

Customer Service Excellence Corporate Action Plan: 2010-11						March 2011
Criterion	Desired Outcomes	Responsible Officer(s)/group	Target Completion Date	Progress	Status (R/A/G)	Action
General	Consolidation of self-assessment documents.	RF/CSE PAG	Feb 11	Agenda item CSE PAG Feb 11 – services with multiple self-assessments to consolidate given extension to 18 March to complete	G	Consolidation of 29 self-assessments into 6 and update relevant background information (area profile, etc.) Group 1 – Affordable Homes. Group 2 – Revenues & Benefits. Group 3 – HR, ICT, Accountancy, Legal, Land Charges, Democratic Services. Group 4 – Health & Environmental Services. Group 5 – Planning & New Communities. Group 6 – Community & Customer Services, incorporating Contact Centre and Corporate evidence.
	'Mainstreaming' of specific CSE-project related actions into regular processes, including Council Action A1 (subject to final approval) regarding web accessibility and a 'tell us once' approach.'	Policy & Performance (P & P) /EMT Members	Mar 11	All service plans adopted by 16 March; C&CS Plan includes specific reference to Council Action A1	G	Actions from this plan are incorporated within final 2011-12 service plans.

1. Customer Insight	1. Future service and corporate plan objectives are driven by customer insight, consultation and engagement.	P & P Team	Sept 10	Completed	G	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/questionnaires of the complete range of its front line and support services, sets SMART targets for improvements and publishes results prominently.	RF/PW – Equality & Diversity	Oct 10	Information & guidance available in updated Comms. Strategy & completed EQIA's. On-going.	G	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 (CJM).	RF/GB – Partnerships	Sept 10	Completed	G	1(c). Corporate item relating to Community Engagement Toolkit.
		RF/ICT/CSE PAG	Mar 11	Work underway to identify key uses of toolkit which will add value to the Council's activities	G	1(d) Develop corporate roll-out approach for ESD toolkit.

		RF/CSE PAG	Jan 11	<p>Survey went live – Nov 11.</p> <p>Monitoring quarterly.</p> <p>Sub-Project underway to improve confidentiality arrangements</p>	G	2(a). Carry out ongoing 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. (Assessor raised concerns where confidentiality appeared to be compromised at reception. When analysing data pay particular attention to this subject and address if necessary. Take into consideration this feedback when also reviewing Customer Service Standards.)
		RF/CSE PAG	Mar 11	Corporate Services Plan contains a commitment to put in place an Internal Engagement Calendar	A	2(b). Develop and agree an annual internal satisfaction survey framework for support functions for incorporation within 11-12 service plans, including analysis of results, implementation and publication of action plans to demonstrate where service has been adapted in response to feedback.
		FM/HA/DS/PG/GT/SGC/GM (all Internal Services)	May 11		G	2(c). Corporate Services and Facilities to publicise outcomes of satisfaction surveys undertaken during 2010-11 via website, etc. (Legal & Democratic Services, Land Charges, ICT, Accountancy, HR and Facilities).

		RF/BW - Website Officer	Sept 10	Completed – ongoing future editions.	G	2(d). 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. including 'have your say' feedback opportunities.
		RF/EL - Communications	Sept 10	Completed – ongoing future editions.	G	2(e). Initiate standing 'customer satisfaction' sections in the SCM and 'Scene' magazine.
		RF/CSE PAG/ JS - Scrutiny & Overview Task & Finish Group/NB - Planning	Jun 11	Pilot underway in Planning Service. Timescale for pilot will effect corporate roll-out; priority list being developed in the meantime	G	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 and full programme during 2011-12.
		Paul Knight – Senior Policy & Performance Officer	Mar 11		G	Produce Ward Profiles for every district in South Cambridgeshire. These will show statistical information relating to equality and diversity, economy, etc.

		PH – Corporate Manager, Community & Customer Service	Jan/Jun 11	Jan 11 – Corporate Profile Update complete	G	Update SCDC Area Profile
2. Culture	<p>1. All employees are empowered and encouraged to actively promote and participate in the customer-focused culture of our organisation.</p> <p>2. Our systems and processes encourage excellent customer service.</p> <p>3. Staff insight and experience is incorporated into internal processes, policy development and service planning.</p> <p>4. We value the contribution our staff make to delivering customer-focused services, and leaders, managers and staff demonstrate these behaviours.</p>	RF	Mar 11	Launched July 09 - ongoing	G	1(a). Devise a 12 months plan/calendar promoting Customer Service activities corporately for all staff, Members, Contact Centre, to view and participate in, including an internal engagement toolkit to oversee timely internal customer satisfaction surveys.
		RF/CSE PAG	Oct 11	Oct 08, 09, 10 - ongoing	G	1(b). Plan and carry out a programme of events to mark National Customer Service Week.
		CSE PAG	Jan 12	Scheme launched Jan 11	G	2(a). Review employee and team Recognition Scheme after one year's operation.
		SGC/RM	May 11	PDR papers revised by HR with approval from SMT.	G	2(b). Appraisal (PDR) process – introduce questions specifically directed to how good customer service was provided through the year.
		RF/EL - Communications	Apr 11		G	2(c). Review CSE Communications Strategy to focus on full assessment and post-accreditation.

		CSE PAG	Jan 11	Agreed not to proceed.	G	2(d). Write Report highlighting issues and concerns, 'Pro's and Con's', resources needed to undertake a mystery shopping exercise.
		RF/PG	2013	Ongoing Information Governance Project – see specific documentation for details.		Consultation with staff through steering and working groups to produce policies, procedures, strategy relating to Information Governance on data protection.
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.	PK/JS - Scrutiny & Overview Task & Finish Group.	May 11	Contact Centre Performance Review – working progress	G	1. Seek feedback on customer access channels as part of Contact Centre Performance Review.

		RF	Reception Survey Launched Nov 10. Customer Insight Survey Questionnaire Launched Dec 10.	Analyse information and publish data Jan 11 – CSE PAG, Feb 11 - SMT, PFH. Ongoing on a quarterly basis.	G	2. Incorporate Customer 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.
		RF	Jan 11	First analysis of access survey to CSE PAG – Jan 11	G	3. Analyse results from Customer Access Survey, identify actions and implement changes, publicising as required via existing channels plus CSE display in ‘the street’.
		RF/GB - Partnerships	Dec 10	Included within Customer Insight Survey – Questionnaire – Dec 10	G	4. Investigate the introduction of standardised access-related questions for use by services; as part of engagement toolkit?
		RM/PW – Equality & Diversity	Mar 12	2010-11 programme on course for full completion	G	5. Complete 2010-11 and 2011-12 EQIA programme to identify further evidence of service reviews to improve access.

		RF/JT – Contact Centre	Mar 11	Ongoing – service review monthly meetings – CC/CSC/ Service Reps. Recommendation docs. provided by CC - Revenues & Benefits & Planning. Currently reviewing Business Rules & Scripts for Planning.	G	6. Undertake ‘root and branch’ review of contact centre business rules, identifying current barriers to effective customer service and actions to address these, incorporating measures to ensure Contact Centre staff follow SCDC policies, e.g. in respect of complaints.
		PG (with consultation input from CSE PAG reps.	Mar 12	ICT Service Plans	G	7. Improve accessibility of In-site as part of development review, focussing on speedy access to information about services.
	2. Visitors to our premises encounter facilities, which are clean and comfortable as possible.	RF/GM – Facilities/JK	Dec 10	PID by JK. SMT to consult & make a decision.	A	1. Identify and implement relevant actions arising from the corporate accommodation review.

		RF/GM - Facilities	TBA	Tendering process in place – SM, procurement	A	2. Review cleaning contracts to ensure measures for monitoring quality of services provided.
		RF	Nov 10	Reception Survey & Customer Insight Survey – Questionnaires – Nov-Dec 10	G	3. Reception Survey (see above) includes specific questions relating to the cleanliness and comfort provided by our facilities. Take forward any actions highlighted from analysing information.
4. Delivery	Staff are well training 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/RM	Dec 11	Shortlisting complete – interviews 22 March 2011	G	1. 'Cultural' generic corporate training programme specifically directed to providing customer service excellence for all staff. Assess effectiveness of training.
		RF/CSE PAG	Mar 11	Pressure of other project work means the target completion date for the revised CCC policy is July 11.	A	2. Ensure staff are effectively empowered to participate in complaint resolution as part of the annual review of Compliments, Complaints and Comments Procedure. See also (1) above – suggestion made by Assessor.

		RF	Mar 11	Jun 10 - Ongoing	G	3. Revise performance reports for SMT, EMT and PFH to incorporate 'LFC' section and 100% return rate for LFC forms.
		RF	Oct 10	Publish info. on CSE website – Feb 11. Service Plans 2011- 12. Completed – SCM Summer edition.	G	4. Publicise LFC from regular reporting (see above), CSE display in 'the street', In-site, Scene, South Cambs. Mag. CE weekly message, posters, CSE website.
		RF	Jan 11	Pilot is in Planning service. Journey map complaints as part of CCC review (see above). Revised target July 11	A	5. Identify complaints as a priority area for CJM (see above) and undertake exercise as part of CJM pilot.

		RF/SGC	Apr 11		G	6. Review and clarify mechanism for dealing with internal service complaints without recourse to Grievance Procedure.
5. Timeliness and Quality	We set comprehensive standards for all aspects of the timeliness and quality of customer service to be expected in all dealings with our organisation,	RF/CSE PAG	Apr 11	Project Initiation Document drafted, Feb 11. Feedback from CSE PAG incorporated into a revised final draft PID. Revised target completion date Jan 12	A	1. Review Customer Service Standards and Strategy through CSE PAG to incorporate timeliness and quality standards, which we will set, and monitor, to include monitoring not only for external services but internal services too – speed and quality of response. Analyse feedback and implement improvements.
		RF	Nov 10	Completed	G	2. Incorporate timeliness and quality questions within reception and back office surveys (see above).
		RF/CSE PAG	Mar 11	Take forward as part of Customer Service Standards Review (see above).		3. Review Customer Service Strategy and present a revised version to the PFH for adoption.

		RF/CSE PAG	Oct 10	Analysing LFC forms. Discuss patterns & trends at CSE PAG and corporately. Publish improvements on CSE website.	G	4. Identify case studies in which untimely delivery has been identified and addressed, as a means for improvements.
		RF	Sept 10	On-going monthly	G	5. Contact Centre monthly meetings and quarterly service review meetings to include standing item on service timeliness and quality issues.
		RF	Feb 11	Not done due to pressure of other priorities; work now underway as part of Customer Service Standards review	A	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.