

Executive Response: Channel Shift Scrutiny Review

Appendix 2

Recommendation 1		
<p>To introduce a risk register for the channel shift, identifying potential risks at each stage and ensuring these are included in the procurement new systems. This could be incorporated into the Corporate Risk Register and should include but not be restricted to:</p> <ol style="list-style-type: none"> 1. The risks involved with a system being heavily reliant on technology and electricity supply. 2. Sensitivity monitoring within an Integrated Customer View. 3. The risks involved in passing responsibility of safeguarding information to an outside provider. This includes other organisations using the same cloud space and the security level of personal information. 		
Comment	Timescale/progress so far	Officer Responsible
<p>Accept. The Customer Service Transformation board and its relevant sub-groups are the key forums to establish and monitor the risk register. All Council representatives will be fully briefed on the outcome of the Scrutiny Review to ensure that they understand how their work plan feeds into the corporate risk register.</p>	<p>A risk register is in place using the project management solution VERTO. This is specifically being used for migration of services into the Customer Service department but will now also extend to optimisation of the department through channel shift initiatives.</p>	<p>Head of Customer Service Channel Shift Manager (Corporate)</p>

Recommendation 2		
<p>To develop a channel shift communication plan which focuses on employees and external customers outlining the changes being made and the timescales involved, how it will affect them and the help available and how they can get involved and give feedback.</p>		
Comment	Timescale/progress so far	Officer Responsible
<p>Accept. The Customer Service Strategy shall underpin the requirement for strong internal communication across all directorates with tools in place to monitor and evaluate staff engagement and understanding.</p>	<p>A channel shift e-learning programme is to be made available on The Learning Hub with face to face sessions to be arranged for workforce without PC access such as street cleaners or catering staff. Currently it is expected to be ready for roll out in July 2015.</p> <p>The corporate communications team attend weekly channel shift team meetings to stay fully abreast of updates relating to upcoming initiatives or trends noted in customer behaviour. This is with the view to the communications team broadcasting salient successes, issues or products to employees through various channels – City People, core brief etc</p>	<p>Channel Shift Manager (Corporate)</p>

Recommendation 3		
<p>To endorse the implementation of the “my account” feature integrated into the customer view of the CRM system to allow residents to easily see the transactions they have previously made and customise the services that they view. This could include information about the customers ward councillors, local provisions e.g. refuse collection and road works, and local events taking place.</p>		
Comment	Timescale/progress so far	Officer Responsible
<p>Accept. This work shall begin in August within the gift of the existing CRM and website platforms. Any development will be advertised fully to council staff, Councillors and the public. During the design stages, customer/user testing will inform layout, usability and subsequent promotional activity.</p> <p>The new CRM/digital platform will be built around the citizen account function.</p>	<p>The tip permit process has launched online on the Council website with council tax bills being viewable shortly also through the existing ‘My Account’ function.</p> <p>Bulky collections and pest control are priorities areas to migrate onto ‘My Account’ but are dependant on the acquisition and implementation of a new integrated payment solution.</p> <p>The CRM RFI (request for information) has been issued to suppliers with the view to the Council having selected a supplier by August 2015.</p>	<p>Head of Customer Service (Corporate)</p>

Recommendation 4		
<p>To ensure that all systems procured in the channel shift are future-proof. This includes ensuring the ContactPortal is updated regularly and system suppliers can be changed should the leading supplier of a service change whilst not requiring anything extra from the customer.</p>		
Comment	Timescale/progress so far	Officer Responsible
<p>Accept. This CRM procurement process will cater for this recommendation.</p>	<p>As above, the RFI for the new CRM solution is currently out to suppliers.</p>	<p>Head of ICT (Corporate)</p>

Recommendation 5		
To endorse the role of the Customer Services team on the Civic Centre concourse in guiding customers through the digital channels on tablets and PCs.		
Comment	Timescale/progress so far	Officer Responsible
Accept. The 'Floor walkers' will become more critical following the implementation of the redesign plans for the Civic Centre Ground Floor in the FutureSpace programme.	There are currently 4 PCs on the Ground Floor, two of which are locked down to specific web content. Floor Walkers are also provided with tablets in order that they can demonstrate to customers where information may be located online readily. Specialised web training has been developed and is to be rolled out to frontline staff in June/July to assist them in the language they use to explain/guide customers through web content etc.	Operations Manager, Customer Service (Corporate)

Recommendation 6		
To ensure customer satisfaction is monitored regularly and changes are made based on the feedback received.		
Comment	Timescale/progress so far	Officer Responsible
Accept. This now forms part of Customer Services KPIs reported to the Policy team.	Three questions have been agreed to ask customers across phone/face to face (receptions) and web. Customer satisfaction will be collected monthly but reported annually on this inaugural year of reporting.	Head of Customer Service (Corporate)

Recommendation 7		
To illustrate the positive work of the Channel Shift and Customer Services teams by ensuring all compliments received are publicised.		
Comment	Timescale/progress so far	Officer Responsible
<p>Accept. All customer feedback should be welcomed, recorded and evaluated in accordance with corporate timescales.</p>	<p>The Corporate Complaints team within Customer Service have rebranded to be the 'Customer Feedback' team from March 2015. The web content, print media and telephone system have been updated to reflect this change. This is with the view to encouraging more compliments to be submitted . Equally colleagues have been encouraged to pass on compliments for corporate logging through City People, Core Brief etc.</p> <p>Within Customer Service compliments are also logged in our newsletter and on our success board.</p> <p>The corporate communication team is copied into any compliments specifically received from the Public in order that they can arrange any appropriate publicity on relevant channels.</p>	<p>Complaints Manager, Customer Services (Corporate)</p>

Recommendation 8		
To use SMS messaging as a form of contact with customers in confirmation of services booked and reminders of booked appointments or forthcoming renewals. This should be included in the procurement of a CRM Solution.		
Comment	Timescale/progress so far	Officer Responsible
<p>Accept. SMS technology is recognised to be a preferable means of confirmation/reminders for 'top tasks' completed by customers.</p> <p>Councillor Johnson, Cabinet Member for Resources, is keen on the use of text messaging to confirm appointments.</p>	<p>The existing Essendex supplier has been utilised to issue confirmation and reminder SMS messages for the tip permits online process. It is also to be used from May 2015 by the Blue Badge team to provide customers with status updates/requests for information, evidence etc.</p> <p>The new CRM system will further automate the use of SMS technology and this is reflected in the RFI issued to prospective suppliers.</p>	<p>Channel Shift Manager (Corporate)</p>