

Customer Services - Service Delivery Plan 2010-11

Strategic Context

One of Nuneaton and Bedworth Borough Councils aim is to provide quality services, which represent value for money. An action that contributes to achieving this is to improve customer services to provide efficient and rapid responses to customer needs. Customer satisfaction with services will be improved if they can access more services in one place and do not have to make multiple contacts to achieve resolution to enquiries or requests for service. The Varney report¹ shows events that occur in peoples lives where they have to contact different public services to provide the same information, for example change of address, a birth or a death. The aspiration is to reduce the amount of contacts people have to make when these events occur not only saving customers time but public services time and resources too.

The starting point for this is to reduce customer contacts within the Council, then across partners such as the County and wider partners such as the Health Service and Police.

The Audit Commission as part of the Comprehensive Area Assessment will review progress made in this area and will expect to see evidence of contact data and action taken as a result of this evidence.

¹ The Varney Report "Service transformation: A better service for citizens and businesses, a better deal for the taxpayer was commissioned by the Cabinet Office and produced in December 2006. A copy can be viewed at http://www.hm-treasury.gov.uk/prebud_pbr06_varney.htm

Table 1 – Link of Service Activities to Strategic Planning Framework

Activities	How these contribute to the strategic priorities described in the strategic context above	Identified customer views/needs (information may come from Place Survey, People Panel Surveys or specific user groups)	Key Performance Indicators (National or local indicators / Service standards that are critical measures of success in the strategic context)	Value for Money (Cost per head / Cost per transaction)	Service Unit
Provide multiple services at a single point of access across all customer channels of contact	More services can be accessed at one point enabling customers to provide information once only which can then be used across all services including partners to provide customers needs.	Varney Report Dec 2006. Customer Service Research July-Sept 2005	80% of customer contacts resolved at the first point of contact Customer Service Standards achieved Reduction of Avoidable Contact (NI 14) in 2 areas identified as having a high volume of avoidable contact.	2010-11 Face to Face average transaction cost £9.08 Telephone average transaction cost £2.94	Customer Services
Provide cost effective methods for customers to make payments	This ensures that the most cost effective methods of revenue collection are being used by customers without impacting on access and availability therefore representing improved value for money	Mosaic data overlaid with transactional data to gain insight into customers behaviour & preferences for making payments	Update customers' accounts within 4 working days of notification of payment. Notify customers within 4 weeks of missed payments	Post Office transaction cost £0.48 Online transaction cost £0.28 Bank transaction cost £0.11 Direct Debit transaction cost £0.05	Customer Services Finance & Procurement

<p>Enable customers to provide feedback at the first point of contact on all services across all contact channels</p>	<p>This will give the evidence of customer satisfaction on their experience and views on whether the contact could have been avoided enabling services to make informed decisions on delivery improvements and channel strategy for their service</p>	<p>People want and need to be able to give their views/opinions and influence decisions made</p>	<p>Reduction of the customers' perspective of Avoidable Contact (NI 14) in areas identified as having a high volume of avoidable contact. UOR evidence of customer needs and engagement – NI 4</p>	<p>£0.12 per head</p>	<p>Customer Services</p>
<p>Provide Customer Insight data (Mosaic) and customer contact data to all services</p>	<p>Inform access channel strategy for all services; inform value for money quality services availability to customers through preferred channels specifically vulnerable and hard to reach groups.</p>	<p>Use of customer profiling in many organisations, beacon and excellent authorities to the benefit of the customer and organisation</p>	<p>UOR/CAA evidence of using customer insight and appropriate profiles to plan service delivery and improve outcome e.g. narrow the gap initiative</p>	<p>£0.05 per head</p>	<p>Customer Services</p>
<p>Preparation & issue of annual & daily bills for Council Tax and Non-Domestic Rates in a timely manner. Provide a range of payment methods to suit most individual circumstances</p>	<p>To maximise cash flow and resources available to the Council to spend on services and minimise costs of collection.</p>	<p>Mosaic data details customer behaviour and preferred methods for making payments for different customer groups</p>	<p>UOR/CAA evidence of using customer insight and appropriate profiles to plan service delivery and improve outcomes BVPI9 (Council Tax collected) BVPI10 (NDR Collected)</p>	<p>See channel transactional payment costs above. Cost of Collection (£/head of population) £5.47(2008/09) (top 50% Corporate Plan 4.1)</p>	<p>Finance & Procurement</p>

Table 2 – Priority Actions for Coming Year

Priority Actions (including equal opportunities and diversity actions)	Link to Annual Corporate Delivery Plan	Customer focused outcomes / milestones	Lead Officer (See Key below)	Partners & Staff Resources (See Key below)	Budget Impact	Timescale
Create a corporate scanning team and electronic delivery of incoming post.	4.1 4.2	Faster delivery of incoming post reaching relevant officers faster and speeding up delivery time to the customer. Improve areas not meeting the customer service standard for this channel	ADCS	CSTL TPM BA Support Teams within Service Areas	Within current resources Transformation Programme	Dec 2010
Create a Corporate Administrative Team as administrative processes are improved and time taken reduced	4.1 4.2	Improved processes speeding up delivery to the customer and reducing costs	ADCS	CSM AD's TPM BA	Within current resources Transformation Programme	Dec 2010
Report on Customer Feedback and set up a Customer Insight Forum to identify areas for improvement. Implement improvements and communicate to	4.1 4.2	All customer feedback recorded in one place (Northgate/Singularity), response time managed and reported on. Improvement areas identified and resulting actions communicated to customers on a regular basis	ADCS	CSM TPM BA Support Teams within Service Areas	Within current resources	Sept 2010

customers						
Report on Customer Satisfaction and customer views on avoidable contact (GovMetric) across all channels.	4.2	Customer satisfaction gathered across all channels at the first point of contact fed into the Customer Insight Forum to inform decisions on areas that need improvement. Customer satisfaction improved.	CSM	CSM TPM BA AD's and managers in Service Areas	Within current resources	Sept 2010
Identify areas with high numbers of avoidable contact both officer and customer perception and develop action plans to reduce	4.1 4.2	Numbers of customer contacts and unnecessary contacts reduced. Improved value for money of services impacted. Resources released which will improve quality and productivity at the first point of contact. Customer satisfaction improved	ADCS	CSM TPM BA AD's and managers in Service Areas	Within current resources Transformation Programme	Dec 2010
Use customer feedback, avoidable contact analysis and customer perception data to develop NBBC website to meet customer needs and expectations.	4.1 4.2	Unnecessary and avoidable customer contacts reduced. Improved customer satisfaction. Cost of customer contacts reduced.	ADCS	CSM TPM BA AD's and managers in Service Areas	Within current resources Transformation Programme	Dec 2010
Develop Customer Services delivery with one or more partners through different channels	4.1 4.2	Delivery of a more rounded service to the customer. Enabling more than one partners service to be received by the customer in one place, reducing the number of contacts a customer has to make across public sector bodies	ADCS	ADCS CSM/TPM BA Partner officers	With current resources	March 2011

Provide Customer profiling and insight for specific activities within SDP's	4.1 4.2	Customer insight used to plan resources and target specific groups e.g, deprivation and health inequalities, communication and marketing strategies, performance management KloE Access and customer care Target specific groups to achieve improved outcomes e.g. reduce waste and increase recycling, target support to people in potentially vulnerable circumstances	ADCS	TPM AD's in relevant service areas e.g. Housing, Health, see SDP's	Within current resources	March 2011
Increase Direct Debit take-up for Council Tax, NNDR and other debts	4.1	To improve range of payment/collection methods available to customers, and to reduce cost of collection of outstanding debts	Head of Billing Services	Support Services, Customer Services, IT&C	Within existing budgets	March 2011
Provide controlled access to Council Tax & Business Rate payers to view their accounts	4.1	To allow customers 24 hour access to check their accounts online & so improve their ability to manage their finances	Head of Billing Services	Support Services, IT&C	Additional software and services required (not budgeted)	March 2011

Key to Lead Officers

ADCS = Assistant Director for Customer Services

CSM = Customer Services Manager

CSTL = Customer Services Team Leader

TPM = Transformation Programme Manager

BA = Business Analyst

AD = Assistant Director

WDP = Warwickshire Direct Partnership

Table 3 – Risk Assessment

Risk Ref No	Risk [Potential Cause(s)]	Potential Consequence(s) of Risk	Risk Owner	Relevant Corporate Aims & Priorities	Mitigation Control(s) (Control Environment)	Action plan for mitigation not yet in place		Risk with after all planned mitigation				Sources of Assurance (How Monitored?)
						Who	When	L	I	T	P	
	Insufficient resource to implement improvement plans to reduce avoidable contact	Cost not reduced and resource used inefficiently	CT	4.1 4.2	BA tasked with managing improvement plans and realising time savings or escalating issues	CT	June 2010	1	1	2	L	Time savings realised as cashable savings or productivity gains
	Lack of buy-in from Services to use Customer Profiling data	Decisions for service planning based on assumptions or transactional data.	CT	4.1 4.2	Promotion of Customer Profiling data	CT	2010/11	5	2	10	M	Requests for access to Mosaic data
	Lack of IT skills prevent or block implementation of new processes	More than one system is used. Efficiency savings not realised	CT	4.1	Strong project management governance of implementation. IT skills gaps identified and dealt with. Other systems stopped.	CT	2010/11	5	2	10	M	New processes implemented. Time savings realised
	Numbers of staff continue to create hard copy files and store files in discreet locations	More than one system is use. Efficiency savings not realised	CT	4.1	Tight control of document storage. Other systems not made available. Access denied	CT	2010/11	6	2	12	M	Audit of document storage
	Lack of development resource to improve processes	New processes not introduced or delayed	CT	4.1 4.2	Strong project management governance of implementation. Issues causing delay escalated quickly to EMT/CMT	CT	2010/11	4	2	8	L	New processes implemented. Time savings realised

	Lack of buy-in to create action plans to reduce avoidable contact, NI 14	Customer satisfaction impacted. Efficiency savings not realised. Poor CAA .	CT	4.1 4.2	Use of valid data to direct services that need to reduce avoidable contact	CT	June 2010	3	2	5	L	Monitoring of avoidable contact in identified areas
	Priority given to operational issues and to improvement actions or developing new processes	Customer satisfaction impacted. Efficiency savings not realised. Poor CAA	CT	4.1 4.2	Strong project management governance of implementation. Issues causing delay escalated quickly to EMT/CMT	CT	2010/11	4	2	8	L	New processes implemented. Time savings realised

L = Likelihood; I = Impact; T = Total (L x I = T); P = Priority (Total of 1 to 8 = Low, 9 to 12 = Med, 15 to 24 = High).

Note: Refer to NBBC scoring descriptors to achieve consistency across service units.