

WIRRAL COUNCIL

COMMUNITY AND CUSTOMER ENGAGEMENT OVERVIEW AND SCRUTINY COMMITTEE

4 JUNE 2007

REPORT OF THE DIRECTOR OF FINANCE

CUSTOMER SERVICES ANNUAL REPORT

1. EXECUTIVE SUMMARY

- 1.1. This report reviews the performance and progress of Customer Services over the past twelve months. It highlights the challenges faced and future plans for 2007-08.

2. BACKGROUND

- 2.1 One Stop Shops were first established in 1997 and the network has now expanded to 13 sites. There are 97 staff working within them.
- 2.2 Also, there are seven Information Points based within Libraries offering first stage information and advice services, thus achieving the LPSA target of 95% coverage across the Wirral of advice points within one mile of each house.
- 2.3 The Call Centre was launched in April 2004 and now has an establishment of 80 staff. It has five main teams: Revenues and Benefits, Social Services (CADT), Street Scene, Information and Advice and Switchboard.
- 2.4 2007 will see development in ensuring that the web is a user friendly responsive method for customer contact.

3. SERVICES DELIVERED WITHIN CUSTOMER SERVICES

- 3.1. The table below shows the services that are delivered through the Call Centre and the One Stop Shops.

Service type	Call Centre	One Stop Shop	New for 2007
'Its Your Call' (A Home Office initiative related to anti social behaviour)	✓	✓	
A full range of Housing Services including registering customers for Wirral homes	x	✓	
A full range of payment options	✓	✓	
Agent for Wirral Partnership Homes	x	✓	
Basic consumer advice	✓	✓	
Corporate complaints	✓	✓	
Council Meetings/Agenda's - Dealing with customer queries about minutes of meetings, dates/times/agendas of meetings	✓	✓	
Councillor/MP advice - advising of when the and where Cllrs & MP's hold their surgeries, provide contact details of Cllrs & MP's	✓	✓	
Education Benefits , including free school meals, school uniforms	x	✓	
Home to school transport	✓	✓	
Electoral Register – providing the form for people to register	✓	✓	
Efficiency advice	✓	✓	
First point of contact for Social Services	✓	✓	
Home Improvements e.g. energy efficiency, adaptations	✓	✓	
Homeless Service – giving first stage advice and support	x	✓	
Housing Benefit/Council Tax/Business Rates	✓	✓	
Information, advice and administration of the Blue Badge Disabled Parking Scheme	✓	✓	
Job applications – issuing and recording applications given out and received back in	✓	✓	✓
Leisure Services - provide information on the Wirral passport scheme and the Invigor8 scheme including eligibility criteria and fees	✓	✓	
Licensing - Dealing with new and renewal applications for hackney and private hire cabs, new/renewal vehicle applications, temporary events notices, street/house collection licenses, Premises licenses.	Pending	✓	✓
Parking appeals - explaining the process and helping customers appeal against the fine	✓	✓	
Partnership working – advice surgeries offered with partner's such as Age Concern, Pension Service, Police etc	x	✓	
Pest Control/Environmental Health - Providing information about the charges for dealing with the different types of pest (rats/mice/wasps nests/bugs etc) * From June 2007 OSS will be able to use CRM to make appointments for customers wanting the Pest Control service*	✓	✓	✓
Planning/Building Control - Providing copies of plans for customers to view, liaising with planning/building control officers to provide basic advice.	✓	✓	
Registrars Appointments to register births, deaths and marriages	✓	✓	
Student Services	x	✓	
Tourism - Information on tourist attractions in Wirral - beaches/country parks/theatres/museums etc, providing information from the "VisitWirral" website.	Pending	✓	✓
Waste Control including refuse collection, street cleaning and the ERIC service (bulk items)	✓	✓	✓
Children Information Service - provide information on how to become a childcare provider, early years education for 3 & 4 year olds, carrying out a childcare search, printing off Ofsted inspection reports	x	✓	

3.2. Since the last report the following services have been re-engineered to be delivered through the One Stop Shops/Call Centre:-

- Licensing which is part of the Regeneration Department – has been delivered since February 2007 following the closure of the Licensing Reception at Wallasey Town Hall. It now means that basic and initial Licensing processes are delivered from all One Stop Shops thereby widening customer access to that service. It was a major success to get all One Stop Shop staff trained and the service mapped in the timescale available. The moving of the service into the One Stop Shops has highlighted that existing processes within the service could be made leaner and that is currently being looked at. The Customer Service Development Team is in the process of evaluating how the Call Centre can provide an additional co-ordinated access channel in delivery of this service.
- Recruitment – has been delivered since February 2007 following the closure of the Licensing Reception at Wallasey Town Hall. This means that customers can contact the Call Centre to request an application pack or pick up and drop off job applications at any One Stop Shop. This has vastly increased access to the service. It also means that HR is able to profile the success of adverts better as the One Stop Shops access the HR system to update records.
- Tourism – this has been delivered since April 2007 following the closure of the Tourist Information Centre at Woodside. One Stop Shops are able to give information on Wirral attractions via access to the Visit Wirral website and the internet. At the moment there has not been much impact with the transferring of the service although this may become more prevalent in the summer months. The Customer Service Development Team is currently working to bring this service into the Call Centre.
- Mersey travel-Following approval at Cabinet and discussions with Fujitsu who had been the preferred supplier of Mersey travel the Call Centre signed up to deliver the front line service for renewal of elderly and disabled travel passes. The service went live on 18 September 2006. This is the first 'external' service to be delivered within the Call Centre, and to date have responded to over 8,000 customer calls. The percentage of calls answered is in excess of expectations set within the Service Level Agreement with Fujitsu.
- Centralised Payments- In July 2006; the Call Centre began providing support. For the Centralised Payments team. Call Centre Advisers received training on the Accounts Payable application of the 1Business suite and the process for advising customers was mapped on Protos (the intranet based training tool). To date there have been over 4600 customer calls.
- Adult Social Service Reception calls -Rationalisation of reception areas resulted in closures at the end of August 2006 of Central Wirral (Moreton) and Wallasey (Liscard) receptions. These are handled via the Call Centre.

- The Open Golf Championship - The Call Centre provided the frontline service for resident/visitor enquiries relating to the Open Golf Championship in July 2006. The Call Centre provided extended hours coverage between 8.00 am-6.30 pm Monday to Friday and weekends prior to and during the championship itself. Between the periods from 15 June to 23 July the Call Centre responded to approximately 1,000 calls relating to the Open Golf Championship; calls were mainly from residents and in relation to traffic and transport.
- The official opening of the Information Points within Libraries took place in February 2007. Information about these access points was placed in the Council Tax bill.

3.3 The Customer Access Strategy has been revised and approved by the Executive Board on 12 April 2007. It lists new services to be worked on (see Appendix One) and this will co ordinate with areas identified within the efficiency plan.

4. PERFORMANCE

4.1 The Call Centre and One Stop Shops have a range of targets to monitor service delivery. These will be supported by a bi annual survey within the Local Area Agreement to monitor customer satisfaction levels.

Total customer numbers

	2005/06	2006/07
Call Centre	369,954	449,998
One Stop Shops	210,665	218,955

There has been an 18% increase in calls handled in 2006/07 at the Call Centre in comparison to 2005/06. One Stop Shops have seen a 4% increase in customer numbers overall.

4.2. **The top ten customer areas seen at the One Stop Shops were:**

Service Area	2005/06	2006/07	+%
Housing Benefit	73,559	73,898	+0.5%
Wirral Homes	29,137	31,931	+9.6%
Council Tax	26,453	25,044	-5.6%
Adult Social Services	Not reported	21,874	-
Wirral Partnership Homes	11,871	12,457	+4.9%
Children + Young People	Not reported	14,149	-
Technical Services	8,509	9,567	+12.4%
Homeless	3,446	4,282	+24.3%
Miscellaneous	6,109	5,958	-2.5%
Regeneration	5,781	4,957	-14.2%

The 2006 annual report to Community and Customer Engagement Overview and Scrutiny Committee provided customer numbers seen at the booths only. To provide a fuller picture of customer numbers this report details numbers seen at both the booths and reception points.

4.3 Resolution rates within the One Stop Shops

	2005/06	2006/07
H.B.	60.8%	62.5%
Council Tax	85.3%	84.8%
Social Services	97.5%	98.5%
Wirral Homes	95.6%	96.1%
WPH	Not reported	54.2%
Regeneration	95.6%	96.1%

The resolution rates are slightly higher for Housing Benefit, Wirral Homes, Regeneration and Social Services (now Adult SS and Children and Young Peoples Dept) and lower for Council Tax. The reasons for this are primarily because new members of staff have gained relevant experience and training in those areas while still developing their skills in others. By using this information managers and staff can identify training needs.

4.4 Customers seen by partner agencies at One Stop Shops

	2005/06	2006/07
Action Team for Jobs	1342	367
Age Concern	245	238
Pension Service	1338	1342

Action Team for Jobs was disbanded in September 2006, which explains the drop in customer numbers seen.

4.5 One Stop Shops Performance Indicators

	2006/07 Target	2006/07 Actual	2007/08 Target	2008/09 Target
% waited 15 mins or less for interview	87%	93.1%	88%	89%
% interviewed for 20 mins or less	81%	81.1%	82%	82%

This year will see more services re-engineered to be delivered within the One Stop Shops and so the target performance indicators have been adjusted to reflect this.

4.6 Calls handled for various service areas within the Call Centre

Service Area	2005/06 Calls offered & handled	2005/06%	2006/07 Calls offered & handled	2006/07%	+/-%
Council Tax and Housing Benefits	196,006	76%	212,397	64%	-12%
	148,486		136,410		
Street Scene	179,318	87%	249,792	78%	-9%
	156,109		195,346		
Information and Advice	45,126	94%	83,484	95%	+1%
	42,178		79,022		
Central Advice & Duty (Social Services)	43,008	90%	40,975	96%	+6%
	38,606		39,220		

- 4.7. Revenues and Benefits has given the most performance related issues amongst the Call Centre teams over the full year. On analysis the team have been offered 8% more calls during 2006/07 in comparison to 2005/06. Telephone access for this service has proven more popular; and there have been a number of factors that have impacted upon the ability to provide a greater response to calls.
- 4.8. The major factor has been the introduction of a new Integrated Revenues and Benefits IT system. This project has required all staff within the Call Centre and One Stop Shops to be trained and confident in using the new system prior to the main billing period in March. This has impacted upon the available resource to respond fully to customer enquiries
- 4.9 As I do not wish to increase the size of the establishment, I am continuing to investigate alternative ways to drive improvements in performance. These include analysing statistical information with a view to introducing more flexible shift patterns (in line with contractual changes). Although this requires detailed investigation due to the rolling programme of recovery, it could help in spreading the allocation of resource in line with operational requirements. The extension of the Revenues and Benefits web will also assist by allowing self access for some queries.
- 4.10 The recruitment of temporary staff for Streetscene in preparation for the new waste control contract produced some excellent individuals who have adapted well and provided essential support. However the roll out of waste and recycling initiatives across the Borough has increased call volumes beyond expectations and therefore impacted upon overall performance.
- 4.11 Whilst this report covers 2006/07 it is clear that Members will be aware of the recent issues surrounding the introduction of the new recycling schemes across the Borough. Prior to this introduction the Streetscene Call Centre received on average 5,000 calls per week with an average abandonment rate of 5%. During April call volumes averaged 6,000 calls per day resulting in a significant increase in abandoned calls to 80% on occasions.
- 4.12 Much work has been undertaken between the Call Centre and Technical Services in order to resolve these issues which is detailed within section 5. As a result call volumes are subsiding and are currently averaging around 1800 calls per day. In turn the abandonment rate is has also reduced to around 50%. Although these volumes remain higher than normal, they appear to show that the main queries are being addressed and I will continue to work closely with Technical Services and the contractor to ensure that the Call Centre returns to its original stability.

5. CALL CENTRE – UPDATE

5.1 Waste and Recycling

- 5.1.1 The new waste and recycling contract introduced revised collections including Bank Holidays (excluding Christmas and New Year). The first of these collections took place after the Easter 2007 holiday. However general feedback from customers indicated that they were not aware of the changes and many residents did not present their bin on the correct day.
- 5.1.2 In addition; alternate weekly collections began in April for the next two phases for the recycling roll out, totalling 70,000 households. 35,000 households began the grey bin collections, while the other 35,000 received a new collection day for the green residual wheelie bin.
- 5.1.3 With the initial uncertainty by residents over new waste collection routines large numbers of calls were received at the Streetscene Call Centre. Major issues being dealt with were public information on the new collection schedule, brown bins not being collected due to households not knowing about changes to collection days, isolated streets not receiving their grey bin as yet, individual bins missed for collection, and general confusion over new Bank Holiday collections.
- 5.1.4 Call numbers were high with most callers upset and confused. The staff at the Call Centre worked extremely hard to help people including some of the team helping Technical Services with weekend leaflet distribution. I utilised additional support from other Call Centre teams and One Stop Shops to respond to the increase in call volumes. Customers have been encouraged to utilise libraries and One Stop Shops for assistance in gaining access to the internet to confirm collection days.
- 5.1.5 The telephone equipment has been reprogrammed to introduce an option for customers to select purely for waste and recycling enquiries. This has helped to target these enquiries and utilise additional resources from other areas to respond. This has maximised efficiency in responding to peak level calls whilst also reducing the generation of paper referrals for other enquiries as the additional resources have initial limited knowledge of other Streetscene services. It has also provided more resources to respond to delays in collections and be more effective in referring these through the CRM system for resolution by the contractor.
- 5.1.6 Daily liaison meetings with the Director of Technical Services has enabled updated information to be added to the Call Centre recorded messages to communicate information to the customer. All the staff on Streetscene, as well as the Switchboard team who picked up many callers on this issue, did exceptionally well to cope with the volumes. These volumes have now begun to subside markedly and a new escalation procedure has proved successful in resolving many ongoing issues for customers.

5.1.7 As the recipient of the calls from the public and Members the Call Centre has been extremely conscious of properly representing a service at a key time. I have worked with the Director of Technical Services to improve the escalation process when services need such support. I have appreciated Members concerns over contacts and will continue to work to ensure the standard of responses and clarification Members need will be provided.

5.2 **Generic Working**

5.2.1 Proposals for generic working were agreed by the Employment and Appointments Committee on 19 March 2007. Some Call Centre staff will be cross trained therefore enabling them to be utilised during unexpected peaks in call volumes i.e. due to service disruption to answer calls.

5.2.2 These staff have been identified through a recruitment and selection process and are currently awaiting service and system training. However in the interim these staff have already responded to peaks in calls by providing up to date information to customers. A Resource and Performance Officer has also been appointed to drive improvements in operational performance through real time management and optimisation of existing resources.

5.3 **Call Recording**

5.3.1 Technical issues with this equipment have now been resolved and customers are advised that their telephone call is being recorded as they telephone the Call Centre.

5.4 **Disaster Recovery Plans**

5.4.1 The Call Centre has begun to make plans for disaster recovery, both for minor and major impacts. Proposals for minor recovery would involve calls being diverted to a specific area within the Municipal Building and a limited service being offered across all services short term. Plans for major recovery would involve relocation to another site for delivery of essential services and updated information and guidance for residents.

6 **ONE STOP SHOPS - UPDATE**

6.1 **Cost of Service**

6.1.1 A report was submitted to Community and Customer Engagement Overview and Scrutiny Committee on 2 October 2006. The report makes the point that closing One Stop Shops would not realise significant savings primarily because the majority of costs associated with One Stop Shops are staffing costs. Any variation in number of sites would not significantly change these costs, as many staff would be required in back office teams to perform the functions they provide in the delivery of the front line service. This is because staff within the One Stop Shops perform transactional back office functions for example, Student Support, Social Services - Blue Badges. Housing Benefits and Council Tax. The current resolution rate within One Stop Shops is 83% and in many areas the service delivered is 'end to end'.

- 6.1.2 Based on information provided to the National One Stop Shop Benchmarking Club the average cost per customer nationally is £11.69 with Wirral costing £8.11. The average staff cost per customer nationally is £7.52 with Wirral costing £5.00.
- 6.1.3 The One Stop Shop management team fully understand the implications of the Customer Access Strategy and the recommendations of the Varney Report. They understand that increasingly there will be more customer segmentation helping to ensure that the most complex services which require mediation are delivered through the One Stop Shops. Other customers will be directed to the Call Centre and the web. Staff within the One Stop Shops acknowledge and accept the need to encourage customers to access the cheapest access channels.
- 6.1.4 The website needs to be able to respond to demand , to be robust, integrated and transactional .Currently accessing the web does not generate real efficiency because some back offices still have to process most work generated from accessing this channel.
- 6.1.5 The Customer Access Strategy is about customer choice and allowing those customers who really need and want face to face service, the availability of that provision. This interpretation is substantiated in the Varney report, which describes the need for generic One Stop Shops which should involve public services working closer together under the umbrella of One Stop Shops. In support of Government directives we deliver 'life events' assistance to customers who access our services, for example on change in circumstances. This will be supported by on line change in circumstances forms.
- 6.1.6 The in house interview logging system is an excellent tool which calculates customer volumes and the full breadth of customer queries. For example for April 2007 One Stop Shops had 14,552 customers generating 17,140 enquiries, as some customers have multiple enquiries. It calculates resolution rates which is crucial information and times of interviews.

6.2 Individual Site Issues

- 6.2.1 **Liscard One Stop Shop** - The Liscard One Stop Shop is located in the Department for Work and Pensions (DWP) offices in Dominic House. The present accommodation is inadequate to meet customer demand. There are ongoing discussions with the DWP about the possibility of extending the size of the One Stop Shop, but if this does not prove possible I may have to look at alternatives.
- 6.2.2 **Bebington One Stop Shop** - The Bebington One Stop Shop is located in Pennant House which requires significant expenditure for it to be suitable accommodation for the One Stop Shop. The current situation is that the roof is being repaired and some smaller modifications on health and safety grounds for the One Stop Shop staff are also being undertaken. A separate report is presented elsewhere on this agenda.
- 6.2.3 **Heswall One Stop Shop** - Work has been completed to improve the One Stop Shop facilities which have involved utilising the vacated cashier area as has already been done in a number of other sites successfully.

6.2.4 **Rock Ferry One Stop Shop** - Work has commenced on changing the vacated Cashiers space into two booths and an interview room. The additional booths are required as this is a particularly busy site. The extra interview room will be used on an ongoing basis for Wirral Partnership Homes.

6.2.5 **Wirral Partnership Homes (WPH)** - The Authority continues to deliver the WPH face to face and cashiering service and this in turn generates income of £120,000 per annum. Wirral Partnership Homes has confirmed a wish to continue to use the One Stop Shops for face to face services. I have regular liaison meetings with Wirral Partnership Homes to ensure we are meeting our service level obligations.

We have taken part in joint mystery shopping and quality audits which have had favourable outcomes for the One Stop Shops. Wirral Partnership Homes are extremely pleased with the professional service we provide for them and as a sign of their commitment to our service and trust they have trained our front of house trainers to deliver system training to new staff. We are currently discussing more areas of work we can deliver for them.

We have had a leaflet drop in partnership with Wirral Partnership Homes to some of their tenants via postcode to target specific areas to underline what local One Stop Shops can do for them to help them understand the wide range of services we deliver.

6.2.6 **Community Engagement** - One Stop Shops are used as a regular service base for a number of other public sector and voluntary sector organisations.

- Department for Work and Pensions - Job points, Pension Service
- NHS/Job Centre Plus – Conditions Management programme Team working at Moreton
- Merseyside Police – surgeries at both Eastham and Bebington
- Age Concern
- Energy Efficiency
- Merseyside Fire and Rescue Service

As a result of stakeholder consultation the One Stop Shop management team have been active in meeting with communities to develop rapport, improve communication and assist in encouraging hard to reach groups access services. They also attend a range of groups across the community, examples of this include:

- visits to the Irish community groups
- visits to Polish groups in New Brighton
- visits to the local Mosque
- attendance at Neighbour Action Groups
- attendance at the Wirral Ethnic Health Advisory Group
- attendance at the Residents and Tenants Annual Event
- attendance at the Landlord forums
- lead member of the Wirral Advice Network (previously Community Legal Services Partnership)
- Member of the Race Hate Task Group

We have an ongoing programme in place to ensure we continue to be inclusive particularly with the changing demography of Wirral. It is clear that such hard to reach groups are most likely to contact us via the One Stop Shop access channel. One Stop Shops positively contribute to the corporate need to address equality and diversity issues in a proactive manner.

Working with Health is challenging as there are many strands. We are represented on both the Corporate Health Group and the Health and Well Being Group and actively promote the One Stop Shops and Call Centre. We now have health advisers working within some of our sites, as well as Alcohol Prevention surgeries across the sites. The Patient Advisory liaison service which operated from Eastham One Stop Shop was a success and an excellent example of joint working to solve customer issues. In house we have produced a 'bereavement pack' designed as an information resource for those who are recently bereaved. Our aim is to receive information once from a customer and then on their behalf inform as many agencies about their change in circumstances.

7. CASHIERS

- 7.1 The main issues surrounding Cashiers, since the district closures, have revolved around receipt levels and money collected. Below are some comparative figures from the previous year. Although these figures show a decrease in postal receipts, there is process work from Drop in Boxes and other Internal Departments pay ins.

Amounts received from Drop in Boxes from December 2005 – September 2006

£24,092 in Cash
£2,392,148 in Cheques

	Counter	Income	Post	Income	% Reduction	% Increase	% Income
Oct 04 – Sept 05	102,188	£11,983,794	63,724	£24,764,911			
Oct 05 – Sept 06	130,851	£17,149,941	53,709	£24,357,889	18% POST	28% COUNTER	13% INCREASE

Receipts received by Post and over the Counter

Counter receipts have increased by 28% a total of 28,663 receipts and the postal receipts have decreased by 18% at total of 10,015 receipts. Overall the total Income received through the Cashiers, since the district closure, has increased by 13% to a total of £4,759,125.

Oct 04 – Sep 05 - £36,748,705

Oct 05 – Sep 06 - £41,507,830

- 7.2 I am addressing the high costs of the Securitas contract for collecting at the drop in boxes for relatively small amounts of cash. A report on this issue was presented to the Cabinet on 24 May 2007.
- 7.3 The infrastructure of Moreton cashiers is still in situ to comply with contingency plans, whilst others have had the facility permanently removed.

- 7.4 The Call Centre and One Stop Shops continue to take payments via the Web portal for Council Tax, Housing Benefit overpayments, Parking fines and Pest Control appointments. In total £1,504,807.29 was processed via this route in 2006/07.
- 7.5 The Automated Telephone Payments Line which enables customers to pay remotely using their telephone keypad and recorded guidance has also proved popular as an alternative way to pay with £1,321,418.82 processed via this route in 2006/07.

8. **STUDENT SUPPORT**

- 8.1 This team became part of the Revenues Benefits and Customer Services Division in April 2006. Since that date over 4500 customers have been dealt with on a face-to-face basis through daily enquiries and visits.
- 8.2 Some 6200 applications for student support towards fees, grants and loans are being processed on an annual basis. All applications are processed on a national computer system PROTOCOL which after three years of serious 'bedding in' problems appears to be functioning more consistently with room remaining for significant improvement particularly to the on line application process.
- 8.3 Just over 600 students applied on line this year and the Government hope to increase that number to nearer 3000 next year. Many renewing students will not be sent a paper application form but will be directed to applying for their support via the on line process.
- 8.4 These achievements are a significant credit to the staff employed in this area particularly in the light of knowledge that their skills and experience will be phased out in line with the Government proposal that the Student Support Service will be transferred from the Local Authority to the Student Loans Company in phases from 2009 to 2011. Reports have been submitted to the Cabinet and a further report is to be produced addressing what staffing resources will be required to manage this transition and how staffing reductions will be implemented.
- 8.5 A transition plan has now been completed and submitted to the Government outlining how the service will be maintained and staffing reduced during the period until the service is completely transferred to the Student Loans Company.

9. **LOCAL PUBLIC SERVICE AGREEMENT (LPSA)**

- 9.1 31 March 2007 saw the completion of LPSA 2007 when we achieved our target of 95% coverage of access within one mile of every house. This has included the development of Information Points within seven Libraries. They are Bromborough, Ridgeway, St James, Greasby, Prenton, Beechwood and Irby. Training has been delivered to staff at these Libraries and each One Stop Shop manager has been assigned information points to ensure ongoing liaison and development between the Library service and the One Stop Shops.

- 9.2 A further part of meeting this target has included the establishment of video conferencing between the Call Centre and four Libraries: Birkenhead Central, Wallasey Village, Pensby, and Leasowe.
- 9.3 The other part of this LPSA target was around customer satisfaction levels. To monitor this target I asked the question through a variety of mechanisms 'did you have to make contact with the council again about the same enquiry?' The figure as of October 2006 was 69.1% which has shown a gradual increase in satisfaction levels and is over the initial stretch target of 60%. I carried out a survey in January 2007 which shows customer satisfaction levels at 70.8 % I have completed the final survey for March 2007 and am waiting to see if we have achieved the second part of the LPSA target which requires a satisfaction rate of 71.8%
- 9.4 The LPSA is not the end of surveying and this is now being carried out as part of the Local Area Agreement (LAA). I will continue to survey bi-annually to gauge customer satisfaction levels and respond to those areas that require improvement.
- 9.5 The other bi-annual survey is conducted within the National One Stop Shop benchmarking club and as seen from the table below satisfaction levels in Wirral compare favourably nationally.

Authority	Very satisfied	Satisfied	Dissatisfied	Very Dissatisfied
* Birmingham	32.3%	48.2%	4.1%	7.3%
* Carmarthenshire	49.0%	49.0%	1.0%	1.0%
* East Riding	88.3%	10.4%	0.8%	0.4%
Fenland	52.6%	46.3%	0.7%	0.4%
* Hull	76.3%	22.4%	0.0%	0.1%
Ipswich	49.0%	37.0%	9.0%	6.0%
Kettering	50.0%	49.0%	1.0%	0.0%
* Kirklees	52.0%	48.0%	0.0%	0.0%
Maidstone	50.9%	43.9%	3.5%	1.8%
* Newcastle	77.0%	23.0%	0.0%	0.0%
* North East Lincolnshire	79.8%	20.3%	0.0%	0.0%
* North Tyneside	65.0%	34.1%	0.7%	0.2%
Nottinghamshire	79.0%	21.0%	0.0%	0.0%
* Rochdale	61.2%	38.3%	0.5%	0.0%
Salisbury	69.0%	27.0%	2.0%	2.0%
Staffordshire Moorlands	70.0%	30.0%	0.0%	0.0%
* Wirral	83.0%	16.9%	0.0%	0.0%

* - Unitary Authorities

10. CUSTOMER SERVICE DEVELOPMENT

- 10.1 The Customer Services Development Team (CSDT) - became part of Customer Services in April 2006. Their role is to re-engineer services to enable more services to be delivered through the primary access channels. Where appropriate they have used the CRM system to improve customer service. Their role is to assist in the delivery of the Customer Access Strategy. Within that strategy is a list of services which CSDT will work with. In future (see Appendix One).

10.2 CSDT has facilitated training for several hundred staff across the Authority, and developed training manuals on how to use CRM which are published on the Intranet. Regular refresher training has been provided, along with periodic information updates for staff using the system.

10.3 CSDT has re engineered a range of services including:

10.3.1 **Technical Services**

10.3.2 During 2006 CSDT decided to build on the successful implementation of 20 Street Scene services into Oracle CRM by using the same software to re-engineer the Technical Services Highway Maintenance back office process.

10.3.3 Using the Oracle CRM system the team working with Technical Services were able to replace the Highway Maintenance legacy system which gave a true front to back solution, which up until then had not been achievable. The added bonus of the project should have enabled Highway Maintenance to start making substantial cost savings by taking advantage of Oracle CRM mobile technology.

10.3.4 Highway Maintenance Inspectors now receive all service requests from the public via satellite directly onto their handheld mobile devices whilst out in the field. Upon receipt of the request the inspector assesses what is required to be done and immediately updates the information. The updated information is then sent back to the main system using the same satellite technology.

10.4 **Regeneration**

10.4.1 Initial re-engineering work has been carried out within the Licensing Section to move the service to all One Stop Shops, following the closure of the Licensing Reception in Wallasey Town Hall. The intention is to continue this work with a further review of the service to find further efficiencies and extend the available contact points to the Call Centre/Web.

10.4.2 A CRM system based Pest Control solution is awaiting final solution testing before being put into the live system during June 2007. This will extend the possible contact points to all One Stop Shops and offer real efficiency of service. This service has already expressed an interest in utilising mobile technology now that it has been proven in Highways Maintenance.

10.5 **Corporate Complaints**

10.5.1 The team introduced a new Corporate Complaints system utilising the CRM system in March 2006 which is being used by all departments apart from Adult Social Services, whose separate complaint procedure is governed by specific legislation. This crucial system which is used to record; acknowledge; assign; forward documents; progress chase and confirm resolution of complaints has been running for over twelve months. It offers the opportunity to report on and compare complaints (and related contacts such as suggestions or compliments) consistently captured across departments. Ombudsman enquiries are also recorded in this system.

10.6 **E-mail Centre**

10.6.1 This feature of the CRM functionality captures; auto-acknowledges and intelligently routes email contacts received by three selected areas: Electronic Comments Please forms; Streetscene and Parking Services. The automated process reduces the need for manual input and ensures emailed enquiry reaches the appropriate recipient earlier, speeding up response times. The intention is to extend this feature across more services.

10.6.2 The team faces many challenges in the delivery of this cross organisational work plan including:

- Ensuring the under pinning policies are in place to support these changes e.g. Human Resource policies
- Ensuring people are in place to support the service re engineering programme
- Ensuring cultural issues are addressed to assist with corporate 'buy in' checking that departments are ready and willing to make the necessary changes

I am addressing these issues along with Corporate Services' Transformational Change Team. Both teams are co coordinating their work in this area and are reviewing the governance arrangements for these projects.

11. **WEB**

11.1 As part of the delivery of the Customer Access Strategy I am working towards improving the web so that it is more transactional and is an access channel that customers feel confident in using in its security and breadth of information. Staff within One Stop Shops and the Call Centre will encourage customers where possible to access this method as services go on - line and help decrease customer contact costs.

11.2 To assist in web development I have appointed a Web Services Manager who will commence in August 2007. The remit of this post is to ensure

- that the web is fully transactional including more on line generic forms
- that the information is presented in language that customers and staff understand which is easily and quickly accessed
- that the public know what is available on the web
- that services migrate to the web
- that take up of web is increased

12. STAFF DEVELOPMENT

- 12.1 Institute of Customer Services (ICS) training as a pilot scheme was implemented in March to introduce the ICS Awards scheme within the Call Centre and One Stop Shops. The scheme encourage staff to attain a recognised professional qualification (similar to NVQ) which focuses solely on customer service skills and abilities.
- 12.2 14 staff from both the Call Centre and One Stop Shops volunteered to take part in the pilot scheme undertaking study for the qualification plus a coaching award (enabling us to have sufficient coaches when widening the scheme to other front of house staff). Two staff also volunteered to be assessors for the scheme and have recently been successful in attaining their qualification to complete this work. 9 staff have successfully completed their awards and the remaining assessments are scheduled in the next few months. Phase 2 of the pilot is already underway.

13. CONCLUSION

- 13.1 This report has highlighted a number of successes and issues, including increased services now delivered through the Call Centre and the One Stop Shops. The next twelve months will see development of the Web and extension of the Call Centre, particularly helping deliver efficiency in services. Community Engagement is a vital area of work and will continue to develop so that our services remain equitable offering choice to meet individual customer contact need.
- 13.2 Key to the development and implementation of effective customer services will be the close working with the Transformational Change Team, clear governance and project rules to develop improved customer service and improved back office service delivery. Customer Services and the services themselves will work together to improve and make more efficient the overall service delivery. This will also extend to working with similar and like minded organisations that improves customer services for the people of Wirral.

14. FINANCIAL IMPLICATIONS

- 14.1. There are none arising directly from this report.

15. STAFFING IMPLICATIONS

- 15.1. There are none arising out of this report.

16. EQUAL OPPORTUNITY IMPLICATIONS

- 16.1 There are none arising directly from this report.

17. HUMAN RIGHTS IMPLICATIONS

- 17.1. There are none arising directly from this report.

18. LOCAL AGENDA 21 IMPLICATIONS

- 18.1. There are none arising directly from this report.

19. COMMUNITY SAFETY IMPLICATIONS

19.1. There are none arising directly from this report.

20. PLANNING IMPLICATIONS

20.1 There are none arising directly from this report.

21. LOCAL MEMBER SUPPORT IMPLICATIONS

21.1. There are no particular implications for any Members or wards arising out of this report.

22. BACKGROUND PAPERS

22.1. No background papers were used in the preparation of this report.

23. RECOMMENDATION

23.1. That the report be noted.

IAN COLEMAN
DIRECTOR OF FINANCE

FNCE/104/07

SERVICES DEVELOPED AND DELIVERED IN 2006/2007

<p>Streetscene (Technical Services)</p>	<p>Extension of current services to include following service areas launched in February 2007</p> <ul style="list-style-type: none"> • Illuminated street signs • Parking (on street disable parking bays & access protection markings) • Roads and highways works • Roads and Highways closures and diversions • Drainage (gully problems) <p>Environmental Services Waste Contract (for August 2006) including moving existing services from MVM system onto CRM</p> <ul style="list-style-type: none"> • Street Cleansing • Household waste -domestic bins • Household re-cycling-green & kitchen waste • Household re-cycling-dry waste • Commercial waste <p>Environmental service enforcement</p> <ul style="list-style-type: none"> • Fly-tipping, graffiti; fly-posting, abandoned vehicles, sharps • Coastal matters • Public rights of way • Road safety (including school crossing patrols) • Street naming and numbering • Bridges and structures <p>This will assist this service area as a more complete change project to show to other service areas</p>
<p>Recruitment (Corporate Services)</p>	<p>Any change to handling at front of house would impact on EAT but efficiency gained is linked to how we send out information and improve the service to applicants. Other authorities have found this a relatively easy move. Improve efficiency of service due to increased accessibility / immediate response fully utilising the Call Centre. Project re-launched and to be moved to FOH for requests / receipting.</p>
<p>Cross Cutting - Complaints</p>	<p>Service delivered via the CRM for all service areas excluding Adult Social Services</p>
<p>Interview Logging (Finance)</p>	<p>To capture details regarding interviews at OSS</p> <p>Requirements specified and CRM solution in development – potentially requires assistance from Fujitsu in system build but not anticipated as a major project. Development work needs to be carried out asap to facilitate go-live April after staff training (key factor to ensure go-live in April).</p>

NEW SERVICES TO BE COMPLETED IN 2007/2008

<p>Cross Cutting - Life Events</p>	<p>Bring together in co-ordinated way to help people on first contact and this would include such areas as</p> <ul style="list-style-type: none"> • Change of address • Bereavement • Births • Marriages • Unemployment • Starting work <p>Development of on-line forms to facilitate self service will also be used by both Front and Back of House services.</p> <p>Initial Information packs in hard copy for bereavement will be ready by March 2007 with other events ready in 2007/08 along with on line forms.</p>
<p>Wirral Homes (Regeneration)</p>	<p>Extension of mediated service from One Stop Shop base to Call Centre handling of enquiries to link to established web site information.</p>
<p>Review of CADT (Adult Social Services)</p>	<p>DASS is undertaking an end to end re-design of referral, assessment and care management processes with support from the Department of Health Care Services Efficiencies Delivery Consultants. As part of this a full review of the role and function of CADT will be undertaken in 2007 using corporate change management, project management and process re-engineering methodology. This review will ensure the requirements of this strategy are met including the reviewing of web information, and on-line forms such as on-line referral form to improve information available at initial contact (whether by phone, face to face or web).</p> <p>CADT currently access CRM and use SWIFT.</p>
<p>Licensing (Regeneration)</p>	<p>Maximise customer accessibility to the service and improve customer experience. Potential SRE savings in closure of reception/staffing.</p> <p>Phase 1 – Utilising Protos for service delivery will be ready by March 2007 with Phase 2 – Utilising CRM for service delivery to include back office (enforcement process) following in 2007/08</p>
<p>Adaptations (Adult Social Services & Regeneration)</p>	<p>DASS Occupational Therapy Team, Regeneration Housing Action Team along with corporate colleagues has undertaken an end to end mapping exercise on the process for minor and major adaptations. This was to refresh the mapping that was undertaken as</p>

	<p>part of the 1 Business Re-Engineering processes begun in October 2006. Based on evidence collected a set of jointly agreed solutions and actions to problems has been identified and will be implemented in 2007.</p> <p>Some of the actions which impact on the Customer Access Strategy are as follows:-</p> <ul style="list-style-type: none"> • People who are self funding need to be advised that they can be supported by Home Improvement Agency for assistance and independent OT assessment is available rather than assessment through DASS OT assessment. This would be another option people could choose to take • HAT team will be using the CRM system shortly and through the use of CRM in the Call Centre and one stop shops asking about financial circumstances will quickly identify entitlement to DFG support linked to housing benefit • Develop and information leaflet on the options to access minor adaptations including purchasing privately which will provide links to other relevant websites, shop locations etc. <p>The principal objective is to have one IT system which would cut across all departments involved to allow visibility of the process from beginning to end. Scoping study identified a number of issues which are being addressed. DASS have received a first draft of an options appraisal on the use of multiple systems. Currently the OT team use SWIFT and will be using ESCR from May 2007.</p> <p>Project is being progressed by introducing the CRM into the Home Adaptions Team inc. the functions of the Home Improvement Agency and the Handyman Service.</p> <p>Phase 1 - replace the functionality of MVM with the CRM linking in with the EAM to provide an end to end solution within HAT. Phase 2 of the project will be to develop a mobile solution and to exploit Documentum.</p>
<p>Registrars (Corporate Services)</p>	<p>Booking appointments via cc/oss.</p> <p>Information on web</p> <p>Reviewing service availability</p>
<p>Pest Control (Regeneration)</p>	<p>Make service more accessible by using the CRM instead of MVM. SRE review of processes offers definite savings in Admin time/missed visits etc.</p>

District (Regeneration)	Initial development that could be continued to include whole of Environmental Services. Potential savings from SRE and removal of MVM.
Technical Services Building Control Development Control Streetscene	<p>Letter monitoring set up on the CRM (technical services requirement) further work required to include email monitoring.</p> <ul style="list-style-type: none"> ○ Strategic study completed 2005 ○ All services mapped – baseline of current processes ○ Change request submitted for live Site inspection request improvements Oct 2005 / all development work completed – still waiting to go live. ○ PROTOS processes delivered by FOH – developed on OBDEV4 / documented. ○ Re-launch required with department for full SRE exercise / owners defined (inc. end to end process for site inspections) <p>Enforcement 55% - Change request submitted Oct 2005 / all development work completed except Discoverer reports – still to go live.</p> <p>Planning 20%</p> <p>Conservation & Listed Buildings – 20%</p> <ul style="list-style-type: none"> ○ Strategic study completed 2005 ○ All services mapped – baseline of current processes ○ PROTOS processes delivered by FOH – developed on OBDEV4 / documented. ○ Re-launch required with department for full SRE exercise / owners defined. <p>Phase 2 launched Feb 07.</p> <p>This will assist this service area as a more complete change project to show to other service areas</p> <p>Operational Services – rollout auto-scheduling that has been implemented within Flagging section to:</p> <ul style="list-style-type: none"> ● Bitmac ● Road Lining ● Engineering <p>Possible work to be undertaken regarding Enterprise Asset Management system use.</p>
Library renewals (Cultural Services / Regeneration)	<p>High volume calls – to maximise the use of the Call Centre.</p> <p>82,000 phone completions per annum, which could</p>

be undertaken at front of house. Longer term this needs to be encouraged to self-service. Currently Education and Cultural Services indicate that if the process moved to front of house there would be no staff reductions on any site given cover issues, so for efficiency gain, back office BPR is needed. However, there may be some movement given the introduction of Information Points, which will attract people to libraries, and the loss of renewals could be offset by people using the Information Point with consequential increased usage in the library service.

85% - as service mapped for front house delivery – review required on publicising service availability.

PROPOSED NEW SERVICES WORK TO BE COMMENCED IN 2007/2008

<p>Leisure Bookings (Cultural Services / Regeneration)</p>	<p>Whilst contingent on a new booking system accessible at front of house, it is easy to take on but have the same resource transfer issues as seen at Libraries. The need to promote self-service also includes Acre Lane, Halls, Theatre tickets and events whilst CRM cannot meet departmental requirements for sports bookings.</p> <p>20% - Leisure Services mapped on Protos for I & A for I & A to be delivered by CC / OSS Strategic Study completed 2005</p>
<p>Theatre tickets / Tourism (Cultural Services / Regeneration)</p>	<p>Sales and information– there may be limited immediate direct efficiency without BPR but improved service would be provided. The corporate front of house units to offer tourism information</p>
<p>Environmental Health (Regeneration)</p>	<p>Extension of work specifically in areas ;</p> <ul style="list-style-type: none"> • Food Hygiene (Health & Safety) • Inspections • Infectious Diseases (Notifications) • Drains & Sewerage • Pollution control • Dog wardens • Environmental Health • Trading Standards • Statutory nuisance <p>District (& Licensing) is opening out these other services for SRE and potential use of CRM within Regen dept. (who are keen to utilise the services of the team/CRM and move services to FoH).</p>
<p>Cross Cutting - Complaints</p>	<p>Service extended via the CRM for Adult Social Services and looking to improve Ombudsman complaints procedure.</p>
<p>Children & Young Peoples Services (CYPD)</p>	<p>Review of areas for extension to front of house handling including Truancy, Schools General Information and Youth Groups</p>
<p>Children's Service Information (CYPD)</p>	<p>Link to developing Children's centres to ensure no duplication and maximised use of authority co-ordinated access channels without affecting service delivery. To maximise use of authority co-ordinated access channels, and link into the development of Children's centres</p>
<p>Revenues & Benefits (Finance)</p>	<p>Extension of Benefits Council Tax Business Rates and Sundry Debtors work utilising CRM.</p>