

# Project Closure Report

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1. Project title	Customer Satisfaction and Standards		5. Reference	P142
2. Managed By	Olivia Shaw, Head of Customer Service (XEX04)		6. Creation Date	28-Mar-2017
3. Sponsored By	Simon Hill, Assistant Director - Governance (GPM01); Olivia Shaw, Head of Customer Service (XEX04)		7. Last Modified Date	06-Dec-2017
4. Corporate Plan link	3.a.2016 To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact			
8.		Baseline	Actual	
Start Dates		01-Nov-2016	01-Nov-2016	
End Dates		30-Jun-2017	06-Dec-2017	
Budget		£15,000.00	£15,000.00	
9. Timeline				
31-Dec-2016	Minimum of 4 Quotes from external providers			
31-Jan-2017	Questions accord with requirements for base line measurement of satisfaction			
31-Jan-2017	Resources secured			
31-Jan-2017	Procurement completed			
31-Mar-2017	Survey completed			
14-Jun-2017	Present findings to Leadership Team			
15-Jun-2017	Presentation of findings to Cabinet			
20-Jun-2017	High level findings shared with staff			
31-Aug-2017	Share findings and compare expectations of staff with residents			
30-Nov-2017	Report findings to the project group			
30-Nov-2017	Draft key action plans to implement changes following results of satisfaction survey			
30-Nov-2017	Draft proposal for continued measurement of customer satisfaction as part of business as usual			
30-Nov-2017	Review project and update charter etc.			
10. Executive Summary			11. Recommendations	
<b>What was the project?</b> To find out what stakeholders think of our services and to see what can be improved against a backdrop that there is inconsistent evidence regarding customer satisfaction. The project involved undertaking research on the potential solutions for undertaking a customer satisfaction survey.			To formally close the project and undertake an annual survey as part of business as usual	
<b>What did you do?</b> Project group was established to research different approaches to surveys including different channels and questions to be asked. It was agreed that a telephone survey be externally commissioned was the best way forward. The filed work was undertaken in March 2017 with a final report issued				

April 2017.

Findings were shared with various stakeholders including Leadership Team, Cabinet and workshops with staff were conducted to sense check findings with front line staff. As a result of the survey funding is being sought from 2018/19 onwards to undertake this on an annual basis.

**Why was it established?**

The project was originally established as part of the Corporate Communications project (P004a) but was moved in to the Customer Service Programme (P001) in February 2017 as it aligned more closely with that programme of work.

The project was established as EFDC had never undertaken this type of work or systemically evaluated satisfaction.

**12. Benefits**

- Increased understanding of customer satisfaction levels with Council services
- Increased understanding of customer satisfaction levels with Council communications
- Increased 'voice of the customer' engagement
- Improved representation of the 'voice of the customer' in the review of the Corporate Plan
- Business planning priorities informed by voice of the customer, following analysis of customer satisfaction survey results

**13. Projects and/or programmes of work that are affected by this project**

This project baselines the Transformation Programme as it will enable us to demonstrate in future years what the impact of Transformation has been on our residence.

The survey demonstrates the quality of customer service that the organisation provides and identifies areas of continuous improvement and opportunities for development.

There are no further impacts on other projects and programmes in a Critical Path sense.

**14. What went well?**

- The company we procured, The Campaign Company, delivered all requirements on time and to standard including a very comprehensive final report
- The project came in on budget
- We did not receive any adverse reactions from residents about undertaking the survey
- The project achieved the goal of establishing a baseline for the Transformation Programme
- Findings were positive but also clearly identified opportunities to do things better

**15. Areas to be improved?**

- The project was established because there was no previous experience within the organisation to undertake this type of externally commissioned survey.
- The project was relying on group members to research and develop a preferred solution, had the Head of Customer Services been in post during discovery this could have been taken forward as part of business as usual

**16. Findings**

- The data EFDC holds about our customers is too fragmented and does not have the relevant permissions to be used to measure customer satisfaction. Whilst we now have customer data that we can use to measure customer satisfaction, it is still not demographically representative. We will need to continue externally commissioning this survey in the future (the impact of GDPR should be negligible as requirements will be met by any externally commissioned company)
- Had the relevant experience been present in the organisation, this work could have been undertaken as business as usual
- Request for ongoing funding is being taken to 7 December 2017 Cabinet
- Whilst project members were involved in the initial research stages, the commissioning of the survey was principally undertaken by the Consultation Officer and Head of Customer Services

- the original timeline for this project was incomplete (e.g. the project did not originally factor in communicating the results of the survey). This resulted in the project timeline being extended to show a true reflection of the work required.

#### **17. Data**

- Portfolio Holder Decision (LDR-008-2016/17)
- EF Customer Service Report Final
- Epping Forest Customer Service Data (raw data from survey)
- Satisfaction Report (Cabinet)
- Satisfaction Report (Leadership Team)

#### **18. Project Members**

EFDC01 - All internal staff; Valerie Loftis, Consultation Officer (GPR07)

#### **19. Workstream**

WS7 Closed Projects and Programmes