

Integrated Customer Management

Operations Committee

Committee: OPERATIONS COMMITTEE
Date: 28 SEPTEMBER 2006
Title: INTEGRATED CUSTOMER MANAGEMENT
PROGRESS REPORT
Author: Mike Brean, Executive Manager (Customer
Services) 01799 510330

Agenda Item

5

Item for note

Summary

This report provides details of the progress of the Integrated Customer Management (ICM) project. It focuses on developments on key aspects of the project.

Recommendations

Members comment on and note the progress of the project.

Background Papers

ICM project file.

Impact

Communication/Consultation	Please refer to paragraph 1e of this report
Community Safety	There are no specific community safety implications contained in this report
Equalities	There are no specific equalities implications contained in this report
Finance	All progress is within budget
Human Rights	There are no specific human rights implications contained in this report
Legal implications	There are no specific legal implications contained in this report
Ward-specific impacts	All
Workforce/Workplace	Please refer to paragraph 1g of this report

Situation

1. ICM progress on key areas is as follows: -

Integrated Customer Management

Operations Committee

a. Customer Service Centre Telephony

The review and upgrade of our existing data network has been completed. This will enable us to now carry voice and data over the same network whilst also ensuring excellent quality and speed of both.

Telephony power requirements within the new Customer Services Centre (CSC) were installed week commencing 28 August 2006. Telephony provision within the CSC has been agreed and cabling starts week commencing 4 September 2006.

A project plan has been agreed which includes the digital phone users training sessions and go live dates. These dates may change as we are reliant on BT installing lines to meet the deadlines.

The dates are as follows: -

Site	Training dates	Live date
Saffron Walden	4 th October – 6 th October	9 th October 2006
Great Dunmow	11 th October 2006 am	11 th October 2006 pm
Newport Depot	13 th October 2006 am	13 th October 2006 pm
Museum*	Dates to follow	Dates to follow

b. Customer Relationship Management (CRM) System

Integration enabling updating from the CRM system to the Ocella Environmental Services system has been successfully achieved. Although the organisational re-engineering programme will not start in Environmental Services until the summer of 2007, it is planned to deal with routine Environmental Services enquiries through the CSC when it opens on 27 November 2006. The CRM will be trialled in the CICs and Saffron Walden reception before being rolled out to the CSC.

Integration with the Northgate Council Tax system has been achieved with a wide a range of information available through the CRM system. Once this stage of the integration is live, the next stage is to enable the CRM system to update the Council Tax system.

Integration with the Northgate Benefits system is progressing, but there is still work to do. We are in daily contact with Northgate on this area of work and they are acutely aware of the importance of delivering this stage of the integration. In view of the rapidly changing position, Members will receive a verbal update on the progress of the benefits system integration at the meeting of the committee.

Integrated Customer Management

Operations Committee

c. New Ways To Pay

The plastic payment cards were due to be issued on 1 August 2006. However, this was delayed because of problems being experienced with the setting up of the new, innovative, 'multi-reference' card. The cards were eventually sent between 30 August and 4 September 2006. The new arrangements have been publicised by posters and leaflets in Post Offices and in Council offices. Press releases have also appeared in local papers. The early feedback from both customers and Post Offices on the new arrangements is very positive.

Automated telephone payment (ATP) was due to be introduced by 4 August 2006. However, this has been delayed because of other work priorities such as the production and issue of the multi reference plastic payment card and development of the CRM integration. It is now planned to have ATP in place for Council Tax and Business Rates during week commencing 25 September 2006. Once it is working and established in those areas, ATP for other debts such as housing rent, car parking and sundry debtors will be introduced.

d. Premises

Saffron Walden

The revenues counter has been removed and replaced by two new interview rooms with glazed partitioning to ceiling height. A new secure office has been erected for occasional meetings and the safe reconciliation of small amounts of cash that we will continue to receive by post and in person. The secure cash desk has also been dismantled. There has been some discussion about the newly erected partition separating the stairwell from the main reception area. David Demery is taking steps to improve the appearance of this partition. Building and all associated work will continue throughout October with completion expected by the weekend of 4 November 2006.

Dunmow

Two temporary reception desks will be set up during week commencing 9 October. The cash desk will be removed over the weekend of 14 and 15 October. All building and associated work is expected to be completed by the weekend of 4 November 2006.

It is intended to conduct a tour of the new CSC in Saffron Walden before the start of the next Operations Committee meeting on 16 November 2006. If Members wish, a similar tour of the Dunmow can also be arranged.

Negotiations are currently taking place with the Citizen's Advice Bureau to jointly procure public access kiosks for the above offices.

Integrated Customer Management

Operations Committee

e. Communication, consultation and community/user involvement

Work is in hand to produce suitably refreshed printed material for the CSC. Proposals for the launch of the CSC are at an early stage, possibly to coincide with a conference promoting best practice service initiatives at UDC. Project plans for the overall marketing of the project, potential re-launch of the UDC website and other related initiatives are being developed.

f. Organisational Re-engineering (OR) Programme

Phase I of the programme in revenues, benefits, anti-fraud and cashiering is nearing completion. Meetings have been held with senior members of staff to discuss the outcomes of phase I of the programme. Further staff meetings are planned for 22 September 2006. A report with recommendations will be considered and a transition plan produced to implement the changes. It is proposed to report the findings of phase I of the OR programme to the next meeting of this committee on 16 November 2006. Phase II of the OR programme started in housing services on 11 September 2006.

g. Human resources

Staff briefings took place in July 2006 and further meetings have been held with smaller groups of staff and individuals to talk through the changes.

The job descriptions for the staff in the CSC have been written and job evaluated. Some senior staff have been assimilated into the new CSC structure.

Staff affected by phase I of the OR programme are completing an on-line questionnaire and key board test during week commencing 18 September 2006. Staff will also attend an assessment centre lasting half an hour on either 26 or 28 September 2006, at which they will complete a personality questionnaire and undertake a verbal comprehension test. Following this, staff will undergo an extensive 4 day programme of customer service skills training during October and November 2006. Training on use of the new telephone and CRM systems is also planned during October and November 2006.

Briefing sessions for staff affected by phase II of the OR programme in housing services will take place in October 2006.

h. Risk

The JMT Risk Group meets regularly to re-evaluate the risks, append the revised register and draw attention to the most recent amendments.

Integrated Customer Management

Operations Committee

Targets

2. The council needs to move towards a system of Integrated Customer Management (ICM). This means that customers dealing with the council should have a common experience and level of service regardless of which service they are seeking or which access channel they choose to use. Achieving this requires the development of common processes, systems and standards across the whole organisation.
3. ICM will mean integrated access, integrated services and integrated service delivery.
4. Customer service standards are detailed in the council's customer service strategy.

Options

5. This report recommends that members comment and note on progress of the project.

Pay-Offs/Penalties

6. As previously reported at the last meeting of this committee, it is envisaged that the customer will have one single point of (real or virtual) contact for access to all services. This is likely to be through as many access channels as possible including telephone, letter, e-mail, internet and face-to-face. Notwithstanding the growth of the web, for the foreseeable future phone access will be the major contact medium. Along with face-to-face contact, this is also vital to ensure social inclusion for those who are unable or unwilling to make use of new means of communication.
7. Dealing with the majority of customer enquiries through a customer service centre would enable specialist officers within the council to focus on more complex work.