RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2013-14

CORPORATE SERVICES SCRUTINY COMMITTEE	**Agenda Item 3**
8th OCTOBER 2013 **REPORT OF THE CHIEF EXECUTIVE**	**WALES PROGRAMME FOR IMPROVEMENT: THE COUNCIL'S DRAFT ANNUAL DELIVERY REPORT FOR 2012/13**

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1.0   PURPOSE OF THE REPORT

To present the draft 2012/13 improvement priority assessment for the priority allocated to the Corporate Services Scrutiny Committee.

2.0   RECOMMENDATIONS

It is recommended that Members:

2.1   Note the content of this report.

2.2   Review the draft 2012/13 improvement priority assessment set out at 4.4 of this report (and included at Appendix B) and provide feed back in particular on the key questions included at 4.5.

3.0   BACKGROUND INFORMATION

3.1   Section 15(2) of the Local Government (Wales) Measure 2009, from hereon the Measure, requires all local authorities in Wales to make arrangements to secure continuous improvement in the exercise of their functions. As part of discharging this legal duty local authorities are required to make public an assessment of their performance for each financial year.

3.2   Neither the Measure nor related guidance issued by the Welsh Government stipulates how local authorities should publish information or its title or brand, provided that the published information makes clear that it discharges the legal duty. Rather the guidance states that it should be for individual local authorities to publish in a way that best suits the needs of the audience at whom the information is aimed, which would normally include both hard-copy and electronic publication.

3.3   To ensure consistency in reporting and accountability, the Measure does require that an authority's assessment of performance be approved by Full Council before publication and contain;

- Evidence of the processes that the authority has gone through to discharge its general duty to improve;

- A summary assessment of the authority's view of its success in achieving its improvement priorities for the previous year;

- Performance as measured by all statutory performance indicators, whether or not these relate directly to improvement priorities;

- Details of other performance information and its use;

- Assessment of the authority's performance over time and against other comparable bodies (including other authorities);

- Details of the ways in which the authority has exercised its powers of collaboration during the reporting year including details of whether a collaborative activity has achieved its intended outcomes;

- Any statements of activity that the authority has issued as a result of any Section 19 reports issued by the Auditor General to that authority in that reporting year.

3.4   Following on, the statutory publication deadline is the 31st of October, following the end of the financial year to which the information relates. It should be noted that local authorities are free to publish at any point prior to that date if the information is available and has been approved.

3.5   With regard to public engagement, the information contained within an authority's assessment of its performance is by necessity detailed, lengthy and technical. While it will be of close interest to local authorities, it is unlikely to attract a wide readership in the communities that a local authority serves. Local authorities are therefore required to publish a summary of their assessment, to facilitate wider engagement and to stimulate dialogue on the priorities of a local authority and progress toward meeting them.

3.6   The summary should be published at the same time as, or no later than a month after, the main assessment and contain:

- An overview of the authority's priorities and objectives;
- A summary of how far they have been met in the past year;
- A summary of improvement action planned or undertaken in the current year;
- Details of how to obtain further information, for example, where to obtain a full copy of the assessment.

4.0   THE COUNCIL'S DRAFT ANNUAL DELIVERY REPORT FOR 2012/13

4.1   Officers are currently preparing the draft Annual Delivery Report for 2012/13 to meet the Council's responsibility under Section 15(2) of the Measure and related guidance issued by the Welsh Government.

4.2   Fundamentally, the Council's draft Annual Delivery Report will aim to set out what difference each improvement priority has had during 2012/13; areas for improvement in 2013/14; and the contribution made toward the Community Strategy 'Promoting Achievement, Tackling Disadvantage' for the County Borough.

4.3   The Council's improvement priorities for 2012/13, as agreed by Full Council on 4th July 2012, were (listed in line with the order of the Community Strategy):

- Enforcement and regulation
- Education
- Children and family centred services
- Maintaining people's independence
- Regeneration of our communities – physical regeneration and social regeneration
- Streetcare Services and the natural environment
- Medium term service planning
- Better customer contact

4.4   To further improve the meaningfulness and understanding of the Annual Delivery Report, the Wales Audit Office has helpfully advised of the potential benefits of engaging with scrutiny committees to utilise their expertise and insight as a key part of compiling the document. With this in mind, the Corporate Services Scrutiny Committee is requested to review and challenge the following draft assessment that will be included in the 2012/13 Annual Delivery Report:

- Better customer contact

4.5   As part of the review process, the committee is also requested to consider and provide feed back on the following two questions (in addition to specific lines of enquiry it wishes to make):

- To what extent does the assessment correlate with performance up dates the scrutiny committee received during 2012/13?

- To what extent does the assessment set out the difference the improvement priority area made / helped to make in 2012/13? Principles to consider when providing feed back include:

  o Is it clear how the Council performed against the performance indicators (Measures) it selected to gauge success?

- Is there any commentary to provide context around performance achieved including for example, trend data over a number of years and performance comparisons with other local authorities in Wales?

- Is there explanation to explain the rationale for targets set particularly in cases where they seem to be 'worse' than previous year's actual performance levels?

- Is there any commentary provided to show what difference the actions taken during the year have made / have helped to make, for example, to people's quality of life, to the environment etc.

- Is there information included to support the conclusions drawn around 'difference made', for example, survey results, customer feed back?

- Is there clear explanation where activities have not gone to plan or where they have not been completed within the intended timescales?

4.6   To help Members' review relevant information is appended to this report. For ease of reference, Table 1 below sets out the appendix reference and the information provided.

Table 1 – Appendix references

Appendix A	2012/13 improvement priority plan for Better customer contact
Appendix B	2012/13 draft assessment for Better customer contact

4.7   The specific feed back provided by each scrutiny committee will be considered as part of the final drafting of the Annual Delivery Report and will be appended to the main document when presented at the Council meeting on 30th October 2013.

4.8   Further to the final content of the delivery report being approved by Council, officers will compile a public summary in line with the statutory requirements laid down. The summary document will be available on the Council's intranet and internet sites by the statutory deadline and will also be distributed to all households in the County Borough as part of the November 2013 version of "Outlook", the Council's newspaper.

4.9   Finally, the Wales Audit Office has a statutory duty to audit the Annual Delivery Report. The Wales Audit Office will also check the public summary for consistency with the content of the Annual Delivery Report, the results of which will be formally reported to the Council in 2014.

5.0   SUMMARY

5.1   The Council is required to prepare and publish an annual assessment of its performance in accordance with Section 15(2) of the Measure.

5.2   An Annual Delivery Report is currently being drafted to meet this requirement and feed back is sought from the Corporate Services Scrutiny Committee to help improve the meaningfulness and understanding of the document.

5.3   Following consideration of feed back from each scrutiny committee, the final draft Annual Delivery Report will be reported to Council on 30th October 2013 for consideration and if deemed appropriate, approval by the statutory publication date of 31st October 2013.

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Wales Programme for Improvement

Better Customer Contact - 2012/13 Action Plan

Focusing on the Customer

We are putting customers first by providing easy access to Council services through a variety of timely and convenient ways, deploying a professional and pro-active customer service function that is able to resolve the majority of enquiries at the first contact. We recognise that customers may choose to contact us by telephone, face-to-face and increasingly through a range of on-line services so we aim to respond to customers needs by making the most efficient and effective use of our skilled advisors, information and technology

Qtr 4 Performance Summary

During 2012-13, 1.7m visits were made to the Council's website; 980,000 calls were responded to at the Contact Centre; and 145,000 visits were made to One4aLL Centres. The service benchmarks highly in terms of customer satisfaction and resolution, for example, over 95% of customers felt that their enquiries through the contact centre and face to face were resolved at the first point of contact, and its unit costs are lower than comparators. A total of £47m income was also receipted through these service "channels".

Throughout the year, the service supported key strategic priorities across all access channels including welfare reform (directly and through 'hosted' partners), supporting and influencing the design of improved access to Social Care services including initial assessment and referral; designing customer processes for waste service changes in preparation for 2013-14 to enable payments for bulky household collections, and advice on new refuse collection rounds. The service also continued to provide housing repair and anti-social behaviour responses out of hours for RCT Homes as well as the Council's emergency response for flood, snow, noise and property related incidents.

Of the 30 actions identified in this plan 25 were fully delivered. The exceptions include the co-location of the Emergency Social Care out of hours service within the contact centre, this being dependent on a wider review of that service which has now been progressed and concluded (subject to the outcome of consultation, it is aimed that this area will be progressed during 2013/14) and the migration of both the Arts Connect and Business Club websites into the core site – this will require further review as other digital needs have emerged e.g. social media opportunities for both these services.

One Performance Indicator was not met. The 6 minute wait time target at One4aLL Centres was slightly exceeded at 6 minutes 16 seconds. This was a direct result of the take-on of Blue Badge applications in April 2012 (average of 7,000 per annum) which resulted in a 28% uplift in demand, met within existing resources.

Key improvements in Qtr 4 include the attainment of a (SOCITM) best practice 4 star rating for the Council's Website (our new mobile site was similarly accredited). This is the only 4 star site in Wales (and one of 13 of 433 sites assessed across the UK). This 'bucked the trend' as the majority of Welsh sites declined in the same review. As well as the core site, the mobile view enables use 'on the move' from various devices complemented by Twitter messaging that in turn brings the audience back to the Council's main site. In terms of services, 'account' services have been opened up (with secure authentication) for any Council Tax payer but with particular benefits envisaged going forward for Landlords and Traders.

In addition, the Contact Centre focused on improving contacts for Adult Social Care including text phone services for audibly impaired customers to be able to communicate with an advisor.

Leigh Gripton - Director of Customer Care & ICT

March 2013

Key Priority: Better Customer Contact - Putting customers first

Lead Officer: Leigh Gripton - Director of Customer Care & ICT

Outcome 1: Customers can easily access services when they need to through their preferred (or appropriate) channel and receive a quality response based on timeliness, satisfaction and resolution at first point of enquiry

Measures

Title	Target	Actual	RAG	Comment
Me01 - Proximity of One4All centres - average distance from any household in Rhondda Cynon Taf (miles) (Local)	5.30	5.30	▬	Excludes Mountain Ash Pilot (4.8 miles)
Me02 - % Enquiries resolved at first point of contact based on customer view - Contact centre (Local)	90.00	96.30	▬	
Me03 - % Enquiries resolved at first point of contact based on customer view - Face to Face (Local)	95.00	97.00	↑	
Me04 - % Enquiries resolved at first point of contact based on customer view - website/e-access (Local)	74.00	74.91	↓	
Me05 - % Customer satisfaction - Contact centre service (Local)	97.00	99.70	↑	
Me06 - % Customer satisfaction - One4All centres (Local)	97.00	98.80	↑	
Me07 - % Customer satisfaction - Online access (Local)	79.00	81.94	↓	
Me08 - Average wait time (seconds) - Contact Centre (Local)	60.00	52.60	▬	
Me09 - Average Wait time (seconds) - Emergency Out of Hours and LIfeline (Local)	20.00	10.12	▬	
Me10 - Average Wait time (minutes) - One4All Centres (Local)	6.00	6.15	↓	
Me11 - % Availability of Council website (Local)	99.00	99.03	↓	
Me12 - Unit Cost Contact centre - cost per inbound call - Daytime (New) (Local)	2.10	1.88	▬	

ENHANCE CUSTOMER SERVICE THROUGH THE WEB AND OTHER ELECTRONIC ACCESS

Critical Improvement Action 1 - Enhance Council's Website and other electronic access to ensure Council service information and transactions are accessible

Offer secure account based services so that customers can log-on to their personal account that opens up a range of 'account' based information for the individual through a customer "registration" and log-in facility, starting with Revenues and Benefits

Title	RAG	Overall Status	Comment
M01 - Identify key support system(s) for generic log-on (Revenues and Benefits data) - Jun 12	⊖	Complete	
M02 - Identify processes for implementation e.g. account information, change of address option - Sep 12	⊖	Complete	
M03 - Implement personalised log in area with Revenues and Benefits services - Dec 12	⊖	Complete	
M04 - Review secure account based log-on 'menu' to support wider options for customers - Mar 13	⊖	Complete	

Title	RAG	Overall Status	Comment
M05 - Enable the Council's website to be viewed via a mobile / smart phone in a user friendly format - Sep 12	⊖	Complete	
M06 - Pilot Streetcare 'defect' reporting for use on mobile / smart phone - Mar 13	⊖	Complete	
M07 - Ensure customer information obtained via the website (cookies) is highlighted to customers and consented to comply with EU directive and offer user benefits associated with 'recognition tools' and personalised web services - Jun 12	⊖	Complete	
M08 - Co-ordinate delivery of a new website for the regional Central South Joint Education Service (JES) that addresses the organisation's business needs through Corporate 'web' systems and appropriate supplier support - Sep 12	⊖	Complete	
M09 - Ensure Social Care service information is customer focused by introducing 'topic themes' e.g. Help at home, money matters, getting out and about, to support customers with effective information - Sep 12	⊖	Complete	
M10 - To ensure content is accessible for all users including disabled users through the Council's website by attaining Web Content Accessibility Guidelines accreditation (known as WCAG 2.0) - Dec 12	⊖	Complete	
M11 - Pilot social media area identified, in consultation with Head of Strategy & Communications, and implemented via establishment of new 'Council' accounts for Face book and Twitter - Develop Corporate (and schools) social media policy - Oct 12	⊖	Complete	
M12 - Pilot social media channels to communicate contact centre messages to wider audience via Facebook and Twitter - Dec 12	⊖	Complete	
M13 - Incorporate peripheral website into the Council's core Website to better combine information for customers: Rhondda Cynon Taf Business Club - Mar 13	🔻	Target Missed	Business Club Website migration mutually agreed to be deferred due to wider service reviews.
M14 - Incorporate peripheral website into the Council's core Website to better combine information for customers: Arts Connect - Mar 13	🔻	Target Missed	Arts Connect Website migration mutually agreed to be deferred due to Social Media priority consideration

ENHANCE TELEPHONE SERVICES TO CUSTOMERS VIA THE CONTACT CENTRE

Critical Improvement Action 1 - Expand the range of telephone service provision within the contact centre to ensure customer enquiries are resolved during the call where possible

Title	RAG	Overall Status	Comment
M01 - Integrate all Adult Social Care call management into single, first response service within Contact Centre - Mar 13	⊖	Complete	
M02 - Relocate Emergency Out of Hours Social Care call handling into Contact Centre to align to 24 hour contact centre and associated call management systems - revised to Mar 13	⬇	Target Missed	Co-location of Emergency Social Care Out of Hours within the contact centre has not been progressed, pending the necessity for a wider service restructure led by the Group Director of Community & Children's Services

Critical Improvement Action 2 - Improve access opportunities for customers with sensory impairments

Title	RAG	Overall Status	Comment
M01 - Consultation on approach to customer access - Dec 12	⊖	Complete	
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ENHANCE FACE TO FACE SERVICES FOR CUSTOMERS VIA ONE4ALL CENTRES

Critical Improvement Action 1 - Expand the range of service provision available at convenient One4All centres

Title	RAG	Overall Status	Comment
M01 - Implement appointment services for advice on e.g. Benefits, Bus Passes, at all One4ALL Centres to complement 'drop-in' services - Dec 12	⊖	Complete	
M02 - Extend Tell Us Once for Births to all One4aLL Centres (already available at the Treorchy One4aLL centre) - Jun 12	⊖	Complete	
M03 - Support South Wales Police with local access to public facing services: Facilitate police surgery at Aberdare One4all Centre - Jun 12	⊖	Complete	
M04 - Implement face to face element of new national 'Blue Badge' legislation that required identity checking of applicants in line with UK standard and support applicants with various types of applications - Jun 12	⊖	Complete	
M05 - Review customer support in light of Welsh Government guidance (on Blue Badge legislation) particularly for applicants requiring further assessment – in completing applications with supporting information e.g. medical information – Mar 13	⊖	Complete	
M06 - Evaluate pilot 'part-time' service at Mountain Ash to inform future service model and report to Cabinet - Mar 13	⬇	Target Missed	Evaluation completed and will be used to inform a report on the future 'face-to-face' service models in 2013/14
M07 - Provide new 'Internet Self Service Zone' at all One4All Centres - Mar 13	⊖	Complete	

UNDERSTAND CUSTOMER NEEDS AND PRIORITIES TO INFORM SERVICE PLANNING

Critical Improvement Action 1 - Undertake a programme of customer engagement to inform service planning for 2013-14 and beyond

Title	RAG	Overall Status	Comment
M01 - Implement services that better support customers with sensory impairment by enabling communication through alternative methods e.g. text phone - Mar 13	⊖	Complete	
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Critical Improvement Action 2 - Produce an annual summary of customer feedback

Title	RAG	Overall Status	Comment
M01 - Produce an annual report to Cabinet on 2011/12 with key messages and examples of how feedback was used to improve services (You said, We did) - Dec 12	⊖	Complete	
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Critical Improvement Action 3 - Review new Welsh Government 'model' policy for Complaints

Title	RAG	Overall Status	Comment
M01 - Review model Welsh Complaints policy and report recommendations to Cabinet - Mar 13	⊖	Complete	
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Critical Improvement Action 4 - Review multi-channel access planning taking account of customer and key partner feedback and identified needs, to include traditional channels and emerging customer preferences e.g. e-mail, text/SMS and social media

Title	RAG	Overall Status	Comment
M01 - Produce updated Customer Charter for consideration by Cabinet - Mar 13	⊖	Complete	
M02 - Produce draft Customer Care Plan that is fit for purpose in the medium term with identified improvements (commencing 2013-14) - Jun 13	⊗	Target Missed	Further work will be undertaken during 2013/14 to ensure the proposed new charter is based on latest service model information and customer feed back. In the interim, the Council's existing charter will continue to provide our customers and stakeholders with the key principles and standards of the service

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Better Customer Contact – focusing on the customer

We aim to deliver easy access to services when our customers need them and through their preferred (or appropriate) channel, and provide quality responses based on timeliness, satisfaction and resolution at first point of enquiry

WHY WAS THIS AREA A PRIORITY IN 2012/13?

- Our Customer Charter puts our customers at the centre of the services we provide: 'we promise to listen courteously to you, to try to be available to you at times that suit you, to try to understand your needs'

- The Equality Act 2010 requires us to remove barriers to people accessing our services by alternative formats and means of contact and the Local Government (Wales) Measure 2009 places the understanding of citizens needs at the heart of service planning. In addition, the Welsh Government's 'Programme for Government' document requires public services to make more services digital so that they are easier for users to access and are efficient and convenient

- We needed to expand the range of ways that customers could contact and do business with us. This was because:

   o From consultation with 437[1] customers, 44% indicated their first choice preference when contacting us was by telephone, 28% said it was via the web, 22% said face to face, 3% said by email and 1% said by letter (Note: due to rounding, figures do not add up to 100%)

   o Our most cost effective method of customer interaction in 2011/12 was through the web-site (£0.26 average cost per enquiry), followed by telephone (£1.76 average cost per enquiry) and then face to face (£5.12 average cost per enquiry)

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[1] This sample size is based on Audit Commission Guidance to allow for a 95% confidence level in the results

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HEADLINE INFORMATION FOR 2012/13

- More customers were using our web-site to interact with us, helping us to free up resources for those enquiries that required an advisor. Comparing 2010/11 with 2012/13:

    - Website – a 53% increase in visits from 1,368,586 to 2,089,255

    - Telephone (daytime and lifeline / out of hours) – a 11% reduction from 732,759 to 655,042. The scale of reduction was heightened slightly over this period as two Council Tax billing periods fell within the call numbers for 2010/11. When compared to a more typical year, 2011/12, the reduction was 5% i.e. from 689,209 to 655,042

    - One4aLL Centres (face to face contact) – a 10% increase from 132,201 to 145,925[2]. This was primarily due to each centre taking on 'point of contact' responsibility for all Blue Badge applications

- We now collect the majority of payments without the need for assistance from an advisor via for example payment kiosks at our One4aLL Centres, automated Touchtone over the telephone and via the Council Website. The total volume of payments collected by these means was 63% in 2011/12 increasing to 77% in 2012/13

- A greater proportion of customers felt that we resolved their enquiry at the first point of contact via telephone and face to face, with a lower proportion feeling that we achieved this via the web-site:

    - Telephone contact centre: based on feed back from 1,800 customers, over 95% felt this was achieved for them over the past 2 years, with the percentage being 90% or above for the past six consecutive years

    - One4aLL Centres: based on feed back from 1,773 customers[3] in 2012/13, 97% felt that this was achieved. Performance in this area has been 95% or above since 2007/08

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[2] This figure represents all face to face 'advice' enquiries (excludes postal payment processing and Customer Care emails dealt with by One4aLL staff)

[3] 1,773 is based on over 1 in 10 customers requested to provide feed back for one week per quarter during the year.

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    o Website: 83% in 2011/12 compared to 82% in 2012/13. It is considered that the main reasons for lower performance in this area compared to telephone and face to face is because the customer may be dissatisfied with matters beyond the Council's control e.g. if seeking an update on a local burst water main, the Council is not the statutory body for this. Web-site feedback can also relate to service decisions made by the Council which do not necessarily reflect the customer's view of the Website itself. For example, planning decisions sometimes adversely affect the satisfaction with the planning page(s)

- Our website attained the highest status (4 star) following an external assessment by SOCITM, being 1 of 13 Councils to attain this level out of 433 assessed across the UK. We were also named in the 'Top 20 best developed Websites in local government' as part of this assessment

WHAT OTHER PROGRESS DID THE IMPROVEMENT PRIORITY MAKE IN 2012/13 AND DID IT MAKE A DIFFERENCE?

We said we would ensure customers can easily access services when they need to through their preferred (or appropriate) channel and receive a quality response based on timeliness, satisfaction and resolution at first point of enquiry

- Through the web-site:

    o We made available more services and information on-line:
        ▪ Launched a customised view of the main web-site for mobile phone devices. As an example of usage, during the period of snow in January 2013, citizens preferred to view the Council's website on a mobile device, equating to 51.5% of visits where the 'norm' has usually been around 30%

        ▪ In the context of Welfare reform benefit changes, a dedicated area of the website 'your benefits are changing' was introduced to co-ordinate all aspects of reform in regard to Council services and to

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signpost customers to other relevant agencies. This section of the site had an average of 430 'visits' per month

- To support improved access to web based information for Adult Social Care clients, this section of the site was remodelled with a shift in language used to support another of our improvement priorities, Maintaining People's Independence. The independent SOCITM review of all UK local authority websites (2012) stated the following in regard to this area of the website:

  "*Many councils seemed to have difficulty in provision of Homecare information, but Rhondda excelled...its little things that count for example instead of 'needs assessment' its assessing your needs. It may seem a minor point but its turns it from an organisation-centric term to something the customer can relate to. Enough to find what is available and its easy to find and read with relevant links e.g. meals on Wheels*"

  - Launched official Council Twitter and YouTube accounts. By the end of March 2013 the Council had 2,672 followers on Twitter and 2,545 views of RCT videos on YouTube

  - We deferred migration of the Council's Arts Connect and Business Club web-sites into our core web-site due to the emergence of other needs for these services and consideration of social media channels

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- In our telephone contact centre we:

  o Provided timely services within the targets we set ourselves:

    ▪ 480,000 general daytime calls received an average wait time of just under 53 seconds. There was a call abandonment rate of 6.6% (31,098 calls) compared to 9.9% in 2011/12. Throughout 2012/13, we consulted with 437 residents and 64% considered a wait time of 2 minutes or more is acceptable

    ▪ 152,262 panic alarm calls answered on average in 7 seconds and 21,141 emergency calls answered on average in 13 seconds against an overall target of 20 seconds (this includes daytime and out of hours lifeline calls where there has been greater demand for the lifeline service as part of social care packages to help maintain people's independence). The total calls received by the centres, including local Registered Social Landlord calls for Housing repair emergencies and Anti social behaviour, increased by 5%: from 176,438 in 2011/12 to 185,373 in 2012/13

  o Introduced a new 'text phone' technology on 01443 425015 for customers with hearing difficulties. This enables our customers and advisors to communicate through typing their dialogue. Despite the availability of the service being publicised, take up has been low to date

  o Deferred the relocation of the Emergency Duty Team into the 24 hour Contact Centre until 2013/14 to allow for the pending service structure to be completed

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- Through the One4aLL Centres:

  o More services were made available to customers:

    ▪ Provided support to 8,848 Blue Badge applicants, 4,866 (55%) of these applicants were verified by One4aLL staff as being automatic qualifiers and were able to receive their blue badge within a week. 3,982 (45%) required further assessment via our contact centre First Response Adults Social Care team

    ▪ Worked with South Wales Police to introduce a drop-in surgery at Aberdare One4All Centre for members of the public to contact their Neighbourhood policing team

    ▪ Introduced the 'Tell Us Once' service for Births across all centres, so parents can now inform all relevant departments at once when registering the birth to secure relevant benefits more timely

    ▪ Introduced an appointments service for customers who have more complex queries or need to attend the centre at busy times, with 38% of customers consulted indicating that they would prefer appointments (compared to 62% who would prefer to 'drop in' and wait)

  o Delivered an average wait time of 6 minutes 15 seconds to see an advisor compared to a target of 6 minutes (measured against 61,317 customers which is 80% of all customers who needed to wait for more in depth advice). The primary reasons for this position were more complex services being provided and new demand for those services

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- Customer feed back

  o We respond to over 1.5 million 'enquiries' per annum across our various channels of access. Customer feedback is important to us; some examples of positive were:

  <u>Website</u>

  - On-line Services…*'Very easy form to fill in and gets results, its nice to be able to report problems with ease. This is easier for me than phoning 'cos I'm hard of hearing'.*

  - On our 'new' Mobile Website...*'RCT Website on my phone is brilliant! Really easy to navigate. Are there any plans for an app?'*

  <u>Contact Centre</u>

  - *'Wonderful advisor, couldn't praise her enough'*
  - *"One of the best Contact Centres around, likes the queue numbers'* (i.e. position in queue messages)

  <u>One4aLL Centres</u>

  - *'I came in to request a bus pass and was advised by the lady assisting me that I may qualify for DLA. I hadn't realised this and I now get DLA. Thank you!'*
  - *Customer fed back 'very impressed with the service* (at the Aberdare One4aLL Centre) *for a Tell Us Once appointment. It was a daunting time as my wife used to deal with all the paperwork and the Tell us Once service made it so easy'*

  o We also take very seriously complaints. Although these are few in number they are thoroughly investigated and where appropriate used to inform service improvement. Examples include:

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- A customer complained on leaving a One4aLL centre as her enquiry was a 'simple booking' and she was allocated to an advisor. A review was undertaken of all enquiries that take 3 minutes or less and these are all now completed at reception as 'quick wins' for the customer, as there should be no requirement to wait, or if necessary referred on or offered an appointment at a convenient time

- The contact centre included a customer's contact number in a referral to the Pest Control Officer who in turn called the number to discuss a local 'animal health' issue further. The number was that of a relative's property from which the initial call was made and whilst this was understandable the customer did not appreciate the fact that her relative had been 'interrupted and involved in the matter'. The contact centre now seeks to establish the *preferred* contact number and e-mail address for customers for each enquiry raised to ensure the 'field officer' is given the best information possible for the customer

PERFORMANCE INDICATOR RESULTS (2010/11 TO 2012/13)

We have set out below the 2012/13 performance indicators included in the Better customer contact improvement priority plan. As the indicators we have set for this area are specific to our Council there is no all Wales picture to compare ourselves to. We have however also noted our performance for 2010/11 and 2011/12 to show the direction of travel over a three year period i.e. ↑ an improving trend in performance; ↔ no change in performance; and ↓ a worsening performance trend.

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Measures (i.e. performance indicators)	Actual Performance			Direction of Travel from 2010/11 to 2012/13	2013/14 Target[4]
	2010/11	2011/12	2012/13		
Proximity of One4All Centres - average distance from any household in Rhondda Cynon Taf (miles)	5.3	5.3	5.3	↔	N/A
% Enquiries resolved at first point of contact based on customer view - Contact Centre	92.6	96.0	96.3	↑	92.0
% Enquiries resolved at first point of contact based on customer view - Face to Face	96.9	96.7	97.0	↑	95.0
% Enquiries resolved at first point of contact based on customer view - website/e-access	75	75.49	74.91	↓	74.00
% Customer satisfaction - Contact centre service	99.9	99.67	99.7	↓	97.0
% Customer satisfaction - OneforAll Centres	98.3	98.6	98.8	↑	97.0
% Customer satisfaction - Online access	80.00	83.43	81.94	↑	79.08
Average wait time (Seconds) - Contact Centre	43.6	72.0	52.6	↓	50.0
Average wait time (Seconds) - Emergency Out of Hours and lifeline	11	9.92	10.12	↑	20.00
Average wait time (minutes) - One4All Centres	4.18	3.51	6.15	↓	7.00
% Availability of Council website	99.83	99.31	99.03	↓	99.00
Unit Cost Contact Centre - cost per inbound call - Daytime	N/A	N/A	1.88	N/A	N/A

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[4] 2013/14 target – where the 2013/14 target has been set below our 2012/13 actual performance this is due to forecasted increases in demand for services or where near optimum performance is being attained e.g. % availability of council web site

APPENDIX B

2013/14 ON WARDS

Service user outcomes have been sustained at a high level in recent years, supported by consistently positive performance results. This track record alongside no significant areas of under-performance provides assurance that the service will continue to ensure customers are served in line with our Customer Charter. As a result, progress against Better customer contact will be reported at an operational level for 2013/14 onwards rather than as a self standing improvement priority.

The wider strategic challenge is to rethink the design and delivery of Council services in an age of new technologies including a combination of the internet, social media, developments in mobile communications and wider digital developments, and to deploy these opportunities to increase customer choice, improve services and reduce costs to the taxpayer. The Customer Care service actions that support this will be incorporated into the Council's wider Digital Plan.