

# DENBIGHSHIRE COUNTY COUNCIL CUSTOMER SERVICE STRATEGY

## APPENDIX 4 - OPERATIONAL PLAN 2008-2011

<b>Strategic Objective 1 – Access: Citizens will be able to find and access information and advice about services (whether by phone, in person, in writing, through third parties, or by self service/electronic means) and get a timely response with information and advice they are able to understand.</b>					
<b>Ref.</b>	<b>Action</b>	<b>Output</b>	<b>Timescale</b>	<b>Lead</b>	<b>Also Supports Strategic Objectives<sup>1</sup></b>
1.1	Reissue and publicise corporate telephone answering guidance	Policy reviewed and re-issued to all services	Sep 08	Customer Care (FA)	
1.2	Improve navigation, content and ease of updating of Lotus Notes phonebook	Functionality on phonebook made available for staff to update their own phonebook entry and to easily locate relevant colleague to transfer a call	TBC <sup>2</sup>	ICT	4
1.3	Check, correct and expand contact information on the Lotus Notes phonebook	Correct information on the phonebook	Dependant on 1.2	All services	4
1.4	Implement new services into the CCSC. N.B. full end to end business process re-engineering will be required.	CCSC dealing with: 1. All enquiries from Councillors 2. Dog and Pest Control <sup>3</sup> 3. Revenues 4. Benefits	Feb 08 TBC TBC TBC	ICT	4
1.5	Create guidance to assist in navigation of Lotus Notes phonebook	Guidance created and publicised	Sep 08	Personnel – ICT Trainer	
1.6	Create disaster recovery plan for CCSC	Plan created and tested	Dec 08	Customer Care (FA)	
1.7	For services delivered through the CCSC, replace publicity material containing previously used telephone numbers with the CCSC numbers	All publicity for services delivered through the CCSC to include the CCSC telephone numbers.	Ongoing	Services delivered through the CCSC	4

<sup>1</sup> Strategic Objectives Definitions – 1. Access, 2 Personal Experience, 3 Responsiveness, 4 Language Options, 5 Redress

<sup>2</sup> TBC = To be confirmed

<sup>3</sup> ICT are unable to provide a target date until they have investigated the technical architecture of any integration.

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1.8	Supply one telephone number to the CCSC on behalf of each department or service where bilingual staff are available to answer during office hours.	Telephone number supplied for each department/ service.	Dec 08	All services	4
1.9	Transfer all telephone payments into the CCSC.	Telephone payments transferred into the CCSC.	TBC	ICT	3, 4
1.10	Audit website content against LGNL <sup>4</sup>	List created of information missing from corporate website	Aug 08	Customer Care (JW)	4
1.11	Create comprehensive web content	Corporate website contains information on all LGNL categories	Nov 08	All services	4
1.12	Determine which popular transactions it is possible to implement on the corporate website and submit request for development work to ICT	Project mandates submitted to ICT	Mar 09	All services with external customers	3, 4
1.13	Implement online transactions on the website.	Online transactions submitted to ICT by Mar 09 to be implemented on the corporate website	TBC	ICT	3, 4
1.14	Ascertain accessibility of non standard webpages on corporate website.	List created of all non standard webpages which do not conform to double A of the W3C Web Content Accessibility Guidelines.	TBC	ICT	3
1.15	Redevelop inaccessible webpages in	All webpages redeveloped to conform	TBC	ICT	3

<sup>4</sup> The Local Government Navigation List (LGNL) represents the standard Local Authority Web site navigation structure and is designed to provide full navigation to all standard local authority services.

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	accessible technology incorporating Directgov <sup>5</sup> guidelines.	to double A of the W3C Web Content Accessibility Guidelines.			
1.16	Audit non corporate websites supported by Council services	Rationalise the number of electronic access channels into the Council to eliminate duplication and ensure information is accurate	April 2011	Customer Care (JW)	4
1.17	Devise and publicise process for services to request permission to commission an external website	Process devised and publicised	Jul 08	Customer Care (JW)	4
1.18	Audit generic customer facing e-mail addresses	Rationalise the number of electronic access channels into the Council to eliminate duplication and ensure consistency of responses	April 09	Customer Care (JW)	3
1.19	<i>Devise and publicise process for services to request a new generic customer facing e-mail address</i>	<i>Process devised and publicised</i>	<i>Jun 08 COMPLETE D</i>	<i>Customer Care (JW)</i>	3
1.20	Complete implementation of new interface of generic e-mail databases to improve customer contact and monitoring of enquiries.	Mail in databases upgraded and delivering more functionality.	TBC	ICT	4
1.21	Monitor process for services to request: <ul style="list-style-type: none"> <li>• permission to commission an external</li> </ul>	Process monitored with new applications ratified by Customer Care	Ongoing	Customer Care (JW)	3, 4

<sup>5</sup> Directgov is an initiative from the Central Office of Information and provides best practice guidance on public sector website design, content and transactions.

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	website <ul style="list-style-type: none"> <li>• new generic e-mail addresses</li> </ul>	Strategy Group			
1.22	Introduce a Short Messaging Service for citizens to contact the council by text message.	New access channel trialled and marketed to citizens	Dec 08	Customer Care (JW/SB)	3
1.23	Collaborate with North Wales Police in order to deliver customer-facing services from a shared location.	Council and North Wales Police services delivered from a shared location.	Ongoing	Customer Care (RJ)	
1.24	Investigate collaboration with other organisations.	Collaboration with other organisations to deliver joint services investigated.	Ongoing	Customer Care (RJ) & Heads of Service	
1.25	Rationalise the provision of front facing services in Council buildings	Range of functions delivered from one counter, branded as the One Stop Shop.	Ongoing	Customer Care (RJ)	
1.26	Ensure that 90% of reception areas and entrances to occupied civic buildings (excluding schools) are DDA Phase 1 compliant.	All Council buildings housing customer facing facilities are DDA Phase 1 compliant.	Apr 08	Development Services	3
1.27	Establish a group of senior officers and Members to provide strategic direction and support in the delivery of this strategy.	Strategic group established and terms of reference created.	Aug 08	Customer Care (CW)	2, 3, 4, 5
1.28	Create and deliver an internal communication plan to provide a focus to the various initiatives and to ensure the long term aims of the strategy are kept in mind.	Communication plan created and delivered.	Mar 09	Customer Care (CW)	2, 3, 4, 5

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1.29	Obtain baseline information on numbers of customers choosing to contact services via the different access channels.	Baseline data gathered	Mar 09	All services	
1.30	Actively promote web site as primary contact channel for each service	Website use for each service increases	Mar 09	All services	4
1.31	Improve the resilience of web and CCSC infrastructures	Resilient website and CCSC technology (CRM, telephony)	TBC	ICT	
1.32	Provide responsive support to ensure that customer access channels are available as appropriate (CCSC 50 hours per week, web 24/7)	Service Level Agreement agreed with Customer Care	TBC	ICT	
1.33	Create and implement a marketing plan for all customer care activity, emphasising the two most cost effective access channels: the corporate website and CCSC.	Marketing plan created and implemented	Mar 09	Corporate Communications	4
1.34	Continue to attend Officers Equalities Group to ensure effective equalities monitoring is completed.	Member of team attends regular Officer Equalities Group meetings and co-ordinates equalities monitoring as required.	Ongoing	Customer Care (FA)	
1.35	Consultation leads identified in all Directorates	Database of consultation leads	Jul 2008	Head of SPU	2,3
1.36	Training needs analysis carried out on consultation leads	Training programme produced in consultation with LGDU	Sep 2008	Head of SPU	2,3
1.37	Consultation resource produced on intranet	Improved standards of consultation	Oct 2008	Head of SPU	2,3

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1.38	Consultation timetable produced	Improved coordination	Oct 2008	Head of SPU	2,3
1.39	Denbighshire consultations and feedback published on the website	Improved access and feedback	Oct 2008	Head of SPU	2,3
1.40	Set up Denbighshire's Citizens' Panel	Group of people signed up to providing views and feedback	Oct 2008	Head of SPU	2,3
1.41	Promote the use of internet and intranet based surveys	Greater access and higher quality feedback	Sep 2008	Head of SPU	2,3

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<b>Strategic Objective 2 – Personal Experience: Citizens will be dealt with politely, shown care and dignity, have options explained openly and constructively, and be kept informed of progress. Citizens and public services will treat each other on the basis of mutual respect.</b>					
Ref.	Action	Output	Timescale	Lead	Also Supports Strategic Objectives <sup>1</sup>
2.1	Redefine the Council's corporate customer care statement / charter	Charter created and promoted to staff and customers.	Sep 08	Customer Care (CW)	1, 3, 4, 5
2.2	Develop and promote customer care standards.	Standards created and promoted to staff and customers.	Sep 08	Customer Care (CW)	1, 3, 4, 5
2.3	Create guidance/ criteria to assist Managers in appraising customer focus behaviour	Guidance created and publicised to Managers via IIP and Performance Management Groups	Mar 09	Customer Care (FA)	
2.4	Create and publicise mechanism to enable staff to give feedback to Managers in other services highlighting good and poor customer focus behaviour	Feedback mechanism created, published on Denbighshire Information Centre and publicised through IIP group, Noticeboards, Performance Management Group, corporate inductions and Customer Focus training	Jun 09	Customer Care (FA)	
2.5	Establish mechanisms to monitor customer care standards.	Mechanisms created and implemented.	Jun 08	All services	1, 3, 4

<sup>1</sup> Strategic Objectives Definitions – 1. Access, 2 Personal Experience, 3 Responsiveness, 4 Language Options, 5 Redress

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Ref.	Action	Output	Timescale	Lead	Also Supports Strategic Objectives <sup>1</sup>
2.6	Monitor adherence to customer care statement and standards, addressing any issues through Performance Appraisals (Behaviour: Customer Focus)	Guidance/ criteria for the behaviour of customer focus utilised in appraisals	Jul 08	All services	1, 3, 4, 5
2.7	Reissue guidance (to all services using CRM) on updating CRM effectively with the progress of enquiries	Guidance issued	Aug 08	Customer Care (JW)	
2.8	Update the CRM system with accurate information on the progress of enquiries	Accurate information on enquiry progress available for front line staff to answer customer enquiries	Ongoing	All services delivered through CRM	
2.9	Devise specific training programme for staff in primary customer facing access channels <sup>6</sup>	Programme devised <sup>7</sup>	Dec 08	Customer Care (FA)	
2.10	Deliver/ organise training programme for staff in primary customer facing access channels	Programme delivered to all relevant staff	Dec 09	Customer Care (FA)	

<sup>1</sup> Strategic Objectives Definitions – 1. Access, 2 Personal Experience, 3 Responsiveness, 4 Language Options, 5 Redress

<sup>6</sup> One Stop Shops, Cash Offices, Corporate Customer Service Centre

<sup>7</sup> Could include: training in customer care soft skills, NVQ in Customer Care, British Sign Language, Languageline, information retrieval on the corporate website, mapping system, FAQs, search facilities, intranet databases such as the Lotus Notes phonebook, Denbighshire Information Centre, Data Protection, Freedom of Information, online training on equalities legislation.

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Ref.	Action	Output	Timescale	Lead	Also Supports Strategic Objectives <sup>1</sup>
2.11	Facilitate the roll out of the training plan to other customer facing staff <sup>8</sup> across the Council	Training programme distributed to relevant managers	Dec 09	Customer Care (FA)	
2.12	Devise appropriate customer care training if the corporate course is inappropriate for specific roles	Training delivered to staff whose Performance Appraisal rating for the behaviour 'Customer Focus' needs improvement	Ongoing	All services	
2.13	<i>Create a generic multi skilled customer care role.</i>	<i>Job description and person specification for generic role created and evaluated.</i>	<i>COMPLETED</i>	<i>Customer Care</i>	<i>1, 4</i>
2.14	Audit Council building receptions, One Stop Shops and Cash Offices for corporate identity and branding, and implement improvements.	Audit conducted and improvements implemented where necessary.	Dec 08	Corporate Communications	1
2.15	Volunteer to pilot WAG's customer satisfaction survey software.	WAG informed of Council's willingness to participate.	Aug 08	Customer Care (CW)	1, 3, 4
2.16	Ensure that all electronic customer information is held securely in accordance with Principle 7 of the Data Protection Act 1998.	Method for using and storing customer information complies with Denbighshire County Council Information Security standards and Payment Card Industry regulations.	TBC	ICT	

<sup>8</sup> Receptions, Libraries, Leisure Centres

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2.17	Create corporate guidance document for staff on producing and displaying information in public areas.	Document produced and communicated to staff.	Dec 08	Customer Care (COG)	

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<b>Strategic Objective 3 - Responsiveness: Citizens will be offered services that take into account their needs, circumstances and any barriers they might face.</b>					
<b>Ref.</b>	<b>Action</b>	<b>Output</b>	<b>Timescale</b>	<b>Lead</b>	<b>Also Supports Strategic Objectives<sup>1</sup></b>
3.1	Introduce a customer care element into service business plans / operational plans which clearly demonstrates how customer feedback is driving service activity.	Actions created in plans as a direct result of customer feedback.	Mar 09	All services	1, 2 ,4
3.2	Evaluate and pilot a self service payment machine.	Options evaluated and piloted if appropriate.	Mar 10	Customer Care (RJ)	1
3.3	Continue to subscribe to a facility providing talking web pages and investigate improvements to Welsh speaking facility.	Cost benefit analysis of improving Welsh talking pages produced.	Ongoing	Customer Care (JW/JG)	

<sup>1</sup> Strategic Objectives Definitions – 1. Access, 2 Personal Experience, 3 Responsiveness, 4 Language Options, 5 Redress

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<b>Strategic Objective 4 - Language Options: Citizens who prefer to access and use services in English or Welsh, or need to use minority ethnic languages or British Sign Language will be able to do so.</b>					
<b>Ref.</b>	<b>Action</b>	<b>Output</b>	<b>Timescale</b>	<b>Lead</b>	<b>Also Supports Strategic Objectives<sup>1</sup></b>
4.1	Organise training for web contributors in Plain English and Cymraeg Clir (for Welsh speaking web authors)	Training held	Apr 09	Personnel	
4.2	Ensure external translators are trained in Cymraeg Clir	Training held	Apr 09	County Clerks	
4.3	When recruiting, consider whether customer facing posts should be Welsh essential or desirable.	All vacant customer facing posts have had the requirement for a Welsh speaker considered in accordance with Welsh Language Indicator 2.	Ongoing	All services	2
4.4	Ensure all staff are aware of Welsh speaking colleagues in their service who are willing to converse with customers in Welsh.	Customers can converse with all services through the medium of Welsh	Sep 08	All services	2, 3
4.5	Subscribe to a translation and interpretation facility and train all customer facing staff in its use.	Access to translation and interpretation facilities for non Welsh/ English speaking customers provided.	Ongoing	Strategic Policy Unit	2, 3
4.6	Train one customer facing member of staff from each One Stop Shop/ Cash Office in basic sign language skills.	Accessible face-to-face services provided to Denbighshire citizens with a hearing impairment.	TBC	Personnel	2, 3
4.7	Assess the feasibility of introducing British Sign Language videos on the website.	Cost/benefit analysis completed.	April 09	Customer Care (JW/JG)	3

<sup>1</sup> Strategic Objectives Definitions – 1. Access, 2 Personal Experience, 3 Responsiveness, 4 Language Options, 5 Redress

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<b>Strategic Objective 5 - Redress: Citizens will find it easy to complain and get things put right when the service they receive is not good enough.</b>					
Ref.	Action	Output	Timescale	Lead	Also Supports Strategic Objectives <sup>1</sup>
5.1	Review the corporate complaints policy and create effective recording and reporting mechanisms	Policy reviewed and effective recording and reporting mechanisms put in place.	Oct 08	Customer Care (JW/CO'G)	1, 2
5.2	Create guidance for staff and complainants, devise and deliver training	Guidance created, training devised and delivered.	Feb 09	Customer Care (JW/CO'G)	1, 2
5.3	Re-launch and promote complaints policy	Citizens aware of a clear method of how make a complaint to the Council.	Apr 09	Customer Care (JW/CO'G)	1, 2
5.4	Escalate outstanding CRM enquiries into formal complaints	CRM enquiries automatically become formal complaints if a customer contacts the Centre on two occasions after the expected date of completion	TBC	ICT	1, 2
5.5	Submit monthly CRM escalation report to Corporate Executive Team	Report submitted to CET	Ongoing – monthly	Customer Care (JW)	1, 2
5.6	Submit CRM exception reports to appropriate Scrutiny Committee	Report submitted to appropriate Scrutiny Committee	As required	Customer Care (JW)	1, 2
5.7	Services on exception reports either review their target date or undertake business process re-engineering	Target date extended or business process re-engineering completed and improvements implemented	As required	All services delivered through CRM	1, 2

<sup>1</sup> Strategic Objectives Definitions – 1. Access, 2 Personal Experience, 3 Responsiveness, 4 Language Options, 5 Redress