

APPENDIX 4

Priority: Modern and Efficient Council
Sub-Priority: Access to Council Services
Impact: Achieving customer, focused, modern and efficient access to council services

What we said we would do in 2014/15:

1. Implement Phase 2 of our Flintshire Connects programme with extended range of services and locations.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

- Three Flintshire Connects Centres were opened. As we now have a total of three Connects Centres we can continue to identify services for transfer and continue with the agreed programme for providing access to a range of council services.
- Full blue badge service transferred to Flintshire Connects with effect from 1/9/14.
- Introduced full housing triage service to Connects.
- Introduced new processes for recording housing services utilising the in house CRM system. Customer records now held in one central database accessible by those that need access to support individuals.
- Cabinet agreement to develop a Flintshire Connects presence at the libraries in Buckley and Mold.
- Self-Serve facilities are available at all Connects Centres allowing customers to access council services independently. As improvements are made to the Council's website more customers will be encourage to 'self-serve' using the facilities provided and where necessary supported by Flintshire Connects staff.
- A Payment machine was installed in the Mold Library and the Mold Cash office was closed. Library staff are dealing with low level enquiries.

What went well:-

The Housing triage service. Customers in need of this service can now seek support from any of the Connects Centres rather than just Flint. The triage service was introduced in September 2014 and Customer Services Advisers are now able to interview at first point of contact to provide help and advice for a number of housing needs and undertake the initial investigations on behalf of the service areas such as:

- Housing options – Homeless, Threatened with homelessness, pending evictions from private sector, repossessions, advise on all options for alternative housing including private rental sector.

- Supporting People – Bond Scheme, Supported Living, Debt Support
- Affordable Housing – Access to affordable housing in Flintshire through various schemes.
- Housing Access FCC – Access to social housing register in Flintshire

Customer satisfaction surveys results are positive towards the centres and results of satisfaction surveys undertaken can be seen below.
How long did you wait to see an advisor?

Immediately	64%
About a minute	25%
Two to five minutes	10%
More than five minutes	1%

How satisfied were you with the level of customer service you received:

Very satisfied	60%
Satisfied	38%
No Opinion	0%
Dissatisfied	0%
Very dissatisfied	2%

What did not go so well:-

The Blue badge service transfer was undertaken at the same time as the new Welsh Government guidance for the blue badge scheme was issued. This has resulted in a reduction in the number of badges issued and criticism of the new arrangements was wrongly perceived as being a Connects problem. Service has now settled following a more pragmatic approach within the Connects service and Member workshops held to raise awareness of the process and guidance.

Plans to create a new Connects Centre in Buckley were put on hold while business planning proposals were considered to meet the funding gap. A temporary arrangement has been agreed to create a Connects Centre located in Buckley Library while wider considerations are given to the development of Buckley Town Centre.

Achievement will be measured through:

- The opening and scale of use of the Flintshire Connects centres
- Customer feedback on Flintshire Connects

- Range of services provided
- Percentage of customers having their needs met at first point of contact

Achievement Milestones for strategy and action plans:

- Establish and implement a system for reporting the percentage of customers having their needs met at first point of contact by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
IPME6M1 - The opening of new Flintshire Connects Centres	Chief Officer – Community & Enterprise	2	4 (cumulative)	5 (cumulative)	3	A	A
IPME6M2 - Scale of use of all Flintshire Connects Centres (footfall)		43,656	70,000	100,000	81,195	G	G
Range of services provided		Holywell only = 36	36	36	36	G	G
IPME6M3 - Customer satisfaction rating		Holywell only = 100% based on verbal feedback	90%	90%	98%	G	G

2. Review and improve our Customer Service Standards.				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2014/15:- Revised Customer Services Policy was approved (21/4/15) following a period of consultation with Officers, Members and the wider public. An updated version of the Compliments, Concerns and Complaints Policy was issued which has helped to improve the complaints process and performance in complaints handling.</p> <p>The first two quarters of the year underperformed in relation to complaints handling however good progress has been made in the second half of the year resulting in an 87% outturn in quarter 3 and an 84% outturn in quarter 4. Overall the outturn for the year is 76.23% of complaints responded to within 10 working days which does fall short of the overall target of 84%. The Compliments, Concerns and Complaints policy was revised during 2014-15 to remove duplication and multiple handling of complaints i.e. the role of Directorate Complaints Officer ceased. This change, alongside complaints awareness training has led to an improvement in complaints handling in the last two quarters and when looking at the whole year it is clear that performance is improving.</p>				
<p>What went well:- Consultation on the new Customer Services Policy was widely publicised through press releases and via the Council's website. Social media (Twitter) was used to promote the policy.</p>				
<p>What did not go so well:- Very little feedback following the period of consultation on the new Customer Services Policy was received. Complaints handling performance for the first two quarters of the year did not meet the target.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> ▪ Customer satisfaction ratings <p>Achievement Milestones for strategy and action plans</p> <ul style="list-style-type: none"> ▪ Approval of the revised Customer Service Standards by December 2014 				

**Improvement Plan Progress
Year End 2014/15**

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
CUSM1L - Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days	Chief Officer – Community & Enterprise	83.93%	84%	85%	76.23%	A	A

3. Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.

Progress Status	Progress RAG	R	Outcome RAG	R
<p>What we did in 2014/15:- Introduced a revised website to respond to customer feedback. Introduced Nursery admissions on line to replace the previous arrangements (application forms and letters). All applications were received electronically with no negative feedback from customers. Revision of Website following customer feedback. Development of e-forms for on line services which link directly into back office services.</p>				
<p>What went well:- 2* Better Connected rating achieved for the Council Website which was an improvement on 2014. Increase in the usage of Twitter for publicising council services, promoting events, dealing with enquiries, Q&A sessions, consultation, etc. The use of social media to request information, complain or compliment Council services continues to increase. The corporate Twitter account currently has 8,543 followers on the English account (@FlintshireCC) and 394 followers on the Welsh account (@CSyFflint). The Council has seen a 45% increase in the number of English followers since April, and 108% increase on the Welsh account.</p>				
<p>What did not go so well:- The target for the number of visitors to the website was not met. Performance data for satisfaction with the website and success in finding what customers are looking for has not improved from quarter 3 to quarter 4. Access to the web survey data will enable immediate action to address issues raised by those using the survey to provide feedback. The number of visitors who complete the on line survey is low compared to the total number of visitors however their feedback is valuable and will be used to make improvements. The website now includes a 'Comment on this page' feature. Feedback received via this route is monitored and improvements will be made accordingly.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> ▪ Number of customers using technology to access Council information and services ▪ Number of customers using technology to participate in consultation exchanges etc. ▪ Customer feedback ▪ Percentage of customers having their needs met at first point of contact 				

Achievement Milestones for strategy and action plans:

- Establish and implement a system for reporting the percentage of customers having their needs met at first point of contact by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance RAG
IPME6M4 - Scale and take-up of the new digital services (no. of visitors) per annum	Chief Officer – Community & Enterprise	2,001,881	2,000,000	2,000,000	1,391,345	R	R
IPME6M5a - Customer feedback: satisfied with visit to website * Desktop version Mobile version		Not Available	80%	85%	54% (Desktop) ** 52% (Mobile) **	R	R
IPME6M6 - Take-up of Flintshire's Mobile App		293	200	200	805	G	G
IPME6M5b - Customer feedback: successfully found what they were looking for * Desktop version Mobile version		Not Available	80%	85%	61% (Desktop) ** 60% (Mobile) **	R	R
IPME6M7 - No. of enquiries received via the mobile app		393	150	150	1,412	G	G

* Website take up survey

** Data available for Qtr's 3 & 4 only broken down by desktop and mobile separately.

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Project management arrangements in place which include representation from all partners. Responsibility for project now transferred to Customer Services Manager with management responsibility for Connects. Funding secured for the development of Flintshire Connects, Buckley. Application of lessons learned from implementation of Flintshire Connects in Holywell, Flint and Connah's Quay. Customer satisfaction survey conducted for two weeks each quarter. 	L	L	G	<ul style="list-style-type: none"> Preparatory work underway to develop a new Customer Services Strategy. Considered at the CEMT Away day and list of services prepared for transfer to digital. Flintshire Connects to be created in Buckley and Mold Libraries. Work towards delivery of all appropriate front line services from Flintshire Connects Centres across the county to support organisational business planning and achieve efficiencies. Apply a consistent approach to service delivery at all centres. 	Chief Officer, Community & Enterprise	↓	L	L	G	Jan 15

	<ul style="list-style-type: none"> • Monitoring of visitors to Flintshire Connects Centres. • Contact centre development to align to new Chief Officer portfolios. • Plan agreed by Chief Officers to roll out services to Flintshire Connects. 		<ul style="list-style-type: none"> • Encourage customers to use the self service facilities available. • Joined up approach to public service delivery in communities. • Ongoing learning from customer feedback. 				
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Risk Progress Summary for 2014/15

The current level of risk is low (green) reflecting the work undertaken to date such as:-

- Approval at Cabinet to develop two new Flintshire Connects Centres in the libraries in Buckley and Mold giving a total of five centres covering the whole county.
- New services being considered for roll out to Connects. Birth registrations by declaration will transfer enabling efficiencies within the registration service. Private hire licensing and planning enquiries will be given consideration for transfer.
- Improvements to on line services will enable Connects staff to signpost to digital services using self-serve facilities provided at Connects Centres.
- Joined up working with library service to deliver front line services.
- Introduce face to face assessments for blue badge applications. Help to issue badges to those in need whilst those that are not entitled to a badge will be refused and an explanation given.

The risk trend arrow shows that the actions currently being undertaken are reducing the level of risk and it is expected that this will continue.

Risks 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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> On line e-forms being developed Customer feedback survey re-introduced Development of digital on line services Encouraging customers to 'self-serve' using internet access at libraries and Connects Centres Providing equal access to Flintshire Website through desktop and mobile devices. 	L	L	G	<ul style="list-style-type: none"> Increase range of services available on line. Customer feedback form included on all web pages continues to be monitored. Socitm Website take up survey to be analysed. Flintshire Connects & customer services staff to encourage customers to access services on line. Where possible offer access to digital service only On-going use of social media (Twitter) to publicise information. 	Chief Officer, Community and Enterprise	↓	L	L	G	Jan 2015

Risk Progress Summary for 2014/15

The current level of risk is low (green) reflecting the work undertaken to date such as:-

- Introduced a new section on the website to direct customers to on-line services e.g. concessionary travel application, blue badges, missed bin collection.
- Flintshire Connects Centres provide a self-serve facility and Connects staff will direct customers to access services digitally.
- Mobile tablets will be available to Connects to advise customers on how to access services through mobile devices.
- Publicity material and council livery directs customers to website.
- Customer Services Strategy to be developed to focus on 'digital first'.
- Telephone messages which have a queuing system (contact centre technology) include reference to the website.
- Increased use of Twitter for customer engagement.
- Increase use of the Mobile App for reporting.

The risk trend arrow shows that the actions currently being undertaken are reducing the level of risk and it is expected that this will continue.

Risks 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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Customer Satisfaction Survey undertaken in each Flintshire Connects centre. Report on number of visitors to Flintshire Connects centres and trends. Regular customer satisfaction surveys 	L	L	G	<ul style="list-style-type: none"> 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. 	Chief Officer Community & Enterprise	↓	L	L	G	Jan 2015

Risk Progress Summary for 2014/15

The current level of risk is low (green) reflecting the work undertaken to date. The risk trend arrow shows that the actions currently being undertaken are reducing the level of risk and it is expected that this will continue.

Flintshire Connects carry out a survey for a two week period each quarter. This is reported via the quarterly improvement reports. Website includes a customer feedback section on each page. This is monitored and any actions for improvement are implemented. Analysis of Socitm survey to be carried out and feedback considered and improvements to website made as appropriate.

Risks 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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Customer Satisfaction surveys conducted at each Connects Centre Publishing news relating to new Flintshire Connects centres. Report on number of visitors to Flintshire Connects centres and trends. Customers encouraged to use self-serve facilities at Flintshire Connects centres Removal of cash office facilities within the county Cash payment machines implemented 	L	L	G	<ul style="list-style-type: none"> Face to face customer contact for council services to be directed to Connects. 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. Continuous encouragement of customers to use alternative methods of payments. Increase in transactional services available on website. 	Chief Officer, Community & Enterprise	↓	L	L	G	Jan 2015

Risk Progress Summary for 2014/15

The current level of risk is low (green) reflecting the work undertaken to date. The risk trend arrow shows that the actions currently being undertaken are reducing the level of risk and it is expected that this will continue.

The recent business planning process to help inform the budget for 15/16 and fund the budget gap identified a number of services that can be considered for transfer to Connects. This will allow an efficiency to be realised in services areas. An example is the Registration Service, Blue Badge Service and Housing Service whereby all or part of the service has been transferred to Connects which has released back office efficiencies whilst improving access to the services at all Connects Centres.

Improvements to the web site and the availability of more digital services which integrate directly to back office services has improved confidence in directing customers to digital services.