

End of Year Report- Customer Services 2015/2016

To work proactively to support the customer experience and reduce silo working	Baseline (from previous year)	Target	Outcome
To conduct service meetings with all service leads and partners to identify areas of improvement and anticipate and plan for future customer service needs.	N/A	Bi-annually	100% Complete Emerging key themes include; Improvements/changes to self service forms and the CRM system. Support and promotion of events and new initiatives. The development and support of Improvements to the customer on line experience. The support of new working processes following change in management restructure and admin support opportunities.
To undertake a mutually beneficial shadowing programme to increase awareness and knowledge of areas of expertise	N/A	To commence by 1 st September 2015	Complete. Service Delivery Champions for each service have been identified and introduced to the service delivery lead. A number of admin/support opportunities have arisen which has increased knowledge and understanding of service provision throughout the Council, particularly customer facing services. This is cascaded down to the whole of the customer services team to improve resilience. The shadowing programme has commenced in Waste Services and Planning Services. Feedback from the customer service team and individual services has been positive and relationships between customer services and Veolia have definitely improved as a result of the mutual exchange.
To take a proactive role in the Customer Services Transformation Programme	N/A	Attendance at all creating customer focus groups	Complete. Members of the Customer Services Team also put themselves forward to represent the customer services team in various capacities on all projects that have commenced thus far.

To help reduce failure demand across the organisation	Baseline from previous year	Target	Outcome
Develop a process to measure avoidable contact on the new CRM system (outcome carried forward from last year)	N/A	By 1 st Oct 2015	Complete. Process implemented. Monitoring information to be reported to Regulatory and Support Services Committee on 12 th September 2016. There was no delay in timescales as process was developed by 1 st October. Added additional info re: implemented need 6 months data to report on.
To design a new centralised “3C’s” (complaint, comment and compliments) process to ensure that customer needs are and met and appropriate action is implemented accordingly	N/A	By Dec 2015	Complete. Processes completed by Dec 2015. Revised complaints procedure and procedure for handling unreasonable and unreasonably persistent complainants approved by Regulatory & Support Services Committee on 4 th April 2016.

To develop the Customer Relationship Management system to respond to customer services enquiries effectively	Baseline from previous year	Target	Outcome
To work in partnership with service representatives across the Council to identify improvement opportunities within the new CRM System.	N/A	Quarterly Focus Groups	Complete. A CRM Improvement Programme was developed with service representatives and Firmstep to resolve system issues and prioritise development requests. 23 of 35 improvement requests have been resolved. Priority was given to the customer facing issues and those with the biggest impact to users. Additionally the team have developed intelligent forms for parking test appeals and the new plan check service.

To scope development opportunities with Anglia Revenues Partnership to enable customers to view their council tax and housing benefit accounts on line.	N/A	Project Initiation Document (PID) for the Corporate Management Team (CMT) approval by 1 st Oct 2015	Incomplete * (see variance *)
*Volume of work bedding in the new CRM system and additional work associated with the Customer Service Transformation programme prevented us from completing this work.			

To be accessible, responsive and flexible to customer needs	Baseline from previous year	Target	Outcome
To launch and promote the new self-service portal on the website (outcome carried forward from last year)	N/A	Soft launch to commence 29 June 2015.	Complete
Monitor service performance and provide monthly service reports	N/A	Quarterly	Monthly service reports have been provided however via one annual report and not quarterly as anticipated. ** (see variance **)
To review meeter and greeter role it's functionality and its attributable benefits by June 2015.	N/A	By June 2015	Complete- The review concluded that a "meeter greeter" should be available during busy periods and for booking in visitors and the public to attend planned meetings. A full time "meeter greeter" role could not be justified as they often had nothing to do whilst the telephone team were losing calls.
To scope self service improvements and maximise the potential of the Council's reception area by Jan 2016.	N/A	By Jan 2016	Incomplete*** (see variance ***)
** CRM resource focused on bedding in the new system, developing the self service portal and implementing improvement requests. However reports have been extracted and an annual report showing monthly performance figures has been circulated to all service leads.			
*** It was agreed this would be delivered as part of the Customer Transformation Programme 1.3.1 One Stop Shop.			

To maximise commercial opportunities of the Council's websites.	Baseline from previous year	Target	Outcome
To deliver a new commercially focused Tourism website	N/A	31 st December 2015	No longer required **** (see variance ****)
To develop an on-line market traders area accessible via the Council's website	N/A	1 st December 2015	No longer required ***** (see variance *****)
**** Tourism website was transferred to the Transformation Programme and an alternative supplier was sourced. The proposed tourism website is being Project Managed by the Tourism and Town Centres Service.			
***** Market Traders area no longer required. Markets have transferred to the Local Authority Trading Company and may be reflected within their own website.			

To support the continued professional development of Customer Services	Baseline from previous year	Target	Outcome
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.	N/A	Ongoing	Customer Service team have received training on the new CRM system and on the job training for all administrative tasks required to support back office services.
Team meeting completed monthly	N/A	100%	Complete. Well attended even though conducted out of hours.
Staff one to ones completed at least 4 times per year.	N/A	100%	100% complete
Appraisals completed annually and within time frame set by HR.	N/A	100%	100% complete
Service awareness briefings for Service delivery Champions	N/A	Quarterly	Complete

Customer services – Service Delivery Plan 2016-2017

Overview of the service

The Customer Services Team comprises of 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, making ease of use the main priorities and providing access to our services 24 x 7.

The team monitors the needs of customers, customer satisfaction and works with service 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 and encourage the use of self-service and more cost efficient channels such as the internet and online services via the web.

Our Service Delivery Champion is Councillor Jo Webber.

How does the Service link in with our Corporate Plan?

The Service is regulated by Government and is required to comply with legislation that governs the protection of personal data. The service links in with the Council's following priorities:

- Customer driven Council with a "can do" approach which exists to "serve you" our customers, when delivering our service our customers are at the heart of everything we do.
- Prioritising and improving front line services through commercialism and reduction in management and administration costs.
- Providing support to Council services that are providing opportunities to ensure that the Council is making East Cambridgeshire an even better place to live.

The cost to run the service totals £308,757 per annum.

Forward Planning for Councillors

Proposed date of decision	Item	Service Area	Service Delivery Champion	Committee
Ongoing	Member updates on the developing Council website	Customer Services	Councillor Jo Webber	R&SSC
12 th September 2016	Member update on avoidable contact outcomes	Customer Services	Councillor Jo Webber	R&SSC

End of Year report – Customer Services 2015-2016

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To take a proactive role in the Customer Services Transformation Programme	N/A	Attendance at all creating customer focus groups	Complete. Members of the Customer Services Team also put themselves forward to represent the customer services team in various capacities on all projects that have commenced thus far.

To help reduce failure demand across the organisation	Baseline from previous year	Target	Outcome
Develop a process to measure avoidable contact on the new CRM system (outcome carried forward from last year)	N/A	By 1 st Oct 2015	Complete. Process implemented. Monitoring information to be reported to Regulatory and Support Services Committee on 12 th September 2016. There was no delay in timescales as process was developed by 1 st October 2015. It was implemented in April 2016 and we will have 6 months data to report on.
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To scope development opportunities with Anglia Revenues Partnership to enable customers to view their council tax and housing benefit accounts on line.	N/A	Project Initiation Document (PID) for the Corporate Management Team (CMT) approval by 1 st Oct 2015	Incomplete * (see variance *)
*Volume of work bedding in the new CRM system and additional work associated with the Customer Service Transformation programme prevented us from completing this work. This has therefore been taken forward through to the new Service Delivery Plan 2016-2017.			

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Monitor service performance and provide monthly service reports	N/A	Quarterly	Monthly service reports have been provided however via one annual report and not quarterly as anticipated. ** (see variance **)
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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.	N/A	Ongoing	Customer Service team have received training on the new CRM system and on the job training for all administrative tasks required to support back office services.
Team meeting completed monthly	N/A	100%	Complete. Well attended even though conducted out of hours.
Staff one to ones completed at least 4 times per year.	N/A	100%	100% complete
Appraisals completed annually and within time frame set by HR.	N/A	100%	100% complete
Service awareness briefings for Service delivery Champions	N/A	Quarterly	Complete

Service Delivery Plan 2016/2017- Customer Services

Strategy Map



Performance measure- To work proactively to support the customer experience and reduce silo working	Baseline (from previous year)	Target
To harness and develop the role of the Customer Services Service Delivery Champion to increase awareness and knowledge of areas of expertise between the Customer Service Team and the services they are supporting.	-	Develop 16/17 shadowing programme by 30 th June 2016
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 assist with the delivery of phase 1 of the Transformation Programme	-	100 % attendance at all project meetings and delivery of all allocated projects/tasks within agreed timescales (in accordance with the programme plan)

Performance measure - To help reduce failure demand across the organisation	Baseline (from previous year)	Target
Measure avoidable contact and present findings to Members, Corporate Management Team and Service Leads.	-	Sept 16 & Mar 17
To review customer services web pages and FAQs for relevance and accuracy on a monthly basis.	-	Monthly
To implement and embed the new polices for dealing with complaints compliments and comments, and unreasonable and unreasonably persistent complainants.	-	1 st Sept 16
To present quarterly complaint reports to CMT. Reports to include lessons learnt and vexatious complainant data.	-	Quarterly
To scope a user friendly solution to encourage customers to provide constructive feedback on their experience of contacting/dealing with the Council.	-	1 st Dec 16

Performance measure- To develop the customer relationship management system to respond to customer service enquiries effectively	Baseline (from previous year)	Target
To roll out and embed the new CRM dashboard and the necessary training to all users.	-	End of September 2016
To work in partnership with service representatives across the council to identify improvement opportunities within the new CRM system. (Priority will be given to statutory duties and high volume customer contacts).	-	Develop an improvement plan for 16/17 by 30 th Sept 2016
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 December 2016

Performance measure- To be accessible, responsive and flexible to customer needs	Baseline (from previous year)	Target
Monitor service performance and provide quarterly service reports to Service leads and CMT.	-	Quarterly
To maintain monthly abandoned telephone call rates to 10% of all calls offered via the Council's telephone system.	-	10%
To produce a proposal to amalgamate the ECDC and ARP customer services teams and create one team where staff are experienced in all areas and could therefore multi-task.	-	1 st June 2016
To scope "self-service" improvements and maximise the potential of the council's reception area	-	By Jan 2017

Performance measure - To maximise commercial opportunities of the council's websites	Baseline (from previous year)	Target
To launch and promote the benefits of the new self service portal.	-	30 th Nov 16
To increase the annual percentage of self service contact by 5%.	4.88%	9.88%
To launch a new Council website with improved navigation, with layout and content around the needs of the customer.	-	30 th Nov 2016

Performance measure - To make a positive contribution to the health and well being within our district.	Baseline (form previous year)	Target
Ensure all customer service advisors receive Mental Health and Dementia awareness training	-	By end of March 17
To develop an action plan to enable Customer Services to the health and well-being agenda across the district.	-	By end of December 2016

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 Member Champions	-	Quarterly

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, HR.
Output/Outcome(s)	To harness and develop the role of the Customer Services Service Champion to increase awareness and knowledge of areas of expertise between the Customer Service Team and the services they are supporting.
Links	Customer Transformation Programme and the Council's Corporate Plan's promises, commitments and actions namely: <ul style="list-style-type: none"> - Customer driven Council with a “can do” approach which exists to “serve you” our customers. - Prioritise and improve “front line services through commercialism and reduction in management and administration costs. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations.
Source of data	
Frequency of reporting?	By 30 th June 16 for year 16/17 and by 1 st April every year thereafter.
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. - Service Champions to spend at least one half day with each of their services per month. (Subject to available resource). - Customer Service presence at service team meetings. (subject available resources) - All new starters to spend time in Customer Services as part of induction process. - Customer Service Advisor to feedback on the experience and any relevant information that affects customers or the service we provide at next team meeting or sooner if necessary. <p>This process will support the following outcomes:</p> <ul style="list-style-type: none"> - Appreciation and understanding of each other's roles and challenges. - Improved Customer Service knowledge base. - Increased admin support for services. - Identify service improvement opportunities
Reporting timescale	Monthly at Team Meetings (New agenda Item) or sooner if necessary.
What resources are needed to ensure success?	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

To work proactively to support the customer experience and reduce silo working	
Owner	Karen carter - Customer Engagement Officer
Co owner(s)	Customer Services Manager , 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	Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely: <ul style="list-style-type: none"> - Customer driven Council with a "can do" approach which exists to "serve you" our customers. - Prioritise and improve "front line services through commercialism and reduction in management and administration costs. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations.
Source of data	Feedback from front and back office. Council Corporate and Objectives and Performance Indicators. Service Plans, Performance reports extracted from 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 form previous meetings, what currently works well and what doesn't, scripting and hand off 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>This process will support the following outcomes:</p> <ul style="list-style-type: none"> - 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.
Reporting timescale	Twice a year.
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.

To work proactively to support the customer experience and reduce silo working	
Owner	Annette Wade – Customer Services Manager
Co owner(s)	Web/CRM development Officer, Customer Engagement Officer, Customer Services Team leader, Customer Service Advisors.
Output/Outcome(s)	To assist with the delivery of the Phase 1 of the Transformation Programme. 100% attendance at all project meetings.
Links	Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely: <ul style="list-style-type: none"> - Customer driven Council with a “can do” approach which exists to “serve you” our customers. - Prioritise and improve “front line services through commercialism and reduction in management and administration costs. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations. - The Council will deliver self-sufficiency programme with a balanced budget and efficiency savings. - The Council will carry out a review to ensure policies and procedures are streamlines and efficient.
Source of data	Transformation Programme. Baseline customer contact stats.
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 to manage delivery of individual projects, deliver all allocated tasks within agreed timescales and attend and make an effective contribution to all project team meetings. - Customer Services Team members to deliver all allocated tasks within agreed timeframe and attend and make an effective contribution to the project team meetings if and when required. <p>This process will support the following outcomes:</p> <ul style="list-style-type: none"> - Customer Focused Services. - Channel Shift by encouraging our customers to move to using more efficient and customer driven technology. - Learning and improving - Efficient Business
Reporting timescale	As per the Transformation Plan
What resources are needed to ensure success?	Officer Time. Total budget for Transformation Programme £410,000.
Are there opportunities for cross-service working?	The entire process is an opportunity for cross –service working across the whole Council.

To help reduce failure demand across the organisation	
Owner	Annette Wade – Customer Services Manager
Co owner(s)	All members of the Customer Services Team
Output/Outcome(s)	Measure avoidable contact and present findings to Members and Corporate Management Team and Service Leads to inform service delivery improvements.
Links	<p>Council’s Corporate Plan’s promises commitments and actions namely:</p> <ul style="list-style-type: none"> - Customer driven Council with a “can do” approach which exists to “serve you” our customers. - Prioritise and improve “front line services through commercialism and reduction in management and administration costs. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations - The Council will carry out a review to ensure policies and procedures are streamlined and efficient.
Source of data	CRM System.
Frequency of reporting?	Twice a year (Sept & Mar)
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 Leads. - Web and CRM team to develop solution within Council’s CRM system. - All Customer Service Advisors to receive training on process and how to record avoidable contact within the CRM system. - Avoidable contact reports extracted and shared with Service Leads, CMT and Members. - New initiatives to reduce avoidable contact will feed into service review and service delivery plans <p>The process will help to achieve the following outcomes</p> <ul style="list-style-type: none"> - 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
Reporting timescale	Twice a year (Sept & Mar)
What resources are needed to ensure success?	Officer time.
Are there opportunities for cross-service working?	Service improvements to reduce avoidable contact/service failure can be shared across the Council. These may be effective within other service areas also.

To help reduce failure demand across the organisation	
Owner	Annette Wade - Customer Services Manager; Karen Carter - Customer Services Engagement Officer; Helen Sarkies - Customer Services Team Leader; all Customer Service Advisors
Co owner(s)	CRM/Web Development Officer, Waste Team, ICT Team
Output/ Outcome(s)	To review customer services web pages and CRM FAQs for relevance and accuracy on a monthly basis and when required.
Links	<p>Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely:</p> <ul style="list-style-type: none"> -Customer driven Council with a "can do" approach which exists to "serve you" our customers. - Prioritise and improve "front line services through commercialism and reduction in management and administration costs. - The Council will carry out a review to ensure policies and procedures are streamlines and efficient.
Source of data	Customer Service Policies, Customer Service Champions, Waste Database and all Services.
Frequency of reporting?	Monthly at Team Meetings (new agenda Item)
Who measures?	Annette Wade – Customer Services Manager
Please list processes briefly	<ul style="list-style-type: none"> -Customer Services Manager and Customer Service Engagement Officer to review - -Customer Services pages for relevance and content. -Web Team to maintain waste collection data in liaison with Waste Team and ICT --- -Support for LLPG. -Customer Service Champions to own the CRM FAQ's for their service area and continuously develop and amend as necessary and review monthly. -All changes to be logged in the Council's ICT Service Desk System to allow for strict change control and will be actioned by the Web CRM development Team. -All changes to be communicated effectively throughout the team as and when necessary or at the next Customer Team meeting. <p>The processes will help to achieve the following;</p> <ul style="list-style-type: none"> -Accurate and relevant knowledge base for Customers and the Customer Service Team. -Increase resolution at first point of contact. -Increased take up web services and reduction in all other methods of customer contact. -Improved customer satisfaction.
Reporting timescale	Monthly
What resources are needed to ensure success?	Officer time and co-operation from services
Are there opportunities for cross-service working?	The whole process is an opportunity for cross working between Customer Services and all Council services.

To help reduce failure demand across the organisation	
Owner	Annette Wade – Customer Services Manager
Co owner(s)	CMT Service Leads and Senior Officers
Output/Outcome(s)	To implement and embed the new polices for dealing with complaints compliments and comments and unreasonable and unreasonably persistent complainants.
Links	<ul style="list-style-type: none"> - The Council's Corporate Plan's promises commitments and actions namely: - Customer driven Council with a "can do" approach which exists to "serve you" our customers. - Keep a firm grip on waste and unnecessary bureaucracy. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations. - The Council will carry out a review to ensure policies and procedures are streamlined and efficient.
Source of data	Complaints, compliments and comments policy. Policy for handling unreasonable and unreasonably persistent complainants.
Frequency of reporting?	Complaints – quarterly Unreasonable and unreasonably persistent complainants – 6 monthly.
Who measures?	Annette Wade – Customer Services Manage Corporate Management Team and Council Members
Please list processes briefly	<ul style="list-style-type: none"> - Develop and create centralised database to manage and record complaints and lessons learnt. - Develop and create a centralised database to manage and record unreasonable and unreasonably persistent complainants. - Develop Qualitative Survey for feedback from complainants. - Train all staff and partners on their roles and responsibilities and communicate effectively to all staff and partners throughout the project. - Monitor staff and partners understanding regularly during first 6 months post implementation. - Create management reports - Share and promote lessons learnt - The processes will help to achieve the following outcomes: - 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. - Reduction in administration. - Demonstrate the Council listens to it's customers
Reporting timescale	Quarterly performance reports
What resources are needed to ensure success?	Officer time,
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.

To help reduce failure demand across the organisation	
Owner	Annette Wade – Customer Services Manager
Co owner(s)	CMT Service Leads and Senior Officers
Output/Outcome(s)	To present quarterly complaint reports to CMT. Reports to include lessons learnt and vexatious complainant data.
Links	<ul style="list-style-type: none"> - The Council's Corporate Plan's promises commitments and actions namely: - Customer driven Council with a "can do" approach which exists to "serve you" our customers. - Keep a firm grip on waste and unnecessary bureaucracy. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations. - The Council will carry out a review to ensure policies and procedures are streamlined and efficient.
Source of data	Customer Services Complaint Database
Frequency of reporting?	Quarterly
Who measures?	Annette Wade – Customer Services Manage
Please list processes briefly	<ul style="list-style-type: none"> - Draft and agree standard reporting format with Jo Brooks Director of Operations. - Collate information form Customer Services database and produce report. - Present to Management Team - Circulate report to Service Leads, share and report lessons learnt. - Publish on the intranet - Publish lessons learnt on the Council's website - The processes will help to achieve the following outcomes: - Effective consistent management reporting - Reduction in administration. - Show we listen to our customers
Reporting timescale	Quarterly performance reports
What resources are needed to ensure success?	Officer time,
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.

To develop the Customer Relationship Management system to respond to customer service enquiries effectively	
Owner	Karen Carter - Customer Engagement Officer
Co owner(s)	Customer Services Manager, Web/ CRM Development Officer, Service Leads
Output/Outcome(s)	To scope a user friendly solution to encourage customers to provide constructive feedback of their experience when contacting or dealing with the Council.
Links	Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely: <ul style="list-style-type: none"> - Customer driven Council with a "can do" approach which exists to "serve you" our customers. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations.
Source of data	Research and speak to other authorities.
Frequency of reporting?	Not applicable
Who measures?	Customer Engagement Officer Customer Services Manager
Please list processes briefly	<ul style="list-style-type: none"> - Scope requirements - Research what other authorities do. - Research effective Customer Satisfaction Solutions - Produce report for director authorisation - Produce business case for approval if additional funding required. <p>The processes will help to achieve the following outcomes:</p> <ul style="list-style-type: none"> - The ability to consistently and continuously measure customer satisfaction across all channels and services. - Provide accurate and usable management information that can be used to help shape service improvements.
Reporting timescale	Scoping report to be completed by 1 st December 2016.
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 across the whole Council.

To develop the Customer Relationship Management system to respond to customer service enquiries effectively	
Owner	Annette Wade – Customer Services Manager
Co owner(s)	Customer Engagement Officer, Web/ CRM Development Officer, Service Leads
Output/Outcome(s)	To rollout and embed the new CRM Dashboard and the necessary training to all users.
Links	Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely: <ul style="list-style-type: none"> - The Council will carry out a review to ensure policies and procedures are streamlined and efficient.
Source of data	Firmstep.
Frequency of reporting?	Not applicable
Who measures?	Jo Brooks - Director of Operations.
Please list processes briefly	<ul style="list-style-type: none"> - Scope requirements - Configure Dashboard 2 to meet service user requirements (managing user expectations). - Test with Firmstep and nominated "super users" - Develop roll out plan – department by department priority given to high volume customer contacts. - Develop training notes - Roll out as per plan. Training to be delivered to all users as part of roll out plan. <p>The processes will help to achieve the following outcomes:</p> <ul style="list-style-type: none"> - 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 though out the Council.
Reporting timescale	Dashboard 2 to be rolled out to all services by end September 2016.
What resources are needed to ensure success?	Firmstep support & Officer time. Meeting rooms for training.
Are there opportunities for cross-service working?	

To develop the Customer Relationship Management system to respond to customer service enquiries effectively	
Owner	Karen Carter - Customer Engagement Officer,
Co owner(s)	Customer Services Manager, 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. (Priority will be given to statutory duties and high volume customer contacts). Improvement plan developed by 30 th Sept 2016
Links	Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely: - The Council will carry out a review to ensure policies and procedures are streamlined and efficient.
Source of data	
Frequency of reporting?	6 Monthly
Who measures?	Annette Wade – Customer Services Manager Jo Brooks – Director of Operations
Please list processes briefly	<ul style="list-style-type: none"> - Customer Service Engagement Officer to arrange meetings with key service users. - 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 outcomes:</p> <ul style="list-style-type: none"> - 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 though out the Council.
Reporting timescale	6 monthly
What resources are needed to ensure success?	Officer time. Additional funding may be required, if so, a business case will be submitted for approval.
Are there opportunities for cross-service working?	The entire process is an opportunity for cross –service working across the whole Council.

To develop the Customer Relationship Management system to respond to customer service enquiries effectively	
Owner	Annette Wade – Customer Services Manager
Co owner(s)	ARP, Customer Engagement Officer, Web/CRM Development Officer
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 and the Council's Corporate Plan's promises and commitments namely : <ul style="list-style-type: none"> - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations. - The Council will carry out a review to ensure policies and procedures are streamlined and efficient.
Source of data	Research – other ARP/Firmstep partners
Frequency of reporting?	
Who measures?	Annette Wade – Customer Services Manager.
Please list processes briefly	<ul style="list-style-type: none"> - Research Firmstep customers to see if and what other Council's have done. - 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 outcomes:</p> <ul style="list-style-type: none"> - Improved customer experience and accessibility. - Reduction in more expensive customer contact methods. - Subject to agreed business case Customer Single Sign On for access to E CDC and ARP services.
Reporting timescale	Report to CMT by 1 st December 2016.
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?	

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 Councils system. Web/ CRM Development Officer, Customer Services Engagement Officer.
Output/Outcome(s)	Monitor service performance and provide quarterly service reports to Service Leads and CMT
Links	<p>Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely:</p> <ul style="list-style-type: none"> - Customer driven Council with a “can do” approach which exists to “serve you” our customers. - Prioritise and improve “front line services through commercialism and reduction in management and administration costs. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations. - The Council will carry out a review to ensure policies and procedures are streamlines and efficient.
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"> - 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 outcomes:</p> <ul style="list-style-type: none"> - Will enable service leads to understand their customer's needs and monitor performance. - Identify service improvements. - To confirm if new initiatives have been successful.
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?	

To be accessible, responsive and flexible to customer needs	
Owner	Helen Sarkies – Customer Services Team Leader
Co owner(s)	Customer Services Manager
Output/Outcome(s)	To maintain monthly abandoned call rates to 10% of all calls offered via the Council's telephone system.
Links	<p>Appraisal Process, Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely:</p> <ul style="list-style-type: none"> - Customer driven Council with a “can do” approach which exists to “serve you” our customers. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations.
Source of data	Mitel Telephone System.
Frequency of reporting?	Monthly to Customer Services Manager
Who measures?	Annette Wade – Customer Services Manager
Please list processes briefly	<ul style="list-style-type: none"> - Customer Service Team Leader to manage and prioritise resources and tasks. - Customer Service Team Leader to monitor “make busy” stats. - Customer Services Team Leader to ensure all Customer Service Advisors are fully trained and documented procedures etc are readily available so that contact can be dealt with efficiently and as quickly as possible. - Customer Service Team leader to provide monthly reports and reasons for exceptions. - Performance reports to be discussed at Team Meetings and one to ones. - Performance indicator to be included in CSA Appraisals <p>The processes will help to achieve the following outcomes:</p> <ul style="list-style-type: none"> - Increase Customer Satisfaction - Focus service priorities. - Identify reasons for service failure.
Reporting timescale	Monthly performance monitoring
What resources are needed to ensure success?	Officer time, Mitel System
Are there opportunities for cross-service working?	

To be accessible, responsive and flexible to customer needs	
Owner	Annette Wade - Customer Services Manager.
Co owner(s)	ARP Senior Management, HR Manager.
Output/Outcome(s)	To produce a proposal to amalgamate the ECDC and ARP customer service teams and create one team where staff are experienced in all areas and could therefore multi – task.
Links	<p>Customer Services review in Feb 2013, Customer Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely:</p> <ul style="list-style-type: none"> - Customer driven Council with a “can do” approach which exists to “serve you” our customers. - Prioritise and improve “front line services through commercialism and reduction in management and administration costs. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations. - The Council will deliver a self- sufficiency programme with a balanced budget and efficiency savings. - The Council will carry out a review to ensure policies and procedures are streamlined and efficient.
Source of data	HR Policies and Procedures – ARP Management
Frequency of reporting?	To produce report by 1st June 2016
Who measures?	Jo Brooks Director of Operations
Please list processes briefly	<ul style="list-style-type: none"> - Gather relevant information to feed in to review i.e. Contractual information re: ARP staff, Cost to ECDC for ARP to provide the service. Buy in from members, CMT and ARP. Contact volumes. - Seek assistance from HR regarding format of the report and obligations required regarding TUPE legislation and consultation with JCC and Unison. - Prepare report circulate to ARP and HR for comment and amendment. <p>The processes will achieve the following outcomes:</p> <ul style="list-style-type: none"> - Response to review carried out in 2013. - Better service to customers. - More knowledgeable, trained staff that can multi-task. - Better use of resources.
Reporting timescale	Report to be completed by 1 st June 2016.
What resources are needed to ensure success?	Officer time. HR advice. ARP Officer time.
Are there opportunities for cross-service working?	

To be accessible, responsive and flexible to customer needs	
Owner	Helen Sarkies – Customer Services Team leader
Co owner(s)	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	Transformation Programme and the Council’s Corporate Plan’s promises commitments and actions namely: <ul style="list-style-type: none"> - Customer driven Council with a “can do” approach which exists to “serve you” our customers. - Prioritise and improve “front line services through commercialism and reduction in management and administration costs.
Source of data	Statistics re: existing usage of self service kiosks
Frequency of reporting?	
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 Jo Brooks Director of Operations. <p>The processes will help to achieve the following outcomes:</p> <ul style="list-style-type: none"> - Self Service Improvement Action Plan. - Business case for improvements requiring additional funding. - Increased self service take up.
Reporting timescale	Scoping report to be completed by 31 st January 2017.
What resources are needed to ensure success?	Officer time.
Are there opportunities for cross-service working?	

To Maximise commercial opportunities of the Council's Website	
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 benefits of the new self service portal on the website
Links	<p>Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely:</p> <ul style="list-style-type: none"> - Customer driven Council with a “can do” approach which exists to “serve you” our customers. - Prioritise and improve “front line services through commercialism and reduction in management and administration costs. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations.
Source of data	Old CRM.
Frequency of reporting?	Monthly
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 - Fully test functionality of self service forms and portal. - Launch alongside the delivery of the new Council Website. - Promote in liaison with Council's Communication Team. - Communicate effectively to all staff throughout the project. <p>The processes will help to achieve the following outcomes:</p> <ul style="list-style-type: none"> - 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 (cheapest contact method) - Reduction in alternative contact methods freeing up officer capacity - Improved customer experience that meets the needs of the Council's customers
Reporting timescale	Quarterly performance reports
What resources are needed to ensure success?	Officer time. Firmstep support.
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

To maximise commercial opportunities of the Council's websites	
Owner	Customer Services Team
Co owner(s)	Service Leads and all Council staff
Output/Outcome(s)	To increase the Annual Percentage of self service contact by 5%
Links	<p>Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely:</p> <ul style="list-style-type: none"> - Customer driven Council with a "can do" approach which exists to "serve you" our customers. - Prioritise and improve "front line services through commercialism and reduction in management and administration costs. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations. - The Council will deliver a self-sufficiency programme with a balanced budget and efficiency savings.
Source of data	CRM stats , Finance payments stats and Planning Portal Stats, user feedback
Frequency of reporting?	
Who measures?	Annette Wade – Customer Services Manager
Please list processes briefly	<ul style="list-style-type: none"> - Identify ways in which we can promote self service at team meeting. - Develop a plan with actions and owners - Ensure all self service forms are simple to use and fully functional - Listen to and learn from feedback. - Measure self service contact monthly <p>The processes will help to achieve the following outcomes:</p> <ul style="list-style-type: none"> - Increased self service take up. - Increased customer satisfaction - 24 x 7 access to services - Efficiency savings
Reporting timescale	Quarterly performance report.
What resources are needed to ensure success?	Officer Time. Firmstep support. Crystal Reporting
Are there opportunities for cross-service working?	

To maximise commercial opportunities of the Council's websites	
Owner	Annette Wade – Customer Services Manager,
Co owner(s)	CRM/Web Development Team
Output/Outcome(s)	To launch a new Council Website with improved navigation, with layout and content around needs of the customer.
Links	<p>Transformation Programme and the Council's Corporate Plan's promises commitments and actions namely:</p> <ul style="list-style-type: none"> - Customer driven Council with a "can do" approach which exists to "serve you" our customers. - Prioritise and improve "front line services through commercialism and reduction in management and administration costs. - The Council will deliver a programme of work to ensure customers receive high quality services to meet your expectations.
Source of data	Web and CRM stats. Customer feedback. Best Practice
Frequency of reporting?	
Who measures?	Transformation Project Team ,Customers, All staff and Council Members
Please list processes briefly	<ul style="list-style-type: none"> - Undertake a web content review - Engage with customer's staff and members to feed in to specification of requirements. (Use all available customer insight). - Write specification - Procurement Process and supplier selection. Select Supplier - Agree Governance - Implement project adhering to ECDC project management toolkit. - Provide training to all web authors - Fully Test web site - Soft Launch/Live Launch as agreed with CMT and Council Members. <p>The processes will help to achieve the following outcomes:</p> <ul style="list-style-type: none"> - Increased Customer Satisfaction - Increased self service a reduction in more expensive contact methods - Improved reputation.
Reporting timescale	By 20 th November
What resources are needed to ensure success?	Officer time - all services. £100,000 resource. Web & CRM statistics. Firmstep, Northgate and Idox consultancy .
Are there opportunities for cross-service working?	The Transformation Programme

To make a positive contribution to the health and Wellbeing within our district	
Owner	Annette Wade - Customer Service Manager
Co owner(s)	Customer Service Team
Output/outcome(s)	Ensure all customer service advisors receive Mental Health and Dementia awareness training.
Links	Council's Health and Wellbeing partnership; Council's Corporate Plan's promises commitments and actions namely: <ul style="list-style-type: none"> - Making East Cambridgeshire and even better place to live.
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"> - In liaison with HR, Nick Ball, Lewis Bage, Liz Knox and other Council's identify an appropriate training course. - Train staff - Seek feedback and lessons learnt at one to ones and team meetings. <p>The processes will help to achieve the following outcomes:</p> <ul style="list-style-type: none"> - Trained staff capable of achieving their accountabilities - Increased in staff morale, confidence and job satisfaction. - Better quality in terms of service delivery - Respect from customers and colleagues.
Reporting timescale	By end March 2017
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.

To make a positive contribution to the Health and Well being within our district.	
Owner	Annette Wade - Customer Services
Co owner(s)	Customer Service Team
Output/outcome(s)	To develop an action plan, which enables Customer Services to promote the health and well-being agenda across the district.
Links	Council's Health and Wellbeing partnership; Council's Corporate Plan's promises commitments and actions namely: <ul style="list-style-type: none"> - Making East Cambridgeshire and even better place to live.
Source of data	
Frequency of reporting?	
Who measures?	Customer Services Manager
What will be done? Please list processes briefly	<ul style="list-style-type: none"> - Facilitate a workshop to identify, encourage and discuss ideas. - Communication with Liz Knox, Lewis Bage, Nick Ball, Housing and Strategic Partners. - Research what are other people doing. <p>The processes will help to achieve the following outcomes:</p> <ul style="list-style-type: none"> - Increased awareness of the Health and Well Being strategy. - Improved Health and well being throughout the district. - Improved Health and Well Being of the Customer Services Team.
Reporting timescale	By end of December 2016
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)	Customer Service Team. CRM/Web team
Output/outcome(s)	Ensure all customer service advisors and CRM/Web team receive adequate training on relevant ICT systems, policy and procedure, contact handling and dealing with difficult customers.
Links	Service Planning Process. Council's Corporate Plan 2015 - 2019
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"> - Assess training needs in accordance with HR appraisal policy - Book training as appropriate - Assess effectiveness once training has been completed
Reporting timescale	Quarterly performance reports
What resources are needed to ensure success?	
Are there opportunities for cross-service working?	

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?	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, Member Service 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 and circulated. - Actions monitored to completion. <p>The processes will help to achieve the following outcomes:</p> <ul style="list-style-type: none"> - Communication channel to discuss and receive updates on all aspects of the Council's business. - Opportunity for staff and Member Service Champion to discuss performance and identify and contribute to service improvement opportunities. - Improved Team Working. - Informed and included staff. - Improved customer service.
Reporting timescale	
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 and Helen Sarkies – Customer Services Team Leader
Co owner(s)	Customer Service Team
Output/outcome(s)	Staff one to ones completed 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, 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 outcomes:</p> <ul style="list-style-type: none"> - 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.
Reporting timescale	At least quarterly
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, Customer Service Engagement Officer and Web/CRM Development Officer.
Output/outcome(s)	Appraisals completed annually and within the time frame set by HR.
Links	HR Policy and Procedure. Council's Corporate Plan's commitment and action namely <ul style="list-style-type: none"> - Performance Related Pay will be implemented by 2016 along with proposals to encourage innovation and high quality services.
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 complete and return prior to appraisal. - Appraisee to complete the appraisal and provide evidence to support their performance - Appraiser to conduct appraisal as per the performance management framework. - Completed appraisals to be sent to HR within agreed timeframe
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)	Customer Services Service Delivery Champion. Customer Service Team.
Output/outcome(s)	Service awareness briefings for Service Delivery Champions.
Links	Service Planning Process. Council's Corporate Plan 2015 - 2019
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 member Service Delivery Champion to quarterly meetings. - Customer Services Service Delivery Champion (SDC) invited to monthly Team Meetings. - Customer Services SDC invited to shadow the team if they wish. - Customer Services SDC included in the distribution of all performance reports. <p>The processes will help to achieve the following outcomes</p> <ul style="list-style-type: none"> - Customer 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.
Reporting timescale	Quarterly performance reports
What resources are needed to ensure success?	Officer time and Service Delivery Champion time.
Are there opportunities for cross-service working?	