



East Cambridgeshire
District Council

Customer Services Service Delivery Plan 2025 to 2025

Overview of the service

The Customer Services team provides a front-line service for all Council services, East Cambs Street Scene and Ely Markets, delivering high quality customer service and responding in a fast, efficient and helpful manner. The whole team acts as a single point of contact accessible to all, including the development of the Council's website and self-service portal, making ease of use a priority and access to Council services 24/7.

The team monitors the needs of customers, customer feedback and works with Service Leads and partners to create positive communication channels, increase the number of interactions resolved at first point of contact, identify improvement opportunities and strive to develop services that meet the needs of our customers.

In addition to the above, the team supports organisational and policy change and presents them positively. They manage customer expectations by clearly communicating standards and response times and work to ensure these are met. We maximise the use of technology and promote and encourage the use of self-service and more cost-efficient channels such as the internet and online services via the web.

When we are not answering the phone, responding to emails or serving customers face to face, we have a whole host of admin jobs that we do to support Council Services, ECSS Ely Markets and Anglia Revenues partnership. Examples range from maintaining the ECSS waste database and administering the annual Additional Green Waste Renewals and Business and Markets parking permits to processing cheques, updating the TV screen in reception and assisting with mail outs.

Cost of service

The cost to run the service for year 2025/2026 is £595,419.

Staffing Information

1 Customer Services Manager

- 1 Customer Services Team Leader
- 7 Full time Customer Service Advisors
- 2 Part time Customer Service Advisors
- 1 Customer Service Apprentice
- 1 Full time Digital Services Officers
- 2 Part time Digital Services Officers

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2025 to 2026	November 2025	Operational Services
End of year report 2025 to 2026	March 2026	Operational Services
Service Delivery Plan 2026 to 2027	March 2026	Operational Services

Customer Services Service Delivery Plan 2025 to 2026

This Service Delivery Plan describes what Customer Services will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2024 to 2025.

Council's strategic outcome: Customers are at the heart of everything we do.

Customer Services' strategic objective: Seek feedback and be accessible, responsive and flexible to customer needs.

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Monitor customer feedback and service performance and provide quarterly service reports to Service Leads and Management Team and monthly reports to East Cambs Street Scene (ECSS)	100%, annually	<p>Target Achieved</p> <p>Service reports issued to Service Leads and CMT.</p> <p>360 customer satisfaction surveys completed to date. 77% were satisfied or very satisfied, 5.8% were neither satisfied or unsatisfied and 17.2% were unsatisfied or very unsatisfied with the service they had received.</p>	Customer Services Manager Customer Services Team Leader Digital Services Officer
Measure the Council's accessibility compliance monthly and achieve or exceed an excellent rating and 90% compliance with WCAG 2.1 and WCAG 2.2 accessibility standard	Monthly - 90%, annually	<p>Target exceeded April – December 2024</p> <p>Compliance Score rated excellent 95%.</p> <p>Target not met – January and February 2025</p> <p>Compliant score rated good 81% & 82% respectively.</p>	Digital Services Officers
Answer calls offered via the Council's telephone system for the main Council telephone number 01353 665555	Monthly - 90%, annually	<p>Target Exceeded</p> <p>April - 97.6%, May – 97.5%, June - 97.4% July - 97.4%, August - 98.7%, September - 97.7% October - 97%, November - 97.7%, December - 97.5% January - 98.5%, February – 98.2%</p> <p>March figure not available at time of writing report</p>	Customer Services Team Leader Customer Service Advisors and Apprentice

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Answer calls offered by the telephone system for the main Council telephone number 01353 665555 within 30 seconds</p>	<p>Monthly - 90%, annually</p>	<p>Target Exceeded</p> <p>April – 28 seconds, May – 27 seconds June – 29 seconds, July – 29 seconds August – 17 seconds, September – 26 seconds October – 28 seconds, November – 23 seconds December – 23 seconds, January – 18 seconds February – 19 seconds</p> <p>March figure not available at time of writing report</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>
<p>Respond to emails to the ContactUs@eastcambs.gov.uk mailbox within 48 hours, the response will include a resolution or, if this is not possible at first point of contact, details of action taken to ensure the customer’s enquiry is resolved as soon as possible</p>	<p>Monthly - 90%, annually</p>	<p>Target Exceeded</p> <p>April – 100%, May – 100% June – 99.4%, July – 99.1% August – 99.7%, September – 98.5% October – 99.1%, November – 100% December – 99.7.9%, January – 98.4%</p> <p>February and March figures not available at time of writing report</p> <p>3231 emails received to date 98% responded to within 24 hours.</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>

Council’s strategic outcome: Customers are at the heart of everything we do.

Customer Services’ strategic objective: Help to reduce failure demand across the authority. Work proactively and support the customer experience and reduce silo working.

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority</p>	<p>As required, annually</p>	<p>Target Achieved</p> <p>Examples of partnership working to reduce failure demand include:</p> <ul style="list-style-type: none"> - Police Crime Commissioner and Parliamentary Election Support - The Ask Ani campaign and domestic abuse accreditation. - Telephone canvass for Democratic Services - A new suite of street trading forms for licensing - Assisting Press and PR with numerous press releases - Updating fees on all online forms - Supporting planning policy with web page additions and changes - Supporting Active for Health campaign with updated sessions - Neighbourhood Planning referendum website changes - Review of the customer services FAQ database - Housing And Community Services - HomeLink - Rot analysis of website content (redundant, obsolete and trivial) prior to transfer to new website. <p>.</p> <p>.</p>	<p>Customer Services Manager Customer Service Team Leader Digital Services Officers</p>
<p>Continue to provide a frontline service for ECSS and support the development of their service throughout 2024 to 2025</p>	<p>As required, annually</p>	<p>Target achieved.</p> <p>% of calls logged in the customer relationship management system resolved at first point of contact</p> <p>Q1 – 80.27%</p> <p>Q2 – 81.40%</p> <p>Q3 – 80.72%</p> <p>Q4 figure not available at time of writing report.</p> <p>% of waste emails resolved at first point of contact</p> <p>Q1 – 77.4%</p> <p>Q2 – 85.5%</p> <p>Q3 – 85.7%</p> <p>Q4 figure not available at time of writing report</p> <p>Development and support</p> <p>Bartech Project</p>	<p>Whole team activity</p>

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
		<ul style="list-style-type: none"> - Maintain Bartec database – adding new properties and adding and removing additional bins and assisted collections. - Integration with Customer Relationship, Management System - Administration - Annual Brown bin renewal - Assisted waste collection renewal. <p>Supported</p> <ul style="list-style-type: none"> - Black bag distribution - Process changes and improvements to service and customer journey. 	
<p>Respond to Building Control and Planning copy requests within five working days</p>	<p>100%, annually</p>	<p>Target Exceeded</p> <p>466 requests received to date. Figures will be updated when February and March figures are available.</p> <ul style="list-style-type: none"> - 83.1% requests responded to within 24 hours - 5.6% requests responded to within 2 days - 4.6% requests responded to within 3 days - 2.3% requests responded to within 4 days - 4.2% of requests responded to within 5 days 	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>
<p>Attend and make an effective contribution to monthly ARP Customer Service meetings and develop and action plan that supports and demonstrates commitment to the ARP Better Connected Journeys programme</p>	<p>100%, annually</p>	<p>Target Achieved</p> <p>Attended Strategic, Tactic and Buddy meetings.</p> <p>Supported:</p> <ul style="list-style-type: none"> - Roll out of new contact us form - Paperless billing campaign - Pension credit campaigns - Letters review - Customer service standard review - Transfer of eligible claimants to Universal credit 	<p>Customer Services Manager Customer Services Team Leader Customer Service Advisor</p>

Council’s strategic outcome: ‘Can do’ approach and open for business.

Customer Services’ strategic objective: Create digital solutions that provide easy access to information and services 24/7.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Achieve 99.9% website availability each month</p>	<p>Monthly – 99.9%, annually</p>	<p>Target 24/25 99% Target amended to 99.9% 25/26 in line with new website statement of requirements.</p> <p>Target Exceeded - 24/25 target.</p> <p>April – 100% May - 100% June - 100% July – 100% August– 99.9% September- 99.9% October - 100% November – 99.2% December – 99.8% January – 100% February and March figures not available at time of writing report.</p>	<p>Customer Services Manager Plan Alpha Systems/Invuse</p>
<p>Achieve website engagement rate of 63% each month</p>	<p>Monthly – 100% annually</p>	<p>Target Not Met</p> <p>April – 61.09 % May – 61.71% June – 61.45% Sept- - 60.60% October – 61.62% November – 61.71% December – 61.14%</p> <p>Reason for slight underachievement – A number of signposting pages were amongst the top pages visited during these months. Users do not spend long on these pages because it is often just a link to an external website. Visitors are required to spend over 10 seconds on a web page for their engagement to be counted in google analytics.</p> <p>Target Achieved</p>	<p>Digital Services Officers</p>

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
		<p>July – 65.88% August 65.87% January – 97.13%</p> <p>Feb and March figures are not available at time of writing report.</p>	
<p>Agree scope and deliver Phase 2 of a new East Cambs Website and Intranet by 1st December 2025</p>	<p>By 1st December 2025</p>	<p>Target Achieved</p> <p>The new Phase 1 Intranet went live on 26 November 2024. The new Phase 1 Website went live on 28 November 2024</p> <p>Phase 1 included:</p> <ul style="list-style-type: none"> - content management system upgrade to new Local Gov Drupal platform - review of content, rewrite, refresh and manual transfer of data - fresh look and feel, improved navigation and content layout to improve online experience - procurement of the future hosting and maintenance contract. <p>Phase 2 commenced in January 2024. Our new supplier is working with the project team to new functionality and further improvements to the council’s website and Intranet</p>	<p>Website project team</p>

Council’s strategic outcome: Safe, vibrant and inclusive communities. Community sustainability.

Customer Services’ strategic objective: Make a positive contribution to the health and wellbeing within our district.

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Promote and provide an assisted digital service for customers claiming Housing Benefit, Council Tax Support and Universal Credit and provide uptake figures to the Director Legal and Anglia Revenues Partnership</p>	<p>100%, annually</p>	<p>Target Achieved</p> <p>310 forms completed to date.</p> <p>Figure to be up dated figure for full financial year available</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>

Appendix 1 – Customer Services

Council’s strategic outcome: Be an excellent employer.

Customer Services’ strategic objective: Support the continued professional development of Customer Services. Ensure that the Council’s corporate risks are managed effectively and mitigations and put in place to reduce impact.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Ensure all members of the Customer Service team receive adequate training to fulfil their role	100%, annually	<p>Target Achieved</p> <p>Complete in accordance with corporate training and individual training plans. Training this year has included:</p> <ul style="list-style-type: none"> • Fraud Awareness • Carbon Literacy • Equality and Diversity • ARP new change of address form • HomeLink • Basic Local Gov Drupal training • Suicide prevention training • Ask Ani/Domestic Abuse • Hate Crime reporting. • Cyber data protection • Telephone conflict management training • Mental health training • Web Content training • ARP refresher training • What matters to you? (wellbeing hub) 	Customer Services Manager Customer Services Team Leader
Team meetings	Minimum 4 a year, annually	<p>Target exceeded.</p> <p>Completed eleven team meetings this year outside of office hours, well attended.</p>	Customer Services Manager Customer Services Team Leader
One to one meetings.	Minimum 4 a year, annually	Target Achieved	Customer Services Manager Customer Services Team Leader
Appraisals completed annually and within timeframe set by HR.	100%, annually	<p>Target on track – accountabilities added to skillgate and dates in diaries at time of writing report</p>	Customer Services Manager Customer Services Team Leader
Regularly review corporate risks including:	Minimum annually, annually	<p>Target Achieved</p> <p>Disaster recovery</p>	Customer Services Manager Customer Services Team Leader

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<ul style="list-style-type: none"> disaster recovery to provide continuous front facing services to the public in the event of a minor or major system outage. GDPR (General Data Protection Regulation) compliance to protect personal data, council reputation and provide confidence in online services. information security to protect personal data, prevent financial penalties, protect council reputation and provide confidence in online services. health and safety of members of the public visiting the Council offices 		<p>Remote working rota ensures we can continue to provide front line service away from The Grange if necessary. This is tested weekly.</p> <p>Mobile phone contingency plan in place to minimise disruption during telephone system issues or an outage.</p> <p>GDPR & Information Security</p> <p>No data or Security breaches reported. Data Protection training complete. Data archived in line with corporate retention policy.</p> <p>Health & Safety</p> <p>Risk Assessment last reviewed November 24. Discussed at monthly team meetings,</p> <p>Customer Services Team Leader is a member of the Council's Health and Safety Working Party</p>	

Council's strategic outcome: A clean, green and attractive place.

Customer Services' strategic objective: Undertake activities which help to mitigate/adapt to climate change.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Benchmark the council's website carbon emissions rating by 30 June 2025	By 30 June 2025	New performance measure.	Web Project Team
Develop a strategy that seeks to improve the council's website carbon emissions rating by 30 September 2025	By 30 September 2025	New Performance measure	Web Project Team