

Action Point	Measures taken
<b>Allocation of staff resources</b>	<ul style="list-style-type: none"> <li>The Project has been driven by the Place Service Director, supported by members of the Place Senior Management Team. They work closely with members of TfB, IT, Finance etc and are accountable for the delivery of the improvement plan.</li> <li>It is expected that the SMT resource allocation will be on-going while the impacts of the changes are understood and reviewed.</li> </ul>
<b>Establishment of a TfB/Place customer project board</b>	<ul style="list-style-type: none"> <li>A formal project board made up of staff across the Service and Authority is established. A project manager is also in position to drive the improvements. The board meets every 2 weeks.</li> <li>It is under the auspices of this Board that the actions taken so far have been delivered, focussed initially on dealing with high profile concerns expressed by members and senior officers.</li> <li>In light of progress made in those areas, the board is now shifting its focus into longer term measures designed to better understand the impacts of the changes recently made, and to continue to deliver improvements in systems, customer experience and reputation.</li> </ul>
<b>Information provided to members lacked the detail required for them to be able to inform and advise their constituents on Highways matters</b>	<ul style="list-style-type: none"> <li>A weekly email update on the progress of the Capital Maintenance Programme is provided to members.</li> <li>A weekly report from each LAT is now produced for each member on expected activity in their area in the coming week.</li> <li>A monthly “members update” is provided as a single summary with selected performance indicators built around the TfB contract.</li> <li>A new members web page which contains area based mapping is to be launched end September. This page contains real time information on TfB activity within each Members area and is being piloted by members presently. This may replace the email updates of well received by Members?</li> </ul>
<b>The Contact Centre was not able to provide enough first time resolution to customer contacts – placing demands upon the LATS to resolve matters with customers which could be better handled by the CC teams and leading to customer dissatisfaction.</b>	<ul style="list-style-type: none"> <li>Weekly briefing sessions by TfB and CC staff ensure that best information is available for the coming week on TfB activity. This better information will improve levels of customer service within the CC and TfB.</li> <li>A new members web page which contains area based mapping is to be launched in September. The Members map based information system will be rolled out to the CC allowing them to have real time information on all TfB work with which to answer questions and queries from Customers.</li> <li>First time resolution is being monitored for signs of improvement</li> </ul>
<b>Response times to customers were poor – particularly written correspondence</b>	<ul style="list-style-type: none"> <li>New procedures are in place to ensure that correspondence is recorded and monitored effectively.</li> <li>As a result of these new measures, 75% of letters now dealt with within 5 days. Remaining 25% within 28 days. This is against a corporate objective of responding to a letter in 28 days.</li> <li>On-going improvements to automatic reporting and progress chasing are being developed to continue to drive improvement.</li> <li>Other methods of contact update are being explored, including SMS and email progress updates for customers.</li> </ul>

<p><b>The quality of written responses was poor</b></p>	<ul style="list-style-type: none"> <li>• Staff training on letter writing has been undertaken for ALL TfB staff concerned..</li> <li>• A perception that quality HAS improved but this must be baselined!</li> <li>• Responses are now quality checked by Managers</li> <li>• On-going areas of concern have been identified and further training and monitoring will follow in those specific areas.</li> <li>• It is envisaged that 100% quality checking will be replaced with stratified random sampling in future. This will provide adequate QC, whilst at the same time speeding the response time.</li> </ul>
<p><b>Web self-service for customers was inadequate</b></p>	<ul style="list-style-type: none"> <li>• Online fault tracking for customers was defective for over 1 year - this has been fixed. However, the web based system is not as useful or usable as we would like.</li> <li>• Following a period of rapid development and testing, <b>a new system is due to be implemented by the end of September</b>. This allows the customer to identify if a fault has already been re reported, to report a fault and to track progress of their call online. We hope this will reduce the telephone and email contacts to the CC and LATS.</li> <li>• We will monitor the impact of the new system on the number of fault reports, calls and emails to the Contact Centre and the number of referrals from members.</li> <li>• A smartphone app for fault reporting is under development - due for testing imminently.</li> <li>• We will also expand access to the information presently being developed for members and the CC, to members of the public, allowing them to self-serve in relation to the TfB work programme etc. It is hoped this will reduce calls to the Contact Centre and LATS.</li> </ul>
<p><b>Poor business intelligence – based more upon rumour and myth than hard data.</b></p>	<ul style="list-style-type: none"> <li>• A review of the reporting process has been carried out.</li> <li>• Manual systems of data reporting, based on improved data collection, have been developed and used in recent weeks. They drive the improvements seen in correspondence response etc by providing useful business intelligence on team and individual performance.</li> <li>• Better business intelligence systems will produce automated reports for performance and issue tracking, delivered direct to the staff concerned.</li> <li>• We will be able to understand areas of pressure, failure or good practice and react accordingly.</li> </ul>
<p><b>Formal customer complaints driven by high levels of failure demand</b></p>	<ul style="list-style-type: none"> <li>• Data reporting and improved granularity has been developed, allowing us to identify areas of concern or patterns in the complaints information.</li> <li>• As a result, we have been able to act on the complaints data and have seen formal complaints fall by 75% in 1 year from around 100 per month to 25.</li> <li>• In particular, the “failure to keep informed” has reduced significantly – from forming over 80% of complaints to less than 10%</li> <li>• Work is now focussed on other areas of “Place” to deliver similar levels of improvement across the service.</li> </ul>

<p><b>Contact centre contacts driven by high levels of failure demand.</b></p>	<ul style="list-style-type: none"> <li>• Customers contacting the contact centre to “chase” progress was previously reported operating at levels of around 40%.</li> <li>• A recent study reveals this is currently between 11% and 15% of the 4500 calls received by TfB per month.</li> <li>• Whilst the lower levels are better than expected, the levels of call back to chase progress is still too high.</li> <li>• It is hoped that imminent delivery of online reporting and tracking, better CC information and the uses of automated messaging will remove the need for progress chasing.</li> <li>• In addition, better business intelligence will reveal teams or individuals who are failing to progress matters. Such matters will be addressed.</li> <li>• The effects of these innovations will be monitored and reported via the Governance structure imposed by the Customer Project Board..</li> </ul>
<p><b>Lack of innovation in technical solutions</b></p>	<ul style="list-style-type: none"> <li>• By adopting different approaches to provision of technical solutions, we are expecting to receive fewer contacts or defect reports from customers: <ul style="list-style-type: none"> <li>○ The use of long lasting LED lamps for street lighting and traffic lights should reduce defects and thus defect reports</li> <li>○ The adoption of a wider Plane and Patch programme will improve repair scope and quality</li> <li>○ The Scouting and Surveying programme will identify and fix network faults BEFORE they are reported by others.</li> </ul> </li> </ul>
<p><b>Responses to key audiences was not timely and was of poor quality</b></p>	<ul style="list-style-type: none"> <li>• All customers are important, but failure demand and reputational damage resulting from failure to properly respond to MP’s and Council Members is particularly concerning. Systems have been created to ensure that high priority queries from those parties are dealt with effectively in a timely manner. Turnaround times for such correspondence are expected to be 24 hours.</li> </ul>
<p><b>Customer Insight</b></p>	<ul style="list-style-type: none"> <li>• The work so far has been focussed on tackling the immediate concerns of members, customers and senior officers. In order to build upon this work, it is important that we establish a performance baseline against which we measure the impacts of the changes on our customers and our Service quality.</li> <li>• For this reason, a second phase of the project is to focus on the Customer in more detail. It is proposed that a customer insight project is developed, tracing customer journeys, understanding preferred methods of contact, understanding the areas of the system which simply don’t deliver and ensuring that we better understand HOW we can give the customer a good service against a background of reduced resource.</li> <li>• This project will provide a framework for improvement based on hard data and is due to commence on 18<sup>th</sup> Sept.</li> </ul>