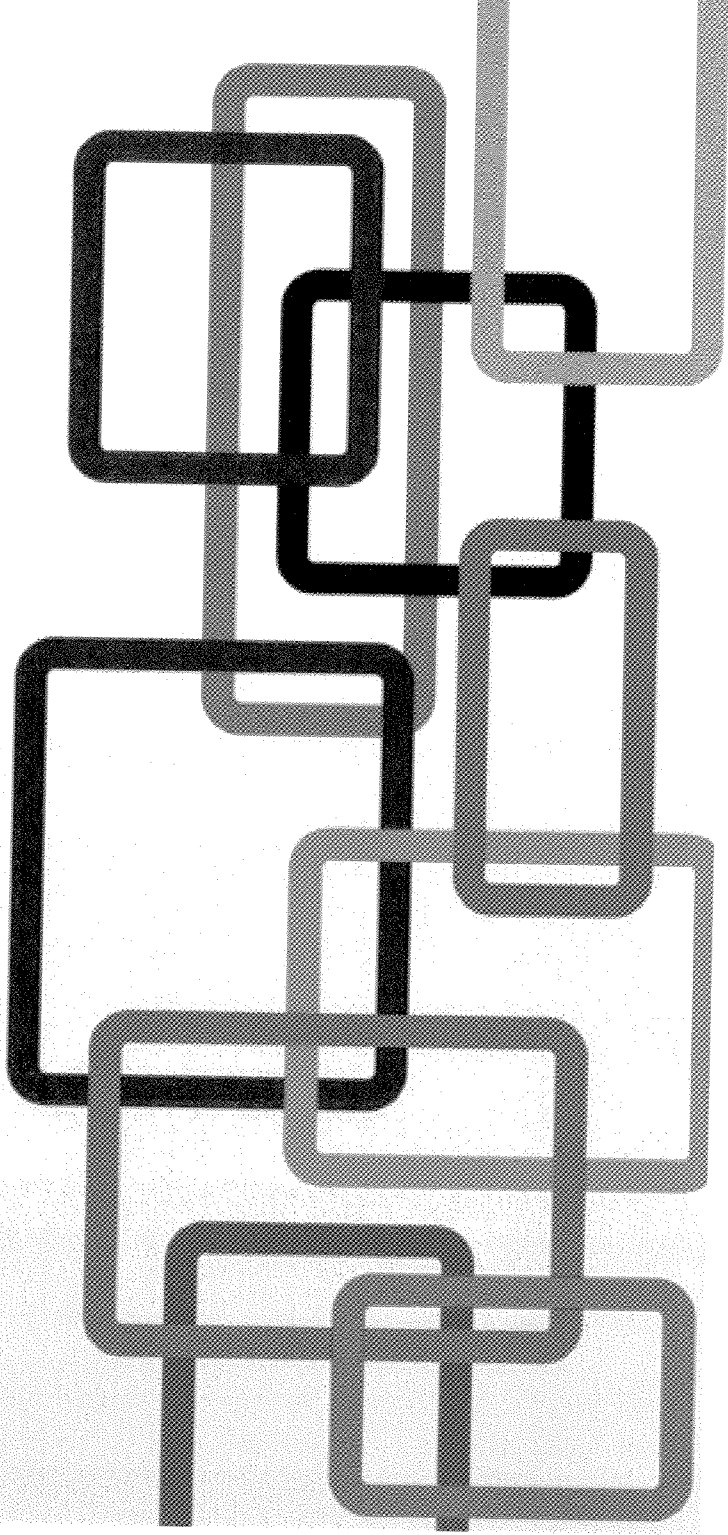


Customer Services

Pre Business plan Review

2007/2008



Pre Business Plan Review 2007 / 2008

Business Unit:	Customer Services
Budget Holder:	Jane Waterhouse
Directorate:	CE-Access

This Pre-Business Plan Review template has three main sections:

Section A:

Sets out progress against current year's objectives, performance targets and budget

Section B:

Identifies the factors that will affect the work of your business unit in the next four years

Section C:

Sets out proposals for the years ahead

There are 3 appendices which need to be completed in addition to this form:

Appendix 1

Lists business unit relevant performance indicators, floor targets, year to date and end year projected performance against targets and action to be taken to deal with under-performance.
(Compiled by Improvement & Performance, completed by Business Unit)

Appendix 2

Value for Money profile – (Compiled by Audit Commission) for reference in completing section 4.

Appendix 3

- a) Analysis of expenditure against budget and Grants
- b) Revenue savings targets– (Compiled by Corporate Finance)

Appendix 4

Capital Programme Application Form and Explanatory & Guidance Notes – (2 additional documents compiled by Strategy Section, Corporate Finance, to be completed if relevant, in conjunction with section 12 of PBPR)

1. Vision

Please type here. State the vision for your business unit - this vision should be derived from the Council's overall vision. It should be a short and aspirational statement that will guide the work of your staff.

Over time, 80% of customer contacts with the Council will be handled through Customer Services channels (customer services centres and contact centre, e-mail, the internet and other self service channels) and 80% of these will be completed at first contact. so that customers may contact the Council when, where and how they need to.

2. Objectives (Current Year)

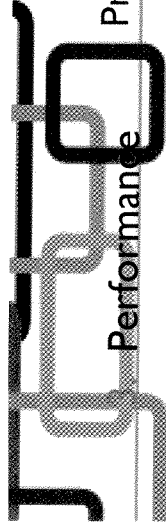
In the following table set out progress against current year objectives and identify any areas of work that will need to be carried forward to the next financial year.

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
Increasing the services to Customers in terms of "Widening" our services to achieve the target of 80% of all customer contacts with the Council coming through Customer Services channels "Deepening" our processes to that 80% of these contacts are completed at first contact	Every year an exercise is conducted by Customer Services with input from all other Service areas. This exercise aims to show the progress against the 80/80 vision and highlight the areas that should be brought into the Customer Services strategy. The Customer Services strategy continues to be successfully implemented and the following services are now dealt with via Customer Services channels: ▪ Streetscene	By the end of the year it is expected that Customer Services will have gone live with the following service areas: ▪ PEPPS (Building, Planning and Development Control) ▪ Enforcement ▪ The Children's Service: Admissions Registrars ▪ Out of Hours	The strategy has not yet reached its overall 80/80 targets and a further report with recommendations for achieving this will be presented to Executive in December.

Objectives	Progress so far	Review Template	Anticipated progress at year end	Areas of work to carry forward
	- Abandoned Vehicles - Graffiti - Noise Enforcement - Pest Control - Benefits - Local Taxation - Electoral Services - Parks and Open Spaces - The Children and Young People's Service (Student Loans and Entitlement) - Homes for Haringey (Repairs and Housing Management)			
To improve customer service at first point of contact, improve customer perceptions of the Council and its image as a high quality service provider.	Regular briefing and training sessions are conducted to ensure Customer Services acts as an ambassador for the Council. As services are brought into the Customer Services approach, they are developed in line with set procedures to ensure customers receive the same, consistent service A Call Centre Recovery plan is now in place that looks at productivity, handling times and agent effectiveness By improving transaction times (see below), we will improve the waiting times as staff will have the capacity to take more calls	It is planned for the Implementation Guide to be reviewed and amended to bring it in line with the Corporate Project Management Framework	Following a successful pilot all operational staff will receive a Customer Care refresher training course	
Reduce waiting times in order to improve customer satisfaction and improve resource utilisation (contributing to efficiency and value for money)		Continue the implementation of the Call Centre and CSC recovery plans Work with our Client Services to help them understand why their call volumes are increasing and what can be done to reverse this trend	It is expected that the work with Client Services will continue into the future. The recovery plans are not currently delivering a fast enough rate of	

Objectives	Progress so far	Review Template	Anticipated progress at year end	Areas of work to carry forward
	Reports have been shared with Client Services that show how volumes have increased over the past year and the impact that has had on the performance levels		We are in the process of recruiting additional staff who will help to improve waiting times	improvement, and a more comprehensive improvement plan is in development which will recommend changes to the implementation of the Customer Services Strategy, changes to the level of genericism in the Call Centre and reprofiling the savings required in the next 3 years.
Reduce transaction times to improve customer satisfaction as a result of using less customer time, improve staff productivity and release efficiency savings for re-investment.	Customer Service is working on a number of different strategies to reduce transaction times: ▪ Improve processes to make the more streamlined and easier to follow ▪ Develop the ability of CSOs to take ownership and handle calls effectively ▪ Regular monitoring sessions are conducted with CSOs to look at their productivity and effectiveness ▪ Using Siebel effectively is the key to reducing transaction times. Siebel Release 2 achieved a 1min reduction in transaction times	A Work Force Management System is in the process of being procured. This will help to manage staffing levels and plan effectively for peaks and troughs Siebel Release 3 is scheduled for October 2006. It is envisaged that this will further reduce transaction times Management effort has resulted in realisation of transaction time reductions and increases in productivity and of the proportion of productive time	Implement the Work Force Management System Ongoing review of Siebel and the solution documentation will continue to ensure transaction times reduce Effectiveness of staff will continue to be an issue into the future as the work culture is changed.	
Improve Access to	The Call Centre is now open	It is planned that the opening	Promoting the web and	

Objectives	Pre Progress so far	Review Template	Anticipated progress at year end	Areas of work to carry forward
Services to improve support to customers accessing the service and ensure social inclusion.	Tuesday – Thursday from 08:00 – 20:00 and Monday and Friday from 08:00 – 18:00. The 4 Customer Service Centres are open Monday – Friday from 08:45 – 17:00 Customers are able to email their queries directly to Customer Services who have a 5 day target to reply. This increases the options available to customers		hours will be extended in the future to include late night openings 5 days per week in addition to Saturday mornings, although it is uncertain whether this will be achieved this year for Services in the Customer Services portfolio.	SMS will help to widen services further in the future
Customer Care to improve customer satisfaction and ensure that interaction with the Council is an effective and pleasant experience for the customer	Customer Services continues to consult widely and frequently to ensure it provides a good service, this includes a yearly telephone survey. At the end of every transaction customers are asked if they are satisfied with their contact (call / visit) and the feedback is shared with staff both internal to Customer Services and external with the rest of the council		Customer Services will continue to benchmark against other Local Authorities and conduct regular surveys with our customers	Mystery Shopping is planned for the future



Pre Business Plan Review Template

Please complete Appendix I.

For all indicators where performance against target or threshold is **at risk** set out: details in the table below

Ref	Description	2006/07 target / threshold	2006/07 performance Apr-Aug	2006/07 projection	Proposed remedial action to achieve target
	Waiting Times – personal callers seen within 15 mins	70%	48.3%	To be assessed The target is unlikely to be achieved. Continuing high levels of customer satisfaction suggest that this target is not relevant to customers expectations.	Actions are similar to those detailed in the Call Centre Recovery Action Plan, and include - Creating capacity in terms of transaction length as a result of future releases of Siebel and reviewing high volume processes to see if they can be improved, thereby shortening transaction times. - Looking in depth at the service areas that have had a high percentage increase in calls - Improving effective use of staff time in terms of Agent Utilisation rate (AUR) and productivity. - Increasing capacity by channel shift, moving away from reliance on phone calls/ visits.
	Call Centre – Telephone answering in 15 seconds	70%	28.2%	To be assessed The target is unlikely to be achieved and we have employed a statistician to	A Call Centre Recovery Action Plan has been written and implemented. Key actions within this report include - Creating capacity in terms of transaction length as a result of future releases of Siebel and reviewing high volume processes to see if they can be improved, thereby shortening transaction times. - Looking in depth at the service areas that have had a high percentage increase in calls

Ref	Description	Pre Business Plan	2006/07 Performance threshold	2006/07 Performance Apr-Aug	2006/07 projection	Proposed remedial action to achieve target
					improve the capability and accuracy of our forecasting.	- Improving effective use of staff time in terms of Agent Utilisation rate (AUR) and productivity. - Increasing capacity by channel shift, moving away from reliance on phone calls/ visits.
	Call Centre – Calls answered as a % of calls presented.	90%	77.7%	As above	As above	
	Call Centre – Average queuing time (mm:ss)	<00:40	01:46	As above	As above	

4. Value for Money (Cost, Performance, Perception)

Heads of Service previously completed a Value for Money pro-forma which includes unit costs, comparative data and/or other value for money information that helps to demonstrate value for money for the service. Also refer to Appendix 2 –the Audit Commission Value for Money profile.

Background

Value is complex, in that there is the cost component but there is also a consideration of the value of the service to customers, residents, tenants, client services and the Council as a whole. The Customer Services Strategy has been based on the premise that better accessibility, better customer service and consistency of outcome are of value. The benefits for the Council and its customers will continue to be:

- The availability of all services in one place
- The capability to access all of these services in one interaction.
- The depth of the processes in Customer Services so that transactions are increasingly completed at first contact and require less contact with housing and other service managers.
- Improved customer service and consistent outcomes as a result of Customer Services process control.

Benchmarking - Performance

Customer Services are heavily involved in two national service benchmarking initiatives aimed at pooling knowledge, acting as a

best practice information exchange and providing comparative data to support service development.

Local Authority Call Centres/Benchmarking Group membership currently stands at 80 local authorities across the UK. The main aim of the group is to collect comparative data relating to call centres however an important part of the work of the group is promoting best practice through presentations and discussions at its regular meetings.

- **Customer Services for London Group.** Through its subgroups CSLG has an active programme that currently includes collection of pan-London benchmarking data, the collection and presentation of examples of best practice (a Gershon website is being developed to provide general access to projects that have resulted in 'Gershon' savings achieved by local authority customer services departments). Individual projects currently underway include work on out of hours working and the group has recently been engaged in discussions on the creation of the Single Non-Emergency Number for London.

So far, benchmarking has tended to be concentrated on process parameters (including response times) rather than cost. Progress to date is given below:

Local Authority Call Centre Benchmarking Group (LACCBG)

- Customer Services participate in current benchmarking activities with the Local Authority Call Centre Benchmarking Group (LACCBG), as well as being a member of the Customer Services for London Group. All performance data that is currently benchmarked within the LACCBG are quantitative.
- Performance data is collated quarterly, and the last complete comparative data available is for **Jan to March 2006**. Of those Authorities in our VFM family, only Brent, Croydon, Islington and Lewisham participated in this last quarter, although Ealing, Hammersmith & Fulham, Hounslow, Lambeth, Merton and Redbridge have participated previously.
- Returns are voluntary with Authorities only receiving the completed data for those quarters that they participate in. Of the Authorities in the VFM grouping Greenwich, Hackney, Newham, Southwark and Wandsworth are not members.
- The differing services offered within Contact Centres makes comparison difficult, as no two authorities offer the same range or mix of services from their Contact Centres. By breaking the statistics down, closer comparison becomes possible, in terms of volumes and service level. The total handling time per call varies significantly by service; with it generally acknowledged that Council Tax and Benefit calls take longer. The further variance is the depth to which the query is resolved at this point of contact
- Areas for development in benchmarking are thus around customer service strategic decisions e.g. depth of process, the efficiency of the process and mix of services. The Local Authority Call Centre Benchmarking Group has been introduced to some of these variables but has not yet developed a strategy for improving the relevance of its comparisons.

Costs Benchmarking:

Pre Business Plan Review Template

Haringey administers the group together with Tower Hamlets, and this group has undertaken to look at cost benchmarks, once a year. The exercise is due to be carried out for the July to September 2006 quarter.

Perception:

In terms of quality, the Local Authority Call Centre Benchmarking Group does not benchmark perception, however Haringey Customer Services regularly surveys its customers in its own internal benchmarking exercises as well as with other Boroughs under the auspices of the Customer Services for London Group. These surveys gauge users perception of customer care and satisfaction. Currently the survey cycle contains three elements:

- The Customer Services Annual Telephone Survey (last carried out in June 2006).
- The Customer Services for London Group customer survey (last carried out May/June 2006).
- The Corporate Reception Points Survey (last carried out in November 2005).

(details of the latest survey are below and in Customer Focus in section 8). These surveys show high and generally improving results against most indicators for the past 3 years.

Customer Services Annual Telephone Survey

Service user perception of customer care is being maintained at high levels, albeit with variations between the indicators. The high ratings result directly from the programmes of update and new service training that are underway continuously. The effects of the training are now being seen in the improved ratings for ability to deal with enquiries and answer questions.

Customer Services Annual Telephone Survey										
Haringey Customer Services - how did the member of staff deal with you? Were they...?										
	...Polite and courteous?		...Able to deal with your enquiry?		...Able to answer all of your questions?		...Did they explain things to you in a way that you understood?		...Did they do their best to be helpful?	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
All 2006	93.5%	6.5%	86.2%	13.8%	87.5%	12.5%	91.6%	8.4%	89.7%	10.3%
All 2005	94.5%	5.5%	80.5%	19.5%	84.7%	15.3%	90.8%	9.2%	89.1%	10.9%
All 2003	93%	7%	82.7%	17.3%	84.4%	15.6%	85.1%	14.9%	83.9%	16.1%
All 2002	95.5%	4.5%	85.3%	14.7%	85.7%	14.3%	90.1%	9.9%	89.3%	10.7%

All 2001	89%	11%	86%	14%	82%	18%	86%	14%	90%	10%
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Pre Business Plan Review Template

Customer satisfaction has now almost reached 80% of all survey respondents following steady improvement over the past 3 years.

Customer Services Annual Telephone Survey - Were they...?						
	Satisfied (sat. and v. sat)	Very satisfied	Satisfied	Not satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
All 2006	79.1%	34.8%	44.3%	8.4%	9.7%	2.9%
All 2005	77.1%	30.2%	46.9%	9.9%	8.3%	4.7%
All 2003	72.2%	22.9%	49.3%	10.5%	11.5%	5.8%
All 2002	74.5%	31%	43.5%	12.4%	7.5%	5.6%
						12.6%
						13%
						17.3%
						13.1%

Customer Services for London Group customer survey

This pan-London survey, now in its second year compares customer satisfaction and care across participating Boroughs. This survey is the only one of its kind that benchmarks London local authorities – this year 14 authorities took part. As with the survey above, customer care is regarded highly across many of the boroughs as it is in Haringey. However the Haringey result for customer waiting times and waiting time acceptability reflect the difficulties recently experienced in maintaining service levels, difficulties which are now being addressed through the recovery plan.

Customer Services for London Group customer survey				
Borough	Customer waited over 10 minutes	Acceptable wait given the nature of the enquiry	Welcoming and professional CSO	Knowledgeable and helpful CSO
Brent	31.7%	91.4%	99%	99%
Camden	1%	99%	98.5%	98.5%
Croydon	6.1%	95.4%	97.7%	96.2%
Ealing	33.9%	89.8%	100%	99.1%
Haringey	56.3%	75.3%	98%	98.4%
Havering	45.4%	86.4%	99.6%	98.1%
Islington	49.7%	71.6%	99.6%	98.9%
				97.5%
				96.5%
				91.8%
				97.1%
				98%
				99.6%
				98.5%

Kensington	0.8%	92.9%	93.1%	89.2%	90.5%
Kingston	1.3%	92.9%	99%	96.5%	96.9%
Lewisham	20.4%	91.2%	97.1%	96.1%	97.6%
Luton	47.2%	79%	94%	93.6%	93.5%
Redbridge	44.8%	79.9%	86.6%	89.9%	78.9%
Sutton	16.4%	95.5%	99.5%	99.5%	98.4%
Waltham Forest	6.2%	98.2%	99.1%	100%	100%
Average	29.3%	87.8%	97.4%	96.8%	95.5%

5. Finance

5.1 Spend against Budget

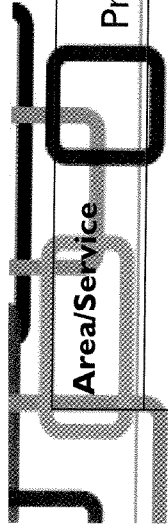
Appendix 3 shows an analysis of the cost of your service. Where there are over-spends or under-spends either as at end of August or at projected year-end, please list reasons and proposed remedial action.

Projected variation of £x – reason – remedial actions being taken / proposed	At the end of period 5, the service is showing an under-spend of £112k. To address this and improve service levels, additional hours have been offered, temporary staff have been recruited, and planned recruitment has resulted in 6.5 FTE starting in early October, and a further tranche due to start in early November. It is anticipated that there will be a balanced budget at year end.
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5.2 Impact of Previous Years' Investment (New Table)

(List investment received over past 2 years per area/service and demonstrate how this has led to improved service performance/outputs/outcomes)

Area/Service	2004/05 £'000	2005/06 £'000	Planned impact	Actual impact
Call Centre	535		To improve service level within the Call Centre on 2003/4 output of 9.3% of all calls answered within 15 seconds to 45% in 2004/5 and 70% in	Service level for 2004/5 was 43% (target 45%), and 55% for 2005/6 (target 70%). The impact has not been as significant as planned, due to the large increase in call volumes experienced towards the end of 2005/06 and into 2006/07, particularly within existing service areas.



Area/Service	2004/05 Pre Budget Business Plan	2005/06 Pre Budget New Template	Planned impact Template	Actual impact																					
			2005/6.	Total Call Centre calls answered																					
				<table><tr><th>Month</th><th>Calls answered</th><th>%age increase over corresponding mth 2005/6</th></tr><tr><td>April 06</td><td>30827</td><td>1.3%</td></tr><tr><td>May 06</td><td>34392</td><td>21.2%</td></tr><tr><td>June 06</td><td>38638</td><td>20.7%</td></tr><tr><td>July 06</td><td>37148</td><td>27.0%</td></tr><tr><td>August 06</td><td>39539</td><td>27.4%</td></tr><tr><td>YTD totals</td><td>180544</td><td>19.5%</td></tr></table>	Month	Calls answered	%age increase over corresponding mth 2005/6	April 06	30827	1.3%	May 06	34392	21.2%	June 06	38638	20.7%	July 06	37148	27.0%	August 06	39539	27.4%	YTD totals	180544	19.5%
Month	Calls answered	%age increase over corresponding mth 2005/6																							
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YTD totals	180544	19.5%																							

Area/Service	Pre Budget 2004/05	2004/05 Business Plan	2005/06 Review Template	Planned impact	Actual impact															
					Service areas calls answered															
					<table><tr><td>Service area</td><td>Apr to Aug- Calls answered</td><td>%age increase over corresponding period 2005/6</td></tr><tr><td>Council Tax</td><td>54521</td><td>+5.4%</td></tr><tr><td>Housing Mgmt & repairs</td><td>40899</td><td>+7.8%</td></tr><tr><td>Parking</td><td>33781</td><td>+29.8%</td></tr><tr><td>Benefits</td><td>28709</td><td>-4.5%</td></tr></table>	Service area	Apr to Aug- Calls answered	%age increase over corresponding period 2005/6	Council Tax	54521	+5.4%	Housing Mgmt & repairs	40899	+7.8%	Parking	33781	+29.8%	Benefits	28709	-4.5%
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Benefits	28709	-4.5%																		

5.3 Agreed **Cashable** efficiency savings 2006/07 to 2008/09 (Please set out progress on savings already agreed over the next 3 years in addition to Savings & Investments already agreed. Where savings have not been achieved state the reasons.)

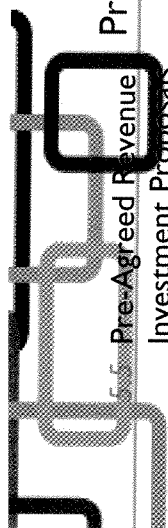
Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
Reduction in staffing following performance improvements Siebel development	100			We have achieved the planned savings for 05/06. 07/08 and 08/09 savings are dependent on: Maintenance of service base, which is threatened by the

Details of efficiency	2006/07 Review 2005/06 £'000	2007/08 Review 2006/07 £'000	2008/09 Review 2007/08 £'000	Progress
resulting in improved efficiency: process improvement understanding what creates demand and taking action to satisfy needs and reduce demand migration to self service channels	226	294	268	Homes for Haringey repairs market testing. - Continuing investment in the Siebel CRM system to enable transaction time reduction. - Reduction of call and contact volumes, reversing the growth trend in the last two years particularly - Successful implementation of Call Centre and CSC recovery plans - Customer Services Strategy implementation to agreed targets. The level of savings possible is at risk if the service quantum reduces. The market testing of Homes for Haringey repairs could result in the outsourcing of the Call Centre element of repairs reporting. This will severely impact the capability to deliver this level of saving unless Homes for Haringey increase the volume of other services available through Customer Services, and at present there are no firm plans to do this. This will also impact the capability of Customer Services to bear the current level of overhead. The current failure to meet existing patterns of demand makes achieving these planned savings difficult in this profile, unless we accept the current waiting times as the norm. It is recommended that the profile of savings be reviewed in order to invest in improvements in service delivery during the implementation of the Customer Services Strategy and to enable the Call Centre and CSC recovery plans to address improvements in service delivery for the growing number of customer contacts. We are seeking to defer some of this saving to future years

Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
				because it is not achievable without continuing to adversely impact on service levels as we have seen during 2005/06 and 2006/07. Revised predictions of what is possible are in development following statistical modelling of demand patterns and resourcing requirements.
Total	326	294	268	

5.4 Agreed **Non-cashable** (Please set out progress on savings already agreed over the next 3 years. Where savings have not been efficiency savings 2006/07 to 2008/09 achieved state the reasons.)

Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
None				
Total				



Details of Investment	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
£50,000 for promoting/achieving channel shift from existing (expensive) phone/face-to-face channels to (cheap) web enabled channels	£50,000	N/A	N/A	A take-up campaign is currently (August/September) in planning and will run in parallel with the governments' National Take-Up Campaign. A combination of media types will be used to raise public awareness of the new services that are available to them online. Further public access PC provision is also being planned (4 Internet terminals are already in place in the Wood Green CSC) to improve access for those with no PC access of their own.
Workforce Management system	£10,000	N/A	N/A	The Capital project for implementation of the system has delayed late 2006/early 2007.

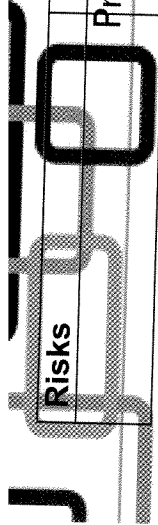
6. Risk Management

6.1 You will already be monitoring risks through your risk register. Please set out any issues or key risks that might impact on your service in the coming year.

Risks	Mitigation	Further actions required
Managed Service providers do not provide an adequate service.	• Annual review of service providers' service levels • Development of an exit strategy • Involvement of Customer Services in monthly service level reviews	

Risks	Mitigation	Further actions required
Customer Services fails to meet demands of business	Pre Business Plan Review Template highlighting trends in a timely manner. - Development of lead indicators with client service departments - Participate in benchmarking groups, using information to drive improvement in service performance. - Operate a comprehensive performance management framework.	- Work with Client Services to understand and reverse growing call volumes - Review savings profile and defer some of the savings required to future years
Homes for Haringey arrangements and the impact of Housing Repairs Market Testing on overhead recovery	- Position ourselves as the front line service of choice - Work with Homes for Haringey collaboratively to add value to service provision - Establish Value for Money positioning and efficiency improvements	Evaluation of the impact on overhead recovery as a result of the potential loss of this business base will lead to the development of a financial strategy to mitigate the effects.
Failure to achieve budget virements from client services for new and deeper processes as part of the Customer Services Strategy Realisation project	- Planning and achievement of target implementations and budget transfers - Review process for budget virements - Co-ordination of implementations with capacity creation activities – efficiency improvement, process improvement and channel shift	A decision was made earlier in 2006 to transfer all the expected virements from the relevant service areas directly to Customer Services to ensure the necessary savings were met.
Failure to achieve process improvements, efficiency gains and channel shift in time to create capacity for additional work generated by the Customer Services Strategy Realisation	- Planned improvements in processes and efficiency to create capacity have been compared with additional workload from the strategy implementations - New targets have been established for efficiency improvement and are being monitored	- Ongoing work on our Siebel CRM will help to improve efficiencies by reducing transaction times. - In addition the Call Centre Recovery Plan has key actions set out to improve productivity and staff efficiency

Risks	Mitigation	Further actions required
project, impacting on service levels and capacity to make required savings	Pre Business Plan Reviews to explore service channels to be marketed	Improving processes and reducing transaction times are key dependencies to improving service levels and reducing waiting times
Reputation damage due to poor customer service.	- Operate a quality review strategy to monitor customer care skills of staff. - Operate a Customer Services training programme for Customer Service Officers. - Develop management/ supervision skills of Team Managers. - Use feedback from trainers, trainee and Client Services to inform performance improvement programmes. - Operation of a comprehensive consultation programme.	Despite unacceptable service levels, satisfaction remains generally high, suggesting we should review current targets.
Non – availability of IT systems, lack of access to, damage to or destruction of service locations.	Development of disaster recovery arrangements for the call centre and switchboard.	
Members of the general public are not aware of services the council offers.	- Translate Customer Services web pages, brochures and posters into 6 most used languages. - Review usage of FAQ's on the website. - Review patterns of access and develop strategies to address any under representation and ensure inclusion. - System improvement including online feedback form for customer use. - Market specific services by promotion in call	



Risks	Mitigation	Further actions required
Pre Business Package Review Template availability of services		

SECTION B

What will affect the work of your Business Unit in the next four years?

7. Legislative regulatory, national policy changes or other external pressures including demographic changes

Please identify and explain how these will impact on your business unit here.

The Single Non-Emergency Number(SNEN) Introduction

This is a joint Home Office and Office of the Deputy Prime Minister (ODPM) initiative. It is led by the SNEN programme team based in the Home Office and now supplemented by the London SNEN programme Team

The Home Office gave a commitment to develop the SNEN in its Strategic Plan for 2004-08, which says: "We also remain committed to early introduction of a three digit single non-emergency number to access not only the police but other local services".

SNEN links in to several Government strategies. It is one of a package of measures to improve community safety, set out in the Police Reform White Paper Building Communities, Beating Crime (November 2004). In addition, it will support the ODPM's Cleaner, Safer, Greener Communities strategy to tackle quality of life issues, such as crime and anti-social behaviour, and the Sustainable Communities: Building the future report which announced new initiatives to take forward this agenda.

The Single Non Emergency Number (SNEN) is an exciting and innovative new service offering the public direct access to community safety advice, information and action, while freeing up the 999 service to handle emergency incidents.

The Government made a commitment to introduce the SNEN in its 2005 Election Manifesto, as one of a package of measures to

Improve community safety. The initiative is being introduced jointly by the Home Office and the Office of the Deputy Prime Minister.

Pre Business Plan Review Template

Currently, there are about 10 million^[1] 999 calls to the police a year, but around 70% of them are not emergencies.

Public awareness and confidence in the new service will be vital to its success. A public information campaign will support the SNEN launch in the first wave areas, telling people about the new service and when to use it. By 2008, this will have grown into a major national education programme using leaflets, posters, radio and television to make SNEN as recognised and easy to use as the 999 service. High profile conferences will be held around the country to spread the word about SNEN among community safety agencies.

Operators will either sort out enquiries over the phone, giving advice where needed, or direct the caller to a person or organisation who can help them.

SNEN will add to, rather than duplicate services provided by existing local agencies, and some of the services included in SNEN are already being delivered through the Call Centre – abandoned vehicle reporting, graffiti reporting, Anti Social Behaviour reporting.

The Council has submitted a bid to be a Call Taking Partner of the Home Office for the SNEN Project – also known as 101 – the bid has not been successful, but we are first reserve for the East London group of authorities. However, we are expected to be a service delivery partner in either wave 2 or 3.

Prior to the implementation period (April 2007 onwards) we will be expected to contribute Service Development resources to this project. However post go-live (August 2007) we will be given appropriate resources to backfill any staff transferred to work on this project, as such this will not necessarily negatively impact our ability to maintain operational performance.

The initiation of the new service and our inclusion in it will have the effect of reducing calls that come direct to the Call Centre on Graffiti, abandoned vehicles and noise particularly.

Customer type	Current assessment of perceptions	Proposed actions to improve perceptions to an acceptable level																								
External Customers: Two strands contribute to customer focus in Customer Services both of which contribute to the overall aim of being able to identify and address service quality and take-up issues and lead to a steadily improving service and level of customer satisfaction. • Customer segmentation – Analysis of the service user base – our CRM system enables the detailed identification of customer segments by ethnicity, disability, special and language needs and can be related to service provided and satisfaction levels. The data makes possible segmented targeting and promotion. • Customer consultation – a programme of customer consultation (regular telephone and exit surveys and for the first time in October a mystery shopping	In the Local Government Customer Service Benchmark report carried out by Mystery Shoppers Ltd in March 2005, Haringey ranked 6th of the 16 authorities in our Group, and 9th in London. Annual Telephone Survey Results of Customer Services Users <table><tr><th colspan="2">Satisfaction rates from the 2006 Annual Telephone Survey by customer segment</th></tr><tr><td>Overall satisfaction</td><td>79.1%</td></tr><tr><td>Disabled user satisfaction</td><td>77.9%</td></tr><tr><td>White user satisfaction</td><td>81.2%</td></tr><tr><td>Asian user satisfaction</td><td>75.6%</td></tr><tr><td>Black user satisfaction</td><td>80.2%</td></tr><tr><td>Council tenant user satisfaction</td><td>80.6%</td></tr></table> <table><tr><th colspan="2">Overall Trend in customer satisfaction (respondents who were satisfied or very satisfied)</th></tr><tr><td>2002</td><td>74.50%</td></tr><tr><td>2004</td><td>72.20%</td></tr><tr><td>2005</td><td>77.10%</td></tr><tr><td>2006</td><td>79.10%</td></tr></table>	Satisfaction rates from the 2006 Annual Telephone Survey by customer segment		Overall satisfaction	79.1%	Disabled user satisfaction	77.9%	White user satisfaction	81.2%	Asian user satisfaction	75.6%	Black user satisfaction	80.2%	Council tenant user satisfaction	80.6%	Overall Trend in customer satisfaction (respondents who were satisfied or very satisfied)		2002	74.50%	2004	72.20%	2005	77.10%	2006	79.10%	Perception of service quality remains high and in most cases is improving. In line with the Corporate Consultation Strategy publicity on survey results and actions related to them will continue to be carried out. To review the quality of the customer interaction and the service provided a pilot mystery shopping is to be carried out in October (following a recommendation of the Scrutiny Review of Customer Services). Initially this will be carried out co-operatively with fellow members of the Customer Services for London Group, however it is hoped to extend this in following years to fully assess end-to-end service provision
Satisfaction rates from the 2006 Annual Telephone Survey by customer segment																										
Overall satisfaction	79.1%																									
Disabled user satisfaction	77.9%																									
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Customer type	Pre Business Review Template	Current assessment	Proposed actions to improve perceptions to an acceptable level
exercise) provide a clear and detailed view of customer satisfaction and customer care that is related to customer demographics, including employment and housing status.	Understanding Our Customers from CRM system Data We are able to extract data from our CRM system to show the breakdown of our customers in terms of ethnicity, gender and special requirements. As of September 2006, of the customers who disclosed their personal information, 49% are female and 51% are male. Since April 2006 our customers have been asked the question "Do you consider yourself to have a disability?" Response to date has show that 1340 people did not wish to answer the question (7.5%). 14199 answered no (80%). The remaining 2213 (12.5%) said yes. The 12.5% were then asked further questions to establish what type of special requirements they had – this could range from language difficulties requiring translation, to aural impairments needing hearing loops. This information is used to ensure that future contacts are supported in accordance with customers' needs The data we have extracted with regards to ethnicity shows that of those that have answered 47% are from BME		

Customer type	Pre Business Review Template	Current assessment	Proposed actions to improve perceptions to an acceptable level
	groups., which is broadly in line with the borough's population.		
Internal Customers who have their frontline services provided by Customer Services	In order to maintain performance levels and effectively plan for the future, it is necessary to build and promote positive working relationships with our Client Services. This is done via monthly liaison meetings where performance, future events, issues etc are discussed. Quarterly liaison meetings are held with the Heads of Service to strategically look at the service being provided. Where projects are being planned that have the potential to impact Customer Services, we work together to ensure all areas are covered and staff are briefed on the changes This is an area for continuing improvement	Ongoing work is being conducted with all Service areas to improve working relationships and achieve mutual service objectives Where performance has suffered as a result of unplanned volume increases, reports are being produced to help the service areas understand the increases. Customer Services is then working with them to reverse the trend and reduce the need for customers to contact the Council.	

9. SMART Working

People Set out progress against your People Plan objectives and identify 3 key areas of work for 07/08. CS people plan objectives Address areas to improve as	Progress Objective 1: Major progress has been made addressing issues arising out of the Scrutiny Review, the Audit Commission Review and the Customer Services Staff Survey. An enhanced Employee of the Month scheme has been reintroduced, team managers are undergoing additional training to better fit them for their role as managers and service champions. Communication of service development issues has and is being enhanced and staff understanding of and involvement in service planning process is being improved
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- identified in surveys and reviews
- Pre Business and Customer Reviews
2. Improve team manager skills
 3. Develop and support staff to provide improved efficiency and quality

Objective 2: Team managers have all now been nominated to attend the Council's **Leadership Review Team** and special bespoke two day course has been developed by OD & L for delivery in September and October to all Team Managers, to help develop the culture and confidence of staff at this level to achieve the important changes required in the service.

Objective 3: Staff feedback schemes have been enhanced with regular 'open sessions' for individual staff to meet with each of the Head of Service and Call Centre Manager and an enhanced staff feedback and service awareness scheme in operation since April 2006.

Training continues to be a core priority for the service and in addition to a heavy programme of new service training programmes of refresher training, receptionist training and call closure training have been introduced, all areas for improvement in previous years.

Funding for the Workforce Management System has been agreed and work is well underway on tendering with an expected time for implementation by the end of 2006/07, which will allow a more flexible approach to balancing individuals wants and needs with the needs of the service and its customers, and achieve a better life/work balance for staff..

Key areas of work 2007/8

Team Manager Capability

- The issues around capability have been and are being tackled via dedicated training courses as well as the "Essential for Role" courses ran by OD&L. In addition targeted support is being given to develop understanding of the performance tools available to Team Managers

Retaining Homes for Haringey business

- Focus on efficiency and value for money in order to retain HfH business, and make preparations for change in the event that this is not achieved.

Responding to the results of user surveys (staff and customer surveys)

- Effectively embed action on the results of staff and customer surveys into the

Pre Business Plan Review Template	service management and planning process
Work methods and Technology Identify any key IT projects for the coming year so that the impact of these projects can be assessed. <i>Impact includes any requirement for IT resource such as new or changes to existing software, any systems requiring upgrades, accommodation moves, changes to operating hours. Your IT Business Partner will work with you to assess this impact and provide budgetary estimates.</i>	Work Force Management System The introduction of this system will help to effectively manage staff resources and plan for expected demand Siebel The Siebel CRM system is due for 2 more releases in October 2006 and May 2007 and going forward will have a minimum of 2 releases per financial year, in order to achieve more effective and efficient processes for handling customers' requests for information and service. Extended Hours It is planned for Customer Services to extend its operating hours going forward. This will have an impact on the IT systems we currently use as we will need them to be available to us for longer periods of time Voice Recording It is planned for a bid to be made for voice recording technology. This will assist with training and development as well as complaints investigations. This PBPR includes a capital bid for £100,000 to refurbish the CSCs.
Workplace Identify any accommodation issues.	All CSCs are heavily used and are starting to look shabby and worn out. This bid will enable us to re-paint, re-carpet and generally spruce up the environment making it more appealing and pleasant for our customers

Proposals for the year ahead

10. New objectives for the next financial year- these need to be specific and relate to service improvements.

(Please also refer to Section A, Box 2 for areas to be carried forward and section B in completing this table.)

Number	Objective	Why is this important	Key activities	Dependencies and joint working
	Complete the implementation of the Customer Services Strategy	In order to achieve the 80/80 vision, Customer Services must complete the implementation of the Customer Services Strategy and bring the planned services into the CS approach	Work with approved services to bring their frontline enquiries into Customer Services channels	This will involve working closely with client service staff to understand their processes and plan for their implementation into Customer Services access channels.
	Work with Client Services to reduce call and visitor volumes	In order to manage and plan for demand it is necessary to understand why volumes are increasing and work to reduce them.	Following the export of data from our IT systems work with Client Services to help understand the reasons for the existing customer demand and plan to reduce the demand.	This will involve working with all Client Services in particular Benefits and Local Taxation and Homes for Haringey, who are our biggest client services in terms of volume.

Number	Objective	Pre Business Plan	Why is this important?	Key activities Template	Dependencies and joint working
	Introduce the SNEN service to Haringey		To support the Community Safety objectives and customer service improvements this will bring to the people of Haringey	To facilitate the service delivery elements of the service.	This is continuing work Joint working with the SNEN programme team and the service delivery business units, who will be responsible for fulfilling service requests.

1. Capital Investment Proposals

Please list all capital proposals that have been submitted in the capital appraisal process.

Proposed investment (description of scheme/ programme line)	Capital sought from Council resources			Council contribution as a % of overall capital cost
	2007/08 £	2008/09 £	2009/10 £	
CSC refurbishment	100,000			100% of this cost will need to be funded by the Council. A Capital Bid form has been submitted for this All CSCs are heavily used and are starting to look shabby and worn out. This bid will enable us to re-paint, re-carpet and generally spruce up the environment making it more appealing and pleasant for our customers

This proposal must include any additional revenue implications arising from any capital proposals in Table 11.

Proposed investment	How does this support Council Priority	Justification (linked to PBPR Section A & B)	07/08 over 06/07 £'000	08/09 over 07/08 £'000	09/10 over 08/09 £'000	10/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
(a) Key service priority investments									
Resource for a dedicated FOI Officer to sit within the Service Development Team in Customer Services	In order to achieve the legislative targets of responding to request within 20 working days, it is necessary to target resources to	Legislative and regulatory requirements to achieve the target turnaround of FOI request fulfilment	40						This is dependent on the planned changes in the FOI report being agreed by CEMB

Pre Business Plan Review Template									
Improving performance									
(b) Unavoidable cost pressure (price above inflation, demand above plans—evidence required)									
(c) Revenue Implications of capital bids (table 12)									

13. New cashable efficiency savings

Insert proposed efficiency savings, giving an outline of the proposed saving, the impact that this saving will have on performance (if any), the value of the saving in 2007/08 to 2010/11, the number of staff who would be made redundant and the number of posts which would be deleted. This is additional to the already agreed efficiency savings set out in the table 5.3. The total across the four years should agree to the total target savings.

Proposed efficiency saving	Impact on performance	2007/08 over 06/07 £'000	2008/09 over 07/08 £'000	2009/10 over 08/09 £'000	2010/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
a) Cashable Efficiency savings								
New savings to achieve 11%	None							The difficulty in forecasting future savings because of current failure to achieve service response targets and the continuing implementation of the Customer Services Strategy makes predicting further savings too risky.

Proposed efficiency saving	Impact on Pre-Business Plan	2007/08 over 06/07 Review £'000	2008/09 over 07/08 Template £'000	2009/10 over 08/09 £'000	2010/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
a) <u>Cashable Efficiency savings</u>								
b) <u>Service Reductions</u>								
Total								

14. New non-cashable savings

Non-cashable savings are achieved by (1) Higher output or increased quality (extra service, extra productivity, etc) for the same inputs or (2) Proportionately more outputs or improved quality in return for an increase in resources.
 An example of a non-cashable efficiency is a review of business processes which results in more transactions being processed with the same number of staff whilst maintaining quality of service.

Proposed service improvement/ different way working or	Impact on performance (for LBH & Partners)	07/08 over and above 06/07 £'000	08/09 over and above 07/08 £'000	09/10 over and above 08/09 £'000	10/11 over and above 09/10 £'000	Dependencies/ impact
Total						