



# **CUSTOMER SERVICES STRATEGY**

**2007 - 2009**



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**WYRE FOREST DISTRICT COUNCIL**  
**CUSTOMER SERVICES STRATEGY**

**FOREWORD**

The Council is committed to building a better future for those who live and work in our District. We recognise the growing expectation that all Council services within a community should be delivered through means convenient to the customer rather than just the Council. We need to build on our existing customer service capability and improve the way we deliver services are both locally and across the County.

We are equally committed to providing efficient, value for money services that meet customers' needs. We have, therefore joined with Worcestershire County Council and the five other District Councils in Worcestershire to provide a "Worcestershire Hub" in Wyre Forest

The Customer Service Centre based in Kidderminster Town Hall will provide both a face to face and telephony service with satellite offices based in the Stourport on Severn and Bewdley. It represents a step change in service delivery, but it is not a leap into the unknown.

We acknowledge that things change. Customers' needs alter and their expectations increase. New technology opens up new possibilities for service delivery. We will need to review this strategy regularly to make sure that we keep pace with new developments and the improvements being made by others.

This Strategy puts the focus on customers and complements the work that is already underway in the Council to provide an excellent customer service experience.

A handwritten signature in dark ink, appearing to read 'W. Delin', with a stylized flourish at the end.

**Walter Delin**  
**Chief Executive**

# WYRE FOREST DISTRICT COUNCIL

## Extract from Corporate Plan 2003-2008

### Vision, Theme, Key Priority and Values

CORPORATE PLAN 2003-2008	
THE COUNCIL'S VISION	<i>"We want Wyre Forest to be a District with healthy, safe and flourishing communities that are supported by a strong and diverse economy. The local environment will be clean, inspiring and valued, where people are proud to live and work and are attracted to visit and invest."</i>
ORGANISATIONAL THEME :DELIVERING QUALITY SERVICES AIM	<i>"To deliver high quality services that we can take pride in and which make a real and sustainable difference in the quality of life of our communities"</i>
KEY PRIORITY: IMPROVING CUSTOMER SERVICE	<i>"We will be responsive to the changing and different needs of our customers and will work towards providing services, which are effective, efficient, and accessible and maximise user satisfaction."</i>
OUR VALUES	
PUTTING CUSTOMERS FIRST	<i>Providing accessible services that give people a choice of how and when to access services.</i>
BEING OPEN, RESPONSIVE AND ACCOUNTABLE	<i>We will ensure that decision making processes are clear and transparent and that there is effective and regular consultation with our communities</i>
GIVING VALUE FOR MONEY	<i>We will provide high quality, value for money services and strive for continuous improvement</i>
PROMOTING SUSTAINABLE DEVELOPMENT	<i>We will make sure that decisions will benefit both present and future generations by considering the social, economical and environmental implications.</i>
VALUING EMPLOYEES	<i>We will support, praise and invest in our workforce to develop our organisation.</i>
WORKING IN PARTNERSHIP	<i>We will continue to develop productive working relationships with other organisations and our communities to achieve common goals and provide effective services.</i>

## **CUSTOMER SERVICES STRATEGY**

### **INTRODUCTION**

The Customer Services Strategy is designed:

- To provide a high level framework that redefines how customer service is delivered by the Council. In providing services across such a mixed area we are mindful of people's mobility, their preferences and abilities to access our services.
- To build those preferences and abilities into our service delivery and to provide services in a way which focus on customer choice. The importance of the diversity of customer needs, the ease of accessibility, quality and speed of response that customers expect are all taken into account.
- To fit with and operate within the context of the Council's Corporate Plan and links to the Council's vision, values and priorities for Wyre Forest. It also links closely with the Community Strategy, the Councils Improvement Plan and internal Divisional Business/Service Plans and the Council's budgeting process.

### **BACKGROUND**

The District of Wyre Forest covers over 75 square miles with most of its 98,500 plus population living in three major towns Kidderminster, Stourport-on-Severn, Bewdley and rural villages.

There is a national drive to re-focus public services around the needs of customers and other users. This covers social inclusion/equality of access with particular emphasis on the national strategy to deliver services electronically.

Customers expect more from service providers and the Council has an opportunity to exceed these expectations if a pro-active approach is adopted.

The Council has invested significantly in improving its services to Customers. Its flag ship, The Customer Service Centre known as the Worcestershire Hub was opened to the Public in November 2006 is a partnership of the six district councils and the county council.

Six face to face centres, 'virtual' telephone centre and a web based self service option have been designed to help all those with a stake in Worcestershire to enjoy a good standard of customer experience, no matter where they live or what service they need.

Over time we plan to ensure that all initial business with public service providers can be dealt with in one location.

Through the Worcestershire Hub we aim to resolve 80% of calls at the first point of contact, leaving our specialist 'back office' teams to concentrate on delivering their service in the most effective way possible.

This Strategy represents a Customer Service direction for the future that will enhance the current level of service for both internal and external customers. The document relates to customer service and takes a holistic approach to how the Council can enhance service to its customers.

## **WHERE DO WE WANT TO BE?**

### **OUR VISION FOR CUSTOMER SERVICES**

***“To exceed the expectations of all our customers, consistently delivering excellent and cost-effective public services”***

***Wyre Forest- Putting Customers First***

Our objectives of the describe the main ways in which we will achieve our Vision

## **OUR OBJECTIVES**

1. **Accessibility** - To create an organisation that believes in a customer first culture, with the skills and processes to deliver quality services to our community.
2. **Value For Money** – Customer Service will be the focus to bring 'joined up' services to the Council, both internally and with our County Partners. We will learn from best practise elsewhere and work with Key Partners in the Public, Voluntary and Private Sectors; and offering services that actively seek efficiency gains and improvement in productivity.
3. **IT Technology** - Technology will be the key to driving change in the way we provide services to our customers. Excellent service can only be delivered where employees have been provided with relevant, accurate, accessible information. We will ensure that our IT Technology will deliver the service required and develop our web based access/channels.
4. **Service Delivery** - All customers should have equal access to the services provided by the Council. This means we recognise that people have different needs and requirements and we will do our utmost to meet these needs.

The action plan in **Appendix A** sets out the **key** actions and provides details of who is responsible for progress and the timescales.

## **WHO ARE OUR CUSTOMERS?**

Customer is defined as:

***‘Anyone who needs to contact, or be contacted by the Council’***

The Council’s “Customers” are the Community it serves

This includes:

- People who live or work in the District: e.g: residents, Wyre Forest based businesses, people who do business with us.
- Our Partners: voluntary and community sector; schools and colleges
- Statutory Partners: e.g. health providers and the police
- Internal Divisions
- Anyone visiting or passing through Wyre Forest.
- It also includes anyone we do not provide services for but interact with.

## **CUSTOMER CONSULTATION SURVEY**

A customer consultation exercise was carried out in September 2006. We know that local people in Wyre Forest demand a choice of access methods for services - telephone, face to face, electronic.

The consultation informed us that generally people are satisfied with the way in which they can contact the Council. However, experience of contacting the Council can differ and when customers do make contact their impressions can be mixed as they may often be passed from person to person.

The Council needs to become a more responsive and pro-active through the better use of information and through our corporate brand values.

## **CORPORATE CUSTOMER SERVICE STANDARDS AND BRAND VALUES**

The focus on “customer experience” is far and away the most telling characteristic of our corporate brand and identity. It is essential, therefore, that all employees live up to the service standards (which are part of the brand promise) in order to maintain our brand integrity. Customer service is directed at building the value of our brand, and co-branding with the Hub.

The truism that “trust is built on a thousand deeds and lost by one” is as relevant for our brand as it is for customer relationships. Aligning our service with our brand is the best way to build robust and sustainable relationships.

The Strategy defines the Corporate Customer Service Standards which will form the basis of performance measurement and are an important driver in continuing to improve the services to our customer. Where appropriate other service specific service standards within Divisions will apply.

The Corporate Customer Service Standards shown in **Appendix B** will be issued as part of the employee Induction package and displayed in all council offices.

Corporate Customer Services Standards include:-

- Dealing with 80% of enquiries through the Worcestershire Hub at the first point of contact.
- Treating our customers with respect, courtesy and friendliness.
- Training our employees to provide high quality customer care.

The Corporate Customer Service Standards will apply to all Hub related Services. The Council is accountable for service provision whether the service is provided in-house, through a contractor or through a strategic partner. Therefore, these standards will apply to the contractors and partners who provide services on behalf of the Council. Where appropriate these standards will be applied.

The standards will be reviewed regularly (at least every year) and will be updated based on customer feedback and performance monitoring.

The Customer Services Strategy will have influence across many areas:

- Communication
- Consultation
- Service demands
- Technology advances
- Human Resources Strategies
- Equality & Diversity Policy

## **ACCESSIBILITY**

The Council recognises that different customers prefer different ways in which they access our services. A range of access routes will be made available which will give customers more flexibility and choice in how to contact the Council.

Awareness and understanding of the Council's Customer Services Strategy and the Customer Service Standards needs to be increased both externally and internally.

External publicity will include a press release, an article in the 'Forest Wyre Magazine' and through the Council's website.

Service Promise leaflets will be produced and be available at Key Council access points.

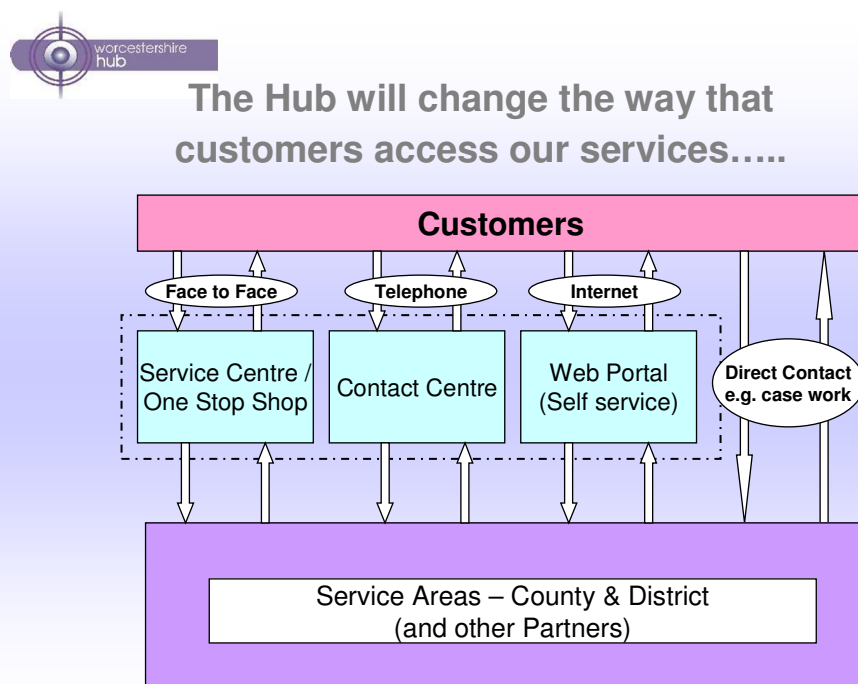


## **THE WORCESTERSHIRE HUB MODEL:**

### **Front Office/Back Office**

A distinction within an organisation between those parts of the delivery of a service which are delivered to or received by the customer, ie letters, telephone calls, visits, etc. and those which are part of the knowledge base or procedures within the organisation required to reach a decision or deliver the service, ie report writing, research, calculation. In the same organisations front and back office duties are delivered by the same individuals, in others they are divided where a Contact Centre provides a front office contact.

The 'Hub' creates a single front office where all initial customer contact will be made, whichever channel of communication the customer uses. This will ensure a consistent standard of service is delivered.



A fully integrated Customer Relationship Management (CRM) solution can help optimise 'front office' to 'back office' processes thus allowing routine work to be dealt with at the Service Centres.

CRM Software allows the Customer Service Advisor on the front line to have a full understanding of all the interactions both for the Council and its customers. It also enables the Advisor to be pro-active in advising the customer of other services they might be entitled to and giving an update on any outstanding enquiry.

- Telephone Handling – Telephone call handling is centralised at the Worcestershire Hub in Kidderminster Town Hall.

A centralised service via the Worcestershire Hub has allowed the Council to extend opening hours to meet customer service expectations. The opening hours will be reviewed in light of customer requirements on an ongoing basis.

- Face to Face – Surveys shows that customers want a face to face service and many of the transactions we carry out require it.
- Self Service (via the Council's Website) – A relatively small number of our customers currently use this means of communication with the Council. We will expect this to increase in the future as people become more technologically aware.

Self Service is the most cost effective channel for the Council to manage and from an efficiency and value for money point of view this important area needs to be continually developed over the coming months.

The website offers opportunities to make transactions on line and will need to be developed further to be fully transactional.

- Web and email - To build an interactive web site that allows the majority of transactions to be performed at a time which suits the customer
- Post - Some customers prefer to do business by post and we will continue to provide this facility. We will use modern technology wherever possible to make this service channel efficient and cost effective.

Council wide services can be accessed through the customer's own choice of access channel at convenient times without having to have detailed knowledge of the structure of the Council. It also allows users who have a number of unrelated enquiries dealt with in one call removing the need to transfer calls to different Divisions.

Customer Service Advisors deal with a significant number of service requests e.g providing information, administering bookings for services, taking payments, reporting and registering a repair request, Highways etc. This increases customer satisfaction as the majority of enquiries are resolved on a 'one visit' basis.

## **E-SHOP**

Central to this service is the Hub's *Customer Relationship Management Solution* Software. Which will :

- be used by employees in the Service/Contact Centres
- provide employees/customers with service information

- provide information to Service Areas
- enable logging, tracking, progress and action of customer enquiries.
- Our aim is to fully integrate e-shop with service specific systems and processes, thus enabling 2-way transfer of information in real time.

### **PARTNERSHIP WORKING**

There are many opportunities to work in partnership with others both within the District as well as neighbouring local authorities and private sector providers. The 'Gershon' efficiency savings targets and the government's collaborative working agenda is driving this joined up approach to delivering public services. We will aim to work with others to find solutions that enable services provided by the Council and partner agencies to be seamlessly integrated to bring benefits to the community.

### **EQUALITY AND DIVERSITY**

Customers who use the District's services are entitled to do so free from discrimination and harassment. The Council is committed to developing and implementing policies that will ensure equal access to our services, regardless of age, disability, gender, race, religion or belief, sexual orientation. Managing diversity in service delivery is about providing appropriate services, according to need, for everyone in the District.

We aim to offer high quality services by recognising the diversity of our customers and acting to ensure that individual needs are met and we will continue to develop the facilities to ensure that they are fully accessible to everyone.

It is important to recognise that this Strategy will benefit employees as well as our customers. We will do our best to make sure that people from diverse backgrounds fill the specialist customer service roles, so our workers reflect the community we live in.

An Equalities Impact Assessment is included in **Appendix D**.

### **MONITORING OF COMMENTS AND COMPLAINTS**

Corporate and Divisional systems for recording enquiries, comments and complaints have already been developed to ensure that we can monitor and evaluate the level and areas of concern. Monitoring and evaluation will ensure that enquiries, comments and complaints systems will be used to inform developments in service delivery, customer service, consultation and performance indicators.

### **CUSTOMER SERVICES AWARENESS AND TRAINING**

Training and Development will be key to the successful implementation of this Strategy. New employees will receive information and training on the Council's Customer Service Standards as part of their induction process.

Customer Services Advisors require a full range of skills if they are to understand the diversity of our customer's needs, the services provided by the Council and its partners and the technology used. Each Customer Services Advisor will have a training plan designed specifically to meet these needs.

Posters setting out the corporate customer standards will be displayed on Council notice boards, published on the intranet, and be included in team briefing, to increase awareness within the Council.

The Strategy will be published on the website and intranet.

Customer Service Standards will be included in any partnership agreements that the Council implement.

### **CRITICAL SUCCESS FACTORS**

To become a leading customer services organisation and achieve the objectives in this Customer Service Strategy, there are five key success factors that are necessary:

1. **Senior Management & Political Support** ~ cultural change is required to have excellence in customer services and this requires complete support from the Corporate Management Team, Senior Managers and Councillors.

2. **Adequate Resources** ~ in order for customer service initiatives to be successful, the commitment of adequate human resources and funding must be provided.

3. **Employee Buy-In and Communication** ~ transitioning to a new customer service delivery model requires employees to have a good understanding of the program and should be active participants in the process. If change is to be embraced, then it must be communicated to employees and the unions.

4. **Clear Vision** ~ the Council needs to know what the transformed organisation would look and work like. This is a critical step and serves as a guide for future decisions.

5. **Enabling Technology** ~ to evolve to a customer-centric organization would requires information and technology support to be effective and efficient.

This customer service strategy would help the Council focus on one of its core organisational themes – Delivering Quality Services. Responding to customer needs promptly and adapting quickly to changes in a cost effective way is crucial for success, especially when faced with the fast-paced changing environment.

## **CUSTOMER SERVICES STRATEGY - AN OVERVIEW**

### **BASIC PRINCIPLES**

- As many services as possible to be capable of delivery via a single point of contact (face to face, telephone, self service)
- To deliver the right mix of customer access points including one stop services, telephone contact, local enquiry points and self service access.
- Multiple service enquiries dealt with by one person, during one contact, at a time and place convenient to the customer.
- To present the Council's services as a cohesive portfolio from a customer perspective.
- To extend the opening times and availability of services of the council via new access channels.
- Front/back office split that allows employees with the best customer facing skills to spend more of their time using those skills. Technical staff and those with detailed expertise working in the 'back office' are largely uninterrupted by routine customer enquiries.
- Provide a consistent, high quality interface between customers, service providers, supported by shared and integrated information

### **TELEPHONE CONTACT**

- To have one telephony contact centre as the focal point for telephone contact with the Council and longer term the Council's strategic partners.
- To develop the contact centre to enable 80% of high volume or high profile customer enquiries to be dealt with at the first point of contact by well trained customer service advisors.
- To utilise the contact centre to generate income e.g. telephone cash collection.

### **FACE TO FACE**

- The Hub will be heavily dependent upon ICT and information systems creating an information network across the Council.
- To develop excellent customer service centres staffed by well trained customer service advisors providing a range of council services in conjunction with external partners.
- To extend opening hours in the contact centres to suit the needs of our customers.

## **SELF SERVICE**

- To position the website as the main information resource to be used in face-to-face, contact centres and self service interaction.

To enable customers to utilise Council services at any time.

## **TECHNOLOGY**

- To develop and implement a CRM solution including a database which will lay the foundation for joined up access to services from all new customer access points by enabling 80% of customer enquiries to be dealt with at the first point of contact both face to face (mediated) and self service.
- To keep abreast of other new technologies, concentrating on developing and enhancing customers' preferred choice of access channels, particularly phone, face to face and Website during the first 3 years of implementation.

## **SERVICE REDESIGN**

- To re-engineer processes to better meet the needs of customers and deliver a more streamlined efficient way of working by removing non value added activities which in turn will support the delivery of enquiries at the first point of contact.

## **TRAINING AND DEVELOPMENT**

- To develop a customer focused workforce, displaying customer focused competencies and behaviours.
- To introduce generic working as appropriate across the front line thus securing a one council approach when accessing services.

## **FUTURE PLANS**

- We are moving towards mobile working with an emphasis on taking our services to the customer where it is economically viable to do so. The Council is investing in technology to allow greater flexibility in the way that our customers both access and utilise the services we provide.
- We shall expand on our present activities where we have facilitated intelligent forms and scanners for field workers in Benefits and data capture for Building Inspectors in Planning, Health and Environment..

**APPENDIX A****ACTION PLAN**

<b>CORPORATE THEME &amp; KEY PRIORITY</b>	<b>AREA</b>	<b>ACTION</b>	<b>TIME SCALE</b>	<b>LEAD OFFICER</b>
Providing Community Leadership – Effective Partnership Working	Accessibility	1. To develop the Hub to meet the needs of our customers.	Dec 2007	Customer Services
Improving Corporacy and Performance – Corporate Development	Accessibility	2. To improve the quality and accessibility of our internet services to customers.	2007-2008	ICT
Improving Corporacy and Performance – Strategic Planning	Accessibility	3. To identify the opportunities for partnership working in relation to mobile and outreach services.	June 2007	Hub Partnership
Delivering Quality Services - Communication and Consultation	Accessibility	4. To make effective use of appropriate new delivery channels to encourage all the sectors of our community to access our services.	Dec 2007	Customer Services
Delivering Quality Services – Utilising New Technology	IT Technology	5. To design and implement systems which help us to provide better quality and accessible services to our customers.	Ongoing	ICT
Improving Corporacy and Performance – Organisational Performance	Value for Money	6. To establish an effective performance management monitoring method	Dec 2007	Human Resources
Delivering Quality Services – Communication & Consultation	Service delivery	7. To undertake an annual Hub Customer Consultation exercise to understand the nature of demand and what really matters to our customers.	Annual	Customer Services
Delivering People and the Workplace – Skills & Personal Development	Service delivery	8.To carry out a comprehensive customer service training and learning programme. (to include employees dealing with both external and internal customers.)	Ongoing	Human Resources
Improving Corporacy and Performance – Corporate Development	Service delivery	9.To continue to review our processes to deliver continual improvement in our performance and customer service.	Ongoing	Customer Services
Delivering Quality Services - Equality	Service delivery	10. To eliminate any form of discrimination against any	Ongoing	Equality & Diversity

		customer		Officer
Developing People and the Workplace – Human Resources	Service delivery	11. To ensure Customer Standards are included in our induction training for all employees	June 2007	Human Resources
Delivering Quality Services – Best Practice	Service Delivery	12. To ensure all future Divisional Business Plans have a clear link to the Customer services Strategy	March 2007	Head of Division
Delivering Quality Services – Improving Customer Service	Service Delivery	13. The Customer Services Centre opening hours will be linked to Customers needs and in line with other Council Services.	Dec 2007	Customer Services
Delivering Quality Services – Utilising new Technology	Service Delivery	14. To use IT systems to help us to understand our customers and meet their requirements.	Annually	ICT / Customer Services
Delivering Quality Services – Communication & Consultation	Service Delivery	15. To review the Comments, Compliments and Complaints procedure	Annually	Customer Services/ SPU
Delivering Quality Services – Improving Customer Service	Service Delivery	16. To launch to all employees the Customer Service Standards	April 2007	Human Resources Division



**Customer Service Standards**

1. On Contact we will:-

- **be polite and efficient, helpful and attentive to all our customers.**
- **guarantee confidentiality and equality where legislation allows.**
- **do our best to provide information about other local services, not provided by the Council**

2. Telephone Contact we will:-

- **answer your calls within fifteen seconds**
- **greet and give our name and the name of the relevant section.**
- **pass your enquiry to a specialist, including your personal details and the nature of your query so that you do not have to repeat it to another person where necessary**

3. Written Contact we will:-

- **reply to correspondence, including Councillors' enquiries, within 7 working days**
- **provide a contact name, office address, email address and direct dial number in the letter**
- **acknowledge complaints within 3 working days and complete the investigation within 15 working days of receipt of the complaint**
- **write in plain language and provide translations where appropriate**
- **provide information in alternative formats upon request.**

4. Face to Face Contact

At a Council Office we will:-

- **have uniformed front line employees**
- **have name badges for all employees**
- **attend to callers within 15 minutes and provide the required information or complete the enquiry or pass your enquiry to a specialist, including your personal details and the nature of your query so that you do not have to repeat it to another person**
- **keep the appointment that you have made and will inform you in advance if we have to cancel it and offer a convenient alternative.**

## APPENDIX C

### PERFORMANCE MEASURES

<u>Interaction</u>	<u>Standard</u>	<u>Current performance</u> (December 2006)
Customers are treated with courtesy and respect at all times.	85% of customers agree	97%
The CSA made them feel their enquiry was important	85% of customers agree	88%
The CSA fully understood their enquiry.	85% of customers agree	97%
The CSA completely resolved their enquiry or were confident that the appropriate action was taken.	85% of customers agree	93%
The information they were given was accurate.	85% of customers agree	94%
Customer waiting times are acceptable.	85% of customers agree	97%
Overall customer satisfaction rating.	85%	94%

### Telephones

Average speed of answering calls	Within 15 seconds	13 seconds
The abandoned calls rate will be actively managed	Working towards 5% per month	11%
Resolved by the CSA at the first point of contact.	85% of enquiries	97.50%

### Website

Increase the number of unique users by	10% per annum.	
Availability of the website	100%	100%
Enablement of on-line forms.	100%	

### Face to Face

Queue management, enquirer sees CSA	85% within 15 minutes.	7.5 Minutes
Resolved by the CSA at the first point of contact.	85% of enquiries	99%

### **Satisfaction Monitoring:**

	<b>Nov 06</b>	<b>Dec 06</b>	<b>Jan 07</b>
Waiting time	94%	97%	91%
CSA understood enquiry	97%	97%	95%

Enquiry was important	94%	88%	93%
Accuracy	92%	94%	96%
Enquiry resolved	90%	93%	96%
Courtesy & respect	96%	97%	100%
<b>Overall Satisfaction</b>	94%	94%	96%

These percentages are based on a small selection of Council services developed over the past twelve months, enabling us to receive a high satisfaction level.

Since opening in November, customer services deal with a wider selection of Council/County services, this will reflect in the satisfaction rating in the future.

### **Telephones:**

	<b>Nov 06</b>	<b>Dec 06</b>	<b>Jan 07</b>
Speed of answering	75%	79%	74%
Answered Calls	86%	89%	86%
Resolved at first point of contact	97.5%	97.5%	98%

These percentages are affected with increased call volume, reduced staffing and increasing the level of service provided by the Customer Services Advisor.

### **Face to Face:**

	<b>Nov 06</b>	<b>Dec 06</b>	<b>Jan 07</b>
Waiting time	7 mins	7.5 mins	8 mins
Resolved at first point of contact	99%	99%	98.5%

Waiting times can vary due to level of enquiries offered to the customer.

## Equalities Impact Assessment

What is the name of the Service/**Policy** or Procedure to be assessed?

Customer Services Strategy

Briefly describe the aims and objectives of the Service/**Policy** or Procedure:

To deliver excellent and cost-effective public services

Understanding the diversity of customer needs

Ease of accessibility

What factors could prevent the aims and objectives being achieved?

- Services not being accessible to all
- Contact Centre employees not trained in Equality & Diversity Awareness
- Not recognising that people have different needs and requirements

### **Important Note**

**When answering the following questions please give consideration to:**

- **Age**
- **Disability**
- **Gender**
- **Gender Reassignment**
- **Race**
- **Religion or Belief**
- **Sexual Orientation**

1. Does the Service/**Policy** or Procedure involve or impact upon any person or group of people?

YES

☒

NO

☐

If yes, specify

Service Users / Visitors to Wyre Forest / Stakeholders / Employees  
/ Residents of Wyre Forest

2. Does the Service/**Policy** or Procedure involve or impact upon elimination of discrimination, or discriminatory practice?

YES

☒

NO

☐

If yes, how:

Reinforces that employees will receive E & D Awareness training  
Refers to services being accessible to all

3. Does the Service/**Policy** or Procedure involve or impact upon promotion of equality of opportunity?

☒☐

YES

NO

If yes, how

Aligns with existing equality policies

4. Is there any evidence, or other reason to believe that any person or group could be adversely affected?

YES

☐

NO

☒

If yes, specify

5. Is there any opportunity to better promote equality of opportunity and good relations between different minority groups by altering the service/**policy** or procedure?

NONE ☐ LITTLE ☐ SOME ☒ SUBSTANTIAL ☐

Comments:

Continue to provide services accessible to all  
Improved communication channels - Consultation with service users through various media i.e. surveys / questionnaires  
Regular monitoring of their needs

6. Is there any public concern that this service/**policy** or procedure is working in a discriminatory manner?

NONE ☒ LITTLE ☐ SOME ☐ SUBSTANTIAL ☐

Comments:

Not aware of any

7. Do you consider that this service/**policy** or procedure has implications for equality?

NONE ☐ LITTLE ☐ SOME ☒ SUBSTANTIAL ☐

Front line service dealing with a diverse community

8. I judge this service/**policy** or procedure to have the following level of impact on equality.

HIGH ☒ MEDIUM ☐ LOW ☐

Comments:

Relates to a front line service

9. What can be done to improve access to/take up of service/**policy** or procedures?

Ensure all employees are aware of Strategy not just those who are based at the contact centre  
Continue to deliver services to service users etc according to their need  
Continued awareness of diverse cultural society / disabled people

10. What is the justification for taking these measures?

- Public Service
- Good Practice
- As a public authority we have a duty to promote anti-discriminatory practices

11. What are your recommendations based on the conclusions and comments of this assessment?

Continue to reinforce the importance of providing a service to a diverse community – consider their needs

12. If equality objectives and targets need to be developed, please list them here.

- Continues awareness sessions
- Information available in alternative formats

Signed ..... Date: .....

Print Name: .....Paul Ryder.....

Position: .....Head of HR.....

Division: .....Human Resources.....

Office Use:

Date Returned: