

**APPENDIX 1 – CUSTOMER SERVICES CONTINUAL IMPROVEMENT ACTION PLAN**

**Objective A – Understanding the customer**

<b>Action</b>	<b>Implementation Date</b>	<b>Current Position</b>
Utilise focus groups annually to assess our quality of service	In Place	These will be conducted using in house expertise and are likely include at least three focus groups per year.
Develop an engagement and consultation best practice hub within the Council's Communities Team	Q3 22/23	This will provide advice and support in engaging groups across Rosendale as well as being a depository for demographic data about the borough.
Regular follow up contact by CMT members to ascertain the quality of response	In Place	This has taken place in April 22 and will be completed monthly with each CMT member calling at least six customers to gather feedback.
Undertake an annual residents survey that aligns with the LGA national survey for benchmarking.	In Place	This will be undertaken in May each year in house using matching questions and methodology to the LGA residents survey to allow benchmarking with other authorities and national averages.
Introduce monthly customer dashboard covering OSS face to face, appointments and call patterns	Q2 22/23	This will be used to understand demand patterns and ensure sufficient resource is available to deal with requests ie resource utilisation.

## Objective B – Getting the culture right

Action	Completion date	Current Position
Undertaken annual customer services training for all staff	In Place	Full sessions took place this year and light tough refresher sessions will take place early each calendar year.
Ensure that staff and manager sessions continually emphasise customer service excellence.	In Place	This will continue during the six monthly all staff engagement sessions and the quarterly middle manager sessions.
Ensure that all staff record a voice message so that the IVR picks up their name so when customers ring the call can routed directly to the person they want.	Q2 22/23	All training documents for Cisco Jabber have been put on to Learning Pool need to ensure that all staff record customer name message. This will the customer experience.
Create a joint customer services groups working group between Operations and Corporate Support to drive improvement in customer response.	Q2 22/23	This group will focus on improving the systems currently used to ensure that contact can be recorded, monitored and improved.
Undertaking Mystery Shopping at regular intervals across the organisation	In Place	Future mystery shopping will be conducted entirely independently by an external organisation.
Establish Champion roles for every service that duplicate the web champion role to ensure standards are maintained.	Q2 22/23	
Assess the feasibility of obtaining a recognised customer service standard such as Customer Service Excellence or Institute of Customer Services	Q3 22/23	

### Objective C – Getting the systems right

Action	Completion date	Current Position
Introduce a refreshed website	Q4 22/23	Firm proposals received and approval to progress sought in this report
Aim to increase the level of information provided over council social media and examine the possibility of service requests through socials.		
Conduct a feasibility into in-cab technology to reduce missed bins on refuse rounds		As part of systems review look for one application that provides all requirements ie in cab solution, operations back office system.
Introduce protocols to monitor and reduce officer reliance on voice mails. .	Q2 22/23	Set up hunt groups to prevent customer calls going to voice message for all service areas.
Introduce a new telephone welcoming and call routing system.	Q2 22/23	This system has been procured and implemented. The new human voice and reduced options menu will be live in July 22.
Maintain and Improve where possible the One Stop Shop Appointment System	Ongoing	This will include a review of the usage of the One Stop Shop by other services and external partners.
Seek to transfer calls directly to Lancashire County Council for Highways and other County delivered services.	Q2 22/23	This is likely to incur costs associated with the cost of calls being transferred. Options to have prescribed messages for customers relating to specific issues for example message of the day. This can be used at certain times for example in bad weather put gritting messages, flooding, snow etc.
A review of back office Operations IT systems relating to customer service	Q3 23/23	As above

### Objective D – Demonstrating and Maintaining Success

Action	Completion date	Current Position
Establish a performance and customer service excellence officer post.	Q2 22/23	
Introduce monthly performance dashboard.	Q2 22/23	This will be introduced in August and modified following feedback.
Assess the feasibility of obtaining a recognised customer service standard such as Customer Service Excellence or Institute of Customer Services	Q4 22/23	This will take place following other actions being completed to give us the most accurate assesment of service quality. .

