



<b>CAI.39 11/12</b>
<b>Challenge and Improvement Committee</b>
<b>10 April 2012</b>

**Subject: Customer Excellence**

Report by:

Director of Resources

Contact Officer:

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Purpose / Summary:

To provide an update on the progress of the Customer Excellence Programme and key customer data and measures such as demand, channel shift, services contacts and feedback.

**RECOMMENDATION(S): That members note the details of the report for information and suggest any amendments to the approach**

**IMPLICATIONS**

**Legal:**  
None arising from this report.

**Financial :**  
None arising from this report.

**Staffing :**  
None arising from this report.

**Equality and Diversity including Human Rights :**  
NA.

**Risk Assessment :**  
None arising from this report.

**Climate Related Risks and Opportunities :**  
None arising from this report.

**Title and Location of any Background Papers used in the preparation of this report:**

**Call in and Urgency:**

**Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?**

Yes

No

**Key Decision:**

Yes

No

## 1 Introduction

The customer first program was approved by Full Council in November 2010. There is now a need to review the strategy and re-assess priorities in light of the new Corporate Plan and the Localism agenda.

In addition to this there has been significant progress in areas such as mobile working and the paperless office which need to be investigated as potential enablers to release resources for priority outcomes.

Evidence has been gathered over the life of the existing strategy that can inform future delivery of services in line with the needs of Customers and service users.

With a move towards a balanced score card approach there is a need to revisit the purpose of all service strands from a customer perspective. "What Customers want, why they want it and how they want it" This will enable us to measure against that purpose in a meaningful way and form measures for the balanced scorecard

## 2 Baseline Information

The table below gives details of the current demand on West Lindsey and the Customer Services team

	2011/12
Total inbound calls	406258
Inbound calls to contact centre	54007
Face to face contacts	28116
Electronic service requests	20909
Post Received	74868
Out going post	105039

A vast majority of customer demand is through telephone calls. The post received figure includes cheques received as well as marketing information.

## 3 Relative Service Costs

No definitive cost of service has been calculated at this time but the Society of Information Technology Management (SOCITM) do give indicative costs for dealing with service requests. They state that the average cost of an electronic service request 32p. The minimum cost of a basic face to face enquiry is £3.80.

West Lindsey provides surgeries at a number of locations across the district the table below details the average cost per serve of proving these.

<b>Surgery</b>	<b>Wkly Rent (£)</b>	<b>Cost of mileage (x 40p)</b>	<b>Cost of staff hours (@ £11.20 per hr)</b>	<b>Total Cost per week (£)</b>	<b>Number of customers per wk</b>	<b>Cost of serve per Customer per week (£)</b>
<b>Caistor</b>	36	19.5	134.4	189.9	14	<b>13.5</b>
<b>Saxilby</b>	25	9.6	44.8	79.4	3	<b>26.46</b>
<b>Cherry Willingham</b>	15	18.4	44.8	78.2	4	<b>19.55</b>
<b>Keelby</b>	10.5	18.4	44.8	73.7	3	<b>24.56</b>
<b>Welton</b>	nil	14	44.8	58.8	6	<b>9.8</b>

#### **4 Measures**

The key success measures for the program as agreed in the Success measures report are:

- An increase in the percentage of transaction which are requested via the Web
- A reduction in the overall cost of Customer Services for investment in priority outcomes
- An increased level of customer satisfaction measured using “ 10 10“ surveys

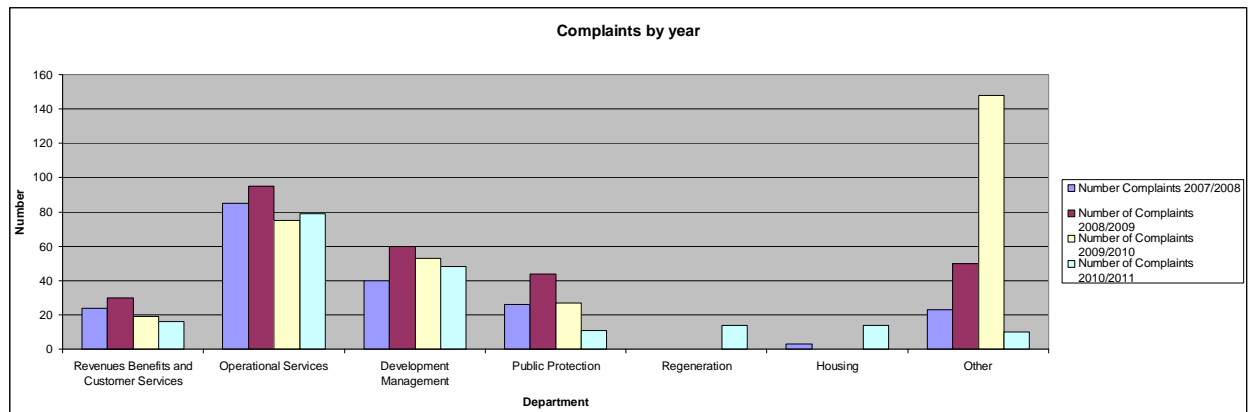
These will be reported regularly to members through committees

An immediate aspiration target for 2012 would be a 10% reduction in face to and telephone enquiries. If we assumed a reduction of cost for each transaction of £3 this would realise capacity of in excess of £24,000 which could be invested in outreach work and other corporate priorities.

#### **5 Feedback**

This is report to the Governance and Audit Committee annually. Feedback includes complaints comments and compliments.

- A total 192 complaints were received during 2010/2011.



- A total of 174 Compliments and 152 comments were also received in 2010/11

**Compliments top 6** waste 67, RBCS 33, public protection 25, Housing 16, planning 14, regeneration 13

**Comments top 6** waste 42, RBCS 24, Democratic 24, planning 22, Regeneration 14, Housing 9

## 6 Vision for Customer Excellence 2012 – 2016

WLDC Customer Services will be a culture and mindset which involves all of the organisation and partners in the delivery of collaborative services to the communities of West Lindsey

We will provide standard/quality services through our fully interactive website and telephony services, with website services being available 24/7, 365 days via self service.

The Council and Partners will work flexible and within the community utilising mobile technology and integrating with area based teams to provide specialists services supporting local needs and in partnership with Local People.

The Council will have a detailed understanding of people needs throughout the district, gained from a joined up approach across services (to inform services) and other service providers through close collaboration with our communities. We will use this understanding to work with communities and stakeholders to shape local services new and for the future.

West Lindsey Customer Services will work with the community and volunteers to provide a number of local hubs to provide face to face contact for the community with a broad spectrum of community services and provisions e.g Police/LCC

## 7 Priority Action

The priority for action in Customer Services is Electronic service delivery where appropriate. Additional channel choice is should be avail to meet the expectations of our current and future customers.

We know that the majority of our services are not available electronically and could be.

Additional survey work will be done in Customer services to establish levels of interest and barriers to self serve capability. Initial changes will be towards assisted self services with a move to full self service where possible

- Self Serve - Create more opportunities on the website and other electronic medium for customers to be able to access transactional services and information. This will free up resources to help us deliver against the corporate plan
- Assisted Self Service – this will be for customers who are unable or unwilling to use a full self service. We must be in a position to help customers to help themselves when accessing our services electronically.

Helping customers to access the internet, developing confidence and in some instances accessing internet for the first time will deliver additional resources to help meet the localism agenda.

We will commence customer consultation will commenced within Customer Services by asking customers:

- If the transaction they have just undertaken could have been done via the web?
- would they be prepared to do it this way in future?
- What support would be needed to enable them to move to self service

This work will inform the programme and help to priorities service areas. A time line for key actions is included as appendix A

## **8 Conclusion**

West Lindsey is a rural area with an ageing population. We need to recognise that electronic service delivery is not appropriate for all customers or for all services. We aspire to provide the most appropriate method of delivering services at all times. This will include home visits, mobile working and surgeries.

In order to provide these bespoke services resource needs to be identified. By promoting self service to those who can and want to use it the resource can be found.

**Implementation of Customer Strategy - Channel Choice**

	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13
Baseline Work															
Report to CMT															
Prepare report on strategy including PP															
Input/Amend into Programme Office															
Communications Plan															
Identification of top 5 demands															
Continually Identification of new services for self serve															
Identification of top 5 users when paying by cheque															
Feed 6,7,8 into redesign work															
Undertake Target Marketing for electronic payment (9)															
Prepare Pilot including redesign work															
Design of new e-forms															
Training of staff															
Ability to pay on line															
Launch of assisted self serve															
Undertake EIA's															
Evaluate and redesign if required															
Launch self service															
Achieved Improved Channel Choice															
Reduced Cheque Payments															
Re-evaluate															

