

Lead Officer: Chief Customer Services Officer (CCSO)		Overall Progress Rating	
Code	Improvement Priority	Contributory Officer(s) (CO)	
IO-2a	Improve our understanding of our customers - BIG IDEA	Head of Information, Knowledge Management (HIKM) Acting Chief ICT Officer (ICT) Chief Officer Business Transformation Customer Strategy Board members (CSB) Chief Officers Resources & Strategy Head of Communications	
IO-2b	Increase choice so customers can access services in more convenient ways		
IO-2c	Improve our services based on customer feedback		
IO-2d	Manage customer expectation and deliver on our promises		
IO-2e	Develop joined up and person centred services designed around the needs of our customers		
IO-2f	Enhance the links between front and back office services to deliver excellent end-to-end services		

Overall Assessment of Progress on the Improvement Priority

Leeds City Council has made considerable progress on the customer agenda over the past six years, drawing on the Access to Services Best Value Review (2002-3) and the Customer Strategy (2005-8). We have realised tangible improvements in the overall accessibility of services and the provision of alternative access channels, and it is evident that our services are increasingly aware of and focused on the needs of their customers. In addition, major initiatives such as the development of the corporate contact centre in 2006, have represented a step change in terms of improved outcomes for customers. Putting customers first remains a key value for the council, and the Business Plan 2008-11 reinforces the commitment to this agenda.

Directorates and services are responsible for helping to deliver against the customer related improvement priorities, driven by Customer Strategy Board, and there is much evidence of good practice across the council. Corporately, the Intelligent Organisation programme has significant potential for transformation, through the development of the UCMI (Universal Customer Master Index) and Business Intelligence projects. In addition, a number of services are also developing significant improvement programmes, which have the potential to improve outcomes for customers; examples include the Housing Solutions Programme, and the Adult Social Care personalisation agenda (more detail on other actions is provided in the Appendix). However, while there are many positive developments, there remains significant inconsistency and lack of co-ordination and joined-up approach across the council. The Q2 results show performance is improving on telephone answer rates and the level of customer self-service is around 10% up on last year. There are still important gaps in access, customer relations and service delivery where performance needs to improve, not just to respond to new national priorities for the next three-year period such as reducing avoidable contact, but also to achieve some fundamental standards of handling customer contact and managing customer expectations.

This action tracker baselines the current situation, drawing on named officers and their views as to priorities, actions and progress. The Chief Officer of Revenues and Benefits has also been asked to lead a sub-group from Customer Strategy Board to build on this by developing a set of principles regarding customer relations across the council. The focus of this will be to ensure a coordinated 'One Council' approach is agreed and implemented, allowing the council to deliver a more coherent and collective response to our customer related priorities and realise improved outcomes for customers.

Ref	Title	Base line	Target	Year to Date Result	Comments	Data Quality
NI 14	Avoidable contact	N/A	Baseline to be set	Annual Indicator	Results due Q4	Under development
BP-07	Overall Resident Satisfaction	61%	N/A	No Survey	Next Residents Survey 2009/10	No concerns with data
BP-08	Volume transactions through self service	467054	513000	288,325	The second quarter figure of 156,965 is slightly higher than the first quarter, and suggests that the council is broadly on target to increase its volume of self-service transactions by 10%. The main contributors to the total were Libraries (60,363) and Payments (61,221), with Vacancies (15,938) and Parking (15,604) also providing significant volumes. Some services which have not made a return for this quarter, for example Elections and Education, are subject to seasonal variances and would therefore be expected to report a significant level of self service transactions in quarters 3 & 4. In addition, new self-service streams in Housing, Streetscene and Environmental Health are expected to increase the overall council figure before the year end.	No concerns with data
BP-09	% complaints responded to in 15 days	69%	76%	65.8%	Quarter 2 reports a corporate performance figure of 61.62% responded to within performance standard. This performance shows a significant reduction from quarter 1	No concerns with data

	(NB Adult and Children's Services are measured against their own performance standard of 10 working days. For this indicator, the overall result is broken down by Department, rather than Directorate, due to the organisational structure within CRM-Leeds.)			(predicted year end position)	(71%), and suggests that the council is not likely to achieve our target of 76% by the year end. Concern regarding low performing services continues with the focus remaining on Environment & Neighbourhoods (Q2 8%), Social Care (Q2 12%), ENEHL (Q2 41%), Learning & Leisure (Q2 49%). Aire Valley and WNW Homes have significantly improved their performance this year, while not yet reaching our corporate target. Work with services to improve performance will continue via Customer Strategy Board.	
BP-10	% letters responded to in 10 days	N/A	75%	82.3%	The reported figure for this indicator is above target, however, this result is based on incomplete data and although a number of additional services have reported in Q2 compared to Q1 we are still not able to accurately predict a year end position at this point. This issue is being closely monitored by Customer Strategy Board and as a result of on-going work several services are developing an approach and should report in quarters 3 & 4 ensuring a fuller picture.	Concerns - incomplete data
BP-11	% emails responded to in 10 days	N/A	75%	98.2%	The reported figure for this indicator is above target, however, this result is based on incomplete data and although a number of additional services have reported in Q2 compared to Q1 we are still not able to accurately predict a year end position at this point. This issue is being closely monitored by Customer Strategy Board and as a result of on-going work several services are developing an approach and should report in quarters 3 & 4 ensuring a fuller picture.	Concerns - incomplete data
BP-12	% calls answered as a proportion of calls offered	78%	80%	84.5%	There has been an improvement in the overall performance of services providing a return for this indicator from 82% for quarter 1 to 84.5% for quarter 2, an increase on 78% in quarter 4 last year. Performance is however very good overall and on track to exceed significantly our year end target at year end. Performance has improved significantly in Registrars from 7% in Q1 to 85% in Q2 following migration to the contact centre. Performance remains high across the majority of promoted telephone lines, however, the following services have not yet reached target performance: Taxi Licensing (Q1 & Q2 - 24%) and School Admissions (Q2 - 71%). Services have been diligent in providing quarterly returns and only three services have not provided results this quarter: Children's Services (plans are in place to report in future quarters); City Development - Leeds Card; and Environments & Neighbourhoods - Parking. Quarter 4 performance will form the basis for our year end figure, so it is important that this improvement is sustained.	Some concerns with data
BP-13	% satisfied with complaints handling	62%	N/A	No Survey	Next Residents Survey 2009/10	No concerns with data

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Improve our understanding of our customers - BIG IDEA</p> <p>Most services have some method of obtaining and storing data about their customers, through the use of CRM or other ICT systems. In addition, customer information is gathered through consultation exercises. However, this information is often not utilised to the fullest extent; therefore, opportunities to market services or target improvements are often missed.</p> <p>Some services recognise this as a key priority going forward, and there are examples of significant good practice, which are detailed in Appendix I. However, this work is being undertaken primarily at service level, and will not deliver a one council approach.</p>	<p>The concept of a 'single view of the customer' is yet to be fully defined and communicated widely, and there is evidence of a lack of awareness and understanding of this priority.</p> <p>Managers have reported a lack of resources to undertake this work, in terms of analysing information already held, or in instituting new data collection and segmentation processes.</p> <p>Failure to integrate ICT systems to allow information about customers to be shared and analysed,</p> <p>Failure to address data protection issues fully, leading to potential legal issues.</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> Establish a common understanding of this priority, and what potential benefits can be realised from improved customer insight. Ensure a 'One Council' approach is agreed and adopted. Agree success measures, and how customer insight information should be used. Challenge services as to their understanding of their customers, their improvement priorities and how they contribute to the overall approach. 	CCSO HIKM CSB		

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
	If these issues are not resolved, the council will not be able to manage customer information in a way that enables a one council understanding of our customers.				
<p>Increase choice so customers can access services in more convenient ways</p> <p>The majority of service areas have realised improvements relating to this priority over the last five years, mainly as a result of the e-government agenda, and the transitioning of services into the corporate contact centre. Most areas have developed email and online access, for example in terms of online forms and improved information on the website; in addition, telephone answer rates have improved significantly across the authority as a whole.</p> <p>However, there remains potential to further develop in this area, in terms of extending online payments and booking facilities, implementing fully transactional web forms and providing more interactive functionality on the website.</p>	<p>There is in many areas a trade off between improving and widening choice and providing value for money. This impacts on the business case for individual projects.</p> <p>Major ICT development work can have long lead in times, and there is a lack of business input into prioritisation of change requests.</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> • Develop and agree a strategy around encouraging customers to move to more convenient and cheaper channels where appropriate. This will be key to realising efficiencies. • Electronic Service Delivery programme to provide options for customer self-service. • Develop an excellent website. 	CCSO ICT, CSB		
<p>Improve our services based on customer feedback</p> <p>The majority of services undertake periodic consultation exercises, mainly in the form of paper-based satisfaction surveys. In addition, there is evidence that some areas supplement this through telephone surveys, focus groups and online consultation, particularly in terms of proposals around major developments or service changes.</p> <p>However, there remains the potential to develop further against this priority, particularly in ensuring that customer feedback is utilised to its fullest extent, and informs service planning and development work.</p>	<p>There are challenges in terms of the council's ability to translate service specific feedback to council-wide improvement agenda, using customer feedback. The consultation portal Talking Point may be a lever for service improvement.</p> <p>We also have an opportunity to improve our perception and reputation among the public and with local businesses by valuing feedback and acting on it promptly.</p> <p>There is a risk of consultation fatigue – as a council we need to be more joined up, better at sharing analysis, feeding back actions to turn consultation into improved awareness, engagement.</p> <p>There are challenges in ensuring consultation is representative and meaningful.</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> • Undertake an internal audit of communications and community engagement across the authority, led by the Corporate Consultation Manager. • Establish a comprehensive baseline position and identify future priorities. • Ensure Talking Point is used more widely and effectively. 	CCSO CCM CSB		
<p>Manage customer expectation and deliver on our promises</p> <p>In the main, services use performance indicators as the central mechanism to monitor delivery against customer standards. However, in some key areas monitoring systems are not in place to allow reporting against all measures, resulting in nil returns.</p> <p>In addition, whilst overall improvements have been realised during the last three years, there remain some areas of poor performance, either due to resource issues or a lack of ownership. There are particular concerns around the PIs on letter and email monitoring.</p> <p>There are few examples of services actively managing customer expectations, and work will be undertaken to challenge Contributory Officers on this priority.</p>	<p>Business case for managing customer expectation might initially need more resource. It will be important to ensure the roles are appropriate and can be effective.</p> <p>There is a need to ensure that the focus is not solely on technology.</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> • Further transitioning of services into the corporate contact centre. • Reducing avoidable contact (measured by NI14). • Develop and communicate local service standards. 	CCSO CSB		
<p>Develop joined up and person centred services designed around the needs of our customers</p>	<p>It can be challenging to effectively join up services; this priority needs to be linked to the council change</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> • Business process re-engineering of key services. 	CCSO CSB		

Improvement Priority Key Activities and Progress to Date	Risks/Challenges	Key Actions (for next 6 months)	CO	Timescale	Other Information
<p>Significant work has been and is being undertaken to simplify and design services around the needs of customers, for example in terms of the personalisation agenda in Adult Social Care (see Appendix for further examples).</p> <p>However, joined up working remains an area of significant weakness. There are examples of good practice in this area, but these are most evident where there is a legislative or other requirement in this regard. A 'One Council' approach has yet to be realised, and while customers may view the council as a single entity, the 'silo mentality' is still very much in evidence in some areas.</p>	<p>programme to ensure buy in.</p> <p>Benefits from joining up services are not always apparent and services may have unrealistic expectations as to the size and scope of benefits at the start of projects/programmes.</p>	<ul style="list-style-type: none"> Golden number. Linking customer insight and UCMI, sharing data leading to better understanding of customers, and so better service provision. 			
<p>Enhance the links between front and back office services to deliver excellent end-to-end services</p> <p>There are generally good relationships between the front and back office where there is an obvious distinction, for example when front end enquiries are handled through Contact Leeds.</p> <p>In these cases, SLAs are in place with the majority of services, performance reports are provided, and regular meetings held to discuss any issues. However, in some cases this division can create a lack of clear ownership, and there is potential to ensure a greater number of service improvements are realised. Where both 'front' and 'back' are handled within the same service, roles and responsibilities can be less clear, and issues are often handled on an ad hoc basis.</p>	<p>There are risks of a two speed approach across the council, with customers experiencing a substantially better level of end to end service in some areas than others.</p> <p>There is a need for services to ensure that all areas involved in the end-to-end process are focused on working better to provide a more effective service to customers.</p>	<p>Key actions going forward will be to:</p> <ul style="list-style-type: none"> Reducing avoidable contact (measured by NI14). There is potential to identify and realise significant improvements. 	CCSO CSB		

Improve our understanding of customers

- A number of services are involved with the Initiate project, the first stage of which is the development of a Universal Customer Master Index (UCMI). When complete, this index will hold a unique record for each customer and enable a 360 degree view of their interactions with LCC, using data extracted from a number of systems linked to the Index. Work will then be required by services to identify and realise potential benefits in terms of service planning and improvement. The first phase of UCMI is almost complete (linking records in Contact Leeds and Orchard) and due to go live before end of Dec 08. Customer profiling reports have also been produced for ALMOs who have used the information to more effectively target customers with information and services. Estimated a 15-20% saving in time as a result of enhanced information available through the UCMI. Four Leisure based systems (Libraries, Breeze Card and Leisure Flex, Leeds Card) added to UCMI. Key actions include: development of UCMI Strategy and addition of additional systems in line with UCMI Strategy and Business Priorities.
- Children's and Young People's Social Care is planning to conduct segmentation analysis to identify areas with a high proportion of vulnerable children and young people, and trends across the population such as deprivation, ethnicity and disability. This will assist in developing targeted and preventative services.
- The Housing Solutions Programme has been set up to look at services holistically, and develop a new model for delivery. Initially, this will focus on identifying who customers are, the profile of repeat customers, and creating journey maps, for both the current situation and what customer experiences should be in future. The work will also ensure that appropriate services and partner agencies are aware of customer circumstances and able to respond to their needs.
- Revenues and Benefits are currently working with Experian to pilot a system for dealing with customer arrears. Through this, when a customer is in the later stages of the process, Experian provides additional information about their financial records to help managers decide what route to take. The pilot started in February 2008 and a full roll out will be considered, largely dependent on costs.
- Streetscene services have purchased Acorn and are using this to undertake some market segmentation work with the aim of influencing service provision. One example of this is the garden waste pilot, where data was used to identify which areas would be best targeted.
- Museums and Galleries are undertaking work to develop an Audience Development Plan, which will identify current customers and non-customers, and include an action plan of improvements targeted at specific groups and communities. Site development plans are currently being drafted. These will be complete by early 2009, when a service-wide audience development plan will be produced. Further details will be available once specific issues within site development plans are clear.
- Business Intelligence Projects have been initiated to improve customer insight. The BI Business case has been developed and approved. This identifies three first phase BI projects; Strategic Intelligence, Customer Insight and Corporate Performance Management. Initial high level scoping has been undertaken for all three projects and reports are being drafted to be presented at relevant Boards (Nov/Dec) with recommendations of future governance arrangements around projects. Funding for procurement of Corporate BI solution to form part of IKM funding bid to Executive Board in Quarter 3. A report on each of three BI projects to be presented at various boards (Nov/Dec) with recommendations of future governance of projects. Key actions include full scoping of projects; start to deliver capabilities identified in 2009-10.

Increase choice so customers can access services in more convenient ways

- Adult Social Care are implementing a major programme around self-directed support, which aims to move away from current commissioning practice towards one based on the use of direct payments, individual budgets and individual service funds, which will offer customers significantly more choice, in terms of how they get support, who it is provided by and what it looks like.
- Children's and Young People's Social Care has developed a number of options for direct payments to families, and is trialling individualised budgets for children and young people with disabilities.
- ICT, Adult Social Care and Customer Services are working to develop citizen self service for blue badge customers, which aims to provide fully transactional access to Blue Badge application and renewal forms via the LCC website; this will then be as a model for future developments.
- The Contact Centre is implementing extended hours from Autumn 2008, initially from 8 to 8 Monday to Friday, so customers will be able to contact LCC at a time that suits them.
- Customer Services also plan to soft launch the 'golden number' in Autumn 2008, with further publicity planned for Spring 2009. This will allow customers to access services using a single memorable number, rather than searching for the correct contact.
- Electronic Service Delivery (ESD) Programme established in April 2008 to provide self-service (web, SMS Texting & IVR) and streamlined mediated access to Council services via the development of integrated technology.

Improve our services based on customer feedback

- Education Leeds have undertaken a wide consultation exercise on their new transport policy and the development of a city wide education transport strategy
- Sports and Active Recreation have undertaken intensive community consultation and involvement exercises with residents, local media etc. as part of the PFI project to develop two new leisure centres, as this has required the closure of two existing sites for a period of 18 months. Consultation on the two new leisure centres (Armley and Morley) finished in early 2008. Contracts were signed and construction has started. Both centres are due to open in 2010. The lessons learnt from this exercise will be applied to any future leisure centre consultation exercises (for example, Holt Park).
- Museums and Galleries have created new posts of Community History Curators, to work with excluded communities to enable their story to be told in the City Museum; in addition, they have an Outreach Education Officer, who goes out to community centres and various groups to discuss the service. The new posts were involved in the planning and delivery of Gypsy, Traveller and Roma history month (July 2008). Next year's event will have a more visible presence by using the community space in the City Museum, and important liaison work took place this year, which has led to greater contacts for future consultation and engagement.
- Recycling and waste services have undertaken major consultation around the waste strategy, using telephone surveys, focus groups, the About Leeds newspaper, the website, leaflets, visits to community groups and area committees. This has informed the development of the strategy, and results have been shared with local people and placed on the website for the public to access.
- ESD Programme has set up a workstream entitled Marketing & Communication. Scope of this workstream includes obtaining customer feedback on access to services and end service delivery.

Manage customer expectation and deliver on our promises

- A major programme of work is taking place in response to the new national indicator 14, around avoidable contact. This has corporate implications, and workshops are currently being held to propose common definitions and agree a way forward. Revenues and Benefits have volunteered to be a pilot service as part of this, and it is expected that significant benefits can be realised, given sufficient buy in and ownership across key services.

Develop joined up and person centred services designed around the needs of our customers

- The Dignity Campaign in Adult Social Care represents a major initiative to respond to customer needs and priorities. An in-depth review of how older people are treated when using services has been undertaken, and a number of changes have been implemented as a result, including the recruitment of 'Dignity Watchdogs', older volunteers who visit care homes to ensure residents' dignity is being respected.
- Education Leeds has a dedicated officer to work with refugee and asylum seeker families, and families new to the country. The officer supports families through the application process and signposts them to other relevant services or benefits. He also offers to accompany children with their parents on their first few days at school to facilitate the process and provide support. The service is personalised to meet any needs which are presented by families.
- Entertainment licensing is trialling an area based approach whereby one enforcement officer is allocated to each area alongside one licensing officer; customers will therefore find it easier to access the service, and those officers will develop better knowledge of the local community.
- Sports and Active Recreation are developing links with area management, as Community Sports Officers work in specific areas to develop marketing, communications and funding in conjunction with schools, the voluntary sector etc.
- Museums and Galleries works in partnership with a number of local, regional and national agents including Education Leeds, the Health Service, the Youth Service and pre-school organisations. It also builds links with different communities in the city through a range of initiatives including consultation, young people's forums, Young People's Parliaments and community exhibitions.

Enhance the links between front and back offices to deliver excellent end to end services

- Adult Social Care is undertaking a major project around end to end services, which aims to achieve one business process across the directorate, in terms of first contact, screening, assessment, care management and review. The project will eliminate current differences in practice between areas as well as eliminating inefficient and ineffective paper-based/fax based systems. The supporting technology (ESCR) will allow all staff to record their social work tasks in 'one right way' that supports the social work process. This should lead to improved outcomes for customers in terms of more efficient, straightforward and faster access.
- Revenues and Benefits have initiated the 'Touch Once' project to review and improve back office processes. At present, information received from customers often requires action from both services, and is therefore passed between sections. This project aims to ensure the person receiving the information can make all the necessary changes to systems at first point of contact, thus increasing efficiency. Linked to this, the management function is being restructured to encourage a more joined up approach, with a single management support service.
- ESD Programme is developing integration and automation between front and back office systems for both mediated and self-service access. This will avoid the need for CSOs to double key information between systems and provide them, as well as citizens, greater access to the status of service requests once an initial request has been made.