
Report To:	Policy & Resources Committee	Date:	22nd September 2015
Report By:	Chief Financial Officer	Report No:	FIN/64/15/AP/LA
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Subject:	Customer Services Strategy 2015/18		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee approval for the 2015/18 Customer Services Strategy and the resultant Action Plan.

2.0 SUMMARY

- 2.1 Following the opening of the Customer Service Centre in the summer of 2012, the Policy & Resources Committee approved its first Customer Services Strategy in November 2012.
- 2.2 The Action Plan approved at that time has been almost fully delivered and a new Strategy has been prepared for the Committee's consideration.
- 2.3 The Strategy focuses on the services delivered from the Customer Service Centre, achievements arising from the initial Customer Services Strategy, the interaction between Customer Services and the Council's Digital Access Strategy and thereafter proposes an Action Plan which is shown at Appendix 3.
- 2.4 As was reported to the August Policy & Resources Committee, there is a significant volume of customer traffic coming through the Customer Service Centre both in terms of face to face interviews, telephone calls and a growing number of email enquiries. It is important that the Council continually supports the development of the Customer Service Centre operatives to ensure the best possible service is delivered.
- 2.5 It is proposed as part of the Action Plan that an annual report on performance in the Customer Service Centre will be presented to the Policy & Resources Committee.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approve the 2015/18 Customer Services Strategy and approve the resultant Action Plan.
- 3.2 It is recommended that the Committee note that a report on Customer Service Centre performance and progression against the Action Plan will be presented on an annual basis after the summer recess commencing in September 2016.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Policy & Resources Committee approved its first Customer Services Strategy in November 2012 following the opening of the Customer Service Centre in Clyde Square.
- 4.2 The resultant Action Plan has now largely been delivered and as such a refreshed Customer Service Strategy has been prepared for Committee consideration.
- 4.3 In terms of providing access via Hubs in Port Glasgow and Gourock, a Port Glasgow Customer Service Hub manned by one employee operates from the Princess Street HSCP office. In Gourock access is on line via the branch library. The Services delivered via this route will increase during the next Strategy period particularly in relation to support for those applying for Welfare Benefits.
- 4.4 The Policy & Resources Committee in August received a report outlining recent performance in the Customer Service Centre and the Committee noted actions being taken to support the improvement of services delivered to the public.

5.0 CURRENT POSITION

- 5.1 The attached Strategy (Appendix 1) and Action Plan propose actions in relation to:
- a) Equipping Customer Services operatives to provide a high quality service to the public.
 - b) Ensuring performance is appropriately managed and reported.
 - c) Ensuring regular consultation with customers in order to improve services and specifically supporting the review of the Councils complaints process.
 - d) Continuing to develop the services delivered from the Customer Service Centre via the use of ICT and national initiatives.
 - e) Ensuring Customer Services play a key role in improving Digital Access to customers and especially those using ICT in relation to Welfare Reform.
- 5.2 It is proposed that the Policy & Resources Committee continue to monitor performance in relation to Customer Services and that an annual report on performance and progression of the Action Plan is presented to Committee immediately following the summer recess commencing in 2016.

6.0 IMPLICATIONS

Finance

Financial Implications:

- 6.1 There are no financial implications at this time arising from the delivery of the proposed Customer Services Strategy. Where proposals require investment then this would require to be considered by the Modernisation Corporate Improvement Group followed by, where appropriate, approval from the Policy & Resources Committee.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

Legal

6.2 There are legal implications from this report.

Human Resources

6.3 There no direct implications arising from this report.

Equalities

6.4 There was a full equalities impact assessment carried out with the initial Strategy and as such an equalities impact assessment is not required at this time.

Repopulation

6.5 The provision of quality Customer Services to existing residents and potential residents plays an important part in the retention and attraction of people to Inverclyde.

7.0 CONSULTATIONS

7.1 The Strategy has been considered and approved by the Corporate Management Team.

8.0 LIST OF BACKGROUND PAPERS

8.1 None

Inverclyde council

Customer Services Strategy 2015- 2018



Getting it right for Every Child, Citizen and Community'

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1.0 Foreword

- 1.1 Inverclyde Council continues to be committed to delivering excellent Customer Service. The first Customer Service Strategy (CSS) was presented to the Policy and Resources Committee in November 2012. That Strategy has now been refreshed and advises on the current direction of travel for the Customer Service Centre (CSC) as well as reporting on the journey and achievements to date. As with the 2012-15 CSS this is an organic document that will develop and evolve. The CSS and how it works operationally is intrinsically linked with ICT, Corporate Communications and the Digital Access Strategy in our vision to “Get it right for every Child, Citizen and Community”. The Strategy outlines key areas that require development in order to meet customer demand and expectation.
- 1.2 Customer expectations continue to increase as the knowledge and availability of digital channels becomes more common. There is a demand for faster, easier contact as ways of working and communicating are changing the way individuals lead their lives. Citizens however, sometimes have low expectations or opinion on services provided by local government. It is therefore crucial that going forward the Council needs to ensure that the move towards channel shift is efficient and encourages customers to not only ‘try’ but continue to use more efficient channels of contact.
- 1.3 It is also important to understand the target audience’s access to technology, the type and complexity of the contact, their personal preferences as well as their skill sets when selecting channels of contact. This is particularly relevant to Inverclyde Council given the levels of deprivation and vulnerability and it must be accepted that face to face service provision will be a necessity for the foreseeable future regardless of the digital channels made available.
- 1.4 The key aims of this Customer Service Strategy are:
- Putting customers at the heart of all we do
 - Serving the customer well by providing a modern responsive service
 - Clear customer commitment
 - Clear customer service values that underpin all we do
 - Protecting frontline services by ensuring better value for money
 - Work closely with our internal and external partners and key stakeholders to provide an efficient and effective service
 - Flexibility to allow the Strategy to develop as different opportunities and challenges such as those expected from Welfare Reform arise
- 1.5 The Strategy will continue to grow and develop and respond to the needs of the Community we serve. We need to progress our digital access agenda and use this as a tool to modernise and be more efficient in the use of our resources.

2.0 How Customer Services fits with the Council's Priorities

2.1 Inverclyde Council has developed a “**Nurturing Inverclyde**” approach that has been rolled out across all services to help achieve its vision. The Council has developed this approach through adapting the wellbeing outcomes that are used in the ‘Getting it right for Every Child Model’ to suit the needs of all Council Services. The wellbeing outcomes that the Council uses are:

- Safe
- Healthy
- Achieving
- Nurtured
- Active
- Respected
- Responsible
- Included

Inverclyde's Single Outcome Agreement 2012/17 identifies the priorities and uses which affect the lives of Inverclyde residents, and sets out outcomes which, when achieved, will improve the quality of life of the people who live here. The Customer Service Strategy will contribute to the achievement of the following strategic outcome in the SOA:

“Our public services are high quality, continually improving, efficient and responsive to local people's needs”.

The actions resulting from this strategy will contribute to the Council's vision and SOA outcome by ensuring that delivering excellent service is at the heart of everything we do. We will also achieve these objectives by learning more about our community and striving to modernise and improve in line with changing times, decreasing resources and technological advances and demand.

2.2 The Customer Service Strategy is aligned to the Council's Digital Access Strategy as much of the work is interlinked. As detailed in this document, how the Council's approach to Customer Service develops will significantly depend on investment in systems and processes which make access to information faster, easier and more effective. Currently Customer Services is a key partner in the development of channel shift opportunities and the new web site both of which are core to the Councils Digital Access Strategy.

2.3 Close working is required with Corporate Communications with regard to the publicity of events, website content and working together on the Review of the Corporate Complaints Policy and supporting internal Council Services with delivering the resultant recommendations.

2.4 Changes brought about as a direct result of Welfare Reform have resulted in challenges for many residents of Inverclyde and the CSC will have initial contact with many affected individuals and families. It is therefore vital that the CSC has close working links with the Benefits Service, Health and Social Care Partnership (HSCP) and other key partners to ensure that as far as possible the needs of affected persons

are met. This could be in the way of digital support to complete applications for Universal Credit to signposting for Personal Budgeting Support. The Chief Financial Officer chairs the Welfare Reform Project Board, and is supported by the Revenues & Customer Services Manager who will ensure that any Welfare Reform issues are taken forward.

3.0 Engaging our Customers

3.1 The 2012-2015 strategy outlined who our customers are; however, it is important to define what excellent customer service looks like and while this may be difficult to define, the following attributes will contribute towards meeting this objective:

- **Accessible** – locations and times which meet our customers' needs
- **Relevant** – services that are fit for purpose, joined up and minimise potential barriers
- **Inclusive** – all customers are treated equally and fairly and customer feedback is acted upon
- **High Quality and Efficient** – reliable flexible and responsive services which are continually improved and delivered cost effectively
- **Empowered and Effective staff** – ensuring our workforce has the appropriate skills, tools and authority to effectively deliver quality services.

3.2 A commitment to excellence in customer services must be an integral part of the organisational culture at all levels. It is a 'Golden Thread' that starts with the Single Outcome Agreement, then Directorate Plans, Service Level Agreements with internal stakeholders and ultimately through an effective appraisal process for all staff with appropriate training and development that achievement of this goal will be evidenced.

3.3 Connecting with our customers; the Citizens Panel will include questions in respect of Customer Services in the 2015/16 questionnaire. Results from a Citizens Panel that was carried out in the spring of 2014 provided useful information on access to email and the internet. These results will help inform the Digital Access Strategy. The Citizens Panel is issued to a wide selection of the Inverclyde community many of whom have not made contact with the CSC. It is therefore important that a more targeted survey is carried out with customers who have had contact of some kind with the CSC.

3.4 The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. Inverclyde Council aims to take into consideration the impact that race, gender and transgender, disability, age, sexual orientation and religion or belief may have on accessibility and the way it delivers customer services. An Equalities Impact Assessment (EIA) was carried out when the 2012-15 CS Strategy was produced. This EIA remains relevant to this refreshed Strategy.

4.0 Our Values and Commitment

- 4.1 The Council's Customer Charter sets out our values and behaviours and what we in turn expect from our customers. This Charter has recently been reviewed approved by Policy and Resources Committee in August 2015. This Charter will now be publicly displayed in the CSC and can be seen at Appendix 2.

5.0 The CSC journey and achievements 2012-2015

- 5.1 When the new CSC opened in Clyde Square in May 2012. The following services were delivered:

- Environmental Services enquiries
- Safer Community enquiries
- Cash collection
- Switchboard calls
- Council Tax enquiries
- Housing Benefit enquiries
- Mail Room including Revenues & Benefits mail
- Copying evidence for Benefit claims etc.
- Scanning and indexing Revenue & Benefits mail
- Petty cash reimbursement

- 5.2 When the 2012-15 CSS was presented to Policy and Resources Committee it contained an action plan for tasks to be taken forward. The following successful outcomes have been delivered:

- Service Level Agreements (SLA) have now been developed between the CSC and internal Services. The most recent review meetings with the services were completed in June 2015 and in general there was satisfaction with the level of service provided by the CSC.
- Suite of Performance Measures has been developed
- Survey carried out with users of the CSC relating to waiting times
- Web site refreshed
- Digital Access Strategy agreed and working group established
- Providing a Customer Service access point in the Port Glasgow hub
- Purchase of a Quality Monitoring package to support the telephone recording facility
- Re-designed the format of the CSC team to allow for learning and career development through the creation of a new grade to deal with revenues and benefits enquires.
- Migration of new services into the CSC; as detailed below:
 - Licencing, issuing and receipt of licences including payments
 - Corporate reception desk
 - Free school meals, Clothing Grants and EMAs - Issuing of forms checking completed forms and accepting supporting evidence including answering basic enquiries
 - Collection of paperwork from a number of sources including ASN auxiliary paperwork, taxi driver badges, tenders and acting as a reception filter for Education enquiries following the opening of the new Education HQ
 - Dealing with Scottish Welfare Fund customers

- Joint working with Soldiers, Sailors, Airmen Families Association (SSAFA) referrals and liaising with the recently appointed Veteran support advisor (more detail can be seen at paragraphs 5.7 - 5.10)
 - Assisting Renfrewshire Valuation Joint Board help complete online registrations
- 5.3 Registrar Services moved to the Customer Service Centre in 2013 from West Stewart Street and whilst the Registrars largely operate independently of the rest of the Customer Service Centre this arrangement works well and provides a better overall service to customers.
- 5.4 Tell Us Once is a service offered by most local authorities on behalf of the Department for Work and Pensions (DWP). The service allows the bereaved person to inform central and local government services of the death at one time rather than having to write, telephone or even attend each service individually. The Tell Us Once service saves bereaved families a great deal of time and effort.
- 5.5 Inverclyde Council offers this service and customers are made aware of this when a telephone call is made to book an appointment to register the death. Local Funeral Directors will also advise the bereaved about this service. The registrar will also offer a Tell Us Once interview immediately after a death has been registered.
- 5.6 The mezzanine has been set up to be used as a touch down area for mobile working. ICT are developing ways of monitoring usage of this facility and this will be closely analysed.
- 5.7 Inverclyde Council formed a partnership with Renfrewshire and East Renfrewshire Council's through the West of Scotland Firmbase group. Following a competitive bid to the government's Libor fund the group was awarded £87,000 in early 2014 to match fund a project to develop a pathway to Council and HSCP services for veterans, serving armed forces personnel including reservists, and their families now living, working in, or wishing to relocate to the South Clyde area. The project aims to progress the Councils' commitment to the Armed Forces Community Covenant ensuring those who have served or are serving are not disadvantaged in civilian life because of their commitment and contribution to their country.
- 5.8 A Veterans Support Advisor was recruited and has been in post since July 2014. The role of the Advisor is to work with the 3 councils to develop the service, to support Customer Service Representatives with customer enquiries and to manage complex cases.
- 5.9 To date the customer service representatives and frontline staff across the Council, HSCP and the third sector have received an overview of the service offered enabling referrals to be made to the Veterans Support Advisor.
- 5.10 An important aspect of the service is to identify veterans and ensure they receive pension and compensation payments they are entitled to. Customer Service Representatives will receive more specialised training enabling them to make referrals to the Veterans Welfare Service for this.

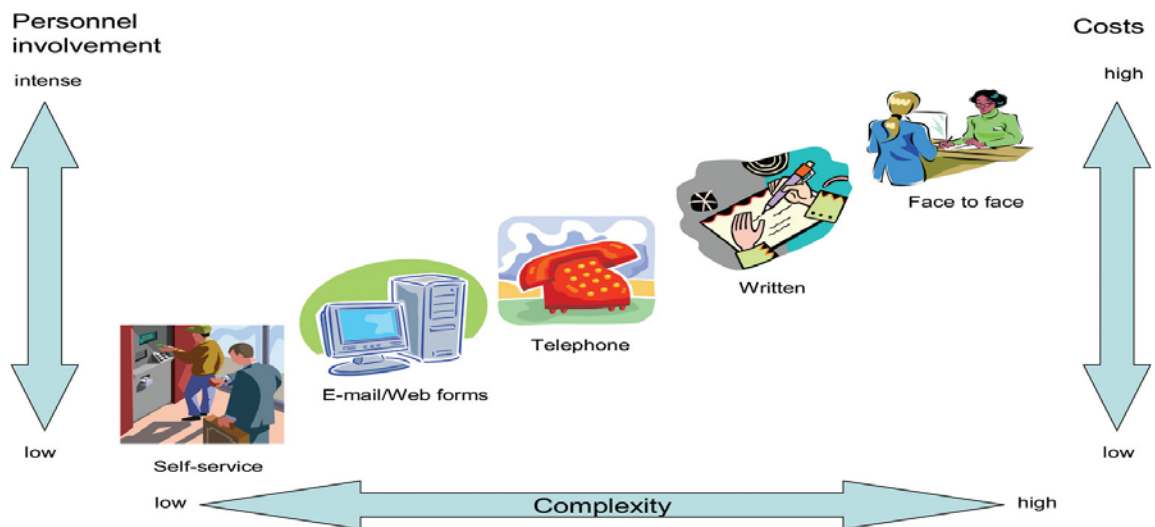
6.0 CSC Performance 2012 – 2015

- 6.1 When the new CSC was established in 2012 there was little Management Information (MI) available to report on performance. A temporary Development Officer post was created in 2013 which enabled comprehensive research and analysis into performance relating to incoming telephone calls, face to face interviews and emails. The MI shows that the number of telephone calls presented and customers interviewed for Services other than Revenues and Benefits has remained fairly static with an overall increase of about 1.5% and the calls answered against those presented has also remained static at about 90%.
- 6.2 Revenues and Benefits enquires are complex and interviews and telephone calls take on average four times longer to handle than enquires for other services and due to ongoing impact of Welfare Reforms it is anticipated that this pressure will continue certainly for the life of this Strategy.
- 6.3 Predominately due to Welfare Reform changes, Revenues and Benefits enquires however have seen an increase of 31% and 39% respectively for telephone calls and customers interviewed and incoming enquires by email have more than doubled. MI shows that 48% of telephone calls presented for Revenues and Benefits are not answered. The MI also shows that despite the increase in calls and interviews; 12% more Revenues and Benefits enquiries are being handled.
- 6.4 In order to improve performance relating to unanswered Revenues and Benefits calls, the Corporate Management Team, supported proposals, which were endorsed by Policy and Resources Committee in August for a revised way of working within the CSC in order to allow for training, development, feedback on performance and dedicated staff to answer Revenues and Benefits enquires. The main areas of change being:
- Creation of a permanent Customer Services Support Officer to monitor and improve quality.
 - A dedicated team of Revenues and Benefits Advisors at a higher grade has been created that will allow for specialism in a complex area as well as providing development opportunities for Customer Service Representatives.
 - Appointment of temporary resource including utilising the Modern Apprentice Scheme
 - Changing the opening hours of the CSC on a Wednesday from 08.45 to 11.00 to allow staff training and development.

7.0 Customer Service and Digital Access

- 7.1 At a time when the Council is facing challenging budget restrictions it is more important than ever that we concentrate our resources on providing services that our customers need and ensure that our delivery channels not only meet customer demand but are delivered in the most cost efficient way.
- 7.2 The 3 primary methods of contacting the Council are by telephone, face to face and by email. The diagram below illustrates the options available for customer contact:

Delivery Methods - Analysis of Options



- 7.3 As can be seen above, the most cost effective way of providing access is through self-service electronic delivery whilst the most costly is by way of face to face interaction. This is the primary driver for the Digital Access Strategy which aims to facilitate an increase in self-service leading to customer satisfaction and efficiencies in resources and processes which is frequently referred to as 'Channel Shift'. We must not however lose sight of the fact that those in most need of face to face communication are often the most vulnerable and disadvantaged in our community and this must be a consideration moving forward.
- 7.4 The Chief Financial Officer chairs the Digital Access Group and reports into the Modernisation Corporate Improvement Group which is chaired by the Corporate Director, Environment, Regeneration and Resources. The first priority for the Council has been to upgrade the Council's website. The new web site was launched on 5 May 2015.

8.0 Future Plans to develop Digital access for the CSC

8.1 The service has a number of key plans which are inter related which aim to encourage our customers to move away from the more expensive channels of contact as well as allow our systems to be 'smarter' and change the on line process. These being:

- Implement the upgraded version of the Customer Relation Manager system (CRM). The CRM is the system that Customer Service Staff use to view customer information as well as record interaction with customers and pass off work to service areas.
- Modernise the process for on line reporting for customers. For example a street lighting fault report will currently arrive via email to customer services who are then required to re-key information to generate a case within the CRM system and forward to Environmental Services for action. By modernising this process, the system will automatically classify and direct the case to the appropriate service therefore cutting out the requirement for intervention and reducing notification time to the service.
- Implement the Single View of the Client on the CRM. This underpins the CRM system by providing an accurate record of our customers with the necessary information to access other service area information. This will allow a customer for example (after going through an authentication process) to view their council tax records, previously reported cases and any other interaction they have had with the council all in the one place. This also allows CS staff to access customer information from other line of business systems and therefore be able to provide a more holistic service to customers.
- Implement the self-service portal and upgrade the on line booking service which will allow more payments than are currently available to be made on line. It will also allow for bookings and payment for services to be made via self-serve for example a customer will be able to book a bulky uplift on line by selecting an appropriate date on a calendar for the uplift and make payment. It will also allow customers to report issues such as a pothole and allow them to monitor its progress.
- Expansion of the provision of self-service access via Branch Libraries whilst also providing support for those requiring digital access arising from the Welfare Reform changes.
- Implement the Citizens mobile application which provides similar features to the self-service portal but with the benefits and ease of use of a smart phone. It takes advantage of inbuilt capabilities such as camera and GPS location which in turn provides better data for service areas. Research has shown that hand held devices are by far the most popular method of accessing the internet having taken over traditional PC usage.

8.2 The Platforms to enable all of the above have been purchased and are in the final phases of testing. A training assessment and schedule is currently being developed. It is envisaged that full implementation of the above should be in the next 12 months subject to funding and resource being in place. More detail is covered in the action plan shown in Appendix 2.

9.0 Action Plan for the way ahead

9.1 The CSC, in partnership with ICT and other relevant stakeholders has a challenging journey ahead to deliver results with regard to Channel Shift and improving performance in handling Revenues and Benefits enquires as Welfare Reform changes are rolled out. All of this is against a backdrop of budget cuts and pressures and therefore more than ever there is a requirement to drive out efficiencies.

9.2 The next 12 months will to a large extent focus on recruitment, training and development which will be much aided by the Wednesday later openings. The Channel Shift work will progress in tandem with this work.

9.3 In order to manage the ongoing development of the CSC a detailed action plan (which can be seen at appendix 2) has been developed which is split into the following areas:

- **People** – this will focus on training and development for staff and supporting Customer Service Representatives achieve SVQ's in customer service leading to improvement in performance and delivering on its priorities.
- **Performance** – this will ensure that targets are set and that performance is monitored and reported in line with the action plan.
- **Customer engagement** – consultation with our customers and developing an action plan from the findings will help us manage customer expectations. The CSC will work with Corporate Communications assisting services with the implementation of the revised corporate Complaints Policy as well as with web site related issues.
- **Service development** – this is a wide ranging area that will covers everything from how we will implement the Digital Access Strategy to reviewing opportunities for the single assessment for free school meals as well as progressing with the Customer First agenda. Underpinning all of this will be the ongoing effect of Universal Credit on Customer Services as well as its potential role in delivering Local Support Services for customers making claims for or in receipt of Universal Credit.

10.0 Reviewing this Strategy

10.1 The future is challenging and while this Strategy is for the next 3 years, the next 12 months will be pivotal in shaping how the 2 following years develop. An annual report on performance will be presented to the Policy and Resources Committee and the Chief Financial Officer will receive a monthly update on performance against the action plan supported by quarterly performance information will be produced.

10.2 Key actions from the Strategy will also continue be incorporated within the Environment, Regeneration & Resources Corporate Directorate Improvement Plan and monitored via the Digital Access Working Group.

Inverclyde Council - Customer Services Charter

Appendix 2

Our commitment and values

At Inverclyde Council's customer services we are committed to putting our customers at the heart of everything we do.

We will do this by providing a consistent, modern and helpful service to our customers. You should expect the same level of service wherever and whenever you contact us.

You can expect us to...:

- Provide an easily accessible, pleasant, clean and welcoming reception area;
- Ensure our staff are uniformed and wear a name badge;
- Be welcoming and helpful and listen to what you have to say;
- Respect your right to confidentiality;
- Give you a choice of the ways you can contact us;
- Aim to deal with the majority of enquires at the first point of contact and where this not possible, direct you to the appropriate person or team;
- Learn from your comments, complaints and compliments;
- Keep waiting times to a minimum;
- Treat you as an individual;
- Continually strive to modernise and improve our services to you, and
- Work with other organisations in the community to provide a joined up service.

We expect you to...

- Not use inappropriate language or behaviour when you contact us;
- Provide us with all of the information we need to help us to help you;
- Let us know in advance of any meeting if you have any additional support needs;
- Treat us politely and with respect;
- Be on time for appointments and cancel if you are unable to attend, and
- Be patient if waiting times are longer than expected.

August 2015

Customer Services Action Plan

Action	Issue	Action	Success Criteria	Target Date	Responsibility	Status
PEOPLE	Develop & Deliver a comprehensive training plan	Training needs will be identified from quality checking and appraisals	Training programme in place Better trained and confident staff. Better customer satisfaction Completion of CSPQ Staff understand expectations allowing resources to be correctly targeted. Service delivery meets management expectations Customer Service visions and outcomes are agreed	On-going	CS Supervisor/CS Support Officer	Green
	Improve Communications with CSC team	Implement late opening. Regular staff meetings to take place.	Staff feel consulted and able to contribute to improvements through team meetings and feedback opportunities.	October/November 2015	Revenues & Customer Service Manager/CS Supervisor	Green
	Deliver amended structure	Complete recruitment and creation of new teams.	New team in place. Improved customer performance.	June '15 - August '15	CS Supervisor	Green
PERFORMANCE	Report performance annually to committee.	Annual Report to be produced and passed to senior management	Improved focus on key tasks and improved performance.	April '16	Revenues & Customer Service Manager	Green
	Internal customers	Review SLA's on an annual basis & conduct quarterly meetings.	Documents signed off by each service and higher levels of internal customer satisfaction.	June '16	Revenues & Customer Service Manager/CS Supervisor	Green
	Performance Management framework is in place	Agree targets reflecting service vision and based on performance information. Agree areas to be reported and frequency. Analyse data/stats/feedback/customer surveys to identify and prioritise improvements.	Staff have clarity/clear objectives. Targets are achieved Performance reports, KPI's Performance meetings/benchmarking Changes implemented and improvements made	From Jan '16	Revenues & Customer Service Manager & CS Supervisor	Green
CUSTOMER ENGAGEMENT	Increased customer involvement in service development	Develop consultation approach and select areas to be consulted upon.	Survey completed and action plan developed incorporating the needs of our customers	April '17 (Survey 2016)	CS Supervisor	Green
	External Communication	Use the website to communicate meaningful information to our citizens	Customer satisfaction improvements - customer expectations are managed better when targets are understood	On-going	Revenues & Customer Service Manager/Corporate Communications	Green

C	Corporate Complaints review	Develop configuration of Lagan system to ensure the relevant information is captured for the Corporate complaints process and statistical returns	Accurate and regular MI is provided. Employees can confidently use the CRM system to log complaints and can obtain updates on progress. Complaints dealt with in a corporate manner and customer kept better informed.	April '16	CFO, Revenues & Customer Services Manager & ICT Operations Manager	Green
SERVICE DEVELOPMENT	Update & improve core CRM systems	Develop Kana system, implementation of web self service portal, mobile applications for citizens and staff, mapping integration for location based fault reporting with corporate GIS system.	Reduced workload for customer services. Streamlined process. Migration of Web-Labs eforms to Kana eforms. Quicker service notification of new/updates to cases. Aligns to digital strategy allowing leverage of potential benefits.	2015 - 2018	Revenues & Customer Services Manager & ICT	Green
	Channel Shift Projects to be progressed.	Develop online mapping and on-line payments.	Increased achievement of efficiencies through a reduction in direct customer traffic to the Council and more resolution through lower cost channels. Wider range of funds available for on-line payments.	2015 - 2018	Digital Access group	Green
	Review Opportunities for Single Assessment	Review use of Seemis. Review Northgate (NG) education module to see if fit for purpose. Visit Angus Council to understand savings to be made using NG module. "To be" process still to be determined.	Review complete and recommendations reported to CMT/Committee.	June '16	Revenue & Customer Services Manager	Green
	Review potential useage of My Account Scotland..	Liason with Improvement Service and Kana Report to CMT	Suitability to provide method of authentication for customer access to their services.	July '16	Revenues & Customer Service Manager & CS Supervisor	Green
	Local Support services (Universal Credit-Welfare Reform impact)	Report to Committee via MBWG by December 2015.	CSC staff well informed to provide the necessary advice to customers	From 2016	Revenues & Customer Services Manager/Principal Officer	Green