

# REPORT TO EXECUTIVE

## PORTFOLIO AREA: Corporate Resources

|                                 |                                |                           |     |
|---------------------------------|--------------------------------|---------------------------|-----|
| Date of Meeting:                | 25 <sup>th</sup> November 2002 |                           |     |
| Public                          |                                |                           |     |
| Key Decision:                   | Yes                            | Recorded in Forward Plan: | Yes |
| Inside/Outside Policy Framework |                                |                           |     |

**Title:** Best Value Customer Contact - Final Report

**Report of:** The City Treasurer

**Report reference:** Financial Memo 2002/03 No. 80

### Summary:

This report presents the final report on Best Value Customer Contact, updates the financial position with respect to the recommendations and makes recommendations on the way forward for implementing the action plan contained within the report.

### Recommendations:

That subject to the outcome of any discussion with potential private sector partners:-

- a. That the best value report be accepted
- b. That the capital sum for setting up the unit be considered as part of the Property Services Managers overall plans for the greater utilisation of the Civic Centre and be consolidated within those costs
- c. That the revenue costs of the unit, calculated at £50,000 per year, be considered as part of the budget estimate for 2003/2004
- d. It be noted the subsequent year's revenue costs may be offset by income generated by the Property Services Manager's greater utilisation of the Civic Centre resulting in a net zero increase in overall revenue expenditure
- e. That the Executive accept the principle that staffing for the Customer Service Unit be found from existing service units, the details to be provided in subsequent reports.

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1.

## 2. BACKGROUND INFORMATION AND OPTIONS

1. This report re-presents to the Executive the final Best Value report on Customer Contact. It is attached in the Appendix.
2. Since the report was originally presented to the Executive, it has been to the Overview and Scrutiny Committee Management Committee who have confirmed the report has met the original brief given to it by the Scoping Panel.
3. The report was originally presented to the Executive on the 30<sup>th</sup> September 2002, where the basic principles of the report and associated Action Plan were accepted. However, they requested further information about the financial aspects of implementing the report, particularly the estimated capital cost of £500,000 and the annual revenue cost of £50,000 and details of the consultations which need to take place between existing Departments and the new Customer Service Unit regarding staff transfers.
4. Since that Executive meeting it has become clear that the capital cost of setting up the Customer Contact Centre should be considered within the context of space utilisation of the Civic Centre as a whole. As such it is proposed that the capital costs for setting up the Customer Contact Centre be presented to the Executive as part of the business case being prepared by the Property Services Manager when he considers plans for greater utilisation of the Civic Centre.
5. Similarly, the running costs of the Customer Services Unit, calculated at £50,000 per year, might be offset by the additional revenue the Property Services Manager realises from the commercial marketing of space freed during the Civic Centre space reorganisation. Until that time, the ongoing cost of the Customer Service Unit should be considered as part of the budget estimate for 2003/2004.
6. Detailed discussions with Unit Managers have yet to start about the transfer of staff to the new Customer Service Unit. These discussions are likely to take place over a prolonged period of time coinciding with the transfer of front office services to the Customer Service Unit. However, the Executive is asked to endorse the principle that to staff the customer service unit, existing service managers will be required to release personnel into the new unit. This is an important aspect of the review if the staff cost of implementing the review recommendations is to remain neutral. The outcome of the staff transfer discussions should be the subject of future reports to the Executive.
7. The possible use of private sector partners is a new aspect to the proposed Customer Service Unit that has arisen since the completion of the Best Value Review. Presentations are to be made to the Executive on the 5<sup>th</sup> December by possible private sector

partners. The recommendations made in this report are made without prejudice to the outcome of those presentations and subsequent discussions.

## **2. CONSULTATION**

2.1 Consultation to date.

2.2 Consultation proposed.

## **3. STAFFING/RESOURCES COMMENTS**

N/A

## **4. CITY TREASURER'S COMMENTS**

Have been incorporated into the report.

## **5. LEGAL COMMENTS**

N/A

## **6. CORPORATE COMMENTS**

N/A

## **7. RISK MANAGEMENT ASSESSMENT**

N/A

## 8. EQUALITY ISSUES

N/A

## 9. ENVIRONMENTAL IMPLICATIONS

N/A

## 10. CRIME AND DISORDER IMPLICATIONS

N/A

## 11. RECOMMENDATIONS

That subject to the outcome of any discussion with potential private sector partners:-

1. That the best value report be accepted
2. That the capital sum for setting up the unit be considered as part of the Property Services Managers overall plans for the greater utilisation of the Civic Centre and be consolidated within those costs
3. That the revenue costs of the unit, calculated at £50,000 per year, be considered as part of the budget estimate for 2003/2004
4. It be noted the subsequent year's revenue costs may be offset by income generated by the Property Services Manager's greater utilisation of the Civic Centre resulting in a net zero increase in overall revenue expenditure
5. That the Executive accept the principle that staffing for the Customer Service Unit be found from existing service units, the details to be provided in subsequent reports.

## 12. REASONS FOR RECOMMENDATIONS

The adoption of the recommendations will allow for the Customer Contact Best Value Review recommendations to be implemented.

## Customer Contact Best Value Review

**Final Report****Contents**

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## Introduction

This report presents the work of the best value review on customer contact within the Authority. Commissioned as one of the Council's first thematic reviews, this review was given the brief of examining all aspects of customer contact within the Council.

The scope of the review was:-

- (i) To provide a framework for the current and future provision of customer contact and care within the Authority.
- (ii) To conduct a review that is customer focused.
- (iii) To ensure any resulting changes in customer contact will result in customer satisfaction moving into the upper quartile.
- (iv) To ensure any resulting changes in customer contact will result in the Council fulfilling the requirement to comply with BVI157 (% of interactions with the public which are capable of electronic service delivery) moving towards 100% by 2005.
- (v) To result in a more effective and efficient regime of customer contact that will deliver to clients a high quality and easy to access interface to Council services that meet their needs.
- (vi) To result in a regime more closely related to a client's needs such as life event driven rather than related to the Council's organisation.
- (vii) To result in a higher overall level of customer care than that which is currently enjoyed.
- (viii) To produce a more resource efficient customer contact service.

**The report details its findings, makes recommendations and then goes on to suggest a new customer contact model that will meet the requirements laid out by the scoping panel. In addition an Action Plan is produced to achieve these changes and a new corporate customer contact policy for**

## **the Authority is presented.**

The evidence supporting the findings of the review has been electronically collated and is available separately in an electronic form.

## **Key Findings**

The review team consulted extensively about the current customer contact service. The following points represent the general state of the service.

- 1) Whilst there are some examples of good practice, in general the Council's customer service is being delivered in an uncoordinated manner, to different levels and standards.
- 2) There is no one officer or section charged with the overall management and delivery of customer service, which leads to duplication and disparity in the service.
- 3) There is no standard customer care policy operating within the Authority.
- 4) A customer care culture does not exist within the Council.
- 5) The customer service is very much structured on the internal organisation of the Council, which can make it difficult and confusing for customers to find the service they want.
- 6) Customer service standards are different for different services.
- 7) Key management information about the overall service is not being collected. Data on costs, customers' needs and requirements are only being addressed on a service-by-service level.
- 8) The main telephone switchboard acts as the central telephone contact point for customers, a function for which it hasn't been designed.
- 9) Training in customer services is available but is unevenly applied and very rarely beyond the level of receptionist.
- 10) The use of modern electronic systems to manage the customer relationship is practically non-existent and is certainly not deployed in an integrated corporate manner.
- 11) In general, no service improvement plans directly aimed at customer service exist.
- 12) The use of the internet for service delivery is at a nascent stage, with the Council falling behind others in this area. Where it is being utilised, its use is characterised by a silo – or non corporate approach – probably borne out of

frustration at the lack of progress at the centre.

13) As currently constituted it will be difficult for the Council to present their services in a joined up manner, which is a fundamental requirement of the Government's 2005 e-government target.

14) Consultation, development and delivery of customer service take place on a service-by-service basis.

15) There is a lack of recognition of customer contact as a separate discipline. Managers and staff tend to accommodate this particular function as an extension of their normal duties rather than as a separate role.

16) There is no ownership at the senior management level on the subject of customer contact.

17) Performance is not being measured in a consistent manner – a necessary pre-requisite to improving any service.

18) No evidence has been found of any meaningful external partnership working in the area of Customer Contact.

19) Despite the limitations of the organisation of customer service within the Authority, there is a strong evidence of the willingness of staff and management at all levels to provide a high level of customer service even whilst hampered by the current framework through which it is currently delivered.

20) In overall terms, whilst there are failings in the service and improvements that could be made, the service does tend to deliver at a basic level.

## Key Recommendations

To address the findings detailed above, the following improvements are recommended for implementation.

1. That a separate unit be created to deal exclusively with all aspects of customer contact within the Authority, particularly performance, presentation, costs and delivery.
2. That the customer contact model detailed in Appendix A be used as the basis for this.
3. That the resources for setting up this unit be found by transferring them from existing business units.
4. That this unit manages the service via service level agreements with other units - and manages and operates a service improvement plan on behalf of the Authority.
5. That this unit standardises the customer contact service across all



services.

6. That a central contact point be created and promoted for customer service requests and that all other contact points be channelled through this central point.
7. That a council wide customer care culture be introduced.
8. That senior management take ownership of customer contact by requiring the customer services manager to be consulted on any new initiatives and requiring s/he report quarterly to their management team.
9. That information systems be procured to handle and deal with customer contact on a corporate basis.
10. That the customer care unit works with service departments and the Communications Unit to develop the concept of electronic service delivery.
11. That the customer contact policy detailed in Appendix B be adopted for general use throughout the Council.
12. That mutual delivery of services takes place, after agreement with partners, via the concept of Partner Access Channels (PAC) that is detailed elsewhere in this report.
13. That an out of hour's service be developed and delivered by an external provider selected through the normal tendering process.
14. Whilst the planning and delivery of the recommendations are being carried out, that the Customer Service Manager assumes immediate control of all aspects of the current customer contact service.
15. That these recommendations apply to all Council Services with the following variations:-
  - i. Leisuretime - that the Customer Relations Method Statement accepted as part of the bid from CLL be implemented as the method of ensuring good customer contact within the services and that, where appropriate, ways of co-operating with other parts of the Council to ensure best practice in customer care be developed.
  - ii. Housing – be exempted due to LSVT and be noted that Carlisle Housing Association will vacate the Civic Centre within fifteen months but that they be invited to participate in the Partner Access Channel programme.
  - iii. Carlisle Works – their service desk continue in operation but be subject to a number of restrictions approved by the Overview and Scrutiny Committee. Recommendation 12 should form part of their service.
  - iv. Tullie House – be exempted but to be involved, and be a senior partner, in the development of the Partner Access Channel concept. Recommendation 12 should form part of their service.
  - v. Tourist Information Centres – be exempted but to be involved, and be a senior partner, in the development of the Partner Access Channel concept. Recommendation 12 should form part of their service.
  - vi. The Enterprise Centre - be exempted as this service

primarily addresses the business sector rather than the citizen - but be part of the Partner Access Channel.

Recommendation 12 should form part of their service.

- vii. The Brampton Business and Telecentre - be exempted pending further discussions with the Centre Manager - but be part of the Partner access Channel. Recommendation 12 should form part of their service.
- viii. The out of hours emergency response facility be managed by the Customer Services Team.
- ix. The possibility of running the Shopmobility service from, and integrated with, the Customer Contact Centre should be investigated.

## Organisation Implications

There are five main organisational implications arising from the recommendations:-

### 1. The interim solution

This comprises of the Customer Services Manager, after agreement of the Unit Managers about working arrangements, assuming responsibility for all existing reception services and customer contact points prior to the implementation of the review's recommendations. This would result in elements of Departments and Units service being controlled and delivered by someone outside of their control. It would also mean members of their staff would be directed by someone who is not their line manager. These day-to-day issues are surmountable but it is a new method of working for the Council. There are significant advantages to this recommendation though:-

- a. It helps the Customer Service Manager understand the business and leads to a smoother transition when the final recommendations are implemented
- b. It helps staff understand their changing role against a background of which they're familiar
- c. This method and style of working is likely to become more common in other areas as traditional barriers are broken down as the implications of the Council's organisational review are felt i.e. everyone to work as part of the Council rather than for a Unit or Department.

### 2. The creation of a new unit within the Authority

These recommendations will result in the creation of a new unit of significant size within the Authority. The unit will, using the current estimates, comprise of some 16 staff, rising to 25 if council tax and

benefits are included. With cashiers the number rises to 32.

Elements of the unit will be formed by staff transferred to the Customer and Information Services unit as part of the organisational review. However, the balance of the unit will be staffed with posts transferred from other business units that have a large degree of exposure to customer contact. Some 12 staff will need to be transferred from these other business units. Depending on the underlying nature of their business the managers of each of the new twelve business units will need to transfer between 0 to 3 staff.

On the basis:-

1. the Customer Contact Centre will be performing some back office functions
2. the organisational review has consolidated units which should produce some efficiencies

it should be possible to find the staff resource to transfer to the new Customer Contact Centre

To a large extent, the implications arising here are anticipated and allowed for within the current organisational review. What will be needed is delicate negotiation between the service manager, customer service manager and staff concerned to ensure a smooth transition to the new structure.

1. The creation of a central contact point for all service enquiries

The recommendations will result in all initial enquiries to the Council being routed through one single point of contact in the future. This will be a major cultural change for service departments who value their direct link with customers and feel that direct link is inherent to good service delivery. Service departments need to understand that these proposals don't prevent access to customers but manages the contact process on their behalf. However, to be clear, for this proposal to work it must be understood that all initial contact with the customer will be through the new customer contact unit. One implication of this is that all contact details for Carlisle services will be those of the new Contact Centre.

2. Service delivery moving from service departments to the new unit

Currently all services are delivered by the Departments directly responsible for that service. Under the new scheme Departments would have to let another unit deal with those transactions which are routine in nature and have predictable outcomes. This will require a major cultural change for service departments within the Authority who may perceive this change as a loss of control over some part of

their service. However, it should be viewed as an opportunity for improving their service with this as way of releasing staff to concentrate on their core business and the non-routine (and perhaps more interesting?) aspects of the service. In many cases this degree of change will mean the customer contact staff will form part of departmental business processes even to the extent of accessing and updating information systems.

### 3. Partnership Access Channels

The recommendations will lead to the creation of a new concept called partner access channels (PAC's). Following agreement, this is a mechanism to be put in place where the Council will be in a position to provide information about, and in some advanced partnerships, deliver services on behalf of partners. The organisational implication arising from this is that partners who are part of the scheme will, in turn, be placed in a position to deliver services on behalf of the Council.

## **Cost and budget implications**

The costs of implementing the recommendations outlined above may be broken down into four elements:- staff, building, IT and Supplies and needs to be split into capital and revenue costs. The budget implication will arise when the nett figures are considered. To arrive at the budget figures a detailed analysis of transactions for the current services has been carried out. However, whilst confident of the figures shown, these must still be considered provisional and subject to confirmation

### 1) Staff

Considerable work has been undertaken to estimate the resources required to deal with the number of transactions likely to be routed through the a new customer contact centre. It is estimated that 16 staff would be required to run a centre that did not deal with Council Tax and Benefits, at a total cost of £323k. But this would include the existing telephonist section and elements of the existing keeper section. Including the Benefits and Council Tax service would increase this number to 25 staff at a cost of £488k. Relocating other staff or parts of their posts, from existing units would find a large proportion of these costs.

The net cost to the Authority would depend on how successful this transfer is and would be the subject to delicate negotiations between the existing managers and the new customer services manager. The process has already commenced with a view to confirming figures but it is safe to assume that there will be some shortfall in staff transfer and for budget purposes it is assumed that three posts would need to be created at a cost of £60k. This figure could rise or fall depending upon the successful outcome of negotiations

with unit managers.

For the purposes of Benefits and Council Tax, it is assumed that these sections are adequately staffed and if they transfer to the new unit there would be no impact on the net figures quoted

## 2) Building

Based on the assumption that the customer centre would be located in the Civic Centre, the Building Manager has produced very rough estimates of the costs needed for re-modelling and fitting out the foyer area. If these particular proposals were accepted, then for budget purposes a capital sum of £660k would be required. This is a reduction on the first estimates and has come about by deleting the recommendation that staff and deliveries should use the Lowther Street entrance.

A formal fully costed proposal for the Customer Contact Centre has been commissioned but this will take two months to complete. It is thought that the final figure will be lower than that shown.

A notional £10k revenue cost would need to be set aside as a Repair and Renewal contribution towards replacing what will become a showcase for the Councils' services.

## 3) IT

A large part of the work of the customer centre will be underpinned by technology and information systems. Many of these are details are contained in the Council's IEG statement. The capital costs for this, including hardware, will total in excess of £120,000 but will be funded entirely from IEG monies.

There will be a revenue budget required to deal with the on-going costs of the IT investment – typically 15% - or £18k p.a.

## 4) Supplies & Services

There will be costs in providing equipment and supplies to the new unit and costs associated with the running of the unit. These are typically grouped together under the general heading "Supplies and Services". Start-up costs should be set at £60k with an annual revenue cost estimated at £30,000. It may be possible to transfer some of these costs from existing budget holder when staff transfer ("staff dowries") but these are only likely to be nominal amounts – allow 15k.

The following table summarises the information detailed above:-

|                     | Capital | Revenue (= Future Base budget) | Net Capital | Net Annual Revenue |
|---------------------|---------|--------------------------------|-------------|--------------------|
| Staff               | 0k      | 323k                           | 0k          | 60k                |
| Building            | 825k    | 10k                            | 825k        | 10k                |
| IT                  | 120k    | 18k                            | 0k          | 18k                |
| Supplies & Services | 60k     | 30k                            | 60k         | 15k                |

In summary, the total revenue budget for the new service unit would be £381k , with a capital sum of £660k needed to set the unit up. The net costs to the Council would require an increase in the revenue budget of £103k per year.

## Action Plan

During the course of the review 5 key areas were identified which, if addressed, would improve the overall service.

These areas were:-

1. Environment
2. Ownership
3. Performance Management
4. Communication
5. Organisation
  - i. Central point of contact
  - ii. Silo working
  - iii. Links to partner organisations
  - iv. Corporate Approach
  - v. Customer orientation
  - vi. Customer Care Culture

Individual issues were identified in each of these areas and actions were identified to resolve and improve them. Appendix C-1 tabulates actions in each of these key areas. These run to a total of some 87 recommendations, each being assigned a target end date and lead unit to be responsible for taking the action forward.

Appendix C-2 lists the actions by date and forms the basis for the action plan. The actions fall into one of six general phases around which the review recommendations are centred: These are:-

- a) Set up the Customer Services Unit - Dec 02
- b) Commence Voice and Electronic Service – Apr 03

- c) Arrange the out of hours service – Jun 03
- d) Set up mail contact service – Jul 03
- e) Commence face to face service - Aug 03
- f) Initial partnership working – Jan 04

These broad phases are overlaid with a migration plan for individual services to migrate to the Customer Contact Centre that is detailed below.

Appendix C-3 lists the actions by unit taking the lead responsibility for implementation. Due to the stage currently reached in the organisational review it has not been possible to have these actions and agreed by the relevant unit managers. However, the actions fall within the specified unit's core competencies.

## **Phased implementation for migrating services**

The project team are recommending that a phased implementation for moving services to the customer contact centre take place. They have identified 13 different phases for transferring other services' customer contact operations into the new customer contact centre. These different phases and the rationale behind them are shown in Appendix D.

The physical setting up of the customer contact channels, implementation of the action plan recommendations and the phased transfer of customer services all running alongside each other will present a challenge in terms of timing and scheduling. Effective project management will be required to ensure that the programme keeps on track. Therefore the project team are recommending that a full time project manager be designated to manage the process to ensure its success.

## **Conclusion**

The current customer service within the Authority is in urgent need of improvement. It is not possible to modify the current service to a point where a significant improvement in customer service would be noticed. A more fundamental approach is needed to obtain measurable results.

By adopting the recommendations in this report, a radically altered service will be implemented which will deliver the customer service improvements required and demonstrate the Council is seen as improving and modernising. More importantly, the Council will have produced a valuable asset, a customer

contact centre, which other services and partners will be able to draw upon in the future.

## Thanks

The following members of the review team are thanked for their valuable input and time given up during the course of the review.

Brian Blackburn Penny Crack

Ian Dixon Karen Hook

Jelena Kontic Ian Lunn

Jo Pointing Mary Robertson

Gill Wadeson Les Tickner

Sharon McKee Mark Whitworth

Lynne Wild – Consultation & Research

Thanks are also extended to the large number of people, both internal and external, who have contributed by way of consultation during the course of the review.

## Customer Contact - Model for Carlisle City

The Corporate Resources Overview and Scrutiny Committee have approved the overall shape of the new customer contact service within the Authority. This paper outlines in more detail the new model for dealing with customers who contact the Authority for a variety of services, advice and transactions

## Recommendations:-

1. That a separate unit be established to manage and operate all initial contacts with the general public
2. That a central physical contact centre be established by consolidating existing reception centres within the Civic Centre
3. That a central telephone service be developed to deal with all telephoned customers service requests
4. That a new access channel be developed to include e-mail and web



access

5. That, whatever the channel utilised by a customer, they always receive the same high level of service
6. That a corporate wide customer care culture be established
7. That partner access channels be established
8. That the customer service methodologies, tools and services be available to back office staff
9. That the service, although managed and operated by a customer service manager, should operate under service level agreements with the back office.

## The Vision

It will be possible for any Citizen, within or without the Authority:-

- to make contact using any access method of their choice
- to make contact at any time of their choice
- to have their request satisfied at the first asking or have definite information about when and how they might expect the Council to act.

To achieve this the Council will operate a single point of contact for all services and enquiries, delivered to the same high level of service, managed and operated as a single entity.

It will brand and actively promote the service it delivers as Carlisle Direct – a working title subject to confirmation. Carlisle Direct will be the primary contact point for requesting services and contacting the Authority.

To deliver this vision the Council will set up a Customer Contact Centre – a central customer service facility located in the Civic Centre (subject to confirmation) to provide:-

- a central reception service
- a telephone contact service
- an automated electronic contact service
- a mail handling service
- an out of hours service
- a multi channel cash receipting facility.

In addition, Carlisle Direct's role will:-

- Include being tasked not only with the initial customer contact but with delivering those elements of a service which can be dealt with immediately
- Encompass certain elements of what is traditionally recognised as the "back office"

- Have the ultimate long term aim of responding to 80% of all customer contact enquiries directly – though it is recognised this depends on the nature of the service being requested.

Carlisle Direct's role would not deal with professional contacts, scheduled appointments or expert queries where the team would solely act as a signposting service.

The Council will run a partnership programme with the customer contact services of other external organisations to enable them to access a subset of Council services and allow the Council to provide a similar service to the partners' customers.

Eventually all Council services will be accessed through Carlisle Direct, replacing all existing reception services as the programme is rolled out. The only variations to this process will be Tullie House, the Sands Centre (prior to externalisation) and Tourist Information Centres. Due to their different client base and in recognition of their existing high quality customer service these centres will carry on as before. However, they will be expected to become senior partners in the partnership programme providing a range and depth of Council services to the point where they could be described as mini-Council Centres. Similarly, in a move to bring these service cultures together, the Customer Contact Centre will be geared up to provide a range of senior partner services.

[Statement regarding operation of Carlisle Works Operational Centre to be inserted here]

## Supporting the Vision

Underpinning the customer contact service will be a series of Information, Computer and Telephone (ICT) systems. These will cover the following functional areas:-

1. Knowledge database of services and frequent service requests
2. Call tracking and management system (CRM)
3. Voice call handling system
4. Visitor queuing system
5. Middleware to connect to back office systems
6. Automated processing of service requests
7. Scanning and video conferencing technologies.

These systems will go much of the way to satisfying the Government's requirement on the Authority of ensuring that all transactions with the public

are capable of being delivered electronically by 2005.

## **The Benefits**

### ***Improved access to service***

It won't be necessary for any customer to understand the structure of the Council to access the service they require.

A new electronic service channel will be introduced.

The hours during which customers may contact the Council will be more suited to them.

### ***Improved levels of service***

The customer will always be given information about how their service request will be taken forward at the first point of contact.

Resources may be switched within the Customer Contact Centre to meet peak and unexpected demand.

It will be possible to offer services that are linked together at the same point of contact.

Improved quality of service

Customers will have their requests dealt with to a consistent standard.

The service will be subject to a continuous improvement regime and will aim to achieve a nationally recognised service qualification.

Improved management of service

Meaningful management information becomes available about our client base and the nature and volumes of the services they request. This will help in the planning and directing of the Council resources in the future.

There will be an identified officer who has responsibility for the overall customer contact service within the Authority.

## **Back office experts**

Whilst most of the business arising from customer contacts will be dealt with by the Customer Contact Centre staff there will always be a need for senior and more experienced staff to deal with those queries that are specialised,

more difficult or non-routine in nature. These may form a large number at first but the aim is to reduce these to 20% of service calls. To cater for these non-standard enquiries, the specialist staff will need to be available to augment the customer service staff. In other customer contact centres this is achieved by the permanent secondment of staff on a rotational basis to the unit where transaction volumes are high or a standby rota system where such transactions are lower. The obvious gain here for service managers is that they relieve their skilled staff from routine customer service tasks to allow them to concentrate on mainstream back office activities.

## Resourcing Carlisle Direct

The revenues and capital budget considerations are still being assessed.

The set-up cost should include a project officer required to help during the implementation.

No new function is being undertaken by the creation of the customer service team and so there should not be any extra cost. The same work is being carried out but in another Unit. A large section of the customer service team will be resourced by reallocating the resources from where the function is currently performed to the new unit. In those cases where there is an identifiable member of staff associated with an existing customer contact function they will be transferred to Carlisle Direct.

However, the best value review team is aware that the people carrying out customer contact duties within Units at the moment are also carrying out other duties which will still need to be performed after the transfer. To avoid a complicated process of job evaluation Managers for the new Business Units will be expected to release staff to the new customer contact centre and reorganise accordingly. It is thought this will be possible because:-

- i. consolidation of business units after the organisational review will produce efficiency gains
- ii. the customer contact centre will take over customer contact on behalf of unit's and hence reduce some of their responsibilities

Audit has been asked to conduct a transaction analysis of those budgets associated with customer contact with a view to re-allocating these to the new unit.

Each service will have to be approached individually to establish how much of their front end service will transfer. It will make more sense if this process is carried out with the new Heads of Service following the organisational review.

The Council will be expected to invest a significant capital amount in the creation of the Customer Contact Centre.

A large proportion of the technology aspect of Carlisle Direct will be funded through year one IEG money.

The servicing of customer contact from within one specialised unit will produce economies of scale that will make up any overall resource shortfall.

New resources have already been found by the Council to support improved customer contact. A significant investment has been made by the Authority in a call handling system and the Council has agreed to create the new post of Web Designer. It's interesting to note that investment in customer services need not necessarily be made directly in the Customer Contact Centre. It 's a sign of the changing culture of the Council that investment made in one part of the Authority is now considered to be made available for use elsewhere.

## **Migration towards Carlisle Direct**

There will be a phased roll out with the main operational services moving over their customer service elements as part of the detailed implementation plan arising from the Best Value Review.

The phasing should also apply to the access channels. The order of implementation here would be face to face, electronic, telephone and then mail.

## **The relationship between the back office and Carlisle Direct**

There will be a normal and natural reluctance at first for service managers to release the front office element of their service. This is especially true when coupled with some resource (budget and staff) transfer.

However, Unit managers are urged to look at the bigger picture. One of the prime objectives of the current organisational review is to break up silo working and facilitate cross service working. The traditional concept of vertical delivery of services must be left behind. Business Units should view the customer contact service as being an extension of their existing service. Importantly, the Review Team has reached the conclusion that for this to happen then Carlisle Direct must be considered to be acting in a contractor role for customer contact on behalf of the other business units of the Authority. In addition, by passing those elements known as "commodity transactions" to the customer contact centre their services will be freed to focus on their core activities.

Attention is drawn to Business Unit managers that for Carlisle Direct to be successful, the front office staff will need access to back office information systems. This will obviously need to be done in a controlled manner but is

essential for dealing with routine enquiries. However, the Customer Service Manager is served notice that this access to information systems is bilateral. The Client Business Units will have access to Carlisle Direct's customer contact information systems.

## **The relationship between Carlisle Direct and the corporate aims and objectives**

The new corporate plan has set targets for customer service.

These are awaiting confirmation of the corporate plan by Council.

In general terms the customer service team would seek to strive for continuous improvement in terms of quality of service, volumes of transactions handled and the success of the new electronic access channel.

Because customer contact is controlled through a separate unit there is a danger that the organisation as a whole loses sight of the fact that it exists to service the needs of the customer. This might lead a Business Unit to detach themselves from customers requirements if they no longer need to undertake customer contact. The review team were particularly impressed by the input from external organisations that customer care should be the responsibility of everyone in an organisation – regardless of where the customer contact is delivered. A customer care culture must be introduced throughout the organisation and be included as part of the induction process for new staff.

CARLISLE CITY COUNCIL

## **CUSTOMER CONTACT POLICY**

### **We Aim To:**

- Put customers first.
- Develop equality of opportunity to access services.
- Encourage the involvement of the community and to listen to Carlisle residents in developing services.
- Consult local people about the planning and delivery of services.
- Provide the services that people want and need.
- Make sure our services are delivered by well motivated staff who are well informed and trained.
- To provide a service regardless of the office hours of the Council

### **Our Staff Will:**

- Be polite, helpful and treat you with respect, in return they will expect you to do the same to them.
- Listen carefully in order to understand and respond to your needs.
- Give their name and wear identification.
- Give you an explanation of their actions.
- If necessary, assign your query to an appropriate, named officer who will follow through your query from beginning to end and keep you informed of progress.

### **When you come to the desk:**

- Our reception desks will be easy to access for everyone wherever possible.
- The reception areas will be clean and welcoming and provide information about Council services in a variety of formats.
- The reception desk opening hours will be 09:00 to 17:00.
- The staff will be trained in customer care practices and will have received disability awareness training. A multi-lingual facility will be available.
- They will be competent, well-informed and helpful on the complete range of services the Council provides.
- All customers will be treated equally, regardless of age, race, gender etc.
- Our reception staff will see you promptly and if they cannot deal with your query, they will arrange for you to see someone who can. If this cannot be done immediately, they will make an appointment for you.
- Whenever possible and if requested, staff will move you to a private interview room to discuss your query.
- If you have an appointment, we will give you an explanation if there is more than a 10 minute delay.

### **When you telephone us:**

- We aim to answer your call within 18 seconds.
- If you ask to speak to a specific individual, you will be put through to them.
- If the person answering your call cannot deal with your query, they will put you through to a named person who can.
- If the person you want to speak to is not available, we will log your call and give that person a message to ring you back as soon as possible.
- If you get through to somebody's voicemail, their message will tell you when they are next available and give you an alternative extension to dial.

### **When you write to us or e-mail us:**

- We will register your enquiry and we will aim to respond to it within 10 working days.

- If there is a reason why we cannot respond within 10 days, we will acknowledge your enquiry within five working days of receipt, explaining the delay, and aim to reply in full within 15 days of receipt.
- Our reply will identify the employee who is dealing with your enquiry and give contact details.
- The language in our correspondence will be simple, avoiding the use of jargon and will directly answer the questions asked.

### **When Council staff visit you at home:**

- As far as possible, they will arrange a mutually convenient appointment in advance.
- They will always carry and show you their identification and tell you their name.
- You can ring the Council to check their identification before you invite them in on 01228 817000, should you be concerned.
- They will take a comprehensive note of your query and give you a reference number so you can follow it up easily afterwards. This employee will remain responsible for your query until its conclusion, unless they need to pass it on to a more appropriate person, in which case they will inform you of this and tell you the new name and contact details.
- Our staff will aim to deal with the query you raised at home within 10 working days. If this cannot be done, they will tell you why, either by letter, e-mail if requested or telephone call, within 5 working days.

### **If you have any complaints:**

- You should complain if you think that:-
  - We have failed to do something we should have done
  - We have agreed to do something but haven't
  - We have given a poor service
  - We have treated you unfairly or discourteously.
- We will first try to resolve your complaint informally at the reception facility either in person, by letter, phone or e-mail. The customer service staff will contact the appropriate business unit for you.
- If your complaint cannot be solved this way, the reception staff will give you a complaints form to complete (they can help you do this if you wish). If you complete it at home, no stamp is required to post it back to us. The complaints form is also available from community centres and other City Council buildings.
- When we receive your complaint form, we will register it and send you an acknowledgement within five working days. Your complaint will be



investigated by a manager of the business unit concerned and a response will be issued to you within 15 working days of receiving your complaint.

- If you are still not satisfied with the result of your complaint, you should contact Corporate Complaints who will call a Board of Arbitration made up of three City Councillors. They will examine your complaint and discuss it with you. Their decision will be sent to you within 20 working days of your meeting with them.
- If you remain dissatisfied, you can complain to the Local Government Ombudsman. Contact Civic Centre reception and they will send you information on how to go about this.

## Contact Information:

### Carlisle City Council

Civic Centre

Rickergate

**CARLISLE**

**CA3 8QG**

**Telephone: 01228 817000**

**Minicom: 0800 959598**

**Fax: 01228 817048**

**E-mail: [services@carlisle-city.gov.uk](mailto:services@carlisle-city.gov.uk)**

**Website: [www.carlisle-city.gov.uk](http://www.carlisle-city.gov.uk)**

## Appendix A

### Action Plan - Master List

| Central Issue | Ref-Id       | Detail                      | Measured Output  |
|---------------|--------------|-----------------------------|--|
| Environment   | CC-01-ENV-01 | External Location Directors | 1) Location of Civic Centre to be in road signs leading into the City. |

|  |              |  |   |
|--|--------------|--|---|
|  |              |  | <p>2) Civic Centre location to be included in finger posts</p> <p>3) A prominent external sign to be commissioned signifying the location of the Civic Centre.</p>  |
|  | CC-02-ENV-02 | Toilets                                    | <p>1) Improve SLA to increase frequency of cleaning</p> <p>2) Clearer signposting</p> <p>3) Cosmetic "makeover"</p> <p>4) Eventual re-location to a better site</p>   |
|  | CC-03-ENV-03 | Effective Internal Signposting             | <p>1) Employ signs that use graphical elements</p> <p>2) Utilise staff to direct customers</p> <p>3) Signs to relate to services required rather than Council structure</p> <p>4) Consistent signposting across all media including voice and electronic</p>                        |
|  | CC-04-ENV-04 | Corporate standardisation of Customer Care | <p>1) Create quality customer care standards for the Authority</p> <p>2) Arrange standard to be adopted out corporately</p> <p>3) Seek to adopt a nationally recognised qualification in the area of customer care</p>  |
|  | CC-05-ENV-05 | Display Area                               | <p>1) Redesign the public area for displaying notices and announcements.</p> <p>2) New standards for displaying notices to be created and implemented – to include various media including voice and electronic</p> <p>3) Controls to be put in place to manage those standards</p> |
|  | CC-06-ENV-06 | Reception Area                             | <p>1) Visitors with appointments to see staff are not to be directed unescorted to various Departments.</p> <p>2) An area set to be set aside to wait for someone to come down and escort visitors to where they need to go</p>   |
|  | CC-07-ENV-07 | Nominated staff                            | <p>1) Nominated staff to work full time on customer contact as their primary role</p>   |

|  |              |  |   |
|--|--------------|--|---|
|  |              |  | function.   |
|  | CC-08-ENV-08 | Environment beyond Civic                         | 1) Better presentation of services a mediums including voice and elect before customers makes contact.<br><br>2) A budget to be set aside to pron access to services.                                 |
|  | CC-09-ENV-09 | Staff Facilities                                 | 1) Tea/staff room available to cust service staff   |
|  | CC-10-ENV-10 | Extended opening hours                           | 1) Market test extended opening h particularly late night Thursday nig and Saturday morning.  |
|  | CC-11-ENV-11 | Customer Identification                          | 1) A separation in entrance design distinguish between customer and flows<br><br>2) Deliveries to be regulated to mir disruption of drop's, collections and associated storage problems in the foyer. |
|  | CC-12-ENV-12 | Porters & Telephonists                           | 1) Porters need to be relocated fro entrance but close enough to provi function.<br><br>2) Telephonists will form part of the contact service but station will nee                                    |
|  | CC-13-ENV-13 | Meeting and Greeting                             | 1)All customers to be acknowledge making contact. Met and greeted a points and acknowledged through access channels.  |
|  | CC-14-ENV-14 | Customer contact restricted to ground floor only | 1)Customers should be attended to floor reception with officers coming necessary.<br><br>2)Eliminate non ground floor recep   |
|  | CC-15-ENV-15 | Customer Contact Location                        | 1) Property Manager to advise on alternative locations for customer c (Assembly Rooms, "Thrupenny bit' centre retail premises) or plan to re existing reception area.                                 |
|  | CC-16-ENV-16 | Electronic Signposting                           | 1) Replacement of current keepers the introduction of an electronic inf and messaging board.  |
|  | CC-17-ENV-17 | Extend access through electronic access points   | 1) Use of kiosks, phones and video conferencing   |

|           |              |  |  |
|-----------|--------------|--|--|
|           | CC-18-ENV-18 | Pictorial coding of services                   | 1) Similar idea to that used in train and airports:- Blue for Council Tax Cashiers etc.  |
|           | CC-19-ENV-19 | Improve reception area furniture for customers | 1) Review and provide suitable tab supermarket queuing/ticketing syst etc.   |
|           | CC-20-ENV-20 | First Hit Enquiries                            | 1)Provide an iterative method to in ratio of enquiries that are answered asking<br><br>2)Front office staff to be empowered decisions on services                          |
|           | CC-21-ENV-21 | Utilise existing resources                     | 1) Extend/Incorporate the Careline operations and/or other existing re: part of out of hours customer conta  |
|           | CC-22-ENV-22 | New working methods                            | 1) Generic working to become star practice for customer contact staff<br><br>2) Customer contact home working trialed to provided out of hours by l workers and test of IC |
|           | CC-23-ENV-23 | Extend opening hours                           | 1) Hours of customer contact voice be extended to 24/365.  |
|           | CC-24-ENV-24 | Extend electronic access to services           | 1) Promote electronic access as th route to services<br><br>2) Services delivered 24x7 through service delivery aimed at meeting Governments 2005 targets.                 |
|           | CC-25-ENV-25 | Cashiers                                       | 1) Investigate retail and banking se learn best practice on the physical receipting cash.<br><br>2) Implement any best practice tha applicable in this area.               |
|           | CC-26-ENV-26 | Counter Screens                                | 1) Implement different types of stal screen solutions at reception areas   |
|           | CC-27-ENV-27 | Joint service provision                        | 1) Utilisation of a physical, open er in conjunction with partners and ot agencies to deliver services.  |
|           | CC-28-ENV-28 | Filter desk                                    | 1) Establish an early filter desk to f some customer requests  |
| Ownership | CC-29-OWN-01 | I.T. improvements                              | 1) Implement a problem management/tracking/reporting (C  |

|                       |               |   |   |
|-----------------------|---------------|---|---|
|                       |               |   | system  |
|                       | CC-30-OWN-02  | Underpinned by Service Level Agreements           | 1) Implement a two way service level agreement between the front office the supporting Departments                              |
|                       | CC-31-OWN-03  | Cross departmental approach                       | 1) Consistent corporate approach developed to deal with customer re   |
|                       | CC-32-OWN-04  | Request targeting                                 | 1) Establish efficient filtering of req direct request to the person/place help   |
|                       | CC-33-OWN-05  | Awareness Raising                                 | 1) Arrange customer care awarene courses for staff/management/mer   |
|                       | CC-34-OWN-06  | Comment and suggestion sheets                     | 1) Institute formal arrangement for considering suggestions and comm  |
|                       | CC-35-OWN-07  | Back office to create & retain ownership          | 1) Develop procedure so that scrip flowcharts, decision tree's for the fi originate and be maintained by spe back office staff. |
|                       | CC-36-OWN-08  | Joint Back/Front office ownership                 | 1) Develop a series of joint front/ba performance indicators  |
|                       | CC-37-OWN-09  | SLA Database                                      | 1) Develop an SLA database to co monitor the interaction between fro back office – connected to any CR implemented              |
|                       | CC-38-OWN-10  | Cross department approach                         | 1) Joint Team Improvement Review SLA's and Service Improvement P developed between front office and office staff.               |
|                       | CC-39-OWN-11  | Training of back office staff on customer contact | 1) Agree a regime where back offic trained and exposed to customer c situations.  |
| Performance Managemnt | CC-40-PERF-01 | Best practice dissemination                       | 1) Agree PI's for Customer Service<br>2) New mechanism needed to revi implement any best practices that identified              |
|                       | CC-41-PERF-02 | Publish PI's                                      | 1) Publish PI's for staff and custom  |
|                       |               |   |   |

|               |               |   |   |
|---------------|---------------|---|---|
|               | CC-42-PERF-03 | Quality to be measured                          | 1) Include quality measurements in PI's   |
|               | CC-43-PERF-04 | Multi-channel PI's                              | 1) Agree PI's which take account of customer channels including voice and electronic channels   |
|               | CC-44-PERF-05 | Customer satisfaction surveys                   | 1) Perform surveys on a regular basis feeding TIR's as a method of improving performance  |
|               | CC-45-PERF-06 | Staff satisfaction surveys                      | 1) Staff surveys driving TIR's, leading to service improvements   |
|               | CC-46-PERF-07 | Customers satisfied at first contact            | 1) Arrange to measure this vital statistic on a frequent basis.   |
|               | CC-47-PERF-08 | Formal external measurement of customer service | 1) Aim to be an IDeA Level 5 Authorised<br>2) Check if any other external verification of customer service that are applicable such as Chartermark, ECQFM |
|               | CC-48-PERF-09 | IT System required                              | 1) Automate PI recording and measurement  |
|               | CC-49-PERF-10 | Quality responses tailored to customer need     | 1) Design customer contact process to be flexible enough to meet the differing needs of the customer base.  |
| Communication | CC-50-COM-01  | Electronic communication                        | 1) Procure and implement an intranet to be a knowledge repository for all information   |
|               | CC-51-COM-02  | Published material                              | 1) Create a centralised digital library containing all published material   |
|               | CC-52-COM-03  | Immediacy                                       | 1) All communication channels to be immediate and real time where possible  |
|               | CC-53-COM-04  | Customer surveys & market research              | 1) Establish closer links between the results of such exercises and service improvement plans   |
|               | CC-54-COM-05  | Access channels to be customisable              | 1) Establish the capability of access channels to be customisable in specific circumstances   |

|   |              |                          |   |
|---|--------------|--------------------------|---|
|   | CC-55-COM-06 | Consistent consultation  | 1) Consistent levels for all consultation exercises to be established.  |
| Organisation-i)<br>Central point of contact | CC-56-ORG-01 | Central Service Desk     | 1) Creation of a central service desk foyer area manned with generic Customer Service Staff<br><br>2) All enquiries to be routed through facility<br><br>3) Customer Service Staff to also cover initial voice, mail and electronic contact |
|   | CC-57-ORG-02 | Customer Service Manager | 1) Appoint a Customer Service Manager specific customer contact and customer service information  |
|   | CC-58-ORG-03 | Interim Arrangements     | 1) Customer Service Manager to have control of existing customer contact arrangements during the transition service structure   |
|   | CC-59-ORG-04 | Staff                    | 1) Appoint to the Service desk staff orientated towards customer contact  |
|   | CC-60-ORG-05 | Common contact point     | 1) Employ a common phone number address, mail address, reception for customer contact for the Authority   |
|   | CC-61-ORG-06 | Focused staff            | 1) Ensure customer service staff are separated from other non-core duties   |
|   | CC-62-ORG-07 | Identity required        | 1) Adopt a separate identity or branding themed within any corporate branding customers can immediately identify and sources of help  |
|   | CC-63-ORG-08 | Secure environment       | 1) Contact Centre to be secure – covered CCTV and visible people/security presence  |
| ii) Silo Working                            | CC-64-ORG-09 | Knowledge dissemination  | 1) Create a knowledge customer service base / hub intranet  |
|   | CC-65-ORG-10 | 80% threshold            | 1) 80% of calls to be answerable directly<br><br>2) Answers to common service requests should be available to all council staff intranet who should be encouraged to answer queries   |
|   | CC-66-ORG-11 | Transferred calls PI     | 1) Create a Transferred Call's PI as an alternative measurable to "Calls answered first contact".   |

|                                    |              |                                 |  |
|------------------------------------|--------------|---------------------------------|--|
|                                    | CC-67-ORG-12 | CRM                             | 1) CRM system to be available as resource throughout whole organis   |
|                                    | CC-68-ORG-13 | Consistent decisions            | 1) Employ rules based decision ma especially in discretionary situation consistency                        |
| iii)Links to partner organisations | CC-69-ORG-14 | Exposure to external influences | 1) Network with similar operations exposure to best practice   |
|                                    | CC-70-ORG-15 | Identify benefits               | 1) Identify and quantify the benefits customers of such links to enable prioritisation                     |
|                                    | CC-71-ORG-16 | Training                        | 1) Consider joint training with other organisations  |
|                                    | CC-72-ORG-17 | Joint policy formulation        | 1) Establish joint customer care po strategies   |
|                                    | CC-73-ORG-18 | Common channels                 | 1) Create common access channe interfaces to be established with pa organisations                          |
|                                    | CC-74-ORG-19 | SLA                             | 1) Establish SLA's with partner org  |
| iv)Corporate Approach              | CC-75-ORG-20 | Handbook and induction training | 1) Customer contact to be included induction training and training to be to include existing staff         |
|                                    | CC-76-ORG-21 | Customer contact policy         | 1) Establish a working party to gen maintain customer contact policy.                                      |
|                                    | CC-77-ORG-22 | Global PI's                     | 1) Identify and introduce of global I  |
|                                    | CC-78-ORG-23 | CMT Involvement                 | 1) Establish Customer contact/care standing item at CMT  |
|                                    | CC-79-ORG-24 | Reporting                       | 1) Institute a reporting regime on c contact to portfolio holder, Overvie Scrutiny and Executive           |
| v)Customer Orientation             | CC-80-ORG-25 | Customer suggested improvements | 1)Investigate methods to encourag improvements to service<br>2)Respond proactively to any such suggestions |



|                           |              |                                 |  |
|---------------------------|--------------|---------------------------------|--|
|                           | CC-81-ORG-26 | Service flexibility             | 1) Service to be reviewed on a regular basis to check whether the basis for the service has changed and to adapt to changing needs |
|                           | CC-82-ORG-27 | Service statement               | 1) Customer Service Manager to prepare annual "state of the service" statement   |
|                           | CC-83-ORG-28 | Disability Access               | 1) Conduct a complete review of disability access to the customer contact services in conjunction with the Disability Act          |
|                           | CC-84-ORG-29 | BV Disability Review            | 1) Consideration to be given to include Disability Access to all services into the Action Plan as a thematic review                |
| vi) Customer Care Culture | CC-85-ORG-30 | Implement customer care culture | 1) Create a customer care culture<br>2) Maintain a programme to maintain the culture   |
|                           | CC-86-ORG-31 | Link to TIR's                   | 1) Customer care to become a standard on TIR's. 2) Mandatory TNA customer care entry for all staff.                                |
|                           | CC-87-ORG-32 | External service verification   | 1) Externally driven, inspected and certified to a high standard. Examining body yet to be identified:- Chartermark, ISO, BSI      |

The following table lists the Action Plan Recommendations by date order. The overall plan is to

- a) Set up the Customer Services Unit - Dec 02
- b) Commence Voice and Electronic Service – Apr 03
- c) Arrange the out of hours service – Jun 03
- d) Set up mail contact service – Jul 03
- e) Commence face to face service - Aug 03
- f) Initial partnership working – Jan 04

- This will be overlaid by the phased migration, in 13 stages, of current front office services. See the migration plan outlined elsewhere in this document

| Target End date | Ref-Id | Detail | Measured Output |
|-----------------|--------|--------|-----------------|
|                 |        |        |                 |

|        |              |  |   |
|--------|--------------|--|---|
| AUG/02 | CC-02-ENV-02 | Toilets                                    | 1) Improve SLA to increase  |
| AUG/02 |              |  | 2) Clearer signposting  |
| AUG/02 |              |  | 3) Cosmetic "makeover"  |
| AUG/02 | CC-05-ENV-05 | Display Area                               | 1) Redesign the public area and announcements.  |
| AUG/02 | CC-15-ENV-15 | Customer Contact Location                  | 1) Property Manager to advise alternative locations for customer contact, "Thrupenny bit" tower or plan to redesign existing location                                 |
| OCT/02 | CC-04-ENV-04 | Corporate standardisation of Customer Care | 1) Create quality customer care Authority   |
| NOV/02 | CC-57-ORG-02 | Customer Service Manager                   | 1) Appoint a Customer Service specific customer contact and information   |
| DEC/02 | CC-04-ENV-04 | Corporate standardisation of Customer Care | 2) Arrange standard to be agreed corporately  |
| DEC/02 | CC-07-ENV-07 | Nominated staff                            | 1) Nominated staff to work for contact as their primary and   |
| DEC/02 | CC-58-ORG-03 | Interim Arrangements                       | 1) Customer Service Manager existing customer contact and transition to the new service   |
| JAN/03 | CC-01-ENV-01 | External Location Directors                | 1) Location of Civic Centre to be signs leading into the City.<br>2) Civic Centre location to be posts<br>3) A prominent external sign signifying the location of the |
| JAN/03 | CC-03-ENV-03 | Effective Internal Signposting             | 2) Utilise staff to direct customer<br>3) Signs to relate to services Council structure   |
| JAN/03 | CC-05-ENV-05 | Display Area                               | 2) New standards for display created and implemented – including voice and electronic<br>3) Controls to be put in place standards                                     |
| JAN/03 | CC-22-ENV-22 | New working methods                        | 1) Generic working to become customer contact staff   |

|        |               |  |  |
|--------|---------------|--|--|
| JAN/03 | CC-50-COM-01  | Electronic communication                 | 1) Procure and implement a knowledge repository for all  |
| JAN/03 | CC-59-ORG-04  | Staff                                    | 1) Appoint to the Service de orientated towards customer   |
| JAN/03 | CC-61-ORG-06  | Focused staff                            | 1) Ensure customer service other non-core duties   |
| JAN/03 | CC-78-ORG-23  | CMT Involvement                          | 1) Establish Customer contact item at CMT  |
| JAN/03 | CC-79-ORG-24  | Reporting                                | 1) Institute a reporting regime to portfolio holder, Overview Executive  |
| APR/03 | CC-08-ENV-08  | Environment beyond Civic                 | 1) Better presentation of services mediums including voice and customers makes contact.<br>2) A budget to be set aside for services. |
| APR/03 | CC-20-ENV-20  | First Hit Enquiries                      | 1) Provide an iterative method enquiries that are answered<br>2) Front office staff to be empowered decisions on services            |
| APR/03 | CC-24-ENV-24  | Extend electronic access to services     | 1) Promote electronic access services  |
| APR/03 | CC-29-OWN-01  | I.T. improvements                        | 1) Implement a problem management/tracking/report  |
| APR/03 | CC-30-OWN-02  | Underpinned by Service Level Agreements  | 1) Implement a two way service between the front office staff Departments  |
| APR/03 | CC-31-OWN-03  | Cross departmental approach              | 1) Consistent corporate approach to deal with customer requests  |
| APR/03 | CC-32-OWN-04  | Request targeting                        | 1) Establish efficient filtering request to the person/place   |
| APR/03 | CC-33-OWN-05  | Awareness Raising                        | 1) Arrange customer care awareness courses for staff/management  |
| APR/03 | CC-35-OWN-07  | Back office to create & retain ownership | 1) Develop procedure so that decision tree's for the front office maintained by specialist back                                      |
| APR/03 | CC-36-OWN-08  | Joint Back/Front office ownership        | 1) Develop a series of joint front performance indicators  |
| APR/03 | CC-40-PERF-01 | Best practice dissemination              | 1) Agree PI's for Customer Service   |

|        |               |                                      |   |
|--------|---------------|--------------------------------------|---|
| APR/03 | CC-41-PERF-02 | Publish PI's                         | 1) Publish PI's for staff and c   |
| APR/03 | CC-42-PERF-03 | Quality to be measured               | 1) Include quality measurem   |
| APR/03 | CC-43-PERF-04 | Multi-channel PI's                   | 1) Agree PI's which take acc<br>channels including voice, ma<br>channels                      |
| APR/03 | CC-46-PERF-07 | Customers satisfied at first contact | 1) Arrange to measure this v<br>frequent basis.   |
| APR/03 | CC-51-COM-02  | Published material                   | 1) Create a centralised digit<br>published material   |
| APR/03 | CC-52-COM-03  | Immediacy                            | 1) All communication chann<br>real time where possible  |
| APR/03 | CC-53-COM-04  | Customer surveys & market research   | 1) Establish closer links betw<br>exercises and service impro                                 |
| APR/03 | CC-54-COM-05  | Access channels to be customisable   | 1) Establish the capability of<br>customisable in specific circ                               |
| APR/03 | CC-55-COM-06  | Consistent consultation              | 1) Consistent levels for all c<br>be established.   |
| APR/03 | CC-56-ORG-01  | Central Service Desk                 | 3)Customer Service Staff to<br>voice, mail and electronic cc                                  |
| APR/03 | CC-60-ORG-05  | Common contact point                 | 1) Employ a common phone<br>address, mail address, recei<br>contact for the Authority         |
| APR/03 | CC-62-ORG-07  | Identity required                    | 1) Adopt a separate identity<br>within any corporate brandir<br>immediately identify location |
| APR/03 | CC-64-ORG-09  | Knowledge dissemination              | 1) Create a knowledge cust<br>hub intranet  |
| APR/03 | CC-66-ORG-11  | Transferred calls PI                 | 1) Create a Transferred Call<br>measurable to "Calls answe                                    |
| APR/03 | CC-77-ORG-22  | Global PI's                          | 1) Identify and introduce of c  |
| JUN/03 | CC-03-ENV-03  | Effective Internal Signposting       | 4) Consistent signposting ac<br>including voice and electron                                  |
| JUN/03 | CC-18-ENV-18  | Pictorial coding of services         | 1) Similar idea to that used i<br>airports:- Blue for Council T<br>etc.                       |
| JUN/03 | CC-21-ENV-21  | Utilise existing resources           | 1) Extend/Incorporate the C<br>operations and/or other exis                                   |

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|--------|---------------|---------------------------------|--|
|        |               |                                 | out of hours customer conta  |
| JUN/03 | CC-23-ENV-23  | Extend opening hours            | 1) Hours of customer contact extended to 24/365.   |
| JUN/03 | CC-25-ENV-25  | Cashiers                        | 1) Investigate retail and bank best practice on the physical cash.   |
| JUN/03 | CC-34-OWN-06  | Comment and suggestion sheets   | 1) Institute formal arrangements suggestions and comments  |
| JUN/03 | CC-37-OWN-09  | SLA Database                    | 1) Develop an SLA database the interaction between front office connected to any CRM solution                  |
| JUN/03 | CC-38-OWN-10  | Cross department approach       | 1) Joint Team Improvement and Service Improvement Programme between front office and back office               |
| JUN/03 | CC-44-PERF-05 | Customer satisfaction surveys   | 1) Perform survey's on a regular basis TIR's as a method of improvement  |
| JUN/03 | CC-45-PERF-06 | Staff satisfaction surveys      | 1) Staff survey's driving TIR's improvements   |
| JUN/03 | CC-67-ORG-12  | CRM                             | 1) CRM system to be available resource throughout whole company  |
| JUN/03 | CC-68-ORG-13  | Consistent decisions            | 1) Employ rules based decisions in discretionary situations to ensure consistency                              |
| JUN/03 | CC-71-ORG-16  | Training                        | 1) Consider joint training with other departments  |
| JUN/03 | CC-75-ORG-20  | Handbook and induction training | 1) Customer contact to be included in training and training to be extended to existing staff                   |
| JUN/03 | CC-76-ORG-21  | Customer contact policy         | 1) Establish a working party to maintain customer contact policy   |
| JUN/03 | CC-80-ORG-25  | Customer suggested improvements | 1) Investigate methods to ensure improvements to service<br>2) Respond proactively to all customer suggestions |
| JUN/03 | CC-84-ORG-29  | Implement customer care culture | 1) Create a customer care culture<br>2) Maintain a programme to ensure customer care culture                   |
| JUN/03 | CC-85-ORG-30  | Link to TIR's                   | 1) Customer care to become TIR's.<br>2) Mandatory TNA customer care  |
| JUL/03 | CC-83-ORG-    | Disability Access               | 1) Conduct a complete review   |

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|        | 28            |  | the customer contact service<br>Disability Action Group   |
| AUG/03 | CC-02-ENV-02  | Toilets  | 4) Eventual re-location to a l  |
| AUG/03 | CC-03-ENV-03  | Effective Internal Signposting                   | 1) Employ signs that use gra elements   |
| AUG/03 | CC-06-ENV-06  | Reception Area                                   | 1) Visitors with appointment: to be directed unescorted to<br><br>2) An area set to be set asid someone to come down and visitors to where they need t  |
| AUG/03 | CC-09-ENV-09  | Staff Facilities                                 | 1) Tea/staff room available t   |
| AUG/03 | CC-11-ENV-11  | Customer Identification                          | 1) A separation in entrance ( between customer and staff<br><br>2) Deliveries to be regulated of drop's, collections and as problems in the main foyer. |
| AUG/03 | CC-12-ENV-12  | Porters & Telephonists                           | 1) Porters need to be reloca but close enough to provide<br><br>2) Telephonists will form par contact service but station w                             |
| AUG/03 | CC-13-ENV-13  | Meeting and Greeting                             | 1)All customers to be ackno contact. Met and greeted at acknowledged through other  |
| AUG/03 | CC-14-ENV-14  | Customer contact restricted to ground floor only | 1)Customers should be atten reception with officers comir<br><br>2)Eliminate non ground floor   |
| AUG/03 | CC-16-ENV-16  | Electronic Signposting                           | 1) Replacement of current k introduction of an electronic messaging board.  |
| AUG/03 | CC-19-ENV-19  | Improve reception area furniture for customers   | 1) Review and provide suita supermarket queuing/ticketi   |
| AUG/03 | CC-26-ENV-26  | Counter Screens                                  | 1) Implement different types screen solutions at reception  |
| AUG/03 | CC-28-ENV-28  | Filter desk                                      | 1) Establish an early filter de customer requests   |
| AUG/03 | CC-48-PERF-09 | IT System required                               | 1) Automate PI recording an   |
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| AUG/03 | CC-49-PERF-10 | Quality responses tailored to customer need       | 1) Design customer contact flexible enough to meet the customer base.  |
| AUG/03 | CC-56-ORG-01  | Central Service Desk                              | 1) Creation of a central service desk<br>2) All enquiries to be routed to the central service desk                                     |
| AUG/03 | CC-63-ORG-08  | Secure environment                                | 1) Contact Centre to be secure and visible people/security presence  |
| AUG/03 | CC-65-ORG-10  | 80% threshold                                     | 2) Answers to common service requests should be encouraged field staff   |
| OCT/03 | CC-10-ENV-10  | Extended opening hours                            | 1) Market test extended opening hours late night Thursday night opening morning.   |
| OCT/03 | CC-25-ENV-25  | Cashiers  | 2) Implement any best practice applicable in this area.  |
| DEC/03 | CC-17-ENV-17  | Extend access through electronic access points    | 1) Use of kiosks, phones and electronic access points  |
| DEC/03 | CC-22-ENV-22  | New working methods                               | 2) Customer contact home provided out of hours by home IC  |
| DEC/03 | CC-39-OWN-11  | Training of back office staff on customer contact | 1) Agree a regime where back office staff are exposed to customer contact  |
| DEC/03 | CC-40-PERF-01 | Best practice dissemination                       | 2) New mechanism needed to disseminate any best practices that are identified  |
| DEC/03 | CC-47-PERF-08 | Formal external measurement of customer service   | 1) Aim to be an IDeA Level 1<br>2) Check if any other external measurement of customer service that are appropriate Chartermark, ECQFM |
| DEC/03 | CC-81-ORG-26  | Service flexibility                               | 1) Service to be reviewed or check whether the basis for service and to adapt to changing customer requirements                        |
| DEC/03 | CC-84-ORG-29  | BV Disability Review                              | 1) Consideration to be given to Access to all services into the review   |
| JAN/04 | CC-27-ENV-27  | Joint service provision                           | 1) Utilisation of a physical, or conjunction with partners and deliver services.   |
| JAN/04 | CC-69-ORG-14  | Exposure to external influences                   | 1) Network with similar operators to best practice   |

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| JAN/04 | CC-70-ORG-15 | Identify benefits                          | 1) Identify and quantify the links such as to enable prioritisation                          |
| JAN/04 | CC-72-ORG-17 | Joint policy formulation                   | 1) Establish joint customer care strategies  |
| APR/04 | CC-04-ENV-04 | Corporate standardisation of Customer Care | 3) Seek to adopt a nationally recognised qualification in the area of customer care          |
| APR/04 | CC-73-ORG-18 | Common channels                            | 1) Create common access channels to be established with partners                             |
| APR/04 | CC-74-ORG-19 | SLA  | 1) Establish SLA's with partners   |
| APR/04 | CC-82-ORG-27 | Service statement                          | 1) Customer Service Manager "state of the service" statement                                 |
| JUN/04 | CC-86-ORG-31 | External service verification              | 1) Externally driven, inspect against standard. Examining body by Chartermark, ISO, BSI etc. |
| JAN/05 | CC-24-ENV-24 | Extend electronic access to services       | 2) Services delivered 24x7 to service delivery aimed at meeting 2005 targets.                |
| JAN/05 | CC-65-ORG-10 | 80% threshold                              | 1)80% of calls to be answered  |

| Lead Responsibility  | Ref-Id       | Detail   | Measured Output  |
|----------------------|--------------|--|--|
| BU<br>BU             | CC-14-ENV-14 | Customer contact restricted to ground floor only | 1)Customers should be attended on ground floor reception with officers commensurate with demand necessary.<br>2)Eliminate non ground floor reception |
| CATS<br>CATS<br>CATS | CC-02-ENV-02 | Toilets  | 1) Improve SLA to increase frequency of cleaning<br>2) Clearer signposting<br>3) Cosmetic "makeover"   |
| CATS<br>CATS<br>CATS | CC-01-ENV-01 | External Location Directors                      | 1) Location of Civic Centre to be clearly marked by road signs leading into the City.<br>2) Civic Centre location to be in prominent posts           |



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|              |              |  | 3) A prominent external sign to commissioned signifying the loc Centre.   |
| CATS         | CC-09-ENV-09 | Staff Facilities                         | 1) Tea/staff room available to staff  |
| CATS<br>CATS | CC-11-ENV-11 | Customer Identification                  | 1) A separation in entrance des between customer and staff traf<br>2) Deliveries to be regulated to disruption of drop's, collections storage problems in the main fo |
| CATS<br>CATS | CC-12-ENV-12 | Porters & Telephonists                   | 1) Porters need to be relocated entrance but close enough to p function.<br>2) Telephonists will form part of contact service but station will n                      |
| CCC          | CC-57-ORG-02 | Customer Service Manager                 | 1) Appoint a Customer Service specific customer contact and c information   |
| CCC          | CC-08-ENV-08 | Environment beyond Civic                 | 2) A budget to be set aside to p to services  |
| CCC          | CC-02-ENV-02 | Toilets                                  | 4) Eventual re-location to a bett   |
| CCC          | CC-56-ORG-01 | Central Service Desk                     | 1) Creation of a central service area staffed with generic Custor   |
| CISM         | CC-07-ENV-07 | Nominated staff                          | 1) Nominated staff to work full ti contact as their primary and onl   |
| CISM         | CC-78-ORG-23 | CMT Involvement                          | 1) Establish Customer contact/c standing item at CMT  |
| CISM         | CC-79-ORG-24 | Reporting                                | 1) Institute a reporting regime o contact to portfolio holder, Over Scrutiny and Executive  |
| CISM         | CC-50-COM-01 | Electronic communication                 | 1) Procure and implement an in be a knowledge repository for a information  |
| CISM         | CC-52-COM-03 | Immediacy                                | 1) All communication channels and real time where possible  |
| CISM         | CC-29-OWN-01 | I.T. improvements                        | 1) Implement a problem management/tracking/reporting  |
| CISM         | CC-35-OWN-07 | Back office to create & retain ownership | 1) Develop procedure so that s decision tree's for the front offic  |

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|                   |               |  | be maintained by specialist bac  |
| CISM              | CC-64-ORG-09  | Knowledge dissemination                        | 1) Create a knowledge customer base / hub intranet   |
| CISM<br>CSIM      | CC-24-ENV-24  | Extend electronic access to services           | 1) Promote electronic access as route to services<br>2) Services delivered 24x7 through service delivery aimed at meeting 2005 targets.  |
| CISM              | CC-37-OWN-09  | SLA Database                                   | 1) Develop an SLA database to monitor the interaction between office – connected to any CRM implemented  |
| CISM              | CC-17-ENV-17  | Extend access through electronic access points | 1) Use of kiosks, phones and video conferencing  |
| CSIM              | CC-48-PERF-09 | IT System required                             | 1) Automate PI recording and monitoring  |
| CSM<br>CSM<br>CSM | CC-04-ENV-04  | Corporate standardisation of Customer Care     | 1) Create quality customer care across the Authority<br>2) Arrange standard to be adopted out corporately<br>3) Seek to adopt a nationally recognised qualification in the area of customer care |
| CSM               | CC-58-ORG-03  | Interim Arrangements                           | 1) Customer Service Manager to have control of existing customer contact arrangements during the transition to new service structure   |
| CSM<br>CSM        | CC-22-ENV-22  | New working methods                            | 1) Generic working to become specialist for customer contact staff<br>2) Customer contact home working to be provided out of hours by homebased staff of IC                                      |
| CSM               | CC-59-ORG-04  | Staff  | 1) Appoint to the Service desk staff orientated towards customer contact   |
| CSM               | CC-61-ORG-06  | Focused staff                                  | 1) Ensure customer service staff free from other non-core duties   |
| CSM               | CC-03-ENV-03  | Effective Internal Signposting                 | 2) Utilise staff to direct customer contact  |
| CSM               | CC-32-OWN-04  | Request targeting                              | 1) Establish efficient filtering of direct request to the person/placement   |

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|            |               |   | help   |
| CSM        | CC-36-OWN-08  | Joint Back/Front office ownership       | 1) Develop a series of joint front performance indicators  |
| CSM        | CC-41-PERF-02 | Publish PI's                            | 1) Publish PI's for staff and customer   |
| CSM        | CC-42-PERF-03 | Quality to be measured                  | 1) Include quality measurements  |
| CSM        | CC-43-PERF-04 | Multi-channel PI's                      | 1) Agree PI's which take account channels including voice, mail and channels   |
| CSM        | CC-46-PERF-07 | Customers satisfied at first contact    | 1) Arrange to measure this vital frequent basis.   |
| CSM        | CC-66-ORG-11  | Transferred calls PI                    | 1) Create a Transferred Call's PI alternative measurable to "Calls first contact".   |
| CSM        | CC-20-ENV-20  | First Hit Enquiries                     | 1) Provide an iterative method to ratio of enquiries that are answered asking<br>2) Front office staff to be empowered decisions on services |
| CSM        | CC-30-OWN-02  | Underpinned by Service Level Agreements | 1) Implement a two way service between the front office staff and Departments  |
| CSM        | CC-31-OWN-03  | Cross departmental approach             | 1) Consistent corporate approach developed to deal with customer   |
| CSM<br>CSM | CC-40-PERF-01 | Best practice dissemination             | 1) Agree PI's for Customer Service<br>2) New mechanism needed to re implement any best practices that  |
| CSM        | CC-77-ORG-22  | Global PI's                             | 1) Identify and introduce of global  |
| CSM        | CC-54-COM-05  | Access channels to be customisable      | 1) Establish the capability of access be customisable in specific circumstances  |
| CSM        | CC-60-ORG-05  | Common contact point                    | 1) Employ a common phone number address, mail address, reception customer contact for the Authority  |
| CSM        | CC-53-COM-04  | Customer surveys & market research      | 1) Establish closer links between such exercises and service improvement   |
| CSM        | CC-21-ENV-21  | Utilise existing resources              | 1) Extend/Incorporate the Careline operations and/or other existing part of out of hours customer contact                                    |

|            |               |                                 |   |
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| CSM        | CC-23-ENV-23  | Extend opening hours            | 1) Hours of customer contact v extended to 24/365.  |
| CSM<br>CSM | CC-25-ENV-25  | Cashiers                        | 1) Investigate retail and banking best practice on the physical as receiving cash.<br>2) Implement any best practice applicable in this area. |
| CSM        | CC-44-PERF-05 | Customer satisfaction surveys   | 1) Perform survey's on a regula TIR's as a method of improving  |
| CSM        | CC-45-PERF-06 | Staff satisfaction surveys      | 1) Staff survey's driving TIR's, l improvements   |
| CSM        | CC-67-ORG-12  | CRM                             | 1) CRM system to be available resource throughout whole orga  |
| CSM        | CC-68-ORG-13  | Consistent decisions            | 1) Employ rules based decision especially in discretionary situat consistency   |
| CSM<br>CSM | CC-80-ORG-25  | Customer suggested improvements | 1) Investigate methods to encour improvements to service<br>2) Respond proactively to any st  |
| CSM        | CC-34-OWN-06  | Comment and suggestion sheets   | 1) Institute formal arrangement suggestions and comments  |
| CSM        | CC-38-OWN-10  | Cross department approach       | 1) Joint Team Improvement Rev SLA's and Service Improvemen developed between front office staff.  |
| CSM        | CC-76-ORG-21  | Customer contact policy         | 1) Establish a working party to c maintain customer contact polic   |
| CSM        | CC-83-ORG-28  | Disability Access               | 1) Conduct a complete review c access to the customer contact conjunction with the Disability A   |
| CSM        | CC-16-ENV-16  | Electronic Signposting          | 1) Replacement of current keep the introduction of an electronic messaging board.   |
| CSM<br>CSM | CC-56-ORG-01  | Central Service Desk            | 2) All enquiries to be routed tho<br>3) Customer Service Staff to als voice, mail and electronic conta  |
| CSM<br>CSM | CC-06-ENV-06  | Reception Area                  | 1) Visitors with appointments to not to be directed unescorted to<br>2) An area set to be set aside to  |

|            |               |   |   |
|------------|---------------|---|---|
|            |               |   | awaiting someone to come down<br>escort visitors to where they need   |
| CSM        | CC-13-ENV-13  | Meeting and Greeting                              | 1) All customers to be acknowledged making contact. Met and greeted points and acknowledged through channels.                                   |
| CSM        | CC-19-ENV-19  | Improve reception area furniture for customers    | 1) Review and provide suitable supermarket queuing/ticketing solutions  |
| CSM        | CC-28-ENV-28  | Filter desk                                       | 1) Establish an early filter desk to handle some customer requests  |
| CSM        | CC-49-PERF-10 | Quality responses tailored to customer need       | 1) Design customer contact process flexible enough to meet the different needs of the customer base.  |
| CSM        | CC-26-ENV-26  | Counter Screens                                   | 1) Implement different types of screen solutions at reception area  |
| CSM        | CC-63-ORG-08  | Secure environment                                | 1) Contact Centre to be secure with CCTV and visible people/security  |
| CSM        | CC-10-ENV-10  | Extended opening hours                            | 1) Market test extended opening hours particularly late night Thursday and Saturday morning.  |
| CSM<br>CSM | CC-47-PERF-08 | Formal external measurement of customer service   | 1) Aim to be an IDeA Level 5 Award<br>2) Check if any other external validation of customer service that are applicable like Chartermark, ECQFM |
| CSM        | CC-39-OWN-11  | Training of back office staff on customer contact | 1) Agree a regime where back office staff are trained and exposed to customer service situations.   |
| CSM        | CC-81-ORG-26  | Service flexibility                               | 1) Service to be reviewed on a regular basis to check whether the basis for the service has changed and to adapt to changing customer needs     |
| CSM        | CC-70-ORG-15  | Identify benefits                                 | 1) Identify and quantify the benefits of such links to enable better service  |
| CSM        | CC-72-ORG-17  | Joint policy formulation                          | 1) Establish joint customer care strategies   |
| CSM        | CC-27-ENV-27  | Joint service provision                           | 1) Utilisation of a physical, operational or financial conjunction with partners and other organisations to deliver services.                   |
| CSM        | CC-69-ORG-14  | Exposure to external influences                   | 1) Network with similar organisations to gain exposure to best practice   |
|            |               |   |   |

|                |              |                                |   |
|----------------|--------------|--------------------------------|---|
| CSM            | CC-73-ORG-18 | Common channels                | 1) Create common access channels to be established with organisations   |
| CSM            | CC-74-ORG-19 | SLA                            | 1) Establish SLA's with partner   |
| CSM            | CC-82-ORG-27 | Service statement              | 1) Customer Service Manager to produce annual "state of the service" statement  |
| CSM            | CC-87-ORG-32 | External service verification  | 1) Externally driven, inspected to a standard. Examining body yet to be chosen. Chartermark, ISO, BSI etc.  |
| CSM<br>CSM     | CC-65-ORG-10 | 80% threshold                  | 1) 80% of calls to be answerable<br>2) Answers to common service requests to be available to all council staff who should be encouraged field   |
| CU<br>CU<br>CU | CC-05-ENV-05 | Display Area                   | 1) Redesign the public area for notices and announcements.<br>2) New standards for displaying notices created and implemented – to include electronic mediums including voice and email<br>3) Controls to be put in place to ensure new standards |
| CU             | CC-08-ENV-08 | Environment beyond Civic       | 1) Better presentation of service notices on electronic mediums including voice and email so that customers makes contact.  |
| CU             | CC-62-ORG-07 | Identity required              | 1) Adopt a separate identity or logo within any corporate branding, so that customers can immediately identify location of help   |
| CU             | CC-51-COM-02 | Published material             | 1) Create a centralised digital library for all published material  |
| CU             | CC-18-ENV-18 | Pictorial coding of services   | 1) Similar idea to that used in transport airports:- Blue for Council Tax, Green for Cashiers etc.  |
| CU<br>CU<br>CU | CC-03-ENV-03 | Effective Internal Signposting | 1) Employ signs that use graphical elements<br>2) Signs to be consistent with Council structure<br>3) Signs to relate to services rather than Council structure<br>4) Consistent signposting across all mediums including voice and electronic    |
| MSES           | CC-33-OWN-   | Awareness Raising              | 1) Arrange customer care awareness  |

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|--------------|--------------|---------------------------------|--|
|              | 05           |                                 | courses for staff/management/n   |
| MSES         | CC-71-ORG-16 | Training                        | 1) Consider joint training with other organisations  |
| MSES         | CC-75-ORG-20 | Handbook and induction training | 1) Customer contact to be included in training and training to be extended to existing staff   |
| MSES<br>MSES | CC-85-ORG-30 | Implement customer care culture | 1) Create a customer care culture<br>2) Maintain a programme to maintain the culture   |
| MSES<br>MSES | CC-86-ORG-31 | Link to TIR's                   | 1) Customer care to become a service TIR's. 2) Mandatory TNA for customer care staff.  |
| PS           | CC-15-ENV-15 | Customer Contact Location       | 1) Property Manager to advise on alternative locations for customer contact (Assembly Rooms, "Thrupenny retail premises) or plan to redesign reception area. |
| SPS          | CC-55-COM-06 | Consistent consultation         | 1) Consistent levels for all consultation exercises to be established.   |
| SPS          | CC-84-ORG-29 | BV Disability Review            | 1) Consideration to be given to Disability Access to all services as a thematic review   |

## Service Migration

The review team are recommending a phased changeover from the current service to the new one.

The table below shows how the services could be migrated over a period of time and the rationale behind the decisions on the selecting and sequencing of the phases.

Allowing two months for the changeover of each service the whole process

would take some two years to complete.

| Phase | Business Area   | Comment   |
|-------|---|---|
| 1     | Reception, Main switch, keepers desk etc.                           | Look to establish the unit, pu settle procedures and staff  |
| 2     | Personnel   | <ol style="list-style-type: none"> <li>1. Test out re-engineering and create written proce service take-on's</li> <li>2. Low volume</li> <li>3. Varied access channel</li> <li>4. Closure of second floor and exclusion to the pub</li> </ol> |
| 3     | Licensing   | <ol style="list-style-type: none"> <li>1. Tests officers required to</li> <li>2. Moves towards closing t desk</li> </ol>  |
| 4     | Electoral Registration & Committee & Admin                          | <ol style="list-style-type: none"> <li>1. Tests big incoming mail procedures</li> <li>2. Close first floor receptio</li> </ol>  |
| 5     | Design – Highways + Land & Drainage + Car Parking                   | <ol style="list-style-type: none"> <li>1. Move towards closing th reception</li> </ol>  |
| 6     | Planning  | <ol style="list-style-type: none"> <li>1. Move towards closing th reception</li> <li>2. Major service with contin "expert" element</li> </ol>   |
| 7     | Environmental Services  | <ol style="list-style-type: none"> <li>1) Move towards closing reception</li> </ol>   |
| 8     | Community Supp, Parks&Countryside, Sport&Rec                        | <ol style="list-style-type: none"> <li>1. Close fifth floor receptio</li> <li>2. First multiple service tra</li> </ol>  |
| 9     | Shopmobility  | <ol style="list-style-type: none"> <li>1. Re-locate to the Civic C</li> <li>2. Low volume – but volun into service</li> </ol>   |
| 10    | Revenues – Council Tax & Benefits                                   | <ol style="list-style-type: none"> <li>1) Large service but contact be up and running with servic routine matter</li> </ol>   |
| 11    | DSO   | <ol style="list-style-type: none"> <li>1) First Routing/directing ser likely to be minimal</li> </ol>   |
| 12    | Property Services, Corporate Policy & Strategy, Land Charges, Legal | <ol style="list-style-type: none"> <li>1) Low/No face to face – high standard enquiries</li> </ol>  |



|    |                         |  |
|----|-------------------------|--|
|    | Services, Economic Dev  |  |
| 13 | Partner Access Channels | Tullie, TIC's Community Cen<br>unpredictable |