Call Centre Recovery Action Plan Update – June 2006 – The Executive 12 September 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
Creating capacity by reducing transaction length enabled by: • Better utilisation of Siebel CRM features • Light integration with client service IT systems • Siebel CRM data cleansing • Process improvement	In developing the scope for future Siebel releases, plan to include more processes into the user interface of Siebel eliminating the need to refer to additional documentation and/or solution or resolution documents in Siebel.	Service Development Manager	October 2006	The next full release of Siebel is due mid-September 2006. We are currently reviewing the scope of this release.
	Develop the use of i-helps (on screen system help) so that these can be referred to rather than FAQs.	Service Development Manager	October 2006 and ongoing	No update
	Review existing email handoffs in a bid to automate them.	Service Development Manager	October 2006 and ongoing	No update
	Longer term we will be seeking to have light integration of Siebel with client service systems, which will eliminate double and triple entry of customer data and consequently reduce transaction times. However, this is unlikely until release 4 of the Siebel development which is scheduled for early 2007/08.	Service Development Manager	2007 / 2008	Analysis of options for intergration suggests that we will be able to increase capacity by the equivalent of 5 FTEs after Release 4 in early 2007
	Review the existing duplicate addresses / customers and work to cleanse the data	Service Development Manager	July 2006	Work is currently underway and progress has been made to understand how best to clean this data.

Prepared by Harry Gulrajani / Kim Ross / Carla Segel

Description of issue	Action to be taken	Owner	Deadline	Progress
	Conduct a review to look at the top enquiry areas (high volume/high impact) to see if the Solution documentation can be improved to reduce process steps, provide better and more resilient outcomes (reducing repeat calls) and to ensure minimal hand-offs to other teams or people	Service Development Manager	July 2006	Workshops have been held to look at the top processes for Council Tax and these are being amended to make them more streamlined. Additional reviews will now be carried for the other top volume solutions.
Work with client services to examine volume growth and seek to reverse or resource it.	Focusing mainly on HFH and BLT, analyse the increasing number of calls received over the past year to understand the total % increase.	Service Development Manager	June 2006	Reports have been presented to these areas and they have both committed to undertake a review to see where these increasing volumes have come from and develop joint action plans to reverse the trend.
	Create a collaborative development strategy with Client Services: • to reduce calls • plan their annual demand (peaks / troughs) into a calendar format that can be used to plan call taking resourcing • to understand what causes demand with a view to controlling or avoiding any unplanned increases	Service Development Manager Supported by Client Service Liaison leads in Customer Services and Client Services	August 2006	Work has started on this and will continue over the next two months. The Calendar of events has been published and shows expected demand over the next twelve months

2

Description of issue	Action to be taken	Owner	Deadline	Progress
Improving effective use of staff time: • Introduction of a workforce management system to improve speed to response in managing a dynamic call handling operation And until that is implemented, re-enforcing the existing manual arrangements to: • improving call flow to staff • maximising agent utlisiation rate(AUR) • optimising customer contact time	Introduction of a Work Force Management System will enable the Call Centre to plan and forecast more efficiently. This system will enable improved: • plan deployment of resources matching supply to customer demand, both forecasting and dynamic real time changes • evaluate the ongoing needs of the business • rostering staff hours, breaks, meetings briefings and supervision sessions • managing variations to planned resourcing as a result of unplanned absences, • information for cost efficiency and feasibility studies. And can assist with: • the promotion of improving working lives (IWL), child care (taking into account Service rules, but also Officers preferences), the flexibility/alterations needed for an ever evolving Centre and most Currently all of the above are managed by spreadsheets, which are unwieldy and at times can be unreliable. A more robust management tool is needed.	Contact Centre Manager/ IT Project Manager	December 2006 tbc.	Workshop 15 June – scope and requirements complete. Hilary Fertig is now taking this out to tender. Still on schedule to be implemented well within year end.

3

Call Centre Recovery Action Plan Update – June 2006 – The Executive 12 September 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
(productivity) • reducing non-productive elements of customer contact and customer contact time • using non-call centre staff, when available.	Improved control of resource allocation to service queues; this is a manual process until the Workforce Management System is implemented.	Contact Centre Manager	June 2006 With regular reviews thereafter	Full focus is on all staff logging in to all services, with all Managers scrutinising this each day.
	Review dynamic queuing (an automated feature of the telephony system which relates call handlers available to numbers of customers that can join the queue) and the relative priority of calls across the queues.	Contact Centre Manager / Head of Service	June 2006	Dynamic queues will be reviewed at this month end with all volumes incorporated.
	Re evaluate annual leave and demands, reducing hours allowed during peak demand and encouraging Officers to take leave at quieter periods.	Contact Centre Manager	June 2006	Leave has been reduced significantly on Thursdays and Fridays, where staffing was lower on these days, additional hours are being utilised on these days also pending permanent recruitment.. Only 4 staff are now allowed off during the Council Tax Annual Billing period/tbr. An Annual Leave In Box is being created (change request submitted) to ensure smoother management of A/L across the Centre. .

Description of issue	Action to be taken	Owner	Deadline	Progress
	Use different approaches to training to reduce the time spent away from the front line. This could include briefings, promoting i-helps and developing on-line courses.	Contact Centre Manager/ Service Development Manager	October 2006	The format of training courses is under review to be completed over the next 4 months and is contributing to assumptions about AUR (see Excel workbook)
	Target Sickness further in the Call Centre specifically after Bank Holidays, paying attention to staff patterns. Contact Centre Manager to speak with all staff reporting sick for duty at critical periods.	Contact Centre Manager	May 2006	Ongoing and on special days – ie. World Cup Match days. Sickness has improved significantly in the Centre.
	Enforcing effective and consistent use of Siebel and adhering to the cut off points set out in these processes.	Contact Centre Manager	May 2006	It is evident that Siebel is being used more effectively as Managers are visibly being called upon for advice less.

Prepared by Harry Gulrajani / Kim Ross / Carla Segel

Call Centre Recovery Action Plan Update – June 2006 – The Executive 12 September 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
	Improve call handling rate per hour by improved and targeted supervision, with greater support to staff e.g. to slower call takers who have difficulty closing calls.	Contact Centre Manager	June 2006	Work is under way to develop a revised one day "customer care" course which will include aspects on call handling / managing difficult behaviour. A pilot for this is planned for mid-July In the meantime CSO's who are slower and have specific closure difficulties are learning and shadowing faster CSO's. In the cases with no progress the Capability Procedure will be necessary.
	Improve feedback to staff from quality monitoring to improve effectiveness and efficiency of call handling.	Contact Centre Manager	June 2006	All QM results for April and May were discussed and fed back in Team Manager recent 1 to 1's. Feedback to CSOs is now happening more consistently, and improving in quality. I have spoken with staff to ensure effective on day feedback is being given, and all have confirmed to me this has been done.

6

Call Centre Recovery Action Plan Update – June 2006 – The Executive 12 September 2006 – Appendix 3

Description of issue	Action to be taken	Owner	Deadline	Progress
	Review, amend and monitor clerical times (after call wrap up time to update client service systems) on the ACD (automatic call distribution system).	Contact Centre Manager / Telephony Team	July 2006	Clerical times have reduced overall. *March '06 prior to changes average 2:25mins – now for June to date down to 1:57 mins. We now need to establish what impact this is having on improved productivity.
	Effective spread of resources/ working hours throughout Customer Services meeting demand. Utilise staff at Customer Services Centres when there is availability, ensuring they effectively log in and handle calls at periods of low demand for the Service Centres.	Contact Centre Manager / Acting Lead CSC Manager	June 2006	Pressure on CSCs has limited the impact of this potential help so far.
Increasing capacity by channel shift to move away from reliance on phone calls / face to face visits to increasing transactions through self serve channels	Add promotional messages to in queue messaging about processes and transactions available on the website	Contact Centre Manager	June 2006	Done where appropriate
	Target investment towards raising customer awareness of the advantages of web access (for information and carrying out transactions e.g. automated payments), as opposed to the more traditional means of contact, will seek to release further capacity within the Call Centre.	Information Manager	August 2006 and ongoing	

Description of issue	Action to be taken	Owner	Deadline	Progress
	Review all solution documentation to see which ones are available on the web – amend them to say "inform the customer that next time they have a query related to this, they can use the web-site"	Service Development Manager	July 2006 and ongoing	This is in progress and will continue to be done as new solutions are developed
	Review all emails being received to see which ones could be answered using information from the web-site. Reference this in the reply to the customers.	Service Development Manager	July 2006 and ongoing	This is in progress and will continue to be done as new emails are received
Review new service areas being brought in as part of the Customer Services strategy	Review resourcing strategy, to explore the options of increasing hours to existing staff and / or a recruitment to give us more flexibility in terms of responding to changes in demand and capacity	Contact Centre Manager / Finance and Performance Manager	June 2006	This has informed current recruitment, advert before end of June, closing date end of July. 1/3rd of available hours have been granted to permanent staff, whilst some have been given temporarily pending recruits commencement.
	Review and amend the implementation guide to highlight that more time should be spent on understanding peaks and troughs in the early scoping stages. Mark these planned peaks / troughs against the yearly calendar and current spare capacity to understand how the implementation is likely to impact on demand levels at critical times.	Service Development Manager	July 2006 and as new services are implemented.	A full review of the implementation guide is underway to include these actions and to bring the terminology in line with the corporate project management framework

Prepared by Harry Gulrajani / Kim Ross / Carla Segel