
Chief Executive's Office

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Date: 27 May 2005

Chorley
Borough Council

Town Hall
Market Street
Chorley
Lancashire
PR7 1DP

Chief Executive:
Jeffrey W Davies MA LLM

Dear Councillor

A meeting of the Customer Overview and Scrutiny Panel is to be held in the Council Chamber, Town Hall, Chorley on Wednesday, 8th June, 2005 commencing at 6.30 pm.

AGENDA

1. **Apologies for Absence**

2. **Declarations of any Interests**

Members are reminded of their responsibility to declare any personal interest in respect of matters contained in this agenda, in accordance with the provisions of the Local Government Act 2000, the Council's Constitution and the Members Code of Conduct. If the personal interest is a prejudicial interest, then the individual member should not participate in a discussion on the matter and must withdraw from the room and not seek to influence a decision on the matter.

3. **Minutes**

To confirm as a correct record the minutes of the meeting of the Customer Overview and Scrutiny Panel held on 6 April 2005 and 20 April 2005 (enclosed)

4. **Welcome to Best Value Inspectors**

The Inspectors would like to ask Panel questions and seek their views to aid their inspection. This will take approximately 30 minutes.

5. **Draft Final report of the Customer Overview and Scrutiny Panel into the One Stop Shop (Pages 1 - 58)**

Report of Head of Customer, Democratic and Office Support Services and Draft Final report (enclosed).

6. **Customer Focussed Access and Service Design Strategy (Pages 59 - 66)**

Presentation by eGovernment Manager. The Executive Summary of the Strategy is enclosed.

Continued....

7. **Business Plan Updates End of Year 2004/05 (Pages 67 - 92)**

Business Plan updates for

- Housing Services
- Property Services
- ICT Services and
- Customer, Democratic and Office Support Services

are enclosed.

8. **Review of the Marketing and Promotion of the Enhanced Recycling Scheme Inquiry Recommendations (Pages 93 - 96)**

Report of the Head of Environmental Services (enclosed).

9. **Items referred from Overview and Scrutiny Committee - Decriminalisation of Parking - Review of Parkwise working practices as they relate to Chorley (Pages 97 - 102)**

Report of Head of Public Space Services (enclosed).

10. **The Council's Timetable of Meetings for 2005/06**

The Chair to receive the views of Members on the amount of meetings in the Council's Timetable of Meetings for 2005/06.

11. **Overview and Scrutiny Work Programme (Pages 103 - 104)**

Work Programme enclosed

12. **Any other item(s) which the Chair decides is/are urgent**

Yours sincerely

Chief Executive

Distribution

1. Agenda and reports to all Members of the Customer Overview and Scrutiny Panel for attendance.
2. Agenda and reports to Group Director, Head of Environmental Services, Engineering Services Manager, Parking Manager, Head of Corporate and Policy Services, Head of Housing Services, Head of Property Services, Head of ICT Services, Head of Customer, Democratic and Office Support Services and eGovernment Manager for attendance.
3. Agenda and reports to Councillors J Wilson, Edgerley, Goldsworthy, Ball and Walker for information.
4. Agenda and reports to all remaining Chief Officers for information.

5. Agenda and reports to all remaining Members of the Council for information.

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Report of	Meeting	Date
Head of Customer, Democratic and Office Support Services	Customer Overview and Scrutiny Panel	8 June 2005

ONE STOP SHOP INQUIRY DRAFT FINAL REPORT

PURPOSE OF REPORT

- To update Members of the Panel on further information in relation to the One Stop Shop.

CORPORATE PRIORITIES

- The One Stop Shop supports the priority to serve our customers better.

RISK ISSUES

- The issue raised and recommendations made in this report involve risk considerations in the following categories:

Strategy		Information	
Reputation	√	Regulatory/Legal	
Financial	√	Operational	√
People	√	Other	

- The Panel have identified the risk of having desired outcomes for the Inquiry that are beyond the capacity to deliver.

BACKGROUND

- The Panel requested some further information at their meeting in April. An Internal Audit report entitled "Review of Benefits – Working with Landlords and Customer Services" was published on 20 April and contains recommendations relating to the One Stop Shop.

FINANCIAL IMPLICATIONS

- Recommendation 9 "To load the planning software on more than one computer in the One Stop Shop" does not currently have a financial implication. Officers explored other ways of making use of existing software applications online and decided that the Public Access planning software could be used for most enquiries currently being processed in the One Stop Shop. This is at no additional cost. However, it places a restriction on the resolution of some enquiries, relating to Building Control, that are currently limited in numbers. This solution will be revisited in a year to assess whether the depth and demand for planning enquiries has increased.
- Recommendation 17 "To use footsteps/arrows to direct customers to the Fast Track Reception". The estimated cost of this recommendation is £500 to £1,000.



8. Recommendation 19 "To make the internal entrance and exit doors to the One Stop Shop more accessible, potentially by making the doors semi-automatic and push button operated" has an estimated cost of £4,000.
9. Recommendation 20 "The layout of Interview Room Three to be reconsidered", any redesign has been noted as being difficult due to the physical positioning of the room. Currently the door opens inwards and causes a space problem in the interview room. However, if the door opened outwards it would open onto customers waiting in the Fast Track Reception queue. The cost of this has been estimated at £1,000.

CUSTOMER INFORMATION

10. The Panel requested information on the number of Customers visiting the One Stop Shop. From 1 April 2004 to 31 March 2005, 7,222 customers visited Fast Track Reception, 65,822 visited the Payments Counter, 28,744 visited the One Stop Shop and 627 visited other agencies within the One Stop Shop.

11. The numbers by enquiry type were as follows:

Concessionary Travel	478
Council Tax Benefits	1,127
Environmental Services	1,558
Highways	102
Housing	3,245
Housing Benefits	12,380
Land Charges	5
Licensing	12
Local Taxation	5,882
Parking	103
Planning	3,852
Total	28,744

12. **Other Agencies in the One Stop Shop**

Department of Works and Pensions	590
NHS Patients Advice Liaison Service	5
Citizens Advice Bureau	32
Total	627

13. In the future the Customer Relations Management System will provide more in depth information, such as the length of enquiry, its type, the member of staff who dealt with it, the owner of the query and will also provide tracking information to enable better delivery of services.

PROPOSED ADDITIONAL RECOMMENDATIONS

14. An Internal Audit report entitled "Review of working with Benefits (Working with Landlords and Customer Services) was published on 18 April 2005. (Copies of the report will be available at the meeting). After consultation with the Chair it has been proposed that two additional recommendations be made within the Objective "To review the progress on the development of the Lancashire Shared Services Contact Centre".
15. Firstly, Service for Customers with Disabilities: "To introduce text phone facilities for people with speech and hearing difficulties". This would be developed in principle as part of the Contact Centre project.
16. Secondly, Service Objective: "To extend the opening hours to provide additional ease of use for in-work customers e.g. appointments outside opening hours and extended hours phone lines". Again this would also be developed as part of the Contact Centre project.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

17. The proposals have no adverse on the health and safety of staff within the Contact Centre and as such the proposals are supported by Human Resources.

COMMENTS OF THE DIRECTOR OF FINANCE

18. Funding for the additional works to the One Stop Shop has been identified and is included in the budget for 2005/2006.

RECOMMENDATIONS

- (a) That the Panel note the information provided in the report.
(b) That the Panel consider the two additional proposed recommendations.

MARTIN O'LOUGHLIN
HEAD OF CUSTOMER, DEMOCRATIC AND OFFICE SUPPORT SERVICES

Background Papers			
Document	Date	File	Place of Inspection
Internal Audit Report (18/04) Review of Benefits (Working with Landlords and Customer Services)	20 April 2005	Customer Overview and Scrutiny Panel	Democratic Services

Report Author	Ext	Date	Doc ID
Asim Khan	5448	30 June 2005	ADMINREP/REPORT

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Draft Final Report of the Customer Overview and Scrutiny Panel into One Stop Shop



APRIL 2005

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1. PREFACE

At the request of the Overview and Scrutiny Committee, the Customer Panel was asked to carry out an inquiry to assess the effectiveness of the newly implemented One Stop Shop and to identify improvements, which would benefit both the Customer and the Workforce.

At the same time the Panel was requested to review the progress on the development of the Lancashire Shared Service Contact Centre.

The Panel has now completed this inquiry. Our recommendations will be forwarded to the Overview and Scrutiny Committee for their approval and then passed to the Executive Cabinet for consideration and comment.

On behalf of the Customer Panel may I thank all who contributed to this inquiry. The courtesy and assistance shown is very much appreciated.

STELLA M WALSH
CHAIR - CUSTOMER PANEL

2. EXECUTIVE SUMMARY / LIST OF RECOMMENDATIONS

1. The Customer Overview and Scrutiny Panel undertook a Scrutiny Inquiry into the One Stop Shop as a newly implemented facility providing services to our customers.

The objective of the Inquiry was to assess the effectiveness of the One Stop Shop in improving Customer Service, to identify any future improvements to customer service and to review the progress on the development of the Lancashire Shared Services Contact Centre.

2. Customer Overview and Scrutiny Panel Membership

Chair	Councillor Mrs Walsh	Councillor M Lowe
	Councillor Birchall	Councillor Malpas
	Councillor Cullens	Councillor Russell
	Councillor Mrs D Dickinson	Councillor E Smith
	Councillor T Gray	Councillor Mrs J Snape

Officer Support

Lead Officer Mr Asim Khan, Assistant Head of Customer Services

Democratic Services Miss Ruth Hawes, Assistant Democratic Services Officer

Contribution of Evidence

The Panel would like to thank the Customers, Chorley Borough Council Officers and One Stop Shop Staff, Representatives of the Disability Liaison Group, Ethnic Minorities Consultative Committee and Racial Equality Council and Councillor Edgerley (Executive Member for Customers, Policy and Performance) who have provided evidence and contributed to the Inquiry.

3. The Customer Overview and Scrutiny Panel after taking account of all the evidence recommends the following:

Aims/Objective (a) To assess the effectiveness of the One Stop Shop in improving customer service.

1. That after consideration of the evidence presented to the Panel the One Stop Shop has been effective in improving customer service.

Aims/Objective (b) To assess the current service provision
Service Objective

2. To consider further the feasibility of the planning officer on Customer Services duty, to be based from within the One Stop Shop.
3. To consider amendments to the arrangements for "on duty" planning officers to address the issue of customers having to wait.

Security

4. To let staff know how often the panic buttons are tested.

Training

5. To have Customer Services advisors, in particular the supervisors, join in on regular training sessions and new starters to have training with the back office sections, such as Revenues and Benefits and Planning Services.
6. To train some Customer Services staff to a higher level in certain services to serve as reference points within Customer Services.

Computerised Systems and Dialogues

7. To establish a policy to ensure that the dialogues used by the advisors are kept up to date for all services provided by the One Stop Shop.
8. To clarify the point where the customer query requires back office attention.
9. To load the planning software on more than one computer in the One Stop Shop.

External Publicity

10. To promote the use of the Chorley Borough Council Internet site to access information and services.
11. To publish Frequently Asked Questions (FAQ's) in the One Stop Shop on the different services provided, potentially via the plasma screen.
12. To increase the advertisement and promotion of facilities available at the One Stop Shop, for example a leaflet to libraries and community centres or an article in Chorley Borough News.

Internal Information

13. To produce a breakdown of the range of inquiries to Customer Services between Revenues and Benefits, Planning Services etc to aid future resource provision.
14. To record the number of queries requiring back office resolution.
15. To record the numbers of Black and Minority Ethnic customers to aid future comparisons

Internal Communication

16. To set up a One Stop Shop user group with management and staff from all of the Council's Service Units involved and a Member of the Customer Overview and Scrutiny Panel.

Service For Customers with Disabilities

17. To use footsteps/arrows to direct customers to the Fast Track Reception.
18. To train staff in basic sign language and to liaise with deaf organisations on other ways to provide services to deaf customers, such as the provision of sign language interpreters by appointment by an external or internal identified resource.
19. To make the internal entrance and exit doors to the One Stop Shop more accessible, potentially by making the doors semi-automatic push button operated.
20. The layout of Interview Room Three to be reconsidered.
21. To provide a disabled parking space in the vicinity of the One Stop Shop.

Service for Black and Minority Ethnic Customers

22. To advertise the "Language Line" service.
23. To target Black and Minority Ethnic communities for open evening events in the One Stop Shop and promotion of facilities available in the community.

Aims/Objective (c) To review the progress on the development of the Lancashire Shared Services Contact Centre

24. To extend the opening hours to provide additional ease of use for in-work customers e.g. appointments outside opening hours and extended hours phone lines.
25. To introduce text phone facilities for people with speech and hearing difficulties.
26. To support progress on the implementation of the Lancashire Shared Services Contact Centre and to publicise the services available

3. INTRODUCTION

1. Background

The Overview and Scrutiny Committee referred an Inquiry entitled One Stop Shop to the Customer Overview and Scrutiny Panel. The subject of the Inquiry came to the attention of the Overview and Scrutiny Committee as the facility had been implemented recently.

The subject of the Inquiry meets the authorities priorities of “serving our customers better”.

2. Aims/objectives

The Panel’s key aims and objectives were:

- (a) To assess the effectiveness of the One Stop Shop in improving customer service,
- (b) To identify any future improvements to customer service and
- (c) To review the progress on the development of the Lancashire Shared Services Contact Centre.

3. Terms of Reference

The terms of reference for the Inquiry were as follows:

- (a) To conduct an investigation into the One Stop Shop and Lancashire Shared Services Contact Centre and identify (if any) further improvements,
- (b) To assess the current service provision and
- (c) To report on the investigations findings and make recommendations to the Overview and Scrutiny Committee consistent with the Inquiry’s objectives and desired outcomes.

4. Inquiry Project Outline

The relevant Overview and Scrutiny Inquiry Project Outline document which describes the scope and outline of the Inquiry is attached as Appendix A.

5. General Information

Information on Chorley Borough Council’s Overview and Scrutiny policies and procedures can be found on the Council’s web site at www.chorley.gov.uk/scrutiny.

4. METHOD OF INVESTIGATION

1. Documentary Evidence

The Panel received several reports prepared by the Assistant Head of Customer Services and information within corporate strategies. These included:

- Number of customers using the One Stop Shop over a particular time range,
- Customer satisfaction cards results/statistics,
- Complaints procedure and information regarding complaints,
- Security facilities for staff and customers,
- Information on solutions for issues relating to disabled access/facilities,
- Strategy for the Lancashire Shared Services Contact Centre,
- Relevant section of Council's Implementing Electronic Government statement,

The full list of documentary evidence is contained within the Scrutiny Inquiry Information Checklist attached as Appendix B. The reports can be viewed on request from Democratic Services.

2. Witnesses

The Panel considered the results of the customer satisfaction cards at their meeting on 6 October 2004. A site visit of the One Stop Shop and Contact Centre was held on 22 November 2004, this included feedback sessions with representatives from the Ethnic Minority Consultative Committee and Disability Liaison Group. Feedback sessions were held with One Stop Shop staff on 2 February 2005.

On 16 March 2005 the Panel met with the Revenues and Benefits Manager and Head of Planning Services as back office customers of the One Stop Shop and received feedback from a representative of the Racial Equality Council. The Panel met with the Executive Member for Customers, Policy and Performance to consider their draft recommendations and receive feedback from him at their meeting held on 20 April 2005.

Further details of the witnesses are contained within the Scrutiny Inquiry Witness Checklist attached as Appendix C.

3. Panel meetings

The Panel met on 26 August 04, 6 October 04, 22 November, 25 November 04, 12 January 05, 2 February 05, 24 February 05, 16 March 05 and 20 April 05. The Inquiry Project Plan and relevant minutes of these meetings are attached as Appendix D.

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
<p>To assess the effectiveness of the One Stop Shop in improving customer service</p>	<p>Presentation by Assistant Head of Customer Services (6 Oct 04 meeting) Feedback session with Staff (2 Feb 05) Meeting with back office customers (16 March 05)</p>	<p><u>Service objective</u> The facility was a flag ship development with a service objective to provide customers with a single point of access to Council and Partner services using their preferred method of contact and to provide a quality service that fully meets customer requirements.</p> <p>The customer facing parts of the following services were delivered from the One Stop Shop:</p> <ul style="list-style-type: none"> • Revenues and Benefits, • Environmental Services, • Aspects of Housing Services, • Planning Services and • Concessionary Travel. <p>The following external services were also provided:</p> <ul style="list-style-type: none"> • Citizens Advice Bureau, • Department of Works and Pensions and • Patient Advice Liaison Service. <p>It would be a lot to expect each member of the Customer Services staff to have a detailed knowledge of each service they provided considering the complex and technical nature of services provided.</p>	
	<p>Presentation by Assistant Head of Customer Services (6 Oct 04 meeting) Tour undertaken (22 Nov 04)</p>	<p><u>Accommodation</u> The entire ground floor of the Union Street offices had been refurbished in accordance with a Design Brief. The work had been undertaken between January and May 2003. Three interview rooms were available for more sensitive queries, including one very secure room for use if a customer was known to be violent and aggressive towards staff.</p> <p>The Panel undertook a tour of the One Stop Shop, starting at the Fast Track Reception, Payments Counter, and Housing Repair hotline. Members went into the One Stop Shop and noted the promotional plasma screen and queue system screen within the waiting area. The waiting area incorporated a children's play area that, along with a clock, had been implemented in response to comments from Customer feedback.</p>	

5. FINDINGS			Draft Recommendation
Objective/Key Issue	Evidence	Supporting Evidence	
	<p>Feedback session with Staff (2 Feb 05)</p>	<p>Staff within the One Stop Shop enjoyed their work and found there was a pleasant working atmosphere. The staff felt a pride in their work and their responsibility as the face of Chorley Borough Council.</p> <p>Staff advised that they felt safe and commented that it was better without the security glass as this created a barrier between staff and customers. The One Stop Shop was a calm and pleasant environment and so customers were not usually aggressive. If customers were aggressive staff would explain circumstances as they had been trained to do. The customer would then go away happy with the service received; even if they haven't got the answer they originally wanted.</p>	

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
	<p>Presentation by Assistant Head of Customer Services (6 Oct 04 meeting) Review of Customer Satisfaction cards (6 Oct 04 meeting) Feedback session with Staff (2 Feb 05)</p>	<p><u>Customers</u> The One Stop Shop was opened on 27 May 2003. From 1 April 2004 to 31 March 2005 7,222 customers visited Fast Track Reception, 65,822 visited the Payments Counter, 28,744 visited the One Stop Shop and 627 visited other agencies within the One Stop Shop.</p> <p>The One Stop Shop was consistent with the corporate brand in terms of decoration, the uniforms worn by staff, name badges and the standard of service received by the customer.</p> <p>Staff felt that customers went away happy with the service they received. Customers appeared more relaxed without the glass and the waiting times had greatly reduced.</p> <p>The Customer comments on the satisfaction cards included:</p> <ul style="list-style-type: none"> • "Much more relaxed atmosphere", • "An amazing amount of improvements to how it was before the alterations - much better", • "Extremely helpful member of staff", • "I felt very upset that day and she put me at ease and kept me calm, well done", • "The manner that this lady dealt with me was very professional, I also felt very comfortable in what can be very private and unpleasant information. Thank you", • "Excellent service vast improvement on my last visit 10 out of 10". 	
	<p>Presentation by Assistant Head of Customer Services (6 Oct 04 meeting) Feedback session with Staff (2 Feb 05)</p>	<p><u>Security</u> There had been concerns regarding the removal of the safety glass at the planning and design stage. Staff had visited the One Stop Shop at Knowsley to get a first hand feel of what this meant and felt reassured. It was felt that the benefits in customer relations and implementation of CCTV would mitigate the risk. A panic button was available if required. A log was kept of any incidents involving customers and staff.</p>	

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
	Presentation by Assistant Head of Customer Services (6 Oct 04 meeting)	<p><u>Training</u> A training programme had been implemented to action a skills audit. The staff were encouraged to undertake a National Vocational Qualification (NVQ) in Customer Services that complemented the Customer Care Policy and Customer Charter. Staff had been given training on violence and aggression and Health and Safety. Training was undertaken to give staff an appreciation of the back office procedures and to show how the interaction with the customer affected these.</p>	
	Presentation by Assistant Head of Customer Services (6 Oct 04)	<p><u>Computerised systems and dialogues</u> As the Customer Services staff would be serving customers for a variety of services, some of the complex business processes were mapped. These were then transferred to a computerised dialogue. This was completed for services including Revenues and Benefits and Planning Services.</p>	
	Feedback session with Staff (2 Feb 05)	<p><u>Back office support</u> Staff reported that some departments gave very good back office support and that others could be greatly improved.</p>	
	Tour undertaken (22 Nov 04)	<p><u>External publicity</u> There were stands for information leaflets and displaying information regarding ongoing planning applications within the One Stop Shop.</p>	
	Presentation by Assistant Head of Customer Services (6 Oct04)	<p><u>Internal Information</u> The number of customers using the Fast Track Reception, One Stop Shop, how many customers were seen per day and how long customers had to wait to see a customer advisor.</p>	

5. FINDINGS			
Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
	Feedback session with Staff (2 Feb 05)	<p><u>Internal Communication</u> There was a daily section brief for staff within the One Stop Shop that was helpful for staff that worked part-time. Staff had regular Personal Development Reviews with their manager and could raise an issue with management at any time.</p> <p>Staff advised that they do feel happy to talk to their managers about ideas for changes or problems. Staff recognised that management needed a positive response from other departments to resolve current issues.</p>	

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
	<p>Presentation by Assistant Head of Customer Services (6 Oct 04 meeting) Feedback session with representatives from the Disability Liaison Group (22 Nov 04)</p>	<p><u>Service for customers with disabilities</u> The facility did comply with access requirements for people with disabilities. These included:</p> <ul style="list-style-type: none"> • A ramp from the outside of the premises directly into the One Stop Shop, • A rise and fall desk in the One Stop Shop, with Internet access, • The provision of a hearing loop in the One Stop Shop and interview rooms, • Disabled toilets, • A good colour scheme for people with visual impairment, • A meet and greet service during busy periods • An audio and visual method for customers to be aware when their ticket number was called, including an audio facility in the disabled toilet • A large print strap line was used on correspondence for use by those with a visual impairment and • Helpful, aware and accommodating staff. <p>The representatives from the Disability Liaison Group were impressed with the service that had been received. The representatives commended the lighting levels within the One Stop Shop. There had been issues with the height of the door handle bar and mirror in the disabled toilet which had both been adjusted. The sign at the entrance to the facility had also been increased in size. The size of the interior signs were restricted by the height of the ceiling.</p> <p>As it was not always obvious that a customer had a disability there was a need for the customer to advise the staff of any special requirements. There were currently no sign language interpreters within the One Stop Shop.</p>	<p>Draft Recommendation</p>

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
	<p>Feedback session with representatives from the Ethnic Minorities Consultative Committee (22 Nov 04)</p> <p>Feedback session with Staff (2 Feb 05)</p> <p>Feedback from a representative of the Racial Equality Council (16 March 05)</p>	<p><u>Service for Black and Minority Ethnic Communities customers</u></p> <p>The “Language Line” facility was available within the One Stop Shop. This provided access to over 200 languages, including Urdu. There was no direct translation service available, but the use of the facility had been limited so far. The “Language Line” facility could be utilised from the home of a customer and by a member of the Customer Service staff, if the customer was housebound. A corporate strap line was used on correspondence for Urdu and Gujarati speakers. The strap line contained the following text This information can be made available to you in larger print or on audio tape, or translated into your own language. Please telephone 01257 515822 or 01257 515823 to access this service.</p> <p>આ માહિતીનો અનુવાદ આપની પોતાની ભાષામાં કરી શકાય છે. આ સેવા સરળ માટે કૃપા કરી. આ નંબર પર ફોન કરો: 01257 515822 01257 515823</p> <p>سہ آسانی سے اپنی زبان میں بھی کیا جاسکتا ہے۔ یہ خدمت استعمال کرنے کے لیے براہ مہربانی اس نمبر پر ٹیلیفون</p>	<p>The take up of these services, by those in Black and Minority Ethnic Communities was slow. Services provided for members of the Black and Minority Ethnic Communities could not be properly tested until the take up increased. Currently, a friend or other member of the community might help a person fill in a form for example.</p>

5. FINDINGS			
Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
	<p>Presentation by Assistant Head of Customer Services (6 Oct 04 meeting)</p>	<p><u>Customer Care Policy</u> There had been a number of Customer Care policies throughout the Council and an opportunity taken to bring these together into a corporate Customer Care Policy.</p>	<p><i>R1. That after consideration of the evidence presented to the Panel the One Stop Shop has been effective in improving customer service.</i></p>

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
<p>To identify any future improvements to customer service</p>	<p>Feedback session with Staff (2 Feb 05) Meeting with back office customers (16 March 05)</p>	<p><u>Service Objective</u> The staff and back office staff showed a commitment to continuously improve the service to the customer in the future development and integration of other services, for example Licensing.</p>	<p>R2. To consider further the feasibility of the planning officer on Customer Services duty, to be based from within the One Stop Shop. R3. To consider amendments to the arrangements for “on duty” planning officers to address the issue of customers having to wait.</p>
		<p><u>Accommodation</u> The Planning Officers are located on the second floor of the Union Street building and the Panel expressed a view that the delivery of customer service could be improved if the on duty planning officer was based on the ground floor. Accommodation issues and proposals were considered with the representatives of the Disability Liaison Group.</p>	<p>Please see R1, R2, R17 and R19 for Recommendations relating to accommodation.</p>
	<p>Feedback session with Staff (2 Feb 05)</p>	<p><u>Staff</u> There was a corporate policy for all members of staff to wear their identification badges. A new system would shortly be in place that would enable all members of staff to update their contact details in the internal telephone directory. This would help the person staffing the switchboard.</p>	<p>Please see R3, R5, R6, R18 and R21 for Recommendations relating to Staff.</p>

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
		<p><u>Customers</u> The Town /Hall reception would soon have the same corporate brand in terms of decoration, the uniforms worn by staff, name badges and the standard of customer service.</p> <p>The Customer Relations Management (CRM) system would shortly be in operation. This would give each customer a unique reference number and would store all the information in relation to the customer, including requests for service and any special needs. This was part of the Contact Centre project.</p>	
	<p>Presentation by Assistant Head of Customer Services (6 Oct 04 meeting) Feedback session with Staff (2 Feb 05)</p>	<p><u>Security</u> The Management and staff felt that the current security arrangements met their needs as displayed in the security supporting evidence section for the previous objective.</p>	<p>R4. To let staff know how often the panic buttons are tested.</p>

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
	<p>Feedback session with Staff (2 Feb 05) Meeting with back office customers (16 March 05)</p>	<p><u>Training</u> The One Stop Shop staff were keen to have further training on the front end services they provided, as this would enable them to give a more detailed service to the customer. There were difficulties in training all advisors, as some worked part time and Customer Services were open all office hours.</p> <p>The development of a training programme for Customer Services was underway in conjunction with Planning Services. Joint training would build closer relationships between the One Stop Shop and back office sections.</p> <p>The new computerised training manual recently purchased for the Revenues and Benefits section and the appointment of the dedicated training officer were supported.</p>	<p>R5. To have Customer Services advisors, in particular the supervisors, join in on regular training sessions and new starters to have training with the back office sections, such as Revenues and Benefits and Planning Services.</p> <p>R6. To train some Customer Services staff to a higher level in certain services to serve as reference points within Customer Services.</p> <p>Please see R18 and R21 for Recommendations relating to training.</p>
	<p>Feedback session with Staff (2 Feb 05) Meeting with back office customers (16 March 05)</p>	<p><u>Computerised systems and dialogues</u> A great deal of work had gone into developing the dialogues, but for services such as Revenues and Benefits the information and legislative requirements were constantly changing requiring the dialogues to be kept up to date. The review of Planning Services business process and dialogues ahead of implementation of the Contact Centre was supported. Planning services queries were complex and could be subjective, for example, the colour of building materials used in conservation area.</p>	<p>R7. To establish a policy to ensure that the dialogues used by the advisors are kept up to date for all services provided by the One Stop Shop.</p> <p>R8. To clarify the point where the customer query requires back office attention.</p> <p>R9. To load the planning software on more than one computer in the One Stop Shop.</p>

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
	<p>Feedback session with Staff (2 Feb 05) Meeting with back office customers (16 March 05)</p>	<p><u>Back office support</u> There would be benefits for back office staff to have time within the One Stop Shop and vice versa to enable each section to appreciate the situations and constraints faced. This had been undertaken with the Revenues and Benefits section and was supported by Planning Services.</p>	<p>Please see R2 and R3 for Recommendations relating to back office support</p>
	<p>Feedback from a representative of the Racial Equality Council (16 March 05)</p>	<p><u>External publicity</u> There was a need to manage the expectations of the public in relation to the services provided by Customer Services.</p>	<p>R10. To promote the use of the Chorley Borough Council internet site to access information and services. R11. To publish Frequently Asked Questions (FAQ's) in the One Stop Shop on the different services provided, potentially via the plasma screen. R12. To increase the advertisement of facilities available at the One Stop Shop, for example a leaflet to libraries and community centres or an article in Chorley Borough News.</p>
	<p>Meeting with back office customers (16 March 05)</p>	<p><u>Internal Information</u> To aid as a measure of success the collection of some information would be helpful. The collection of information would depend on the willingness of the customer to provide that information.</p>	<p>R13. To produce a breakdown of the range of inquiries to Customer Services between Revenues and Benefits, Planning Services etc to aid future resource provision. R14. To record the number of queries requiring back office resolution. R15. To record the numbers of Black and Minority Ethnic customers to aid future comparisons</p>

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
	<p>Meeting with back office customers (16 March 05)</p>	<p><u>Internal Communication</u> The staff within the One Stop Shop and back office sections were keen to improve internal communication. Ongoing meetings with the management of the Units involved were supported.</p>	<p>R16. To set up a One Stop Shop user group with management and staff from all of the Council's Service Units involved and a Member of the Customer Overview and Scrutiny Panel. Please see R4 for Recommendations relating to internal communication.</p>
	<p>Feedback session with representatives from the Disability Liaison Group (22 Nov 04) Feedback from a representative of the Racial Equality Council (16 March 05)</p>	<p><u>Service for customers with disabilities</u> The management and staff were committed to continuously improving the service for customers with disabilities, in consultation with the Disability Liaison Group.</p>	<p>R17. To use footsteps/arrows directing customers to the Fast Track Reception. R18. To train staff in basic sign language and to liaise with deaf organisations on other ways to provide services to deaf customers, such as the provision of sign language interpreters by appointment by an external or internal identified resource. R19. To make the internal entrance and exit doors to the One Stop Shop more accessible, potentially by making the doors semi-automatic push button operated. . . R20. The layout of Interview Room Three to be reconsidered. R21. To provide a disabled parking space in the vicinity of the One Stop Shop.</p>

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
	<p>Feedback session with representatives from the Ethnic Minorities Consultative Committee (22 Nov 04) Feedback from a representative of the Racial Equality Council (16 March 05)</p>	<p><u>Service for Black and Minority Ethnic Communities customers</u> The management and staff were committed to continuously improving the service for customers with disabilities, in consultation with the Ethnic Minorities Consultative Committee and Racial Equality Council.</p>	<p>R22. To advertise the "Language Line" service. R23. To target Black and Minority Ethnic communities for open evening events in the One Stop Shop and promotion of facilities available in the community.</p>

5. FINDINGS

Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
<p>To review the progress on the development of the Lancashire Shared Services Contact Centre</p>	<p>Internal Audit Report – Panel Meeting (8 June 2005)</p>	<p><u>Service objective</u> The facility was a flag ship development with a service objective to provide customers with a single point of access to Council and Partner services using their preferred method of contact and to provide a quality service that fully meets customer requirements. The customer would access their chosen service over the telephone.</p>	<p>24. To extend the opening hours to provide additional ease of use for in-work customers e.g. appointments outside opening hours and extended hours phone lines.</p>
	<p>Feedback session with Staff (2 Feb 05)</p>	<p><u>Staff</u> Staff felt that the One Stop Shop could take on other services, but that additional training and back office support would be required. There was enthusiasm from the staff for the One Stop Shop to take on other services.</p>	
	<p>Panel meeting (6 April 05)</p>	<p><u>Customer Care Policy</u> The ongoing review of the Comments, Compliments and Complaints procedure was considered and supported. This function was due to transfer to Customer Services.</p>	
	<p>Feedback session with Staff (2 February 05) Meeting with back office customers (16 March 05)</p>	<p><u>Computerised systems and dialogues</u> The need for the dialogues to be reviewed and kept up to date was highlighted.</p>	
	<p>Internal Audit Report – Panel Meeting (8 June 2005)</p>	<p><u>Service for Customers with Disabilities</u> This has been identified as an improvement in services.</p>	<p>R25. To introduce text phone facilities for people with speech and hearing difficulties.</p>

5. FINDINGS			
Objective/Key Issue	Evidence	Supporting Evidence	Draft Recommendation
		<p><u>Customer Relations Management (CRM)</u> This system would shortly be in operation. This would give each customer a unique reference number and would store all the information in relation to the customer, including requests for service and any special needs.</p>	<p><i>R26. To support progress on the implementation of the Lancashire Shared Services Contact Centre and to publicise the services available.</i></p>

6. CONCLUSION AND DRAFT RECOMMENDATIONS

After taking account of the evidence presented to the Customer Overview and Scrutiny Panel it was considered that the One Stop Shop has been effective in improving Customer Service and a number of recommendations have been made in certain areas to improve the service to the Customer. The progress of the implementation of the Lancashire Shared Services Contact Centre was reviewed and supported.

The Panel would like to thank those people who have contributed to the Inquiry, in particular the One Stop Shop Staff.

The recommendations of the Panel are shown below with an indication of whether there are financial implications relating to it.

Aims/Objective (a) To assess the effectiveness of the One Stop Shop in improving customer service.

1. That after consideration of the evidence presented to the Panel the One Stop Shop has been effective in improving customer service.

Aims/Objective (b) To assess the current service provision

Service Objective

2. To consider further the feasibility of the planning officer on Customer Services duty, to be based from within the One Stop Shop.
3. To consider amendments to the arrangements for "on duty" planning officers to address the issue of customers having to wait.

Security

4. To let staff know how often the panic buttons are tested.

Training

5. To have Customer Services advisors, in particular the supervisors, join in on regular training sessions and new starters to have training with the back office sections, such as Revenues and Benefits and Planning Services.
6. To train some Customer Services staff to a higher level in certain services to serve as reference points within Customer Services.

Computerised Systems and Dialogues

7. To establish a policy to ensure that the dialogues used by the advisors are kept up to date for all services provided by the One Stop Shop.
8. To clarify the point where the customer query requires back office attention.
9. To load the planning software on more than one computer in the One Stop Shop.

External Publicity

10. To promote the use of the Chorley Borough Council Internet site to access information and services.
11. To publish Frequently Asked Questions (FAQ's) in the One Stop Shop on the different services provided, potentially via the plasma screen.
12. To increase the advertisement of facilities available at the One Stop Shop, for example a leaflet to libraries and community centres or an article in Chorley Borough News.

Internal Information

13. To produce a breakdown of the range of inquiries to Customer Services between Revenues and Benefits, Planning Services etc to aid future resource provision.
14. To record the number of queries requiring back office resolution. .
15. To record the numbers of Black and Minority Ethnic customers to aid future comparisons.

Internal Communication

16. To set up a One Stop Shop user group with management and staff from all of the Council's Service Units involved and a Member of the Customer Overview and Scrutiny Panel.

Service for Customers with Disabilities

17. To use footsteps/arrows to direct customers to the Fast Track Reception.
18. To train staff in basic sign language and to liaise with deaf organisations on other ways to provide services to deaf customers, such as the provision of sign language interpreters by appointment by an external or internal identified resource.
19. To make the internal entrance and exit doors to the One Stop Shop more accessible, potentially by making the doors semi-automatic push button operated.
20. The layout of Interview Room Three to be reconsidered.
21. To provide a disabled parking space in the vicinity of the One Stop Shop.

Service for Black and Minority Ethnic Communities Customers

22. To advertise the "Language Line" service.
23. To target Black and Minority Ethnic communities for open evening events in the One Stop Shop and promotion of facilities available in the community.

Aims/Objective (c) To review the progress on the development of the Lancashire Shared Services Contact Centre

24. To extend the opening hours to provide additional ease of use for in-work customers e.g. appointments outside opening hours and extended hours phone lines.
25. To introduce text phone facilities for people with speech and hearing difficulties.
26. To support progress on the implementation of the Lancashire Shared Services Contact Centre to publicise the services available.

7. FINANCIAL IMPLICATIONS

R9. To load the planning software on more than one computer in the One Stop Shop does not currently have a financial implication. Officers have explored other ways of making use of existing software applications online and decided that the Public Access planning software could be used for most enquiries currently being processed in the One Stop Shop. This is at no additional cost. However, it places a restriction on the resolution of some enquiries, relating to Building Control, that are limited in numbers. This solution will be revisited in a year to assess whether the depth and demand for planning enquiries has increased.

R17. To use footsteps/arrows to direct customers to the Fast Track Reception. The estimated cost of this recommendation is £500 to £1,000.

R18. To train staff in sign language.

Human Resources are currently considering this as part of plan of training on equality and diversity for the authority, and the cost would be met from the current training budget.

R9. To make the internal entrance and exit doors to the One Stop Shop more accessible, potentially by making the doors semi-automatic push button operated has an estimated cost of £4,000.

R20. The layout of Interview Room Three to be reconsidered has been noted as being difficult due to the physical positioning of the room. Currently the door opens inwards and causes a space problem in the interview room. However, if the door opened outwards it would open onto customers waiting in the Fast Track Reception queue. The cost of this has been estimated at £1,000.

R21. To provide a disabled parking space in the vicinity of the One Stop Shop.

Public Space Services would meet the cost after consultation with Lancashire County Council. Due to the traffic order required this could take up to a year to implement.

8. **APPENDICES**

Appendix A	Overview and Scrutiny Project Outline
Appendix B	Scrutiny Inquiry Information Checklist
Appendix C	Scrutiny Inquiry Witness Checklist
Appendix D	Scrutiny Investigation Project Plan and Relevant Minutes from Panel meetings:
	26 August 2004
	6 October 2004
	22 November 2004
	25 November 2004
	12 January 2005
	2 February 2005
	24 February 2005
	16 March 2004
	20 April 2005

OVERVIEW AND SCRUTINY INQUIRY PROJECT OUTLINE

Review Topic: One Stop Shop/ Lancashire Shared Services Contact Centre

Investigation by: Customer Overview and Scrutiny Panel

Type: Inquiry

Objectives:

1. To assess the effectiveness of One Stop Shop in improving Customer Service.
2. To identify any future improvements for customer service.
3. To review progress on development of Lancashire Shared Services Contact Centre.

Desired Outcomes:

1. To maximise improvements to Customer Service resulting from the One Stop Shop.
2. To maximise operational efficiency of the One Stop Shop.

Terms of Reference:

1. To conduct an investigation into the One Stop Shop and Lancashire Shared Services Contact Centre and identify (if any) further improvements.
2. To assess the current service provision.
3. To report on the investigations findings and make recommendation to Overview and Scrutiny Committee consistent with the Inquiry's objectives and desired outcomes.

Key Issues:

1. Customers experience and satisfaction.
2. Staff experience, e.g. security, training.
3. Trade Unions perspective.
4. Operational Issues (relationship with back office functions).
5. Lancashire Shared Contact Centre Partnership arrangements.
6. Opening times.
7. Effectiveness as source of information: leaflets etc.
8. Public Awareness.
9. Accessibility, e.g. for disabled.

Risks:

1. Having desired outcomes beyond the capacity to delivery.

Venue(s):

Committee Room, Town Hall, Chorley

Timescale: Nine months

Start: August 2004

Finish: April 2005

Information Requirements and Sources:

Documents/evidence: *(what/why?)*

- Strategy for the Lancashire Shared Services Contact Centre
- Relevant section of Implementing Electronic Government statement
- Staffing structure/levels etc.
- Security facilities for staff and customers
- Number of customers using the One Stop Shop over a particular time range
- Waiting times for customers to see customer services staff
- Customer satisfaction cards results/statistics
- Complaints procedure and information regarding complaints
- Customer charter
- Information on solutions for issues relating to disabled access/facilities

Witnesses: *(who, why?)*

- Customers
- Trade Unions
- Councillors
- Executive Member
- Revenues and Benefits Manager: Dave Price (as internal customer)

Consultation/Research: *(what, why, who?)*

- Staff
- Customers
- Trade Unions
- Councillors
- Executive Member
- Disability Liaison Group /Ethnic Minorities Consultative Committee
- Development Control Manager: (as recently implemented internal customer)
- Waiting times for customers to see customer services staff
- Customer satisfaction cards results/statistics
- Complaints procedure and information regarding complaints

Site Visits: *(where, why, when?)*

- One Stop Shop: during the morning, to view the facility and speak with staff.
- In the afternoon proposed discussion with Disability Liaison Group/Ethnic Minorities Consultative Committee.

Officer Support:

Lead Officer:	Asim Khan
Democratic Services:	Ruth Hawes
Corporate Policy Officer:	To be identified as required.

Likely Budget Requirements:

<u>Purpose</u>	<u>£</u>
Postage	500
Total	500

Target Body¹ for Findings/Recommendations

(Eg Executive Cabinet, Council, PCT)

Overview and Scrutiny Committee

SCRUTINY INQUIRY INFORMATION CHECKLIST

Name of Inquiry: One Stop Shop/Lancashire Shared Contact Centre

Scrutiny Body: Customer Overview and Scrutiny Panel **Date:** 20 April 2005

Ref.	Information Required	Source	To be sourced by	Received
1	Lancashire Shared Contact Centre Strategy	Strategy document	Mr Khan	6 October meeting
2	Relevant section of IEG Statement	IEG Statement	Mr Khan	6 October meeting
3	Staffing Structure/levels	Management information	Mr Khan	6 October meeting
4	Security facilities for staff and customers	Management information	Mr Khan	6 October meeting
5	Numbers of customers using the One Stop Shop over a particular time range	Management information	Mr Khan	6 October meeting
6	Waiting times for customers to see staff	Management information	Mr Khan	6 October meeting
7	Customer satisfaction card results	Management information	Mr Khan	6 October meeting
8	Customer Charter	Management information	Mr Khan	6 October meeting
9	Information on solutions for issues relating to disabled access/facilities	Management information	Mr Khan	6 October meeting
10	Complaints procedure and information regarding complaints	Management information	Mr Khan	6 October meeting

SCRUTINY INQUIRY WITNESS CHECKLIST

Name of Inquiry: One Stop Shop/Lancashire Shared Contact Centre

Scrutiny Body: Customer Overview and Scrutiny Panel – Date: 20 April 2005

Ref.	Witness	Information Required	Date	Venue
1	Customers	Feedback from customer satisfaction cards	6 October 2004 meeting	Union offices Street
2	Representatives from the Disability Liaison Group	Feedback on experience/suggestions for possible improvements	22 November 2004	Union offices Street
3	Representatives from the Ethnic Minorities Consultative Committee	Feedback on experiences/suggestions for possible improvements	22 November 2004	Union offices Street
4	Staff	Consultation with staff	22 November 2004 site visit/ 2 February 2005	Union offices Street
5	Councillors	Feedback on experiences/suggestions for possible improvements	N/A	By letter
6	Revenues and Benefits Manager; and Head of Planning Services (as internal customer)	Feedback on experiences/suggestions for possible improvements	16 March 2005	Gillibrand Street offices
7	Representative from the Racial Equality Council	Feedback on experiences/suggestions for possible improvements	16 April 2005	Town Hall
8	Executive Member for Customers, Policy and Performance	Consideration of draft recommendations and feedback as Executive Member	20 April 2005	Town Hall

SCRUTINY INVESTIGATION – PROJECT PLAN										TOPIC: One Stop Shop/Lancashire Shared Contact Centre										
TASK	2004					2005					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May										
1. TOPIC SELECTED	✓																			
2. SCOPE INQUIRY	✓																			
<ul style="list-style-type: none"> ▪ complete project outline ▪ complete project plan 																				
3. COLLECT EVIDENCE																				
<ul style="list-style-type: none"> ▪ see information checklist ▪ see witness checklist 		4	✓	4	✓	4	✓	4												
4. CONSIDER EVIDENCE																				
<ul style="list-style-type: none"> ▪ ▪ 																				
5. REPORT																				
6. FEEDBACK & ACTION																				
7. MONITOR																				
																				✓
																				✓

CUSTOMER OVERVIEW AND SCRUTINY PANEL

26 August 2004

04.CUS.53 ITEMS REFERRED FOR CONSIDERATION TO THE CUSTOMER OVERVIEW AND SCRUTINY PANEL BY THE OVERVIEW AND SCRUTINY COMMITTEE – ONE STOP SHOP

The Panel received the Scrutiny Topic Selection Assessment regarding The One Stop Shop referred for consideration from the Overview and Scrutiny Committee. The Group Director outlined background information on this topic.

The Group Director advised that the Lancashire Shared Contact Centre was one of the Council's key projects, this included the One Stop Shop as the first phase. The Group Director reported that this was a walk in service to enable the public to access services such as housing, benefits and planning services in one places. This facility had been in operation for around a year. The staff in the One Stop Shop were specifically trained in customer service skills.

The Panel noted that Chorley Borough Council was a member of the Lancashire Shared Contact Centre Partnership, comprising seven authorities within Lancashire, including the County Council. This aimed to be a virtual contact centre where calls would be dealt with by a partner if all lines were busy at Chorley and vice versa. This would enable the extension of opening hours as partner contact centres would be nominated e.g. for specific weekends. The Contact Centre was due to be in operation in the next few months.

The Panel completed an Overview and Scrutiny Inquiry Project Outline for the One Stop Shop.

RESOLVED - That the Panel undertake an Inquiry into the One Stop Shop/Lancashire Shared Contact Centre.

SPECIAL CUSTOMER OVERVIEW AND SCRUTINY PANEL

6 October 2004

04.CUS.5 ONE STOP SHOP INQUIRY – PRESENTATION ON THE ONE STOP SHOP

9

The Panel received an information file for the One Stop Shop Inquiry, comprising documents that the Panel had requested. These documents included: the Joint Chorley/Lancashire Contact Centre Business Case, the Vision Statement entitled "Towards a Shared Service Contact Centre and the relevant section of the IEG Statement. Panel members also received the staffing structure for the section and details of the security facilities for staff and customers. The number of customers using the One Stop Shop and the waiting times for service, along with the customer satisfaction card results up to 1 October 2004 were supplied. Members also received the Customer Charter, the Customer Care Policy and Standards and Complaints Policy. Members also received information regarding disabled access and facilities.

The Panel received a presentation by Asim Khan, Assistant Head of Customer Services. The facility was a flag ship development with a service objective "to provide customers with a single point of access to Council and Partner services using their preferred method of contact and to provide a quality service that fully meets customer requirements".

The objective would be achieved through the provision of service, a face to face (in the One Stop Shop), via telephone, SMS, email and fax (through the Call Centre) or self-service (on the web site). The same technology would underpin the different solutions to ensure consistency of service.

The vision for the facility was formed out of consultation with staff and customers and mentoring from other local authorities, such as the London Borough of Brent who were Beacon authorities. This mentoring enabled Chorley to learn from experience gained by others who had already implemented a similar facility. The Council had approved the strategy in October 2001.

The One Stop Shop was the first aspect of a phased approach, the second step being the link to the Shared Services Contact Centre. This was a key priority for the Council. The One Stop Shop now incorporated Customer service for Council Tax, Benefits, some aspects of Housing services and more recently, Planning services and Highways.

There had been extensive consultation with staff, trade unions, customers, Members, Health and Safety, Ethnic Minorities Consultative Committee, Disability Liaison Group and Police Liaison Group.

The facility did comply with access requirements for people with disabilities. These included

- a rise and fall desk in the One Stop Shop, with Internet access,
- the provision of hearing loop in the One Stop Shop and interview rooms,
- disabled toilets,
- a good colour scheme for people with visual impairment,
- a meet and greet service during busy periods and

- helpful, aware and accommodating staff.

The Panel noted that issues had been raised regarding the access doors into the One Stop Shop. The Members would examine this during the site visit of the facility.

There had been human resources issues arising from the development of the One Stop Shop, including a staffing restructure. The recruitment process and progression scheme focussed on customer service. There had been concerns regarding the removal of the safety glass. Staff visited the One Stop Shop at Knowsley to get a first hand feel of what this meant and felt reassured. Also, it was felt that the benefits in customer relations and implementation of CCTV and panic alarms would mitigate the risk.

A training programme had been implemented to action a skills audit. The staff were encouraged to undertake an National Vocational Qualification (NVQ) in Customer Services which complemented the Customer Care Policy and Customer Charter. Staff had been given training on violence and aggression and Health and Safety. Training was undertaken to give staff an appreciation of the back office procedures and to show how the interaction with the customer effected these.

As the Customer Services staff would be serving customers for a variety of services, some of the complex business processes were mapped. Training on the computer systems for the different services was undertaken, including Housing, Revenues and Benefits and the payments system.

There had been a number of Customer Care policies throughout the Council and an opportunity taken to bring these together into a corporate Customer Care Policy.

There had been issues relating to queue management when the facility first opened. The lights that had caused some confusion had been switched off and this had helped the problem.

The business process mapping exercises undertaken were highlighted as important, particularly as business processes are subject to change. All the information collected by staff in the One Stop Shop was delivered electronically to the relevant back office and by hard copy where a signature was required.

During the One Stop Shop project there had been several other competing corporate projects, including allpay, smart cards and the payments system.

The entire ground floor of the Union Street offices had been refurbished in accordance with a Design Brief. The work had been undertaken between January and May 2003. For safety reasons the furniture used in the One Stop Shop was heavy or fixed in place.

The Panel viewed photographs of the ground floor of Unions Street offices before and after the One Stop Shop.

The One Stop Shop had opened on 27 May 2003, had served 10,524 customers in the fast track reception and 36,583 customers in the One Stop Shop. An average of 138 customers had been seen per day with an average wait of 4 minutes. More than 90% of queries were dealt with without the need to refer to the back office. Since August 2004 1,149 Planning customers had been dealt with and 394 Department of Works and Pensions customers. Three interview rooms were available for more sensitive queries, including one very secure room for use if a customer was known to be violent and aggressive towards staff.

A customer feedback form was given to each customer, with 11% of forms being returned. Some changes had been implemented arising from the feedback received, including a children's play area and a clock.

Chorley Borough Council were the first in Lancashire to have a true generic One Stop Shop and since its implementation most of the districts in Lancashire had visited, including Lancashire County Council, Pendle Borough Council and Wyre Borough Council.

The Shared Services Contact Centre (SSCC), was a partnership with five other East Lancashire Districts and the County Council, and, was scheduled to go live in April/May 2004. It would provide customers with access to both Council and County Council services. The contracts in relation to this partnership had been complex resulting in delays, however this was a key project for the Council. The number of staff required had been estimated and some would transfer from other services. In the fullness of time this aimed to be a virtual contact centre where a partner could deal with calls if all lines were busy at Chorley and vice versa. This would also enable the extension of opening hours as contact centres would be nominated e.g. for specific weekends.

In response to a query, Mr Khan advised that the Council's switchboard would be part of the Call Centre and that, due to the Town Hall refurbishment the switchboard had relocated to Union Street offices. As an improvement to the switchboard service, staff now asked more questions of callers to ensure the caller was transferred to the correct department and announced each caller transferred. Other improvements had also been made but this was continuously under review given that some customers still experienced delays in getting through.

The Panel noted that currently, a specific member of staff delivered the Planning service, but all staff would be trained to deliver this service. If there was expected to be interest in a particular planning application, full copies of the file would be stored within the One Stop Shop. In time, all of the information would be available to view electronically. For technical enquiries a Planning Officer would be requested to see the customer.

Mr Khan reported that agency staff were not usually employed in the One Stop Shop due the specific training required by staff. Some staff who were employed for 20 hours a week and covered peak times and this complemented the core bank of staff.

In response to a query, Mr Khan reported that the fast track reception was required to filter customers needing further service, contractors and officers requiring access. Quick queries could be dealt with there.

The Chair thanked Mr Khan for his presentation.

RESOLVED –

- (a) That the presentation by Mr Khan be noted,**
- (b) That a site visit of the One Stop Shop be held in the next few weeks on a Monday, with a tour of the facility in the morning and discussion with representatives of the Ethnic Minorities Consultative Committee and Disability Liaison Group in the afternoon.**

CUSTOMER OVERVIEW AND SCRUTINY SUB-GROUP

22 November 2004

04.CUS.61 TOUR OF THE ONE STOP SHOP

The Assistant Head of Customer Services welcomed the Members of the Panel to the One Stop Shop facility at the Union Street offices.

The Panel undertook a tour of the One Stop Shop, starting at the Fast Track Reception, Payments Counter, Housing Repair hotline and stands for information leaflets and displaying information regarding ongoing planning applications.

Members went into the One Stop Shop and noted the promotional plasma screen and queue system screen within the waiting area. The waiting area incorporated a children's play area, that, along with a clock, had been implemented in response to comments from Customer feedback.

The Panel observed the main One Stop Shop desk and staff working area. A member of the Customer Service Staff demonstrated the knowledge based dialogue software used to help customers requests for information and services. The Members noted the calm atmosphere, layout of the facility and the absence of security glass.

The three Interview Rooms, each with increasing levels in security were noted. The restroom for the staff and CCTV monitoring room were highlighted. Each of the doors giving access to staff areas required a security fob to gain access.

RESOLVED – That the Tour be noted.

04.CUS.61 FEEDBACK SESSION WITH REPRESENTATIVES FROM THE DISABILITY FORUM

The Chair welcomed Eileen Bee; Disability Forum Co-ordinator, Ken Miller and Judy Daniels to the meeting. Ken and Judy were partially sighted.

The Assistant Head of Customer Services reported that when the One Stop Shop had first opened Judy had visited the facility and noted issues with the height of the door handle bar and mirror in the disabled toilet which had both been adjusted. The sign at the entrance to the facility had also been increased in size. The Panel noted that the size of the interior signs were restricted by the height of the ceiling.

The Panel commented that the provision of the rise and fall counter, for use with customers in a wheel chair, was excellent. Representatives of the Disability Forum stated that there was no reason why a partially sighted customer could not use any of the counters, as long as it was made clear which counter they were to go to. Two of the counters were fitted with the Loop system. The ramp from the outside of the premises directly into the One Stop Shop was noted.

The representatives stated they were impressed with the service that had been received and the computerised systems used within the One Stop Shop. There was an audio and visual method for customers to be aware when their ticket number was called, including an audio facility in the disabled toilet. The Panel heard that when the facility opened a flashing light system used had confused customers so this had been switched off.

The Panel were advised that the colour schemes were acceptable, the contrast between the colours were noted as being the most important aspect. In fact, different colour schemes suited different people with visual impairment. The representatives commended the lighting levels within the One Stop Shop.

The Panel discussed possible measures to assist Customers with disabilities. These included the existing facility for the Fast Track Reception to ask customers whether they had

any special needs. The customer services advisor in the One Stop Shop would be made aware of these needs via the computer system. At times when there was additional capacity and busy periods a “meet and greet” service was in operation, this would be extended to escort customers into the One Stop if a special need was identified. The Panel noted that it was not always obvious that a customer had a special need, in some cases there was a need for the customer to advise the staff of their needs.

The Assistant Head of Customer Services advised that a Customer Relations Management (CRM) system would shortly be in operation. This would give each customer a unique reference number and would store all the information in relation to the customer, including requests for service and any special needs. The representatives supported this. There were currently no sign language interpreters within the One Stop Shop.

In response to a query the Assistant Head of Customer Services advised that the Fast Track Reception was required to filter staff, contractors and customers, in addition to allowing the resolution of quick inquiries. Concerns had been raised in regard to the door into the One Stop Shop. The entrance, exit and glass separating the doors were not as clear as they could be.

The representatives of the Disability Forum commended the Council for reviewing the facilities at the One Stop Shop for improvements and taking the views of the Disability Forum into account.

The Chair thanked the representatives of the Disability Forum for their comments.

RESOLVED –

- (a) That the feedback be noted,**
- (b) That footsteps/arrows directing customers to the Fast Track Reception be considered,**
- (c) That staff be trained in sign language,**
- (d) That the entrance, exit and glass separating the doors to be made clearer, potentially by making the doors semi-automatic, with further consultation with representatives of the Disability Forum on this issue,**

04.CUS.61 FEEDBACK SESSION WITH THE VICE-CHAIR OF THE ETHNIC MINORITIES CONSULTATIVE COMMITTEE

The Chair welcomed Mr Allam, the Vice-Chair of the Ethnic Minorities Consultative Committee, to the meeting.

In response to a query the Assistant Head of Customer Services advised that the “Language Line” facility was available within the One Stop Shop. This provided access to over 200 languages, including Urdu. There was no direct translation service available, but the Panel noted that the use of the facility had been limited so far. The “Language Line” facility could be utilised from the home of a customer, by a member of the Customer Service staff, if the customer was housebound.

The Panel heard that consultation had been undertaken with representatives of the Ethnic Minorities Consultative Committee during the implementation of the One Stop Shop. There would be opportunity for further consultation and feedback at the upcoming Eid Festival on 6 December. This event was to be held in conjunction with the Community Leaders and the Borough Council, at All Seasons Leisure Centre where there would be a roadshow promoting the One Stop Shop.

Mr Allam noted that the take up of these services, by those in Ethnic communities was slow and that the services provided for members of the Ethnic community could not be properly tested until the take up increased. Currently, a friend or other member of the community might help a person fill in a form for example.

The Assistant Head of Customer Services advised that some Authorities had recruited members of the ethnic community who had the required skills within the facility. The Panel

heard that the Police had a list of people who could be called upon to act as a translator. When the Citizens Advice Bureau (CAB) started a gentleman, from the ethnic community, had been employed one afternoon a week with great success. There were plans to discuss partnership working with CAB.

The Chair thanked Mr Allam for his contributions.

RESOLVED –

- (a) That the feedback be noted,**
- (b) That the Assistant Head of Customer Services attend a future meeting of the Ethnic Minorities Consultative Committee,**
- (c) That an open evening be held at the One Stop Shop to promote the facility to members of the ethnic community,**
- (d) That future partnership arrangements with Citizens Advice Bureau be considered,**
- (e) That the issue of disabled parking spaces in the vicinity of the One Stop Shop be considered**

CUSTOMER OVERVIEW AND SCRUTINY PANEL 25 November 2005

04.CUS.76 ONE STOP SHOP INQUIRY - CONSIDERING EVIDENCE

The Panel received a note of their tour of the One Stop Shop that had taken place on 22 November 2004 as well as a note of the discussions with representatives from the Ethnic Minorities Consultative Committee and Disability Liaison Group on how the facility at the Union Street offices operated.

RESOLVED - That the staff who work at the One Stop Shop and the Trade Unions be consulted via questionnaires.

CUSTOMER OVERVIEW AND SCRUTINY PANEL 12 January 2005

05.CUS.04 ONE STOP SHOP INQUIRY – INTERVIEW OF STAFF

The Chair accepted, as urgent, consideration of this item not included on the agenda in order to update Members on the One Stop Shop Inquiry.

The Panel noted that a feedback session with Customer Services staff would be held on 2 February 2005 commencing at 2.00pm at the Union Street offices.

RESOLVED – That Councillors Mrs Walsh (Chair), Councillors Birchall, Malpas and E Smith attend the feedback session on 2 February 2005 at 2.00pm.

ONE STOP SHOP INQUIRY – FEEDBACK FROM STAFF

2 February 2005

The Chair welcomed the staff to the information gathering session and made introductions. The Panel explained that the Inquiry had been requested to assess the effectiveness of the One Stop Shop in improving customer service and to identify any improvements for customer service. The Panel had considered all aspects of the One Stop Shop, including the building, security arrangements, business procedures, and facilities for customers with disabilities.

The staff interviewed had worked for the Council for varying periods of time from just over a year to eighteen years. The majority had worked in a similar environment previously and had undertaken the NVQ in Customer Service. Some staff worked part time and others full time.

Do the staff enjoy working at Chorley Borough Council?

All of the staff said that they enjoyed working at Chorley Borough Council and that the One Stop Shop had a nice working atmosphere. Staff within Customer Services were friendly and helpful. Staff liked the fact that they could give each customer really good customer service without rushing, as there was not a set target of customers to be seen per shift. There was a rest room where staff could go for a break if they had seen a customer with upsetting circumstances.

The Panel noted the pride the staff felt in their job and the responsibility of the staff as the face of Chorley Borough Council. Each member of staff said that they would feel more confident in speaking to customers if they had more knowledge about the services they provided.

Training

Staff felt that it would be helpful to see the whole process from the back office through to Customer Services as this would help them to understand why Customers need to bring in certain documents or answer certain questions within the dialogues. Customers did want more information than the staff were trained on, including terminology and back office procedures. The dialogues were good (Team Knowledge software), but additional knowledge of complex services such as benefits and planning was required.

The Panel agreed that it would be helpful for back office departments to spend some time in Customer Services to appreciate the difficulties faced by the staff.

Systems

The customer history log was highlighted as useful for the staff. The dialogues were useful, the Benefits dialogues were currently being reviewed. The Planning dialogues were fine for simple queries, but staff advised that planning customers had different expectations and requested more in depth information.

Communication

A daily brief was now prepared for the staff outlining any information they needed to know. This had improved the communication within the section, especially for those staff who worked part-time. A monthly corporate Team Brief was also heard. A log was kept of any incidents with customers that occurred in the One Stop Shop.

The staff had regular Personal Development Reviews with their manager where they could raise any issues. The management were in the process of clarifying the progression scheme for staff.

Customers

Each member of staff said that customers liked the One Stop Shop. This was partly due to the short waiting times to see a member of staff. Staff felt that customers went away happy with the service they received.

Within the One Stop Shop there were two queues: one for general inquiries and one for planning which could cause confusion. As there was only one desk for planning inquiries there was sometimes a queue. Other Customer Services staff couldn't serve planning customers, even if they were trained on planning inquiries, because each computer did not have the software required.

Comparison with previous Benefits counter

The staff advised that the One Stop Shop was a great improvement from the previous benefits counter. Customers appeared more relaxed without the glass and the waiting times had been greatly reduced.

Security

Staff advised they felt secure and commented that it was better without the security glass as this created a barrier between staff and customers. A panic button was available if required. The One Stop Shop was a calm and pleasant environment and so customers were not usually aggressive,

If customers were aggressive staff would explain circumstances in a certain way as they had been trained to do. The customer would then go away happy with the service received, even if they haven't got the answer they originally wanted.

Back office support

Staff reported that some departments gave very good back office support and that others could greatly improve. The Panel noted that management were currently reviewing this.

Management

Staff advised that they would feel happy to talk to management about ideas for changes or problems. Staff recognised that management needed a positive response from other departments to resolve current issues.

Development

Staff felt that the One Stop Shop could take on other services, but that additional training and back office support would be required. There was enthusiasm from the staff for the One Stop Shop to take on other services.

Suggested Improvements

- The doors into the One Stop Shop and Interview Room Three would benefit from a redesign.
- All members of Council staff to wear a name badge showing their department.
- The internal telephone directory to be kept up to date to help the person manning the switchboard.
- To provide more training for staff on roles before starting to provide the service, e.g. planning, switchboard.
- To provide more training on in depth areas such as benefits and planning.
- To let the staff know how often the panic buttons are checked.
- To consider installing the planning software on more than one computer to enable staff to help out when there were queues at the planning desk.
- To consider further the back office support for the One Stop Shop.

The best element

Staff said that the best element of the One Stop Shop was the Customer Services staff who went above and beyond their duty to provide an excellent service for the customer.

CUSTOMER OVERVIEW AND SCRUTINY PANEL 24 February 2005

05.CUS.07 ONE STOP SHOP INQUIRY – COLLECTING EVIDENCE

The Panel had requested a feedback session with the Revenues and Benefits Manager, the Head of Planning Services and a representative of the Racial Equality Council. The Panel would also have a feedback session with the Executive Member for Customers, Policy and Performance.

RESOLVED –

- (a) That Members of the Panel receive feedback from the Revenues and Benefits Manager, the Head of Planning Services and a representative of the Racial Equality Council on 16 March 2005 commencing at 2.00pm,**
- (b) That a date be confirmed at a later date to receive feedback from the Executive Member for Customers, Policy and Performance.**

05.CUS.08 ONE STOP SHOP INQUIRY – CONSIDERING EVIDENCE

RESOLVED – That the consideration of evidence be deferred until the completion of the feedback session scheduled for 16 March 2005.

SPECIAL CUSTOMER OVERVIEW AND SCRUTINY SUB-GROUP

16 March 2005

05.CUS.13 FEEDBACK FROM THE REVENUES AND BENEFITS MANAGER

The Chair welcomed Dave Price, the Revenues and Benefits Manager, to the meeting. She explained that the Panel would like to receive feedback from him as a back office customer of the One Stop Shop.

The Panel heard that as the Revenues and Benefits section were no longer meeting members of the public face to face this aspect of the workload had decreased. Staff now devoted more time to the more technical aspects of working out benefit claims. 50% of inquiries were dealt with over the phone by the section directly.

The Panel heard that a great deal of work had gone into developing the dialogues used by the customer services, but that as the Revenues and Benefits requirements and systems were constantly changing these needed to be kept up to date. Copies of training notes were passed to customer services and members of the Revenues and Benefits staff had sat with staff. It was suggested that customer services could join in on regular training sessions and that any new starters could have training with the Revenues and Benefits section. A computerised training manual had recently been purchased for Revenues and Benefits and a dedicated training officer had also been appointed. Joint training would also build a closer relationship between the two sections.

In response to a query it was noted that the expectations of Customer Services was very high and it was not possible for the advisors to know everything about each of the services they provided. There was a discussion regarding certain advisors being specialised in certain areas, but it was noted that the line where the customer query needed to be passed over to the back office needed to be clear.

The Revenues and Benefits Manager highlighted that the One Stop Shop provided an improved service to the Customer as they were now able to speak to the Council about any queries in one place. The service received by the Revenues and Benefits section from Customer Services had been very good, there had been meetings between the management and past issues had been resolved.

RESOLVED –

- (a) To thank the Revenues and Benefits Manager for his feedback,**
- (b) That the section showed a commitment to continuously improve the service provided to the customer,**
- (c) To establish a policy to ensure that the dialogues used by the advisors were kept up to date for all services provided by the One Stop Shop,**
- (d) That Customer Services advisors, in particular the supervisors, to join in on regular Revenues and Benefits section training sessions and new starters to have training with the Revenues and Benefits section,**
- (e) To note that joint training would build closer relationships between the One Stop Shop and back office sections,**
- (f) To support the new computerised training manual recently purchased for the Revenues and Benefits section and the appointment of the dedicated training officer,**
- (g) To note the difficulties of training all advisors as some work part time and Customer Services open office hours,**
- (h) To train some Customer Services staff to a higher level in certain services to**

- serve as reference points within Customer Services,
(i) To clarify the point where the customer query requires back office attention.

05.CUS.14 FEEDBACK FROM THE HEAD OF PLANNING SERVICES AND DEVELOPMENT CONTROL MANAGER

The Chair welcomed Alan Croston, the Head of Planning Services and Wendy Gudger, the Development Control Manager, to the meeting. She explained that the Panel would like to receive feedback from them as a back office customers of the One Stop Shop.

The Head of Planning Services reported that the Development Control, Enforcement and Building Control sections had moved to Union Street offices in August 2004. The Planning Policy section remained at Gillibrand Street offices.

The Panel heard that the reception area at the Gillibrand Street offices had been almost exclusively for planning customers so moving to the One Stop Shop had been a big change for the planning staff and customers. The existing receptionist had moved at the same time and this had been a great help, although she only worked part-time. The administrative arrangements were also organised differently, such as mail and photocopying and the location of the offices on the second floor. These were additional changes that staff needed to adjust to.

In response to a query the Head of Planning Services explained that a further review of the Planning Services business processes was underway in readiness for the implementation of the Contact Centre. It was envisaged that this review would clarify the split between the service provided by Customer Services and the back office. There had also been a recent review of the support staff arrangements within Planning Services. The Panel discussed the possibility for the Planning Officer on duty to be based within the One Stop Shop.

The Head of Planning Services explained that the Unit had targets that had to be met, for example in relation to the Planning Delivery Grant. The Panel noted that this was a key consideration in relation to the funding of the service. The number of planning applications had been consistently high over the past few years, but numbers had levelled off in recent months. This combined with a full complement of Planning Services staff should enable the Unit to focus more on the softer side of the service.

In response to a query the Head of Planning Services stated the commitment of the Unit to continuously improve the service given to customers and the provision of training for the Customer Services advisors. A training programme would be developed in conjunction with Customer Services and Planning Services.

The Panel agreed that Planning was a complex service and that it would be a lot to expect each member of the Customer Services staff to have a comprehensive knowledge of each service they provided. The nature of many Planning queries were noted as being subjective, for example, the colour of building materials used in conservation area. This meant that the percentage of queries that required back office resolution was higher than other services. A large number of queries were dealt with over the telephone by Planning officers.

The Head of Planning Services advised that the move to the One Stop Shop had improved the service provided to the customers by reducing the waiting times. With the planned training programme the service to the customer would be enhanced further. It was acknowledged that due to the complex nature of planning inquiries further analysis and training would have been beneficial prior to the move to the One Stop Shop.

The Panel heard that the Planning Services had developed dialogues for customer for some queries, but that these needed to be reviewed. In fact, the majority of queries to Customer Services were specific to a property or area and could not be resolved by the use of dialogues. A lot of information leaflets and FAQ's were available in the One Stop Shop.

The Panel noted that the nature of Planning Services meant that customers were being told they could, or could not do things, and the rules and reasons why. The regulations and policies involved were also complex and the Panel noted that customers could see the service received in a negative light because of this.

In response to a query the Head of Planning Services reported that a great deal of development had taken place on the Chorley Borough Council web site section in relation to Planning Services. "Planning online" included the Local Plan, public access (for details of current planning applications), the planning portal (a guide to applying for planning permission) and building regulations information. Further developments to the web site were scheduled for later in the year. The Unit aimed to provide an enhanced service to the customers and to be more open and transparent. The enhanced service required resources as the more information made available the more queries were being generated.

The Head of Planning Services agreed that the software used by Customer Services for Planning queries should be loaded on to additional computers, as currently there was only one computer that could access the software.

The Panel discussed the potential for a One Stop Shop user group, with service unit heads and members of staff from the relevant units, to meet on a regular basis to discuss any ongoing issues.

RESOLVED –

- (a) To thank the Head of Planning Services and Development Control Manager for their feedback,**
- (b) That the section showed a commitment to continuously improve the service provided to the customer,**
- (c) To note the difficulties faced by Planning arising from the move over the Union Street,**
- (d) To support the review of Planning Services business process ahead of implementation of Contact Centre,**
- (e) To note that planning services was complex in nature as many queries were subjective, for example, the colour of building materials used in conservation area,**
- (f) To support the development of a training programme for Customer Services in conjunction with Planning Services,**
- (g) To clarify the point where the customer query requires back office attention,**
- (h) To support ongoing meetings with the management of the Units involved,**
- (i) To publish FAQ's in the One Stop Shop on the different services provided, potentially via the plasma screen,**
- (j) To promote use of the Chorley Borough Council internet site to access information,**
- (k) To load the planning software on more than one pc in the One Stop Shop,**
- (l) To consider the feasibility of the planning officer on Customer Services duty to be based from within the One Stop Shop,**
- (m) To consider the provision of two on duty planning officers,**
- (n) To record the number of planning queries requiring back office resolution,**
- (o) To set up a One Stop Shop user group with management and staff from all of the Units involved.**

05.CUS.15 FEEDBACK FROM A REPRESENTATIVE FROM THE RACIAL EQUALITY COUNCIL

The Chair welcomed Mr Patel to the meeting. She explained that the Panel would like to receive feedback from him as a representative from the Racial Equality Council.

Mr Patel explained that he was seconded from Lancashire County Council to the Racial Equality Council, an independent organisation that worked within the community. The Panel heard that there were several communities within the Chorley area, including, Muslims, Hindus, Sikhs, and Afro-Caribbean. Mr Patel attended the Borough Council's Ethnic Minorities Consultative Committee on a regular basis and had a session at the One Stop Shop each week.

Mr Patel reported that he advised people to go directly to the Council on welfare rights issues and to request an interpreter from the Council. He would deal with issues for people if they were experiencing problems with the Council. The Citizens Advice Bureau had received funding for an interpreter, but this post was currently empty. The Panel noted the use of a corporate strap line for Urdu and Gujarati speakers, and a large print strap line for those with a visual impairment.

The Panel suggested that an open evening specifically for the minority communities be held and further publicity of the facilities provided by the One Stop Shop. It was noted that once an expectation was created to the public the service must then meet the expectation.

In response to a query Mr Patel reported that in Preston, a community outreach officer would go out to Mosques and community centres to provide services or a link to the Council. It was suggested that a person with language skills could man the Fast Track Reception area within the One Stop Shop in the future. It was noted that a "Language Line" facility was available within the One Stop Shop.

The Panel discussed the future development of the service and noted it's positive impact on service to the customer so far.

RESOLVED –

- (a) To thank Mr Patel for his feedback as a representative from the Racial Equality Council,
- (b) To support the use of a corporate strap line and provision of the "Language Line" facility,
- (c) To endeavour to have a member of staff with language skills to man the Fast Track Reception area,
- (d) To hold an open evening event for minority communities in the One Stop Shop,
- (e) To increase the advertisement of facilities available at the One Stop Shop, for example a leaflet or an article in Chorley Borough News,
- (f) To record the numbers of minority customers to aid future comparisons.

05.CUS.16 GENERAL RECOMMENDATIONS

The Panel considered a number of recommendations arising from the feedback received throughout the course of the afternoon.

RESOLVED –

General

- (a) To thank the officers and Mr Patel for their feedback,
- (b) To note that the sections involved showed a commitment to continuously improve the service provided to the customer,
- (c) To note the difficulties faced by Planning arising from the move over the Union Street,
- (d) To note that it would be a lot to expect each member of the Customer Services staff to have a comprehensive knowledge of each service they provided,

- (e) To endeavour to have a member of staff with language skills to man the Fast Track Reception area,
- (f) To support the use of a corporate strap line and provision of the “Language Line” facility.

Training

- (a) To support the development of a training programme for Customer Services in conjunction with Planning Services,
- (b) To have Customer Services advisors, in particular the supervisors, join in on regular training sessions and new starters to have training with the section with the back office sections,
- (c) To note that joint training would build closer relationships between the One Stop Shop and back office sections,
- (d) To support the new computerised training manual recently purchased for the Revenues and Benefits section and the appointment of the dedicated training officer,
- (e) To note the difficulties of training all advisors as some work part time and Customer Services open office hours,
- (f) To train some Customer Services staff to a higher level in certain services to serve as reference points within Customer Services.

Dialogues

- (a) To establish a policy to ensure that the dialogues used by the advisors were kept up to date for all services provided by the One Stop Shop,
- (b) To clarify the point where the customer query requires back office attention,
- (c) To support the review of Planning Services business process and dialogues ahead of implementation of the Contact Centre,
- (d) To note that planning services was complex in nature as many queries were subjective, for example, the colour of building materials used in conservation area,
- (e) To load the planning software on more than one pc in the One Stop Shop.

External Publicity

- (a) To note the need to manage the expectations of the public as to the services provided by Customer Services,
- (b) To promote use of the Chorley Borough Council internet site to access information and services,
- (c) To publish FAQ’s in the One Stop Shop on the different services provided, potentially via the plasma screen,
- (d) To hold an open evening event for minority communities in the One Stop Shop,
- (e) To increase the advertisement of facilities available at the One Stop Shop, for example a leaflet or an article in Chorley Borough News.

Information

- (a) To produce a breakdown of the mix of inquiries to Customer Services between benefits, planning etc,
- (b) To record the number of queries requiring back office resolution,
- (c) To record the numbers of minority customers to aid future comparisons.

Internal Communication

- (a) To support ongoing meetings with the management of the Units involved,
- (b) To set up a One Stop Shop user group with management and staff from all of the Units involved.

Accommodation

- (a) To consider the feasibility of the planning officer on Customer Services duty to be based from within the One Stop Shop.

Back office support

- (a) To consider the provision of two on duty planning officers.

SPECIAL CUSTOMER OVERVIEW AND SCRUTINY PANEL 20 April 2005

Present: Councillor Mrs Walsh (Chair), Councillors Cullens, Mrs Dickinson, Malpas, Russell and E Smith.

Also present: Executive Member for Customers, Policy and Performance, Councillor Edgerley.

05.CUS.22 ONE STOP SHOP INQUIRY – CONSIDERING EVIDENCE

The Panel received an update report on the Shared Services Contact Centre and noted that the legal paperwork had now been signed and the implementation group was meeting every month.

The supplier would be providing a “managed solution” meaning that the networks, PC’s and software used would be managed and maintained by the supplier. “Northgate” had bought out the supplier who won the contract. This type of solution was core business of this company and they were keen to use the Partnership as a flagship development.

The Group Director advised that the Contact Centre would be open from 8am to 6pm Monday to Friday and that the Contact Centre at Lancashire County Council would provide services on Saturday mornings.

The Panel heard that the telephone number 515151 would be retained with a long-term aspiration of this being the number with which to contact the Council. In the short term calls to planning extensions would be routed to advisors with planning experience. An extensive training plan had been developed for the customer advisors.

The Panel discussed the financial implications of the Contact Centre and noted that costs had been shared with the other Partners. There were significant efficiency savings gained through the use of technology and business process re-engineering associated with the Contact Centre. The service to the customer would be enhanced due to the provision of some County Council advisors and services within the Chorley.

RESOLVED –

- (a) That the update report be noted,**
- (b) That a progress report be presented to the Panel in the autumn.**

05.CUS.23 ONE STOP SHOP INQUIRY – REPORT

The Panel considered the draft Final Report into the One Stop Shop and Lancashire Shared Services Contact Centre and discussed each recommendation in turn with the Executive Member for Customers, Policy and Performance; Councillor Edgerley.

The Panel agreed that the following recommendations should be put forward to the Overview and Scrutiny Committee and the Executive Cabinet.

Aims/Objective (a) To assess the effectiveness of the One Stop Shop in improving customer service.

1. *That after consideration of the evidence presented to the Panel the One Stop Shop has been effective in improving customer service.*

Aims/Objective (b) To assess the current service provision
Service Objective

2. *To consider further the feasibility of the planning officer on Customer Services duty, to be based from within the One Stop Shop.*
3. *To consider amendments to the arrangements for “on duty” planning officers to address the issue of customers having to wait.*

Security

4. *To let staff know how often the panic buttons are tested.*

Training

5. *To have Customer Services advisors, in particular the supervisors, join in on regular training sessions and new starters to have training with the back office sections, such as Revenues and Benefits and Planning Services.*
6. *To train some Customer Services staff to a higher level in certain services to serve as reference points within Customer Services.*

Computerised Systems and Dialogues

7. *To establish a policy to ensure that the dialogues used by the advisors are kept up to date for all services provided by the One Stop Shop.*
8. *To clarify the point where the customer query requires back office attention.*
9. *To load the planning software on more than one computer in the One Stop Shop.*

External Publicity

10. *To promote the use of the Chorley Borough Council Internet site to access information and services.*
11. *To publish Frequently Asked Questions (FAQ's) in the One Stop Shop on the different services provided, potentially via the plasma screen.*
12. *To increase the advertisement of facilities available at the One Stop Shop, for example a leaflet to libraries or an article in Chorley Borough News.*

Internal Information

13. *To produce a breakdown of the range of inquiries to Customer Services between Revenues and Benefits, Planning Services etc to aid future resource provision.*
14. *To record the number of queries requiring back office resolution.*
15. *To record the numbers of minority customers to aid future comparisons*

Internal Communication

16. *To set up a One Stop Shop user group with management and staff from all of the Council's Service Units involved and a Member of the Customer Overview and Scrutiny Panel.*

Service For Customers with Disabilities

- 17. *To use footsteps/arrows to direct customers to the Fast Track Reception.*
- 18. *To train staff in sign language and to liaise with deaf organisations on other ways to provide services to deaf customers.*
- 19. *To make the entrance, exit and glass separating the One Stop Shop doors clearer, potentially by making the doors push button operated.*
- 20. *The layout of Interview Room Three to be reconsidered.*
- 21. *To provide a disabled parking space in the vicinity of the One Stop Shop.*

Service for Ethnic Minority Customers

- 22. *To advertise the "Language Line" service.*
- 23. *To target minority communities for open evening events in the One Stop Shop.*

Aims/Objective (c) To review the progress on the development of the Lancashire Shared Services Contact Centre

24. *To support progress on the implementation of the Lancashire Shared Services Contact Centre and to publicise the services available.*

RESOLVED –

- (a) To thank Councillor Edgerley for his feedback on the Inquiry and the draft recommendations,**
- (b) That the amended version of the draft Final Report be emailed to the Members of the Panel,**
- (c) That the draft Final report be submitted to the Overview and Scrutiny Committee, subject to the amendments discussed by the Panel.**

Chair

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**CUSTOMER FOCUSED ACCESS AND
SERVICE DESIGN STRATEGY -
EXECUTIVE OVERVIEW**

May 2005

SERVICE STANDARDS:-

Every public service should:

- Set Standards of Service
- Be Open and Provide Full Information
- Consult and Involve
- Encourage Access and the Promotion of Choice
- Treat All Fairly
- Put Things Right When They Go Wrong
- Use Resources Effectively
- Innovate and Improve
- Work with Other Providers

MULTI CHANNEL ACCESS:-

- Maximise take-up of self-service channels
- Realise cost savings
- Improve the quality of services
- Multi-channel management is about trying to achieve and maintain a single view of the customer for the provider - and a single view of the provider for the customer
- It is imperative to constantly monitor customer perceptions of the services they receive
- The governing objectives of channel management are to increase and maintain take up of low-cost electronic channels, to find the efficiencies required as a part of the wider Efficiency Review to drive costs out of the Council and to increase public service quality
- A prerequisite for benefits realisation is the accompanying need for business transformation
- Information technology will underpin re-engineered services and processes

TAKE UP:-

- No-one is ever going to move to a channel or service that is harder to use or less beneficial
- Customer preferences vary considerably by age, socio-demographic group, and location
- Private sector experience of multi-channel access has shown that traditional channels still play a significant role in facilitating the uptake of new electronic channels.
- Simply making services available through new channels does not necessarily mean that customers will use them
- Offering customers incentives to use an online service is a useful approach to drive take-up
- Barriers need to be addressed in order to encourage customers to use a new channel
- In deciding to 'migrate' its customers across channels, the Council is embarking on a major business transformation, impacting all areas of its operation

CHANNEL DECISION FRAMEWORK:-

- Know who our current customers are and have segment them into groups based on the Local Government Audience List in order to be able to identify their characteristics and needs
- Establish if those customer segments are already online. If so, identify the type of services (including non-public) that they use online. Identify which are the primary sites that they visit regularly. If not, identify what channels they do currently use, and what their propensity is to go online and what their concerns are about doing so.
- Identify and agree which customers the Council wants to serve online
- Analyse the current experience and needs of those segments
- Identify how our customers currently use Council services and what their experiences are of those services
- Ensure that we have management information systems that can be analysed to identify customers' key complaints about services (e.g. confusion, bottlenecks, inconsistency of information etc.) and be used to measure usage. – the contact centre should have metrics about frequently asked questions and high volume services. Customers may have links to other organisations, e.g. charities that would be able to tell us where customers need help in a service. This information will be useful for baseline measurement of service provision.

CUSTOMER FOCUSED ACCESS AND SERVICE DESIGN STRATEGY – EXECUTIVE SUMMARY

1 WHAT IS CUSTOMER FOCUS?

"Customer Focus" in the public sector is about refocusing services around the needs of the citizen as a customer of public services, rather than the problems of those who provide the services. It signifies an organisational culture that aims to address the needs, expectations and behaviours of the public, and then adjusts every aspect of the organisation to align with customer values. This includes the entire delivery chain from policy-making through to front-line services - including strategy, organisational design, business processes, performance measures, information systems and support processes.

The requirements of Customer Focus are set out in the Cabinet Office's Nine Principles of Public Service Delivery:

Every public service should:

- Set Standards of Service
- Be Open and Provide Full Information
- Consult and Involve
- Encourage Access and the Promotion of Choice
- Treat All Fairly
- Put Things Right When They Go Wrong
- Use Resources Effectively
- Innovate and Improve
- Work with Other Providers

2 WHY IS IT IMPORTANT?

Achieving a Customer Focus across the authority and its partners is one of the fundamental requirements for delivering public services designed around the needs of our customers:

- Standards and Accountability: a national framework of standards and accountability;
- Devolution: to the front line, allowing greater freedom and innovation so that services develop as users want;
- Flexibility: so that the service units and staff are better able to provide modern public services;
- Choice: more choice for the citizen,
- Access: increased access to services across new delivery channels eg web and call centres

The strategy describes how public sector bodies should focus on "Putting the Customer First" in order to meet the reasonable expectations of the public.

In summary, Customer Focus is important because it could lead to major changes in:

- the way in which the Council is structured, organises its activities, deploy its staff, and co-operates with others in the delivery of services;
- the ways in which the public perceive, access and benefit from the delivery of council services.

EXECUTIVE OVERVIEW

Some of these changes are already in hand as a result of the development and progression of customer services and e-government strategies, and many of the requirements of Customer Focus will be realised through the potential of Information and Communications Technology to support new modes of service delivery.

3 SUCCESS FACTORS

Customer-focused organisations should demonstrate four critical strengths:

1. Understand the customer
2. Build operations around the customer
3. Manage stakeholder relationships
4. Use customer understanding to deliver target outcomes

A customer-focused Council looks like this:-

Overall: <ul style="list-style-type: none">• Clearer, outward focus and vision for Executive Cabinet and portfolio holders• Deeper, shared understanding of main customers• Information is organised by customer groups (segments), across the Council and its partners where required• Higher stakeholder satisfaction• What is measured and rewarded is driven by what customers value• Better alignment of resources to objectives• Different staff motivation and improved morale	
Policy: <ul style="list-style-type: none">• Proactive, outward driven policy processes with high stakeholder and public engagement• Clear approach to defining the 'public interest' in terms of customer needs• Members are involved in structured process of customer identification and management• Implemented through fostering a team approach to understanding and meeting customer needs• Staff have particular relationship management and/or customer representative roles• Risk management focused on customer values and concerns• Closely managed partnerships and exchanges with external organisations• Policies that are more likely to be workable and achieve their objective	Service delivery: <ul style="list-style-type: none">• Services are designed and delivered around customer needs and interests• Common definition and information about customer segments is shared across organisations from policy to delivery• Effective channel strategy (management of different methods of communicating and transacting with customers, e.g. telephone, web, paper, face-to-face)• Policy makers use abstracted operational data from delivery systems• IT and e-government projects are embedded in wider business transformational projects which address people, processes and performance management• Large IT projects (eg Shared Services Contact Centre) achieve measurable gains in effectiveness

4 WHO IS INVOLVED?

The move to a customer-focused organisation involves all levels of staff.

EXECUTIVE OVERVIEW

The Council will need to put in place a programme to ensure that services meet the needs of consumers, and:

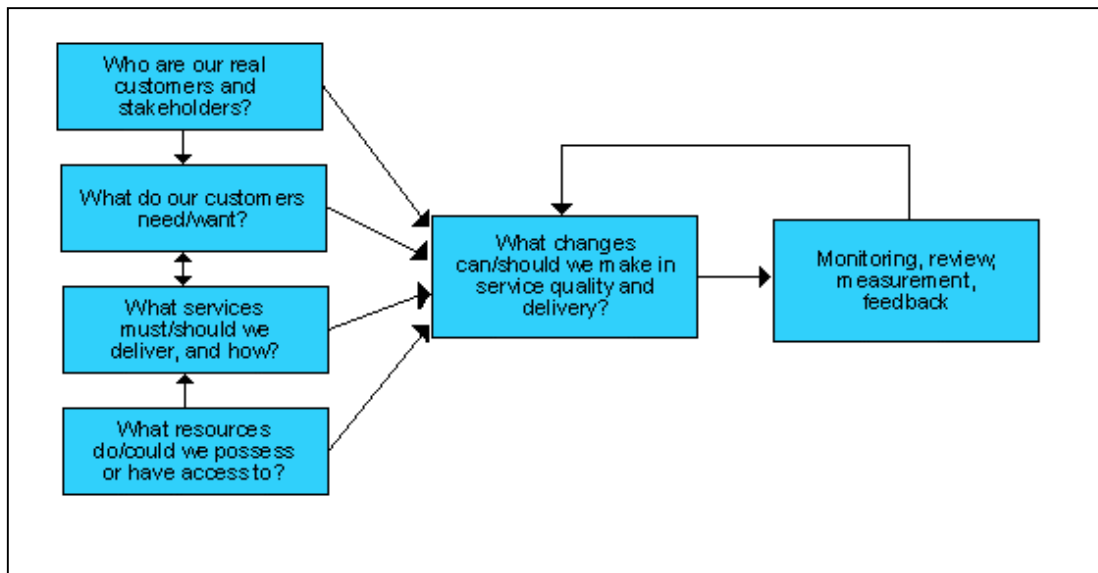
- designate Group Director A to take responsibility for the design and implementation of the programme: a "consumer champion" with political support from the Deputy Leader and Executive Member for Customers, Policy and Performance;
- take account of consumer views at every level in the organisation in the design and delivery of services, and reporting on improvements made.

These consumer champions:

- are senior people within the Council with the authority to drive through change;
- have responsibility for ensuring the consumers' views are translated into practical improvements to public services;
- ensure that the changes made to services have real meaning and impact and that they are part of a long-term strategy of improvement.

5 PRINCIPLES AND PROCESS

The diagram shows the main questions to be addressed, and activities involved in developing and operating a Customer Focus in the organisation.



6 WHO ARE OUR CUSTOMERS AND STAKEHOLDERS?

The Council serves a variety of customers, including staff and business functions within the authority, other public sector bodies, the general public, businesses and a range of other organisations. The PSPP report "Customer-Focused Government" identifies two categories of customers:

- Target customers, the intended ultimate beneficiaries, consumers or users of the service/s provided, e.g. patients of healthcare services, recipients of benefits. The objective of the public service will be to provide something of use to target customer segments or intended to have an impact on them. This could include reluctant customers (such as prisoners as recipients of rehabilitative services), unaware customers (such as children as future generators of income) and unformed customer groups (such as the public as protectors of human rights);
- Indirect customers (not targeted but affected): are impacted, or potentially impacted, by the services to target customers, intentionally or unintentionally. The organisation's objectives will not specifically include services to these groups, but the organisation will have working objectives that ensure their interests are considered, e.g. that the approach

EXECUTIVE OVERVIEW

is 'inclusive', considers the impact on partners in service delivery, the environment etc. This category will include a long and changing list of segments, probably always including the public as taxpayers, internal staff, other government departments, agencies, local authorities and other organisations in the delivery 'chain', underrepresented socio-economic groups, the public of other countries. This list could be long - it should be prioritised and tailored for each service function.

There will also be other stakeholders who could not be considered customers, but who have some stake in the process of providing the customer service. These will include:

- Customer representatives in an "intelligent customer" role as advisors to government;
- Intermediaries and partners in the provision of government services;
- Independent experts who are consulted because of what they know.

Categories of target customers can not be regarded as homogeneous wholes, and consideration must be given to customer segmentation. As described in the NAO report "Better public services through e-government":

Customer segmentation is the process of analysing and categorising customers by similar characteristics, such as life stage events (for example business start-ups); customer behaviour; and customers' characteristics. Once the needs of different customer segments are understood, the organisation can then consider how to develop its services so that they meet their needs and can decide how to market them so that targeted customers use them.

7 WHAT SERVICES MUST/SHOULD WE DELIVER, AND HOW?

The Council is obliged to undertake some specified business functions, to produce defined outputs and deliver services to the public. These can be regarded as the "business mandate" of the organisation - such as the issue of licences and permissions, delivery of environmental services, payment of benefits, or collection of local taxes. In addition, there will be opportunities for delivery of services which are not regarded as obligatory, but which could add value to the Council's offerings and help to meet the government's aspirations for public service delivery - for example, the provision of additional information services, the development of on-line and internet-based services, the implementation of help lines and the shared services call centre, and the development of "joined-up" services in collaboration with other bodies (not just the County Council).

The Council should assess the opportunities for extending its business mandate into areas which would widen the scope of its service delivery and make it more convenient for customers to do business with the public sector generally. Some units are already undertaking fundamental reviews of their service delivery arrangements as part of our e-government strategies.

8 WHAT DO OUR CUSTOMERS NEED/WANT?

Services should be developed to meet the obligations of the Council efficiently and effectively, while at the same time improving the acceptability of service delivery to customers. The Council will wish to find out the views of customers about requirements for changes and developments in service delivery, and about customer satisfaction with existing services.

9 WHAT RESOURCES DO/COULD WE POSSESS OR HAVE ACCESS TO?

Opportunities for developing and delivering new or improved services may be constrained (in the short term) by the resources available within the Council, including funds, staff resources and skills, and technology. However, planning for step changes in service delivery should include consideration of access to external resources which could contribute to major changes and improvements.

EXECUTIVE OVERVIEW

10 WHAT CHANGES CAN/SHOULD WE MAKE IN SERVICE QUALITY AND DELIVERY?

The Council should consider what changes and improvements to make in current service delivery, and what new types of service it may wish to implement. The implementation of Customer Focus should be tackled as an organisation-wide Management of Change exercise. Where a programme of change is to be implemented through a number of linked projects, the principles of Project and Programme Management should be followed for the implementation.

The key requirements for delivery of results are:

- Process redesign to link functions which share customer segments (e.g. cross-functional teams);
- Link policy making to the front line
- Minimise tasks of low added value to customers
- Tailor customer interfaces and exploit available data and customer contacts
- New front line systems or services
- Adjust policy-making processes to incorporate customer-focused principles, e.g. customer segmentation, outcome-based performance measures.

Planning for Customer Focus must include some quantitative assessment of the benefits expected, and the impact on service quality and customer satisfaction. Existing targets will be updated to take into account any new service arrangements to be introduced. Guidance on setting targets, and access to best practice in performance measurement, is to be found at www.servicefirst.gov.uk/index/perform.htm

In planning the implementation of Customer Focus, particular attention should be paid to the likely reaction of customers to new or changed services, and how customer resistance to any new service delivery could be overcome. The NAO report "Better Public Services Through e-Government" identifies the main risks in this area; the list relates to electronic service delivery but can apply to any new service.

Barriers to the take-up of electronic services (National Audit Office)	
Social exclusion	groups in society such as the elderly, unemployed, those on low income and those with learning difficulties may not have easy access to the Internet.
Familiarity	it can take time for developments such as IT which have yet to become a normal established part of every day life to be accepted by some people.
Expectancy	some citizens have low expectations about IT and what it can deliver; this innate scepticism has to be overcome and it is important that departments test new systems before going live as initial problems or failure can reinforce peoples' low expectations.
Ease of use	unless new services are easy to use and not complex take up will be low for example, websites that are conservatively designed, use bureaucratic language and contain no incentives to explore the site will remain largely unused.
Benefits	the benefits for the public of interacting with departments on-line must be self evident or else demand and subsequent take up will remain low.
Costs	if the cost of accessing services on-line is expensive or time consuming because the service has been badly designed people will not want to use it.
Solemnity	while the subject matter is serious government web sites that are conservatively designed, use bureaucratic language and contain no incentives other than strict functionality for users to explore the site are likely to be significantly under used.

A major consideration for the delivery of customer-focused services will be the means of access by the customer to those services. For electronic service delivery, the government

EXECUTIVE OVERVIEW

envisages that a range of "channels" will be used, to provide choice and competition in service delivery.

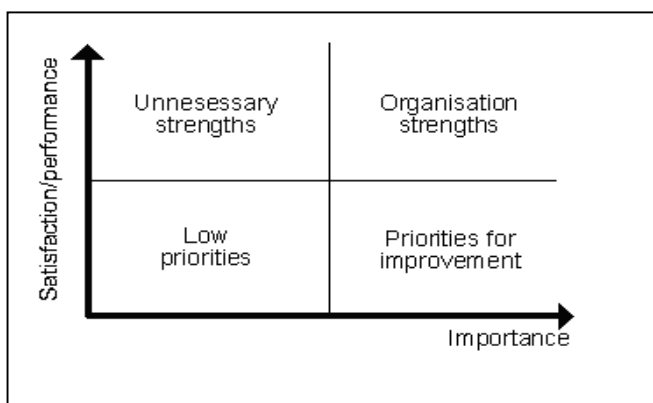
The introduction and marketing of new services should emphasise and demonstrate benefits for the customer. It may also be necessary to consider the introduction of incentives for customers to stimulate take-up of the new services. Examples of incentives and benefits include:

- lower fees and charges for public services
- improved speed of delivery
- improved quality of service, e.g. through personalised services
- free access

11 MONITORING, REVIEW, MEASUREMENT AND FEEDBACK.

The Council needs to put in place a variety of mechanisms for reviewing the operation of customer services, measuring service performance, and obtaining feedback from customers on their satisfaction with the services. The general topic of Performance Management is wider than this paper and is addressed elsewhere.

Obtaining feedback from customers will be an important aspect of performance monitoring and review. It is important to ensure that the results of any such consultation are fed back into the processes of strategy formation, service planning and service design.



A common objective of consultation exercises is to measure "customer satisfaction" with services. Satisfaction data can be very useful in determining customers' priorities for improvement and is already used to good effect across the Council. A recommended approach is to design a matrix where satisfaction with different aspects of a service is directly compared to the importance the user attaches to each. The areas of a service that are most in need of improvement can be identified by

mapping satisfaction against importance (those in the bottom right quadrant - see diagram).

BUSINESS PLANNING UPDATES END OF YEAR 04/05



BUSINESS PLANNING UPDATES END OF YEAR 04/05

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**BUSINESS PLANNING UPDATES
END OF YEAR 04/05**

Housing Services

HOUSING SERVICES _____ **UNIT**

BUSINESS PLAN 2004/05

OUTURN 2004-05

EXECUTIVE MEMBER: LAURA LENNOX

SERVICE HEAD: STEVE LOMAS

A. SERVICE IMPROVEMENTS

SERVICE IMPROVEMENT	PROGRESS	REVISED DATE
<p>Common Housing Register – action with other RSL's and Exploration of options for introducing local lettings policy for Council stock</p> <p>East Chorley Renewal Area Exit report</p> <p>Home Improvement Agency</p> <p>Ensure the Repairs and Maintenance service provides a demonstrable value for money service that is procured through an open and transparent process.</p>	<p>Deferred subject to decision on Housing Transfer proposals</p> <p>Outline produced</p> <p>Supporting People funding approved, and draft specification prepared.</p> <p>Egan Partnership to be developed as part of Housing Transfer proposal.</p> <p>Partnerships with EAGA approved by Exec Cabinet March 2005.</p>	<p>No date set</p> <p>June 2005</p> <p>October 2005</p> <p>December 2006</p>

Key Housing Performance Indicators (HRA)

OFFICER	PI REF NO	DESCRIPTION	PERFORMANCE				TARGET	TARGET	TARGET
			2002/03	2003/04	2004/05	2005/06			
Priority 1 – Business Management									
SD	BVPI 212	Average Re-let times				New PI* with new definition			
SD	BVPI66a	Proportion rent collected		98.31%	98.79%	98.9%	98.9%	98.9%	98.9%
SD	KPIHM1	Number of new tenancies provided as % of Housing Register applicants/in need				New PI			
Priority 2 – Reduce Homelessness									
SD/SS	KPIHM2	% of statutory evictions resulting in tenancy termination				New PI New Target			
Priority 3 – Improve Housing Standards									
MW	BVPI 184	The % of homes non decent on 1 April each year				8%	4%	0%	
SS	BVPI 74a	Satisfaction of tenants with the overall service provided			81.2%	Three Year Survey			
SS	HTR6	% of anti social behaviour cases dealt with to the satisfaction of the complainant				New PI	90%	90%	90%
Priority 4 - Supporting Vulnerable People									
SS	HTS12	Satisfaction of tenants with sheltered housing service				New PI	81%	Three Year Survey	
SS	HTS13	% of tenants in general needs stock in need and receiving support					New PI		

9. KEY PERFORMANCE MEASURES

The indicators below represent the key indicators which are reviewed on a monthly basis. Movement in these indicators will give an indication of overall performance and whether remedial action is required. The Unit's full list of performance indicators is given at **Appendix 3**.

PI REF NO	DESCRIPTION	PERFORMANCE			TARGET 2005/06	TARGET 2006/07	TARGET 2007/08
		2002/03	2003/04	2004/05			
<i>Theme (i)</i> KPI HS1	Number of affordable Housing units completed. (aggregate of rent, shared ownership and outright sale)		42	60	72	60	60
<i>Theme (ii)</i> KPI HS2	% of people presenting as homeless per 1000 of the population				New KPI		
KPI HS3	Number of DFG's completed in the year		82	55	55	55	55
KPI HS4	No of extra care places provided in the year			New PI	20	Review target	Review Target
KPI HS5	Number of women's refuge places per 10,000 population			0	New KPI	0.6	0.6
<i>Theme (iii)</i> BVPI 62	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action taken by the local authority		4.25%	2.56% (as at Nov 04)	4%	4%	4%
KPI HR6	% of former LA stock meeting the Chorley Homes Standard.					New KPI	

**BUSINESS PLANNING UPDATES
END OF YEAR 04/05**

Property Services

PROPERTY SERVICES UNIT

BUSINESS PLAN 2004/05

YEAR END FIGURES TO 31.03.05

EXECUTIVE MEMBERS: COUNCILLOR J.G. WILSON CAPACITY & RESOURCES (PROPERTY RELATED ISSUES)
COUNCILLOR A. GEE CHORLEY TOWN CENTRE (TOWN CENTRE MANAGEMENT & MARKETS)
COUNCILLOR C. HOYLE LIFE & LEISURE (DISABILITY ISSUES)

SERVICE HEAD: ROGER HANDSCOMBE HEAD OF PROPERTY SERVICES

A. SERVICE IMPROVEMENTS

All Service Improvements identified in the Business Plan were completed with the exception of -

SERVICE IMPROVEMENT	PROGRESS	REVISED DATE
Ensure all Council properties comply with the Disability Discrimination Act	19 of the 23 qualifying properties now comply and plans are in hand to ensure compliance of the remaining 4 this year.	August 2005
Development of a procedures manual for contractor appointment & supervision	Meetings held with neighbouring authorities for pooling of ideas and contacts and a framework for the manual prepared.	August 2005

B. BUDGET VARIATIONS

Increases due to - market staff salaries £10,000
reduced income from markets £20,000
reduced income from town centre fair £ 6,000
Reductions due to - Increased income from Investment Portfolio £20,000

Net increase

£16,000

B. PERFORMANCE INDICATORS

i) Best Value Performance Indicators

BVPI REF NO	DESCRIPTION	PERFORMANCE 2003/04	TARGET 2004/05	PERFORMANCE at 31/03/05	COMMENTS
156	Council buildings open to the public which all public areas are suitable for and accessible to disabled people.	47%	95%	76%	Upper Quartile = 68% and above 4 Buildings remained non BVPI 156 compliant at the year end. Work to Coppull Leisure Centre and Clayton Leisure Centre will be carried out between April and July in conjunction with CLS.
157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	69%	100%	89%	A limited amount of work is to be carried out to Astley Hall and Brinscall Baths and management plans adopted to meet the DDA provisions but will not comply with BVPI 156.
180	Energy consumption of the Council's operational property compared with comparable buildings in the UK as a whole- A – Fossil Fuels B = Electric	52.6 85.1	52 80	38.2 91.4	National benchmark identifies 20 areas of property related electronic interaction applicable to the Unit which currently provides a compliant facility in respect of 18. National benchmark = 100 Upper quartiles for - Fossil Fuels = 68 and below Electric = 83 and below (Alterations to All Seasons plant during 2004/05 significantly altered relationship of electricity/fossil fuel

consumption)

ii) Local Performance Indicators

PI REF NO	DESCRIPTION	PERFORMANCE 2003/04	TARGET 2004/05	PERFORMANCE at 31/12/04	COMMENTS
	Property performance Indicators taken from the Council's Asset Management Plan				
PPI. 1A	% floor area of Council buildings in good or satisfactory condition	82%	90%	89%	District Councils average = 82% Upper Quartile = 98% and above
PPI.1B	Backlog maintenance of Council buildings in urgent/essential categories expressed as £k cost	£433	£400	£295	District Councils average = £316 Upper Quartile = £305 and below
PPI. 2	% internal rate of return on non operational investment property A - Industrial B - Retail C - Agricultural	18.0% 10.0% 5.5%	18% 10% 6%	18% 10% 6%	District Councils average = 10.9% above 14.5% 9.2 % above 14.0% 5.2 % above 14.4%
PPI. 3	Strategic Management costs £ per sq.m.	£2.90	£2.90	£2.35	District Councils average = £2.14 Upper Quartile = £2.58 and above
PPI. 4A	Repair & maintenance costs £ per sq.m. for operational property	£29.80	£20.00	£52.50	District Councils average = £13.94 Upper Quartile = £16.08 and above (NB Figures significantly affected by expenditure on the town hall)

PI REF NO	DESCRIPTION	PERFORMANCE 2003/04	TARGET 2004/05	PERFORMANCE at 31/12/04	COMMENTS
PPI. 4B	Energy costs for operational property £ per sq.m.	£6.75	£6.50	Data collection not yet complete	District Councils average = £9.03 Upper Quartile = <£5.21
PPI. 4C	Water costs for operational property £ per sq.m.	£2.12	£2.00	Data collection not yet complete	District Councils average = £2.38 Upper Quartile = <£1.08
PPI. 4D	CO2 emissions in tonnes per sq.m.	0.115	0.110	0.100	District Councils average = 0.306 Upper Quartile = 0.053 and below
PPI. 5	% capital property related projects failing within – A - +/- 5% estimated outturn cost B - +/- 5% estimated timescale	83% 75%	90% 100%	80% 80%	District Councils average = 62% 68 % Upper Quartile = 87% and above 100%
	Property Management Performance Indicators				
LPI. 1	Capital receipts raised from sales of non housing property assets	£1.3m	£0.9m	£0.65m	Terms agreed and approved for transactions to meet the target with legal completion due 2005/06
LPI. 2	Income generation from property investments - £k	£243	£220	£252	2004/05 target reduced to reflect sale of investment property during the year.
LPI. 3	Sickness absence – average number of days per employee	6	10	11	

PI REF NO	DESCRIPTION	PERFORMANCE 2003/04	TARGET 2004/05	PERFORMANCE at 31/12/04	COMMENTS
LPI. 4	Town Centre Management performance Indicators % markets occupancy rates A - Flat Iron Market B - Tuesday General Market C - Thursday General Market D - Friday & Saturday General Market	78% 81% 58% 68%	80% 85% 60% 70%	77% 74% 56% 70%	The performance of the markets has been the subject of a comprehensive inquiry by the Overview and Scrutiny Customer services Panel and its recommendations are being followed up.
LPI. 5	Empty town centre shops	18	13	24	
LPI. 6	Town centre footfall people per hour.	3,600	3,700	3,250	Measured on a Saturday on Chapel St twice each year – average figure from spring & winter surveys quoted.
LPI. 7	Parking ticket sales	1,040,000	1,040,000	1,061,092	

**BUSINESS PLANNING UPDATES
END OF YEAR 04/05**

ICT Services

ICT SERVICES _____ **UNIT**

BUSINESS PLAN 2004/05

FULL YEAR UPDATE – AS AT 31 MARCH 2005

EXECUTIVE MEMBER: CLLR. J. WILSON

SERVICE HEAD: TIM MURPHY

A. SERVICE IMPROVEMENTS

SERVICE IMPROVEMENT	PROGRESS	REVISED DATE
Mobile Working Strategy	A successful pilot scheme has been introduced within Environmental Services. This work will inform the strategy.	December 2005
Transactional web-site	Although the web-site is not considered 'transactional' by the annual SOCITM (Society of IT Managers) survey we have continued to increase the transactional facilities available through the year. We will continue to strive to meet the SOCITM Transactional criteria in their annual survey.	March 2006
Benchmark Performance	Work in this area is to be delayed until December 2005	December 2005

B. BUDGET VARIATIONS

SERVICE LEVEL BUDGET MONITORING 2004/2005

INFORMATION & COMMUNICATION TECHNOLOGY SERVICES

JANUARY 2005

£'000

ORIGINAL CASH BUDGET **889**

Add Adjustment for In Year Cash Movements

Transfer between cash budgets & recharges

External recharges should be cash income (not a recharge)

Page 082

Slippage from 2003/2004

- Use of Earmarked Reserves

Transfer from Contingency

- 2004/05 Pay Award

Cabinet approved decisions

Delegated Authority decisions

- Accommodation Project Costs

- Accommodation Project Costs - now transferred to Cudoss

Increase in income re external recharge to Capital

Increase in sales budget to match income re external recharge to Capital

ADJUSTED CASH BUDGET

Less Corporate Savings

Contribution to Corporate savings targets

CURRENT CASH BUDGET

889

96

(84)

6

-

-

20

(20)

(30)

30

907

(7)

900

FORECAST

EXPENDITURE

Expenditure under (-) or over (+) current cash budget

- Telephone & communication costs

- ICT general running expenses

INCOME

Income under (+)/ over (-) achieved

10
(10)

-

-

-

FORECAST CASH OUTTURN 2004/2005

900

Key Assumptions

Key Issues/Variables

Key Actions

UNIT: ICT SERVICES

B. PERFORMANCE INDICATORS

i) Best Value Performance Indicators

BVPI REF NO	DESCRIPTION	PERFORMANCE 2003/04	TARGET 2004/05	PERFORMANCE AT 31/03/05	COMMENTS
BVPI 157	The percentage of transactions that are capable of being delivered electronically.	82%	90%	92%	

ii) Local Performance Indicators

PI REF NO	DESCRIPTION	PERFORMANC E 2003/04	TARGET 2004/05	PERFORMANC E AT 31/03/05	COMMENTS
IT1	Customers rating their satisfaction with the service at 5 or more on a scale of 1 to 6	Not measured	90%	90%	
IT14	Number of calls received per week	Not measured	100	90	
	Number of working days lost through sickness per FTE	5.23	8.0	10.8	
	No. of payments made via the web-site per month (over 12 months)	Not measured		130	

**BUSINESS PLANNING UPDATES
END OF YEAR 04/05**

CuDOSS

**CUSTOMER, DEMOCRATIC AND
OFFICE SUPPORT SERVICES UNIT**

SERVICE PLAN 2004/05

HALF YEAR UPDATE – AS AT 31 MARCH 2005

EXECUTIVE MEMBER: J W WILSON

SERVICE HEAD: MARTIN O'LOUGHLIN

A. SERVICE IMPROVEMENTS

SERVICE IMPROVEMENT	PROGRESS	REVISED DATE
<p>An accessible Customer Services facility, One Stop Shop and Contact Centre.</p>	<p>All significant front line services now integrated into one stop shop including Environmental & Planning Services. Current exception being Licensing. Whilst this service is not integrated it is being delivered from the one stop shop in light of the Town Hall refurbishment programme.</p> <p>Significant progress has been made including installation of private network at Chorley. The foundations of the technical build solution have been put in place. Several advisors have been appointed. A training plan has been developed and will be implemented soon.</p>	<p>High volume front end customer interactive services to be integrated by June 2005 and beyond.</p> <p>Currently June 2005</p>

SERVICE IMPROVEMENT	PROGRESS	REVISED DATE
<p>A modern Payment Collection and Income Distribution Service.</p> <p>Smartcards for Concessionary Travellers</p>	<p>Alternative payment systems are continually being promoted. The closure of the payment office agreed by Council has been implemented allowing for a three-month transitional period. Publicity material, payment instructions etc have been re-engineered to promote electronic and convenient ways to pay. There is no overall increase in allpay transactions. Alternative accessible payment options account for 75% (which includes allpay). There is a 26% reduction in the number of cash office visitors in March compared with March 03/04.</p> <p>Progress is dependent upon other districts. Implementation of Smartcards by LCC for other districts has been slower than anticipated and has delayed exploration of this technology for other uses.</p>	<p>Ongoing.</p> <p>April 06</p>

B. BUDGET

No unreported variation to Budget

C. PERFORMANCE INDICATORS

i) Best Value Performance Indicators

No BVPI's exist for Customer, Democratic & Office Support Services.

ii) Local Performance Indicators

PI REF NO	DESCRIPTION	PERFORMANCE 2003/04	TARGET 2004/05	TARGET 2005/06	PERFORMANCE AT 31/03/05	COMMENTS
	Total working days lost per employee	11.24	8	6.8	4.3	
	% of urgent Designed/Published documents completed and returned same day/next day	99.92%	95.5%	96%	99%	
	% of non- urgent DTP Designed/Published documents completed to specified deadline	99.71%	95.5%	96%	99%	
	% of DTP Designed/Published documents completed within 1 week	100%	95.5%	96%	98%	
	% of urgent typed work completed and returned same day	100%	100%	100%	100%	
	% of dictation to be typed, completed within 48 hours	100%	100%	100%	100%	
	% of non-urgent typed work completed within 48 hours	99.38%	95.5%	96%	100%	
	% of switchboard calls answered within 12 seconds.	94.14%	90%	92%	92%	

PI REF NO	DESCRIPTION	PERFORMANCE 2003/04	TARGET 2004/05	TARGET 2005/06	PERFORMANCE AT 31/03/05	COMMENTS
	% of calls to direct dial extensions answered within 20 seconds.	93.68%	100%	100%	92%	
	% of letters received answered within 10 days.	93.83%	100%	100%	100%	
	% of car parking fine payments received processed within 24 hours	100%	100%	100%		No longer part of Cudos
	Insurance claim requiring a site inspection - letter to be sent to claimant within 10 working days.	100%	100%	100%	100%	
	% of Right to Buy Admission/Denial issued within 4 weeks.	100%	100%	100%		No longer part of Cudos
	% of Right to Buy offer notices issued by statutory deadline.	91.5%	100%	100%		
	To reduce the number of late Committee reports to less than 10% of reports dispatched by ensuring all deadlines for preparation are met.	A review is planned for completion this year of the process of providing information to Members.	Less Than 10%.	Less Than 10%.	9%	The Democratic Services Team will strictly enforce the deadline for the dispatch of agendas to meet the Statutory requirements
	% Of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using internet protocols or other paperless methods.	87%	100%	100%	92.25%	
	Response rate for forms.	89%	90%	91%	88%	
	Meet all statutory deadlines.	All deadlines met.	To meet all deadlines.	All deadlines met.	All deadlines met..	
	To ensure all polling stations in the	Successfully	100% of all	100% of all Polling	100% of all Polling	

PI REF NO	DESCRIPTION	PERFORMANCE 2003/04	TARGET 2004/05	TARGET 2005/06	PERFORMANCE AT 31/03/05	COMMENTS
	constituency are accessible for disabled voters.	achieved. New Polling Stations for new boundary review will be checked for disabled access.	Polling Stations accessible for disabled voters. 50%	Stations accessible for disabled voters. 50%	Stations accessible for disabled voters.	
	To continue to monitor the % turnout at local elections.	49.8%	50%	Lancs County Elections.	50%	
	To respond the same day to minor Maintenance problems.	93.68%	95%	100%	98.64%	
	To respond within 24 hours to requests for assistance from Civic Buildings Section.	94.73%	95%	100%	99.12%	
	Reporting maintenance problems to Property Services within 24 hours.	100%	90%	86.4%	100%	
	Number of complaints about waiting times.		Nil		1	
	% of calls answered within 20 seconds (CBC standard)	93.68%	95%	95%	92%	
	Number of complaints about time to answer calls.	Nil	Nil	6	7	
	% queries responded to within 10 days (CBC standard)	100%	80%	100%	100%	
	% of queries responded to within 28 days (CBC standard)	100%	100%	100%	100%	
	% of e-mail requests acknowledged within 2 days (CBC standard)	100%	80%	100%	100%	

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Report of	Meeting	Date
Head of Environmental Services	Customer Overview and Scrutiny Panel	8 June 2005

PROMOTION AND MARKETING OF ENHANCED RECYCLING SCHEME FOLLOW UP REPORT

PURPOSE OF REPORT

- To report to the Panel the actions taken following their recommendations made to Overview and Scrutiny Committee on 16 December 2004.

BACKGROUND

- The Panel carried out an enquiry into the marketing and promotion of the Enhanced Recycling Scheme in late 2004.
This report briefly updates the Panel on the action taken as a result of their recommendations, based on the implementation of phase 1 of the scheme.
- The report is set out as comments against the recommendations of the panel.

No.	General Recommendation	Action Taken
1	To highlight the need to meet targets for the Lancashire Municipal Waste Management Strategy to which Chorley Borough Council is committed to.	This has been highlighted in all communications, through the contact centre staff, through newspaper responses and articles and will be included in the Autumn edition of "Bin Thinking"
2	To support the decision to deploy staff to give assistance to members of the public during the implementation of the scheme.	Additional staff have been supporting householders by personal visits. Contact centre staff, on secondment, have been offering telephone support. The ESU Helpline usually operates between 08.00 hrs and 18.00 hrs.
3	To support the current promotional activities undertaken with local schools.	A large school based pledge type promotion was supported and received extensive support and publicity.
4.	To encourage 3 rd party bring sites to empty the banks more frequently.	The "contracted" banks have had their emptying schedule amended and improved. Previously "non-contracted" banks have been brought into contract where possible. Unfortunately a change in national priorities by Berryman's, has impacted on the performance of commercial glass collections, which has affected public



		sites.
5.	To consider further the lack of back door recycling collections for the 600 or so terraced properties affected.	Early commitment of reserve resources has made this problem more difficult to solve within the current budget. The Partnership board will develop a scheme for extending the ERS to rural and difficult access properties, however kerbside collection is fundamental to most recycling schemes. A report will be prepared for Cabinet by October 2005.
6.	To support the recycling calendar to be resent to every property when the scheme is implemented.	New recycling calendar included in every information pack.
No.	General Points to Promote	Action Taken
1	To promote the fact that members of the public can get various free extra recycling boxes.	This is promoted in the pack delivered to households. Approximately 3000 additional and replacement containers have been delivered between 18 April and 27 May.
2	To promote the successes that Chorley Borough Council has achieved with regard to recycling so far.	Bus advertising and Refuse Vehicle advertising and the "Bin Thinking" newsletters promote our successes and our desire to be among the leading recycling authorities in the Country.
3	To promote the assisted collection system.	Promoted at household visits and with visits to elderly resident's accommodation. The system has always been supported by an annual letter and re-registration system. Assisted collections run at about 2% of collections. The range of containers available for recycling can obviate the need for assisted collections in many cases.
4.	To inform members of the public that there will be a collection every week.	This has always been a central core of our argument, although not always well received! Recent and impending announcements by neighbouring authorities on introduction of alternate weekly collections have and will reinforce our decision in Chorley.
5.	To promote Chorley Borough Council as a fair thinking Council by giving the reasoning behind the scheme.	Every opportunity is taken to argue for and explain the reasoning behind the scheme. Despite a certain bunker mentality over the past month in ESU the scheme has received the support of the overwhelming majority of enquirers and is a testament to the success of the advertising and promotional arrangements. Clearly there have been some operational difficulties, as was anticipated, but the essence of the scheme is receiving majority support.
6	To use a picture of a waste collection vehicle emptying rubbish onto landfill sites within promotional material to graphically illustrate the building	This has been carried in previous editions of "Bin thinking" and there will be a further opportunity in Autumn 2005. Action will be taken to draw the link

	problem.	between opposition to extractive industries and traffic growth and the need to maximise the life of remaining landfills.
7	To highlight that recycling would be collected even if glass, paper and plastics were presented together.	For operational reasons the Chorley system is fairly unique. In that it is a system hybrid between “kerbsider” and “commingled” schemes which will probably be resolved at re-tender in 2008. The recommendation is actioned but the fractions mentioned must be presented in separate containers.
8.	To promote “bring sites” as being “in addition” to the Enhanced Recycling Scheme as extension of choice.	We have not noticed any reduction, so far, in bring site throughput since the introduction of ERS. The operation of the current sites has been improved in some respects and their continuation will be highlighted in the Autumn edition of “bin thinking”
No.	Ideas to Develop	Action Taken
1	To investigate a box with wheels on for glass recycling, especially for the elderly.	These are available free of charge on request and are fitted to boxes, at household visits, by ESU staff.
No	Mini Bank Sites	Action Taken
1	To support the use of secure and visible mini bank sites, preferably in view of CCTV cameras and not too near residential properties.	To date the only sites installed have been at multi-occupied dwellings like flats and houses in multiple occupation. The extensive problems of storage of recyclate anticipated have not materialised except at these premises. The available finance for such banks is the DEFRA Performance and Reward Grant which has virtually all been committed to flats and HMO’s etc. When the Capital Budget is reviewed in 2005 ESU will bid for a capital allocation to support min-bank sites.
2.	To undertake daily inspections of mini-bank sites.	Neighbourhood wardens make frequent inspections of these sites and the contractual arrangements for litter collection have been amended and strengthened.
3	To introduce mini-bank sites in schools, on industrial estates and outside off licences.	Schools have paper-recycling banks on request. There is a problem with locating sites on industrial estates since the material recycled would probably be considered trade waste and not eligible to count towards targets. The Heads of ES and PSS will work up a joint Capital bid, when funds are available, to support on street recycling.
4.	To write to Parish Councils for suggested sites in their area.	This action has been deferred pending availability of finance.
No.	Frequently asked questions.	Action Taken
1.	To support the delivery of the FAQ’s to every property.	Included in all packs.
2.	To include “Why are the Council doing	Material carried in Borough Newspaper

	this?" with more emphasis on environmental issues and cost implications.	but it is felt that at rollout it is important to concentrate on scheme practicalities to avoid over complex messages.
3	To include "Financial Implications". To highlight the costs to the Council if the scheme was not undertaken and the cost of landfill. To highlight that there would be savings to the Council in the second year of the scheme.	Whilst I understand the reasoning behind this I do not think that this is a very strong selling point of the scheme. The actual net cost to householders is small within the totality of Council tax paid and therefore any savings would be very small. So, whilst it is a valid point, it is only a makeweight argument, which should not be given prominence in my opinion.
No.	Bin Thinking Leaflet	Action taken
1.	To include "How, why, what" with more emphasis on why and articles on work going on in the schools.	Most of the Spring edition emphasised these points and there were articles involving young people. This will be considered again by the editorial board for the Autumn edition.
2.	To support the edition of Chorley Borough News going out early March with information relating to the ERS.	Action completed with very prominent copy.
No.	Sites for the Recycling Roadshow	Action taken
1.	Sites already identified: Tesco, ASDA, Morrisons, Kwiksave, Fazackerly Stree, Chorley.	Except for Tesco, where permission was withdrawn due to building works all were delivered. The supermarket and town centre sites were particularly busy.
2.	Other sites: Community Centre at Coppull, Hallgate Car Park, Astley Village, Runshaw Lane and Balshaw Lane, Euxton.	It was felt that the sites identified would maximise the utility of this resource, although the opportunity, given resources, remains to run the initiative again.

RECOMMENDATION(S)

4. That the report be noted.

JOHN LECHMERE
HEAD OF ENVIRONMENTAL SERVICES

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
John Lechmere	5720	26 May 2005	NEWREP

SCRUTINY TOPIC SELECTION ASSESSMENT

Topic: Decriminalisation of Parking – Review of ParkWise working practices as they relate to Chorley	Suggested by: Councillor Mrs I E Smith
	Date: 6 January 2005

<p>STEP 1: Rejection Criteria:</p> <ul style="list-style-type: none"> ▪ Already being addressed ▪ Matter subjudice or prejudicial to Council’s interests ▪ Specific case falling within complaints procedure ▪ Individual disciplinary or grievance matter ▪ Unlikely to result in improvements for local people <p>Select <input type="checkbox"/> Reject <input type="checkbox"/></p>	<p>STEP 2: Selection Criteria:</p> <ul style="list-style-type: none"> ▪ Improvements for local people likely ▪ Community/Corporate priority area ▪ Key issue for public ▪ Poor performing service ▪ High level of dissatisfaction <p>Select <input type="checkbox"/> Reject <input type="checkbox"/></p>
Specify reason(s) for rejection:	Specify reason(s) for rejection:

STEP 3 Rationale for Selection for Topics Passing Steps 1 and 2

Rationale for Selection	Evidence	Desired Outcome
<ul style="list-style-type: none"> ▪ Why would we do this? ▪ How does it link to Council’s Key Aims and Priorities? ▪ What benefits could result? 	<ul style="list-style-type: none"> ▪ What evidence is there to support the rationale and need for scrutiny inquiry/ review? ▪ What are the facts? 	<ul style="list-style-type: none"> ▪ What would we wish to achieve in undertaking scrutiny inquiry/review? ▪ Is the desired outcome likely to be achieved and why?
<ul style="list-style-type: none"> ▪ Aggravation caused by the over strict and over zealous enforcement of parking regulations. Perceived high profile and inflexible approach of Parking Attendants. Residents and visitors feel unwelcome in the town. Shoppers being discouraged from visiting the town, which in turn will lead to a decline in prosperity. 	<ul style="list-style-type: none"> ▪ General perception that residents and visitors are aggrieved at the situation. ▪ Volume of written complaints in the local press and verbal complaints to Councillors. Number of appeals against Penalty Charge Notices. 	<ul style="list-style-type: none"> ▪ A canvass of residents’ and visitors’ views. Justification, or otherwise, of the use of ParkWise. Adoption of a more pragmatic, flexible approach by Parking Attendants without compromising proper enforcement. Dispelling of public perception and reluctance to visit town centre



STEP 3: Continued

<ul style="list-style-type: none"> Links to the Council's strategic priority to serve its customers better. Clearer car park and highway signage and clarity of loading/unloading restrictions. 		<ul style="list-style-type: none"> There is no reason why an examination of the situation should not achieve a satisfactory solution.
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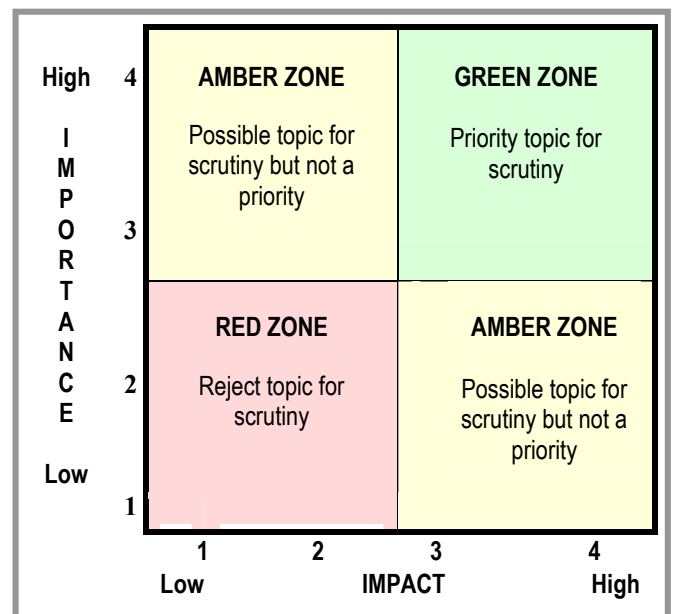
STEP 4: Prioritise – Score for Importance and Impact and plot on grid

Importance Score 3

Supporting Evidence:

Impact Score 4

Supporting Evidence:



Scoring Guide			
Importance Score Indicator		Impact Score Indicator	
score 0	No evidence that topic is related to the Council's key aims and priorities. Reject	score 0	No potential benefits likely to result. Reject
1	Some evidence that topic linked to Council's key aims and priorities but only indirectly.	1	Minor potential benefits or benefits affecting only one ward/customer/client group.
2	Good evidence linking topic to Council's key aims but not to Council's current priorities.	2	Minor potential benefits affecting two or more wards/customer/client groups or, Moderate potential benefits affecting only one ward/customer/client group.
3	Good evidence linking topic to Council's key aims and priorities.	3	Moderate potential benefits affecting more than one ward/customer/client group, or Substantial potential benefits affecting one or more ward/customer/client groups.
4	Strong evidence linking topic to Council's key aims and priorities.	4	Substantial potential benefits community wide or for a significant proportion or section of the community.
OUTCOME:		<input type="checkbox"/> Select <input type="checkbox"/> Reserve List <input type="checkbox"/> Reject <input type="checkbox"/> Refer to: <input type="checkbox"/> OSC <input type="checkbox"/> Ad hoc Panel <input type="checkbox"/> Community Panel <input type="checkbox"/> Environment Panel <input type="checkbox"/> Customer Panel	
Date:			

Report of	Meeting	Date
Head of Public Space Services	Customer Overview and Scrutiny Panel	8 June 2005

DECRIMINALISED PARKING ENFORCEMENT

PURPOSE OF REPORT

1. To provide information for the Scrutiny Panel to assess decriminalised parking enforcement as highlighted in the enclosed Topic Selection document.

CORPORATE PRIORITIES

2. This matter is directly related to the key priority of 'Serving our customers better'.

RISK ISSUES

3. The issue raised and recommendations made in this report involve risk considerations in the following categories:

Strategy		Information	
Reputation	√	Regulatory/Legal	√
Financial		Operational	
People	√	Other	

4. Failure to operate the DPE process in a fair and equitable way will discourage visitors from visiting Chorley. Failure to comply with the various guidelines and statutes of the 91 Act could put the Council in an ultra vires situation.

BACKGROUND

5. During the late 1980's, police forces across England and Wales were under increasing pressure to provide more officers on the beat and to better meet the expectations of the public. This led to a number of Chief Constables reviewing their overall staffing levels and re-deploying Traffic Wardens, who carried out enforcement of parking offences. As a result of this, Central Government passed the Road Traffic Act 1991, enabling London Boroughs to carry out their own enforcement of parking regulations. This was extended to all of England and Wales in 1996.



6. Lancashire Constabulary gradually reduced their Traffic Wardens over the years, and in 2001 gave formal notice to Lancashire County Council that all enforcement of parking by police would cease on 5th April 2004. In response to this, LCC, as the Highway Authority, and after consultation with all the Districts, applied to Dept for Transport for the powers to carry out Decriminalised Parking Enforcement across the county. This came into effect on 6th September 2004.

OPERATION

7. LCC provided some £2m to set up both the central notice processing department, Parkwise, and to cover any expenditure incurred by the Districts in meeting the needs of DPE.
8. The operation was set up in accordance with the guidelines contained in the Dept for Transport's "Guidance on Decriminalised Parking Enforcement Outside London", and are not open to amendment by Authority's. This document also contains general guidance on how Parking Attendants carry out their duties.
9. The '91 Act dictates that the operation of DPE has to be self-financing, with revenue from PCN's covering the costs. The Financial model for Lancashire predicts a breakeven point some eighteen months into the operation. After that time, Lancashire will share any surplus from On Street revenue with each district, to be spent on Transportation or Highway improvement projects as defined under Section 55 of the Road Traffic Regulation Act of 1984. It must be noted that if the operation runs at a deficit, revenue from Car Park charges could be taken into account to balance the costs. Any surplus generated from Off Street is similarly ring fenced.
10. LCC appointed a contractor to carry out enforcement across the County and have drawn up a service Agreement for each District. A Procedure Manual was introduced to ensure that a uniform approach was taken across the County.
11. The '91 Act provided for a National Adjudication Service to be set up to deal with appeals from motorists, and decisions passed down from this body are binding on all Authority's. As a result of this, the operation is under constant review, both at Chorley's regular weekly meeting with the contractor and at the monthly meeting of all Districts held with LCC.
12. Prior to the introduction of DPE, for the period 6th September 2003 to 31st March 2004, 1494 Excess Charge Notices were issued on the Car Parks of Chorley, No figures are available for Fixed Penalty Charge notices issued On Street.
13. During the same period, post DPE, 3412 PCN's have been issued on Car Parks and 3480 issued On Street. Of the combined total of 6892, 1336 have been cancelled.
14. The method of operation in place regarding the handling of informal challenges, representations, discount periods and appeals is in accordance with the '91 Act, and, as stated above, not open to amendment.

15. Parking Attendants operate in line with the Dept for Transport's guidelines and those contained in the LCC Manual. This manual covers both On and Off Street Enforcement, to ensure a consistent approach across Lancashire, in line with advice given by the Parking Adjudication Service.
16. Parking Attendants will issue PCN's to any vehicle they see in contravention. This approach prevents any accusations of favouritism, corruption or malpractice and again is embodied in the '91 Act. Once a PCN is issued, a robust procedure for challenging the issue of the notice is in place.

COMMENTS OF THE DIRECTOR OF FINANCE

17. None at this stage

COMMENTS OF THE HEAD OF HUMAN RESOURCES

18. None at this stage

RECOMMENDATION(S)

19. That the contents of the report be noted

KEITH ALLEN
HEAD OF PUBLIC SPACE SERVICES

Background Papers			
Document	Date	File	Place of Inspection
Lancashire County Council - Office Procedures Manual for Parking Operations & Penalty Charge Notice Processing	Nov 2004		Public Space Services, Bengal Street Chorley
Dept Of Transport - Guidance On decriminalised Parking Enforcement Outside London	Jan 1995		

Report Author	Ext	Date	Doc ID
Iain Price	5251	27 May 05	ADMINREP/REPORT

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OVERVIEW AND SCRUTINY WORK PROGRAMME – 2005/06

Function/topic	Assigned to	J	A	S	O	N	D	J	F	M	A	M	J
1. Holding the Executive to Account	OSC												
Annual Budget/Council House Rents								3					
Annual Budget Consultation						3		3					
Provisional full year Performance Indicator										3			
Business Plan Updates	ESP												✓
	Com SP												✓
	Cust SP												✓
Business Plan Updates	OSC												✓
BVPP (Corporate Plan overall performance)		✓											
Monitoring of Sickness Absence (6 monthly update)				3									✓
Housing Maintenance Budget							3						
Corporate Building Maintenance & Repair Service (6 monthly update)					3						3		
2. Policy Development and Review													
Other to be identified													
3. External Scrutiny/Community Concern Full Scrutiny Inquiry													
Provision of Youth Activities in Chorley	ComSP												
Public Participation/Communication	ComSP												
One-Stop Shop	CustSP												
LCC's arrangement for the Scrutiny of health function - Periodic Review	CustSP												
Accessibility of Cycling as a Leisure Pursuit	ESP												
4. Monitoring of Inquiries													
Housing Maintenance Appointments System	CustSP									✓			
Flooding, Flood Prevention and Contingency Plan/Proposals	ESP												✓
Chorley Markets - Occupancy of Stalls & Associated Matters	CustSP									✓			
Friday Street for the Chorley Town Centre Fair	ComSP									✓			
Juvenile Nuisance	ComSP												
Grass Cutting	ESP												✓
5. Other													
O & S Training Programme	OSC			3						✓			
OSC - Overview and Scrutiny Committee Panel ComSP - Community Overview and Scrutiny Panel		ESP - Environment Overview and Scrutiny CustSP - Customer Overview and Scrutiny Panel											

Overview and Scrutiny Topics/Issues to be Programmed

Ref	Topic/Issue Title	Date Included	Priority Score	Source	Brief Description
	<p><u>Full Scrutiny Inquiries</u></p> <p>Priority List</p>				
	<p>IEG Measurement of Council's progress (Cust SP)</p>	26/06/03	4 and 4	Overview and Scrutiny Committee A	Referred to Customer O & S Panel
	Parkwise Scheme	20/01/05	4 and 4	Overview & Scrutiny Committee - 20 January 2005	Referred to Customer O & S Panel
	Reserve List				
	<p><u>Policy Development/Review</u></p> <p>Priority List</p>				
	Reserve List				