

**Customer Service Excellence
Action Plan V.4**

Corporate

CRITERION	Desired Outcomes	Responsible officer(s) / group	Target Completion Date	Progress	Action
1.1 Customer Identification			1.3 Customer Satisfaction		
1 – CUST-OMER INSIGHT	1. Future service and corporate plan objectives are driven by customer insight, consultation and engagement.	Policy and Performance Team	Sept 10	Completed	1(a) Service Planning guidance and briefings emphasise the importance of customer insight, consultation and engagement.
	2. The organisation carries out timely and comprehensive customer satisfaction surveys of the complete range of its front line and support services, sets SMART targets for improvements and publishes results prominently.	RF/Paul Williams	Oct 10	Mtg scheduled next week RF/PW – Nov 10	1(b) Explore generation of generic guidance notes relating to communication and consultation with our hard to reach customers, groups, areas, etc.
	3. The organisation makes positive changes to services as a result of analysing customer experience through its customer journey mapping.	RF/Gemma Barron	Sept 10	Completed	1(c) Corporate Briefing or training session relating to Community Engagement Toolkit.
		RF/ICT/CSE PAG	Nov 10	Mtg scheduled next week MH/RF – Nov 10	1(d) Work with ICT to promote customer insight using ESD Toolkit.
		RF / Project Assurance Group (PAG)	Jan 11	Survey Drafted - Sept 2010 Survey consulted – Oct 2010 Implementation – Nov 2010	2(a) Carry out an annual customer satisfaction survey for visitors to Reception, analysing the results by satisfaction with each service area. Agree an action plan arising from the results of the above.

		RF / PAG	Jan 11	Survey Drafted - Sept 2010	2(b) Carry out an annual internal satisfaction survey for support functions, analysing the results by satisfaction with each service area. Agree an action arising from the results of the above internal survey.
		RF / Brigitte Wilson	Sept 10	Survey consulted – Oct 2010 Implementation – Nov 2010 Nov 10	2(c) Review and relaunch a dedicated ‘customer service excellence’ section on the website and Intranet to provide a central hub for customer satisfaction results, complaints and compliments, improvement actions, etc.
		RF / Emma Lowther	Sept 10	Completed – ongoing future editions	2(d) Initiate standing ‘customer satisfaction’ sections in the SCM and ‘Scene’ magazine.
		RF / PAG	Sept 10	CJM drafted. Focus Group Nov 10	3(a) Identify a corporate CJM action list based on high, medium and low priority services and carry out pilot CJM programme during 2010-11.
		Paul Knight / Performance Improvement Group (PIG)	Sept 10		3(b) Identify and investigate specific case studies aimed at reducing avoidable contact within service areas.
		Paul Knight	Mar 11	Number of case studies intended - Mar 11	Ward Profiles for every district in South Cambridgeshire. These will show statistical information relating to equality and diversity, economy, etc.

2 CULTURE	(1) All employees are empowered and encouraged to actively promote and participate in the customer-focused culture of our organisation.	RF	Sept 10	Work in progress – Ongoing events through to Mar 11 – NCSW Oct 10, etc.	1(a) Devise a 12 months plan/calendar promoting Customer Service activities corporately for all staff, Members, Contact Centre, to view and participate in.
	(2) Our systems and processes encourage excellent customer service.	RF / PAG	Oct 10	Work in progress – Ongoing events through to Mar 11 – NCSW Oct 10, etc.	1(b) National Customer Service Week – plan and carry out visits for staff to the Contact Centre and vice versa, liaising with Camb. County Council partners providing ‘road shows’ in neighbouring communities, opportunities for work shadowing by all staff at all levels, training videos relating to customer service, Reception staff attending team meetings to know more about service areas to provide improved front of house service, customer service training for all staff. ‘Back to the Floor’ by senior management
	(3) Staff insight and experience is incorporated into internal processes, policy development and service planning.			Reception – Customer Care Training Nov 10 Staff - Customer Care Training workshop Jan 11	
	(4) We value the contribution our staff make to delivering customer-focused services, and leaders, managers and staff demonstrate these behaviours.	RF	Oct 10	Drafted – Sept 10 Consulted PAG – Oct 10 Staff consultation – Nov 10 Implementation – Nov 10	2(a) Introduce Staff Nomination Award Scheme
	RF / Susan Gardner-Craig	Mar 11		2(b) Appraisal (PDR) process – introduce questions specifically directed to how good customer service was provided through	

		RF/EL/PAG	Sept 10	Drafted – Sept 10 Endorsed – Oct 10	the year. 2(c) Review, endorse and publicise CSE Communications Strategy.
		PH/EL	Sept 10	Work in progress	2(d) Review and publicise current corporate Communications Strategy.
		RF/RM/CSE PAG	Oct 10	Nov 10	2(e) Write Report highlighting issues and concerns, Pro's and Con's, resources needed to undertake a mystery shopping exercise.
		RF / SGC	Oct 10	Scheme Drafted – Sept 10 Scheme consulted – Oct 10 Staff consultation – Nov 10 Implementation – Nov 10	3(a) Re-launch of staff 'Bright Ideas' scheme.
		RF /EL / BW	Oct 10	Nov 10	3(b) Introduce 'Have your say' section on In-site
		RF / EL	Sept 10	Completed 'You said we did' SCM Summer 2010 edition. On-going SCM Winter/Spring editions	3(c) Undertake 'You said, we did' communication programme to staff and public re. improvements made to our processes;

		RF / PAG	Nov 10		via website, SCM and 'Scene' CSE display in 'the street', In-site, CE weekly message, posters, SMT, EMT, PFH
		RF/IGWG/ IGSG	Oct 10	Nov 10	3(d) Case Study on 'how do you share information between service areas? How improvements have been made? (Audit of info-sharing customer service)
		RF / EL	Sep 10	SMT feedback from NCSW 'back to the floor' experiences NCSW Oct 10 Publicised in Winter 2010 Edition of SCM and Scene – Nov 10	3(e) Consultation with staff through steering and working groups to produce policies, procedures, strategy relating to Information Governance on data protection. (check with SH/MH in terms of project plan for info governance) (4) Launch 'Day in the life of' feature in 'Scene' magazine focussing on the good work of customer-facing staff e.g. contact centre, home visit officers, reception.
3.1 Range of Information				3.3 Access	3.4 Cooperative Working
3 INFORMATION AND ACCESS	(1) We make our services easily accessible to all customers through provision of a range of alternative channels and evaluate the effectiveness of these communication channels with a view to implementing improvements.	Paul Knight	Jan 11		(1) Seek feedback on customer access channels as part of Contact Centre Performance Review
		RF	Nov 10		(2) Incorporate Customer

		RF / PAG	Jan 11		<p>Access questions on preferred choice for contacting the Council as part of Reception Survey and Internal Customer survey (see above), following up with agreed action plan, using existing usage info (e.g. web hits) as a baseline</p> <p>(3) Analyse results from Customer Access Survey, identify actions and implement changes, publicising as required via existing channels plus CSE display in 'the street'.</p>
		RF / Gemma Barron	Oct 10		<p>(4) Investigate the introduction of standardised access-related questions for use by services; as part of engagement toolkit?</p>
		RF / Richard May	Sep 10	Oct 10	<p>(5) Review completed EQIAs for further evidence of service reviews to improve access.</p>
		RF	Dec 10		<p>(6) Undertake 'root and branch' review of contact centre business rules, identifying current barriers to effective customer service and actions to address these.</p>

	(2) Visitors to our premises encounter facilities, which are as clean and comfortable as possible.	RF / Graham Middleton	Tba	Staff surveyed - Oct 10 Analyse data – Nov 10 Create action plan – Dec 10 Communicate actions – Jan 11	(1) Identify and implement relevant actions arising from the corporate accommodation review
		RF / Graham Middleton	Tba	As above.	(2) Review cleaning contracts to ensure measures for monitoring quality of services provided.
		RF	Nov 10	Survey Drafted - Sept 2010 Survey consulted – Oct 2010 Implementation – Nov 2010	(3) Reception survey (see above) includes specific questions relating to the cleanliness and comfort provided by our facilities
4.1 Delivery Standards			4.3 Deal Effectively With Problems		
4. DELIVERY	Staff are well trained and empowered to be able to handle complaints effectively. We take on board their views, and those of our customers, which allows us to ensure satisfactory outcomes and improve our services for the future	RF	Dec 10		(1) Refresher training programme for all staff (including Members) on our Complaints, Comments and Compliments policy and assess effectiveness of training, incorporating staff views on the effectiveness of the current procedure.
		RF	Mar 11		(2) 'Cultural' generic corporate training programme specifically directed to providing customer

		RF	Mar 11		service excellence for Corporate/Service Managers to be arranged approx. 24 persons. Assess effectiveness of training.
		RF	Oct 10	SMT Nov 10, EMT Nov 10, PFH Nov 10	(3) Ensure staff are effectively empowered to participate in complaint resolution as part of the annual review of the CCC Procedure.
		RF / EL	Sept 10	Completed – SCM Summer edition	(4) Revise performance reports for SMT, EMT and PFH to incorporate 'learning from complaints' (LFC) section and 100% return rate for LFC forms.
		RF / PAG	Sept 10	Focus/Task Group Nov 10	(5) Publicise learning from complaints from regular reporting (see above), CSE display in 'the street', In-site, Scene, South Cams. Mag. CE weekly message, posters, CSE website.
					(6) Identify complaints as a priority area for customer journey mapping (see above) and undertake exercise as part of CJM pilot

5.2 Timely Outcomes

5. TIMELINES AND QUALITY OF SERVICE	We set comprehensive standards for all aspects of the timeliness and quality of customer service to be expected in all dealings with our organisation, based on customer expectation, and commit to communicating effectively in situations where we are unable to get it right first	RF / PAG	Nov 10	CSE PAG/Focus Group	(1) Review Customer Service Standards through CSE PAG to incorporate timeliness and quality standards, which we will set, and monitor. Analyse feedback and implement improvements.
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	time.	RF	Nov 10	<p>Survey Drafted - Sept 2010</p> <p>Survey consulted – Oct 2010</p> <p>Implementation – Nov 2010</p>	(2) Incorporate timeliness and quality questions within reception and back office surveys (see above)
		RF / PAG	Jan 11	CSE PAG	(3) Review Customer Service Strategy and present a revised version to the PFH for adoption.
		RF / PAG	Oct 10		(4) Identify case studies in which untimely delivery has been identified and addressed, as a means for improvements
		RF	Sept 10	Sept 10 – item on the agenda	(5) Contact Centre monthly meetings and quarterly service review meetings to include standing item on service timeliness and quality issues.
		RF	Feb 11		(6) Benchmarking exercise. Obtaining examples of performance data relating to timeliness and quality of delivery, share with service areas and adopt best practice where appropriate.