

**CUSTOMER ACCESS TO  
SERVICES  
IMPROVEMENT PLAN**

## IMPROVEMENT PLAN

<b>Project Title:</b>	<b>Customer Access to Services</b>		
<b>Project Executive:</b>	<b>Steve Phipps</b>		
<b>Project Manager:</b>	<b>Caroline Marshall</b>		
<b>Project Team:</b>	<b>Jill Vincent, Adrian Le Cras, Graham Walton, Karlie Thompson, Helen Walton, Sarah Cromie, Aymen Khan, Galiya Benson, Richard Chester, John Downs, Mick Morley, Lynne Twigg</b>	<b>Date:</b>	<b>Sept 06</b>
<b>AIM:</b>	<b>To ensure that Charnwood Borough Council is focussing services to meet the needs of all sections of the community and / or users.</b>		

## OBJECTIVE I: BACKGROUND

Action No	Date Added	Action	Target Date (end of)	Lead Officer	Task Status	Update	Deliverables
1.1		Identify project team and arrange meeting structure	June 2006	Steve Phipps	<b>Complete</b>		Establishment of a Project Team and a comprehensive meeting structure
1.2		Compile: <ul style="list-style-type: none"> <li>Project Initiation Document</li> <li>Project Plan</li> </ul> <i>(Ensure that the outcomes for the customer are clearly defined (SMART) as part of the Project Initiation Document (PID) process and that these outcomes are measured as part of the progress/post-implement review of the project.)</i>	June 2006	Caroline Marshall / Helen Walton	<b>Complete</b>		Compilation of documents and sign off by project sponsor
1.3		Review recommendations from previous assessments / reviews: <ul style="list-style-type: none"> <li>CPA</li> <li>Housing – Landlord Services Inspection</li> </ul>	July 2006	Steve Phipps	<b>Complete</b>	CPA improvement was the creation of a Customer Service Strategy and this was implemented in 2004. That Strategy is now being reviewed and revised alongside new Service Standards. The Customer Service aspects of the Housing Inspection findings are set out in the Customer Access sub- project of the Housing Improvement project.	This improvement plan reflects any outstanding improvement issues from other inspections.

Action No	Date Added	Action	Target Date (end of)	Lead Officer	Task Status	Update	Deliverables
1.4		Undertake background research into other authorities through a review of Audit Commission Inspections (CPA and Access to Services). Consider: <ul style="list-style-type: none"> <li>Poor performing Authorities</li> <li>Good performing Authorities</li> <li>Authorities with good or excellent prospects for improvement</li> </ul>	Aug 2006	Caroline Marshall	Complete		Comparative analysis and assessment undertaken
1.5		Complete scoping exercise to identify position of the authority against the Audit Commission Key Lines of Enquiry (KLOE's)	November 2006	Caroline Marshall / Graham Walton / Adrian LeCtras ,	Ongoing	Part of the KLOE assessment has been undertaken – additional work to be completed on the 4 <sup>th</sup> October	Full awareness of the position of the Authority against the Audit Commission KLOE's

**OBJECTIVE 2: CUSTOMER ACCESS**

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
2.1		<p>Improve the effectiveness of current service provision regarding customer access by:</p> <ul style="list-style-type: none"> <li>reviewing the impact of the council's access points including customer contact centre, community information points, websites, area boards and council publications.</li> <li>engaging with existing/potential users to ascertain their views on service provision.</li> <li>ensuring that service provision and access opportunities take appropriate account of information on customer satisfaction and take up by hard-to-reach groups and other equality data.</li> <li>implement improvements as a result of the reviews.</li> </ul>	August 2006	Helen Walton / Michael Hopkins (Future Leaders work) Lynne Twigg	Ongoing	Report completed looking at several of these issues – further work to be undertaken following up the recommendations	Assessment of access points and customer satisfaction with them including most frequent access points
2.2		Undertake an annual survey of access channels by customer demographics.	April 2007				Survey
2.3		Investigate ways of expanding/extending partnership working including sharing infrastructure and services with external partners.	October 2006	Geoff Parker			
2.4		Undertake a feasibility study re remote access points including the use of existing infrastructure (leisure centres, libraries, parish/town council offices).	December 2006	Geoff Parker, Lynne Twigg			

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
2.5		Review how new technology can enhance customer access. Consider: <ul style="list-style-type: none"> <li>Identifying suitable technology / applications</li> <li>Mobile working</li> <li>Customer Self Service</li> </ul> <i>Supporting / Encouraging customers to use</i>	November 2006	Steve Phipps	Completed		As part of T-Gov strategy, all services to undertake an assessment against NESDS for their service. SFP to do a note to SMT/CMT linking into SDP process for next year (link to <a href="http://www.nesds.gov.uk">www.nesds.gov.uk</a> )  The areas mentioned have been included in the updated e-Gov strategy, to go to Cabinet on 21 <sup>st</sup> September 2006
2.6		In conjunction with service users and non-users, develop a systematic and comprehensive understanding of access to services needs, building on any relevant BVRs, to shape the future development and improvement of providing access to services.	Initial findings – August 2006 December 2006	Helen Walton / Michael Hopkins (Future Leaders work) Adrian LeCras / Aymen Khan / Graham Walton	Ongoing	Report completed looking at several of these issues – further work to be undertaken following up the recommendations	
2.7		Create a customer access strategy as part of the Customer Service Strategy that has a clear vision for future customer access of enabling local people, businesses and visitors to access the council's services. The scope of the strategy should include use of both council and partner facilities and marketing access arrangements.	December 2006	Caroline Marshall	Ongoing	Consultation in progress – adoption due Nov/Dec 06  Include a short summary of the strategy for the public.	Customer Access Strategy

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
2.8		Review all other council policies to ensure they address access issues.	September 2006	Steve Phipps	<b>Outstanding</b>	Achieved for Corporate Plan, Customer Service Strategy, Diversity Strategy, T-Government Strategy. Integrated Policy Appraisal document reviewed. EiA work will highlight some issues SDP process will also highlight areas	Customer access is explicitly integrated into all policy development and service planning.
2.9		Review value for money and include details in a Value for Money Strategy	September 2006	Helen Walton	<b>Ongoing</b>	Draft VFM Strategy compiled, awaiting approval	Value for Money Strategy approved and published
2.10		Research the business case for extending the opening hours of the Customer Service Centre to include Saturday mornings.	May 2007	Steve Phipps			Face to face customer access is improved.

**OBJECTIVE 3: CUSTOMER CARE**

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
3.1		Establish customer service champions at all levels and in each service to drive cultural change and ensure the voice of the customer is heard when decisions are made. This could be incorporated within the existing Service Development Officer (SDO) framework and at Corporate Management Team (CMT)/Senior Management Team (SMT).	March 2007	Caroline Marshall	Ongoing	The role of the SDO is being reviewed to consider if this could be a dual role	Identified Customer Service Champions within each service. Training and regular update meetings arranged
3.2		Instigate a comprehensive customer service training programme to include: induction, behaviours, processes, knowledge, skills. For example, new starters could undertake a mandatory programme with all existing employees at all levels being encouraged to participate at some date. "Front line" staff to undertake a more in-depth programme. <i>(Customer service training should include an awareness of the role of who the customers are (internal and external) and how front and back office staff can work together to deliver customer service)</i>	December 2006	Caroline Marshall (in association with Kevin Brewin/Adrian LeCras/Graham Walton)	Ongoing	Programme being delivered re contact/service front line staff  All staff training sessions to be run Nov/Dec 06  In depth training to be run by service to be undertaken Dec 06	Customer Service Training Programme identified and delivered to all staff
3.3		Instigate a comprehensive customer service training programme to meet the needs of Councillors.					
3.4		Work closely with our service delivery partners to achieve a uniform standard of customer service.					
3.5		The recruitment/selection process to include a customer focused approach to service delivery.	October 2007	Jane Brinklow			e-recruitment – should be in place by 31 <sup>st</sup> December 2006

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
3.4		Investigate corporate membership of the Institute of Customer Service (ICS).	October 2006	Steve Phipps			
3.5		Investigate contact/service centre staff undertaking an ICS qualification	November 2006	Adrian LeCras / Graham Walton			
3.6		Establish a "customer service/insight" group (including members and officers [SMT/CMT]) to implement the customer led performance management and access frameworks, and to consider/challenge decisions on customer service grounds, including the prioritisation of customer service projects/initiatives.		Steve Phipps	<b>Completed</b>	Project Team established	
3.7		Explore opportunities to work with other authorities/agencies to create a standard approach and share resources/expertise.					
3.8		Investigate using external expertise for the initial development and implementation phase and/or to pilot a first piece of customer analysis.	October 2006	Caroline Marshall	<b>Ongoing</b>	GovMetric in operation – benchmarking with other authorities will follow	GovMetric system in place and being utilised by customers
3.9		Consider the implementation of a customer service programme, managed by Partnerships & Customer Services		Steve Phipps	<b>Completed</b>	Project Team established	
3.10		Create a customer data strategy as part of the Customer Service Strategy that outlines the benefits of using customer data and the steps required to implement a customer led performance management framework, including the need for all services to consult widely with service users and non-users and including the need to develop a structured approach to the use of consultation feedback to inform the decision making process.	December 2006	Galiya Benson			
3.11		Put resources in place to implement the strategy.	??	Galiya Benson	<b>Date Required</b>		

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
3.12		Identify some early quick wins which demonstrate the benefits of using customer data and advertising these.	February 2007	Galiya Benson			
3.13		Change business processes to integrate the data.	December 06 In line with CRM plan	Galiya Benson			
3.14		All services' Customer Service Standards to be reviewed and revised to be customer focussed and to include SMART targets which are meaningful to the customer.	December 2006	Caroline Marshall	Ongoing	Consultation in progress – Standards to be adopted Dec 2006.	Publication of Customer Service Standards for all externally facing services
3.15		The Customer Service Standards to include all means of access and how they will be publicised, delivered, monitored and used to drive service improvements.	December 2006	Caroline Marshall	Ongoing	As above and used as part of the Directorate Scorecard.	Publication of Customer Service Standards for all externally facing services
3.16		Customer Service Standards to include means of channelling customers to the correct service so the customer finds it easier to get in touch with services first time and is not 'bounced around' the organisation.	December 2006	Caroline Marshall	Ongoing	As above	Publication of Customer Service Standards for all externally facing services
3.17		Customer Service Standards to be included in the Service Delivery Planning (SDP) process.	December 2006	Helen Walton	Ongoing	To be included in the Directorate Scorecard.	Customer Service Standards monitored through the Directorate Scorecard
3.18		Customer Service Standards to be monitored and reported regularly to senior members and officers	December 2006	Helen Walton	Ongoing	As part of Directorate Scorecard	Customer Service Standards monitored through the Directorate Scorecard
3.19		Define what constitutes acknowledgement of a service request, closure of a case, fulfilment of a transaction and define at what point and how (including automatic generation of emails etc) communication will be made with the customer. Consider closure rates and targets for resolution of queries at first point of contact.					

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
3.20	Dec 06	Create customer care standards and include these in the customer service training programme for officers and members. Consider ways of creating, monitoring and reporting SMART targets with the standards.	June 07	Caroline Marshall	Not started		Customer care standards. Devolved through customer service training programme to officers and members. SMART Targets included in performance reporting mechanism.

#### OBJECTIVE 4: COMMUNITY ENGAGEMENT

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
4.1		Investigate ways of achieving a more integrated/corporate approach to consultation, which includes all forms of engagement and consultation	Sept 2006	Karlie Thompson	On track	Revision to the Consultation Toolkit and effectively implement actions as a result of the Equalities Impact Assessment.	Completion of an Equalities Impact Assessment. Centralising budget controlled through CCP Team. Tracking of all Consultation through the Consultation Planner.

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
4.2		Include all services and relevant partners in the consultation/engagement process.	Sept 2006	Karlie Thompson		Undergoing through the embedment of the Community Strategic Support Team and the implementation, management and annual review of the Consultation and Communications Plan.	
4.3		Ensure that all services include hard-to-reach groups in their consultation process/plans.	Sept 2006	Karlie Thompson	<b>Completed</b>	Commitment to ensure all plans and strategies undergo a regular review of equality and diversity issues	EiA already completed on existing CCP work.
4.4		Investigate ways of ensuring that relevant/meaningful questions are asked	Sept 2006	Karlie Thompson	<b>Completed</b>	Piloting consultation with targeted groups. Evaluation of previous consultations to assess effectiveness and efficiency. Use of the Consultation Toolkit.	
4.5		Consider whether consultation should include service delivery rather than delivery of service and investigate ways this might be achieved.	Sept 2006	Karlie Thompson	<b>Update Required</b>		
4.6		Investigate ways of consulting with customers regarding what services they want and at what price.	Sept 2006	Karlie Thompson	<b>Ongoing</b>	Continually reviewed consultation through the Consultation Toolkit and CCP Plan.	
4.7		Investigate ways of integrating national and local agendas and making the national agenda more relevant at local level.	Sept 2006	Karlie Thompson	<b>Ongoing</b>	Continually review consultation through the Consultation Toolkit and CCP Plan.	
4.8		Investigate ways of engaging customers/partners in the service planning process to provide improved outcomes for customers.	Sept 2006	Karlie Thompson	<b>Ongoing</b>	Continually review consultation through the Consultation Toolkit and CCP Plan. Working across industry standards and monitoring best practice and latest innovative methods.	

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
4.9		Investigate ways of feeding back to customers to demonstrate how their feedback has been used.	Sept 2006	Karlie Thompson	Completed	A commitment already exists within the CCP Plan to report back to all consultees on a 'you said, we did' basis.	
4.10		Investigate ways of engaging with trade unions rather than consulting.	Sept 2006	Karlie Thompson	Ongoing	Monitoring best practice and continue to involve in related subject areas including staff satisfaction survey planning.	
4.11		<p>Review the level of communication with service users: Consider:</p> <ul style="list-style-type: none"> <li>• Whether communication is done well and whether it is seen to be done so</li> <li>• If effective channels are used for communicating</li> <li>• Communication toolkits</li> <li>• The reputations project.</li> </ul>	August 2006	Karlie Thompson		<p>A to Z of Services Campaign Consultation with service users on a regular and consistent basis through various channels outlined in the Cons Toolkit. Monitoring of media coverage to assess and respond /proactively target. Readership surveys within Charnwood News. Monitor use and effectiveness of the toolkits. Assess and monitor the usage of the web, and identify how, when and where people get information from Charnwood B.C.</p>	<p>Emails have a link to short feedback questionnaires to enable quick and immediate feedback to be provided on the service as a whole or individual job.</p> <p>Media coverage monitored on a daily basis.</p> <p>Readership survey in every Charnwood News from November 2006.</p> <p>Continued and ongoing work through the AZ campaign and the CCP Plan,</p>
4.12		<p><b>Communication and Consultations Plan 06/07</b></p> <ul style="list-style-type: none"> <li>• Include the maximisation of e-enabled services in the Communications and Consultations Plan 06/07.</li> <li>• Investigate other means of maximising e-take-up.</li> </ul>	January 2007	Karlie Thompson	Completed	Review in January 2007 as part of SDP.	
4.13		Investigate ways of communicating successes both internally and externally.	Ongoing – January 2007	Karlie Thompson	Completed	Continuous effectiveness and efficiency.	

**OBJECTIVE 5: DIVERSITY AND EQUALITY**

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
5.1		Promote a level of commitment to diversity and equality and leadership	August 2007	Sarah Cromie	Ongoing		<ul style="list-style-type: none"> <li>Achieve Level 3 of the Equality Standard for Local Government is a key project</li> <li>Cross directorate Project Team Established</li> </ul>
5.2		Self assess against Level 3 of the Equality standard for Local Government	October 2006	Sarah Cromie	In progress		Carry out annual self-assessment

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
5.3		Evidence how Members show commitment to creating an environment where equality is pursued and diversity celebrated.	October 2006	Sarah Cromie	Not Started		<ul style="list-style-type: none"> <li>Attendance at Diversity Week Events</li> <li>Directorate membership on the Project Team</li> </ul>
5.4		Evidence how Senior Managers show commitment to creating an environment where equality is pursued and diversity celebrated.	Sept 2006		Completed		<ul style="list-style-type: none"> <li>Attendance at Diversity Week Events</li> <li>Directorate membership on the Project Team</li> </ul>
5.5		Develop methods and processes to involve diverse users in the development of services.		Matt Wade		Speak to Matt re timescale	?
5.6		Roll out of the Equality Impact Assessments process	Apr 2006 – March 2008	Sarah Cromie	40% year 1 completed		% of EIA completed
5.7		Equality included in project management deliverables	Oct 2006				Included within the toolkit and PID documentation
5.8		Equality considerations included in the Cabinet decision making	Nov 2006				Included in briefing note and guidance for officers
5.9		Review if the Council increases access to information in places and formats that people can understand.		Karlie Thompson	Date Required	Speak to Karlie re timescale	
5.10		Ensure all staff are trained on relevant equality issues	Oct- Nov 2006 Dec – Mar 2007	Sarah Cromie	In progress		Develop Equality Training programme Roll out programme
5.11		Develop practices to ensure the Council is working towards a workforce that reflects the local population to ensure they know and understand their needs.	Aug – Dec 2006 Aug – Jan 2006	Sarah Cromie Sarah Cromie	In progress In progress		BME recruitment project Conduct equality impact assessment on HR policy and procedures
5.12		Develop performance report on equality to include improvement actions	Nov 2006	Sarah Cromie	Not started		Take to November project board

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
5.13		Set up knowing your community section on intranet site to host info		Aymen Khan Matt Wade Karlie Thompson	Not started		Develop section on intranet Gather information Raise awareness
5.14		Set up T&F Group on collection of monitoring information  Develop on to service take-up monitoring	October 2006	Sarah Cromie	Not started  Not started		Draft guidelines on monitoring information Develop process Raise awareness with staff
5.15		Include Equality and Diversity in the risk matrix	October 2006	Sarah Cromie	Not started		Discuss with Director or risk management
5.16	Oct 2006	Awareness raising campaign					Can't remember what this was
5.17	Oct 2006	Investigate quarterly partners meeting to look at changing needs of communities		Steve Phipps			This action came out of the BME housing strategy EIA
5.18	Oct 2006	What is the Customer Satisfaction info saying?					Can't remember what this was either
5.19		Investigate ways of giving additional support to people with English as a second language and increase internal and external promotion of the interpretation and Language Line services.					
5.20		Investigate ways of achieving a joined up approach to sign posting and linking into services.					

**OBJECTIVE 6: PERFORMANCE MANAGEMENT**

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
6.1		Review how performance is measured.	July 2006	Helen Walton	<b>Completed</b>		Performance measurement being undertaken through the Charnwood Scorecard and Directorate Scorecards and in conjunction with Directors at quarterly meetings
6.2		Establish monitoring arrangements to assess progress against performance indicators	Ongoing	Helen Walton	<b>Ongoing</b>		Being undertaken quarterly in conjunction with Directors
6.3		Review customer service standards (cross reference to 3.2)	October 2006	Helen Walton			
6.4		Review how performance is evaluated / reviewed	July 2006	Helen Walton	<b>Ongoing</b>		The way in which performance is measured and reported has been reviewed and changes made
6.5		Identify performance / service reviews	April 2006	Helen Walton	<b>Completed</b>		Three year review programme agreed by Cabinet in May 2006
6.6		Review how value for money is identified and establish processes for the collection	November 2006	Helen Walton			
6.7		Review if adequate risk management process established	July 2006	Helen Walton	<b>Ongoing</b>		Current year Strategic Risk register being monitored on a quarterly basis and reported to P&A Scrutiny committee. Further work being undertaken in relation to Operational Risks

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
6.8		Review the management of performance and planning.	July 2006	Helen Walton	Completed		
6.9		Review the effectiveness of the service delivery planning process.	September 2006	Helen Walton	Ongoing		The Service Delivery Planning process is just commencing (Oct06)
6.10		Review the robustness of project and programme management.	October 2006	Helen Walton			Currently being undertaken by the Project Management Team who are producing standardised documentation
6.11		Review how improvements are introduced.	October 2006	Helen Walton			
6.12		Identify if there are structures / processes to facilitate learning	October 2006	Helen Walton			
6.13		Review if the Council has a customer led Performance Management framework	November 2006	Helen Walton			
6.14		Consider if the use of customer data / intelligence / demographic data is used to improve performance and service provision	December 2006	Helen Walton			Reviewed as part of the Future Leaders Project. Some data is collected but additional work is required to ensure further cross reference against customer and demographic data
6.15		Revise/reinstate the Performance Review Programme to ensure that the focus/challenge/review process is undertaken from the customers' view point.	April 2007	Helen Walton			
6.16		Investigate ways to ensure that services routinely challenge how they provide their services, including use of customer consultation/engagement/feedback/complaints.	December 2006	Helen Walton			

**OBJECTIVE 7: DATA MANAGEMENT**

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
7.1		Establish processes to capture customer views through data management.	March 2007	Steve Phipps			A single corporate source of customer data
7.2		Define an approach to customer segmentation	March 2007	Steve Phipps			Data collected and stored to enable effective analysis
7.3		Define an approach to single customer view	March 2007	Steve Phipps			Individual customer interactions are visible across all services
7.4		Identify how individual customer accounts / transactions (including website) are viewed	March 2007	Steve Phipps			Individual customer interactions are visible across all services
7.5		Define an approach to how customers can be targeted.	March 2007				Data collected and stored to enable effective analysis
7.6		Develop a data management approach as part of the information management strategy.	March 2007	Steve Phipps		Included in T-Government Strategy	Clear corporate approach to collecting and using customer data
7.7		Define an approach to the use of new technology for data management.	March 2007	Steve Phipps			Clear corporate approach to collecting and using customer data
7.8		Review the integration of front and back offices.	March 2007	Steve Phipps		Part of CRM roll out plans	Clear corporate approach to achieving integration where a business case supports this.

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
7.9		<p><b>Integrate data into the performance management framework</b></p> <ul style="list-style-type: none"> <li>Review business processes to identify the points at which customer data should be integrated:</li> <li>Strategy and policy development</li> <li>Service planning</li> <li>Project planning</li> <li>Performance reviews including officer PDR process</li> </ul> <p><i>(this will form part of the SDP process for 2008-09)</i></p>	April 2008	Steve Phipps			Proactive use of customer intelligence to guide service planning and improvement and in performance measurement.
7.10		Identify the raw data that underpins the performance management framework (to include all services, all access channels and all customer groups including hard-to-reach groups) (part of the Strategy development)	March 2007	Steve Phipps			Proactive use of customer intelligence to guide service planning and improvement and in performance measurement.
7.11		Develop monitoring arrangements to ensure that there is shared learning from customer feedback and using this information to improve the customer experience	December 2006	Steve Phipps			Proactive use of customer intelligence to guide service planning and improvement and in performance measurement.
7.12		Develop a joint customer information sharing protocol between agencies.					

**OBJECTIVE 8: INFORMATION TECHNOLOGY**

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
8.1		Investigate ways of ensuring that the technology is in place to support front/back office links.	March 2007	Steve Phipps			Clear corporate approach to achieving integration where a business case supports this.
8.2		Ensure the integration of the customer relationship management software and other software between services	April 2008	Steve Phipps		Clear corporate approach to achieving integration where a business case supports this.	Clear corporate approach to achieving integration where a business case supports this.
8.3		Investigate all opportunities for customers to self-serve access software (internet/intranet).	April 2007	Aymen Khan		Clear corporate approach to achieving integration where a business case supports this.	
8.4		Consider the implementation of an e-delivery programme (could be incorporated or linked into the customer services programme).	June 2007	Aymen Khan			
8.5		Integrate into planning processes how current technology can be used to deliver services to the customer.	November 2006	Steve Phipps			Use of technology as part of service improvement where appropriate
8.6		Ensure that the t-Government strategy has an external customer service focus and that the expectations and needs of the whole community inform the strategy.	November 2007	Steve Horner		Use of technology as part of service improvement where appropriate	
8.7		Extend the Information Management Strategy to incorporate knowledge management and implement processes/procedures to corporately manage this.	January 2007	Aymen Khan			
8.8		Establish a Project Team to define and implement a strategy for the corporate management of documentation in all services	September 2007	Michael Hopkins			

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
8.9		Monitor use of customer feedback and complaints by services and obtain feedback as to how this information has been used to improve services.		Caroline Marshall	Completed	Manual system currently in use however, new CRM will improve reporting	
8.10		Investigate ways of sharing learning from customer feedback and complaints	June 2007	Caroline Marshall			Data available from CRM used for sharing learning regarding customer feedback and complaints
8.11		Investigate ways of making the intranet/internet more user friendly/easier to find information.	March 2007	Aymen Khan			
8.12		All services to undertake the NeSDS Customer e-Service Delivery Standards Assessment.	October 2006	ROL			
8.13		Incorporate the recommendations from the Customer e-service Delivery Standards (ROL report) and the recommendations for the customer telephony contact (Improcom report) into the Improvement Plan.	June 2007	Steve Phipps			That this improvement plan is comprehensive and achievable
8.14		Create a FAQ database for use by all staff/councillors and which incorporates other organisations that customers can be directed to, to get information/advice/assistance.					

**OBJECTIVE 9: STRATEGIC**

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
9.1		Develop a vision and strategic approach to delivering customer service, including customer access, customer care, diversity and use of customer data.	December 2006	Steve Phipps	In progress	To Cabinet in November	Customer Service Strategy
9.2		Revise the Customer Service Strategy to include an on-going commitment to improve customer access, customer care, diversity and use of customer data.	December 2006	Steve Phipps	In progress	To Cabinet in November	Customer Service Strategy
9.3		Integrate within the Corporate Plan (could be undertaken as part of the customer-focus revision of the Corporate Plan).	November 2006	Steve Phipps	In progress	Corporate Plan	Customer service embedded in Corporate Plan
9.4		Use the expectations and needs of the whole community to inform the strategy.	December 2006	Steve Phipps	In progress	Wide ranging consultation with public underway - To Cabinet in November	Customer Service Strategy
9.5		Ensuring that all our partner/shared relationships/facilities have a shared customer service vision and expectations when dealing with mutual customers that link into our vision/expectations.	December 2006	Steve Phipps	In progress	Stakeholders currently being consulted	Customer Service Strategy
9.6		Ensure that a customer service focus is part of the service development process and budget planning process.	August 2006	Steve Phipps	Completed		SDP documentation

Action No	Date Added	Action	Target Date	Lead Officer	Task Status	Update	Deliverables
9.7		Clarify objectives of star chamber process i.e. does this have a customer focus, what mechanisms are in place to ensure this happens, what mechanisms are in place to ensure that customer feedback is taken into account, when mechanisms are in place to ensure the customer knows their views have been taken into account, what mechanisms are in place to communicate the decision and the reasons for the decision to the customer.	November 2006	Steve Phipps		Work progressing as part of the SDP process for 2007-08	Service plans and improvements addressing customer needs
9.8		Set up a working party to engage with all services about the migration and integration of functions into the customer contact centre (CCC)/ customer service centre (CSC) (including where responsibility lies for the customer interaction/repopulation) and formulate a programme of work	November 2006	Steve Phipps		Part of CRM deployment	Roll out plan for service integration and change
9.9		Investigate ways of educating/informing customers about the corporate branding and getting the message across that the customer is important.	August 2006	Karlie Thompson	<b>Completed</b>	AZ Campaign and the Reputations Project. Customer Service Standards and Customer Service Strategy consultation. Talk Back Session on the Corporate Plan.	