ARGYLL AND BUTE COUNCIL

CUSTOMER SERVICE STRATEGY 2015-2019

Author: Bob Miller
Title: Customer Service Support and Development Manager
Date: February 2014
Version 1.1

Table of Contents

1. EXECUTIVE SUMMARY

From 2010-2014 the council's customer service strategy was determined by the deliverables of the Customer Management Project agreed as part of the Process for Change Programme. Following the completion of that project the Customer Service Board directed that a formal Customer Service Strategy be developed for the council, to act as the framework for customer service improvement going forward. An extensive consultation of customers and number of other research and benchmarking activities have informed the content of the new strategy, which builds on the many advances made since 2010.

The key features of the new Strategy are:

Customer Service Development and Governance

- To retain the Customer Service Board (CSB), as the strategic board for customer service related development management, performance management and employee development management
- Have a dedicated annual Customer Service Development Plan whose delivery is managed by the CSB, but which is integral to and aligned with the Corporate Improvement Plan and Annual Service Plans
- Review, improve and relaunch the Customer Service Toolkit as the focused corporate resource for all elements of customer service excellence on the newly upgraded Hub intranet.
- Implement better tools and approaches that allow is to identify specific customer groups, to better meet their specific needs.

Standards and Performance Management

- Introduce a revised Customer Service Charter that has additional elements requested by customers including pledges regarding the council website, customer complaints and being kept informed of the progress of service requests.
- Monitor performance against charter pledges on the corporate Customer Service Scorecard, reviewing the target levels annually to ensure that they remain challenging
- Procuring a new automated customer satisfaction monitoring tool to continually report on front and back office achievement of response standards, to replace the annual mystery shopping approach used in the past
- Increase the number of customer consultations and satisfaction surveys undertaken corporately and by Services each year (tracked by CSB), and report the outcomes to customers on the council's website.
- Introduce new measurement and reporting of 'failure demand' as a means to identify delivery improvements and reduce avoidable contacts and complaints

Customer Contact and Channel Access

- Maintain a range of customer access channels to ensure channel choice, but implement the "Digital First" approach agreed by the Policy and Resources Committee
- Recruitment of a new Digital Development Officer post to systematically implement and promote the re-engineering of service delivery to maximise digital self-service opportunities for customers
- Procurement of a next generation customer contact and customer relationship management system for the Customer Service Centre that can support new mobile web and social media interactions, streamline the increasingly hard to maintain mosaic of elderly systems currently in place and help to deal with ever increasing customer demand by supporting integrated self-service and workforce management

- Implementation of an effective successor to the Members Portal that allows elected members to log and monitor service requests on behalf of their constituents
- Ensuring face to face contact via customer service points is retained in each major town, but exploring the possibility of co-location with other Services or partners to deliver efficiencies.

Employee Development

- Retain the Customer Service Professional Qualification, but expand take up by making its completion at Award or Certificate level a mandatory element of job descriptions for certain customer focused posts
- Develop a new base level e-learning course in customer care as part of the wider overhaul of e-learning being progressed by Improvement and HR
- Continue to deliver a bespoke and regularly updated Customer Management module as part of the Argyll and Bute Manager programme
- Implement the Customer Service Excellence Standard to at least two Services in each Department, with a view to building in house expertise in this national standard and gaining corporate accreditation by 2018
- Developing a range of topic specific guides and aids for employees, beginning with a review of the Effective Call Handling Guide and a new guide to responding to letters and emails.
- Recognise excellence in customer service delivery by ensuring it is maintained as a distinct category in the corporate employee annual awards

An Action Plan (Appendix 3) with a formal implementation timetable has been developed to accompany the Strategy and it will be incorporated into the Corporate Customer Service Development Plan to be managed by the Customer Service Board, with quarterly updates to the Senior Management Team and the Policy and Resources Committee. It should be noted that many items on the Action Plan have a dependency to the procurement of a new Customer Contact System which is being jointly procured with Highland and Aberdeen City Councils, hence delivery dates may be subject to change.

2. INTRODUCTION AND BACKGROUND

The Council is committed to putting customers at the heart of all it does and is this is reflected in its drive to provide responsive, high quality and continually improving standards of customer service, informed by customer engagement. The council's extensive geography and demographic make-up mean that many customers are hard to reach and this requires extra effort to ensure equality of access and consistency of service.

In 2009 and the council established the Customer Management Project to deliver the customer service improvement strategy agreed as part of the Process for Change Programme. Following the completion of that project and its successor in 2014 the Customer Service Board took responsibility for the continued focus on customer service improvement. The Customer Service Board commissioned a review of the Customer Service Strategy to bring it up to date and make sure it aligned with corporate plans and aspirations for the period 2015-19.

This strategy builds on the investments in technology and training made since 2009 and which led to the independent Customer Service Excellence Assessor remarking in November 2013 that:

> *The culture and ethos within the organisation is clearly customer focused. Strong leadership is demonstrated at all levels and sound policies and procedures are in place. Customers have high expectations, but delivery matches that requirement.*

The scope of the strategy covers:

1. The council's customer service culture and its alignment with the council's values, plans and strategic outcomes.
2. The council's customer service standards and their performance management
3. Customer service improvement/development planning and management
4. Channel access - review of existing and planning for emerging channels including customer insight into desired future channel access and priorities
5. Complaints Management; systems, processes, reporting and service improvement
6. Ensuring and effective interface between elected members and customers.
7. Customer service training and employee development.

3. VISION, VALUES AND PRINCIPLES

The strategy supports and helps to enable the following council values:

*   We involve and listen to our customers and communities
*   We take pride in delivering best value services
*   We are open, honest, fair and inclusive
*   We respect and value everyone

It also underpins delivery of the SOA outcomes:

*   We provide good customer service
*   We have a skilled and competitive workforce
*   Our services are continually improving
*   We contribute to a sustainable environment.
*   Our employees have the skills and attitudes to deliver efficient and effective services.

The vision of the original Customer Service Strategy was " Consistent, Convenient, Efficient Customer Care". The ethos was to offer digital self-service as a choice for customers and to use corporate systems, training and standards to ensure consistency and efficiency. That vision has not changed, but has been summarised in the new Customer Service Charter (Appendix 1), into the three words:

<div align="center">

CUSTOMERS COME FIRST.

</div>

What has changed however is that rather than simply making digital services a channel choice, the council's ethos will be to offer "Digital services so good that all who can use them prefer to use them" as stipulated in the Government Digital Strategy. This will be underpinned by three digital delivery principles:

*   Services will be delivered as "digital first" and customers who can self-serve using digital media will be enabled and encouraged to self-serve;
*   Customers who are unable to self-serve will be assisted to access services so they are not disadvantaged;
*   Service access, delivery and associated business processes will be re-designed to improve performance and productivity and to reflect the above two principles.

The focus on customers requires the council to have a good understanding of who they are (customer segmentation), and what matters to them. Using customer profiling to develop

typical customer profiles, known as 'personas' and by more intensive use of customer journey mapping, we will be able to provide services that more closely meet customer needs and improve take up of online self service. Enhanced reporting and analytical capabilities provided by our replacement Customer Service Centre contact management systems will greatly aid customer focus too.

4.   CUSTOMERS AND CHANNELS

Customers' expectations and needs are changing, largely driven by the use of the internet and the recent revolution in the use of mobile devices such as smartphones to access it. This change was reflected in the council's November 2014 Customer Service Survey completed by nearly 500 respondents. That survey showed a fivefold increase (up to 30% from only 6%), in those using the council website to access services compared to 2009, with the other main digital medium of email also being used by 30% of customers.

Of the traditional media the number using white mail nearly halved to only 15% and the use of telephone also fell from 84% to 71%, although those using face to face services rose from 31% to 35%. It is worth noting that the majority of respondents were aged 50 or over. This means that, if the council is to keep up with changing expectations and contact preferences, we must better understand how our customers want to interact with us and then plan and deliver our services in ways that are convenient to them and also cost effective for the Council.

4.1   Our Channel Strategy

Argyll and Bute Council will make access to its services available through appropriate and cost effective contact channels designed with the needs of its customers in mind, keeping abreast of changes in technology.

We will operate a "Digital First" approach whereby service access, delivery and associated business processes will be re-designed to encourage and enable those who can use digital self-service to do so, whilst assisting those who initially cannot use self-service to be able to use it. For the period of this strategy the council will continue to provide the full range of non-digital access channels and encourage customers to channel shift to digital by the quality, ease and efficiency of our digital services and by providing assistive digital support.

4.2   The Customer Service Centre

The Customer Service Centre (CSC) provides initial customer contact support for all council services except Education and internal teams such as Strategic Finance. It services:

- the council's easy contact 'Golden Numbers' (including the council switchboard),
- the enquiries@argyll-bute.gov.uk email account
- the single number text service
- Facebook direct messages
- 'Contact Us' web enquiries
- The online 'Quickbook' booking service
- All voice automated services such as payments, switchboard and service disruptions.

There are no plans to change these arrangements; however the efficiency and quality of service delivery is being limited by ageing and varied systems that have evolved over time and which are increasingly difficult to support and to keep compliant with stringent new security requirements. Nor are the current systems geared for social media or sufficiently advanced to support the council's Digital First aspirations.

The strategy is therefore to replace the CSC's customer contact and customer relationship and case management systems with a unified modern system by the end of 2015 that aligns

to the council's ICT Strategy and which will be more resilient. Best value is more likely to be achieved if this done on a joint procurement basis with other councils, which will also give the potential for shared service opportunities. The replacement system will have a number of added value features such as workforce management functionality to help target resources to demand across channels and an automated customer satisfaction monitoring module. Above all the system will have digital self-service (online and voice automated) at its core, aided by advanced integration to other back office systems and mobile workers. This will be a key enabler for the Digital First element of the Customer Service Strategy.

The existing Customer Relationship Management system has a module that allows elected members (or Members Services employees), to log service requests and to track their progress and also to see management information about all customer service activity in their constituency. This module is no longer being supported by the supplier and was in any case limited in functionality and scope. The strategy is to replace it in tandem with the procurement of the new CSC system; to provide a more flexible and usable interface that can be more tailored to individual member's needs and which can be accessed from mobile devices.

4.3   Web & Mobile Web Channels

Although web access to council services has grown faster than any other channel since 2009, the recent Customer Service survey highlighted a number of barriers to even greater take up by customers, including difficulty in registering for services, the range of fully transactional services on offer, third party services that are not mobile device friendly, distrust of online security for confidential matters and ability to deal with more complex transactions online. Planned provision of high speed broadband and more extensive 3g mobile coverage will address the other main constraints on digital demand.

To address these issues and to make the council website and its associated mobile media the main 24/7 access point for council services the Customer Service Strategy includes the following elements:

1. Ensure all elements of the website, including third party web services are fully mobile device adaptive. This will require that no back office systems are procured unless they have a web interface and that all existing third party interfaces are made adaptive by the end of 2015
2. Adopt the national MyAccount service (managed by the Improvement Service), for the implementation of a single sign on to all council web services that require registration and authentication. This will make sign on easier and more trustworthy as it will be linked to the national Citizens Account database.
3. Improve the range and quality of fully web interactive services that require no rekeying to back office systems, through a planned and systematic re-engineering of processes to make them Digital First compliant. This will also involve a greater element of personalisation of each customer's web experience, for example so that they can select and display their most frequently used services
4. Priority will be given to ensuring that the website is fit for purpose and designed around customer demand; the benchmark of which will be to ensure it achieves and retains the SOCITM 4 star rating in the annual 'Better Connected' national survey
5. Recruitment of a Digital Development Officer in Customer and Support Services to undertake the Digital First BPR programme and to promote the development of digital services in the council and to optimise their use by customers. This post will be funded from channel shift savings generated by the BPR activities
6. Maximising opportunities for the use of mobile smart phone technology where feasible, for example by use of apps and social media services for information and transactional uses. Initially this will continue to be through the Looking Local digital TV and branded

App service, however the new CSC systems at 4.2 above may offer more cost effective solutions that are better integrated to the customer management systems

7. Rebrand the Web Team as the Digital Services Team to reflect the fact that its remit is more than just managing the website, but maximising service delivery via all digital media. The new Digital Development Officer will be part of this team.

8. Work closely with the Scottish Government and national providers to ensure the speediest and most extensive implementation possible of high speed broadband and 3g (and 4g when it becomes available), mobile coverage. Progressing local initiatives to improve coverage where there is a business case to do so.

9. Use lessons learned from participation in Universal Credit Local Support Services Trial (effective ways to triage needs and enhance digital skills), to develop plans for "Assisted Digital" support to digitally excluded customers.

If implemented well this strategy will lower costs, empower our customers and enable the council to make best use of resources, thereby freeing up staff to support more vulnerable customers.

4.4 Face-to-Face Access

The Customer Service Survey and separate management information shows that demand for face to face services is undiminished and customers prefer it for complex and confidential enquiries. Only 5% of survey respondents were in favour of closing Customer Service Points in favour of a digital only approach, however 80% were happy to see CSPs co-located with other council services such as libraries or with partner organisations. There was also majority support for having late opening for one day a week (as opposed to weekend or lunchtime opening).

The customer service strategy for face to face contact is therefore:

1. To retain a customer service point in all main towns but to explore the potential for efficiencies through colocation with other council services or with partner organisations where constraints allow

2. Continue to develop interactive video and self-service PCs in Customer Service Points as part of the 'assisted digital' element of Digital First

3. Undertake a trial of extended opening in CPs and CSC until 6pm one day a week to determine demand for and viability of the service

4. Explore the potential for ceasing the taking of cash payments in CSPs and direct customers to readily alternative cash handling outlets such as post offices and Paypoints, in order to free up face to face capacity for more specialist enquiries and assisted digital support

5. Ensure that Customer Services processes and technology are embedded within the new Helensburgh Office Refurbishment Project and any other office rationalisation project approved over the term of the strategy.

4.5 Written Communication

The Customer Service Survey showed that use of traditional white mail has halved over the past five years with only 15% of respondents having used it. Conversely the use of email has dramatically increased and the council now receives more emails than telephone calls. These two media have the lowest customer satisfaction rating; largely due to the lack of or speed of response. Feedback on the Customer Service Charter showed that customers wanted a lower target set for speed of response on emails in particular.

The ever diminishing volume of white mail will require that the disparate resources invested in mail handling are concentrated in order to maintain efficiencies and economies. This process has already begun with the Lochgilphead Mail Centralisation Project, but the

process will need to be extended or mail handling will become increasingly inefficient.

The channel strategy for written communication is therefore:

1. To continue to reduce the amount of post and paper communication by better use of electronic channels to deliver faster, greener services at less cost.
2. To maximise the efficient handling of diminishing white mail volumes through increased use of centralised mail handling linked to integrated Electronic Document Management Systems
3. Refocus and rebalance resources towards effective email handling both in services and in the CSC ensuring newly procured systems have integrated email workflow capabilities.
4. Reduce the Customer Service Charter target for email and whitemail from the current 10 working days to 5 working days for simple enquiries and let customers with complex enquiries know it will take longer
5. Ensure all leaflets and information resources are available by digital media to minimise printing, reduce environmental impact and contribute to Digital First
6. Improve employee training and guidance regarding these media beginning with an 'Effective Correspondence Guide', to complement the existing 'Effective Call Handling Guide'.

5   CUSTOMER SERVICE STANDARDS AND PERFORMANCE MANAGEMENT

The Customer Service Charter was introduced in 2010 with annual mystery shopping exercises to monitor performance. Subsequently the CSB introduced the Customer Service Scorecard to provide a quarterly update on all aspects of customer service delivery including:

- Key elements of the Charter
- Customer Consultation
- Customer Satisfaction
- Complaints Management and Improvement
- Customer Service Development.

The Customer Service Survey showed that there was low awareness of the Charter (34%), but that 95% thought it was important to have such standards and to publish performance against it. Most respondents were happy with the existing standards but there was a desire to have new ones regarding, complaints handling, web services and the progress of service requests, also faster response targets for emails.

Appendix 1 shows the proposed new Customer Service Charter and the Customer Service Board will continue to be the heart of the structured performance management approach, using an updated Customer Service Scorecard. Internal Audit has requested that the Scorecard targets on Pyramid are updated more regularly, so the CSB will now do this annually. The new Customer Contact Management System being introduced to the CSC will have a customer satisfaction measurement module that will supplant the need for external mystery shopping exercises; thereby removing this cost and giving a more continual assessment of performance.

A new independent assessment of Customer Service standards will be provided by the rollout of the Government approved Customer Service Excellence (CSE) standard to all Departments. This is covered in more detail at section 7 below. A key element of CSE is building in customer insight to service delivery design and delivery using effective consultation and satisfaction monitoring. Hence the strategy will be to increase insight activity (monitored by CSB), and crucially to report back to customers on the impact that their input has had on a 'You Said, We Did…' basis.

6 COMPLAINTS MANAGEMENT

The council must continue to abide by the Scottish Public Services Ombudsman's framework for complaints management with its two tier approach. The centralised complaints management system will also be retained as it works well, as evidenced by the fact that only 31 complaints went to the SPSO in 2013/14 (only one was fully upheld and four partially upheld). The ICT system that underpins centralised complaints management will be replaced as part of the renewal of the CSC's systems. The existing mechanisms of reporting via the Pyramid Customer Service Scorecard and reports to SMT will be maintained, however there will be more transparency re complaint outcomes on the website, e.g. a summary version of the quarterly report to SMT published online. A new pledge regarding complaints handling will be added to the Customer Service Charter and performance on this will also be reported.

The new CSC contact management systems will allow the measurement and reporting of failure demand, (also known as avoidable contact) which is when a customer has to get in touch with us unnecessarily. It costs time and money and adversely affects the Council's reputation. This might be because:

- The Council didn't do something
- The Council did something wrong
- The customer is seeking unnecessary clarification
- There is repeat contact with a customer who has to provide the same information a number of times
- The customer is progress chasing
- The customer has tried to find information or request a service online and has been unable to do so.

Raising the profile of failure demand and analysing its root causes will reduce needless contacts, increase first point of contact resolution and release resources that were dealing with low value unnecessary contacts and complaints, to work on added value contacts instead. In tandem the strategy is also for even greater emphasis on complaint derived service delivery improvements with the introduction of a new report for Heads of Service that will allow them to review and identify systemic issues flagged up by customer complaints that need improvement.

7 EMPLOYEE DEVELOPMENT

The council has adopted a tiered approach to employee training in customer services:

INDUCTION/CORE> PROFESSIONAL> MANAGER

A benchmarking exercise was undertaken to determine if the Customer Service Professional Qualification should be retained. A survey of other councils found that the Institute of Customer Services' qualification and a private sector course provided by World Host Programmes were the only other courses used. Comparative analysis showed that CSPQ had the best scope, was most cost effective and above all was the only course that offered an SQA approved qualification as the outcome.

The strategy is to retain the tiered approach in a refreshed format as follows:

1. Develop a new base level e-learning induction course in customer care as part of the wider overhaul of e-learning being progressed by Improvement and HR and Aurion. This will be a mandatory part of induction for all employees
2. Retain the Customer Service Professional Qualification, but expand take up by making its completion at Award or Certificate level a mandatory element of job descriptions for certain customer focused posts, that will be identified via the CSB

3. Continue to deliver a bespoke and continually updated Customer Management module as part of the Argyll and Bute Manager programme; keeping content topical as this Strategy is implemented.
4. Implement the Customer Service Excellence Standard to at least two Services in each Department for the next three years, with a view to building in house expertise in this national standard and gaining corporate accreditation by 2018
5. Developing a range of topic specific guides and aids for employees, beginning with a review of the Effective Call Handling Guide and a new guide to responding to letters and emails.
6. Recognise excellence in customer service delivery by ensuring it is maintained as a distinct category in the corporate employee annual awards
7. Ensuring customer management is part of the induction programme for all newly elected members following elections.

8   CUSTOMER SERVICE DEVELOPMENT AND GOVERNANCE

SMT recently reviewed its Strategic Boards and agreed that the Customer Service Board should remain as the corporate forum for the management and improvement of Customer Service standards and delivery. The Terms of Reference of the CSB have also been reviewed and are at Appendix 2. The CSB will continue to report to SMT and the Performance and Resources Committee as appropriate. The Head of Customer and Support Services will also hold regular briefing meetings with the Policy Lead for Customer Services.

The Corporate Improvement Planning process was also recently reviewed and separated from the Service Planning process. It was agreed that there should be a dedicated annual Customer Service Development Plan with input from every Service. Delivery of that plan will be managed by the CSB, but it will be integral to and aligned with the Corporate Improvement Plan and Annual Service Plans. Progress on delivery will be reported to SMT and via the Corporate Customer Service Scorecard and quarterly tracker.

The Customer Service Toolkit has been established as the focused corporate resource for all elements of customer service excellence on the Hub intranet. There will be a comprehensive review of the Toolkit based on a user survey and it will also be the place where progress on delivering this Strategy will be reported to employees.

The technology underpinning how customers contact us and how we respond to service requests is changing with great rapidity. It is important that the council remains at the fore front of customer services' new technologies and the Customer Service Support and Development Team will be responsible, with the new Digital Services Team, for evaluating new technologies and making recommendations to the CSB.

The CSB will monitor delivery of the Action Plan that underpins the key elements of this Strategy and to avoid duplication these will be assimilated into the Corporate Customer Service Improvement Plan. For ease of reference the Strategy Action Plan is at **Appendix 3**.

Argyll and Bute Council
Customer Services
February 2015

Customer Service Charter

Argyll & Bute COUNCIL

YOU COME FIRST

We are committed to providing excellent customer service by putting our customers at the centre of everything we do. Our Charter sets out our commitment to you.

Working together we will:

- Be polite, helpful and professional in our responses. We ask that you treat us with the same respect.
- Resolve your queries the first time you contact us, or keep you informed of progress when more time is required
- Respond to complaints within 5 working days for simple issues and 20 days for complex matters
- Focus on achieving on-going improvement to our services.

By telephone, we will:

- Between 9am and 5pm we will answer your call within five rings or provide a voicemail service and call you back
- Tell you our name and what team we work in
- Tell you how to access our out of hours emergency services.

In person, we will:

- Make our offices accessible and easy to find
- Have up to date posters and leaflets on display
- Wear name badges and talk with you in private if you prefer
- Arrange appointments if you need to see someone else.

In writing, we will:

- Respond within 5 working days for simple enquiries or for complex enquiries we will let you know if it will take us longer
- Use plain language and give you the contact details of the person dealing with your enquiry
- Make it easy to access online services and make information easy to find on our website and on-line channels.

Contact us at www.argyll-bute.gov.uk, call 01546 605522 or visit your nearest Customer Service Point.

APPENDIX 2 – CUSTOMER SERVICE BOARD TERMS OF REFERENCE

Purpose:

The CSB's purpose is to act as the direction and oversight body for the development and delivery of effective customer service across the council, ensuring that the importance of high standards of customer service is promoted to all employees and Services achieve continually high and improving standards of service delivery and customer satisfaction.

Responsibilities:

1.1   To ensure the best possible customer service is provided to our customers, setting the strategic direction and standards for customer service delivery across the organisation.

1.2   To approve all corporate customer service developments, ensuring Departments and Services adopt corporately agreed initiatives and align their own developments with the corporate direction of travel.

1.3   To monitor delivery of the corporate Customer Service Development Plan (as part of corporate Improvement Plans) and help Services overcome any obstacles to its delivery. To approve additional improvement activities inclusion in the plan, for example those arising from customer service performance or technical innovation.

1.4   To manage the council's customer service performance using a corporate customer service scorecard; based on Customer Charter outcomes and achievement of Customer Service Development Plan milestones.

1.5   To define and monitor delivery of the corporate Web Development Plan (which includes the Intranet Development Plan) and act as the steering group for web performance and development and delivery of the 'Digital First' approach.

1.6   To identify additional opportunities and commission initiatives that will contribute to the improvement of customer service, keeping customers informed and promoting joined up working across the council.

1.7   To monitor and promote the take up and completion of customer service tiered training by relevant employees and to instigate the development of relevant customer service guidance where required.

1.8   To promote the importance of Customer Service across the organisation, embedding customer service excellence as a central to the way we do business.

1.9   To promote customer consultation and input as the basis of service design and improvement.

Reports: to the SMT

APPENDIX 3 - STRATEGY ACTION PLAN

Ref	Strategy Area	Action	Action Owner	Due Date
1	Values and Vision	Publicise the New Customer Service Strategy, Vision and Channel Strategy to employees and customers.	CS Dev.Manager	June 2015
2	Values and Vision	Develop Argyll and Bute Council specific 'personas' for use by Services in customer focused development activities.	CS Dev.Manager	October 2015
3	Values and Vision	Adopt Customer Journey Mapping techniques as part of Business Process Re-engineering programme.	Improvement and HR	Ongoing
4	Channel Access	Procure and implement a new Customer Contact and Management System for the CSC	CS Dev.Manager	*January 2016
5	Channel Access	Implement a replacement Members Portal in conjunction with the new CSC Systems	CS Dev.Manager	*January 2016
6	Channel Access	Recruit a Digital Development Officer to undertake the Digital First BPR programme and related tasks.	Customer and Support Services HoS	May 2015
7	Channel Access	Rebrand the Web Team to become the Digital Services Team following recruitment of Digital Development Officer.	Web Manager	May 2015
8	Channel Access	Ensure all elements of the website, including third party web services are fully mobile device adaptive and all existing third party interfaces are made adaptive by the end of 2015	Web Manager	December 2015
9	Channel Access	Adopt the national MyAccount service (managed by the Improvement Service), for single sign on to council web services that require registration and authentication.	Web Manager	December 2015
10	Channel Access	Develop a plan for the systematic re-engineering of processes across Services to make them Digital First compliant.	Web Manager	Sept.2015
11	Channel Access	Review opportunities for the use of transactional mobile smart phone technology following the implementation of the new CSC Systems	Web Manager	*February 2016
12	Channel Access	Develop plans for "Assisted Digital" support to digitally excluded customers following Universal Credit Trial.	Customer and Support Services HoS	October 2015
13	Channel Access	Explore the potential for delivering FTF services through colocation with	CSC Manager	January 2016

		other council services or with partner organisations.		
14	Channel Access	Integrate interactive video and self-service PCs in Customer Service Points into the 'assisted digital' element of Digital First.	Customer and Support Services HoS	*January 2016
15	Channel Access	Undertake a trial of extended opening to 6pm in CSC and CSPs one day a week with Service support to determine demand and viability of the service	CSC Manager and Heads of Services	March 2016
16	Channel Access	Explore the potential for ceasing the taking of cash payments in CSPs and directing customers to alternative cash handling outlets such as post offices and Paypoints in order to free up face to face capacity for specialist enquiries and assisted digital support	CS Dev, and Support Manager	Sept. 2015
17.	Channel Access	Establish new CSP as part of Helensburgh Office Refurbishment Project	CSC Manager	June 2015
18	Channel Access	Review the corporate mail handling arrangements following completion of the Lochgilpead centralisation project.	Customer and Support Services HoS	March 2016
19	Channel Access	Review and improve effectiveness of email handling resources and arrangements in the CSC and Services.	Service Heads and CSC Manager	April 2015
20	Channel Access	Develop and issue an 'Effective Correspondence Guide' covering email and white mail and a revised Effective Call handling Guide after Lync 2013 is implemented.	Communication Team Manager	June 2015
21	Standards	Review and relaunch the Customer Service Charter with revised standards.	CS Dev. And Support Team Manager & CSB	June 2015
22	Standards	Review CS Charter Targets on Pyramid	CS Dev. And Support Team Manager & CSB	April 2015 and annually thereafter
23	Standards	Implement automated customer satisfaction monitoring system in CSC across main channels.	CS Dev. And Support Team Manager	*January 2016
24	Standards	Roll out Customer Service Excellence standard across all Departments to agreed plan.	CS Dev. And Support Team Manager	3 year rolling prog.
25	Standards	Improve customer information regarding Charter standard outcomes, consultations and customer led business improvements	Web and CS Dev. and Support Team Manager.	July 2015

26	Complaints Management	Implement a new corporate complaints management system using the new CSC customer management System	CS Dev. And Support Team Manager and the Governance and Risk Manager.	*January 2016
27	Complaints Management	Implement monitoring and reporting of Failure Demand (Avoidable contact) via the CSC using the new CSC customer management System	CS Dev. And Support Team Manager	*February 2016
28	Complaints Management	Implement process for collating improvement opportunities arising from complaints for review by Heads of Service, DMTs and CSB.	Heads of Service	March 2015
29	Employee Development	Develop a new base level e-learning induction course in customer care as part of the new e-learning resource.	CS Dev. And Support Team Manager and IHR Learning and Development.	July 2015
30	Employee Development	Increase take up of CSPQ by reviewing those posts where its attainment should be mandatory.	Customer Service Action Managers.	July 2015
31	Employee Development	Ensure all newly elected Members receive an overview of the councils approach to customer service management as part of their induction.	Governance and Law Head of Service.	Ongoing.
32	CS Development	Collate an annual Corporate Customer Service Development Plan for monitoring via the CSB	CS Dev. And Support Team Manager	March Annually
33	CS Development	Review and Update the Customer Service Toolkit, adding an element for the CS Strategy and Action Plan	CS Dev. And Support Team Manager	November 2015

* These actions have a dependency to the Joint Council procurement of a new customer contact management system and therefore timescales may be subject to change.