

**1. Purpose**

The purpose of this document is to provide visibility of the actions Kier are undertaking to improve the experience. This activities support the LCC Highways Customer Experience Plan.

**2. Kier Activities**

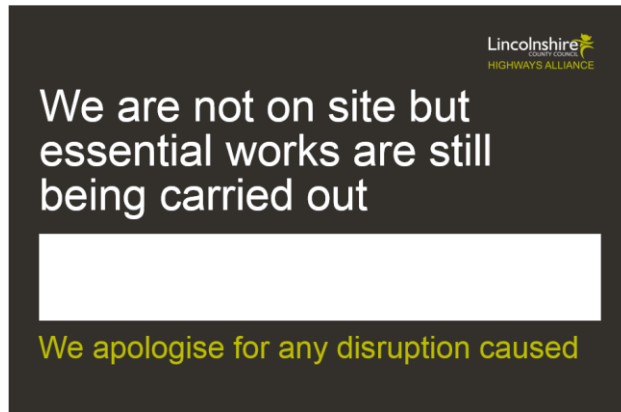
Identified Improvement	Task / Actions	Kier Owner	Implementation Date/s
<b>Theme 2 – Improved reputation:</b>			
1. Messages explaining lack of activity at works locations	Kier to design information boards to be securely displayed at locations where there may be no visible progress to the public.  This will be trialed initially in an area agreed with LCC.  NB: We propose working with the CSC to measure the success of the trial by tracking any reduction/s in contacts or complaints as a result of the information boards within the trial area.	Design: Ben Bax  Implementation: Mike Smith	Design complete: Mid October 2015  Trial to commence: March 2016
<b>Theme 3 – Improved Comms &amp; info sharing:</b>			
2. Arrange for CSC reps to spend time with programming team at Kier	Kier Hub manager to design programme / agenda for visit to Hub and arrange date/s and request names from LCC CSC manager.	Paul Brooks	October 2015
3. Improve information on site – boards showing dates, times, telephone number and web addresses	Mike Smith is currently reviewing existing boards and proposing improvements. Final versions to be reviewed by Kier customer service team for peer review.	Mike Smith	Boards available by February 2016
4. Gangs to be better equipped to deal with enquiries on site – Produce briefings for each job, to be jointly agreed	Kier to develop / propose template for the briefings for joint approval by LCC.	David Short / Ben Bax	February 2016
5. Get in touch cards	Kier to provide previously used 'get in touch' cards	Mike Smith	February 2016

	to Russell Moore for approval / improvement before issuing to gangs for use		
<b>Theme 5 – Shared quality standards</b>			
6. Audit / Survey to understand where we are now	Implementation of the Kier CustomerWise audit process across the LCC contract. Supervisors to be trained carry out CustomerWise Audits and how to recognize good and bad customer service in the field.	Ben Bax	March 2016
7. Develop and implement shared behavior framework across CSC, Highways & Kier	Proposal - Refresh Kier 'Customer Charter' for all kier staff and roll out to Highways staff. Separate supporting version to be developed for CSC staff members	Ben Bax	February 2016
8. Develop and implement shared performance framework across CSC, Highways and Kier	This could be achieved using the existing Kier 'Customer Service Performance Management Framework' as a template. Data / Metrics to be jointly developed and agreed	Ben Bax with Satish Shah and Zoe Butler from LCC	April 2016
9. Joint customer service training	Possibly based on the Kier Customer Charter, to be developed by Kier Central customer service team, Kier L&D and LCC	Ben Bax with LCC	April 2016

1. Messages explaining lack of activity at works locations – **ON TRACK**

Mike / Ben have been reviewing options for the notice boards. As there are many scenarios that a site may be left unattended, there is a danger of over complicating the customer messages.

Therefore, a more straight forward design has been produced that leaves a 'blank space' for a reason on non-occupation to be either hand written on using specialist sign pens or for common causes, interchangeable stick on strips can be used. (Please see example below).



2. Arrange for CSC reps to spend time with programming team at Kier – **COMPLETE**

Visits have now taken place, over two days, with the following advisors attending:

24.11.15 – Dave Coulson and Callum Butcher

25.11.15 – Anita Curtis and Tina Gamble.

Paul Brooks gave a presentation on roles and responsibilities regarding staff within the hub and how it linked in with CSC information; i.e. TMA Street-works Coordinators sometimes use the enquiry/trace element from an LCC works order to close it down (out of hours only). Also covered was the issue of when Kier move a job to another status “works complete as instructed but further work required” (this may need further looking in to as there are a lot of jobs at this status which may have been closed down by Highways Officer but haven’t actually been completed and members of public have been informed enquiry closed) Schedulers use enquiry information if al works orders a bit vague on what it’s asking Kier to deliver as this can supply a bit more info and finally we discussed the insurance element and how we use CSC data to assist with insurance claims.

Paul shared the following data - Programmes/vehicle tracking information which may be beneficial if CSC had access – possibly look at using SharePoint and give CSC access to view programmes

The next step is to arrange visits to CSC office in New Year with hub staff as I believe it would be beneficial to their daily roles.

3. Improve information on site. Boards showing dates, times, telephone number and web addresses **Requires Focus**

Mike Smith is currently reviewing existing boards and proposing improvements. Final versions to be reviewed by Kier customer service team for peer review. This item has been delayed slightly due to Mike being out of the business following his operation.

4. Gangs to be better equipped to deal with enquiries on site – Produce briefings for each job, to be jointly agreed **ON TRACK**

B Bax met with David Short (Kier Highways Communications Manager) to discuss and develop a solution. The original idea was to produce a new document template to be completed before each site commencement and briefed out to all members of staff. However, we now feel more simple solution will be to produce a simple cover sheet for the LCC Information Pack that is produced for customers. This would eliminate duplication of effort and ensure 'one message' for customers.

The cover sheet form has now been completed. (See Appendix B)

5. Get in Touch cards - **ON TRACK**

These have been redesigned following feedback from Simon Cotton. (Screen shot below). These have been submitted to LCC for approval.



6. Audit / Survey to understand where we are now - **ON TRACK**

Following the roll out of the customer charter training (see item 7 below) we have now identified the list of kier staff members who will become Kier 'CustomerWise' Auditors. CustomerWise Audit training will be delivered during Jan 2016 and audits on-site will start to take place immediately afterwards.

The audits will provide valuable data and insight into our use of the Kier Customer Charter on site and provide an opportunity to coach teams on site in matters relating to customer service.

7. Develop and implement shared behavior framework across CSC, Highways & Kier – **COMPLETE**

Customer Charter training started on the 3<sup>rd</sup> November and was completed on the 12<sup>th</sup>. A total of 180 employees on the contract had the session which lasted approx 1h15mins. The attendees were a combination of front line employees, back office support staff, planners, schedulers, supervisors and department heads with very good attendance. The training was well received and feedback was generally good. The session utilised the "Audience voting tool" to check understanding and gain opinion on certain aspects.

The session content covered:

1. An opening statement from Mike Smith supporting the training and how important Customer Service is.
2. "Why is Customer Service important", for both LCC, Kier and the individual
3. Types of work carried out for LCC and who is interested in what we are doing
4. The 13 point Customer Charter (see Appendix A)
5. How we support the Charter
6. LCC customer contact card and its redesign
7. How we measure customer service (CustomerWise Audit)

The table below shows the completed session details.

**Customer Charter Training**

Gang Location	No of attendees	Number of Sessions	Session Start Times	Session Duration	Training Carried out in	Date Carried out
Tillbridge Lane, Sturton by Stow, LN1 2BP	36	3	08:00, 10:00, 12:00	1hr Approx	Tillbridge Lane, Sturton by Stow, LN1 2BP	11th November
EFS Jarvis House ,157 Sadler Road, Lincoln, LN6 3RS	11	1	12:00	1hr Approx	EFS Jarvis House ,157 Sadler Road, Lincoln, LN6 3RS	12th November
Manby Middlegate, Grimoldby, Louth, LN11 8SU	14	1	08:00	1hr Approx	Manby Middlegate, Grimoldby, Louth, LN11 8SU	12th November
Station Road, Thurlby, Bourne, PE10 OJA	8	1	10:00	1hr Approx	Station Road, Thurlby, Bourne, PE10 OJA	4th November
Bourne Road, Pode Hole, Spalding, PE11 3LN****	7	1	08:00	1hr Approx	Station Road, Thurlby, Bourne, PE10 OJA	4th November
Chain Bridge Road, Boston, PE21 7LE	20	2	13:00, 15:00	1hr Approx	Chain Bridge Road, Boston, PE21 7LE	4th November
Hemingby Lane, Horncastle, LN9 5PN	34	3	08:00, 10:00, 12:00	1hr Approx	Hemingby Lane, Horncastle, LN9 5PN	5th November
Plots 12-14 Pride Parkway, Enterprise Park, Sleaford, NG34 8GL	50	4	08:00, 10:00, 12:00, 14:00	1hr Approx	Plots 12-14 Pride Parkway, Enterprise Park, Sleaford, NG34 8GL	3rd November
Unit 2 Woodbridge Estate, Woodbridge Road, Sleaford, Lincs, NG34 7EW****						
<b>Total</b>	<b>180</b>					

**Appendix A – Kier Customer Charter**



## Customer Charter; my commitment to our customers:

- I will approach every job with a 'right first time, every time' attitude.
- I will always be well presented and dressed in correctly branded work-wear.
- My vehicle will always be as clean as possible inside and out, with no personalisation visible to the public.
- I will always drive courteously and will never react aggressively to another road user.
- I will be friendly, courteous and professional at all times and go out of my way to help customers and members of the community.
- If approached by a customer, I will introduce myself and explain what I will be doing. I will also explain what I have done and what will happen next, before I leave the site.
- I will always escalate customer issues if I can't resolve them myself.
- I will never block access to properties or enter private property without getting permission from the owner first, no matter how long or short a time I plan to be there.
- I will take responsibility to stop and think about who my work is going to impact upon and take steps to minimise disruption of any sort. I will approach every job as if it were my home and my family being affected by the work.
- My working site will always be safe and tidy with all of the correct signage, lighting and guarding in place.
- When leaving the site I will ensure that all debris and litter is cleared away.
- I will always take ownership of commitments I make to customers.
- Above all, I want customers and members of the public to be delighted by the way that I approach each job and impressed by the work that I do.



Appendix B – Customer Briefing Sheet

**Customer Briefing Sheet**

Lincolnshire  
COUNTY COUNCIL  
HIGHWAYS ALLIANCE

Scheme Name

Location

Details of Work

Impact on Road Users / Community

Duration: Days  Weeks  Start Date  End Date

Benefits of works