Leicester
City Council

Performance & Value for Money Select Committee   20th **November 2008**
Cabinet   8th **December 2008**

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Customer Access Strategy – One Council One Contact
April 2008 – October 2008 Update
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Report of the Service Director, Information

1.   Summary

1.1   In May this year Members approved the council's Customer Access Strategy for 2008 – 2011, which sets an ambitious programme of activities to achieve a _One Council, One Contact_ experience of Customer Access.

1.2   Our aim is that by 2011 Leicester citizens and visitors will recognise the council as an organisation that really cares.

1.3   This is the first six monthly update of progress against the strategy.

2.   Recommendations

2.1   Members are recommended to:

2.1.1   Note the progress in the last period (paragraph 3.2).

2.1.2   Welcome the improved complaints management reporting arrangements and support the proposed public 'we want to hear from you' campaign.

2.1.3   Support plans to launch a DigiTV service by April 2009 (paragraph 4.3).

2.1.4   Agree to vire £9,500 each to A&H and R&C, a total of £19,000, from the 2009/10 funding provided to improve the council's customer access arrangements. This funding would be to support the increased administration required by the more rigorous complaints management arrangements. This will pay for a part time complaints administrator for each department.

3.   Report

3.1   Progress against the action plan

3.1.1   Cabinet approved the Council's Customer Access Strategy 2008-2011 at its meeting on 12th May. The detailed action plan, including progress against each action, is shown at Appendix A. It is also available on the council's intranet (A-Z / Customer Access Strategy). It is updated monthly.

3.2 Successes in this period include:

- The development and corporate wide adoption of a new more rigorous 'Comments, Compliments and Complaints' procedure (paragraph 5).
- Availability of much improved, and more challenging, complaints reporting information (Appendix B for an example summary report).
- Creation of the One Council One Contact branding (below)

- The launch of the 'we want to hear from you' campaign. Members and front line staff have been supplied with feedback cards to issue to members of the public who wish to comment on our services. The card shows details on how to contact us by phone, e-mail or face to face.
- Creation of One Council One Contact insite pages and a refresh of the Contact Us pages on Leicester.gov.uk
- Evaluated the potential offered by DigiTV and developed a plan for its adoption (paragraph 4.3)
- Improved meet and greet arrangements in Customer Services
- Improved reception arrangements in Marlborough House by separating face to face and telephone contacts
- Introduced a new career grade structure within the Customer Service Line and a defined training programme to support the more speedy development of staff. This supports our aim of increasing the numbers of staff able to handle all general enquires on the 252 7000 number.
- Simplification of the council's telephone numbering arrangements – all major services now using the 252 7xxxx range of numbers as per the telephone improvement plan (many thanks to Housing Services for changing their telephony systems and promotional literature to facilitate this)

The next version of the BT phone directory, to be published December 2008, will advertise this much simplified and more organisationally cohesive suite of numbers:

KEY TELEPHONE SERVICES

General Enquiries	252 7000	Housing Benefits	252 7006
Environment	252 7001	Tenants Advice and Repairs	252 7007
Waste	252 7002	Housing Options	252 7008
Parks and Leisure	252 7003	Education and School Services	252 7009
Children's and Adults Social Care		Job Shop (council vacancies)	252 7010
	252 7004	Minicom/ texbox	252 7011
Council Tax	252 7005		

3.3 Disappointments/ challenges in this period

- Unprecedented staff shortages, due to high staff turnover and some long term sickness, has meant front of house staff supporting the telephone service. Staff were tired and service levels were affected. There was limited management capacity to progress the One Council One Contact agenda.

- Unable to fill all the vacancies in the telephone service line - after three unsuccessful attempts at external recruitment, including a local radio campaign, we are now recruiting via a recruitment agency. It is worth noting that this same action was necessary when we needed to recruit large numbers of call handling staff for the 101 initiative.
- Plans to progress various telephony related initiatives required a fundamental review of our telephone business continuity arrangements. This work is now complete but it has delayed certain projects, notably voice recognition services.

3.4   *Plans for the period November 2008 – March 2009*

- Delivery of the *Delivering Excellence* first 90 days strategic priorities for Customer Service Improvement (paragraph 4.1)
- Charnwood Customer Services Centre to open January 2009
- Voice recognition to be introduced into the switchboard – initially for internal callers only.
- Provision of DigiTV services for City residents (paragraph 4.3)
- Improvements to the administration of parking permits (paragraph 4.5)
- Council Tax first tier calls (i.e. less complex) being handled by Customer Services in order to release capacity in Council Tax/ Housing Benefits to deal with more complex enquiries.
- Plans finalised for the new city based Customer Service Centre in the former Post Office
- Delivery of a comprehensive 'Complaints for Managers' training programme January – March. After this catch-up activity, training events will become a standard item on the City Learning training programme.
- Development of a 'moodle' self help training resource on insite (moodle is a software tool that can be used to develop web based training). All new starters with access to insite will be notified of the availability of this resource, and encouraged to use it, as part of their induction
- Creation of a One Council One Contact DVD that will be used during staff induction to emphasise every individual's responsibility for customer care, to promote the role of Customer Services and to explain the importance of customer feedback.
- An unstaffed Customer Services carousel at all Ward Community Meetings explaining the role of Customer Services and giving contact details. In addition, a Customer Services officer will attend each ward meeting once to explain the role of the service as an agenda item (if deemed appropriate by the meeting chair.)
- An internal *Think web!* campaign to encourage teams to keep existing web pages up do date, or where they are not already using the web, to consider how its use might improve customer service
- Roll out of a new corporate complaints application to be used by Customer Services and all departmental complaints officers. Longer term we hope to give wider access to the system. The system will interface with the council's electronic document record management system so a full electronic history of all contacts will be available for audit and quality checking purposes.   The new system will streamline administration and reporting simplified streamlined range of contact numbers
- Improved knowledge management arrangements in Customer Services to ensure consistently high standards of service across the various teams and access points

4.   New activities included in the strategy since April 2008

4.1 The Delivering Excellence Programme

The Delivering Excellence programme includes a Customer Service Improvement workstream, which is developing a complimentary programme of activities in support of the Customer Access Strategy. Together we have agreed three strategic priorities that will both support future development and contribute to fast tracking existing initiatives, these are:

- To baseline the current customer services delivery across the Council
- To create an effective Customer Care Management user group to share best practice, ensure consistency and drive service improvement
- To provide a self service route for housing and revenues and benefits customers

4.2 Full assimilation of the web strategy work programme.

4.2.1 The CAS already included much of the web strategy work programme. For management and monitoring purposes, the whole work programme has now been included with the CAS project management arrangements.

4.2.2 Details of the work programme are included at Appendix A.

4.3 DigiTV

4.3.1 DigiTV is a service managed by Kirklees Council that allows local authorities and their partner organisations to publish information or provide access to services through interactive digital television. Citizens use 'red button' technology to view the DigiTV pages and interact with the content (i.e. submit service requests) using their TV remote control. It is estimated that approximately 48% of Leicester citizens currently have access to interactive digital TV, and that of those with access to interactive digital TV 36% have no internet access in their homes.

4.3.2 The Housing Department identified the DigiTV service as a potential access channel for their Choice Based Letting project. Customer Services also saw the potential in DigiTV and commissioned a short consultancy exercise to learn more about the service. The full report is available on insite at http://insite.council.leicester.gov.uk/resources-department/information/one-council-one-contact/the-strategy. A summary report can be found at Appendix B.

4.3.3 DigiTV is a proven solution with a number of other local authorities already successfully making use of it. For example Birmingham City Council launched DigiTV in 2006 and describe its ability to provide access to hard to reach groups as a particular benefit.

4.3.4 At an annual cost of £12,000 plus a £3,000 annual cost for a bureau service to manage editorial changes on our behalf this is a relatively low cost means of getting to some of our hard to reach customers. We hope to launch the service in Leicester by April 2009. We will monitor take up and report usage in future update reports.

4.3.5 Customer Services will own the service, using data extracts from existing council web sites, and administer service requests in the same way as they administer requests via the Service Centres, phone or on-line.

4.3.6 We will offer the following list of services through our digiTV site:

Report it
- Report missed bin collection
- Report anti-social behaviour
- Report abandoned vehicle
- Report graffiti
- Report fly-tipping
- Report a street lighting problem
- Report a pothole
- Report damaged pavement

Council Housing
- Information on council housing
- Choice Based Letting *(from Summer 2009)*

Request it
- Request a housing benefit leaflet
- Request a housing benefit application form
- Request recycling collection
- Request Blue Badge form
- Request library item renewal
- Request a repair to a council property
- Request a postal voting form

What's on?
- Information on local events
- Opportunity to provide feedback on local events

A-Z of council services
- Information on main council services

We are also investigating the possibility of creating a feed through to our on-line jobs pages.

4.4   Customer integration solutions – KTP

4.4.1   Our Knowledge Transfer Partnership (KTP) with De-Montfort University has started and the candidate appointed jointly by the council and the university is making good progress in putting together a work programme to develop a Customer Data Integration (CDI) solution i.e. a definite central repository of core customer data. The CDI is a key building block for some of our more ambitious e-transforming Leicester projects.

4.5   A review of parking

4.5.1   The expansion of the city parking permit arrangements is making huge resource demands on both the Parking Team and on Customer Services. Service bottlenecks are generating complaints from customers. All transactions must be conducted by phone or face-to-face. We have not developed any self service options despite large numbers of our clients being of social groups who we know prefer web access to our services.

4.5.2   We have commissioned an independent review of the existing arrangements, to include consideration of best practice in other councils, in order to make recommendations for improvements. We are confident that scope exists to improve the customer experience and improve the business processes within the Parking Team and Customer Services. The research is scheduled for completion early November and we would hope to implement improvement by April 2009.

5.   Complaints management

5.1   This has been a main area of activity this period. A new policy has been developed and adopted. There has been, and continues to be, a high profile publicity campaign. A corporate complaints module has been developed within the council's CRM - this is at the final acceptance test stage after which it will be rolled out for use by all departments. This will make the administration of complaints much easier as all the information will be held in one place. It is hoped that the CRM complaints module can be fully integrated with the recently adopted corporate

EDRMS solution, which will mean that we will retain – on one place – a full history of all communications with the complainant.

5.2   The new management reporting arrangements shift the emphasis from time taken to respond to complaints to what we have learned from the complaint and what service improvements we will make to avoid further complaints. It is early days and the new way of working is proving a challenge to those departments that adminster high numbers of complaints, but the summary report at Appendix C already shows the potentially valuable information that the process is generating.

5.3   As we get a firmer grasp on complaints and we become more rigorous in challenging ourselves to see what we can learn and what service improvements are generated we will commence a regular 'You told us, We did' article in LINK.

5.4   A £50,000 one off fund was included in the 2008/9 budget to be spent on improving the council's complaint management arrangements. This has been spent on the new system, publicity materials, training and on two part time administrative resources in Housing and R&C to help each department adminster the new arrangements. It is proposed that £19,000 be vired from the 2209/10 £1m Customer Transformation Fund in order to fund this resource on a permanent basis.

5.5   One of the tasks of the complaints improvement project was to consider whether a corporate complaints officer is required. As long as departmental management teams take complaints seriously within their own service areas and the existing complaints managers continue to work as an effective team then we do not believe this is necessary.   We have some temporary resource helping in the centre at the moment and will review the situation again in six months.

6   **Future activities by department**

6.1   Resources

6.1.1   The main activities within the Resources department (excluding Customer Services) will be the convergence of numbers in line with the telephone access strategy. The main front line service that will be affected by these changes is Registration Services. Management of Registration calls by customer services is subject to the development of an on-line booking system which will be accessible by Customer Service staff. This has been scheduled within the Resources departmental ICT strategy.

6.2   R&C

6.2.1   Work on revising telephone access arrangements in R&C is prioritised for 2009/10. A more detailed work programme should be available by the next strategy update. It is worth noting that many R&C front of house services are already administered by Customer Services, one area that is not covered is Leisure. A pre-requisite to Customer Services handling Leisure calls is the introduction of an on-line booking solution.

6.3   CYPS

6.3.1   Convergence of numbers in line with the telephone access strategy is scheduled for 20010/11.

6.4   Adults and Housing

6.4.1 Convergence of numbers in line with the telephone access strategy is scheduled for 20010/11. This work will focus of Adult services. Housing calls are already administered via managed call centres.

6.4.2 A priority for A&H during the next period is the adoption of the Open Access product which will support web based self service solutions for customers. Open Access is also a pre-requisite for Choice Based Lettings which will launch next Summer. The DE team are leading on this project.

7.1 Marketing and Promotions

7.1.1 Effective marketing and promotional activities are a critical component of the One Council One Contact strategy. Internally to engage all staff in the agenda: externally to promote our successes, to advertise contact details and to encourage feedback from our customers.

7.1.2 There is a programme of activities that are being managed by a part time Communication Officer from the corporate team. Initiatives to date include the promotion of the new comments, compliment and complaints process; promotion of the 'We want to hear from you' cards for front line staff; and development of a DVD to be included in staff inductions and a refresh of our intranet and internet web pages.

7.1.3 Activities in the next period include a refresh of the NWC Customer Services window signage, production of a calendar for staff with monthly Customer Care reminders, the external promotion of the 'We want to hear from you' campaign, DigiTV and the opening of the Charnwood CSC.

8. Financial and other implications

The Resources Department budget was increased in 2008/09 by the inclusion of a recurrent growth item for Customer transformation. A one-off budget increase in 2008/09 only for corporate complaints handling (£50k) was also added. The proposals in the present report can therefore be funded from existing budgets.

Andy Morley, Financial Services

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	Yes	Equality of access to council services is an underpinning principle of the CAS
Policy	No	
Sustainable and Environmental	No	
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	

10. Report author

Jill Craig
Service Director (Information)
October 2008

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

Appendix A

Customer Access Strategy Work Programme 2007 – March 2009

FACE-TO-FACE

	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing	Status
F1	Working with Property Services consult with Members, Neighbourhood Managers and Communities via community meetings to better understand neighbourhood Customer Access requirements	Rachael Dewis	Improved knowledge of our customer profile. More targeted improvement programme.	Improved Customer Satisfaction/improved access to services	Agree a programme of consultation by April 2008	Will be dependent on what is identified.	DELAYED This is now part of the DE programme of activities.
F2	Pilot extended opening hours of NWC from 8am - 6pm Mon-Fri and 9.30 – 12.30 Saturday morning	Pat Jones	Increased staffing levels within the team. Extend opening hours	Improved Customer Satisfaction/improved access to services	TBA	Approx £50k per year	DELAYED The pilot is scheduled to coincide with the launch of the extended telephone opening hours, which has been delayed because of recruitment difficulties.
F3	Recruit a person to meet and greet visitors to NWC to help manage the queues.	Tina Skerritt	Improved Service. Less queuing.	Improved Customer Satisfaction/improved access to services	Advertise May Interview June Recruit July	£25k (full year cost) from 2008/9	COMPLETE In post. The arrangements are working well and we have seen a reduction in queues and a reduction in complaints
F4	Interactive video conferencing pilot	Melinda Buckby	Extend access to "face to face" services to more areas of the City. Better understanding of the	Improved access to/take up of services	Launch Jan 08 Review May 08	Additional staff member. Moneys included in budget from	ON-GOING Take up at Beaumont Leys has been disappointing although those who have used the service have been very positive. The lesson learned is the

	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing	Status
			potential of Tellytalk to contribute to F1.			2007/8.	need to find a busier site. Work continues. Evaluation of other sites is now part of the DE work programme
F5	Open the Charnwood LIFT CSC (our fourth neighbourhood CSC)	Pat Jones	Increase access points to council services in more areas of the City.	Improved access to services / Improved partnership working	New Centre Open Jan/Feb 2009	£155,000 running costs. £130,000 included in budgets from 2007/8. (£25,000 shortfall to be met from growth in 2008/9)	ON TARGET for a January opening.
F6	Refurbish NWC CSC to include the Council's central cash desk or move to a more centrally located CSC	Pat Jones	Improve customer and staff accommodation and facilities. Release Welford House.	Improved Customer Satisfaction/improved access to services	Refurbished accommodation open March 2008	Not yet known. Part of CLABs budget.	NEW TARGET - 2010 Plans in hand to move into the old Post Office building in 2010.
F7	Play an active part in the evolving neighbourhood access strategy	Pat Jones	Contribution to evolving plans in respect of public access to services,	Improved customer satisfaction/ Improved access to services.	On-going	TBA	ONGOING Property are leading in this strategy. Now part of the DE work programme
F8	Improve take up at the Brite Centre	Pat Jones	Improved signage	Increased visitor numbers	April 2008	£5k	ONGOING A review of the general management of the Centre which is still at discussion stage has delayed progress.

TELEPHONE

	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing	Status
T1	Extend opening hours of the Service Lines to	Pat Jones	Increased staffing levels within the team.	Improved Customer Satisfaction/improved access to services	Complete staff review May 2008 Recruit new staff	£160,000 telephone call handling staff	NEW TARGET – MAY 2009 After three attempts we were unable to recruit the additional numbers of

	8-8, 6 days a week plus recruit some initial additional capacity to expand the service to deliver T2 (below)		Scope to increase range of services handled by the team. Extend opening hours		by September 2008 Train new staff by December 2008 Launch new service January 2009	for 2008/9. Will increase year on year thereafter as a wider range of services are taken on. Technology costs to support extended hours and a wider range of services i.e. T4, T5 and T6 £60k	staff necessary, probably due to the uncertainties posed by the JE situation. We are now using agencies and are hopeful that we will have a full complement of staff by Christmas.
T2	Review corporate telephone access arrangements to reduce the range of advertised numbers by transferring first line contact to Customer Services	Melinda Buckby	Agree a work programme in consultation with Heads of ICT and departmental DMTs Reduce range of advertised numbers.	Improve call handling performance. Improved Customer Satisfaction.	Agree work programme by 1st May	Costs to be included in T1 (it is assumed that existing dedicated resource will transfer)	ONGOING Progress is subject to T1. However we have moved all existing call centres to the new numbers. The next BT advert will reflect the new numbering structure.
T3	Phased approach to transferring Council Tax/ Housing Benefit first line contact to Customer Services (CT/HB will continue to handle complex enquiries)	Nicola Newman	Council Tax/ Housing Benefit calls will be handled by dedicated Customer Services call handling staff. Complex enquiries will be transferred to a specialist team.	Improved performance – improved customer satisfaction.	Progress dependent of recruiting to vacant posts in the Customer Service Line. Phase 1 – transfer change of address calls (28% of all CT calls) Phase 2 – transfer other less	Costs to be included in T1 (it is assumed that existing dedicated resource will transfer)	NEW TARGET – MARCH 2009 for phases 1 and 2. Progress is subject to T1. Detailed planning work has now started.

					complex CT enquiry types (78% of all calls)		
T4	Pilot use of voice and interactive telephony e.g. for pre-recorded messages to inform callers of opening times (this will be subject to the adoption of rigorous procedures to keep the information up to date – see OT1)	Melinda Buckby	Improve call handling performance	Improved customer satisfaction. More efficient use of resources.	Specification for use of Interactive agents. Dec 08. Use of voice directed facilities Jan 09.	See T1	ONGOING The technology to allow this automated handling of some calls will be installed by the end of Nov. An internal service (IT Helpdesk) has been identified as a pilot area to test the new software, after which an external options will be developed.
T5	Research potential of text messaging and promote.	Steve Scott	Report.	Widespread understanding of the potential use of text messaging to improve services and reduce costs.	Research to be completed by end May 2008.	Internal resource only	ONGOING Text messages are being used successfully in specific service areas, but we have not had the capacity to promote their potential to services that may not have yet considered their use. Our priority will be to research best practices use of text in other LA customer service environments.
T6	Introduce voice recognition technology (orator) to handle calls to the authority asking for named officers	Melinda Buckby	More efficient switchboard service Release resource for general enquiries	Improved customer satisfaction	April 2009	See T1	ON TARGET Orders have been raised for the software. Plans are being drawn up to pilot this in Information Services and then extend use during 2009. The final solution is subject to our being able to access post to post data from the council's HR system.

INTERNET (More detailed work programme is held in a later table)

Ref	Project	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resources	Status
I2	Integration of back office systems	Steve Scott	Improved use of the CRM system and facilities. Extended use of CRM by other council services. Will save Customer Service Staff from re-keying information Customer Services Staff will not need to use multiple systems to deal with calls Customers calls will be dealt with in a timely manner	Improved customer service More efficient use of resources.	Systems analysis to identify requirements	Internal resource	COMPLETE
					Scheduling of work Starting October 08	Internal resource plus One Contact programme funding	To follow CDI
I3	The provision of comprehensive, up-to-date and accurate information on the website		Reduced phone calls and walk in enquiries	Improved customer service More efficient use of resources.	Recruit Editor to improve the information provided on the site and run training workshops for site editors Audit the site for Accessibility, usability and completeness of information	£20,000 (in 08/09)	ON-GOING A temporary web editor has been appointed and has updated the Contact Us pages on Leicester.gov.uk

GENERAL

Ref	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing	Status
OT 1	Appoint a project manager for two years to oversee implementation of this strategy	Jill Craig	Capacity to manage the project.	The project objectives met.	Recruit a PM by June 2008	£50k per year	COMPLETE
OT 2	Work with City Learning to promote a 'How can we help?' initiative through training, promotions, best practice competitions etc.	Rachael Dewis	Consideration of a Best Practice award. Training events for front line staff. Coverage in FACE, insite etc.	A customer focused culture. More confident staff equipped to respond positively to all enquiries.	TBA	TBA	ON GOING There have been poster campaigns and numerous articles in council newsletters. City Learning will be delivering training in the new complaints procedure during Jan – March 2009. The course will become standard thereafter.
OT 3	Recruit a Customer Services liaison officer responsible for liaison with back offices to report any change of circumstances and for informing/ training the staff in these changes.	Pat Jones	Stronger back office/ front office relations. Fewer surprises. More accurate information held by Customer Services will in turn ensure better quality/ more accurate advice to our customers.	Improved satisfaction with the council.	Advertise May Interview June Recruit July/Aug	£25k per year from 2008/9.	COMPLETE
OT 4	Recruit a Complaints Manager		On hold	On Hold	On hold	Separate budget agreed for 2008/9 only.	CLOSED Not considered necessary at this stage although this will be kept under review
OT 5	Project to raise the profile of the council's complaints processes.	TBA	Updated procedure. Internal publicity programme to raise awareness of the importance of complaints management and everyone's role.	Improved satisfaction with the council.	Review of complaints procedure June 08. Re-launch of procedure Sept 08 Publicity Sept 08	TBA	COMPLETE The new procedure was launched on July 1st. See the new activities table (later) for details of future actions.

OT 6	Develop and implement a corporate complaints and members enquiries system	Pat Jones /Andrew Branston	A system, with document storage and workflow, that is used across the entire council and facilities, amongst other things, cross departmental unified responses.	Improved satisfaction. Fewer ombudsman complaints.	October 2008	TBA	Complaints system ON TARGET Members Enquiries System - A system developed by Notts City Council is being evaluated. Implementation is expected by April 2009.
OT 7	Produce – 'who to contact' card for all front line staff	Rachael Dewis	Cards available for front line staff with information signposting members of the public to customer services				COMPLETE Cards have been issued to Members and front line staff with associated publicity.
OT 8	Knowing our customers – the routine provision of usage information for services.	Melinda Buckby	Customer Survey results. Customer intelligence from CRM System	More focused service delivery. Reduced costs.	Mystery shopping exercise spring 08. Regular customer satisfaction surveys.	£10,000 per year from 2008/9 (across all access channels)	ONGOING Customer satisfaction surveys are regularly scheduled. Mystery shopping to be scheduled. We are in the process of implementing a new report writing tool to allow us to better interrogate information in the CRM. Work is in hand to produce map based reports to illustrate customer demand at ward level.
OT 9	Raise the profile of the council's Customer Access arrangements	Rachael Dewis	Communications Action Plan	Improved/increased awareness of Customer Services and its role	On-going	£50,000 for 2008/9 including a contribution to a new A-Z of services to advertise new opening hours	ON GOING The council's Contact Us pages on web have been refreshed. Regular good news stories have been published locally. A Customer Services exhibit at all community ward meetings is pkanned. We are looking at advertising Leicester.gov.uk on all council vehicles.
OT 10	Strategic review of the Council's CRM system to include project to integrate the	Pat Jones	Improved use of the CRM system and facilities. Extended use of CRM by other council services.	More efficient use of resources. Improved customer satisfaction.	Review meeting with action plan Dec 07.	Overall budgetary commitment for 2008/9 £100,000	ON GOING An integration strategy has been developed and work has started.

	CRM with key back office systems						
OT 11	Introduce a workforce management tool	Melinda Buckby	Reduction in time taken to devise staff rota's Improved performance against SLA targets.	More efficient use of resources. Improved customer satisfaction.	Before the extended hours of operation are introduced	Estimated £25,000 in 2008/9 and £3,000 per year thereafter	ON TARGET Final contracts have been signed. Implementation planning has started.
OT 12	Implement an on-line booking system in Leisure Services (this is a pre-requisite to Customer Services being able to handle Leisure Service calls)	Simon Bennett	Web based tool to book services, fully integrated with back office systems to avoid re-keying. The public will be able to use the tool as will Customer Services staff.	Increased revenue to the council. Improved customer satisfaction.	TBA	Estimated £50,000	ON GOING The project for an on line booking system for Leisure is planned for 2009/10
OT 13	Review arrangements for monitoring LCC Customer Access performance – the PIs to be meaningful to staff, members and the public and capable of comparison with other agencies.	Jill Craig	An agreed set of performance measures. Results fully integrated into PerformancePlus as appropriate.	Better targeted investments.	Agreed measure for complaints mgt by June 2008 Others by August 2008	Existing resource	ON GOING PIs agreed as part of the strategy, but excluded from the MORI survey. .
OT 14	Maximise the efficiency and effectiveness of the business processes between front of house and the back office	Pat Jones and business managers	Improved service delivery. Reduced costs.	Improved services – greater customer satisfaction.	Programme TBA	Business analysis resource. £35k per year for two years	ONGOING New services implemented include: - E Form development to streamline process of administering generic emails - Concessionary Travel – issue at point of contact - Blue Badge – issue at point of contact. - Work is underway with Waste Management to review processes and

						to provide more services at point of contact ie permit to tip - Currently reviewing Parking Permit process with a view to making application accessible Online.

ACTIVITY NOT RECORDED IN THE ORIGINAL STRATEGY

	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing	Status
	Customer Data Integration To develop a single customer database to sit at the heart of all customer centric systems	Simon Robinson	A single accurate record of the city council's customers	Ultimately all customer interaction will be co-ordinated via this system which will in turn keep departmental specialist systems up to date e.g. if registration services are notified of the death of an adult city resident, electoral registration, council tax etc will be automatically notified.	Subject to proof of concept procurement will commence early 2009 for implementation by August 2009	A KTP sponsored resource from De Montfort University £60 – 120k capital for CDI database. Annual maintenance £20k.	ON TARGET Planning a proof of concept
	Personalised web pages	Mike Desmond	Upgraded My Leicester site with new (google) maps and increased functionality.	Citizens will be able to better engage with the council and see what is available in their area	Complete by December 2008	£2,000 one off cost Existing in house resource	ON TARGET
		Jigna Dohrajia	Registration feature to allow users to store e-mail address and postcode	The site will 'remember' visitors to avoid the need to re-enter information. It will also allow the council to send relevant information to users	April 2009		

	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing	Status
	Personalised Services	Simon Robinson	Fully integrated self service solutions	More efficient processes. No need to re-key. Authenticated customers will mean more meaningful consultation	April 2010	Existing resource	NOT YET STARTED Subject to CDI being in place.
	Web strategy **Security, performance and contingency**	Steve Scott	The main council websites will be externally tested for security vulnerabilities each year	People will be confident that their personal data is safe	There will be an ongoing programme of tests to ensure each site	See above (£20,000)	See above
			Upgrade hosting, connectivity and load testing to ensure website can cope with the expected traffic in an emergency situation Business Continuity Plans will be implemented and tested	This will increase confidence in the site and it will be available to deal with enquiries	Testing complete Jan 09 Review hosting contract Jan 09 Implement changes if necessary April 09	£30k per year	
			Monitor hosting provider, web based security threats, configuration and change control	Online services are available 24/7	On going	Existing resources	ON GOING

	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing	Status
	Web strategy **Usability**	Steve Scott	Annual audits of website content against checklist Bi-annual usability testing – checking site with real users Bi-annual review of site structure based on results of testing Bi-annual audit of web applications to ensure consistency of standards producing recommendations to application owner	Customers will be able to find information easily. They shouldn't need to understand how the council is organised in order to deal with us. They expect to find all relevant information in one customer focused site.	Ongoing	Internal resource £2000 per year	Commenced on target
			Production of clear usability standards and guidelines for council staff		March 09	Internal resource	
			Monthly reporting on site usage. Benchmarking site against other councils	Comparing our site statistics with others will help us meet customer needs	To be scheduled	£2,000	
		Web team	Improve the site navigation, search sitemap, directory and A-Z features	Customers better able to find the information and on-line services they need	TBA		

	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing	Status
	Web strategy **Accessibility**	The Web Team	Bi-annual audit of site content pages to check accessibility. Implement changes as necessary Accessibility workshops for insite/web editors 3rd party tests of site navigation and applications involving disabled users Production of clear accessibility standards and guidelines for council staff Testing for web based applications procured from third parties	Customers can access council services regardless of their disability	Ongoing checks Compliance to DDA priority 1 std 12/08. Priority 2 compliance 12/09 Feb '09 On going	Internal resource and £6000 per year Costs for third party testing company	Workshops scheduled for November/ December 2008
			Upgrade Content Management System	Improved accessibility, improved graphics.	April 09	£20,000	ON TARGET In discussion with supplier
	Web strategy **Consistent quality**	Mark Bentley	To review the availability, role and skills of web editors				Part of Corporate Communications review
	Web strategy **Marketing and promotion**		Annual analysis of site visitor and non visitor requirements to ensure greater success and prioritisation of future projects/online services Think Web campaign to raise awareness amongst managers of benefits and	Managers and staff better engaged in the process and making full advantage of web sites	Ongoing Think Web campaign to commence	£20,000 for Think Web	Work has commenced on this and is on target

	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing	Status
			opportunities of online services		November 2008 and conclude April 09		
			Annual analysis of site visitor and non visitor requirements and profile to ensure greater success and prioritisation of future projects/ online services	Intelligence to prioritise web services and design them in the way users want	June each year		
			Public awareness raising campaign				

SUMMARY SHEET - AUGUST

DEPARTMENT	COMPLAINT TYPE	NO RECEIVED		This period	Previous Period
Adults & Housing - Old Housing	Timeliness of Service	39	**No of Complaints received**	**98**	93
	Standard of Premises	0	**No of Complaints responded to within 10 days**	61	41
	Quality of Service	46	**% of Complaints responded to in 10 days**	62%	44%
	Staff Attitude / Behaviour	9	**No of Complaints found to be justified**	62	66
	Policy / Legislation / Procedure	4	**% of Complaints found to be justified**	63%	71%
			No of Service Improvements Identified	4	n/a

DEPARTMENT	COMPLAINT TYPE	NO RECEIVED		This period	Previous Period
Adults & Housing - Statutory	Timeliness of Service	0	**No of Complaints received**	**3**	1
	Standard of Premises	0	**No of Complaints responded to within 10 days**	0	0
	Quality of Service	1	**% of Complaints responded to in 10 days**	0%	0%
	Staff Attitude / Behaviour	1	**No of Complaints found to be justified**	0	0
	Policy / Legislation / Procedure	1	**% of Complaints found to be justified**	0%	0%
			No of Service Improvements Identified	0	n/a

DEPARTMENT	COMPLAINT TYPE	NO RECEIVED		This period	Previous Period
Regen & Culture	Timeliness of Service	2	**No of Complaints received**	**48**	55
	Standard of Premises	1	**No of Complaints responded to within 10 days**	33	39
	Quality of Service	21	**% of Complaints responded to in 10 days**	69%	71%
	Staff Attitude / Behaviour	12	**No of Complaints found to be justified**	23	34
	Policy / Legislation / Procedure	12	**% of Complaints found to be justified**	48%	62%
			No of Service Improvements Identified	8	n/a

DEPARTMENT	COMPLAINT TYPE	NO RECEIVED		This period	Previous Period
Children & Young Peoples Service	Timeliness of Service	0	**No of Complaints received**	**2**	0
	Standard of Premises	0	**No of Complaints responded to within 10 days**	2	0
	Quality of Service	1	**% of Complaints responded to in 10 days**	100%	0%
	Staff Attitude / Behaviour	0	**No of Complaints found to be justified**	1	0
	Policy / Legislation / Procedure	1	**% of Complaints found to be justified**	50%	#DIV/0!
			No of Service Improvements Identified	0	n/a

Children & Young Peoples Service - Statutory			No of Complaints received	0	0
	Timeliness of Service	0	No of Complaints responded to within 10 days	0	0
	Standard of Premises	0	% of Complaints responded to in 10 days	#DIV/0!	0%
	Quality of Service	0	No of Complaints found to be justified	0	0
	Staff Attitude / Behaviour	0	% of Complaints found to be justified	#DIV/0!	#DIV/0!
	Policy / Legislation / Procedure	0	No of Service Improvements Identified	0	n/a

Resources & Chief Executives			No of Complaints received	5	4
	Timeliness of Service	1	No of Complaints responded to within 10 days	5	2
	Standard of Premises	0	% of Complaints responded to in 10 days	100%	50%
	Quality of Service	2	No of Complaints found to be justified	3	0
	Staff Attitude / Behaviour	2	% of Complaints found to be justified	60%	0%
	Policy / Legislation / Procedure	0	No of Service Improvements Identified	3	n/a

Housing Benefits & Council Tax			No of Complaints received	12	29
	Timeliness of Service	4	No of Complaints responded to within 10 days	9	21
	Standard of Premises	0	% of Complaints responded to in 10 days	75%	72%
	Quality of Service	5	No of Complaints found to be justified	6	14
	Staff Attitude / Behaviour	2	% of Complaints found to be justified	50%	48%
	Policy / Legislation / Procedure	1	No of Service Improvements Identified	0	n/a

TOTAL STAGE 1 COMPLAINTS RECEIVED	168