APPENDIX 7

Priority:	**Modern and Efficient Council**
Sub-Priority:	**Access to Council Services**
Impact:	**Improving customer services**

What we said we would do in 2013/14: -

1. Complete Phase 1 of our Flintshire Connects programme and the design of Phase 2				
Progress Status		**Progress RAG**	**G**	**Outcome RAG**	**G**

During 2014, the Flintshire Connects Programme will see the establishment of new Connects Centres at Flint, Connah's Quay and Buckley. These will complement the first Connects Centre which opened at Holywell in November 2012. The projected opening of each Connects Centre is as follows:
• County Offices, Flint – March 2014
• Connah's Quay Library – June 2014
• Town Council Building, Buckley – July 2014

Overall good progress is being made on the Flintshire Connects programme. The construction works at County Offices, Flint are progressing according to the timetable, with scheduled completion at the end of February, 2014. Considerable work has taken place with colleagues at JobCentre Plus and North Wales Police with the view of developing an integrated reception delivering modern, public services. This will include a shared reception post with JobCentre Plus.

Work is planned to begin at Connah's Quay in January 2014 with the view that the new Flintshire Connects Centre will open in June 2014. Following the allocation of additional funding within the 2013/14 Capital Programme we have been able bring forward plans for a fourth Flintshire Connects Centre in Buckley. The Buckley Town Council building has been identified for this purpose, with detailed drawings being developed, with a planning application being submitted in December 2013. It is proposed that Flintshire Connects Centre – Buckley will open in July 2014.

Flintshire Connects – Holywell opened in November 2012 and has proved to be a success with over 350 visits from customers each week. Customer feedback shows that customers are very satisfied with the service they receive at the centre. The Customer Services Advisers are able to deal with most enquiries at the first point of contact or where this is not possible customers are signposted as appropriate. Good working relationships have been established with the partner organisations and these have been further enhanced through involvement with the voluntary sector to help improve access to council services for those who have difficulty speaking English or Welsh. There has been an increase in the use of the agile working area by council staff making full use of the technology and facilities available.

Achievement will be measured through:
- The opening and scale of use of the Flintshire Connects centres
- Customer feedback on Flintshire Connects

Achievement Milestones for strategy and action plans: (Lead Officer – Head of ICT & Customer Services)
Develop a customer feedback strategy for Flintshire Connects – January 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
The opening of new Flintshire Connects Centres	Head of ICT & Customer Services	1 (as at 1/4/13)	2 Connects Offices	5 Connects Offices by 2016	On target	G	G
Scale of use of all Flintshire Connects Centres (footfall)	Head of ICT & Customer Services	3514 (between 1/1/13 and 31/3/13)	17,000	70,000	26,026 from 1/4/13 to 31/12/13	G	G
Customer satisfaction rating	Head of ICT & Customer Services	n/a	100%	100%	100%	G	G

Risk to be managed – How we can ensure the investment to further improve access to our services

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	• Project management arrangements in place which include representation from all partners. • Funding secured. • Application of lessons learned from implementation of first Flintshire Connects in Holywell. • Customer satisfaction form available at each centre.	L	L	G	• Work towards delivery of all front line services from Flintshire Connects Centres across the county. • Apply a consistent approach to service delivery at all centres. • Encourage customers to use the self service facilities available. • Joined up approach to public service delivery in communities. • Further development of methods of gathering and learning from customer feedback.	Head of Housing / Head of ICT & Customer Services	↓	L	L	G

Risk to be managed – How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self-service

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	• Meetings held with service managers to discuss opportunities for changing ways of working alongside the channel shift agenda. • Prioritise those services that have the potential to be provided from Flintshire Connects centres. • Transfer of services to Flintshire Connects centres. • Flintshire Connects staff actively encouraging customers to use the self-serve facilities available.	M	M	A	• Continuous monitoring of channel shift performance and use of Flintshire Connects centres. • Training of Flintshire Connects staff to the required standard to support new services. • Customer Services representative to be involved in all projects & initiatives that impact the customer. • Continuous encouragement of customers to use alternative methods of	Head of ICT & Customer Services	↔	L	L	G

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
			• Face to face payments to be reduced at Connects centres and customers encouraged to use methods of payments other than cash.				payments. • Applying new systems into the Flintshire Connects centres.					

Risk to be managed – Ensuring a positive public response to the changing ways our services can be accessed

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	• Customer Satisfaction form available at Flintshire Connects - Holywell. • Publishing news relating to new Flintshire Connects centres. • Report on number of visitors to Flintshire Connects centres and trends.	L	L	G	• Encourage customers to provide feedback. • Monitor and report on feedback. • Engage with customers to improve service delivery. • Learn from customer feedback. • Publish successes relating to Flintshire Connects.	Head of ICT & Customer Services	↓	L	L	G

2. Implement a newly modernised website with increased and improved digital services		
Progress Status	**Progress RAG**	**G** **Outcome RAG** **G**

The Council's new website went live on 1 October; new Content Management System (CMS) technology will enable the Channel Shift project to move forward with its plan to increase the number of transactional services provided online. A 'digital workshop' will be held in the new year to benchmark the Council's position against key principles set out in the Society of IT Management (Socitm) "Better with Less" report which was recently published and sets out a set of principals, action and best practice for successful digital services. The facility to apply online for school admissions is a priority and will be taken forward in the new year. We will also be launching a mobile version of the website early in January 2014 which will provide a better customer experience for those using smart phones and tablets.

In early 2014 we will be undertaking a post implementation review of the new website taking account of feedback received, benchmarking information and annual Better Connected report which rates all local government websites across the UK. We also intend to hold some session with user groups as part of the review process to include customers, employees and Members.

As the new website is responsive to the type of device it is accessed through it is not possible to monitor customer feedback. This data has previously been provided by SOCITM through their website take up service however this is not available for responsive sites. This issue has been taken up with SOCITM to find a solution.

Achievement will be measured through:
- Scale and take-up of the new digital services
- Customer feedback

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Scale and take-up of the new digital services (no. of visitors) per annum	Head of ICT & Customer Services	1,459,283	1,500,000	2,000,000	1,706,161	**G**	**G**
Customer feedback - Satisfied with visit to website - Successfully found what they were looking for	Head of ICT & Customer Services	73.3% 73.54%	80% 80%	85% 85%	Not available Not available	**n/a**	**n/a**

Risk to be managed – Ensuring our customers can access our digital services

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	• Availability of self service facilities at Flintshire Connects centres. • Review of current website content to ensure that only customer focussed content is available on the new website. • New website to be simple, easy to use, accessible and customer focussed. • New website technology will allow improved digital services. • Ongoing promotion of new website. • Launch of mobile app.	L	L	G	• Continued monitoring of customer usage and feedback. • Increased availability of new digital services allowing customer to 'self-serve'. • Regular refresh of website based on customer contact and current issues. • Proactive rather than reactive website. • Customer Services resource dedicated to monitoring website content. • Analysis of website usage statistics.	Head of ICT & Customer Services	↓	L	L	G

3. Launch the new Flintshire mobile application "app"				

Progress Status		Progress RAG	G	Outcome RAG	G

Flintshire's mobile app was launched in September 2013 and allows customers to contact the Council on Apple, Android and Blackberry devices. Flintshire is the first council in Wales to offer a fully bilingual mobile app available for use across a range of mobile devices. Customers now have the choice to access council services whilst on the move at a time and place convenient to them. Following an initial 'settling in period' the app is now being promoted through a range of channels. Customer Services are dealing with incoming enquiries from the app and the intention is to develop the app further in the New Year with integration to back office systems and the facility for customers to make on-line payments.

Achievement will be measured through:
- Scale and take-up of Flintshire's mobile applications
- Customer feedback

Achievement Milestones for strategy and action plans: (Lead Officer –Head of ICT & Customer Services)
Mobile "App" implemented September 2013:
Strategy to be developed to include baseline and target measurements and customer feedback strategy – January 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Take-up of Flintshire's Mobile App	Head of ICT & Customer Services	n/a	To be determined	To be determined	118	n/a	n/a
No. of enquiries received via the mobile app	Head of ICT & Customer Services	n/a	To be determined	To be determined	101	n/a	n/a
Customer feedback - Satisfied with mobile app service	Head of ICT & Customer Services	n/a	To be determined	To be determined	n/a	n/a	n/a

4. Review and improve our Customer Service Standards				
Progress Status		**Progress RAG**	**A**	**Outcome RAG**	**G**

The revised Customer Services Policy and Standards has been drafted. Subject to approval this will be finalised taking into account customer feedback as part of the consultation process. The proposed implementation date is scheduled for April 2014.

Achievement will be measured through:
- Endorsement of the improved Customer Services Standards
- Employee training and achievement

Achievement Milestones for strategy and action plans: (Lead Officer –Head of ICT & Customer Services)
Endorsement of the improved Customer Service Standards – January 2014

Further development of employee training programme – March 2014