Report

Report subject : Customer Access Strategy and Service Standards

Report to : Cabinet

Date : Wednesday 12 July 2006

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Cabinet Member for Resources: Cllr Don Culver

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1. Introduction:

The introduction of the council's Customer Access Strategy in April 2005 provided customers, councillors and officers with a clear guide to the improvements in Customer Services planned to meet the council's priority to develop excellent customer services, with the aims of:

- Resolution of 80% of queries at the first point of contact
- Consistent high standards of customer service for all customers
- Access to services at a time and place to suit customer needs
- Realising efficiencies in the front and back office associated with business improvement

This strategy has now been updated. It incorporates developments to service made possible by the corporate CRM system and the new contact centre telephony. It also outlines work that can be undertaken once progress has been made to develop the council's intranet, internet, systems availability (especially to Amesbury and Mere) and Electronic Document Management systems.

The Office of the Deputy Prime Minister ordered the production of National Standards governing a number of different aspects of public service delivery. In April 2006 the set of National Standards relating to Customer Service was finalised. Salisbury District Council was one of the consultees to the resulting document, which is attached as *Appendix 2*. The introduction to these standards describes the as *"not an additional Government imposed target but an opportunity for Local Authorities to develop their own standards and share best practice with each other. Local Authorities should use the standards as a self-assessment tool, both to drive future developments and to demonstrate and evidence plans for service improvement".*
Using these standards, as well as guidance from the new IDeA documentation guiding Peer Reviews of Customer Service, the attached Action for Customer Excellence strategy (A*ppendix 3*) sets out a plan of work to manage

- Remaining integrations of service areas to enable 80% resolution at first point of contact
- Completion of associated business efficiencies
- Functional review of systems supporting customer service delivery
- Measurement of standards of customer service across the council
- Customer consultation and feedback arrangements
- Engagement with partnerships, the regional forum and national networks to capture and contribute to best practice.

The Action for Customer Excellence strategy replaces the Integrating Customer Service PID produced in 2004. There are no anticipated additional staff resource requirements at this stage, however following areas of work within this strategy may require additional capital funding in 2007/08 budget:

- Introduction of Golden Numbers – associated costs of promotion and updating existing corporate literature and other branding.
- CRM business integrations with key legacy systems – integration costs will be recommended only where there is a clear business benefit in terms of either revenue savings or improved service provision in key areas of the council's business.
- Customer consultation – Minimal costs likely to be attached to developing and supporting customer forum.

An update report to Cabinet in November 2006 will provide costs for these elements of work, so that Cabinet can direct and control the scope of the council's ambitions for customer service excellence.

2. Summary of Actions in the Customer Access Strategy

- Introduction of Golden Numbers – a new range of simple and clear numbers to be introduced to make it easier for customers to contact the council by telephone.
- Extended telephone opening hours – aim to extend telephone opening hours, subject to approval of required revenue budget via the Portfolio Plan process for 2007/08
- Revision of locations and consistent delivery of standards for all services
- Staff training for all council officers on customer service standards

3. Summary of National Standards
1. The Customer finds it easy to contact the organisation through all channels:-
   • 1a Telephone
   • 1b Face to Face
   • 1c Self Service/Electronic (Email/Web Form/SMS)
   • 1d Post (including Fax)
2. A high percentage of customer interactions are resolved at the first point of contact.
3. Response times are managed across all channels:
   • 3a Telephone
   • 3b Face to Face
   • 3c Self Service/Electronic (Email/Web Form/SMS)
   • 3d Post (including Fax)
4. The Customer is dealt with proactively.
5. All Customers have access to services; irrespective of language, disability, gender, religion, age or learning.
6. Customer can access service information and advice.
7. Customers can complain via a single point.
8. Face to Face customer access points have been designed with a customer-focus; providing ease of access, comfort, security and privacy.
9. The Customer Charter is displayed and clearly demonstrated across every customer service channel and through every interaction.
10. There is an agreed Customer Service Strategy.
11. The Local Authority's Members and Senior Management create a service culture with the focus on the Customer.
12. There is clear governance for Customer Services.
13. All staff are provided with appropriate customer service training and development.

14. The Authority uses appropriate and rigorous selection and recruitment processes to recruit customer service staff.
15. The Local Authority measures the motivation and satisfaction of staff who delivery customer service.
16. Staff are empowered to deliver excellent customer service and help customers.
17. Customer service satisfaction is measured and reported.
18. The volume of Customer Service activity is measured and reported.
19. The quality of Customer Service activity is measured and reported.
20. Customer comments and views are recorded and acted upon.
21. Customer service resources are managed effectively and efficiently.
22. The Authority manages customer interactions end to end.
23. The Local Authority has a single view of the customer (i.e. citizen, business and community group), which covers all service areas.
24. The hand-off to between initial contact channels and service professionals is automated.
25. Customers are authenticated and transactions are secure, in line with a clear security policy.

4. Recommendations:
    4.1. Approve the updated Customer Access Strategy for adoption by the council
    4.2. Authorise work to plan introduction of Golden Numbers in April 2007, and request a report in November outlining option costs for promotion and publicity
    4.3. Approve the Action for Customer Excellence strategy as a working document to replace the Integrated Customer Service Programme Plan
    4.4. Request a review of costs and savings associated with the Improving Customer Service in November 2006

5. Implications:

Financial	**:**	none at this point
Legal	**:**	none
Human Rights	**:**	none
Personnel	**:**	none
IT	**:**	none conflicting with existing ICTS project plan
Community Safety	**:**	none
Environmental	**:**	none
Wards Affected	**:**	all

Appendix 1

Customer Access Strategy 2006

Appendix 2

National e-service Delivery Standards - Customer Service

Appendix 3

Action for Customer Excellence strategy

Salisbury District Council

Customer Access Strategy

Better Services and Better Quality

Providing excellent service: being courteous, friendly, flexible, responsive and helpful and not being bureaucratic, rude, arrogant or impatient in our dealings with people.[1]

1. Introduction

This is the council's first revision of the Customer Access Strategy, first published in April 2005. It sets out Salisbury District Council's ambitions for customer service over the next two years. This strategy:

- outlines our commitments to the customer
- gives an overview of our plans to improve access to customer service across the district through an ambitious programme of work

The strategy is designed to support the development of the council's customer focus up to the occupation of the proposed centralised offices in 2008/09. It includes the standards set for the whole organisation for customer service, and is applicable to all services where there is direct contact with the public, for example Customer Service Officers, Refuse Collectors, Planning Officers, Parking Ambassadors, Housing Officers and Environmental Health officers.

2. *Our Ambition*

Customer needs are a priority of the whole council, and all service areas regularly review the way services are delivered to residents, visitors and businesses to ensure that we deliver an efficient and effective service.

In delivering this ambition, we will seek opportunities to utilise good practice from current partnership working, including joint service delivery points and the procurement and implementation of shared systems.

2.1. Offering Choice

During 2005/06 the council received:

620 000 phone calls (excluding Leisure and Sports facilities)
152 000 visitors
 410, 620 unique users visited the council website at
www.salisbury.gov.uk
11 367 payments were made using the council's automated payment line

We do not currently have any method for recording the total volume of customer correspondence by post or e-mail, although the number of

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[1] Corporate Plan 2006/07

applications for services such as benefits, special collections, pest control and housing applications is held.

The council aims to provide, as far as is possible, a consistent level of service for customers, regardless of access channel. This means that, unless a signature or other verification of identity or status is required, the same information should be made available to customers, whether they visit SDC offices in person, ring the council, or visit our website at www.salisbury.gov.uk

2.2.   Face to Face Contact

In 2005/06, approximately 152 000 council customers visited our various offices in person. Typically, these customers request benefits or housing services, require planning advice, parking services, or are making a payment. Tourist enquiries to Amesbury and Mere are also included in this figure.[2] Face to face contact is the primary route for resolving queries for many of the council's customers, and will remain critically important, for certain groups of customers and types of service, even though we aim to encourage electronic and telephone take up by our customers where possible.

During 2006/08 Council Information Points will be provided at the following locations:

61 Wyndham Road, Salisbury – primarily planning enquiries
18 Pennyfarthing House, Salisbury – primarily dealing with revenue and benefit enquiries, parking and concessionary fares enquiries
Contactpoint, Salisbury Library – all enquiries
Bourne Hill, Salisbury – general enquiries (until closure of this office pending the office centralisation)
Mere Information Office – all enquiries, including tourism
Amesbury Information Office – all enquiries, including tourism
Rural Peripatetic Service – all enquiries

In addition the council provides face-to-face service points at

26 Endless Street - Housing Enquiries
Leisure Centres in Salisbury, Tisbury and Durrington, - leisure and sport bookings
City Hall and Guildhall – Weddings, functions and entertainment bookings
24 Endless Street – Taxi licencing
Fish Row - Salisbury Tourist Information Centre enquiries
Central Car Park - Shopmobility enquiries and bookings
Bemerton Neighbourhood Office – local enquiries

Key targets
- To develop and maintain flourishing Council Information Points that offer access to a wide range of council services and resolution of 80%

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[2] Figures for Leisure centres, City Hall and the Guildhall are not included.

of customer queries at the first point of contact for all enquiries to Council Information Points.

- To ensure that high standards of customer care are provided at all customer facing offices, as set out in the council's Customer Care Charter.
- To maintain our commitment to partnership working to provide better and more efficient ways of delivering service to the districts customers.

2.3. Telephone Contact

620 000 customers chose the phone to contact the council in 2005/06. Most of these (528 000) used direct dial lines to speak to council officers. The corporate Customer Care Charter and two internal documents provide guidance on telephone handling[3] .

To enable us to meet our commitments the council will implement a clear range of "golden" numbers that will make it far simpler for customers to know which number to call. These numbers will be grouped in ways that make sense to customers, and will replace a range of the direct dials currently published in the phone directory or on council literature, letterheads or the website. Customer Service officers will aim to resolve an average of 80% of all calls to these numbers at the first point of contact.

Not all council services will initially be included within the golden number scheme. For example key exceptions will include the leisure facilities, including Guildhall, City Hall and the sports centres; Salisbury TIC; Shopmobility, and the crematorium. Once the phase of customer service integration outlined in this strategy is complete, the list of additional services above will be reviewed for future inclusion.
Outline groupings for the new numbers are set out in appendix one.

Key targets
- Develop a new streamlined set of golden numbers for council services, to be advertised through commercial directories, the council's website and vehicle liveries, and on council correspondence and leaflets.
- Develop a dedicated team of professional customer service officers capable of resolving 80% of customer enquiries at the first point of contact to all "golden numbers".
- Increase by 5% the percentage of service requests resolved by telephone in year 2007/08.

2.4. Web/email contact

During 2005/06 the number of e-mails received at thecouncil@salisbury.gov.uk has risen significantly. In line with the golden numbers for telephony, e-mail addresses will be provided to improve the accessibility of council services by e-mail.

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[3] Great Expectations and the SDC Telephony Protocol

The implementation of the council's new Customer Relationship Management system includes an e-forms package which will enable customers to 'self-serve' for a range of services through the council's website.

Requests for service received through the website will be handled by the CRM using the same procedures as requests received through any other channel.

As new services are made available through Customer Services, they will be 'mapped' to give a thorough understanding of the procedure involved in the request. Any associated customer information will be made available on the council's website.

Key targets
- Increase by 5% the percentage of service requests resolved by email contacts and e-enabled services.
- Increase the number of 'visits' to the council website by developing the range and depth of information available.
- Develop take up of the internet payment facility.
- Pilot a rural web-based facility for customers to access council services with the ability to connect to a Customer Service Officer or Planning specialist for support.

2.5. Postal contact

Incoming Post
The processes for handling incoming post from council customers are currently mostly manual, and are currently being moved to electronic handling via the council's document management system. This will improve the speed of post handling across the various SDC sites.

Outgoing Post
The council handles in the region of 200,000 items of outgoing post every year, and officers in a number of units spend considerable time handling post.

A completed postal review has identified savings of £47,626,40 of which £28,826.40 is cashable, and the use of electronic document management will enable post to be handled more swiftly across the council.

Key targets
- Roll out electronic document management to handle complaints, enquiry letters and applications for concessionary fares and Wisecards
- Implement opportunities for reducing mail costs to save £10, 000 in 2007/08.

3. Standards

3.1. We will listen to customers and make every effort to help.
3.2. We will be fair, responsive and courteous to all our customers.
3.3. We will be professional and well-informed.

3.4. We will never discriminate against customers on the basis of age, gender, race, sexual orientation, disability or background.

3.5. We will endeavour to provide services that meet customer requirements.

3.6. We will be clear about the services we can offer.

3.7. We will encourage customer feedback.

3.8. We will respond effectively to complaints, and use customer feedback to keep improving the services we offer.

3.9. We will make information about our services available at council customer services points and via the council website.

3.10. We will endeavour to ensure that no-one is denied access to any building because of disability.

3.11. We will provide help to meet specific needs, such as provision of hearing loops, BSL signers and translation services, wherever we reasonably can,.

Our delivery against these standards will be monitored and used to improve the standard of service. Annual targets will be set and monitored.

4. Targets

4.1. We aim to answer 90% of telephone calls made to the council within 20 seconds.

4.2. We aim to send a full response to 100% letters and emails within 10 working days. All emails will receive an acknowledgement within 1 working day.

4.3. We aim to respond to 100% voicemail/answerphone messages by close of business on the following working day.

4.4. We aim to see 95% of customers within 10 minutes at the customer service point in any of our offices.

4.5. We will endeavour to provide a full response to all complaints within 15 working days.

4.6. 80% of all visits, e-mails and calls to the council will be resolved at the first point of contact.

4.7. To define and measure 'failure demand' and set challenging targets for a year-on-year reduction in the number of contacts made by customers chasing the council for service delivery.

These are our current published targets, and we will monitor our performance against them. Moving forward, fresh and more challenging targets for achievement will be set on an annual basis.

5. Infrastructure

5.1. The Customer Relationship Management system (CRM) will continue to be developed to provide a single, reliable system holding customer and service information.

5.2. E-forms will be developed to provide web-based services for Environmental Service requests, Wisecard applications, general queries, and customer feedback.

5.3. The new telephone Automatic Call Distributor (ACD) will enable calls to be distributed from a range of key council telephone numbers to customer service officers who are trained in the relevant service areas. It will be implemented in three locations:

5.3.1. **Pennyfarthing House.** The ACD will manage telephone-handling for the new telephone team.

5.3.2. **Amesbury and Mere Information Offices.** Call-handling facilities will enable a better use of staff resources in these offices. This will allow extended opening hours for telephone queries, including one evening until 7pm and Saturday mornings, subject to confirmation in the Portfolio Plan budgets for 2007/08.

5.3.3. **Wyndham Road.** The ACD will enable the overflow of planning calls to be managed at peak times.

The implementation of the new CRM and ACD will be supported by a review of existing processes and procedures for each of the service areas to be supported by the new technology. This will ensure that these services make best possible use of the technology, and are as accurate and efficient as possible.

In addition, the information available electronically through the council's website and intranet, will be kept up-to-date to ensure that information provided is consistent and reliable.

6. Staff

6.1. All Council staff will attend Customer Service training to develop an organisation-wide standard of excellence in customer service delivery

6.2. Trained Customer Service Officers will take responsibility for responding to 80% of queries made through the council's Customer Service Points. We will invest in training for staff to ensure that officers are able to:
- resolve queries using council systems, procedures and information
- resolve queries made by telephone, in writing or face-to-face
- resolve queries in such a way that meets our service standards of courtesy, integrity and professionalism

6.3. The council will undertake a rolling review of business processes to identify and implement opportunities to improve the quality and efficiency of customer interactions.

In order to monitor our progress, we will set appropriate performance measures, based on the council's progressive employee competencies, Customer Care Charter and other relevant policies and strategies.

7. Service List

As services are integrated into Customer Services over the next two years, they will be prepared by either a full business review or a mapping exercise, prior to integration into the council's CRM system. In addition, work is required to establish and maintain accurate service descriptions and procedures – where possible using the council's website.

The planned programme for integration is based on existing service units.

Phase One: - complete
- Revenues and Benefits
- General council queries
- Rural services (including tourism)

- Concessionary Fares

Phase Two: - complete
- Environmental Services
- Passport to Improved Service

January 2007 - Phase Three:
- Planning Services
- Parking Services
- Enhanced "General Enquiries" line

January 2008 - Phase Four:
- Leisure bookings
- Housing Services[4]
- Job vacancies

8. Customer Feedback

8.1. The introduction of the new Passport to Improved Service will be used by the council to identify service improvements
8.2. Customer Services will manage the Access to Council Services policy, the Dealing with Aggressive Customers policy, monitor Freedom of Information requests and other such procedures as may be put into place to ensure that customers' agreed rights are protected.
8.3. The council will undertake regular, relevant and focused reviews of service provision, using recognised consultation, quality and marketing tools.
8.4. The council will benchmark access to council services against other local authorities and play an active role in the relevant benchmarking groups.
8.5. The council will continue to involve users in setting standards and provide timely feedback to consultees on service developments.

9. Accessibility

9.1. We will extend our opening hours for access to telephone service, with the aim of expanding hours to include one evening until 7pm and Saturday mornings by October 2007.
9.2. We will provide hearing loops, BSL signers, a telephone translation service and whatever additional support we reasonably can to ensure that access to service is not restricted.
9.3. We will endeavour to ensure that customers with disabilities, and especially those in wheelchairs, have access to council buildings and information points.
9.4. We will conform to accessibility guidance on our website, to make it accessible to those with sight impairment or colour-blindness.

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[4] The decision on stock options transfer has not been made at the time of writing this strategy, and will clearly have implications on the scope and timing of any work to integrate service delivery with Customer Services.

9.5. We will continue to develop rural access to services, improving the range of services currently available through the Mere and Amesbury Information Centres and continue to develop access to service in the rural parishes.

We will review our arrangements for accessibility to our services on an annual basis.

10. Fairness and Equality

10.1 We will monitor the take-up of services on a regular basis and seek to identify any groups of customers who are not accessing the services to which they are entitled.

10.2 We will comply with the Data Protection Act and ensure that all customer-related information is maintained securely, with access to personal information restricted to those officers who need to see it.

10.3 We will always respect customers, regardless of age, gender, ethnicity, sexual orientation, disability or background.

10.4 We recognise that all customers have an equal right to access council services, but that in some circumstances certain individuals may seek to make a disproportionate number of requests on the council. Where we believe this is excessive or vexatious, we will restrict access under the terms of the council's Access to Council Service policy.

This Customer Access Strategy will be published on the council website. Paper copies will be available through all council offices. The strategy will be reviewed on an annual basis.

Outline of proposed Golden Numbers

Environmental Services, Pests and Refuse and Parks	1	Including: Rotas for waste collection, including Bank Holiday alterations; Special collections; Pest control requests; Sale of refuse sacks; Black box requests; Outbound licence applications for a range of ESU licences; Waste collection and recycling information; Fault reporting; Parks queries, reporting and bookings; Dog fouling reports; Flood warnings and other emergency advice
Parking services, permits and Concessionary Fares	2	Including: Concessionary fares applications, renewals and lost card replacements; Residents' parking applications, renewals; Residents' parking visitors' tickets, over-60 scheme and day tickets; Tradesmen's waivers; Contract parking – receipt of forms; Park & Ride info; PCN payments and queries; Season tickets
Housing Options and advice	3	Including; Homelessness enquiries; Advice on housing issues; Housing waiting list and transfer list; Council house exchanges/Homeswap; Sheltered Housing enquiries; Private sector Housing information; Home energy efficiency enquiries; Right to buy enquiries
Housing tenant enquiries	4	Including: Rent enquiries and payments; Checking rent statements; Council garage applications
Planning and development Services	5	Including: Information about planning application process; Planning permission/building regulations checklist; Copies of current planning applications; Information on current status of planning enquiries; Conservation area info; Customer view and comment on planning applications; Building Regulations applications

General Enquiries	6	All general enquiries and signposting for customers; Booking appointments with Salisbury District Council officers; Requesting copies of Council policies, strategies, agendas and other public documents; Requesting application forms for council services
Electoral Registration and Elections		Including: Outbound proxy and postal vote applications; General queries on council meetings; Councillor and council contact details; Committee dates and information; Outbound copies of council papers to public, including archived agendas and reports;
Housing Benefits	7	Including: General Benefit enquiries: Landlord queries; Backdate requests; Arranging private interviews with Benefit Officers; Validating forms for other agencies (e.g. PDSA applications); Benefit case queries and information updates; Notice of death; Verification of customer documents for Benefits; Change of circumstances forms
Council Tax and other financial enquiries	8	Including: General CT enquiries: Occupation of property; Final reminder notices; Exemptions; Attachment of earnings/benefits; Vacation of property; Application for CT discount; Payment arrangements; CT account queries and updates; Direct debit application forms;

NeSDS

raising e-standards to improve delivery

Customer Services

e-Service Delivery Standards v1.0

April 2006

1. Foreword

Local authorities want to provide high quality efficient services to their local communities. The National e-Service Delivery Standards (NeSDS) can help local authorities to provide efficient and consistent levels of service to their customers.

The NeSDS is a component of the Local e-Government Programme. It has been funded by the ODPM. Since July 2005, the NeSDS project has worked closely with local authorities, national organisations and professional bodies in 8 key service areas to maximise the input into the process. The project has developed a series of national standards across a number of local authority work streams which will provide best practice and guidance in each area. These national standards will assist local authorities to benchmark the e-efficiency of the services they provide to their customers and to help develop a consistent level of customer service nationwide.

The standards have been developed as a collaboration between local authority professionals, professional bodies and practising specialists in each area. The project has made use of excellence already available in local authorities.

The e-Service Delivery Standards have been specifically designed to provide a comprehensive benchmark against which the current level of e-enablement in a local authority can be assessed and will form a building block for improving the delivery of e-services. They show what a best practice local authority should look like, how it should work, what employee roles it requires and the work processes it needs.

Local Authorities who adopt the Standards will be able to identify where to start in moving towards the delivery of more efficient services, thereby determining how much progress they have made to date. They can see what 'excellent' services look like and how far they have to go in order to achieve the delivery of an 'excellent' service. This therefore provides an opportunity to prioritise services, allowing them to focus their effort and resources on achieving the improvements needed for the priority outcomes, Gershon Agenda, and CPA.

I am grateful for all the work undertaken by the London Borough of Havering and other contributing Local Authorities on this project.

Jim Fitzpatrick MP
Parliamentary Under Secretary of State
with responsibility for Local e-Government

2. Introduction

2.1 Overview

This document defines standards for the delivery of Customer Services within a Local Authority. These standards form part of the National e-Service Delivery Standards (NeSDS) programme which is developing "e" standards for a range of Local Government service areas. In this context "e" means all aspects of the utilisation of technology to support service delivery including the management processes required for successful implementation.

The objectives of the standards are to provide a good practice model that will deliver a modernised, effective and efficient service. They are intended to be used by Service Managers to help them understand potential developments in their own service area and the developments or support required from the other services within the Local Authority.

For each standard there are three levels. The Minimum level relates to current 'e' Government Targets (BVPI 157, IEG and the Priority Service Outcomes) and the associated good practice needed to achieve them. The Progressing and Excellent levels stretch the service beyond these requirements to further improve service delivery.

The standards are not an additional Government imposed target but an opportunity for Local Authorities to develop their own standards and share best practice with each other. Local Authorities should use the standards as a self-assessment tool, both to drive future developments and to demonstrate and evidence plans for service improvement.

Generally, the standards should be applicable to all Local Authorities, regardless of whether Customer Services is delivered 'in-house' or through an external service providers. Where Customer Services is delivered by an external provider, it is assumed that there is a client-side management function within the organisation that retains overall responsibility for the Customer Services and therefore would use the standards.

2.2 The NeSDS Programme

The NeSDS programme builds upon the successful e-planning service delivery standards developed by the Planning and Regulatory Services Online (PARSOL) national project in 2004. It is an ODPM funded initiative which is being led by the London Borough of Havering.

It will deliver an initial eight service delivery standards across a number of Local Authority service areas: Customer Services, Highways, Trees, ICT, Adult Services, HR, Housing and Property. In addition to these a further five sets of standards have been developed by relevant National Projects for Planning, Building Control, Environmental Health, Trading Standards and Economic Development.

The intention is that standards are developed by "Local Authorities for Local Authorities". For each service area a Lead Local Authority and a Steering Group with representatives from all types of English Local Authorities has managed the process of developing the standards. The Steering Group has also included relevant service area Professional Bodies and Government Departments who were actively involved in developing and promoting the standards.

The NeSDS programme would like to thank the following organisations who formed the Steering Group for these standards:
• Rochdale Metropolitan Borough Council (Lead Authority);
• London Borough of Lambeth;
• Kettering District Council;
• Devon County Council;
• London Borough of Newham; and
• Institute of Customer Services.

Many other Local Authorities and organisations were involved throughout the process and the NeSDS programme would also like to thank them. A list can be found in Appendix A.

The following consultation process was followed to develop the standards to date:
• **Phase 1:** Draft standards initially developed by with input from Lead Authority;
• **Phase 2:** Draft standards revised and enhanced by Steering Group;
• **Phase 3:** Draft standards revised and enhanced during consultation workshops;
• **Phase 4:** Draft standards reviewed by ODPM;
• **Phase 5:** Draft standards published for formal consultation and amended.
• **Phase 6:** Final standards endorsed by eGovernment Minister and Published

2.3   Using these Standards

The NeSDS project will continue to operate for at least the next 12 months providing support for Local Authorities who wish to adopt and use the standards.   This will be provided in collaboration with the esd-toolkit who will host the NeSDS website and this will include providing :

• An online self-assessment tool;
• A discussion forum;
• On-line support for Local Authorities;
• Engagement and take-up events and activities.

The on-line self assessment tool will be available to subscribed Local Authority users of the esd-toolkit and enable Local Authorities to record the level their Authority has achieved and then compare themselves with other Local Authorities.

We will use a summary of this information to monitor take-up, achievement levels for individual standards and combined with feedback from Local Authorities to develop our on-going sustainability business case. Following agreement of this and subject to demand it is anticipated that the standards will be reviewed and revised in 2-3 years time according to the need to reflect changes in local government activities, the ICT industry and Government policy and targets.

If you have any queries please either contact us through the web-site forum (www.nesds.gov.uk and then follow the links) or directly by email at nesds@havering.gov.uk

3 Customer Service 'e' Service Delivery Standards

3.1 Introduction

Local Government is undergoing an unprecedented period of change with the establishment of customer service functions to focus upon the citizen in many Local Authorities. Recently, the Modernisation and eGovernment agenda has been the most visible driver for this change. However there are a wide range of additional national and local drivers that will continue to impact the role and nature of Customer Services within Local Government, for example, the Gershon efficiency agenda is a current key driver.
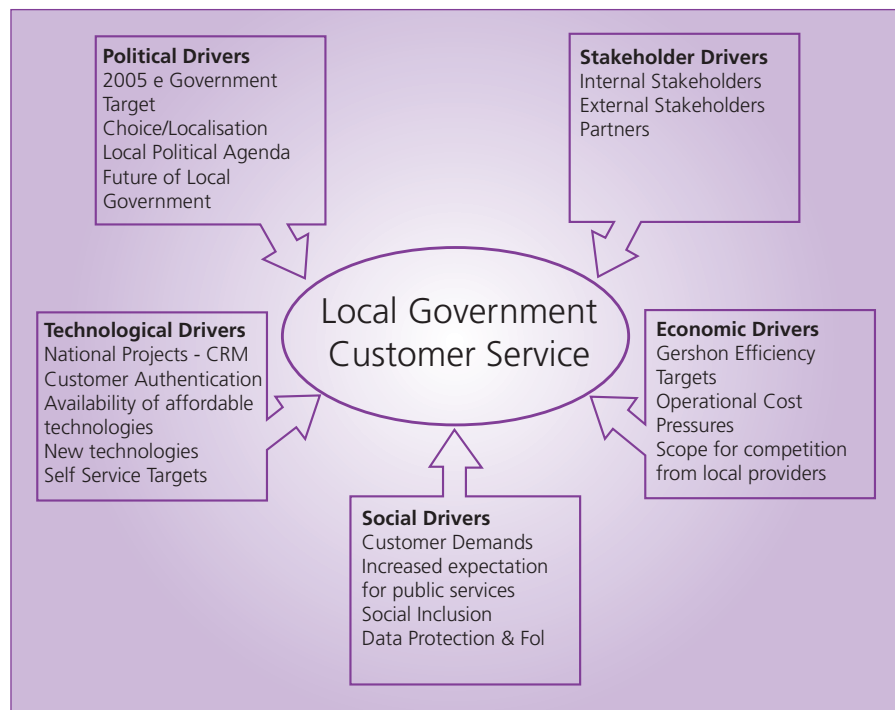
Local Authority customer service must be able to respond efficiently and effectively to these drivers for change.

The standards presented in this document are, collectively, a best practice framework to describe an effective and efficient Local Authority customer service, in the context of the demands placed upon it by all its stakeholders.

There are three important principles that set the context for the application of these Standards:

- Customer Services refers to every interaction that the customer has with the organisation whether from a customer services function or not;
- Excellent customer service will improve customer satisfaction but needs to be part of an overall programme of improvement which includes the service fulfilment;
- The Standards are applicable to all Local Authorities, regardless of size and location.

3.2 The scope of these standards

There are 25 Standards, which have been grouped into seven broad themes, in order to reflect the various activities and functions that are either led by, or involve Customer Services within a typical Local Authority.

As described above these standards cover customer service for the whole organisation as shown in the diagram. This potentially also includes partner organisations.

If a Local Authority has a different structure then they should only apply the standards which are relevant

Channels
- Face to Face
- Telephone
- Self Service (Web, Kiosk, etc.)
- Post (Letters/Fax)

Services
Service | Service | Service | Service | Service | Service

Wider public services
- Partners
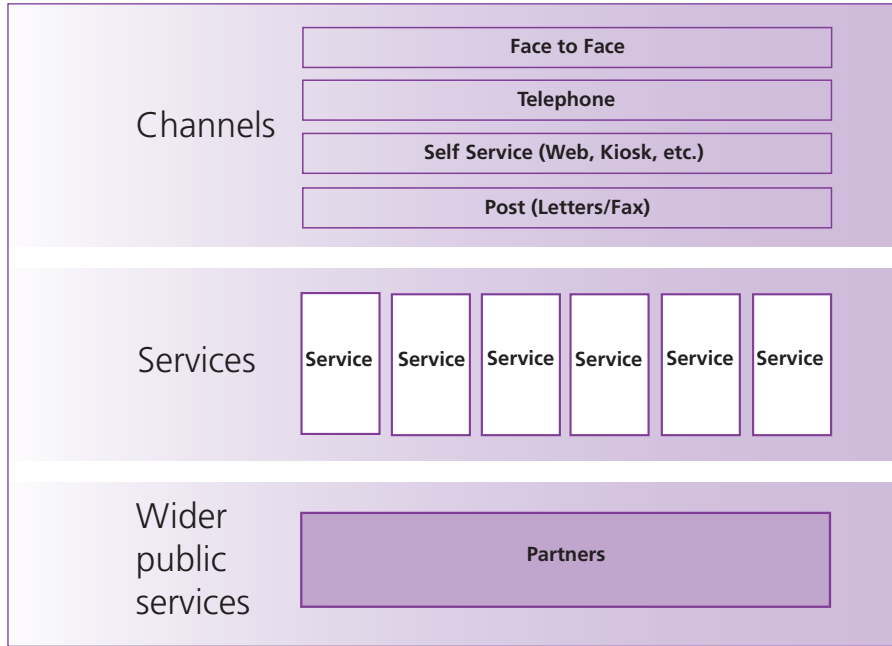
The standards are classified in the following structure;

Enabling Technology
- Customer Experience
- Processes
- Resource Management
- Performance Management
- People
- Governance
- Leadership
- Customer Service Strategy
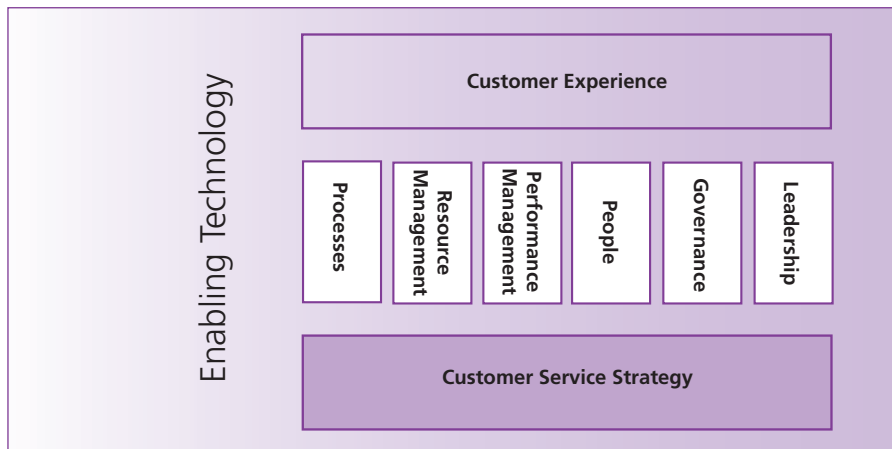
3.3 The grading structure

For each standard there are three levels:

• **Minimum** – A Local Authority that has achieved the minimum standard will have met all the current eGovernment targets as defined by BVPI 157, IEG and PSO and the associated good practice needed to achieve them and benefit fuller from their introduction. Not all standards will have a Minimum;

• **Progressing** – the Progressing standard is set between minimum and excellent and provides Local Authorities will a meaningful step between the lower and upper standards.;

• **Excellent** - the Excellent Standard will demonstrate that a Local Authority has achieved what is currently considered 'national best practice'. In order to reflect this 'Excellent' is set at an achievable level. The majority of standards will have an Excellent level.

The most recent and visible drivers for change in this area has been the 2005 eGovernment targets. The achievement of BVPI 157, IEG and the PSO are mandatory for all local authority services and is reviewed and considered as part of CPA. These standards, at the **Minimum** level, can be used as an evidence base for this process.

A table in Appendix B has been provided which illustrates the links between the individual Standards and the individual Priority Service Outcomes.

Naturally, the emphasis for Local Authorities will now begin to shift from delivering the eGovernment targets to other requirements, with a renewed focus on efficiency, effectiveness and reduced regulation. These standards can play a role in this and at the **Progressing** and **Excellent** levels these standards can be applied as a first step towards making a business case for the continuing development.

The standards also identify how a Local Authority service should benefit from **Government Connect**. Government Connect is an online solution that brings together existing products such as the Government Gateway and the LGOL-Net messaging system. The solution enables Local Authorities to authenticate the people and organisations with whom they communicate. It also provides a stable platform to allow linking of back office systems and will deliver secure email between local authorities and other parties. All Local Authorities should have installed and be using Government Connect by March 2008. The benefits of Government Connect are:

• Secure messaging infrastructure;

• Authenticated citizens, employees, businesses, community groups;

• Secure email;

• Standards;

• Approval processes for suppliers and implementers;

• Community of trust;

• Long term governance and sustainability; and

• Realisation of benefits/efficiencies across the public sector.

For further information, visit www.govconnect.gov.uk.

3.4 The classification structure

Some of the standards relate to functions and services that are wholly within the sphere of influence of the Customer Services. Other standards require consensus and joint working with other parts of the Local Authority. Thus the standards have been classified as either:

• Customer focused

• Service - these relate to standards that the Customer Services will need to address and move towards;

• Corporate - these relate to standards that will need to be addressed as part of the wider Local Authority corporate agenda;

• Service / Corporate - these relate to standards that will need to be addressed through joint working between the Customer Services and the wider Local Authority.

3.5 The benefits of adopting the standards

Generally, the standards aim to establish a staged and outcome focused approach to the delivery of excellent services. Local Authorities who use the standards will be able to:

- identify clearly what 'excellent' services look like and how far they have to go in order to achieve the delivery of an 'excellent' service;
- prioritise the elements that are important, allowing them to focus their effort and resources on achieving realistic improvements within a time-bounded period;
- Ensure that a benefits realisation / service take-up monitoring process is in place - It is essential that Authorities regardless of how advanced they are in developing services, seek to implement processes for identifying, monitoring and communicating the potential benefits of investing time and effort in deploying technology to modernise their Customer Services services. This is a key lesson learnt from previous Local Authority e-Government service improvement programmes. Authorities who adopt the approach outlined in the Standards will be able to communicate to key decision makers that measuring customer take-up rates and realisation of service benefits are central to the effective development;
- measure and assess progress to date in comparison with other Local Authorities - Local Authorities will be able to use the Standards to establish and communicate the progress they have made in comparison with others;
- clearly identify the corporate areas in which Customer Services must integrate with the activities of the rest of the authority. The standards will enable key decision makers to identify particular areas where they would wish to collaborate with other parts of the organisation to bring about change;

Plan for the delivery of faster, more join-up and integrated services Ultimately, the aim of the this agenda is to enable modern customer focused services that:

- enable the Customer Services service, along with other service departments, to play a central role in driving and shaping their local authority's corporate modernisation programme.
- deliver services that put the needs of the Customer first.
- play a leading role in the development of service delivery based citizen, business, employee and property (Government Connect) accounts.
- deliver services through service channels that are accessible to all, when and where they want them.
- addresses equality and diversity issues in relation to customer contact.
- take advantage of opportunities for organisational savings in terms of time, money and effort.
- play a leading role in the development of 'one point of contact' integrated solutions for all appropriate Local Authority regulatory services.
- play a leading role in driving up service standards and in engaging people and communities in shaping future government activities and legislative frameworks.
- facilitate better use of the information available to determine and evaluate policies and actions.

4 The Standards

4.1 Summary Table

The following table provides a summary of each standard by theme for quick reference purposes.

Ref	Standard
	Customer Experience
1	The Customer finds it easy to contact the organisation through all channels:- • 1a Telephone • 1b Face to Face • 1c Self Service/Electronic (Email/Web Form/SMS) • 1d Post (including Fax)
2	A high percentage of customer interactions are resolved at the first point of contact.
3	Response times are managed across all channels: • 3a Telephone • 3b Face to Face • 3c Self Service/Electronic (Email/Web Form/SMS) • 3d Post (including Fax)
4	The Customer is dealt with proactively.
5	All Customers have access to services; irrespective of language, disability, gender, religion, age or learning.
6	Customer can access service information and advice.

Ref	Standard
7	Customers can complain via a single point.
8	Face to Face customer access points have been designed with a customer-focus; providing ease of access, comfort, security and privacy.
9	The Customer Charter is displayed and clearly demonstrated across every customer service channel and through every interaction.
	Strategy
10	There is an agreed Customer Service Strategy.
	Leadership and Governance
11	The Local Authority's Members and Senior Management create a service culture with the focus on the Customer.
12	There is clear governance for Customer Services.
	People
13	All staff are provided with appropriate customer service training and development.
14	The Authority uses appropriate and rigorous selection and recruitment processes to recruit customer service staff.
15	The Local Authority measures the motivation and satisfaction of staff who delivery customer service.
16	Staff are empowered to deliver excellent customer service and help customers.

Ref	Standard
	Performance Management
17	Customer service satisfaction is measured and reported.
18	The volume of Customer Service activity is measured and reported.
19	The quality of Customer Service activity is measured and reported.
20	Customer comments and views are recorded and acted upon.
	Resource Management
21	Customer service resources are managed effectively and efficiently.
	Processes
22	The Authority manages customer interactions end to end.
23	The Local Authority has a single view of the customer (i.e. citizen, business and community group) which covers all service areas.
24	The hand-off to between initial contact channels and service professionals is automated.
25	Customers are authenticated and transactions are secure, inline with a clear security policy.

4.2   Customer Experience

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
1	The Customer finds it easy to contact the authority through all channels: • 1a Telephone • 1b Face to Face • 1c Self Service/Electronic (Email/Web Form/SMS) • 1d Post (including Fax) **Classification:** Customer focused	**Minimum** – This should include: • Reduction in published telephone numbers to avoid customer confusion. • Appropriate implementation of telephony solutions. • Hours of service beyond traditional hours e.g. Monday to Friday 9-5. • Planning of face to face locations appropriate to the need of customers and the geography of the authority. • Provision of self service covering all interaction types and services. • New media channels such as SMS, WAP, etc. **Excellent** – Clear demonstration that customer requirements and needs have been used to establish the access policy of the authority. Demonstration that access hours are aligned with customer needs for contact following formal and informal consultation.	Decreased customer confusion and frustration with less reliance on customer knowledge. Self service must include all BVPI 157 interactions types including : • Providing information • Collecting revenue • Providing benefits and grants • Consultation comment • Applying for a service or licence, etc • Booking a venue/resources or course • Scheduling an appointment or meeting • Making a complaint This is required for the following priority service outcomes : R1, R2, G1, R3, R5, G3, R7, R8, G5, R10, R11, G11, E8, R12, R13, R14, R15, G13, G14, R16, R17, R18, R19, R23, G20, R25, G23 and G25.

4.2   Customer Experience cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
2	A high percentage of customer interactions are resolved at the first point of contact. **Classification:** Customer focused	**Minimum** – An average of 80% of customer interactions are resolved at first point of contact across all channels. **Excellent** – An average of 80% of interactions are resolved at first point of contact for all services and channels including partner services provided by a Local Authority.	The move of responsibilities from the service departments to Customer Services (such as eligibility checking for simple requests), will result in efficiency savings through increased utilisation of service expert resources for more detailed and sensitive processes. This can be achieved through implementation of Customer Relationship Management Systems, with middleware integration and case based reasoning tools. Increased fulfilment at first contact, in timely fashion, will also improve the quality of customer service. Customers will benefit from not having to make or receive repeat calls to have their request fulfilled. Achieving this Standard will deliver the benefits associated with Priority Outcome R27 providing a "first time fix" and also the delivery of Priority Outcome: E19 "Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology"

4.2 Customer Experience cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
3	Response times are managed across all channels: • 3a Telephone • 3b Face to Face • 3c Self Service/Electronic (Email/Web Form/SMS) • 3d Post (including Fax) **Classification:** Customer focused	**Minimum** – The Council manages interaction response times for each channel. Clear measurements and targets for responses should be agreed for each channel that represents quality service for the customer. Suggested Minimum channel targets: • Telephone – 80% of calls answered within 20 seconds. Account should be taken of engaged/abandoned calls. • Face to Face – Customers wait an average of no more than 10 minutes. • Self Service – Email/online web forms/SMS – 100% of emails/web forms acknowledged within 1 working day. • Letters/Fax – 100% of letters acknowledged within 5 working days of receiving. **Progress** – The Council proactively seeks to inform the customer of waiting times, and seeks to offer alternative times, dates or services to fulfil the expectations of the customer. **Excellent** – Ability to manage real-time Customer waiting times by allocating resources appropriately and offering customers alternatives to waiting for service. For example : • Telephone – Customers offered phone back facilities with appropriate resources to follow through on phone back. A time of phone back is agreed between the customer and the council. • Face to Face – Customer queues combed at busy times and quick queries answered.	Overall reduction in Customer response times will lead to increased customer satisfaction and reduction in abandoned contact percentage. These can be supported by appropriate use of telephony and queue management solutions and integration of email in customer management solutions. Achieving this Standard will delivery Priority Service Outcomes R29 which requires all emails to be responded to in one working day.

4.2   Customer Experience cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
4	The Customer is dealt with proactively. **Classification:** Customer focused	**Minimum** – A Customer is offered additional appropriate services e.g. single notification of change of address, customer applies for housing benefit and is also offered other appropriate benefits such as free school meals. The council has a holistic relationship with the Customer, integrating real life events rather than one-off individual service transactions. **Progressing** – The Customer is proactively provided with service updates and whether service fulfilment will meet expectations. **Excellent** – Customer is offered additional services from partners. e.g. Customer has debt problems and is referred to Citizen Advice Bureau services.	Increased customer satisfaction and quality of service is improved. Proactive communication to the customer will reduce incoming contacts via potentially expensive channels and will lead to increased customer satisfaction. Proactive service provision and customer service should deliver priority service outcome E14 - Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms and G25 Facilities to support the single notification of a change of address.
5	All Customers have access to services; irrespective of language, disability, gender, religion, age or learning. **Classification:** Customer focused	**Minimum** – Customers are able to access services within the council irrespective of languages, disability, age or literacy via appropriate channels. Demonstration that community needs have been used to plan access and the council seeks to understand the needs of its customers through consultations across its community. Full compliance with regulatory and legal disability acts. **Progressing** – Customers are able to access services which are tailored to meet their demands. Evidence that the service represents their needs rather than being council or service led. **Excellent** – Ability to measure minority group interactions with the council and drive change accordingly. Proactive demonstration to engage with the client, such as taking the council to the community - e.g. attending local community centres to improve access.	Increased customer accessibility leading to improved customer satisfaction across the demographic make-up of the location. By ensuring this Standard is followed, the establishment of policy for addressing social inclusion within corporate e-government strategy should be adhered to. Furthermore, its delivery may require the use of a change management policy. As part of delivering this standard Priority Service Outcomes G20 relating to website accessibility and G23 relating to website design should be considered and achieved.

4.2 Customer Experience cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
6	Customer can access service information and advice. **Classification:** Customer focused	**Minimum** – Service Information is accurate, clear, concise and user friendly with and available for all services with links to partner information as appropriate. Information is available in appropriate formats for the customer including leaflets, booklets, posters, A-Zs, web pages etc. From web pages there are facilities to enable services to be completed online and deep links to partners web pages as appropriate. **Excellent** – Information is clear, concise and user friendly and has been tested with customers and they are involved in deciding appropriate media and contributing to the design of the content.	Increased quality information for customers will reduce number of calls and contacts. Content can also be made available to Customer Service Agents. By fulfilling this Standard a number of Priority Service Outcomes should be completed, including R2, R3, R14, and R18 to enhance partner information and knowledge access for the customer.
7	Customers can complain via a single point. **Classification:** Customer focused	**Minimum** – Customer complaints are managed centrally as part a wider customer services function. This function has the ability to resolve complaints by mediating and negotiating with customer where appropriate. Where this is not possible the complaint will be escalated to the appropriate service following an agreed complaints procedure. Complaint statistics are published on a regular basis. There is an agreed definition of a complaint across the organisation.	By developing a single contact point for complaints, the organisation should be aspiring towards the Charter Mark criteria for complaints.

4.2   Customer Experience cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
8	Face to face customer access points have been designed with a customer-focus; providing ease of access, comfort, security and privacy. **Classification:** Customer focused	**Minimum** – Face to Face customer access points have been designed to be welcoming to the customer whilst maintaining security for both staff and citizens alike and meet disability access regulations (Disability Rights Commission Code of Practice 'Rights of Access: Goods, Facilities, Services and Premises'). **Excellent** – Face to Face customer access points have been designed to provide privacy areas/rooms for sensitive discussions. Facilities are provided for waiting customers for example, toilets, a child's play area, refreshments, etc	The design and appearance of face to face to face customer access points will have an impact on the overall customer service satisfaction and the ability of the Council to provide an effective and professional service.
9	The Customer Charter is displayed and clearly demonstrated across every customer service channel and through every interaction. **Classification:** Customer focused	**Minimum** – Creation of a Customer Charter aligned with the Customer Service Strategy and displayed / communicated to customers throughout the locality. The Charter is recognised by staff and customers and was created following customer and staff consultation - it is clearly produced as a 'two way' partnership between Customer and organisation, protecting the needs of both parties. **Excellent** – Clear demonstration of buy-in of the charter policy through every dealing that a customer has with the council and the embodiment of that charter throughout the council. The Customer Charter incorporates Partners and there is agreement to align to a single customer service policy and standard of service. The document is a living document and is regularly reviewed and updated.	A clear charter will provide customers with a framework for dealing with the council and will set out what they should expect from their dealings with the authority.

4.3   Strategy

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
10	There is an agreed Customer Service Strategy. **Classification:** Service / Corporate	**Minimum** – The Customer Services Strategy has been developed and agreed by the Council and covers all service areas. It includes: • Baseline of the current position; • Consultation with all stakeholders including customers, staff and partners; • Promotion of a single point of contact and view of the customer; • Promotion of self service channels (website/email/kiosk etc); • Alignment with Government Targets; • 80% being the first point of resolution target; • Outline business case; and • Implementation plan. There is evidence of input and buy-in across all service areas. **Progressing** – There is a full business case which focuses upon efficiencies created throughout the organisation to improve service to customers and the costs of different channels are understood. There is evidence of progress and delivery of the Strategy with an ongoing implementation plan, benefit realisation and continuous improvement. **Excellent** – The scope of the Customer Service Strategy includes partners and there are practical partner projects and initiatives.	This should provide the blueprint for improving customer satisfaction while at the same time identifying efficiency savings. A key emphasis of the Strategy should be about responding to customer needs, joining up customer service across service areas and driving change throughout the organisation. This Strategy should provide important input to the Corporate ICT Strategy as in most cases technology will provide the main tools needed to deliver the strategy. The Strategy must take into account all Government initiatives and targets. In particular, those defined in Gershon, BVPI 157, IEG and the Priority Services Outcomes 2005. It should recognise 50 priority outcomes requirements (see appendix B) and must address: Priority Outcomes Area 13 – " ...the development of web based services as a major access channel for interaction between the Citizen and the Council". It should also provide the targets and measures for take-up of e-channels as defined by Priority Service Outcome G22. It must also consider the implementation of Government Connect.

4.4   Leadership and Governance

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
11	The Local Authority's Members and Senior Management create a service culture with the focus on the customer. **Classification:** Corporate	**Minimum** – The Members and Senior Management Team lead by example, encouraging staff to provide quality customer service to citizens and inspiring staff to demonstrate enthusiasm and eagerness in the delivery of customer services. They are responsible for raising the profile of customer services throughout the Authority. **Progressing** – The Members and Senior Management Team ensure staff are fully empowered to go the 'extra mile' for the Customer and recognise outstanding customer service. Staff must have the appropriate tools and structures in place to facilitate this. The Members and Senior Management Team must demonstrate the kind of commitment and sustained support that ensures customer service maintains its primacy in the council's priorities **Excellent** – Staff are continually inspired by all Members and Managers and will work on behalf of the customer in initiating service fulfilment. The entire Authority demonstrates a focus upon the customer, and there is evidence that this focus can be and has been sustained. The Authority has a mechanism for measuring leadership behaviour and performance from a customer perspective.	Customer satisfaction will improve if the customers believe that the council and staff are working on their behalf to provide quality service. Motivation and morale are continually boosted by supportive leadership, not just from the CEO but throughout all levels of management and members. Customer satisfaction improves accordingly.

4.4   Leadership and Governance cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
12	There is clear governance for Customer Services. **Classification:** Corporate	**Minimum** – The governance structure for Customer Services includes members of the Senior Management Team and involves key Elected Member(s) as required. An Elected Member has portfolio responsibility for customer services. Decision-making roles and responsibilities (Including input into a decision and those making the decision) in relation to Customer Services are agreed and are consistently deployed. There are agreed principles and prioritisation criteria for Customer Service investment including risk management. There is central oversight and proactive management of Customer Service budgets. Inputs to the structure and principles will have been gained from relevant departments **Excellent** – The governance structure includes Partners. The governance framework promotes co-operation across the organisation and partners, including district/county partnerships, police, health and other, with clear demarcation of roles and responsibilities throughout the group.	Clear organised governance will ensure accountability for decisions and allow stakeholders to develop Customer Service capabilities within an agreed framework with success measured. The governance structure should include the relevant good practice organisation and management practices identified in IEG Change Management Section 2.

4.5   People

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
13	All Local Authority staff are provided with appropriate Customer Service training and development. **Classification:** Service / Corporate	**Minimum** – All Local Authority staff receive appropriate customer service training and development for their role which is reviewed regularly and based on their need. This need is determined through consultation with staff and the development of an agreed training plan based on the gaps identified and linked to the Council's approach to customer service. This may be formalised through IIP. **Progressing** – Customer service training is aligned to achieving formal customer service qualifications and professionalising the service. For example using ICS and NVQ qualifications. Staff development, career progression and training are aligned with the Customer Service Strategy and the needs of the individual. Key Customer Service staff are trained across a number of service areas to be able to provide a wider range of services. **Excellent** – There is a shared and consistent approach to customer service training with partners.	By providing Customer Service training to the whole organisation and clear career development plans, councils should develop a more effective workforce. Over all Customer service delivery will be improved with more highly skilled and valued customer service professionals who are motivated to progress forward and offer quality services to citizens. The delivery of this standard at the Minimum level should address the Priority Service Outcome G18 which identifies the requirement for an e-skills programme.

4.5 People cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
14	The Authority uses appropriate and rigorous selection and recruitment processes to recruit customer service staff. **Classification:** Service	**Minimum** – Appropriate job specifications, interviews and selection tests are used to recruit Customer Service staff. Information collected is used to identify potential training and development needs. **Excellent** – Selection tests include "role play" situations which are used to test people reactions to various customer service scenarios.	The selection of appropriate staff that have the aptitude for Customer Service is a key building block to the delivery of Excellent customer service.
15	The Local Authority measures the motivation and satisfaction of staff who delivery customer service. **Classification:** Service	**Minimum** – The Local Authority measures the motivation and satisfaction of staff involved in providing customer service, using staff surveys and responds appropriately to the results. **Excellent** – Trends in measurements of motivation and satisfaction are analysed and data is bench marked with other authorities and organisations to identify areas for potential improvement and good practice, therefore driving continuous improvement.	There is a relationship between the motivation and satisfaction of staff and the delivery of excellent customer service.

4.5   People cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
16	Staff are empowered to deliver excellent customer service. **Classification:** Service / Corporate	**Minimum** – Customer service staff have the necessary systems, processes and management support/culture to deliver excellent Customer Service. Such supporting systems may include CRM, middleware integration, workflow, knowledge management and case based reasoning and should be reviewed regularly. **Excellent** – Customers feel that the staff "could not have reasonably done more for them". Customer Service staff are empowered by appropriate tools, systems and processes to make decisions and to resolve or rapidly progress Customer Service requests including partner services (where applicable).	Empowering staff to deliver "Excellent" customer service removes one of the key barriers to improvement in a customer service. As part of delivering this standard Priority Service Outcomes G1, G12, R16, R23, R27, G24 and G25 should be considered and achieved.

4.6   Performance Management

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
17	Customer Service satisfaction is measured and reported[1]. **Classification:** Service / Corporate	**Minimum** – Completion of regular and robust customer service satisfaction surveys. Surveys are transaction or event driven and do not relate to final service outcome or brand awareness. Survey results and findings are published on a regular basis and when satisfaction is low, there is clear demonstration of improvements. **Progressing** – Surveys are segmented across key customer groups. **Excellent** – Customer satisfaction trends are analysed and data is bench marked with other authorities and organisations to identify areas for potential improvement and good practice, therefore driving continuous improvement.	Knowing how satisfied the customer is with the Customer Service provided is a key part of planning future service enhancements and increasing customer satisfaction. As part of delivering this standard Priority Service Outcomes E2, E3, E4, E11, E12 and E15 should be considered and achieved.
18	The volume of Customer Service activity is measured and reported. **Classification:** Service / Corporate	**Minimum** – Including measurement across: • Channel; • Service type; • Interaction; • Customer type e.g. Demographic Information. Data is checked and used for management / resourcing issues. **Excellent** – Procedures are in place to monitor the quality and accuracy of customer interaction data. This information is then used to inform the Customer Service Strategy moving forward.	This information is key to the management of Customer Service and strategy development. This is required to complete returns relating to IEG and BVPI 157 and directly for the following Priority Service Outcomes: E1, E2, E3, G7, G12, G22, E18 and E19.

[1] This is a measurement of the customer service and not the service outcome or the overall council satisfaction.

4.6   Performance Management cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
19	The quality of customer service activity is measured and reported. **Classification:** Service / Corporate	**Minimum** – Measurement and reporting across all service transactions types, channels and services. Robust capturing of information and ongoing monitoring of service quality from a customer perspective. This includes customer exit surveys and call monitoring and assessments. **Progressing** – Formal tools for measuring quality are in place and are constantly monitored for improvements. **Excellent** – Good practice quality methods are actively used to improve on service quality across all access point. This may include mystery shopping, call recording and assessment and similar type approaches. All information is used to drive continuous improvements throughout the authority. Examples of changes relative to the data capture are published internally to staff as a transparent demonstration of continuous improvement.	The measure and reporting of quality is key to the management of customer service and strategy development. It is no longer appropriate to answer, "We don't know what we don't know" about the quality of the service provided.

4.6 Performance Management cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
20	Customer comments and views are recorded and acted upon. **Classification:** Service / Corporate	**Minimum** – Capturing of Customer comments and views within a single repository for both formal and informal ("throw-away") comments from customers. **Progress** – Capturing of Customer comments and views within a single repository with specific management reports produced and a clear demonstration of actions and plans aligned to customer requirements. Comments should be published and made available for all to see. **Excellent** – Customer Services actively uses customer comments and views to drive change across the whole organisation and to improve both council and partners services across the end to end process. At least 5% of users should be targeted for quality evaluation.	Capturing Customer comments and views to inform policy making will ensure that the organisation is developing inline with customer needs and driving change throughout the organisation.

4.7   Resource Management

Ref	Standard	Grades	Why this standard is important to the development of of "e" Customer Services
21	Customer service resources are managed effectively and efficiently. **Classification:** Service / Corporate	**Minimum** – Ability to manage key resources effectively. By having an awareness of key customer demand periods, the organisation should have clear plans for managing and monitoring resources for telephony, Face to Face, email and other media and take into account customer satisfaction levels There is forward, internal planning between the service departments and Customer Services to plan for peaks and troughs, including an emergency planning model. Clear procedures are agreed between departments to handle emergency situations, which may result in an increase in customer contact. **Progressing** – Ability to manage resources and proactively address service peaks and troughs with an advanced understanding of demand. A demonstration of improvement through addressing key peak times across communication channels. **Excellent** – Ability to manage resources across channels and proactively address service peaks and troughs using a variety of best practice methods including: • resource forecasting and planning • resource balancing • trend analysis The organisation has a thorough understanding of the demands of its customers and through clear planning addresses their needs. Best practice methods are continuously undertaken, and the organisations resources are adjusted accordingly. The organisation has focused upon staffing and has enabled flexible working to meet demands of both customers and staff.	By managing Customer resources efficiently, the authority will be able to budget accordingly and re-direct spending where appropriate to manage the customer interface effectively.

4.8 Processes

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
22	The Authority manages customer interactions end to end. **Classification:** Service / Corporate	**Minimum** – Agreements are put in place to handle the integration between access channels and service departments. These agreements include level of expected quality and timeliness that can be communicated back to the customer. The agreements will be monitored through reporting and published back to the departments. This will include clear roles and responsibilities, agreed handover processes, escalation points and named contacts for every service. **Progressing** – The Organisation measures agreed performance and compares with other councils to ensure that performance is compatible. Best practice is used to improve processes. **Excellent** – Agreements are "health checked" on a regular basis to ensure that any regulatory, process or any other changes are updated. Service performance information is shared with service areas and used to inform service changes – with the focus upon establishing a "no-blame" culture. There are specific service agreements between the Council and Partner organisations (e.g. transactional level.)	Clear management of customer expectations will lead to increased customer satisfaction and reduction in the number of progress queries.

4.8 Processes cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
23	The Local Authority moves toward a providing a customer with a single view of their interactions with the Council which covers all service areas. **Classification:** Customer focused	**Minimum** – There is a single view provided using accounts (Citizen, business, etc) from within one system, such as CRM, which covers all customers, interaction types and channels. This will enable the Customer to have an overview of its interactions with the Council and, if instructed by the Customer, enable the Council to see this overview. Note that there are data protection constraints relating to how this information can be used by the Council. **Progressing** – There is a single view of the Customer from within one system (such as CRM) with data sourced/available from across service systems (Housing, Planning, Highways, etc) enabling a greater depth information to be available and a more complete view of a customer. Note that there are data protection constraints relating to how this information can be used by the Council.	A single view will lead to a complete customer transaction history and will facilitate process and information integration across services. It will enable a Council to achieve Priority Area 14 and that systems are in place that ensure effective customer relationship management and in particularly Priority Service Outcome R27 and also R16 which focuses on one-stop resolution of housing and council tax benefit enquiries. It is also required for business and Priority Service Outcome G8, for supporting joined up working on children at risk across multiple agencies G16; This single view should support the integration of customer relationship management systems with back office activity Priority Service Outcome G24 and enable customers to only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address and therefore meeting Priority Service Outcome G25.

4.8 Processes cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
24	The hand-off between initial contact channels and service professionals is automated **Classification:** Service / Corporate	**Minimum** – Systems are in place, such that where a customer interaction/transaction needs to be handed over to a service area, details recorded at the initial contact do not have been be re-captured and are available to process the interaction/transaction. **Excellent** – As Minimum but includes hand-off to partners.	This will enable a Council to achieve Priority Area 14 and that systems are in place the ensure effective customer relationship management and in particularly Priority Outcome G24 which requires "integration between CRM systems and back office" systems. See also standard 2.
25	Customers are authenticated and transactions are secure, inline with a clear security policy. **Classification:** Service / Corporate	**Minimum** – There is a once-off initial gathering of details (registration), a checking process for evidence of identity (verification) and the joining up for access to specific service (Enrolment). Ability to authenticate Customer across all channels based on key facts and the level of authentication required (T levels) for the specific transaction. All transactions are secure with appropriate security for the transaction type. **Progressing** – Ability to authenticate customers once, to appropriate levels such that when a customers requires a similar service at a later stage they are able to authenticate themselves, across all channels. **Excellent** – As Progressing except that a customer is able to authenticate once with one public sector organisation and authenticate themselves when accessing similar services from different public sector organisations and partners.	Customers can be assured that their details are hidden and treated with due care and attention leading to increased satisfaction and trust. Minimum conformance to regulatory security standards and data protection issues. Government Connect and citizen accounts will provide an appropriate solution.

Appendix A - List of Organisations Involved in Consultation

- Basingstoke & Deane Borough
- Bradford City
- Bridgnorth District
- Burnley Borough
- Cambridgeshire County
- Devon County Council
- Doncaster Metropolitan Borough
- Dudley Metropolitan Borough
- EMRLbGA
- Fenland District
- Great Yarmouth Borough Council
- Hackney London Borough
- Harborough District Council
- Lambeth London Borogh
- Leicestershire County
- Lincolnshire County
- Luton Borough
- Mendip District Council
- Newham London Borough
- North Tyneside Metropolitan Borough
- North Yorkshire County
- Northamptonshire County
- Nottinghamshire County Council
- Oxfordshire County Council
- Redbridge London Borough
- Rochdale MBC
- Salisbury District
- Sedgemoor District
- Shrewsbury & Atcham Borough
- SOCITM
- St Helens Metropolitan Borough
- Stevenage Borough
- Tewkesbury Borough
- Tynedale District
- Walsall Metropolitan Borough
- Waltham Forest London Borough
- West Lindsey District

Appendix B Links between the Standards and Priority Service Outcomes

The table below provides indicative links between the Standards and Priority Service Outcomes. The table highlights those standards where we believe direct links can be established between the standards and the PSO's. There will be other links that are less direct if the standards are realised.

The extent of the link between a particular Standard to a particular PSO will generally depend on the manner in which the Organisation chooses to deploy the Standard and the manner in which they have chosen to deliver the PSO.

Standard																									
Ref	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
R1	x									x															
R2	x					x				x															
G1	x									x						x									
E1										x								x							
R3	x					x				x															
R4																									
G2																									
E2										x							x	x							
R5	x									x															
R6																									
G3	x									x															
G4																									
E3										x							x	x							
R7	x									x															
R8	x									x															
G5	x									x															
G6																									
G7																									
E4										x							x	x							
R9																									
G8										x													x		
G9																									
E5																									
E6																									
E7																									
R10	x									x															x
R11	x									x															
G10																									

Appendix B cont.

Ref	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
G11	x									x															
E8	x									x															
E9																									
E10																									
R12	x									x															
R13	x									x															
G12										x							x								
E11										x							x	x							
R14	x					x				x															
R15	x									x															
G13	x									x															
G14	x									x															
E12										x							x								
R16	x									x						x							x		
R17	x									x															
G15																									
E13																									
E14				x						x															
R18	x					x				x															
R19	x									x															
G16																							x		
G17																									
E15										x							x								
R20																									
R21																									
R22																									
G18													x												
E16																									
R23	x									x						x									
R24						x				x															
G19																									
G20	x				x					x															
G21																									
E17																									
R25	x									x															

Appendix B cont.

Standard																									
Ref	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
R26			x							x															
G22										x								x							
G23	x									x															
E18										x								x							
R27		x								x						x							x		
R28			x							x			x												
R29			x							x			x												
G24										x			x			x							x	x	
G25	x			x						x						x							x		
E19		x								x								x							

NeSDS *raising e-standards to improve delivery*

e-Service Delivery Standards v1.0
April 2006

Action for

Customer

Excellence

Customer Service Unit

three year strategy

April 2006 – April 2009

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1. Introducing the ACE strategy

The Customer Service Unit is responsible for delivering a wide range of frontline services to council customers. It is also the lead unit in the "Improving Customer Service" workstream of the Integrated Improvement Programme. As such, the unit is responsible for developing and implementing projects to achieve the council's ambition of a seamless, multi-access channel Customer Service provision, staffed by generic Customer Service Officers, and based on robust business processes and supporting technology.

The Customer Service Unit is also responsible for freedom of information requests; implementing the Access to Council Services policy; Customer feedback, including corporate complaints; standards and targets for service provision, and implementing appropriate measures and feedback mechanisms to ensure that the service is well-aligned to the needs of SDC residents, businesses and visitors.

Improving Customer Service is a key political priority for the Council, the focus of a substantial partnership programme, steered by the Wiltshire Customer First Board, and responds to national drivers such as the implementing e-government and the national Customer eService Delivery Standards.

The Integrating Customer Service Programme (July 2003) identified £324k savings to be achieved by the integration of customer service, savings to be achieved by

- Managing the workload of customer service staff to avoid "peaks and troughs"
- Provision of e-government tools enabling seamless view of customer and customer related information
- End to end business process re-engineering to significantly reduce the administrative tasks by utilising e-government tools and integrated service delivery
- Salisbury-based Customer Contact Centre delivered through the Office Centralisation project

The ACE strategy supercedes the Improving Customer Service Programme Plan, last updated in February 2005. It brings together the ongoing work related to integrating existing services into the new unit with the developing focus on developing and improving service delivery and efficiency, now that the unit has both and operational and strategic role within the council.

1.1 Period of the ACE strategy

The strategy outlines tasks for the next three years, and will be fully updated on an annual basis with performance and budget outturns. It represents the overarching plan for the service, setting out detailed projects for delivering high-quality, cost-effective and appropriate services to local people. It also details the standards, targets and milestones set to develop excellent customer service, in line with the council's aspirations for its next CPA assessment. These goals are also designed to improve value for money and operational efficiency.

The strategy sets out performance standards, milestones and targets that will be updated regularly within the unit, and reported to the Improving Customer Service Board. These include reporting mechanisms to ensure that the identified savings are tracked and monitored.

1.2 Setting the scene: the context, drivers and reasons for service provision

1.2.1 Brief overview of the service

The Customer Service Unit has five key functions:

- Customer Service Officer teams responsible for the delivery of front-end services to SDC customers in a variety of locations, whether by phone, letter, face to face or electronic requests.
- Business process improvement project, responsible for mapping existing service delivery mechanisms and making recommendations that will enable a faster, cheaper and more accurate delivery of front line services to all customers. The BPR project also contributes to corporate work to support the development of centralised offices for the authority.
- Implementation of CRM and associated technologies to provide a seamless view of customer information. The corporate CRM is developing interfaces with business processes and other datasets across the council to minimise the number of duplicated customer records and related information.
- Ownership and development of corporate strategy to embed customer service excellence across the council
- Development of partnership working to realise the council's aspirations to provide a truly seamless access to a wide range of public sector and community services and information

In addition the Unit has a strategic role working within the Integrated Improvement Programme to deliver savings related to the provision of seamless service to customers, based on lean office processes, and utilising the efficiencies available through the e-government tools.

The Customer Service Operational team is responsible for

- Enquiries phone/face to face on a range of different council services
- Buddies – links with other service units
- Post handling
- Telephone switchboard/general enquiries
- Freedom of Information requests
- Customer feedback, including complaints
- Liaising with other units to resolve queries
- Providing a first point of contact at 6 different locations in the district, plus the peripatetic information points

Business Improvement team is responsible for:

- Technical and business configuration of Lagan's Frontline
- Scripting of services and there processes covering full development life cycle starting with As Is mapped processes provided by the BBR team through to test, sign off and launch of service
- Implementation of e-forms and online self service tracking
- Cascading Frontline CSP (Customer Service Portal) and SRP (Service Request Portal) training to both front and back office environments
- Integration of key DDI's into the Macfarlane Call Plus telephony management system

- Macfarlane screen phone & bar training
- Operational maintenance and first line support for both Frontline and Call Plus Systems
- Ownership of change management procedures regarding maintenance and updating of scripting as and when needed
- Coordination of systems upgrades
- Business analysis and potential stream lining existing data sources
- Participation on Intranet Redevelopment Board
- Review of existing Web Services in support of services provided through the CRM
- Scoping BPR Project Initiation Documents
- Mapping "As Is" processes
- Arranging Process Improvement Workshops
- Researching improvements
- Identifying cost savings associated with the improvement work
- Writing Final Report Including "To Be" Maps where appropriate
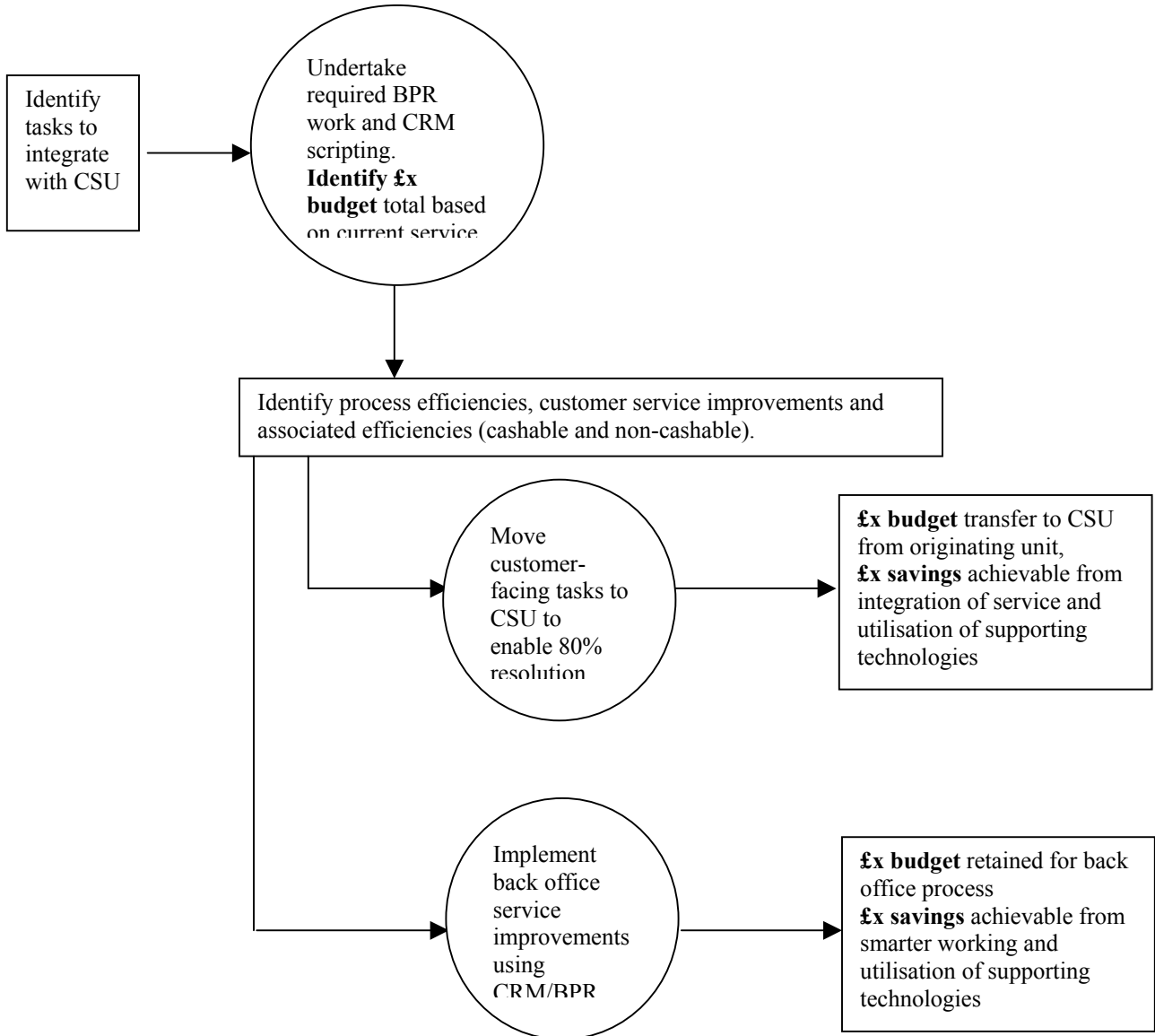- Carrying out improvement work to support the office centralisation project

Customer profile

External Customers	Examples
Residents, visitors or businesses making enquiries about SDC services	Requests for environmental services, concessionary fares, tourist information, parking services, benefits queries,
Customers providing feedback	Complainants, FoI requests, customer consultation forums, service user groups,
Other Local Authorities	Benchmarking partners, Wiltshire Customer First partners, Lagan User Group members
Internal Customers	
Other service units	Operational service staff in ESU, Development Services, Revenues, Benefits, and other BPR workstreams
Office Centralisation	Working groups, facilities management,

Financial profile

Customer Service has both a capital and a revenue budget. The business improvement work to support the Improving Customer Service Programme is supported by the £627k capital budget agreed by Cabinet in July 2003. The operational service delivery budgets are derived from those units who benefit from the work of Customer Service using the council's internal recharge mechanism.

As services are transferred into Customer Service, the budget relating to the delivery of that service needs to be transferred with the tasks. Where BPR has been carried out in advance, this budget may be reduced to enable efficiencies to be realised. The movement of resource is therefore quite complex to track, and will use the performance and financial monitoring process to monitor the delivery of savings associated with the programme. The steps to be followed for each integration of tasks is shown in the diagram overleaf:

Identify tasks to integrate with CSU

Undertake required BPR work and CRM scripting. **Identify £x budget** total based on current service

Identify process efficiencies, customer service improvements and associated efficiencies (cashable and non-cashable).

Move customer-facing tasks to CSU to enable 80% resolution

£x budget transfer to CSU from originating unit, **£x savings** achievable from integration of service and utilisation of supporting technologies

Implement back office service improvements using CRM/BPR

£x budget retained for back office process **£x savings** achievable from smarter working and utilisation of supporting technologies

Geographical spread
Services to the public are currently delivered at the following locations:

Location	Service outline
Pennyfarthing House	Revenues, Benefits, Housing, Parking
Bourne Hill	General enquiries, post-handling, switchboard
Wyndham Road	Planning and some transport enquiries
Mere Information Office	Tourism, planning, community, benefits
Amesbury Information Office	Tourism, community, general enquiries
Salisbury Library	General enquiries, signposting
Peripatetic clinics	General enquiries
Telephone Contact Centre	Environmental Services, Concessionary Fares

Key partners
Customer Service works closely with the other Wiltshire Districts and County Council to plan and deliver infrastructure work to enable seamless customer service. The vision for future service provision is clearly articulated in the Customer First Vision, and the development of major projects is well communicated through the Partnership Programme Office.
Customer Service also has active partnership working with Wiltshire Library Service, with co-located offices in Amesbury, Mere and Salisbury.
The Pensions Service have a peripatetic clinic in Salisbury and Mere, working in partnership with us to make it easier for customers to access their services.
The Unit draws on the work of the Community Planning teams in the five community areas to ensure that service development is responsive to the requirements of local communities.

1.2.2 Scope
Customer Service excellence is a council-wide ambition, and much work is being undertaken in other units to improve the quality, efficiency and value of service delivery. This strategy focuses on the areas of work which are either under the direct control of the unit, or for which the unit carries out a corporate role. This includes therefore, the work to ensure that end-to-end business processes are efficient, handling of corporate complaints, and the standards of customer care across the authority, but does not include the service improvements of frontline services outside the unit, such as Five Rivers, for example.

1.2.3 Vision
The vision for Customer Service is to provide access to a wide range of council services, with 80% of the customer queries that are routed through Customer Services being resolved at the first point of contact, regardless of access channel used.
Over the lifecycle of the ACE strategy, Customer Service will achieve:
- A high quality service that reflects the council's commitment to excellence and value for money

- An extended range of services available to include all those set out in the Council's Customer Access Strategy
- Agreed and costed recommendations to ensure that clear savings can be identified across those service areas being integrated into Customer Service
- Face to face access to services, in locations, and open at hours, that meet the needs of customers
- Telephone access to services through a range of "golden numbers", described in ways that make sense to customers, and open at hours that meet their needs
- Improved access to services and information via the web, using Frontline to provide e-forms and self-service facilities.
- Further identified opportunities for partnership working, including a shared out of hours service
- A robust set of mechanisms for gathering customer feedback, and the ability to show how that feedback has been used to improve services
- Comprehensive performance metrics relating to volumes, cost, efficiency and quality of service.
- Professional, trained customer service staff, capable of resolving a wide range of queries at the first point of contact
- Robust systems and information management to support service delivery
- External accreditation
- Ensure that equality, fairness and accessibility remains central to all development

1.2.4 Key drivers

Customer service delivery and improvement plans are guided and shaped by a number of key sources, listed below. These provide clear drivers for improvement, a summary of which is bulleted below:

a) Comprehensive Performance Assessment

"District councils, as best value authorities, have a statutory duty to put in place arrangements to secure continuous improvement in their functions having regard to a combination of economy, efficiency and effectiveness. Under statute the Commission has a duty to assess how well authorities are fulfilling this general requirement for continuous improvement".

b) National Strategy for local e-government (ODPM 2002) This strategy sets out the basis for e-government as a tool to enable councils to provide excellent service to customers based on e-enabled service information and systems.

c) Customer Care and Communication Best Value Review 2001 The integration of customer services into a generic team, delivered via a new Contact Centre, and ensuring that customers are able to access information and services at a time and in a way that meets their needs.

d) Salisbury District Council Corporate Plan Improving Customer Service is one of the six key priorities identified in the Corporate Plan, and the work stream sits within the Resources Portfolio, closely linked with the e-government and office centralisation projects.

e) Improving Customer Service Programme Plan Achieve a step change in the way customers access a wide range of services, using CRM and other e-government tools to build an infrastructure that minimises the need for bureaucratic and admin processes and enables Customer Service Officers to resolve 80% of queries at the first point of contact. Reduce the overall costs of end-to-end service delivery by £324k

f) Audit Commission Customer Focus Inspection Report Continue the work undertaken to improve customer focus across the council, and implement some specific projects relating to opening hours, telephone access, consultation and staff training.

g) Links to key strategies e.g. Community Plan, Customer First Programme Plan, IT Strategy, Local Public Service Agreement; Customer Access Strategy; Communication Strategy; Diversity Strategy; Consultation Strategy

h) Customer First Partnership The county-wide partnership provides an active forum for a number of projects that are designed to deliver a consistent, excellent customer experience for all public services across Wiltshire, based on joined up and highly efficient service delivery across the partnership.

i) Political priorities Excellent Customer Service is a key political priority for Salisbury District Council, and has a number of vital interfaces with the office centralisation programme and the E-government priority outcomes. The work to develop customer service excellence will play a significant role in enabling the council to make best use of the new offices and realise the benefits of the priority outcome projects.

j) Customer Surveys Makrotest survey Nov 2003, Citizen's Voice 2003 – signpost services better, extend opening hours, understand the services customers need better, do not increase overall cost of delivering service

2 Where are we now?
2.1 Baseline assessment of service
The Customer Service Unit has now been operational for eighteen months. The BPR team have been working since April 2004, and the CRM implementation project was initiated in January 2005. The unit currently has responsibility for the following front line service areas:

Post-handling service, including
- Internal mail, councillor's mail, DX, parcels, packages, tenders and registered items for all units.
- External mail for all central Salisbury offices except Shopmobility, Wyndham Road, 16 & 26 Endless Street.
- Telephone Switchboard to all numbers on the Ericsson switch (excludes Amesbury, Mere, Five Rivers, Tisbury & Durrington Leisure Centres, the depot, and Shopmobility)
- Customer Service at Wyndham Road, Pennyfarthing House, Bourne Hill, Amesbury, Mere, and, on a peripatetic basis, Durrington, Tisbury and Wilton, and ContactPoint in Salisbury Library. The services delivered currently vary according to location, and include the following: revenues and benefits enquiries, payments

(non-cash) environmental service queries, housing queries, tourism, parking and concessionary fares, complaints, general enquiries, and meetings and appointments.
- Telephone Contact Centre for environmental services, complaints, general enquiries, concessionary fares and council tax.
- E-mail distribution for thecouncil@salisbury.gov.uk and www.iammoving.com

2.1.1 How does the service meet user expectations?
The service currently derives information relating to user expectations from a number of different sources.
These include:

Customer Service survey November 2003
Customer Feedback forms
Budget Consultation
People's Voice
Tomorrow's Voice
Complaints
Compliments
Community Plans
Customer Focus (asked customers/mystery shopping)
Audit Commission Customer Satisfaction Survey
Staff Survey (2003) **

Information derived from these sources indicates that:

Ease of Access to Service
- Customers would like to be able to contact the council outside traditional working hours, especially by phone.
- Some of our existing offices are not family-friendly or DDA compliant, which causes access difficulties
- Finding your way to the right office to resolve your query is confusing
- Customers do not like having to visit several offices to resolve their queries.
- The council needs to make information about services more accessible
- Customers do not feel that all different sectors of the community have equal access to services that they require
- The council website is increasingly well-used as a source of information
- Customers do not understand the different responsibilities of public sector organizations, and often contact the "wrong" one

Telephone Service
- Most of our customers continue to wish to contact us by phone
- Customers do not understand our current list of direct dial lines advertised in the directory.
- Customers do not want to be passed from one officer to another, by phone or face-to-face.

Rural Service

- Rural communities want services to be tailored to their local needs, as expressed in the five community plans
- Mere Information Office is very highly valued by local residents for its comprehensive, friendly and professional service

Cost of Service
- Customers do not want to pay more council tax for customer service improvements

Service standards
- The standard of customer service experienced by customers varies considerably, depending on which service is contacted
- Customers do not know how comments and complaints are used to improve service provision
- Most staff believe the council delivers a high level of customer service
- Current arrangements for consulting with customers need to be expanded and better embedded in the organization
- The council does not collect and monitor sufficient data relating to customer metrics, nor is data used comparatively

2.1.2 How does the service meet its objectives?

The service objectives for 2005/06 were derived from the SDC Corporate Plan, the Improving Customer Service Programme Plan (ICS) and to the corporate Customer Care Charter (CCC). In addition the service has responded to the emerging objectives of the Wiltshire Customer First Partnership. The table below sets out progress against existing objectives:

Objective	Source	Progress
Procure a corporate CRM in partnership with other Wiltshire authorities	ICS	Complete
Implement the SDC CRM, scripting 100 processes in 2005/06	CP	CRM implementation complete, 76 processes scripted to date
Develop and implement a staff training plan		Complete
Introduce the Customer Access Strategy	CP	Complete
Review business processes to support customer service for four additional areas	CP	Processes reviewed in Parking, Environmental Service and Development Services complete, Strategic housing in 4th quarter
Introduce three new services each in Amesbury and Mere (to be agreed with local residents)	CP	Ongoing
Develop SMART plans for provision of services in	CP	Peripatetic service running in Wilton, Downton and Tisbury for initial 12 month

community areas		pilot
Review of post-handling	CP	Initial scoping complete, BPR 4th quarter
Develop and monitor aim of 80% resolution of service at front desk	ICS	Ongoing
Implement revised complaints and customer feedback scheme	CP	Complete – new "Passport to Improved Service" introduced in November 2005
Develop an "access to services" action plan with SWSA partners	CP	Not started
Implement e-forms project	CP	In progress, led by CRM team, first batch of forms completed

2.1.3 How does this service compare to other Councils

The Audit Commission recently undertook a Customer Focus inspection of all the councils in Wiltshire. Salisbury District Council achieved a "good" rating, with "promising prospects for improvement. This is the equal highest rating achieved in the county, and further work undertaken through external challenge and the Customer Service Benchmarking Group demonstrates that Customer Service:

- Provides upper quartile levels of customer satisfaction
- Delivers a wide range of services effectively through its generic Customer services
- Needs to undertake further work to develop the telephone infrastructure
- Is making steady progress with CRM implementation, with much more to do to achieve potential
- Needs to develop metrics to support service improvement
- Does not deliver equally high customer service standards in different locations/services
- Needs to put in place robust arrangements for customer consultation
- Needs to implement revised opening hours
- Needs to implement easier telephone contact arrangements
- Should review and rationalise existing customer service locations
- Needs to define and measure progress towards 80% resolution of queries
- Needs to revise the Customer Care Charter to include councillors
- Should establish and monitor costs of Customer Service against benchmarks
- Needs to develop Customer Satisfaction surveying

3 Where do we need to be?

By 2008/09 Customer Service needs to be ready for a seamless transition into the new centralised offices at Bourne Hill. Although the full benefit of the work undertaken over the next three years will not be realised until office centralisation, the plans set out in this section will all contribute to the delivery of an integrated customer service to improve the efficiency, accuracy and quality of customer interactions with the council and its partners. Based on the analysis of the previous section, some key areas for focused development are clear. The first of these is ensuring that the technology infrastructure fits our service ambitions, providing a streamlined management of customer data and service information that enables Customer Service Officers to resolve 80% of queries at the first point of contact. CRM is a key enabler here, and the liaison with ITCS, and other

system owners to ensure seamless working between key systems is essential. Similarly, service information on the council's internet and intranet sites needs to be developed to enable customers to resolve queries at the first point of contact, whether by self-service on the web, or mediated service through Customer Service Officers.

The second key area of development is working across all council units to develop a culture that is truly customer focused, which organises work processes and staff development with a clear accountability to improving the quality, efficiency and accuracy of customer experience. This work will be mediated partly through training, and partly through the ongoing challenge provided by Business Process Re-engineering (BPR).

The third critical area for work is ensuring that the delivery of service, where it crosses from Customer Services to specialist and technical personnel based in other units, is robust and secure. There is a need, for example, to clarify the service level agreements, the responsibilities of different units in service delivery, and to ensure that a strong and flexible communication between units is maintained. The underlying ethos is that we are "one council", and the customer experience should not be fractured if a request involves more than one unit in response.

Fourthly, ongoing customer consultation and measurement of customer satisfaction, cost and service accuracy are vital to ensuring that planned work is focused on identified needs. Without consultation and performance measurement the ability of the unit to respond to changes in the external customer or business environment would be limited.

Finally, the fifth area is a rigorous pursuit of value for money, based around the long-term ambition for a single Salisbury-based Customer Contact Centre in the proposed new offices, which in turn supports a satellite network of rural and peripatetic service points. Business Process Re-engineering is a key tool in pursuing this, developing revised process maps that can then supply the CRM with streamlined processes. The opportunities for maximising value for money are equally dependent on the technology infrastructure and seamless organisation of council information.

Customer service provision therefore needs to respond to a range of different drivers. These can be usefully categorised:

3.1 Customer requirements– including the needs of hard to reach groups, rural residents, web users, members, young people, those who are unable to use the web to find information, non-English speakers, the disabled and elderly, visitors to the district, families with young children, and socially excluded sections of the community.

3.2 Value for money – The council requires an annual saving of £500k a year (identified in the Medium Term Financial Strategy), and as part of the Integrated Improvement Programme, Customer Service integration needs to work closely with other service units to maximize the financial savings that can be accrued through seamless service provision, whilst ensuring that service delivery remains robust, accurate and reliable.

3.3 Excellent customer service – identified quality improvements need to be delivered to successfully manage the customer experience, which in itself should have a positive impact on the number of justified complaints received by the council.

3.4 Partnership working – as a member of the Wiltshire Customer First Partnership the council is committed to seeking opportunities to enhance service provision through partnership working. The Customer First Partnership represents a significant strand of partnership working, and work with other public sector and community organizations will also be pursued, to develop opportunities to build successful partnerships at all levels.

The integration of customer service will help the council achieve the savings required to deliver the council's Medium Term Financial Strategy. In order to maximise the efficiencies available through the integration programme, Customer Service will focus on

delivering end-to-end service resolution, basing service on accurate and up-to-date information, combined with key e-government tools as outlined in Section 4 below.

4 How do we get there?

The key areas of work are outlined in this section, followed by action plans in the table at section 4.1.

Improvements to service delivery
Integrations - as detailed in the Customer Access Strategy
Extended Hours Strategy and implementation – as outlined in the Customer Access Strategy
Review and implement further development of peripatetic and rural service provision
Access channel transfer – to encourage take up of web and phone service, review mobile working options
Home working strategy – liaising with the Innovative Ways of Working Group
Seamless service strategy - to cover split site working and enable generic service provision as widely as is reasonable prior to office centralisation.
Customer Consultation strategy – to include a new customer forum; customer consultation; customer surveys

Infrastructure projects to support seamless service delivery
Integrated telephony plan
Customer Information Channel strategy (seamless info, web + leaflet +mediated service)
SLAs with service units
Customer data management plan (identify obsolete systems, share info, iammoving, cross-partner system sharing)
Key E-govt tools:
       CRM development and roll-out plan to maximise systems efficiencies
       Digital video conferencing (MSN webcam type service)
       E-forms
       EDRMS
       Government Connect
       Ongoing website development

People development to ensure quality service
Flexible workforce development plan
Membership of ICS (Institute of Customer Service) and EIP (Exchanging Information with the Public)
Training programme to support integrations

SLAs and metrics to define clear scope for Customer Service operations
Performance Management of service quality
Response times as described in Customer Care Charter
Defined customer metrics baseline and targets
Agreements (SLAs) with each SDC unit on behalf of which Customer Service provides a service
Annual internal survey to ensure alignment of expectation to SLAs

Partnerships to extend seamless service across public sector
Provision of out of hours service across partnership
Key role in development of regional agenda
Enhanced joined up service provision
SDC service identity – qualitymark (branding)

4.1 Action plans

Using the phased approach to customer service integration as set out in the Customer Access Strategy, the service will lead on the following tasks, required to:

- Achieve seamless access to information and services to customer
- Reduce overall costs of service provision, based on current service standards
- Ensure accurate and reliable "right first time" service delivery

Objectives	Tasks
Improve access to service delivery by making information and service available in ways and at locations that meet customer need	1. Contribute to seamless web-based Customer Service information provision 2. Roll out of e-forms for Customer Service (CRM) 3. Roll out of self-service modules for Customer Service (CRM) 4. Agreed strategy and roll out of "golden numbers" 5. Consult on and introduce strategy for extended opening hours, including service levels 6. Review of peripatetic service 7. Communication strategy to inform customers of access channels to encourage take-up of electronic service channels (e.g. web, SMS, e-mail)
Enable visitors and callers to resolve multiple queries at a single point	8. Review standards at existing customer facing offices and rationalise number of offices open to the public 9. Develop key CSU offices (PFH, BH, AIC, MIC, WR) to broaden range of services available 10. Develop and implement processes to automatically update customers on progress of queries via SMS, phone or e-mail 11. Develop corporate appointments processes and implement electronic system for recording in/out of office status and booking realtime appointments for specialist staff 12. Review and develop required integration between CSU and Housing Mngt following conclusion of stock options CRM business integration with: 13. Academy 14. PARIS 15. Team Knowledge 16. EDRMS 17. MVM 18. LLPG 19. GIS
Ensure high customer service standards are developed and maintained	20. Review decision-making roles and responsibilities in relation to Customer Service activities, ensure high level steering group and co-operative framework for clear governance of activities 21. Develop and implement strategy to provide clear career development pathways through Customer Service 22. Roll out and review of Passport to Improved Services, including process for analysing and reporting complaints-based data back to units 23. Implement plans to develop staff motivation and empowerment based on professional expertise and multi-skilling 24. Provide first point of resolution for informal complaints 25. Develop use of national benchmarking data 26. Utilise CRM to provide customer information relating to special

	need/status/complaints
	27. Develop an organisation-wide training and development programme for customer service skills
	28. Utilise new National e-standards for Customer Service
Reduce the overall cost of providing service to customers year on year, base-lined on 2005/6, including cashable and non-cashable savings	29. Identify and develop take-up of low cost access channels
	30. Use of customer demographics to plan and target service provision based on specific segmentation criteria
	31. Develop ability to manage resources across access channels, address service peaks and troughs using tools such as resource forecasting and balancing, and trend analysis
	32. Reduce duplication of customer/information/process data recording
	33. Implement CRM workflow to support 80% query resolution at first point of contact
	34. Work with ICTS to implement authentication protocols related to specific service requirements
	35. Work with ICTS to identify and implement opportunities to reduce the number of legacy systems holding separate customer information and customer data
	36. Itemise BPR recommendations, using budget data to track delivered efficiencies
Produce clear SLAs and metrics to define the service and enable clear handover points	37. Develop SLAs defining service provision and handover points with other SDC units, partners and community organisations
	38. Implement access channel metrics by service area
	39. Implement length of query metrics by service type
	40. Implement customer feedback process to inform service improvements
	41. Implement equality, diversity and customer segmentation metrics and develop action plans to address gaps in service provision
Build customer consultation and feedback into service planning at every level	42. Set up quarterly Customer Forum to discuss customer focus
	43. Utilise e-consultation four times a year on customer satisfaction topics
	44. Improve consultation with customers segmented by service type
	45. Implement mystery shopping, call monitoring and customer exit surveys
Extend the provision of seamless service to include other public sector and community services	46. Implement common standards across the partnership
	47. Provide cross-Wiltshire information
	48. Forward enquiries to relevant non-SDC officers
	49. Work with other public sector providers to resolve non-SDC queries to agreed SLAs, using appropriate shared technology
	50. Liaise with development of the Home Office Single Non-Emergency Number (SNEN) project roll out
	51. Provide links to other key public sector information (e.g. public transport info)
Take an active role in the development of regional and national Customer Service initiatives	52. Develop scope and accuracy of national benchmarking through membership of OSS benchmarking group
	53. Develop regional best practice through the South West Network
	54. Seek accreditation via public sector awards and Institute of Customer Service

4.2 Risk Register

ACE strategy Risk Register

Date Last Updated: Nov 05

Title of Risk	Impact	Probab.	Owner	Action	Residual Status
1. Programme does not achieve sufficient buy-in across organisation, leading to reduced or delayed achievement of objectives	H	H	DD	Utilise Link Up to ensure that Customer Service integration is well understood. Baseline and monitor customer focused metrics to evidence improvements. Close work with other elements of Integrated Improvement Plan (including interdependencies, communication meetings) to ensure good join.	M
2. Risk of tasks essential to service delivery being fragmented, making it difficult to realised projected savings.	H	M	HF	Baseline and monitor volumetrics using output of BPR where available. For simpler processes quantify resource effort in agreement with parent unit. Escalate blocks to the ICS Board or to Management Team as appropriate. High level commitment to 80% resolution at first point of contact.	L
3. Potential for mismatch of priorities between delivery of e-govt "priority outcomes" and business needs of CSU, leading to missed opportunities and/or duplication of system functionalities.	M	M	HF/LW	CSU/ITS Communications group to ensure close working. 1/4ly meetings of Heads of ITS and CSU with the Wiltshire Customer First Programme Manager.	L

4. CRM implementation is delayed due to complexity of interdependencies and interfaces with priority outcomes work	M	H	LW/HF	Ensure that the CRM system has a competent and progressive development analyst. Ensure that CRM training is rolled out across organisation. Liaise with E-govt Business Advisor on all interdependencies. Utilise E-governance Board to make strategic decisions re technology infrastructure.	M
5. CRM functionality is restricted due to proliferation of other customer handling software and databases in SDC.	H	H	E-Gov Board	Active management and understanding of corporate databases. Required BPR work to identify more efficient ways of storing information. Liaise with progression of the Intranet and Information Management Projects in ITS. Utilise E-governance board to resolve strategic conflicts.	M
6. Service quality deteriorates during change due to unresolved or unforeseen issues leading to loss of trust in programme and refusal to engage in subsequent stages	M	M	JM	Ensure that metrics are regularly monitored, are customer focused, and are communicated to all key stakeholders.	L
7. Technical infrastructure fails to deliver required support, and customer service staff do not have access to necessary information, leading to customer dissatisfaction and loss of confidence in programme	H	H	HF/LW	Citrix - work closely with IT to ensure that Citrix can deliver reliable, speedy and comprehensive access to required systems and information in the remote locations. EDRMS - review the current implementation of EDRMS and assess for fit with CRM and corporate roll out. CRM - System administrator role is essential to ensure that this system is utilised to ensure efficiencies across the organisation	M

Accommodation (interim and long term) projects do not provide required space for new teams, leading to difficulties establishing new team, lack of identity for Customer Services and little sense of development.	M	M	HF/JC	Continue to work closely with Office Centralisation project. Ensure that generic training of Customer Service staff enables interim improvements to access to services.	L

4.3 Efficiency Register

Non cashable efficiencies	2006/07	2007/08	2008/09	Evidence
Much more for a little more cost				
CRM Development Officer – post-holder to combine the ongoing development and maintenance of Lagan CRM, to develop seamless customer and service information, including workflow, and to identify opportunities to reduce number of customer datasets/systems (see item below for projected savings)	-18000	-18000	-18000	**Full utilisation of the CRM will reduce the number of systems currently in use across the authority, reduce duplication of customer data, and provide the means to manage information seamlessly. This will result in reduced administration and data-entry time, reduced systems administrator requirements, reduced licence costs and opportunities to reduce our exposure to escalated complaints, which cost the authority £173000 a year.**
BPR review to support customer service integration, office centralisation, including centralised administration team	**-70000**	**-70000**	0	**Capital budget item**
More for the same cost				
Integrate Wisecard into CRM, improve take up without increasing costs	**2000**	**2000**	**2000**	**BPR Report (Nominal figure)**
Improve customer service for parks customers by utilising CRM	**2000**	**2000**	**2000**	**BPR Report (Nominal figure)**
Facilities management BPR review to improve quality of service in new building				**BPR Report (no figure available at this point)**

Cashable efficiencies				
More for less cost				
Integrate parking processes with CRM, improve consistent customer service and seek to decommission legacy systems	7500	7500	7500	BPR report
The same for less cost				
Reduce administrative costs associated with customer facing ESU processes	23000	23000	23000	BPR Report (Additional work will identify further savings)
Identify process improvement opportunities for minor planning applications utilising TeamKnowledge	7800	7800	7800	BPR Report (Process to be replicated for "majors" and "others" to yield additional savings)
Review of posthandling to reduce manual post distribution, filing and retrieval				BPR Report (estimated) Resource effort of internal postal distribution being quantified by BPR)
Post Budget Management review to reduce quantity of quantity of outgoing and internal post				BPR Report to determine - SDC currently spends 299000 per annum on outgoing post.
Virtual Contact Centre model to allow call handling to Amesbury and Mere offices	10000	10000	10000	Better use of staff resource
Other Savings				
Based on CRM Development Officer (part of ongoing role) and completed BPR work, Customer Service Unit to achieve 80% service resolution at first point of contact. This excludes all the additional integration items listed separately above.	20000	40000	50000	Approximate figure, based on the fact that there are a number of simple processes, not being BPR-ed, that will fall to CSU as a part of the integration work. If we assume the equivalent of 1 fte in the first year, falling to ½ fte in year 3, it sets a conservative target against which we can measure progress.

5 How do we know we are there?

Success will be measured using the council's performance management system. One performance tree will be dedicated to metrics that enable us to monitor customer service criteria. The key indicators for this are:

1. Improving Customer Service
   1.1. Customer Metrics
      1.1.1. Phone
         1.1.1.1. Volume by query type
         1.1.1.2. Time to answer
         1.1.1.3. Length of transaction
         1.1.1.4. % resolution at FPC
      1.1.2. E-mail
         1.1.2.1. Volume by query type
         1.1.2.2. Time to answer
         1.1.2.3. Length of transaction
         1.1.2.4. % resolution at FPC
      1.1.3. Face to Face
         1.1.3.1. Volume by query type
         1.1.3.2. Customer waiting time
         1.1.3.3. Length of transaction
         1.1.3.4. % resolution at FPC
      1.1.4. Letter
         1.1.4.1. Volume by query type
         1.1.4.2. Time to answer
         1.1.4.3. Length of transaction
         1.1.4.4. % resolution at FPC
      1.1.5. Complaints
         1.1.5.1. Comments/feedback by service type
         1.1.5.2. Formal complaints on grounds of service failure (by service type)
         1.1.5.3. Formal complaints on grounds of poor information (by service type)
         1.1.5.4. Formal complaints on grounds of behaviour/attitude (by service type)
         1.1.5.5. % of all customer feedback that reaches formal complaint stage (by service type)
         1.1.5.6. Complaints to Ombudsman
         1.1.5.7. Justified complaints to Ombudsman
         1.1.5.8. Amount of compensation paid (by service type)
      1.1.6. Customer Satisfaction surveys
      1.1.7. Website
         1.1.7.1. Availability of site
         1.1.7.2. Unique visits
         1.1.7.3. Page views
         1.1.7.4. Page views by service type

The second tree will report progress against the project work that supports the delivery of customer service integration. The measures will include:

   1.2. Project Metrics
      1.2.1. Customer Focus Audit Inspection Improvement Plan
      1.2.2. Business Process Re-engineering
         1.2.2.1. Post-handling review
         1.2.2.2. Postal costs review
         1.2.2.3. Strategic Housing review

      1.2.2.4.   Facilities Management review
      1.2.2.5.   Decanting review
      1.2.2.6.   Appointments and diary management review
      1.2.2.7.   Corporate phone handling review
      1.2.2.8.   ESU implementation review
      1.2.2.9.   Benefit processes implementation support
      1.2.2.10.   Integration of Expert Planning Enquiry with CRM
      1.2.2.11.   Corporate systems – ad hoc support to provide processes to enable
           devpt of streamlined datasets
1.2.3.CRM
      1.2.3.1.   Parking
      1.2.3.2.   Benefits
      1.2.3.3.   Council Tax
      1.2.3.4.   Freedom of Information
      1.2.3.5.   P.A.s correspondence
      1.2.3.6.   Complaints
      1.2.3.7.   ESU enquiries
      1.2.3.8.   Concessionary fares
      1.2.3.9.   E-forms (by service type)
      1.2.3.10.   Self-service module

Customer Service metrics will be collated and reported to the Head of Customer Services. Issues and exceptions to be handled using performance management, or by discussion with other service unit heads, where required.
Complaints metrics will be reported to Cabinet through the quarterly performance and financial monitoring report, and a full report will be presented biannually to the Standards Committee. Issues and exceptions are to be managed by Service Unit Heads responsible for area of complaints showing poor performance.
Integrating Customer Service project metrics will be reported through the Improving Customer Service Board on a quarterly basis, with appropriate management action by Head of Customer Service, or at the direction of the Board.

Completed Business Process Re-engineering work (Appendix One)

Unit	Process
Revenues and Benefits	Revenue and benefits enquiries
	Benefits applications
	Benefits overpayments
Corporate	Customer complaints and feedback
	Internal directories
Development Services	Minor Applications
Housing Management	Disabled Facilities Grants
Legal and Property	Land Charges
Environmental Services	Dog Fouling
	Street Sweeping
	Public Conveniences
	Graffiti
	Domestic Waste and Recycling
	Environmental Health Service Requests
	Pest Control
	Flooding
	Outbound Licenses
Forward Planning and Transportation	Concessionary Fares
	Contract Parking
	Visitors Parking
	Tradesmen's Waivers
	Shopmobility
	Season Tickets
	Resident's Parking
	PCN Payments and Queries
	Park and Ride Information
	Local Car Park Maps

Completed CRM scripts (Appendix two)

Services/Unit/Dept	Process	Sub Process
Generic Shell Processes	Additional enquiries	
	Change of address	1st tier Basic confirmation
		2nd tier Verify customer
	Change of circumstance	1st tier Basic confirmation
		2nd tier Verify customer
	Closure	FTF
		Telephone
		Email
		Post
	Customer Verification	
	End Interaction	FTF
		Telephone
	Post Management	
	Service List menu	FTF
		Telephone
		Email
		Post
	Email Interaction	
	Service List R & B	Council Tax
		Benefits
		NDR
	Service List FPT	Parking
	Service List ESU	
Customer Services Unit	Concessionary Fares	Application form request
		Change of Address
		General Information
		Lost Buss pass
		New application
		Renewal Enquiry
	Freedom of information	
	General information	Living in South Wiltshire
		Transport and parking
		Housing and benefits
		Leisure and tourism
		Business in South Wiltshire
		Planning
		Your council
		Useful links
		Contact Us
	Informing the Council (passport to improved services)	Compliment
		Service Failure

Services/Unit/Dept	Process	Sub Process
		Officer Behaviour
		Service Failure Against Standards
		Bureaucratic Process
		Other
		Compliments of good service
Forward Planning and Transport Unit	Parking	Contract parking
		Penalty Charge Notice
		Residents Parking
		Season tickets
		Tradesman Waivers
Revenues & Benefits Unit	Benefits	Benefit Application
		Backdate Requests
		Change of Circumstance
		Checking Rent Statement
		Landlord Queries
		Office Statements
		Overpayments
		Pre-Tenancy Determinations
		Validating Forms
PA MGMT Team	Management Request	Chief Executive Request
		Councillor Request
		Policy Director Request
	Complaints	Portfolio Director Request
		Ombudsman
		High Ranking Complaints
		Passport To Improved Services
	PA Service List	
	PA Other	
	General Enquiries	
Switchboard	Switchboard	Calls transferred