



more for York



**Blueprint for Customer Services
V0.4
City of York Council**

September 2009

Introduction

City of York Council is committed to improving the way it works. The corporate strategy includes the key theme of Effective Organisation – being a modern council, professional in all it does, living up to its values and being a great place to work.

MoreforYork is the corporate-wide change programme to implement that strategy, designed to modernise City of York Council, transforming it to become a more effective organisation over the next three years (2009-2012).

Its mission is to transform the organisation to deliver the best quality services, save the council at least £15m by 2012 and meet three core objectives:

- more for our customers
- more for our employees
- more for our money.

MoreforYork is based on a corporate efficiency review which has taken a comprehensive look at all aspects of the council's work. The programme will now build upon and co-ordinate all of the work being done to improve services and to make them more accessible to customers.

Purpose

This document describes the work that will be undertaken to create a new Customer Services organisation. This work will build upon the Customer Access Strategy (2005) and Customer Strategy (2009) that shaped the way in which CYC wanted to engage with its customers. It will set out how a customer service ethos will be built into the culture of the organisation. In addition, it will set out how a single customer services delivery organisation will be created in advance of the move to a new Council HQ. At the heart of customer service delivery will be the YCC and this document will also describe how this service will be improved to meet the future needs of the authority.

It is key that the new service delivery function is able to offer efficient services. This document will describe how efficiencies will be achieved through a consolidation of face to face activity and also through an expansion of the YCC.

In order to fully understand the service delivery function, there will be a description of the new organisation including its operational costs, its job roles, its performance targets and the outcomes it will deliver for customers.

The Customer Service Vision

Staff, customers and members are familiar with the detailed vision set out in the customer strategy. It is proposed that for this blueprint, that the vision be distilled into a short statement.

Therefore the design of the future customer services organisation will be informed by the following vision:

We will deliver excellent customer service which constantly and consistently **exceeds our customers' expectations**. We will put the **customer at the heart** of what we do, getting customer service **right first time** every time, at the first point of contact and **putting any mistakes right quickly**. We will **engage** customers when we design services and keep them **informed** about how well we are doing.

Principles

Supporting the vision are a set of guiding principles which will underpin and inform the design of the changed organisation. The principles are consistent across the whole of the MoreforYork Programme.

Principle	Descriptor
Single point of contact for customer services	Customer service will be owned by a single point in the organisation. Customers will only have to contact us once for any "life change" they want to inform us about. Our "one stop shop" will provide customers with access to all council services.
Services that exceed customer expectations	We will aim to constantly exceed the service levels we agree with customers within the cost we can afford.
Consistent and timely delivery of customer service	Services will be delivered to the same standard, to agreed levels of service, at times agreed with our customer
Services that are designed and delivered around community needs	We will consult with customers and design services around their needs. We will be outward looking and customer centric.
Customers will have choice about how and when they contact us	We will offer customers choice about the way in which they want to contact us. Services will be available through the web, phone, text, or face to face, at a time that is convenient to them.
Joined up delivery of customer service across the business	All parts of the business will be customer focused and have a full view of the customer. Our systems and processes will enable service to be delivered on time, right first time.
Feedback provided about all customer requests	We will update customers on the progress of their enquiry and when the service they have requested has been delivered.

Visibility of performance and service levels	Customers and staff will have access to real time performance information about the services.
Well trained, customer focused and empowered staff	Our staff will have training plans that enable them to deliver excellent customer service. They will be able to "own" the problem to resolution.
Consistent behaviours	Everyone in the organisation will display our customer service behaviours. Undesirable behaviour will be challenged.
Continuous improvement and quality built in	Quality systems will be in place with feedback loops to customers and clients Customer and business awareness will inform improvement activities.
Continuity of service	We will have plans in place for interruptions in customer service.
Effective sharing of customer information	Customer information will be available where it is needed across the business. Customers will only have to inform us once about personal information.

Where are we now

Customer services are delivered by a number of directorates and teams across CYC. The customer experience varies depending on how, when and where customers contact the council. Where services have migrated to the YCC, there are service standards in place and performance is monitored and reported. Elsewhere service delivery can be inconsistent and fragmented.

Face to face services

There are seven city centre access points for customers including the main library. Each access point delivers a different level of customer service for its own directorate. At 9 St Leonards there is a well-organised reception facility to support parking and planning services, however ,within the City Finance Centre, there are five key services delivered. Each of these is delivered differently and separatelyand customers with a multiple enquiry have to visit each point separately to complete their enquiry. Staff will attempt to deal with as much of a customer's query as possible but do not have access to a robust and current information source that would assist.

Back Offices

There is currently a separation of responsibility and processes between the YCC and back office service areas. In most cases there is no end-to-end view of the service delivery to customers and the back office considers that the delivery of customer service begins when a service request is raised by the YCC. This separation of responsibility leads to an inconsistent service with no measurement standard in place.

Telephone

The YCC currently operates to specific performance standards dealing with around 350k calls a year. However there are approximately 740k external calls received at a large number of direct dial telephone lines.

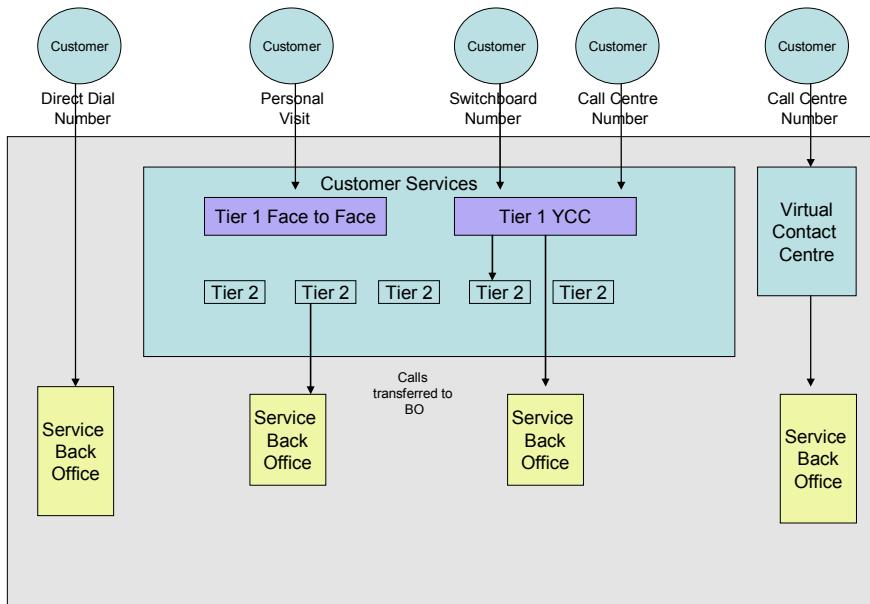
The future organisation

The future organisation will have the following attributes:

A single customer services delivery organisation

Customer service in the future will be owned and delivered by a single organisation. In the first instance this will include the delivery of all face to face and telephone contact. Over time the single customer service organisation will own the delivery standards for email, web, SMS and white mail.

The changed organisation is illustrated below:



Branding and identity

The new organisation will be branded as “Customer Services” using the existing corporate guidelines. The customer services organisation will have a clear service culture and “ways of working” with supporting behaviours that are role modelled by its managers and displayed by all staff. Dress standards will be in place throughout the organisation with uniforms provided for face to face staff.

Services will be inclusive and equal

Services will be designed around the needs of all customers and work will be undertaken with them to ensure that they are improved to meet the changing needs of York’s residents.

Channel migration

Self-service is the most cost effective channel for the council. It is intended to broaden the selfservice offering for those customers who prefer to use it. Self-service will be promoted and targets will be set for moving face to face and telephone service requests to this channel.

Involving partners

The services available at face to face points will be clearly communicated to customers, with the one stop shops offering a comprehensive offering of all services. As the customer service organisation grows and more services are migrated, more innovative service offerings will be developed including libraries, leisure centres and partner organisations .

Management arrangements

The customer service organisation will be performance orientated and effectively managed. The Performance Management Framework (PMF) sets out in clear measurable terms its performance standards and targets and effective resource planning and forecasting is in place to ensure staffing is constantly aligned to any changes in customer demand. The quality of service provision will be measured in a number of ways including customer satisfaction surveys, call recording, defect analysis and the level of avoidable contact.

Over time the service will move from receiving service requests to shaping the delivery of service. This will be achieved through engaging with customer groups, partners and internal service areas. The customer services organisation will act as the “customers champion” ensuring that services are designed around the customer.

Partnership working

The one stop shop will make it possible for customers to engage with partner organisations such as CAB, or the PCT at prearranged times. The availability of services is provided in response to customer demand identified through the different ways in which the organisation engages with customers including customer forums, customer surveys and focus groups.

A learning organisation

The customer services organisation will constantly change its offering in response to changes in both customer requirements and other parts of the business.

Security and control of information

Customer information will be kept secure. Access to personal data will be controlled and only allowed to staff that need to see it in order to deal with an enquiry or fulfil a service request. Levels of verification will be used to check a person's identity before disclosing their personal information to them to ensure appropriate authentication.

Information will be accurate and complete

Information about council services will be reliable, accurate, high quality, up to date and complete. Information about services will be managed through the Content Management System (CMS). There will be only one copy of source data with information being presented to staff through the Customer Relationship Management system (CRM).The CMS will be the single source of information for our customers whether they access that through the telephone, web or face-to-face. Directorates will be responsible for ensuring the information on the CMS is accurate and current.

Implications for our customers and our staff

The new customer services organisation will bring about a new experience for customers in the way they interact with the City of York Council. They will be able to contact the council in the way that they choose, and only need to contact the council once to undertake multiple transactions. Services will be “joined up” in the sense that staff will be able to undertake multiple transactions for a number of different services.

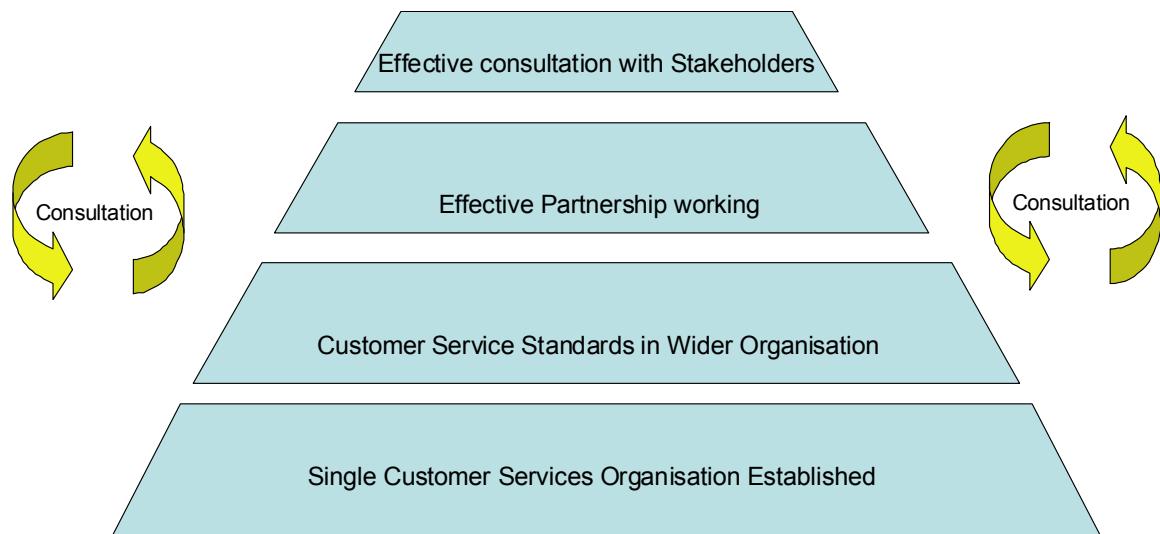
Staff will be able to transact many more services to fulfilment and will have a full view of the customer. When a customer contacts the council, the CSR taking the call will have a view of the complete history of the customer and how they have interacted with the council.

An illustration of the customer and staff experience is shown at appendix 1.

How will we get there?

Delivering the changed organisation – key programme of work

The achievement of the changed customer services organisation relies on a number of interdependent elements described below:



The elements should be considered as building which provide the capability to deliver a successful customer services organisation.

The project plan to deliver the changed organisation has four workstreams:

- the establishment of a single customer services organisation
- building customer service standards into the wider organisation
- building effective partnership working
- consulting with stakeholder.

Workstream 1. Establishing a single customer services organisation

Key products that will deliver this stream are:

- The consolidation of all face to face reception points into one building, under a single management structure.
- The establishment of one customer services structure integrating telephone, web and email services.
- The optimisation of the YCC performance and an improved approach to resourcing against call/work demands.
- The further re-engineering of services currently being delivered by the YCC to ensure that they are more efficient. In addition the continued roll out of the current easy@york timetable to facilitate the phased take on of additional services.

The evolution of the contact centre through to a one stop shop via the introduction of the face to face access channel will require further organisational changes. The staffing management structures, and operational roles can be replicated between the two channels, however, the face to face capability will require specific organisational design.

The design of the one-stop shop will be fulfilled by the outcomes of the accommodation review currently being undertaken by the council. The one-stop shop will offer a front desk staffed with generalist CSRs to receive customers when they enter the centre. There will also be full time specialist CSRs to provide deeper service delivery for customers who have medium to high complexity enquiries, as replicated within the model for the contact centre.

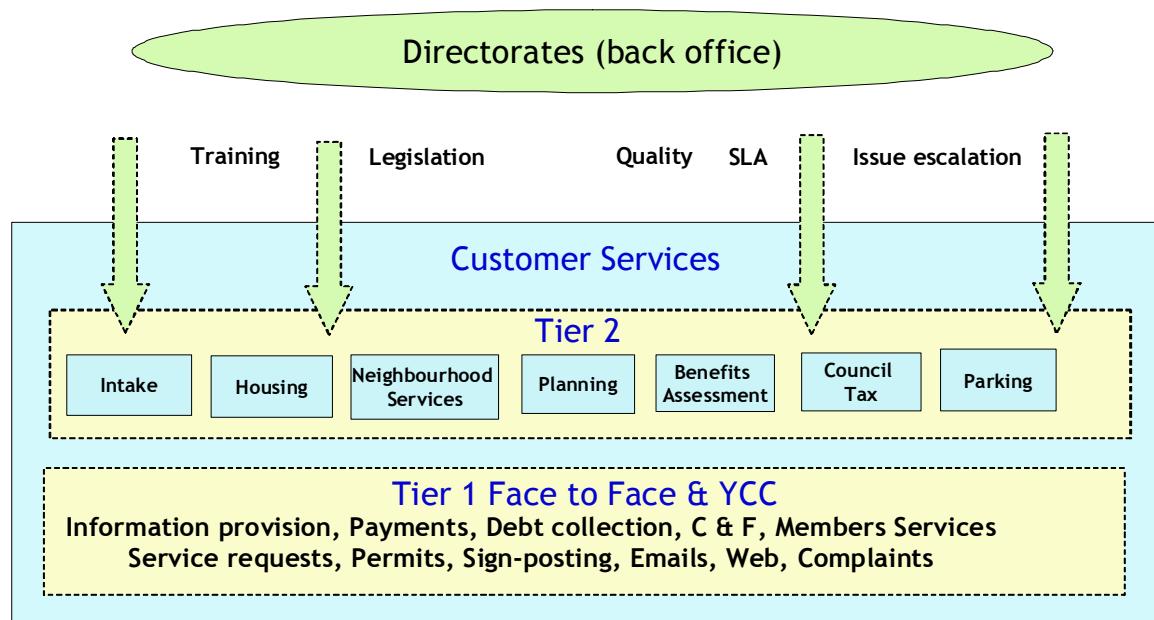
Initially, provision should be made for separate areas where customers are able to meet specialist CSRs either by appointment or on an ad hoc basis. This could be developed further to combine surgeries and full time service provision, so in addition to full time specialists being available, another meeting room could be used for other services to be provided according to a timetable.

Where a specialist CSR is not available to resolve a customer enquiry, the request must be handed over to the nominated specialist officer in the relevant service area for processing. The CSR will then be responsible for informing the customer of the course of events and what the customer can expect. This is to ensure that where the enquiry could not be resolved at the first point of contact, the customer understands what will happen next.

Staff in the face to face and YCC elements of the new customer services organisation will operate to consistent service standards, use common IT systems and will both be served by the same specialist (tier 2) staff. Staff will share a common service orientated customer focussed culture.

As a part of the move towards a single customer services organisation, the ownership of existing reception points will move customer service on a phased controlled basis. In parallel with this, existing reception points will rationalised. This will enable efficiencies to be made and a service culture to be established in advance of the move to the new HQ.

The illustration below shows the way customer service operates, and its relationship with back office services.



Customer services will have a mixture of generalist Customer Service Representatives (CSR) and specialist CSRs, e.g. those with specific skills in YPAL. A generalist CSR will be trained in the usage of the technology and telephony systems and will receive training in customer skills and usage of the knowledge management system for information retrieval and provision. They will be able to handle enquiries spanning the whole spectrum of the services provided in the Contact Centre and Face to Face. Generalist CSRs will be expected to resolve all low complexity high throughput enquiries and will therefore be dealing with and resolving the majority of customer enquiries received.

The specialist CSRs (known as Tier 2) will work alongside the generalists by possessing in-depth knowledge of a particular service or service area, i.e. YPAL, Planning and Building control or Revs and Bens. The specialists will be drawn from the back office service and will be managed by Customer Services. The back office will retain responsibility and ownership of the staff specialist training and knowledge and any legislative requirements. The back

office will also monitor quality and issue escalation as a part of the SLA process that will be put in place.

The contact centre model is designed to work in conjunction with the service areas. In order to achieve this link, where appropriate, the service areas supporting the contact centre should have nominated specialist officers who are a direct contact for the contact centre CSRs. The service areas supporting the contact centre should have nominated officers for the contact centre and the face to face centre to transfer through to. Specialist officers from the service areas would be involved with a customer enquiry in the following instances:

- Where a complaint has been recorded and not resolved in the contact centre and the details need to be passed to the service area for processing.
- Where the generalist or specialist CSRs have been unable to resolve the enquiry in the contact centre, or at face to face, it will be passed to the specialist officer within the service area where that officer can draw on expertise from within the service area to resolve the enquiry.
- Where a service request has been received through a self service channel and has been received directly in the back office via an identified e-mail account. The creation of this task, or its closure will need to be captured within the CRM.

The nominated specialist officer(s) would provide a single point of contact for the customer service CSRs to communicate with the service areas. This makes the handing-off of enquiries more manageable and consistent. It also ensures loop closure by having an extension of the customer advocacy concept going through into the service areas. Where necessary, nominated specialist officers are responsible for representing the customer enquiry to experts in their service area. They would then feed the information back to customer services to ensure that the CSRs are kept up-to-date with the progress of the enquiry. The mechanism for handing off and feeding back information to customer services would be identified during service improvement work; however it could be via technology such as email or sharing the CRM system or verbally in accordance with performance standard agreements.

Improving YCC efficiency and performance

Significant activity will take place over the first three months of the project to improve the efficiency and performance of the YCC. This will ensure that the YCC is able to expand the services it delivers without putting performance at risk. The activities will be focussed in three areas:

Forecasting and Planning

- The organisation will be base-lined in terms of performance and costs.
- The daily and weekly call arrivals patterns will be reviewed and the average transaction times assessed.

- Revised call scripts and protocols will be developed and implemented.
- The optimum staff resource requirements will be identified and implemented.
- A call forecasting process will be developed and implemented.

People

- The organisation structure will be reviewed to ensure fit for purpose and scalability.
- A revised communication plan and culture change plan will be implemented.
- The role of team leaders will be reviewed and a robust performance management framework implemented.

Technology

- Call routing and system configuration will be reviewed.
- Protocols regarding after call work and other activities will be reviewed.

Workforce flexibility and career progression

The new customer services organisation will enable staff to progress and develop both horizontally and vertically. There will be the ability to progress from Tier 1 to Tier 2 and ultimately to team leader as staff skills develop through personal development plans. Staff will also be able to move across service disciplines to gain skills and experience.

Workforce flexibility will be ensured through generic job descriptions and flexible contract arrangements to enable workload peaks and troughs to be managed.

Work will also be undertaken to introduce corporate debt management processes into the YCC from Year1.

Workstream 2 Building customer service standards into the wider organisation

Key products that will deliver this workstream are:

- Establishing a systematic feedback loop for service requests to enable customers to be advised when fulfilment has been carried out.
- The development and implementation of a cultural programme establishing a range of desired behaviours to be demonstrated by all staff delivering service to customers.
- Redesign of services to put the customer at the heart of everything we do

The detailed plan for delivery of this workstream is attached at appendix 2.

Workstream 3 – Building effective partnership working

This workstream will be established during year 2 of the programme. Key products that will deliver workstream 3 are:

- The development of new delivery channels with private, public and 3rd sector agencies;
- Exploration of possible shared service arrangements with adjacent authorities;

Workstream 4 - Consultation with stakeholders

This workstream will be aimed at making the organisation more proactive in its approach to consultation. Key products that will deliver this workstream are:

- Review of the current consultative arrangements to ensure services are designed around the customer;
- A review of customer surveys to ensure consistency and focus.

Further commissioned work

In addition to the above workstreams the customer services project will also commission work in the following areas:

Branding.

The consistent use of the City of York branding of services. This will ensure clarity and ease of understanding for customers in terms of:

- Service designation
- Website design and functionality
- Leaflets and posters
- Written correspondence.

EIA

The ongoing review of the project Equality Impact Assessment.

Business benefits delivery

The benefits delivery plan describing the profile of the benefits that will be delivered by the project is shown at appendix 3.

Forecasted efficiencies delivered through the implementation of the blueprint proposals are summarised at appendix 5.

Communications plan

The customer services communications plan is currently under development. Immediate communication activities are shown at appendix 4.

Risks

Project risks are currently being evaluated. Immediate apparent risks include:

- Delay to the face-to-face rationalisation programme as a result of HR issues;
- Adverse publicity from resident about the rationalisation of reception areas;
- Delays to the implementation of bill payment due to a protracted consultation.

A formal risk register is in development.

13. Key decisions required

The CMT/Exec is asked to agree to the following:

1. The establishment of a single Customer Services organisation responsible for the delivery of all face to face & telephony services and customer standards / feedback mechanisms.
2. The consolidation of all face to face reception points under a single face to face manager and to base the service at St Leonard's.
3. To note within the income collection stream, plans for the introduction of an external bill payment service and the relocation of the residual cashiering service to the Parking reception at 9 St Leonard's.
4. The closure of the remaining public reception points at Mill House, 10-12 George Hudson Street, 20 George Hudson Street.
5. The extension of the YCC opening hours to include weekday evenings and Saturday mornings in support of the income collection strategy.
6. The commissioning of a small scale branding exercise to support the establishment of the new Customer Services organisation.
7. The development of a sequence for the roll-out of services into the YCC between now and the move to the new HQ to ensure that the Customer Services organisation offers a wide range of services to residents.
8. A review of internal telephony teams across the council, e.g. HR, IT and property, to determine where the application of call-centre technology and systems could generate efficiencies.

Customer Services Financials

	Year 0	Year 1	Year 2	Year 3	Total /
Savings	267k	530k	385k	60k	£1,242k
Investment	15k	100k	-	-	£115k

The customer perspective

Amy Johnson has just moved to York with her partner who has just got a new job. Amy wants to talk to someone about the different arrangements she needs to make, such as setting up her council tax payments. She visits the City of York Council Website where she finds lots of useful information and is able to register as a new resident of York. She decided to visit the new “one stop shop” she saw advertised, as she is sure she’ll miss something.

When Amy arrives at the one stop shop she’s met by a “meeter and greeter” who shows her how to take a ticket from the machine and asks her to sit in the waiting area until she is called to a service desk.

Amy is called for service and gives her name to the customer service representative (CSR) who is able to call up all of the details Amy entered on the website the previous evening. Amy finds that a council tax account has already been set up for her and that a welcome pack has been sent to her email address. The CSR asks Amy whether she wants to set up a direct debit and completes the process straight away.

Amy asks about her bin arrangements and whether she can arrange for the boxes and other rubbish to be collected from outside her house. The CSR checks the bulky collection arrangements for her street and finds that they are already scheduled to pick up from a house nearby. The CSR contacts the refuse operative remotely and asks them to call at Amy’s house that afternoon.

Amy then asks about whether her daughter Amelia would qualify for help with home to school transport. The CSR checks the distance from their house to her chosen school of Manor which is 1.5 Miles. After checking Amy’s income the CSR confirms that Amelia does not qualify. As Amy leaves the one stop shop she remarks to the CSR that she is impressed at the excellent service she has received.

The staff perspective

Bill works in the Yorpride team collecting rubbish in the Heworth area of York. As he drives down Bad Bargain Lane he is informed by a resident about a pile of rubbish on a grass verge near Applefields School. As his refuse wagon cannot take the rubbish because of its size, he calls up the bulky rubbish alert screen on his PDA. He quickly enters the location of the rubbish, a description of the items and the telephone number of the resident who spoke to him and sends it through to the YCC. Bill thanks the resident and tells her that someone from the YCC will contact her when collection is arranged. As Bill continues his round he receives an update from the YCC to inform him that the rubbish will be collected the following morning.

Appendix 2

Building customer service standards into the wider organisation

Year One - 2009/10					
Vision		Activity	Impact	Responsibility	Progress
Easy to Access	1	Develop a customer strategy communications plan.	Customers and staff are aware of and are kept up to date with the full range of Council services	Customer Strategy Delivery Board	
	2	Increase the range of services available through all channels, including Face-to-face, the Council Website, Email, Telephone, SMS and Whitemail.	Improved choice in the ways customers access Council services and increased range of services that are available through all channels.	New HQ Programme, Customer Strategy Delivery Board, More for York	Ongoing up to 2012
	3	Increase the number of services provided by YCC.	More enquiries resolved at the first point of contact.	More for York, YCC	Ongoing up to 2012
	4	A fundamental review of the Members self service portal, including a full consultation with members.			
	5	Investigate the possibility of reducing the number of separate telephone numbers used for contacting the Council via the YCC	Customers find it easier to contact the Council.	Customer Strategy Delivery Board	
High Quality and Efficient	6	Introduce the Customer Strategy Toolkit as a tool for managers when developing service plans and other service delivery activities, e.g. recruitment, training and service operations.	Embedding a customer service culture in the organisation	Customer Strategy Delivery Board, Corporate Performance manager	
	7	Incorporate the customer strategy delivery plan in the service planning cycle.	Embedding a customer service culture in the organisation	Customer Strategy Delivery Board, Corporate Performance manager	
	8	easy phase 2 projects: Neighbourhood Services Refresh (Street Cleansing, Waste, Environmental Crime, Drainage), Social Care Advice & Information, Benefits	Deliver end-to-end redesign and integrated customer service delivery	More fo York	Underway
Effectively Managed	9	Baselining for Customer First Standards			Sep 2009 to Mar 2010
	10	Set Targets for Customer First Standards			Mar 2010
	11	Introduce Customer Care Behaviours	Improved and consistent customer service, with equal outcomes for all customers.		
	12	Development of a joint approach to equality in access to services with partners/LSP.			
	13	Develop wider call recording policy for wider YCC as new services come on line.			
	14	Implement NI14 and introduce NI14 improvement methodology.	We can identify customer contacts that are avoidable and target areas for improvement. We will have a clear approach for using NI14 as a business improvement tool.	Cutomer Strategy Delivery Board, Performance Officers	Underway
Designed With You and For You	15	Implement new feedback and complaints policy.	Greater efficiency and consistency in the way complaints and feedback are handled in the organisation.	Cutomer Strategy Delivery Board, Performance Officers	Sep 2009
	16	Use Place survey questions to understand the views of local people.	Increased understanding in the views of local people and will demonstrate that the Council listens to it's customers' views and is responsive to comments made by members of the public.	Marketing & Comms, Customer Strategy Delivery Board	Ongoing
	17	Use Talkabout survey to understand the views of local people.	Increased understanding in the views of local people and will demonstrate that the Council listens to it's customers' views and is responsive to comments made by members of the public.	Marketing & Comms, Customer Strategy Delivery Board	Ongoing
	18	Use the Customer First engagement group to understand the views of local people.	Increased understanding in the views of local people and will demonstrate that the Council listens to it's customers' views and is responsive to comments made by members of the public.	More for York, Customer Strategy Delivery Board	When required

Appendix 2

Building customer service standards into the wider organisation

Year Two - 2010/11					
Easy to Access	19	Improve the Council website.	Improved web accessibility standards. Customers find it easier to find information and access services on the website.	Customer Strategy Delivery Board, More for York, Internet/Intranet Project Board	
	20	Develop SMS technology.	Improved choice in the ways customers access Council services	More for York	
	21	Standardise customer-facing receptions before 2012.	Common standards and consistency in the way we deliver our services to customers	Customer Strategy Delivery Board	
	22	The YCC will aim for external accreditation against the Cabinet Office Customer Excellence Standard	Will ensure we are achieving excellent and nationally recognised standards in customer service.	Customer Strategy Delivery Board	
	23	Investigate and make recommendations for a solution, which will manage the flow of customers and their experiences from their initial contact through to service delivery at the new Customer Centre.	Reduced waiting times for customers at the new Customer Centre.	Customer Strategy Delivery Board	
	24	Customer service training for all staff embedded into Service Plans and PDRs, with mandatory training tied to posts.	Empowering staff to pursue excellence	Customer Strategy Delivery Board	
Effectively Managed	25	Commission customer service training videos.	Empowering staff to pursue excellence	Customer Strategy Delivery Board	
	26	Investigate and make recommendations for a workforce management solution, which will address staff scheduling issues in the customer centre..	Achieve efficient workforce management, ensuring staff schedules have the right people in the right place at the right time.	Customer Strategy Delivery Board	
	27	Introduce Customer First Standards.	We have clear targets and indicators, against which we can measure our performance. Also ensures that we meet our responsibility for achieving national standards and targets.	Cutomer Strategy Delivery Board, Performance Officers	Apr 2010
	28	Review NI14 baseline data for 2009/10 and set an improvement target for 2010/11	Improvement target set for 2010/11	Cutomer Strategy Delivery Board	
	29	Design new customer service organisation, including a new complaints team.	A single customer services team for the Council.	Cutomer Strategy Delivery Board	
	30	Transition plan for new customer service organisation	A single customer services team for the Council.	Cutomer Strategy Delivery Board	
Designed with You and For You	31	Build a business intelligence platform that will give us a single customer view	We will be able to understand customers' needs and preferences better.	Cutomer Strategy Delivery Board, More for York	

Appendix 2

Building customer service standards into the wider organisation

Year Three - 2011/12					
Easy to Access	32	Improve accessibility for Council services, including physical accessibility and translation services in new HQ.	Improved physical accessibility and translation services in single customer-facing location by 2012.	New HQ Programme, Customer Strategy Delivery Board	
	33	Implement email handling management solution for customer emails.	Consistency in the way emails are handled across the Council	EDRMS Project, More for York	
High Quality and Efficient	34	easy phase 2 projects planned for the future: Housing, Parking, Licensing	Deliver end-to-end redesign and integrated customer service delivery	More for York	
	35	Mobile Working Project	Will provide an opportunity to deliver services to customers in their own homes and to deploy work to staff based in the field. Mobile working will reduce admin overhead	More for York	Underway (Part of Neighbourhood Services refresh)
	36	EDRMS Project	Will improve the customer experience by enabling white mail to be immediately visible to staff when dealing with enquiries on the phone, or in the customer centre.	EDRMS Project, More for York	Underway
	37	New HQ Project	Transformation of Face-to-Face access for customers.	New HQ Programme, Customer Strategy Delivery Board, More for York	Underway
Effectively Managed	38	Assess progress against the government's customer service excellence standard and work towards satisfying the Contact Council's PMF.	The organisation will have evidence of progress in achieving the government's customer service excellence standard.	Cutomer Strategy Delivery Board, Performance Officers	
	39	Review NI14 baseline data for 2010/11 and set an improvement target for 2011/12	Improvement target set for 2011/12	Cutomer Strategy Delivery Board, Performance Officers	
	40	Implement New Customer Centre	A single customer centre in the city centre.	Cutomer Strategy Delivery Board	
	41	Full implementation of the new customer service organisation	A single customer services team for the Council	Cutomer Strategy Delivery Board, More for York	

Appendix 3

Appendix 4

More for York Programme Communications plan – Customer Services – September 2009 until March 2010 (Year 0)

TIMESCALE	ACTIVITY	TO WHOM	HOW	WHAT MESSAGE	COMPLETE
September					
KEY MILESTONE – Rationalisation of face to face reception points					
	Meetings with Affected Directors and AD'	City Strategy, Housing, LCCS	Face to face meetings	Proposals for rationalising Reception points	Complete
	Staff Briefings for the affected staff	Reception staff	Face to Face meetings	Rationale for the change, What the impact is, How we will manage the change	
KEY MILESTONE – Efficiency Improvements in YCC					
	Team Leader Briefing	YCC team leaders	Presentation by Lisa Phillips, Chris Nicholson, Debra Bebbington	What makes a successful CC. What the role of TL is. How we are going to improve performance	
KEY MILESTONE – Reduction in Cashiers – move to external bill payment					
	Member Briefing	Richard Moore	Face to Face Pauline Stuchfield, Chris Nicholson	Outline proposal, rationale, impact timescale	