

## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives:	<p><b>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</b></p> <p>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p> <p><b>Prosperity – Improving the economic and social opportunities available to our communities</b></p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
Consultation:	<p><b>Essential Reference Paper 'C'</b> – 'Customer Service Strategy Evidence' section 1.0 'How was the Customer Service Strategy Developed' sets out the steps to achieve the Customer Service Strategy set out as <b>Essential Reference Paper 'B'</b>.</p> <p>All Heads of Service were consulted on the final strategy which is reported to Corporate Management Team and Corporate Business Scrutiny in advance of its presentation to the Executive.</p>
Legal:	<p>There are no direct legal implications from the strategy.</p> <p>Priority Action 5 – Maintaining Access, page 9, Customer Service Strategy <b>Essential Reference Paper 'B'</b>, is focussed on ensuring the Equality Act 2010 is complied with and that impact assessments are undertaken in respect of any actions derived from the strategy so no-one is disadvantaged.</p>
Financial:	<p>Subject to endorsement, the proposed strategy will result in a project proposal including transitional resources.</p> <p>A report requesting funding to support managers and provide training across the organisation with training and action planning will be required in May following adoption of the strategy.</p> <p>Further resources may be requested to support the necessary temporary increase in IT workload within line of business applications; driven by the actions targeted at</p>

	<p>enabling and delivering channel shift and more digitally based services.</p> <p>A transitional resource may also be needed to review line of business applications and options with managers across the organisation to identify, evaluate and propose alternative technical solutions. Any final solutions will be progressed on a business case basis and as part of the service and financial planning process where appropriate.</p> <p>Funding may be required to invest in new systems and technology where appropriate. These projects will be proposed on a business case basis.</p>
<p>Human Resource:</p>	<p>The strategy sets out a change to be incorporated within the Council's service and financial planning process such that systematic customer insight is applied to drive service actions and that targets are established for use of different access channels.</p> <p>Skills to analyse and interpret such information will be shared and training provided amongst managers to facilitate this. This will be developed in conjunction with the Human Resources department.</p> <p>Changes to the structure of service planning will be incorporated within the forthcoming revision of the service planning process with training provided in conjunction with the Performance Team.</p> <p>Training will also need to be developed to support managers in setting actions against targets for channel shift and to optimise the effectiveness of access channels.</p> <p>It is anticipated that projects to accelerate channel shift will require additional transitional resources within the Shared IT service. Action planning will develop proposals that are either project based or release existing resources; to ensure this work is fully resourced in the most appropriate way with the Head of the Shared IT service.</p>
<p>Risk Management:</p>	<p>Failure to approve a systematic embedding of evidence based service planning taking account of customer profile, insight and channel use will result in a continuation of the Council's current disparate approach.</p> <p>A structured process for all services will ensure consistency, embed the management of customer</p>

	<p>access channels and channel shift within service management and drive a digital approach to service delivery.</p> <p>Resources to analyse, present and support managers to interpret customer based evidence and established optimal actions will be reliant on provision of a customer service development role.</p> <p>Delivery of new ways of delivering services and developing existing digital and telephone channels will require adequate IT resources from the Shared IT service.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>There are no implications from this report.</p>