

Customer services – Service Delivery Plan 2015-2016

Overview of Customer Services

The Customer Services Team comprises; 1 Customer Service Manager, 1 Customer Service Team Leader, 7 Customer Service Advisors (5 FT, 2 P/T), 1 Customer Services Apprentice, 1 Web/CRM Development Officer (P/T 30hrs) and Customer Engagement Officer (P/T 30hrs).

The remit of the Customer Services team is to provide a front line service for all Council Services, delivering high levels of customer service and responding in a fast, efficient and helpful manner. A single point of contact for the public that is accessible to all including the development of the Council's websites and providing access to our services 24 x 7.

The team monitors the needs of customer's, customer satisfaction and works with Service Delivery leads and partners to create positive communication channels, increase the number of customer interactions resolved at first point of contact, identify improvement opportunities and strive to develop services that meet the needs of our customers.

In addition to the above, the team supports organisational change, policy and political decisions and presents them positively. They manage customer expectations by clearly communicating standards and response times and works to ensure that these are met. We maximise the use of technology and promote the use of self-service and more cost efficient channels such as the internet and online services via the web.

Our web team help to update the pages on the Council's website to meet the needs of our customers.

We are regulated by Government and have to have regard of numerous Government Acts and the Council's corporate aims of:

- Maintaining sound finances by investing wisely, maximising income and providing effective and efficient services,
- When delivering our services our customers are at the heart of everything we do.

The cost to run the service totals £310,809.00 per annum. This amount includes staffing costs for the Customer Service Team and maintaining and developing the Council's website and the provision of uniform to ECDC and Anglia Revenues Partnership's customer facing staff.

Forward Planning for Councillors

(Are there any dates which you think Service Delivery Champions might need to be aware of e.g. committee dates, events linked to outputs etc)

Proposed date of decision	Item	Service Area	Service Delivery Champion	Committee
Sept 2015	Revised Customer Complaints Policy.	Customer Services	Councillor Jo Webber	Regulatory and Support Services Committee.

Summary of performance outputs for Customer Services

Service Delivery Lead- Annette Wade

Details of Performance outputs since October 2014

Adapt service to meet the needs of the customer	Target	Actual
Develop and implement a process for measuring customer services.	2 nd January 2015	*Not achieved
Benchmark customer satisfaction.	31 st March 2015	*Not achieved
Undertake a review of the Council's Customer Service Standards and values.	30 th November 2015	*Not achieved
*N.B- These performance measures are to be delivered as part of the Council's Transformation Agenda.		

Work with partners and services	Target	Actual
Measure and provide monthly reports on avoidable contact. (Avoidable contact is contact that adds little or no value to the customer-service failures, poor communication and signposting and progress chasing).	Quarterly	*Not achieved
Undertake cost benefit analysis of transferring ARP front of house staff into the Councils Customer Service Teams.	31 st October 2014	On-going as further scoping work needed to ensure it meets with the needs of our partners and of the organisational priorities
Conduct service meetings with partners to identify areas of improvement and anticipate and plan for future customer service needs.	Quarterly	Achieved
Pilot system to enable Customer Service staff to manage planned and unplanned staff absence.	1 st November 14	New system in place Jan 2015
*N.B-Avoidable contact variation due to problems with the old CRM system which prevented extraction of this information. However this will be available imminently.		

Provide single point of contact	Target	Actual
Replace existing Customer Relationship Management system.	2 nd January 2015	*Now in place
Review and implement a revised Customer complaint procedure.	2 nd January 2015	**Draft procedure written, currently awaiting Member confirmation
Provide complaint monitoring reports.	Quarterly	***As above
% of Customer contact resolved at first point of contact.	80%	****67%
*N.B-New system went live 10th April 2015 14 weeks overdue. This was due to the following; Limited capacity due to installation of new Customer Relationship Management system, staff illness and increase in website work.		
**Not yet implemented as revised policy yet to be confirmed by members- planned committee approval on 14th September 2015		
***Not yet undertaken as cannot monitor complaints until the procedures are implemented		
**** This is a National Customer Service Excellence target that we are working towards. The transformation programme will look at whether this is actually achievable and if so how and what needs to happen to achieve this.		

Responsive and accessible services	Target	Actual
Develop and launch new self-service portal on the website.	2 nd January 15	*To be launched imminently
Improve self-service signage in reception (meet and greet).	1 st December 14	** In place but variation of timescales
Monitor each service's performance and provide monthly service reports.	Monthly	***Imminent – has been provided but have been volumes of calls and method of contact reports
*N.B New self-service portal launches week beginning 29th June 2015. Due to lack of capacity and the replacement of the new Customer Relationship Management System, staff illness and increase in work on the website the service was not able to implement outcome within timescales.		
**N.B variation due to lack of capacity with 2 members of staff on long term sickness.		
***N.B. Once service levels have been agreed and configured within the new CRM system Customer Services will be able to extract performance information		

Maximise income	Target	Actual
Improve the customer experience and provide the opportunity for multitasking between ECDC and ARP staff.	2 nd February 15	*Delayed
Ability to book a bulky waste collection on line.	2 nd January 15	**To be implemented imminently
Ability to pay a parking penalty notice on-line.	2 nd January 15	*** To be implemented imminently
Implement chip and pin facility at reception front desk.	1 st December 14	****16 weeks overdue
*N.B-Partnership working with ARP on-going. Measure is linked to scoping exercise on aligned services with ARP. Further work needed to ensure that the process is robust, fit for purpose and meets the needs of our organisation and our partners.		
**N.B-Bulky waste collection on-line is not implemented due to the process being part of the new self-service portal which has not yet gone live but will be available 29th June 2015.		
***N.B-Parking penalty notice on-line is not implemented due to the process being part of the new self-service portal which has not yet gone live due to capacity issues but will be available 29th June 2015.		
****N.B-Chip and pin variation overdue as a result of a lack of third party availability.		

Staff Performance measure	Target	Actual
Ensure all Customer Service Advisors and the CRM/Web team receive adequate training on relevant ICT systems, policy and procedure, contact handling and dealing with difficult customers.	Ongoing	Completed
100% team meetings completed monthly.	100%	Completed
100% of staff one to ones completed at least 4 times per year.	100%	Completed
100% appraisals completed on time.	100%	Have been scheduled in accordance with council timescales
Service awareness briefings for the Service Delivery Champion.	Quarterly	completed

Service Delivery Plan 2015/2016- Customer Services

Strategy map



Measuring Performance:-

Performance measure- To work proactively to support the customer experience and reduce silo working	Baseline (from previous year)	Target
To conduct service meetings with all service leads and partners to identify areas of improvement and anticipate and plan for future customer service needs.	-	Bi - annually
To undertake a mutually beneficial shadowing programme to increase awareness and knowledge of areas of expertise.	-	To commence by 1 st Sept 2015
To take a proactive role in the customer services Transformation Programme.	-	Attendance at all creating customer focus groups

Performance measure- To help reduce failure demand across the organisation	Baseline (from previous year)	Target
Develop a process to measure avoidable contact on the new CRM system. (Outcome carried forward from last year)	-	By 1 st Oct 2015
To design a new centralised "3 C's" (complaint, comment and compliments) process to ensure that customer needs are met and appropriate action is implemented accordingly.	-	By December 2015

Performance measure- To develop the customer relationship management system to respond to customer service enquiries effectively	Baseline (from previous year)	Target
To work in partnership with service representatives across the council to identify improvement opportunities within the new CRM system.	-	Quarterly focus groups
To scope development opportunities with Anglia Revenues Partnership to enable customers to view their council tax and housing benefit accounts on-line.	-	PID for CMT approval by 1 st Oct 2015

Performance measure- To be accessible, responsive and flexible to customer needs	Baseline (from previous year)	Target
To launch and promote the new self-service portal on the website. (outcome carried forward from last year)	-	Soft launch to commence 29 June 2015
Monitor service performance and provide monthly service reports.	-	Quarterly
To review the “meeter greeter” role, it’s functionality and its attributable benefits.	-	By June 2015
To scope “self-service” improvements and maximise the potential of the council’s reception area.(outcome carried forward from last year)	-	By January 2016

Performance measure - To maximise commercial opportunities of the council’s websites	Baseline (from previous year)	Target
To develop a new commercially focused tourism website.	-	31 st December 2015
To develop an on-line market traders area accessible via the Council’s website.	-	1 st December 2015

Performance measure - To support the continued professional development of customer services	Baseline (from previous year)	Target
Ensure all customer service advisors and the CRM/Web team receive adequate training on relevant ICT systems, policy and procedure, contact handling and dealing with difficult customers.	-	Ongoing
100% team meetings completed monthly.	-	100%
100% of staff one to ones completed at least 4 times per year.	-	100%
100% appraisals completed annually and within the time frame set by HR.	-	100%
Service awareness briefings for Service Delivery Champion.	-	Quarterly

Performance Measure - To work proactively to support the customer experience and reduce silo working	
Owner	Annette Wade – Customer Services Manager.
Co owner(s)	Karen Carter - Customer Engagement Officer. Helen Sarkies - Customer Services Team leader.
Output/Outcome(s)	To conduct service meetings with all service leads and partners to identify areas of improvement and anticipate and plan for future customer needs.
Links	Customer Transformation Programme.
Source of data	Feedback from front and back office. The Council's Corporate Priorities and Objectives and Performance Indicators. Service Delivery Plans, Performance reports extracted from the CRM. Statistics and feedback from website and self service portal.
Frequency of reporting?	Twice a year.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Meetings arranged with service partners and leads. • Agenda and relevant documentation sent out a week prior to meeting. Agenda to include actions from previous meetings, what currently works well and what doesn't, scripting and links between front and back office, web pages, performance reports and service levels, web statistics, customer feedback, service improvement opportunities and what is coming up. • Improvement/action plan created and circulated along with minutes of meeting. • Actions requiring additional funding will require submission of business case to CMT for approval. <p>N.B the processes will support the following; Agreed service specific customer service awareness/improvement programme. Improved customer service delivery in terms of meeting customer needs and accessibility, a pro-active rather than a reactive service provision. Effective change management. Increased resolution at first point of contact. Reduction in service failure. Ability to manage resources.</p>
Reporting timescale	Quarterly.
What resources are needed to ensure success?	<ul style="list-style-type: none"> • Reports from Customer Relationship Management System. • Web statistics. • Officer time.
Are there opportunities for cross-service working?	Service Leads also meet with ICT for similar reasons. Shared meetings would reduce Service Lead time and also highlight any issues that can be resolved by improved ICT.

Performance measure-To work proactively to support the customer experience and reduce silo working	
Owner	Helen Sarkies – Customer Services Team Leader
Co owner(s)	Customer Services Manager, Service Leads, Customer Service Advisors and HR.
Output/Outcome(s)	To undertake a mutually beneficial shadowing programme to increase awareness and knowledge of areas of expertise between the Customer Service Team and the services they are supporting.
Links	Customer Transformation Programme.
Source of data	
Frequency of reporting?	Twice a year.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Customer Service Champion allocated for each service. • Shadowing programme for Customer Service Advisors drafted in consultation and agreement with all Service Leads. • All new starters to spend time in Customer Services as part of induction process. • Customer Service presence at service team meetings. <p>N.B This process will support the following; Appreciation and understanding of each other's roles and challenges. Improved Customer Service knowledge base. Increased admin support for services. Identify service improvement opportunities.</p>
Reporting timescale	Bi-annually.
What resources are needed to ensure success?	<ul style="list-style-type: none"> • Approval and Co-operation from Service Leads and HR. • Officer time.
Are there opportunities for cross-service working?	The entire process is an opportunity for cross –service working across the whole Council.

Performance measure - To work proactively to support the customer experience and reduce silo working	
Owner	Annette Wade – Customer Services Manager.
Co owner(s)	Customer Engagement Officer, Customer Services Team leader, Customer Service Advisors.
Output/Outcome(s)	To take a proactive role in the Customer Transformation Programme.
Links	Customer Transformation Programme.
Source of data	
Frequency of reporting?	As and when required.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Customer Services Manager and Team Leader to encourage the staff to engage with the Transformation Programme and make an effective contribution. • Customer Services Manager and Team Leader to attend themselves or nominate staff if no one comes forward. <p>The process will support the following; Customer Service front line experience and feedback included in all “Creating Customer Focused Services” focus groups. Customer Focused Services. Improved customer experience for all of our customers</p>
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Officer Time.
Are there opportunities for cross-service working?	The entire process is an opportunity for cross –service working across the whole Council.

Performance measure-To help reduce failure demand across the organisation	
Owner	Annette Wade – Customer Services Manager.
Co owner(s)	Karen Carter- Customer Engagement Officer. Sue Garwood-Web/ CRM Development Officer.
Output/Outcome(s)	Develop a process to measure avoidable contact on the new CRM system. (Outcome taken forward from last year)
Links	Customer Transformation Programme.
Source of data	
Frequency of reporting?	As and when required.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Customer Service Manager to draft avoidable contact process and agree what constitutes avoidable contact with CMT and Service Delivery Leads. • Customer Service Manager to contact Firmstep for details of any of the other councils using their system to measure avoidable contact. • Customer Service Manager to establish whether this is something that can be done in house or may need Firmstep consultancy; if the latter the Customer Service Manager will prepare business case for funding approval and allocation. <p>The process will help to achieve the following; Valuable feedback to Service Leads to enable them to identify areas of improvement. Customer focused and efficient services. Reduction in customer contact and failure demand.</p>
Reporting timescale	Quarterly performance reports.
What resources are needed to ensure success?	Officer time and possibly Firmstep Consultancy.
Are there opportunities for cross-service working?	

Performance measure-To help reduce failure demand across the organisation	
Owner	Annette Wade – Customer Services Manager.
Co owner(s)	Corporate Management Team, Service Leads, Council Members.
Output/Outcome(s)	To design a new centralised “3 C’s” (complaint, comment and compliments) process to ensure that the customer needs are met, identify any lessons that can be learnt and ensure appropriate action is implemented accordingly.
Links	Customer Transformation Programme.
Source of data	
Frequency of reporting?	Quarterly once system is in place.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Seek approval of Draft Customer Complaint Comment and Compliment policy from CMT, Service Leads and Council members. • Configure administration and management of 3”C”s within the Councils Customer Relationship Management System. • Communicate effectively to all staff throughout the project. <p>The processes will help to achieve the following; New centralised system for management and recording of all Council complaints. Process for dealing with vexatious complaints. Consistency in the way the Council deals with complaints. Effective reporting. Process to Identify lessons learnt and service improvement opportunities. Process for dealing with vexatious complaints. Reduction in administration.</p>
Reporting timescale	December 2015.
What resources are needed to ensure success?	Officer time, Firmstep Consultancy (already paid for).
Are there opportunities for cross-service working?	Sharing of lessons learnt, corrective actions taken and service improvements implemented as a result of feedback from customers.

Performance measure-To develop the Customer Relationship Management system to respond to customer service enquiries effectively	
Owner	Annette Wade – Customer Services Manager.
Co owner(s)	Karen Carter- Customer Engagement Officer. Sue Garwood- Web/CRM Development Officer. Service Leads.
Output/Outcome(s)	To work in partnership with service representatives across the council to identify improvement opportunities within the new CRM system.
Links	Customer Transformation Programme.
Source of data	
Frequency of reporting?	Quarterly to Director (Support Services).
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Customer Service Manager to set up quarterly focus groups. • Invite representatives from all service areas and Firmstep account manager. • Agree/develop CRM system development/improvement plan. • Prepare a business case for actions requiring additional consultancy for submission to CMT for approval. • Implementation of any changes performed under strict change control process management. • Communicate effectively to all staff throughout the project. <p>The processes will help to achieve the following; CRM System development/improvement plan. An efficient and effective central point of contact for all Council customers. An efficient and effective system that is a valuable asset to all service areas and meets the needs of the users. A system that supports customer focused service delivery throughout the Council.</p>
Reporting timescale	Quarterly performance monitoring reports.
What resources are needed to ensure success?	Officer time. Additional funding, if so business case will be submitted for approval.
Are there opportunities for cross-service working?	The entire process is an opportunity for cross –service working throughout the whole Council.

Performance measure-To develop the Customer Relationship Management system to respond to customer service enquiries effectively	
Owner	Annette Wade – Customer Services Manager.
Co owner(s)	ARP. Karen Carter- Customer Engagement Officer. Sue Garwood- Web/CRM Development Officer. Service Leads.
Output/Outcome(s)	To scope development opportunities with Anglia Revenues Partnership to enable customers to view their Council Tax and Housing Benefit accounts on line.
Links	Customer Transformation Programme.
Source of data	
Frequency of reporting?	As and when required.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Customer Service Manager to set up meeting with ARP, Financial Services Representative. • Scope/Agree/establish opportunities. • Submit business case to CMT for approval. • Implementation of any changes performed under strict change control process management. • Communicate effectively to all staff throughout the project. <p>The processes will help to achieve the following; Improved customer experience and accessibility. Reduction in customer contact.</p>
Reporting timescale	Quarterly Performance reports.
What resources are needed to ensure success?	Officer time. Additional funding for integration solution between Firmstep CRM and ARP Financial Systems.
Are there opportunities for cross-service working?	

Performance Measure - To be accessible, responsive and flexible to customer needs	
Owner	Karen Carter- Customer Engagement Officer. Sue Garwood- Web/CRM Development Officer.
Co owner(s)	Annette Wade – Customer Services Manager.
Output/Outcome(s)	To launch and promote the new self service portal on the website. (Outcome taken forward from last year).
Links	Customer Transformation Programme.
Source of data	
Frequency of reporting?	As and when required.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Identify self service requirements. • Configure Self-Service Portal system. • Integrate with Council Website. • Integrate with Council's payment system. • Manage transfer of existing CRM self service customers. • Undertake a soft launch. • Promotion in liaison with Council's Communication and Media Manager. • Communicate effectively to all staff throughout the project. <p>The processes will help to achieve the following;</p> <p>On line access to services 24 x7. E-form and payment integration. Ability to track progress of their contact with the Council. Increase in use of self service contact (most cost effective contact method). Reduction in alternative contact methods freeing up officer capacity. Improved customer experience that meets the needs of the Council's customers.</p>
Reporting timescale	Quarterly performance reports.
What resources are needed to ensure success?	Officer time.
Are there opportunities for cross-service working?	CRM focus group will contribute to the continuous improvement and development of the Council's Self Service Portal.

Performance Measure - To be accessible, responsive and flexible to customer needs	
Owner	Annette Wade – Customer Services Manager.
Co owner(s)	CMT, Service Leads and all ECDC staff and partners using the Council's system. Karen Carter- Customer Engagement Officer. Sue Garwood- Web/CRM Development Officer. Service Leads.
Output/Outcome(s)	Monitor service performance and provide monthly service reports.
Links	Customer Transformation Programme.
Source of data	Customer Relationship Management System.
Frequency of reporting?	Quarterly to Service Leads and CMT.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Services provide their agreed service levels. • Service Levels added to CRM system to enable performance monitoring. • Customer Services Manager to provide standard set of reports. • Service leads to request any additional reporting requirements. • Reports extracted from the CRM System. • Issued quarterly to service leads and published on the intranet. <p>The processes will help to achieve the following; Will enable service leads to understand their customer's needs and monitor performance. Identify service improvements. To confirm if new initiatives have been successful.</p>
Reporting timescale	Quarterly performance monitoring.
What resources are needed to ensure success?	Officer time, Crystal Reporting Software and appropriate training.
Are there opportunities for cross-service working?	Looking to develop a set of standard reports that individual service leads can run themselves and change basic parameters to meet their reporting needs.

Performance Measure- To be accessible, responsive and flexible to customer needs	
Owner	Helen Sarkies – Customer Services Team leader.
Co owner(s)	Annette Wade – Customer Services Manager. Customer Service Advisors.
Output/Outcome(s)	To review the “meeter greeter” role, its functionality and attributable benefits.
Links	Customer Transformation Programme.
Source of data	Telephone System Statistics, Meeter Greeter Charts, Customer Service Rota. Customer and Officer feedback.
Frequency of reporting?	Quarterly Performance Reports.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Gather relevant information to feed in to review i.e. impact on telephone stats, numbers of people seen/assisted, time spent providing the service, scope of the service they are able to provide etc. • Visit and talk to other Councils that provide the meet and greet service. • Report finding to Director (Support Services) and Member Service Champion. <p>The processes will help to achieve the following; Valuable use of Customer Service resource. Improved face to face customer contact experience. No detrimental impact on the other services delivered by the Customer Service Team.</p>
Reporting timescale	By June 2015.
What resources are needed to ensure success?	Officer time.
Are there opportunities for cross-service working?	

Performance Measure - To be accessible, responsive and flexible to customer needs	
Owner	Helen Sarkies – Customer Services Team leader.
Co owner(s)	Annette Wade – Customer Services Manager. Customer Service Advisors.
Output/Outcome(s)	To scope “self-service “improvements and maximise the potential of the Council’s reception area.
Links	Customer Transformation Programme.
Source of data	Statistics re: existing usage.
Frequency of reporting?	As and when required.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Discuss at Customer Service Team meeting. • Invite and encourage ideas and contributions from all services within the Council. • Seek customer feedback. • Visit and talk to other councils offering self service within their Reception area. • Report findings to Richard Quayle - Director of Support Services. <p>The processes will help to achieve the following; Self Service Improvement Action Plan. Business case for improvements requiring additional funding.</p>
Reporting timescale	Quarterly performance reports.
What resources are needed to ensure success?	Officer time.
Are there opportunities for cross-service working?	

Performance measure - To maximise commercial opportunities of the Council's websites	
Owner	Sue Garwood - CRM/Web development Officer.
Co owner(s)	Annette Wade – Customer Services Manager. Tracy Harding - Team Leader Markets, Town Centres and Tourism.
Output/Outcome(s)	To develop a new commercially focused tourism website.
Links	Markets and Town centres Service Plan.
Source of data	
Frequency of reporting?	As and when required.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • To meet with the Team Leader for Markets, Town Centres and Tourism to understand and document their requirements and timescales. • Identify any funding requirements and contribute to the development of a business case. • Develop project plan - to include key milestones and project meetings. • Implement under strict change control processes. • Provide training and user notes for all staff to be able to maintain the Tourism Site independently. <p>The processes will help to achieve the following; Self sufficient - maintained and managed by the Tourist Information Team. Increased functionality. Increased revenue. Increased control.</p>
Reporting timescale	Quarterly performance report.
What resources are needed to ensure success?	Officer Time. Andy Grant Council's web developer. Funding for web consultancy if cannot be achieved by in house web team.
Are there opportunities for cross-service working?	Markets, Town Centres and Tourism Service.

Performance Measure - To maximise commercial opportunities of the Council's websites	
Owner	Sue Garwood - CRM/Web Development Officer.
Co owner(s)	Annette Wade – Customer Services Manager. Julia Davis - Town Centres Officer. Tracy Harding - Manager, Markets, Town Centres and Tourism Service.
Output/Outcome(s)	To develop an on-line market traders area accessible via the Council's website.
Links	Markets, Town Centres and Tourism Service Plan.
Source of data	
Frequency of reporting?	As and when required.
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Customer Services Manager and Firmstep to meet with the Markets Development Officer & The Markets, Town Centres and Tourism Manager to understand and document their requirements and timescales. • Identify any funding requirements and contribute to the development of a business case. • Develop project plan - to include key milestones and project meetings. • Implement under strict change control processes. • Provide training and user notes for all staff concerned. <p>The processes will help to achieve the following; Reduction in officer time managing market traders. Central database for market traders.</p>
Reporting timescale	Quarterly performance reporting.
What resources are needed to ensure success?	Officer time. Firmstep representative. Funding for consultancy required if cannot be achieved by on-site web team.
Are there opportunities for cross-service working?	

Performance Measure - To support the continued professional development of Customer Services	
Owner	Annette Wade - Customer Services Manager. Helen Sarkies - Customer Services Team Leader.
Co owner(s)	Customer Service Advisors. Karen Carter- Customer Engagement Officer. Sue Garwood- Web/CRM Development Officer.
Output/outcome(s)	Ensure all customer service advisors and the CRM Web team receive adequate training to successfully fulfil their duties, including emerging schemes such as Universal Credit etc.
Links	Team performance and appraisal process.
Source of data	
Frequency of reporting?	As and when required.
Who measures?	Customer Services Manager, Customer Services team Leader.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Training needs will be identified at one to ones, team meetings and at midterm and annual appraisals. • To ensure that the service is up to date with new or emerging schemes such as Universal Credit, which will have an impact on the service. <p>The processes will help to achieve the following; Trained staff capable of achieving their accountabilities. Increase in staff morale, confidence and job satisfaction. Better quality in terms of service delivery and execution and faster response times. Respect from customers and colleagues. The Service will be responsive to new and emerging schemes e.g. Universal Credit etc.</p>
Reporting timescale	Quarterly performance reports.
What resources are needed to ensure success?	Officer time. Funding for training courses.
Are there opportunities for cross-service working?	Seek to share Customer Service Training with our partners i.e. Sanctuary Housing and ARP or other Councils.

Performance Measure - To support the continued professional development of Customer Services	
Owner	Annette Wade - Customer Services Manager.
Co owner(s)	Customer Service Team.
Output/outcome(s)	100% team meetings completed monthly.
Links	Team Performance and appraisal process.
Source of data	
Frequency of reporting?	Monthly.
Who measures?	Annette Wade - Customer Services Manager
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Customer Service Manager to circulate dates and invite items for agenda. • Customer Service Manager to circulate agenda – standing items to include; CMT update, Service Delivery Champion update, Service Plan and performance against priorities, what is working well and what service improvements could be made, what is coming up. • Meetings documented and actions notes circulated. • Actions monitored to completion. <p>The processes will help to achieve the following; Communication channel to discuss and receive updates on all aspects of the Council's business. Opportunity for staff and Service Delivery Champion to discuss performance and identify and contribute to service improvement opportunities. Improved Team Working. Informed and included staff. Improved customer service.</p>
Reporting timescale	Quarterly performance reporting.
What resources are needed to ensure success?	Officer time. Funding for overtime /additional hours for all staff attending with the exception of the Customer Services manager.
Are there opportunities for cross-service working?	Other services to attend our team meeting to explain changes to services for example or any new initiatives that will have an impact on the customer as and when necessary.

Performance measure- To support the continued professional development of Customer Services	
Owner	Annette Wade - Customer Services Manager.
Co owner(s)	Customer Service Team
Output/outcome(s)	100% of staff one to ones completed at least 4 times per year.
Links	Team performance and appraisal process.
Source of data	
Frequency of reporting?	At least quarterly.
Who measures?	Customer Services Manager.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Meetings arranged with individual staff. • Discussion will include individual work/action plans, performance, and training needs. • Meeting and action documented and circulated. • Actions monitored until completed. • Issues that arise regarding performance dealt with in a timely manner. <p>The processes will help to achieve the following; Opportunity for individual members of the team to raise and discuss issues of concern, individual performance and identify any training needs. Informed and included staff. Improved staff morale.</p>
Reporting timescale	Quarterly performance reports.
What resources are needed to ensure success?	Officer time.
Are there opportunities for cross-service working?	

Performance measure- To support the continued professional development of Customer Services	
Owner	Annette Wade - Customer Services Manager & Helen Sarkies - Customer Services Team Leader.
Co owner(s)	Customer Service Advisors Karen Carter- Customer Engagement Officer. Sue Garwood- Web/CRM Development Officer.
Output/outcome(s)	100% appraisals completed annually and within the time frame set by HR.
Links	HR Policy and Procedure.
Source of data	
Frequency of reporting?	Yearly/mid-term reporting
Who measures?	HR.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> - Customer Services Manager & Customer Services Team Leader to book appraisals with staff and issue paperwork for staff to and complete and return prior to appraisal. - Appraisal completed and Customer Services Manager & Customer Services Team Leader add their comments. - Completed paper work is passed back to team members for review and final signature. - Completed appraisals to be sent to HR.
Reporting timescale	Yearly/mid-term performance reporting
What resources are needed to ensure success?	Officer time
Are there opportunities for cross-service working?	

Performance measure-To support the continued professional development of Customer Services	
Owner	Annette Wade – Customer Services Manager.
Co owner(s)	Service Delivery Champion. Customer Service Team.
Output/outcome(s)	Service awareness briefings for Service Delivery Champion.
Links	
Source of data	
Frequency of reporting?	Quarterly or as required.
Who measures?	Annette Wade - Customer Services Manager.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Customer Services Manager to invite Service Delivery Champion to quarterly meetings. • Service Delivery Champion invited to monthly Team Meetings. • Service Delivery Champion invited to shadow the team if they wish. • Service Delivery Champion included in the distribution of all performance reports. <p>The processes will help to achieve the following; Service Delivery Champion understands the role, the aims and challenges of the Customer Services Team, how the service is being operated and its budget. Critical friend. Effective contribution to the Customer Services Service Plan and improvement opportunities. Voice of customer services within the member arena and be able to report on Customer Service activities, promote achievements and respond to questions and enquiries.</p>
Reporting timescale	Quarterly performance reports.
What resources are needed to ensure success?	Officer time and Service Delivery Champion.
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