

**Projects & Actions – Target Date, Outcomes and Resource**

This Action Plan set out the projects and actions that have been presented in the associated review and report. It highlights target date for completion, intended outcomes and any cost or savings where appropriate. All actions are the responsibility of the Customer Board who will monitor the delivery.

Action	Description	Target	Outcome	Cost or Savings
1	Establish a Customer Services Board.	End Q3 2016/17	To own and drive forward the initiatives as set out in this document. Monitor progress against the roadmap and the extent of change in the environment such as customer adoption, the take up of new channels etc. and to adjust accordingly.	No Cost although staff time
2	Consult with customers.	End Q3 2016/17	An understanding of barriers and enablers to channel shift.	No Cost although staff time
3	Introduce a whole systems thinking approach.	End Q3 2016/17	Staff able to understand the concept of whole systems thinking and how they can work differently.	No Cost although staff time
4	Publish annual report on complaints.	End Q3 2016/17	Greater transparency with customers. Opportunity to improve customer experience through learning from results and improvement.	No Cost although staff time
5	Strengthen Contact Harlow's working relationship.	End Q1 2017/18	Strengthen the relationship between the front and back office, reducing re-work, complaints and seeking to identify channel shift opportunities.	TBD

Action	Description	Target	Outcome	Cost or Savings
6	Accelerate the development of a my Harlow Self-Service Portal.	End Q4 2017/18	A doubling or even tripling of new functionality delivered each month.	£100k estimated
7	Redesign of the ground floor Customer Reception Area and Investment opportunities.	End Q3 2017/18	A refreshed environment, which encourages channel shift. Potential to rent space in Civic Centre generating income.	TBD
8	Move To An Appointment-Based Walk-In Service.	End Q4 2017/18	Ceasing walk-in enquiries, except in defined emergencies.	No Cost although staff time
9	Develop a Customer-focused applications strategy.	End Q4 2017/18	Ensuing that new applications are procured with self-service in mind.	No Cost although staff time
10	Planned closure of the cash office.	End Q2 2018/19	Closure of the cash office. Would save staff costs although would also require investment in other payment methods meaning costs neutral for year one but further savings would follow in coming years if channel shift is achieved.	£50k Staff Saving £10k Admin Saving per annum
11	Encourage Customers To Use Self-Service Facilities.	End Q4 2018/19	25% growth in customers using online services. 50% growth in registered profiles.	Minimal Cost and staff time
12	Investigate further late opening so that the Contact Harlow team can have regular team meetings and training.	End Q4 2016/17	Better trained staff / shorter opening times will also assist channel shift.	No Cost although staff time
13	Introduce Wi-Fi for public use in the reception area.	End Q2 2017/18	Assisting staff to show customers how to channel shift.	£5k Cost
14	Develop further the promotion of the Self Service terminals.	End Q3 2016/17	Encouragement of customers using different methods of interaction.	Minimal Cost
15	Review the number and purpose of websites, in addition to <a href="http://www.harlow.gov.uk">www.harlow.gov.uk</a>	End Q3 2016/17	To simply and improve the customer experience.	£2k Saving per annum

Action	Description	Target	Outcome	Cost or Savings
16	Rethink the use of the website, email, Facebook, so that contact is made via the most appropriate channels, e.g. take up on an arts event may be improved via an email subscription list as part of the Harlow Customer Profile.	End Q4 2016/17	To improve access to relevant information based upon need, preferences etc.	Minimal Cost
17	Move away to published emails on the website (to forms and self-service facilities).	End Q2 2017/18	To improve the quality of information captured.	No Cost although staff time
18	Use complaints and other feedback as opportunities to introduce whole systems thinking, e.g. Kier Harlow calls being double-processed.	End Q3 2016/17	To reduce waste.	No Cost although staff time
19	Work with ICT to address the current issues, e.g. single internet connection.	End Q2 2017/18	To improve availability of online access – customers and staff.	£5k Cost
20	Annual billing, and other such regular contact with customers, provide a good way to reinforce the message about the convenience of self-service and the benefits to both the customer and the Council of using these services.	End Q3 2016/17	To increase the take up of self-service To reduce costs to the Council.	£2k Cost
21	Complete implementation of Action Plan.	End Q4 2019	Closed Cash Office, reduced demand at Civic Centre, Increase in self-service usage and development.	Estimated £125k Saving

## Indicative Timeframe Customer Service Action Plan

## Appendix B

		Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1- 4 18/19
1	Establish Customer Services Board	█						
2	Consulting with Customers	█						
3	Introduce whole systems thinking approach	█						
4	Publish annual complaints report	█						
5	Strengthen Contact Harlow's working relationship		█	█				
6	Development of Self-Service portal		█	█	█	█	█	█
7	Redesign of ground floor reception area			█	█	█		
8	Move to appointment based service						█	█
9	Develop applications strategy					█	█	█
10	Planned closure of cash office							█
11	Full promotion of self-serve facilities							█
12	Consider late opening		█	█				
13	Introduce wifi for public use in reception				█	█	█	█
14	Develop promotion of self-service term's	█	█	█	█	█	█	█
15	Review number & purpose of websites	█	█	█				
16	Review contact so most appropriate channels used		█	█	█	█	█	█
17	Move to published emails on website				█	█		
18	Introduce whole systems thinking	█	█	█	█	█	█	█
19	Improve availability of online access				█	█	█	█
20	Use regular contact to promote self-service	█	█	█	█	█	█	█
21	Complete implementation of Action Plan							█