

## Appendix B

### Customer Service Strategy - Action Plan

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This Action Plan set out the projects and actions from the Customer Service Strategy and will be used to monitor progress against them; dates are indicative only until Project Group has been set up and initial actions completed to inform the rest of the programme.

Action	Description	Outcome	Key Actions	Status	Target
	Creation of Project Group	Create a project sponsor, a lead and project team who will be responsible for delivering the Action Plan	<ol style="list-style-type: none"><li>1. SMB/WLT to appoint sponsor, lead and team</li><li>2. SMB/WLT to review progress and be responsible for overseeing the Action Plan</li><li>3. Review initial Action Plan, develop key action points and allocate work and targets</li></ol>		January 2023 Ongoing to completion
1	One Harlow Programme	The creation of a customer care programme creating a culture that puts the emphasis on all council staff and HTS, making sure that they understand the importance putting the customer at the very centre of what we do.	<ol style="list-style-type: none"><li>1. Scope of programme defined</li><li>2. Develop budget</li><li>3. Procure the training programme</li><li>4. Deliver the programme</li><li>5. Evaluate the programme</li></ol>		March 2023 March 2023 June 2023 October 2023 December 2023

Action	Description	Outcome	Key Actions	Status	Target
2	Feedback Mechanisms, Reporting and Customer Insight	Develop feedback mechanisms from our customers, staff, councillors and partners to ensure we continually improve our service delivery and create a 'right first time' culture. Use data and insight to improve service delivery	<ol style="list-style-type: none"> <li>1. Detailed breakdown of current demand</li> <li>2. Scope work required</li> <li>3. Investigate best practice</li> </ol>		April 2023
3	Accommodation Review	Explore changes to the Civic Centre to reflect how customers will interact with us in the future including the outcomes of corporate Accommodation Project. This will include a reduction in size of reception area to free up space for other purposes and the move to appointment-based services.	<ol style="list-style-type: none"> <li>1. Determine aims of corporate accommodation project to inform availability of space</li> </ol>		Linked to Accommodation project timelines
4	Process Review	Review our processes to ensure that they are joined up across the council. Empower front line staff to take decisions	<ol style="list-style-type: none"> <li>1. Baseline assessment of current processes</li> <li>2. Create structured review plan</li> </ol>		2023/24 and beyond
5	Staffing Levels	Review our staffing levels to ensure that there is the right balance of staff in the right areas dealing with customer enquiries	<ol style="list-style-type: none"> <li>1. SMB/WLT to make determinations in their own service area</li> </ol>		2023/24

Action	Description	Outcome	Key Actions	Status	Target
6	Working with others	Work closely with HTS and our partners to ensure that they meet the same high-quality level of service that we aspire to	<ol style="list-style-type: none"> <li>1. Review and develop cross working platforms with both Contact Harlow and other service areas.</li> <li>2. Review of call centre arrangements in place across services and contracts to ensure synergies are maximised</li> </ol>		2023/24 and beyond
7	Service Standards	Publish clear service standards outlining what you can expect when you contact the council	<ol style="list-style-type: none"> <li>1. Review existing service standards</li> <li>2. Agree revisions and publish</li> </ol>		2023/24, then subject to periodic review
8	Written Correspondence	Review all our written correspondence to ensure that it is easy to understand	<ol style="list-style-type: none"> <li>1. Use examples of recent correspondence as a template for change</li> <li>2. Develop a mechanism to review and implement</li> </ol>		2023/24
9	Self Service  Links to Action 4	Develop our online and digital services for customers, staff and councillors. Undertake improvements and ensure they are promoted.	Link to Action 4		Linked to Action 4 outcomes and IT Strategy refresh (2023)
10	Social Media	Develop our social media channels to ensure customers can interact through them	<ol style="list-style-type: none"> <li>1. Use outcome of LGA communications review to obtain baseline data</li> <li>2. Investigate options for change</li> <li>3. Implement</li> </ol>		Linked to outcomes of Communications Review
11	Cash Office Provision	Review cash office with options for alternative provision	<ol style="list-style-type: none"> <li>1. Provide background on previous progress</li> <li>2. Obtain current data for comparison</li> <li>3. Review alternatives to cash office</li> <li>4. Political decision to be sought before further work</li> </ol>		2023/24

