Bromley Corporate Customer Services
Recovery Plan - April 2014

Start Date	End Date	RAG	Progress	Remedial Tasks	Who	Impact
w/c 7/04	w/e 17/04		Data analysis complete. Outstanding is to get the right mix of resources. This is being achieved through training the staff in more service lines.	Collate data and review work types; volumes; trends; resources; etc. * Look at work segmentation/ring-fencing resource - e.g. email processing; F2F	Tony Briggs	* Understand the 'as is' based on data * Make informed improvement plans
w/c 7/04	w/e 25/04	Completed w/c 19/05/2014	Barrow team ready to take overflow calls w/c 12/05/2014	To use the R&B Call Centre in Barrow, when call volumes in the R&B Call Centre are low, as an overflow service for the missing bins queue. * Map and annotate the missing bins process involved for all service lines; including notes of systems used; screen prints; web links; etc. * Create training material from the above. * Verify with subject matter experts. * Prove the Citrix & telephony capability * Seek client consent * Determine CRM licence requirement * Deliver training to Barrow staff * Pilot userabilty in Barrow * Agree with client when to go live	All	* Relieve the pressure of calls on the Bromley Corporate team * Create time in Bromley for training; coaching and mentoring
w/c 14/04	w/e 17/04	Completed w/c 14/04/2014	All vacancies filled. Decision taken to bring-in some more CSAs for the Contact Centre.	Review vacancies and plan how best to fill.	Tony Briggs Mel Vickers Amanda I-F	* Improve service delivery
w/c 14/04	w/e 17/04	Completed w/c 5/05/2014	Considerable amount of work done, but further review required with new starters	Review working times; lunch & break durations; service opening times; staff working times, and call volumes and footfall by hour by day with a view to better matching resource to demand.	Tony Briggs Mel Vickers	* Increased calls answered * Improved calls answered in SLA
w/c 14/04	w/e 17/04		Arranged but deferred while new starters are inducted - see below **. And service levels are under control	Engage the management in Liberata Customer Services. Arrange visits to Barrow & Pendle. Review their work load. What's value add/non-value add?	Mel Vickers Sen Suleyman Tracey Jenner	* On-board managers with insight of efficient call centres * Desire to work on improvement initiatives
w/c 14/04	w/e 17/04	Completed w/c 14/04/2014	Telephony system reviewed, cross-referenced with CSA skill-sets, and all CSAs placed in the appropriate queues.	Mitel queue management - review who is allocated to which queues and with what priorities	Tony Briggs Sen Suleyman Tracey Jenner	* Allocate resource in the right place at the right time
w/c 21/04	w/e 25/04	Completed w/c 12/05/2014	4.5 new starters hired	(** see above) Decision taken to hire more CSAs for the Contact Centre, to allow us time to remove the core staff for more training in the service lines.	All	
w/c 21/04	w/e 25/04	Completed w/c 25/04/2014	All core staff moved into one room.	All Call Centre staff in one room	All	* More engagement with staff * increased awareness of issues * Improved capability for assisting/escalating * One Team
w/c 21/04	w/e 25/04	Completed 16/04/2014	IT team advised and implemented for the team.	Implement auto-answer	Dave Gardier	* CSAs will automatically get a call, with no need for manual intervention * Increase average speed to answer
w/c 21/04	w/e 25/04		No progress has been made	Review integrating Switchboard calls into Mitel telephony platform	Tony Briggs Dave Gardier Neil Ranade	* Utilise economies of scale (CSAs)
w/c 21/04	w/e 25/04		Complete. Training identified - course to be arranged when SL under control	Determine requirement for Mitel training and arrange	Tony Briggs	* Improve speed to make changes
w/c 21/04	w/e 25/04	Completed 25/04	Resources ring fenced, but process needs refining	Ring-fence resource for processing emails, performance manage volume completed by CSAs and process at time of day to have minimum impact on call centre demand.	Mel Vickers Sen Suleyman Tracey Jenner	* Increase calls answered * Improve calls answered in SLA * More emails processed per day * More emails processed with quicker turn-around time
w/c 28/04	w/e 2/05	Completed w/c 2/06/2014	Meetings set-up	Set-up regular Service Review meetings	Mel Vickers Sen Suleyman Tracey Jenner	* Productive dialogue with service leads/experts to assist with planning resources to meet potential call demand
w/c 28/04	w/e 2/05	Completed w/c 2/05/2014	Available to the Contact Centre managers	Provide the Liberata Standard Report Pack - daily reports of how the overall service and CSAs are performing	Tony Briggs	* Ops. Mgr. & TLs will have reports updated automatically, providing them with performance stats to help manage the service better
w/c 28/04	w/e 30/06	…. On-going	Two Business Improvement Consultants brought-in w/c 28/04/2014. Both experienced in process mapping; performance and quality improvement, and writing/delivering training material. On-going to the end of June.	Map and annotate the process involved for all service lines; including notes of systems used; screen prints; web links; etc.	tbd	* To be incorporated into the QMF * Produce consistent training documentation
w/c 12/05	w/e 28/07	…. On-going	Training delivered in many service lines	Deliver service line training with the revised and service lead verified training material to all CSAs	tbd	* To be incorporated into the QMF * Produce consistent training documentation
w/c 12/05	w/e 16/05		Arranged and then deferred until service levels under control.	Deliver Service Excellence training to Sen & Tracey	Paula White	* Understand the importance of having a consistent approach to handling customers
w/c 12/05	w/e 16/05		Arranged and then deferred until service levels under control. Pushed back to September	Demonstrate the Quality Management Framework (QMF); its purpose; scoring mechanism; targets & CSA feedback loop	Paula White	* Well structured calls * Consistent approach to handling same customer query types * Consistent call talk time from all CSAs
w/c 12/05	w/e 16/05		Little progress has been made. Will pick-up during July	Demonstrate and utilise the Absence Tracker and Resource Planning Tool (WFM), to assist with identifying resource to call volume demand gaps	Chris Wilson	* Active planning to get resource in the right place at the right time * Service level forecasting * Sickness management tracking
w/c 19/05	w/e 23/05		Little progress has been made. Will pick-up during July	Introduce the Performance Metrics (3 key metrics to improve productivity) as a fore-runner to Performance Management. Baseline the current position, and develop a plan for sustained improvement.	Sharon Francis	* More calls answered * Less time customers put on hold * Reduced productive time
w/c 19/05	w/e 23/05	Completed w/c 23/05/2014	Progress made, and remains under constant review.	Review IVR messaging and investigate use of more voice recognition on IVR	Neil Ranade	
w/c 26/05	w/e 30/05		Arranged and then deferred until service levels under control.	Bromley managers to visit Barrow and/or Pendle	Mel Vickers Sen Suleyman Tracey Jenner	
w/c 02/06	w/c 23/06		Arranged and then deferred until service levels under control. Pushed back to September	Deliver Service Excellence training to CSAs	Paula White	* Well structured calls * Consistent approach to handling customers