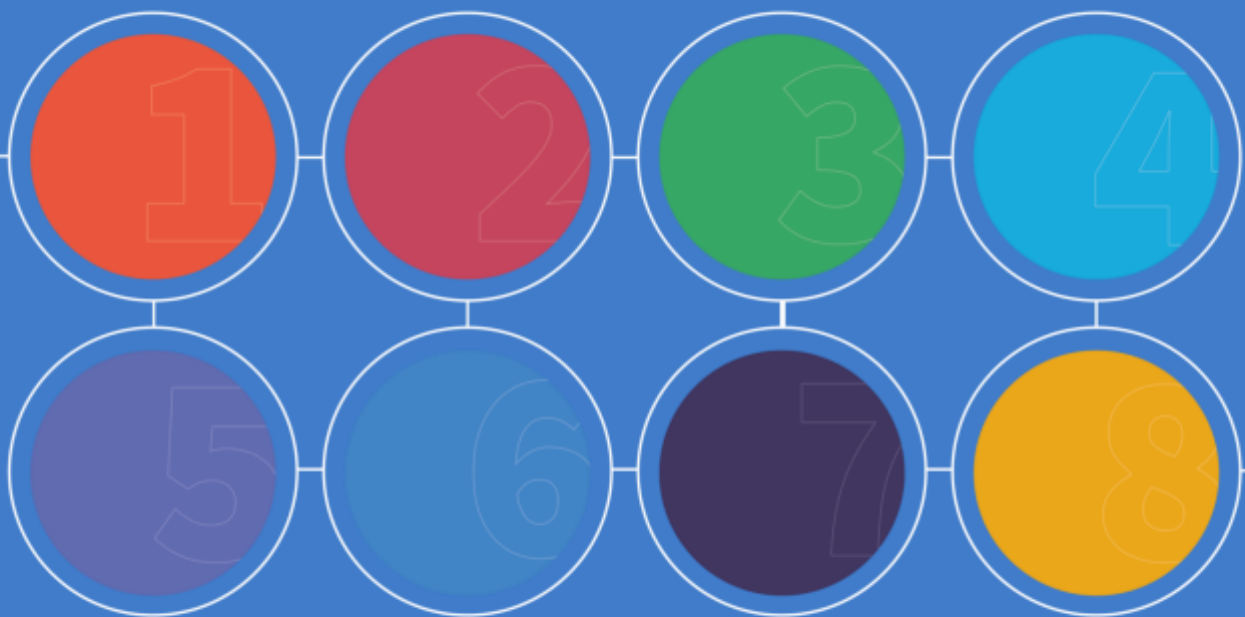


Customer Service Strategy 2018/19 to 2022/23



Welcome to the Customer Service Strategy

The strategy sets out the key outcomes, activities and behaviours that the council will pursue in support of our corporate priorities and a culture of continuous improvement

Understanding the experience of key demographic groups will allow us to provide services where and when they are needed along with supporting the corporate approach to reducing inequalities. Faced by challenging times in respect to public service budgets it is critical we understand our customer and their needs, to enable us to be efficient and maximise every public pound spent on making a difference to the lives of people visiting, working and living in West Lothian.

The Customer Service Excellence 2018 assessment highly commended the corporate commitment to putting the customer at the heart of service delivery and how leaders in our organisation actively support this and advocate for customers as well as utilising customer insight to inform policy and strategy.

Along with guiding our customer service to be the best it can for all our customers the strategy links and complements our Digital Transformation strategy that likewise will allow and continue to inform our work in delivering the best customer service.

The journey to achieving what is set out in the strategy will involve the experience and expertise of all our council staff and partners.

This strategy has been developed in consultation with the Customer Services Champions, a cross service council officer group. The strategy is an integral part of a suite of strategies that includes the People Strategy, ICT Strategy, Improvement Strategy, and Digital Transformation Strategy. This will ensure customer service has a prominent presence at the centre of all service development demonstrating its strategic importance.

This Customer Service Strategy will ensure that service provision is designed and delivered to meet local needs and that services improvements are customer led and outcome focussed.



Lawrence Fitzpatrick
Council Leader



Graham Hope
Chief Executive

Strategy outcomes

This strategy is designed to ensure that while meeting the needs of our customers the customer service received is exemplary.

The Customer Service Strategy has four outcomes and these are:

- ◆ Services are designed to meet the needs and preferences of customers.
- ◆ All staff work within a customer focused culture.
- ◆ A range of service delivery channels will be available with an emphasis on digital by design (digital first)
- ◆ We will manage our relationships with customers in a proactive way.

The Institute for Customer Service (2017) suggests that organisations will need the ability to excel and move between offering fast, efficient transactional service and empathetic experiences based on personalised help and advice.

For organisations, one of the key challenges in the coming years will be combining technology and people based experiences that delivers the optimum blend of efficiency and personalised care. The Customer Service strategy sets out how we will achieve this, investing in customer experience is key to customer trust, sustainable performance and long-term success.

The activities outlined demonstrate a breadth of work to achieve this and will involve all our resources. The Customer Service Strategy will complement other strategies by ensuring through our customer contact and partnership we have an in depth insight into what our customers need across many domains. This will be shared across council services.

Progress against the outcomes set out will be monitored by the Customer Service Champions Group and reported to the Corporate Management Team and Council Executive on an annual basis.

Corporate strategies

The council has nine strategies to support the delivery of the Corporate Plan. Each has been developed to address specific factors that are critical to the sustained success of the council and to management and governance. The strategies have been aligned and provide specific support towards; transformation, digital services and behavioural change in the council.

<p>Customer service strategy A strategy to develop the council as a customer-oriented organisation through an understanding of customer needs and excellent service provision.</p>	<p>People strategy A strategy to ensure the council has the people to deliver in the priority areas and that all employees are led, managed and developed effectively.</p>	<p>Raising attainment strategy A strategy to align the council's resources in the delivery of positive change in the council's number one priority, improving attainment and positive destinations.</p>
<p>Digital transformation strategy A strategy to support the development of digital services in the council.</p>	<p>Improvement strategy A strategy to ensure the council has a strong culture of high performance and capacity to deliver in the priorities.</p>	<p>Risk management strategy A strategy to ensure effective management of risks that may impact on the council's ability to deliver our priorities or objectives.</p>
<p>ICT strategy A strategy to ensure the council has the ICT infrastructure to succeed in the priority areas.</p>	<p>Asset Management Strategy A strategy to ensure the council assets are effectively and efficiently used to support service delivery.</p>	<p>Audit and Counter Fraud strategy A strategy to direct audit activity. This will ensure that the council has effective governance and controls and effective measures for the prevention, detection and investigation of fraud.</p>

1

◆ Outcome: Services are designed to meet the needs and preferences of customers.

Description

Involving people and communities will help the council identify local needs and priorities and target budgets more effectively. This will only be done through meaningful involvement and engagement of our customers. The active participation of people who have used services, can bring their knowledge and experience to contribute to the design, planning, delivery and evaluation of services.

This strategy builds on a solid foundation and further develops the work that is already underway in the organisation to support the delivery of customer focussed services. At all times we must strive to meet customer expectations and deliver an excellent quality of service.

The 2018 Customer Service Excellence highlighted our excellence in the consultation of customers being integral to continually improving our services and how we advise customers of the results and action taken. We know through experience involving our customers can ensure we understand their needs and allow us work to meet these in an effective and efficient manner.

Activities

The main activities of the council during the period of the strategy will be:

◆ **Citizen Led Inspections will be supported and enable well informed service developments and inform change.**

Citizen's Led Inspections (CLI) is a programme of inspection of council services using lay inspectors from our community. This award winning initiative is a council designed programme that encourages our community to get involved in improving and re-designing council services. CLI gives citizens a stronger voice in the decision-making process and allows the council to work more closely with our community to build stronger, more responsive services for people living in West Lothian. It allows the council to gain a better understanding of what local people need and therefore helps to design better services to meet those needs. It is the only council-wide programme of its type in Scotland.

◆ **Tenant Led Inspections (TLI's) will take place supporting our work with tenants.**

TLI's have been used as an integral part of customer scrutiny within Housing Customer & Building Services for almost 20 years, and involve tenants in the review and redesign of services, and provides the opportunity for local people to take part and have an impact on the way services are delivered in the future. An inspection team of around four to six individuals will choose a particular service area that they wish to closely examine and will identify strengths, weaknesses and then recommend areas for improvement. All inspections are carried out using the guidelines set out in the TLI Toolkit, which contains all the information needed to carry out a successful Tenant Led Inspection.

◆ **Partnership Centre Project Boards**

Project boards will be set up to support the governance of Partnership Centre projects. These boards will be chaired by an officer at Head of Service level and will comprise members from relevant council services and community representatives.

The boards consist of relevant officers to the project including from the service area affected, construction services and IT. Key is the inclusion of a member of a community group.

◆ **Community Engagement**

West Lothian Council promotes the use of the National Standards for Community Engagement developed by the Scottish Community Development Centre and updated in 2016. This provides a platform to support evidence based practice. Community engagement will provide a valuable insight and evidence to support decision making, and a joined up approach will be coordinated through Community Planning.

Key processes that support a level of engagement include the Citizens Panel, Local Area Regeneration plans and Learning Community plans. There are also a number of smaller engagement activities. Liaison with Community Planning partners allows us to share information, ensure we minimise overlap and enables co design of engagement/ consultation activity.

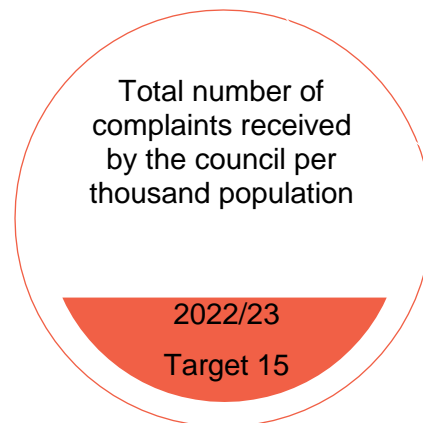
◆ **Monitor and improve our communication processes with our customers**

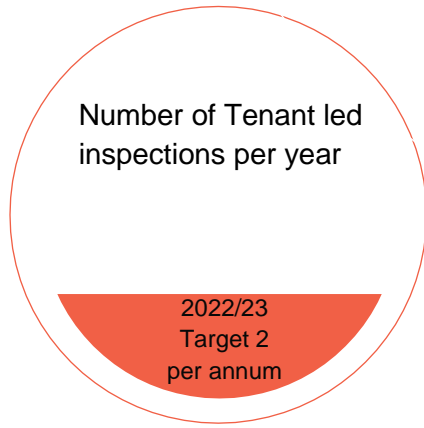
Customer satisfaction will be monitored across all services. This will provide real time feedback and provides a clear indication of our service levels. This will include direct feedback on the quality of customer service and will provide the opportunity to provide feedback on timeliness, service delivery, communication, staff attitude, staff professionalism and equality. This will be measured and reported at senior levels to enable suitable governance and review.

We will inform customers of local service information for example in our Customer Information Service offices and will provide mechanisms to allow customers to complain where our service has not met their needs and or expectations.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





2

Outcome: All staff work within a customer focused culture.**Description**

To ensure that excellent customer service is provided by staff at all times it is important to ensure that they are totally customer focused. This requires that the customer is at the very centre of everything they do. Furthermore it is not enough for staff to provide good service, the desire to do so needs to pervade the culture of the organisation to the extent that it is second nature.

The variety of the council's customers and the breadth of the services provided preclude the establishment of a single model of customer care. The answer is to have in place a range of tools and processes that can be marshalled in response to the specific needs of the customer, the service required and the delivering of that service.

It is accepted that services should be designed around one member of staff being responsible for taking the customer from the start of the service through to its outcome. This means that staff should each undertake a holistic assessment of a customer's needs rather than passing people from one team to the next. This leads to a positive experience.

Activities

The main activities of the Council during the period of the strategy will be:

◆ **Customer Service training is part of induction for all Council employees.**

Getting the induction process right is essential. Creating a good induction is step one to ensuring that you have knowledgeable, empowered employees if you want successful, happy, well-integrated team members.

It follows that Customer service training would be beneficial to any induction process and to support the councils work in this area as a strategic priority.

The Digital Transformational Strategy outlines the need for a digital skills audit and an audit of Customer Service training is carried out simultaneously. Key information will be achieved to work towards excellence in all areas of Customer Service.

◆ **Improvement activity based on complaints.**

The council's complaints handling process ensures that customers and employees have procedure to raise any issues or concerns.

Complaints received whether paper based, face to face, telephone or by email will be recorded and monitored through our Customer Relationship Management system (CRM), with progress tracked and monitored throughout the process.

A detailed and comprehensive analysis of complaints, including improvement action plans, will be reported and made available publicly via the web site.

◆ **Customer satisfaction is measured consistently.**

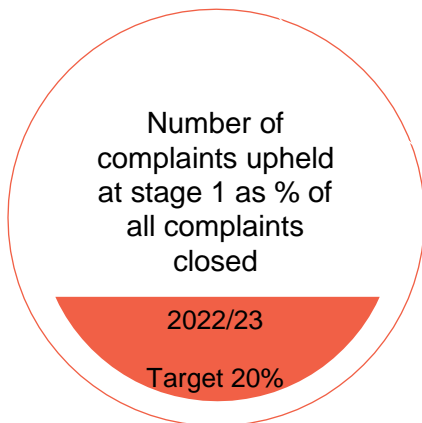
The council will use reliable and accurate methods to measure customer satisfaction on a regular basis addressing the full range of potential customer concerns across the range of services provided.

◆ **Customer service performance measurement.**

Through engaging customer and employees through feedback ensures that both customer and employee feel more valued. The council wide performance management system will cover all areas of service delivery and robust self-assessment procedures and monitoring will enable the Council to address areas of low performance.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:



3 Outcome: A range of service delivery channels will be available with an emphasis on digital by design (digital first)

Description

Digital technology is changing the way we communicate and there is an expectation by many of our customers that the council will offer a range of digital service delivery channels.

The council is developing a series of web based portals that will allow customers to securely interact online with the council. This includes a parent portal, tenant portal and revenues portal. All will be accessed using the national myaccount authentication process. Customers will also access a dashboard which will show them all interactions they have with the council and the status of requests.

Activities

The main activities of the service during the period of the strategy will be:

◆ Development of a Partnership Centre Model

Significant progress has been made developing this model with the delivery of new partnership centres recently in Linlithgow and East Calder, providing a one stop shop for many customers allowing them multiple transactions and interaction with their community. This is supported by a robust IT structure enabling systems locally to support this. The co-location of staff is allowing increased training and multi skilled officers to use systems required and meet the customer's needs.

These partnership centres include public access Wi Fi ensuring efficient digital public service is supported. Public Access Wi Fi is addressed in the Digital Transformation Strategy with a move to explore a corporate approach to this across many of our public buildings.

The development of Armadale and Whitburn Partnership centres continue with expected dates of completion including 2018 and 2020.

◆ Multi Media installation in Customer Service Centre

A multimedia platform is within the new telephone system for the customer service centre, which is planned for 2018/19. This will streamline current processes for both email and voicemail traffic, enhancing our service to the customer. Social media platforms will be used to enhance customer ability to access information.

◆ Maximise the use of Online Payments.

In February 2018 7.49% of customers used the online payment options other than direct debit, cash kiosks, Touchtone, online, standing order and bank. While this performance is good there is room for improvement and improvement has been seen in the last financial year. In the fiscal year 16/17 there were 37,417 online payments totalling £4.38m increasing to 74,205 online payments totalling £10.47m

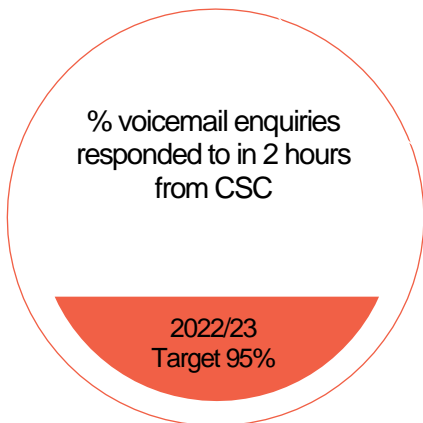
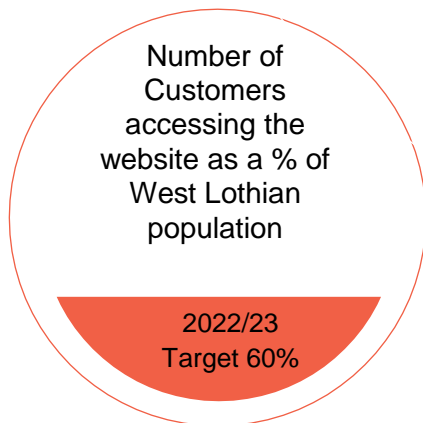
Improvements in this area will include linking online payments to the Myaccount project work. Further work will also be undertaken to maximise customer online payments across all council services.

◆ **Develop mobile applications for customers**

The council will seek to develop mobile phone / tablet applications which will allow our customer to access a range of council services in addition to existing channels.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:



4 Outcome: We will manage our relationships with customers in a proactive way.

Description

The Customer Service Excellence Standard is a nationally recognised tool for improving the quality of customer service and is awarded to those organisations that can demonstrate the customer is at the centre of what they do. Our 2018 assessment while identifying areas of excellence it noted a few areas where further improvements could be made. These elements highlighted that the council should continue to strengthen consultation and engagement approaches, improve handling of customer enquiries and develop customer service standards for waiting times at reception areas in council buildings

Activities

The main activities of the council during the period of the strategy will be:

◆ Communication is in plain language, accessible formats and inclusive

The West Lothian Way sets out clearly how we will communicate with our customers. Our written communication will be written in a style of writing that enables the reader to understand the message the first time they read it, using short, clear sentences and everyday words without unnecessary jargon.

Clear guidelines are available on how we communicate with customers with additional needs and these methods will be developed ensuring our communication is inclusive and relevant to all.

◆ We will communicate with customers in the ways that best suit their needs

The Council has two primary access channels for customer enquiries, the Customer Information Service (CIS) for face to face contact and the Customer Service Centre (CSC) for telephone and electronic contact.

Our communications aim to be timely keeping customers informed of processes, attentive and provided when required. Waiting times at receptions in our Customer Information service and partnership buildings are a critical aspect of the customer experience and we will set and monitor standards for waiting times in these settings. These will be published to customers.

The council will seek to provide real time updates for service delivery keeping customers up to date on progress.

◆ Provide a website to meet the needs of customers

Recent development have supported a significant acceleration in the traffic on the website and the opportunity for the customer to do more and more on this digital platform with requests and payments central to this offer. The council is committed to increasing the range of access to information and services online.

◆ Maximise the use of social media

The West Lothian Council Anti-Poverty strategy includes a key work stream to support digital inclusion. We know that people on low incomes are much less likely to use the internet. The

affordability of internet connections and devices is clearly an important factor influencing digital inclusion. The council will maintain public access PCs and public access wifi in key locations to allow customers free access to the internet. This will support these customers to engage with council services and information through social media and the website providing.

◆ **Staff will provide information and advice in a concise and professional way.**

Providing information is a key transactional process. Our interface with customers includes face to face contact, contact by telephone to our contact centre, self-service published materials and digital access. We will ensure our information and advice is up to date, accurate and relevant.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:



Developing the strategy and reporting progress

The strategy was developed to support the delivery of the Council's Corporate Plan and to take account of a range of factors that are likely to impact the delivery of council services in the next five years.

Context

The next five years will be a period of significant challenge for the council with ongoing spending constraints expected to continue. However, the council has clearly defined long term aims relating to the development of high quality services, designed to meet the needs of its customers. These long term aims are captured in the Local Outcome Improvement Plan, Community Plan and in the council's Corporate Plan and together these strategic plans determine the work of the council's services.

The development of the Corporate Plan 2018/23 has been directly influenced by the views of the people living and working in West Lothian, ensuring that all employees are focused on meeting the needs of a growing and vibrant community. The Corporate Plan sets the strategic priorities for the council up to 2022/23 and this will be the continued focus for all council services during the period.

This will help to ensure that we continue to tackle the most important issues for West Lothian. Also, that we invest in and prioritise the services which make the most significant contribution to the achievement of positive outcomes.

Influences

Over the last 10 years there has been a continued focus on involving our customers in the design of services to ensure we meet their needs and align our resources appropriately. Over this period the council has made good progress towards the delivery of excellent customer services evidenced by the continued accreditation through Customer Service Excellence and the European Foundation of Quality Management. There has been significant improvement in the ability for customers to engage with the council in a range of ways including face to face, phone and online.

A number of external plans have influenced the development of this strategy.

Community Empowerment (Scotland) Act 2015

Community Planning through Community Planning Partnerships (CPP) helps local public services to work together and with local communities to plan and deliver better services that make a real difference to people's lives. It is based on the idea that public bodies can get better results locally by working together and with our communities so that public services improve for the people who use them. The act highlights the following roles for the CPP.

- CPPs need a clear understanding of local communities' needs, circumstances and opportunities, which they can use to identify local priorities.

- The CPP should involve community groups, third sector groups and organisations that represent private companies in its work. Their views should influence the design, delivery and review of services. They should also influence what and how the partners report progress on their work.
- CPP need a clear understanding of local communities' needs, circumstances and opportunities, which they can use to identify local priorities.
- Understanding will be built on the information, knowledge and evidence from partners, as well as the views of local people
- CPP should help communities to take part using a wide range of methods. Examples of ways to exchange views include letters, emails, individual meetings, public meetings, online surveys, social media, etc.
- The CPP should put in place sensible, effective ways for people and communities to tell them what they think about services.

Scottish Government Digital Strategy

In March 2017 the Scottish Government launched its Digital Strategy for Scotland, "Achieving Scotland's full potential in a Digital World".

This set out the ambitions and actions required to deliver inclusive economic growth, a reformed public sector and creates a culture where collective action is taken.

The outcomes detailed in the strategy are, Scotland has:

- High quality connectivity across the whole country
- A digitally skilled and inclusive workforce
- Internationally competitive, digitally mature businesses across all sectors of the economy
- Efficient user centric digital public services
- A digital society which enables everyone to share in the social, economic and democratic opportunities of digital
- Cyber resilience with a global reputation for being a secure place to work, learn and do business
- Non personal data that is shared in a trustworthy manner to contribute to innovation and efficiency

The 2017 Government Digital Transformation Strategy reaffirmed the government's commitment to making the most of new technologies by 2020. Alongside back-office business transformation, and skills and cultural development, the document highlights the government's goal to "give public servants the right location-independent tools to do their jobs" and make "better use of data as an enabler for public services, particularly where those services cross organisational boundaries".

Digital Partnership

The council, along with 29 other Scottish Local Authorities, has contributed to the setting up of the Local Government Digital Partnership. Designed to aid collaboration and partnership working across councils and other public sector organisations, the Digital Partnership has agreed a digital vision for councils stating that all councils will be digital businesses by 2020. Through this, we will

- Deliver better outcomes for citizens
- Focus on delivering services to those who need it most
- Provide services that are both customer centred and efficient
- Provide services as good or better than those available in the commercial sector – customers will choose to use our services
- Create new ways of developing and delivering joint services with partner organisations in an ever changing world

- Have a workforce equipped and skilled for the digital world we live in.

The Digital Partnership is working on projects across three work streams of Digital Foundations; Digital Leadership; and Digital Services.

Audit Scotland report

Audit Scotland published its Principles for a digital future: Lessons learned from public sector ICT projects in May 2017. The document summarises the issues that they had identified in previous reports, bringing forward common themes. These are organised into a set of principles:

- Comprehensive planning setting out what you want to achieve and how you will do it
- Active governance providing appropriate control and oversight
- Putting users at the heart of the project
- Clear leadership that sets the tone and culture and provides accountability
- Individual projects set in a central framework of strategic oversight and assurance

Strategy development process

The strategy was developed by services from across the council through the Customer Services Working Group and other invited professional input. Utilising information and data from multiple sources to ensure that outcomes, activities and resources are aligned to the outcomes developed and detailed in the previous section.

Supporting the delivery of the council's transformation programme and Digital Transformation strategy the customer service strategy provides an insight to customer behaviour and needs while informing service delivery, design and performance.

◆ Citizens Panel data

During November 2016 the Council and Community Planning partners conducted the fifth Citizens Panel survey. This covers a range of questions about living in West Lothian. There are 2800 panel members. Results show:

- 40% of respondents agreed that people in their community could influence decisions which affect their community.
- 43% of respondents agreed that people in their area feel involved in their community

◆ Customer Service Excellence Feedback Report 2018

The Customer Service Excellence CSE standard is a nationally recognised tool for tool for improving the quality of customer service and is awarded to those organisations that can demonstrate the customer is at the centre of what they do.

The CSE assessment has identified areas of strength across the council which recognise the ongoing activity to engage and include customers in helping to set organisational priorities and inform local service redesign. It has also helped identify organisational improvements in relation to customer service excellence.

◆ Improving Customer Service (Audit Scotland)

This report focussed on the effectiveness of customer contact and interaction, and how this contributes to providing better services to customers. While written in 2005 much of it remains relevant and supports thinking and good practice in Customer Services.

The process and timescales for the development, publication and review of the strategy is set out, including consultation with the appropriate stakeholders.

Strategy governance		
Group	Governance Scrutiny role	Reporting Frequency
Council Executive	<ul style="list-style-type: none"> a. Engagement on the strategy and outcomes b. Updates to the Council Executive on the progress of specific programmes of work 	<ul style="list-style-type: none"> ◆ Approval ◆ End of strategy review
Partnership & Resources PDSP	<ul style="list-style-type: none"> a. Engagement on the strategy and outcomes b. Updates to the PDSP on the progress of specific programmes of work 	◆ Annual Progress Report
Corporate Management Team	Engagement on the strategy and strategy outcomes at the development stage Regular updates to the Corporate Management Team on the progress of specific programmes of work	◆ Annual Progress Report
Board/ Steering Group	<ul style="list-style-type: none"> a. Development of the strategy and strategy outcomes b. Regular Updates to Board on the progress of specific programmes of work 	◆ Two Monthly
Stakeholders	<ul style="list-style-type: none"> a. Community/ Customers, Community Planning Partners 	◆ Development Stage
Customers		

Strategy monitoring

The strategy lead and the board (responsible for delivering and monitoring progress in the strategy) will ensure that appropriate arrangements are in place to track and monitor in-year progress.

An annual review will be undertaken and reported to the council's Corporate Management Team and to the relevant PDSP. This will include an update on the agreed performance scorecard and action plan and will also be published on the performance pages of the council website.

An end of strategy review will be undertaken in the final year of the strategy to report on the achievement in the outcomes and final position in the performance indicators (against the target) and the agreed actions.

Supporting the delivery of Council priorities

This strategy will support the delivery of the Council's Corporate Plan

Corporate strategies are designed to support the delivery of the Corporate Plan 2018/23 by improving the culture, agility, resilience and performance of the council. Each strategy has clearly defined outcomes and measurable indicators of success and actions for the period. Specifically, this strategy aligns to the enablers and deliverables that have been identified as key to the success of the Corporate Plan, this outlined in the following table.

Alignment with Corporate Enablers					
Council enabler	Deliverable	Strategy key activity / process	Indicator(s)	2017/18 Performance	2022/23 Target
(E2.5) Corporate governance and risk	Engaging the community in the decision making processes of the council, through a range of open and targeted forums.	<ul style="list-style-type: none"> ◆ Tenants Led Inspections ◆ Customer Led Inspections ◆ Community Planning/ engagement ◆ Partnership Centre Development ◆ Improve communications through channel development 	CuCs007 % Customers accessing front facing services rating the service they receive as excellent or good	99.3%	98%
			PIS 108 Number of citizen led inspections	2	4
(E3.1) Modernisation and improvement	Providing our local communities with excellent services, looking for new and innovative ways to improve the way we plan, manage and deliver services.	<ul style="list-style-type: none"> ◆ Multimedia installations – CSC ◆ Maximise online/web services ◆ Develop Partnership centre 	CSC090a- % of e-mails responded to within 24 hours.	73.6%	80%
			CSC091q - % of voicemails responded to within 2 hours	89.9%	95%
(E3.2) Modernisation and improvement	Ensuring that service provision is designed and delivered to meet local needs and that service improvements are customer-led and outcome focused.	<ul style="list-style-type: none"> ◆ Tenants Led Inspections ◆ Customer Led Inspections ◆ Community Planning/ engagement ◆ Maximise the use of online payments 	CSC101 % enquiries resolved at first point contact	72%	75%
			REV125: % of self service payments received through income management system	33%	40%

Alignment with Corporate Enablers

Council enabler	Deliverable	Strategy key activity / process	Indicator(s)	2017/18 Performance	2022/23 Target
(E3.3) Modernisation and improvement	Giving our communities a voice in the shaping of services, helping to build a stronger, more responsive organisation.	<ul style="list-style-type: none"> ◆ Tenants Led Inspections ◆ Customer Led Inspections ◆ Community Participation 	CRRE075 Number of residents engaged in the development of projects and in decisions.	200	300

Appendix 1: Strategy Scorecard

The council will report on the following key measures of the success throughout the lifetime of our strategy, targeting performance improvement against the baseline year (2017/18)

OUTCOME 1 – SERVICES ARE DESIGNED TO MEET THE NEEDS AND PREFERENCES OF CUSTOMERS						
Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Percentage of Customers accessing from facing services rating the service they receive as excellent or good	99%	99%	99%	99%	99%	99%
Total number of complaints received by the council per thousand population	17.99	17	16.5	16	15.5	15
Number of residents engaged in the development of projects and participate in decisions	200	220	240	260	280	300
Number of Citizen Led inspections per year	2	2	3	3	3	4
Number of Tenant Led Inspections per year	2	2	2	2	2	2

OUTCOME 2 – ALL STAFF WORK WITHIN A CUSTOMER FOCUSED CULTURE						
Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Number of complaints upheld at stage 1 as a percentage of all complaints closed	22.8%	20%	20%	20%	20%	20%
Percentage of partial compliance with WLC corporate CSE	7%	6.5%	6.0%	5.5%	5%	5%
Percentage of Resolutions of issues at the first point of contact in CSC	72%	75%	75%	75%	75%	75%
Percentage of new staff completing customer service training at Induction	N/A		100%	100%	100%	100%

OUTCOME 3 – A RANGE OF SERVICE DELIVERY CHANNELS WILL BE AVAILABLE WITH AN EMPHASIS ON DIGITAL BY DESIGN (DIGITAL FIRST)

Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Number of Customers accessing the website as a percentage of West Lothian population	48%	50%	52%	55%	57%	60%
Percentage of self service payments received through income management system	33.2%	34%	35%	36%	38%	40%
Number of Partnership Centres in operation	5	7	7	8	8	8
Percentage of emails from CSC responded to within 24 hours	73.6%	75%	75%	80%	80%	80%
Percentage of voicemail enquiries from CSC responded to within 2 hours	89.9%	90%	91%	92%	94%	95%

OUTCOME 4 –WE WILL MANAGE OUR RELATIONSHIPS WITH CUSTOMERS IN A PROACTIVE WAY.

Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Percentage of customers rating communication as good or excellent	96.9%	97%	98%	98%	98%	98%
Percentage of customers who rated the timeliness of the service good or excellent	98%	98%	98%	98%	98%	98%
Percentage of customers who rated the service delivered as good or excellent	98%	98%	98%	98%	98%	98%
Percentage of web users who rated their experience on the web as good or excellent	55.9%	60%	65%	70%	80%	90%
Percentage of new social media followers on WLC sites	16.5%	17%	17.5%	18%	19%	20%

Appendix 2: Strategy Action Plan

The council will undertake a range of actions to support delivery of corporate priorities and objectives, improve services and deliver transformation.

Actions 2018/23							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Tenant Led Inspections (TLI's) will take place supporting our work with tenants.	Inspections led by Tenants will review and recommend current processes	Services will be designed and meet the customer needs	Performance & Change Manager (HCBS)	April 2018	March 2023	Active	
Citizens Led inspections will be supported and enable well informed service developments and inform change	Inspections led by Service Customers will review and recommend current processes	Effective and efficient services will be designed and delivered	Performance Improvement Team	April 2018	March 2023	Active	
Community Engagement through multiple sources will provide a valuable insight and evidence to support decision making, and a joined up approach will be coordinated through Community Planning.	Following the National Standards for Community Engagement people and communities will participate in planning and evaluation	Customers report increased involvement in decision making	Community Planning Partnership	April 2018	March 2023	Planned	

Actions 2018/23							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Project boards will govern development activities and public involvement is integral to the process	Boards will monitor developments and ensure public involvement at the centre of the approach	Community Partners are informed of developments with these projects	Customer & Community Service Manager	April 2018	September 2020	Active	
All channels will be explored and utilised to ensure timely communication takes place with our residents/ and or customers allowing for real time feedback and insight	Multiple channels allow for timely communication and customer comments	Customers are well informed and are empowered to engage with the council	Digital Transformation Manager	April 2018	March 2023	Planned	
Customer Service training is part of induction	Customer Service Training will be included in Induction training for all staff	A corporate standard of CS training will be achieved	Customer & Community Service Manager	April 2018	March 2020	Planned	
Improvement activity based on complaints.	Complaints will be monitored, evaluated and inform developments.	An improvement in complaints reporting, handling, analysis and use of results.	Project & Systems Manager	April 2018	March 2023	Active	

Actions 2018/23							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Corporate approach taken to measuring customer satisfaction	Accurate data held on Customer satisfaction across all council areas	Improved Customer service delivery	All Service areas	April 2018	March 2023	Active	
A review is carried out of standards across service areas	Generic standards developed and implemented council wide	Staff across all services have an understanding of the corporate strategy	Customer & Community Services Manager	April 2018	March 2020	Planned	
The delivery of the partnership centres will enable learning to support co-location, skill development in customer services	Increase the number of partnership centres and develop services within	The customer receives a holistic service meeting their need at the first point of contact	Customer & Community Services Manager	April 2018	September 2020	Planned	
Multi Media development linked to new telephone system	Introduction of multimedia based systems to contact centre	Improved communications between staff and customer base.	Customer & Community Services Manager	April 2018	September 2019	Planned	
Further develop and make use of the on line payment systems	Development of online payment systems	Transactions are seamless	Revenues Manager	April 2018	March 2021	Planned	

Actions 2018/23							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
New mobile application will allow increased customer autonomy with library provision	Customers will be able to use mobile technology as an interface with their library	Customers report an improved individual experience	Customer & Community Services Manager	April 2018	March 2019	Planned	
A review of the West Lothian Way will set out revised guidelines	All customers have accessible and acceptable access to quality information	Improved customer understanding of Council standards	Corporate Communications Manager	April 2018	March 2019	Planned	
An action plan will be developed addressing CSE partial compliance regards waiting times	Introduction of information system specifically aimed at customer waiting times	Customers will know what to expect and be kept up to date in a timely manner	Customer & Community Services Manager	April 2018	March 2019	Planned	
The website will continue to be improved to allow timely sharing of information and increased transactional activity	The website will continue to be improved to allow more transactional activity to take place	More people use the website to find information and transact with the council	Corporate Communications Manager	April 2018	March 2023	Active	

Customer Service Strategy

West Lothian Council

June 2018

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