

## EXECUTIVE

21 NOVEMBER 2006

### REPORT OF THE CORPORATE DIRECTOR OF CUSTOMER SERVICES

This report is submitted under Agenda item 9. The Chair will be asked to decide if it can be considered at the meeting under the provisions of Section 100B(4)(b) of the Local Government Act 1972 as a matter of urgency so as not to delay the progression of proposals.

Draft Corporate Customer Services Strategy	For Decision
<p><b>Summary:</b></p> <p>Why have a corporate customer services strategy? The local strategic partnership vision of building communities and transforming lives is the primary driver for this strategy.</p> <p>The Council has a strong ambition to provide outstanding customer services. This means putting local people at the heart of everything we do and involving and empowering them to take informed choices about the things which affect their lives.</p> <p>This draft strategy together with the strategies on community cohesion and consultation and engagement will be the principal means by which the Council delivers that ambition.</p> <p>Excellent services can only be provided if we:</p> <ul style="list-style-type: none"><li>• Know and understand the needs of our customers</li><li>• Regularly consult and engage with customers on what they want</li><li>• Provide services in a cost effective way</li><li>• Equip our staff</li></ul> <p>A corporate customer services strategy means much more than just joining up key services. It paves the way for modernising our whole approach, engaging and building strong partnerships with the community. It will have the following principles:</p> <ul style="list-style-type: none"><li>• Develop relationships with partner organisations and provide services jointly and in a seamless way.</li><li>• Develop the diverse skills of our workforce and increase our capacity to innovate and improve performance.</li><li>• Through service reviews, improve effectiveness and efficiency as well as meet customers' needs and expectations.</li><li>• Maximise the use of corporate assets such as libraries, community facilities etc and ensure a "one council" approach to access, services and information.</li><li>• Improve community cohesion.</li><li>• Develop customer awareness and skills to access our services.</li></ul> <p>The strategy will also support our approach to neighbourhood management and it is consistent with the proposals in the local government white paper Strong and Prosperous Communities.</p> <p>This report sets out an overall approach to a customer service strategy. It highlights four</p>	

project streams, which will develop a Culture Change Strategy, a Customer Access Strategy, a methodology for undertaking business transformation activities and setting standards for services and/or activities across the Council as a whole. It suggests some principles which will underpin these activities.

It proposes that Done in One be the strap line or title of this programme.

Some of the outcomes which will be realised from this strategy are;

- High quality services that continually improve
- Customers fully engaged in how services are provided
- Customers agreeing with the standard of services and knowing what to expect
- Customers knowing what to do if they don't get the standard of service they expect
- Staff knowing what needs to be done to improve services and being happy to do it
- Knowing and understanding customers needs and priorities
- Working well with partners to provide joint services
- Excellent contact services that suit all customers needs
- Customers knowing where, when and how to access services

and these are explained in more detail in Appendix B.

If members approve the draft strategy, with or without amendment, it will be put into the emerging Corporate Strategy format for publication.

**Wards Affected: All**

#### **Implications:**

##### **Financial:**

The financial implications for undertaking this project will be assessed as part of the pre-project implementation preparations. However, a skills gap analysis suggests that some external expert advice may be required to support the development of a corporate approach to business process re-engineering which will drive forward business transformation activities.

##### **Legal:**

The legal implications will be assessed as part of the pre-project implementation preparations.

##### **Risk Management:**

The Audit Commission produced a cross cutting Customer Access KLOE which will, amongst other policies, provide a key framework within which this Strategy will be defined and delivered. To delay progress in developing and implementing a corporate approach to customer focus may have a detrimental affect on the Council's CPA and other such inspections. In terms of customer satisfaction and Council reputation, the Council will want to take this opportunity to raise satisfaction as well as profile its values and promises regarding service delivery. The implementation plan will identify risks and control measures.

## **Social Inclusion and Diversity:**

The Race Relations (Amendment) Act 2000 places a requirement on local authorities to make an assessment of the impact of new and revised policies in terms of race equality. Existing policies have already been subjected to impact assessments. This Authority has adopted an approach of extending the impact to cover gender, disability, sexuality, faith, age and community cohesion.

As this report does not concern a new or revised policy there are no specific adverse impacts insofar as this report is concerned.

However, once the strategies for the four strands have been developed and work is undertaken in target service areas, impact assessments will be undertaken to ensure that changes to service design, access and/or delivery positively impacts on minority groups and community cohesion matters.

## **Crime and Disorder:**

There are no specific implications insofar as this report is concerned.

## **Recommendation(s)**

The Executive is asked to agree:

1. The draft strategy with or without amendments including;
  - a). The governance structure (para. 1.6. and Appendix A )
  - b). That the four project strands of work covers
    - (i). the scope of work necessary to take forward the Done In One Strategy (DIO) (1.4)
    - (ii). produces robust strategies that align with the Corporate vision and other related dependences such as ICT (3.11)
  - c). Corporate Customer Strategy will be known as "Done In One"
  - d). The Customer Focus Leadership Framework is incorporated within the overarching delivery of the Done In One Strategy (3.26)
2. The short-term appointment of expert advisors for the development of a Barking & Dagenham Business Process Re-engineering methodology be explored and that a long list of suitable pilot areas are identified (3.18, 3.19).
3. That the Community Cohesion Strategy review considers the outputs of the DIO and remains proactive about the links between the two strategies as far as social exclusion and equalities and diversity matters are concerned (3.32)
4. The full work plan for delivering these proposals is fully developed by December 2006, to include resources and accountabilities for implementation from April 2007.
5. Delegate to the CE the approval of the final version of the strategy once it has been put into the merging Corporate Strategy format.

<b>Reason(s)</b>		
To deliver the Council priority of providing outstanding customer service. To support the recommended way forward for improving customer access, customer experience, customer and staff satisfaction and corporate brand reputation.		
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## 1. Introduction and Background

- 1.1 The local strategic partnership has a vision of building communities and transforming lives. In order to achieve this vision the Council has a priority to provide outstanding customer service. This means putting local people at the heart of everything we do and involving and empowering them to take informed choices about the things which affect their lives. Three Council strategies support this ambition namely customer service strategy, community cohesion strategy and consultation and engagement strategy.
- 1.2 The Council's approach to Customer Services started with a Best Value Review of Customer First in 2001. The outcome was the development of a strategic approach to improving front line contact and enquiry resolution.
- 1.3 The Council's aim is to become an Excellent rated authority by 2008. As part of that aim, the Council is stretching its customer care vision in order to become a more customer focused authority and to one which provides services that customers want and that we can deliver added value throughout the service chain.
- 1.4 In order to deliver on this vision, the strategy suggests a four pronged approach:
  - 1.4.1 Develop a Customer Access Strategy;
  - 1.4.2 Undertake business transformation through business process re-engineering methodology; and
  - 1.4.3 Set Service Standards for all Council Services
  - 1.4.4 Culture change programme
- 1.5 The customer services department has been established to bring together the main frontline services in order to promote excellent joined up working and to attract economies of scale. The restructuring also demonstrates the importance that the leadership within the Council has placed on the customer focus agenda.
- 1.6 The Director of Customer Services has been charged with producing the new Done In One Strategy (DIO) by the autumn 2006. The DIO is being developed in a multi functional corporate group led by the Corporate Director of Customer Services (see Appendix A).

## **2. Current Position**

- 2.1 The majority of contact with the Council is by telephone and face to face, hence the development of a business plan to provide a call centre and one stop shops. The final phase of the call centre roll out takes place later next year. This has included some business process reengineering, which thus far has focused on front end services
- 2.2 The call centre, Barking and Dagenham Direct, has won the Best Customer Service Award from London Connect and is a finalist in the European Call Centre Awards for Best Customer Experience
- 2.3 The second part of the Customer First business plan is the development of two one stop shops, in Barking Town Centre (the Barking Learning Centre) and the other at the Heathway Dagenham (the Poundstretcher Store as an interim and then at a new development at the Church Elm Pub). Both of these are due to open in 2007 and will replace all general reception and service access areas. The one stop shops will have facilities and design of a very high standard.
- 2.4 Best practice in business process re-engineering, call centre and contact centre management is being examined with visits to Beacon Councils and the Council has been invited by the Cabinet Office to become a pilot for customer focus leadership. All senior and middle managers have been briefed on the customer focus leadership approach and many will be invited to join working groups over the next few months. This is in addition to an ongoing programme of development a Done In One approach to customer services for all senior managers in the Council concluding in April 2007
- 2.5 One of the important aims of a customer service strategy is to ensure not only that services are responsive to the needs of local people but also that other corporate priorities are delivered through the implementation phase and after.
- 2.6 This will include those items mentioned in the summary and will play a major part in transforming the Council's performance and capacity.
- 2.7 Our strategy will keep us at the forefront of modern local government and will support other corporate ambitions such as the roll out of neighbourhood management across the borough.
- 2.8 The thrust of government thinking from the "new localism" agenda through to the white paper is consistent in trying to promote greater community engagement in shaping and commissioning local services and promoting joined up working across agencies. Taking this agenda forward is a major part of our strategy.
- 2.9 The four main work streams which will form part of the strategy are explained in more detail below. This is an ambitious programme which will take a little time to develop in detail. It is crucial that this strategy has strong links with other Council strategies such as information technology, human resources and asset management and that these are seen as interdependent.

- 2.10 Other strategies such as those on community cohesion, equalities and diversity will need to be reviewed concurrently with the development of the customer services strategy. The governance arrangements suggested in appendix A aim to ensure that this is done in a corporate and consistent way.

### 3. Customer Access Strategy (Done In One)

- 3.1 The council's ambition to provide excellent customer services should form the basis of the vision for the customer services strategy – the following is suggested:

**The council aims to provide excellent customer services which are based on customer needs and provide good value for money.**

We call this process Done in One

As discussed above to be successful we will:

1. Know and understand the needs of customers across the board
2. Set and publish standards for all services.
3. Systematically consult on those standards.
4. Base business process reengineering on the result of that consultation, value for money and other relevant KLoE considerations.

These steps are set out in the corporate priorities for action and will be key activities. The business process which we choose will describe how this should be approached.

In delivering this vision we need to have regard to the national context. Government considers the improvement of public services to be a priority and recognises the important role this plays in community development and community cohesion.

This section describes the Governments approach in more detail and sets out the importance of delivering our vision will play in helping the council to achieve an excellent CPA rating.

- 3.2 On the 2 June 2006, the Audit Commission produced a new Key Line of Enquiry 'Access to Services'. These KLOE and descriptors are for cross-cutting inspections and as such will require all Council services to be fit for purpose with regard to a variety of judgements that the Audit Commission will make.
- 3.3 As such, it is recommended that the Customer Access Strategy is developed and evolves around the KLOE descriptors as well as the unique requirements of the Council. The Strategy will therefore need to address, at a minimum the following:
- What has the **council aimed** to achieve in access to services
  - **Customer and Community Focus** - users at the heart of design and delivery
  - Ease of access
  - **Service Standards** clear and accessible (see Service Standards Strategy below)

- **Engagement** of users and non-users; engaging local people; publications; campaigns
- **Diversity** - understanding the community, ensure all voices are heard
- Service access **outcomes** - are we delivering what the service promises and has the user influenced the service standards
- **User experience** - satisfaction, quality of service, standards
- Is the service delivering **Value for money**
- Service track record for **delivering improvement**
- How well does the service **manage performance** - service planning, aims & priorities, coordinated, robust, deliverable, culture of continuous improvement
- Effective **performance management** arrangements, monitor & review
- Service learns from high performing and other providers, user feedback and own experience (**learning organisation**, knowledge management)
- Service has **capacity to improve** - access to appropriate skills, tools and finances to deliver improvement; evidence of effective financial and human resource planning
- Robust, modern procurement strategy (**VfM**)
- Invests and **attracts inward investment** appropriately to deliver improvement, secures funding opportunities; effective strategic partnering; joint procurement

3.4 All of the above descriptors are aspects that the organisation is currently working on in a variety of services but not necessarily across the board. The self assessment process will aid in uncovering evidence that will help inspectors to reach judgements. The descriptors act as a guide and will help to scope the Customer Access Strategy.

There is nothing in the recent audit commission discussion paper on assessment of local services beyond 2008 which would cause us to think that this will change. If anything the focus on service users and customer engagement is likely to intensify

### **Service Standards Strategy**

3.5 Our aim of providing excellent services across the board is supported by the Audit Commission's new Key Line of Enquiry 'Access to Services'. Judgement 1 - 'How good is the service?' The 2.3 Standard descriptor asks the question: "Are services' access standards clear and comprehensive and have users been involved in setting them where appropriate?" 2.3 Standards requires the following in order for a level 3 to be awarded

- Consistent, appropriate and comprehensive customer access and customer service standards are used in all customer facing services
- Appropriate customer access and customer service standards are well known and are clear to users and the public; they are widely publicised, visible in appropriate places and easily understood by all, and translation and interpretation is provided where appropriate. Local people are actively involved in defining service standards.
- Standards include clear and challenging targets which are closely monitored to maintain and improve customer service in all access aspects including telephone, letters, faxes, electronic, e-mails and face to face contact with

customers.

- 3.6 There are examples within the organisation of good practice in user involvement in service delivery/design, however, a self assessment exercise will draw out examples of where standards have already been set and highlight evidence of how users have been involved in the standard setting process.
- 3.7 The Audit Commission accepts that user involvement will only occur where appropriate, and so it is accepted that there are cases where for example the industry specific sector or legislation determines the standards. For example, the Department for Work and Pensions determine the turnaround time for dealing with an application for Housing/Council Tax Benefit but we may set the reception service standard in Revenues and Benefits that users can expect.
- 3.8 Other initiatives can be explored to further enhance the service standard setting process and/or standardisation of services duplicated across the Council such as responding to mail enquiries. Standardisation of services aids in embedding the standard across the authority and sends a clear message to the customer that they can expect the same standard of mail/post handling regardless of the service they are using. This aids in promoting the Council's brand reputation. Standardisation also aids in making efficiency gains and so for example changing the way we handle post through use of one address in one post handling location might be one way of achieving this.
- 3.9 Other aspects of setting standards includes joining benchmarking clubs, internal challenge / comparison, customer service clubs, aiming for industry standards, exploring quality endorsements such as BSI standards, Charter Mark and other quality standards.
- 3.10 Legislation will also play a key role in standard setting relative to areas such as for example Legal and Financial services. There is also the care and duty to staff where other standards are determined by the European Union regulations, national bargaining arrangements and liP standards.

### **Business Transformation Strategy**

- 3.11 Information Technology plays a crucial and enabling role in the reengineering of services. The Council is in the process of developing a strategic plan for the management and maintenance of IT&C. The alignment of this Business Transformation Strategy (BTS) and the IT&C Strategy will play a key success factor in the rolling out of the Customer Services Strategy as a whole.
- 3.12 A robust and comprehensive approach to BPRE is also needed to give consistency of approach to this area. Officers are currently exploring the SPRINT methodology devised by Salford Metropolitan Borough Council in conjunction with the University of Manchester(?) and which is used by a large number of authorities across the UK. It has proven methodology, training is widely available and it may broadly be regarded as the most commonly available off the shelf solution.
- 3.13 The aim of business process re-engineering (BPR) is to transform services so that they run more efficiently, effectively and offer increased value for money. BPR recognises the dependencies between the process of completing an activity and the



information technology characteristics of those processes. As such, the Council's IT&C personnel will play a critical role in the implementation of any BPR exercise. BPR is one form of improving performance.

- 3.14 BPR is a huge undertaking and so it would be essential to establish and test a methodology that delivers a whole value chain review. As with other aspects of the Customer Services Strategy, high on the agenda of outcomes would be evidencing customer involvement in service redesign, improved performance, value for money and opportunities for partnership working. Essentially though, this process will provide an opportunity to fundamentally rethink how we do what we do in order to **dramatically** improve customer service, make efficiency gains and become best in class.
- 3.15 Visits to organisations have revealed variations in the outcomes that BPR has resulted in such as:
- Limited Liability Partnership - Liverpool call centre and one stop shops
  - Joint Venture - Hertfordshire call centre
  - In-house BPR developed with Manchester University 0 – 4 stars in 5 years<sup>1</sup> - Salford Council
- 3.16 Although some of these examples are aspirational or even extreme, what they share is the boldness with which the Authorities went about improving the service, reduce inefficiencies and challenge the way the service was delivered. The councils also seemed to take drastic measures with services that were evidently underperforming and in some instances not cost effective. Key to understanding the reasons why authorities took the measures they took lies in understanding the key driver for service redesign. In all examples it was about service improvements, however in some services this was underpinned by the need to reduce costs (dramatically) and in others it was the need to improve service star ratings (dramatically).
- 3.17 Successful BPR requires a stepping stone approach covering a range of activities:
- Identifying customer needs
  - Performance problems
  - Reassessing strategic goals
  - Defining reengineering opportunities
  - Managing reengineering projects
  - Controlling risks and maximising benefits
  - Managing organisational changes
  - Successfully implementing new processes
- 3.18 At present, the Council does not have a framework for undertaking BPR. However, BPR is being undertaken in several service areas and so capacity has already begun in services such as Housing, Revenues and Benefits in Barking and Dagenham Direct and in Social Services. In addition, the transformation of a service does not necessarily require a BPR approach e.g. a service that is already performing well would most likely not require as dramatic a change that a BPR

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<sup>1</sup> Revenues and Benefits, and Environment Services

treatment would produce. However services nearer to a level 0 - 1 rating or services haemorrhaging money, would. Although the focus of this report has pinpointed services as the target of BPR, it could of course apply to a process residing in the support services (Back Office). This to some degree has already begun in, for example, Human Resources.

- 3.19 It is recommended therefore, that a methodology is established for the Council and that pilots are identified for the purposes of developing and testing the methodology. The term pilot in this instance does not suggest a dummy run of the service improvement but a rolling out of a method that would use a 'learning organisation' approach to developing, improving and embedding the methodology.
- 3.20 The establishment of the BPR methodology may require short term input from a specialist advisor, however, the project team will endeavour to use this opportunity to learn the exemplary work of best in class colleagues such as Salford Council as well as partners in the Public Services Leadership Consortium.

### **Customer Focused Leadership**

- 3.21 In March 2006, the Public Services Leadership Consortium (PSLC) in partnership with the Cabinet Office launched the Customer Focused Leadership Framework. The government sees effective leadership as integral to the delivery of quality public services and continuous improvement. They place a strong emphasis on collaborative working in building leadership capacity across the public service spectrum.
- 3.22 The Learning Framework has three stages and there are no real surprises in the framework outcomes:
- a) opportunities for significant efficiencies;
  - b) reducing duplication; and
  - c) Creating better value for money created aligned with leadership development activities.
- 3.23 The development of the Done In One Strategy provides an excellent opportunity to facilitate leadership development in the seven learning areas of the customer focus leadership framework and a set of learning materials have been developed by the PSLC that can be tailored specifically to LBBD. This usually takes the form of a case study method, however, a 'case study raid' of a service could be undertaken also. The stages of the framework are:
- a) Pre-requisites - tests for organisational and individual readiness
  - b) The Learning Areas of the Core Curriculum
    - The spectrum of customer focus
    - Analysing the customers
    - Re-designing the organisation/service around the customer
    - The Satisfaction Mirror\*
    - Managing the wider environment
    - Achieving results through managers
    - Entrepreneurial skills

- c) Transfer of Learning & Embedding - building a critical mass for sustained change

- 3.24 \* In undertaking an assessment of the Satisfaction Mirror, the organisation begins to tap into enhancing the motivation and well being of staff. Research supports the fact that there is a direct correlation between staff satisfaction and customer satisfaction. This is the reflection in the 'Satisfaction Mirror'.
- 3.25 The Council has already embarked on a number of staff motivating investments such as liP, Tell Rob, Done in One Academy, Staff Recognition Scheme and the Leadership Group staff briefings.
- 3.26 It is recommended that the ethos of the Customer Focus Leadership Framework is incorporated into the overarching Done In One Strategy (DIO) as a way of embedding the processes and that the project is used to exemplify activities expected of a learning organisation.
- 3.27 The Council has approached the Cabinet office in order to progress the opportunity to work in partnership with the Cabinet Office and the Public Sector Leadership Consortium in the rolling out of the Customer Services Strategy using the Customer Focus Leadership Framework. The training of this programme can be designed around a half day event held at a Leadership Group meeting. The Leadership Centre for Local Government are members of the Public Services Leadership Consortium.

### **Community Cohesion**

- 3.28 As with any change that the Council effects, managing the public perception and impact will be critical. Having open channels of communication and a transparent and meaningful communication strategy will be a key success factor for this project particularly in the context of the current climate. Any change will bring about anxiety for all key stakeholders: Members, residents and staff. As such, appropriate care and attention will be given to ensure that this primary group of stakeholders are adequately included within the redesign processes where appropriate and that additional attention is given to services that attract public interest and/or provide sensitive services.
- 3.29 The DIO will be impact assessed to ensure that equality and diversity implications are adequately scoped and managed. It is proposed within the project team structure, that the team has a full time Equalities and Diversity Officer to aid in delivering the corporate lead that the Director of Customer Services has for equalities and diversity in service delivery. The learning from the reconfiguration of services will be shared within the organisation throughout the process with a view to minimising misunderstandings and enabling empowerment of key stakeholders.
- 3.30 The communication feedback-loop will ensure consideration is given to service redesign as it affects vulnerable and minority groups through specific consultation with those groups via a variety of existing channels. Where groups are not represented, the project team will aim to develop channels of involvement.

- 3.31 There is a clear link between customer access, aspirations, satisfaction, involvement, communication, and community cohesion. The review of the Community Cohesion Strategy and the development of the Done In One Strategy provides an opportunity to embellish each of these strategies within the other. A driving force behind the DIO will be to explore the social exclusion issues as well as to highlight and offer redress to the equalities and diversity issues.
- 3.32 It is recommended that in undertaking a review of its Community Cohesion Strategy a revised draft will need to take into consideration the outputs from the DIO.

#### **4. Delivering our Ambition**

- 4.1 This report describes the background to customer services in Barking and Dagenham and the essential considerations for a successful customer services strategy. Our overall approach was tested as part of the IDEA peer review and specific recommendations of the review team have been included in this report. The IDEA has offered continuing support for the development of our strategy.
- 4.2 Some of this will take time to realise as set out in the report and the proposed timetable. However, it is not too early to state clearly our vision for customer services strategy and to describe in more detail some of the steps towards delivering success.
- 4.3 We will need a reliable and well understood and committed approach to consultation with customers and other stakeholders – we have a consultation panel whose roll it is to ensure consistency and effectiveness in consultation.
- 4.4 It is suggested that the strap line for all future consultation should be “Tell Us”. This campaign should be mainstreamed and become the means by which people can get in touch generally about any issues. It can also be used as a vehicle for specific consultation about a service or process such as budget setting.
- 4.5 There is a strong case for bringing “Tell Us” much closer to the corporate complaints process – a Done in One approach to compliments, comments and complaints should mean that all input for complaints would be possible through a single vehicle. At present that is not the case and we should seek to improve the position by 1 April 2007.
- 4.6 One of the advantages of Done in One is that it is familiar to members and staff and will be easy to expand and develop. We clearly have some of the elements in place to deliver Done in One and these are set out below together with a description of the components which will need to be developed as part of the Done In One Strategy. It is important that we mainstream the existing activities and show how the whole fits together.
- 4.7 Equally we must build on the existing experience and good practice in areas such as Revenues and Benefits, Customer First and Service Improvement Groups.

**Done In One Strategy  
Done In One**

**Statement of Aims and Objectives**

- Delivers the corporate priorities for action

**Statement of Principles**

- Set “ground” rules
- Confirms minimum requirements and ambitions
- Practical not theoretical

**Culture Change**

**Business Transformation**

**Service Standards & Equalities**

**Customer Access Strategy**

**Done in one academy**

- Raises awareness
- Provides training

**Staff Suggestions**

- Rewards Ideas
- Boosts morale (IIP)
- Leads to improvement and ownership

**Staff Awards**

- Celebratory Lunches
- Raises importance of staff contribution (IIP)

**Business Process Reengineering (BPRE)**

- Starts from point of view of the customer
- Defines service approach
- Identifies savings
- Identifies performance improvements

- Sets standards for each service
- Adopt consistent approach to consultation
- Service redesign following consultation
- Annual assessment of performance

- Knowing our customers and understanding their needs
- Standards for access
- Working with partners
- Shared services
- Shared service standards

**Needs to provide techniques and an approach to Business Transformation**

**Needs themed approach and specific consultation**

4.8 The Done in One academy has already provided training and awareness in customer issues for a large number of staff and it proposed that managers should also undertake this training in the coming months. The Done in One academy would need to be expanded and the concept broadened to include all training, briefing and support for managers and staff. The academy would also provide advice on appropriate techniques to be used by managers and staff together with our approach to business process reengineering. In this way the Done in One academy would be the universal name for the process of delivering done in one.

#### 4.9 **Suggested Timescales**

The action plan, in appendix B, offers rough timescales and suggested activities for kick-starting and completing the first phase of the DIO. The aim would be to define the methodology for transforming services, identifying services that meet the prerequisites and building capacity within the Leadership Group around the concepts of the Customer Focus Leadership Framework and its link with the DIO. It is assumed that business transformation will become an ongoing activity for at least the next three years.

4.10 There are assumptions that can be made with regard to project resources. Key players are outlined below:

- Customer Services Group
- Service Management Teams
- Councillor portfolio holders
- Customer Services Project Team
- IT & C Service
- HR/Unions
- Cabinet Office and Public Services Leadership Consortium
- Service Users
- Staff
- Partners

4.11 The items shown in bold are currently in place and need to be brought seamlessly into the DIO. Some elements of these will need development or expansion and these are identified in the boxes at the base of each column.

We need to adopt an overall set of aims and these are suggested in the report as are a set of principles which will guide our actions.

It was also recommended in the independent health check for development of the CRM last year

#### 4.12 **Setting the Principles**

We can establish now some principles which will underpin the aims of Done in One, these could include:

1. All services should be accessible by every available means:
  - In person
  - by letter and fax
  - email
  - text
  - telephone

In conjunction with customer consultation, the most effective access channels will be developed to keep in line with developing needs and cost effective methods

2. All services should be web enabled and fully interactive so far as
  - information,
  - ordering services,
  - updating personal records,
  - checking personal data,
  - making complaints
  - booking servicesare concerned
  
3. All services will facilitate an excellent customer experience.
  - Everything that can be done in one transaction will be done in one transaction.
  - Every service will be accessed through the contact centre
  - Every face to face service that can be delivered in a one stop shop will be delivered in a one stop shop,
  - Wherever practicable customers should be able to exercise choice in how and when services are delivered,
  - Standards for each service including access, eligibility, quality, cost etc will be published and renewed regularly and there will be regular customer surveys for every key service.
  - The council will become DDA compliant before the end of 2007
  - Corporate complaints will be seamless with Tell Us
  - We will reengineer and reorganise services based on business plans which deliver improvement in outcomes, performance and value for money and this will be the basis for investing in future service improvement.
  - All future reports seeking changes to services, revenue or capital investment etc will contain an assessment of how the proposal will impact on customer services.
  - Every directorate will conduct a self assessment against the appropriate audit commission KLoEs for each service regularly so that the council can demonstrate how well it has identified and is planning to meeting customer needs and value for money.

## **5. Implications**

- 5.1. All the financial, legal and other project risk implications of the project will be outlined once the task of writing the strategies of each project stream has been completed.
  
- 5.2. The implications of delaying the agreed way forward may well have a detrimental affect on the CPA rating as it relates to the Customer Access KLOE in particular.
  
- 5.3. The review of the Community Cohesion Strategy and the ICT Strategy are key dependencies for this project, however, service critical implications will be highlighted within the detail of the proposed strategies and in particular the proposed pilot areas.

5.4. There is a political imperative, both locally and nationally, to step change the way our customers access and receive our services as well as the way that they are involved in the design and development of services.

**6. Consultees**

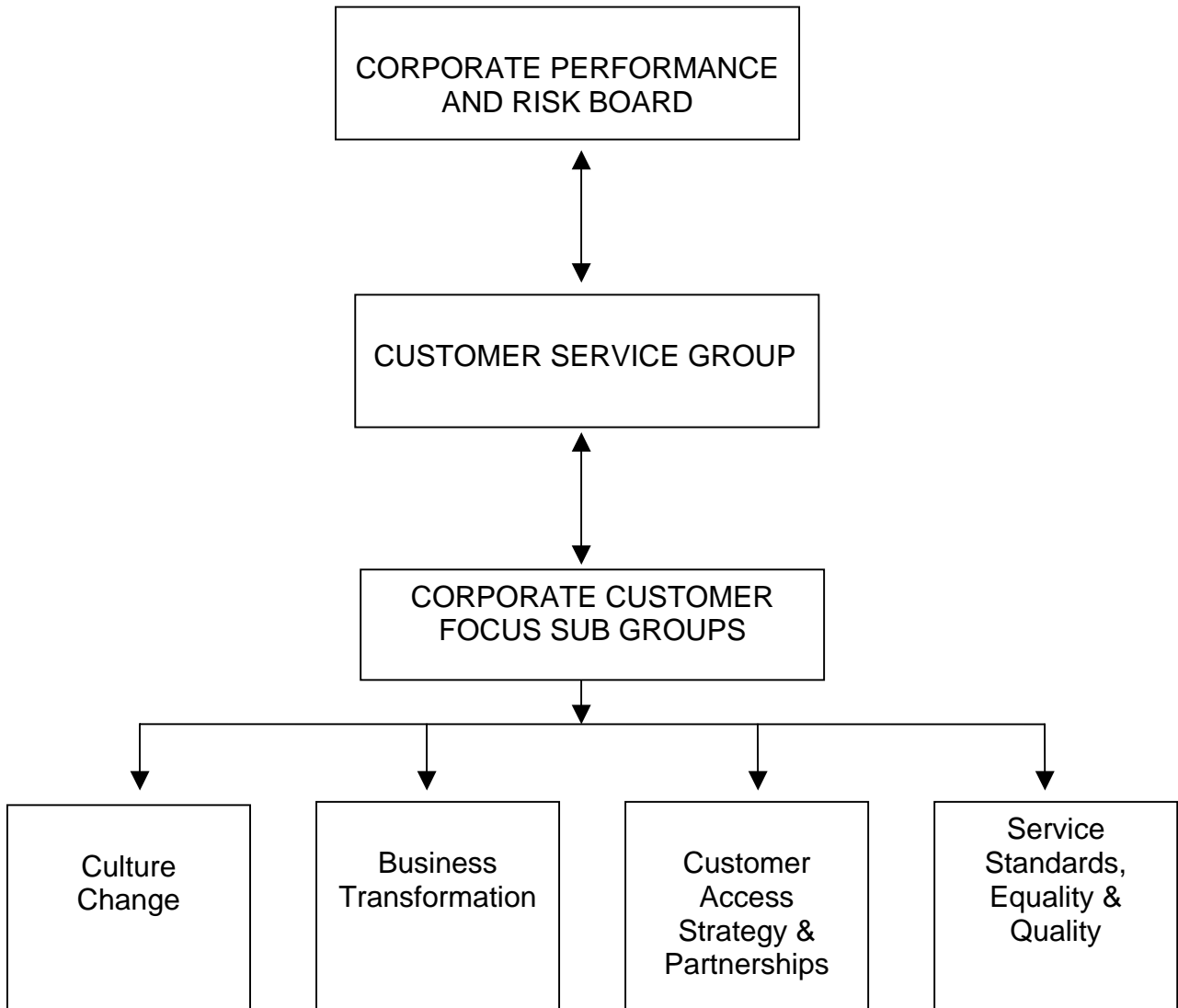
- 6.1 David Woods – Director of Customer Services  
Jennie Duffy - Head of Customer First  
Christine Shepherd - Head of Human Resources  
Wendy Ahmun – Group Manager PPP (Customer Services)

**Background Papers Used in the Preparation of the Report:**

- Customer Focused Leadership Framework, Cabinet Office March 2006



**DONE IN ONE STRATEGY  
GOVERNANCE ARRANGEMENTS**



**Appendix B**

**Customer Services Strategy  
Outline Plan – November 2006**

<b>Plan</b>	<b>Objectives</b>	<b>Year 1 Targets</b>	<b>Year 2 Targets</b>	<b>Year 3 Targets</b>
<b>A. Council services are getting better all the time</b>	Robust and effective governance to implement and monitor improving services	Customer Service Working Group set up and reporting to customer Service Board	Full compliance with implementation plans	Becoming an Excellent Council
	Continually improving processes	Resources to plan and implement business process review identified and in place	Managers and staff aware of business review need and all key processes reviewed	All processes benchmarked and reviewed
	Efficient processes	5% efficiency savings found for key services	5% efficiency savings found for all major processes	5% savings found for all processes
<b>B. Customers are fully involved in how services are provided</b>	Routine engagement with customers to provide services based upon customer needs	All Service scorecards contain an objective for STEP plan	STEP plans in action	STEP plans in action
<b>C. Customers agree with the standard of service and know what to expect</b>	Customers routinely involved in setting and knowing service standards	Key service standards identified and published	Key service standards consulted upon and published	All service standards consulted upon and published

Plan	Objectives	Year 1 Targets	Year 2 Targets	Year 3 Targets
	Customer feedback methods in place	Tell Us campaign reviewed and robust	Tell Us campaign achieves high satisfaction levels	Tell Us campaign is the main method of listening to and feeding back to customers for the Council and partners
	Communication plan for stakeholders in place	Communication plan drafted	Communications implemented	Communications monitored and assessed
<b>D. Customers know what to do if they don't get the standard of service they expect</b>	Complaints result in service improvement	Benchmarked and reviewed complaint process	System for ensuring every justified complaint results in service improvement	Every complaint results in service improvement
<b>E. Staff know what needs to be done to improve services and are happy to do it.</b>	Service performance is known by all staff	Initial self awareness analysis undertaken for key services and improvements identified	Self awareness analysis improvements implemented	Annual self awareness analysis undertaken for key services
		Communication method for keeping staff involved and informed identified	Communication plan to keep staff informed implemented	Communication plan to keep staff informed implemented
		40% Done In One suggestions implemented	60% Done in One suggestions implemented	80% Done in One suggestions implemented

<b>Plan</b>	<b>Objectives</b>	<b>Year 1 Targets</b>	<b>Year 2 Targets</b>	<b>Year 3 Targets</b>
<b>F. Staff provide high quality services.</b>	Performance management of staff to provide excellent customer service	All 1:1s and appraisals contain customer service objectives	All Customer Service objectives achieved	All Customer Service objectives achieved
<b>G. Staff know and understand our customers needs and priorities</b>	All customers including hard to reach groups surveyed	Ascertain current customers needs	Ascertain future customers needs	Ascertain future customers needs
		Identify current customer profile	Analyse current and identify future demographics	Build future service requirements based upon customer information
		Identify currently held data	Identify data to be held	Hold data on every household
<b>H. Partners know what we each do and what needs to be done better</b>	Service and performance information is shared	Joint service priorities are shared and performance jointly managed	Joint services for improvement are agreed	Joint services are improved
<b>I. Partners work together to improve customer services</b>	Key partners join together to provide customer services	Customer service performance targets set and monitored	Customer service targets improved	Customer service targets improved
<b>J. Customers can contact us in ways that suit them</b>	Effective and efficient access strategy in place reflecting customers needs now and in the future	Access strategy identifies key access priorities and links with IT Strategy	All Access channels in place for all Council services for any customer needs	Analysis of customer need and review of access channels

Plan	Objectives	Year 1 Targets	Year 2 Targets	Year 3 Targets
<p><b>K. Customers can ring, visit and use the web to get all of their services</b></p>	<p>Excellent community space, phone/email system, reception areas and web sites</p>	<p>Telephone systems that fully support the development of the contact centre and one stop shops</p>	<p>Data systems that provide excellent handling, monitoring and development of phone and electronic customer contact</p>	<p>IT and data systems that provide excellent handling, monitoring and development of customer contact in the office and in the field</p>
		<p>Email system that provides effective contact services and monitoring of email contact in the contact centre</p>	<p>Email system that provides excellent contact services across the Council</p>	<p>Email system that provides excellent contact services across the Council</p>
		<p>Identified community space for partners, staff, businesses and customers supporting community engagement</p>	<p>Improved and managed community space</p>	<p>Review demand</p>

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		2 One Stop Shops provide all Council face to face services	All Council reception areas provide help, advice and support for all Council services	Surgery and outreach working on a OSS basis in all required locations
		Web site is well designed for customer self service	Web site information is up to date and continually reviewed	All bookings, requests for service, payments and information are available through self service
		Most Customers have access to and the skills to use web and email for their key service requests	All customers know how to use the web and can access PCs	All Customers know how to use the web and prefer it to face to face contact for the majority of their service requests
<b>L. Customers know where, when and how to access services</b>	Full awareness of location, opening times and service availability of all Council services	Communication plan to improve signage and published information	Published information reviewed and to required standards	All publications comply with best practice examples and are reviewed annually
<b>M. Staff make sure customers get excellent service when they contact us</b>	The most friendly and helpful staff in the UK	Done In One academy reviewed to take all Customer Service Strategy aims into account	All staff developed to minimum Done In One academy standards	NVQ and/or ICS qualification programme available for all front line staff

Plan	Objectives	Year 1 Targets	Year 2 Targets	Year 3 Targets
		The Human Resource Strategy supports the Customer Service Strategy	All HR processes support customer service development and a customer focussed staff culture	All HR processes support customer service development and a customer focussed staff culture
		All front line staff have access to CRM for major services and website for advice	All staff have access to CRM and website	Identify future needs and review CRM system
	Customer Focussed leadership	Customer focussed leadership pilot implemented	Customer focussed leadership pilot implemented	Customer focussed leadership pilot implemented
<b>N. Partners provide many of their services through joint contact services</b>	The Council and major partners provide their contact services together	Contact centre and OSS provide contact services for police through Single Non Emergency Number initiative	OSS provide major partner services	OSS and contact centre provide major partner services