Report to the Environment, Transport and Locality Services Select Committee

Title:	TfB Customer Focus Project
Committee date:	25th September 2013
Author:	PLACE SMT/TfB
Report signed off by Cabinet Member:	Janet Blake
Electoral divisions affected:	All

Purpose of Agenda Item:

To update the Environment, Transport and Locality Services Select Committee on the review of communications in relating to the TFB Contract.

Introduction

The focus project consists of a cluster of BCC and TfB staff responsible for the various areas of concerns, working collaborative to achieve a successful outcome. Three key themes have been identified, each designed as a focal point for service improvement and efficiency. The themes are not discrete; improvement in one will inevitably lead to improvement in another. However they do simplify the issues and challenges we face in delivering our improvement plan and are useful in providing structure to the individual measures we propose as we embed the changes, review, evolve and improve in the coming months.

The 3 themes are:

1. How to reduce avoidable contact and failure demand
2. How to understand our customer's journey and improve our Customer service
3. How to address reputational issues in relation to correspondence and contact management

Against this 3 theme context, we are presently focussing on the following areas:

1. ***A review of business intelligence.***
This is focused on a number of areas and tools available to understand the business areas better and to assist in identifying areas of failure or potential. In order improve the business intelligence a number of questions were examined:

   a. Do we have adequate data?
      - Data improvements are being made to better enable TfB to monitor specific areas of the business and be more responsive to changing communications needs
   b. Do we have tools in place to understand and report on the data?
      - Symology is being further developed to improve the data reporting
   c. Do we use the data intelligently – are we asking the right questions? Reporting on the correct indicators etc?
      - Data is used to target specific areas of concern. Data is analysed fully on a monthly basis. There is also weekly meetings with the contact centre to identify any emerging trends or issues
   d. How can we use data to set targets, monitor, improve and review to drive business improvement and address issues of weakness?
      - Targets are set for each team within their business plans. Analysis of 2012/13 data has highlighted those teams who need to develop their web presence to manage demand and reduce the number of contacts

2. ***A review of the Customer Journey with particular emphasis on:***
This is focused on reviewing the existing process in place and understand the customer journey and where and how to channel them to the appropriate of areas. It also focussed on identifying areas to improve.

   a. Channel Management – reducing telephone and email interactions.
   b. Reducing failure demand
   c. Improving information up front to the Contact Centre, members and customers to reduce calls and increase first time resolution in those areas where this is achievable.
   d. Use improved web presence to enable customers to self-serve and reduce the number of contacts from the service.
   e. Using technological solutions to keep customers advised of call progress (SMS, emails etc…)
   f. Establishing a longitudinal Customer Journey project to define areas of improvement and the impacts of the measures we are putting in place.

3. ***A review on correspondence handling intended to:***
This is focused on a number of areas and tools available to understand the handling of correspondence and how best to improve, standards, response time etc.

   a. Drive up the standards of response.
      - Standards of responses being audited by line managers
      - Training sessions developed for all staff across TfB
      - Standard responses developed where appropriate

b. Improve the timescales of response
- Manage customer expectations of response times for work being undertaken and reduce repeat contacts

c. Ensure correspondence is tracked and monitored through the systems

4. ***Review technological solutions and quality improvements to programme delivery to reduce demand***
This focuses on monitoring the impact of the improvement/ changes of technology to ensure that outcome have been met to an acceptable level. It will focus on particular areas of customer complaints/ concerns where we are able to compare statistics. A couple of examples are listed below:

a. LED street lighting – a longer lived technology which will reduce defects reports
b. Growth in the Plane and Patch methods of repair – a higher quality repair to road surfaces

See Attached Action Plan for details of progress to date – Sept 2013.