

AGENDA MANAGEMENT SHEET

Name of Committee	Resources, Performance & Development Overview & Scrutiny Committee	
Date of Committee	11th November 2008	
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 since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.	
For further information please contact:	Kushal Birla Head of Customer Service and Access Performance and Development Directorate kushalbirla@warwickshire.gov.uk Martin Lake Senior Project Manager and Interim One Stop Manager Performance and Development Directorate martinlake@warwickshire.gov.uk N/A	Adrienne Bellingeri Customer Contact Manager Performance and Development Directorate adriennebellingeri@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?		
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 Report on the Development of Customer Access for Warwickshire County Council – January 2007 Report on the Development of Customer Access for Warwickshire County Council – June 2007 Report on the Development of Customer Access for Warwickshire County Council – November 2007 Report on the Development of Customer Service & Access for Warwickshire County Council April 2008	

CONSULTATION ALREADY UNDERTAKEN:-

- Other Committees
- Local Member(s) Not applicable
- Other Elected Members Councillor G Atkinson
Councillor D Booth
Councillor F McCarney
- Cabinet Member Councillor H Timms
- Chief Executive
- Legal Sarah Duxbury
- Finance
- Other Chief Officers All Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

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

Resources, Performance & Development Overview & Scrutiny Committee

11th November 2008

Executive Summary

The following report sets out to appraise members of progress since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.

The key messages include:

- Progress on the delivery of new front line services
- Information on services now offered through the Customer Service Centre and the One Stop Shops
- Progress on the developments within the Customer Service Centre
- Analysis of media coverage
- Performance against the key performance indicators
- Introduction to the “Customer Service Excellence” standard
- Introduction to the “WOW Awards”

Members are asked to:-

Consider and comment on the progress since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.

Indicate any further information they require

Confirm that six monthly reporting should continue

Agenda No

Resources, Performance & Development Overview & Scrutiny Committee

11th November 2008

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 since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.

That members indicate any further information they require

That six monthly 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 and 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.

2.2 The Customer Service and Access Programme Board was formed on 19th December 2006. The Programme Board consists of representatives from all Directorates and meets on a six weekly basis. A review of the key deliverables of the Customer Service and Access Strategy 2006 – 2009 and the focus of the Programme Board was undertaken in September 2008. A piece of work is now being undertaken to pull together the portfolio of projects to deliver the customer and organisational outcomes beyond 2009 in a single programme managed in an holistic manner. It is envisaged that the revised programme and its supporting arrangements will be presented to the Customer Service and Access Programme Board in December 2008

3 Progress on the development of the One Stop Shops/Kiosks and the Customer Service Centre

3.1 North Warwickshire

3.1.1 The One Stop Shop, Warwickshire Direct – North Warwickshire was officially opened on 9th May 2007. The registration of births, marriages and deaths service was introduced in June 2007 and the first marriage ceremony at the Council offices was conducted on the 7th July.

3.1.2 The benefits of working with the Borough on this Scheme 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

3.1.3 A summary of the monthly enquiries relating to County services in Warwickshire Direct – North Warwickshire is contained in Appendix 1

3.1.4 Kiosks – Preliminary site visits were undertaken on the 11th July with a view to establishing the potential location of a kiosk in the North Warwickshire Area. Work is currently underway to extend the services provided by the kiosks to include bus timetable information and this work needs to be concluded before the roll-out of the kiosks can be progressed.

3.2 Nuneaton & Bedworth Area

- 3.2.1 Warwickshire Direct – Bedworth opened to the public on the 24th November 2006 and has managed over 6974 visitors and enquiries during the first six months of 2008. We have taken a proactive approach to developing the customer base which has included visits to: the local CAB, Bedworth Civic Hall, Pensioners Ex Service Club, Bedworth Volunteer Bureau, Bedworth Carers Group, Bedworth Widows club and the Bedworth Health Centre. Since June 2008, Maxine Bennett, a Financial Inclusion Advisor from Coventry and Warwickshire Co-operative Development Agency, has held a surgery at Warwickshire Direct – Bedworth every Monday morning. She works closely with the local Credit Union. Councillor Surgeries are also now taking place once a month on Saturdays
- 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.
- 3.2.3 A summary of the monthly activity in Warwickshire Direct – Bedworth is contained in Appendix 2.
- 3.2.4 The Nuneaton and Bedworth Borough Council One Stop Shop, based in the Nuneaton Town Hall was launched on the 10th October 2007 and the County has a presence. The One Stop Shop has been branded Warwickshire Direct – Nuneaton and Bedworth.
- 3.2.5 Following early discussions with the Extended Services in 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 the first One Stop Shop in an Early Years setting within Warwickshire.
- 3.2.6 On 15th November 2007, Cabinet supported the development of a One Stop Shop at the Stockingford and Manor Park Cluster extended services site. The building works were completed on schedule on the 1st September. This will be the first example of a front line integration between three services and the associated HR issues are currently being worked through.
- 3.2.7 Opportunities to provide improved access to services are also being explored in the Camphill and Bedworth Heath areas. Details of these new initiatives will be shared once the business proposals from partners and customer benefits have been fully explored.

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 The kiosks were officially launched on the 4th May 2007 and provide local council, transport, Crimestoppers, community information, free e-mail, job finding services, and access to BBC news information. The kiosks also provide an outdoor controlled broadband service and access to the Customer Service Centre. There have been 2627 users of the free Wi-Fi between April and September 2008 who have used the service for an average of 31.83 minutes each.
- 3.3.3 There were 16,226 users of the kiosks for the period of April to September. It is worth noting that we had a high usage of 47.67% outside normal office hours ie 9 – 5 and the relative use of the e-government channel compares favourably to others. The e-government channel is where the content jointly created by Rugby Borough Council and Warwickshire County Council sits, for example the A-Z of Council Services, Who's My Councillor and Council feedback. Some comments made by users of the kiosk include *"this is great you can send email when you are in town"* – **Market Place, Rugby** and *"from Danielle this is very useful"* – **North Street, Rugby**.
- 3.3.4 The Newbold and Ken Marriott Leisure Centre kiosks were made operational in December 2007.
- 3.3.5 We are currently investigating the introduction of bus timetable information to the list of services provided by the kiosks.
- 3.3.6 A summary of the monthly usage figures for the kiosks and Wi-Fi are contained in Appendix 3.
- 3.3.7 Rugby Borough Council (RBC) have requested that we investigate the opportunity to develop a joint One Stop Shop in the Rugby Art Gallery, Museum and Library building. A Project Brief for the Rugby One Stop Shop has been achieved in collaboration between Karen Stone, Director at Rugby Borough Council, Edwina Cordwell, Head of Libraries Learning and Culture and Kushal Birla the Head of Customer Service and Access. On the 16th October 2008 Cabinet considered a report and supports in principle the development of a One Stop Shop at the Rugby Art Gallery Museum and Library subject to further evaluation of costs following the development of the detailed specifications and return of tenders and agreed that a further report containing a fully costed business case being submitted to Cabinet in April 2009.
- 3.3.8 Discussions are also taking place with Rugby Borough Council on having a County presence at the Brownsover Community Centre.

3.4 Stratford Area

- 3.4.1 Stratford and Alcester - A report considered by the Cabinet on the 27th September, agreed the development of One Stop Shops in Elizabeth House Stratford and Globe House Alcester by June 2008.
- 3.4.2 Stratford District Council (SDC) has commissioned WCC Property Services team to manage the tendering, design and refit projects, with the brief being to meet the target opening date for both Elizabeth House and Globe House of June 2009. The tender process to appoint a design and fit contractor is now underway and should be complete by mid or end of November.
- 3.4.3 Globe House – the proposals for this project have been discussed with a member of the Heritage Trust Board, who approved the plans in principal and a few suggestions that would improve the new layout. He is happy for the plans to be presented to the Board on the 19th November, with a view to opening Warwickshire Direct Alcester by June 2009.
- 3.4.4 Warwickshire Direct – Southam opened to the public on the 31st March 2008. The co-located staffing model was instead introduced and has been operating successfully since the opening.
- 3.4.5 Footfall figures were initially much higher than had been experienced at The Grange. The number of people making service enquiries at Southam has now stabilised and will continue to be monitored via normal performance measurement
- 3.4.6 Southam Hub - The form that a more permanent OSS facility will take in Southam has yet to be agreed. A number of meetings have taken place with the different partner agencies and a range of options discussed. The next meeting will take place on 21st October with a view to making a decision on the most realistic way forward.
- 3.4.7 Shipston - on-Stour - Draft report on the proposal to open Warwickshire Direct Shipston in SDC offices at Telegraph St., on a one-year pilot basis, was agreed by the Joint Member Officer group on 2nd September. The report was welcomed by the Stour Community Forum on 5th September and approved for forwarding to Cabinet by the South Joint Committee on 25th September. It will now go to SDC Cabinet on 24th November and a report will be prepared seeking WCC Development Fund support for the project. Should funding be approved, the target opening date is 30th March 2009.
- 3.4.8 Kiosks – Preliminary site visits were undertaken on the 9th May with a view to establishing the potential location of a couple of kiosks in the Stratford District Area. Work is currently underway to extend the services provided by the kiosks to include bus timetable information and this work needs to be concluded before the roll-out of the kiosks can be progressed.

3.5 Warwick Area

A range of integrated services are being and will be delivered with Warwick District Council:

- 3.5.1 Warwickshire Direct – Kenilworth (WD-K) delivers Warwickshire County Council and Warwick District Council services as a single service offering and celebrated its third birthday on 21st October 2007.
- 3.5.2 Staff continue to deliver a first class service and consistently exceed 95% of enquiries resolved at first point of contact. The annual customer satisfaction survey ran in May. Customers said that they were 90% very satisfied with the overall service and 87% said that they would be likely to recommend the service to friends, colleagues and relatives. Full details of the performance of WD – K is contained in Appendix 4.
- 3.5.3 Warwickshire Direct – Whitnash opened it's doors to the public in December 2007 bringing county, district and town council services as well as the Whitnash Safer Neighbourhoods Team together under one roof in Whitnash Library. A team of customer service advisors are on hand to answer queries on a range of subjects, from how to apply to go on the electoral register to apply for a disabled parking badge or a bus pass and claim housing and council tax benefit.
- 3.5.4 A summary of the monthly activity for Warwickshire Direct - Whitnash are contained in Appendix 5.
- 3.5.5 One Stop Shop in Warwick, Shire Hall - Work commenced on site on 8th October 2007 and the handover of the building to the OSS delivery team took place on the 16th April 2008. The work was not without its challenges, most notably, the very restricted means of access for plant and machinery and site storage. It has been likened to constructing "a building through a letterbox". The new OSS and Meet and Greet area opened for business as planned on the 21st April 2008 and have been very well received by staff and customers alike.
- 3.5.6 The new Warwickshire Direct branded facility incorporated a number of firsts:
 - The introduction of the Changing Places Changing Room designed for those with severe learning disabilities
 - The introduction of TV Media that takes live BBC feeds for news and weather as well as presenting dynamic video footage and local events information
 - The introduction of an audio and visual queuing system that give real time measures of customer activity and waiting times
 - The integration of the old reception into a new Meet and Greet function that is manned by well trained generalist advisors who deal with a broad range of County, Warwick District and other partner enquiries

- The creation of a customer centered environment that took it's design cues from customers and other user consultation, in particular the New Ideas Disability Group and the Staff Disability Network Group
- 3.5.9 Warwick Post Office relocated and opened for business in Shire Hall on 6th May 2008, which has secured the life of a Post Office in Warwick. To celebrate this and grand opening of Warwickshire Direct a special open day was held on the 5th July with the Lord Lieutenant of Warwickshire and Sharon Davis, Commonwealth Games gold medallist attending.
- 3.5.10 Since opening it's doors on the 21st April work has been undertaken to increase the breadth of services being offered to the public. The Nationality Checking service commenced on 12th May and operates every Monday between 9am – 5pm. PHILLIS surgeries were introduced on the 1st July which help promote health and independence for the over 50's. Also in July the Credit Union surgeries commenced and now take place every Thursday between 10am – 1pm.
- 3.5.11 A summary of the monthly activity for Warwickshire Direct – Shire Hall are contained in Appendix 6
- 3.5.12 A report outlining business proposals for the integration of Warwick District Council and Warwickshire County Council Customer Service Centres was considered by Cabinet on the 27th September 2007. Cabinet resolved to support the development of an integrated Customer Service Centre with Warwick District Council. Work has now commenced on achieving co-location of the two Customer Service Centres the delivery date for which will be dictated by our telephone numbering strategy for the operation. A fully integrated Customer Service Centre will be achieved within 6/9 months following co-location.
- 3.5.13 One Stop Shop in Leamington Spa – Two design proposals with costs awaited due from Paragon end of October to be reviewed by Partners.
- 3.5.14 One Stop Shop in Lillington – The development of a One Stop Shop within the Lillington Library is well under way and is due to open early 2009.

3.6 One Stop Shops – Governance & Financial Arrangements

3.6.1 Internal Audit and Risk Management concluded a review of the governance and financial arrangements relating to the development of the One Stop Shops in August 2008. The objective of the review was to document, evaluate and report upon the arrangements within the Performance and Development (P&D) Directorate relating to the establishment and operation of the One Stop Shops (OSS). The audit included a high level review of the governance arrangements in relation to:

- Ensuring that appropriate arrangements are in place between WCC and all District/Borough councils to reduce any financial, operational or reputational risks to the authority as much as possible;
- Confirming that satisfactory consideration and action has been taken with regards to the HR issues;
- The arrangements between the authorities on the day to day running of the One Stop Shops;
- The effectiveness of the OSS in delivering the Customer Service & Access Strategy is monitored.

3.6.2 Key Findings

- The governance arrangements between partners have until now been largely informal. As the One Stop Shop projects have now reached critical mass there should be formalisation of these relationships.
- Existing performance monitoring arrangements should be improved through uniform collection of statistics and the use of KPIs as per the Customer Service Centre.

3.6.3 Areas of Good Practice

- There is a strong level of support and enthusiasm for the One Stop Shops project from both elected members and senior officers within the Authority which has helped drive the project forwards.
- The development procedures for establishing a One Stop Shop have clearly been improved as each site has been developed, with the full use of project management techniques. For example, the introduction of Q-Matic into Warwickshire Direct Shire Hall gives a real time view of service levels and productivity and produces quality management information. The Q-Matic product was chosen for its scalability and roll-out potential. Since its introduction Stratford District Council have adopted the same product and Rugby Borough Council are interested

3.6.4 Understanding the customer proposition and its cost

Now that there is a critical mass of differing face to face customer propositions i.e. One Stop Shops we now need to establish a consistency in the services provided that represent local need and value for money. Work has commenced in understanding the transaction costs at each OSS so that focus can be brought to providing a sustainable range of services across all service channels in the future.

4 Progress on the developments within the Customer Service Centre

- 4.1 Following the Cabinet's decision of 27th June 2006 when the Customer Service & Access Strategy was approved. We are reviewing the pace at which services transfer into the centre as this has not been as fast as was hoped. Progress made since the last report is outlined below.:

Service/Provision
<p>Kings House – There has been significant disruption to the service provision from Kings House since the last report, due to the ongoing network issues. From mid May to 14th July the CSC operation was transferred to Shire Hall, and subsequent leavers have advised that the disruption contributed to their decision to resign. Intermittent network problems remain, causing interruptions to service from time to time. Following the recruitment of 18 advisors in February 2008, a further 8 advisors have been appointed during the latest campaign, and they are likely to start work over the next few weeks. All further expansion will now be supported through Kings House with space at the Warwick office allocated to the merger with the WDC Customer Service Centre.</p>
<p>Highways Management - customer service centre development and integration of systems - generates approximately 37,000 calls per annum. Progress to date: Workshops have been held with Highways to agree the re-engineering of the customer interaction element of the business with new process maps determined. Work on re-engineering is likely to begin in April 2009 and will be undertaken by Joanna Rhodes central re-engineering team, following potential changes within the Environment and Economy Directorate.</p>
<p>Registrations- answering frequently asked questions and booking of appointments Progress to date: The Registrations Service went live in the CSC on 16th September 2008 with the Rugby Office, and work to scope the rollout of further offices is about to start. The reorganisation of the Registrations Service to a single district in December 2008 will require further change to existing CSC processes. Future service enhancements may include taking telephone payments, and the integration of the booking system with the CSC Northgate system.</p>
<p>Inclusion of the 19 remaining libraries Progress to date: 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 due to the need to pay for a second line in each of the remaining libraries. Given the need to introduce a numbering strategy for the County as a whole this is being considered as part of the work being undertaken by the Warwickshire Direct Partnership on Customer Access. The timescales for transferring this service are being reviewed.</p>
<p>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) Progress to date: This is presently being tested before being rolled out to all</p>

WCC internal customers.
<p>Education transport-frequently asked questions and advice on application Progress to date: This area of work has been incorporated in Admissions as a consequence of the work undertaken by the central re-engineering team led by Joanna Rhodes. The timescales for transferring this service are being reviewed.</p>
<p>Free School Meals-frequently asked questions and advice on application Progress to date: This service went live in the CSC on 22nd April 2008. Proof of concept work has been undertaken corporately to investigate if a system called Singularity could support a new Free School Meals system. The outcome of this investigation is yet to be determined. The timescales for transferring this service are being reviewed.</p>
<p>Customer satisfaction - technology to automate satisfaction-testing activity. Initially trialled in CSC with a view to roll out for other services Progress to date: This is now live for libraries and Highways. Roll out to other services will be carried out over the coming months.</p>
<p>Introduce a performance management framework-IT work to pull together relevant statistical information across all access channels Progress to date: Individual targets have been set with this in mind. Qmax has been introduced for workforce management purposes and is now full utilised. Training is under way to support customised reporting out of Qmax. Work is also under way to construct a reporting tool which extracts data from a number of different sources/systems and delivers a consolidated picture of performance, it is anticipated that this will support the CSC initially with a view to it's being rolled out to cover the OSS outlets and potentially the WDP partnership.</p>
<p>Warwick District CSC merger Progress to date: IT aspects now understood and basic testing undertaken. Telephony infrastructure determined. Risk workshops undertaken to identify issues/work streams. The date for WDC to move across to Shire Hall is scheduled for November 2008. The slippage from the original planned date relates to the investigations relating to the telephone numbering approach when WDC move across.</p>
<p>Education frequently asked questions Progress to Date: In August the CSC implemented an initial offering which includes school term date and school closure questions.</p>
<p>Anti-Bullying Progress to Date: Workshops have been held to agree how the CSC can support this service and processes agreed. Currently Anti-Bullying are unable to supply funding for the staffing required to support implementation.</p>
<p>Traffic Progress to Date: . Work on re-engineering is expected to begin in April 2009 and will be undertaken by Joanna Rhodes central re-engineering team, following potential changes within the Environment and Economy Directorate.</p>
<p>Waste Management Progress to Date: Process development is complete and testing will be undertaken following the current upgrade of the Northgate system. The expectation is that the service will be live in the CSC before the end of 2008.</p>

<p>Waste Minimisation Progress to Date: Process development is complete and testing will be undertaken following the current upgrade of the Northgate system. The expectation is that the service will be live in the CSC before the end of 2008.</p>
<p>Complaints, Comments and Compliments Progress to Date: Process development is complete and testing will be undertaken following the current upgrade of the Northgate system. The expectation is that the service will be live in the CSC before the end of 2008.</p>
<p>Emergency Planning Progress to Date: A basic proposal has been drafted by Community Safety and Performance and Development for consideration of the CSC's role within Emergency Planning, with a decision to be made by SDLT in October 2008.</p>
<p>Member Information Progress to Date: Process development is complete and testing will be undertaken following the current upgrade of the Northgate system.</p>
<p>Business Cases are to be explored for the following services: F+R Fire - Safety Helpline-frequently asked questions F+R Help on call -frequently asked questions F+R Home call -frequently asked questions F+R Industrial + commercial unit -frequently asked questions F+R Working with Young People- frequently asked questions</p>
<p><i>The following projects were not included on the initial Cabinet Report:</i></p>
<p>National Fraud Initiative From 22nd September calls regarding this service are being handled via the CSC, following a request from Law and Governance. The NFI is a data matching exercise in which WCC is legally obliged to take part, and the CSC is filtering the basic frequently asked questions from the public.</p>
<p>Food and Drink Awards Between 23rd and 26th July the outbound calls relating to this campaign were handled via the CSC. The campaign was run by the Business and Tourism section from Environment and Economy, and the CSC made 505 calls on their behalf.</p>
<p>Switchboard through Macfarlane From 2nd October all traffic that is currently received through the county switchboard has been routed through the Macfarlane system (which is used internally in the CSC), which provides more efficient call management and information.</p>
<p>Disabled Parking Badges This service is currently being re-engineered to provide a more efficient customer service offering.</p>
<p>Racist Incidents Work is currently underway in association with The Warwickshire Race Equality Partnership to scope and develop an incident reporting line.</p>
<p>Tradeline Discussions with Trading Standards are underway to determine the potential for the CSC to receive calls relating to the existing service.</p>
<p>Shopmobility An initial discussion has been held with a representative from Environment and</p>

Economy in relation to the CSC picking up calls for the Shopmobility scheme.

Police Customer Satisfaction outbound calling

The contract for this work was successfully renewed in April 2008.

4.2 Performance Targets

The Customer Service Centre has supported the following business since 2005:

Year	Switchboard enquiries	CSC enquiries	Disabled Parking Badges processed
2005	619635	166912	7808
2006	555827	183895	9627
2007	519610	180660	9850
2008 (to date)	390914	142786	8120

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)

90% of calls to be answered within 20 seconds,

80 % of calls 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)

Year	CSC enquiries	Answered in 20 seconds	Resolved at Point of Contact	Percentage abandoned
2005	166912	Not available	Not available	Not available
2006	183895	70.5%	70.61%	5.78%
2007	180660	73.70%	75.41%	5.78%
2008 (to date)	142786	82.67%	82.24%	8.63%

2008 saw fluctuating levels of service largely attributable to the network issues experienced during May and June.

The levels continue to be a little erratic as a consequence of a loss of staff and poor consistency of cover from temporary support.

Recent recruitment initiatives and ongoing training are expected to see an upturn in performance over the coming months.

The following processes are now offered through the identified channels. Clearly the integration of the WCC and WDC Customer Services Centres offers significant opportunity for increased service provision:

Services Offered	CSC	OSS
Checking books / multimedia in and out		√ only Kenilworth/Whitnash
Books on loan	√	only Kenilworth/Whitnash
Book Search	√	Redirected to LED only Kenilworth/Whitnash
Library renewals	√	√ only Kenilworth/Whitnash
Internet access in libraries	√	√ would direct customer to simply log on to PC – other enquires to LED only Kenilworth/Whitnash
Library opening times	√	√ only Kenilworth/Whitnash
Community information database	√	√ only Kenilworth/Whitnash
How do I join the library	√	√ only Kenilworth/Whitnash
Library Membership		√ only Kenilworth/Whitnash
Updating Cards – Patron Accounting		√ only Kenilworth/Whitnash
Library Fines		√ only Kenilworth/Whitnash
Other information about Libraries – call transferred only when necessary	√	√ only Kenilworth/Whitnash
Returning Not at Homes		√ only Kenilworth/Whitnash
Contact Assessments for adults- Social services assessment for adults, updating of referrals for adults, change of circumstance for adults.	√	Paper form for contact assessment
Disabled Parking Badges enquiry or application	√	DPB form issued & advised. Form checked & payment taken
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.	√	√-could potentially receive a face to face request.
Abandoned Vehicle reporting	√	√ Introduced since last report.
PHILLIS (low level care)	√	Presently available in paper format, electronic format currently being developed.
Police Customer Satisfaction Testing	√	N/A
Kiosk telephone enquiries	√	N/A

Registrations – appointment booking	√	N/A
Registrations - FAQs	√	can get info. off WCC website
Registrations – copy certificate enquiries	√	can get info. off WCC website
Free School Meals	√	can get info. off WCC website
Bus Timetables and information		√
Tourist Info and Local Info		√
Street Lighting	√	√
Residents Parking Now WDC, not WCC		√
Highways	√	√
Trading Standards		√
WCC General		√ Would download any appropriate info / forms form web
Benefits – Council Tax and Housing New claims, issuing forms and receiving completed forms Checking claim form and verifying required proofs Review forms Change of circumstances Claim progress Local Housing Allowance, replaced pre-tenancy determinations Use of IBS application on WDC line		√ All
Council Tax and NNDR Payment method enquiries, ordering of Allpay cards, new channels, Direct Debit Banding and Valuation Enquiries Death Notifications Discounts Exemptions Occupying and Vacating Payment arrangements General enquiries Use of IBS application on WDC line		√ All
Housing Payment method enquiries, ordering of Allpay cards, new channels, Direct Debit Disabled adaptations House Exchanges Homelessness Garage applications Household insurance Home Choice Info, what's available and how to bid Key Fobs Keys returned – House and Garage Medical Assessment		√ All

<p>New Housing Applications Property Maintenance Enquires Rent account Enquiries Repairs Right to Buy Services for the Elderly Older Peoples Accommodation Vacating a Notice to Quit a Property Lifeline Enquiries</p>		
<p>Environmental Health Blocked Drains Dog Wardens Dog Fouling Food Safety Concerns Pest Control Pollution – noise, smoke etc</p>		√ All
<p>Waste Management Refuse Collections, missed bins and info Recycling Enquiries and Collection Info Special Collections – info and arranging Street Cleansing Needles and Syringes Graffiti</p>		√ All
<p>Assisted Travel Scheme Bus Pass Information and Applications Communitaxi Information and Applications</p>		√ All
<p>Leisure and Amenities Car Parks, season ticket info, fees and charges, excess charge tickets CCTV Cameras Cemeteries and Crematorium Enquiries Grass cutting Parks and Open spaces Public Toilet Enquiries and Cleaning Pump Rooms and Art Gallery Spa Centre Enquiries Sports and Leisure Facilities Tree Maintenance Town Centre Management Enquiries and Local Events Residents parking permits, now WDC, not WCC</p>		√ All
<p>Members Services Who is my Local Councillor? Councillor and MP's surgeries Committee Information Council Meetings; Agendas and Minutes Election Enquiries Electoral Registration View Electoral Register Voting info – Postal and Proxy Licensing Enquires – Taxis, Hackney Carriage, Alcohol, Small Lotteries etc</p>		√ All

Planning Appeal Enquiries Building Control Conservation Areas General Enquiries and Leaflets Make Views Known and Objections Planning Application Forms Street Name Signs Site Visit Information Tree Preservation Order Enquiries View Planning Applications Use of Planning system – web based		√ All
Kenilworth Town Council Kenilworth Castle Pass Applications Councillor Information Committee Information, agendas and minutes		√ Kenilworth only for Kenilworth Town Council
DWP Range of booklets / leaflets Advice on benefits available and how to apply Pensions surgery – ceasing from 25 th May, but will then arrange referrals for home visits via Northgate form		√ Complete electronic form for Pension referrals
Age Concern Range of Leaflets Advise customers how / who to contact		√ All
Police Surgery Info Community Beat Info Assistance when station closed – will phone HQ for customers		√ Police based at Whitnash
CAB Surgery		√ Kenilworth hold Surgery
Credit Union surgeries		√ All
Meet and Greet function for Shire Hall Includes: Visitor passes Tenders Contractors Post/Parcels OSS Room bookings P&D Room bookings Shire Hall Committee Room bookings Directions & local information Smart board/Video conferencing Book customers on to PCs/wi-fi All other WCC information Use Q-Matic to record all customer transactions		Warwick Only

4.3 Customer Satisfaction

Quality checking in the Customer Service Centre has continued to be maintained to check both adherence to process and interactive skills of all employees. An overall quality level of 91% is presently being achieved.

A series of questions are now asked through the automated satisfaction tool to gauge opinion of the service provided through the CSC. The details are outlined below:

Question 1: Were you satisfied that your call was answered within an acceptable period of time?	89% Satisfied	8% No opinion	3% Not satisfied
Question 2: How satisfied were you with the helpfulness of the advisor when dealing with your enquiry?	7.06		
Question 3: Were things explained in a way that you could understand?	7.5		
Question 4: Did you feel the advisor listened and understood your enquiry?	8		
Question 5: Would you recommend this service to friends and family?	82% would recommend the service to family and friends		
Question 6: Overall, how satisfied were you with the service provided?	7.4		

Questions 2, 3, 4 and 6 are based on a scale where 1 is very poor and 9 is excellent

Additional work will be undertaken over the coming months to roll out satisfaction testing and improve reporting functionality to allow the new standards to be embedded as a key measure of performance.

5 Customer Service Excellence

- 5.1 Customer Service Excellence (CSE) is a new Government standard that not only replaces “Chartermark”, it further challenges Councils to prove that they provide the highest quality services to their customers.
- 5.2 Successful applicants will need to provide evidence that they provide excellent services within all the criteria of the Standard:- Customer Insight; Culture of the Organisation; Information & Access; Delivery and Timeliness & Quality.
- 5.3 The Customer Service and Access Division is considering an application for this Standard.
- 5.4 In order to achieve accreditation all the constituent parts of the Customer Service and Access Division must stand up to detailed scrutiny. This Division is particularly wide-ranging, comprising of Customer Relations; Interpretation and Translation Service; Registration & Coroner’s Service and Warwickshire Direct consisting of the Customer Service Centre and the One Stop Shops.

- 5.5 Warwickshire Direct has a particularly important role to play. It must not only stand up to independent accreditation in its own right but it also plays an increasingly important role as access channels for the other services of the Division. Therefore Warwickshire Direct can influence the service quality assessments of the remaining parts of the Division as well.
- 5.6 CSE will act as a driver of continuous improvement, as a skills development tool and as an independent validation of achievement. Achieving CSE is not a one off exercise; it is an ongoing process of assessment on a three year cycle.
- 5.7 Work on building up the evidence to obtain this challenging accreditation for the Customer Services and. Access Division is underway.

6 Customer Insight

- 6.1 In January 2008, the Customer Service & Access Board commissioned the Warwickshire Observatory to carry out a programme of research into customer insight to inform the authority's customer access and channel management activity. Customer insight is the process of utilising existing customer datasets, along with additional contextual information, to develop a better understanding of our customers' preferences, behaviours and needs.
- 6.2 The two primary aims of the research are to deliver information that will improve customer satisfaction levels (by delivering the right services to the right people at the right time and place and in the right channels) and achieving efficiencies for the authority by identifying the most cost effective methods of delivering services.
- 6.3 Given the datasets made available to the project to date there is a limited amount that can be achieved. In the future we could investigate the possibility of linking data sets across services in order to deliver a single view of our customer profile
- 6.4 It is proposed that, once Directorates have had a chance to respond to the opportunities presented in this paper, further investigation into the feasibility of customer insight and linking customer datasets across the authority is carried out.

7 Warwickshire Direct Partnership Data Sharing Protocol

- 7.1 An agreement for sharing data between partners of the Warwickshire Direct Partnership was published in August 2008. The agreement defines how personal and sensitive data will be provided to the Warwickshire Direct Partnership (WDP) and the methods used by the WDP for the secure legal management, accessing and processing of that data.
- 7.2 By establishing this protocol the development of relevant data sets that transcend traditional district, borough and county boundaries will assist in the planning and deployment of relevant local services in the future.

8 The WOW Awards

- 8.1 The WOW! Awards scheme is a unique reward system whereby staff and organisations can be nominated by customers for an Award, based on their experience of great customer service. The sole purpose of the Award is to help raise standards of customer service across the UK by encouraging and motivating staff and holding up examples of good practice.
- 8.2 The Customer Service & Access Programme Board has made the decision to roll out the WOW! Awards scheme corporately for internal and external customers and is expected to be launched in January 2009.

9 Recommendations

That members consider and comment on the progress since the last report in regards to the development of the One Stop Shops/Kiosks and the Customer Service Centre.

That members indicate any further information they require

That six monthly reporting continues

DAVID CARTER
Strategic Director
Performance and Development Directorate
October 2008

Warwickshire Direct – North Warwickshire 2008/09

Summary Data	April	May	June	July	August	Total
EducationSchools	9	2	8	4	3	26
Reports of Faults to the Public Highway	74	78	79	71	30	332
Social Services	26	26	27	14	11	104
Street Lighting	3	4	4	7	19	37
Trading Standards	0	3	0	7	2	12
Waste/Tips/Recycling	14	10	13	11	24	72
Asbestos	0	0	0	2	0	2
Blue Badge	11	7	8	5	7	38
Bridleways/Footpaths	0	1	0	2	1	4
Building Control (NBBC)	2	34	25	49	48	158
Buses/Bus Travel	1	1	1	1	3	7
Care Homes/Adult Serivces	0	3	0	1	3	7
Child Minders	0	0	0	2	0	2
Childs Team/Protection	1	0	0	0	4	5
Countryside	0	0	0	0	0	0
Fire Fighters	0	0	0	0	0	0
Fostering	0	0	0	0	0	0
Hazardous/Confidential Waste/Skips	1	2	0	0	2	5
Historical Record	0	0	0	0	0	0
Highways/Drainage	1	0	0	2	0	3
Heritage	0	0	0	1	0	1
Land Enquiry	0	0	0	0	0	0
Leisure	0	0	0	0	0	0
Libraries	1	0	0	3	2	6
Number/Transfer WCC	27	47	42	42	18	176
Parking	0	0	0	0	0	0
Pensions	1	0	0	0	0	1
Permits	0	0	0	0	0	0
Public Health	0	0	0	1	1	2
Records	0	0	0	0	0	0
Registrars	19	14	11	7	10	61
Rights of Way	0	0	0	0	1	1
Student Finance	1	4	4	6	0	15
Schools	0	0	0	2	3	5
School Meals	0	0	0	1	0	1
School Transport	0	0	0	0	1	1
School Uniforms	0	0	0	0	2	2
Tender	0	0	0	0	0	0
WDP partner numbers	9	28	19	12	7	75
Web Address	0	0	0	0	0	0
Wood Chipping/Composting	3	11	4	5	7	30
Total Contacts	204	275	245	258	209	1191

Warwickshire Direct - Bedworth - 2008/09							
	Apr	May	June	July	August	Sept	Total
Visits	1100	788	759	914	622	829	5012
Deliveries	86	66	87	89	89	92	509
Rooms	76	55	66	104	66	78	445
SUB TOT	1262	909	912	1107	777	999	5966
Disabled Parking Badges	17	18	20	14	9	9	87
Registrations	21	17	11	13	17	23	102
Social Services	15	6	22	22	25	18	108
Education	29	15	53	17	23	21	158
Highways	10	6	9	12	16	8	61
General	49	58	53	66	62	63	351
Env	3	2	5	5	4	1	20
Street Lights	3	4	0	2	3	2	14
Jobs	7	4	12	6	7	8	44
NBBC	4	12	8	16	15	8	63
OSS TOTAL	158	142	193	173	181	161	1008
GRAND TOTAL	1420	1051	1105	1280	958	1160	6974

Kiosk Usage 2008			
	USAGE	% OUTSIDE W/HRS	No OUTSIDE W/HRS
APRIL	2,781	55.63%	1,547
MAY	3,090	46.34%	1,432
JUNE	2,542	44.10%	1,121
JULY	2,833	50.02%	1,417
AUGUST	2,811	44.29%	1,245
SEPTEMBER	2,169	44.86%	973
OCTOBER			0
NOVEMBER			0
DECEMBER			0
JANUARY			0
FEBRUARY			0
MARCH			0
TOTAL	16,226	47.67%	7,735

Wireless Streetnet Report 2008			
	USERS	USAGE HRS	AVG SESSION (MINS)
APRIL	510	278.3	32.74
MAY	293	156.03	31.95
JUNE	322	156.66	29.19
JULY	398	187.33	28.24
AUGUST	547	320.24	35.13
SEPTEMBER	557	295.04	31.78
OCTOBER			#DIV/0!
NOVEMBER			#DIV/0!
DECEMBER			#DIV/0!
JANUARY			#DIV/0!
FEBRUARY			#DIV/0!
MARCH			#DIV/0!
TOTAL	2,627	1,393.60	31.83

Warwickshire Direct - Kenilworth 2008/09						
	Apr	May	June	July	Aug	Total
Benefits	53	60	61	64	73	311
Council Tax	75	41	39	41	45	241
NNDR		1		3		4
CIA	47	30	31	52	45	205
Local Info	42	41	59	54	28	224
Miscellaneous						0
Photocopying/Faxing	10	19	20	9	13	71
WDC Officer						0
Dog Warden	1	1				2
Food Safety						0
General -Env Health	3	5				8
Grants	3		2	2	3	10
Grass Cutting		3	4	4	6	17
Pest Control				1	1	2
Pollution				1		1
Recycling	150	42	22	17	7	238
Waste Management	112	46	21	25	35	239
Bus Passes/Communi	410	189	163	210	128	1100
Housing Finance	32	9	6	4	2	53
Housing General	16	9	11	24	16	76
Housing Needs / Homeless		31	31	33	70	165
Repairs	12	3	16	21	14	66
Car Parks	12	13	7	6	14	52
Cemeteries						0
General - L & A				6		6
Leisure Centres		1	1	6		8
Parks	1	3		3		7
Public Conveniences			1			1
Spa Centre						0
Town Centre Management	1	72	17	53	1	144
Trees				1	3	4
Committee Info						0
Councillors	3	2	7	6	2	20
Elections / Electoral Roll	11	10	5	5	9	40
Licensing			3			3
Development	15	16	16	21	25	93
Land Charges						0
Property		1				1
Other Enquiries - Section						0
Benefits Agency	2	3	5	4	3	17
Age Concern	1	1	2	2	3	9
CAB	19	12	9	23	16	79
Entertainment		2				2
Castle Passes	86	41	19	42	31	219
Kenilworth Town Council		1			11	12
MP	4	3	3	2	3	15
Pensions	3		1	4	3	11
Inland Revenue		2				2

Appendix 4

Job Centre		3				3
WCC General	2	11	3	1	4	21
Bus Timetables	119	83	59	87	91	439
Highways	7	5	5	10	5	32
Police		2	3	2	3	10
Residents Parking						0
Social Services		4	12	2	3	21
Street Lighting	2	1				3
Disabled badges	19	8	13	9	5	54
Student Loans	34	43	60	16	4	157
Trading Standards	1			1	1	3
TOTAL	1308	873	737	877	726	4521

Warwickshire Direct - Whitnash 2008/09						
	Apr	May	June	July	Aug	Total
Benefits	12	7	10	23	24	76
Council Tax	10	4	1	10	4	29
NNDR						0
CIA	1		2	2	1	6
Local Info	6	5	2	15	1	29
Miscellaneous						0
Photocopying/Faxing	15	7	22	7	14	65
WDC Officer						0
Dog Warden						0
Food Safety						0
General -Env Health	2			2		4
Grants						0
Grass Cutting					1	1
Pest Control	1					1
Pollution					1	1
Recycling	27	12	4	5	1	49
Waste Management	26	8	6	7	2	49
Bus Passes/Communi	83	32	31	26	18	190
Housing Finance	1					1
Housing General	3	2	3	2	1	11
Housing Needs / Homeless	2	4	4	8	13	31
Repairs		4		2	1	7
Car Parks	2					2
Cemeteries						0
General - L & A						0
Leisure Centres				1		1
Parks						0
Public Conveniences						0
Spa Centre						0
Town Centre Management						0
Trees		3	1			4
Committee Info						0
Councillors	1		2			3
Elections / Electoral Roll	1			3		4
Licensing						0
Development	1	2	4	1		8
Land Charges						0
Property						0
Other Enquiries - Section						0
Benefits Agency	1			2	1	4
Age Concern				1		1
CAB						0
Entertainment					1	1
Castle Passes						0
Whitnash Town Council	3		15	48	35	101
MP			2	1		3
Pensions						0
Inland Revenue						0

Appendix 5

Job Centre						0
WCC General		3	2			5
Bus Timetables	3	5	1	3	2	14
Highways	1	5				6
Police	15	15	14	30	13	87
Residents Parking						0
Social Services	1		2			3
Street Lighting		1				1
Tourist Info						0
Disabled badges	13	2	5	2	2	24
Student Loans	24	23	52	7	8	114
Trading Standards						0
TOTAL	255	144	185	208	144	936

Warwickshire Direct WDC Section Analysis 2008-2009

	Apr	May	June	July	Aug	Sept	Total
Benefits	53	47	76	74	88	133	471
Council Tax	59	59	79	84	75	78	434
NNDR	0	1	3	0	4	1	9
CIA	38	76	113	136	123	0	486
WDC Officer	5	0	0	0	0	0	5
Dog Warden	0	0	0	0	0	0	0
Food Safety	0	1	0	1	1	0	3
General -Env Health	1	5	3	2	5	1	17
Grants	3	0	1	0	0	2	6
Grass Cutting	0	1	3	0	4	0	8
Pest Control	0	1	0	5	2	2	10
Pollution	1	1	1	3	0	3	9
Waste Management	333	91	58	57	43	54	636
Bus Passes/Communi	292	139	139	133	97	111	911
Housing Finance	4	9	10	6	10	26	65
Housing General	26	15	35	29	6	19	130
Housing Needs / Homeless	37	16	22	57	106	110	348
Repairs	20	24	26	27	28	55	180
Car Parks	43	51	78	48	38	37	295
Cemeteries	0	0	0	0	1	0	1
General - L & A	1	1	2	3	2	2	11
Leisure Centres	0	0	0	1	0	2	3
Parks	2	0	1	0	1	1	5
Public Conveniences	1	0	1	0	0	0	2
Spa Centre	0	0	0	0	0	0	0
Town Centre Management	0	1	0	1	1	0	3
Trees	2	2	6	3	2	1	16
Committee Info	1	1	1	0	0	0	3
Councillors	2	4	3	1	2	1	13
Elections / Electoral Roll	10	8	11	3	10	12	54
Licensing	1	0	2	0	1	4	8
Development	16	15	20	19	11	12	93
Land Charges	0	0	0	1	0	0	1
Property	1	2	1	1	0	0	5
Other Enquiries - Section	1	2	1	2	0	2	8
TOTAL	953	573	696	697	661	669	4249

W/Direct Analysis of Other Agencies 08/09

	Apr	May	June	July	Aug	Sept	Total
Benefits Agency	3	1	13	14	5	3	39
Age Concern	1	7	13	10	6	0	37
CAB	0	10	6	4	6	2	28
Credit Union	0	1	3	3	5	1	13
Warwick Town Council	0	2	2	1	0	0	5
MP	1	0	2	2	0	1	6
Pensions	3	6	6	6	6	11	38
Inland Revenue	0	0	0	0	1	4	5
Job Centre	1	0	0	2	3	8	14
TOTAL	9	27	45	42	32	30	185

Warwickshire Direct WCC Profile 2008 / 2009

	Apr	May	June	July	Aug	Sept	Total
Adult Health & Community Services	9	1	7	2	11	5	35
AH&CS Contact Assessment Services	2	0	0	1	2	0	5
Disabled Persons Badge	26	39	58	23	26	40	212
Libraries	3	0	0	0	0	0	3
Museums & Heritage	2	0	0	0	0	1	3
PHILLIS	0	0	1	0	3	4	8
Supporting People	0	0	0	0	1	0	1
Trading Standards	1	0	2	1	0	0	4
Vintage Services	0	0	0	0	0	0	0
Children, Young People & Families	0	0	1	1	1	1	4
Childminders	0	0	2	1	0	1	4
Children in Need	0	0	0	0	0	0	0
Connexions	0	0	0	0	0	0	0
Free School Meals	0	0	3	1	1	3	8
Nurseries	0	0	2	0	1	1	0
Schools	0	0	0	2	6	6	14
Student Finance	40	40	80	23	19	31	233
Community Protection General	0	0	0	0	0	0	0
Emergency Planning	0	0	0	0	0	0	0
Fire & Rescue	0	0	0	0	1	0	1
Fire Referral	0	0	0	0	0	0	0
Environment & Economy General	0	0	0	1	0	2	3
Bus Timetables	17	15	15	7	4	10	68
Composting	2	0	0	0	0	0	2
Countryside Recreation	0	0	0	0	0	1	1
Hazardous Waste	0	0	0	0	0	0	0
Highways	3	2	7	25	15	25	77
Street Lighting	2	4	0	10	2	6	24
Sandbags	0	0	0	0	0	0	0
School Transport	0	1	0	1	1	2	5
Sustainable Travel	0	0	0	0	0	1	1
Tip Van Permits	0	0	0	0	0	0	0
Tourism	0	0	0	0	1	0	1
Waste Management inc. Recycling	3	1	1	1	0	2	8
Wood Chipping	1	0	0	0	0	0	1
Corporate Complaints	0	0	0	0	0	0	0
Performance & Development General	0	1	6	1	0	2	10
Local Information	0	0	0	0	0	150	150
Credit Union Surgery	0	0	2	2	1	1	6
Members Service Committee Info	0	0	0	0	0	0	0
Member Services Councillors WCC	0	0	1	1	0	0	2
Member Services Elections WCC	0	0	0	0	0	0	0
PHILLIS surgery	0	0	0	0	0	0	0
Registration Services	2	1	12	0	1	2	18
Website WCC	3	0	0	0	0	0	3
WCC Jobs	0	0	0	1	0	0	1
What is WD?	0	0	0	1	1	0	2
Other WCC	9	2	4	2	1	0	18
Police	0	0	0	0	1	0	1
Totals	125	107	204	108	100	297	936

Shire Hall Meet and Greet Casual Caller Analysis

	Apr*	May	June	July	Aug	Sept	Total
Caretakers	0	0	0	0	0	25	25
Committee Room Booking	6	11	16	5	3	27	68
Complaint Form Issued	0	1	1	2	3	4	11
Complaint Form Received	0	1	4	2	0	2	9
Contractor	25	198	249	202	255	358	1287
Courier Pick up/Drop off	53	68	62	44	69	44	340
Courts	0	0	0	0	0	7	7
Display Leaflets/posters	0	0	0	3	5	12	20
Displays/screens	0	6	7	7	0	2	22
Fax	0	0	0	0	2	3	5
ICT Service Desk	0	11	20	25	26	28	110
Interpretation & Translation	0	0	2	0	0	0	2
Kiosks	7	0	0	0	0	0	7
Lost Property	1	0	4	4	4	4	17
Number/Transfer	4	9	14	8	3	6	44
Occupational Health	0	0	0	10	30	32	72
OSS Room Booking	6	16	49	17	25	29	142
Other	11	21	38	14	5	9	98
Other Meeting Rooms	0	0	0	0	0	5	5
P&D Room Booking	0	18	25	21	95	25	0
Personal staff visit	0	0	0	1	2	5	8
Pensions	0	0	0	0	0	1	1
Photocopying	0	4	17	6	5	12	44
Post	41	49	162	82	91	102	527
Post Office	4	98	1413	437	196	182	2330
Public Toilets	0	0	23	38	42	50	153
Public PCs	0	4	40	94	122	133	393
Refreshments	0	0	3	7	10	13	33
Sale of Goods	3	1	3	2	0	1	10
Service not delivered here	1	4	1	0	2	1	9
Staff Visit	112	293	291	210	152	269	1327
Staff car parks	0	0	0	2	2	6	10
Taxi	0	0	0	2	2	0	4
Tenders	12	20	23	27	34	13	129
Touch down PCs	0	2	13	4	1	5	25
Video Conferencing/Smart t	0	0	9	8	3	5	25
Visitor & Passes	346	865	1069	933	533	1338	5084
Voicemail	0	0	0	0	0	23	23
What is WD?	0	0	0	14	6		20
Wi-Fi	0	0	1	5	3	9	0
Totals	632	1700	3559	2236	1731	2790	12421