

South Northamptonshire Council
Customer Service Framework

INTRODUCTION

This paper is the highest level document regarding customer services at South Northamptonshire Council.

It sets out a framework for the development of customer services at SNC. More than that, it proposes a framework for the transformation of the organisation into one where customer focus fundamentally drives the business.

Rather than this being something we do because central government says so or as a bolt-on to keep the community happy, it fundamentally defines who we want to be.

The overall vision is for the Council to be:

- Approachable
- Accessible
- Effective
- Efficient
- Transparent

The framework describes the behaviours that the Council will need to demonstrate as we move forwards towards this, the characteristics that reflect this and the performance measures to be used to assess how well we are doing.

A slightly modified presentation of the framework enables it to be used as an assessment tool. This will allow services to evaluate their current position and develop action plans as part of future business planning processes.

Taken together, the framework represents an holistic approach to developing a customer centred organisation and the master reference point for future development work.

THE VISION

It's Christmas 2010, and the implementation of the Customer Service Framework went better than we could ever have expected. Members and officers really got behind defining the content of the Framework and owned it from the off. Cabinet and Members championed it right from the start and we started 2009 with a bang.

The new information management team set up under ODR did some great work profiling our different communities and as a result we really started to understand our customer base for the first time. When we coupled their data with the work of the mapping guys, things really began to make sense. We were able to start focusing services in ways we'd never done before and once the Community Engagement team started going out and asking people what they thought of the services we provided and what they actually wanted, it all began to come together.

The Customer Service Framework started things off by giving us an holistic approach to what we were trying to achieve. We followed that up with some of the key supporting documents, in particular the Customer Access Strategy, which set the tone for service delivery in Towcester, Brackley, the Customer Service Centre (CSC) and through partnerships in other locations. We invested in the technologies needed to make the Call Centre, help centres and the web site really work properly as service delivery vehicles and we put proper performance measurement in place so we could see from the start how well we were doing.

One of our boldest moves was to set our targets high. The aspiration to provide everyone in the district with access to services within a ten minute walk in particular looked really over-ambitious at the start but providing video-conferencing access to the call centre and the outreach services has taken us a long way towards this. Not twenty-four hours a day or seven days a week of course, but then we know from our consultation work that this is not really what our customers want.

Other things we got right varied. We started to co-ordinate the council's marketing activities so that customers switched to using the main golden number. We withdrew direct-dial-in for most activities and we provided silver numbers where this added real value. The Members love theirs. We sorted out the CRM (customer relationship management) system so that our service agents can see on one screen every contact a customer has had with us and can record and track all queries from start to finish which lets us close the loop back to the customer whenever we want to.

By capturing postcodes for the majority of enquiries we can now map activity levels and target service interventions on a geographic basis. By mixing data layers, we identified a range of opportunities to improve services whilst reducing costs and, as an added bonus, we can now give Members ward based information on what is going on in their areas at the touch of a button.

The real win though was in focusing on the quality of the services we provide. We trained the whole organisation in customer care principles. We reshaped services on the basis of what represents a great experience for the customer. We focused heavily on getting things right first time as well as on resolution at the point of first contact so that the customer never has to come back unnecessarily. We eliminated duplication and reprocessing of data ruthlessly and we made sure that the front line staff were seen as part of the whole service delivery process and not just an add-on.

Did it work? Well we won the Most Improved Council in last year's LGA awards and we're short listed for this year's Best Council award. We're more efficient and cost effective than we've ever been thanks to focusing on what the public wants and dropping those things that add no value. So our customers are happy. Our staff are happy because they know they are the best in the country. And our Members are happy because they made it all happen.

In short, great quality, great service, right first time, every time. Not for nothing are we known as the John Lewis of local government!

THE FRAMEWORK

The Customer Service Framework is set out in summary below and in more detail in the five tables overleaf. It centres on the five main themes of *Approachable, Accessible, Efficient, Effective and Transparent* and describes the characteristics and measures the Council will adopt to become a customer driven business.

A number of short term actions have been identified to move things forward. However it is also intended that the framework will be used by directorates / departments to evaluate the way in which services are currently delivered, to identify gaps in focus, presentation and approach and to shape their own action plans as part of future business planning processes.

This will begin with the business planning processes for 2009/10 and will be supported and facilitated by the existing Change Management Group.

Theme	Impact	Behaviours
Approachable <i>People know what services they want and how to get them</i>	Community well being	Customers can reach us easily
		Communications with customers are effective
		Partnerships are used for effective service delivery
		Communication channels are open and used
Accessible <i>We listen to people and help them work out what they need</i>	Satisfied customers	Resolution happens at the front line
		Processes are robust
		All staff can access relevant information
		There is a continuous analysis of wasted work
Effective <i>We organise ourselves to meet people's needs effectively</i>	Cultural and behavioural changes	HR strategies ensure a genuine customer focus
		Front line services are reviewed and re-organised to meet customers needs
		ICT and other systems are designed to support front line needs
		Old and new technology is used
Efficient <i>We don't waste money</i>	Ability to scrutinise and audit	Customer teams participate in business planning
		Targets are relevant
		Performance monitoring is constructive and honest
		Improvement targets are met
Transparent <i>We are honest, open and transparent about our decisions</i>	Reputation	Processes are published, policy and decision making is consistent and the internal culture supports this.

Key Principles

The framework is based on a number of key principles. In endorsing the framework, the Council has formally supported these principles as the basis for the future delivery of services by South Northamptonshire Council.

1. We are here to serve the public. Our business practices therefore need to start from the customer.
2. We will design our services from the customer's perspective, determining what is an excellent service and delivering this as far as possible within the bounds of current legislation and resources.
3. We believe that no single organisation can hope to deliver modern services effectively across a whole community. We will therefore move away from single service thinking and from single organisation thinking so that working internally across boundaries and externally with partners becomes the norm.
4. Working in this way is likely to require deep seated change. We will work in small steps where appropriate, courageously where necessary, to ensure that we develop and deliver future services in a robust, sustainable, customer-centred fashion.
5. Our aim is to reach and support all members of the community, including those who currently neither express their needs nor take up their rights. We recognise that this may lead to significant amounts of currently unidentified and unmet needs and that this may therefore mean more activity for the same resources rather than cash releasing savings. This is all right.
6. We also recognise that we need to evidence our success in this approach. We will measure customer demand and we will measure our performance. We will become the top performing authority in the country as measured by the highest performance indicators and the lowest unit costs. This is all right too.

Theme	Aim	Behaviours	Characteristics / Measures	Impact
Approachable	People know what services they want and how to get them	Customers can reach us easily	<ul style="list-style-type: none"> The community profile is widely available, regularly updated and used to shape services. Everyone is within ten minutes travel of an access point. Customer information is gathered fully and correctly at first contact and shared as needed. Service failures are logged and reviewed. Action is taken to eliminate service failures. <ul style="list-style-type: none"> <i>Volumes of first contacts increase</i> <i>Waiting times to completion of service request (not just meet and greet) reduces</i> <i>Number of service failures decrease</i> <i>% of residents within a ten minutes walk of an access point increases</i> 	Community well being
		Communications with customers are effective	<ul style="list-style-type: none"> The council has a strong marketing policy that reaches all customers. Front end technology can record all contacts and show demand for service through to conclusion. One single number is used to contact the council. All Members, staff and partners use the recognised access process. All media (print, phone, web, post etc) are scrutinised to ensure consistency of message. Information is available in plain English in all relevant formats on demand. <ul style="list-style-type: none"> <i>Number of calls to the main council number increases.</i> <i>Number other numbers in use (e.g. direct dial inwards) decreases.</i> <i>% of Members, staff and partners trained in customer care skills increases.</i> 	
		Partnerships are used for effective service delivery	<ul style="list-style-type: none"> The Council recognises it can't do everything and that partnerships are needed for service improvement and delivery. The Council's partnerships reflect the needs of the community and include central government, the Police, health and others as appropriate The provision of legal and debt advice through partnerships is a priority. The effectiveness of all partnerships is regularly evaluated. <ul style="list-style-type: none"> <i>Customer satisfaction with partnership activities increases.</i> <i>% of partnerships evaluated as effective or very effective increases.</i> 	
		Communication channels are open and used	<ul style="list-style-type: none"> Inconsistent / inefficient mechanisms of communication are challenged and eliminated. Services use mapping effectively to ensure they reach all parts of the community. Newer technologies (inc. text-ing & social networking) are used to reach hard-to-reach groups. There is a continuing outreach programme to connect with the community The council can demonstrate that it uses community feedback in improvement planning. The council commits an annual budget to support community self-help schemes Members are equipped and supported to provide a strong interface with the public <ul style="list-style-type: none"> <i>% of services mapping their service delivery against community profile maps increases</i> <i>Number of decisions demonstrably influenced by community feedback increases</i> <i>% of Members satisfied with the support they can give the public increases</i> 	

Theme	Aim	Behaviours	Characteristics / Measures	Impact
Accessible	We listen to people and help them work out what they need	Resolution happens at the front line	<ul style="list-style-type: none"> Customers are always treated as individuals Most contacts are completed at the first point of contact. The customer does not have to come back again. The quality of first contact – not the shortness of time – is the key guiding principle Services are linked in a way that makes sense to the customer. Service professionals meet customers on demand as well as by appointment Use of self help is encouraged and promoted but not forced. Physically signed documentation is only asked for when required by legislation <ul style="list-style-type: none"> <i>% of customer reported satisfaction increases</i> <i>% of contacts fully resolved at first contact increases</i> <i>% of queries failing down the line reduces</i> <i>Length of time to complete a query reduces</i> <i>Take-up of linked services increases</i> <i>Waiting times to completion of service request (not just meet and greet) reduces</i> <i>Number of self-help transactions increases</i> <i>Number of processes dealt with in the Customer Service Centre increases</i> 	Satisfied customers
		Processes are robust	<ul style="list-style-type: none"> Process design starts where the customer starts and finishes where the customer finishes. In handover situations, CSC staff can correctly explain what the customer can expect and by when. Agents can track queries from start to finish and keep customers informed. Staff have a mechanism for flagging up duplication and blockages that affect service quality. If mistakes are made, they are put right well. <ul style="list-style-type: none"> <i>Number of service failures decrease</i> 	
		All staff can access relevant information	<ul style="list-style-type: none"> The information needed to deliver a service right first time has been identified and agreed. The same information is used by the customer, staff and partners to ensure consistency. There are named people in each service area responsible for keeping all information up to date. There is a well-known process for accessing information in different formats and languages. All information is accessible to all staff, except where it has been identified as sensitive. Experiential knowledge (e.g. people who often forget to put their bins out) is captured and used <ul style="list-style-type: none"> <i>Number of reported problems in accessing information decrease</i> 	
		There is a continuous analysis of wasted work	<ul style="list-style-type: none"> All processes are mapped end to end and agreed by all involved. Unnecessary steps are removed from processes and unnecessary processes are eliminated. All processes are costed end to end and agreed by all involved. Processes are regularly reviewed by mngt teams end to end to reduce waste / improve efficiency. National best practice performance levels / unit cost are known and targeted for all processes. <ul style="list-style-type: none"> <i>Process costs decrease</i> <i>Performance indicators improve</i> 	

Theme	Aim	Behaviours	Characteristics / Measures	Impact
Effective	We organise ourselves to meet people's needs effectively	HR strategies ensure a genuine customer focus	<ul style="list-style-type: none"> • All applicants to and employees of SNC demonstrate customer centred attitude and behaviours. • Gratings, development and working conditions for customer advisors are appropriate. • Policies and management in all services encourage staff to 'go the extra mile'. • A programme is in place for all managers to spend time in the customer environment. • Customer services established as a professional service with career paths across partnerships • Chief Executive and Directors regularly walk the floor and engage with customers • Customer care objectives and behaviours embedded into all staff annual objectives <ul style="list-style-type: none"> • <i>Staff sickness in front line customer facing posts is low</i> • <i>Staff turnover in front line customer facing posts is low</i> • <i>Number of recurring problems decreases</i> • <i>% of front line staff with customer care qualification</i> • <i>Number of management days spent walking the floor increases</i> 	Cultural and behavioural changes
		Front line services are reviewed and re-organised to meet customers needs	<ul style="list-style-type: none"> • The front line is defined widely. Any customer is able to treat a wide range of people as a point of first contact • Customer engagement demonstrably influences how services develop. • Services are reviewed to ensure they can be accessed at a time and place that suits our customers • Customer tracking information is used to forecast peaks and troughs in demand. • Reorganisation seeks to design new services, not simply to remodel old ones. • There are agreed service levels between each service involved in a process. • Our customer thinking runs deep into service departments • Staff at all levels are involved in designing and checking all new processes • Front and back offices become a unified team, working well together to meet customer requirements and identify future ones before they do. • We listen to customer feedback well and respond to it effectively. <ul style="list-style-type: none"> • <i>Number of instances of customer dissatisfaction very low.</i> • <i>Customer thanks and acknowledgements increase</i> 	
		ICT and other systems are designed to support front line needs	<ul style="list-style-type: none"> • All systems run end-to-end from front line need to final point (inc. into legacy systems if necessary). • The number of IT systems and interfaces is minimised as far as possible. • Systems support the whole front line team (mobile workers, service centre staff, professionals). • Electronic Integration between front office and back office systems is the norm. • Duplication of data entry and manipulation is ruthlessly eliminated. • Procurement of IT systems only proceeds if an existing system cannot be used. • IT procurements only start when approved by the organisation. • We base our efficiencies on meeting customer needs. If that is cheaper, so much the better. <ul style="list-style-type: none"> • <i>IT cost per transaction reduces</i> • <i>Number of self-help transactions increases</i> 	
		Old and new technology is used	<ul style="list-style-type: none"> • Outcomes & objectives are defined in advance of project development and rest on proven customer needs. • Existing technology is updated to meet customer needs and properly funded for this purpose. • We don't innovate for the sake of it. • We look for the simplest solutions. • Priority is given to projects which deliver the greatest wins for customers. • Sustainability is built in to all project business cases. • We learn from previous experience and fully plan and properly resource development projects <ul style="list-style-type: none"> • <i>IT cost per transaction reduces</i> 	

Theme	Aim	Behaviours	Characteristics / Measures	Impact
Efficient	We don't waste money	Targets are relevant	<ul style="list-style-type: none"> • Every member of staff is able to describe the corporate and service priorities and demonstrate how they are contributing to these when asked. • Each service area has a documented process of customer consultation • Targets are customer focused and debated in consultation with customers. • Targets are shared by all involved in delivering the service. • Budgets are aligned to meet customer expectations. • Performance against targets is regularly updated and published at all service points. • Ward based feedback on performance is given to Councillors to use in their communities. <ul style="list-style-type: none"> • <i>% of staff who can describe the corporate and service priorities when asked increases</i> • <i>% of targets set in consultation with customers increases</i> 	Ability to scrutinise and audit
		Performance monitoring is constructive and honest	<ul style="list-style-type: none"> • Performance measures are structured constructively as part of the overall corporate framework. • All levels of performance monitoring are recorded in Performance Plus. • Customer service data is regularly reviewed as part of department management teams. • A process allows the whole team to make improvement suggestions at least quarterly. • Service failure reports are sent to service managers and used positively to improve performance. • It is easy to meet with relevant service teams and reach a good solution when problems occur. <ul style="list-style-type: none"> • <i>% of services holding performance review meetings each quarter increases.</i> • <i>Number of performance improvement recommendations made increases.</i> • <i>% of performance improvement recommendations acted on increases.</i> • 	
		Improvement targets are met	<ul style="list-style-type: none"> • Every service knows national best practice on performance and costs and is targeting it. • We constructively challenge statements of 'we can't do that here' when things are done elsewhere • We proactively tell our customers and partners what we have achieved. <ul style="list-style-type: none"> • <i>% of services with performance indicators and unit costs in the best 10% nationally increases.</i> 	
		Customer teams participate in business planning	<ul style="list-style-type: none"> • All business plans have 'right first time' and 'resolution at first point of contact' as the main drivers. • Customer service data is proactively used to shape service development. • Customer and back office teams work together to develop 'deep and wide' cost effective processes • Customer focused working is designed as a business benefit to partners. • Customer focus drives the whole business of the council <ul style="list-style-type: none"> • <i>% of staff with increasing 'right first time' and 'resolution at first contact' as an objective increases.</i> • <i>Number of service failures decrease</i> • <i>% of services (inc. Cabinet, Members and Exec Team) who have assessed their position against the framework increases.</i> 	

Theme	Aim	Behaviours	Characteristics / Measures	Impact
Transparent	We are honest, open and transparent about our decisions	Processes are published, policy and decision making is consistent and the internal culture supports this.	<ul style="list-style-type: none"> • Customer are always informed of and can access relevant processes and procedures. • All our policies and other documents are in plain English • We comply with the Freedom of Information and Data Protection Acts in spirit as well as application. • We publish our performance against targets in full in an easily accessible manner. • We test all our written policies on our community focus groups before publication • When things go wrong, we review our policies and practices and put them right. • We make sure all people with claims understand the relevant policies and their right of appeal. • We do not blame the staff, or carry out witch hunts, when things go wrong. <ul style="list-style-type: none"> • <i>Number of people seeking clarification because they don't understand our information decrease</i> • <i>Number of FOI requests complied with within standards is high</i> • <i>Number of FOI requests 'declined' is low</i> • <i>% reported understanding of written policies is high</i> • <i>% of complainants satisfied with how we handled their complaint increases.</i> 	Reputation

Short Term Action Plan

Theme	Behaviour	Action	When
Approachable	Customers can reach us easily	<ul style="list-style-type: none"> Development and publication of a community profile Development of a Corporate Customer Access strategy & standards Implementation of an effective CRM system 	
	Communications with customers are effective	<ul style="list-style-type: none"> Review and rationalisation of Council contact numbers 	
	Partnerships are used for effective service delivery	<ul style="list-style-type: none"> Development of a corporate Partnership Protocol Audit of current partnerships and their efficacy 	
	Communication channels are open and used	<ul style="list-style-type: none"> Development and implementation of a website development plan Development of an effective Member query support mechanism Development of ward based activity feedback to Members 	
Accessible	Resolution happens at the front line	<ul style="list-style-type: none"> Introduction of effective recording and reporting of first point resolution Introduction of robust customer satisfaction measurement & reporting 	
	Processes are robust	<ul style="list-style-type: none"> Introduction of regular process reviews by CSC and department teams 	
	All staff can access relevant information	<ul style="list-style-type: none"> Website development content reviewed and updated. 	
	There is a continuous analysis of wasted work	<ul style="list-style-type: none"> Processes costed before and after as they are taken on by the CSC 	
Effective	HR strategies ensure a genuine customer focus	<ul style="list-style-type: none"> Delivery of this framework built into all staff objectives for 2009/10 Implementation of programme for all M1-M3 managers to spend time in the Customer Service Centre (CSC) 	
	Front line services are reviewed and re-organised to meet customers needs	<ul style="list-style-type: none"> Systematic, robust take-on of processes into the CSC to agreed time and quality. Formal review of cashable and non-cashable benefits achieved from each process as they are taken on 	
	ICT and other systems are designed to support front line needs	<ul style="list-style-type: none"> Development of ICT architecture plan to support the Customer Access Strategy 	
	Old and new technology is used	<ul style="list-style-type: none"> Existing ICT programme reviewed and adjusted as necessary to support the requirements of this customer service framework. Capita contract reviewed and addressed as necessary. 	
Efficient	Targets are relevant	<ul style="list-style-type: none"> Corporate and operational performance targets reviewed and aligned to 2009/10 priorities as soon as these are confirmed. 	
	Performance monitoring is constructive and honest	<ul style="list-style-type: none"> Implementation of a 'service failure' reporting and review mechanism 	
	Improvement targets are met	<ul style="list-style-type: none"> National best practice / best unit costs identified and published for all key indicators 	
	Customer teams participate in business planning	<ul style="list-style-type: none"> Baseline assessments against this framework completed for all services, Cabinet, Members and Exec Team 	
Transparent	Processes are published, policy and decision making is consistent and the internal culture supports this.	<ul style="list-style-type: none"> Regular performance reports added to the web site Development of an action plan to reduce the use of 'pink papers' 	
Generic		<ul style="list-style-type: none"> Briefing / training for all staff on this framework Tasking of the Change Management Group to support baseline assessments linked into service planning. Implementation of the framework performance indicators on Performance Plus 	

APPENDIX 1 – SUMMARY OF PERFORMANCE INDICATORS

Approachable	Customers can reach us easily	<ul style="list-style-type: none"> • Volumes of first contacts • Waiting times to completion of service request (not just meet and greet) • Number of service failures • % of residents within a ten minutes walk of an access point
	Communications with customers are effective	<ul style="list-style-type: none"> • Number of calls to the main council number. • Number other numbers in use (e.g. direct dial inwards). • % of Members, staff and partners trained in customer care skills
	Partnerships are used for effective service delivery	<ul style="list-style-type: none"> • Customer satisfaction with partnership activities. • % of partnerships evaluated as effective or very effective
	Communication channels are open and used	<ul style="list-style-type: none"> • % of services mapping their service delivery against community profile maps • Number of decisions demonstrably influenced by community feedback • % of Members satisfied with the support they can give the public
Accessible	Resolution happens at the front line	<ul style="list-style-type: none"> • % of customer reported satisfaction • % of contacts fully resolved at first contact • % of queries failing down the line • Length of time to complete a query • Take-up of linked services • Waiting times to completion of service request (not just meet and greet) • Number of self-help transactions • Number of processes dealt with in the Customer Service Centre
	Processes are robust	<ul style="list-style-type: none"> • Number of service failures
	All staff can access relevant information	<ul style="list-style-type: none"> • Number of reported problems in accessing information
	There is a continuous analysis of wasted work	<ul style="list-style-type: none"> • Overall costs of process • Performance indicators
Effective	HR strategies ensure a genuine customer focus	<ul style="list-style-type: none"> • Staff sickness in front line customer facing posts • Staff turnover in front line customer facing posts • Number of recurring problems • % of front line staff with customer care qualification • Number of management days spent walking the floor
	Front line services are reviewed and re-organised to meet customers needs	<ul style="list-style-type: none"> • Number of instances of customer dissatisfaction • Customer thanks and acknowledgements
	ICT and other systems are designed to support front line needs	<ul style="list-style-type: none"> • IT cost per transaction • Number of self-help transactions
	Old and new technology is used	<ul style="list-style-type: none"> • IT cost per transaction
Efficient	Targets are relevant	<ul style="list-style-type: none"> • % of staff who can describe the corporate and service priorities when asked • % of targets set in consultation with customers
	Performance monitoring is constructive and honest	<ul style="list-style-type: none"> • % of services holding performance review meetings each quarter. • Number of performance improvement recommendations made. • % of performance improvement recommendations acted on.
	Improvement targets are met	<ul style="list-style-type: none"> • % of services with performance indicators and unit costs in the best 10% nationally.
	Customer teams participate in business planning	<ul style="list-style-type: none"> • % of staff with increasing 'right first time' and 'resolution at first contact' as an objective. • Number of service failures • % of services (inc. Cabinet, Members and Exec Team) who have assessed their position against the framework.
Transparent	Processes are published, policy and decision making is consistent and the internal culture supports this.	<ul style="list-style-type: none"> • Number of people seeking clarification because they don't understand our information • Number of FOI requests complied with within standards • Number of FOI requests 'declined' • % reported understanding of written policies • % of complainants satisfied with how we handled their complaint

APPENDIX 2 - INCREASING THE LIKELIHOOD OF PROJECT SUCCESS

Delivering this framework will inevitably require a number of different projects to be carried out. Experience has shown that the likely success of projects can be increased by:

- ensuring Business Cases are produced and approved before a project is allowed to start
- ensuring that each Business Case includes pre-defined success criteria, costs and benefits

All projects will therefore be required to produce an approved Business Case for approval which includes the following elements:

Success Criteria

The Project Sponsor will identify the success criteria for the project (usually 3 – 6 such criteria) and weight them out of a total of 100 (more significant or important criteria is given a higher weighting than those of less significance or importance).

At the end of the project, the same person (role) will assess the performance of the project against each of those criteria. The index is calculated by applying the assessment of the performance against the weighted criteria before totalling the score, which is expressed as a percentage (see example)

Criteria will vary according to the project. Criteria may include completion within budget & timescale, achievement of benefits, transition to new process and well as other factors. 100% success on any project is highly unlikely. The aim therefore is to honestly assess each project and to ensure lessons are learned for future investments.

Example: Project has received a success index of 70%

Success Criteria	Weighting	Assessment
Criteria 1	50	30
Criteria 2	30	30
Criteria 3	20	10
Total	100	70

(Source: SOCITM Consulting)

Costs and Benefits

Costs and benefits will be assessed on a five year basis to ensure the long term impact of an investment is clear.

APPENDIX 3 – CHANGE HISTORY AND ACKNOWLEDGEMENTS

Version	Status	Author	Date Published
0.1	Initial draft	David Price	October, 2008
0.2	Consultation Draft (following adoption by Cabinet as an interim framework)	David Price	December 2008

This framework has been adapted from, but draws heavily on, work carried out by the EIP (Exchanging Information with the Public) Group which started in 1993. Membership of the group is drawn from officers in local authorities across the country with an interest in improving services for the public and arguably has, by far, the most extensive insight into developing customer services of any public sector body in the UK. The EIP is facilitated by CDW & Associates Ltd.

We gratefully acknowledge the work of all those who have contributed to the underlying model and to the group for permission to use it as the basis for this framework.