

## Service Delivery Plans- six month monitoring template (Quarter 1 and Quarter 2)

### Performance template

2015/2016

#### **Service area- Customer Services**

##### **Brief overview of service area-**

The Customer Services team provides a front line support 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 website and Customer Relationship Management system, making ease of use the main priorities and providing access to our services 24 x 7.

The team monitors the needs of customers 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 work 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.

## Performance measures linked to the Five Strategic Outcomes

**Owner- Customer Services Manager- Annette Wade, Customer Services Team Leader- Helen Sarkies**

Performance Measure	Link to Strategic Outcomes (colour code accordingly)	Target	Outcomes	Variance
<b>To work proactively to support the customer experience and reduce silo working</b>		<p>To conduct service meetings with all service leads and partners to identify areas of improvement and anticipate and plan for future customers service needs.</p> <p>Bi-annually.</p>	<p>First meeting complete</p> <p>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.</p> <p>2<sup>nd</sup> meeting date in the diary for March 2016</p>	
		<p>To undertake a mutually beneficial shadowing programme to increase awareness and knowledge of areas of expertise.</p> <p>To commence by 1<sup>st</sup> September 2015</p>	<p>Complete – programme commenced</p> <p>Service Delivery Champions for each service have been identified and introduced to the service lead.</p>	

			<p>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. Feedback from the customer service team and individual services has been positive.</p> <p>Increased attendance to Customer Service team meetings from a variety of representatives from services across the Council. This has helped communicate new initiatives and changes to service provision.</p>	
		<p>To take a proactive role in the customer services Transformation Programme</p>	<p>Complete</p> <p>The Customer Service team are very keen to get involved with the Customer Transformation Programme and have put themselves forward to represent Customer Services and the customer in various capacities on all projects that have commenced thus far. Their knowledge and experience of dealing with customers through all contact channels on a day to day basis plus the customer insight information available from the Customer Relationship and web monitoring system is a vital resource in terms of informing the business case and designing services that improve the customer experience.</p>	

**Notes (if there is any variance then please detail this below)**

Customer Services Manager

- Member of Customer Services Transformation Steering Group – attended all meetings, read all reports and make effective contribution to meetings.
- Project Manager
  - Self Service System - Along with project team members Karen Carter and Sue Garwood delivered Soft launch on 29<sup>th</sup> September on the website including request for customer feedback. Configured and designed system around top tasks, 117 electronic forms to either report or apply for a service now live with payment integration as required. New “When is my waste collection” solution based on each individual property.
  - New websites – Delivered Member and staff workshops.
- Project Team Member
  - One stop shop project – liaised with DWP regarding sharing the Council’s reception area, looked at various solutions with the facilities manager that met their requirements and was workable for all. Unfortunately none of the recommendations were suitable.
  - PC and desk space review.
  - Collaborative Intranet.

Customer Services Team leader

- Member of Customer Services Transformation Steering Group
- Project Manager –
  - One stop shop project – Discussion with CAB and alternative partners who may wish to share the Councils Reception Area.

Web and CRM Development Officer

- Team member of Self Service, New Council website, Collaborative Intranet and Community Engagements projects, Provided Web and CRM statistics to inform all Customer Transformation Project.

Customer Engagement Officer

- Team member of Self Service Project New website, and Community Engagement - . Developed QR code and GPS use my location capability within self service solution.
- Provided Web and CRM statistics to inform all Customer Transformation Projects.

## Performance measures linked to the Five Strategic Outcomes

**Owner- Customer Services Manager- Annette Wade**

Performance Measure	Link to Strategic Outcomes (colour code accordingly)	Target	Outcomes	Variance
<b>To help reduce failure demand across the organisation</b>		Develop a process to measure avoidable contact on the new CRM System by 1 <sup>st</sup> October 2015.	<p>Complete.</p> <p>A process to measure avoidable contact has been designed.</p> <p>The system to provide avoidable contact has been developed within the CRM system.</p> <p>The Customer Services Team are measuring avoidable contact relating to</p> <ul style="list-style-type: none"> <li>• a service failure (grass not cut, missed bins etc)</li> <li>• unnecessary clarification (I can't find, I don't understand etc)</li> <li>• repeat contact for same service (e.g. telling multiple departments about a change of address)</li> <li>• poor signposting/call transfer (customer put through to wrong department/called wrong number).</li> </ul>	

			<p>They cannot measure</p> <ul style="list-style-type: none"> <li>• progress chasing (following up existing calls) for all services as Service standards are not available.</li> </ul> <p>A service standard review for all services has commenced.</p>	
		<p>To design a new centralised 3c's (complaint, comment and compliments) process to ensure that customer needs are met and appropriate action is implemented accordingly by December 2015.</p>	<p>Complete.</p> <p>A new 3C's process has been designed and includes a process for dealing with vexatious complaints and learning from complaints.</p> <p>A revised customer complaint and compliment process has been circulated to Service Leads and CMT for comment prior to seeking approval from Regulatory and Support Services Committee.</p> <p>Once agreed Firmstep will develop a 3c's process within the CRM system in line with the existing contract terms.</p>	
<p><b>Notes (if there is any variance then please detail this below)</b></p>				

## Performance measures linked to the Five Strategic Outcomes

**Owner- Customer Services Manager-Annette Wade**

Performance Measure	Link to Strategic Outcomes (colour code accordingly)	Target	Outcomes	Variance
<p><b>To develop the customer relationship management system to respond to customer service enquiries effectively.</b></p>		<p>To work in partnership with service representatives across the Council to identify improvement opportunities within the new CRM System.</p> <p>Quarterly focus groups.</p>	<p>Complete.</p> <p>A CRM Improvement programme was developed with service representatives and Firmstep to resolve system issues and prioritise development requests.</p> <p>23 of 35 improvement requests have been resolved. We are currently testing solutions for 6 of the remaining issues leaving 6 issues outstanding. Priority was given to the customer facing issues and those with the biggest impact to users.</p>	

		To scope development opportunities with Anglia Revenues Partnership to enable customers to view their council tax and housing benefit account on line and develop a PID for CMT approval by 1 <sup>st</sup> Oct 2015.	Incomplete	*(variance below)

**Notes (if there is any variance then please detail this below)**

\*Volume of work bedding in the CRM and additional work load associated with the Customer Service Transformation programme prevented us from completing this work.



## Performance measures linked to the Five Strategic Outcomes

**Owner- Customer Services Manager- Annette Wade, Customer Engagement Officer-Karen Carter, Web/CRM Development Officer-Sue Garwood, Customer Services Team Leader-Helen Sarkies.**

Performance Measure	Link to Strategic Outcomes (colour code accordingly)	Target	Outcomes	Variance
<b>To be accessible, responsive and flexible to customer needs</b>		To launch and promote the new self-service portal on the website(outcome carried forward from last year)	Complete.	
		Monitor service performance and provide monthly service reports. Quarterly	Incomplete	See notes below*
		To review “meeter greeter” role, its functionality and its attributable benefits by June 2015.	Complete	See notes below **

		To scope self service improvements and maximise potential of the Council's reception area by Jan 2016	Incomplete	See notes below ***
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**Notes (if there is any variance then please detail this below)**

\*CRM resource within the team has focused on bedding in the system, developing the self service portal and implementing improvement requests. That said performance data has been provided to services that have requested it e.g.. Housing and Waste Services. We are currently in the process of extracting performance data for all services for 15/16 and hope to circulate this in March 2016.From then on these will be provided quarterly or as requested.

\*\* The review concluded that without access to Wi-Fi the ability to assist customers was limited. Additionally the meeter greeter had nothing to do whilst calls were being lost on the telephone so could not be justified. The customer service team therefore have reverted back to providing a meet and greet service during busy periods and for booking in visitors and public to attend planned meetings.

\*\*\* This will now be developed in conjunction with the Transformation Programme Product 1.3.1. One stop shop.

## Performance measures linked to the Five Strategic Outcomes

**Owner- CRM/Web Developer- Sue Garwood**

Performance Measure	Link to Strategic Outcomes (colour code accordingly)	Target	Outcomes	Variance
<b>To maximise commercial opportunities of the Council's websites</b>		To develop a new commercially focused tourism website by 31 <sup>st</sup> December 2015.	Incomplete	See notes below *.
		To develop an on - line market traders area accessible via the Council's website by 1 <sup>st</sup> December 2015.	Incomplete	See notes below**

**Notes (if there is any variance then please detail this below)**

\*This has been transferred to the customer Transformation Programme Product 1.1.2 New Websites

\*\* No longer required. Markets transferring to the LATC, if still required this will be developed within the trading company website.

**Performance measures linked to the Five Strategic Outcomes**

**Owner- Customer Services Manager-Annette Wade, Customer Services Team Leader-Helen Sarkies**

<b>Performance Measure</b>	<b>Link to Strategic Outcomes (colour code accordingly)</b>	<b>Target</b>	<b>Outcomes</b>	<b>Variance</b>
<b>To maximise commercial opportunities of the Council's websites</b>		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	Complete	See notes below *.
		100% of Team Meetings completed monthly.	100% Complete and well attended even though they are conducted out of hours.	

		100% of staff one to ones completed 4 times per year	100% Complete	
		100% appraisals completed annually and within the time frame set by HR	100% Complete	
		Service Awareness briefings for Member Champions	100% Complete Member champion consulted and contributed to Service Plan. Attends monthly meetings. Communicates with Customer Service Manager on a regular basis and has spent time with the team and understands their daily duties and challenges.	

**Notes (if there is any variance then please detail this below)**

\* CRM System training for system developers (Web CRM development Officer and Customer Engagement Officer) not fit for purpose, additional training to fill skills gap to be provided free of charge.  
Customer Service Team have received on the job training for all administrative tasks they have taken over to assist back office services. i.e. taxi Licence testing and validating applications, data input into Uniform for Environmental Health.

**Source of data- please list below where the data was gathered**

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**Additional Performance measures**  
Please detail any new performance measures

Performance measure	Link to Strategic Outcomes (colour code accordingly)	Target	Any additional resources needed? (please list below)

**Equality Impact Assessments**

**Are there any Performance measures which require the council to devise an Equality Impact Assessment?**

**Please list any below;**

Performance measure	Equality Impact Assessment (Please attach them underneath against each Performance measure)

**Forward plan dates for Member Champions linked to Performance measures**

Date	Activity	Member Champion