

Customer Service and Access Strategy October 2007 to March 2009 – Evaluation of Implementation Plan

Activity	Lead Officer	Target Date	Expected Outcome	Resources	Actual Outcome
(a) Improving customer data collection and performance measurement					
Measure customer volumes by access channel	Customer Service and Access Officer	March 2008	Better informed about customer behaviour and preferences	Staff time Some free software for the website	Better informed about channel usage (Carried forward into 2009-2011 strategy)
To map what customer data is held by service departments	Customer Service and Access Officer	December 2008	Corporate assessment of information held	Staff time to co-ordinate Departments to contribute	Being collated through the evidence files for Customer Service Excellence
Evaluate software available to produce customer segmentation and/or community profiling information	Customer Service and Access Officer	March 2009	Business case proposal	Staff time to research and evaluate	Knowledge of software systems and appropriate procurement
Continue with some form of mystery shopping	Customer Service and Access Officer	September 2008	Mystery shopping benchmark for telephone and email improved by 5% Benchmarking data	Staff time to co-ordinate Funding stream will need to be identified if Derbyshire Partnership ceases funding Departments to action improvements	6% and 13% dip in headline scores for telephone and email respectively. Within that some areas of improvement (Wave 4 mystery shopping results) Action plan agreed with SMT (Carried forward into 2009-2011 strategy)

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Produce guidance and recommendations for measuring external customer satisfaction	Customer Service and Access Officer	December 2008	Consistent approach to measurement for benchmarking purposes	Staff time to produce A future budget bid may be required for a council wide survey Departments to implement recommendations	Policy progressing along the approval route. Methodology used in a number of successful pilots (Carried forward into 2009-2011 strategy)
Undertake some mapping of customer experiences when contacting the Council (Pilot in Contact Centres)	Customer Service and Access Officer	June 2008	Better understanding of customers' experiences	Staff time to track and document Some front-line departments to provide information	Limited pilot undertaken by Contact Centres. Recognition that training on methodology required (Carried forward into 2009-2011 strategy)
(b) Embedding customer service standards and achieving national recognition					
Securing further improvements to targets set for key customer service standards (corporate plan target)	Customer Service and Access Officer	March 2008	Improved customer access and service – targets for 2007/08 include 85% of calls answered within 20 seconds, 92% of emails replied to within 8 working days and 85% of complaints responded to within 20 working days	Staff time to analyse/report All departments to contribute to	Three key customer service standards exceeded the targets set (email acknowledgement, waiting times at a Contact Centre and written complaints handling) whilst three narrowly missed the targets set (email, letter and telephone response times). Significant improvement to number of telephone calls answered within standard. (2008/09)

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Establish and deliver service standards in all departments (corporate plan target)	Head of Customer Service and Performance	March 2009	2% increase in % of customers who feel well informed about the Council's standards of service Service booklets	Staff time to develop standards and produce booklets Printing costs Departments to establish standards and contribute to service booklet content	Service standards for timeliness and quality being set through production of 10 Customer Information Booklets. Booklets on course for printing in July 2009
Work towards achieving Customer Service Excellence (corporate plan target)	Head of Customer Service and Performance	March 2009 (Corporate plan target 2010)	Improved services to customers, enhanced reputation, national recognition Corporate Charter Mark accreditation	Staff time to go through the accreditation process, collate and produce evidence Training and development of Managers All departments to contribute towards the process	Customer Excellence Group established and meeting monthly. Group representatives have attended a one day workshop on the Standard. Gap analysis completed and reviewed. Evidence being collated (Carried forward into 2009-2011 strategy)
Maintain Charter Mark accreditation for Customer Contact Service	Head of Customer Service and Performance	January 2008	Continued national recognition for customer service excellence through Charter Mark accreditation	Staff time to collate additional evidence	Accreditation successfully maintained (January 2008 and 2009)

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Consider the benefits of adopting the National e-Service Delivery Standards	Customer Service and Access Officer	September 2008	Improved services to customers, national recognition	Staff time to assess benefits	Considered – own standards now established and improving. Better to concentrate efforts on Customer Service Excellence
(c) Reviewing and recommending how best to deliver customer service and access					
Undertake a best value review of customer service and access. Produce recommendations and an action plan	Head of Customer Service and Performance	March 2009	Report and recommend on how best to provide customer service and access from April 2009	Staff time to attend meetings, provide information, produce report etc. Some departments to contribute to the review	Completed. Review panel report has been presented to SMT and elected members. Implementation to be considered by SMT during 2009/10
(d) Continuing to design and deliver services to meet the needs of customers					
Incorporate performance information on compliments/comments/complaints and key customer service standards into PERFORM	Customer Service and Access Officer	March 2008	Enhancement of centralised performance management system Increased accessibility to officers and members	Staff time to develop and put on the system	Undertaken quarterly, improving access for officers and members

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Collate demographics data	Head of Regeneration / Head of Customer Service & Performance	December 2008	Better understanding of current and future needs of local population, including migrant population	Staff time to collate	Greater amount of demographics data now available to the Council, particularly around ethnic origin and health data. This data now needs to be used to improve services to customers
To make the website transactional	Senior Project Officer	March 2009	More choice and access for customers. Reduced costs due to increased on-line service provision	Staff time to develop	Top transactions have been enabled: Payments, Planning enquiries, Abandoned vehicles, Dog fouling, Fly tipping, Missed bins and Litter
Business Process Improvement (BPI) exercise	Head of Customer Service & Performance	September 2008	Potential efficiencies identified	£20,000 budget already allocated. Staff time to co-ordinate	BPI training completed and reported to SMT who will now monitor the action plan. BPI programme to be developed. (Carried forward into 2009-2011 strategy)
Customer Relationship Management (CRM) review and development	Head of Customer Service & Performance	March 2009	Improved customer service and efficiencies unlocked	Staff time Resource implications to be identified after review	Good progress has been made in maintaining and developing CRM including more recently monitoring the new NI 14 - avoidable contact. The system is now embedded into the daily work of the Contact Centre with the support of ICT

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(e) Continuing to improve internal and external communication					
Produce Plain English Guide	Communications Officer	December 2007	Consistency in the language used in council publications and literature	Staff time to develop	Guide nearing completion and is expected to be finalised and submitted to Customer Excellence Group in July 2009. Delay has been subject to re-prioritisation of communication work
Produce annual A-Z guide of Council services and distribute to residents across the district	Communications Officer	Annually every April	Improve knowledge of and access to our services and customer satisfaction with council services	Staff time and £3,000 within existing budget to produce and distribute the publication	Completed and distributed across the district in March 2008 and March 2009 with the Council Tax Bills
Produce Intouch newspaper – 4 editions per year	Communications Officer	April 2008 July 2008 October 2008 January 2009	2% increase in % of residents who feel well informed about the services and benefits the Council provides. Improve customer satisfaction	Staff time and £3,500 per issue to produce and distribute the publication. Existing budget for 2 issues, budget bid required for additional 2 issues Departments to produce articles	4 editions per year have been produced and distributed across the district. The Citizens' Panel was surveyed in November 2008 and an increase of 6% to 72% of people felt the Council kept them well informed
Raise awareness of and publicise the website for council services and information	Communications Officer	March 2009	2% increase in % of residents who use the website to find out information	Staff time Budget bid required Departments to contribute to	Difficult to quantify any increases in website visits as information only available for 2008/09. However increases noted in

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				<p>raising awareness</p>	<p>email enquiries and requests for service (2007/08) 1384 email enquiries and 1305 email requests for service, total of 2689 email communications via enquiries@bolsover.gov.uk) compared to 1924 in 2006/07. An increase of 765 or 40% in email enquiries/requests. 2008/09 1150 email enquiries and 1778 email requests for service (total of 2928 email communications via enquiries@bolsover.gov.uk) compared to 2689 in 2007/08. An increase of 239 or 9% in email enquiries/requests)</p> <p>Various activities undertaken to raise awareness from articles in In Touch to promotion at events – Fairness for All, Older Persons Forum (Carried forward into 2009-2011 strategy)</p>

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Develop Intranet – make it easier to navigate and provide an area for Members	Communications Officer	March 2009	Improved access to information for employees and elected members. Maintain and build upon the 74% of employees who feel that the Council keeps them informed	Staff time to develop	The new Intranet (ERIC) has been launched with a much simpler structure, making it easier for staff and elected members to navigate the site. New plug-ins have been added and the site is much more interactive and dynamic. A user poll was added asking staff and elected members for their opinions on the new site. (Positive feedback received).Ongoing developments will take place to ensure the site remains fresh and lively (Carried forward into 2009-2011 strategy)

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Develop Website – make more user friendly for customers including improving the accessibility to the web for users with disabilities	Communications Officer	March 2009	Improved access to council services for users of the site	Staff time to develop Departments to contribute via Content Management Representative	Awaiting template designs for new site. Once received meetings will be set up with departments to discuss the structure and their content
		March 2009	Conform to W3C (World Wide Web Consortium) standards and achieve conformance level AA		Delayed pending new website during 2009-2011 (Carried forward into 2009-2011 strategy)
(f) Expanding user engagement and consultation					
Through the Young Voice project identify and deliver young peoples priorities by March 2009 (Corporate Plan target)	User Engagement Officer	March 2009	Increased engagement with young people 2% increase in % of residents who feel well informed about how to get involved with local decision making	Staff time to run meetings and develop projects Budget to deliver projects Some departments to contribute	Increased engagement with young people through running and developing the Young Voice project through this strategy period. Various projects and events undertaken

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Develop the Citizen Panel as a corporate mechanism to consult local residents	User Engagement Officer	October 2008 March 2009	Refreshment of the panel to ensure high response rate Increased use of the panel for face to face engagement 2% increase in % of residents who feel well informed about how to get involved with local decision making	Contribution from Derbyshire County Council for refreshment Staff time Funding resources may be required for training	County did not provide refreshment, however a mini refreshment was carried out in November 2008, after a recruitment drive, to increase response rates. Average response rate improved from 51% in 2007 to 56% in 2008 3 panel surveys undertaken in 2008 (plus Place Survey) featuring 12 individual surveys An Equality Panel was formed in 2008 for face to face consultation on all equality issues
Develop a more user friendly version of the consultation toolkit and publicise as a corporate resource	User Engagement Officer	May 2008	An improved consultation resource for departments to use	Staff time	Some amendments made to toolkit (further work planned) (Carried forward into 2009-2011 strategy)
Provide training and development support to staff in user engagement and consultation skills	User Engagement Officer	March 2009	Training courses available on key consultation and engagement skills	Staff time Budget from existing resources to run some specialised courses	Support provided to various departments on their consultation proposals Recognition that a better approach was to maintain skills centrally and provide support when required

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Interactive electronic consultation warehouse (Ask Derbyshire)- publicise the site publicly, monitor and evaluate its use	User Engagement Officer	March 2009	More opportunities for people to engage with the Council	Staff time Budget within existing resources to fund site developments	Some publicity undertaken, on-line survey software purchased to enhance usage (site to be evaluated during 2009/10) (Carried forward into 2009-2011 strategy)
Develop a consultation policy	User Engagement Officer	Dec 2008	Clear direction on and principles for consultation	Staff time	90% completed awaiting 'duty to involve' guidance for consideration and review (Carried forward into 2009-2011 strategy)
Support the implementation of the Best Value Satisfaction Survey Action Plan	Head of Customer Service and Performance	March 2009	Improved triennial user satisfaction	Staff time Some departments to contribute to	Survey action plan will be replaced with new plan when Place Survey is published early 2009.
Review Community Forums after pilot and make recommendations	Head of Customer Service and Performance	July 2008	Project reviewed taking into account an analysis of attendee questionnaires and measures agreed by the Steering Group	Staff time	The Community Forum pilot project has been evaluated and reported to the Steering Group. New proposals are being developed for 2009/2010
Research and evaluate 'on line' survey software	User Engagement Officer	Sept 2008	Business case proposal	Staff time	Business case approved, software purchased. Need to develop (Carried forward into 2009-2011 strategy)

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Investigate the possibility of holding an one-off face to face event for panel members to feedback on actions and consider establishing sub-panels on service areas/ topics e.g. recycling	User Engagement Officer	December 2008	Higher response rate amongst Citizen Panel members and greater satisfaction with opportunities to get involved in decision making and influence local decisions	Staff time and refreshment costs (within existing budget)	This was scheduled to take place at Kissingate Leisure Centre, however postponed due to the fire. (To be reviewed during 2009/10)