



Customer Services Service Delivery Plan 2026 to 2027

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, making ease of use a priority and provides advice on access to Council services online.

The team monitors customers' needs, customer feedback and works with Service Leads and partners to create positive communication channels. The team strives to increase the number of interactions resolved at first point of contact, identifying improvement opportunities and strives 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 works to ensure that 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, online enquiries or serving customers face to face, the Customer Service team undertakes administration tasks to support Council Services, ECSS, Ely Markets and Anglia Revenues Partnership. Examples range from maintaining the ECSS waste database, managing the issuing of 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 2026/2027 is £487,288

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

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Operational Services
End of year report 2026 to 2027	March 2027	Operational Services
Service Delivery Plan 2027 to 2028	March 2027	Operational Services

Customer Services Service Delivery Plan 2026 to 2027

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 2025 to 2026.

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 2025 to 2026	Owner and co-owners
Monitor customer feedback and service performance	100%, annually	<p>Target Achieved</p> <p>283 customer satisfaction surveys completed to date. 84.1% were satisfied or very satisfied, 3.2% were neither satisfied or unsatisfied and 12.7% were unsatisfied or very unsatisfied with the service they had received.</p>	Customer Services Manager Customer Services Team Leader
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 - 96.8%, May – 97.3%, June – 98.5% July – 98.2%, August – 98.4%, September - 98% October – 98.5%, November – 99.2%, December – 99.1% January -98.6 %, February – %</p> <p>February and March figures not available at time of writing report</p> <p>.</p>	Customer Services Team Leader Customer Services Manager Customer Service Advisors and Apprentice
Answer calls offered by the telephone system for the main Council telephone number 01353 665555 within 30 seconds	Monthly - 90%, annually	<p>Target Achieved</p> <p>April – 33 seconds, May – 24 seconds</p>	Customer Services Manager Customer Services Team Leader Customer Service Advisors and Apprentice

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<p>June – 19 seconds, July – 18 seconds August – 20 seconds, September – 23 seconds October – 24 seconds, November – 1 seconds December – 16 seconds, January – 19 seconds</p> <p>February March figure not available at time of writing report</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 – 97%, May – 98% June – 99%, July – 98% August – 99%, September – 99% October – 99%, November – 98% December – 100%, January – 98%</p> <p>February and March figures not available at time of writing report</p> <p>3607 emails received to date 98% responded to within 24 hours.</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice Customer Services Manager</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 2025 to 2026	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: - Election Support</p>	<p>Customer Services Manager Customer Service Team Leader Digital Services Officers</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<ul style="list-style-type: none"> - The “Ask for Ani campaign” and domestic abuse accreditation. - Assisting Press and PR with numerous press releases To work proactively with Digital Services to review customer services FAQ database, sharing reports To work closely with all services keeping up to date with changes to processes ensuring the team have required knowledge to close off enquiry at first point of contact where possible, avoiding hand off Housing And Community Services - HomeLink 	
<p>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"> - Electoral Services Support - Supporting the Ask Ani campaign - Assisting Press and PR -promoting services via TV screens in reception, banners and posters. - Supporting services with changes to service and processes updates. - Review of the customer services FAQ database - Housing And Community Services – HomeLink-customer guidance-digital assistance and issuing of foodbank vouchers 	<p>Customer Services Manager Digital Services Officers</p>
<p>Continue to provide a frontline service for ECSS and support the development of their service throughout 2025 to 2026</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 – 76.46%</p> <p>Q2 – 71.88%</p> <p>Q3 – 70.93%</p> <p>Q4 figure not available at time of writing report.</p>	<p>Whole team activity</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<p>% of waste emails resolved at first point of contact Q1 – 76% Q2 – 79% Q3 – 75% Q4 figure not available at time of writing report</p> <p>Development and support</p> <p>New waste service</p> <ul style="list-style-type: none"> - Supporting ECSS and waste services with the roll out of the new service - Advising and directing residents via phone, email and online enquiries - Recruitment and training of two new fix term staff to manage increased call volumes to keep abandon call rate low allowing existing staff to advise on all other enquiries (Start date 9th March 2026) <p>Bartech Project</p> <ul style="list-style-type: none"> - CRM integration with Bartec live, work with digital team for adding and removal bins at addresses and assisted collections. - Integration with Customer - Administration - 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-advising on new waste service. 	
<p>Respond to Building Control and Planning copy requests within five working days</p>	<p>100%, annually</p>	<p>Target Exceeded</p> <p>514 requests received to date. Figures will be updated when February and March figures are available.</p> <ul style="list-style-type: none"> - 75% requests responded to within 24 hours - 7% requests responded to within 2 days - 8% requests responded to within 3 days - 6% requests responded to within 4 days - 4% of requests responded to within 5 days 	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Attend and make an effective contribution to monthly ARP Customer Service meetings and develop an 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"> - Continued development of new contact us form - Paperless billing campaign - Pension credit campaigns - Letters review - Customer service standards - 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 2025 to 2026	Owner and co-owners
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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 2025 to 2026	Owner and co-owners
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	100%, annually	<p>Target Achieved</p> <p>219 forms completed to date. 294 ARP general enquiry forms completed on behalf of customer, via email and or face to face contact.</p> <p>Figure to be up dated figure for full financial year available</p>	Customer Services Team Leader Customer Service Advisors and Apprentice

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 2025 to 2026	Owner and co-owners
<p>Ensure all members of the Customer Service team receive adequate training to fulfil their role</p>	<p>100%, annually</p>	<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 • Cyber data protection • Fraud awareness • Telephone conflict training • Bomb threat • Fire extinguisher • Mental Health first aid • LGO complaints training • Prevent training • Suicide prevention • Hate crime reporting • What matters to you (wellbeing hub) 	<p>Customer Services Manager Customer Services Team Leader</p>
<p>Team meetings</p>	<p>Minimum 4 a year, annually</p>	<p>Target exceeded.</p> <p>Completed ten team meetings this year outside of office hours, which were well attended.</p>	<p>Customer Services Manager Customer Services Team Leader</p>
<p>One to one meeting’s</p>	<p>Minimum 4 a year, annually</p>	<p>Target on track- 2 more meetings to go</p>	<p>Customer Services Manager Customer Services Team Leader</p>
<p>Appraisals completed annually and within timeframe set by HR.</p>	<p>100%, annually</p>	<p>Target on track – started meetings, accountabilities added to skillgate and dates in diaries at time of writing report</p>	<p>Customer Services Manager Customer Services Team Leader</p>
<p>Regularly review corporate risks including:</p>	<p>Minimum annually, annually</p>	<p>Target Achieved</p> <p>Disaster recovery</p>	<p>Customer Services Manager Customer Services Team Leader</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	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 services 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>Five minor data breaches to date-Customer Services handling high volumes of customer of customer data. Data Protection training complete. Data archived in line with corporate retention policy.</p> <p>Health & Safety</p> <p>Risk Assessment last reviewed July 2025. Discussed at monthly team meetings,</p> <p>Customer Services Team Leader is a member of the Council’s Health and Safety Working Party</p>	