

## **CORPORATE & COMMUNITY SERVICES**

### **Portfolio Holder Statement Update – Year End 2012/13**

#### **1. What have the measures in the Portfolio Holder Statement been telling you about how things are going in service during 2012/13?**

One Stop Shops: Customers continue to be satisfied with service in the One Stop Shops, as measured by paper and electronic feedback forms, and the volume of visits is staying relatively constant (allowing for seasonal variation). Slightly higher volumes were recorded in Warwick which are likely to be due to increased traffic with the library being relocated to Shire Hall. Lower levels of satisfaction in Warwick OSS are likely to be because there is a kiosk (which makes it easier for customers to record their views) and because customers rate the service of the entire building including the post office.

Website: We've had record visitor numbers to the website in 2013 combined with high customer success and satisfaction

- 130,000+ visits per month
- We have the 3rd highest usage among local residents of any district council
- We have high customer success rates compared to other councils (i.e. they find what they want).

To back this up last month the website was ranked in the top 20 in an annual survey of 433 local authority websites. The website achieved the highest 4 star rating - one of 37 councils and only 11 shire districts to achieve this - and was described as "providing useful information and very easy to use".

The ICT service had a high satisfaction rating from internal customers (6.3 out of 7) and the systems availability continued to be high (between 99.9 and 100%).

CSC: The number of calls to the Customer Service Centre (CSC) is decreasing year on year. Compared with the previous year, the number of abandoned calls is lower both in volume and as a percentage of calls offered. The integration of the CSC with WCC has increased resilience levels, and the overall volume of calls has decreased.

The number of attendees at Community Forums varies significantly with higher numbers at forums where community issues are discussed (such as the Local Plan).

#### **2. Which measures have been of particular interest or concern during the period and what have you learnt about your systems from these measures? Please attach the final version of your SAP customer & operational measures for the year.**

A new measure introduced this year is "Community Priorities delivered" which measures how priorities identified at Community Forums have been delivered. These are important to our communities so we need to measure how we and our partners are delivering. While measuring it became apparent that although some priorities are short term (3 months), others are longer term (6 to 12 months or longer). Hence the measure is now updated so we track both. 100% of short term

priorities have been delivered. The measures have shown that community priorities are being delivered by WDC and our partners.

The changing behaviour of customers was shown by the continued increase in web demand and decrease in CSC demand. There was also an increase in use of Twitter by customers. The teams working in the One Stop Shops (OSS) have been integrated, and Warwick library has been moved to Shire Hall. There was an increase in customer demand at Kenilworth and Warwick OSS immediately after these changes, though demand has now returned to previous levels. There has been a significant increase in use of mobile devices accessing the website.

There was a large peak in attendees at Community Forums in the District. The local plan was presented to the Forums in June. This shows that where there is a topic of interest to the community, they attend Forums.

Fit for the Future progress is on track. The new HR & OD team has a new process for prioritising support for corporate projects, tracking overall progress and is monitoring the completion rate of projects.

### **3. What have you done to date as a result of learning from these measures?**

Overall, we introduced trend data into the measures so we could compare to previous year data. The measures are discussed at team meetings and with the Senior Management team. Measures are shared monthly with the Portfolio Holder and Shadow Portfolio Holders.

The increase in web demand has been factored in to the business case for the new Web Content Management System. Although the volume of telephone calls and face to face demand is decreasing overall there are no plans to reduce resource numbers. The impact of Universal Credit on these services will need to be evaluated once more details of the delivery mechanisms are available.

The Channel Strategy covers a number of areas of improvement and the adding of services to the web. Increasing use of mobile devices (such as smartphones and tablets) to access the web has prioritised the work to improve the mobile web service. There are plans to move the responses to Twitter to customer services, to ensure customers get a fast and accurate response to queries. The new Customer Contact Manager is combining website analytics with other customer data such as phone statistics and One Stop Shop visits, to help service areas design services which meet the needs of their customers.

The CSC integration is continuing to progress with a number of services being trained across WDC and WCC staff. These include Blue Badges and Housing services. Council Tax calls peak in March & April when the new bills are sent out. Both WDC and WCC staff were trained to deliver these calls.

Fit for the Future Progress: The service area was reviewed and a new HR & OD team put in place. The team prioritises and then project manages the projects in the Programme. By reviewing progress monthly, SMT are able to make decisions on which projects need support.

#### 4. What has been the impact of what you have done to date?

One Stop Shops: The number of customer feedback forms (paper and kiosk) received is increasing. By integrating the OSS teams, we have been able to reduce the impact of reduction in library hours in Warwick District, which has improved the service to our customers.

Website: All areas now proactively put update information on their web pages, to reduce the number of calls customers need to make – for example, confirmation of rubbish collection on bank holidays.

CSC: By focussing on Council Tax training in particular, we aimed to mitigate the increase in calls at peak time (March/April) and reduce the abandoned call rate. The April 2011 Abandoned rate was 19% and the April 2012 Abandoned rate was 12%. Overall, the Abandoned rate for all calls was down almost 30% from 2011/12.

Community Forums: a number of different meeting formats and timings are being tried, such as daytime meetings to increase attendance. By bringing an important issue (Local Plan) to the Forums, attendance was high. Grant funding continued to be done via the Forums which increases attendance.

#### 5. What else do you plan to do as a result of learning from these measures?

Review the possibility of collecting customer satisfaction data for the telephone service. It is possible that the new Customer Relationship Management (CRM) system, which we are preparing to tender for, will be able to do this. Current satisfaction is based on proxy measures like waiting times and abandoned rates.

Continue to monitor the completion of projects in Fit for the Future. Review the delivery of benefits from the projects to make sure they are captured.

#### 6. Of your key projects (as identified in your portfolio holder statement) how many were completed and how many are not? Of those that were not completed please indicate what the revised dates are.

Project	Progress	Original milestones	Revised milestones
Integrate CSC with WCC, including SLA	Ongoing	Integration December 2012.	Ongoing
Locality Working Review	On hold pending WCC review	Committee Report September 2012	Committee Report late 2013 – delayed implementation by WCC.

Self Service access to HR system	Ongoing	Start June 2012. Complete January 2013.	Delayed by WCC priorities. Review of HR/Payroll system underway.
Review of C&CS Structure	Complete	Ending June 2012	Completed on target
Learnington OSS	Ongoing	Start June 2012	Awaiting feedback from Asset Review
Savings from data storage – feasibility study	Ongoing	Start April 2012 End June 2012	End June 2013
Shared Services Web – feasibility study	Ongoing	Start June 2012 End September 2012	Completed End October 2012
Shared Services Media Room	Ongoing	Start March 2012 End October 2012	Completed End October 2012
WDP CRM & Telephony replacement	Ongoing	Start April 2012 Tender out March 2013	Telephony Procurement Completed End March 2013. CRM Tender ready March 2013.
ICT Strategy Action Plan	Ongoing	Start April 2012	Ongoing
Channel Strategy Action Plan	Ongoing	Start April 2012	Ongoing
Web CMS replacement	Ongoing	Start April 2012 Committee October 2012	Committee November 2012
Workforce Planning	Complete	End September 2012	Completed End September 2012

Comms Strategy & Action Plan	Ongoing	Start April 2012 End June 2012	Start October 2012 End June 2013
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**7. Does your Service Area Plan/Portfolio Holder Statement need to be amended? If so, please describe the changes.**

The 2013/14 SAP includes new key projects:

- Implementing the new Website system
- Implementation of the new Telephony and CRM systems.

## Service Area Plan –2013/14

Name of Service / Portfolio												
Corporate & Community Services												
Purpose/Purposes of Services provided												
Note: please write this from the customer's perspective. You may wish to include more than one purpose												
<p>I want the right advice and support at the right time</p> <p>I want:</p> <ul style="list-style-type: none"> <li>• Effective and efficient customer-focussed services at a time and place that suit me, that deliver decisions with speed and accuracy, and that involve joined up working with other public sector agencies</li> <li>• Timely processing of my information</li> <li>• Accurate and relevant information and easy to use services from the Council's website</li> <li>• To influence what is delivered in my community and how it is delivered regardless of the geographical community or community of interest to which I belong</li> <li>• As an internal customer, reliable &amp; available services &amp; the innovative use of these as an enabler in the transformation of Council Services</li> </ul>												
FFF Achievement Award Measure / Milestones												
	Agreed Measure / Milestone						Progress 1		Progress 2			
1	Implement new Web CMS											
2	Implement new telephony system at CSC											
3	PCI DSS compliance											
Customer Measures – those important to the people/organisations who use our services												
Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change												
	04	05	06	07	08	09	10	11	12	01	02	03
% Satisfied with OSS customer service – Kenilworth												
% Satisfied with OSS customer service – Leamington												
% Satisfied with OSS customer service – Lillington												
% Satisfied with OSS customer service – Warwick												
% Satisfied with OSS customer service – Whitnash												

Satisfaction levels of users of the website (%)												
<i>Previous Year Satisfaction levels (%)</i>	78	83	72	78	90	88	83	74	95	76	78	
Success rates of users of the website (%)												
<i>Previous Year Success rates (%)</i>	77	83	83	75	89	94	85	77	86	80	83	
Satisfaction with ICT service (annual; mark out of 7)	-	x	-	-	-	-	-	-	-	-	-	-
FFF delivery progress (% of planned target achieved)	-	-	-	x	-	-	x	-	-	x	-	-
Community Priorities delivered (% of priorities identified at forums delivered)	-	-	-	-	24%	-	-	99%	-	-	-	x
Community Priorities delivered (% of priorities identified at forums as ongoing work)	-	-	-	-	76%	-	-	1%	-	-	-	x
<b>Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.</b>												
	04	05	06	07	08	09	10	11	12	01	02	03
Numbers of visits to the WDC website												
<i>Previous Year Visits to Website</i>	104936	111666	108698	119609	114659	111729	128573	124784	103573	159868	131024	
Number of visits to the OSS Kenilworth												
Number of visits to the OSS Leamington												
Number of visits to the OSS Lillington												
Number of visits to the OSS Warwick												
Number of visits to the OSS Whitnash												
Numbers of calls to the WDC CSC												
<i>Previous Year Calls to CSC</i>												
Number of CSC Abandoned Calls												
% of CSC Abandoned Calls												
Number of attendees at Community Forums	-	-	x	-	-	x	-	-	x	-	-	x
Availability of ICT systems (%)	-	-	x	-	-	x	-	-	x	-	-	x
ICT Service Desk %age of missed calls	-	-	x	-	-	x	-	-	x	-	-	x
% of ICT jobs resolved within SLA target	-	-	x	-	-	x	-	-	x	-	-	x

Progress on Channel Strategy	-	-	x	-	-	x	-	-	x	-	-	x	
Progress on People Strategy	-	-	x	-	-	x	-	-	x	-	-	x	
Approved Budget for 2012/13													
Net Expenditure (including recharge costs)						Revenue Cost							
ICT including Switchboard, Street Naming & Numbering						£1,534k							
Customer Services including DMC, Web, OSS, CSC, Media Room & Payment Channels						£2,246k							
Community Partnership Team including Grants						£655k							
Assisted Travel – tokens						£63k							
Human Resources (not including Payroll)						£410k							
Organisation Development						£201k							
Planned Capital Expenditure						Project Costs (estimated)							
One Stop Shop Leamington						£270k							
Staff Monitoring/Forecast													
Note : Describe predicted staffing issue and indicate when this is likely to impact on the service													
Staffing Issues	04	05	06	07	08	09	10	11	12	01	02	03	
Integration of WDC & WCC CSC													
Impact of UC (OSS, CSC, ICT, DMC)													
Impact of CPT pilot													
Plan for end of CCM role													
Plan for end of OD roles													
HR & Payroll options													
Key Projects – key milestones													
Note : this should include any FFF project and any other corporate project for which this service is the lead													
A – project starts; B – project ends; C – Committee report (if required); D – pilot running, E – Tender out													
Project Name	Predicted savings (in 2012/13)	04	05	06	07	08	09	10	11	12	01	02	03
Integrate CSC with WCC, including SLA													
CPT Pilot		A	D	D	D	D	D	B					
Pre-work for VCS		A											B



commissioning													
Leamington OSS				A									
PCI DSS compliance					B								
Telephony replacement at CSC		A					B						
WDP CRM replacement		A											B
ICT Strategy Action Plan		A											B
Channel Strategy Action Plan		A											B
Web CMS replacement		A											B
Review of Payment channels & contracts							A						
People Strategy Action Plan													
<b>Key Risks &amp; Mitigation (including Equalities Impacts)</b>	<b>Cause</b>	<b>Effect</b>				<b>Impact</b>	<b>Probabi lity</b>	<b>Mitigation/ Control</b>					
Unable to access key systems including telephony	Technology failure; major incident.	Loss of or reduction in service; increased complaints.				High	Low	SLA in place with WDC & WCC ICT and key suppliers; upgrades done out of business hours. Third party Business Continuity contract in place					
Insufficient or non-competent staff.	Insufficient training, peaks in customer traffic, performance issues, staff illness/leave.	Loss of or reduction in service; increased complaints; de-motivated staff.				High	Medium	Team rotas, training plans, staff coaching, agency staff to cover peaks, service area support at peak times.					
Partnership working fails	Changes in funding or priorities of partners; relationship	Loss of or reduction in service; increased complaints; increased				High	Medium	SLA will be signed; Legal agreements for OSS signed; frequent					

	breakdown; changing partnership landscape (abolition of area committees & future grant management arrangements); possible changes to LSP	demand on resources; reduction in available resources.			communication; consultation on Partnership Landscapes work
Cultural Change not progressing fast enough	Work on People Strategy not achieved; Change in focus; failure to communicate what is required and why; failure of leaders to role model what is required; failure to engage and gain buy in from staff and Members	High levels of turnover, redundancies more frequent, more disciplinarys and grievances; Reduction in staff motivation; reduction in performance	High	Medium	Monitoring of People Strategy by Employment Committee, SMT and CMT; SMT agree what culture change they want and why; SMT agree a plan for delivering culture, including agreeing roles, responsibilities for this change; SMT review and monitor delivery of the plan

### Any Additional Commentary

#### Legislative Change :

- Introduction of Universal Credit will impact Customer Service & ICT resource levels – awaiting greater detail.
- Localism Act and the Health & Social Care Bill will impact on the work of the Community Partnership Team and Customer Services as Communities become more involved and demand increases.
- Changes to services across the public sector will continue to present new challenges, opportunities and expectations for the voluntary and community sector. We will support the sector to enable communities to help themselves.

#### Climate Change :

- Working to create joint business continuity plan with WCC to ensure Customer Services can be delivered in the event of adverse weather.

#### Equalities Impacts:

- Work will continue to strengthen the links with communities of interest and building groups to review/co-create

services, supported by Community Engagement work commissioned by CPT.

- Will continue support for Warwick District Children's Trust.

**Other Commentary:**

- Changes to services across the public sector currently under consideration are likely to have an impact on which services we deliver, how we deliver them and the levels of customer demand for services. We will work to influence the decisions and adapt our services as needed to meet customer demand. For example making more services available online, adapting to integrated OSS/Libraries, and changes to services in Lillington.
- Need to manage the operational impact and costs of compliance regimes - Government Connect & PCI DSS.

**Linkages to Sustainable Community Strategy**

	<b>Direct Contribution</b>	<b>Indirect Contribution</b>	<b>None</b>
<b>Housing</b>		Locality Working; Improving information/services online.	
<b>Jobs, Skill and Economy</b>		Customer Service channels	
<b>Safer Communities</b>	Community Forums; Locality Working	Family Intervention project	
<b>Health and Well Being</b>	Locality Working; Children's Trust	Respect Yourself Campaign	
<b>Sustainability</b>	ICT strategy; Locality Working; Improving information/services online.		
<b>Involving Communities</b>	Community Forums; Locality Working; Improving information/services online.		
<b>Narrowing the Gaps</b>	Family Intervention project	Financial Assistance	
<b>Supporting Families</b>	Family Intervention project	Financial Assistance	
<b>Rural Issues</b>	Locality Working; Improving information/services online.	Customer Service channels	