Appendix D

CORPORATE & COMMUNITY SERVICES

Portfolio Holder Statement Update – October 2013

1. **What have the measures in the Portfolio Holder Statement been telling you about how things are going in service during 2013/14?**
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 significantly higher. The management team is working on an improvement plan to address this issue.

   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 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 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. Unfortunately, abandoned calls are currently at an historic high and steps are being taken to address this

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 on an ongoing basis	Not applicable
CPT Pilot	Completed	End October 2013 6-month review and no changes recommended	Not applicable
Pre-work for VCS commissioning	Ongoing	Start April 2013 End March 2014 Work started and Member Panel engaged	Not applicable
Leamington OSS	On hold	Start June 2012	Awaiting feedback from Asset Review
PCIDSS compliance	Ongoing	Start April 2013 End March 14	Not appicable
Telephony replacement at CSC	Complete	Project completed on time	Not applicable
WDP CRM replacement	Ongoing	Start March 2012 End October 2013	March 2014
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 End October 2013	Going Live December 2013
Review of Payment channels & contracts	Complete	Start April 2013 End March 2014	Not applicable
People Strategy Action Plan	Ongoing	Start April 2012	Ongoing

7. Does your Service Area Plan/Portfolio Holder Statement need to be amended? If so, please describe the changes.

- Not applicable