



CAI.15 12/13
Challenge and Improvement Committee
Date 11th September 2012

Subject: Summary of projects within the Customer Experience strategy

Report by:

Alan Robinson Head of Revenues, Benefits and Central Services

Contact Officer:

Officer name Lyn Marlow
Customer Strategy and Services Team Manager
Telephone 01427 676 684
Email lyn.marlow@west-lindsey.gov.uk

Purpose / Summary:

To advise members about the work being undertaken to deliver the Customer Experience Strategy

RECOMMENDATION(S):

That Members note the projects and feed comments into Councillors Howitt-Cowan and Welburn for discussion in Customer Experience working group meetings

IMPLICATIONS

Legal:
None arising from this report.

Financial :
None arising from this report.

Staffing :
None arising from this report.

Equality and Diversity including Human Rights :
*NB: A full impact assessment **HAS TO BE** attached if the report relates to any new or revised policy or revision to service delivery/introduction of new services.*

Risk Assessment :
None arising from this report.

Climate Related Risks and Opportunities :
None arising from this report.

Title and Location of any Background Papers used in the preparation of this report:
None

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1. Introduction

1.1 Customers are at the heart of what we do and we need to ensure that our services meet the needs of the customer in terms of:

- Ensuring our services is customer led and designed in collaboration with customers
- That they are accessible to all who want to use them and that we offer a variety of channels through which customers can access our services
- That the outcomes of the services we provide deliver the outcomes customers need

1.2 The customer first program, approved November 2010, aims to deliver Customer Led Services, Effective Appropriate Access for all delivering better outcomes.

1.3 To make this program a reality a Customer Experience Strategy has been developed which will:

- Improved access to public sector services for all by providing fully transactional services via the website and other electronic means.
- Improve services to customers by learning from all types of customer feedback.
- Will provide customer led services, co-designed by empowering customers and sharing all relevant information.
- Will identify service failure
- Information about our customers will be used to inform our decisions about service offerings, current and future delivery and investments.
- We will use information about demand to understand customer requirements
- Challenge and monitor the in-depth reviews to ensure customer focus adequate
- Poor customer behaviour by staff will be challenged and we will reward and recognise good customer behaviour by staff

The strategy will be monitored via the Entrepreneurial Board receiving regular updates

A programme has been put together for five key areas

- Channel Shift – we are to commence a programme of guiding customers through the website so that they can request services via the website

- Website Content – a review of all website content has commenced with a view to making the website more customer focused with the ability to access at least 80% of our services via the web on a 24/7 basis.
 - Customer Focused service – a pilot is underway within the planning section to ensure that this team becomes more customer focused in providing its services. This means implementing a range of options to improve initial customer satisfaction through to longer term initiatives. This pilot will then be rolled out across the Council.
 - Customer care training – all staff to undertake this training commencing in November onwards. Once trained, staff will be expected to deliver good customer service and failure to do so may result in disciplinary proceedings.
 - Customer Insight – work will commence on understanding why our customers access our services the way they do, what are our top 10 demands, what are our top 10 failures, what are the current needs of our customers and what will be future needs.
- 1.5 A Customer focus group has been set up consisting of Councillors Howitt-Cowan and Welburn, Mark Sturgess, Emma Redwood, Alan Robinson and Lyn Marlow with our first meeting set for 5th September 2012.

2. Projects

2.1 Channel Shift and Website Content

These two areas have now been merged into one project called Website Content and will focus on the following areas:

- To ensure we can deliver the above we need to ensure that the website is as interactive as possible
- That the A-Z of services is built from the point of view of the customer
- That the content of the website is relevant, up to date, written in plain English and is fully interactive
- That the website is fully compliant with the latest technology in order to ensure we meet the needs of all our customers
- The website is easy to understand and navigate in order to encourage self serve
- Monitoring of information on web to ensure relevant and up to date

2.2 Customer Focused service has two mini projects within this area one is complaints system and the other is the planning improvement plan.

The review of the complaints system will:

1. Provide a more efficient and effective means of capturing and reporting on complaints and all types of feedback, resulting in increased customer satisfaction and a reduction in customer service costs.
2. Allow all staff to be able to input complaints into the system regardless of location so that all complaints are captured and are from the customer perspective owned at the first point of reporting.
3. Will provide instant continuous learning from all complaints
4. Will provide independent random methodology for undertaking customer satisfaction surveys on customers with concluded complaints
5. Will provide customer insight data is used to inform decision making and the Localism programme
6. We have reduced failure demand on the council
7. We have created a shared responsibility for delivering better outcomes

Status of this project is that the new complaints system is currently being built by our IT team, templates for letters have been designed, training course is being put together, a communications plan has been drawn up and a performance management system has been designed

The planning improvement plan is attached in appendix A and it is intended that all milestones identified will be achieved by May 2013. The planning improvement plan is a pilot project and will provide the template for future improvement plans within all sections of the council

2.3 Customer care training

The training plan has been developed along with the presentation and it is intended to commence roll out to all staff from Autumn 2012

All staff will have to attend

It is also anticipated that members will also be involved in this training

2.4 Customer Insight

The project in relation to insight has yet to be prepared and presented to ECB for approval

2.5 All projects within the Customer Experience are overseen by the Entrepreneurial Council Board who then report to the Corporate Governance and Strategy Board. Regular updates can take place to this committee in future or members can decide that they are happy that Councillors Howitt-Cowan and Welburn represent their view via the working group.

Appendix A

- 1 Planning Improvement plan milestones
- 2 Getting information online within 2 working days of receiving it
- 3 Communications plan in action during September, October and November
- 4 New fee regime in place
- 5 Electronic database system identified for planning and building control data
- 6 Electronic database system identified for land charges data
- 7 Historic data (CD, microfiche, paper files etc.) is clean and able to be assimilated into one system. (Planning)
- 8 The number and type of building control files identified and data cleansed ready for digitising and adding to land charges system
- 9 The number and type of housing files identified and data cleansed ready for digitising and adding to land charges system
- 10 Historic data (CD, microfiche, card index system etc.) is clean and able to be assimilated into one system. (Land charges)
- 11 Short term solution identified to streamline process and allow data sharing between software packages.
- 12 Short term solution identified to streamline process and allow data sharing between software packages.
- 13 All systems are talking to each other and officers are working more efficiently and effectively
- 14 Cost recovery software system identified (whether this is an update to Flare or other).
- 15 System in place by new financial year.
- 16 System in place being used and all service payments being taken
- 17 Feedback from users of service and members incorporated into provision
- 18 More people part of duty officers rota
- 19 New letter templates
- 20 Procedure sheets in place
- 21 Monitoring process in place and used on a monthly basis

- 22 Communication Plan
- 23 Parish Council training sessions in place
- 24 10/10 survey process in place and ready to start using for October 2012
- 25 Clear customer standards for service
- 26 All staff in service have attended Customer Experience training
- 27 All staff in service have attended difficult customer training.
- 28 All staff in service have attended basic complaints and Minerva training.
- 29 HoS and team managers in service have attended complaints and Minerva training.
- 30 Improved website and content for service
- 31 Business plan in place for Land Charges ready to be implemented for new financial year,
- 32 Business plan in place for Building Control ready to be implemented for new financial year,
- 33 Marketing plan in place for Land Charges ready to be implemented for new financial year
- 34 Marketing plan in place for Building Control ready to be implemented for new financial year,
- 35 Team managers are running the committee process and supporting officers and members at committee.
- 36 Team managers and senior officers have more experience and are confident in coaching and mentoring other team members.
- 37 Team managers and senior officers are confident in signing off planning reports.
- 38 Solution to senior planner gap sorted and recruitment/ procurement started.
- 39 All staff have attended a team away day
- 40 HoS, team managers and senior officers have attended commercial training
- 41 Senior Planner from Balfour Beatty dealing with wind farm application

- 42 Staffing plan in place which includes the review of skills gaps and opportunities for skill development.
- 43 A range of flow charts for different types of applications is available and published on website.
- 44 Revised enforcement policy with priorities
- 45 Guidelines produced for greater range of staff involved in enforcement.
- 46 Flow chart for process published on website and link provided to all parish councils
- 47 All relevant staff have completed training and are carrying out enforcement duties as part of their role.
- 48 Members have completed training on enforcement and understand the priorities and process
- 49 Parish councils have completed training on enforcement and understand the priorities and process.
- 50 Accreditation scheme introduced
- 51 Request Form for councillors
- 52 Revised planning committee cycle