a pilot community access point in Ingleby Barwick.

2. Recommendations

1. That the front-line element of the services described in paragraph 7 of the report be delivered through the new Customer Services Division as phase 1 of the Access to Services Programme.
2. That approval of the management structure for the new Customer Services Division described in paragraphs 9 to 13 and Appendix 1 of the report be delegated to the Corporate Director Resources in consultation with the Deputy Leader and Cabinet Member for Social Inclusion and Neighbourhoods, subject to a positive outcome of ongoing trade union consultation.
3. That, under the Council's Scheme of Delegation, officers enter into discussions and then formal consultation with the trade unions around the detailed organisation structure beneath the management level and the mechanism for filling posts.
4. That the corporate telephone contact centre and Thornaby multi-service centre form the "building projects" for phase 1 of the Programme.
5. That officers continue to liaise with staff from the Ingleby Barwick branch of Tesco with a view to this being the venue for a pilot community access point.

6. That the financial implications for phase 1 of the Access to Service Programme described at paragraphs 27 – 35 of the report and the funding strategy described at paragraphs 41 and 42 be noted and approved in principle, and the details be fed into the 2007/2008 budget setting process for final approval.
7. That further reports be presented to Cabinet in relation to the roll-out of the Access to Services Programme including detailed plans for phases 2 and 3.

3. Reasons for the Recommendations/Decision(s)

To seek approval of plans for implementing the Council's vision of the way that customers will access services in the future and to highlight the financial implications so that they can be taken into account in the 2007/2008 budget setting process. This will enable the Access to Services Programme to move forward into the implementation phase early in 2007/2008.

4. Members Interests

Members (including co-opted members with voting rights) should consider whether they have a personal interest in the item as defined in the Council's code of conduct (paragraph 8) and, if so, declare the existence and nature of that interest in accordance with paragraph 9 of the code.

Where a Member regards him/herself as having a personal interest in the item, he/she must then consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest (paragraph 10 of the code of conduct).

A Member with a prejudicial interest in any matter must withdraw from the room where the meeting is being held, whilst the matter is being considered; not exercise executive functions in relation to the matter and not seek improperly to influence the decision about the matter (paragraph 12 of the Code).

Further to the above, it should be noted that any Member attending a meeting of Cabinet, Select Committee etc.; whether or not they are a member of the Cabinet or Select Committee concerned, must declare any personal interest which they have in the business being considered at the meeting, and if their interest is prejudicial, they must also leave the meeting room during consideration of the relevant item.

AGENDA ITEM

REPORT TO CABINET

30th NOVEMBER 2006

**REPORT OF CORPORATE
MANAGEMENT TEAM**

CABINET DECISION / KEY DECISION

**Corporate – Lead Cabinet Member – Councillor Coleman
Social Inclusion and Neighbourhoods – Lead Cabinet Member – Councillor
Johnson**

ACCESS TO SERVICES – TURNING THE VISION INTO REALITY

SUMMARY

In January 2006, Cabinet approved a vision for the way that the Council's customers might access its services in the future. This report recommends a plan of action for turning the vision into reality and focuses on "phase 1" of an Access to Services Programme which includes several key front line services, the development of a corporate telephone contact centre, the Thornaby multi-service centre and a pilot community access point in Ingleby Barwick.

RECOMMENDATIONS

1. That the front-line element of the services described in paragraph 7 of the report be delivered through the new Customer Services Division as phase 1 of the Access to Services Programme.
2. That approval of the management structure for the new Customer Services Division described in paragraphs 9 to 13 and Appendix 1 of the report be delegated to the Corporate Director Resources in consultation with the Deputy Leader and Cabinet Member for Social Inclusion and Neighbourhoods, subject to a positive outcome of ongoing trade union consultation.
3. That, under the Council's Scheme of Delegation, officers enter into discussions and then formal consultation with the trade unions around the detailed organisation structure beneath the management level and the mechanism for filling posts.
4. That the corporate telephone contact centre and Thornaby multi-service centre form the "building projects" for phase 1 of the Programme.
5. That officers continue to liaise with staff from the Ingleby Barwick branch of Tesco with a view to this being the venue for a pilot community access point.
6. That the financial implications for phase 1 of the Access to Service Programme described at paragraphs 27 – 35 of the report and the funding strategy described at paragraphs 41 and 42 be noted and approved in principle, and the details be fed into the 2007/2008 budget setting process for final approval.

7. That further reports be presented to Cabinet in relation to the roll-out of the Access to Services Programme including detailed plans for phases 2 and 3.

DETAIL

Background

1. The Cabinet meeting on 5th January 2006 considered the first of a series of reports looking to turn around the way that the Council organises itself to deliver services to its customers. The report considered front-line services, different access channels and how to make it as easy as possible for customers to get in touch with the services they require.
2. Cabinet agreed a “Vision” for the future:
 - Face-to-face multi-service centres to be created in the three main town centres of Stockton, Billingham and Thornaby. These would be staffed by trained customer services staff, providing a first point of contact for a broad range of services, some transactional, some informational, some signposting. In the future this could expand to include services from partner organisations on a surgery basis.
 - A single telephone contact centre serving the whole borough, staffed by customer services staff, with access to the Council's new CRM (Customer Relationship Management) technology. The contact centre would also deal with e-mail enquiries and requests for service and in time could be expanded to include proactive outgoing calls.
 - An expanded range of electronic self-service facilities provided through the Council's website and evaluation of video-conferencing and kiosk technology.
 - Further consultation to identify how access to services can be delivered to people who have special needs or live in outlying communities and might not be able to access one of the three town centre multi-service centres.
3. Approval of the vision marked the start of a very complex programme that will impact on all the Council's Service Groupings and ultimately bring many benefits for customers in terms of easier access to services, increased resolution of queries at the first point of contact and more consistent and accurate provision of basic information.
4. Following on from the January 2006 Cabinet meeting, work has focussed on identifying what needs to be done to turn the Access to Services vision into reality. This has included:
 - Consultation with customers through a series of Viewpoint Focus Groups;
 - Consultation with Members through a Members Seminar in July, and a site visit to Darlington Council's Customer Service Centre for Cabinet members;
 - An analysis of all Council services that have customer interfaces;
 - Organisation design for the new Customer Services Division;
 - A review of accommodation options;
 - Financial appraisal.

The results of the above exercises are incorporated in the following sections of the report.

Phasing

5. A piece of work has been undertaken to analyse all Council services that have customer interfaces to determine if the customer facing element of the service could be delivered through a telephone contact centre/multi service centre arrangement and, if so, in what order they should be introduced.
6. By splitting customer interactions for each service into categories such as “simple” frequently asked questions, “complex” queries that require input from subject matter experts, where information is received through a completed form, where a service is provided at the first point of contact, it has been possible to place services in order of priority. The prioritisation has also taken into account feedback from Members and customers, integration requirements between back-office systems and the CRM system and statistical information such as volume of transactions and size (in terms of staffing) of the front line service.
7. It is proposed that the customer contact element of the following services form phase 1 of the Access to Services Programme:
 - Care for Your Area to include refuse collection, street cleansing, recycling and waste awareness, horticultural services, highway maintenance. (The Care for Your Area services went “live” on the new CRM system earlier in November 2006, as a pilot for rolling out the system across the following other phase 1 front line services);
 - Taxation;
 - Benefits;
 - Main switchboard;
 - Telephone payments so that customers can book a service and pay for it at the same time;
 - Pupil & Student Support (free school meals/grants/admissions);
 - Libraries;
 - Signposting and simple scripts for First Contact (the First Contact Team to remain separate from the telephone contact centre in view of the complexity of the queries and the length of calls).
8. In addition to phasing in services it is proposed that the new Customer Services Division be built up in stages as follows:
 - Phase 1 – establish the management structure, implement the telephone contact centre, one multi-service centre (Thornaby), and one pilot community access point (Ingleby Barwick);
 - Phase 2 – open a second multi-service centre (Stockton or Billingham – to be determined at a later stage) and, following a review of the pilot, start the roll out of community access points;
 - Phase 3 – open the third multi-service centre and complete the roll-out of the borough wide network of access points.

The New Customer Services Division

9. It is proposed that the Access to Services Programme be delivered through the creation of a new Customer Services Division. In addition to staffing and managing the contact centres, the Customer Services Division would be responsible for the ongoing development and roll out of the Council’s Customer

First Programme, which defines standards and promotes a customer focussed culture for the whole Authority. The Customer First Programme is currently being reviewed ready for the launch of Stage 2 in early 2007. The Customer Services Division will also be responsible for the administration and development of the Council's new CRM (Customer Relationship Management) computer system as it is rolled out to include new services and users.

10. As it provides corporate services, the Customer Services Division will sit within the Resources Service Grouping. The Head of Taxation and Administration will be responsible for the management and strategic development of the service and the implications of this new responsibility will be considered in the Heads of Service review, which is scheduled to be presented to Cabinet in 2007.
11. The proposed management structure for the Customer Services Division is attached at Appendix 1. The Trade Unions are being consulted about the management structure, associated job descriptions and recruitment arrangements. Any comments received before the Cabinet date will be circulated at the meeting, however as the consultation period doesn't end until the beginning of December, Cabinet is asked to delegate final approval of the management structure to the Corporate Director Resources in consultation with the Deputy Leader and Cabinet Member for Social Inclusion and Neighbourhoods, subject to positive outcome of the consultation.
12. Other than the Head of Taxation and Administration the posts shown at Appendix 1 are new, and it is proposed that they be filled through open recruitment, however the Stockton and Billingham Customer Centre Managers will not be recruited for some time, as the opening of these two multi-service centres are scheduled for later phases of the programme.
13. Beneath this management layer a team of Customer Service Officers will be set up to respond to enquiries and requests for service relating to the customer facing elements of the services that will form phase 1 of the Programme.
14. The assessment of the implications for services and individual posts of setting up a team of Customer Services Officers will be concluded early 2007 and this will be followed by detailed consultation with staff and the Trade Unions around grades and job descriptions and arrangements for transferring/recruiting staff into the new structure.
15. Based on an analysis of current activity and staffing levels, the team will comprise of 25.5 Customer Service Officers, however it should be noted that many Councils that have opened corporate contact centres have reported significantly higher customer demand than anticipated, therefore it may be necessary to review staffing numbers once the telephone contact centre has opened. The release of latent demand may also place new demands on "back-office" teams. This could be managed through a process re-engineering exercise that would accompany the transfer of work to the Customer Services Team and offer the potential for services to increase capacity or achieve efficiencies whilst maintaining or improving quality.

Phase 1 Building Projects – Corporate Telephone Contact Centre

16. Unlike the multi-service centres which need to be located prominently, at ground floor level, in the three town centres, provided the telephone contact centre is

close to a public transport route and has staff parking facilities, it can be located anywhere in the borough.

17. The Capital Strategy and Asset Management Group is currently undertaking a Council-wide review of buildings and accommodation to produce an accommodation strategy that will ensure the Council maximises the potential of its assets and property portfolio. The review is scheduled for completion by March 2007. It includes consideration of the requirements for the telephone contact centre and phase 2 and 3 multi-service centres.
18. As a fall-back position, there is suitable vacant accommodation available on the 5th floor of Bayheath House and the costs of refurbishment have been included in the Access to Services financial appraisal as an estimate of the maximum costs associated with this part of the project.

Phase 1 Building Projects – Thornaby Multi-Service Centre

19. The recommended location for the Thornaby multi-service centre is within the existing Thornaby Library Building. This provides town centre, ground floor, easily accessible accommodation in a location that brings together libraries, leisure (Thornaby Pavilion) and the multi-service centre.
20. Discussions with officers from Tristar Homes have been positive with an expression of interest in locating the Tristar front line customer service operation for Thornaby within the multi-service centre (subject to Tristar Board approval).
21. The PCT has also expressed an interest in extending the range of services delivered from the multi-service centre (they already use the library building to provide services such as blood pressure and diabetes testing, health and healthy eating promotions.)
22. The building plans that have been drawn up include a room that will be promoted as available for hire for meetings by organisations such as community groups and the Police – similar to arrangements that are currently in place for the use of the library meeting facilities.
23. The timing of the building work will have to fit with the Thornaby Town Centre regeneration plans, which currently indicate that the earliest opening date for the multi-service centre would be Summer 2008.

Pilot Community Access Point

24. The consultation exercises that were undertaken with Members and Viewpoint Focus Groups considered possible locations for the delivery of a borough-wide access to services network for customers who are not able to access one of the three main multi-service centres. Suggestions included supermarkets, GP surgeries and the mobile library bus.
25. Through the use of mobile technology and the new CRM (Customer Relationship Management) software, Customer Service Officers could work in outlying areas on a “surgery” basis, visiting various locations regularly on (say) one or two half days per week. Although it might not be possible to resolve the same range of queries at first point of contact as at one of the main multi-service centres, customers would be able to talk to officers face-to-face and the officer concerned would take ownership of any queries or requests for service that are raised, either

dealing with them on the spot or following them through when they return to the main office. Consultation through the customer focus groups indicates that this type of service would be welcomed, however at this stage it is difficult to gauge demand. It is therefore recommended that one network point be set up as a pilot to enable further analysis and review before the scheme is rolled out to other borough-wide locations.

26. In following up customer suggestions, an approach was made to Tesco Ingleby Barwick branch where management expressed a firm interest in working with officers to establish a Council community access point within the store. It is recommended that this form the pilot scheme and the results of the exercise inform the roll-out of other access points.

Costs associated with the Programme

Capital

27. The capital cost of the refurbishment of the 5th floor of Bayheath House would be £150,000 if no other suitable alternative for the corporate telephone contact centre is identified via the corporate accommodation review.
28. The capital cost of constructing a multi-service centre within Thornaby Library is estimated as £325,000. In addition an amount of £218,000 has been estimated as the capital cost of upgrading the rest of the library to bring its appearance up to a similar standard to that of the refurbished multi-service centre and remedy the effects of building work. Some of this work to the library will be essential if the Access to Services building work goes ahead (such as new shelving, desk, floor coverings). For the time being the total cost (£543,000) has been included in the financial appraisal, as representing the costs of developing a new contact centre and fully refurbished library – strong Council branding in the heart of the regenerated Thornaby Town Centre.
29. A high level comparison has been made between the costs of locating the Thornaby multi-service centre in the library and alternative accommodation options. It is estimated that the cost of a new build Access to Services centre would be £500,000 and rental costs of a new town centre unit would be £50,000 per annum (plus initial kitting out costs).
30. Capital costs relating to software such as integration of the CRM system with back-office systems, is currently estimated at £275,300 though the firming up of these costs is still ongoing.
31. Details of the above and potential Phase 2 and 3 capital costs are shown at Appendix 2.

Revenue

32. For Phase 1, revenue costs (excluding support service recharges and accommodation costs) are estimated at £857,879 per year as detailed at Appendix 3.
33. Existing resources of £603,732 have been identified to contribute towards these costs, leaving a shortfall of £254,148 per year. It is estimated that only 75% of this shortfall will need funding in the first year of the project (2007/2008), ie £190,611, and full funding required from 2008/2009.

34. Potential pressures from Phases 2 (2009/2010) and 3 (2010/2011) are £35,137 per year for each phase.
35. Accommodation costs have been excluded pending the outcome of the corporate accommodation review.

Benefits associated with the Programme

36. The Access to Services Programme will deliver many benefits for the Council's customers over a period of time:

- Greater clarity on how to access services (a customer centred, rather than departmental centred approach to customer service means that customers do not have to know the complexities of the Council's workings in order to access services);
- Access to joined-up services;
- Increased resolution of queries at the first point of contact;
- Multiple questions will be answered in one call;
- Reduced time taken to complete service enquiries through to completion;
- Customer Service Officers will take ownership of customers' service requests/problems;
- More consistent and accurate provision of basic information and answers to frequently asked questions;
- Reduced form filling;
- Issues resolved more quickly than by using a paper-based process;
- It provides an opportunity to extend opening hours to meet demand.

All leading to increased customer satisfaction

37. There will be benefits for the Council itself:

- Improved brand recognition of the Council;
- Freeing up of specialist staff from dealing with routine enquiries;
- The Customer Relationship Management (CRM) software can be used to provide details of operational problem areas and customer service standards. This data can be used to make more informed judgements about where to allocate resources and focus remedial action to enhance performance;
- Potential for home working and flexible working patterns.

38. Whilst reducing costs should never be the sole focus of a project of this nature, the consolidation of contact centre/front-office operations, enabled by CRM technology offers the potential for cost reductions and efficiency savings:

- More effective utilisation of staff time through the management of peaks and troughs and routing calls to multi-skilled staff;
- An increase in productive time resulting from reduced errors and rework, increased speed of access to information and resolution of calls at the first point of contact;
- Reducing the number of reception points, freeing up office space for alternative use (links with the ongoing review of Council accommodation);
- Promotion of cheaper access channels – whilst the Access to Services Programme will provide enhanced services for customers whatever their preferred means of contact, customers can be encouraged to use the

cheaper channels such as electronic self-service and telephone, without taking away their freedom to choose;

- Re-engineering of “back-office” processes as front-line services transfer to the contact centres;
- Opportunities to use capacity in the telephone contact centre to undertake surveys/campaigns on behalf of services.

39. At this stage of the Programme it is difficult to quantify the savings that will emerge. In terms of accommodation the freeing up of office space will only be realised once the Stockton multi-service centre opens. Opportunities for rationalisation will be identified as part of the detailed analysis and process review that needs to precede the transfer of the front-line element of a service into a contact centre arrangement. Other opportunities to review back office systems will emerge as staff (or work) transfer to the Customer Services Division.

40. Efficiency savings and service improvement are frequently linked. For example it may be possible to migrate 5% of incoming telephone calls to the web self-service functions. This would reduce unit costs, but if a further 10% of calls were previously being abandoned, an alternative choice would be to service those calls. This would be an improvement in service but a reduction in the efficiency saving.

Funding Strategy

41. It is recommended that funding for both the Capital and Revenue budget pressures arising from the implementation of Phase 1 be requested as part of the 2007/2008 budget setting process.

42. The potential Capital and Revenue budget pressures arising from Phases 2 and 3 should be noted at this stage, pending successful implementation of Phase 1 and approval to proceed with Phases 2 and 3.

Proposed Timetable

43. The Access to Services Programme comprises a number of distinct projects, each with their own project plan and resource requirements. At a high level, key programme dates are:

- Phase 1 management appointments complete by June 2007;
- Customer Service Officer appointments complete by August 2007 ready for staff to be released for training days during the period Aug-Dec 2007;
- Telephone contact centre open January 2008;
- Thornaby multi-service centre open Summer 2008 (links to Thornaby town centre regeneration programme);
- Customer First Stage 2 programme ready for launch by Spring 2007;
- Consultation and communication programmes ongoing throughout.

Success Factors

44. The consultation exercises asked how would we know that the Access to Services Programme had been a success, what are the key indicators of success and how could they be measured. Feedback suggested that the following aspects of the service are important to customers:

- Satisfaction levels
- Service quality
- Percentage of queries resolved at first point of contact
- Waiting times
- Number of complaints
- Value for money

45. In addition to achieving the Council's own Customer First standard, the Customer Services Division will adopt the National e-Service Delivery Standards for Customer Services. The objectives of the standards are to provide a good practice model that will deliver a modernised, effective and efficient service. The standards act as a self-assessment tool to drive future plans for service improvement. They also address the feedback from the consultation mentioned above. There are 25 standards that have been grouped into seven themes (summarised at Appendix 4). For each standard there are three levels – minimum, progressing and excellent. The aspiration is to achieve “excellent” level within 3 years.

FINANCIAL & LEGAL IMPLICATIONS

Financial

The costs associated with the Access to Service Programme are described in paragraphs 27 - 35 and a proposed funding strategy is described in paragraphs 41 and 42.

Legal

No legal implications have been identified at this stage.

RISK ASSESSMENT

The Access to Services Programme has been assessed as high risk (16). The main categories of risk are: technology fails to deliver the expected improvements; organisational capacity to deliver; project management issues; level of customer satisfaction with outcome; funding issues; ensuring that information security and confidentiality requirements are met. Control measures and an action plan have been drawn up to manage the risks identified.

COMMUNITY STRATEGY IMPLICATIONS

Links to theme of Accessibility of local facilities and services.
Section 5 (8) Council Plan – Deliver the Access to Services Strategy

CONSULTATION INCLUDING WARD/COUNCILLORS

- Viewpoint panel – questionnaires and focus groups
- Members seminar (July 2006)
- Trade Unions (any comments received in time to be presented at Cabinet meeting)
- Partner organisations (Tristar, PCT, Job Centre Plus)

- A consultation and communication strategy will be developed, feedback to inform the ongoing development and implementation of the Access to Services Programme

Name of Contact Officer **Debbie Hurwood**
Post Title **Head of Taxation & Administration**
Telephone No. **01642 527014**
Email Address: **debbie.hurwood@stockton.gov.uk**

Background Papers

Report to Cabinet 6th January 2006 – “Access to Services Strategy – The Vision”

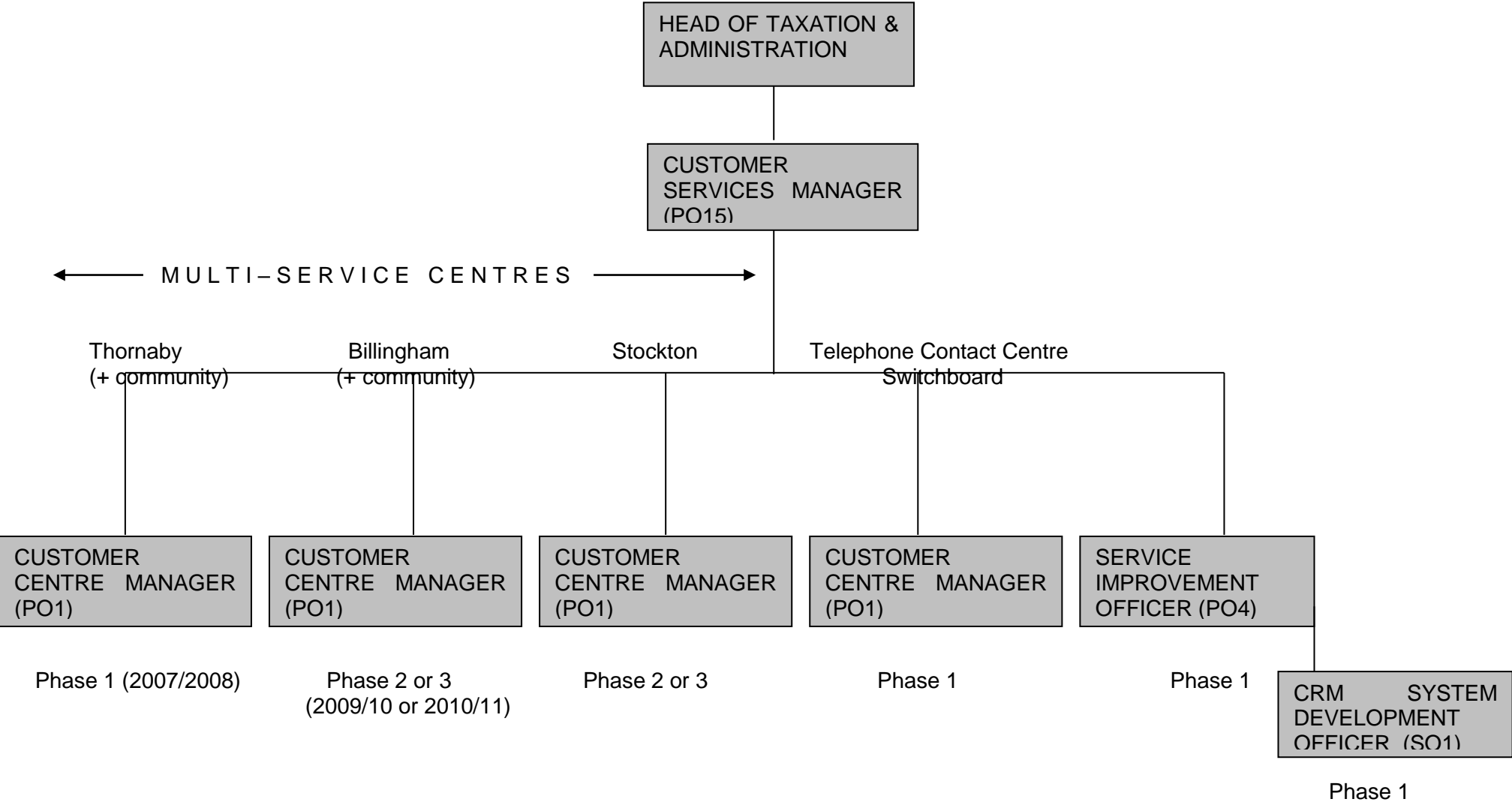
Ward(s) and Ward Councillors:

Not ward specific

Property

The property implications are being taken into account in the corporate accommodation review, as described in the report.

CUSTOMER SERVICES DIVISION – MANAGEMENT STRUCTURE



Capital Costs

	Accomm	Software	
Phase 1 (2007/2008)			
Bayheath refurbishment (call centre)	150,000		subject to no alternative identified via Accomm Review
Thornaby Library - build multi service centre	325,000		
Thornaby Library – refurbishment of Library area	218,000		
Telephone software upgrade		100,000	to be confirmed
Contact Centre wall board display		9,000	
Swipe machines for card payments		1,300	
Q-matic hardware & interface to Lagan		25,000	
Call recording technology		7,000	
Lagan interfaces Phase 1 TALIS (Libraries)		30,000	estimate
Lagan interfaces Phase 1 EMS (Students & pupils)		30,000	estimate
Lagan interfaces Phase 1 IBS (Revs & Bens)		40,000	estimate
Lagan report writing tool		18,000	
Data matching software		15,000	
	<u>693,000</u>	<u>275,300</u>	
Phase 2 (2009/10)			
Build multi service centre	375,000		provisional figure
Q-matic hardware only		18,000	
Swipe machines for card payments		1,300	
Interface Ph2 back office systems		<u>30,000</u>	provisional figure
		<u>49,300</u>	

Phase 3 (2010/11)

Build multi service centre	250,000		provisional figure
Q-matic hardware only		18,000	
Swipe machines for card payments		1,300	
Interface Ph3 back office systems		<u>30,000</u>	provisional figure
		<u>49,300</u>	
	<u>1,318,000</u>	<u>373,900</u>	

Revenue Costs

APPENDIX 3

-----Budgets transferring-----												
Phase 1	Grade	FTE	Cost	CFYA	HB	Tax	Muni Tels	Cust First	Libraries	Pupils & Students	Total	Shortfall
Customer Services Mgr	PO15	1	50,340					39,121			39,121	
Customer Centre Manager	CC PO1	1	35,137									0
Customer Centre Manager	Thby PO1	1	35,137									0
Customer Services Officers	Ph1 Sc 5	2	50,122	24,278		25,061					49,339	
Customer Services Officers	Ph1 Sc 4	13	288,847		77,767						77,767	
Customer Services Officers	Ph1 Sc 3	7.5	146,205	130,572	68,229						198,801	
Customer Services Officers	Ph1 Sc 2	3	53,550			71,400	71,400	8,925			151,725	
Service Imp Officer	PO4	1	38,446					27,658			27,658	
CRM Dev Officer	SO1	1	30,705									0
Admin Support	Sc4	1	22,219									0
Admin Support	Sc2	1	17,850									0
Running Costs (excl CDT & Accommodation)			59,321	27,351	4,929	3,090	6,363	17,588			59,321	
Interface support			20,000									
Network running costs			10,000									
		32.5	857,879	182,201	150,925	99,551	77,763	93,292	0	0	603,732	254,148
												(75% 2007/08 100% 2008/09)
Funding basis				Recharge to CFYA	RA tfr	RA tfr	Recharge to Muni Tels	RA tfr				

Phase 2

Customer Centre Manager	Stn	PO1	1	35,137	From 2009/10	35,137
-------------------------	-----	-----	---	--------	-----------------	--------

Phase 3

Customer Centre Manager	Bham	PO1	1	35,137	From 2010/11	35,137
-------------------------	------	-----	---	--------	-----------------	--------

324,422

NATIONAL E-SERVICE CUSTOMER SERVICE DELIVERY STANDARDS

Customer Experience

1. The customer finds it easy to contact the organisation through all channels (telephone, face-to-face, self service/electronic, post).
2. A high percentage of customer interactions are resolved at the first point of contact.
3. Response times are managed across all channels.
4. The customer is dealt with proactively.
5. All customers have access to services; irrespective of language, disability, gender, religion, age or learning.
6. Customers can access service information and advice.
7. Customers can complain via a single point.
8. Face to face customer access points have been designed with a customer focus; providing ease of access, comfort, security and privacy.
9. The customer Charter is displayed and clearly demonstrated across every customer service channel and through every interaction

Strategy

10. There is an agreed Customer Service Strategy

Leadership and Governance

11. The Local Authority's Members and Senior Management create a service culture with the focus on the Customer
12. There is clear governance for Customer Services

People

13. All staff are provided with appropriate customer service training and development.
14. The Authority uses appropriate and rigorous selection and recruitment processes to recruit customer service staff.
15. The local Authority measures the motivation and satisfaction of staff who deliver customer service.
16. Staff are empowered to deliver excellent customer service and help customers.

Performance Management

17. Customer Service satisfaction is measured and reported.

18. The volume of Customer Service activity is measured and reported.

19. The quality of Customer Service activity is measured and reported.

20. Customer comments and views are recorded and acted upon.

Resource Management

21. Customer Service resources are managed effectively and efficiently.

Processes

22. The Authority manages customer interactions end to end.

23. The Local Authority has a single view of the customer, which covers all service areas.

24. The hand-off between initial contact channels and service professionals is automated.

25. Customers are authenticated and transactions are secure, in line with a clear security policy.