

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Resources, Performance & Development Overview & Scrutiny Committee

**Date of Committee** 9 January 2007

**Report Title** Report on the Development of Customer Service & Access for Warwickshire County Council

**Summary** The purpose of this report is to appraise members of progress in regards to the customer service and access agenda with specific focus on the development of the Customer Service Centre and the One Stop Shops.

**For further information please contact:** Kushal Birla Head of Customer Service and Access Performance and Development Directorate [kushalbirla@warwickshire.gov.uk](mailto:kushalbirla@warwickshire.gov.uk)  
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**Would the recommended decision be contrary to the Budget and Policy Framework?** N/A

**Background papers** Report on the Development of Customer Access for Warwickshire County Council – June 2006  
 Report on the Development of Customer Access for Warwickshire County Council – September 2006

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)  Not applicable
- Other Elected Members  Councillor G Atkinson  
 Councillor D Booth  
 Councillor F McCarney
- Cabinet Member  Councillor P Fowler.
- Chief Executive  .....

- Legal  Sarah Duxbury
- Finance  David Clarke
- Strategic Directors  All Strategic Directors
- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  Chris Juckes

**FINAL DECISION N/A**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

## Agenda No

# Resources, Performance & Development Overview & Scrutiny Committee

9 January 2007

## Report on the Development of Customer Service & Access for Warwickshire County Council

### Report of the Strategic Director of Performance and Development

#### Recommendation

That members consider and comment on the progress of the customer service and access agenda.

That members indicate any further information they require

That quarterly reporting continues

## 1. Background

- 1.1 The County Council has the strapline 'Working for Warwickshire'. This means putting citizens, customers and clients at the very core of our business thinking and service delivery.
- 1.2 On 27 June 2006, Cabinet approved the Customer Service & Access Strategy 2006-2009. The Strategy outlines Warwickshire County Council's vision for customer service over the next three years. It aims to put the customer at the heart of everything the Council does. It recognises the importance of customers' needs and attempts to ensure that our services are driven and shaped by all those who live, work and visit Warwickshire by embedding a passion for customer focus across the organisation.

## 2 Introduction

- 2.1 The Customer Service & Access agenda sits at the very core of the New Ways of Working Programme. Although the workload has been encapsulated within the associated workstream, the principles and requirements are visible in both the

direction and content of the majority of workstreams which together comprise the Programme.

Over the first six months of 2006/07 the progress and profile of this agenda has developed rapidly and the key milestones in relation to the engagement of both Cabinet, Strategic Directors and Heads of Service are outlined below:

18 <sup>th</sup> May 2006	All Strategic Directors and Heads of Services engaged in the development of a Strategy to address Customer Service & Access at Corporate Standing Conference
26 <sup>th</sup> June, 2006	Customer Service & Access Strategy and the delivery of 5 neighbourhood pilots by 1 <sup>st</sup> April 2007, endorsed by Cabinet
7 <sup>th</sup> Sept 2006	Progress report on the Customer Service & Access Strategy considered by Cabinet and the Strategy signed by Group Leaders and Strategic Directors
20 <sup>th</sup> Sept 2006	Customer Service & Access workstream (as part of New Ways of Working Programme) approved by Strategic Directors Management Team
4 <sup>th</sup> Oct, 2006	Progress of the Customer Service & Access agenda discussed at Strategic Directors Management Team Away Day

### **3 Progress on the Customer Service & Access Agenda**

#### **3.1 North Warwickshire**

- 3.1.1 On 2 November, Cabinet agreed a proposal to set up a joint One Stop Shop with North Warwickshire Borough Council at the Borough Council House reception area in Atherstone.
- 3.1.2 The One Stop Shop will provide a fast track meet and greet area, advisors to deal with specific queries or requests for service, interview rooms for the public and for use by, for example, the CABx, computers for use by visitors to access the website and encourage self service, space for the Planning divisions microfiche reader that provides information on planning and building regulation applications.
- 3.1.3 The benefits of working with the Borough on this Scheme will include:
- Pooling resources to improve services to customers
  - Joined up service delivery for both authorities through a common front door, seamless and transparent.
  - Opportunity to review our joint Customer Relationship Management approaches with a view to reducing transaction costs.

- Removal of customer confusion on 'which Council does what'
- Sharing of skills and knowledge in the development of One Stop Shop processes, removing service, geographical and professional barriers.
- Provision for the registration of births, marriages and deaths service

3.1.4 It is planned to open the Joint One Stop Shop in April next year.

## 3.2 Nuneaton & Bedworth Area

3.2.1 On 24 November, Warwickshire Direct – Bedworth opened to the public.



The One Stop Shop is based at Kings House, Bedworth and will provide residents with direct access to County Council services in the heart of the town centre. Residents will be able to have any queries about council services dealt with face-to-face by an advisor, who will find the answers for them, making contact with the council as easy as possible. The facilities include a comfortable seating area, refreshments, accessible toilet with baby changing facilities, plasma screen with Warwickshire County Council service information, interview rooms where residents can discuss confidential matters face-to-face with staff and video conferencing facilities. Residents will also be able to register births, marriages and deaths at this office.

3.2.2 Discussions are ongoing with Nuneaton & Bedworth Borough Council to look at the possibility of Borough Council services being offered at Kings House. Discussions are also taking place with the Borough Council on a joint One Stop Shop at Nuneaton Town Hall.

3.2.3 Following early discussions with the Extended Schools Team, it was recommended that the existing infrastructure and service provision at

Stockingford Early Years Centre and Library would provide an opportunity to develop a One Stop Shop service on the same site.

- 3.2.4 Subsequently an initial project meeting has been held at Stockingford where it was evident that there were clear and exciting synergies between the objectives of the Every Child Matters and One Stop Shop agendas.
- 3.2.5 To ensure involvement a meeting has been held to engage all potential stakeholders. It is envisaged that a business case will be presented to the Cabinet for consideration in February next year.

### 3.3 Rugby Area

- 3.3.1 On 27 June 2006, Cabinet supported a multi-site pilot of interactive kiosks. A number of authorities have implemented kiosk facilities as part of their overall integrated customer service and access strategy.
- 3.3.2 Kiosks can provide local council, transport, Crimestoppers, community information, free e-mail, job finding services, and access to BBC news information. The kiosks will also provide an outdoor controlled broadband service and access to the Customer Service Centre.
- 3.3.3 In liaison with Rugby Borough Council, the following sites have been identified:
- Outside Shipley's Amusements, North Street, Rugby
  - Inside Rugby Library & Information Centre, Little Elborow Street, Rugby
  - Outside Thomson, 13 Market Place, Rugby
  - Outside Bargain Booze, 128 Hollowell Way, Brownsover, Rugby
  - To be confirmed the Ken Marriott Leisure Centre, Bruce Williams Way, Rugby is being considered
- 3.3.4 The content of the kiosks is being discussed with the providers, City Space. It is planned that the kiosks will be in situ by February next year.

### 3.4 Stratford Area

- 3.4.1 The following projects are being considered:
- a) **Southam Town Centre**  
Feasibility study to be conducted by March 2007
  - b) **Stratford District Council** – One Stop Shop operating from Elizabeth House, Stratford. Discussions are taking place on joint

working.

- c) **Digital Stratford** – This project aims to promote social inclusion by bringing multi-agency services, learning opportunities and entertainment to the fingertips of those living in or wanting to visit the District. It will combine imaginative and innovative use of technology to expand dramatically the opportunities available both to residents and to a growing number of visitors. Residents will be able to access online advice and information through familiar channels they are comfortable with, such as Digital TV and telephone services or through other means, such as care workers, etc. An initial stakeholder meeting has been held facilitated by Stratford District Council.

### 3.5 Warwick Area

3.5.1 A range of integrated services are being discussed with Warwick District Council:

- a) **One Stop Shop in Kenilworth** (already implemented) delivering Warwickshire County Council and Warwick District Council services. A number of improvements will be implemented following feedback from elected members and the public.
- b) **One Stop Shop in Whitnash** – delivering Warwickshire County Council, Warwick District Council, Whitnash Town Council and Police services.
- c) **One Stop Shop in Warwick, Shire Hall**  
An initial project meeting has been held with representatives from Warwick District Council, Resources and Performance & Development Directorates. This meeting has been used to scope out the desired service and facility requirements which will subsequently inform the feasibility study.
- d) **Integrated Customer Service Centre with Warwick District Council**  
Work has begun on the development of business cases which outline the potential costs and benefits of this scheme. The potential benefits of such integration are matched by the complexity in terms of the feasibility analysis and it is therefore anticipated that a full report and business case will be put to the Cabinet early next year.
- e) **One Stop Shop in Leamington Spa**  
A feasibility study will be conducted by March 2007.





## 4 Progress on the developments within the Customer Service Centre

- 4.1 Following the Cabinet's decision of 27<sup>th</sup> June when the Customer Service & Access strategy was approved the next phase of process development is outlined below:

<b>Service/Provision</b>
<p>Highways Management - customer service centre development and integration of systems - likely to generate approximately 37,000 calls per annum.</p> <p><b>Progress to date:</b> The Highways Management Customer Service Centre has now transferred into the CSC. All operating principles (e.g. opening hours) are to be maintained AS-IS until re-engineering activity has been carried out. Initial re-engineering discussions have taken place now that the work is better understood. High level process maps are now in place with work under way to look at the lower level of detail.</p>
<p>Change of Address process - initially supporting limited services with a view to expanding to all areas</p> <p><b>Progress to date:</b> This process is now live on the web for libraries, school meals, school transport and disabled parking badges. To date there has been no real take up of the service. As new services are introduced into the centre that are name and address reliant they will be considered for inclusion in this process.</p>
<p>Skills for Life - National Pilot in conjunction with the DfES signposting and supporting learners into basic skills learning</p> <p><b>Progress to date:</b> <i>This is now live in the centre.</i></p>
<p>Racist Incidents - reporting of racially motivated incidents funding should be met</p> <p><b>Progress to date:</b> A number of discussions have taken place as to how this process should be managed etc. A decision is now required to confirm whether/when this process is to come into the centre and as such no immediate process work is being undertaken.</p>
<p>PC Bookings - booking of library based PCs</p> <p><b>Progress to date:</b> Initial discussions are taking place with a view to progressing this work.</p>
<p>Registrations- answering frequently asked questions and booking of appointments</p> <p><b>Progress to date:</b> Frequently asked questions are now being built in the customer relationship management tool. Demonstrations have been seen of two booking systems and visits made to other local authorities to consider appointment booking and payment for copy certificates.</p>
<p>Member information - answering frequently asked questions regarding cabinet meetings and member details</p> <p><b>Progress to date:</b> Not progressed as yet</p>

<b>Service/Provision</b>
Emergency planning - implementing a Countywide approach to information management during periods of emergency. <b>Progress to date:</b> Initial report drafted identifying how the CSC could be utilised at times of emergency. The report makes recommendation that the approach be supported by all Districts, Boroughs and the County. The Manager of Emergency Planning is to take the report forward for approval.
Waste Management - all enquiries relating to waste and recycling issues <b>Progress to date:</b> Not progressed as yet.
Inclusion of the 19 remaining libraries <b>Progress to date:</b> Initial discussions have taken place in this regard. The possibility of introducing a single number for such enquiries has been considered as the cost benefit case is presently an issue. Given the need to introduce a numbering strategy for the County as a whole this is to be considered as part of the work being undertaken by the Warwickshire Direct Partnership on Customer Access.
Implementation of voice recognition for the switchboard function to reduce the number of calls answered in the centre and increase self serve call resolution (not a push button IVR solution, it recognises verbal requests) <b>Progress to date:</b> Price negotiations are under way with the systems suppliers at present.
Education transport-frequently asked questions and advice on application <b>Progress to date:</b> This project is being led by Joanna Rhodes with input from the CSC. Business Consultancy are in the process of mapping all associated processes prior to any consideration as to the preferred approach to service delivery in future.
Free School Meals-frequently asked questions and advice on application <b>Progress to date:</b> As with Education Transport
Education frequently asked questions <b>Progress to date:</b> Not progressed as yet.
Anti Bullying-frequently asked questions <b>Progress to date:</b> Not progressed as yet.
HRMS systems support-frequently asked questions and signposting <b>Progress to date:</b> Not progressed as yet.
F+R Fire - Safety Helpline-frequently asked questions <b>Progress to date:</b> Meeting arranged with nominated individuals to discuss this further
F+R Help on call -frequently asked questions <b>Progress to date:</b> Meeting arranged with nominated individuals to discuss this further

<b>Service/Provision</b>
F+R Home call -frequently asked questions <b>Progress to date:</b> Meeting arranged with nominated individuals to discuss this further
F+R Industrial + commercial unit -frequently asked questions <b>Progress to date:</b> Meeting arranged with nominated individuals to discuss this further
F+R Working with Young People- frequently asked questions <b>Progress to date:</b> Meeting arranged with nominated individuals to discuss this further
Traffic -frequently asked questions <b>Progress to date:</b> Not progressed as yet.
Recruitment -frequently asked questions <b>Progress to date:</b> Not progressed as yet.
Services for the Deaf Team-frequently asked questions <b>Progress to date:</b> Not progressed as yet.
Complaints -frequently asked questions <b>Progress to date:</b> Not progressed as yet.
Customer satisfaction - technology to automate satisfaction-testing activity. <b>Progress to date:</b> Customer Satisfaction package has been ordered from suppliers. Likely installation date for this is January within initial findings available shortly after this time.
Integration of Street Lighting systems - to remove duplication of effort between front and back office. <b>Progress to date:</b> Initial integration work has been commenced with promising results. Support for this activity has been provided by Warwick District Council who are taking the lead and ensuring the appropriate skills transfer takes place. Work nearly finalised.
Introduce a performance management framework-IT work to pull together relevant statistical information across all access channels <b>Progress to date:</b> Initial consideration has been given to determine the content of such a framework. Individual targets have been set with this in mind. Further progress will take place once a Resource Co-ordinator is appointed.
<b>NEW</b> Low Level Support – offering support for those individuals who are not supported by the adult contact assessment process and who would previously have been signposted away from the local authority. <b>Progress to date:</b> The initial process has been built as has supporting documentation. Outstanding questions are being explored with a view to go live at the earliest opportunity.

## 5 Performance Targets

5.1 The Key Performance Indicators (KPIs) for the Customer Service Centre are:

- 5% or less abandoned call rate (i.e. 5% or less customers will hang up before speaking to a person)  
The percentage of calls abandoned is in excess of the target level of 5%. There has been an increase since taking on the Highways activity. Training has been ongoing to address these issues and permanent resource is being recruited. There have been sickness related issues that have impacted on performance, these are being addressed with the support of the human resources function.
- 90% of calls to be answered within 20 seconds  
This figure started to decline with the introduction of the Highways service. The actions outlined above will support an improvement in this area.
- 80 % of call are answered at first point of contact (POC) (i.e. 80% or more calls will be answered by a member of the Customer Service Centre team without the need to transfer the caller to the back office environment)  
The point of contact resolution remains low due to library enquiries. A meeting has taken place with the Head of Service with responsibility for the Library service with a view to addressing this situation.

5.2 Performance against these KPIs can be seen in APPENDIX 1.

5.3 Quality checking in the Customer Service Centre has been maintained to check both adherence to process and interactive skills of all employees. An overall quality level of 89.5% is presently being achieved.

5.4 The following processes are now offered through the identified channels:

<b>WCC Processes offered</b>	<b>Customer Service Centre</b>	<b>One Stop Shop</b>
Books on loan	✓	✓
Book Search	✓	✓
Library renewals	✓	✓
Internet access in libraries-call transferred for booking process	✓	✓
Other information about Libraries	✓	✓
Library opening times	✓	✓
Community information database	✓	✓
How do I join the library	✓	✓

<b>WCC Processes offered</b>	<b>Customer Service Centre</b>	<b>One Stop Shop</b>
Contact Assessments for adults- Social services assessment for adults, updating of referrals for adults, change of circumstance for adults.	✓	✓ Introduced since the last report
Disabled Parking Badges enquiry or application	✓	✓ Introduced since the last report
Disabled Parking Badges application processing	✓	N/A
Vintage-Services for over 50s not covered in other processes.	✓	X
Freedom of information- First point of contact for telephone requests under the Freedom of Information Act 2000.	✓	X
Abandoned Vehicle reporting	✓	✓ Introduced since the last report
Skills for Life	✓ Introduced since the last report	X

## 6 Recommendations

- 6.1 That members consider and comment on the progress of the customer service and access agenda.
- 6.2 That members indicate any further information they require
- 6.3 That quarterly reporting continues

DAVID CARTER  
Strategic Director  
Performance and Development Directorate  
December 2006

# CSC Performance Report - Against agreed indicators.

	Targets	January	February	March	April	May	June	July	August	September	October	November	December
Calls Offered 2005		13055	11961	15980	16322	16207	15946	14739	14824	15510	15842	15081	12132
Calls Answered 2005		11739	11348	14244	14074	14524	14889	14459	14162	15125	15439	14941	11958
Calls Abandoned 2005		1316	613	1736	2248	1683	1057	280	662	385	403	140	174
Calls Offered 2006		14679	13201	15098	13315	15015	18159	17296	18212	17797	18593		
Calls Answered 2006		14543	13167	15057	12994	14712	17072	16285	17259	16927	17320		
Calls Abandoned 2006		136	34	41	321	303	1087	1011	953	870	1273	0	0
% Abandoned 2005	<5%	10.08%	5.12%	10.86%	13.77%	10.38%	6.63%	1.90%	4.47%	2.48%	2.54%	0.93%	1.43%
% Calls Answered in 20 seconds 2005	>90%	74.70%	82.90%	72.80%	66.30%	70.20%	71.60%	84.80%	77.00%	84.20%	85.30%	91.50%	93.20%
% Abandoned 2006	<5%	0.93%	0.26%	0.27%	2.41%	2.02%	5.99%	5.85%	5.20%	4.90%	6.80%		
% Calls Answered in 20 seconds 2006	>90%	96.00%	97.50%	96.50%	92.80%	89.30%	77.50%	73.30%	75.00%	76.00%	70.00%		
% of calls Resolved at Point of Contact 2005	>80%	64.85%	64.10%	67.54%	66.16%	71.65%	71.05%	70.35%	70.07%	70.55%	71.55%	71.97%	75.14%
% of calls Resolved at Point of Contact 2006	>80%	70.42%	67.44%	66.28%	68.99%	70.20%	73.98%	73.20%	71.31%	72.00%	71.08%		



