

Customer Access Strategy

Vision - To promote Carlisle as a prosperous City, one in which we can all be proud.

| Objectives |
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| <p>1. The customer experience will be of the highest possible standard</p> <p>Using customer information to shape service delivery around our customers needs so that they are delivered responsibly, accurately and cost effectively (All residents of Carlisle can confidently and easily access all the council's services they need. This should be in a timely and appropriate manner, irrespective of where they live, their skills knowledge and ability)</p> |
| <p>2. Customer access will be supported by the most appropriate use of new technologies</p> <p>Ensuring that we are an efficient and effective Council. One that continually reviews its processes and technological requirements to deliver cost efficient quality services in a timely manner that are appropriate to customers.</p> |
| <p>3. Achieve effective and appropriate collaboration with partners</p> <p>Proactively seeking out opportunities to work collaboratively with our partners to continually improve access to information and services provided to our customers.</p> |
| <p>4. Achieve channel shift across the whole of the customer base</p> <p>Encouraging self service where this is appropriate, for those who are able to contact the Council in this way, and publishing our achievements.</p> |
| <p>5. Learning, development and training</p> <p>Providing empowered, well-trained, professional and knowledgeable staff to support the delivery of services and assist customers to be confident and competent users of ICT based access.</p> |

1. The customer experience will be of the highest possible standard

| Action | Requiring | Timeline |
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| <p>Agree and introduce clear service standards across all aspects of customer contact.</p> | <p>Ensure that services are focussed fully around the needs of the customer by :</p> <ul style="list-style-type: none"> • Review of face to face, telephony and web performance standards and monitoring mechanisms (such as mystery shoppers etc) across all access channels within all services. • Review use of customer insight to give us an accurate understanding of the customer profile (i.e. focus groups, feedback cards, CRM, complaints, compliments and comments). | <p>April 2013</p> <p>Complete Oct 13</p> <p>To be reviewed again in new strategy 14/15</p> |
| <p>Introduce new customer contact performance monitoring standards</p> | <p>Report quarterly to Community Engagement DMT</p> <ul style="list-style-type: none"> • Service level agreements for delivery of service requests, e.g. new bin, fly tipping removed, abandoned vehicle removed. | <p>April 2013</p> <p>CE DMT finished when Keith Gerrard left.</p> <p>New strategy will ensure report corporately.</p> |
| <p>Re-engineer processes, in order to improve first point of contact resolution and improve right first time resolution.</p> | <ul style="list-style-type: none"> • Re-design services and re-engineer processes and procedures via Lean Systems thinking methodology. • Introduce Rapid Improvement Events | <p>Jan 2012 onwards</p> <p>Ongoing course of action 14-15</p> |

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| <p>All customer service requests, requests for information and advice to be co-ordinated through the customer contact centre and recorded on CRM in the first instance.</p> | <ul style="list-style-type: none"> Officers and Members should take details from customers and then direct the details through the customer contact centre. | <p>May 2012 onwards.</p> <p>Ongoing work 14/15</p> |
| <p>Introduce systematic use of CRM intelligence</p> | <ul style="list-style-type: none"> Feed into covalent for a holistic view of customer needs. | <p>Jan 2012 onwards</p> <p>Ongoing piece of work 14/15</p> |

2. Customer access will be supported by the most appropriate use of new technologies

| Action | Requiring | Timeline |
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| <p>Use technology to support and enhance customer access and service delivery.</p> <p>Set up an Automating Services Project Board to support new ways of working/service delivery using new and emerging technology.</p> | <p>Cross service/departmental work package</p> <p>Consider opportunities, and challenges associated with the greater use of the current and anticipated new technologies/social media to communicate and engage with customers:</p> <ul style="list-style-type: none"> Devise and introduce mobile App technology for services, e.g. Housing App, Carlisle People App. Undertake primary and secondary research, including: <ul style="list-style-type: none"> Identifying and evaluating good practice | <p>2012/13</p> <p>Complete Nov 13.</p> <p>New strategy will include</p> |

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| | <ul style="list-style-type: none"> ○ focus groups, ○ market testing, ○ officer work groups ○ Member workshops ○ Young People's workshops | <p>Digital Service Delivery Project 14/15</p> |
| <p>Devise, agree and implement new working practices across all customer contact locations, including Community venues.</p> | <p>Resourced implementation action plan in line with Transformation programme.</p> | <p>April 2013</p> <p>Kiosks in Community Centres – Yewdale as a pilot.</p> <p>Enhanced programme of work in new strategy 14/15.</p> |

3. Achieve effective and appropriate collaboration with partners

| Action | Requiring | Timeline |
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| Review and evaluate all collaboration opportunities | <p>Working group with Customer Contact service to be a major part of:</p> <ul style="list-style-type: none"> • Identify areas of similarity/dissimilarity and potential barriers to implementation with partners • Evaluate greater customer access collaboration with (for example) CDRP, Police, DWP, Public Health Partners, Voluntary Sector, Riverside, YMCA, Salvation Army. • Further asset/accommodation sharing with partners, e.g. Post Office Counters, Job Centre Plus. • Examine collaborative opportunities to minimise the potential effects of the Welfare Reform Bill. | <p>Nov 2012 onwards</p> <p>Ongoing programme of work 14/15.</p> |
| Develop a shared vision with partners for excellent customer access in Carlisle and seamless customer service delivery | <ul style="list-style-type: none"> • Establish combined customer forums and integrate consultation activity. Share feedback and research. • Agree common signage across access channels supporting customers with learning, language or literacy difficulties or sensory loss to access services. • Share customer issues with all stakeholders to enable total resolution for customers in a cost effective way. Utilising | <p>March 2013</p> <p>Ongoing programme of work 14/15</p> |

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| | customer information in accordance with the data protection act to overcome mutual issues which involve stakeholders. | including review of joint working arrangements. |
| Rationalise and improve co-location of services with other partners. | Multi Agency Framework Model Approach. | Developed December 2012 Signed up by partners delivering joint service delivery |

4. Achieve channel shift across the whole of the customer base

| Action | Requiring | Timeline |
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| <p>An enhanced website facility ensuring consistency of terminology and up to date service information.</p> | <ul style="list-style-type: none"> • Insight from customer groups (Youth Zone, Age UK, Focus Groups) • Best practice from websites | <p>April 2013 onwards</p> <p>This section complete.</p> <p>New strategy will support the Digital Service Delivery Project.</p> |
| <p>Reduce the digital divide by extending electronic access to services through community centres, village halls, leisure centres, etc.</p> | <ul style="list-style-type: none"> • Feedback from Community Centre projects including community web development. | <p>April 2013 – complete.</p> <p>Kiosks in Yewdale and on order for Brampton & Greystone Rd.</p> <p>Rural pilot</p> |

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| | | delayed due to local issues. |
| Promote and market new ways of accessing services to help customers to become confident in accessing services in new ways. | <ul style="list-style-type: none"> • Engagement of customers in the design and review, management and delivery of services, and the development of access channels and local customer facilities. • Use of Triage Reception roles to promote online facilities to customers • Use feedback as part of service design, development and delivery • Developing, embedding and encouraging self serve via an enhanced website and mobile Apps. | <p>April 2013 Triage staff in post Aug 13.</p> <p>Further enhancements in new strategy 14/15.</p> |

5. Learning, Development and Training

| Action | Requiring | Timeline |
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| Put customer access at the heart of all aspects of Council service delivery. | <ul style="list-style-type: none"> • Introduce customer service training as part of induction process. • Develop customer service training package to be incorporated into training, appraisals etc. • Build a customer centric authority with a focus on putting the customer first. | April 2013 Ongoing Nov 13 – corporate staff sessions on culture project. |
| Deliver services through a committed, well trained and motivated workforce. | <ul style="list-style-type: none"> • Embedded through all frontline services. | Ongoing Further work in new strategy 14/15 |
| Implement a comprehensive change management process to support staff through a period of rapid and substantial change particularly in the area of welfare reform. | <ul style="list-style-type: none"> • Mentoring process to cascade throughout authority. | Jan 2013 onwards Ongoing dependant on WR |

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| | | timetable. |
| Incorporate a “train the trainer” approach to cascade Lean Systems Thinking methodology through the authority to promote customer centric service improvements. | <ul style="list-style-type: none"> • Train the trainer training through Lean programme. • Rapid Improvement Events identified. | Developed Jan 2012 onwards |
| Improve internal communications and increase the capacity for staff to help shape the improvement of services. | <ul style="list-style-type: none"> • Challenge & Change Group • Staff briefings • Information cascade back and forward via team meetings, DMT, etc, management briefings etc. | March 2013 Ongoing – carried forward to new strategy 14/15 |
| Ensure that performance management information, key indicators and monitoring systems are fed into covalent to measure our progress toward achieving excellence in customer access. | <ul style="list-style-type: none"> • Data collected for quality and quantity measurement. • Goals to ensure constant improvement in delivery of services. • In line with ongoing service reviews and customer expectations. | April 2013 Ongoing work – carried forward to new strategy 14/15 |
| Ensure Equality and Diversity training for all staff to deliver an appropriately sensitive service to a diverse community with diverse requirements. | <ul style="list-style-type: none"> • Hard to reach groups • Community Resource Centre, Hostels • Age UK, Youth Zone, CLL, Tullie House, Community Venues • Disability groups • In collaboration with partners – Police, Voluntary Sector, Riverside, YMCA, Salvation Army, County Council | 2012/13 Ongoing work – carried forward to new strategy |

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