CUSTOMER SERVICE PRIORITY ACTION PLAN (v8.0)

PRIORITY PLAN	Customer Service	
PRIORITY CATEGORY	Category A	
PRIORITY PORTFOLIO HOLDER		Councillor Ray Auger (Access and Engagement)
PRIORITY LEAD OFFICER		Corporate Head of Corporate and Customer Services, but requires corporate ownership.
PRIORITY PROJECT TEAM		
The priority will be led by a Project Board of senior officers and members. The project structure will comprise a number of small teams that focus on specific work streams, composed of service specialists, process specialists, partners and other stakeholders.		
PRIORITY SCOPE & DEFINITION	'Our aim is to give our customers brilliant service.' In order to achieve this, we will transform our organisation, such that we better understand customer needs, design services around those needs, offer choice in how such services are delivered and seek to consistently improve customer satisfaction. This will be sustained through ensuring that customer focus becomes the driving purpose of every one of our people.	
CONTEXT	Improvements in customer service are being driven by increasing customer expectations and a need to focus scarce resources on the things that matter.	
LINKS TO OTHER STRATEGIES	Corporate Plan; Corporate Improvement Plan; Lincolnshire Shared Services Partnership; Local Area Agreement; ICT Strategy; People Strategy; Medium Term Financial Strategy; Asset Management Plan; Value for Money Strategy; and Communications Strategy.	
OUTCOMES	**TARGETS**	*Assessment*
Customer needs are understood and placed at the heart of everything we do.	We have a process where customer knowledge is used to inform service design (by June 2008). We have achieved the Cabinet Office Standard (by March 2010).	The process is established.

External assessment. |
| Efficient services that satisfy customer needs. | 80% of our customers are satisfied with the services we provide and rate them as offering value for money (ongoing). | Annual resident survey. |
| Improved customer choice over access to services. | We have rolled out 3 new online services (by March 2009). Online transactions are increasing by 100% year on year (ongoing). 80% of our customers are satisfied with choice of access (ongoing). We have opened a joint community facility (by March 2008). | Website functionality audit. Transaction volumes.

Annual resident survey.

Bourne or Stamford site is operational. |
| Services delivered to the standards that customer expect. | We have implemented new standards (by July 2008). Customer expectations are increasing (ongoing). | Performance framework is in place. Annual resident survey. |

MEASURES OF SUCCESS/KEY ACTIONS	MEASURES OF SUCCESS	KEY ACTIONS
	Customer Knowledge 80% of our customers believe we recognise them as individuals and understand their needs and expectations.	Agree shared definitions of customers and profiles (May 2008). Establish integrated approach to customer knowledge (July 2008). Establish level of customer expectations (July 2008).
	Customer Experience 80% of our customers believe we have designed services around their needs and which offer value for money.	Link customer knowledge into service design (June 2008). Complete systems thinking pilot (March 2008). Identify further priority services and rollout (June 2008).
	Customer Access 80% of our customers believe we offer them a good level of access through personal, telephone, online and community channels.	Establish at least one partnership community facility (March 2009). Improve online transactional functionality (March 2009). Implement self-service customer migration campaign (April 2009).
	Customer Satisfaction 80% of our customers are satisfied with the services we provide and believe we are improving services on an ongoing basis.	Create an appropriate performance framework (April 2008). Monitor performance and publicise results (Ongoing). Use performance framework to improve services (Ongoing).
	Customer Culture 80% of customers believe we have a customer service culture across the organisation, which is recognised by external assessment.	Complete Stage 2 of 'Brilliance (March 2008). Develop ongoing customer service training programme (June 2008). Achieve Cabinet Office Standard for customer service (March 2010).

CAPITAL & REVENUE REQUIREMENTS (3 YEARS)		YEAR 1 £k	YEAR 2 £k	YEAR 3 £K
	Capital			
	Revenue	193	209	222

PEOPLE RESOURCE IMPLICATIONS	This priority has significant people resource implications. It will require changes to culture, structures, recruitment, retention, performance, rewards and skills.
ICT RESOURCE IMPLICATIONS	Success depends on how we harness people and technology. We will improve data management, further integrate CRM with legacy systems, develop CRM, develop self-service technology and improve our performance management systems.
RISK ASSESSMENT	A number of factors may constrain our ability to deliver. • Financial resources allocated to other priorities. • Lack of common purpose across partners.

	• Inability to recruit, retain and develop brilliant people. • Legal and regulatory constraints. • Customer culture is not embedded. • Managing customer expectations.
KEY COMPONENTS OF COMMUNICATION	External: • Expectation management. • Setting and managing expectations. • Key media: SKToday, Corporate Plan, Internet, Press. Internal: • Cultural and behavioural. • Communicating change, delivery and performance. • Key media: SKOOP, Core Brief, Intranet.
PROPOSED DELIVERY METHODS	This priority can only be delivered by means of a structured approach that includes all stakeholders. It will require the establishment of a programme team and the provision of sufficient resources to implement the changes necessary.
EQUALITY ASSESSMENT	A priority that places the needs of our customers at its core is the strongest possible symbol of our intent to create an approach to service that is inclusive of all our customers.
RELATED PROJECTS	Brilliance; LSSP Customer Services workstream; Customer Service Centre Project; Website Review; and Corporate Improvement Plan.
RELATED PRIORITIES	Use of Resources and Communications.