

CUSTOMER SERVICE CENTRE SERVICE PLAN 2010/13

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PART A: PERFORMANCE IN 2009/10

1. Key achievements in 2009/10

Priority 1 Affordable homes

Face to face interaction with Housing Needs – we greet customers at the main reception desk and have allocated a specific interview room for privacy and needs.
 We introduced a more efficient way of working so that all customers are seen as soon as possible.
 Telephone interaction - Housing calls we identify quickly with the customer as to whether their enquiry is that of a Needs, repair or rental aspect so that we can forward these to the right service area.

Priority 2 Thriving economy

We have assisted with planning enquiries for major planning proposals for example the regeneration of Seaton.

Priority 3 Safe, clean and green environment

Many enquiries that we take in the CSC relate to this Priority and we have reported to the relevant service areas enquiries and comments taken. Some examples of this are:

Dog bins – we have worked with other service areas and partners to label the dog waste bins so that should we receive enquiries we are quickly able to locate the bin on our systems which then provides a location for the operative and in turn services the customer more quickly.

Waste – we have built a process with our partners which relates to persistent missed bins. If a collection for waste or recycling is missed more than 3 times in a 6 month period, the supervisor receives a report and checks that this is not missed in the future. This has been very effective and has reduced call volumes significantly.

Pest control enquiries – we take enquiries and order a service from our partners for our residents. We have also provided feedback to EH so that they can ensure that the contract held with the partner is meeting our expectations.

Animal wardens – developed report to ensure partners are meeting their SLA's. This is passed to EH for review to ensure that residents are receiving the service agreed.

Reduce lighting – staff in the CSC have committed to reducing the lighting within the area as much as possible without risking health and safety issues.

Reduction of stationery orders - Scrap paper is used within the CSC rather than ordering notebooks.

Priority 4 Recycling

The CSC has played a pivotal part in the continuing roll out of the new refuse/re-cycling scheme. Phase II of the scheme proved to be more successful and learning is gained on each phase so that we can deliver a better service each time. Phase III is planned for early 2010 and phases IV & V for the end of 2010.

Phase II – The roll out of this scheme was far smoother than the first phase. This was as a result of learning from feedback given in phase I and implementing ways to reduce avoidable contact. Part of the learning was that some properties were being persistently missed for collection. We then worked with other services areas to ensure that we captured the correct information to generate a report which was issued to the Contractor to ensure that these properties were not missed in the future. This is ongoing to prevent any future demand in this area.

Working with our Partners to arrange site visits for officers to understand the issues that are faced when dealing with the public.

Priority 6 Excellent service for our customers

This is the key priority for the CSC. We interact with customers all day and have several channels to service. We have multi skilled staff who are trained to deal with most of the enquiries we receive on a one and done basis.

We have introduced Customer focus groups where we encourage engagement with the residents of East Devon which resulted in a better understanding of the priorities of the public on making contact with us.

We have introduced three Satisfaction surveys which cover, face to face, web enquiries and telephone enquiries. This provides us with a greater understanding of how satisfied our customers are.

We have designed web pages for customer service and these display what customers can expect from us. Likewise we have also captured this information in a brochure which is available within our offices and local libraries and tourist information centres

We have developed a measure for call quality control which shows staff competency for the major key elements of the call. This provides more awareness to the officers of areas to develop to improve their calls and service to our customers.

We continue to develop relationships with other councils and also use networking so that we can enhance information for residents and be more proactive to handle enquires received.

Priority 7 An inspirational Council

We have encouraged staff to promote their ideas on how to better improve services. This is an ongoing element of daily life in the CSC and an example of this is improvements suggested for our Customer Relationship Management System (lagan).

The CSC has also been responsible for arranging charity raising activities which include both Comic Relief and Children In Need. All of which assist in positive promotion of the Council and has a positive effect on staff morale.

We currently have a vacancy which we have no plans to fill but will continue to provide the same level of service.

We are on target to achieve customer service excellence accreditation and have already gained corporate accreditation through partnership with other Devon Customer Services. We have negotiated reduced rates for this therefore providing value for money.

Sickness absence for the year has remained static at 4% (up to end Dec).

2. Customer understanding and involvement in service design in 2009/10

Engagement	
Information gathered	Use in planning/designing service delivery
We have recently introduced customer surveys in 3 of our channels. Web, face to face and telephone.	The results of the survey will be analysed on a monthly basis and any learning from these will be implemented to provide a more improved service.
A new feedback mechanism will be introduced on our website to inform customers as to what actions we have taken as a result of their feedback	'You said we did' page.
We have introduced Customer Focus groups to engage with our customers and gain as much feedback as possible on improving the service given across the Council	We will continue with these group activities periodically throughout the year
Benchmarking	
Information gathered	Use in planning/designing service delivery
NI14 - statistical evidence is gathered for reporting on these national indicators	The information provided is used to feedback to Executive Board and one of the Overview and Scrutiny Committee.
Devon Customer Service Managers Group	Best practice is discussed and shared with all members of the group.
Equality	
Information gathered	Use in planning/designing service delivery
A new contract for translation services was formed with Applied Language Solutions which is on a 'pay as you go' basis and avoids the requirement of an annual subscription.	Previously we used a company that we were committed to for an annual subscription so we have saved in excess of £350 per annum.
Complaints and Compliments	
Information gathered	Use in planning/designing service delivery
Customer Surveys – these have been introduced since October 2010	Early indications show that customers are mainly satisfied with the service we are providing.
'You Said We Did '	Comments have been taken from the surveys and has provided us with the opportunity to engage further with our customers. We are publishing results on the website and in the main reception area.
Achievements board - situated in the Customer Service Centre	We need to recognise the compliments as well as the complaints and so have erected this board in the Customer Service Centre. This assists officers to realise how important their role is.

3. Performance review for 2009/10

In comparison to 08/09, performance relating to calls answered and grade of service has improved both on CSC and also switchboard. This is largely due to identifying root causes of issues with residents and putting appropriate actions in place to prevent call demand. An example of this is the persistent missed bin process.

We have developed the relationship with SITA by requesting site visits for officers to develop their knowledge of the collections.

We have made officers more aware of the importance of call control and how this has a knock on

effect to our performance indicators. As a result they are far more conscious now to service customers in a more efficeint way.
We have offered assistance to other service areas when they have been short staffed. An example of this is building control.

PART B: PERFORMANCE MEASURES

4. Performance measures

Our key performance indicators are to answer 95% of all calls offered to us. 80% of those calls answered should be answered within a 20 second period. (Grade of Service)

During the year 09/10 it is clear that we have performed more consistently and have met the targets.

PART C: PLANS FOR 2010/13

5. Key issues to be faced in the next 3 years

Key issues	Start Date	End Date	Lead Officer
The continued roll out of Phases III, IV & V of the refuse scheme.	Jan 2010	Dec 2010	P Deakin
Vacancies – reduced posts. We aim to provide the same or better service with less resource.	Ongoing		C Foster

6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the Use of Natural Resources and combating Climate Change are: Reduction of use of all lights within the CSC. Re-cycle scrap paper for notebooks.	Ongoing		C Foster
The main outcomes the service will achieve in 2010/13 as part of its contribution to our Data Quality Policy are: Monthly checks are made on the quality of information taken from customers via our telephone channel.	Ongoing		C Foster
The main outcomes the service will achieve in 2010/13 as part of its contribution to Asset Management are: Hot desking as and when required.	Ongoing		C Foster
The main outcomes the service will achieve in 2010/13 as part of its contribution to Risk Management are: Health and safety checks are made. Risk assessment checks are made and recorded.	Ongoing		C Foster

7. Key service objectives planned for 2010/13

Key objectives	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
Priority 1 Affordable homes				
We intend to work closely with Housing in order to provide the best service possible to the customer.		Ongoing		C Foster
Priority 2 Thriving economy				
Dependent on the new community, we will need to consider all implications that this may bring to our service. For example we will need to plan to service even more residents with their enquiries. The process maps will need to be designed around services affected and we will need to respond to demand still meeting key performance indicators.		Apr 10		C Foster

Priority 3 Safe, clean and green environment				
We will continue to review all processes to ensure that we are providing the best options for customers. For example clinical waste process and dog bin process will be reviewed.		April 10		C Foster
Priority 4 Recycling				
The complete roll out of the new refuse scheme.	Yes	Jan 10	Dec 10	P Deakin
All phases to be completed - then to consider further re-cyclable materials such as cardboard.				
Priority 6 Excellent service for our customers				
Continue to improve the lagan system by working with our in house developer and suggesting enhancements that may provide a more efficient service.		Ongoing		C Foster
Continue to engage with customers by all surveys which have been introduced and customer focus groups.		6 monthly		C Foster
Continue to work towards the key performance indicators set and set more challenging targets.		Ongoing		C Foster
CSE accreditation - once achieved this will need to be attained every year so there will be a need to work towards all component parts of the assessment.		Ongoing		C Foster/ L Bennett
Priority 7 An inspirational Council				
To engage staff in various projects to enhance service. For example: Lagan enhancements, communications champions, site visits with partnerships.		Ongoing		C Foster
Continue to engage and encourage staff in fun activities for charites. For example Comic Relief and Children in Need.		Review 1/4ly		C Foster/S Phillips/D Kelly
Consider migrating other services into the Customer Service Centre where efficiencies will be made. This will need to be considered in conjunction with the Systems Thinking project.		Ongoing		C Foster

8. Service transformation in 2010/11

Changes to the service in light of the service transformation exercise	Lead Officer
Adopt the systems thinking approach in the customer service centre. Request that the introductory session from D Lyons is conducted so that we can identify our purpose and our leading measures.	C Foster
We intend to provide the same if not better service without additional headcount. We currently have a vacancy of .54 FTE which will not be replaced. As officers leave we will only request replacement if critical to the service delivery.	
Partnerships – we will continue to work with other like minded councils and find possible ways to share services and best practice.	
CSE accreditation - when reviewing the elements of this we will consider alternative ways to improve the service.	

9. Customer understanding and involvement in service design in 2010/13

Engagement			
Action	Start Date	End Date	Lead Officer
Customer focus groups	Ongoing		C Foster
Customer Surveys	Ongoing		C Foster
Benchmarking			
Action	Start Date	End Date	Lead Officer
NI 14 – complete SPAR report	Ongoing		C Foster
Devon Customer Service Manager Group	Ongoing		C Foster
Equality			
Action	Start Date	End Date	Lead Officer
Ensure that Reception accommodates any language or disability barrier	Ongoing		C Foster
Complaints and Compliments			
Action	Start Date	End Date	Lead Officer
All complaints are logged on lagan and that monthly reports are reviewed	Ongoing		C Foster

10. Joint working – opportunities to share services and work in partnership in 2010/13

Opportunities to share services in 2010/13	Start Date	End Date	Lead Officer
Continue to explore any opportunities with neighbouring districts to maximise service delivery through the sharing of systems and processes.	Ongoing		C Foster
Partnering opportunities in 2010/13	Start Date	End Date	Lead Officer
Continue to work with our current partners SITA, Rentokil and Animal Wardens	Ongoing		C Foster

11. Workforce Planning for 2010/13

Headcount	
What is the current headcount in your service?	11.5 (FTE)
Is the headcount likely to significantly change in the next three years? If yes, how?	Unable to say at present – this depends on the migration of other service areas into the CSC
Which key post holders are likely to retire in the next three years? Is there a succession planning strategy in place for this/these post(s)? If not, how would you fill this/these post(s)?	none
Recruitment and turnover	
Which posts have you found it difficult to recruit for?	none
What action are you taking to help fill posts which are difficult to recruit for?	n/a
Have you put market supplements in place for these posts?	n/a
What is the current turnover for the service?	Nobody has left the service this year

Skills Development	
What skills gaps exist in the service and what skills need further development?	Not all officers are trained in Planning reception duties as yet – however – we are working with planning to create a more robust training programme.
Have you undertaken succession planning within your service?	No
Have you and your managers put in place specific training plans for individuals to assist the succession planning process, for instance, special training for high potential individuals?	Yes. We are working with officers to ensure that they develop their skills further and broaden their knowledge base.
Workforce Development priorities	
What are the main Workforce Development priorities for the service in the next three years?	Continue to review lagan processes and systems. To gain better efficiencies from these.

12. Review of Action Plan in response to the Best Councils Survey findings and, if appropriate, Happy, Healthy, Here Audits

Action	Progress
Review results of Audit.	All actions have been dealt with.
Take part in management commitments survey.	Results awaited.

13. Budget underpinning the Service Plan in 2010/13

	2010/11	2011/12	2012/13
Total Budget Requirement Revenue	£ 000's	£ 000's	£ 000's
Gross Expenditure			
External Income			
Internal Support Service Charges			
Internal Income			
Capital Charges			
Net Budget			
Additional spending/Transfer of resources	2010/11	2011/12	2012/13