



Service Delivery Committee	Tuesday, 04 June 2019	Matter for Information
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**Report Title:** Customer Service and Transformation Update (Q4 2018/19)

**Report Author(s):** Jacky Griffith (Head of Customer Service & Transformation)

<b>Purpose of Report:</b>	This report provides an update to the Service Delivery Committee on Customer Service and Business Transformation.
<b>Report Summary:</b>	This report summarises activity for the final quarter of 2018/19.
<b>Recommendation(s):</b>	<b>That the contents of the report be noted.</b>
<b>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</b>	Stephen Hinds (Deputy Chief Executive) (0116) 257 2681 <a href="mailto:stephen.hinds@oadby-wigston.gov.uk">stephen.hinds@oadby-wigston.gov.uk</a>  Jacky Griffith (Head of Customer Service & Transformation) (0116) 257 2612 <a href="mailto:jacky.griffith@oadby-wigston.gov.uk">jacky.griffith@oadby-wigston.gov.uk</a>
<b>Corporate Objectives:</b>	An Inclusive and Engaged Borough (CP1) Effective Service Provision (CP2)
<b>Vision and Values:</b>	"A Strong Borough Together" (Vision) Teamwork (V3) Innovation (V4) Customer Focus (V5)

**Report Implications:-**

Legal:	There are no implications arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	Decreasing Financial Resources (CR1) Organisational/Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.

**Statutory Officers' Comments:-**

Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.

<b>Consultees:</b>	None.
<b>Background Papers:</b>	None.
<b>Appendices:</b>	None.

## 1. Business Transformation Update

### 1.1 Improving Payment Options for Residents

The Transformation Team are working to make it more convenient for residents to pay for Council services at Post Offices and Pay Point outlets of which there are 57 throughout the Borough. Currently, residents who make payment for services by cash must attend the Customer Service Centre (CSC) to use the payment kiosk. Residents are restricted by CSC's opening hours whereas Pay Point outlets offer the convenience of extended opening hours.

The position at the end of March 2019 is:

- All possible services now have the bar code functionality tested and in full use. This includes Business Rates, Housing Benefit overpayments, Housing Rents, Invoices and Council Tax.
- Residents can now make the full use of this service by taking their barcoded documentation to their local outlet to make a payment.
- The promotion and publicity of this payment option is currently taking place. This includes spring letterbox, leaflet with the Council Tax Notice, website, posters and the Customer Service Centre.

Moving forward the transformation team are looking at the usage of the payment kiosk and cheques to find any additional savings or streamlined processing whilst also ensuring we offer a relevant amount of alternative payment options to not affect income.

### 1.2 Channel Shift

Online forms are available to provide customers with an alternative way to transact with the Council; this includes making payments for services. Face-to-face and telephone enquiries into the CSC are seeing a reduction as a result.

A recent internal audit of our online forms shows we have over 40 forms available across all services. These 40+ forms were selected through being the most common service requests from our customers for maximum impact. The transformation team have compiled a list of the next set of forms to be added for online use and this should see an increase of at least 40-50% over the coming year.

The most recent new online forms are the taxi applications for the licensing service.

On average, throughout Q4 there was a decrease in telephone and face to face contact. Whilst also seeing a rise in the usage of online forms. The amount of contact we received on the telephony, face to face and online throughout Q4 is generally high due to Garden Waste renewals, Waste bin changes, alongside the yearly council tax notices being sent and impending election/s.

### 1.3 Electronic Documents and Records Management System

Work is underway to migrate the Licensing Service away from a reliance on paper documents to the storage of documents electronically. The main work completed is the setup of the categories and the document name tabs. Moving this along will now coincide

with the full service review. Managing the two implementation processes alongside each other will be more efficient for staff who need to have training in both.

#### 1.4 **Review of the Licensing Service**

The capital bid for the new IT system was approved in February and details of the change have been agreed with the software provider to help support the overall review. A project plan has been confirmed with part 1 of the project going 'live' at the end of August 2019 and part 2 being the end of October 2019.

The new system (Uniform Enterprise) will support the introduction of workflows, increase the reporting tools available to staff, improve work allocation depending on the skill levels and will maximise opportunities for online transactions.

#### 1.5 **Garden Waste (Renewals)**

The communication campaign for this project commenced in January. This included leaflets, website, social media, bulk emails, text messaging and finally, if an existing subscriber had not renewed within 4 weeks of their expiry date we sent a letter to encourage renewing.

Residents were able to apply early for a new subscription; time left on the old permit will be added to the new one. By the end of Q4 of 18/19, 5786 subscribers had renewed. Leaving 5091 left to renew. This was expected as the vast majority of households left to renew their subscriptions expire in April, May and June 2019 (therefore will not need to renew until nearer this time).

Charges for 2019/20 remain the same as in 2018/19; £35 for the original subscription and £20 for additional bins. Subscriptions between April 2018 and the end of March 2019 realised a gross income of £405,800.

#### 1.6 **Council Wide Projects**

The table below lists all of the projects which were reviewed during quarter 4 and gives an indication of progress.

**Green** = Project progressing at expected rate and will meet deadline.

**Amber** = Project is progressing but may not meet deadline.

**Red** = Project is yet to be started or project will not meet deadline.

<b>Project</b>	<b>Current Situation</b>	<b>Deadline</b>	<b>Current RAG</b>
Refurbishment of Crow Mills Picnic Area	Structure in place and fire retardant applied	End of financial year.	Project Complete
Dog Walk Shelter, Blaby Road Park	Installed on 11 January 2019.	End of financial year.	Project Complete
Ervins Lock Pedestrian Footbridge	There is a conflict between Canal & River Trust (CRT) who want the bridge to be of steel design and the County Council's Heritage Officer who has recommended the bridge be of brick construction.	Rolling over to 19/20.	Red

	CRT have rescheduled several meetings throughout Q4 and the expectation is to meet in Q1 of 19/20 to negotiate a possible conclusion between OWBC, County Council's Heritage Officer and the CRT.		
Incorporating ex Scout Hut Land into Oadby Cemetery	Planning application submitted and original decision date was due for 28 March 19 – this will now roll in to April due to Highways asking for alterations to the application.	Rolling over to 19/20	
Extension of Garden of Remembrance at Oadby & Wigston Cemeteries	Work at Oadby and Wigston cemetery is complete.	End of financial year.	Project Complete
Refurbishment of Bus Shelters	All 18 bus shelters have been refurbished. Project complete.	December 2018	Project Complete
New ICT Server for Orchard	Test environments have been implemented data migrated throughout Q4 – Expected live environment to be during May 2019.	Long term project.	
Citrix and supported infrastructure	Majority of devices have been upgraded. The depot upgrade to take place in April 2019. Preliminary work on Citrix (Windows 10) upgrade has commenced and targeted for completion in Q2 2019/20.	Long term project.	
Server/Network hardware replacement	WIFI work is completed at Bushloe House which has resulted in improved connectivity. Works to alarm system to commence in Q1 of 19/20.	Long term project.	
ICT Replacement Programme/Mobile Working	Roll out of programme completed with benefits of mobile working implemented into Flexible Working Policy.	End of Financial year.	
Capital Repairs Scheme HRA	Interim HRA Programme Manager (Neil Barks) is continuing the work on the HRA Programme. A full report has been compiled for this committee.	Monitoring of the 10 year plan.	

	Project now amber as we are currently behind original project timeline but there are plans in place for getting this project back on track.		
Horsewell Lane Pavilion	Work underway – with an expected building handover of End of June 2019. Then demolition works to other buildings and minor alterations to complete by End of August 2019.	Works on Site by end of November 2018.	Project carry over to 19/20
41 Canal Street	Property sold. Project complete.	End of December 2018.	Project complete
Document Management System	Implementation across Licensing is in progress. – To be completed alongside full service review.	Continuous project.	
IIP Action Plan	Survey completed and results will be published in January 2019. Within 2019/20, the Council is working towards achieving the Customer Service Excellence award.	Project complete	
People/workforce Strategy	The creation of the Workforce Strategy is now the responsibility of SLT. This will be produced in the Summer of 2019 alongside a Learning and Development Strategy.	Long term project.	

## 2. Customer Service Update

### 2.1 Service at Oadby Library

From the 4 February 2019 onwards, the Customer Service provision at Oadby Library has been changed permanently to a phone only service. This allows residents wishing to access Council services from the library to be dealt with as a priority, due to the direct line to our Customer Service Team at Bell Street.

Oadby residents can use the free telephone line every day between 8.45am to 4.45pm Monday, Tuesday and Thursday, Wednesday from 9.30am until 4.45pm and Friday from 8.45am until 4.145pm. This offers 40 hours direct access to Customer Services compared to 12 hours when an officer attended the library.

Use of the free phone remains low, many customer now preferring to use their own phone at home. In February, 13 calls and in March, 16 calls were received in total.

So far all enquiries have been dealt with over the telephone. Customers have been educated on alternative payment methods with many cheque payers switching to direct debits or started to pay at their local Pay Point outlet.

In the event that any resident at any location across the Borough requires a face-to-face service and cannot attend Bell Street CSC, a home visit can be arranged.