

Proposed Vision for Customer Services

Vision

In 2013/14 we are a robust customer service organisation managing demand rather than being driven by it. We routinely design out avoidable activity in our services using information gathered from customers, and we are recognised by our internal customers as offering a good quality service, at reasonable cost. Our customer satisfaction levels are no lower than they were in 2010/11.

By 2013/14 we will have:

- reduced the gross expenditure of the customer service team significantly
- retained or improved on satisfaction levels of 73% in 2010/11
- maintained or improved performance levels. No more than 10% of callers abandon their call while waiting to get through; average wait times for telephone calls to the contact centre are not longer than 2 minutes
- migrated to 80% of our contact being online, reduced our contact centre volumes by a quarter, and will have halved our face to face contact.

By:

- Adopting an access strategy that prioritises development of “value” contact to cheaper channels (such as online) while, *at the same time*, reducing face to face and telephone contact
- Reducing wasteful, avoidable contact
- Managing demand – smoothing the peaks and troughs, encouraging online self-service
- Reducing down demand: communications campaigns, FAQs, informative how-to guides
- Considering opportunities for shared premises/service hubs, as they arise
- Exploiting new approaches to service delivery that offer value for money, such as outreach/mobile face to face

Criteria against which success should be measured

- Annual Customer Service Revenue Estimates and by individual service budgets
- Annual Satisfaction levels
- Performance levels: Telephone & face to face wait times and abandoned rates
- Migration achievement rate: Proportions of contact made face to face, by telephone and online (requires defining and baselining) requiring volumes of online service requests face-to-face and telephone contact to be collated.