
Report To:	Policy & Resources Committee	Date: 13 th November 2012
Report By:	Chief Financial Officer	Report No: FIN/90/12/AP/LA
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	Customer Service Strategy 2012-14	

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee approval for the Council's first Customer Service Strategy and to approve progression of the actions contained within.

2.0 SUMMARY

- 2.1 A key requirement in the development of Customer Services is that the Council requires to develop a Customer Service Strategy. This same issue has been recognised in recent reports from Internal Audit and Civica as being the start point in developing efficient and effective customer services within the Council.
- 2.2 The attached document is split in to discrete sections and where appropriate, actions against each of the sections have been identified.
- 2.3 The main messages from the Strategy are the importance which the Council places on providing effective Customer Services to its citizens and the dependency which a robust Customer Service Strategy has on other key Council strategies such as the ICT Strategy, Corporate Communications Strategy and Modernisation Agenda.
- 2.4 At this point in time there are no cost implications identified however specific business cases will be developed as part of the progression of the Strategy with the one off costs and recurring costs/savings being identified.
- 2.5 The Corporate Management Team has endorsed the attached Strategy which, following approval by the Committee, will be rolled out within the Council and be put on to the Council's website.
- 2.6 The Strategy will be reviewed on an annual basis with updates coming to Committee on a no less frequent basis. Bi-monthly review of progress against the Action Plan will be undertaken by the Modernisation CIG.

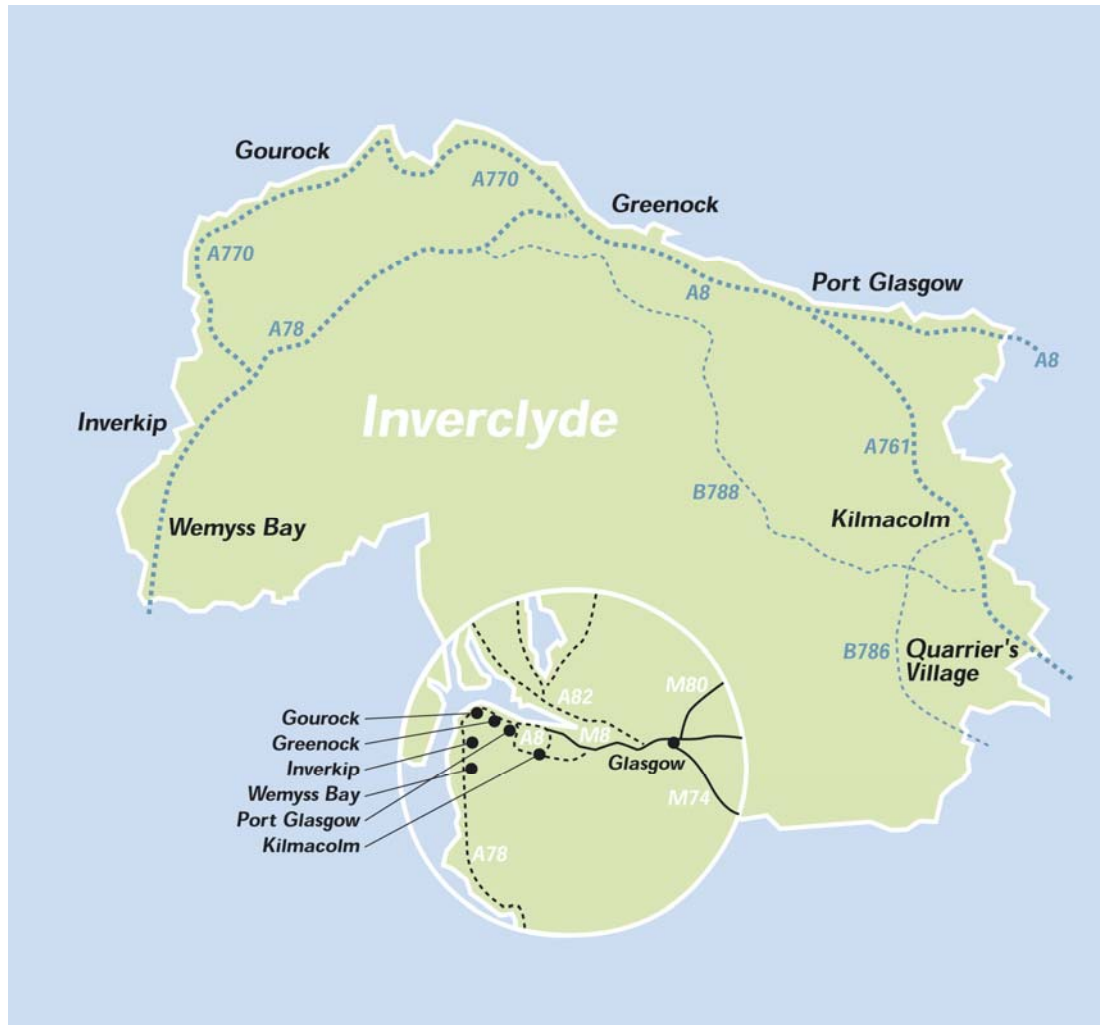
3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee review the attached Customer Service Strategy 2012-14 and approve its contents.

Alan Puckrin
Chief Financial Officer

Inverclyde council

Customer Services Strategy 2012- 2014



‘Getting it right for Every Child, Citizen and Community’

1.0 Foreword

Inverclyde Council is committed to delivering excellent Customer Service and this short-medium term strategy outlines the key framework to support this. This is an interim organic document for the period 2012-2014 that will develop and grow in partnership with the ICT Strategy and Communications Strategy as they are developed.

Throughout this Customer Service Strategy areas that require development will be identified as actions to be taken forward. A summary of these actions can be seen at Appendix 1.

Customer expectations are continually rising in all aspects of life. The growth in information available on the internet and other media sites has given consumers more choice and led them to have higher expectations in the standards of service expected. This arises at a time when Council's are facing increasing pressure on budgets and resources. These factors demonstrate more than ever the need for an effective Customer Service Strategy that will allow Inverclyde to deliver top quality, efficient and professional customer service.

The key aims of this Customer Service Strategy are:

- Serving the customer well by providing a modern responsive service
- Clear Customer Commitment
- Clear customer service values that underpin all we do
- Protecting frontline services by ensuring better value for money, driving out cost and increasing financial opportunity.
- Work closely with our partners and key stakeholders to provide an efficient and effective service.
- Flexibility to allow the Strategy to develop as different opportunities and challenges such as those expected from Welfare Reform arise.

The Strategy will need to grow and respond to the needs of our Community. We need to embrace Channel Shift as a tool to modernise and be more efficient with our resources. We must also be prepared through efficient planning and a pro-active approach to deliver Services that meet the needs of the Community we serve.

Customer Service is closely linked to the modernisation agenda and represents one of the key savings work streams for Inverclyde Council.

The Customer Service Strategy will help Inverclyde Council achieve its vision of **'Getting it Right for Every Child, Citizen and Community'**.

2.0 How Customer Services fits with the Council's Vision

2.1 Inverclyde Council has developed a “**Nurturing Inverclyde**” approach that has been rolled out across all services to help achieve its vision. The Council has developed its “Nurturing Inverclyde” approach through adapting the wellbeing outcomes that are used in the ‘Getting it right for Every Child Model’ to suit the needs of all Council Services. The wellbeing outcomes that the Council uses are:

- Safe
- Healthy
- Achieving
- Nurtured
- Active
- Respected
- Responsible
- Included

The wellbeing wheel shown at Appendix 2 illustrates how the Customer Service Strategy will contribute to the achievement of each of the wellbeing outcomes listed above.

Inverclyde's Single Outcome Agreement 2012/17 identifies the priorities and uses which affect the lives of Inverclyde residents, and sets out outcomes which, when achieved, will improve the quality of life of the people who live here. The Customer Service Strategy will contribute to the achievement of the following strategic outcome in the SOA:

“Our public services are high quality, continually improving, efficient and responsive to local people's needs”.

The actions resulting from this strategy will contribute to the Council's vision and SOA outcome by ensuring that delivering excellent service is at the heart of everything we do. We will also achieve these objectives by learning more about our community and striving to modernise and improve in line with changing times, decreasing resources and technological advances and demand.

2.2 The Customer Service Strategy requires to be integrated with a number of other strategies:

- Modernisation Strategy – As detailed in this document, how the Council's approach to Customer Service develops will significantly depend on investment in systems and processes which make access to information faster, easier and more effective. Currently customer service development is a work stream within the Modernisation Corporate

- ICT Strategy – This strategy has clear links to both the Customer Services and Modernisation Strategies and will provide the platform to modernise the Councils approach to Customer Service and how we communicate with our customers.
- Communication Strategy – Again this has linkages with all the above strategies and will inform the most effective ways that the Council can communicate with customers as well as how the Council deals with Customer feedback/complaints.

Inevitably potential changes driven by the above will require both one-off and recurring expenditure. Whilst it would be the aim to meet recurring costs from savings there is no guarantee that this will always be the case.

Robust Business Cases will be required to be developed and approved prior to any investment associated with the above.

3.0 Service Delivery – Where are we now?

Inverclyde Council embarked on an extensive building programme and designed a purpose built Customer Service Centre (CSC) in Greenock Municipal Buildings. The CSC opened to the public on 11 June 2012 and was officially opened by Her Majesty the Queen on 04 July 2012. As well as being the first point of face to face contact for a range of services, the CSC also handles incoming telephone calls for other Council Services. When the Centre opened in June 2012, the following Key Services were provided:

- Accepting tenders
- Council Tax payments and enquires
- Free school meals / clothing grant / education maintenance allowance application and enquires
- Housing and Council Tax Benefit applications and enquiries
- Licensing applications and payments
- Payments
- Pest Control
- Refuse Collection enquiries
- Special / bulk uplifts
- Street and road repairs and enquiries
- Street cleaning requests

The CSC also responds to enquiries from customers relating to food safety, health & safety, anti-social behaviour, grounds maintenance, dangerous trees and contaminated land as well as abandoned vehicles, community and road safety, public health and housing and private water supply.

Registration Services moved into the Municipal Buildings on 03 September 2012 and now have a permanent presence in the Customer Service Centre.

The Renfrewshire Joint Valuation Board co-located to the CSC on 04 September 2012 and has a presence in the CSC on Tuesdays.

As a consequence of this 'joined up approach', the following Services are now also available in the CSC

- Registration of Births, Deaths and Marriages
- Valuation Services
- Voter Registration

It is also anticipated that a Service Personnel, Families and Veterans Advice, Support and Information Point will be developed within the CSC. In March 2012, Inverclyde Council signed its Armed Forces Community Covenant, which formalised a commitment to work with the Armed forces to promote better integration of Service and Civilian Communities in Inverclyde. It is envisaged

that the CSC is used to provide a range of supports that are likely to be required under a 'single point of contact'.

Registrars have also worked with Customer Services and the Benefits Service and now offer a Tell us Once (TUO) service to the bereaved. The TUO programme is 'owned' by HM Government and it allows accurate and relevant information to be collected and shared with relevant Council services at an earlier stage than normal and also negates the requirement for the bereaved person having to contact several services in the Council.

Uptake to date has been slow and work will be undertaken with Registrars to increase uptake as well as using the TUO process when registering births.

4.0 Who are our Customers?

Our customers primarily are every resident, visitor, local business and volunteer organisation of Inverclyde including those who *'could'* use our services as well as those who do. We need to become accessible to those who currently do not use services and for whom this contact could make a positive difference to their lives. Inverclyde is an area of natural beauty and of historic interest and it is our duty as a Council to promote good customer service and to be aware of the impact the first point of contact has on our residents and visitors alike.

4.1 Connecting with our customers

Inverclyde Council carries out a biennial Citizens Panel survey, the last of which was carried out in the spring of 2011. The panel consists of 1000 members and from this there was a response rate of 61% which is deemed to be a very good response for this type of consultation.

Overall the results were fairly positive in relation to respondents who had contacted the Council either in person, by phone or via the web site with satisfaction levels ranging from 77-82% for these channels of contact. These statistics do show however that there is room for improvement.

Members of the Citizens Panel who have used the Customer Service Centre were particularly satisfied with the level of courtesy they received (84%), the helpfulness of staff (76%), the professionalism of staff (72%) and understanding the customers needs (71%). Again there is room for improvement.

Opening hours for face to face and telephone times also provided responses that indicate a demand for service in the evenings and Saturday mornings. More consultation is required in this area to establish opening times and channels that meet customer need.

The results from the survey also highlighted areas where we could improve our customer service. These were around the areas of speed of response; follow up and of the need to provide opportunity to provide feedback. Feedback on the development of the CSC indicated that service could be improved if community safety and anti-social behaviour, registration of births, deaths and marriages, refuse collection and special uplifts, road and street lighting faults and assistance with the completion of forms could be dealt with by the CSC.

Since the survey was completed the CSC now has Registrars in place therefore registration of births, deaths and marriages are performed in the Centre. Requests for refuse collection, special uplifts, road and street lighting faults are also handled by Customer Service Representatives (CSR's). Assistance with the completion of a range of forms is also provided.

It is vital we understand what our customers are saying and to use the information obtained through feedback and complaints to inform future decisions on the way we plan and develop services in the future. While the Citizens Panel plays an important role in this feedback, future consideration will be given to developing a survey of 'users' of the CSC and other points of customer contact in the Council.

Customer Services within Inverclyde Council has just commenced its journey and will grow and develop as the various modernisation and efficiency work streams mature and more customer service functions are absorbed into the CSC.

4.2 Equalities

The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. Inverclyde Council aims to take into consideration the impact that race, gender and transgender, disability, age, sexual orientation and religion or belief may have on accessibility and the way it delivers customer services.

In order to comply with the Equalities Act 2010, all Council are required to publish their Equality Outcomes by 30 April 2013. This will be achieved by ensuring that Equality Outcomes are contained within each Corporate Directorate Improvement Plan and that they link to the Single Outcome Agreement.

An Equalities Impact Assessment has been carried out in Customer Services by a member of the Corporate Equalities Group.

5.0 Our Values and Commitment

- To provide a consistent, reliable and efficient service that meets the needs of our communities and delivers value for money.
- To treat our customers as individuals with dignity, fairness, courtesy and respect at all times.
- Make every effort to resolve issues at the first point of contact and where this is not possible, ensure correct signposting is in place.
- Strive to get things right, first time, every time and where this does not happen say sorry, explain what went wrong and take steps to ensure we learn from any mistake.
- Work in partnership with other organisations and stakeholders to provide joined up and accessible services.
- Continually review, modernise and transform service delivery where change is needed.

Appendix 3 sets out the Council's Customer Charter which further expands on our values and the behaviour we expect in return from our customers.

How will Inverclyde Council Connect with its customers and understand their needs?

Action Number	Action	Target Date	Success Criteria	Responsibility
1	Develop a customer service strategy that is regularly reviewed and updated. Actions will be reviewed on a quarterly basis and reported through the Environmental, Regeneration and Resources Corporate Directorate Improvement Plan	13 November Policy & Resources Committee	Objectives and actions stated in plan link with other strategies and are delivered	Chief Financial Officer
2	Develop and implement customer service charter	13 November Policy & Resources Committee	Standards set and communicated to our customers	Revenues and Customer Services Manager

3	Carry out a biennial Citizen's Panel survey of attitudes to Customer Services.	March 2013	Improved Perceptions and scores	Corporate Policy Team
4	Conduct a survey of CSC users and associated partners	July 2013 (use findings from citizens panel to inform questions)	Survey complete & Action Plan developed	Benefits and Customer Services Team Leader
5	Develop a suite of Performance Measures and regularly measure and report on	First suite of indicators to be developed by February 2013. Others to follow as technology such as telephone recording is in place.	Improved Performance and Public Perception	Revenues and Customer Services Manager Benefits and Customer Services Team Leader
6	Ensure that the Corporate Directorate Plan 2013/16 contains relevant Equality Outcomes.	April 2013	Improved accessibility to services and appropriate service delivery to meet the needs of customers with protected characteristics	Revenues and Customer Services Manager Benefits and Customer Services Team Leader
7	Ensure actions that arose as a result of the Equalities Impact Assessment are included in the operational Customer Service Action Plan	December 2012	Improved accessibility to services and appropriate service delivery to meet the needs of customers with protected characteristics	Revenues and Customer Services Manager Benefits and Customer Services Team Leader

6.0 Customer Access

We need to ensure that our delivery channels not only meet customer need and demand but they are fully inclusive of all our community and also are delivered in the most cost efficient way.

There are a number of different ways of accessing council services. Some of the contacts are high volume, low complexity and others low volume and high complexity. The feedback from the Citizen's Panel identified that face to face and telephone was the two most popular methods of contacting the Council. This does not necessarily mean that these are the two channels we should promote as the first point of contact.

"Channel Shift" is the term used to describe the process of moving customer contacts to more cost effective methods and is something that Inverclyde Council needs to embrace in order to address wider customer and stakeholder expectations, improve service accessibility as well as to reduce the cost of service delivery.

There is evidence to suggest that telephone contact costs 10 times that of an electronic contact and face to face, in turn costs 10 times more than telephone contact. Given the year on year cut in government funding there is a clear requirement for fundamental change in the way our customers interact with us.

Digital technology is continually rising and with this brings a change in customer preferences as to how they contact organisations. The Council needs to respond to this growing demand and have the technology in place to allow such contact. The Council then needs to communicate with its customers to promote the take up of digital interaction with the expectation that this form of contact will in time become the preferred channel of contact.

While it is acknowledged that in order to achieve savings and make the most efficient use of resources there is a clear requirement to focus on Channel Shift and moving towards more self service or automated models, we need to take into consideration the demographics and culture of the area. An ageing population is likely to mean that there will be an ongoing demand for face to face and telephone interaction in the years to come.

The Council website is an excellent way in which to channel customer access and it is vital that the site is up to date, easily navigated and provides enough breadth of information that fully meets the need of the customer. This is why the Customer Services Strategy is heavily related to the Council's Communications Strategy.

We need to ensure that any move to encourage more web based access to services is rigorously tested before being rolled out. The risk of not getting it right is that our residents will not trust the modern delivery models and return to

the more costly methods of contacting the Council. Word of mouth and reputation are critical here therefore we need to ensure that customer's experiences are positive.

6.1 Customer First

The Customer First Agenda is a Scottish Government sponsored programme developed in partnership with Scottish Councils and is managed with the support of the Convention of Scottish Local Authorities (COSLA) and the Society of Local Authority Chief Executives (SOLACE). The objective of Customer First is to deliver public services at first contact, with citizens having a choice on how they transact with local authority services. Every citizen who contacts their council should have their call answered within a reasonable time, with the ultimate target of 100% removal of 'abandoned' service calls; delivering 75% of services at first contact and achieving customer satisfaction ratings of more than 90% for core services. Scottish Government has defined 'first point of contact' as 'a service request that has been satisfied to its final conclusion without having to pass the service request to another party.

Within the overall Benefits Realisation Framework for Customer First, 46 core competencies have been identified that are capable of being delivered electronically. These 46 core competencies and Inverclyde's current position against these competencies can be seen at Appendix 3.

7.0 Transforming Customer Service

Having a managed Channel Shift strategy will allow Inverclyde Council to achieve more of the core competencies at Appendix 4 whilst realising a shift from more expensive delivery channels such as face to face to lower cost channels such as self service via transactional web services. Development of the use of Social Media contact channels such as SMS text messaging, facebook and twitter as well as providing less expensive contact channels should also help facilitate 'unavoidable contact'. A twitter message to parents when a school is closed down due to bad weather has been proven by other Councils to reduce incoming calls at a time when the phone lines are often jammed with various weather related enquiries.

As previously highlighted, demographics and culture play a big part in the development of Channel Shift and it is critical that investment meets demand and that the implementation of new channels of delivery are targeted at the right people at the right time. The Council needs to take a pro-active and supporting role as it rolls out technological advances. It is critical therefore that the Council knows its target audience. One way of achieving this is through the rollout of the Councils Customer Relationship Management System (CRM). This will allow the Council to maintain customer data in a consistent format and from this develop an understanding of individual demand, anticipate customer need and take into account the varied ways in which local people may want to interact with the Council.

All the above is likely to require investment but with the medium term aim of making efficiencies and improving customer service. Specific proposals will be developed and reported to Committee.

How will Inverclyde Council improve and make more efficient use of delivery channels?

Action Number	Action	Target Date	Success Criteria	Responsibility
8	Website re-fresh	April 2014 (tentative date as reliant on a number of factors)	Website updated. Unnecessary contact reduced	Transitional Head of ICT/Corporate Communications Manager
9	Develop a Channel Shift Strategy	Dec 2013	Increased achievement of Efficiencies through a reduction in direct customer traffic to the Council and more resolution through lower cost channels.	Revenue & Customer Services Manager/Business Change Manager
10	CRM system development	From Dec 2013	Increase in transactions/enquiries completed at the first point of contact. Achieve a higher percentage of the customer first competencies.	Revenues and Customer Services Manager/Business Change Manager
11	Provide Customer Service points in Port Glasgow and Gourock	April 2014	Appropriate Customer Service points operational.	Chief Financial Officer/Head of Property Assets & Facilities Management
12	Introduce telephone recording for quality and performance measurement purposes	March 2013	Higher quality service provided. More accurate statistics. Ability to take on calls from other services due to cross training	Revenues and Customer Services Manager

8.0 Future Opportunities

There are a number of areas where the Council can further develop Customer Services and in the process identify opportunities to improve efficiency. A number of these were identified in the CIVICA report “Inverclyde Corporate Review and Service Transformation” which was published in August 2011.

The Civica Customer Service Workstream overview stated that the Council needed to consider the following:

- Drive increased efficiency and resilience in the existing customer services operation following the initial bedding in period in the CSC.
- Develop customer services within Directorates then consider the best place from which Services should be delivered.
- Consider opportunities to work with the wider public and private sectors in the longer term.

The CSC has been live and running effectively since it opened in June 2012 and two new Services have since joined the CSC.

Specific areas for the Council to consider are;

- Develop a holistic approach to customer service through the development of access channels.
- Implementation of phone management techniques combined with support and training should ensure improvement in answer rates.
- Management of resources supported by appropriate training to release capacity to take on other services
- Re-engineer in full the end to end processes, supported by transactional scripting in customer services including a mirror of this on the web and enablement of web-based payments.
- Work towards integration of new services in parallel with Directorates.

The CIVICA findings did recognise that Channel migration is difficult to quantify and that most of the calls and contacts still remain in other Directorates. The report also stated that the above actions will require investment of ICT resource for web enablement and transactional scripting along with a resource within Customer Services to provide management information and re-engineering current processes.

8.1 Single Assessment

Inverclyde Council potentially has the opportunity to make efficiency savings by combining all of the dispersed assessment teams into one unit, thereby improving service efficiency by a process of consolidation and automation including the use of E-forms for customer applications. Registered Social Landlords should also be encouraged to fast track as many new claims to Housing and Council Tax Benefit and changes in circumstances as possible

Areas identified for consideration include; Housing and Council Tax Benefits, adult social care, Disabled Facilities Grant, Blue Badge scheme, free school meals, School Clothing Allowance, Educational Maintenance Allowance and School Bus Passes.

There are clear opportunities for the Council to review the current method of assessment and to assess if efficiencies could be achieved by another approach.

How will the Council improve efficiency in the delivery of Customer Services?

Action Number	Action	Target Date	Success Criteria	Responsibility
13	Migration of new Services to the CSC	On Going	Increased number of Council Services contacts delivered via CSC.	Chief Financial Officer/CMT
14	Agree SLA's with services where customer contact is delivered by the CSC	March 2013 and on	Clear understanding on roles, responsibility and expected levels of performance.	Revenues and Customer Services Manager
15	Identify savings from Channel Shift	From 2014	Agreed workstream savings target achieved.	Chief Financial Officer
16	Review Opportunities for Single Assessment	March 2014	Review complete and recommendations reported to CMT/Committee.	Revenue & Customer Services Manager

9.0 Reviewing this Strategy

One thing is certain; the way ahead is challenging and the Council cannot afford to stand still. This Customer Service Strategy sets out the key aims and objectives of the Service over the next 24 months. Many of these aims and objectives have interdependencies on other Services and Directorates in terms of joint working and with ICT and Corporate Communications.

The Welfare Reform Agenda will have a significant impact on the residents of Inverclyde and indeed the Council itself in terms of budget planning and workforce planning. It is not clear yet what impact this will have on Customer Services but it is envisaged that the CSC will be the hub of service delivery in this area.

This strategy will be refreshed by means of version control on an annual basis and any of the actions noted in the strategy will be reviewed and updated on a quarterly basis with key actions incorporated within the Environment, Regeneration & Resources Corporate Directorate Improvement Plan and monitored via the Modernisation Corporate Improvement Group.

Summary of Actions arising from Customer Service Strategy

APPENDIX 1

Improvement Area Where do we want to be?	Specific Action How will we get there?		Outcome How will we know?	Lead Responsibility	Timescale When will we get there?
Better connected with customers and understand their needs.	1.	Develop a customer service strategy that is regularly reviewed and updated. Actions will be reviewed on a quarterly basis and reported through the Environmental, Regeneration and Resources Corporate Directorate Improvement Plan.	Objectives and actions stated in plan link with other strategies and are delivered	Chief Financial Officer	13 November Policy & Resources Committee
	2.	Develop and implement customer service charter	Standards set and communicated to our customers	Revenues and Customer Services Manager	13 November Policy & Resources Committee
	3.	Carry out a biennial Citizen's Panel survey of attitudes to Customer Services.	Improved Perceptions and scores	Corporate Policy Team	March 2013
	4.	Conduct a survey of CSC users and associated partners	Survey complete & Action Plan developed	Benefits and Customer Services Team Leader	July 2013 (use findings from citizens panel to inform questions)
	5.	Develop a suite of Performance Measures and regularly measure and report on	Improved Performance and Public Perception	Revenues and Customer Services Manager Benefits and Customer Services Team Leader	First suite of indicators to be developed by February 2013. Others to follow as technology such as telephone recording is in place.

Summary of Actions arising from Customer Service Strategy

APPENDIX 1

	6.	Ensure that the Corporate Directorate Plan 2013/16 contains relevant Equality Outcomes.	Improved accessibility to services and appropriate service delivery to meet the needs of customers with protected characteristics	Revenues and Customer Services Manager Benefits and Customer Services Team Leader	April 2013
	7.	Ensure actions that arose as a result of the Equalities Impact Assessment are included in the operational Customer Service Action Plan	Improved accessibility to services and appropriate service delivery to meet the needs of customers with protected characteristics	Revenues and Customer Services Manager Benefits and Customer Services Team Leader	December 2012
Improve and make more efficient use of delivery channels	8.	Website re-fresh	Website updated. Unnecessary contact reduced	Transitional Head of ICT/Corporate Communications Manager	April 2014 (tentative date as reliant on a number of factors)
	9.	Develop a Channel Shift Strategy	Increased achievement of Efficiencies through a reduction in direct customer traffic to the Council and more resolution through lower cost channels.	Revenue & Customer Services Manager/Business Change Manager	Dec 2013

Summary of Actions arising from Customer Service Strategy

APPENDIX 1

	10.	CRM system development	<p>Increase in transactions/enquires completed at the first point of contact.</p> <p>Achieve a higher percentage of the customer first competencies.</p>	Revenues and Customer Services Manager/Business Change Manager	From Dec 2013
	11.	Provide Customer Service points in Port Glasgow and Gourock	Appropriate Customer Service points operational.	Chief Financial Officer/Head of Property Assets & Facilities Management	April 2014
	12.	Introduce telephone recording for quality and performance measurement purposes	<p>Higher quality service provided.</p> <p>More accurate statistics.</p> <p>Ability to take on calls from other services due to cross training.</p>	Revenues and Customer Services Manager	March 2013
Improve efficiency in the delivery of Customer Services	13.	Migration of new Services to the CSC	Increased number of Council Services contacts delivered via CSC.	Chief Financial Officer/CMT	From current time and ongoing

Summary of Actions arising from Customer Service Strategy

APPENDIX 1

	14.	Agree SLA's with services where customer contact is delivered by the CSC	Clear understanding on roles, responsibility and expected levels of performance.	Revenues and Customer Services Manager	March 2013 and on
	15.	Identify savings from Channel Shift	Agreed workstream savings target achieved.	Chief Financial Officer	From 2014
	16.	Review Opportunities for Single Assessment	Review complete and recommendations reported to CMT/Committee.	Revenue & Customer Services Manager	March 2014

Successful Learners

Confident Individuals



Effective Contributors

Responsible Citizens

Appendix 3

Inverclyde Council - Customer Charter

Our commitment and values

Inverclyde Council is committed to putting its customers at the heart of all it does by providing a consistent, modern and helpful service to our customers to ensure that the same level of service is received, wherever and whenever they contact us.

We will aim to;

- Provide an easily accessible, pleasant, clean and welcoming reception area
- Ensure our staff are smart and wear a name badge
- Be welcoming and helpful and listen to what you have to say
- Respect your right to confidentiality
- Give you a choice of access channels
- Aim to deal with the majority of enquires at first point of contact and where this not possible, direct you to the appropriate person or team
- Learn from your comments, complaints and compliments
- Keep waiting times to a minimum
- Treat our customers as individuals not transactions and recognise the diversity within our customer group and meet the needs of customers with specific requirements
- Continually strive to modernise and improve our services to you
- Work with partners and key stakeholders in the community to provide as joined up a service as possible.

What Inverclyde Council expects from you;

- That you do not use inappropriate language or behaviour regardless of the choice of channel you choose to contact the Council as this will not be tolerated.
- Help us help you by providing us with information that we need to answer your enquiry
- Let us know in advance of any meeting if you have any special needs
- Treat us politely and with respect
- Be on time for appointments and cancel if you are unable to attend
- Be patient if waiting times are longer than expected.

Appendix 4

Customer First – ESD Core Services

	SERVICE ACTIVITY	Delivering at first point of contact – where Inverclyde Council is as at October 2012		
		Phone	Face to Face	On line/Website
1	Business Development – Applying for a Business Development Grant.	No	No	No
2	Building Control – Applying for a Building Warrant (including making payment where appropriate)	No	No	
3	Corporate – Making a Complaint	Partial	Partial	Partial
4	Council – Applying for job with the Council	Partial	Partial	Yes
5	Council – Notifying a change of address	Partial	Partial	No
6	Council Tax – Applying for benefit, discount exemption, relief and direct debit	We can issue all forms for completion. DD can be set up over the phone. Some forms available to download.		
		Yes	Yes	
7	Council Tax - Making a Council Tax payment	Yes	Yes	No Automated payment line.
8	Council Tax – Making an enquiry about banding, balance, direct debit or payment due date	Yes	Yes	Yes
9	Council Tax – Making an enquiry about entitlement to benefit/discounts exemptions or relief	Yes	Yes	Yes –Council Website
10	Education - Booking a course and other learning activities	Yes	Yes	Partial
11	Education – Making a general enquiry about Lifelong Learning	Yes	Yes	Partial
12	Education – Providing information for parents	Partial	Partial	N/A
13	Education – Recording pupil attendance in schools	N/A	N/A	N/A
14	Education – Transferring pupil information between schools	N/A	N/A	N/A

15	Education Grants – Applying for a clothing grant	Yes	Yes	Partial Able to print form from web.
16	Education Grants – Applying for Education Maintenance Allowance	Yes	Yes	As above
17	Education Grants – Applying for free school meals	Yes	Yes	As above
18	Housing – Applying for a house	N/A	N/A	N/A
19	Housing – Enquiring about the status of a repair	N/A	N/A	N/A RCHs
20	Housing – Making an enquiry about status on the waiting list (including points)	N/A	N/A	N/A
21	Housing -Requesting a repair	N/A	N/A	N/A RCHs
22	Housing – Requesting general information and advice.	From an Env. Services Standpoint		
		Partial	Partial	Partial
23	Housing Benefit – Applying for housing benefit	Printing of forms only		
		Partial	Yes	Partial
24	Housing Benefit – Making a general enquiry or notifying change of circumstance	Yes	Yes	Partial
25	Housing Rent – Making a payment	Yes	Yes	No
26	Leisure & Recreation – Booking a Council facility and making a payment	No	No	No
27	Licensing – Applying for a Liquor licence (including making payments)	Partial – issue forms only	Yes	Partial
28	Licensing – Applying for a Street Trader licence (including making payment)	Partial – issue forms only	Yes	Partial
29	Licensing – Applying for a Taxi Driver licence (including making payment)	Partial – issue forms only	Yes	Partial
30	Pest Control – Reporting general instances of pest infestation.	Yes	Yes	Partial Website – “Do it online”

31	Pest Control – Requesting a service to deal with pests (including making payment where appropriate).	Yes	Yes	Partial – payment cannot be made on line
32	Planning – Applying for planning permission and making a payment.	No	No	Partial Website – Do it online
33	Planning – Enquiring about the status of a requested planning application	No	No	Partial Website – Do it online
34	Public Library – Renewing, extending and reserving library books	No	No	No
35	Refuse Collection – Making a complaint about refuse collection.	Yes	Yes	Partial Website – Do it online
36	Refuse Collection – making a general enquiry about refuse collection.	Yes	Yes	Partial Website – Do it online
37	Registration – Registering a Birth, Death or Marriage (including making payment)	Partial	Yes	No
38	Roads – Paying a Parking Fine	Yes	Yes	As above
39	Roads - Street Light Fault Reporting a fault	Yes	Yes	As above
40	Roads and Pavements – Reporting faults with roads and pavements	Yes	Yes	As above
41	Social Work – Applying for Home Care	Partial	Partial	Partial
42	Social Work – Applying for Social Work Services	Partial	Partial	Partial
43	Social Work – Assessing need for social care (Single Shared Assessment)	Partial	Partial	Partial
44	Social Work - Blue Badge – Applying for a blue badge	Partial	Partial	Partial
45	Social Work – Ordering and Supplying Aids and Adaptions to the home	Partial	Partial	Partial
46	Special Uplift – Requesting a special collection (inc making a payment where appropriate	Yes	Yes	Partial