

DRAFT - Customer Services Strategy

2014 – 2017

Plymouth City Council is striving to become 'The Brilliant Co-operative Council' and 'one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone' in line with the agreed co-operative values of democratic, responsible, fair and partners. To ensure we meet these aspirations, a key success measure is to deliver services which meet the needs of the people of Plymouth; this strategy focuses on delivering this capability. The strategy establishes the foundation for understanding our customers better, designing service delivery and access to our services with customers and around their needs.

	<p>THEME 1: <i>Understanding our customers</i></p>	<p>THEME 2: <i>Serving our customers</i></p>	<p>THEME 3: <i>Listening and Responding to our customers</i></p>
<p>OUR GOALS</p>	<ul style="list-style-type: none"> • Customer understanding is consistently used, to refine service delivery and market services; • We provide a consistent approach to managing customers and customer experience across council services and channels; • Community led service provision where demand exists, for example implementing community hubs e.g. libraries • We will generate a deeper understanding of our customers through segmentation analysis; • We will provide more service redesign projects that include customers directly in their delivery; • We will have increased customer service satisfaction levels. 	<ul style="list-style-type: none"> • To have opening hours to access services at times that suit customers' needs • To Maximise opportunities for customers to interact with the council via digital platforms • To withdraw channels that customers do not use to improve the efficiency of service delivery • To develop a single record of the truth across the council • To implement and utilise a 'tell us once' approach to customer service • To ensure consistent information, advice and tools are provided across all channels • To increase the rates of customer needs being addressed at first point of contact • We will invest in staff development to deliver higher quality services 	<ul style="list-style-type: none"> • To have Customer satisfaction at the heart of our performance management framework • To improve service delivery as measured against performance targets • To increase customer satisfaction levels across all service delivery channels • To reduce customer complaints and dissatisfaction
<p>OUR COMMITMENTS</p>	<ul style="list-style-type: none"> • To have a clear definition and understanding of our customers and their physical and emotional needs • To understand and respect the needs of vulnerable customers • To ensure we engage our customers in design of services and redesign services around the customer and provide them on this basis • To ensure we review services from a customer viewpoint • To Implement a clear and consistent approach to gathering insight • To Improve locally based service delivery by streamlining processes and make the most use of customer service assets • To develop self-service opportunities for customers to access services giving priority to areas of greatest demand • Use customer insight to develop channels to increase service take-up 	<ul style="list-style-type: none"> • To generate and maintain a unique and consistent view of the customer; a single record of the truth • To ensure appropriate customer service / customer management training is available to staff to support this strategy and develop a customer-focused culture • To maximise the use of existing council assets – the contact centre, First Stop, Libraries, the website – taking into account customer and community needs • To Provide information in accessible formats across all channels • To pilot First Stop late night Thursday opening and Saturday opening hours • To develop a more transactional website providing self-service options for customer service delivery • To increase the telephony capacity of the contact centre and make use of telephony self-service • To ensure access is aligned to the most appropriate, effective and efficient channel • To maximise the amount of interactions completed at the first point of contact • To make as many transactions automated as possible, enabling the customer to access standard services 24/7 	<ul style="list-style-type: none"> • To develop a performance management framework and balance scorecard approach focussed on our customer service framework to improve service delivery • To ensure that the council's performance Management framework incorporates the measurement of customer outcomes across all channels • To publish annual measurable corporate customer service standards, developed with customers themselves • To develop and publish satisfaction levels against those standards • To make use of customer feedback to drive service improvements • To use customer feedback to drive service improvements and channel improvements