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**

What we did in 2013/14 –

We achieved our target of establishing two Flintshire Connects Centres by March 2014. The new centre opened to the public in Flint during March 2014 and has already proved to be extremely popular for customers. The Flint Connects Centre is another example of true partnership working and this is evidenced by the presence of Job Centre Plus and North Wales Police and the working arrangements that have been introduced which are focussed on the customer. The new centre is modern and welcoming and anecdotal customer feedback so far has been very positive. Formal customer feedback is being run as a campaign during May 2014.

Works are well advanced on the Connah's Quay Flintshire Connects with a scheduled opening date of June, 2014.

Plans have been prepared for the Buckley Flintshire Connects facility which is scheduled to open in autumn 2014.

What went well –

- Achieved target opening date for Flintshire Connects - Flint.
- Successfully appointed a team of Customer Services Advisers and have agreed arrangements for the transferring of staffing budget with the new recruits.
- Successfully appointed a Team Leader – Flintshire Connects to manage the day to day operations of all the centres and develop new services available through Connects.
- Established good working relationships with partners from the offset and a joined up approach to developing working arrangements.
- Footfall at Flintshire Connects - Holywell exceeding the projected target.

What did not go so well – N/A

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	Year End Outturn	Performance RAG	Trend
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	2 Connects Offices	G	**Improved**
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	43,656	G	**Improved**
Customer satisfaction rating.	Head of ICT & Customer Services	n/a	100%	100%	100%	G	**N/A**

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. • Focussed customer satisfaction survey to be undertaken during may 2014.	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. • Face to face payments to be reduced at Connects	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	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)
			centres and customers encouraged to use methods of payments other than cash. • Flintshire Connects staff trained to support customers to use digital services. • Face to face payments to be reduced at Connects centres and customers encouraged to use methods of payments other than cash.				alternative methods of payments. • Applying new systems into the Flintshire Connects centres. • Introduction of Cash/Card payment machines wherever feasible.					

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	A	Outcome RAG	A

What we did in 2013/14 –

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 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. A mobile version of the website has been launched which will provide a better customer experience for those using smart phones and tablets.

Since early 2014 we have been undertaking a post implementation review of the new website taking account of feedback received. The Socitm Better Connected report and other benchmarking information. We will be holding some sessions with user groups as part of the review process to include customers, employees and Members. This will include a session with the Chief Officers team.

As the new website is responsive to the type of device it is accessed through it has not been 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.

The use of Twitter has increased significantly with the number of followers of the Flintshire account over 6,000. The Customer Services team monitor the Twitter account and respond as necessary. Twitter is being used to provide information to followers and is becoming a very effective way to communicate instantly with customers (e.g. during periods of severe weather) and resolve simple issues.

What went well –
- Launch of new website by end of September 2013 to improve accessibility, to enable access to the website via mobile technology, to avoid excessive annual maintenance charges for the old site.
- Reduction of content that was no longer relevant or not customer focussed.
- Social media presence has improved via the use of Twitter.

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What did not go so well -
- Technical problems with the website particularly during the first 2 months of operation.
- A reduced rating in the annual "Better Connected" report published the Society of IT Management which benchmarks local government websites. (the assessment coincided with the launch of the new website).
- Mixed feedback from customers on the look and feel of the website and the content.

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	Year End Outturn	Performance RAG	Trend
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	2,001,881	G	Improved
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%	n/a	n/a information not available for new website.	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. • New website to be simple, easy to use, and accessible and customer focussed. • New website technology will allow improved digital services. • Ongoing promotion of new website. • Launch of mobile app. • Website assessment to be undertaken to include accessibility.	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

Improvement Plan Progress
Year End 2013/14

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3. Launch the new Flintshire mobile application "app"				
Progress Status		**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2013/14 –
Flintshire's bilingual mobile app was launched in October 2013. The App 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 with integration to back office systems and the facility for customers to make on-line payments.

A marketing plan has been prepared to promote the app and encourage customers to contact us using this facility.

Note - The take up figure quoted is for those that have downloaded and registered to use the app. The actual number of downloads is likely to be higher as it can be used without registering. We report on the number of enquiries received via the app however the app also provides information about events, news, find my bin day, etc and we don't currently have the data to show the full amount of usage of these features which can be accessed by registered and non registered users.

What went well –
- Mobile App was launched at the same time as the new website.
- Simple to use and fully bilingual.

What did not go so well –
- Take up (i.e. download and registration) of the App by customers has been slow

Achievement will be measured through:
- Launch of the App.
- 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	Year End Outturn	Performance RAG	Trend
Take-up of Flintshire's Mobile App - See note above.	Head of ICT & Customer Services	n/a	To be determined	To be determined	360	**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	516	**N/A**	**N/A**
Customer feedback Satisfied with mobile app service.	Head of ICT & Customer Services	n/a	To be determined	To be determined	Not available	**N/A**	**N/A**

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

| **Progress RAG** | **G** | **Outcome RAG** | **G** |

What we did in 2013/14 –
A new Customer Service Policy is being prepared for consultation which sets out customer service standards and guidelines for staff to follow. This will replace the existing policy and assist in the development of a consistent approach to customer service across the organisation. This is due to be considered by the Chief Office team prior to approval by Cabinet in September.

Since the last update in January, the Customer Service Award training has successfully been undertaken by 100 Leisure Services employees. The feedback from employees is positive with many embracing the opportunity to develop further by enrolling on to a Customer Service NVQ framework with Coleg Cambria.   Leisure Services brings the total number of accredited Customer Service Award workbooks to four (Housing, Environment, Streetscene) with a fifth workbook now being launched in Children's Services.

226 employees have successfully completed the Award to date, each receiving the nationally recognised OCR (Oxford Cambridge RSA) Customer Service qualification.   This vocationally related, credit-based qualification provides valuable opportunities for employees to develop their skills, gain underpinning knowledge and understanding and demonstrate competence in their place of work.

Continuing its successful partnership with Coleg Cambria, Customer Services is expecting to develop the sixth workbook for Adult Services in September. Following the success of Customer Service training at Flintshire, Coleg Cambria has recently developed a similar programme for Denbighshire County Council.

What went well –
- New customer service policy and standards drafted
- 226 employees undertaken Customer Service Award training.
- Customer Service Award training adopted by neighbouring Council.
- Excellent example of partnership working between Flintshire and Coleg Cambria.

What did not go so well – N/A

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 Policy and Standards – September 2014.
Further development of employee training programme – September 2014.