

ARF009 Customer Service Delivery

Risk Status Progress Report for December 2021

Prepared: 05/11/21

Description of risk and impact

Customer Service Delivery is the efficient and cost-effective delivery of required District Council services to residents, ratepayers, visitors and the community. This includes timely processing and communication with the public around services.

In some cases, ineffective and inefficient processes, and information, cause delays in processing requests and affects timely communication with customers.

Frustrated customers often call elected members who need to escalate or facilitate information back to the individual.

Existing Treatments

Treatments established:

- A. Organisational Strategic Priority - Enriching the culture for our customers.
- B. Customer Experience Improvement Programme.
- C. Customer feedback improvement loop.

High level treatment plan and progress up-date:

Our new organisational strategy has been launched. The strategy is for us to look up and outwards; to our people, our communities and our future. One of the three main strategic priorities is enriching the culture for our customers. This priority acknowledges that positive customer experiences are the product of a healthy team culture in which people are engaged and believe in their organisation.

All teams across the organisation have been undertaking a planning exercise to review how their work aligns with this strategy and the customer strategic priority.

There are two significant programmes of work that have been prioritised by SLT that will focus on:

- Putting the customer at the heart of everything we do; and
- We know our stuff.

There will be several initiatives under these focuses in the coming years to support these foci. These will be included, and reported, as part of the Customer Experience Improvement Programme.

High level treatment plan:	Progress update:
Customer Experience Improvement Programme	<p>In progress.</p> <p>Programme currently being refreshed to include organisation strategy initiatives. Progressing well but now due for competition Q3 2021/22 as new initiatives are significant and still being scoped.</p> <p>Bimonthly customer focus discussion with CEO.</p>

	Community Board presentation is scheduled for end of Q2 2021/22.
Organisation Strategy Launch	<p>In progress.</p> <p>All teams are completing a business plan exercise to identify new / current / revised customer focused initiatives to be undertaken in the next year.</p> <p>This is scheduled for competition at end of Q2 2021/22.</p> <p>The initiatives will be acknowledged at an all staff online event and the Big Get Together.</p> <p>The updating of these plans will become a BAU activity across Council.</p>
Delivery of the Customer Experience Improvement Programme	
Customer centric culture business engagement (internal and external)	<p>Ongoing.</p> <p>Customer satisfaction scores continue to improve.</p> <p>Latest 'corresponding with customers' training completed Q1 2021/22.</p> <p>Coaching, mentoring and establishing feedback loops continues to be enhanced by the new customer feedback system.</p>
<p>Customer Journey Mapping Programme</p> <p>Unified consistent cross organisation approach to support customer facing teams to improve and align customer journeys with our systems and embed a customer centric mindset with colleagues.</p>	<p>In progress.</p> <p>Programme has commenced and progressing well. Transport and Finance projects will pilot the programme.</p>
Review of customer feedback processes, tools to analysis information and drive improvements.	<p>Complete and now BAU.</p> <p>Refinements and additions continue to ensure we gain customer reach and feedback.</p> <p>We use the voice of our customers to drive customer focused improvements, recover bad experiences and help lift our customer culture.</p>
Investigating impact on customers of our changing world.	<p>Ongoing</p> <p>Will focus the programme refresh on changes in customer behaviors and suggestions in feedback.</p>

Where are the gaps? / what more could we be doing?

- Enterprise wide RFS Redesign Project to align customer experience across the organisation (being considered in Customer Journey Mapping Programme and revised Customer Experience Improvement Programme).
- Establish broadened view of customer interactions via Elected Members and CE Office.
- Gain feedback from first call resolution customers Establish broadened view of customer interactions via Elected Members and CE Office.

All identified initiatives that are not included in the current Customer Experience Programme are recorded and reprioritised at the Programme Review.

Inherent Risk:	Trend	Residual Risk:	Accountable:	CEO	Date raised:	29/11/18	Report frequency:
	Decline		Responsible:	Chief Transformation and Technological Officer.	Date accepted:	30/05/19	Three monthly