

# **WIRRAL COUNCIL**

## **CABINET**

**24 SEPTEMBER 2009**

### **REPORT OF THE DIRECTOR OF FINANCE**

#### **CUSTOMER ACCESS STRATEGY**

##### **1. EXECUTIVE SUMMARY**

- 1.1. Members considered the Customer Access Strategy at Cabinet on 23 July 2008 (Min 141). The strategy has been reviewed and remains largely unaltered, amended only to update terms. Members are requested to agree the report.

##### **2. CURRENT SITUATION**

- 2.1 The Customer Access Strategy was most recently approved at Cabinet on 23 July 2008. Since that time, work has continued to bring new services to the front of house via the Call Centre, One Stop Shops and Web. Since July 2008 Customer Services have maintained service levels while reviewing service access options on the basis of cost, as well as need with a focus on the use of the web for self-access.
- 2.2. The main access channels are the Call Centre, One Stop Shops and Web. The One Stop Shop network currently has nine sites plus four smaller sites based in Job Centre Plus offices. These are complemented by six Information Points based in libraries. The Strategic Asset Review recommends that the One Stop Shops merged with Libraries to form the basis of the new Neighbourhood Centres. This project is being handled within the Strategic Asset Review programme of which the One Stop Shops are an integral part and progress of these developments is reported through this project.
- 2.3. The Call Centre, based in the Cheshire Lines Building handles a wide variety of service calls and as the Neighbourhood Centres develop it will allow the work of these access channels to be linked closer together.
- 2.4. The web-site has been re-launched and a Web Services Manager is in place to co-ordinate ongoing development. The Web Strategy was agreed at Cabinet on 3 April 2008 (minute 586) and remains integral to the success of the Customer Access Strategy.

- 2.5. The ongoing development of the Customer Access Strategy will need the support of a number of IT systems including legacy systems as well as document management and workflow systems. The main focus is the development of the Oracle CRM system to be expanded into a service delivery system. The service delivery system is more than the CRM and will include all systems and IT tools that surround the main system to make the work of contact with service users easier and more efficiently managed.

### **3. PRINCIPLES OF THE CUSTOMER ACCESS STRATEGY**

- 3.1. The key principles of the Customer Access Strategy remain;
- Setting the Strategy as a key part of the overall change agenda.
  - Change to focus on both front and back office to maximise efficiencies
  - Setting out the clear need for resolution at first point of contact wherever possible to minimise repeat or avoidable contact.
  - Ensuring that customer access channels handle service contacts
  - Ensuring that all services that engage in change have improved.
  - A clear focus on developing and utilising the web as a low cost self access and transactional contact channel providing efficiency and value for money as an outcome
  - Providing customer choice whilst encouraging customers and service users to utilise the cheapest appropriate access channel.
  - Equality & Diversity issues are addressed in all developments
- 3.2. It is essential that along with all corporate policies the principles in the Customer Access Strategy are not seen as optional but are always appropriately applied in all service areas. All departments continuing to work to its aims will maximise overall Council efficiency, specifically as resolution at first point of contact is a key tenet of service delivery allowing key service specialists to be used only where necessary.
- 3.3. Clear outcomes are identified in the individual Business Cases developed for new work areas focusing on identifying the reason for the change and the efficiency or service improvement (or both) that will be the outcome.
- 3.4. As each service is reviewed the use of the cheaper access channels is maximised, appropriate to the needs of the service. Importantly all such reviews are not just about moving service elements to the front of house but at the same time looking to deliver services in a more efficient and effective way. Although focus is primarily on reducing costs it is important to note that whilst Customer Services changes can help create efficiencies and identify areas for savings within departments it is for the department themselves to ensure that these savings are realised and reported though the agreed corporate mechanisms.
- 3.5. The Governance of the Customer Access Strategy has a stepped escalation policy which is used where issues cannot be resolved. There is a methodology in place for implementing the savings as real efficiencies are brought in.

#### **4. STRATEGIC ACTIONS**

- 4.1. The Governance arrangements replicate those within the strategic change programme. A Customer Access Strategy project board has been established which represents the interests of the Authority, the services and the service user, and provides overall direction and management of the project. It is also responsible for ensuring that the project remains on course to deliver the desired outcome as defined in the Business Case.
- 4.2. The Customer Access Strategy is closely linked with the development of Neighbourhood Centres given One Stop Shops integral role at each site. To address this project two major work streams have been identified as part of the implementation of the Neighbourhood Centres which link to Customer Access: Places which looks at the building design ensuring that the requirements of the One Stop Shop service are embodied as an integral part of each new centre; and People which addresses Human Resource issues around the merging of the One Stop Shop and Library service and the extension of hours across customer services.
- 4.3. The vast majority of customer service staff have fully completed the Equality and Diversity focused Elumos training and feedback has been extremely positive. Improved levels of understanding on these issues are now clear. The Departmental Equality Group is a conduit for better communication and provides a supportive environment to discuss and plan strategies to ensure that collective targets are met which has been important for Customer Services given the requirements in this area.

#### **5. CUSTOMER CARE STANDARDS**

- 5.1. The Customer Care Standards identify the specific standards to which staff are expected to deliver services and the Customer Charter outlines the standards the public can expect when contacting the Council. We monitor the standards to measure success and report on it. These link closely with the implementation of the Customer Access Strategy, were approved by Cabinet and were re-launched to all Council staff in 2008.
- 5.2. To follow the relaunch a working party has been established that is progressing a more uniform approach to monitoring performance. This includes mystery shopping, peer auditing and proposals to maintain awareness through online training.

- 5.3. The Customer Access Strategy has a key National Performance Indicator “Avoidable Contact” (NI14) which measures the levels of contacts in specified service areas that could have been avoided which encourages reviews of how the Authority can work smarter for the benefit of service users. The indicator was introduced in October 2008.
- 5.4. NI14 has the capacity to support positive developments in customer services. Following an initial pilot within a number of service areas the Wirral Avoidable Contact National Indicator is 24.4%, compared to a national average of 22%. The real value is to be found in the lower level analysis (e.g. by channel; service; type of avoidability) which will guide service improvements and further reduce the percentage of avoidable contact.
- 5.5. Given the flexibility of the guidance for this new indicator, ‘best practice’ has yet to be formulated across the 388 Councils responsible for providing evidence. It was not surprising that nationally, NI14 reports varied from 0.4% to 88.2%, with sample sizes ranging from 69 to 2.2 million contacts.

## **6. FINANCIAL IMPLICATIONS**

- 6.1. By both improving customer service and maximising use of the cheapest appropriate access channel, cost can be reduced, service delivery to users improves, and the efficiencies lead to overall cost savings or reassignment of resources to key priorities.

## **7. STAFFING IMPLICATIONS**

- 7.1 There are no specific implications arising from this report, although transfer of services to the customer access channels will have staffing implications.

## **8. EQUAL OPPORTUNITIES IMPLICATIONS**

- 8.1 The Customer Access Strategy ensures by addressing equality and diversity issue that access to services is maximised.

## **9. PLANNING IMPLICATIONS**

- 9.1 There are no specific implications arising from this report.

## **10. COMMUNITY SAFETY IMPLICATIONS**

- 10.1 There are no specific implications arising from this report.

## **11. HUMAN RIGHTS IMPLICATIONS**

- 11.1 There are no specific implications arising directly from this report.

**12. LOCAL AGENDA 21 IMPLICATIONS**

12.1 There are no specific implications arising from this report.

**13. BACKGROUND PAPERS**

13.1 Customer Access Strategy – July 2008.

**14. LOCAL MEMBER SUPPORT IMPLICATIONS**

14.1 There are no specific implications for any Members or Wards.

**14. RECOMMENDATION**

14.1 That the Customer Access Strategy be agreed.

IAN COLEMAN  
DIRECTOR OF FINANCE

**WIRRAL COUNCIL**  
**CUSTOMER ACCESS STRATEGY**

**September 2009**

## 1. INTRODUCTION

Wirral is a place of great contrasts with areas of extreme wealth and significant poverty. It has an ageing population and is becoming more and more culturally diverse.

As the local authority, Wirral Council is the largest organisation in the area, providing a broad range of services to 312,000 residents, 6,000 businesses and hundreds of thousands of annual visitors. Our aim is to improve the quality of life of Wirral people and work with our partners to deliver the best services we can, in the most efficient and effective way.

The Customer Access Strategy is the framework we will use to achieve this. It is a key corporate policy, which aims to ensure that our customers can contact us easily, through the most cost-effective channels.

Although resources have reduced in councils across the country, customer expectations continue to grow. People want to access more services, more conveniently than ever before and Wirral Council is rising to this challenge. We already place great emphasis on improving customer access and have an established network of One Stop Shops, library information points, a corporate call centre and a growing website. We will continue to develop further methods of contacting the council, including SMS text messaging and email, to make sure that everyone can get the advice and information they need.

Our customers will be encouraged to use the most cost-effective route to contact us, which will vary according to the type of enquiry. We will stay responsive by reacting to customers' views and will offer people a choice of how to access local services. Each option will be of a high quality, easy to use and joined up with other relevant services so that queries can be resolved quickly, avoiding unnecessary follow-ups. Working closely with our partners in other agencies and the voluntary and community sector, we will continue to reduce duplication and strive to deliver first-rate services to the people of Wirral.

Cllr Steve Foulkes  
Leader of Wirral Council

Steve Maddox  
Chief Executive

This strategy addresses the following issues:

<b>Section</b>	<b>Title</b>	<b>What it does</b>
<b>2</b>	<b>Why do we need a Customer Access Strategy</b>	<ul style="list-style-type: none"> <li>• Explains why the strategy is central to the corporate priorities.</li> </ul>
<b>3</b>	<b>Fundamental Principles</b>	<ul style="list-style-type: none"> <li>• Lays down the principles which underpins the strategy</li> </ul>
<b>4</b>	<b>Strategic Actions</b>	<ul style="list-style-type: none"> <li>• Shows how the strategy delivers the vision on service transformation.</li> </ul>
<b>5</b>	<b>Governance</b>	<ul style="list-style-type: none"> <li>• Describes how we manage progress of the strategy</li> </ul>
<b>6</b>	<b>Reducing Costs</b>	<ul style="list-style-type: none"> <li>• Outlines the need to migrate to the cheapest access channel and reduce avoidable contact.</li> </ul>
<b>7</b>	<b>Work plan</b>	<ul style="list-style-type: none"> <li>• Highlights current and future work.</li> </ul>

The Customer Access Strategy plays a key role in achieving the Council's corporate objectives. This is explained in Appendix 2 of this document.

## 2. WHY WE NEED A CUSTOMER ACCESS STRATEGY

- 2.1. The investment in the customer access channels is aligned to corporate aims, priorities and strategies. The strategy provides the framework for further developing the Councils interaction with the customer. It is a living document which is reviewed and modified in accordance with local and central government priorities.
- 2.2. Central Government drivers set expectations of us in terms of:
- being available when customers contact us.
  - providing joined up services.
  - first time resolution.
  - embracing new technology.
  - delivering all in a more economical scale.
- 2.3. In order to assess the effectiveness of this strategy we will measure our progress against a set of metrics, these being:
- The cost of providing each service.
  - Levels of customer satisfaction with each service.
  - Volumes per access channel.
  - Numbers of repeat contacts (Avoidable Contact).
  - Numbers of fully resolved queries at first point of contact.
- 2.4. We are developing and will use a consistent set of measurements to help accurately measure progress. We will have local performance indicators in every service for each of these measures, as well as for each customer access channel and these will be regularly monitored by the cross departmental Customer Services Group and reported to Chief Officers and Members.
- 2.5. Wirral Council is committed to ensuring that all of its customers can access its services with ease, and has published a customer pledge, which underlines this commitment.

The pledge states:

We want to:

- Make it as easy as possible for customers to contact us.
- Deal with customer enquiries as quickly as possible.

Wherever and however customers get in touch with us we aim to:

- Resolve enquiries first time – although some issues need to be referred to specialist staff.
- Provide a consistent and high quality service.

We shall make our services available at times and places and in ways which are convenient to the customer:

- We expect that customers may want to contact us by a variety of means.
  - We will make it easy for customers to talk to us directly by providing One Stop Shops and Information Points in places people can easily travel to.
  - We will make it easy for customers to telephone us.
  - We will make it easy for customers to deal with us electronically by providing our services via the internet with self access maximised.
  - Encourage customers to use the cheapest most efficient access channel appropriate to their query.
- 2.6. Our Customer Care Standards identify the specific standards to which our staff will be expected to deliver services. In addition a Customer Charter outlines the standards our public can expect when contacting the council. We will monitor our standards to measure our success and report openly on it.
- 2.7. There are key messages that support and help drive the Customer Access Strategy forward to ensure it becomes a reality and remains a focus of service development. These are set out in Appendix 1.

### **3. FUNDAMENTAL PRINCIPLES**

- 3.1. Customer Service is pertinent to everyone in the organisation. The following principles outline the reasons why the Customer Access Strategy is crucial.
- 3.1.1. **Setting the Customer Access Strategy is a key part of the overall change agenda as well as being one of the cornerstone projects of the drive for efficiency.**

Therefore:

- Ensuring the Customer Access Strategy and its actions form part of each department's ongoing efficiency plan.
  - Due regard is paid to other corporate strategies including ICT, People, Accommodation, Equalities, Communications when working on this strategy.
  - The HR Strategy will provide guidance for those staff whose role is changed or lost as a result of the migration of services to the front of house.
  - Strategy implementation is a "no choice" option as its maximum benefits are achieved when all services are handled as much as possible through corporate co-ordinated access channels.
- 3.1.2. **Ongoing change will focus on both front and back office change to maximise efficiencies.**

Therefore:

- The Customer Services Development Team will work with Project Sponsors within departments to review end to end processes.
- Migrating appropriate elements of service to the corporate access channels.

**3.1.3. Setting out the clear need for resolution at first point of contact wherever possible to minimise repeat or avoidable contact.**

Therefore:

- Utilising appropriate systems for capturing repeat contacts and reviewing current processes to reduce these.

**3.1.4. Re-stating the ongoing drive to ensure customer access channels handle service contacts**

Therefore:

- All departments where there is customer contact should be delivered through the corporate access channels.

**3.1.5. Ensuring that all services that engage in change have improved efficiency and value for money as an outcome**

Therefore:

- Clear project planning principles including business cases are adhered to for all services migrated.
- Cost analysis is undertaken of existing and revised service delivery to highlight efficiencies realised.

**3.1.6. Clearer focus on developing and utilising the web as a low cost self access and transactional contact channel.**

Therefore:

- Enabling customers to change and update information automatically.
- Encouraging customers and service users to utilise the cheapest appropriate access channel for their enquiry.
- Providing 24/7 access to council services for customers from the environment of their increasing choice.
- Providing the primary information and transactional channel for customers with a single secure point of access.

**3.1.7. Providing customer choice and encourage customers and service users to utilise the cheapest appropriate access channel.**

Therefore:

- Recognising the ongoing need to provide customers with their preferred chosen access channel in relation to their specific enquiry.
- Recognising need to provide quality service standards via the web and call centre to encourage appropriate use of the cheapest available access channels.

- Recognising the need for face to face access providing a response to more complex enquiries and acting as a community hub for Wirral residents.
- Rationalising other face to face access points such as reception points.

### 3.1.8. Equality and Diversity

Therefore:

- Guided by the council's equality policy, we will ensure that services are equitable and meet the needs of our diverse population.
- Access points will meet DDA requirements.
- Equality Impact Assessments will be regularly reviewed.

## 4. STRATEGIC ACTIONS

4.1. The areas of strategic actions needed to deliver the Customer Access Strategy are:

- **Learning from citizens and businesses**  
Engaging with stakeholders to ensure that the service we deliver meets their requirements. We will continue to liaise with the voluntary and community sector via that sectors networks so that their views are represented in the way that we deliver our services.
- **Grouping services in a way that is meaningful to the customer**  
Offering integrated packages of services which respond directly to the issues that customers face in their day to day lives. With a timely response to immediate needs.
- **Rationalising services for efficiency and service improvement**  
All departments are responsible for rationalising their services in line with the Customer Access Strategy and engaging with Customer Service Development Team to work together in re-aligning their processes for service delivery. Providing a service framework which is simpler, clearer and more accessible by reducing the numbers of websites, front offices and processes which can be confusing for the customer.
- **Developing a web for easy information access and transactional use**  
Ensuring that the web presence is host to easily accessible information and allows easy self access and self resolution of enquiries maximising its use as well as a key support to other customer access channels.
- **Making better use of customer information held**  
Establishing a framework for data exchange and customer authentication within the guidelines of Government Connect.
- **Linking local and central government**  
Ensuring that public service delivery is joined up across both local and central government.

- **Engaging frontline staff**  
Listening to frontline staff views on improving customer contact.  
Providing processes and systems to enable them to simplify service delivery.
- **Measuring our success.**  
Establishing key performance indicators measuring customer satisfaction repeat contact and cost. We will report on these and use them to develop and refine strategy.

## 5. GOVERNANCE

- 5.1. The Chief Officers Management Team (COMT) recommends policy options and implications to Cabinet and is responsible for implementing Cabinet decisions. COMT delegates responsibility for delivery and progression of the Customer Access Strategy.
- 5.2. The Customer Services Board consisting of Sponsor (Alan Stennard), Director of Finance (Ian Coleman) and Head of Revenues, Benefits & Customer Services (Malcolm Flanagan) will ratify priorities and act as an arbitrator in response to escalations. This Board reports on their work to the Strategic Change Programme Board to ensure it links to the corporate programme.
- 5.3. The day to day responsibility for delivery and developments of these front line contact areas lies with the Call Centre Manager and Customer Service Manager.
- 5.4. Priorities requiring IT resource will be referred to the Information Strategy Group (ISG), on identification of cost savings and efficiencies.
- 5.5. The Customer Service Development Team is responsible for delivery of the agreed priorities in consultation with appropriate stakeholders.

## 6. REDUCING COSTS

- 6.1. We understand which the most costly access channels are, so the more information available via the internet and able to be concluded without intervention will lower the cost of providing the service.
- 6.2. Increased value is more likely to be achieved by transactional online services. For this change to be successful we need to gain customer trust in using our electronic self-serve provision for reassurance of its security, privacy, swift response and ease of use.
- 6.3. Efficiencies are also achieved by separating customer facing duties from skilled back office functions, allowing experts to concentrate on specialised work, and trained customer care operatives to deal with the public using their expertise.

- 6.4. There is a need to reduce avoidable contact which is defined as:
- Customers contacting us again as we have got it wrong or they are not satisfied with our response.
  - Customers having to contact us regarding information we already hold.
  - Repeat contact due to the customers not being told the length of time for resolution of their enquiry.
- 6.5. Reducing avoidable contact in turn reduces resource requirements and generates savings. Nearly all repeat contacts can be avoided by effective resolution at the first point of call. In addition a customer will tend to escalate an unsuccessful contact to a more expensive access channel.
- 6.6. Encouraging customers to access the Council's services by the telephone will further reduce costs. To ensure this we must ensure that that service is easily accessed and responsive. This is best achieved by maximised use of the authority's Call Centre.
- 6.7. We will continue to review each service to ensure where possible that transactions can be carried out and completed over the phone and on the Internet. We will use the appropriate systems to share information and evidence between departments, thus reducing the need for unnecessary paperwork.
- 6.8. In line with Varney Review we look to use face to face as a focus of linked public service, improving the overall service to local communities and minimising costs whilst using such sites to encourage self access and maximise their potential as staff hubs for agile working.
- 6.9. April 2008 saw the introduction of a key National Indicator "Avoidable Contact". This is in line with our aim to reduce repeat contact and maximise First Time Resolution as much as possible.

## **7. WORK PLAN**

- 7.1. There is an ongoing programme implementing a range of work which underpins our Customer Access Strategy principles. A regularly reviewed update of new and ongoing service reviews is reported to Cabinet as part of the annual change programme in each October / November cycle of meetings.

**KEY MESSAGES**

1. We will help increase customer satisfaction and be responsive to internal and external customers.
2. We will have choice in access channels, which are joined-up and co-ordinated.
3. We will increase the number of services delivered by the Front of House.
4. We will increase partnership working.
5. We will be effective, efficient and value for money services.
6. We will help decrease duplication in working practices and help services cut overall costs.
7. We will have a fully accessible internet offering transactional services.
8. We will promote self-access to encourage the take up of cheaper channels.
9. We will exploit our Service Deliver System and increase integration of other IT systems.
10. We will increase first point of contact resolution.
11. We will rationalise public reception and access points.
12. We will continue to give full focus to received written communication.

## **FUNDAMENTAL PRINCIPLES**

- Setting the Customer Access Strategy is a key part of the overall change agenda as well as being one of the cornerstone projects of the drive for efficiency.
- Ongoing change will focus on both front and back office change to maximise efficiencies.
- Setting out the clear need for resolution at first point of contact wherever possible to minimise repeat or avoidable contact.
- Re-stating the ongoing drive to ensure customer access channels handle service contacts.
- Ensuring that all services that engage in change have improved efficiency and value for money as an outcome.
- Clear focus on developing and utilising the web as a low cost self access and transactional contact channel.
- Providing customer choice and encourage customers and service users to utilise the cheapest appropriate access channel.
- Equality and Diversity.

## **STRATEGIC ACTIONS**

- Learning from citizens and businesses.
- Grouping services in a way that is meaningful to the customer.
- Rationalising services for efficiency and service improvement.
- Developing the web for easy information access and transactional use.
- Making better use of customer information held.
- Linking local and central government as well as Voluntary Sector partners.
- Engaging frontline staff.
- Measuring our success.

## Appendix

The table below shows the role of the Customer Access Strategy in contributing and meeting the objectives and delivering the priorities of the Council.

Corporate Objective	Role of Customer Access Strategy
To create more jobs, achieve a prosperous economy and regenerate Wirral	
To create a clean, pleasant, safe and sustainable environment	
To improve health and well-being for all, ensuring people who require support are full participants in mainstream society.	
To raise the aspirations of young people.	
To create an excellent Council	<p>The Customer Access Strategy primarily focuses on this objective by:</p> <ul style="list-style-type: none"> <li>- Promoting and improving Ease of contact/Dealing with contacts quickly/Resolving on first time contact/Providing a consistent high quality service.</li> <li>- Providing a variety of contact points (Web/OSS/Call Centre/Information Points/Text SMS).</li> <li>- Encouraging use of cheapest appropriate channel for the contact being made.</li> <li>- Adhering to Customer Care Standards which publicly show our standards.</li> <li>- Linking this strategy to all the Authority's change plans.</li> <li>- Maximising efficiency through corporate front office access channel.</li> <li>- Reducing avoidable or repeat contact.</li> <li>- Ensuring all change shows improved efficiency and value for money.</li> <li>- Ensuring equality and diversity issues in Access to Services are met.</li> <li>- Grouping services in a way that is meaningful to customers.</li> <li>- Making better use of information held by us.</li> <li>- Linking to central government bodies, agencies and voluntary sector to maximise efficiency and service standards.</li> <li>- Engaging our frontline staff to improve as well as our citizens.</li> <li>- Measuring our success and learning from it.</li> </ul> <p>Through these activities our work will help achieve all the Council's key objectives with examples in each area</p>

The table below shows examples of the Customer Access Strategy contributing and meeting the objectives and delivering the priorities of the Council.

Corporate Objective	Examples of Customer Access Strategy links
<p>To create more jobs, achieve a prosperous economy and regenerate Wirral</p>	<ul style="list-style-type: none"> <li>• Improving services by making them more accessible and efficient makes Wirral a better place to live and work which leads to better prosperity.</li> <li>• Working Links is an organisation dedicated to getting the long-term unemployed back to work, and retain their employment, by matching people looking for work with businesses with recruitment needs. They use the sites to see clients and advisors are very proactive in referring customers onto them which has been very successful.</li> <li>• Four One Stop Shops are based in Job Centre sites with all the benefits collaborative working brings as well as Department for Work and Pensions Job Points based at two OSS's for local and national job advertising.</li> <li>• Following agreement with the DWP they have started to use Moreton and Rock Ferry OSS sites to meet with clients who are lone parents. It is envisaged that if they require this service can be expanded.</li> <li>• We recognise the current financial difficulties faced by a growing number of residents and are working in partnership with A4e in delivering the Financial Services Authority and Government backed "Money Made Clear" campaign. They will use a number of the One Stop Shop sites to deliver a free money guidance service, with no restrictions placed on who can access the service. It will provide impartial guidance on the money matters that shape everyday lives such as:             <ul style="list-style-type: none"> <li>• debt</li> <li>• helping to budget weekly or monthly spending</li> <li>• saving and borrowing</li> <li>• tax and benefits</li> </ul> <p>The service is not sales driven, and is aimed entirely at addressing the individual customer's needs.</p> </li> <li>• Initial advice and referrals to Wirral Direct with regard to Business Start-up.</li> <li>• Our One Stop Shops assist in the delivery and promotion of Tourism on Wirral.</li> <li>• Wirral Change is a Black and Racial Minorities Outreach Service offering information, advice and guidance on jobs, education, training and self-employment, as well as signposting to other services for racial minority people on the Wirral. They use the Birkenhead One Stop Shop on an appointment basis to see clients.</li> <li>• Working with Reachout at our New Brighton site, a project that accesses with as many people in a neighbourhood as possible through a process of "listening surveys" by door knocking as well as meeting people in the street and at other venues.</li> </ul>

## Appendix

<p>To create a clean, pleasant, safe and sustainable environment</p>	<ul style="list-style-type: none"> <li>• Handling Streetscene enquiries have helped bulky item collection service improve its collection rate, supporting a reduction in fly tipping. Handling Alternative Weekly Collections enquiries has helped encourage recycling.</li> <li>• All sites audited in line with Environmental Management Systems (EMS).</li> <li>• Promotion of Road Safety initiatives at all sites.</li> <li>• Customer Services representation on the Race Hate Task Group.</li> <li>• Our work with the Local Police through the Neighbourhood Action Group and individual networks to assist with local policing issues raised by residents.</li> <li>• The Police continue to use some of our sites to run Community Surgeries. West Kirby One Stop Shop is used by the Police in a different way as it provides a specific “Police Point” staffed by both Police and vetted Police volunteers who provide a more visible presence within the area.</li> </ul>
<p>To improve health and well-being for all, ensuring people who require support are full participants in mainstream society</p>	<ul style="list-style-type: none"> <li>• Working with Age Concern that responds to the needs of older people in the community and promotes effective care standards across the care sector giving advice on financial issues, residential/nursing care, housing, energy efficiency bereavement counselling and a wide range of other issues.</li> <li>• Continued involvement in advertising and signposting customers to the 'Stop Smoking Services' with all staff within the One Stop Shops having an awareness of the service. This included involvement in promoting the Smoke Free Pledge campaign aimed at protecting families from the dangers of second-hand smoke and reducing the number of house fires associated with smoking in the home, and to support smokers who want to quit.</li> <li>• Continued hosting of The Pension Service at sites where they provide information on pensions and pensioner benefits, for those planning for the future, about to retire or already retired.</li> <li>• Closer working with our partners from NHS Wirral with surgeries provided at a range of One Stop Shops to help address health inequalities found in Wirral. The PCT's Health and Wellbeing service are using OSS sites to provide advice on healthy cooking courses and healthy eating and discussions are ongoing to expand this to as many of the sites as possible.</li> <li>• Health Trainers also work within the Health Action Areas and provide drop-in clinics and appointment sessions within OSS sites to reach those who want to adopt healthier lifestyles but have little contact with traditional health services. Our staff promote the availability of the service to customers to ensure as wide a group from our communities benefit from the service.</li> <li>• Hosting Arch Initiatives, a registered charity providing a range of services to people affected by drugs and alcohol.</li> </ul>

<p>To improve health and well-being for all, ensuring people who require support are full participants in mainstream society</p> <p><i>(Continued)</i></p>	<ul style="list-style-type: none"> <li>• Terence Higgins Trust - agreement made with the THT for them to use a number of our sites to meet with their clients with the first site in use at Moreton. General awareness training on the wider role of THT being provided to OSS staff.</li> <li>• Wirral Working 4 Health to start using a number of One Stop Shop sites initially on an ad hoc surgery basis. They provide support and effective interventions for 14 to 35 year olds. Wirral EIT has links with GP's, schools, colleges and other organisations that deal with young people.</li> <li>• Working in partnership with the Early Interventions Team (EIT) with the plan for them to use our sites on an ad hoc basis to see clients. They provide support and effective interventions for 14 to 35 year olds. Wirral EIT has links with GP's, schools, colleges and several other organisations dealing with young people.</li> <li>• Primary Care Advice Liaison Service (PCAL) is using OSS sites to see clients referred via their GP. PCAL surgery is appointment basis aimed at people who are suffering from a mild to moderate mental health problem. They are funded by Wirral PCT, and run by Wirral CAB in conjunction with Advocacy in Wirral, to provide specialist advice and support on issues such as debt, welfare benefits, employment, housing and consumer. The usage of the sites has been a great success highlighted by the take up of the use of the dedicated Polish Advice worker at Rock Ferry, New Brighton and Birkenhead.</li> <li>• Our continued attendance at Wirral Ethnic Help Advisory Group (WEHAG) demonstrates the value of this ongoing commitment to contribute in reducing health inequalities across the Borough. By raising awareness of services and partnerships delivered at the One Stop Shops all members of the community are able to benefit positively from the range of services available. WEHAG's Information and Resource File, relaunched in January 2009, included information about Wirral's Customer Services as an example of good practice. The file gives all staff working in the NHS, health related organisations and Local Authority social care services basic background information of the visible ethnic minorities from South Asian, Black and Chinese people in Wirral, as well as Irish and Irish Travellers, Romany peoples, Asylum Seekers and Refugees. It enables them to signpost on to organisations, including Wirral's Customer Services, which can best meet the needs of any particular individual.</li> </ul>
<p>To raise the aspirations of young people</p>	<ul style="list-style-type: none"> <li>• Development of the web site will help attract usage by the young to services and advice available.</li> <li>• OSS provides help and Advice with the completion of Student Support Applications.</li> <li>• The current project on use of SMS text messaging will assist in the engagement of youth groups by specific targeting to encourage take up of services.</li> <li>• Handling initial Anti Social Behaviour contacts by which the young are educated and encouraged to make Wirral a better place i.e. less graffiti.</li> </ul>

<p>To create an excellent Council</p>	<ul style="list-style-type: none"><li>• Specifically via investment in customer access through the Call Centre, One Stop Shops and Web.</li><li>• Ongoing work to achieve the Customer Service Excellence Standard and continue the improvements recognised by successive awards of the Chartermark held by Customer Services</li><li>• Customer Services provide value for money via service re-engineering, call centre contingency support and collaborative working achieving a holistic approach to service delivery.</li><li>• Our One Stop Shops remain at the forefront of collaborative working with external organisations such as PCT, NHS, DWP and Voluntary Sector.</li><li>• Participation in the Community Engagement Task Group</li><li>• Development of e-citizen access to Council tax and Housing Benefit information has begun our move towards extended on line access for residents and service users</li><li>• Customer Service assistance in the development of mobile technology which leads to better information sharing and quicker response times. Highway inspectors receive road defects/inspection takes place/repairs undertaken/safer and accessible infrastructure maintained.</li><li>• Customer Service involvement in the Strategic Asset Review.</li></ul>
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