

Customer Service Action Plan

| Aim | Activity | Action Owner | Target Delivery Date | Estimated Cost £ | How success is measured |
|--|---|--|---|--|--|
| <p>To understand more fully the needs of customers and in so doing to shape service delivery to meet those needs and establish priorities more effectively. To gain an understanding of why particular groups of people choose to contact us in different ways so we can most readily accommodate their needs and provide customer choice. To enable more cost effective, streamlined and improved customer contact.</p> | <p>To implement a CRM system CRM to be introduced initially into areas of high volume customer contacts. CRM would provide management information to support continuous improvement, customer knowledge and integrated feedback systems for managers. CRM would enable more cost effective customer service provision. Major capital project.</p> <p>To consult residents and review access hours, channels and locations to deliver services shaped around our residents</p> | <p>H of IT & CS</p> <p>Customer Services Board</p> | <p>Introduce Dec 2010 complete in 2013</p> <p>May 2010-Local Offices Review. All services to be reviewed by 2011.</p> | <p>Bid to 2010/11 Capital Programme</p> <p>No cost</p> | <p>Successful implementation of a CRM system providing customer information used to re-engineer processes to improve and provide more focused service delivery. Improvements to be measured by more cost effective delivery and improved customer satisfaction.</p> <p>Use Citizens Panel and customer feedback and statistics collected at local offices.</p> |

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| To support the Council's equality and diversity policies. | Review and improve reception areas at all locations to meet equality and diversity requirements, DDA requirements and in particular the provision of confidential meeting facilities. | H of IT & CS | May 2010 | No cost | Independent assessment from Disability Forum and peer group assessment from partner authority. |
| To improve communication with customers (Telephone, Email, Text messaging, Webcast, e-forms) | Provide interpretation and translation on request for all services accessed via all channels. | All services | April 2010 | Existing budget provision | Initial collection of statistics on take up of requests and promotion of facilities available over all channels. |
| | Telephone Call Handling Review results of Unified Call Handling Project being undertaken in Environmental Services, Car Parking and Building Control. Aim to strengthen operational capacity to cover all high volume telephone contacts and interaction with back office systems. Linked to: | H of IT & CS and Customer Services Board | June 2010 | Staff time | Outcome of the review to be used to rationalise call handling arrangements and to create resilience at peak times of demand. |

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| Communicating with customers (Telephone, Email, Text messaging, Webcast, e-forms) | Introduction IVR or equivalent telephony technology to improve telephone call handling across the authority. | Hd of IT & CS | November 2010 | Est £20,000 | The successful implementation and operation of an IVR system on time and on budget. |
| To enable website based self-service development for on-line customers. To provide more services on-line and encourage channel shift. | Integrated e-forms linking directly into back office systems. | IT Development Mgr | January 2010 | £15,000 (included in 2009/10 capital programme) | To install integrated e-form across 8 service areas. |
| To review arrangements for webcasting of Council meetings. | Undertake review of existing webcast arrangements. | Hd of IT & CS | December 2009 | Est £10,000 in 2010-11 invest to save bid | Subject to Executive's decision reduce the on-going cost of webcasting. |
| Expand use of Text Messaging for customer contact. | Extend provision of Text Messaging as method of communication with customers where this is the preferred method of contact. | Customer Services Team | May 2010 | Est £7,500 | Target of 1,000 customers who would wish to be contacted by text. |

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| To investigate methods of migrating customer preferences to more cost effective access channels wherever possible by improving and publicising their availability. | Promote and encourage the website for self-service to customers as a means of accessing services and information 24/7. Continue to develop the Council's website for transactional activities. | Customer Service Board & Customer Service Team Customer Service Board | April 2011 On-going | £5,000 est | Initially establish a baseline of transactional users on the website and measure increase in users. |
| To improve the Council's website by providing information on a geographical basis. | Develop Geographical Information System (GIS) to allow self serve customers on the website to obtain information requirements. | IT Development Mgr | December 2011 | Staff time | Establish potential development areas with Service Heads of the information that can be delivered on the website. Initially 5 services areas to be delivered. |
| To reduce avoidable customer contact. | Review and improve processes to reduce avoidable contact. | Customer Services Team | On-going | Staff time | Reduce avoidable contact from year one 2008/09 figures. |

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| To support the embedding of a customer focused and customer dedicated culture across the Council | Establish a rolling programme of Customer Service Training and refresher training for all 'Front Facing' staff. | Hd of HR Hd of IT & CS | Sept 2010 | Within existing training budget provision. | Number of staff with Customer Service NVQ. |
| Establish a professional customer service workforce that champions the current and future needs of customers | Job swap opportunities to be developed across services. | Hd of HR Hd of IT & CS | Jan 2011 | No cost. | 12 job swaps across services to have completed. |
| All appropriate staff equipped to work remotely. | Provide Citrix access and remote access to the Council's telephone system at local offices | Hd of IT & CS | Nov 2009 | £13,000 completed 2009/10 | Completed. Most staff now have Citrix access (300+ staff) |
| To provide improved communications and IT facilities for local offices. | Enable local offices to operate on the Council's main telephone system and to have fast IT access to systems to assist when frontline services require additional capacity (MPLS Project). | Hd of IT & CS | Implementation Nov 2009 | £20,000 | Completed. High speed communication links to local offices now in place enabling effective access to all systems. |
| To establish and clarify the role of local offices (after review in May 2010) | | | Review of local offices May 2010 | | |

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| To obtain effective customer feedback on service provision which would be used for service development and improvement | The creation/consolidation of regular and systematic user satisfaction monitoring across services. To use feedback as a resource in service improvement making use of Citizens Panel. Creation of a consultation database for co-ordination and monitoring of consultations. | Customer Service Team Louise Norie | July 2010 Sept 2009 | Existing budget provision. Existing budget provision. | Review outputs from Citizens Panel on effectiveness of customer service in 4 key areas |
| To work with and share customer service delivery with partner organisation(s) to provide more cost effective service. | To explore opportunities for sharing service provision with other authorities where customer service and business case benefits can be obtained. Explore opportunities to co-locate and share premises and facilities. | Hd of IT & CS and Customer Service Team Hd of IT & CS | On-going – 2013 On-going - 2013 | Not known | Identification of a joint project with the aim of more cost effective customer service through sharing services. Number of successful co-locations achieved with potential cost savings or service delivery benefits over the three year period. |