



SERVICE ACCESS REVIEW

IMPROVEMENT PLAN

'Service access review to improve how citizens access services, including accommodation, telecommunications and E-Government.'

Version - Final
4 March 2004

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IMPROVEMENT 1	Recommendation: The Council should develop a clear vision and strategy for customer service.					
Aim	Developing a customer focussed culture					Report Reference: Recommendation R1 page 92
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
The Council currently does not have clear vision or strategy for dealing with customers.	Develop a Corporate Customer Service Strategy.	The Strategy will be prepared by the Building for Excellence Programme Manager supported by the Corporate Customer Services Group – see Recommendation No. R11	Corporate Customer Services Strategy prepared.	By June 2004	Building for Excellence Programme Manager	
	Strategy to be launched to managers and employees.		Strategy launched to managers.	By July 2004	Building for Excellence Programme Manager	
	Strategy to be published on the Website, Derbynet and copies made available to all Business Units.		Strategy launched to employees at Employee Conferences. Strategy available on Website and Derbynet.	By September 2004	Employee Conference Project Team	
Monitoring How will improvements be monitored?	The Corporate Customer Services Manager – see Recommendation R10 and Corporate Customer Services Group will be responsible for ensuring the Corporate Strategy is being adopted across the Council. They will prepare progress reports to the Building for Excellence Programme Board on a quarterly basis.					
Public outcome	The Strategy will make sure that the Council delivers an improved level of customer service on a consistent basis across the organisation and will make sure that the Council puts the customer first – at the heart of everything it does and stands for.					

IMPROVEMENT 2	Recommendation: Chief Officer Group should nominate a Customer Services 'Champion' and Cabinet nominate a portfolio holder each with responsibility for customer service.					
Aim	Developing a customer focussed culture				Report Reference: Recommendation R2 page 92	
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
The Council currently does not have clear vision or strategy for dealing with customers.	Chief Officer Group to nominate a Customer Services 'Champion' to oversee the work of the Corporate Customers Services Group – CSG.	No additional resources required.	Chief Officer nominated as 'Champion' for customer services.	By April 2004	Deputy Chief Executive	
	Cabinet to nominate a portfolio holder with responsibility for Customer Service.	No additional resources required.	Cabinet to nominate a portfolio holder with responsibility for Customer Service.	By June 2004	Deputy Chief Executive	
Monitoring How will improvements be monitored?	The Corporate Customer Services Manager – see Recommendation R10 and Corporate Customer Services Group will be responsible for ensuring the Corporate Strategy is being adopted across the Council. They will prepare progress reports to the Building for Excellence Programme Board on a quarterly basis.					
Public outcome	The Strategy will help the Council deliver an improved level of customer service on a consistent basis across the organisation and will make sure that the Council puts the customer first – at the heart of everything it does and stands for. The identification of a 'champion' at Chief Officer level and a portfolio holder at Cabinet level will help to make sure that customer service remains high on the Council's agenda.					

IMPROVEMENT 3	Recommendation: A customer care training and development programme initially for frontline employees should be developed. This should be rolled-out to all employees in due course.					
Aim	Developing a customer focussed culture			Report Reference: Recommendation R3 page 92		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
The Council does not have a corporate training and development programme for customer service.	Corporate training and development programme to be developed. Tailored training to be delivered to all frontline employees. Training to be rolled-out to all employees.	No additional resources will be required in the first year during development of the programme. Any additional resources for future years will be the subject of reports to the Building for Excellence Board.	Corporate training and development programme developed. The percentage of employees trained in customer service.	By 31 March 2005. To be determined as part of the development of the programme.	Corporate Training and Development Adviser / Corporate Customer Services Manager	
Monitoring How will improvements be monitored?	The Corporate Customer Services Manager – see Recommendation R10 and the Corporate Training and Development Adviser will be responsible for ensuring the training programme is being delivered to employees from all departments. They will prepare progress reports to the Building for Excellence Programme Board on a quarterly basis. Customer feedback should also help to indicate the effectiveness of training.					
Public outcome	Corporate training and development in customer service for all employees will ultimately lead to improved levels of customer service across the organisation for all the Council's customers.					

IMPROVEMENT 4	Recommendation: The Corporate Induction for new employees should include a session on the high customer service standards expected across all services of the Council.					
Aim	Developing a customer focussed culture			Report Reference: Recommendation R4 page 92		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
Customer service is not currently included in the Corporate Induction sessions run each month for new employees to the Council.	A session on customer service will be included in the Corporate Induction programme.	The session will be delivered by the Corporate Customer Services Manager – see recommendation R10.	Customer service included in Corporate Induction sessions.	From October 2004	Corporate Training and Development Adviser / Corporate Customer Services Manager	
Monitoring How will improvements be monitored?	The Corporate Customer Services Manager – see Recommendation R10 and the Corporate Training and Development Adviser will be responsible for ensuring that the Corporate Induction programme is altered to make sure that customer service is included as a key element of the induction session.					
Public outcome	Corporate training and development in customer service for all employees will ultimately lead to improved levels of customer service across the organisation for all the Council's customers.					

IMPROVEMENT 5		Recommendation: The existing Good Service Guide should be updated and re-launched and a copy provided to each employee.				
Aim		Developing a customer focussed culture		Report Reference: Recommendation R5 page 92		
What needs improving?		How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer
The Good Service Guide has become out-of-date and is not known about or used by many employees. It needs to take account of the changing environment and the introduction of ESD and eGovernment.		The Guide will be updated by the Corporate Customer Services Group – see Recommendation R11 - and the Frontline Employee Forum – see recommendation R13 and re-launched. A copy will be provided to every employee.	Printing and redistribution of the Guide will cost approximately £10,000.	Good Service Guide printed and distributed to every employee.	By 1 January 2005	Corporate Customer Services Manager
Monitoring How will improvements be monitored?		The Corporate Customer Services Manager – see Recommendation R10 will be responsible for ensuring the Good Service Guide is updated, printed and distributed to every employee. They will prepare progress reports to the Building for Excellence Programme Board on a quarterly basis.				
Public outcome		Awareness of good service through reading the Guide by all employees will ultimately lead to improved levels of customer service across the organisation for all the Council's customers.				

IMPROVEMENT 6	Recommendation: Achievement and Development – A&D - interviews should include a section on how employees are contributing towards the Council's vision for customer service.					
Aim	Developing a customer focussed culture			Report Reference: Recommendation R6 page 92		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
Objective setting for individual employees needs to include consideration of customer service issues if the Council is to become a customer focussed organisation.	The revised guidance on A&D will include a requirement on managers and employees to show how the employee is contributing to the Council's vision for Customer Service.	The guidance is currently being updated so no additional resources will be required to implement this improvement.	All A&D interviews to include a section on customer service.	By 31 March 2005	Corporate Training and Development Adviser All managers responsible for carrying out A&D interviews	
Monitoring How will improvements be monitored?	Achievement of this will be monitored through the annual audit of the A&D scheme.					
Public outcome	Awareness of how each individual employee contributes towards the Council's vision for customer service will ultimately lead to improved levels of customer service across the organisation for all the Council's customers.					

IMPROVEMENT 7	Recommendation: A clear set of customer service standards should be developed, agreed and then widely publicised across the Council.					
Aim	Developing a customer focussed culture			Report Reference: Recommendation R7 page 92		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
The Council does not have a clear set of customer service standards which show the levels of service that customers can expect to receive from the Council. The standards need to take account of the changing environment and the introduction of ESD and eGovernment.	A clear set of customer service standards will be developed, agreed and publicised as part of the development and launch of the Corporate Customer Services Strategy. Standards to be clearly displayed in all reception areas and published on the Website, Derbynynet and copies made available to all Business Units.	The standards will be prepared by the Building for Excellence Programme Manager supported by the Corporate Customer Services Group – see Recommendation R11.	Customer Service Standards prepared. Standards launched to managers. Standards launched to employees at Employee Conferences. Standards published and available in receptions, on the Website and Derbynynet.	By June 2004 By July 2004 By September 2004 By July 2004	Building for Excellence Programme Manager Building for Excellence Programme Manager Employee Conference Project Team Building for Excellence Programme Manager	
Monitoring How will improvements be monitored?	The Corporate Customer Services Manager and Corporate Customer Services Group will be responsible for ensuring the standards are being adopted across the Council. They will prepare progress reports to the Building for Excellence Programme Board on a quarterly basis. See Recommendation 8.39.7.					
Public outcome	The standards will make sure that the Council delivers an improved level of customer service on a consistent basis across the organisation and will make sure that the Council puts the customer first – at the heart of everything it does and stands for.					

IMPROVEMENT 8	Recommendation: Monitoring and review arrangements for the customer service standards should be put in place to ensure consistency and agreement across the Council.					
Aim	Developing a customer focussed culture			Report Reference: Recommendation R8 page 93		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
The new customer service standards – see Recommendation R7 need to be monitored to ensure that they are being applied consistently across the Council.	The Corporate Customer Services Group – See Recommendation R11 will develop performance management arrangements to monitor implementation and adherence to the standards by all departments.	No additional resources will be required to implement this improvement.	Performance management arrangements agreed and implemented by all departments.	By 31 March 2005	Corporate Customer Services Manager / Corporate Customer Services Group.	
Monitoring How will improvements be monitored?	The Corporate Customer Services Manager and Corporate Customer Services Group will be responsible for ensuring the standards are being adopted across the Council. They will prepare progress reports to the Building for Excellence Programme Board on a quarterly basis.					
Public outcome	The standards will make sure that the Council delivers an improved level of customer service on a consistent basis across the organisation and will make sure that the Council puts the customer first – at the heart of everything it does and stands for.					

IMPROVEMENT 9	Recommendation: Departmental Business Plans should include a section demonstrating how the Department is contributing to the customer service vision and strategy.					
Aim	Developing a customer focussed culture					Report Reference: Recommendation R9 page 93
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
As part of the development of the Customers Services Strategy, there is a need to make sure that departments demonstrate through their Business Plans how they are contributing to the strategy.	Business Planning Guidance will be updated to reflect this new requirement.	This improvement can be implemented without any additional resources.	Business Planning Guidance updates. The percentage of Departmental Business Plans demonstrating how the departments are contributing to the Council's customer service vision and strategy.	By 31 December 2004 100% by 31 March 2005	Performance Planning Officer	
Monitoring How will improvements be monitored?	The Performance Planning Officer will make sure that this is included through the annual audit of Business Plans.					
Public outcome	Awareness of how each department contributes towards the Council's vision for customer service will ultimately lead to improved levels of customer service across the organisation for all the Council's customers.					

IMPROVEMENT 10	Recommendation: The recruitment process for the Corporate Customer Services Manager should proceed as quickly as possible with a view to having the post holder in post by July 2004.					
Aim	Creating corporate capacity			Report Reference: Recommendation R10 page 93		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
The lack of corporate capacity or ownership for customer services has led to a fragmented and un-coordinated approach to customer services across the Council.	The post of Corporate Customer Services Manager has been created and the recruitment process is currently underway.	Additional resources to fund this new post are being financed from additional housing benefit grant in 2004/2005 following the successful implementation of the final module of the Government's Housing Benefit Verification Framework.	Corporate Customer Services Manager in post.	By 31 July 2004	Assistant Director – Revenues and Benefits	
Monitoring How will improvements be monitored?	The recruitment process will be co-ordinated by the Building for Excellence Programme Board in April and June 2004.					
Public outcome	The creation of this post will provide corporate capacity and a focus for customer service, which will ultimately lead to improved levels of customer service across the organisation for all the Council's customers.					

Recommendation: A Corporate Customer Services Group should be established to carry on the work started by the Review Team.							
IMPROVEMENT 11	Creating corporate capacity				Report Reference: Recommendation R11 page 93		
Aim							
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes	
The Service Access Review Team set-up to complete this review has now been disbanded. There is a need to set-up a Project Team to implement the improvements outlined in this Improvement Plan.	A Corporate Customer Services Group will be established. Membership of the Group will be determined by Chief Officer Group. The Group will be co-ordinated by the Corporate Customer Services Manager and will report to the Building for Excellence Board.	The main resource to implement this improvement will be those nominated to be part of the group.	Chief Officer Group to agree membership of the Group. Corporate Customer Services Group established and first meeting held.	By 31 March 2004 By 30 April 2004	Deputy Chief Executive		
Monitoring How will improvements be monitored?	The work of the Corporate Customer Services Group will be monitored by the Building for Excellence Programme Manager and the Building for Excellence Board.						
Public outcome	The implementation of this Improvement Plan and the co-ordination of customer service activity across the Council by one group of people will ultimately lead to improved levels of customer service across the organisation for all the Council's customers.						

IMPROVEMENT 12	Recommendation: Each Department should nominate one or more 'Customer Services Champions' to act as a link for the Corporate Customer Services Manager and Corporate Customer Services Group.					
Aim	Creating corporate capacity			Report Reference: Recommendation R12 page 93		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
As not all Departments may be represented on the Corporate Customer Services Group, there is a need to have 'champions' within each Department to work with the Group to make sure improvements are implemented in all Departments.	Each Department will nominate a 'Customer Services Champion', to act as a link with the Corporate Customer Services Group.	Time commitment from each Department to allow Champions to do the job effectively.	Customer Services Champions nominated in each Department. Chief Officer Group to agree nominations.	By 31 March 2004 By 30 April 2004	Chief Officers in each Department.	
Monitoring How will improvements be monitored?	The work of the Corporate Customer Services Group and the departmental Customer Services Champions will be monitored by the Building for Excellence Programme Manager and the Building for Excellence Board.					
Public outcome	The implementation of this Improvement Plan and the co-ordination of customer service activity across the Council by one group of people will ultimately lead to improved levels of customer service across the organisation for all the Council's customers.					

IMPROVEMENT 13	Recommendation: The Frontline Employee Forum established as part of the review should continue to meet to carry forward the work that the group has started and to contribute to the implementation of the improvement plan and strategy.					
Aim	Creating corporate capacity					Report Reference: Recommendation R13 page 93
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
It is important that the Council continues to listen to the views of frontline employees as the Customer Services Strategy and this Improvement Plan are implemented.	The Frontline Employee Forum established as part of the Best Value review will continue to meet under the guidance and support of the Corporate Customer Services Manager.	The main resource to implement this improvement will be the time committed to be those nominated to be part of the forum.	Chief Officer Group to agree membership of the Forum.	By 30 April 2004.	Corporate Customer Services Manager / Building for Excellence Programme Manager	
Monitoring How will improvements be monitored?	The work of the Frontline Employee Forum will be monitored by the Building for Excellence Programme Manager and the Building for Excellence Board.					
Public outcome	The implementation of this Improvement Plan and the co-ordination of customer service activity across the Council by one group of people will ultimately lead to improved levels of customer service across the organisation for all the Council's customers. Involving frontline employees in the process of change will mean that they can provide first hand experience of the issues being faced by customers on a daily basis.					

IMPROVEMENT 14	Recommendation: Rationalisation of the hotlines should be completed as soon as possible and by no later than October 2004 to reduce them to manageable levels and to make access to service simpler and easier for customers.					
Aim	Integrated Delivery Solutions – Telephone Handling			Report Reference: Recommendation R14 page 93		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
There are currently 70 hotline numbers in use across the Council. These are not co-ordinated, operate to different standards and do not provide customers with acceptable levels of service.	Set-up a Project Team to work on the rationalisation of the Hotlines.	In the first instance the main resource requirement will be the time commitment of those involved in the Project.	Project Team to be agreed by COG and established.	By 31 March 2004	Chief Officer Group	
	Project Team to prepare a Project Plan.		Project Plan prepared.	By 30 April 2004	Project Manager	
	Proposals for rationalisation to be agreed by COG.		Report on proposals for rationalisation considered and agreed by COG	By 31 July 2004	Project Manager	
	Hotlines to be rationalised by 31 October 2004.		Rationalisation completed.	By 30 October 2004	Chief Officers	
Monitoring How will improvements be monitored?	This Project will be completed under the Building for Excellence Programme with progress being monitored by the Building for Excellence Programme Manager and the Building for Excellence Programme Board.					
Public outcome	The rationalisation of the Hotlines will provide the public with a greatly reduced set of numbers which will be monitored for the level of customer service and response provided.					

IMPROVEMENT 15	Recommendation: The call-centre technology already introduced in some areas of the Council such as the Revenues and Benefits service should be extended on an incremental basis across the Council with a view to developing a 'virtual call centre' solution.					
Aim	Integrated Delivery Solutions – Telephone Handling					Report Reference: Recommendation R15 page 93
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
Once rationalised, there is a need to develop a number of mini call-centre across the Council to improve the way telephone calls to the organisation are dealt with.	Project Team established to rationalise the Hotlines will move-on to look at development of mini call-centres using existing technology.	In the first instance the main resource requirement will be the time commitment of those involved in the Project.				
	Project Team to prepare a Project Plan. Proposals for mini call-centres to be agreed by Building for Excellence Board	Additional resources will be required to purchase additional call-centre modules. Exact costs to be determined by the Project Team and agreed by the Building for Excellence Board.	Project Plan prepared and agreed by Building for Excellence Board. Report on proposed mini call-centres agreed by Building for Excellence Board.	By 31 October 2004 By 31 December 2004	Project Manager Project Manager	
	Mini call-centres to be introduced.		Mini call-centres introduced.	From 1 April 2005	Project Manager / Chief Officers	
Monitoring How will improvements be monitored?	This Project will be completed under the Building for Excellence Programme with progress being monitored by the Building for Excellence Programme Manager and the Building for Excellence Programme Board.					
Public outcome	The introduction of mini call-centres offering the Council a 'virtual call-centre solution' will greatly improve the level of service provided to customers contacting the Council by telephone.					

IMPROVEMENT 16	Recommendation: In-line with the Accommodation Strategy, the Council should look towards developing an integrated call and contact centre in the city centre.					
Aim	Integrated Delivery Solutions – Telephone Handling				Report Reference: Recommendation R16 page 93	
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
Reception facilities are currently dispersed across the city centre and operate in an un-coordinated way.	The development of an integrated call and contact centre in the city centre as part of the overall Accommodation Strategy will create a single point of contact for customers visiting or telephoning the Council.	Resources for the integrated customer contact centre will be determined as part of the overall Accommodation Strategy which is part of the Building for Excellence Programme.	Integrated customer contact centre opened.	September 2007	Deputy Chief Executive	
Monitoring How will improvements be monitored?	This Project will be completed under the Building for Excellence Programme with progress being monitored by the Building for Excellence Programme Manager and the Building for Excellence Programme Board.					
Public outcome	An integrated customer contact centre within the city centre offering a wide range of Council services at one point will provide enormous benefits to customers who may currently have to visit a number of offices when dealing with the Council. Customer service will be better, facilities will be modern and clean and will meet Disability Discrimination Act requirements.					

IMPROVEMENT 17	Recommendation: Reception areas should be standardised to ensure a consistency in the information available, opening times and level of service delivered.					
Aim	Integrated Delivery Solutions – Face-to-Face Contact			Report Reference: Recommendation R17 page 94		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
There is a lack of consistency in the information available, opening times and levels of service provided at the current reception facilities.	Project Plan to be developed.	Additional resources may be required to ensure consistency of opening times.	Project Plan developed.	30 June 2004	Project Manager	
	Corporate Customer Services Group to develop proposals for standardisation of reception areas.		Proposals developed by Corporate Customer Services Group	30 September 2004	Corporate Customer Services Manager	
	Chief Officer Group to agree proposals. Proposals to be implemented.		Proposals agreed by Chief Officer Group. All reception facilities standardised.	31 October 2004 31 December 2004	Corporate Customer Services Manager Chief Officers	
Monitoring How will improvements be monitored?	This Project will be completed under the Building for Excellence Programme with progress being monitored by the Building for Excellence Programme Manager and the Building for Excellence Programme Board.					
Public outcome	The standardisation of reception facilities will improve the customer service experience and provide a level of consistency across the organisation.					

IMPROVEMENT 19	Recommendation: All Departments must drive up standards and start monitoring the levels of customer contact by voice, face-to-face, electronically and by letter.					
Aim	Improving management information			Report Reference: Recommendation R19 page 94		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
There is a significant lack of management information currently available about the levels of customer contact across the Council.	Corporate Customer Services Manager and Corporate Customer Services Group to develop a system for monitoring levels of customer contact across all departments.	No additional resources will be required apart from the time commitment of the group and those required to capture and report on the information.	System for monitoring customer contact levels developed.	By 30 September 2004	Corporate Customer Services Manager	
			Pilot scheme introduced.	By 31 October 2004	Corporate Customer Services Manager	
	Pilot to be developed and tested prior to full implementation.		Full system of monitoring introduced in all departments.	From 1 January 2005	Assistant Directors	
Monitoring How will improvements be monitored?	Information collected using the new system will be reviewed by the Corporate Customer Services Group. Regular reports will be considered by the Building for Excellence Programme Board.					
Public outcome	By monitoring the levels of customer contact, the Council will be able to determine which areas of service require additional resources. Customer service levels should ultimately improve.					

IMPROVEMENT 20	Recommendation: Departments must put systems in place to start monitoring the amount of resources being committed to customer service.					
Aim	Improving management information			Report Reference: Recommendation R20 page 94		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
There is a significant lack of management information currently available about the levels of resources being committed to customer service across the Council.	Corporate Customer Services Manager and Corporate Customer Services Group to develop a system for monitoring the amount of resources being committed to customer service across all departments.	No additional resources will be required apart from the time commitment of the group and those required to capture and report on the information.	System for monitoring customer contact resource levels to be developed.	By 30 September 2004	Corporate Customer Services Manager	
			Pilot scheme introduced.	By 31 October 2004	Corporate Customer Services Manager	
	Pilot to be developed and tested prior to full implementation.		Full system of monitoring introduced in all departments.	From 1 January 2005	Assistant Directors	
Monitoring How will improvements be monitored?	Information collected using the new system will be reviewed by the Corporate Customer Services Group. Regular reports will be considered by the Building for Excellence Programme Board.					
Public outcome	By monitoring the resource levels being committed to customer service, the Council will be able to determine which areas of service require additional resources. Customer service levels should ultimately improve.					

IMPROVEMENT 21	Recommendation: A system of recording formal and informal feedback from customers whether good or bad should be introduced across the Council.					
Aim	Improving management information			Report Reference: Recommendation R21 page 94		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
There is currently no system in place to monitor feedback received from customers whether good or bad.	Corporate Customer Services Group to consider options available on implementing a suitable system.	The Corporate Customer Services Group will determine the resource implications of introducing a suitable system during their evaluation of possible options.	Project Plan prepared	By 31 July 2004	Corporate Customer Services Manager	
	Report to be considered by Chief Officer Group.		Report to Chief Officer Group	By 30 November 2004	Corporate Customer Services Manager	
	System to be implemented across all Departments.		System implemented	From 1 April 2005	Assistant Directors	
Monitoring How will improvements be monitored?	This Project will be completed under the Building for Excellence Programme with progress being monitored by the Building for Excellence Programme Manager and the Building for Excellence Programme Board.					
Public outcome	By recording customer feedback, the Council will have more management information which will enable it to improve services quicker in response to what customers are saying.					

IMPROVEMENT 22	Recommendation: Performance indicators for customer service should be introduced at a Corporate, Departmental and Business Unit level to enable customer service activity to be monitored and reported. Departments and Business Units must include these performance indicators within their annual Business Plans					
Aim	Improving management information			Report Reference: Recommendation R22 page 94		
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
There are currently no mechanisms in place to monitor or record performance in relation to customer service. Departments need to demonstrate how well they are performing in relation to customer service.	Corporate Customer Service Group to work with Performance Management Adviser and Head of e-Business to develop a set of performance indicators for the Council. Business Planning Guidance will be updated to reflect this new requirement.	No additional resources are required for this improvement.	Performance indicators developed. Performance indicators agreed by Chief Officer Group. Pilot collection period Performance information collected across all Departments. The number of Departmental and Business Unit Plans which include customer service related performance indicators.	By 31 October 2004 By 31 November 2004 1 January 2005 – 31 March 2005 From 1 April 2005	Performance Management Adviser / Head of e-Business Chief Officer Group Assistant Directors Assistant Directors Performance Planning Officer	
Monitoring How will improvements be monitored?	Performance information will be collected as part of the Council's overall performance management system and reported to Cabinet on a quarterly basis.					
Public outcome	By monitoring performance in relation to customer service, the Council will be able to determine which areas of service need further improvement. This will ultimately lead to improved customer service levels.					

IMPROVEMENT 23	Recommendation: All Departments must introduce regular and consistent consultation with customers so that the Council can monitor public satisfaction to ensure that customer service is continually improving across the organisation.					
Aim	Improving management information				Report Reference: Recommendation R23 page 94	
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
Consultation in relation to customer satisfaction is inconsistent and un-coordinated.	The Corporate Customer Services Group will prepare guidance for departments on the levels, type and frequency of customer consultation required.	No additional resources will be required to implement this improvement.	Consultation guidance developed. Annual Consultation Plan	By 31 March 2005 By 31 March 2005	Corporate Customer Services Manager / Consultation Support Manager	
Monitoring How will improvements be monitored?	Customer consultation will be monitored by the Corporate Customer Services Group and satisfaction results will be included in the annual planning processes including Business Plans and the Best Value Performance Plan.					
Public outcome	By regularly consulting with the public, the Council will be able to ensure that satisfaction levels are continually improving and if they are not to take action to rectify the situation.					

IMPROVEMENT 24	Recommendation: The Corporate Customer Services Group should develop mechanisms for regular and consistent consultation with hard to reach groups to make sure that any future service development meets their needs.					
Aim	Improving management information					Report Reference: Recommendation R24 page 94
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
Consultation with hard to reach groups is inadequate and needs to be improved.	The Corporate Customer Services Group will prepare a Plan on how this issue should be tackled.	No additional resources will be required to implement this improvement.	Departmental Consultation Plans agreed.	By 31 March 2005	Corporate Customer Services Manager / Consultation Support Manager	
Monitoring How will improvements be monitored?	This will be monitored by the Building for Excellence Board.					
Public outcome	This will ensure that all types of customer are consulted which will ultimately lead to better customer service for all.					

IMPROVEMENT 25	Recommendation: There is an urgent need for Business Process Re-engineering specialists within the Council and the work proposed under the Building for Excellence Programme should proceed as soon as possible. This will be an integral part of delivering the Council's vision for improved service access to customers.					
Aim	Re-engineering business processes to improve customer service					Report Reference: Recommendation R25 page 94
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
Processes need to be reviewed and re-engineered to meet the changing requirements of the organisation particularly if the Council's vision for customer service is to be achieved by 2007.	This improvement is being addressed as a separate project under the Building for Excellence programme.	Resources are being identified as part of the Building for Excellence programme.	Not applicable	Not applicable	Building for Excellence Programme Manager	
Monitoring How will improvements be monitored?	This will be monitored by the Building for Excellence Board.					
Public outcome	By re-engineering processes, the Council will be able to achieve efficiencies which can be re-invested back into service delivery.					

IMPROVEMENT 26	Recommendation: The e-government and e-Derby related projects being developed through the e-Derby programme, in partnership with others, must continue to focus on the needs of customers, end users, employees and other stakeholders to deliver an integrated and joined-up approach to services.					
Aim	Using information technology to deliver services more efficiently and effectively		Report Reference: Recommendation R26 page 95			
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
Solutions must continue to focus on the needs of customers, end users, employees and other stakeholders to deliver an integrated and joined-up approach to services	This improvement is being addressed as a separate project under the Building for Excellence programme.	Resources are being identified as part of the Building for Excellence programme.	BVPI 157 Delivery of 'Priority Services and Transformation' as defined by ODPM	100% ESD by 12/2005. To be determined	Head of e-Business	
Monitoring How will improvements be monitored?	This will be monitored by the Building for Excellence Board.					
Public outcome	The e-government and e-Derby related projects will provide improved service delivery through ESD and improved services through consistent information provided to customers and staff alike.					

IMPROVEMENT 27	Recommendation: The implementation of a CRM solution must enhance the customers experience in a way that builds on the existing developments and improvements in customer service across the council.					
Aim	Using information technology to deliver services more efficiently and effectively		Report Reference: Recommendation R27 page 95			
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
The provision of a CRM solution must enhance the customers experience in a way that builds on the existing developments and improvements in customer service across the council.	This improvement is being addressed as a separate project under the Building for Excellence programme.	Resources are being identified as part of the Building for Excellence programme.	The provision of a CRM Solution / Solutions	Pilot system in place by 31 December 2004	Head of e-Business	
Monitoring How will improvements be monitored?	This will be monitored by the Building for Excellence Board.					
Public outcome	The implementation of a CRM solution will enhance the customers experience in a way the council communicates and responds to their needs.					

IMPROVEMENT 28	Recommendation: The Corporate Customer Services Group should revisit the options appraisal and compete elements of the review once the initial management information, cultural and structural issues have been addressed.					
Aim	Working with others		Report Reference: Recommendation R28 page 95			
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Performance Indicator	Target including timescale	Responsible officer	Progress against action and outcomes
Due to the lack of management information, the Review Team were unable to adequately consider the options appraisal and compete elements of the review.	Corporate Customer Services Group to revisit the 'compete' element of the review once management information has been collected. A Plan for how this issue will be addressed to be considered by Cabinet.	No additional resources will be required to implement this improvement.	Report to Cabinet on plan of how this issue will be re-addressed. Report to Cabinet outlining findings of review.	By 31 March 2005 By 30 September 2005	Building for Excellence Programme Manager Building for Excellence Programme Manager	
Monitoring How will improvements be monitored?	This will be monitored by the Building for Excellence Board.					
Public outcome	By assessing the competitiveness of the service, the Council will be able to demonstrate that whatever service delivery option is selected, the public are receiving value for money.					