

# Customer Experience Work Programme

Date Issued: 13-Oct-11

Includes CSE inspection follow up work programme / next steps.

01-Sep-11 – 31-Mar-13

**N.B** – This is a rolling work programme. New actions will replace completed actions as appropriate.

## Implementation Status

<b>R</b>	Little or no progress has been made to date. Target date likely to be missed.
<b>A</b>	Some progress has been achieved but concerns about ability to meet completion date.
<b>G</b>	The improvement action has been completed or is on track for completion within timescale.

No.	Status	Actions	Completion Date	Accountable Officer	Lead Officer/s	Additional Resources	Notes / Quarterly Progress Update
Customer Experience Strategy							
0	<b>G</b>	<p>The development of the Customer Experience Strategy and associated work programme.</p> <p><b>N.B</b> - The strategy will assimilate this work programme pulling together the CSE development plan and the Council's work in regards to the customer experience under three distinct elements:</p> <p><b>#1 – The Customer</b></p> <ul style="list-style-type: none"> <li>• Customer Feedback</li> <li>• Customer Satisfaction &amp; Consultation</li> <li>• Customer Journey</li> <li>• Customer Insight</li> </ul> <p><b>#2 – The Service</b></p> <ul style="list-style-type: none"> <li>• Customer Contact Centre</li> <li>• Avoidable Contact</li> <li>• Access Channels &amp; Channel Shift</li> <li>• Customer Charter &amp; Council Commitments</li> <li>• Process Review &amp; Optimisation</li> </ul> <p><b>#3 – The Organisation (Culture)</b></p> <ul style="list-style-type: none"> <li>• Training &amp; Development</li> <li>• Promotion</li> <li>• Staff Satisfaction</li> <li>• Commitment to Excellence</li> <li>• Partnership Working</li> </ul>	30-Nov-11	Paul Knight	Rachael Fox	None Required	

Element #1 – The Customer							
1.1	G	<p><b>Customer Feedback</b></p> <p>(a) Revise and embed the service planning process to ensure that each service area identifies how they are using customer insight and feedback to improve the customer experience.</p> <p>(b) Implement a digital LCD TV display system located within the reception area to display performance information, key council messages, promotion of council services, compliments and a selection of actions resulting from customer feedback.</p> <p>(c) Ensure a complainant satisfaction survey is sent out with all upheld complaint responses.</p>	<p>(a) 30-Sep-11 (b) 31-Mar-12 (c) 01-Oct-11</p>	<p>(a) Paul Howes  (b,c) Paul Knight</p>	<p>(a) Richard May  (b,c) Rachael Fox</p>	<p>None Required</p>	<p><b>N.B</b> – (a) Part of the Policy &amp; Performance Work Programme.</p> <p><b>N.B</b> – (b) The digital LCD TV display will require the use of a dedicated desktop PC taken from existing stock and the purchase of 1 digital LCD TV funded from the reception equipment budget.</p>
1.2	G	<p><b>Customer Satisfaction &amp; Consultation</b></p> <p>The review and development of (a) the quarterly reception customer satisfaction survey and (b) support services satisfaction monitoring.</p>	<p>a) 31-Oct-11 b) 01-Apr-12</p>	<p>Paul Knight</p>	<p>Rachael Fox</p>	<p>None Required</p>	<p><b>N.B</b> – There is a requirement for service managers and service officers to take ownership for the monitoring and recording of customer satisfaction.</p>
1.3	G	<p><b>Customer Journey</b></p> <p>(a) To deliver a Council wide programme of customer journey mapping linked to the programme of process reviews and optimisation (action 2.5) and beginning with a focus on services provided through the current contact centre service.</p> <p>(b) To install privacy screens at reception to provide the public with an appropriate environment to discuss sensitive information.</p> <p>(c) To agree a clear Council position on the use of voicemail, including consideration to its removal, and communicating this throughout the authority.</p>	<p>(a) 30-May-12 (b) 31-Dec-11 (c) 31-Mar-12</p>	<p>Paul Knight</p>	<p>Rachael Fox</p>	<p>None Required</p>	<p><b>N.B</b> – (a) There is a requirement for service managers and service officers to engage with, and take ownership for, customer journey mapping within their service.</p>
1.4	G	<p><b>Customer Satisfaction &amp; Consultation / Customer Insight</b></p> <p>(a) Review current provision for consultation within service areas including customer satisfaction, (b) build a database of consultation activities, (c) launch a corporate consultation panel and regularly publish results.</p> <p>(d) Review &amp; Development of the quarterly reception customer insight survey.</p> <p>(e) Commission a review of online communities, pressure groups, blogs, forums and other online dialogue within South Cambridgeshire.</p> <p>(f) Develop single location for customer insight and performance information and promote its use for the development of policy and strategy.</p>	<p>a) 31-Oct-11 b) 31-Dec-11 c) 31-Mar-12 d) 31-Mar-12 e) 30-Sep-11 f) 31-Mar-11</p>	<p>(a, b, c, e, f) Paul Howes  d) Paul Knight</p>	<p>(a, b, c, e, f) Richard May  d) Rachael Fox</p>	<p>(a, b, c, e, f) TBD (d) None Required</p>	<p><b>N.B</b> – (a, b, c, e, f) Part of the Policy &amp; Performance Work Programme.</p>

Element #2 – The Service							
2.1	G	<p><b>Customer Contact Centre Project</b> To deliver the implementation of, and the seamless transition to, the Council's new customer contact centre service, internally managed and located on-site.</p>	03-Dec-12	Alex Colyer	Paul Knight	1 x Process Review Officer  £159K Capital Investment	<b>N.B</b> – Please see the Project Initiation Document for further requirements from existing Council resources.
2.2	G	<p><b>Avoidable Contact</b> (a) Through the process review and optimisation work programme, identify avoidable contacts and make demonstrable improvements in processes to reduce them.  (b) Promote and embed a clear message regarding the customer and organisational benefits of reducing avoidable contact throughout the Council, seeking confirmation of understanding and enthusing and empowering services to contribute. The message will be detailed in the customer experience strategy.</p>	a) 31-May-12  b) 30-Nov-11	a) Paul Knight  b) Paul Knight	a) Lorraine Sears  b) Rachael Fox	None Required	
2.3	G	<p><b>Access Channels &amp; Channel Shift</b> (a) Through the customer contact centre project, deliver and promote an increased range of cost effective access channels.  b) Through the customer contact centre project, deliver a fluid and flexible service, scalable to meet rising or reducing customer contact volumes, and/or changes (natural migration or specifically encouraged) in customer access channel usage (channel shift).  c) Through the website improvement project, increase, make appealing and promote the number of possible online transactions.  d) Through the Cambridgeshire Connection Project, provide and promote a two-way self-service information-sharing portal.  e) Promote and embed a clear vision for channel shift throughout the Council, the vision will be detailed in the customer experience strategy.  f) Promote the use of free mobile apps including 'fix my street' and 'my council services'.</p>	a) 03-Dec-12 b) 03-Dec-12 c) 31-Mar-12 d) 31-Mar-12 e) 31-Mar-12 f) 31-Mar-12	a) Alex Colyer  b) Alex Colyer  c) Steve Rayment  d) Alex Colyer  e) Paul Knight  f) Paul Knight	a) Paul Knight  b) Paul Knight  c) Paul Grainger  d) Paul Knight  e) Rachael Fox  f) Rachael Fox	None Required	<b>N.B</b> – (c) Part of the ICT Work Programme.

2.4	G	<p><b>Customer Charter &amp; Council Commitments</b></p> <p>To (a) develop, (b) implement and (c) embed a customer charter including Council commitments, based on customer, member and officer consultation.</p>	<p>a) 31-Jan-12 b) 29-Feb-12 c) 30-Jun-12</p>	Paul Knight	Rachael Fox	None Required	
2.5	G	<p><b>Process Review &amp; Optimisation</b></p> <p>To deliver a Council wide programme of (a) process reviews beginning with a focus on services provided through the current contact centre, (b) process optimisation. This work will be conducted in partnership with service managers and service officers and will provide the foundation for the customer journey mapping programme and provide vital support to the implementation of the new customer contact centre.</p>	<p>a) 31-May-12 b) 30-Sep-12</p>	Paul Knight	Lorraine Sears	None Required	<b>N.B</b> – There is a requirement for service managers and service officers to engage with, and take ownership for, process review and optimisation within their service.
2.6	G	<p><b>Customer Experience Performance Monitoring</b></p> <p>(a) Rationalise and review customer experience performance indicators within CorVu.</p> <p>(b) Rationalise and review customer experience performance reporting.</p> <p>(c) Publicise customer experience performance information on the Council's website.</p>	<p>a) 12-Sep-11 b) 12-Sep-11 c) 01-Jan-12</p>	<p>a) Rachael Fox B) Rachael Fox c) Rachael Fox</p>	<p>a) Paul Knight b) Paul Knight c) Paul Knight</p>	None Required	

Element #3 – The Organisation (Culture)							
3.1	G	<p><b>Training &amp; Development</b></p> <p>(a) Complete the Council wide roll-out of the 'What a Performance' training programme, including lessons learnt from the sessions already completed, and (b) ensuring personal commitments are reviewed via the Personal Development Reviews.</p> <p>c) Review the 'What a performance' training programme and the specific needs of individual services, to inform the agreement of an option or options for the 2011/12 customer service training programme, including opportunities for combined member and officer workshops.</p>	<p>a) 31-Mar-12 b) 01-Oct-11 c) 31-Mar-12</p>	<p>a) Susan Gardner-Craig &amp; Richard May b) Alex Colyer c) Alex Colyer</p>	<p>a) Peter Naylor b) Susan Gardner-Craig c) Rachael Fox &amp; Susan Gardner-Craig</p>	TBD	<b>N.B</b> – Funding for Council wide roll out to be agreed.
3.2	G	<p><b>Promotion – Sharing Success</b></p> <p>Develop and launch a 'SUCCESS!' function on the home intranet page, which when clicked provides officers with a text box and attach picture option, to share successes. Submitted successes will be forwarded directly to the communications team for publication as appropriate.</p>	31-Mar-12	Paul Grainger	Brigitte Wilson	None Required	<b>N.B</b> – Feasibility to be explored with web improvement project team.
3.3	G	<p><b>Promotion – Cambridgeshire Connection</b></p> <p>Promote the launch of the Cambridgeshire Connection, a UK local government first, using local media, social media, national exposure through local government publications and the local government group annual conference 2012.</p>	31-Jul-12	Alex Colyer	Paul Knight	None Required	
3.4	G	<p><b>Promotion – The Customer Contact Centre</b></p> <p>Promote the successful launch of the Council's new contact centre using local media, social media, and national exposure through local government publications.</p>	31-Mar-13	Alex Colyer	Paul Knight & Gareth Bell	None Required	
3.5	G	<p><b>Promotion – The Local Government Challenge 2012</b></p> <p>Develop, and submit an application to host a challenge (focusing on the customer experience) as part of the national competition.</p>	30-Sep-11	Senior Management Team	Paul Knight	None Required	
3.6	G	<p><b>Promotion - National Customer Service Week 2011</b></p> <p>To (a) develop, (b) deliver a programme of activity to mark National Customer Service Week 2011.</p>	<p>a) 02-Sep-11 b) 03-Oct-11</p>	Paul Knight	Rachael Fox	None Required	<b>N.B</b> – Officers & members will be called upon to get actively involved in the delivery of the week's events.

3.7	<b>G</b>	<b>Promotion - National Customer Service Week 2012</b> To (a) develop, (b) deliver a programme of activity to mark National Customer Service Week 2012.	a) 31-Aug-12 b) 01-Oct-12	Paul Knight	Rachael Fox	None Required	<b>N.B</b> – Officers & members will be called upon to get actively involved in the delivery of the week's events.
3.8	<b>G</b>	<b>Promotion – Motivating &amp; Entusing</b> To deliver customer focused inspirational speakers as part of the corporate lunchtime seminar programme.	31-Mar-12	Jean Hunter	Paul Knight & Jane Cusworth	None Require	
3.9	<b>G</b>	<b>Staff Satisfaction</b> To (a) develop, (b) implement a quarterly 'one touch' intranet based staff satisfaction poll.	a) 01-May-12 b) 30-June-12	Paul Knight	Rachael Fox	None Required	
3.10	<b>G</b>	<b>Commitment to Excellence</b> (a) To attend a series of visits to other authorities deemed to be providing an excellent customer experience, and to bring back and share learning within the Council. (b) In conjunction with service managers and officers, develop and embed bespoke mechanisms for maintaining up to date CSE self-assessment documents for re-inspection. (c) Complete a two-day CSE interim inspection. (d) Implement a single CorVu Customer Experience Scorecard to incorporate monitoring of all customer service standards and reported quarterly.	(a) 30-June-12 (b) 31-Mar-12 (c) 30-Jun-12 (d) 15-Sep-11	Paul Knight	Rachael Fox	None Required	<b>N.B</b> – (a) to include members, service managers and officers.
3.11	<b>G</b>	<b>Partnership Working</b> To (a) engage in discussions, at officer level, with the Council's strategic partners, and (b) to identify joint working opportunities towards the delivery of an enhanced customer experience.	(a) 31-Dec-11 (b) 31-Mar-12	Paul Knight	Rachael Fox Lorraine Sears	None Required.	