

Contact Centre Review

Findings of The Review Team
29th June 2007

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Overview

- Background
- The Objectives
- What we did
- What we learnt
- Issues Identified
- What we are going to do – Quick wins
- Any Questions?

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The Review Team

- Debbie Pemberton – Contact Centre Team Leader
- Pat Dunbar – Contact Centre Trainer
- Cathie Powell – Corporate Director
- Cllr Myra Billings – Portfolio Holder
- Cllr Gill Butler - Scrutiny Member
- Cllr Sue Fisher - Scrutiny Member
- Kelly Handley – Facilitator
- Nigel Preston – Head of Service and Review Leader

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The Service

- Contact Centre, Reception, Post Room & Cash Office
- 12,000 calls, 3,500 visitors and 14,000 items of post each per month
- Annual budget – approximately £450k
- Delivered in house by: Team Leader + 10.6 Officers

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The Objectives

- Open to challenge
- Listen and learn from range of “customers”
- Scope our staffing
- Improve
- Priorities

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What we did

Preparation work

- Meetings with staff and managers
- Citizens panel survey
- Benchmarking

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What we did

THE REVIEW WEEK

- Mon – am - Meeting with internal stakeholders (1)
- Mon – pm – Meeting with reps from citizens panel & external stakeholders
- Tues – am – Meeting with internal stakeholders (2)
- Tues – evening - Meeting with members
- Weds – am Visit to Basingstoke Contact Centre
- Thurs - am – Staff briefing
- Thurs – Reviewed info gathered and agreed outputs
- Fri – Presentation of findings

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What we learnt

- Positive reaction from most stakeholders to the range of services we are providing
- Identified a long list of actions most of which are within the service, but several are corporate and a range of items currently have no service “home”
- Beginning to see a “vision” for the way ahead
- Very useful experience, why didn't we do some of this earlier! Stakeholder meetings and visits

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Issues identified

CONTACT CENTRE

- Managing peaks
- Systems Integration Issues & reporting from CRM
- Corporate knowledge / access to information
- Visual display of performance
- Hours of operation

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Issues identified

RECEPTION

- Queuing
- Environment / layout of ground floor
- Signage and information
- Security / visitors
- Opening hours
- Corporate knowledge

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Issues identified

CASH OFFICE

- Unscheduled closures / lunchtime closure
- Cheques received issues
- Needs for additional staff at beginning of month
- Leisure receipting / system integration

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Issues identified

POST ROOM

- Deliveries to other sites, ie leisure, depot
- Time post received in the morning
- Document Image Processing (DIPs)
- Opening post for other services
- Standard packs
- Services to collect own post
- Last internal post collection too early
- Printing from CRM

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Issues identified

ESTABLISHING SERVICE PRIORITIES

- Changing perception of what customer service is and how we deliver it
- Consistent approach to delivering customer service
- Managing the change
- Flexible working / too much variety
- How / when do we expand contact centre activity

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Issues / actions identified

TRAINING / KNOWLEDGE ISSUES

- Improving corporate knowledge in Contact Centre
- Need to know when peaks of activity are going to occur in other services
- Aggression (refresher) training
- Telephone customer service skills
- Ongoing Lagan training

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Issues / actions identified

CORPORATE SERVICE

- Establish customer service user group
- Defining what customer service means for HDC
- Review and reinforce Customer Care Standards
- Who gives the corporate customer service overview, ie strategy and vision?
- Who is "responsible" for Lagan, a corporate tool?
- How to prioritise service activities to be added to contact centre?

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What we are going to do

STAFFING

- Review working hours, inc 8.20 start
- Stabilise staffing levels in Contact Centre
- Confirm staffing level necessary, need 1 fte more
- Resolve funding
- Debbie to focus on leading team not call handling
- Identify work programme when not handling calls

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What we are going to do

QUICK WINS:

- Maintain central register and website
- Clarify roles and responsibilities
- Improve reception signage
- Formally start somebody at 8.20am
- Clarify staffing requirement and rotaing
- Produce standard packs
- Close cash office over lunchtime
- Stop any cash handling at reception
- Modify signing in process
- Modify welcome message on phones
- Customer Care Standards

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Summary

- Hard work
- Enjoyable
- We listened
- We have learnt a lot
- The real work starts here

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**THANK YOU!
&
ANY QUESTIONS?**
