

Customer Services Face to Face Annual Report 2010-2011



Foreword

2010/2011 has continued to be an increasing challenging time for many people due to the current economic climate. The team has worked hard in order to improve the Customer experience and to strive for excellence throughout the year. We have again seen a increase in the number of customers seeking assistance and we should be proud that Face to Face Customer Services has continued to play a key part in leading the way in the Council's customer orientated focus.

The data in this report provides an overview of the work carried out by face to face services through the One Stop Centres (OSC), Interpreting and Translation Team and the Welfare Rights Unit (WRU) to deliver council services to the heart of the communities around the city. This report will show the progress we have made from last year on volumes of enquiries handled, customer satisfaction attained and significant achievements throughout the service that all contribute to making the Council Plan come alive through the work we do.

We have made important improvements to our service which have met the needs of our customers, partners and stakeholders whilst providing increased value for money. These include the opening of two new Joint Service Centres in the Harehills and Chapeltown areas of the city. We have also increased the number of appointments available to be booked in the City Centre One Stop .

One Stop Centres and the Welfare Rights team gained Customer Service Excellence in June 2010. Out of the 57 elements we were fully compliant in all and 5 of the elements were rated as compliance plus, which means we are market leaders in these areas.

We have continued to build on all of our relationships with customers via the focus group and with our partners with regular performance and relationship meetings. This year has seen us review the opening hours at Wetherby, staffing levels across the city and the services we provide. We have re-located one centre to make the best use of resources in that area. Our investment in our teams has continued providing additional training, embracing the appraisal system and recognising their achievements.

We will continue to face challenges during the next financial year. The important issue for me is that the Council continues to deliver a thriving face to face customer service. We are seeing the councils commitment to face to face services through continued funding, however we can't be complacent. On every occasion we must take the opportunity to deliver excellent service.

My thanks and admiration for the continued hard work of the face to face customer services team.

Susan Murray
Head of Face to Face Contact
June 2011

Contents

	Page
Forward	3
A Note on Data Sources	5
Key Facts	6
Section One: Face to Face Performance	
1 One Stop Centres	7
1.1 Avoidable Contact	10
1.2 Queue Management/ Waiting Times	11
1.3 Email Handling	12
1.4 Hate Reporting	12
1.5 Partner Data	13
2 Welfare Rights	13
3 Interpreting and Translation Team	14
4 Overall Customer contacts	15
Section Two: Customer Satisfaction	
1 One Stop Centres	16
2 Welfare Rights Unit	17
3 Validation Survey	17
4 Customer Complaints and Compliments	18
Section Three: Achievements	
1 Customer	19
2 Operations	20
3 People	20
4 Resources	21

A note on data sources

- The performance data contained in this report is based on two main sources:-

<p>CRM - Leeds (Siebel)</p>	<p>All face to face counter enquiries are logged into this customer relationship management system which provides us with a detailed record of types and number of enquiries. The CRM also allows us to see whether the enquiries are first or repeated visits and makes it easier to track their progress and ensure a successful outcome.</p> <p>Siebel enquiries do not equate to footfall as one customer may generate several enquiries e.g. a rent enquiry and a repair request at the same time.</p> <p>A refined version (Reception Siebel) is available for the use on the Helpdesk service at the City Centre OSC, Compton Centre, Reginald Centre and St George's Centre this allows logging of quick enquiries and also provides a queue management function.</p>
<p>Queue Management System (QMS)</p>	<p>QMS is an automated ticketing system which allows customers to be seen in order. It also monitors waiting and transaction times for each customer and provides daily and cumulative statistics. QMS is in use at 8 of the 17 community one stop centres.</p>

- **Joint Service Centres** - During the year we have opened two new Joint Service Centres, The Compton Centre in Harehills (July 2010) and The Reginald Centre in Chapeltown (October 2010). All data provided about these sites in this report is 9 months and 6 months respectively

Key Facts about Customer Services: 2010/11

Performance

In 2010/11, Customer Services face to face dealt with **543,990 customer contacts**:

- **503,496** enquiries dealt with at the 17 One Stop Centres. This figure includes 5,099 emails and ringbacks handled at One Stop Centres
- **30,253** enquiries dealt with by the Welfare Rights Unit (home visits, surgeries, telephone advice and appointments through Chinese workers)
- **10,241** requests for interpreting or translation completed by the Interpreting and Translation Team (ITT)
- **119** Hate Incident Reports were taken across the 17 One Stop Centres.

- The Welfare Rights Team achieved **£12,858,298 benefit gains** for customers.
- ITT completed **504 translations** and **9737 interpretations**.
- One Stop Centres served **94% of customers** within 15 minutes.

Customer Satisfaction

- The service provided in One Stop Centres was rated as 'excellent' or 'good' by **99%** of customers.
- The service provided by the Welfare Rights Team was rated as 'excellent' or 'good' by **99%** of customers.

Achievements

In order to improve the Customer experience the Service has continued to strive for excellence throughout the year.

- One Stop Centres and the Welfare Rights team gained Customer Service Excellence in June 2010. Out of the 57 elements we were fully compliant in all and 5 of the elements were rated as compliance plus.
- Two new Joint Service Centres have been successfully opened in the city, The Compton Centre in Harehills opened in July 2010 with The Reginald Centre in Chapeltown following in October 2010.
- We have continued to invest in and work with our teams providing additional training, supporting them via the appraisal system and recognising their achievements.
- Welfare rights were successful in attaining funding for the Macmillan workers for a further 2 years.

Section One: Performance

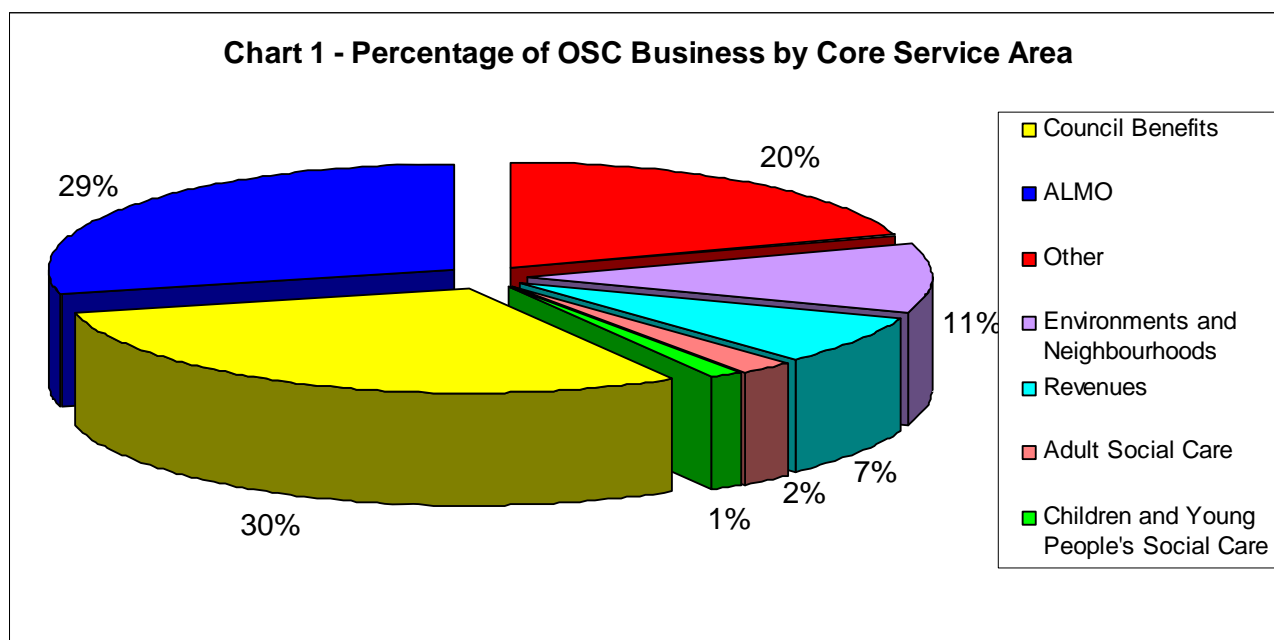
This section provides a statistical representation, and analysis, of face to face customer contacts in One Stop Centres, the Welfare Rights Unit and the Interpreting and Translation Team for the period 01/04/10 to 31/03/11.

1 One Stop Centres

Between April 2010 and March 2011 face to face customer service officers dealt with 503496 enquiries (see Table 1 below for breakdown of enquiries by key service area).

The average number of enquiries made each month was **41958**. The average number of enquiries made each week was **9683**. It should be noted though that the service is subject to seasonal variations, so the actual number of customer enquiries dealt within a particular week may vary significantly. For example, our centres are particularly busy in April and May when council tax bills and benefit and housing notifications are sent to customers; in comparison, December is relatively quiet.

Table 1 below shows the break down of enquiries by service area which is also shown graphically in Chart 1

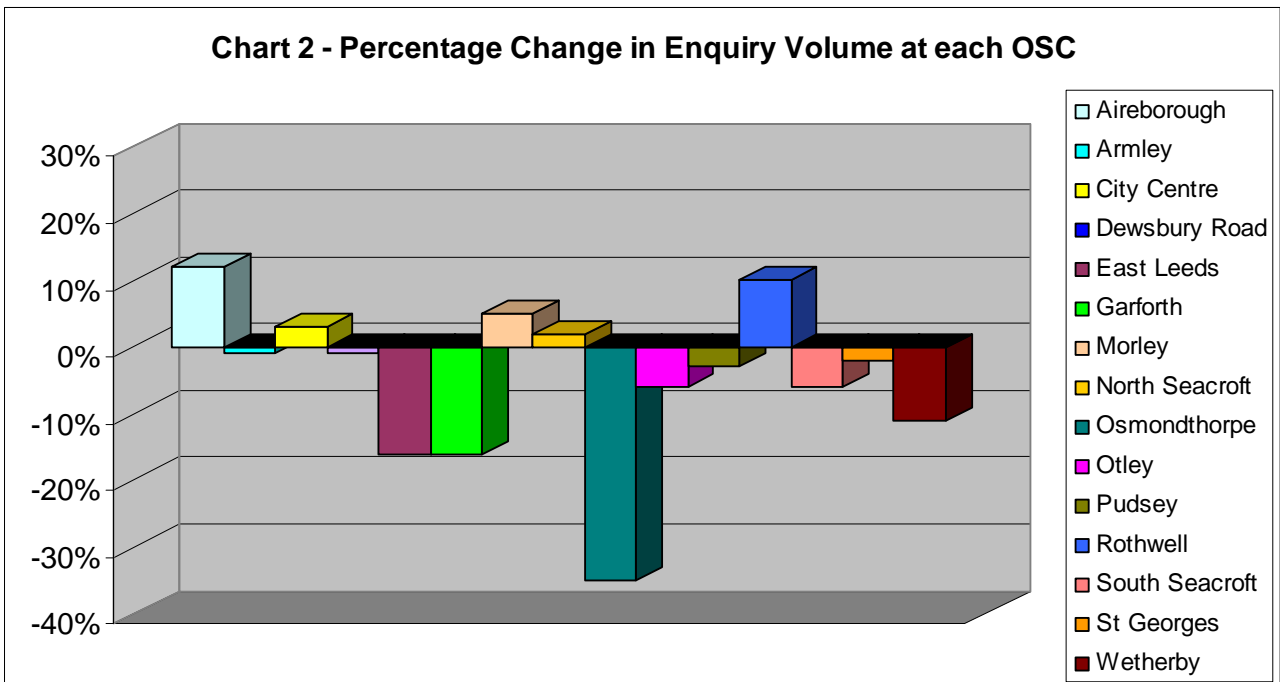


Overall there was a 7% increase in customer contacts at OSC compared to 2009/10. This includes the enquiries taken at The Compton and The Reginald Centres which have opened during this year. Aireborough has increased at the fastest rate with a 12% rise. Chart 2 shows the percentage change at each OSC.

Volumes of enquiries made to OSC per core service Area.

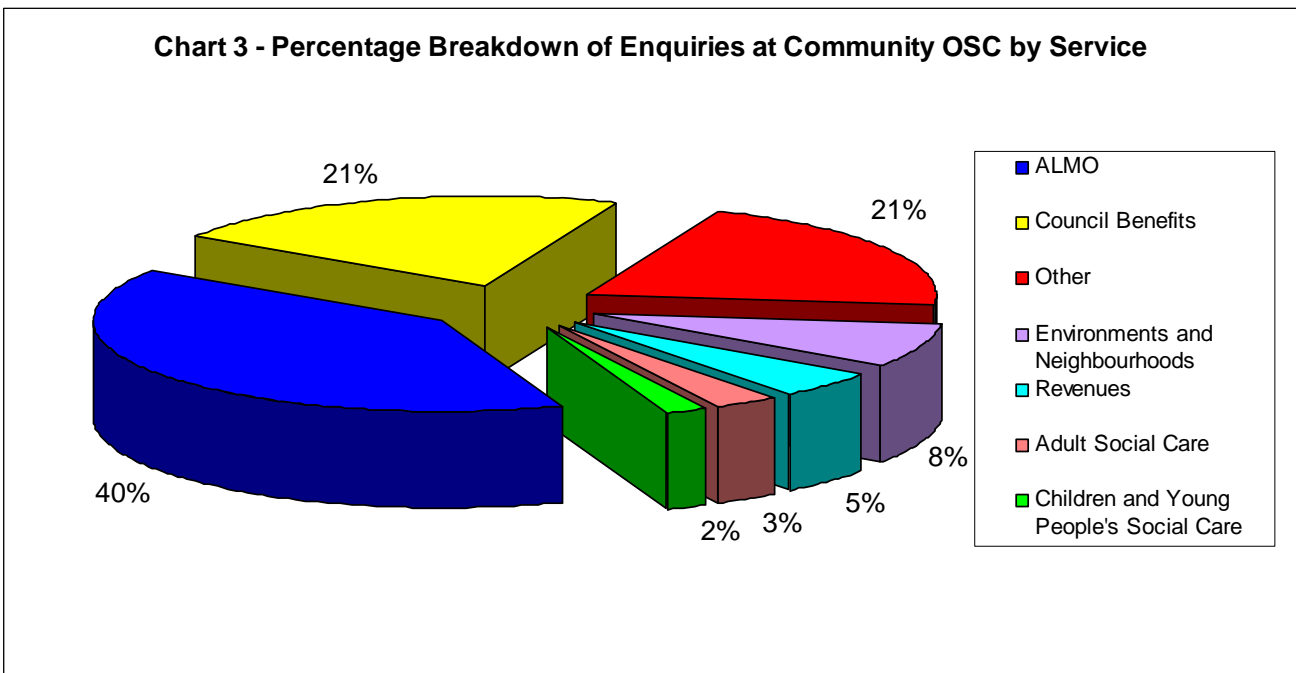
One Stop Centre	Adult Social Care	Almo	Childrens & Young Peoples Social Care	Council Benefits	Environment & Neighbourhoods	Revenues	Other	2010/11	% +/-	2009/10	% +/-	2008/9
Aireborough	1083	3694	864	2458	813	540	2729	12181	+12	10870	+17	9314
Armley	422	14200	42	8544	3027	1788	2866	30889	-1	31147	+4	30000
City Centre	1660	6255	147	74065	25003	20388	28736	156254	+3	152292	+4	146151
Compton Centre	179	2340	60	11578	4357	2884	4272	25670	N/A	N/A	N/A	N/A
Dewsbury Road	2343	18306	933	15155	6697	3478	5863	52775	-1	53490	-9	58243
Halton Moor	65	7369	16	1482	449	429	601	10411	-16	12361	-7	13339
Garforth	696	3391	107	2291	651	628	1979	9743	-16	11584	-11	13074
Morley	1407	16925	487	6912	1659	1408	3155	31953	+5	30443	-2	31188
North Seacroft	452	19649	43	4856	873	720	1152	27745	+2	27189	+22	22215
Osmondthorpe	129	4737	75	1071	325	510	733	7580	-35	11655	+8	10808
Otley	651	5497	38	1942	1400	623	2404	12555	-6	13368	+1	13171
Pudsey	975	10958	20	6260	1048	1342	2444	23047	-3	23675	+11	21401
Reginald Centre	37	1255	2	1822	430	574	7003	11123	N/A	N/A	N/A	N/A
Rothwell	855	7324	106	2407	2978	472	1714	15856	+10	14375	+5	13649
South Seacroft	367	11472	1511	2427	981	282	2262	19302	-6	20640	-9	22655
St. George's	416	7201	2043	3755	1669	488	30754	46326	-2	47432	-1	47966
Wetherby	517	5027	14	1574	700	698	1556	10086	-11	11339	0	11351
Total	12254	145600	6508	148599	53060	37252	100223	503496	+7	471860	+4	453553

Chart 2 - Percentage Change in Enquiry Volume at each OSC



The type of customer enquiry varies between the 16 Community OSC and the City Centre OSC. The majority of enquiries dealt with at Community OSC were Housing enquiries followed closely by Benefits enquiries as shown in Chart 3. It should be noted that there has been a 26% increase in the number of benefit enquiries taken at the community one stop centres over the year.

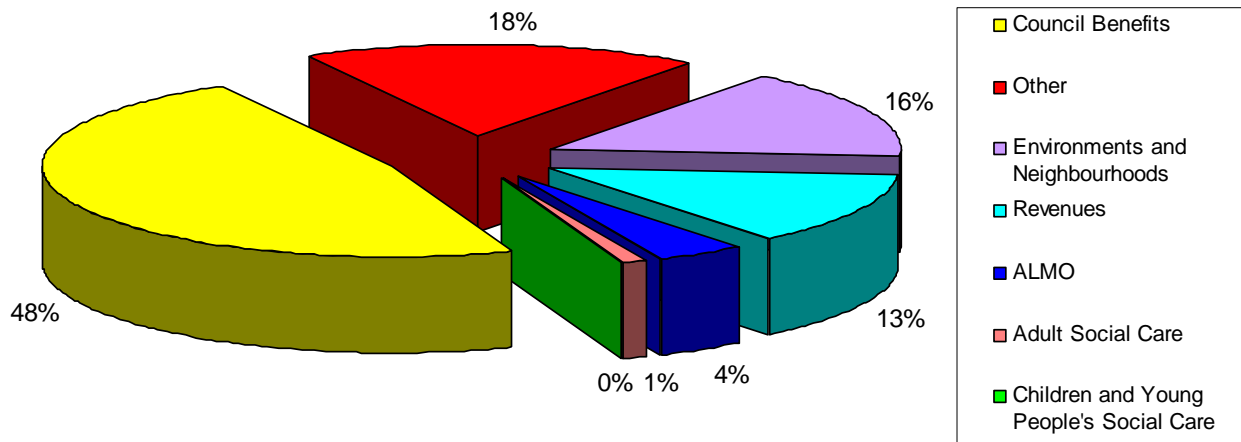
Chart 3 - Percentage Breakdown of Enquiries at Community OSC by Service



The majority of enquiries handled at the City Centre OSC remains those related to Council Benefits as Chart 4 displays.

The 'Other' services that make up a large proportion of our work away from our core services predominately relate to advice and sign posting on other Council services such as Hate Crime reporting, Student Support, Parking Services and Welfare Rights Surgeries.

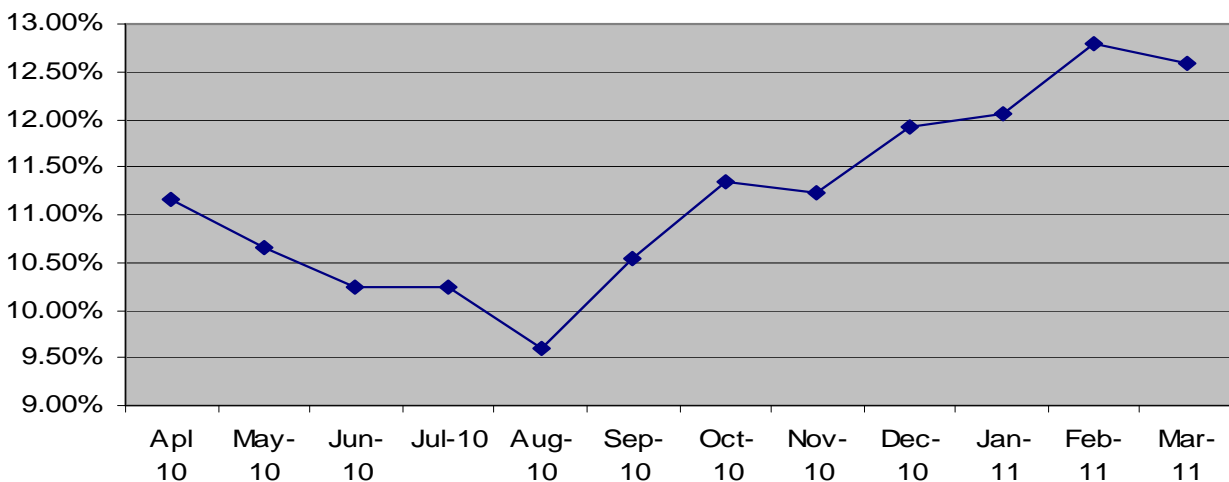
Chart 4 - Percentage Breakdown of Enquiries at City Centre OSC by Service



1.1 Avoidable Contact

Making sure that customers receive the service they require at the first point of contact (FPOC) is a key priority. This is monitored through the closure process that CSOs use on Siebel when completing an enquiry. Occasionally a customer will have to contact us more than once to obtain a service for a variety of reasons but it is expected that 80% of enquiries will be resolved FPOC. The table below shows that OSC are consistently meeting the target of no more than 20% of customer chase ups with an average per month of 11.21%

Chart 5 - Percentage of Enquiries taken as Chase Ups



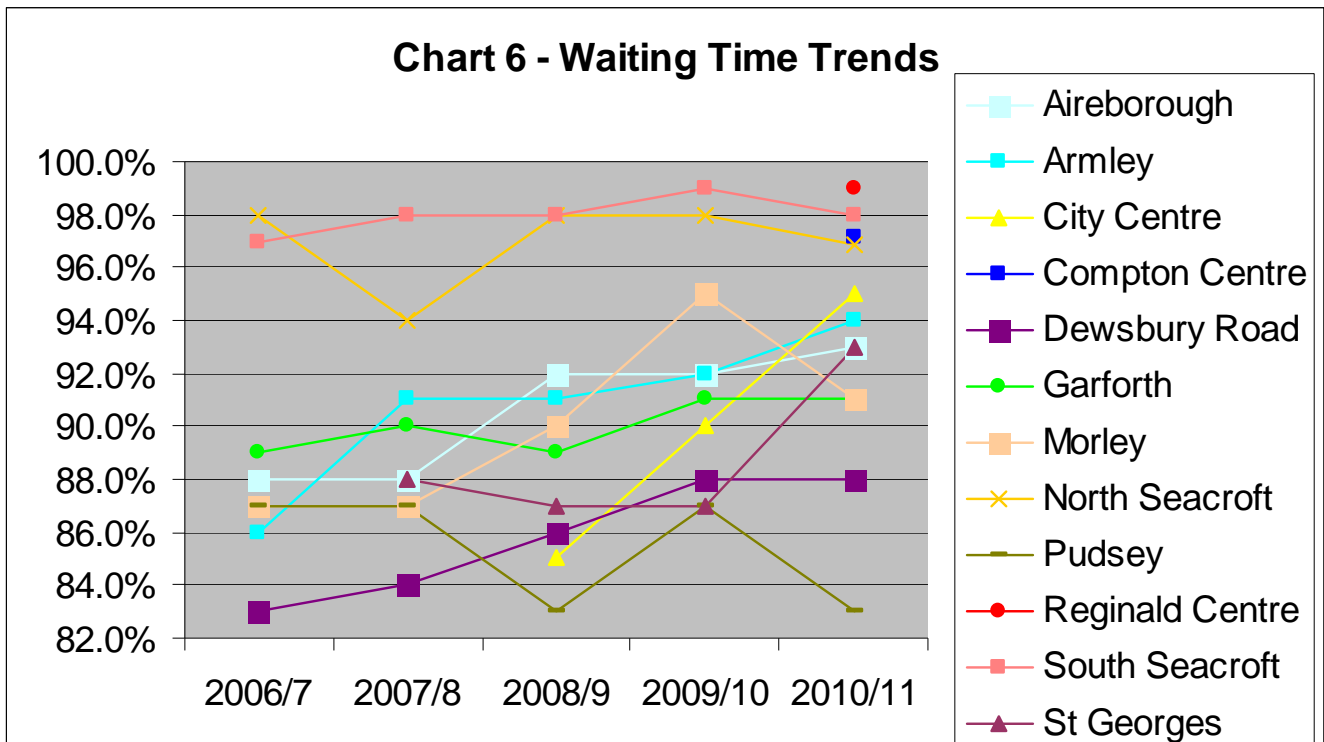
During the past year there has also been an upgrade to Siebel which now allows us to record if the contact is avoidable. This will give us another measure of how much of our contact is avoidable and will be available from April 2011.

1.2 Queue Management / Waiting Times

Eight of our OSC have queue management systems (QMS). To use this system, customers take a numbered ticket and wait until their number is called. The system can then give the percentage of customers seen within 15 minutes. Four of our OSC use the reception function on CRM Leads to supply the same information. Our target for serving customers is to serve 90% of customers within 15 minutes. The table below shows average for each site and the source.

OSC	2010/11	Source
Aireborough	93%	QMS
Armley	94%	QMS
City Centre	95%	Siebel
Compton Centre	97%	Siebel
Dewsbury Road	88% ¹	QMS
Garforth	91%	QMS
Morley	91%	QMS
North Seacroft	97%	QMS
Pudsey	83%	QMS
Reginald Centre	99%	Siebel
South Seacroft	98%	QMS
St Georges Centre	93%	Siebel

The chart below shows the trends for each site over the past 5 years.



¹ Dewsbury Road QMS unavailable May 2010 so data from 11 months.

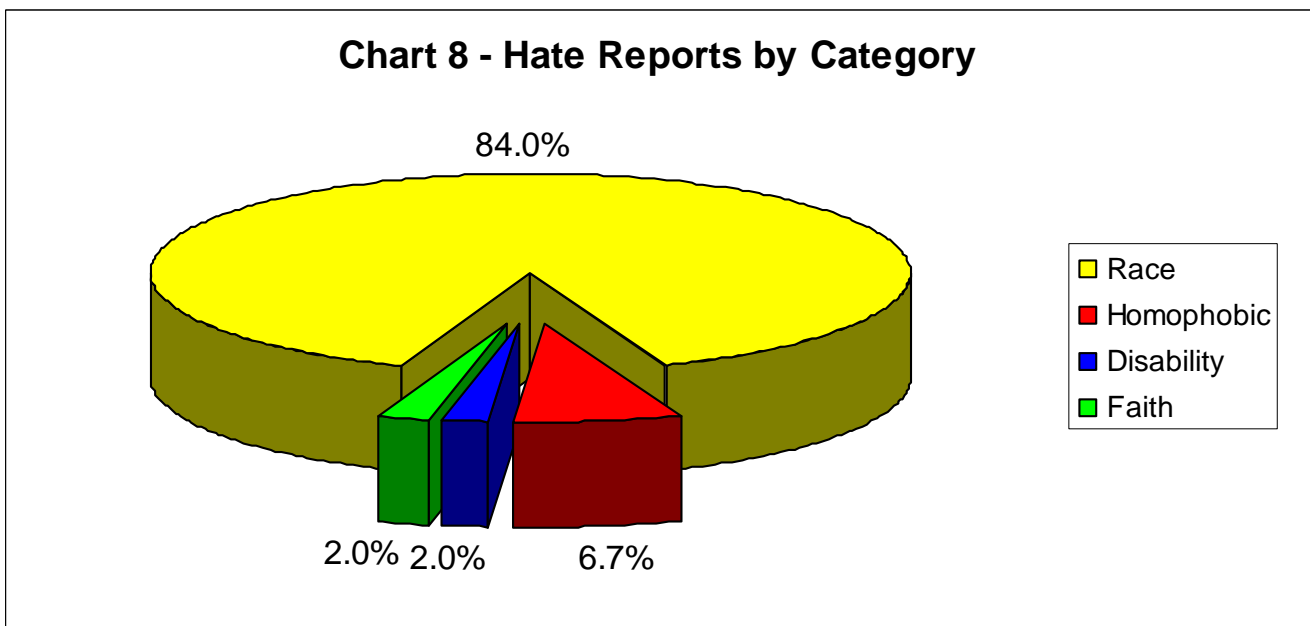
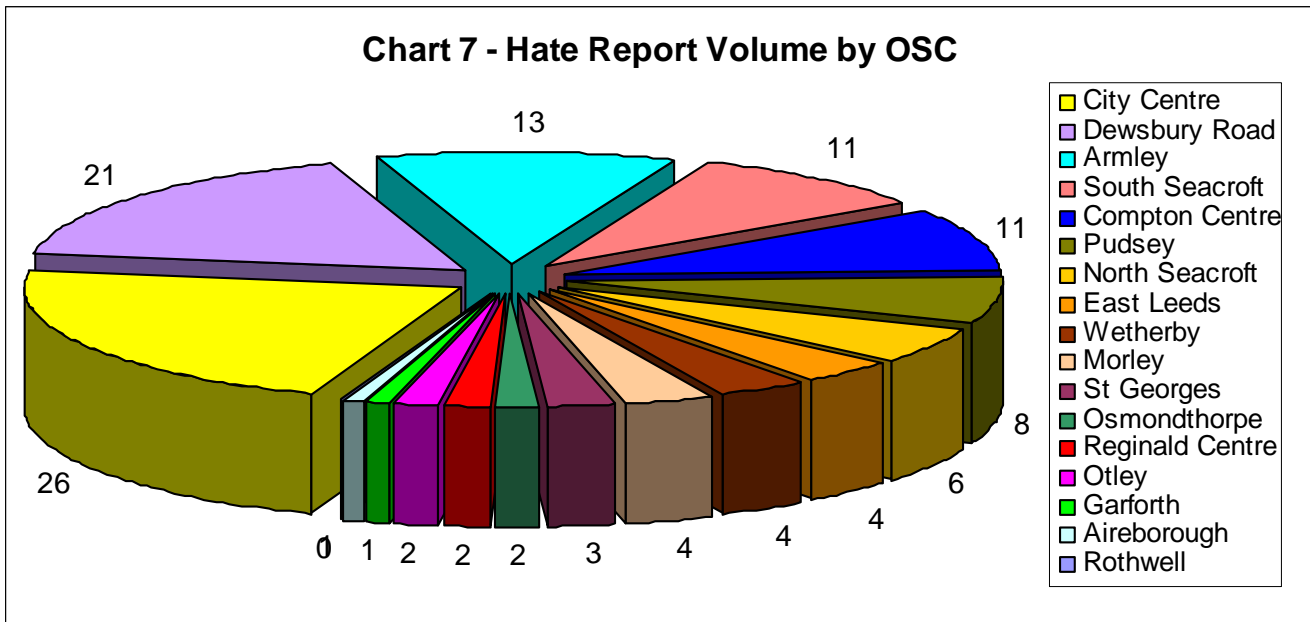
1.3 Email handling / Ringbacks

During quiet times when there are no face to face customers waiting to be seen CSO's can deal with email enquiries or take ringbacks from the contact centre. The table below shows the number of e-mails and ringbacks undertaken by face to face CSO's since 2008. It should be noted that there has been a 17% increase in the number of ringbacks as opposed to a 15% decrease in the number of e-mails in the past year.

	2010/11	2009/10	2008/09
E-mails	2831	3325	2021
Ringbacks	2268	1943	217

1.4 Hate Reporting

All OSC are official Hate Reporting Centres which offer the public an alternative method of reporting Hate crimes. Charts 7 and 8 below show that 84% of all reported Hate Crime was considered racist. The City Centre OSC completed the most reports with 22% of the total followed by Dewsbury Road submitting 18%.

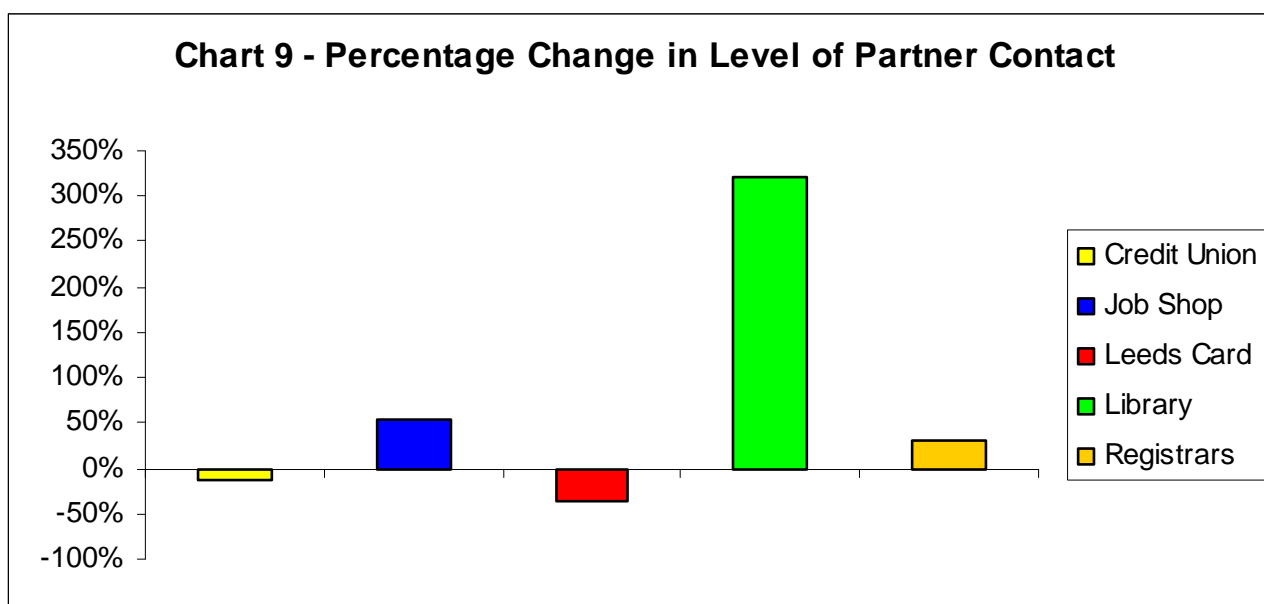


1.5 Partner Data

In addition to dealing with Customer Services contacts, a number of OSC also have partners located within the same premises. The number of customer contacts handled by our partners has continued to increase in 2010/11 with excess of 750,000 contacts.

Some of our partners are unable to provide us with any data as to the number of customers that they see. This means the above figure is far smaller than the actual contact. One example of this is the health partners at St Georges Centre and the Reginald Centre.

Chart 9 shows the change in contact volume of our largest five partners who have been able to provide this data.



2 Welfare Rights Unit (WRU)

2.1 A total of **30253** customers were dealt with by WRU which represents a small increase of 1% over the number of customers dealt with in 2009/10

2.2 The enquiries can be broken down into four categories:

WRU Enquiries	2010/11	2009/10	2008/9
Clients seen at surgeries	4256	3441	3700
Home Visits	3709	3886	4157
Telephone Enquiries	21948	22310	15895
Appointments with Chinese workers	340	347	320
Total	30253	29984	24072

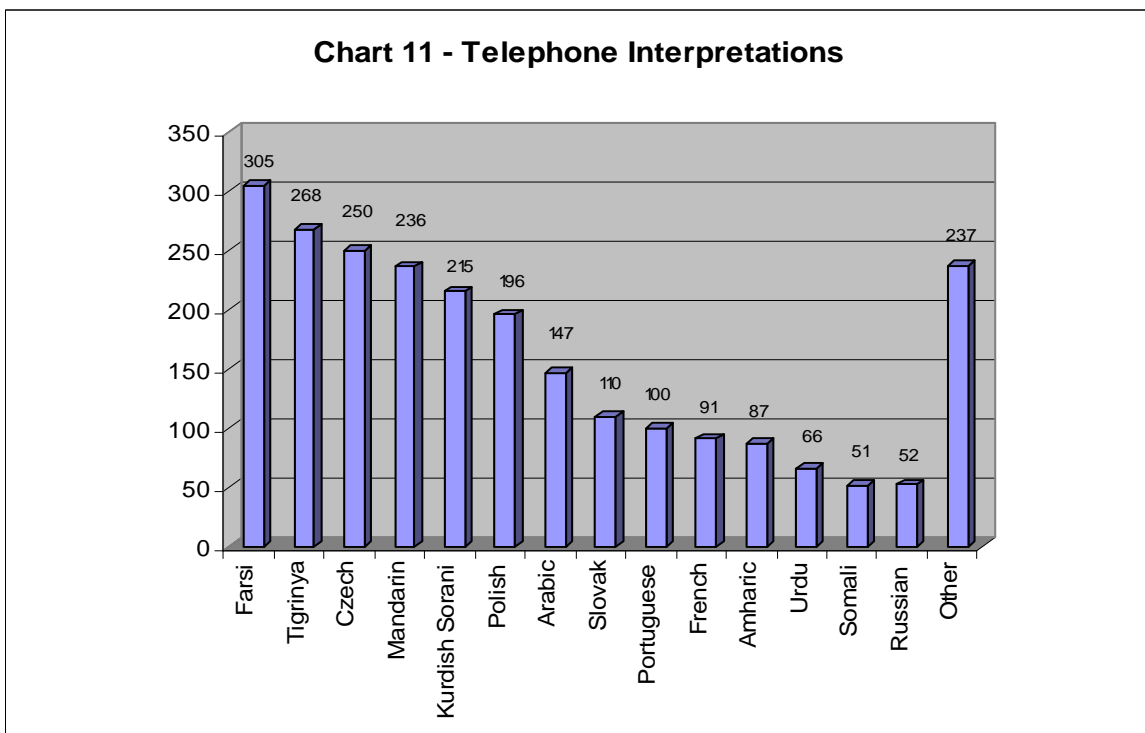
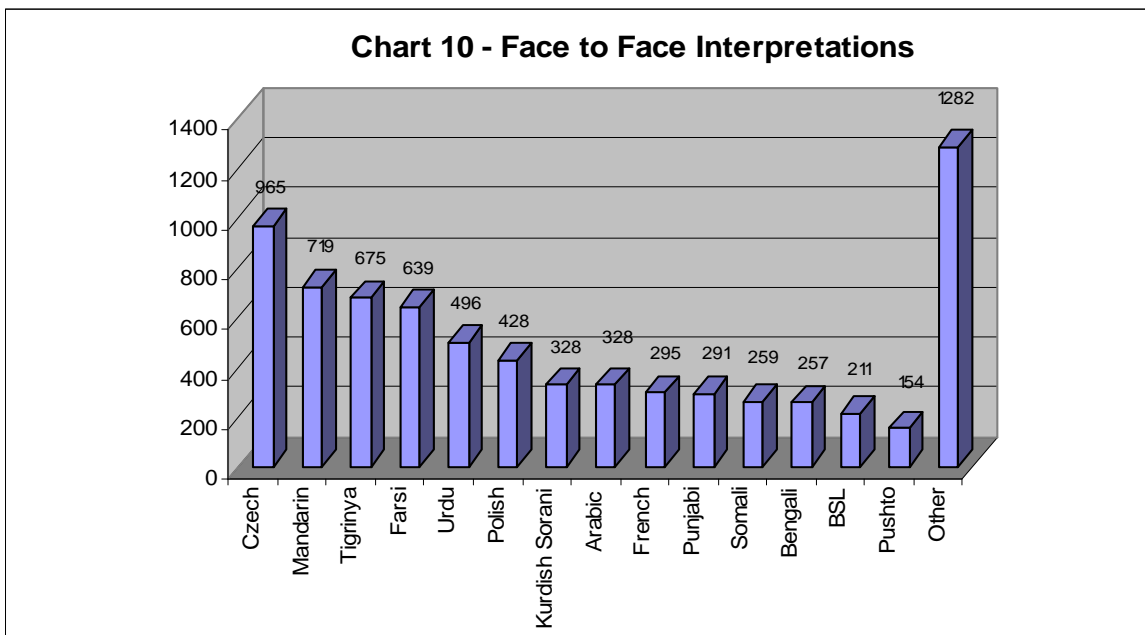
2.1 These enquiries generated benefit increases for customers **£12,858,298** an increase of **6%** over last year. This figure represents both one-off gains and weekly gains for customers.

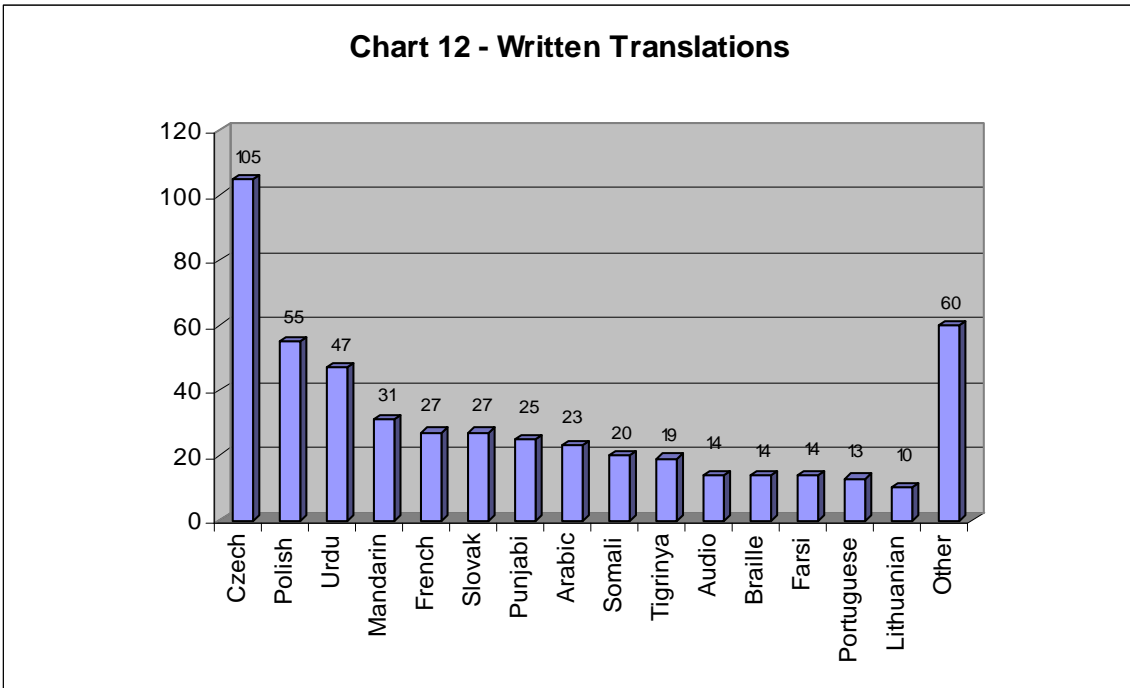
3 Interpreting and Translation Team

3.1 The table below shows the number of interpretations / translations undertaken which overall decreased by 8% from 2009/10. Requests for face to face interpreting decreased by 7% and telephone interpreting decreased by 11%. Central Government guidance recommends a reduction in the number of translations carried out by local authorities to help with community cohesion. However, written translations are still carried out for documents where there is a clearly identified need.

ITT interpretations/ Interpretations Types	2010/11	2009/10	2008/9
Face to Face Interpreting	7326	7894	9184
Telephone Interpreting	2411	2716	3236
Written Translations	504	582	703
Total	10,241	11,192	13,223

3.2 The charts below show the breakdown by language over the last 12 months:





4 Overall Customer Contacts

4.1 Between April 2010 and March 2011 **543,990** contacts were made to customer services staff at face to face level (see table below) which shows a growth of 6% compared to 2009/10.

Overview of total contacts made

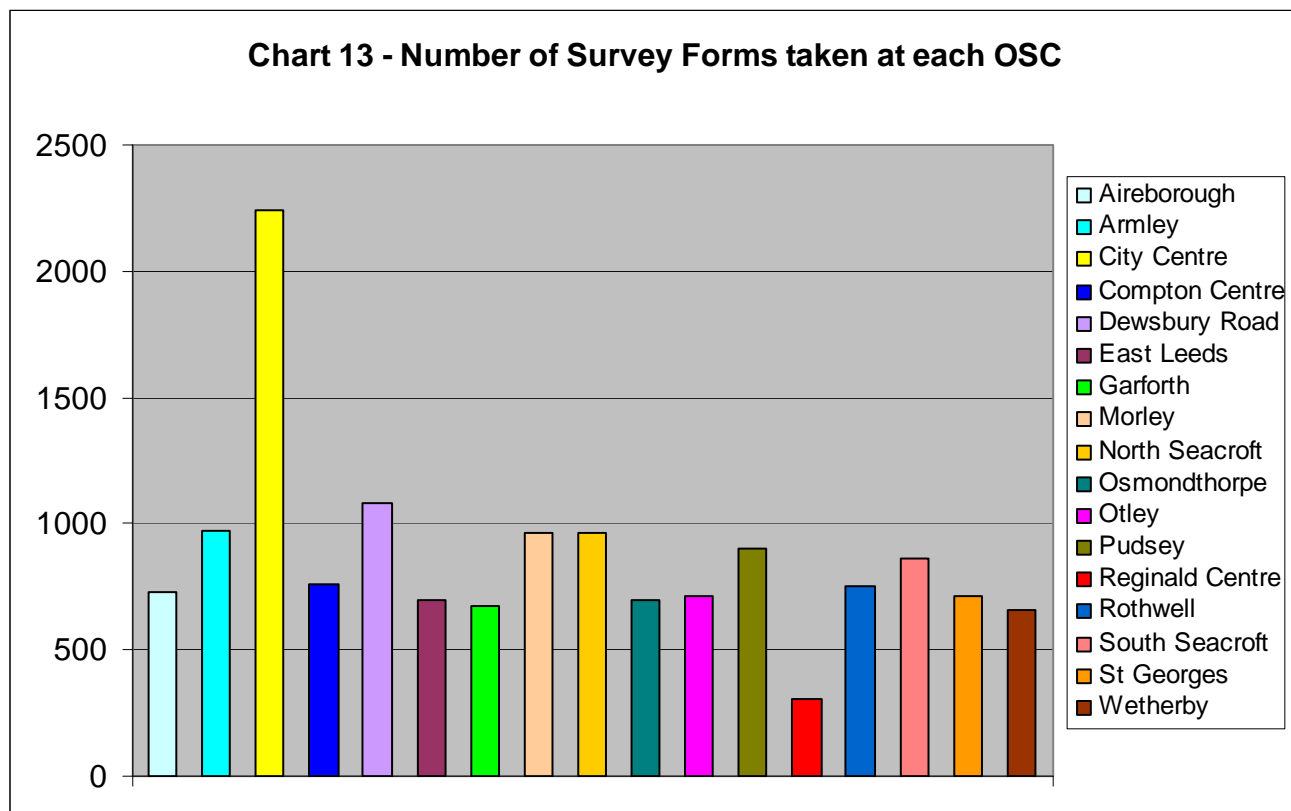
	2010/11	2009/10	2008/09
Face to Face	498,397	466,592	453,553
Emails	2,831	3,325	2,021
Ringbacks	2,268	1,943	N/A
Welfare Rights Unit	30,253	29,984	24,072
Interpreting and Translation Team ²	10,241	11,192	13,223
Total	543,990	513,036	492,869

² Includes face to face interpretations, telephone interpretations and written translations.

Section Two: Customer Satisfaction

1. One Stop Centres

1.1. Customer satisfaction is currently measured for face to face services through a variety of methods. On a daily basis, customers are asked to complete survey forms after each visit. Chart 13 below shows the number of satisfaction forms returned per site with the aim of surveying 10% of the service users. A total of **14674** survey forms were completed in 2010/11 at OSC (an average of **1223** per month), which was 19% increase on last year's figure of **12374**.



1.2. The key findings of our customer satisfaction surveys produced the following results.

Question	2010/11	2009/10	2008/09
	% Good or Excellent		
How would you rate the helpfulness of the CSO?	99%	99%	98%
How clear was the information and advice you received?	99%	99%	98%
Overall, how would you rate the quality of the service that you received at the one stop centre on this occasion?	99%	99%	99%
Question	% Yes		
Were you able to access the service without difficulty?	99%	99%	98%
Were you treated with respect?	100%	100%	100%
Was your enquiry resolved today? ³	95%	N/A	N/A

³ New question for 2010 / 2011

2. Welfare Rights Unit

- 2.1. The WRU surveyed their clients and asked them rate their overall satisfaction of the service as Excellent, Good, Average, Poor or Unacceptable. The following results were produced:

Month	Number received	% Good or Excellent
April	90	98%
May	84	99%
June	97	100%
July	83	100%
August	79	100%
Sept	73	99%
Oct	95	99%
Nov	107	98%
Dec	87	98%
Jan	62	100%
Feb	90	99%
Mar	102	100%
Average	87	99%

There has been an increase in the percentage finding the service excellent rather than Good with the average being 91% Excellent and 8% Good as opposed to last year where 89% rated the service as Excellent and 10% Good.

3. Validation Survey

An independent survey was carried out in October 2010 at 5 of our centres to obtain an unbiased independent survey of customer's satisfaction and compare to the surveys staff carry out with customers following an enquiry.

The surveys were conducted between 10am and 2pm for 5 days, week commencing 4/10/10 (National Customer Services Week). The total number of customers surveyed was 475 which represented 26% of customers visiting between these times.

A similar exercise was carried out to validate the Welfare Rights Team customer satisfaction levels. The survey was conducted with customers telephoning the Welfare Rights office. At the end of the phone call customers were asked if they would like to take part in the survey by an officer and then put through to an automated survey.

This independent survey validated the results of our own daily survey as an accurate representation of customer satisfaction with overall satisfaction levels standing at 92% excellent and 7% good

4.0 Customer Complaints and Compliments

4.1 The number of official compliments and complaints relating to face to face Customer Services in 2010/2011 was 533. Of this figure 463 were compliments and 70 were complaints.

4.2 Official compliments received have increased dramatically by **269%** on last year's figures with **87%** of compliments relating to staff and **13%** to the service received.

Service Area	Issue	Sub Issue	Number of compliments received												Total
			Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	
Face to Face	Service	Quality	2	0	1	5	10	9	7	4	5	7	1	3	54
	Staff	Attitude/Conduct	2	1	0	4	26	69	58	44	39	76	13	0	332
		Knowledge	1	0	0	0	1	0	1	2	1	1	0	0	7
		Changes / Continuity	0	0	0	0	0	0	0	0	0	1	1	0	2
Welfare Rights	Service	Quality	0	0	1	0	2	2	0	1	0	0	0	6	
	Staff	Attitude/Conduct	4	5	5	10	2	3	11	4	9	6	2	1	62
TOTAL			9	6	7	19	41	83	77	55	54	91	17	4	463

4.3 There has been a **23%** increase in official complaints at face to face level from last year and of the 70 complaints received, **46%** related to staff and **39%** related to service as the table below demonstrates:

Service Area	Issue	Sub Issue	Number of complaints received												Total
			Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	
Face to Face	Info	Incorrect Info	1	1	0	1	0	1	0	1	0	0	0	2	7
		Incomplete	0	0	0	0	0	0	0	0	1	0	0	0	1
		Misleading	0	0	0	0	0	0	0	1	0	0	0	0	1
		Presentation	0	0	0	0	0	0	0	0	0	1	1	0	2
	Service	Delay	0	0	0	0	0	1	0	1	0	0	0	0	2
		Failure to Provide	2	0	0	2	0	2	1	0	0	2	1	0	10
		Inconsistent	0	0	0	0	1	0	0	0	0	0	0	0	1
		Lack of Support	0	1	0	0	0	0	0	0	0	0	1	0	2
		Quality	0	2	0	0	3	2	0	2	0	1	0	1	11
	Staff	Attitude/Conduct	2	1	2	0	4	2	1	4	0	3	0	3	22
		Failure to Act	0	0	0	0	0	1	0	0	4	0	0	0	5
Knowledge		0	1	0	1	1	1	0	1	0	0	0	0	5	
Welfare Rights	Service	Lack of Support	1	0	0	0	0	0	0	0	0	0	0	1	
TOTAL			6	6	2	4	9	10	2	10	5	7	3	6	70

4.4 All complaints were fully investigated by the Head of Service and wherever possible become part of the ongoing service improvement.

4.5 Local Government Ombudsman (LGO) – We had no complaints referred to the LGO in 2010/11.

Section Three: Achievements

Customer Services concentrate on four priorities: Customer, Operations, People and Resources as shown within our Circle of Success.



We measure our achievements for the year against these areas.

Customer

One Stop Centres and the Welfare Rights team gained Customer Service Excellence in June 2010. Out of the 57 elements we were fully compliant in all and 5 of the elements were rated as compliance plus.

Customer Services have continued to provide an outreach advice session at St Georges Crypt throughout the year. This has helped customers who wouldn't normally approach our service to gain the advice we can give.

Each OSC has been involved with fundraising throughout the year for their chosen charities. These have included: Children in Need, Hawthorn Family Support Centre, Macmillan Nurses and St Georges Crypt.

This years Customer Focus Group⁴ topics included: the new Joint Service Centres, benefit notification letters and the Complaints system.

⁴ This group was first set up in 2002 as a forum to offer customers their chance to have a say on how services are currently delivered and what developments they would like to see in future.

Operations

Two new Joint Service Centres have been successfully opened in the city. The Compton Centre in Harehills opened in July 2010 with The Reginald Centre in Chapeltown following in October 2010. Both new centres are in partnership with NHS and the Library. These sites offer both appointments and a drop in service for Customer Services.

Welfare Rights, Chinese Advice Worker, West Indian Family Counselling Services, Registrars and other Partner Surgeries are held regularly.

The City Centre One Stop has now increased appointments to ten booths per day to improve customer service and shorten the waiting times. The site also offers a drop in Helpdesk service for shorter enquiries and a quick Check In desk to hand in documents and forms.

The city appointment booking system has again increased access to include more partners.

Partners have increased their surgeries at some OSCs. These include Cognitive Behavioural Therapy sessions at Armley, Pudsey, Morley and Wetherby. Housing Options also began sessions at Armley.

We have further improved our relationships with our partners by attending performance and relationship meetings with Revenue and Benefits Service, regular meetings with each ALMO and working on improvements with Children and Young Peoples Social Care.

People

At the 31 March 2010 **178** staff were employed in the Face to Face Service which includes OSC, ITT and WRU and comprises of:

- **76%** female
- **36%** part time
- **20%** are black and minority ethnic
- **11%** are disabled

We have continued to provide ongoing training to staff including Avoidable Contact, Housing Options, Disability Hate Reporting and Safeguarding in Social Care.

We had 12 individual and 3 team nominations to the PP&I Awards for Excellence, with winners in three categories: Putting Customers First, Thriving Places and Leader of the Year. These winners progressed to the Council wide Golden Owl awards where we were successful in the Leader of the Year category.

Staff Appraisals have continued throughout the year with 100% of staff who were eligible and in work completing their appraisal.

Resources

Pudsey OSC increased staffing levels and introduced the role of floor manager to address waiting times.

We have relocated the business from East Leeds OSC to Osmondthorpe OSC to make better use of resources.

Welfare rights were successful in attaining funding for the Macmillan workers for a further 2 years.

In line with the business need and consideration of our partners the opening hours at Wetherby One Stop Centre, were reviewed and from June 2010 the opening times were changed to 9 – 4 daily with the exception of Wednesday where it is 9am – 3pm.

We have reviewed staffing to ensure we have the correct staffing levels throughout the day this has included introducing a meet and greet service at Morley OSC which is showing to be a success.

Three of our colleagues took advantage of the councils early leavers initiative. Unlike other parts of the Council we were allowed to fill the 2 CSO posts. We bid a sad farewell to Pat, Karen and Rob but welcome new colleagues to the service.