

Report of	Meeting	Date
Corporate Director (People) (Introduced by the Executive Member for Customer, Legal & Democratic Services)	Executive Cabinet	27 March 2008

## ACHIEVING SERVICE EXCELLENCE IN CHORLEY

### PURPOSE OF REPORT

- To inform members about our approach for improving service design and delivery based on a clear understanding of customer need and the timescale for action.

### RECOMMENDATION(S)

- Executive Cabinet are recommended to:
  - Note the Council's approach for improving service design and delivery based on a clear understanding of customer need.
  - Note the timescales for action.
  - Approve the inclusion of the 'Circle of Need' project within the work programme and the acceptance of £50,000 of Department of Communities and Local Government funding, through the National Process Improvement Project (NPIP).

### EXECUTIVE SUMMARY OF REPORT

- Our principal aim as an organisation is to continue to achieve service excellence and improvement. This paper recommends a set of general principles for service design and delivery based on the needs of customers. Essentially this is more than just about handling customer contact. It's about the relationship between customer need and their expectations and how this can influence the design and shape of services. Customers want to be able to access services in a straightforward and direct way and through a single contact with us. They want the range and quality of services to be the same irrespective of where they live or who they are. Getting this right has huge benefits for citizens and also enables significant opportunities for efficiencies across the Council.

### REASONS FOR RECOMMENDATION(S)

- The report brings the Council's work around improving service design and delivery based on a clear understanding of customer need, plus a timescale for action, into one document. This provides clarity and raises awareness of the various elements and their linkages.

### ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- None.

### CORPORATE PRIORITIES

6. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region		Develop local solutions to climate change.	
Improving equality of opportunity and life chances		Develop the Character and feel of Chorley as a good place to live	
Involving people in their communities		Ensure Chorley Borough Council is a performing organization	√

7. The report majors on ensuring the Council is a performing organisation. However, the approach will support the Council in achieving all strategic objectives.

## BACKGROUND

8. Clearly, the delivery of services is not a new concept. Neither is the design of service delivery. There is also evidence that an element of intelligence, based on customer need, has been used to shape the current mix of services. However, the twin drivers of improving customer satisfaction and delivery of efficiency savings requires us to take a radical approach to how we design and deliver services. This report recommends that this approach should be based on clear customer insight.

9. The following sections outline:

- a) Where we are now
- b) Where we want to be
- c) How we plan to get there, and
- d) How we will monitor and review progress

## WHERE ARE WE NOW?

10. We are in a fantastic position to continue building on our success in providing excellent services. We have bucked the national trend and increased satisfaction with services by 13.2% over the last 12 months (compared with 2006 Best Value Survey).

11. We are very proud of the success of our Contact Centre. This has helped customers access services easily and through a single point of contact. It has also helped customers access a wide variety of other public services. This service also has Charter Mark accreditation and continues to play a significant role in exciting and innovative projects with central government and others.

12. In 2005 we received the highest possible score in an Audit Commission inspection. This included a three star excellent rating with a further three stars for our excellent prospects for improvement in customer focus and access.

13. For the first time the Council has also become one of only three councils to get the prestigious Beacon Award for the Transforming Services: Citizen Engagement and Empowerment theme. The award recognises the success of the whole Council for actively involving and consulting customers to improve and develop innovative and highly effective services.

14. Our consultation and engagement with the community has been strengthened over the last year through a number of ways. A new consultation and participation strategy has been produced to ensure that consultation undertaken by the Council is consistent and coherent. Coupled with the strategy is a toolkit, which aims to increase Chorley's capacity to deliver consultation. A database of consultation exercise and outcomes has also been delivered to facilitate a more co-ordinated approach to engagement and consultation.

15. The Council has also recruited over 14,000 residents to the 'Chorley Smile' Panel' which is already having a real impact on service design and delivery and decision making, members of the panel were actively involved in the Budget setting process this year.
16. The Council has also reviewed its approach to dealing with complaints to ensure that the best possible use is made of the valuable information complaints can provide about service design and failure and to ensure that we can understand where disproportionate levels of service are being experienced by particular groups and to ensure that we can take real action to address this.
17. Chorley is working with South Ribble on an innovative and ground breaking partnership which will see the two Councils working jointly together to deliver financial services, delivering significant savings and efficiencies to the Council Tax Payer. The Council is also leading the way on enhanced two tier working in Lancashire.
18. We are also working hard to improve levels of satisfaction and drive out inefficiencies that generate high levels of 'failure demand' or 'failure to resolve issues at first point of contact'. This work is currently focusing on Waste Services as part of the Customer Relationship Management implementation.
19. The Council completed the Business Process Architecture project as part of CLGs National Process Improvement Project. The project has led to a restructure of the management team to realise £100k of savings and establish a senior management team that is capable of delivering a change programme and customer focussed services. The Council has also refocused itself and organised around the three distinct customer groupings of People, Business and Neighbourhood to ensure that we deliver service in the best possible way.
20. Good progress has also been made in delivering equality for customers and communities in Chorley, moving from Level One to Level Two of the equality standard with ambitious plans in place to move to level three. The Council undertook an Overview and Scrutiny enquiry in equality and diversity, has refreshed it's equality scheme which now incorporates rurality as a specific element of equality in Chorley, and worked with the Local Strategic partnership to produce a community cohesion strategy. The Council continues to build on existing strong links with potentially vulnerable and marginalized groups.
21. All this is excellent achievement for customers, staff and the Council. However, the world is changing rapidly and customer expectations keep on growing. There are further pressures to delivery service transformation as outlined by Sir David Varney in December 2005. The focus of his review is how to save time and money by examining the scope for more effective service delivery.

## **WHERE DO WE WANT TO BE?**

22. The corporate Value for Money (VFM) programme has been designed to integrate with the CRM System. The first review has been carried out in the Neighbourhoods directorate and this has coincided with the implementation of the Waste Service onto the CRM. This has enabled us to carry out a business process re-engineering exercise in both the Waste back office and in Customer Services to ensure that the efficiency of the service being transferred. The outcomes from the VFM review and the volume and complexity of call traffic will be considered to determine future priorities for implementation within the Neighbourhoods directorate.
23. Implementation of the CRM system is one way to help provide a better understanding of customer needs and demand for services and identify where things can be improved further. This type of intelligence or insight can also be used effectively to design and shape the delivery of services but requires a holistic approach.
24. Our approach to achieving this is based on the following three strands:

<b>Customer Insight</b>	<b>Service Design</b>	<b>Service Delivery</b>
To understand the needs of our customers better and ensure that our plans are in tune with their needs	To design services from the customer perspective so that services feel tailored to their circumstances	To be accessible through a variety of channels, embracing effective new ways for delivering quality services that support continuous improvements

**To understand the needs of our customers better and ensure that our plans are in tune with their needs (Customer Insight).**

25. Our objective is to better understand citizens using customer insight, to allow effective planning of service delivery to meet the needs of distinct customer groups. Integral to this is our quest to join up related services through a consistent understanding of customer groups and their needs, thereby reducing inefficiency and duplication whilst improving the customer experience. The most vulnerable customer groups have the most number of services to join up and are perhaps least equipped to achieve this. Much of our work therefore focuses on deprivation and inequality.
26. An example of a way of achieving this is through our 'Circle of Need' project funded by Communities and Local Government. The aim of this piece of work is to develop and test a model of 'Circles of Need'. This will be used to offer new insights and to identify gaps in current services as part of overall service planning. We have received the funding to develop and test this model, along with our LSP. The first phase of this will be delivered in the next six months.
27. Using Mosaic data will also help with gaining customer insight. This was delivered as part of phase 1 of the Customer Profiling Project, now complete. This along with other data and customer related intelligence is enabling us to address and better understand strategies for improving service access and delivery. Use of mosaic data will be linked to service requests and households within CRM.
28. Another key project has been to develop our lead role nationally on the Business Process Architecture project. The project outcomes have seen a new more customer focused management structure put in place and also provided a better understanding of work activities that will result in further transformation work to deliver efficiencies.

**To design services from the customer perspective so that services feel tailored to their circumstances (Service Design)**

29. Customer insight and understanding need is the first step in the journey. The next step is to take this insight and use it to influence the design of services tailored wherever possible to specific need. As mentioned already one example of this is our 'circle of need' project and its relevance to vulnerable families.
30. Realising these outcomes will require citizen and business focused transformation that should see citizens having single points of contact with us to meet a range of their needs and needing to provide information only once. In addition, providing joined up services designed around the needs of the citizen or business will yield efficiency savings by reducing duplication across our public service partners.
31. Service delivery should be grouped around common 'themes' that are meaningful for citizens and businesses including 'change of circumstances' through for example our role in the 'Tell Us Once' pilot and through partnerships for bereavement, birth and change of address with Lancashire County Council.
32. Further work with Lancashire County Council and our LSP will aim to reach out to people who find themselves excluded from public services, carry out a single assessment of their

needs and means and commission appropriate services for them. This requirement is greater in those neighbourhoods facing the biggest socio-economic challenges. We will prioritise resources to focus on local co-ordinated public service teams.

33. Value for money is also a central principle in the design of services. The implementation of our CRM system will help this. The focus of this work for 'go live' is on waste services and will then move on to the rest of the Neighbourhood services before being rolled out across all Council services. CRM will also provide opportunities for efficiency, ensuring resources can be directed to where they will most add value.

**To be accessible through a variety of channels, embracing effective new ways for delivering quality services that support continuous improvements (Service Delivery)**

34. Having designed services effectively our channel management principles will offer citizens choice and convenience. Our Contact Centre provides outbound and inbound access to services for citizens and businesses through a variety of methods i.e. post, telephone, face-to-face, online, mobile, fax and soon SMS and indirectly through intermediaries, such as voluntary organisations and home visits through work with Lancashire County Council.
35. Wherever possible customers will be able to do business with us using a channel which is convenient to them at the time of the transaction; however, we will encourage customers to use more cost effective delivery channels where possible, e.g. through promoting the benefits of extended opening hours offered by online transactions.
36. We need to continue reviewing the delivery of services and manage processes effectively to add value and avoid '*failure demand*' (a term used to describe an organisation's failure to do something which causes the customer to make a further demand on the system).
37. Improved service delivery requires;
- greater personalisation of services, tailoring the service to the needs of the individual on the basis of previous information and the behaviour of the individual,
  - greater speed of service, with issues frequently resolved at first contact,
  - greater accuracy in re-using data already supplied and verified,
  - more convenient access to services over longer hours of availability (including by mobile telephone or at home),
  - new services (for example the possibility of single points of contact for dealing with the consequences of a change of circumstances),
  - delivery of more proactive services to target hard to reach and socially excluded citizens.
38. The business transformation programme will also drive out efficiencies through our thematic approach to the delivery of VFM. To support this change workstreams have been formed under Information Management; Technology; Strategic Procurement; Asset Management; Workforce Management and Planning and Service Review. Outputs from these groups should enable our continuing drive for VFM whilst supporting our service excellence aspirations
39. The Council is leading on delivering efficiencies through partnership working. In particular, over the last 18 months we have strengthened the Local Strategic Partnership (LSP), restructuring it to make it more efficient. Last year the Council invested £85,000 in the LSP, which then commissioned 6 crosscutting projects, delivered in partnership with the public, private and voluntary sectors. This funding was matched by partners to the sum of £280,000. This year it has committed £90,000 to partnership working in 2008/9.
40. These projects are delivering efficiencies through the sharing of resources, staff, equipment and intelligence about local communities, helping to deliver the aims of the Sustainable Community Strategy through effective partnership working. The MATAAC process has proved very successful in getting partners to work together and improving outcomes. For example initiatives to tackle crime that is 18% down on this time last year.

41. The Council has also been at the forefront of improving partnership working within the two-tier local authority system. Chorley has pioneered the Locality Plan, an agreement between Chorley Council and Lancashire County Council, to clearly identify areas where the two councils are working together to deliver outcomes for the people and the borough of Chorley. This plan is now being adopted by the other 10 districts in Chorley as an example of best practice.

#### HOW DO WE PLAN TO GET THERE?

42. Developing a CRM programme that requires significant change will be challenging. The focus in the first 12 months will be on the Neighbourhood Directorate. Future implementation will be considered carefully alongside the outcomes from the Value for Money workstreams. These will provide further evidence and rationale to determine priorities for the future. Additionally we will continue to conduct business process reviews as part of the CRM implementation project.
43. The first phase of CRM will focus on the delivery of the following Neighbourhood services:

Action	Timescales	Lead
First tranche of CRM services in respect of Neighbourhood Directorate	Completed	Strategy Group
Waste Management Recycling Refuse Collection Fly Tipping etc	June 2008	Head of Customer Services
Animal Welfare Pest Control Dog Fouling etc	September 2008	Head of Customer Services
Street Cleansing Litter Pollution etc	December 2008	Head of Customer Services
Street Maintenance Grass Cutting Street Furniture etc	March 2009	Head of Customer Services
Agree services for inclusion in 2009/10 programme	September 2008	Strategy Group

44. In parallel with the implementation of CRM we also need to improve our understanding of customer needs. The first of our three strand approach will help improve customer insight by gathering an in depth knowledge of our citizens. This will ultimately lead to improvements in delivery, as each Council service will be tailored to personal circumstances. This will be achieved through completion of the following:

<b>Action</b>	<b>Timescales</b>	<b>Lead</b>
Integrate mosaic data into CRM to better understand the profiles of citizens accessing services.	April 2008	Head of Customer Services
Completion of the 'Circle of Need' model to include LSP services and vulnerable families.	July 2008	Access Officer
Improve satisfaction surveys to capture customer insight and centralise where possible.	March 2009	Access Officer Policy & Performance
Embed insight across all Council services to enable a needs led approach to improving services.	July 2009	Head of Customer Services
Second phase of mystery shopping to independently test services from the customer perspective.	March 2010	Customer Services Manager

45. Having gained customer insight and intelligence this will be used to influence improvement in the design of services so that they are efficiently tailored around the customers own individual circumstances and needs. The second of our three-strand approach for effective service design will be achieved through the following:

<b>Action</b>	<b>Timescales</b>	<b>Lead</b>
Testing the circle of need concept within CRM to provide additional need related services at the first contact.	Starts June 2008 and complete March 2010	Head of Customer Services
Pilot the 'Tell Us Once' project' with LCC and the DWP including for bereavement and births. Subject to acceptance.	Starts April 2008 and complete March 2011	Head of Customer Services
Pilot the 'change of address' model to include other sectors.	Starts July 2008 and complete March 2010	Head of Customer Services
Review business processes across services to better understand service failure, implement lean techniques and reduce avoidable contact.	Starts with Neighbourhoods March 2008  All services complete by March 2011	Head of Customer Services
Develop customer journey mapping for high volume services to help identify areas of improvements and enhance the customer experience.	Commenced for Waste Services.  Fully complete March 2011	Head of Customer Services

46. Well-designed services should be accessible by all citizens not only through appropriate cost effective channels but also in partnership with other public services, for example the County Council and the DWP. Wherever possible this should extend to include other intermediaries, such as voluntary organisations. The final strand, service delivery, will be achieved through the following:

<b>Action</b>	<b>Timescales</b>	<b>Lead</b>
Phase 2 of LCC pilot to research and test out a joined up service delivery model, designed to meet the needs of customers accessing both County and Chorley services.	Commenced 2008  Phase 3 March 2009	Head of Customer Services
Enhance two-tier work with LSP partners to include the consolidation of service delivery wherever possible.	March 2011	Head of Customer Services
Continue delivery of our channel access strategy to include new channels of access such as SMS. This will also provide transactional self-service capability through CRM, channel optimisation and migration.	March 2011	Head of Customer Services
Rationalisation of telephone & email contact to help simplify service access.	March 2011	Head of Customer Services
Develop a business case to explore potential data sharing with partners including DWP through GCSx connections.	March 2009	Head of Customer Services  Director of ICT Services
Develop a business case which sets out the benefits of reducing cost of access to services to help promote and incentivise self-service channels.	March 2009	Head of Customer Services

## **HOW WE WILL MONITOR AND REVIEW PROGRESS**

47. Implementation of the programme will be managed using the councils Project Management methodology.
48. The refreshed business improvement planning process will also support the effective delivery of the programme through the quarterly business plan monitoring report. This will provide short quarterly updates to members on this and other key objectives within the People directorate.
49. Strategy Group will oversee, monitor and provide challenge and direction to the programme, ensuring that outcomes are on track to be delivered as expected, prior to formal reporting to members bi-annually.
50. The scope of our work to continue achieving service excellence is challenging and in some cases new and groundbreaking. It is therefore fluid by its nature and will continuously evolve and change. As this happens the business case and other project documents will be refreshed to incorporate required changes identified through our learning and experiences.



51. Our success will impact on the following measures and indicators in our Corporate Strategy (3:1 Improved access to public services):
- Maintain customer satisfaction with the services received from Contact Chorley: target 97% pa
  - Increase the number of appropriate Council Services accessible through Contact Chorley: target 100% by March 2008
  - Increase the number of self-service interactions through the Councils website: target 10% increase in baseline each year of the strategy
  - Increase the number of appropriate Council Services available via 'self service': target 100% by March 2010
52. Consideration must also be given in our redesigning of services to a new National Indicator, NI14. This indicator measures the percentage of 'avoidable contacts' in respect of key service areas that are a poor use of customer or officer time. To address this we need to understand how and why customers contact us across the different channels; to recognise when they are able to access the services at the first point of contact; and identify when they are forced to make several contacts to get what they need. If we can identify avoidable contact we will be better able to design services to be more accessible and to offer first-time resolution. Ultimately this indicator will also be managed through CRM although initially it may require a temporary reporting solution.
53. From 2008/09 all the above measures will be monitored and reported to Executive Cabinet on a quarterly basis as part of the performance monitoring report.

## IMPLICATIONS OF REPORT

54. This report has implications in the following areas and the relevant Corporate Directors' comments are included:

Finance		Customer Services	√
Human Resources		Equality and Diversity	
Legal		No significant implications in this area	

JAMIE CARSON  
CORPORATE DIRECTOR (PEOPLE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Asim Khan	5448	14 March 2008	