CUSTOMER SERVICE OVERVIEW & SCRUTINY
22 NOVEMBER 2016

Project Drivers

- Perceptions of customer service

- The Foresight approach

- Outcomes to be achieved

- Corporate Priorities

- Commitment to continuous improvement

What is customer service?

"Customer service is the act of taking care of the customer's needs by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met".

"Customer service is the process of ensuring customer satisfaction with a product or service"

"All interactions between a customer and a product provider at the time of sale, and thereafter"

"Customer service is the provision of service to customers before, during and after a purchase"

• For us the way that we interact with people and organisations that live, work or visit the Borough

What drives customer service?

Public Services Trust 2010 determined that it is:

- Quality

- Speed

- Information/Communication

- Attitude/Disposition

Who are our customers?

Anyone with whom we interact:

- Residents

- Council taxpayers

- Members

- Service users

- Visitors

- Businesses

- Tenants

Type of customer interaction

- Via Website

- In person – council offices

- In person – other locations

- By phone

- By e-mail

- By letter

- Social media

- Via councillor, MP, outside organisation

How many customers contact us?

- 52,000 Households

- 3,800 Businesses

- 120,000 Population

- 2,500 every day (or 350 per working hour or 6 every working minute)

- 50% phone (top reason is housing maintenance)

- 26% e-mail (based on generic e-mail boxes only, primarily re waste management, debt, council tax)

- 12% post

- 8% web (primarily council tax, parking fines, garden waste, missed bin collections)

- 4% reception (primarily benefits and planning related)

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Why do people contact us?

- Access services

- Seek advice

- Seek information from us

- Provide information to us (e.g. change of address)

- Payment

- Complaint

How do we measure customer service?

• Corporate Survey last carried out in 2006

• Residents Panel in 2011 and 2016

• Systematic and ongoing measurement (e.g. Housing, Leisure, Environmental Health) focusing on overall satisfaction and typically breaking down into operational elements

• Bespoke approach no corporate template or methodology

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How do we perform?

- Satisfaction varies significantly between services mainly ranging between 90-75%

In the last Citizen's Panel

- 91% at 5 out of 10 or higher

- 83% scored services at 6 out of 10 or higher

- 75% of people scored the overall service at 7 out of 10 or higher

In the research carried out by the Council's Foresight Group

- 40% of people are very satisfied and when asked couldn't think of any obvious way

we could improve services

- 40% think some adjustments would be beneficial

- 20% think significant improvements are required

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What are we doing already?

- Improved payment facilities

- Working with contractors e.g. Mears, Veolia, Glendale

- Channel shift work is underway and in operation in some areas e.g. environmental services

- Improved website

- Improved call handling technology

- Web forms

- Use of text messaging

- Greater use of customer satisfaction monitoring

- Mystery shopping informed improved corporate standards e.g. phone answering, letter content

- Staff customer service training

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What can we improve?

- Business knowledge and system information. Being aware of demand and resource and being aware of where imbalances exist

- Access to services for people contacting the Council by phone.

- Access to services for customers with non-transactional needs who do not live in Godalming.

- Improve the Council's presence in the community.

- Improve data management. This would benefit the Council in terms of demand and workflow and also the customer as any contact they had made would be on record.

Continued/……..

What can we improve?

Continuation/……..

- Consistency of service quality.

- The culture within the staff body so commitment and personal responsibility to resolving the customers issue is more tangible. Staff need to be appropriately held to account in this area more effectively.

- Review and simplify operational processes underpinning services

- Improve communication and management of expectations

What are the drivers for change?

- Resilience

- Efficiency and financial savings

- Improve customer satisfaction

Evidenced by:

- Analysis of data

- Customer feedback

- Complaints/Member Enquiries (casework)

Options for change?

- Revise the performance management system to ensure decision makers have a holistic, evidenced diagnosis of how a service is performing (the quality issue)

- Channel shift

- Assess options re customer point of contact

- Assess options re dedicated customer services staff

- Assess options re the Council's local presence in the community

- Assess options re customer contact management systems

Continued/……..

Options for change?

Continuation/……..

- Review strategies, policies and service standards

- Identify and review operational processes which will drive service improvement

- Assess options to facilitate a drive of cultural change (including a commensurate training programme)

- Design a communication plan to support, facilitate and launch the approach to Customer Services

Member's Vision

- What is important to members?

- What improvements would members like to see?

- Appetite for investment v need for savings