

Carlisle City Council

Benefits Realisation Strategy

16th April 2004

1. Introduction

The customer contact centre initiative will deliver a range of important benefits for the council. By investing in the contact centre, the council will accrue benefits including:

- a step-change in the level of customer service provided to the citizens and businesses of the city
- a strategic contribution towards meeting the council's wider corporate objectives, particularly those in respect of satisfying the requirements of the e-government agenda
- a change in the organisation's culture, with positive advantages for both staff and members

The development of a sustainable benefits realisation strategy will enable the council to measure the success of its investment in the customer contact centre initiative. By identifying and agreeing a package of benefits related to the customer contact centre in advance of a switch to 'live' operations, the council will be in a favourable position to track improvements as services transfer into the new environment.

2. The identification and measurement of benefits

The benefits identified in this framework document are intended to act as a catalyst for a wider debate within the council concerning both the type of benefit that it wishes to achieve together with the relative importance placed on achieving a specific benefit (or range of benefits). The council is committed to ensuring that the customer contact centre initiative makes a meaningful and lasting contribution towards improving the delivery of services to the local community. As such, it is essential that there is common agreement about what actually constitutes success.

The council will therefore need to adopt a mechanism which allows it to identify, agree and allocate responsibility for delivering a defined package of benefits. An inclusive approach is that which is likely to reap the greatest rewards. The council may therefore wish to consider involving suitable representation from across each of the main areas of the business, including the participation of elected members from relevant committees.

This framework document also provides an indication of the types of measures and targets that will need to be set for each benefit. It is strongly recommended that the council establishes clear baseline measures before committing itself to targets that are either poorly defined or difficult to measure (and/or expensive to measure) or a combination of both. It is also essential to ensure that those who will be responsible for the future operational management of the contact centre agree that the targets are attainable within the timescales that will need to be established around each benefit.

3. Benefits realisation framework

The framework below begins to explore four types of benefits that it should be possible to measure as part of the Carlisle customer contact centre initiative. Whilst many of these benefits are interdependent, the council may find it helpful to 'bundle' similar types of benefits together during the initial stages of identifying and prioritising the benefits that are of genuine importance to it. In broad terms, benefits fall into the following categories:



The benefit's framework has the following structure:

- i. Aim of the benefit to be realised
- ii. Definition of the benefit
- iii. Indicative measure of success
- iv. Indicative target

4. Timescales

The council will begin to achieve the majority of the benefits identified in this paper during the initial phases of the customer contact centre initiative (Phase 1, 2a and 2b). However, the incremental nature of the project necessarily dictates that the council will only begin to enjoy the full package of benefits once each of the services identified for transition in the contact centre has 'gone live' in the new environment. It is therefore essential that benefits are monitored on a constant basis throughout the full implementation period and into the early years of normal operations.

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Aim	Definition	Measure of Success	Target
Enhanced Customer Service	<ul style="list-style-type: none"> Increased range of customer access channels for all services delivered through the contact centre Increased customer awareness of availability of new access channels that may better suit their individual circumstances 	<ul style="list-style-type: none"> Delivery of all transferred services via phone/mail/F2F/web/e-mail Take-up of extended range of access channels by defined customer groups Availability of services within the contact centre (opening hours and availability of web channel i.e. minimisation of planned/un-planned downtime) 	<ul style="list-style-type: none"> All services delivered through contact centre to be accessible by 4 key channels Increase phone/web use by x% per year for x years <p>Council will need to agree on phone/F2F opening hours. Web channel 'downtime' standards to be set @ xx% availability.</p>
Increased Customer Accessibility			
Improved Service Response/Service Delivery	<ul style="list-style-type: none"> Customers will receive identical standards of service regardless of the way in which they access the Council's services 	<ul style="list-style-type: none"> Evidence of consistently applied service delivery standards across each access channel, regardless of nature of service or type of enquiry/request Ability of contact centre manager to balance available resource to match demand by channel (minimising 'wait' time for phone/F2F and availability of web channel) 	<ul style="list-style-type: none"> Daily/weekly (tbc) achievement of pre-defined service delivery standards Wait times are consistently within defined acceptable standards (phone/F2F)
One and Done contact resolution	<ul style="list-style-type: none"> The contact centre will seek to resolve a significant majority of all contacts without recourse to escalating the contact to the back office. Escalation within the contact centre environment is considered to form part of the One and Done principle. 	<ul style="list-style-type: none"> Evidence of ongoing capability to resolve each type of contact to the customers complete satisfaction (e.g. ongoing reduction in number of hand-offs/ escalations) Minimisation of progress chasing calls/ enquiries to the back-office 	<ul style="list-style-type: none"> 80% of all traffic entering the contact centre is resolved without recourse to the back office. Mystery shopping to identify ability of contact centre staff to deal with multiple transactions

Aim	Definition	Measure of Success	Target
		<ul style="list-style-type: none"> • Ability to conduct multiple transactions in one contact • Formal monitoring (monthly in Yr 1/bi-annually thereafter??) of feedback from relevant back offices regarding amount of contact traffic subject to escalation 	<ul style="list-style-type: none"> • Xx% of back-office surveys report high level of satisfaction with ongoing reduction in number of escalations.
Enhanced customer experience	<ul style="list-style-type: none"> • Carlisle's customers experience a consistently improved service as a result of the contact centre model. 	<ul style="list-style-type: none"> • Carlisle will need to define the way in which it wishes to measure customer satisfaction. For example, the Council may choose to build on its existing customer satisfaction survey by incorporating incorporate additional questions regarding the contact centre. Caution will need to be exercised – especially regarding the % improvement which can be attributed to the contact centre and that which is a direct consequence of improvements in the back-office and/or front-line service delivery (cleansing/benefits etc). • Evidence of reduction in the number of escalations/progress calls to back-office as result of customer centric 'culture change' in the contact centre. Development of culture based on ownership of a customers needs will enhance 	<ul style="list-style-type: none"> • Measures to be defined. May include one or combination of: <ul style="list-style-type: none"> ○ Year on year improvement in % of customers satisfied/very satisfied with service delivery ○ Increase in number of customers offering unsolicited commendation of customer service standards

Aim	Definition	Measure of Success	Target
		day-to-day customer experience of accessing services.	
Customer focused service development	<ul style="list-style-type: none"> Contact centre services evolve to reflect meaningful feedback from customer groups and other stakeholders (staff/members/central government/MIS) 	<ul style="list-style-type: none"> Documented evidence of change rationale for each service delivery enhancement. Ability to clearly demonstrate that all changes have a clear customer-centric focus. 	<ul style="list-style-type: none"> Carlisle to define target
Meeting Corporate Objectives Maximise CPA award in 2005/06	<ul style="list-style-type: none"> Prepare the Council to exceed expectations of next CPA round in 2005/06 by using contact centre to drive improvements in the service provided to customers 	<ul style="list-style-type: none"> Further improvement in BVPI 157 regarding proportion of services that are e-enabled Track contact centre contribution to improvements in Pis for transferring services Implementation of performance management system in contact centre 	<ul style="list-style-type: none"> Increase from 53% in 2003 to xx% by December 2005?? Baseline existing PI for transferring element of each service and measure on required basis e.g. improvement in turnaround times; consistency of CTS/EPS service requests Development and implementation of performance management framework
Fulfil ODPM e-gov agenda	<ul style="list-style-type: none"> Meeting the requirements of the ODPM's e-government agenda 	Evidence of having achieved a wide range of performance targets. For example, the contact centre will contribute towards helping the council achieve the following e-gov	<ul style="list-style-type: none"> Achievement of all mandatory targets by December 2005

Aim	Definition	Measure of Success	Target
		<p>targets;</p> <ul style="list-style-type: none"> e-transformation Area 2. Accessibility of services' (see endnote i) e-transformation Area 4. Making it easy for citizens to do business with the council. ODPM Priority 6 Payments All payments to the council for goods and services can be made online or by telephone.ⁱⁱ (see endnote ii) ODPM Priority 4 Environmental Quality To use technology to integrate relevant functions more closely and help improve the quality cleanliness and safety of our public space.ⁱⁱⁱ (see endnote iii) ODPM Priority Area 8 Benefits. Claimants and their agents can undertake the whole claim process online, or via intermediate technology in their homes.^{iv} (see endnote iii) 	<ul style="list-style-type: none"> Achievement of defined Best Practice and Stretch targets Identify and test specific benefits by service. E.g. direct impact on Revs/Bens Service; planning; CTS/EPS etc
Meeting the challenge of the Carlisle City Vision	<ul style="list-style-type: none"> Realising the benefits articulated in the 'communities' theme of the Carlisle City Vision. 	<ul style="list-style-type: none"> Need to define how to measure direct contribution of contact centre to achieving City Vision. The contact centre will play a key role in broadening access to council services for all communities. 	<ul style="list-style-type: none"> To be defined.
Efficiency of service delivery	<ul style="list-style-type: none"> Encourage customers to use lower cost service delivery channels (phone/web) 	<ul style="list-style-type: none"> Evidence of staged migration from expensive channels (F2F/post) to more efficient channels (phone/web) 	<ul style="list-style-type: none"> Increase phone/web use by x% per year for x years

Aim	Definition	Measure of Success	Target
<p>Streamline services</p> <p>Improved turnaround time in back office</p>	<ul style="list-style-type: none"> Streamline the processing of activities that are delivered through the contact centre by seeking opportunities to remove unnecessary steps in each process processing Enhancement to back-office service delivery. Joining-up the delivery of services where there is a clear business rationale for doing so 	<ul style="list-style-type: none"> Increased speed of processing a particular customer facing transaction Reduction in level of authority required to authorise particular type of transaction whilst maintaining appropriate security/diligence (enhanced cost effectiveness) Improved turnaround times in the back-office resulting from greater efficiency in the front-office Proportion of multiple transactions that are dealt with as a single customer contact 	<ul style="list-style-type: none"> To be defined. Benchmarking required. To be defined. Benchmarking required. For example, ability to meet ODPM requirement Priority 6 (Revenues) 2. “demonstration of efficiency savings and improved collection rates from improved customer service and re-engineered back-office processes, including evidence of improvement in the % of council tax and business rates collected (BVPI 9, BVPI 10).”and meeting ODPM requirement Priority 8 Benefits “Evidence of improved turnaround in processing of benefits claims (BVPI 78); Opportunities for joined up delivery to be defined. Establish target that xx% of transferring services should be joined-up and delivered

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	<ul style="list-style-type: none"> Operating costs 	<p>Carlisle City Council will need to be clear about the way in which it may wish to measure any efficiencies in operating costs against improvements in customer service and the Council's ability to meet and exceed government targets. Should the council wish to measure operating cost efficiencies, then careful baselining will need to take place ahead of each service/staff transfer into the new environment – particularly where budget transfers only reflect a proportion of 1 fte. This will then need to be supported by managed efficiency reviews over the defined ROI period.</p>	<p>as a single entity (eg licensing services/waste services from CTS/EPS etc).</p> <ul style="list-style-type: none"> To be defined by Carlisle.
Staff benefits	<ul style="list-style-type: none"> Ensuring that customer service staff are thoroughly motivated to provide the highest levels of customer care. 	<ul style="list-style-type: none"> Reduction in absenteeism Reduction in attrition rates Introduction of a comprehensive performance management system within a clearly defined career structure A professionally skilled workforce with access to an accredited portfolio of training opportunities 	<ul style="list-style-type: none"> To be defined following baselining and completion of training/performance management work strands etc
Member Benefits	<ul style="list-style-type: none"> Providing members with a more integrated network of support for their work. 	<ul style="list-style-type: none"> Ability of members to use contact centre technology to respond quickly and accurately to needs of their constituents Outbound consultation (to be agreed) 	<ul style="list-style-type: none"> To be defined

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		<ul style="list-style-type: none"> Regular member satisfaction survey to gauge impact of contact centre on the working practices of members Establishment of best practice throughout the customer contact centre with capability of acting as a reference site within the context of delivering excellent public services 	

Endnotes

All notes refer to the ODPM's consultation paper *Defining e-government priority services & transformation outcomes in 2005 for local authorities in England*

ⁱ **e-transformation Area 2.** Accessibility of services Best Practice: 80% of public enquiries about council services resolved at the first point of contact.

ⁱⁱ **ODPM Priority 6 Payments.** All payments to the council for goods and services can be made online or by telephone. *Best Practice Area 2.* Demonstration of efficiency savings and improved collection rates from improved customer service and re-engineered back-office processes, including evidence of improvement in the % of council tax and business rates collected (BVPI 9, BVPI 10). *Mandatory Area 1.* payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers); *Mandatory Area 2.* delivery of 'added value' around online payment facilities, such as ability to check council tax balances.

ⁱⁱⁱ **ODPM Priority 4 Environmental Quality .** To use technology to integrate relevant functions more closely and help improve the quality cleanliness and safety of our public space. *Mandatory Requirement 2.* Receipt and processing of planning and building control applications; *Mandatory requirement 3.* Submission and tracking of regulation and licensing services.

^{iv} **ODPM Priority Area 8 Benefits.** Claimants and their agents can undertake the whole claim process online, or via intermediate technology in their homes . *Best Practice Area 1.* . One stop resolution of benefits queries through back office integration and data sharing; *Best Practice Area 2.* Single application across all council benefits; *Best Practice Area 3.* Evidence of improved turnaround in processing of benefits claims (BVPI 78); *Mandatory Area 1.* Citizens to check the status of their claim on line

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