Customer and Corporate Communications - SERVICE PLAN - 2020/21 Head of Service: Ken Miles

Team: Customer and Corporate Communications **Version No: 0.1** **Date: 5 November 2019**

Corporate Objectives

1) North Devon Futures
2) Financial Security
3) Customer Focus
4) Environment

Business as usual core function (brief bullet points only)

1) First point of contact for the majority of customer interactions
2) Strategic communications
3) Design, print and postal services
4) Corporate complaints service

ACTIONS AND OBJECTIVES									Resources										
Action No.	**Corporate Plan**	**What you aim to achieve**				**on**	**Managed by**	**Assigned to**	**Resource Requirement**		**Dates**		**FINANCE**						**Additional Comments**
	Corporate Objective Number (see above)	Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial			ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	**Revenue - £** Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			**Capital - £** Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	**Corp. Obj No.**	**ACTION**	**DESCRIPTION**	**OUTCOME**	**MEASURES**	**RISK**	**LEAD**	**OFFICER/ TEAM**	**RESOURCE**	**DATE**	**START**	**TARGET**	Yr1 20/21	Yr 2 21/22	Yr 3 22/23	Yr1 20/21	Yr 2 21/22	Yr 3 22/23	
2020/21 01	2 and 3	Increase the number of people using self service	Increase the number of services available on self serve. Analyse customer data to tackle high volume transactions. Promote. Investigate restricting other channels. User research into barriers. Investigate going cashless. Integrate Granicus and Firmstep to encourage sign up. Introduce self scanning in LH. Increase social media presence. Integration with back office services or single sign on. Make website accessible. Investigate use of AI and chatbots. PID	More self service options available. Less calls into Customer Services. More capacity across the organisation. Improved customer satisfaction.	% increase in self service forms being used. % increase in conversion from social media posts and Granicus into self serve. % increase in customer satisfaction.	Customers resistant to use self service. Forms aren't fit for purpose. Back office systems customer portals not fit for purpose. Lack of capacity to make improvement. Negative customer feedback. Negative efect on reputation if not delivered effecively.	Claire Holm	Customer Services and Comms	ICT, front facing services	Ongoing	**Apr-20**	**Mar-23**	£5,550	£5,550	£5,550	£7,500			Total costs = £1008 set up costs for Granicus/Firmstep upgrade and £2520 annual licence which can be covered by the CS software budget. Single Sign on for Revenues/Firmstep integration = £5,550 annual licence and £13500 set up costs. Set up costs can be partly met with £6k from Firmstep capital pot, hence the £7,500 remaining to be met from Revenues grant funds. Self scan tablets to be covered within CS revenue budget.
2020/21 02	3	Improving public perception and trust	Work closely with service areas to promote services. Effective campaign planning. Increased amd improved social media presence. Encourage sign up to Granicus. Support competition entries.	Instagram account. More video content. Training for staff. Shortlisting for and winning awards. Bigger Granicus audience. Bigger and more engaged social media audience. Improved reputation. Improved customer satisfaction.	% increase in social media audience. % increase in social media engagement. % increase in Granicus sign up. % increase in customer satisfaction.	People don't engage. Seen as gloating rather than promoting services. Reputation doesn't improve.	Claire Holm	Comms	All services	Ongoing	**Apr-20**	**Mar-23**							Costs of a tablet for video recording and editing to come from Comms revenue budget.
2020/21 03	2	Streamline feedback process	Process review. Re-engineer process. Seek software solution to implement new processes.	Cutting out wasteful processes such as cutting and pasting between systems. Complaints management contained within one system. Speeding up processing time of complaints to allow the team to work on monitoring improvements and recommendations.	Increase in speed of processing complaints.	Software unable to deliver all process improvements. Lack of capacity in development team to develop new system.	Helen Owen	Feedback	All services	Apr-20	Apr-20	Dec-20	£1k	£1k	£1k	£4k			£4k set up costs. £1k ongoing support. Based on quote from current supplier but also investigating other options.

2020/21 04	2 and 3	Implement all features of the new contact system	Phase in use of web chat, social media messenging and investigate use of AI and chatbots to deal with high demand, low quality transactions.	Advisors freed up to be able to deal with more complex issues. Back offices able to transfer more processes into the contact centre to free up their capacity.	Increase % transactions dealt with through automation or digital channels	Customers resist use of more digital solutions. Contact centre unable to deliver improvements needed.	Sarah Higgins	Customer Services, ICT	All services	43922	**Apr-20**	**Dec-21**	£11k	£43k	£43k				Year one only pay 25% as first year costs are cap ex. Costs include a 12% contingency due to the contract including the ability to scale up (and down).
Set out below are those Service Plan Actions from prior years that are still live and being carried forward																			
C&C 01 18/19	**2**	Review the Design Print and Post service	A review to establish the impact on the service of several new paper-free systems being implemented which are likely to significantly affect the amount of printing needed.	A fit for purpose service that reflects the needs of the business.	Post savings and efficiency savings.	Review shows a continued need and therefore no savings made	Claire Holm	DPP	DPP, Finance, Admin leads in service areas	Dec-18	Dec-18	Mar-20	(25k)	(25k)	(25k)				Savings come from two posts - Postroom and facilities officer and business support officer. Potentially more savings to come from the review but not possible to predict until review is complete.
C&C 03 18/19	**2**	New contact centre system	**Support the development of the new telephony, taking the lead on the specification for the new contact centre**	Advisors able to work more flexibly. Ability for any staff in the organisation to support CS calls. Give equal weighting to all transactions. Possibility of introducing webchat	Will save time as we'll be able to make our own changes without asking and waiting for the supplier. Customers flowing more smoothly through the IVR. Digital customers given same priority as telephones.	Don't procure the best system - leading to customer and advisor frustration.	Sarah Higgins	Customer Services	ICT	Apr-19	Apr-19	Dec-19		£25k	£25k	£63k			Target date changed to March 2020
C&C 04 18/19	**2**	Train investigating officers on the new Covalent feedback module	**Train officers in how to process and respond to customer feedback using Covalent**	Saves admin time in the feedback team. Outcomes tracked on Covalent so more transparency.	More capacity in the Feedback team. Culture change of learning from feedback.	Investigating officers don't use the new system properly mean ing benefits not realised on the admin side.	Helen Morse	Feedback	Feedback	April - December 2018	Apr-18	Dec-18							Traget date changed to December 2020
C&C 05 18/19	**2**	Develop digital services	**Implement GovDelivery alert system. Place self service tablets in reception. Introduce single sign on for EHH and Revenues.**	More customers able to interact and transact with us via digital channels	Customer satisfaction increases. More capacity in the CS team to deal with more complex queries.	Customers don't use digital services.	Claire Holm	Comms and Customer Services	Comms and Customer Services. ICT.	April 2018 - March 2020	Apr-18	Mar-20				£20k			New target date March 2022
C&C 06 18/19	**2**	Review internal communications	**Survey to all staff followed up by focus groups.**	Improved communication and engagement channels with staff to help them feel more valued, engaged and part of the organisation.	Follow up survey to test whether improvements have increased staff satisfaction	Staff don't engage in the exercise and don't feel it has any value	Claire Holm	Holly Webbe/ Tracey O'Farrell	Comms	April 2018 - March 2019	Apr-18	Mar-19							Target date changed to end of 2020 due to new technologies being introduced that could impact positively on internal comms.