

Epping Forest District Council Incremental *Customer First* Programme Phases

	Phase 1			Phase 2			Phase 3				
	Performance Indicator	Target	Period	Performance Indicator	Target	Period	Performance Indicator	Target	Period		
Desired Customer Outcomes <i>* Base figures to be decided</i>	% of calls answered < 10 seconds	75%	Weekly	% of calls answered < 10 seconds	80%	Weekly	% of calls answered < 10 seconds	85%	Weekly		
	% of telephone enquiries resolved at first point of contact	50%	Quarterly	% of telephone enquiries resolved at first point of contact	65%	Quarterly	% of telephone enquiries resolved at first point of contact	80%	Quarterly		
	% of abandoned calls	20%	Weekly	% of abandoned calls	10%	Weekly	% of abandoned calls	5%	Weekly		
	% of customers satisfied with service	Base*	Annually	% of customers satisfied with service	Base +5%	Annually	% of customers satisfied with service	Base+10%	Annually		
	Wait time for face-to-face service (minutes)	Base	Quarterly	Wait time for face-to-face service (minutes)	Base-5%	Quarterly	Wait time for face-to-face service (minutes)	Base-10%	Quarterly		
	% of face-to-face enquiries resolved at first point of contact	Base	Quarterly	% of face-to-face enquiries resolved at first point of contact	60%	Quarterly	% of face-to-face enquiries resolved at first point of contact	80%	Quarterly		
Stakeholder Group Focus	<ul style="list-style-type: none"> ● Citizen ● Employee (internal) 			+	<ul style="list-style-type: none"> ● Member 			+	<ul style="list-style-type: none"> ● Partner ● Employee (field) 		
Access Channel Enabled	<ul style="list-style-type: none"> ● Telephone ● Intranet ● Face-to-face (Epping Information Centre) 			+	<ul style="list-style-type: none"> ● Face-to-face (Information Centres 2 & 3) ● Email 			+	<ul style="list-style-type: none"> ● Face-to-face (Information Centres 4 & 5) ● Extranet ● Internet 		
Front Office Operational Characteristics	<ul style="list-style-type: none"> ● 0900-1715 operating hours ● 1715 – 0900 Limited out of hours service ● 15 Generalist staff ● 10 Specialist staff ● 2 Face to face staff ● 1 Contact Centre Manager 			+	<ul style="list-style-type: none"> ● 0800-1800 operating hours ● 1800 - 0800 out of hours service ● 5 Generalist staff ● 5 Specialist staff ● 4 Face to face staff 			+	<ul style="list-style-type: none"> ● 0800-1800 operating hours ● 1800 - 0800 out of hours service ● 5 Generalist staff ● 5 Specialist staff 		
Generic Council Functions Supported	<ul style="list-style-type: none"> ● Receiving and logging contact details ● Delivering information and advice ● Fulfilling service requests e.g. sending out leaflets, application forms, correspondence replies, copy bills, receipts and licences. ● Making appointments for specialist help ● Dealing with compliments & complaints 			+	<ul style="list-style-type: none"> ● Pre assessment of eligibility for receiving a service (initial / simple assessment (rules-based)) ● Taking / making bookings ● Consulting and communicating 			+	<ul style="list-style-type: none"> ● Complex assessment (knowledge and rules-based) ● Payments in 		

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Council Services Supported	<ul style="list-style-type: none"> Switchboard (ICT) NNDR (Finance) Job applications (HR) Formal complaints (Research & Democratic) Community Safety requests (Research & Democratic) Parking (Environmental) Grounds Maintenance (Leisure) Conservation, Design & Landscape enquiries (Planning & Economic) Repairs (Housing) Right to buy (Housing) 24x365 Careline (Housing) Out of hours (Legal, Admin & Estates) 	<ul style="list-style-type: none"> Council Tax (Finance) Economic Development (Planning & Economic) Building Control (Planning & Economic) Development Control (Planning & Economic) Land Charges (Legal, Admin & Estates) Environmental Health & Nuisance (Environmental) Licensing (Environmental) Snags/ complaints logging (Works) 	<ul style="list-style-type: none"> Benefits (Finance) Waste (Environmental) Leisure Services enquiries (Leisure) Member training (Research & Democratic) Committee Minutes (Research & Democratic) Information Centres (Research & Democratic) Electoral registration (Research & Democratic)
Simulation: detail to be agreed at design stage			
Contact Centre Organisational Transition			

Factors that affect service area implementation sequence

- ▶ Council priorities / executive direction
- ▶ Potential for efficiency gains
- ▶ Call volume vs. contact centre capacity
- ▶ Seasonality in demand
- ▶ Resources
- ▶ Service area process complexity
- ▶ Back office system complexity

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Technical Infrastructure Components	<ul style="list-style-type: none"> • Desktop Environment <ul style="list-style-type: none"> ○ 28 PCs with dual screen • CRM Development/ Environment <ul style="list-style-type: none"> ○ Combined Database/ Application Server x1 • CRM Test/ Training Environment <ul style="list-style-type: none"> ○ Combined Database/ Application Server x1 • CRM Production Server Environment <ul style="list-style-type: none"> ○ Production database servers x2 ○ Application/ web server x2 • Production Integration Server <ul style="list-style-type: none"> ○ LGOL-Net integration server • Telephony Infrastructure <ul style="list-style-type: none"> ○ Upgrade of local Siemens switch to Hi-Path Pro Centre • Local Area Network <ul style="list-style-type: none"> ○ Cisco 2950 Switch x2 ○ Cisco PIXs 515e Firewall ○ Cisco 1721 Router x1 • Various <ul style="list-style-type: none"> ○ 42u Rack & terminal switch x1 ○ SDLT Tape Device ○ Misc Cabling ○ Pack of 20 SDLT tapes x1 	<ul style="list-style-type: none"> • Desktop Environment <ul style="list-style-type: none"> ○ 14 PCs with dual screen 	<ul style="list-style-type: none"> • Desktop Environment <ul style="list-style-type: none"> ○ 10 PCs with dual screen
Application Infrastructure Components	<ul style="list-style-type: none"> • CRM Application <ul style="list-style-type: none"> ○ Full Licences x28 ○ BackOffice Licences x40 ○ Siemens CTI Adapter • Oracle Database <ul style="list-style-type: none"> ○ CPU Licences x2 • LGOL-Net Middleware <ul style="list-style-type: none"> ○ Open source middleware software x1 ○ Back office interfaces x3 • Q-Matic Queue Management System <ul style="list-style-type: none"> ○ Face to face queue system x1 • Microsoft Server 2000 x7 • Backup Exec Server x7 • Norton Antivirus x7 • Support Service for the CRM solution should be based on an SLA of 98.5% availability during the defined working hours 	<ul style="list-style-type: none"> • CRM Application <ul style="list-style-type: none"> ○ Full Licences x14 ○ BackOffice Licences x30 	<ul style="list-style-type: none"> • CRM Application <ul style="list-style-type: none"> ○ Full Licences x10 ○ BackOffice Licences x30

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Key Assumptions	<ul style="list-style-type: none"> Release 1 will focus on a broad & shallow implementation of CRM, using the switchboard teams as the nucleus. The contact centre will be located at the Civic Offices in Epping. Customer Service Officers will be employees of the Council. The Authority wishes to build expertise in business process improvement and CRM software scripting. Epping information centre to be CRM enabled with a queue management system and staffed by 2 FTEs. Specialist assessments and direct services will always be handled in the back office. The Front Office agent will own the full life-cycle of customer contact management The technical infrastructure will be based in Epping Forest District Council Computer Room The Authority has implemented an intranet based FAQ/ EAQ Engine and an industry standard electronic forms application If there is a business case, the solution may include integration with carefully selected Authority back office systems No account is taken for any Authority costs associated to redundancy or staff re-deployment 	<div style="text-align: center; color: red; font-weight: bold; font-size: 24px; margin-bottom: 10px;">+</div> <ul style="list-style-type: none"> Release 2 will focus on adding further service areas to the Contact Centre. Release 2 will focus on improving the quality of end-to-end service to customers through activities such as <i>Customer Circles</i>. The Authority wishes to benefit from knowledge transfer, so that by Release 3 it will be largely self sufficient in terms of: <ul style="list-style-type: none"> Adapting the CRM system as business needs evolve; Business process improvement Remaining four information centres to be CRM enabled (no queue management system) A review workshop after each release will enable the Authority to learn lessons and improve subsequent implementation work. The Authority has implemented an internet based FAQ/ EAQ Engine. Self-service access to customer accounts is out of scope. 	<div style="text-align: center; color: red; font-weight: bold; font-size: 24px; margin-bottom: 10px;">+</div> <ul style="list-style-type: none"> Release 3 will focus on creating an integrated front office team with a second tier of specialist caseworkers. Reinforcement of excellent customer service behaviour will occur in Release 3 to ensure that the whole Authority adheres to the required standard.
Key Dependencies	<ul style="list-style-type: none"> Availability of approx 350 m² office space with 25 agent positions plus 6 further desks. Availability of 0.5 FTE Authority HR professional to provide a redeployment and recruitment service. Availability of 2 FTE Authority business analysts/process developers Establishment of an Authority wide '<i>Customer First</i> Implementation Team' to carry out project activities under the direction of the '<i>Customer First</i> Programme Board' 	<div style="text-align: center; color: red; font-weight: bold; font-size: 24px; margin-bottom: 10px;">+</div> <ul style="list-style-type: none"> Availability of additional agent and desk positions to accommodate staff. The Authority email system will be used for in-bound and out-bound email The Authority email system will be used for appointment bookings. The availability of Information Centres and the requisite network capacity. 	<div style="text-align: center; color: red; font-weight: bold; font-size: 24px; margin-bottom: 10px;">+</div> <ul style="list-style-type: none"> Availability of additional agent and desk positions to accommodate staff.