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Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP.
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Ladies and Gentlemen,

A meeting of the **RESOURCES SCRUTINY PANEL** will be held in the Council Chamber, Catmose, Oakham, Rutland, LE15 6HP on **Thursday, 12th November, 2015** commencing at 7.00 pm when it is hoped you will be able to attend.

Yours faithfully

Helen Briggs
Chief Executive

Recording of Council Meetings: Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. A protocol on this facility is available at www.rutland.gov.uk/haveyoursay

A G E N D A

APOLOGIES

1) RECORD OF MEETING

To confirm the record of the meeting of the Resources Scrutiny Panel held on 10th September 2015 (previously circulated).

2) DECLARATIONS OF INTEREST

In accordance with the Regulations, Members are invited to declare any disclosable interests under the Code of Conduct and the nature if those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Finance Act 1992 applies to them.

3) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from Members of the Public in accordance with the provisions of Procedure Rule 217.

The total time allowed for this item shall be 30 minutes. Petitions, declarations and questions shall be dealt with in the order in which they are received. Questions may also be submitted at short notice by giving a written copy to the Committee Administrator 15 minutes before the start of the meeting.

The total time allowed for questions at short notice is 15 minutes out of the total time of 30 minutes. Any petitions, deputations and questions that have been submitted with prior formal notice will take precedence over questions submitted at short notice. Any questions that are not considered within the time limit shall receive a written response after the meeting and be the subject of a report to the next meeting.

4) QUESTIONS WITH NOTICE FROM MEMBERS

To consider any questions with notice from Members received in accordance with the provisions of Procedure Rules No 219 and 219A.

5) NOTICES OF MOTION FROM MEMBERS

To consider any Notices of Motion from Members submitted in accordance with the provisions of Procedure Rule No 220.

6) CONSIDERATIONS OF ANY MATTER REFERRED TO THE PANEL FOR A DECISION IN RELATION TO CALL IN OF A DECISION

To consider any matter referred to the Panel for a decision in relation to call in of a decision in accordance with Procedure Rule 206.

7) OVERVIEW OF RESOURCES DIRECTORATE

To receive a presentation from the Director for Resources.

8) STRATEGIC AIMS AND OBJECTIVES

To receive Report No. 208/2015 from the Chief Executive.
(Pages 5 - 12)

9) Q2 FINANCIAL MANAGEMENT REPORT

To receive Report No. 206/2015 from the Director for Resources.
(*Circulated under separate cover*).

10) Q2 PERFORMANCE MANAGEMENT REPORT

To receive Report No.217/2015 from the Chief Executive.
(*Circulated under separate cover*).

11) CUSTOMER SERVICES PERFORMANCE & STRATEGY

To receive Report No.192/2015 from the Director for Resources.
(Pages 13 - 34)

12) WELFARE REFORM UPDATE

To receive a presentation from the Assistant Director for Finance.

13) REVIEW OF FORWARD PLAN

To consider Scrutiny issues to review.

Copies of the Forward Plan will be available at the meeting

14) ANY URGENT BUSINESS

To receive any items of urgent business which have been previously notified to the person presiding.

15) DATE AND PREVIEW OF NEXT MEETING

13th January 2016 (Budget)

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DISTRIBUTION

MEMBERS OF THE RESOURCES SCRUTINY PANEL:

Mr A Walters (Chairman)	
Mr O Bird	Mr K Bool
Mr B Callaghan	Mr W Cross
Mr O Hemsley	Mr J Lammie
Mrs D MacDuff	Mr A Stewart
Miss G Waller	

OTHER MEMBERS FOR INFORMATION

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RESOURCES SCRUTINY PANEL

12 November 2015

STRATEGIC AIMS AND OBJECTIVES

Report of the Chief Executive

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr R B Begy , Leader and Portfolio Holder for Culture	
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201 hbriggs@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That the Panel:

1. Notes the details of Report No. 164/2015 and Appendix A to the report; and
2. Recommends to Cabinet any changes to the Strategic Aims and Objectives for 2016-2020.

1 PURPOSE OF THE REPORT

- 1.1 This report provides the Scrutiny Panel with the opportunity to be consulted on the council's Strategic Aims and Objectives and to feed back to Cabinet any comments as part of the consultation process.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Cabinet, at its meeting on 15 September 2015, received and considered a report from the Chief Executive recommending that no change is made to the Council's current Vision Statement agreed in 2012. The report further outlined the process to achieve a refresh of the Strategic Aims and Objectives which included consulting with each Scrutiny Panel during October and November 2015.
- 2.2 The current Vision Statement is not proposed to change. It is still considered to be 'fit for purpose' and reflect the overriding aspirations of the Council and the County. The current vision statement is "Rutland is a great place to live, learn, work, play and visit."

- 2.3 As part of the consultation, the Scrutiny Panel is asked to review the Strategic Aims and Objectives which (along with the Vision Statement) will set a clear statement of the strategic direction for the Council, support decision making and guide resource allocation for the period 2016-2020.
- 2.4 The current Strategic Aims and Objectives document is attached as Appendix A to Report No. 164/2015 and the whole report is attached to this report for reference.

3 ORGANISATIONAL IMPLICATIONS AND CONSIDERATIONS

- 3.1 Organisational implications can be seen in the relevant sections of Report No. 164/2015.

4 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATION

- 4.1 Scrutiny has a role to play in helping the Council to achieve its strategic objectives and to ensure that the Council's policy and budgetary framework is followed, respected and developed to reflect the changing needs and demands faced by the Council in meeting its statutory obligations and community aspirations.

5 BACKGROUND PAPERS

- 5.1 There are no additional background papers to this report.

6 APPENDICES

- 6.1 Appendix 1: Report No. 164/2015, Strategic Aims and Objectives – Process.

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

CABINET

15 September 2015

STRATEGIC AIMS AND OBJECTIVES - PROCESS

Report of the Chief Executive

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/100715/04	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr R B Begy , Leader of the Council	
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201 hbriggs@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Cabinet:

1. RECOMMENDS TO COUNCIL that no change is required to the Council's Vision statement
2. Approves the process outlined in the this report to refresh the Council's Strategic Aims and Objectives

1 PURPOSE OF THE REPORT

- 1.1 This report seeks Cabinet approval for the process to review the Council's Strategic Aims and Objectives.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The current Council vision statement and strategic aims and objectives were approved in the last Council based on Report 63/2012 (attached for reference as Appendix A to this report) at the Council meeting on 16th April 2012.
- 2.2 This report established the vision, aims and objectives for the period 2012 – 2016. It is now therefore timely that with the new Council in place to review our current aims and objectives.
- 2.3 The vision statement and aims and objectives form a key strategic document for the Council. They set for the relevant period a clear statement of the strategic direction for the Council. They support decision making and guide resource allocation. As such they provide a fundamental backdrop to decision making.

3 THE PROCESS FOR REVIEWING OUR STRATEGIC AIMS AND OBJECTIVES

3.1 The current Vision statement is not proposed to change. It is still considered to be 'fit for purpose' and reflect the overriding aspirations of the Council and the County. The current vision statement is "Rutland is a great place to live, learn, work, play and visit."

3.2 The following process and timetable is proposed for a review of the Council's strategic aims and objectives.

Action	Timescales and Key Dates
Approval by Cabinet of process and timetable	15 th September 2015
Aims and Objectives reviewed by All Scrutiny Panels	1 st October 2015 – Adults and Health Scrutiny Panel 8 th October 2015 – Places Scrutiny Panel 12 th November 2015 – Resources Scrutiny Panel 19 th November 2015 – Children and Young People Scrutiny Panel
Aims and Objectives reviewed by the Rutland Local Strategic Partnership and the LSP Sub Groups	October / November 2015 (Date TBC) Workshop to be held in November 2015
Feedback to Cabinet and presentation of final draft	15 th December 2015
On-line consultation on draft aims and objectives	16 th December to 31 st January 2016
Final report to Cabinet	16 th February 2016
Cabinet recommendation to Council	14 th March 2016

4 CONSULTATION

4.1 It is proposed that during the period 16th December 2015 and 31st January 2016 and on-line consultation exercise is undertaken. This will be augmented by a communications programme that will include:-

- A presentation to the Parish Council Forum
- Press releases highlighting the consultation period
- Utilising our annual consultation process about the budget to highlight this consultation
- Displays at our public buildings – Libraries, Catmose and the Museum
- Attendance at key forums with stakeholders

5 ALTERNATIVE OPTIONS

5.1 Alternative options have not been considered.

6 FINANCIAL IMPLICATIONS

- 6.1 The vision statement and aims and objectives form a key strategic document for the Council. They set for the relevant period a clear statement of the strategic direction for the Council. They support decision making and guide resource allocation. As such they provide a fundamental backdrop to decision making.
- 6.2 The costs associated with consultation will be met from within existing budgets and are anticipated to be minimal i.e. circa £500.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 Full Council is responsible for approving the Council's Policy Framework of which the Council's Strategic Aims and Objectives (including the vision statements) form a part. This is set out in Article 4 of the Constitution.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 An Equality Impact Assessment (EqIA) screening form has been completed. No adverse or other significant issues were found.

9 COMMUNITY SAFETY IMPLICATIONS

- 9.1 There are no community safety implications.

10 HEALTH AND WELLBEING IMPLICATIONS

- 10.1 There are no health and wellbeing implications.

11 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 11.1 The proposed process and timetable will enable as has happened for previous Council terms the new Council to review our strategic aims and objectives and put in place before the end of the first municipal year a clear revised strategic direction for the Council.

12 BACKGROUND PAPERS

- 12.1 There are no additional background papers to the report.

13 APPENDICES

- 13.1 Appendix A – Report 63/2012

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

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Rutland is a great place to live, learn, work, play and visit. We plan to make it better by:

Delivering, Developing and Supporting existing services:
Developing Council Services – including harnessing technology

Corporate and Council wide priorities:



Creating a safer community for all	Creating an active and enriched community	Creating a sustained environment	Building our infrastructure	Meeting the health & wellbeing needs of the community	Creating a brighter future for all
<p>Anti Social behaviour</p> <p>Managing perceptions</p> <p>Tackling low level Anti Social Behaviour</p> <p>Community Safety</p> <p>Improving road safety</p>	<p>Tourism and Market Towns</p> <p>Working with partners to encourage sustainable employment</p> <p>Night time economy – managing development</p> <p>Linking our Towns and Rutland Water</p> <p>Active Rutland</p> <p>Adequate and affordable health and fitness opportunities including the supporting infrastructure</p> <p>Improved access to our countryside through cycling and walking</p>	<p>Waste</p> <p>A continued focus on reducing waste going to landfill</p> <p>Development</p> <p>Improved design linked to affordability, sustainability and the character of the County</p> <p>Ensuring the impact of development is managed</p>	<p>Employment</p> <p>Supporting growth in particular within small and medium Enterprises</p> <p>Development</p> <p>Retail and Leisure – more choice, capacity, affordability</p> <p>Housing – more affordable, greater choice of tenure in mixed sustainable communities</p> <p>Oakham regeneration</p> <p>Transport</p> <p>Improved transport supporting employment</p> <p>Affordable, adequate provision, which is accessible and practical</p>	<p>Health</p> <p>Encouraging people to stay healthy</p> <p>Supporting accessible, local healthcare</p> <p>Wellbeing</p> <p>Supporting our growing older population</p> <p>Supporting those within our community with complex needs</p> <p>Providing support to those at risk of being homeless</p> <p>Housing and facilities for those with specific needs</p> <p>Responding to changes in the benefits system</p>	<p>Families</p> <p>Supporting families with problems</p> <p>Learning & Schools</p> <p>Ensuring adequate school places</p> <p>Support Local Authority funded schools</p> <p>Learning linked to employment</p> <p>Raise the profile, availability and take up of vocational training and apprenticeships</p>

This Council takes seriously its place shaping role for our County. However we understand that our ability to influence some areas covered by our strategic aims and objectives may be limited. In many areas the Council will act as a catalyst and enabler rather than being responsible for direct delivery. The aims and objectives above have been designed in consultation with our partners recognising the significant contribution they make to many of the desired outcomes. The Council does not operate in isolation and the progress in all areas will require strong and effective partnership working.

RESOURCES SCRUTINY PANEL

12 November 2015

CUSTOMER SERVICE PERFORMANCE AND STRATEGY

Report of the Director for Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr T C King, Deputy Leader and Portfolio Holder for Places (Development and Economy) and Resources	
Contact Officer(s):	Diane Baker, Head of Corporate Governance	01572 720941 dbaker@rutland.gov.uk
	Jay Khetani, Customer Service Manager	01572 758326 jkhetani@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

- a) **That the Resources Scrutiny Panel notes the improvements made to the customer services function and notes the future Customer Service strategy, which identifies areas for development within the service and across the Council.**
- b) **That the Resources Scrutiny Panel provides guidance on any area they would like to see included in the Customer Service development strategy.**

1 PURPOSE OF THE REPORT

- 1.1 To provide an overview of the service and its objectives; to update the Resources Scrutiny Panel on the developments of customer services within the Customer Service Team (CST) and as part of the wider council and to

provide an assurance around the future strategy and positive direction of travel.

2 INTRODUCTION TO CST

- 2.1 When CST was first introduced in 2004, it was decided that CST would be a One Stop Shop, that is, the first point of contact for our customers. To this end, CST has a performance target to resolve 85% of contacts at first point. In reality, this model has evolved over the years into a hybrid approach, where CST deal with some complex issues, but also act as a switchboard and direct customers to services that have opted to deal with their own enquiries. Appendix A shows all of the services currently dealt with by CST on a daily basis; it is split into call centre and front desk duties.
- 2.2 The Council has an agreed set of Customer Care Standards which make clear how customers can expect to be treated when they contact the Council. (Appendix B). CST are the champions of these standards but they apply equally to all council services.
- 2.3 The achievement of the Customer Care Standards is measured in part through a number of performance indicators. These form part of the quarterly Performance Management report to Members. The most recent quarterly performance information is shown in Appendix C.
- 2.4 The indicators in respect of resolution of queries continue to perform well. However, in recent months the indicators in respect of the call centre have been falling significantly below target. This is shown in the table below:

Performance	Quarter 2 2014			Quarter 3 2014			Quarter 4 2014			Quarter 1 2015			Quarter 2 2015		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
% Abandoned Calls <8%	7%	6%	7%	5%	8%	11%	12%	6%	13%	17%	14%	13%	17%	14%	13%
% Calls answered within 15 secs Target 75%	65%	46%	65%	72%	62%	54%	56%	66%	49%	48%	60%	62%	48%	60%	62%

2.5 The functional budget for the Customer Service Team is shown below:

Account	Budget 2015/2016	Q2 Forecast
Cost Centre 3450 CST		
Salaries	179,500	160,268
Wages - Holiday Pay	0	0
Other Allowance	100	100
Agency Staff	0	5,795
Medical Fees	0	88
Other Employee Expenses	200	200
Tools and Equipment - Purchase	0	512
Uniforms	500	500
Services - Professional Fees	30,000	30,000
TPP - Local Authorities	1,000	1,000
Total for CST 3450	211,300	198,463

3 ISSUES AFFECTING PERFORMANCE AND ACTION BEING TAKEN

STAFFING

- 3.1 Historically the structure within CST was made up of a Team Leader and 7 full time equivalent Customer Service Advisors. In December 2014 a large number of staff left CST, since then staffing levels fluctuated and the team had a mixture of temporary, fixed term contract and permanent members of staff who had a varying degree of experience. This arrangement evolved over time without being properly considered against the needs of the business. There was not enough senior management of the service to help drive it forward.
- 3.2 The team's management structure changed in 2015. Soon after, a Customer Service Manager was recruited to develop the service in accordance with the Council's development of a new website and channel shift programme.
- 3.3 The team also had very little opportunity for training via e-learning, workshops or with other departments, which affected their moral and development.
- 3.4 Following the arrival of the new Customer Services Manager in June and the introduction of an improvement plan, we are starting to see some positive outcomes. One of the immediate changes was the team structure; the new team layout is now better suited to handling the strategic and operational demands of the service. The team now has a Senior Customer

Service Advisor and a permanent staffing establishment. Fixed term appointments have been converted to permanent which in turn has increased the morale and performance of the team. The new structure is set out below:

Position	Hours
Customer Service Manager	Full Time
Senior Customer Service Advisor	Full Time
Customer Service Advisor	2 X Full Time
Customer Service Advisor	3 X Part Time (1 X maternity leave)

- 3.5 The team had very little opportunity for training via e-learning, workshops or with other departments, which affected their moral and development. To address this, specific training that individual members of the team needed were organised and delivered. The team now also have rostered time each month to conduct their e-training modules. We also have a bespoke customer service workshop in development, which will be delivered across the Council. Staff 'one to one' sessions have been reintroduced on a monthly basis; this has been well received and has led to higher engagement within the team. Overall, we are now trying to work even closer with other departments and are arranging for them to come in and update CST staff on any training or briefs.
- 3.6 We have focused heavily on building collaborative working relationships with other departments across the council. The feedback we received previously was that because of the high turnover within CST other departments found it inefficient to continue carrying out training or briefing sessions with us. We recognised that this had to change straight away and as a result started working with departments such as Adult Social Care, Revenue and Benefits, Parking, Highways and with some of our external partners, such as Cory, so that we could start to improve the way in which we serviced our internal and external customers. We are now developing flow charts and frequently asked questions so that CST can use these when dealing with service enquiries.
- 3.7 There is still a need to identify additional time for structured training for the team, the Customer Service Manager is looking into the options for this.
- 3.8 The call centre performance remains a key area that needs improvement.

With this in mind we have developed a queue busting strategy to help the call centre when it experiences a high demand in service. A pool of former CST members of staff have been chosen as back up should the call centre experience high volumes of contact. This increases CST's flexibility when dealing with planned events such as elections as well as short notice pressures like adverse weather conditions.

PERFORMANCE DATA

- 3.9 We have two different systems for measuring statistics; Queuemetrics is used for call statistics and Govmetrics for face to face. Data generated by the service has been reviewed to ensure it is able to serve as a platform for making informed decisions. However the challenge faced by CST is that we do not have a Customer Relationship Management (CRM) system. As such, we are unable to fully analyse the customer demand, i.e. whether the same customer contacts us 10 times, or 10 different customers are contacting us.
- 3.10 Prior to June 2015 there was also no analysis of our peak periods during specific days. Data was being used to populate a returns spreadsheet but was not being used to help make business decisions. Matching the department's resources with the customers' needs was rarely done
- 3.11 Recognising this we created a database that now gives us information on our peak periods for calls, abandoned call rates and face to face interactions. This information has helped align our resources with our customers' needs by using it to amend our part-time work patterns to better accommodate peak service hours. Going forward the database can be used as a tool to plan training, leave and meetings at a time that is least likely to affect our service.

INTERACTION WITH THE REST OF THE COUNCIL

- 3.12 The approach to customer service is not consistent across the whole of the council with performance varying across teams and departments. One of the key roles the Customer Service Manager is to review the Customer Care Standards and ensure that they are applied uniformly and that the customer service ethos is embraced by other teams and departments within the council.
- 3.13 Building on this, we recognise the importance of having a truly 'one council' approach which puts our residents at the heart of everything we do. In order to embrace this, it's vital that the whole council adopts a customer focussed service approach. The following events support this strategy and have been well received by officers:

Activity	Description
Customer Service Presentation at the Senior Manager Forum	Raised awareness of CST but more importantly of customer service both now and in the future. Reiterated the message that customer service is not a department it is an 'attitude'.
Customer Service Awareness Workshops	Delivered a half day customer service workshop to the Corporate Support Team. Started to get the team thinking about customer service, where we need to be and how each and every one of us contribute to it. This programme will be delivered corporately.
Presentation to Revenue and Benefits	Delivered a customer service presentation to the Revenue and Benefits team about customer service. Extremely well received and it led to them carrying out their own customer service orientated activities.
All staff briefing presentation	Delivered a presentation on the highlights of customer service week and also promoted the customer service awards, which are due to take place at the end of this year.
Customer Service Awards	We are in the process of receiving nominations from each service. Awards for excellent customer service will be presented at a special event, which we hope will take place in December. This will be a regular feature for the future.

3.14 The biggest event held so far to raise awareness across Rutland County Council was the Customer Service Week. This event received excellent feedback from all participants and certainly got the council thinking about how we can better serve our customers. Some of the activities are set out below:

Activity	Description
Information and advice stall set up in the main CST foyer	We set up an information and advice stall for two days giving customers information on adult social care, children's social care and special education needs.
Back to the floor	23 senior managers joined CST in the customer service centre for an hour each and listened into calls, observed the front desk and generally gained a better understanding of why and how our residents contact us.
Floor walking	18 members of mainly frontline staff from a number of different departments spent an hour each floor walking during the week. Each officer had access to a mobile device (tablet), which enabled them to contact officers in the organisation directly. They interacted well with our customers, greeting them with a warm welcome on arrival. Overall, they were able to help serve our customers quicker and make them feel as if they'd received an excellent service.
Live customer service	We live tweeted our customers' top queries with the answers throughout the week.
Customer Service Quiz	The quiz, which followed Customer Service Week, is designed to get people thinking about customer service and consolidate some new knowledge.

3.15 Following the structured feedback that we received from Customer Service Week, we have developed a CST improvement plan which will help further develop our service. The plan includes improving the CST environment, by

updating screens and de-cluttering the call centre, reviewing call procedures and developing staff further by holding workshops, quality control monitoring and providing them with the opportunity for external training.

- 3.16 We have worked on improving our customer satisfaction levels within CST. We have paid particular attention to the front desk for example; we have engaged a member of staff who spends one and a half hours per day at peak time, on the front desk. The rest of her time is spent as a Support Officer in the Corporate Support Team. Not only are we focussing our resources where they are needed, we are increasing resilience across both teams and keeping the customer service ethos going. As a result of our efforts, we have received a number of compliments through the 'Let us know' process. It has also led to us finishing joint third out of 30 Councils during August in Govmetric's monthly face to face satisfaction report.
- 3.17 We have recently participated in the Chartered Institute of Public Finance and Accountancy (CIPFA) Benchmarking Club 2014/15. These results compare Rutland County Council results to other Councils across the country. The analysis showed that our average duration of call was 107.3 seconds compared to the average statistic of 150 seconds. It also showed that we are above average in time taken to answer our calls. Our average is 40 seconds whereas the average from all councils is 52.
- 3.18 We are also exploring the option of developing a call back facility for customers waiting to come through to our call centre. Discussions have begun with our phone providers on the technicalities of this with a view to explore how it can be implemented successfully. We are aiming to be in a position to trail this from the 1st of December 2015 to the 31st of January 2015.

ACTIVITY VOLUMES AND ABILITY FOR CUSTOMERS TO SELF SERVE

- 3.19 The table below shows the categories of enquires that come through CST via the phone, front desk and email. There are a large number of enquiries listed in the other/out of scope category which does not provide us with meaningful data. As a result we are in the process of expanding our categories of calls and face to face customer contact. This will help us gather valuable information on why our customers contact us, which will be essential when we consider how our new website will function in order to support channel shift. We have created a system where we can trial the extended categories to see if they are fit for purpose.

Category	2013/2014			2014/2015		
	Phone	Desk	Email	Phone	Desk	Email
Out of Scope/Other	36,186	10,746	3,736	53,013	10,623	5,646
Council Tax	8,624	1,561	1,279	4,188	1,532	168
Waste & Recycling	7,029	2,571	1,615	3,519	1,176	2,196
One Stop	7,925			4,247		
Payments		7,182		7,397	5,825	
Benefits	3,306	3213	169	1,252	2,941	268
Planning	3,714	932	351	568	752	346
Transport	1,223	1,292	141	390	1,064	124
Parking	683	967	343	300	773	233
Pest Control	1,334			774		
Govmetric	1,051			75		
Registrars	891	69	990	416	49	
School Admission				75		
HR			24			160
Housing Options				342		
Highways				626		
Elections				687		
SMT				310		
Social Services				944		
Call Cut Off				547		
Direct Debit				314		
Total	71,966	28,533	8,648	79,984	24,735	9,141

- 3.20 The volume of callers and visitors to CST is still high. The team have been unable, to date, to move customers to self-service (channel shift) as there are a limited number of services that are delivered via the Councils website. The website requires considerable improvement to enable this to happen. Members approved money in the 2015/2016 budget to fund this project Section 4 provides an update on this project.
- 3.21 As can be seen from the table above, around 50% of all calls, visits and emails are recorded as 'out of scope/other'. It is vital that we get a better breakdown of this to inform our understanding of demand and why customers contact us. A number of subcategories have been identified which are being trialled within CST. Once the categories are confirmed as being appropriate and sufficient, Govmetric and Queuemetrics will be amended to reflect these and we will start to collect better information.

4 THE FUTURE STRATEGY

4.1 We fully understand that the customer service landscape is changing and in order to provide a cost efficient customer centric service we are going to rely heavily on technology.

4.2 With this in mind our future strategy is:

- To create a new corporate website that is easy to navigate, easy to use and crucially can help integrate the front end service to back end systems thus helping us eliminate duplication and double-handling. We have set up a Digital Project Group who will review all areas that feed into our digital strategy, including evaluating our current systems, building a specification for the new website and identifying needs for channel shift.
- To focus on the creation of a channel shift strategy that will help our customers start their interaction with us online, stay online and finish online. We will obviously take account of those residents who are not digitally enabled and ensure they are not disadvantaged by any move to digital access. A local Council efficiency study found that the average cost of interaction with the Council was broken down to £8.62 for face-to-face, £2.83 over the phone and 15p online. This is something that councils across the country are trying to achieve and the CIPFA Benchmarking Club results show that through channel shift, 50% of councils that participated achieved improvements to the user experience, 58% delivered quantified efficiencies and 65% realised cashable savings.
- To review the customer service environment to make it more suitable for self-service by setting up terminals, which will allow customers to access our services direct and the introduction of a floor walker with a mobile device (tablet) to help assist our customers and direct them to the appropriate service. In essence, creating a triage service when dealing with enquiries.
- To ensure other channels are less easy to access once the digital channels are in place (whilst taking account of the minority of customers who still need the traditional methods of contact). For example, ask customers on the website a number of questions about their query and signpost them to the most appropriate solutions before we present the call centre contact number. Alongside this we will look into a failsafe option that will allow customers to fast track to the call centre number should there be any issues accessing any elements of the website.

- To work with local partners and the community to raise awareness about our online service channels. For example, setting up digital awareness sessions in the community where members of the public who are less confident with using the internet can bring their own devices and be shown how to carry out basic online activities including how to use the council website. Also to ensure that our partners are fully aware of the benefits of using our digital services and highlighting this in our engagement with them.
- To move our service to a more supportive and signposted service for our more simple transactional enquires. For example if a customer contacts us via email or twitter and requests a blue badge form, rather than uploading the form and forwarding it onto the customer, we signpost them to where the form is held on our website. This way our customers can become more familiar with our website and become more confident to self-serve.

4.3 We are aiming to achieve the majority of our planned improvements within the next 18 months and will continue to keep Resources Scrutiny Panel updated on our achievements. We welcome the opportunity to engage the Panel in suggesting areas to be included in our improvement strategy and will ensure all suggestions are considered and adopted where possible.

5 CONSULTATION

5.1 This report seeks the views of the scrutiny panel about our current and future delivery.

6 ALTERNATIVE OPTIONS

6.1 The options are to continue with the current CST service delivery and not make any improvements to the function; this alternative does not accord with the Council's overall service improvement strategy, particular where customers are centric to the function of the Council.

7 FINANCIAL IMPLICATIONS

7.1 The development of a new web site and channel shift programme does have financial implications; however, funding has already been agreed for this development therefore there is no pressure on existing budgets.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

8.1 The team is already in existence; this report provides a progress update and invites comments on future service delivery. The Council is required to demonstrate openness and transparency in all areas of its business and this process operates within the agreed principals. There are no legal

implications arising from this report.

9 EQUALITY IMPACT ASSESSMENT

- 9.1 There will be an impact when the Digital Strategy is developed; those affected will be consulted as part of the Council's approach to developing its digital services.

10 APPENDICES

Appendix A – CST Scope of Services

Appendix B – Customer Care Standards

Appendix C – Quarter 2 CST Performance Management Report

A Large Print or Braille Version of this Report is available upon request
– Contact 01572 722577.

CST SCOPE OF SERVICES

25

Service	Description	Front Desk	Call Centre
Benefits	<ul style="list-style-type: none"> • Answer general benefit queries • Photocopying and validating proofs • Checking application forms and help with completing them • Change of circumstances 	<p>✓ ✓ ✓ ✓</p>	<p>✓ ✓</p>
Council Tax	<ul style="list-style-type: none"> • Council tax queries, single occupancy, exemptions, banding etc • Change of Circumstances • Taking payments • Advice with regards to recovery process 	<p>✓ ✓ ✓ ✓</p>	<p>✓ ✓ ✓ ✓</p>
Electoral Services	<ul style="list-style-type: none"> • Sending out and receiving electoral registration forms • Advise on postal and proxy voting • Electoral register checks 	<p>✓ ✓ ✓</p>	<p>✓ ✓ ✓</p>
Children and young people's services	<ul style="list-style-type: none"> • School admissions (info on application process) • Term dates • Fielding calls at offer times 	<p>✓ ✓ ✓</p>	<p>✓ ✓ ✓</p>
Environmental Services	<ul style="list-style-type: none"> • Pest Control enquiries, logging request onto Flare • Printing worksheets and invoices • Logging follow up calls • Logging lost/missing dogs • Issuing forms for Licensing 	<p>✓ ✓ ✓ ✓ ✓</p>	<p>✓ ✓ ✓ ✓ ✓</p>

	<ul style="list-style-type: none"> • Payments 	✓	✓
Highways & Transport	<ul style="list-style-type: none"> • Concessionary travel passes, issuing of application forms, giving advise and information about concessionary travel, lost passes and taking payments • Adopted road checks • Information on road maintenance. Requests for tree trimming, street cleaning, abandoned vehicles, graffiti, fly tipping. • Issuing of school transport forms • Receipting payments for School Transport 	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓
Housing Options	<ul style="list-style-type: none"> • Checking application forms and scanning all proofs 	✓	
Legal Services	<ul style="list-style-type: none"> • Personal Searches 	✓	
Parking Services	<ul style="list-style-type: none"> • Residential Parking, Season tickets. Issuing application forms, checking applications, scanning proofs, entering details onto Flare, issuing permits. . • Advising and helping with appeal forms • Taking excess charge notice payments 	✓ ✓ ✓	✓ ✓ ✓
Planning	<ul style="list-style-type: none"> • Planning Queries, preliminary enquiries etc • Planning Enforcement • Copies of decision notices • General copying of applications • Conservation area checks • protected tree checks • Listed building checks • Assisting public with viewing applications 	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Blue Badges	<ul style="list-style-type: none"> • Sending out application forms • Checking completed applications • Checking and verifying documentation. • Taking payments 	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓

CUSTOMER CARE STANDARDS

28

Councillors

Communicating with Councillors

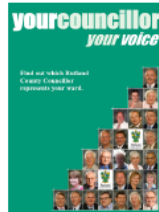
Rutland has 26 Councillors that represent different areas (also known as wards) of the county.

They are elected by YOU every four years.

If you want information on how to contact Rutland County Councillors please contact us or visit our website at www.rutland.gov.uk

There is also a leaflet titled 'Your Councillor - Your Voice' which is available from the council.

This publication includes councillor pictures, all relevant contact details as well as ward information for all 26 Members.



Complaints

If you want to make a complaint then please contact us or visit our website www.rutland.gov.uk



Contact Us

For more information about Rutland County Council's Customer Care Standards please contact:

Rutland County Council
Catmose
Oakham
Rutland
LE15 6HP

Tel: 01572 722 577
Fax: 01572 758 307
Email: enquiries@rutland.gov.uk
Web: www.rutland.gov.uk

**Please contact us
if you require this
leaflet in larger print,
other languages,
Braille or audio tape**



Rutland County Council



**A guide to our
Customer Care
Standards**

Customer Care Standards

Message from the Chief Executive

I am committed to the council providing a welcoming and courteous experience for all of our customers, dealing with every enquiry efficiently, and to the best of our ability.



We are committed to achieving customer satisfaction but if we should get things wrong, we will correct them promptly and learn from the experience.

Helen Briggs

Why we have Customer Care Standards?

Our standards make clear how you can be expected to be treated when you contact us.

All of our staff are familiar with our Customer Care standards and fully understand how these translate into the service you require.

We apply our standards in line with our Equalities and Diversity policy.

This promotes equality, values diversity and ensures that everyone receives fair and equal access to council services.



Our Customer Care Standards

However you choose to contact us there are a number of basic principles that we will adhere to.

We will:

- Be welcoming, polite and helpful
- Be open, honest and fair
- Respond quickly and efficiently to enquiries and requests for service
- Use plain language in any contact we have with you
- Only ask you for information that is relevant and explain why it is needed
- Tell you what we can and cannot do so you know what to expect from us
- Work hard to meet the needs of all our customers as individuals
- Ask for your views about services and act on any comments you make
- Make sure that when we are not able to help you we will try to find out who can



What you can expect from us...

If you phone us we will:

- Provide you with service options and enable you to speak to a member of staff within 15 seconds
- Respond to your telephone message or voicemail within one working day
- Tell you who you are speaking to

If you email or write to us:

- We aim to respond to you as quickly as possible and definitely within 5 working days
- If your query cannot be resolved in this time we will acknowledge your email within one working day or two working days for letters and provide a full response within 10 working days.

For visitors we will:

- Deal with you promptly, aiming to keep your waiting time to a maximum of five minutes
- Make a private interview room available
- Offer you an appointment if you prefer

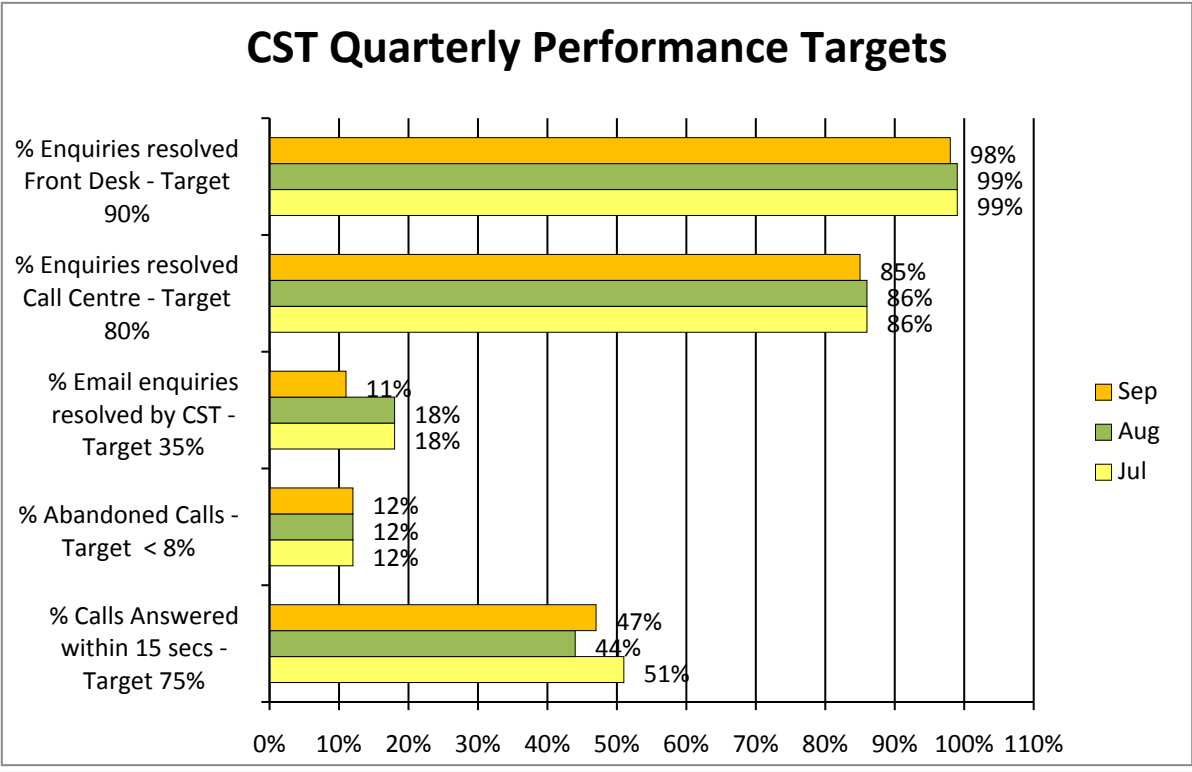
If we have to arrange to visit your home or business we will:

- Visit according to a time pre-arranged with you
- Carry formal identification and ensure we display this before entering your premises
- Be mindful that we are a guest at your home or business

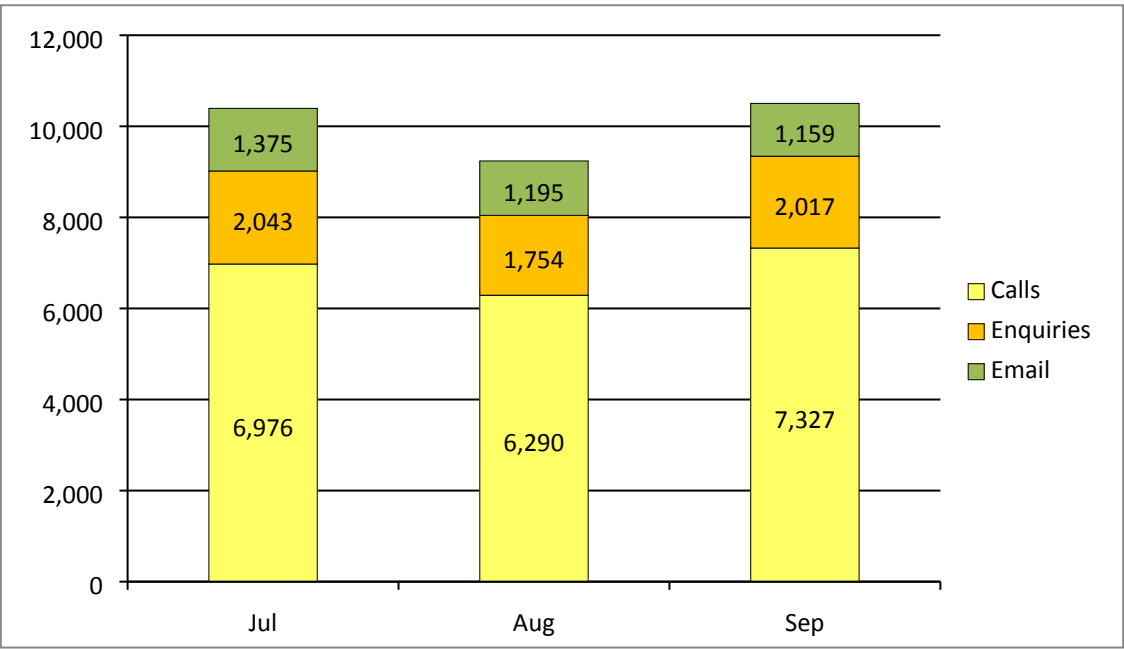
If we do fail to meet your expectations regarding customer care then please let us know

QUARTER 2 CST PERFORMANCE MANAGEMENT REPORT

CST Quarter 2 Performance



Volumes

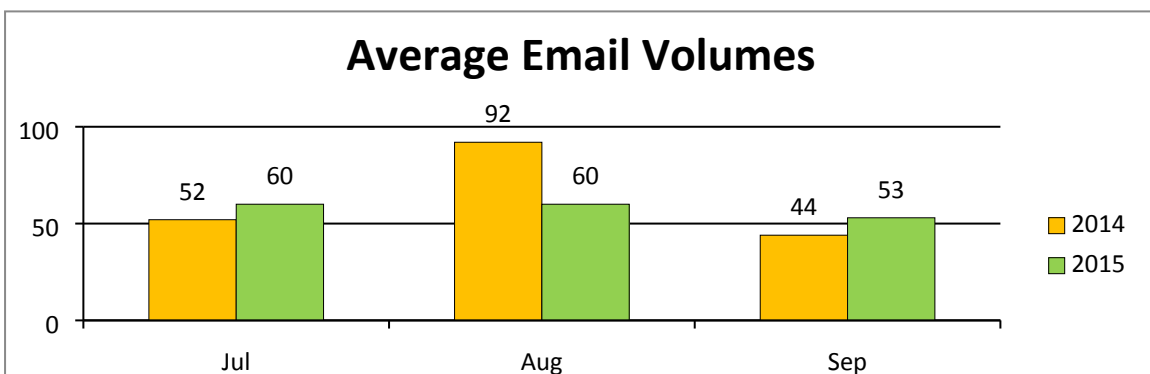
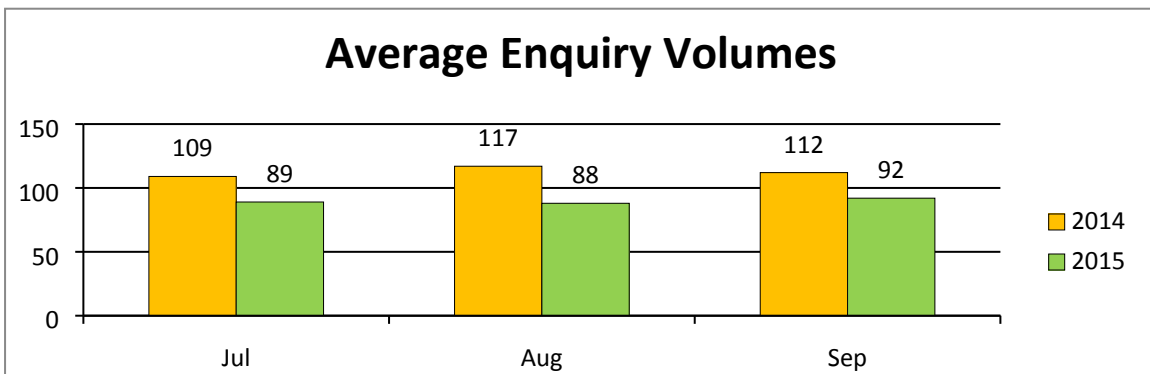
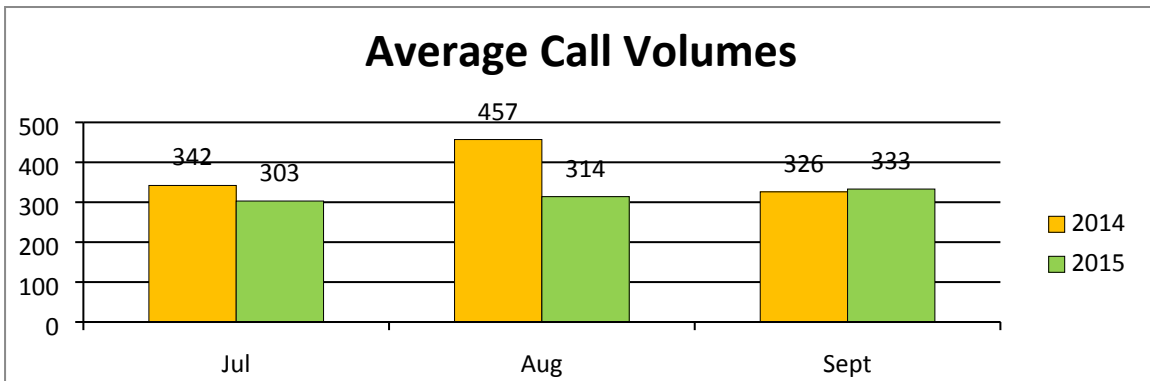


Volumes – Daily Average

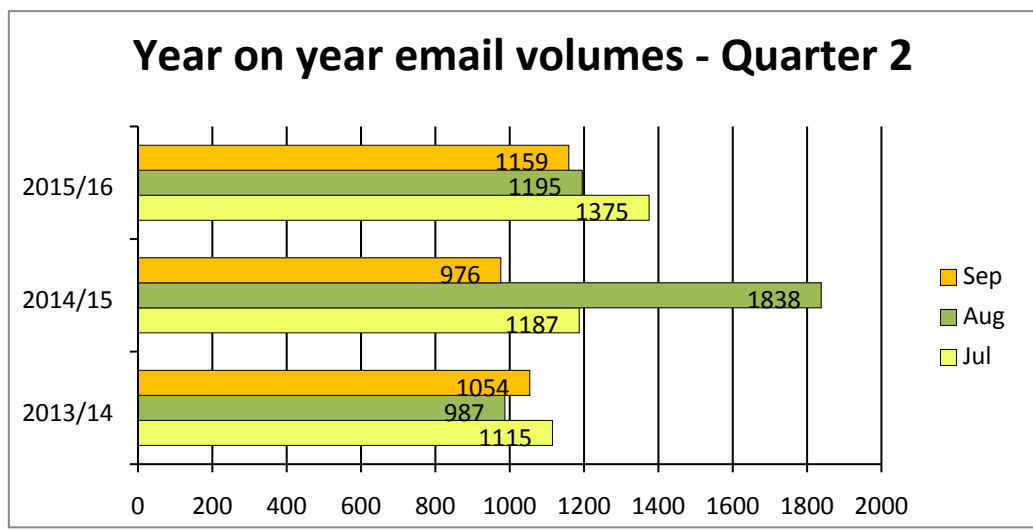
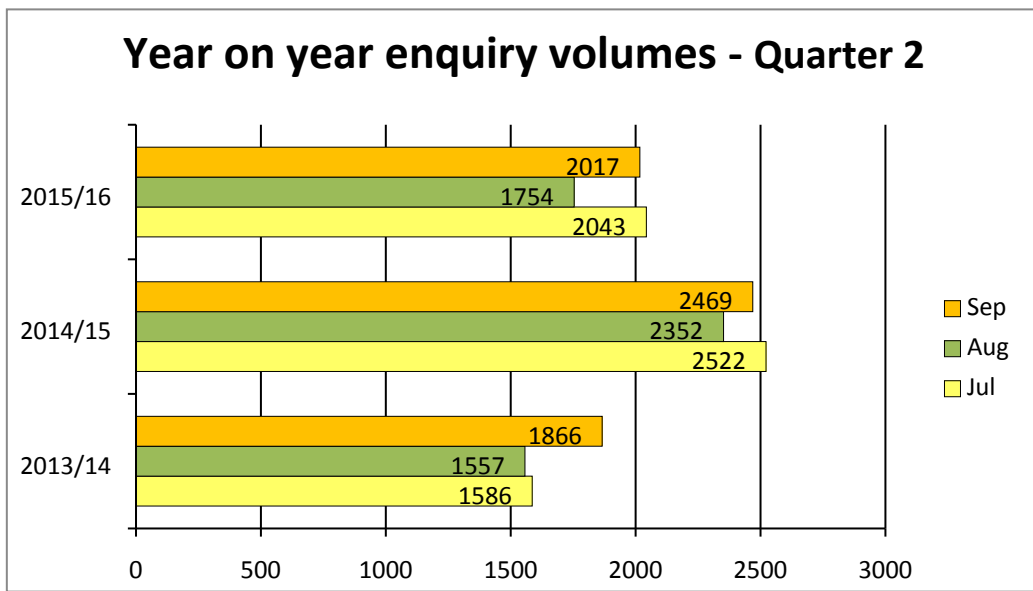
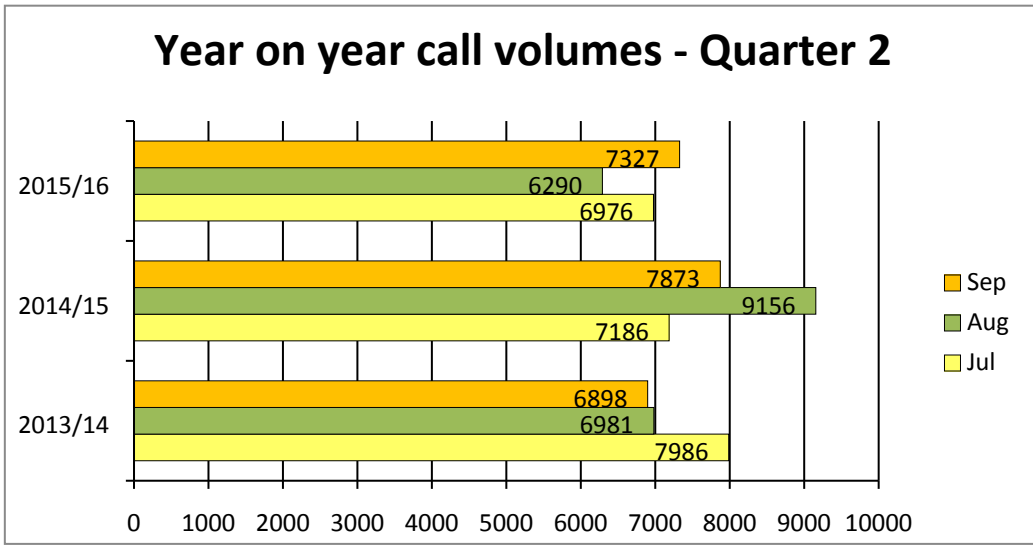
Compared to the same time last year (see below) there has been a general reduction in volume across calls and enquiries throughout Quarter 2.

Volumes – Daily Average comparison

The charts below show a comparison of the daily average volumes with the same period last year.







Year on Year Volumes – Q2 2015/16







GovMetric Q2 2015/16

GovMetric Summary

Face to Face				Overall Rating
No. of respondents	443	53	80	 Good
%age of respondents	77%	9%	14%	

Telephone	This process is under review as the time taken to assist a customer to leave feedback is affecting the advisors' ability to process calls quickly. The new Customer Service Manager is reviewing Govmetric to establish a better way of providing this service to our customers without compromising our service overall.		
No. of respondents			
%age of respondents			

Web				Overall Rating
No. of respondents	63	24	73	 Average
%age of respondents	39%	15%	46%	

Of the respondents who left feedback on the website, 24 left comments:

- 20 were related to the layout and content of the site and mentioned missing links, pages being out of date or difficulty finding information.
- 2 were positive feedback on the ease with which tip permits can be setup.
- 2 were positive feedback on the information available on the business section of the website.

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