

Service Report Card 2016-2017

One Stop Shops (OSS) – Neath and Port Talbot

Quarter 2 (Cumulative) Update – (1st April 2016 – 30th Sept 2016)

Section 1: Brief description of the service

Background - Customer Services is in the process of significant transformational change as the Council embraces digital service delivery as a strategic priority. The OSS service is reviewing which face to face requests could be delivered on line to reduce footfall into the Civic Centres with less staff available due to the requirements of the Forward Financial Plan (FFP). Where customers still need to transact with the council in person we are identifying potential opportunities to work with partner agencies who also transact face to face with the same customers. The following 2 council related improvement objectives form a major part of our everyday demand:-

Digital by Choice - improve customer/citizen access to services and functions provided by the Council or on behalf of the Council and to improve the efficiency of those services and functions.

Reduce, reuse and recycle – Increase the percentage of waste recycled and composted – informing customers and promoting recycling scheme, provision of recycling equipment etc.

The key principles of equality; sustainability; promoting the Welsh Language and culture; engaging with citizens; and partnership working are embedded in our day to day routines.

Current position

The OSS's are located on the ground floor of the Neath and Port Talbot Civic Centres. Total staff compliment is 2 full time and 5 part-time staff, with additional support from 6 Contact Centre Staff on an interchangeable, rostered basis. The OSS's deal with both customer service and council related enquiries and acts as the first point of contact for reception, meeting and greeting and signposting at both sites. (64,304 callers for the period 1.4.15 – 31.3.16). When analysing quarter 2 demand data we identified an increase in the number of personal callers to the two OSS sites. 37,998 callers were dealt with for Q1/Q2 - 2016/17 (1.4.16 – 30.9.16) as opposed to 33,131 callers for Q1/Q2 – 2015/2016 (1.4.15 - 30.9.15) This is largely due to demand for supplies of recycling bags and requests for assistance in filling out Council Tax forms. Work is taking place with the respective services to identify ways in which this demand might be reduced.

Customer Services staff are actively involved in delivering elements of the Digital By Choice Strategy in continually reviewing and remodelling service delivery to embrace more efficient digital and information sharing opportunities both in-house and with partner agencies. Footfall demand analysis is therefore an integral tool in highlighting where digital improvements and opportunities will further decrease the need for customers to call in person. Our ability to further reduce face to face contacts in the One Stop shops is currently limited as we await implementation of the next phase of online/self -serve options. Once implemented, as per last year we would then anticipate a decrease in visitors to the OSS's as customers access those alternative service request channels.

Brief Duties:

- First point of contact for all face to face (F2F) callers to the Civic Centres, with a target waiting time of under 10 minutes to be seen by a Customer Services Officer for more in depth enquiries.
- Provide reception facility and 'meet and greet', signpost callers to other departments within NPTCBC and often to other businesses outside of the council.
- Acknowledge and respond to emails in the 'OSS In box' within 24 hours both internal and external customers
- Provide a number of services end to end: Blue Badges (new and re-application interviews, decisions and related administrative processes), Bus Pass applications (age and disability related), environment and neighbourhood enquiries (e.g. refuse, recycling, highways and street care.)
- Take telephone calls to support Contact Centre both at Quays and within OSS itself.
- Tell Us Once death notifications, change of circumstances – which involves updating various systems.

- Support/administer first point of contact Education enquiries relating to – school admissions (verifying, scanning and forwarding forms/documents)
- Council Tax administration at Neath Civic Centre
- Manage interview room bookings across both sites
- Food Bank Voucher requests – assess eligibility on behalf of the Neath and Port Talbot Trussell Food Banks
- Remote management of Pontardawe HUB and liaison with partner agencies
- Undertake customer satisfaction surveys, analyse and report outcomes.
- Complaints/compliments/comments administration and Freedom of Information (FOI) responses

Section 2: Overall Summary of Performance for 2015-16 Financial Year

Customer Services has transformed its performance in the OSS's and the Contact Centre over recent years. Team Leaders are responsible for the Performance Management of their teams and have achieved the following outcomes over the last financial year:-

Customer:

- Maintained a wait time of less than 10 minutes even though resources reduced considerably due to three “at risk” staff being redeployed within the council .There were four staff who left the service to further progress their careers inside/outside of the Council. In addition, one member of staff reduced her hours to provide support to the NPT Staff Health and Wellbeing Group.
- Promoted alternative/self-serve methods of contact with NPTCBC to all customers. For example channel shift to ‘on line’ enquiries which are more efficient and compatible with our reduced staffing resource.
- Blue Badges continue to be a significant part of our service delivery being responsible for administering the scheme which is governed by Welsh Government legislation. Since May 2015 discretionary blue badge re-applications have been reviewed prior to the expiry date of the current badge, and by intelligent and informed Team Leader discretion we have renewed the badge without seeing the applicant in person again. This reduced footfall to Neath and Port Talbot Civics by 738 customers in a year.

- Although promoting availability of 24/7 online council tax services such as the direct debit scheme, change of address notifications and single person's discount applications, Customer Services continued to deal with 6,273 Council Tax face to face enquiries primarily at Neath Civic Centre.
- We kept abreast of and promoted numerous Recycling/Refuse changes – to help ensure these were explained to create minimum disruption for customers
- Customer satisfaction survey– confirms 96% (OSS) satisfaction rate. Embraced any lessons learned and implemented appropriate changes from customer feedback obtained.

Service:

- Reviewed and updated our Internet pages to ensure they are accurate, relevant and customer friendly to help reduce telephone enquiries and face to face contacts, and to encourage customers to use 'online' facilities which are available and accessible 24/7. To comply with Welsh Language standards, our Internet pages are bilingual. The service has completed numerous Welsh Language translation requests realising equivalent savings of £6K as an alternative to using an external provider for this purpose.
- Used the call recording system as a positive coaching tool to highlight good practice and to assist with any identified training and development needs to further improve customer service delivery and performance
- Pontardawe HUB – this was refurbished requiring regular liaison with Facilities Management and Partner Agencies to ensure everyone was kept up to date on progress and availability of rooms to ensure business continuity needs at that site.
- Staff worked flexibly by inter-changing with Contact Centre staff by also taking telephone calls within the One Stop Shop. This flexibility is vital to ensure business continuity especially with the need to transform how Customer Services as a whole operates in the future.

Financial :

- Minimised impact of cutbacks/savings in other departments on the OSS service by communicating with them about service reviews and changes taking place e.g. reduced cash office opening times.

Employee:

- Addressed employee performance and training needs by giving timely feedback (not waiting for 121 sessions), to improve handling times, ensure we are 'getting it right first time', in line with our commitment to continuous improvement.
- Managed sickness related absence appropriately although there were no long term absence related issues.

- Welfare Reform and the introduction of Universal Credit and Personal Independence Payment - ensured staff were equipped with the skills and knowledge to help manage customer enquiries. Promoted availability of non means tested disability related benefits where applicable.
- Identified digital champions and made a significant contribution to the Digital by Choice keynote event by highlighting examples of good working practices implemented in Customer Services.
- All staff have had their Employee Development Review, staff development is ongoing throughout the year with our training and development officer, NVQ opportunities in Business Administration were identified and 1 member of staff achieved a level 3 diploma qualification.

**Section 3:
Service Priorities 2016-17**

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
1: Identify the future One Stop Shop model	<ul style="list-style-type: none"> • Visit other Local authority sites that deliver similar F2F services, liaise with staff, ICT and Facilities Cost alternative solutions, identify staff training needs prepare a report for DBC board recommending new model and why there is a need to do it, e.g. following research/information gathering and CFW feedback 	JB/CL	Sept 16	<ul style="list-style-type: none"> • Replicate best practice and be involved from the outset in the design of easy to use services/forms to ensure the customer take up of online services on a more significant scale. This will reduce staff involvement with F2F enquiries and further contribute to FFP savings of £150k.

<p>2: Deploy reduced resources appropriately via interchangeability of staff and efficient rota management</p>	<ul style="list-style-type: none"> Analyse demand data to better deploy resources. 	<p>JB/CL</p>	<p>Daily</p>	<ul style="list-style-type: none"> Attend meetings/ensure good communication processes. Staff in the right place at the right time to ensure business continuity needs. Anticipate peaks and troughs of demand due to back office/other service changes which then influence incoming telephone calls and footfall.
<p>3: Digital by Choice programme</p>	<ul style="list-style-type: none"> Continue to capture and act upon demand data to identify service areas which could be migrated to self-serve contact channels where appropriate. 	<p>JB/CL</p>	<p>Monthly</p>	<ul style="list-style-type: none"> Increase the number of services delivered on line Increased customer choice Service access improved and costs reduced.
<p>4: Utilise the call coaching system to review and identify learning and development needs and ensure consistency in service delivery.</p>	<ul style="list-style-type: none"> Feedback/ general monitoring/observations and communication with staff is timely. Appropriate refresher training for decision making re eligibility for BB/BP. 	<p>JB/CL/RW</p>	<p>June 16</p>	<ul style="list-style-type: none"> Maintain/improve customer satisfaction Ensure consistency and continuous improvement. Staff get it “right first time” to reduce avoidable contact.
<p>5: Carry out staff satisfaction survey/One to Ones/ EDR’s/risk assessments/office safety checks/DSE checklist/driver documentation</p>	<ul style="list-style-type: none"> Act on staff feedback/comments and implement appropriate changes in a timely manner to ensure staff are well supported in their work. That staff work in a 	<p>JB/CL</p>	<p>Quarterly and annually</p>	<ul style="list-style-type: none"> Improved staff morale Staff have manageable workloads and operate in an environment that promotes their wellbeing.

	safe environment with no detriment to health and safety.			
6: Continue to manage sickness absence in line with the policy to reduce sickness by 5%.	<ul style="list-style-type: none"> • Ensure timely return to work interviews and follow appropriate processes and procedures to help employee to remain in work wherever possible 	JB/CL	Ongoing	<ul style="list-style-type: none"> • Maximise the potential of people remaining in the workforce. • Sickness reduced by 5%
7: Continue to work to minimise impact on customers due to service reductions/changes in other departments.	<ul style="list-style-type: none"> • Continue to be involved with other service reviews and outcomes in order to help services to see the end to end “journey” from a customer viewpoint. 	JB/CL	As needed	<ul style="list-style-type: none"> • Improved Customer Service delivery • Reduction in Customer complaints • Increase in customer compliments
8: Maintain current performance standards.	<ul style="list-style-type: none"> • Analyse Customer Satisfaction survey and ticket machine wait times to identify any potential improvements. Investigate causes for extended waiting times and act on appropriately. 	JB/CL	Monthly	<ul style="list-style-type: none"> • Average wait time of 10 minutes maintained
9: Continue to update/review Customer Services related pages on the council website to ensure they are appropriate to help manage customer service enquiries.	<ul style="list-style-type: none"> • Review scores/ act on customer/staff feedback to continually improve. 	JB/CL	As needed to reflect service related changes	<ul style="list-style-type: none"> • Reduction in F2F enquiries • OSS staff freed up to deal with more complex enquiries(‘value added’ work)

10: Ensure compliance with Welsh Language standards	<ul style="list-style-type: none"> • Ensure public information in the public area is bilingual. Identify Welsh speaking staff with lanyards/badges and provide a service wherever possible through language of choice. 	JB/CL	Employed additional staff in July 2016	<ul style="list-style-type: none"> • Comply with Welsh Language standards at the first point of contact for F2F enquiries.
11: Blue Badge discretionary re-applications	<ul style="list-style-type: none"> • Continue to review discretionary Blue Badge re-applications by using intelligent and informed Team Leader discretion 	JB/CL	Ongoing	<ul style="list-style-type: none"> • Reduce footfall to OSS

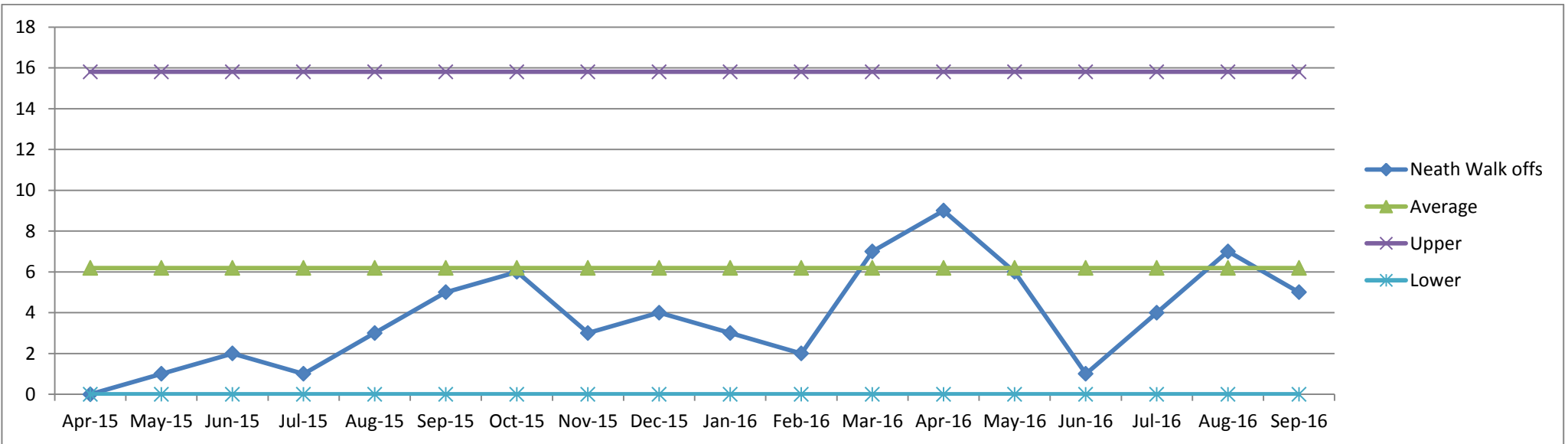
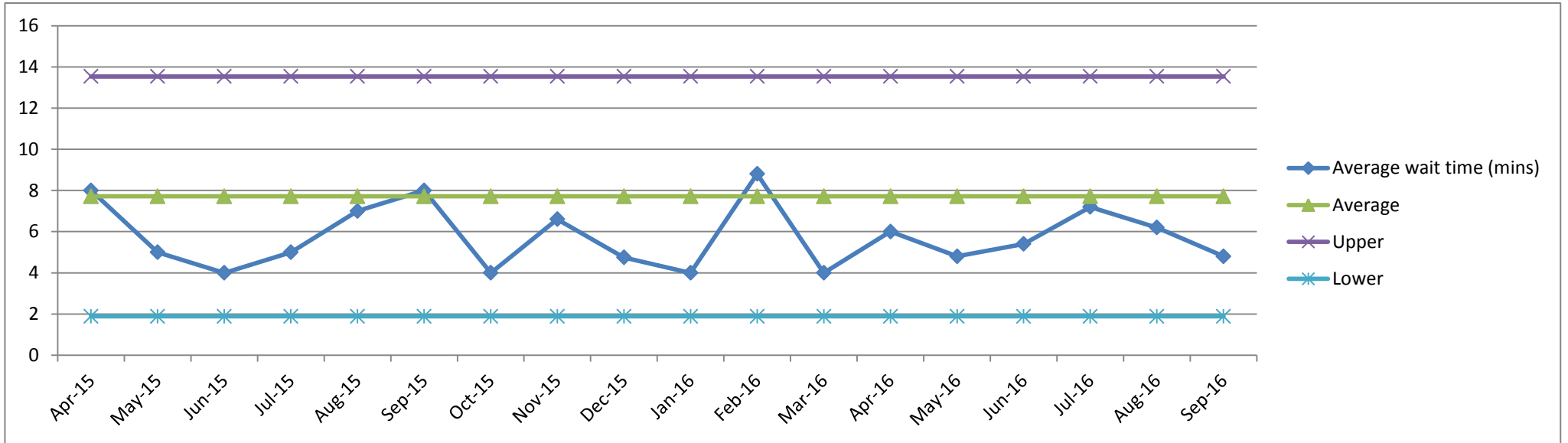
**Section 4:
Service Performance Quadrant 2016-17 (Neath)**

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	Comparative Performance	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
Service Measure 1: % callers walking off before being seen (Priorities 1,2,3,4,7,8,9 & 11)	0.10%	0.11%	↓	0.06%	0.13%
Service Measure 2: average wait time. (Priorities 1,2,3,4,7,8,9 & 11)	7.5 mins	5.8 mins	↑	6.2 mins	5.7 mins
Service measure 3: % of callers dealt with One Stop(Priority 4)	84%	84.5%	↑	85%	83%
Corporate measure (CM01): a) Number of transactional services fully web enabled	None*	None*	None*	None*	None*
b) Number of transactional services partially web enabled	None*	None*	None*	None*	None*

Despite the reduction in staffing and the increase in callers, performance has been broadly stable over the period.

* Whilst our service does not have any fully web enabled / partially web enabled services due to the nature of our service, we do have a number of web pages that provide information to the public and will continue to review these to promote transactional opportunities during 2016-17.

Neath

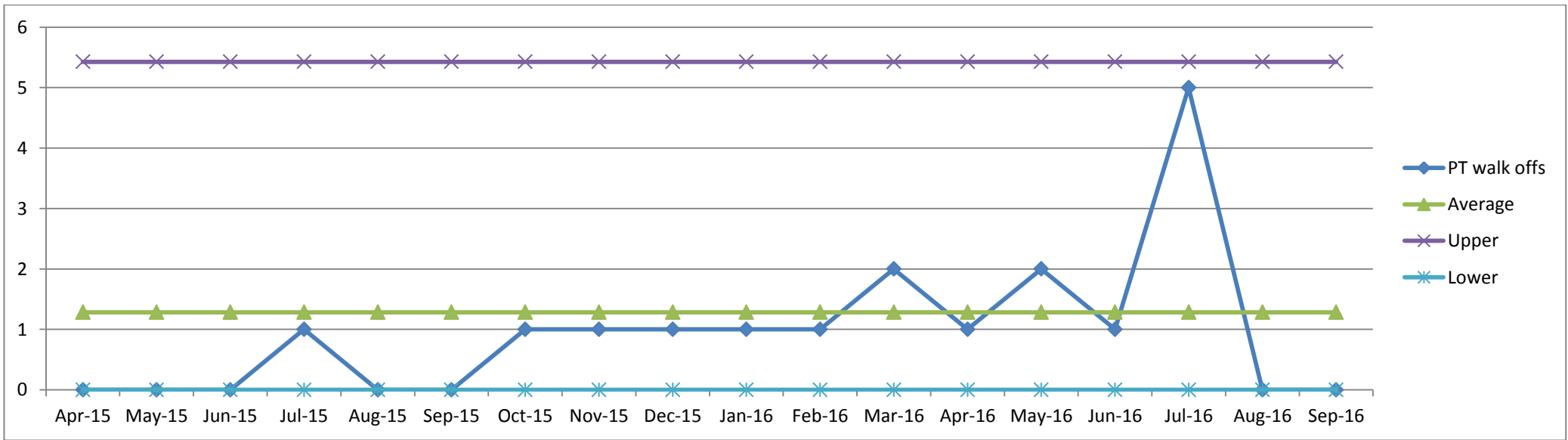
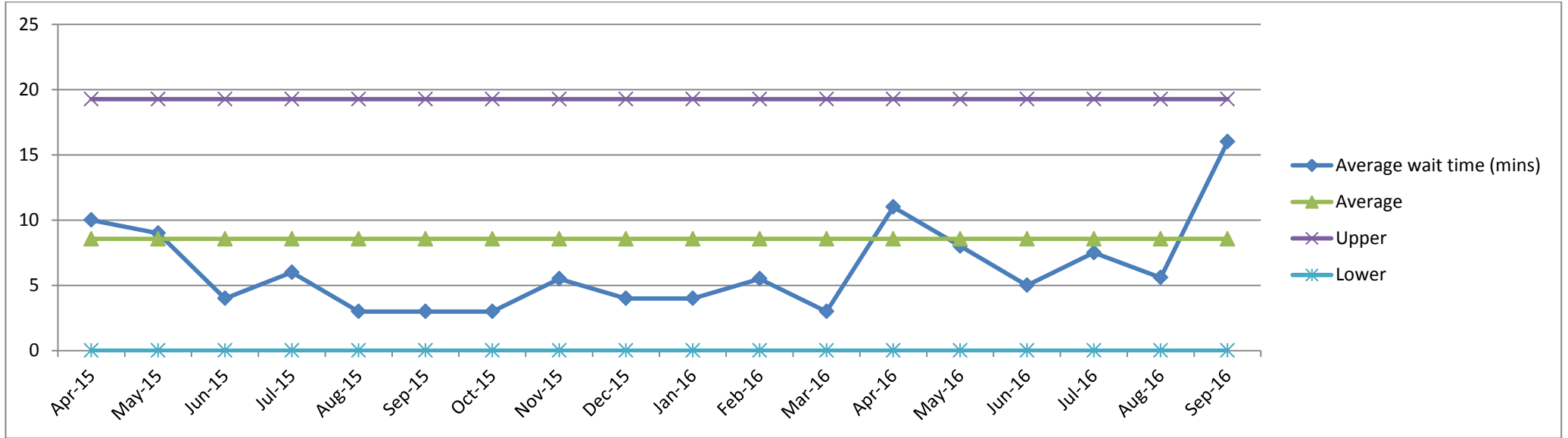


**Section 4:
Service Performance Quadrant 2016-17 (Port Talbot)**

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	Comparative Performance	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
Service Measure 1: callers walking off before being seen(Priorities 1,2,3,4,7,8,9 & 11)	0.05%	0.04%	↑	0.01%	0.07%
Service Measure 2: average wait time. (Priorities 1,2,3,4,7,8,9 & 11)	6 mins	4.8 mins	↑	5.8 mins	9.3 mins
Service measure 3: % of callers dealt with One Stop(Priorities 1,2,3,4,7,8,9 & 11)	68%	71%	↑	72%	71%
Corporate measure (CM01): a) Number of transactional services fully web enabled	None*	None*	None*	None*	None*
b) Number of transactional services partially web enabled	None*	None*	None*	None*	None*

* Whilst our service does not have any fully web enabled / partially web enabled services due to the nature of our service, we do have a number of web pages that provide information to the public and will continue to review these to promote transactional opportunities during 2016-17

Port Talbot



**Section 5:
Financial Quadrant 2016-17**

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2016-17 Qtr.2 (projected to year end)
Corporate Measure (CM02): % revenue expenditure within budget Revenue Budget £	100%	100%	100%
	£On target	£200k underspend	£On target
Corporate Measure (CM03): Amount of FFP savings at risk	£0.00	£0.00	£On target

The service had a challenging savings target of £200,000 to achieve this year and this has been secured, whilst also avoiding compulsory redundancies in the service. A number of staff were supported to find alternative employment within the Council and one member of staff secured employment in an outside organisation.

**Section 6:
Employee Quadrant 2016-17**

Our 2015 – 2016 average sickness FTE days lost figure of 0.24 days is significantly below the Council’s average of 9.7 days and below Corporate Services Directorate of 6 days. During the six month period 1st April 2016 to 30th September 2016 our team lost a total of 0.25 average FTE days, a slight increase compared to the same period the previous year. There were two unplanned departures during the period. 100% of employee performance appraisals completed by March 2017.

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
Corporate Measure (CM04): Average FTE (full time equivalent) working days lost due to sickness absence			
Service: One Stop Shop	0.24 days	0.15 days	0.17 days
Total Service FTE days lost in the period	20	6	9
Corporate Services	6.0 Days	2.7 days	3.9 days
Council: NPTCBC	9.7 Days	4.2 days	4.6 days

	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
Corporate Measure (CM11): Staff engagement Measure	77%	The next Corporate Strategy and Democratic Services Staff Engagement Survey will be completed during 2017 – 18	
Corporate Measure (CM05): % of staff who have received a performance appraisal during 2016-17 (Target 100%) Number of staff who have received a performance appraisal during 2016-17	100%	100%	100%
Corporate Measure (CM06): Number of employees left due to unplanned departures	0	0	0

Section 7: Customer Quadrant 2016/2017

The service received 2 complaints during the second quarter (cumulative) both of which were not upheld and has received 4 compliments.

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
Corporate Measure (CM07): Total number of complaints			
Internal	0	0	0
External (from the public)	5	2 (1 upheld, 1 not upheld)	2 (2 not upheld)
Corporate Measure (CM08): Total number of compliments			
Internal	0	0	0
External (members of the public)	12	7	4
Corporate Measure (CM09): customer satisfaction measure/s	93.2%		97.9%