



**CUSTOMER SERVICE CENTRE
SERVICE PLAN
2022 - 2025**

CONTENTS

| Section | Item | Page |
|----------------|----------------------------|-------------|
| | Introduction | 3 |
| 1 | The Service Context | 3 |
| 1.1 | Service Overview | 3 |
| 1.2 | Service Structure Chart | 4 |
| 2 | Service Delivery | 5 |
| 2.1 | Performance management | 5 |
| 2.2 | Project Management | 9 |
| 2.3 | Contracts | 10 |
| 2.4 | Risk Management | 11 |
| | Version Control | 12 |

INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams and logged in the version control section of this document
- Performance indicator monitoring by Corporate Management Team on a quarterly basis
- Through Committee reports when necessary
- Through the projects and policy registers which are monitored regularly by Corporate Management Team.

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

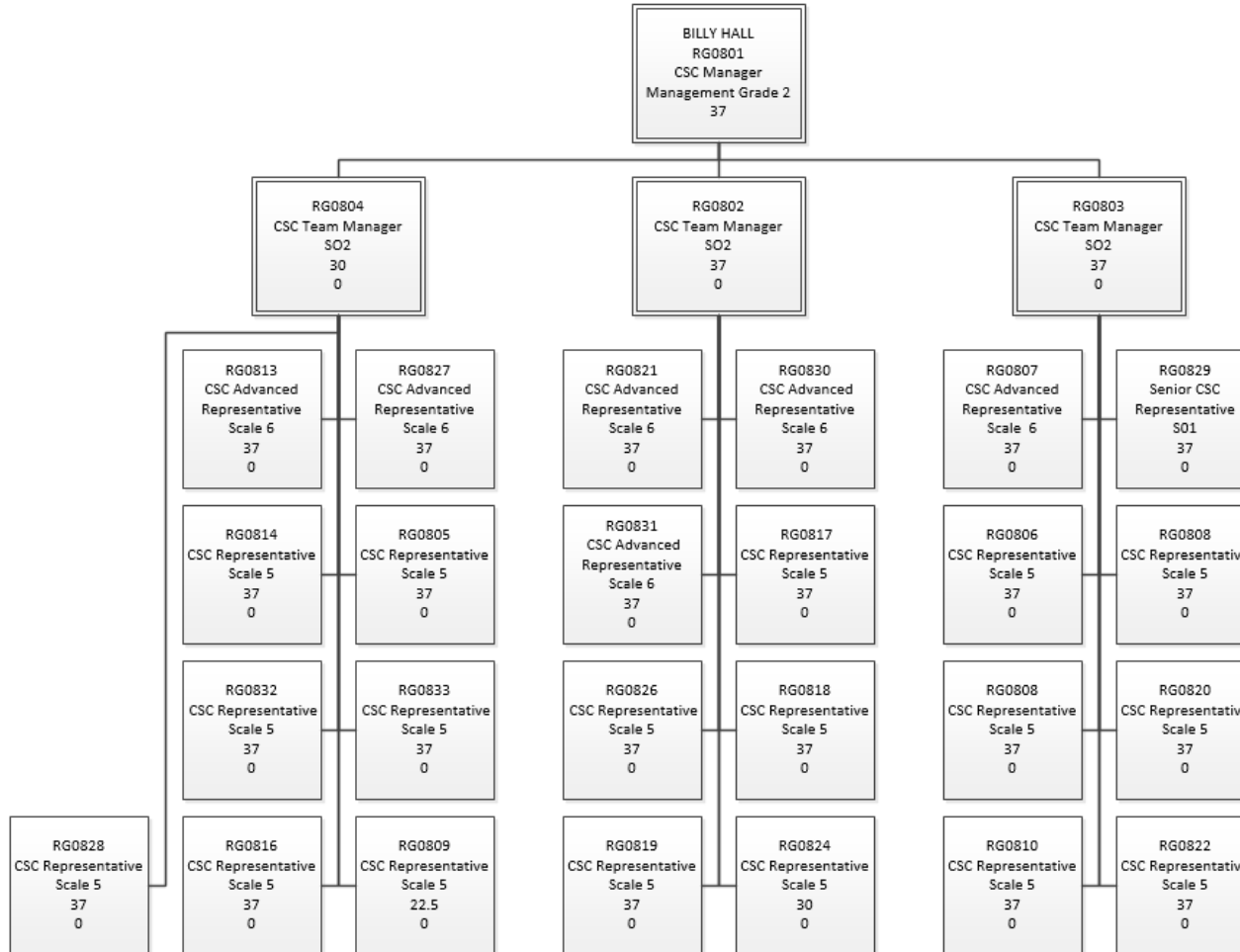
SECTION 1: THE SERVICE CONTEXT

1.1 Service Overview

The Customer Services Centre (CSC) is a department within the Community and Environment directorate. The CSC provides a front line service for the Council on behalf of all departments, supporting all Service and Corporate priorities contained within the Council's Strategic Plan.

- The CSC provides a quality service to all those who contact the Council via the Customer Services Centre. It aims to provide improved access and high levels of customer care for customers to all Council services and is resourced to meet customer access requirements via email, telephone and visitors. Performance is reported weekly. The CSC follows the Corporate Customer Care Standards Policy which is published on the Intranet and Council website. Customer Care is monitored within the CSC monthly by Team Mangers and through the use of Customer Satisfaction Surveys
- Ensure that the service we provide is sustained and sustainable by supporting all our staff with appropriate training and the tools to do the job
- Continue to develop the service in line with corporate and service priorities
- Develop the CSC Academy to recruit, corporately induct and develop staff to provide a pool of quality staff to support all council services with the potential to fill vacant departmental posts in the future.
- Support all service departments in identifying and implementing service improvements.
- Management of Corporate Complaints - to assist all Council departments to improve their services through managing complaints.
- Management of the Council's outsourced standby (out of hours emergency) service
- Delivery of administrative duties on behalf of all Council departments – to improve efficiency & reduce costs.

Customer Services



SECTION 2: SERVICE DELIVERY

2.1 Performance Management

2.1.1 Contribution to the Councils' Strategic Aims and Objectives

| Corporate Framework Priority theme | Corporate Objectives | Service contribution to the Corporate Themes |
|---|---|--|
| Housing and Thriving Communities | <ul style="list-style-type: none"> • We will work on a local plan to deliver sufficient housing and adopt that plan by 2025. • Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district • We will seek to maintain the number of Green Flag accredited parks and open spaces • We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles • We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions. | <p>The CSC support council services to achieve corporate objectives through agreed CSC processes & scripting, enabling CSC staff to correctly advise & log reports from residents contacting the council regarding Housing & Planning matters.</p> <p>We will support the Customer Experience Strategy through the monitoring of contacts to the CSC and by training CSC staff to support and make residents aware of online services and how to access them.</p> <p>We will work with services to review scripting and identify opportunities to improve online services to support the council's channel shift initiative and targets.</p> |

| | | |
|---------------------------------------|--|--|
| <p>Sustainable Environment</p> | <ul style="list-style-type: none"> • We will deliver the Climate Emergency and sustainability Strategy and action plan • We will continue to improve the energy efficiency of the council's buildings and local housing. • We will deliver and implement a Cycling and Walking Strategy • We will seek to maintain our position as one of the highest recycling authorities in Hertfordshire and England. | <p>The CSC support council services to achieve corporate objectives through agreed CSC processes & scripting, enabling CSC staff to correctly advise & log reports from residents contacting the council regarding refuse, recycling and waste services.</p> <p>We will continue to review CSC scripting & web information with Head of Environmental Services & consider training requirements for CSC staff.</p> |
| <p>Successful Economy</p> | <ul style="list-style-type: none"> • We will produce an Economic Strategy and implement the associated action plan. • We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy • Three Rivers will be recognised as a great place to do business • We will continue to improve our relationship with the local business community | <p>The CSC support council services to achieve corporate objectives through agreed CSC processes & scripting, enabling CSC staff to correctly advise & log reports from residents contacting the council.</p> |

| | | |
|--|--|---|
| | <ul style="list-style-type: none"> • We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios. | |
| <p>High Performing, Financially Independent Council</p> | <ul style="list-style-type: none"> • We will generate enough income to continue to provide services for the district • We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy • We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated • We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives. | <p>The CSC support council services to achieve corporate objectives through agreed CSC processes & scripting, enabling CSC staff to correctly advise & log reports from residents contacting the council.</p> <p>We will support the Customer Experience Strategy through the monitoring of contacts to the CSC and by training CSC staff to support and make residents aware of online services and how to access them.</p> <p>We will work with services to review scripting and identify opportunities to improve online services to support the council's channel shift initiative and targets.</p> |

2.1.2 Performance indicators

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

Key Performance Indicators (KPIs) supporting the Corporate Framework

| Ref | Description | 2020/21 Actual | 2021/22 Target (Current year) | 2022/23 Target (Next Year) | 2023/24 Target | 2024/25 Target |
|--|---------------------------------------|----------------|-------------------------------|----------------------------|----------------|----------------|
| CS04 | Volume of enquiries submitted on-line | 15% | 15% | 15% | 19% | 23% |
| New PI | First point of contact resolution | | New PI | TBA | | |
| Currently unable to measure the new PIs – The Customer Experience Strategy should help to identify and provide tools to report on these KPIs | | | | | | |

Service Performance Indicators (PIs)

| Ref | Description | 2020/21 Actual | 2021/22 Target (Current year) | 2022/23 Target (Next Year) | 2023/24 Target | 2024/25 Target |
|--------|--|----------------|-------------------------------|----------------------------|----------------|----------------|
| CS01 | % of calls answered | 98% | 97% | 97% | 97% | 97% |
| New PI | Satisfaction with on-line services | | | TBA | | |
| New PI | Avoidable contact (numbers of enquiries that could have been dealt with via the internet or are Herts CC and therefore not applicable as TRDC enquiries) | | | TBA | | |
| New PI | Customer Survey – satisfaction and choice of contact | | | TBA | | |

The Head of Customer Services is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

2.2 Project Management

| | | | | | |
|------------------------------|--|------------------|---|--|---------------------------|
| Project details | | | | Project Manager: Carl Harris Project Sponsor: Geof Muggeridge | |
| Project title | | | | Proposed outcome | |
| Customer Experience Strategy | | | | Review how customers access council services, improve access routes and develop online services to enable & encourage contact via the most appropriate channel | |
| 2022/23 Milestones | | | | 2023/24 Milestones | 2024/25 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| | All service reviews to have been completed | | Ongoing review of the action plan, compile final action plan to take into last year of strategy | Existing strategy ends in 2024, new strategy to be drafted in preparation for 2025 | New strategy launched |

2.3**Contracts**

[See the Contracts Register for your contracts.](#)

| Title of Agreement | Service Area | Service Contact | Description of the goods and / or services being provided | Supplier Name | Contract Sum £ | Start Date | End Date | Review Date | Option to extend and length of extension |
|--------------------|--------------|-----------------|---|---------------|----------------|------------|----------|-------------|--|
| None specific | | | | | | | | | |
| | | | | | | | | | |
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| | | | | | | | | | |

2.4 Risk Management

| Risk Description | Residual Likelihood Score | Residual Impact Score | Residual Risk Score |
|--|---------------------------|-----------------------|---------------------|
| Insufficient staff | 2 | 2 | 4 |
| Total failure of ICT systems | 2 | 2 | 4 |
| Loss of accommodation | 2 | 2 | 4 |
| Fraudulent activity | 1 | 2 | 2 |
| Total failure of telephone system | 2 | 2 | 4 |
| Physical assault on staff or visitors to TRH | 2 | 2 | 4 |
| Loss of key staff and management skills | 2 | 2 | 4 |

| | | | | |
|---|-------------------------------|-------------|-----------------|-----------------|
| Very Likely ----- Likelihood ----- Remote | Low 4 | High 8 | Very High 12 | Very High 16 |
| | Low 3 | Medium 6 | High 9 | Very High 12 |
| | Low 2 | Low 4 | Medium 6 | High 8 |
| | Low 1 | Low 2 | Low 3 | Low 4 |
| | Impact -----> Unacceptable | | | |

| Impact Score | Likelihood Score |
|------------------|------------------------|
| 4 (Catastrophic) | 4 (Very Likely (≥80%)) |
| 3 (Critical) | 3 (Likely (21-79%)) |
| 2 (Significant) | 2 (Unlikely (6-20%)) |
| 1 (Marginal) | 1 (Remote (≤5%)) |

Version Control

| Version No. | Date | Reason for Update / Significant Changes | Made By |
|-------------|------------|---|---------|
| 1.0 | 12.10.2021 | First Draft | BH |
| 2.0 | 05.11.2021 | Second Draft – CES project notes | BH |
| 3.0 | 15.02.2022 | Final Service Plan | BH |
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