



ONE STOP SHOP

ANNUAL PERFORMANCE REPORT

APRIL 2002 – MARCH 2003

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1 INTRODUCTION

The One Stop Shop is the Council's high profile, established, professional customer service provider and exists to help Brent's residents and visitors with their Council enquiries. We provide information, help and advice regarding all Council services. Our staff are representatives of the borough's multi-cultural communities.

1.1 Explanation of Service

- 1.1.1 The service is designed to offer maximum access and is sensitive to the diverse needs of our multi cultural and deprived borough. The One Stop Shop's primary objective is to provide professional customer service both externally for residents and visitors of Brent and internally for service areas within the organisation. The service also influences the development and improvement of customer service standards, customer care practice, customer focus and the joined up approach to service delivery across the organisation.
- 1.1.2 The Shops are conveniently located in high streets around the borough and the Contact Centre is spearheading improved access via Extended Hours and on-line enquiries. Demand for the service continues to grow and we are interacting with the public on a daily basis.
- 1.1.3 The role of the One Stop Shop service has continued to grow since its inception and the service is firmly established with residents who value and depend upon the friendly, convenient, local advice and service request processing that is provided.

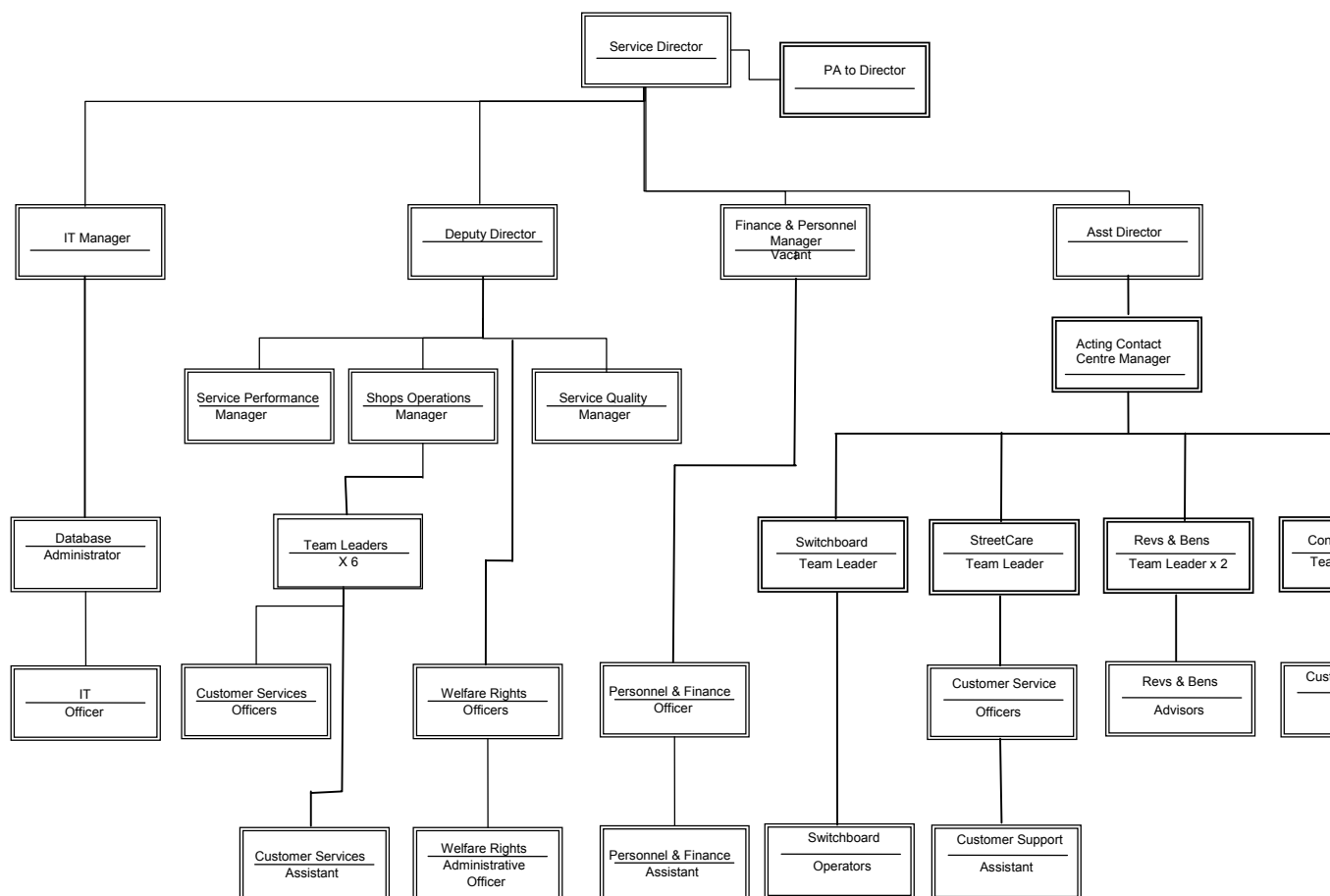
1.2 Structure

- 1.2.1 The service is delivered via the 'Operation Section'. This consists of 6 customer service centre shops around the borough located in:

Brent Town Hall	Willesden Green Library Centre
Brent House	Harlesden High Street
Kingsbury High Road	Kilburn – Dyne Rd

- 1.2.2 The Contact Centre telephone team based at Brent House, which is the backbone of the Council's telephone service, provides telephone and on-line access from 8am-8pm and consists of a generic team, a dedicated StreetCare team, a Revenues and Benefits team, dedicated Social Services lines and the Council's Switchboard.
- 1.2.3 There is also: -
 - A small IT Development Team at the Town Hall
 - A small personnel admin and finance team at the Town Hall
- 1.2.4 The service has an established small, dedicated Welfare Rights Team responsible for increasing the uptake of benefits for the most vulnerable and low income residents. Their success will influence the demand on the Council's services.
- 1.2.5 The service has a staffing establishment of 112 staff located across 6 Council buildings.
- 1.2.6 The One Stop Shop organisational structure chart is provided overleaf.

One Stop Shop Organisational Chart – February 2003



1.3 Position Statement on overall Demand & Performance

Location	02/03		01/02		Change in Demand	% Change in Demand
	Demand	% of Total Demand **	Demand	% of Total Demand **		
Shops	235,000 (2)	25.65%	225,700 (2)	28.80%	9,300 (3)	4.12% (4)
Generic Enquiry Line **	92,300 (4)	10.07%	90,600 * (4)	11.56%	1,700 (4)	1.88% (6)
Gujarati Line	557 (6)	0.06%	443 (6)	0.06%	114 (6)	25.73% (2)
StreetCare	130,100 (3)	14.20%	115,200 (3)	14.70%	14,900 (1)	12.93% (3)
Switchboard	359,300 (1)	39.21%	346,200 (1)	44.17%	13,100 (2)	3.78% (5)
Correspondence	7,200 (5)	0.79%	5,600 (5)	0.71%	1,600 (5)	28.57% (1)
Revs and Bens	91,800	10.02%	n/a	n/a	91,800	n/a
Total Incl. R&B	916,757	100.00%	783,743	100.00%	132,514	16.91%
Total Excl. R&B	824,457		783,743		40,714	5.19%

*excluding Harlesden & Brentfield calls from previous year (total including H&B 112,700)

**Each service will be quantified as a percentage of the total demand for the whole Council e.g. the sum of all enquiries/visits/calls across the One Stop Shop locations and the Contact Centre including the Revenues and Benefits line.

Extended hours already included within the Generic Line

- 1.3.1 In total the One Stop Shop dealt with 916,257 enquiries in the period April 2002 to March 2003. This compares to 783,743 for the same period last year and is an increase of 16.91% (132,514). This increase in demand is largely attributed to the One Stop Shop taking over management responsibility for the Revenue & Benefits Call Centre (91,800 calls). Once these calls are discounted this allows a true comparison with the previous year and represents an increase of 40,714 (5.19%) on the previous year (see 3.3.1).
- 1.3.2 Every area has increased in demand with the StreetCare line (14,900), Switchboard (13,100) and Shop locations (9,300) forming the bulk of the 40,714 increase. These increases do not significantly affect the relative percentages of total demand for each service on the previous year, disregarding the introduction of the new Revenues and Benefits line, and the relative rankings in demand have remained unchanged. The top 3 areas - Switchboard (39.21%), Shops (25.65%) and StreetCare lines (14.20%), account for nearly 80% of overall demand.
- 1.3.3 The largest increases in demand effectively mirror the three areas of highest demand – StreetCare (14,900), Switchboard (13,100) and Shops (9,300).
- 1.3.4 The Shops form the second largest demand (235,000) and had the third largest increase in demand this year (9,300). This increase in demand follows the previous year's demand although the size of increase has reduced from 34,400 last year to 9,300 this year.
- 1.3.5 The overall increase in Contact Centre enquiries is 17.5% (102,000), taking into account the newly introduced Revenues and Benefits Call Centre. Once the Revenues and Benefits Call Centre figures are discounted (see 1.3.1) and the Harlesden & Brentifield calls are discounted from the Generic line 01/02 (3.3.1) then a real increase of 5.63% (31,414) is noted.
- 1.3.6 The Generic Enquiry Line increased by 1,700 (1.88%) making it the fourth largest increase in demand. This is an increased rate of change on the previous year where demand increased by 800 (01/02 increase on 00/01).
- 1.3.7 The number of calls placed to the Gujarati line have increased by 25% (114) to 443 and has the second largest percentage increase demand, but the lowest actual demand. This was attributable to the increased use of the Gujarati line during Diwali.
- 1.3.8 The StreetCare line increased the most by 12.93% (14,900) on the previous year to 130,100. This is a larger increase than previous years due to the increased advertising of the special collection service, the demand placed on gritting services due to extreme weather conditions in January 2003, and contractor problems.
- 1.3.9 Switchboard has increased by 13,100 (3.78%), making it the second largest increase of all areas. This increase is due to technical issues with dedicated phone lines, and strike action to other parts of the service that increase the number of enquiries placed on the switchboard service.
- 1.3.10 There has been a 6% (1,600) increase in the amount of online, emailed and written correspondence. This increase is purely due to customers utilising electronic means for their enquiries, and demand has increased by 48% (2,100), with a corresponding decrease in written correspondence of 42% (500). This means the on-line service is the second fastest growing service, with only the second smallest actual demand (6,500).

- 1.3.11 The Revenues and Benefits lines were bought back in-house in October 2002 handling 91,800 calls for the year which equates to approximately 10% of the overall demand. There is no historic data available for comparison.
- 1.3.12 Once extrapolated from the standard Generic Line data the Extended Hours usage has increased significantly since the previous year by 57% (5,582) which actually makes it the largest percentage increase for all areas. This is largely due to the introduction of the Cashiers Line on 26/7/01, which means the busiest month of April usage is omitted from the previous year statistics, giving an increase of 3,356 (306%).

1.4 Visitors and Requests for Information

- 1.4.1 69 other organisations have telephoned for information or OSS/Customer service consultancy advice, hosting 50 visits in total.

1.5 Data Gathering and Measurement

- 1.5.1 Staff in all locations have been recording information manually and this information has been collated on excel spreadsheets.
- 1.5.2 The One Stop Shop will move to the electronic collection of statistics from our e-shop application from 1 July 2003 and can be used in the 03/04 Annual Performance Report.

2 PERFORMANCE AND DEMAND - SHOP LOCATIONS

2.1 Demand by Shop Location

Location	Total for the year ending 31 st March 2003 (000's)	Totals for year 20001/2002 (000's)	Annual Change (000's)	% of total demand for 02/03	% change since 01/02
Brent House	52.6 (1)	47.4 (3)	5.2 (1)	5.74 (1)	11 (2)
Kilburn	13.7 (6)	11.7 (6)	2 (2)	1.49 (6)	17 (1)
Willesden	49.9 (3)	48.4 (2)	1.5 (3)	5.44 (3)	3 (4)
Kingsbury	20.8 (5)	19.7 (5)	1.1 (4)	2.27 (5)	6 (3)
Harlesden	46.1 (4)	45.3 (4)	0.8 (5)	5.03 (4)	2 (5)
Town Hall	51.9 (2)	53.2 (1)	-1.3 (6)	5.66 (2)	-2 (6)
Total	235	225.7	9.3	25.63%	4%

N.B Relative rankings shown in brackets

- 2.1.1 The One Stop Shop Locations account for approximately a quarter (235,000) of all customer interactions with the One Stop Shop.
- 2.1.2 Demand increased at all shop locations except the Town Hall (dropping from first to second largest demand), with an overall increase of 4% (9,300) for all Shops. The largest increases were experienced in Kilburn with 17% (2,000) and Brent House 11% (5,200). The increases in demand and relative rankings are consistent across locations except for Kilburn, Brent House and the Town Hall. Broadly speaking the larger shop locations have experienced the largest increases in Demand, with the exceptions of Kilburn and the Town Hall.
- 2.1.3 Kilburn experienced the largest increase in demand (5,200), despite having the lowest demand overall. This was due to a successful move to a new location in Dyne Road in January 2003, increased opening hours (by an additional two days a week), and an enlarged reception from 1 to 2 people. There has been an increase of enquiries at Kilburn overall but particularly those related to Housing issues such as rents and repairs.
- 2.1.4 The Town Hall was the only shop location to experience a decrease in demand (1,300). The previous year only experienced an increase of 200. This change could be due to standard fluctuations in demand but must be monitored over the coming year.
- 2.1.5 Brent House experienced the largest real increase of 5,200 (11%) and is now the busiest location (previously third). This is due to a rise in the number of Planning and Building Control enquiries.
- 2.1.6 The face-to-face enquiries at the Shop locations are divided into Reception and Main Counter. Reception enquiries are fast-track enquiries, sign posting, and receipts given for documents handed in. Customers with more in-depth and complex enquiries are issued with a ticket, by reception, to wait for the main counter service.
- 2.1.7 An Urgents Database was introduced in council wide January 2002 with the aim of reducing repeat visits and improving resolution rates for Housing Benefit and Council Tax Benefit. The effectiveness of this system cannot be exactly quantified but a 15% reduction in the number of benefit enquiries from 51,331 to 43,646 has been experienced since last year (a drop of 7,685). Approximately 2,900 cases were added to the Urgents database for priority assessment during the year.

2.2 Volumes by enquiry type

Location	Annual Change in Demand (000's)	Reception Enquiries 02/03 (000's)	% Change on 01/02	Actual Change (000's)	Main Counter Enquiries 02/03 (000's)	% Change on 01/02	Actual Change (000's)
Brent House	5.2 (1)	39.5 (2)	15%	5.1 (2)	13.1 (3)	1%	0.1 (1)
Kilburn	2 (2)	6.9 (6)	109%	3.6 (3)	6.8 (6)	-19%	-1.6 (3)
Willesden	1.5 (3)	32.1 (3)	20%	5.4 (1)	17.8 (2)	-18%	-3.9 (4)
Kingsbury	1.1 (4)	9.9 (5)	11%	1 (4)	10.9 (5)	1%	0.1 (1)
Harlesden	0.8 (5)	27.9 (4)	22%	5.1 (2)	18.2 (1)	-19%	-4.3 (5)
Town Hall	-1.3 (6)	39.8 (1)	-1%	-0.2 (5)	12.1 (4)	-7%	-0.9 (2)
Total	9.3	156.1	+15%	+20	78.9	-12%	-10.5

N.B Relative ranking shown in brackets

- 2.2.1 The ratio of Reception enquiries to Counter enquiries has increased from one and a half to one in 01/02 to two to one in 02/03.
- 2.2.2 The demand for the reception service has increased by 15% (20,000) on last year across all locations except the Town Hall where a decrease of 200 (1%) was noted. This apparent increase in demand for reception is not a true representation of demand due to statistical errors. In 01/02 demand for reception was being collated with counter demand, in some cases, and hence increasing the reported numbers for counter demand and reducing reception demand. This error has been rectified for 02/03 and hence there is an apparent dramatic increase in the number of reception enquiries and reduction in counter enquiries. Comparisons with the previous year have been conducted but trends are difficult to examine due to the statistical error.
- 2.2.3 The greatest increase in the number of reception enquiries is at Willesden with 5,400 (20%), closely followed by Brent House – 5,100 (15%) and Harlesden – 5.1 (22%). Kilburn has the greatest percentage increase of 109% (3,600) due the relocation to Dyne Road, Extended Hours and the enlarged reception from 1 to 2 staff (Section 2.1.2).
- 2.2.4 The demand for the main counter service has decreased by an average of 12% (10,500) across the shop locations. Harlesden experienced the largest decrease of 4,300 (19%) followed by Willesden 3,900 (18%). The effects outlined in 2.2.2 need to be considered when considering comparisons on previous years.
- 2.2.5 The only increase in demand was experienced by Kingsbury and Brent House locations (1%) but only by 200 in total.

2.3 Shop locations average waiting & interview times – Main Counter

Location	Actual Change in Counter Demand (000's)	Waiting 02/03 (mins)	Waiting 01/02 (mins)	Annual Change (mins)	Interview 02/03 (mins)	Interview 01/02 (mins)	Annual Change (mins)
Kingsbury	0.1 (1)	6 (1)	6 (2)	0 (2)	20 (2)	17 (2)	3 (3)
Brent House	0.1 (1)	7 (2)	5 (1)	2 (3)	17 (1)	15 (1)	2 (1)
Town Hall	-0.9 (2)	21 (5)	24 (5)	-3 (1)	29 (6)	27 (6)	2 (1)
Kilburn	-1.6 (3)	17 (3)	17 (4)	0 (2)	28 (5)	22 (5)	6 (6)
Willesden	-3.9 (4)	18 (4)	9 (3)	9 (5)	23 (3)	20 (3)	3 (3)
Harlesden	-4.3 (5)	23 (6)	17 (4)	6 (4)	26 (4)	21 (4)	5 (5)
Average	-10.5	15	13	+2	24	20	+4

N.B. Ranking in brackets

- 2.3.1 The waiting times and interview times have appeared to increase on last year, however due to the statistical error in 01/02 (see 2.2.2) this may not be the case. As some of the reception enquiries (in 4 of the 6 locations) were included with the counter enquiries in 01/02 the average waiting and interview times would be artificially low for that year as the average wait/interview time is calculated by dividing the total wait/interview time by the total number of customers for either reception or counter. For the counter service the number of customers has decreased (due to the removal of some reception customers from the equation) hence the divisor of the interview time calculation has decreased, thus increasing the calculated average interview time. In the case of the wait times the divisor has increased (due to the inclusion of all reception stats) hence reducing the average wait time. Despite this a comparison has been undertaken with the previous year results.
- 2.3.2 What this practically means is that for this year waiting and interview times in this report are now a more accurate reflection of timings. If demand and other factors were unchanged from previous year an increase in interview times and a decrease in waiting times is expected. When interpreting the results this means that an unchanged waiting time actually represents an increase in waiting times, and an unchanged interview time actually represents a decrease in interview time.
- 2.3.3 However the average waiting and interview times for the Main Counter service are 15 minutes and 24 minutes respectively compared to 13 minutes and 20 minutes last year, an increase of 2 and 4 minutes respectively.
- 2.3.4 The unexpected increase in wait time signifies that the interview times have increased (and hence waiting times as the two have a causal link) as a result of increased demand at the counter (9,300 demand increase across all shop locations), not just due to statistical changes that superficially show a decrease in counter demand.
- 2.3.5 The largest increase in interview times is at Kilburn (6 minutes) which is due to the increased demand as a result of the relocation and in part due to the statistical error. This unchanged wait time of 17 minutes would actually signify a slight increase in wait time, as described in (2.3.2) and supports the data showing increased interview times (causal link). This is explained by the move to new premises and the ability to see more customers at counter at once (an increase in demand of 2,000)
- 2.3.6 The smallest increase in interview times was experienced at the Town Hall and Brent House (2 mins). At the Town Hall, once considering the statistical error, the decreased

demand explains the low increase in interview times – which actually represents a decrease in interview times (2.3.2), and the reduction in waiting times

2.4 Top 10 Enquiries for the Shop Locations –

Shops			Generic Enquiry Line		
02/03	01/02	Enquiry Type	02/03	01/02	Type
1	1	Housing Benefit	1	1	General Information
2	8	Housing Resources	2	3	Older Peoples Services
3	2	Council Tax Benefit	3	-	Physical Disability
4	3	Council Tax	4	4	Housing & Council Tax Benefit
5	5	Planning	5	7	Revenue
6	4	General Information	6	2	Brent Housing Partnership-repairs
7	6	Housing Repairs	7	6	Children's Social Work
8	7	Benefits Agency	8	-	Benefit agency
9	-	Private Housing Information Unit	9	-	Legal and Democratic services
10	-	Committee Services	10	-	Housing Resources Centre

2.4.1 Housing Benefit continues to be the top enquiry for personal callers at the Shop locations. This is followed by Housing Resources enquiries which have increased since the introduction of the new Locata scheme in July 2002. The majority of the enquiries regarding Housing Resources were handled at Reception. Consistently in third and fourth place was Council Tax and Council Tax Benefit. These statistics show that the majority of work undertaken in the shops is regarding Council Tax and Housing Benefit.

2.4.2 Comparing enquiry types between the Generic line and the Shops shows that there are different demands placed on each service. Although Council Tax and Housing Benefit features in the top 10 for the Generic Line it is not the main enquiry type. The Generic line deals more with general enquiries, older people's services and physical disability enquiries.

2.5 Performance Indicators - Shop Locations

Indicator	Standard	2002/03	2001/02	Change
Waiting Times	20 minutes	15 minutes	13 minutes	2 mins
Interview Times	30 minutes	24 minutes	20 minutes	4 mins
Customer Satisfaction-comment cards – shop locations	95%	90%	90%	0%
Customer Satisfaction- Surveys – shop locations	95%	95%	85%	10%

2.5.1 Whilst the waiting time shows that customers were seen within target at most locations, this is only an average. We are aware that some customers have had to wait in excess of two hours to be seen, particularly in the first 6 months of the fiscal year. The statistical reports are now being fully tested on e-shop and a monitoring and measurement exercise is being carried out before the One Stop Shop fully migrates to electronic reporting, which was scheduled for 1st July 2003 (Unfortunately this functionality is not fully operational at the time of writing). The new reports will show actual waiting times and not averages.

3 PERFORMANCE AND DEMAND - CONTACT CENTRE

3.1.1 The total amount of calls handled by the Contact Centre was 681,257 for the year 02/03. The Calls answered by the Contact Centre represent 74% of total demand* compared with 71%** the previous year. When disregarding the newly bought in Revenues and Benefits line (see 3.3.1) this equates to 589,457 – 71.5% of total demand.

Location	02/03 *		01/02 **		Change in Demand (000s)	% Change in Demand
	Demand (000s)	% of Total Demand	Demand (000s)	% of Total Demand		
Generic Enquiry Line	92,300 (3)	10.07 (3)	90,600 (3)	11.56 (3)	1,700 (3)	1.88 (5)
Gujarati Line	557 (6)	0.06 (6)	443 (5)	0.06 (4)	114 (5)	25.73 (2)
StreetCare	130,100 (2)	14.20% (2)	115,200 (2)	14.70 (2)	14,900 (1)	12.93 (3)
Switchboard	359,300 (1)	39.21% (1)	346,200 (1)	44.17 (1)	13,100 (2)	3.78 (4)
Correspond.	7,200 (5)	0.79% (5)	5,600 (4)	0.71 (3)	1,600 (4)	28.57 (1)
Total	589457	64.33%	558,043	71.20%	31,414	5.63%
Revs and Bens	91,800 (4)	10.02 (4)			91,800	
Total	681,257	74.35%	558,043	71.20%	123,214	22.08%

N.B. Ranking included in Brackets

*Including Revs and Bens line – see 1.3.1

** Excluding Harlesden & Brentfield line - see 3.3.1

3.2 ACD (Automatic Call Distributor)

The Automatic Call Distribution system in the One Stop Shop Contact Centre will answer a call automatically after 15 seconds. The customer hears a comfort message, if the call is not answered in a further 20 seconds the customer has the option to leave a message or wait for an officer. In this way 100% of answered calls are answered in 15 seconds.

3.3 Generic Enquiry Line - Volume of Calls

Team	Total for year 02/03 (000s)	Total for year 01/02 (000s)	% of total demand for 02/03	Actual Change (000s)	% change since 01/02
OSS Advisors – ACD	92.3	112.7	12.3%	-20.4	-18%
OSS Advisors – ACD (exclu. Harlesden and Brentfield Housing Line)	92.3	90.6	9.9%	1.7	1.9%

3.3.1 Overall there has been a real increase of 1.9% (1,700 calls) on last year. The Harlesden and Brentfield Housing line was returned to the BHP on 31st March 2002 and once these calls (22,081) are removed from the 2001/2002 figures a true comparison can be made with this year's data.

3.4 Generic Enquiry Line - Analysis of responses

Team	Calls Presented (000s)		Actual Change (000's)	Calls Answered (000's)		% Answered within 15 seconds by officer.	Variance with last year (calls answered within 15 seconds by officer)
	02/03	01/02		02/03	01/02**		
OSS advisers – ACD	101.1	130.9	-29.8	92.3	112.7 (90.6)	79%*	7%

*As percentage of calls presented -100% by ACD see 3.2

** Value in brackets is the 01/02 figure with the Harlesden and Brentfield calls removed.

- 3.4.1 Due to the inclusion of the Harlesden and Brentfield Housing Line it is impossible to accurately gauge the number the true number of calls presented to the Generic Enquiry Line only, making a true comparison between years difficult.
- 3.4.2 91% (92,300) of calls presented were answered (an increase of 5% on the previous year) with a total of 8,850 calls lost. These are calls where the caller did not speak to an officer and did not choose to leave a message for someone to call them back.
- 3.4.3 79% (79,869) of calls were answered within 15 seconds which is an increase of 7% on the previous year.
- 3.4.4 The increase in the response rate was partly due to the recruitment of four new staff in April 2002, prior to that the team suffered from a high staff turn over and the Harlesden and Brentfield Housing lines were supplemented by OSS staff which impacted on the Generic Enquiry Line response rate.

3.5 Generic Enquiry Line – Top 10 enquiries

Generic Enquiry Line			On-line and e-mail enquiries.		
02/03	01/02	Type	02/03	01/02	Type
1	1	General Information	1	1	General Enquiries
2	3	Older Peoples Services	2	3	StreetCare
3	-	Physical Disability	3	2	Council Tax
4	4	Housing & Council Tax Benefit	4	4	Brent Housing Partnership-Repairs
5	7	Revenue	5	6	Housing & Council Tax Benefit
6	2	Brent Housing Partnership-repairs	6	5	Parking Enforcement
7	6	Children's Social Work	7	10	Education Services
8	-	Benefit agency	8	7	Planning
9	-	Legal and Democratic services	9	-	Transportation
10	-	Housing Resources Centre	10	-	Environmental Health

- 3.5.1 Over the past two years most popular enquiry types for the Generic Line have been General information, Older Peoples Services and Housing and Council Tax Benefit. The types have remained relatively consistent over the past two years but Physical Disability has entered the top ten and Brent Housing Partnership Repairs has slipped to the 6th position. The changing groupings for enquiry type has meant the Freedom passes have now been included in the Physical Disability enquiry type, hence increasing its apparent popularity.

3.5.2 This contrasts to the On-line and Email enquiries whose enquiry types have remained very consistent and the main enquiry types are General Enquiries, StreetCare and Council Tax.

3.6 Generic Lines – Performance Indicators

Indicator	Standard	2002/2003	2001/02	Change
Generic Enquiry Line	100% within 15 seconds	79% by officer 100% by ACD	72% by officer 100% by ACD	7%
Comment Cards	95%	97%	94%	3%
Customer Satisfaction Surveys	95%	93.5%	92%	1.5%

3.6.1 The achievement of targets is progressing well with significant improvement made on every indicator. The Comment Card indicator has been exceeded by 2%, and the Customer Satisfaction Survey is only 1.5% below target. To meet the 100% answer rate within 15 seconds (not by the ACD) a significant reduction in call-backs or an increase in resources is required. The Generic team have also been trained to answer StreetCare enquiries which has placed an additional burden which is not included in these figures.

3.7 Call duration

3.7.1 The average duration of calls to the Generic Enquiry Line is 2 minutes 09 seconds. The average duration of the calls to Social Services lines is 2 minutes 32 seconds. These figures do not include any time needed after the call has finished completing work or time spent calling other service areas to progress enquiries when the caller is not on the line. More detailed information regarding the time spent dealing with these enquiries should have been available after 1st July 2003 as a result of the implementation of changes to the Customer Relationship Management System (E-shop). This data has been collected but unfortunately there has been some difficulty experienced in extracting the data from E-Shop and is unavailable at this time.

3.8 OSS Gujarati Line - Volume of Calls

Team	Total for year 02/03	Total for 01/02	% of total demand for 02/03	% of total demand for 01/02	% change since 01/02
OSS Advisors – ACD	557	443	<1%	0.06%	25%

3.8.1 The Gujarati line accounts for approximately 0.06% (557) of the total demand.

3.8.2 The number of calls placed to the Gujarati line has increased by 25% (114). This was attributable to the increased use of the Gujarati line during Diwali. There was a recorded tape detailing events taking place in Brent during this festive season.

3.9 OSS Gujarati Line -analysis of responses

Team	Calls Presented 02/03 (000's)	Calls answered 02/03	% answered within 15 seconds by ACD	Variance with last year
OSS advisers – ACD	568	557	98%*	-1%

*As percentage of calls presented

3.9.1 A 98% rate was achieved for answering calls within 15 seconds; however this is 1% lower than the previous year.

3.10 OSS Gujarati Line – Performance Indicators

Indicator	Standard	2001/02	2002/2003
Gujarati Line	100% within 15 seconds	99%	98%

3.10.1 The Gujarati line is fully automated and has a pre-recorded message but the response rate was not 100% as 11 calls were abandoned before 15 seconds, i.e. preventing the call from being answered.

3.11 StreetCare - Volume of calls

Team	Total for year 02/3 (000's)	Total for previous year 01/02 (000's)	Actual Change since 01/02 (000's)	% of total demand for 02/03	% change since 01/02
Contact Centre-StreetCare	130.1	115.2	14.9	14.19%	+13%

3.11.1 The StreetCare line accounts for 14.19% (130,100) of the total demand.

3.11.2 StreetCare has shown an increase in volume of calls by 13% (14,900). The previous years increase was 5,300 and StreetCare has shown an increase every year since its inception in 1999. This year's increase is in part due to increased advertising for special collection and an increased demand for gritting services during harsh weather conditions in January 2003. There were also contractor problems with Onyx.

3.12 StreetCare- analysis of responses

Team	Calls Presented 02/03 (thousands)	Calls answered 02/02 (thousands)	% answered within 15 seconds by officer	Variance with last year (calls answered) within 15 seconds
StreetCare	142.9	130.1	70%*	+10%

*As percentage of calls presented -100% by ACD see 3.2

3.12.1 91% of calls presented were answered with a total of 12,794 calls lost (These are calls where the caller did not speak to an officer and did not choose to leave a message for someone to call them back.)

3.12.2 70% of calls were answered within 15 seconds and this represents an improvement of 10% on last year. The reason for his improved ability to answer calls is: a more stable team; better training; increased efficiency; a change to the special collection service; and improvements in the StreetCare back office.

3.13 StreetCare Top 5 Enquiries

02/03	01/02	StreetCare
1	1	Special Collection
2	2	Refuse Collection
3	3	Abandoned Vehicles
4	5	Dumped Rubbish
5	-	Street lights

3.13.1 The top 3 enquiries have not changed since last year but last years fourth placed enquiry (General Enquiries) has dropped from the top 5. This is the result of the customers being better advised as to what the appropriate line/category their enquiry belongs to and how well the council has segmented and marketed its services.

3.14 StreetCare Performance Indicators

Indicator	Standard	2001/2002	2002/03
Contact Centre – StreetCare (% answered within 15 seconds by officer.)	75% by officer 100% by ACD	60%(by officer) 100% by ACD	70% by officer (100% by ACD)
Contact Centre – StreetCare Surveys	95%	87%	86%

3.14.1 There has been a significant 10% increase in the number of calls being answered within 15 seconds by officers. This was due to an increase in staff and assistance from the Generic team during busy periods, (who are now all trained in StreetCare).

3.14.2 However a small reduction in survey satisfaction was experienced which statistically would be expected with such a large increase in the number of calls being answered.

3.15 Telephone Operators – Switchboard – volume of calls

Team	Total 02/03 (000s)	Total 01/02 (000s)	Actual Change (000's)	% of total demand for 02/03	% change since 01/02
Contact Centre-Operators	359.3	346.2	13.1	39.2%	4%

3.15.1 Switchboard calls have increased by 4% on the previous year and now accounts for 39.2% of total demand. However, the previous year a 4% reduction in demand was experienced due to a mobile phone restriction being lifted.

3.15.2 The increase of 4% is attributable to knock on effects from technical problems with dedicated telephone lines, two sets of strike action, and the introduction of a new Council Tax number. The Switchboard is often defaulted to by callers when they cannot get through on the specific line they require due to either high call volumes or technical problems. Once the Switchboard service has successfully been used then this increases the chances of repeat calls in the future.

3.16 Switchboard analysis of calls

Team	Calls Presented (thousands) 02/03	Number of calls answered (thousands) 02/03	% answered within 15 seconds by officer.	Variance with last year calls answered within 15 seconds
Operators	363.9	359.3	96.5%	+0.5%

3.16.1 99% of calls presented were answered by an officer and the remaining 1% of calls were where the caller did not speak to an officer.

3.16.2 96.5% of calls were answered within 15 seconds which equates to a 0.5% increase on the previous year.

3.17 Switchboard – Performance Indicators

Indicator	Standard	2001/2002	2002/2003
Contact Centre – Operators	95% within 15 seconds	96%	96.5%

3.17.1 The target of 95% of calls answered within 15 seconds has been exceeded for the second year in a row and increased by 0.5% on the previous year.

3.18 Extended Hours – volumes of calls

Team	Totals for year 02/03	Total for Previous Year 01/02	Actual Change	% change since 01/02
Cashiers Line	4,452	1,096	3,356	**306%
Generic Enquiry Line	4,475	3,834	641	17%
StreetCare	6,479	4,894	1,585	32%
Total	15,406	9,824	5,582	57%

3.18.1 ** Extended hours (between 5-8pm & 8- 9am) was introduced for the cashiers' line on 26/7/01. When looking at the percentage change since 01/02 (306%) it should be noted that April is the busiest month for this line (due to new financial year and prompt payment discount) and would therefore not be included in the 01/02 figures.

3.18.2 The Extended Hours service accounts for approximately 2% of total demand within the OSS. The overall increase in the number of calls placed on the previous year is 57%. This significant increase is in part due to the Cashiers Line (see 3.18.1), but there has also been a significant increase in demand of 32% for StreetCare and 17% for the Generic Enquiry Line.

3.18.3 The increase in StreetCare (1,585) is due to a change in the hours of opening that are advertised. Every piece of advertising now states the hours of opening are between 8am and 8pm.

3.18.4 The demand for the Generic Line has increased by 641 (17%). This increased demand is expected to continue as awareness of the service grows.

3.19 Extended Hours – Analysis of Calls

Team	Calls Presented 02/03	Number of calls answered 02/03	% answered within 15 seconds by officer.
Cashiers	3,547	3,257	80%
Generic Line	5,252	4,475	70%
StreetCare	7,451	6,479	64%
Total	21,502	18,686	70%

3.19.1 87% (18,686) of calls presented to the Extended Hours line were answered by officers and the remaining 13 % of calls were where the caller did not speak to an officer and did not choose to leave a message for someone to call them back.

3.20 Extended Hours – Performance Indicators

Team	Standard	2002/2003
Extended hours	95% within 15 seconds	70%

3.20.1 Overall, the Extended Hours line answered 70% (14,977) of calls presented within 15 seconds.

3.21 On-Line, Email & Written Correspondence. Volumes

Team	Totals for year 02/03 (thousands)	Total for Previous Year 01/02 (thousands)	% of total for 02/03	Actual Change (000's)	% change since 01/02
On line & emailed enquiries	6.5	4.4	1%	2.1	+48%
Written correspondence	0.7	1.2	0.6%	-0.5	-42%
Total	7.2	5.6	1.6	1.6	6%

3.21.1 The overall increase for this are is 1,600 (6%) and accounts for 1% of the total number of enquiries to the council.

3.21.2 The volume of emailed and on-line enquiries has continued to increase in the period 02/03 by 2,100 (48%). This is the second fastest growing method of enquiry into the Contact Centre, after the Extended Hours service.

3.21.3 Written correspondence is all forms/letters that are received through the post or have been faxed. The One-Stop Shop Contact Centre dealt with 671 pieces of correspondence in this period. This is a decrease of 42% compared to last year.

3.22 Top 10 emailed and On-Line Enquiries and Top 5 Written Correspondence Enquiries

On-line and e-mail enquiries.			Postal and faxed correspondence		
02/03	01/02	Type	02/02	01/02	Type
1	1	General Enquiries	1	3	Older Peoples Services
2	3	StreetCare	2	1	Occupational Therapy
3	2	Council Tax	3	-	Parking Enforcement
4	4	Brent Housing Partnership-Repairs	4	2	Sensory Impairment – Social Services
5	6	Housing & Council Tax Benefit	5	2	Physical Disabilities – Social Services
6	5	Parking Enforcement			
7	10	Education Services			
8	7	Planning			
9	-	Transportation			
10	-	Environmental Health			

3.22.1 By comparing the most popular types of enquiries for both electronic means and Post & Fax, a trend is apparent. The posted and faxed correspondences are concerned primarily disability/impairments and older people's services. In contrast the most popular on-line and emailed enquiries were for general enquiries, StreetCare and Council Tax.

3.23 On-line and emailed enquiries -Performance Indicators

Team	Standard	2001/2002	2002/2003
On-line and email enquiries	100% within 1 working day	100%	*99%
Correspondence	100% within 5 days	100%	100%

3.23.1 *Over the last financial year there has been no electronic means of measuring response time to On-line and email enquiries. However the team leaders at the Contact Centre monitor this on a daily basis to ensure that targets are met. The 1 % reduction for on-line and email enquiries dips below the target and the previous year's result due to strike action in October. From this financial year E-Shop will be able to provide this information.

3.23.2 100% of written or faxed correspondence were answered within 5 working days. The uptake in electronic means of communication has been highly successful and the decrease in the written communication roughly accounts for the increase in electronic forms which suggests there is a trade in the preferred method of communication.

3.24 OSS Revenues and Benefits Line – Volume of Calls

Team	Oct-Mar 02/03 (000's)	% of total demand for 02/03
OSS Revenues & Benefits	91.8	10.02%

3.24.1 Revenues & Benefits returned to Brent in October 2002 (see 1.3.1), so figures are included for the October 2002 to March 2003 period only and hence there is no historic data for comparison.

3.24.2 The Revenues and Benefits line accounts for 10.02% of total demand. Predictions of future demand are difficult to predict as this is the first year the service has been brought in house.

3.25 OSS Revenues and Benefits Line -Analysis of Responses

Team	Calls Presented Oct – Mar 02/03 (000s)	Calls answered Oct – Mar 02/03 (000s)	% answered within 15 seconds by officer
OSS Revenues & Benefits	100.1	91.8	44%

3.25.1 92% of calls were answered out of those presented with 44% being answered within 15 seconds. There will have been a learning curve involved in bringing this line back in house and this area is being addressed as it is recognised that this service is under resourced.

3.25.2 Performance indicators for this service have yet to be agreed.

4 WELFARE RIGHTS – BENEFITS TAKE UP

4.1 Summary of appointments booked.

	Summary of appointments 2/03	
	Appointments	% of Booked Appointments
Appointments seen	736	68.8%
Did not attend	164	15.3%
Drop in	78	7.3%
Cancelled	67	6.3%
Telephone	11	1.0%
Home visit	7	0.7%
Relative attended	6	0.6%
Surgery	0	0.0%
Letter	0	0.0%
Total	1,069	100.0%

- 4.1.1 For the year ending 31st March 2003 a total of 1,069 appointments were booked for the Welfare Rights Advisors.
- 4.1.2 Of the appointments booked 760 (71.1%) customers were seen and another 78 (7.3%) dropped into the One Stop Shop for advice without booking an appointment. Of the 838 appointments seen 736 (96.8%) of the customers were seen face to face at the One Stop Shop, 11 (1.5%) interviews were conducted by phone, 7 (0.9%) by home visit and 6 (0.8%) were attended by a relative on behalf of the customer.
- 4.1.3 There were also 67 (6%) customers who cancelled their appointments and another 164 (15 %) who failed to attend their appointment.
- 4.1.4 The Welfare Rights Service has however been operating below optimum staffing levels for most of this financial year. Last year the total number of customers interviewed was 2,434. The full compliment is 3 staff and the service currently only has two advisors therefore fewer appointments were seen than the previous year (56% fewer).

4.2 Demand at locations.

Location	New Appointment	% of Total Appointments	Demand at Shop Locations *
Harlesden	184	22.0%	46,100 (4)
Willesden	151	18.0%	49,900 (3)
Town Hall	147	17.5%	51,900 (2)
Kingsbury	122	14.6%	20,800 (5)
Brent House	112	13.4%	52,600 (1)
Kilburn	107	12.8%	13,700 (6)
Telephone	8	1.0%	n/a
Home Visit	7	0.8%	n/a
Total	838	100.0%	235,000

* Relative ranking shown in brackets

- 4.2.1 The highest take up of demand has been at the Harlesden location which had 184 (22%) of the appointments. This was followed by Willesden with 151 (18%) appointments and the Town Hall 147 (17.5%) appointments.

- 4.2.2 The lowest take up out of all shop locations was Kilburn with 107 (12.8%) appointments. The smallest number of appointments was registered for home visits with only 7 (0.8%) and Telephone interviews with 8 (1%).
- 4.2.3 When comparing the amount of appointments by location to the demand per location, an unexpected trend occurs. There is almost an inverse relationship between the demand and the number of appointments made. This is a positive trend as it shows that the targeted areas of the Welfare Rights campaign has been successful in reaching customers who previously would not have received benefits.

4.3 Age Ranges at Shop Locations

Age	No. of Customers	% of Total number of customers seen in 02/03
60+	263	31.4%
50-59	138	16.5%
40-49	134	16.0%
30-39	121	14.4%
20-29	80	9.5%
Not stated	64	7.6%
Under 20	18	2.1%
Total	838	100%

- 4.3.1 The highest number of people seen are in the age range of 60+ which accounted for 34% (263) of the total number of appointments. The second highest category was those aged between 50–59 with 16% (138) and those between 40-49, also 16%.
- 4.3.2 The fewest number of customers seen are those below the age of 30 which accounted for 12% (98) of the total appointments.
- 4.3.3 64 (7.6%) of customers did not state their age.

4.4 Ethnicity of Appointments by Shop Locations

Ethnicity	No. of Customers	%	1991 Census %
Black Caribbean	180	21.5%	10.3
White British	155	18.5%	46.2
White other	90	10.7%	0
Black African	81	9.7%	4.2
Asian other	77	9.2%	3.5
Asian Indian	75	8.9%	16.9
White Irish	57	6.8%	9.1
Other	35	4.2%	3.6
Not Stated.	35	4.2%	n/a
Black British	16	1.9%	n/a
Asian Pakistani	15	1.8%	3
Black other	7	0.8%	2.2
Total	838	100%	99

- 4.4.1 The ethnicity breakdown shows a wide range of people accessing the service and when mapped to the 1991 census information 99% of the borough's ethnic make-up is accounted for in approximately the same proportions – with the exceptions of White British and Asian Indian. The largest ethnic group using the service was Black Caribbean with 180 (21%) customers. This was followed by White British -155 (18%) and White other - 90 (11%).

4.5 Tenancy Type at Shop Locations

Tenancy Type	Number of customers	% of Total Customers
Owner Occupancy	243	29.0%
Housing Association	163	19.5%
Council Housing	162	19.3%
Private Tenancy	112	13.4%
Living with Relatives	71	8.5%
Not Stated	37	4.4%
Other	26	3.1%
Homeless	12	1.4%
Living with Friends	8	1.0%
Sheltered Housing	4	0.5%
Total	838	100%

4.5.1 29% (243) of the customers seen were owner occupiers, 19.5% (163) Housing Association Tenants and another 19.3% (162) were Council Tenants.

4.5.2 The smallest Tenancy types were: the Homeless with 12 (1.4%); those living with Friends with 8 (1%); and those living in sheltered housing with 4 (0.5%).

4.5.3 26 people (3.1%) classified themselves as other with 37 (4.4%) of people not stating their Tenancy type.

4.6 Types of applications completed

Type of Benefit	This year 2002/03	% of Total Applications completed
Disability Living Allowance	252	25.1%
Income Support	145	14.5%
Attendance Allowance	110	11.0%
Not stated	63	6.3%
Working Families Credit	52	5.2%
Other	52	5.2%
Incapacity Benefit	48	4.8%
Housing Benefit	47	4.7%
Invalid Care Allowance	46	4.6%
Job Seekers Allowance	37	3.7%
Retirement Pension	36	3.6%
Council Tax Benefit	35	3.5%
Social Fund	31	3.1%
Child Benefit	23	2.3%
Statutory Maternity Pay	11	1.1%
Widows Pension	9	0.9%
Statutory Sick Pay	2	0.2%
Widowed Mothers Allowance	2	0.2%
Disabled Persons Tax Credit	1	0.1%
Industrial Injury Benefit	0	0.0%
Total	1,002	100%

4.6.1 A total of 1,002 benefit applications were completed during the year compared to 2,634 from the previous year (see 4.1.4)

- 4.6.2 The most frequent application completed is that for Disability Living Allowance with 252 (25.1%) applications submitted. The second most popular benefit was Income Support 145 (14.5%) and Attendance Allowance 110 (11%).
- 4.6.3 In the last few months there has also been an increase in the number of applications made for the Government's new Working Families Tax credit and to date 52 (5%) applications have been submitted.
- 4.6.4 The: Widows Pension; Statutory Sick Pay; Widowed Mothers Allowance; Disabled Persons Tax Credit: and Industrial Injury Benefit applications all have less than 1 % of applications.

4.7 Cumulative Estimated Benefits.

Location	Total £	% of total	No. Appointments *	Average Benefit per Customer *
Willesden	£351,657	21.6%	151 (2)	£2,328.85 (1)
Town Hall	£341,062	20.9%	147 (3)	£2,320.15 (2)
Harlesden	£299,657	18.4%	184 (1)	£1,628.57 (6)
Kingsbury	£254,390	15.6%	122 (4)	£2,085.16 (4)
Brent House	£209,376	12.8%	112 (5)	£1,869.43 (5)
Kilburn	£146,053	9.0%	107 (6)	£1,364.98 (8)
Home Visit	£14,707	0.9%	7 (8)	£2,101.00 (3)
Telephone	£12,810	0.8%	8 (7)	£1,601.25 (7)
Total	£1,629,716	100%	838	

* Ranking shown in brackets

- 4.7.1 The total estimated cumulative benefit for the year is £1.6 million. This exceeds the annual performance target of 1 million by 62%.
- 4.7.2 The highest estimated income generated was at the Willesden location with £352,000, followed by the Town Hall £341,000 and Harlesden £300,000. Kilburn was the shop location with the fewest appointments and therefore the lowest amount of income generated with £146,000.
- 4.7.3 When calculating the average benefit per customer for each location it can be seen that Willesden (£2,328), the Town Hall (£2,320), and Home Visits (£2,101) have had the highest benefit per customer. The worst performing location was surprisingly Kilburn with £1,364.98 per customer.

4.8 How customers heard of the Service.

How heard of the Scheme	Total	% of Total
Customer Service Officer	359	42.8%
Not stated	138	16.5%
Word of Mouth	80	9.5%
Other	72	8.6%
Social Services	53	6.3%
Advertisement	46	5.5%
Medical Practitioner	46	5.5%
Repeat visit	32	3.8%
Housing Officer	8	1.0%
School	4	0.5%
Total	838	100%

- 4.8.1 The majority of 838 appointments for the Welfare Rights Service were booked by Customer Service Officers with 359 (43%) who advised the customers about the service. 10% (80) of customers heard about the service by word of mouth and 6% (53%) were referred to the One Stop Shop by Social Services officers.
- 4.8.2 Only 5% (46) of the customers seen said they heard of the service by the posters and leaflets distributed around the borough which advertise the Welfare Rights Service.

4.9 Follow- Up Appointments

Appointment	Follow-up appointment	%	% of Customers on First Visit *
Appointments seen	411	70.4%	68.8% (1)
Drop in	54	9.2%	7.3% (3)
Did not attend	51	8.7%	15.3% (2)
Cancelled	29	5.0%	6.3% (4)
Relative attended	23	3.9%	0.6% (7)
Telephone	16	2.7%	1.0% (5)
Surgery	0	0.0%	0.0% (8)
Home visit	0	0.0%	0.7% (6)
Letter	0	0.0%	0.0% (8)
Total	584	100%	100%

* Ranking shown in brackets

- 4.9.1 Approximately 70% of the customers seen with new appointments returned to the Welfare Rights Service for a follow up appointment.
- 4.9.2 A total of 584 follow up appointments were seen. Of those appointments 530 were booked and another 54 people dropped into a One Stop Shop to request to see the Welfare Rights Advisor.
- 4.9.3 29 (5%) of the appointments were subsequently cancelled by the customer and further 51 (8.7%) failed to attend the appointment. 16 (2.7%) of follow appointments were booked over the phone

4.9.4 When comparing the follow-up visit appointments with the first time visits the trends remain relatively constant, except for the number of second appointments where a relative has attended. This has increased from 0.6% to 3.9%.

4.10 Demand at Locations

Location	Follow up appointments	%	First Appointment *	%
Harlesden	119	23.4%	184 (1)	22.0%
Town Hall	95	18.7%	147 (3)	17.5%
Willesden	78	15.4%	151 (2)	18.0%
Kingsbury	78	15.4%	122 (4)	14.6%
Brent House	76	15.0%	112 (5)	13.4%
Kilburn	54	10.6%	107 (6)	12.8%
Telephone	7	1.4%	8 (7)	1.0%
Home Visit	1	0.2%	7 (8)	0.8%
Total	508	100%	838	100%

* Ranking shown in brackets

4.10.1 The distribution of follow up appointments remains consistent with first time appointments – except for swapping of rankings of the Town Hall (2) and Willesden (3). The highest number of follow-up appointments were booked at the Harlesden location with 119 (23%). This was followed by the Town Hall (19%) and Brent House, Kingsbury and Willesden all with 15%.

4.11 Summary of Benefit Types

Type of Benefit	Number of appointments.	%	First Appointment *	%
Disability Living Allowance	241	37.0%	252 (1)	25.1%
Income Support	83	12.7%	145 (2)	14.5%
Attendance Allowance	61	9.4%	110 (3)	11.0%
Incapacity Benefit	39	6.0%	48 (5)	4.8%
Housing Benefit	38	5.8%	47 (6)	4.7%
Not stated	37	5.7%	63 (4)	6.3%
Council Tax Benefit	28	4.3%	2 (12)	3.5%
Job Seekers Allowance	24	3.7%	37 (8)	3.7%
Other	24	3.7%	2 (12)	5.2%
Invalid Care Allowance	21	3.2%	46 (7)	4.6%
Child Benefit	15	2.3%	23 (10)	2.3%
Working Families Credit	12	1.8%	2 (12)	5.2%
Retirement Pension	11	1.7%	36 (9)	3.6%
Social Fund	11	1.7%	2 (12)	3.1%
Minimum Income Guarantee	3	0.5%	-	-
Disabled Persons Tax Credit	1	0.2%	1 (13)	0.1%
Statutory Maternity Pay	1	0.2%	11 (11)	1.1%
Statutory Sick Pay	1	0.2%	2 (12)	0.2%
Widows Pension	1	0.2%	2 (12)	0.9%
Total	652	100%		

* Ranking shown in brackets

4.11.1 652 benefit applications were completed and submitted from follow-up interviews.

4.11.2 Consistent with the first time interviews the most popular form completed was for Disabled Living Allowance with 241 (37%). The second highest was Income Support claims with 83 (13%) followed by Attendance Allowance with 61 (9%).

4.12 Age Ranges

Age	No. of Customers	% of Total	No. of Customers on First Interview	% of Total
60+	178	35.0%	263	31.4%
50-59	94	18.5%	138	16.5%
40-49	92	18.1%	134	16.0%
30-39	72	14.2%	121	14.4%
20-29	35	6.9%	80	9.5%
Not stated	31	6.1%	64	7.6%
Under 20	6	1.2%	18	2.1%
Total	508	100%	838	100%

4.12.1 Consistent with first time interview the highest numbers of customers seen were in the age range of 60 years + which accounted for 35% of the total. This was followed by those aged 50-59 (19%) and 40-49 (18%).

4.12.2 The fewest number of customers seen are in the age bracket of 29 years and younger with only 8% of the total, for first time visits this was 11.6%.

4.13 Ethnicity

Ethnicity	No. of Customers	%	No. of Customers on First Interview *	% of Total
Black Caribbean	118	23%	180 (1)	21.5%
Black African	73	14%	81 (4)	9.7%
Asian other	68	13%	77 (5)	9.2%
Asian Indian	61	12%	75 (6)	8.9%
White British	49	10%	155 (2)	18.5%
White Irish	37	7%	57 (7)	6.8%
White other	35	7%	90 (3)	10.7%
Other	19	4%	35 (8)	4.2%
Black British	15	3%	16 (10)	1.9%
Not Stated.	15	3%	35 (9)	4.2%
Asian Pakistani	11	2%	15 (11)	1.8%
Black other	7	1%	7 (12)	0.8%
Total	508	100%	838	100%

* Ranking shown in brackets

4.13.1 The ethnicity breakdown shows a wide range of customers attending the follow up appointments and contrast to that of first appointments in that White British and White Other have dramatically reduced in numbers by 106 and 55 respectively.

4.13.2 The highest number attending were Black Caribbean with 23% (118) which is comparable to the number who had new appointments - 21%. This was followed by customers who were Black African 14% and Asian other 13%.

4.14 Tenancy Types

Tenancy Type	Number of customers	% of Total Customers	Number of first time Appointments	% of Total appointments
Owner Occupancy	135	27%	243	29.0%
Housing Association	120	24%	163	19.5%
Council Housing	118	23%	162	19.3%
Private Tenancy	56	11%	112	13.4%
Living with Relatives	41	8%	71	8.5%
Other	18	4%	26	3.1%
Not Stated	10	2%	37	4.4%
Homeless	6	1%	12	1.4%
Living with Friends	3	1%	8	1.0%
Sheltered Housing	1	0%	4	0.5%
Total	508	100%	838	100%

4.14.1 The pattern for follow-up visits has remained consistent with first appointments excepts of the Other category (18) now becoming more popular than the Not Stated category (10).

4.14.2 Customers attending the follow up appointments were mainly Owner Occupiers (27%), Housing Association Tenants (24%) and Council Tenants (23%). This is similar to those attending the new appointments.

4.15 Total Estimated Cumulative Benefits.

4.15.1 The total estimated cumulative benefits since the project began in Nov 2000 is £4.64 million.

4.15.2 As the Welfare Rights service has been under-resourced with admin staff the follow up monitoring has not been conducted on a regular basis. However from the feedback we have gained from customers the amount of benefit received have exceeded the estimates by approx 6%.

4.15.3 More detailed work will be carried out on the follow ups during the coming months and new performance indicators will be set to obtain more accurate feedback on the outcome of the Welfare Rights claims made.

5 CUSTOMER SATISFACTION

5.1 Comment Card Summary

	Shops			Generic Line			Total/ Average %		
	02/03	01/02	Change	02/03	01/02	Change	02/03	01/02	Change
Comment cards received	4,595	6,340	-1,745	251	231	20	4,846	6,571	-1,725
Customer seen on main counter/calls answered	78,900	65,738	13,162	92,300	112,700	-20,400	171,200	178,438	-7,238
Percentage of customer s completing	5.8%	9.6%	-3.8%	0.3%	0.2%	0.1%	2.8%	3.7%	-0.9%
Friendly & helpful	96.0%	96.8%	-0.8%	97.0%	98.0%	-1.0%	96.5%	97.4%	-0.9%
Seen within 20 minutes	82.3%	82.0%	N/A	N/A	N/A	N/A	82.3%	82.0%	0.3%
Actions taken clearly explained	97.5%	97.0%	0.5%	97.0%	97.0%	0.0%	97.3%	97.0%	0.3%
Leaflets/info on display useful	78.0%	77.8%	0.2%	N/A	N/A	N/A	78.0%	77.8%	0.2%
Customers satisfied	97.3%	97.5%	-0.2%	97.0%	94.0%	3.0%	97.2%	95.8%	1.4%
Average	90.2%	90.2%	0.0%	97.0%	96.3%	0.7%	90.3%	90.0%	0.3%
Standard	95%	95%		95%	95%		95%	95%	

* includes the Harlesden & Brentfield line

- 5.1.1 During the year 2002-2003, a total of 4,846 comment cards were completed by customers using the Shops and Generic Line, which equates to 3% of the total number of enquiries at the shop counter and the generic lines. This is a reduction 1,725 returned comment cards on the previous year. The Customer Satisfaction Comment Cards and Survey results are therefore, due to the low number of returns, of questionable validity and is an area that will be addressed in 2003/04.
- 5.1.2 20 more Generic Line customers completed comment cards this year which is an increase of 0.1%, bringing the total number of completed cards to 251.
- 5.1.3 5.8% (4,595) of the 78,900 customers being seen at the main counter, within the shops, completed comment cards. This was lower than last year's figures of 9.6% and represents a decrease of 1,745. The drop is largely due a change in the way customers fill out the cards. Previously it was mandatory for the customer to complete the card in front of the officer, whereas this year the cards could be taken away and returned at a later date.
- 5.1.4 Overall performance has remained at an average of 90% across all locations. Despite this there were significant changes in the percentages of customers who were satisfied with the service received - from 95.8% to 97.2% (an increase of 1.4%). This was due to a 3% increase (from 94% to 97%) on the Generic Line.

5.1.5 Four out of the five indicators had experienced an increase, with the Friendly and Helpful category being the only reduction by 0.9%, to 96.5% from 97.4% over the past year. This is due to 0.8% (96.8% to 96%) decrease at the Shops and a 1% decrease (98% to 97%) in the Generic Line. However this area is still above the 95% standard satisfaction rate.

5.1.6 Overall the Generic Line is exceeding the 95% standard across all criteria with an average of 97%, an increase of 0.6% on the previous year. The Shops have maintained an average performance of 90.2%, remaining unchanged from last year.

5.2 Comment Card performance by Location

	Town Hall	Brent House	Harlesden	Kingsbury	Kilburn	Willesden	Shop Average	Generic Line	Standard
Comment cards received	942	555	443	722	651	1,282	4,595	251	N/A
Customer seen on main counter/calls answered	12,100	13,100	18,200	10,900	6,800	17,800	78,900	92,300	N/A
Percentage of customers completing	7.8%	4.2%	2.4%	6.6%	9.6%	7.2%	6%	0.3%	N/A
Friendly & helpful	95%	95%	95%	97%	97%	97%	96%	97%	95%
Seen within 20 minutes	74%	88%	80%	97%	79%	76%	82%	N/A	95%
Actions taken clearly explained	97%	97%	98%	100%	99%	94%	98%	96%	95%
Leaflets/info on display useful	68%	75%	89%	80%	80%	76%	78%	N/A	95%
Customers satisfied	97%	95%	98%	100%	99%	95%	97%	97%	95%
Average	86%	90%	92%	95%	91%	88%	90%	97%	95%
Standard	95%	95%	95%	95%	95%	95%		95%	

5.2.1 Harlesden had the lowest completion rate of 2.43% (443), with Kilburn having the highest rate of 9.57% (651).

5.2.2 Kingsbury is the only Shop location meeting target with 95% closely followed by Harlesden with 92%. The lowest rated location was the Town Hall with 86%

5.2.3 For the shop locations the areas which are not meeting target are the usefulness of Leaflets and information on display (82%) and the ability to be seen within 20 minutes (78%) which are specific to the shop locations. There has been no increase in overall performance since last year.

5.2.4 The Generic line is meeting the 95% rate target on all areas surveyed, and the overall satisfaction rate was 1% greater than the previous year, now 97%. This increase was due to a 3% increase in levels of customer satisfaction.

5.3 Comment Card Detail

5.3.1 N.B Some customers did not respond to all questions, therefore the percentages have been calculated from the total responses to each individual question rather than the overall total. 95% (4,595) of the completed surveys originated from the shop locations. With 251 (5%) comment cards being returned from customers that had received correspondence, along with a comment card, from the Generic Line following their telephone enquiries.

5.3.2 How did you hear about OSS service?

	Word of Mouth	Leaflets/ Posters	Council Staff	Repeat Visit Same Enquiry	Repeat Visit Different Enquiry
Town Hall	18%	8%	11%	43%	20%
Brent House	40%	8%	18%	17%	17%
Harlesden	24%	12%	15%	28%	21%
Kingsbury	30%	16%	14%	24%	17%
Kilburn	31%	6%	12%	33%	19%
Willesden	19%	16%	13%	30%	21%
Shop Total	25%	12%	13%	30%	19%
Generic Line	18%	34%	32%	4%	11%
Total	25%	12%	14%	29%	19%

5.3.3 The most common method of first time users finding out about the OSS service across shop locations was through Word of Mouth (25%), and through leaflets and posters for the Generic Line (34%). Overall though the most common method was through word of mouth (50% for first time users).

5.3.4 All of the cards in all locations were completed by both new and existing users of the service, with just over 50.4% (2,442) being first time users and 49.6% (2,404) existing users. This compares to 01/02 where 57% (3,614) of customers completing comment cards were existing users.

5.3.5 How helpful/friendly did you find staff?

	Very	Quite	Not Very	Not at all
Town Hall	85%	10%	4%	1%
Brent house	82%	13%	4%	1%
Harlesden	85%	10%	5%	1%
Kingsbury	85%	13%	3%	0%
Kilburn	88%	9%	2%	1%
Willesden	70%	26%	1%	2%
Shop Total	82%	14%	3%	1%
Generic Line	82%	15%	2%	1%
Total	82%	14%	3%	1%

5.3.6 Overall 96% of the shops customers that completed comment cards found the staff either very or quite friendly, an increase of 1% against last year, and 97% of customers commenting on the Generic Line thought the staff were either very or quite friendly.

5.3.7 Only 4% of customers thought that the staff were either not very or not at all helpful or friendly.

5.3.8 How long did you have to wait?

	Seen Immediately	Up to 10 mins	10 to 20 mins	Over 20 mins
T Hall	38%	21%	15%	26%
Brent house	47%	26%	15%	12%
Harlesden	47%	17%	17%	20%
Kingsbury	59%	28%	10%	3%
Kilburn	44%	19%	16%	21%
Willesden	38%	22%	16%	24%
Total	45%	22%	15%	18%

5.3.9 82% of the shops' customers estimated that they were seen at the main counter within twenty minutes of arriving which supports the statistical data of an average wait time of 15 minutes across all locations in OSS. Again this is a slight increase against last year when 80% estimated they were seen within 20 minutes. 18% (721) of customers who completed the comment card had to wait over 20 minutes.

5.3.10 Was the information/action(s) clearly explained?

	Very	Quite	Not very	Not at all
Town Hall	86%	11%	2%	1%
Brent House	78%	20%	1%	2%
Harlesden	89%	9%	1%	1%
Kingsbury	90%	10%	0%	0%
Kilburn	84%	15%	0%	0%
Willesden	83%	12%	4%	1%
Total Shops	85%	13%	1%	1%
Generic line	78%	19%	2%	2%
Total	85%	13%	1%	1%

5.3.11 The feedback showed on average 98% (4,059) of the shops' customers and 97% (241) of the Generic Line's customers, felt that the information given or action taken had been very or quite clearly explained. This is an increase of 1% against last year's feedback from the shop customers, but no change for the customers of the Generic Line. 2% of customers thought that the information/actions were not very or not at all clearly explained.

5.3.12 Was the information on display useful?

	Very useful	Quite	Not Relevant	Did not Notice
Town Hall	49%	19%	11%	20%
Brent House	54%	20%	12%	13%
Harlesden	72%	17%	7%	4%
Kingsbury	64%	16%	13%	7%
Kilburn	60%	21%	11%	9%
Willesden	54%	21%	17%	7%
Shop Total	58%	19%	12%	11%

5.3.13 On average 77% (3,538) of customers visiting the shops found the information on display either quite or very useful. There was quite a wide discrepancy across the

locations, with only 68% of customers of the Town Hall location finding it useful compared to 89% of Harlesden's customers.

5.3.14 How would you rate service?

	Very Good	Good	Poor	Unacceptable
Town Hall	82%	14%	1%	2%
Brent House	72%	23%	3%	2%
Harlesden	85%	13%	2%	1%
Kingsbury	85%	15%	0%	0%
Kilburn	82%	18%	0%	0%
Willesden	77%	18%	3%	2%
Shop Total	81%	16%	1%	1%
Generic Line	67%	30%	1%	2%
Total	80%	17%	1%	1%

5.3.15 On average 97% (4,457) of customers responding rated the service as either very good or good at shop locations, the same as last year. Findings were the same for the Generic Line, 97%, which represented an increase of 3% against last year.

5.3.16 Did you hear a recorded message & if so did you leave a message?

	No	Yes	Total	Left Name & Number	Hung up & Tried again
Generic Line	86%	11%	0%	1%	2%

5.3.17 Only 25 of the 251 (10%) Generic Line customers commenting claimed they heard a recorded message. This figure is approximately consistent with the number of calls that were answered within 15 seconds (79%) and therefore would not have heard a recorded message (a recorded message would only be heard if the call was not answered within 15 seconds).

5.3.18 Only 2 customers claimed to have left their name and number, and 5 people hung up and tried again.

5.3.19 If you did leave your number how soon did someone call you back?

	Up to 00 mins	00-20 mins	20-30 mins	Over 30 mins
Generic Line	61%	17%	17%	6%

5.3.20 .Only 18 customers left their name and number, but of those 14 (78%) claim they were called back within 20 minutes. 61% of these customers were called back straight away. An improvement on last year when feedback showed that 17% of customers had waited over 30 minutes to be called back.

5.4 SURVEY SUMMARY – SHOP

- 5.4.1 585 surveys of all shop customers (0.25%) were conducted during the year using both postal surveys and interviewing customers face to face. This is an increase of 43 on last year. Not all questions were responded to by all customers hence a variance in the number of responses to each question.
- 5.4.2 Of the 585 shop customers responding there was a fairly even split by gender, with 51% (288) male and 49% (287) female.
- 5.4.3 83% were visiting on their own behalf and 93% were residents of the borough.
- 5.4.4 43% travelled less than a mile to get to the OSS, 34% between 1 and 2 miles, 18% between 2 and 3 miles and the remaining 5% travelled over 3 miles.
- 5.4.5 The findings represented all age groups and a fairly even split across ethnic origins with just under 41% categorising themselves as black, 24% as white and 35% as Asian.
- 5.4.6 52% of all customers surveyed were visiting to enquire either about their council tax or housing benefit, with the second most common reason (24%) being about housing rent or repair. The third most popular enquiry was for Social Services

Enquiry Type	% of Surveys
Council Tax/Housing Benefit	52
Housing/Rents/Repairs	24
Social Services	11
Streetcar/refuse Collection	4
Planning	2
Elders Service	2
Schools/Student Grants	2
Parks & Sports	2
DSS	0
Non Council Service	0
Other	1
Total	100

- 5.4.7 94% said they had found the waiting area to be very or quite comfortable.
- 5.4.8 69% of those surveyed were seen within 20 minutes of arriving, which compares to 82% for the comment card responses, and 73% to the previous year. 13% estimated they were seen within 20-30 minutes. 7% believed they waited between 30 and 40 minutes, 3% between 40 and 50 minutes, 3% within 50-60 minutes and 4% believed they had waited over an hour to be seen.
- 5.4.9 When asked how long they believed in was reasonable to wait to be seen the most common answer, made by 36% of respondents was that it was reasonable to wait between 10 and 20 minutes. 31% felt within 10 minutes was reasonable.
- 5.4.10 95% of those surveyed believed their enquiry was dealt with either very or quite satisfactorily. 98% thought the staff were very or quite helpful and 97% thought they were friendly and polite. 95% would use the service again, 4 and a half percent may or may not and only half of a percent would definitely not.

- 5.4.11 98% were satisfied with the service received: 91% rating the service as either excellent or good, 7% as satisfactory. This is slightly less than last year when 96% of those surveyed rated the service as good or better.

5.5 SURVEY SUMMARY - CONTACT CENTRE

- 5.5.1 There were 88 surveys returned by users of the Contact Centre during 2002/3. 46 surveys were conducted of callers to the OSS enquiry line, 36 surveys were conducted of users of the StreetCare customer service line. Callers had found out about the Contact Centre through a number of means the most common at 26% being through Brent's Switchboard.
- 5.5.2 83% of those completing the survey had got through to an officer straight away; this is an increase of seven percent against the 76% that got through to an officer straight away last year. Of those, 67% claim their call was answered within five rings, again an increase against last year's findings of 63%. Only one percent believe they waited longer than 10 rings.
- 5.5.3 60% of respondents remembered the officer giving them their name, 21% thought they didn't and the remaining 19% couldn't remember.
- 5.5.4 Of those greeted by a recorded announcement, 68% thought it was either very or quite clear, 13% thought it was not quite or not at all clear and the remaining 19% couldn't remember.
- 5.5.5 Asked whether they thought the officer they spoke to was friendly, 90% thought they were either very or quite friendly. This is quite a drop compared to last year when 97% said they thought the officer was either very or quite friendly. 7% felt that the officer was not so friendly and the remaining 3% couldn't remember.
- 5.5.6 90% also found the officer either very or quite helpful compared to 97% last year. 3% thought they were not so helpful and 7% couldn't remember.
- 5.5.7 Positively 83% of respondents said their call was resolved first time an increase of 6% against last year's findings.
- 5.5.8 93% felt that any action, information was explained either very or quite clearly an increase of 3% against last year.
- 5.5.9 81% said they would definitely use the service again and 9% probably.
- 5.5.10 94% rated the service as good or above, this is 4% higher than last year and 53% rated it as excellent compared to 37% last year.

5.6 SURVEY SUMMARY - STREETCARE

- 5.6.1 Between April 2002 and March 2003, 93 surveys (0.07%) were returned by customers of the StreetCare phone team. They had heard about the StreetCare phone team through a variety of different means, the most common response at 27% being through Brent's Switchboard.
- 5.6.2 74% of callers indicated that they got through to the StreetCare team straight away. 10% didn't hear a message, 10% couldn't remember and the remaining 6% said they couldn't get through straight away.

- 5.6.3 51% of callers that were answered by an officer, said their call was answered within five rings, 24% said it was answered in between 5 and 10 rings, 10% said it took more than 10 rings and the remaining 15% couldn't recall how long it took.
- 5.6.4 61% of respondents recalled the officer giving their name, 11% thought the officer didn't give their name, and 28% couldn't remember.
- 5.6.5 67% of respondents thought the officer stated which department they were speaking to, 10% thought they didn't and the remaining 23% couldn't remember.
- 5.6.6 17% of respondents who left a message believed their call was responded to within the specified time, however 19% thought it wasn't 64% though couldn't remember.
- 5.6.7 When asked about the helpfulness of staff, 74% thought the officer was either very or quite friendly, only 5% thought they were not so or not at all helpful and the remaining 21% were unable to remember.
- 5.6.8 74% of those surveyed indicated that their enquiry was resolved in the first call.
- 5.6.9 80% of the respondents believed that any actions taken or information given to them was either very or quite clearly explained, 8% thought it was not so clearly or not at all clearly explained. The remaining 12% couldn't remember.
- 5.6.10 89% of the users were likely to use the service again, 70% saying they definitely would and 19% probably would. 1% said they may or may not use the service again, 2% probably would not and the remaining 8% did not know.
- 5.6.11 Overall 86% of the customers were satisfied with the service they received: 36% rating it as excellent, 30% as very good and 20% as good. 9% of respondents rated the service as fair and 5% as poor.

5.7 WELFARE RIGHTS SURVEYS

- 5.7.1 During the year 2002-2003, 175 surveys were sent out to customers by the One Stop Shop Welfare Rights Service. Of those 70 were returned. The findings show that the views of most ethnic groups were represented, the Chinese being the only group that weren't.
- 5.7.2 A total of 13 benefits are now being received as a result of the customers' visit. The top three are Disability Living Allowance at 30%, Attendance Allowance at 23% and Income Support at 18%.
- 5.7.3 When asked whether they were happy with the advice and service given, 75% said they were, 15% weren't and the remaining 10% didn't comment.

5.8 CUSTOMER FOCUS GROUPS

The One Stop Shop held two focus groups during the fiscal year. A random sample of 70 customers covering users from each shop location and the contact centre were drawn from the customer database and invited to attend. To encourage attendance the option was given of a morning session at Willesden Green Library Centre or an evening session at the Town Hall. On the recommendation of the Consultation Team an incentive payment of £25 was also offered for the first time.

- 5.8.1 18 customers attended in total: six at the morning session held at Willesden Green Library and 12 at the evening session held at the Town Hall.
- 5.8.2 There was a good mix of attendees covering different ages and ethnic backgrounds as well as physically and mentally disabled users.
- 5.8.3 The feelings of the group were that they preferred to come in and see officers face to face and couldn't see this changing with advancements in technology.
- 5.8.4 Customers found there was a disparity in the level of service provided from officer to officer and most customers would prefer to see the same officer who they feel they have built rapport with, and has an understanding of their case.
- 5.8.5 Both groups believed that the O.S.S. officers offered a very high level of customer care, but felt that the officers were relatively powerless to resolve the enquiry through to resolution and that there was often a communication breakdown between the OSS and back offices, which led to repeated visits. This area is being addressed by the introduction of an Empowerment Matrix which outlines the demarcation between front office activities and back office activities (CAPITA). This increased responsibility of front office staff is to be combined with a scheduled process review.

6 COMPLAINTS

6.1 Number of OSS complaints responded to in the year

Stage 1 (44)

within 15 working days = 35

outside 15 working days = 7

total stage 1 complaints responded to in year = 42

pending at year end = 2

average working days to respond = 504 days divided by 42 complaints = 12 working days

Stage 2 (2)

within 20 working days = 1

outside 20 working days = 0

total stage 2 complaints responded to within year = 1

average working days to respond = 13 working days

6.1.1 Most complaints were responded to within the Corporate guidelines. Seven complaints were responded to outside these guidelines as they required in-depth investigation which took some time to complete. All the customers were kept informed of the progress by telephone and letter.

6.2 Outcomes of OSS complaints

Outcome	01/02		02/03	
	Stage One	Stage Two	Stage One *	Stage Two
Fully Upheld	7	0	13 (6)	0
Partially Upheld	6	0	12 (6)	1** (1)
Not Upheld	9	4	17 (8)	0 (-4)
Withdrawn	2	0	0 (-2)	0
Pending	0	0	2 (2)	0
Inconclusive	1	0	0 (-1)	0
Total	25	4	44 (19)	1 (-3)

* Change on last year shown in brackets

** Nominal compensation of £5 was paid for one stage two complaint, assessed as partially justified, regarding incorrect details on a receipt.

6.2.1 The number of stage two complaints has positively reduced from 4 to 1 compared to the previous year. However the number of stage one complaints has increased by 19 to 44. There has been an increase in the number of fully, partially and not upheld of about 50%. The number of non upheld complaints increased by 8 to 17.

6.2.2 The number of complaints compared to the volume of enquiries handled continues to remain low at 0.005%.

6.3 Complaints by OSS location and comparison to previous years

Locations	2001/2002	2002/2003	Change
Brent House	3	4	1
Kingsbury	0	3	3
Town Hall	8	11	3
Kilburn	0	4	4
Willesden	7	5	-2
Harlesden	4	9	5
Call Centre	4	3	-1
Welfare Rights	1	1	0
Street care	0	0	0
General OSS	2	3	1
Pending	0	2	2
Total	29	45	16

6.3.1 Willesden and the Call Centre have experienced decreases in the number of complaints by 2 and 1 respectively. The Welfare rights and StreetCare lines have remained unchanged.

6.3.2 The number of complaints has increased by 16 on the previous year in total. There have been significant increases at Harlesden (5) and Kilburn (4). Kilburn has experienced a large increase in demand (17%) due to the moving of new premises and longer hours. A slight increase in complaints would therefore be expected. Harlesden handles the largest number of counter enquiries out of all shop locations (18,200) but there has been no large increase on previous years.

6.4 Reasons for OSS Complaints 2002/2003

Nature of Complaint	2001/02	2002/03	Change
Staff Attitude/conduct	17	8	-9
Waiting Times	2	4	2
Information/Advice	8	27	19
Services/Facilities	1	2	1
Special Needs	0	1	1
Data Protection	1	0	-1
Security Guard		1	1
OSS Ban		1	1
Stationery		1	1
Total	29	45	16

6.4.1 The number of complaints staff attitude and conduct has reduced by approximately 50%, from 17 to 8, and for Data Protection reduced from 1 to zero. All other areas experienced marginal increases by 1 or 2, with the exception of information and advice

6.4.2 The most popular reason for complaint was surrounding information and advice. This trend is replicated within the comment card survey and was one of the two areas where the target of 95% satisfaction was not being met. The processes of information communication are being addressed within the 03/04 period.

6.5 Council Complaints handled by OSS

6.5.1 These complaints are regarding the rest of the council, not the OSS, but are handled by the OSS.

Complaints Received Via	01/02	02/03	Change
Reception	167	217	50
Post	35	36	1
Desk	440	447	7
Fax	16	22	6
Phone	41	38	-3
Support Team	27	2	-25
Online/email	46	69	23
Other	2	19	17
Total	774	850	76

6.5.2 The number of complaints passed to the OSS with non-related OSS complaints has increased by 76 (9.8%).

6.5.3 Every complaint channel has increased in use except through the use of the Support Team and the Phone where a decrease of 25 (93%) and 3 (7%) occurred.

6.5.4 The largest area of increase was in the Other category where 17 (850%) extra complaints were received and the lowest increase of 1 extra complaint was experienced by Post (3%). The Other category for next year will need to be distilled to get a better understanding of why this category had increased so significantly.

7 EQUALITIES ACTION PLAN

7.1.1 The following activities are undertaken by the OSS to meet the Equalities Action Plan for both Service Delivery and Employment:

- Recruitment advertisements are placed in the ethnic press
- people who speak other languages are targeted
- the provision of staff training is recorded and monitored to ensure equal opportunity of access to courses
- an up to date list of languages spoken by staff is maintained
- budget provision are made for interpreters and translations
- One Stop Shop staff reflect and represent the diverse borough they serve

7.2 Customer and Staff Ethnicity Monitoring

* Source OPCS 1991 Census

Group	OSS Workforce (Total 91 staff)	Borough Cross Section *	Customer Average for Year 01/02	Customer Average for Year 02/03
Black Total	36.26% (33)	16.7	27%	27.00%
Caribbean	24.2 (22)	10.3	10%	10.00%
African	7.7% (7)	4.2	10%	9.00%
British	4.4% (4)		6%	4.50%
Other	-	2.2	2%	14.00%
White Total	46.15% (42)	55.3	29%	29.50%
British	39.6% (36)	46.2	17%	15.00%
Irish	4.4% (4)	9.1	5%	5.50%
Other	2.2% (2)		8%	9.50%
Asian Total	16.48% (15)	23.4	22%	18.50%
Indian	12.1% (11)	16.9	9%	6.50%
Other		3.5	8%	8.00%
Pakistan	2.2% (2)	3	4%	2.00%
British	2.2% (2)		1%	1.00%
African				0.50%
Chinese Total		1		0.65%
Chinese		1		0.45%
British				0.10%
Other				0.10%
Mixed Total				1.75%
White & Black Caribbean				0.70%
White & Asian				0.20%
White & Black African				0.45%
Other				0.45%
Middle Eastern				2.50%
Other Nationalities	1.1% (1)	3.6	22%	12.00%
Declined to Answer				2.50%
Not known				1.50%
Not requested				4.00%

7.2.1 The statistics give the ethnic origin of new customers and have been compiled by location. The Contact Centre has not been included in the analysis because 94% of their statistics were either 'not requested' or 'not known'. This is because the Contact Centre deals mainly with customers who have enquiries that do not require full details to be recorded, also emails and on-line enquiries where the ethnic origin is unlikely to be recorded.

- 7.2.2 The new application, e-shop, does not allow free text entries for ethnic origins. Initially the census list was used however this has been expanded to encompass other groups of users. There were twenty three groups in our list of ethnicity with an additional four groups added of an unspecified nature and these formed 16% of the total recorded, (Not requested, Declined to answer, Not Known, Not Categorised).
- 7.2.3 Comparisons of ethnic monitoring are notoriously difficult as the classification is dependent on how people classify themselves and hence there may be wide discrepancies.
- 7.2.4 The diversity of the Borough was represented as the percentage of customers in each group and comparing this to the 1991 Census results. The White, Asian and Chinese groupings are the only top level groups underrepresented. However within the second level groups White British are under represented by 31%, White Irish by 4%, Asian Indian by 10, and Chinese by 0.5%.
- 7.2.5 There was no dominant majority customer group but the largest group was White British at 15%, followed by Black other with 14%. The classification 'Other Nationality' was the second largest group overall and in Willesden and Harlesden was the largest group at 16% and 19% respectively. This shows the diversity of our customers and the need for further classifications to be agreed across the Council.
- 7.2.6 The Ethnicity of the customer base has remained relatively stable over the two years. The only areas of change have been a decrease in the Asian Total by 3.5%, and increase in the Chinese by 0.65%, Mixed (1.75%) and Middle Eastern (2.5%) totals. These three groups are new additions, hence the increase and constitute 4.2% of customers.
- 7.2.7 In terms of staff representation – Chinese, Asian Other and Black other are not represented. White British, White Irish, Asian Indian, Asian Other and Other Nationalities are under represented.

7.3 Top Ten Ethnic Groups by Location

Group	In top ten in location	Not in top ten
White British	All	
Asian Indian	Kingsbury, Town Hall, Brent House	Willessden, Harlesden Kilburn
Asian Other	All	
White Other	All	
Black Caribbean	All	
Other Nationality	All	
Black African	All	
White Irish	All except	Town Hall, Brent House
Black British	All except	Willessden
Declined to answer	Willessden, Kilburn, Harlesden	Town Hall, Brent House, Kingsbury
White Other	Brent House	
Middle Eastern	Brent House	
Asian Pakistani	Brent House	

- 7.3.1 Comparing the Top Ten for each location gives six groups in the top ten for all locations. The North - South divide is highlighted by the Asian Indian group which is in the Top ten in the three shops in the North of the Borough but not the three in the South. However the group is present in the top fifteen for all locations
- 7.3.2 More customers 'declined to answer' in the South of the borough than in the North.

7.3.3 The group “Other nationality” comprises 11% of records and is the second highest group in the summary of all locations. This shows the diversity of our customers. It also makes it difficult to target or cater for any specific group.

7.3.4 The number for languages spoken by staff in the One Stop Shop has reduced by 4 (Twi, Ashanti, Fante & Ga), which is due to staff turnover. However, this reduction will not affect our service to customers, for whom English is not their first language, as in addition to the languages spoken within the unit the services of the Language Shop are utilised.

Language	Customer Officer	Service	Shop	Extension No.
FARSI	Fatin Al-Ghaddan		Contact Centre	*5050
	Marjaneh Shahabi		Contact Centre	*1926
ARABIC	Fatin Al-Ghaddan		Contact Centre	*5050
HINDI	Parveen Arora		Harlesden	*1231
	Seema Sharda		Support	*1296
	Lata Shah		Contact Centre (StreetCare Team)	*5050
	Kashif Mohammed		Contact Centre	*1200
	Pushpa Shah		Contact Centre	*5050
	Manjula Bhatt		Call Centre (StreetCare Team)	*5050
PUNJABI	Parveen Arora		Harlesden	*1231
	Seema Sharda		Support	*1296
	Kashif Mohammed		Contact Centre	*1200
URDU	Parveen Arora		Harlesden	*1231
	Seema Sharda		Support	*1296
	Kashif Mohammed		Contact Centre	*1200
GUJARATI	Champa Tailor		Brent House	*1225
	Anita Shamji		Contact Centre	*1200
	Smita Vishram		Contact Centre	*1200
	Lata Shah		Contact Centre (StreetCare Team)	*5050
	Pushpa Shah		Contact Centre (StreetCare Team)	*5050
	Hari Shah		Welfare Rights Officer	See WR Diary
	Manjula Bhatt		Contact Centre (StreetCare Team)	*5050
	Naina Champaneri		Harlesden	*1231
	Pramila Shah		Contact Centre	*1200
YORUBA	Ayo George		Support	*1206
	Elizabeth Abah		Willesden	*3412
GREEK	Barry Haralambous		Town Hall	*1306
SWAHILI	Lata Shah		Contact Centre (StreetCare)	*5050
	Pushpa Shah		Contact Centre (StreetCare Team)	*5050
FANTE	Nada Mensah		Brent House	*1225
BRITISH SIGN LANGUAGE	Julian Masters Level 1		Brent House	*1225
	Champa Tailor Level 1		Brent House	*1225

7.4 Disability Discrimination Act

7.4.1 Access audits have been carried out for all One Stop Shop locations and The One Stop Shop has made significant progress in addressing the recommendations from the access audits carried for the 6 locations and developed a detailed action plan to monitor progress and actions taken.

- 7.4.2 The Kilburn OSS relocated to larger premises in January 2003. Enhancements have been made to ensure that the facilities and accessibility at the location comply with DDA requirements.
- 7.4.3 The OSS has worked with Disabled Groups and Social Services to identify ways to improve access to the service for disabled people.
- 7.4.4 The OSS met with Brent Deaf People's Group Ltd in March 2002 to identify areas of improvements to the service in order to address the concerns raised by deaf customers. A number of issues were raised and the OSS have identified ways to address the concerns raised.
- 7.4.5 Consultation with Brent Deaf People's Group Ltd has resulted in the production of a credit card sized information card which deaf customers can produce when visiting any OSS location to request the assistance of an interpreter or lip speaker. A set of procedures has also been prepared for all staff. The costs of which will be borne by the OSS. An information poster raising awareness of this service has been designed which are displayed at all OSS locations and other council buildings and explain how the service works. This information is also available on the OSS website.
- 7.4.6 The One Stop Shop launched this new initiative at the Brent Deaf Peoples' Club on Wednesday 28 August 2002. Service areas who still have dedicated reception points i.e. Mahatma Gandhi House, have been made aware of this initiative.
- 7.4.7 Over 300 cards have been distributed via Brent Deaf People's Ltd. Our monitoring of this initiative shows that no cards have been presented at any of our locations to date.
- 7.4.8 In September 2002, the One Stop Shop implemented another initiative to support the interpreter request card. This initiative was also launched at the Brent Deal People's Club on 28 August 2002.
- 7.4.9 The One Stop Shop now operates an interpreting service from the Willesden OSS location. The surgery now takes place every other Wednesday 2-5pm. The service originally was held weekly but due to a national shortage of interpreters and a low take-up in demand (29 customers since initiative began)
- 7.4.10 This service is operated in partnership with Quest Interpreting Service. This initiative was operated as a pilot for a 3 month period. Review meetings indicated a need to extend the initiative to allow time to improve the take-up in demand. The service has been operating for nearly 7 months and demand for this service continues to be slow.
- 7.4.11 The cost of this initiative has been met by accommodation payments from the Inland Revenue initiative.
- 7.4.12 In an attempt to improve the take-up of the service the publicity information has been revised and the changes communicated to the Brent Deaf People's Ltd and Social Services and made to Brent's website.
- 7.4.13 The One Stop Shop participated in the Disability Strategy Day that took place in October 2002 and will continue to work within this framework to make improvements necessary for the service to be accessible to disabled people.
- 7.4.14 There is improved signage at the locations, with more use of symbols to make customers aware of the facilities that are available. We will continue to develop this as we update our signage and information.

7.4.15 The induction loop systems at all locations have been upgraded. We also have testing equipment which will improve monitoring and ensure that they are working at all times.

7.4.16 Improvements have been made to the reception desks across the locations. E.g. the reception desk at Kingsbury was considered to be too high and this has now been lowered.

7.4.17 All locations now have dedicated high level seats in addition to the low level seating, and chairs with arms in line with DDA recommendations. The improved seating arrangements enable us to meet the needs of our disabled and elderly customers. There is clear signage informing disabled and elderly customers of the seating that is available.

7.4.18 Automatic doors have been installed at the Kingsbury OSS.

7.4.19 The OSS will be arranging the IDEA Distance Learning Training for all staff (approx 130). This training is scheduled to take place September – October 03. The lead officer will be Marjaneh Shahabi.

7.5 DDA- Schedule of Schemes and Service Improvements

7.5.1 Access to Council Building/Public Spaces - Completed/Started 2002/3

Council Service	Facility	Notes
Kingsbury, Kilburn and Brent House	Full access audit to obtain recommendations for improvements required	Access Audits conducted. Kilburn OSS relocated to new premises in Dyne Road. Action plan in place to address recommendations.
Harlesden OSS	Ramp access for meeting room	Completed
Harlesden OSS	Pick up / drop off point outside building	Still outstanding. This is being progressed in conjunction with the Lead Tenant for Challenge House.

7.5.2 Access to Council Building/Public Spaces - To be Started/Introduced 2003/4

Council Service	Facility	Notes
Access to OSS buildings		Will continue to monitor and review

7.5.3 Access to Services - Completed/Started 2002/3

Council Service	Facility	Notes
One Stop Shop – general	Welfare Rights – home visits	There continues to be a demand for home visits, however, reduced staffing levels has meant temporary suspension of the service until later on in the year. To address this area of accessibility, where appropriate, telephone interviews have been conducted. Alternative arrangements are made

		where this is not possible.
One Stop Shop – general	Signer request cards	<p>Consulted with Brent Deaf People's Ltd</p> <p>Introduced Interpreter request cards for deaf people to present at any OSS location.</p> <p>Publicised initiative</p> <p>Raised awareness across the organisation</p> <p>Launched with Deaf Club in August 2002.</p> <p>Will review and monitor</p>
One Stop Shop – general	Consultation on access to services for deaf people	Meetings with Brent Deaf People have taken place to improve access to the OSS service for deaf people
One Stop Shop – general	Interpreter Service	<p>Following consultation with Brent Deaf People's Ltd, the OSS introduced an interpreter service at Willesden OSS in partnership with Quest.</p> <p>This initiative means that there is a qualified signer available from 2-5 every Wednesday, who along with a customer service officer, can assist deaf customers.</p> <p>This initiative is being closely monitored.</p>
One Stop Shop – general	Improve access for disabled customers	<p>Social Services have an established forum for meeting with disabled people. The OSS participated in the Disability Strategy Day, and will take forward areas for improvement identified.</p> <p>The OSS will continue to work with other council service areas and external agencies to improve access to its services.</p>
Harlesden OSS	Ticket machine display to be lowered	Completed
Harlesden OSS	Induction loop system	System checked and awaiting report
Harlesden OSS	Signage at free phone facility	Signage improved
Town Hall OSS	TV with teletext	Completed
Town Hall OSS	Pull cords with triangular ring pulls in disabled WC facility linked to audible and visual alarm – over WC door and main reception	Still outstanding
Town Hall OSS	Tactile male and female signs for WC facility	Still outstanding
Town Hall OSS	Power assistance to one set of the main entry doors	Still outstanding
Town Hall OSS	Seating arrangements to be revised to incorporate higher level chairs and chairs with arms	Quotes received. Will be actioned by end of March 03
Town Hall OSS	Trading Standards video system too high	To be actioned

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Town Hall OSS	Induction loop stickers to be visible on desks	To be actioned
Town Hall OSS	Induction loop system	System checked and awaiting report
Town Hall OSS	Improve signage at entrance to location	Will be completed by end of March 03
Brent House OSS	Keep lowered area of reception desk clear	Completed
Brent House OSS	Induction loop systems	System checked and awaiting report
Brent House OSS	Improve signage at reception	Better signage at reception regarding facilities in the building
Willesden OSS	Notification of loop system availability	Notice now at reception stating the facility at reception. Notice on other desks where facility is available
Willesden OSS	Free phone shelf too high	Awaiting quote to have lowered
Kingsbury OSS	Double entrance doors	Both are kept open at all times as recommended
Kingsbury OSS	Reception desk too high	Awaiting quotes to for a lower reception desk
Kingsbury OSS	Induction loop system not working	Quotes received for replacement. Replacement in process.
Kingsbury OSS	Chairs have no arms	Obtained quote for 2 chairs with arms. Will arrange to have 2 chairs with arms by end of March 03.
Kingsbury OSS	Low level tables in waiting area have sharp edges	Protectors for sharp edges obtained. Protectors now on tables with sharp edges.
Kingsbury OSS	Improve signage	Completed

7.5.4 Access to Services - To be Started/Introduced 2003/4

Council Service	Facility	Notes
One Stop Shop – general	Conduct service audits for OSS locations and Contact Centre	Arrange using service audit template
One Stop Shop – general	Improve monitoring of disabled users of the service	Establish how this can be achieved using E-shop.

7.5.5 Access to Information - Completed/Started 2002/3

Council Unit/ Service	Facility	Notes
One Stop Shop – general	Information on audio cassette	Assess need and provide information upon request – progress still to be made
One Stop Shop – general	Information in Braille	Assess need and provide information upon request – progress still to be made
One Stop Shop – general	Welfare Benefits Service	Helping people in the borough claim benefits to which they are entitled – ongoing – see Access to Services

One Stop Shop – general	Intranet and Internet access	<p>Develop and extend with Council services scope of prototype Intranet Access homepage and make public information available on Internet.</p> <p>OSS updated web pages.</p> <p>Information available:</p> <ul style="list-style-type: none"> About the service we provide Location sites Opening times Various surgeries held at the locations and times Welfare Rights Service Interpreter Request Service Interpreter Request Card Links to other service areas FAQs (frequently asked questions)
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7.5.6 Access to Information - To be Started/Introduced 2003/4

Council Unit/Service	Facility	Notes
One Stop Shop – general	Explore use of IVR technology for improving access to information	<p>Assess practicalities</p> <p>Assess any cost implications</p> <p>Revise working practices</p> <p>Arrange for implementation</p>
One Stop Shop – General	Improve use of symbols to promote accessibility of services available to disabled customers.	Review leaflets and advertisements, incorporating symbols where appropriate.

7.5.7 Staff Training - Completed/Started 2002/3

Council Unit/Service	Facility	Notes
One Stop Shop – general	Disability Equality Training – IDEA Programme	Approx 140 (exact numbers to be confirmed) OSS staff will received the IDEA Training in Summer 03 – starting end of May and to be completed by end of June. Co-ordinator to be identified.
One Stop Shop – general	Deaf Awareness Training	14 Customer Service staff have received deaf awareness training. This training was then cascaded to the remaining CSO personnel.

7.5.8 Staff Training - To be Started/Introduced 2003/4

Council Unit/Service	Facility	Notes
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ONE STOP SHOP

Issue Date: 24 October 2003
Version Number: 2.0

Status:
Authors: Sandra Carson & Ben Eggleston

One Stop Shop – general	Specialist Disability Training	Identify other areas of specialist training that may be required for frontline staff.
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8 BEST VALUE

8.1 Revenue & Benefits

- 8.1.1 The Benefits Service and the dedicated Customer Service for Revenue & Benefits transferred back to the Council in October 2002.
- 8.1.2 The recommendations from the Local Taxation and Benefits Best Value Review were that the dedicated Revenues & Benefits Call Centre and Counter transfer to the One Stop Shop Service. The Revenue & Benefits Call Centre transferred to the One Stop Shop in February 2003, and negotiations continue relating to the transfer arrangements for the Revenue and Benefits Counter service.

8.2 Social Services

- 8.2.1 The One Stop Shop has continued to build closer working relations with Social Services. These include Social Services staff attending One Stop Shop team meetings to answer queries and providing training for new recruits.
- 8.2.2 The joint development of pre-assessment forms, which take into account the requirements of Fair Access to Care Services, and quality monitoring initiatives, has seen a further improvement in the quality of the referrals taken. More work will be undertaken in 2003-2004 to ensure that improvements continue to be made regarding information sharing and customer interaction.
- 8.2.3 The One Stop Shop has also assisted Social Services with El-Sid, a cross borough project to investigate a way of exchanging information across the 6 local authorities in the West London Alliance, used when customers who use Social Services move from one of the boroughs to another. This work will continue into 2003-2004.

8.3 Brent Housing Partnership

- 8.3.1 The One Stop Shop continues to work in close partnership with Brent Housing Partnership. The regular liaisons meetings continue and new monthly meetings have also been established with the Senior Project Manager of BHP since it became an Arms Length Management Organisation in October 2002. We are working on a number of joint projects with BHP in preparation for the Housing Inspectorate visit in May 2003. BHP must attain at least a 2 star rating to obtain the £30 million funding to bring council housing up to the decent homes standard required.
- 8.3.2 A new Service Level Agreement has been established with BHP which is in the process of being agreed jointly with BHP and Brent Legal Services. The new agreement will further strengthen working relationships with BHP.
- 8.3.3 Service improvement teams are continuing which include representatives from Customer Service Officer up to Management level to ensure that all staff are able to contribute to improving service delivery. Improvements are being made to staff training, complaints handling, information sharing and service monitoring to enable a seamless service to be provided to BHP customers.

- 8.3.4 The OSS and BHP worked jointly to refurbish and improve the facilities at the Dyne Road location. The new office opened its doors to the public in January 2003 and is now fronted by OSS customer service staff. The new Dyne Road office also has improved disabled access and provides a wealth of housing and council related information to customers.
- 8.3.5 Developments are being made to e-shop reports to enable the OSS to provide BHP with more detailed statistical information about their customers and the types of housing enquiries they have. It will also help to measure enquiry resolution more effectively.
- 8.3.6 OSS and BHP are jointly drafting a new customer survey to more effectively measure customer satisfaction.
- 8.3.7 Internal signage is being improved at all OSS locations to reflect the joint working relationship between OSS and BHP.

8.4 Customer Service Review

- 8.4.1 The Customer Service Steering group is now recognised as a strategic group with responsibility for delivering the Customer Service strategy and reports into CMT regularly. The Customer Service Improvement plan has been formally adopted and the Customer Service strategy is based upon it. This has now become part of the mainstream work programme for group members, lead by the Director of Corporate Services and chaired by the OSS Service Director. Considerable progress has been made against the plan ranging from E government initiatives, customer care policy and standards and Corporate Strategy commitments. Work is on-going and a revised Customer Service Strategy will be produced during 2003/04.
- 8.4.2 A number of achievements and activities have been completed this year (01/02) with many more activities planned for 02/03. These are concerned with: updating the customer care policies and standards, undertaking a customer care awareness programme, undertaking a Best Value Review, developing customer care performance indicators, completing service level agreements with service areas, implementing CRM in the OSS and Contact Centre, and providing free access phones.

9 INFORMATION TECHNOLOGY USE

- 9.1.1 The main activity within this period was the implementation of the new Customer Relations Management application called e-shop. This application was a joint project with Deloitte and Touché and Onyx and was enabled by the Government Pathfinder funding project. The Customer Relations Management application was the major component of Brent's successful bid for Pathfinder funding.
- 9.1.2 Initially the project was due for completion in March 2002; however the government extended the deadline by three months to June 2002. During this period testing was completed and all One Stop Shop staff were trained. In order to keep the front line service running the staff were trained mainly at the weekend. The training was conducted in house by One Stop Shop staff, some of whom had been seconded to the project from the front line. The staff attended a train the IT trainer course and also wrote the training material and exercises that were used in the course.
- 9.1.3 A standard set of reports were written as part of the implementation of this project and e-shop was supplied with Cognos report generating software and staff from the One Stop Shop and ITU were trained in this application to produce customised reports.
- 9.1.4 The roll out to the locations was staggered; locations went live with support from IT staff 'floor walking' for 4 or 5 days depending on need. All locations were live by the end of May 2002. Before the rollout the One Stop Shop replaced all front line PCs to ensure staff had PCs with sufficient capacity for the application.
- 9.1.5 Since then all staff have experienced problems with the application freezing at various times and were unable to find any pattern to the freezing. Initially it was thought to be linked to the printing of documents or the spell checker. The spell checker was changed to use the one available in Word with no effect. After extensive investigation both by Brent IT, Deloitte and Touché and Onyx the cause was identified as e-shop's incompatibility with Windows '95 and Internet Explorer 5.5.
- 9.1.6 The One Stop Shop upgraded all back office PCs to enable the use of Windows XP. The rollout was carried out predominately at weekends and was successful in solving the freezing issues.
- 9.1.7 After staff training staff identified some changes and enhancements to the application which were specified and written by Deloitte and Touché.
- 9.1.8 The outstanding areas of work are: implementing the integration with Contender; the enhancements (see 9.1.7) and the reports; the support contract; Resilience; OCP; CTI; e-forms and the implementation of the complaints accelerator.
- 9.1.9 Brent became the main reference site for Deloitte and Touché and has hosted visits on their behalf as well as continuing visits from other Authorities and Government bodies. For every Deloitte and Touche visit Brent receives a credit against the purchase of the complaints module of e-shop.
- 9.1.10 Two Customer Service Officers who had been seconded for the project returned to front line duties in June 2002. These officers were essential to the testing, training and implementation of the application. All staff in the One Stop

Shop project team worked very hard, frequently in the evening and weekends, in order to ensure the project was delivered on time. This was acknowledged when the team won a staff award for consistently high achievement.

- 9.1.11 The e-shop user group has developed and started to include more members other than the original six partners in the Pathfinder project. This group continues to meet quarterly and will provide a forum for new ideas and joint development of the application.

9.2 New Systems/Upgrades

- 9.2.1 Revenue and Benefits upgraded their application from 1st R&B to I-world. All staff were successfully trained and the upgrade was implemented. This means that staff now access two major applications via a web browser.

- 9.2.2 The following new applications were implemented in the OSS:-

- E-shop
- Cognos report generator
- Domino.doc for tenancy files
- GIS link to e-shop
- Property database link to e-shop
- Repairs Finder
- Lisson Grove Welfare Benefits Program
- Notes 5 upgrade
- Epicor Financial application

9.3 Other IT

- 9.3.1 The One Stop Shop IT and Telecoms strategy has been reviewed and re-written.
- 9.3.2 All staff now have the potential to access Contender and this has been applied in the Contact Centre.
- 9.3.3 The One Stop Shop redesigned its web site in line with Corporate Standards. A page was added to the intranet for staff to access frequently used sites and documents.
- 9.3.4 The information and contacts databases in Lotus Notes were reviewed and updated during this period. Links were made from e-shop to the frequently asked questions on the intranet. Customer Service Officers were consulted about specific Service Areas and the FAQs they need. After consultation with relevant service units the questions and answers were published on the Council's FAQ site. This will be an on-going process to ensure officers have the information they need and that it is easily assessable.

10 STAFFING

10.1.1 Our staff are our most valuable asset, during 2002/03 there were 112 established posts.

10.2 Staff Turnover

10.2.1 Staff turnover averaged 14.6% during 2002/03; this is comparable to 13% turnover during 2001/02. The service experienced 6 Maternity Leave absences during 2002/03. This is an increase compared to 5 in the previous year (2001/02).

10.2.2 A total of 16 front line employees left the Service. The breakdown was:

- 3 Team Leaders
- 8 f/time CSO's (including one secondment from Housing)
- 2 p/time CSO's
- 1 CCA
- 1 ACSO
- 1 CCO
- 1 Telephone Operator

CSO = Customer Services Officer

CCA = Call Centre Adviser

ACSO= Assistant Customer Services Officer

10.3 Recruitment

10.3.1 During 2002/03 a total of 11 new staff joined the service and 1 existing member of staff achieved promotion from the position of Customer Services Officer to Team Leader.

- April 02 1 Team Leader
- May 02 1 Team Leader (1 internal promotion)
- July 02 3 CSOs
- Oct 02 1 Telephone Operator
- Nov 02 5 ACSOs & PA to Director

10.3.2 The OSS regularly experiences staff shortages, as a result of growing demand levels, sickness absence, managing leave and staff turnover. Following the additional £70k funding provided by Members in February 02 to recruit additional part time Customer Services staff, this recruitment was successfully completed in November 2002. The staff have been fully operational for 4 months. This additional resource has gone some way to minimising the need to constantly pool already limited resources from across the locations when short staffed, however, managing staffing levels continues to be a daily challenge.

10.3.3 Due to the increase in staff turnover, continual recruitment and training continues to be extremely time consuming for Managers and Team Leaders.

10.3.4 During 02/03, 5 recruitment campaigns were conducted for a variety of posts. On average the time taken from the closing date the job applications to the date the employee commences employment is 3 months. The OSS is in a state of continuous recruitment.

10.4 Recruitment Campaigns:

Positions Advertised	Number Appointed	Start Date
Team Leader	2	22.4.02 13.5.02
CSO f/t	3	29.7.02
Call Centre Operator	1	28.10.02
ASCO p/t	5	2.11.02
PA to Service Director	1	25.11.02
Total	12	

10.4.1 In order to reduce the negative impact that staff turnover can have on the service specialist agency staff are employed to maintain frontline staffing levels. However, the selection and training of agency staff also involves a considerable amount of management and team leader time. As at March 02 20% of staff working across the service were agency staff.

10.4.2 The OSS evaluates feedback from Exit Interviews as a means of collecting data about leavers. The Exit Interviews aim to establish why people are leaving. The data is analysed and any trends are identified, this provides useful management information to be used for future staff retention plans. The majority of Staff turnover has been due to the pursuit of personal career development opportunities.

10.5 Induction

10.5.1 The majority of our staff are generic frontline customer service officers who require comprehensive induction training. Generic staff are critical to the delivery of our core business. The mandatory comprehensive induction programme takes considerable management, team leader and customer service officer time due to the amount of planning, co-ordination, delivery and evaluation that is required. There is currently no dedicated resource to help with this and the associated workload is now taking frontline staff away from the helpdesk and has resulted in a backlog of management work in relation to service level agreements, quality sampling and delays with performance information and statistical data. However, this will be addressed as a result of the growth bid which was agreed for 2003/2004.

10.5.2 There were 3 main induction training programmes for existing Customer Services staff. In addition there were separate tailor-made induction programmes for individuals who joined the Service. All new entrants to the Council have attended the Corporate Induction Training Programme.

Position	Start Date	Training Dates	Notes
CSO P/T 4 F/T 6	11.3.02	11.3.02 – 28.3.02 13.5.02 – 17.5.02 17.6.02 – 21.6.02	Phase 1 Phase 2 Phase 3
Team Leader x 2	22.4.02 13.5.02	22.4.02 – 26.4.02 13.5.02 – 17.5.02 10.6.02 – 14.6.02 12.8.02 – 12.8.02	Training 1 wk Training 1 wk Training 1 wk Training 1 wk
CSO F/T 3	29.7.02	29.7.02 – 16.8.02 16.9.02 – 20.9.02 7.10.02 – 11.10.02	Phase 1 Phase 2 Phase 3
ACSO P/T 5	2.11.02	4.11.02 – 22.11.02	3 wks
PA to Service Director	25.11.02	22.11.01 – 23.11.01 11.01.02; 15.03.02; 16.8.02; 08.04.03	6 Days
Telephone Operator	28.10.02	04.02, 07.02, 09.02, 03.03	Already a temp

10.6 Secondments

10.6.1 A CSO was seconded to the Community Safety Team for 6 months.

10.6.2 OSS agreed a secondment to Brent Housing Partnership to support the arrangements to return the telephone call handling to BHP. BHP have offered a permanent post to this secondee and the OSS will need to recruit a replacement.

10.7 Security

10.7.1 Following a physical attack on a member of staff in February 02, the OSS was granted additional funding for security guards at each of the OSS locations.

10.7.2 Staff consultation identified a number of measures which staff felt would improve their safety at work. In addition to the staff request to have security guards on site, the OSS has implemented other recommendations such a more discreet staff uniform, which did not make staff so easily recognisable by members of the public, only first names on name badges.

10.7.3 Since the introduction of security guards, there has been a noticeable decrease in incidents of verbal abuse and aggressive behaviour by customers.

10.7.4 A total of 12 customers were unfortunately banned and a further 11 issued with written warnings during 2001/02 compared with 6 banned and 6 warned during 2002/03. There has been a 50% reduction in both banned and warned customers.

10.7.5 The strategic Customer Service Steering Group is developing policy and guidelines regarding staff safety in Council public reception areas in partnership with Health & Safety and Human Resources. A small frontline staff working group has also been consulted. Recommendations and best practice guidelines will be submitted to CMT and Members for approval and adoption during 2003/04.

10.8 Staff Achievements

10.8.1 OSS staff were presented with 8 Awards at the Staff Achievement Awards which took place in November 2002. The nominations were for a combination of individual and team awards. The successful nominations were as follows:

Sandra Carson (Service Director) - Leadership
 Bridie McCormack (Contact Centre Team Leader) - Leadership
 One Stop Shop locations x 6 - Consistently High Standards
 Theresa Trollope, Sally Kinley, Victor Renaud, Ayo George, Pat Openibo (CRM Project Team) – Consistently High Achievement
 Seema Sharda, Jill Taberner and Ingrid Wilkes (OSS Management Team) – Consistently High Achievement
 Annette Brady (Finance and Administration) – Serving the Council
 Vanessa Innis (Harlesden CSO) – Personal Achievement

10.8.2 The One Stop Shop is extremely proud of the number of staff who have been recognised for their invaluable contribution to the continued success of our service unit and overall Council Customer Care Standards.

10.9 Sickness Absence

	APRIL 2001- MARCH 2002	APRIL 2002-MARCH 2003
TOTAL PERMANENT STAF(FTE)	86.3	78
TOTAL SICK DAYS (FTE)	1020	807.5
TOTAL PERIODS OF SICKNESS	196	292
TOTAL OH REFERRALS	7	16
SELF CERTIFIED	295	493.5
CERTIFIED	718	292
UNCERTIFIED	0	0
INDUSTRIAL INJURY(DAYS)	7	22
AVERAGE SICKNESS (days)	$1020/86.3 = 11.8$	$807.5/78 = 10.4$
AVERAGE PERIODS	$196/86.3 = 2.3$	$292/78 = 3.7$
% SICKNESS ABSENCE (assumed average working days 224)	$11.8/224 * 100 = 5.3 \%$	$10.4/224 * 100 = 4.6\%$

FTE: Full Time Equivalent

Available Working Days:
 Based on 52 working weeks at 5 days per week
 Less 8 bank holidays, less an average 28 days annual leave
 Total: 224 Days

- 10.9.1 Sickness absence has been reduced and as of March 03 was running at 10.4 days per person per annum (2002/03). This equates to 4.6% of available working days lost to sickness absence. This compares to an average of 11.8 days per person and 5.3% of available working days for the previous year (2001/02). H R guidelines are strictly adhered to and Managers and team leaders have taken a number of proactive measures to achieve this, such as introducing the need to provide GP appointment cards. Requests to work reduced hours have been accommodated where possible also requests for staff to transfer to other locations. Sickness absence is reported back in each quarterly report. Any appropriate action required is taken.
- 10.9.2 We continue to refer staff to Occupational Health where we suspect there may be underlying medical factors. We have been working together with OH to provide any necessary support to staff in order for them to improve attendance at work.
- 10.9.3 It can be noted that once an Officer has been taken through Stage 1 of the Incapability Procedure, there has been a significant improvement in their sickness absence levels based on the previous year.
- 10.9.4 Each Team Leader keeps a log of each Officers sickness absence and they can see at a glance if there is a pattern or increase in sickness absence levels. Each Officer is given a Back to Work Interview upon their return to work and are advised immediately their attendance is becoming a concern. Once a concern has been highlighted, the Team Leader will have regular review meetings to monitor and discuss progress.
- 10.9.5 During 2002/03 the OSS made a total of 16 referrals to our Occupational Health Unit. Whilst this appears to be a significant increase on the previous year's total of 7, it is an important process in managing staff sickness absence.

11 FINANCE & ADMIN

11.1.1 To date this team has been under-resourced and has consisted of 1.5 permanent post supported by 2 agency temps. 1 vacant post has not been filled because there are proposals to strengthen this team in line with the growth of the service and a restructure is planned to take place during 2003.

11.2 Budget Performance

- The Full year budget for the OSS service in 2002/03 was £3.36M.
- At 31 March 2003 the OSS achieved a minimal surplus of £14.1K on the full year budget, equivalent to a variance of 0.4%.
- During 2002/03 the OSS Dyne Road refurbishment project incurred expenditure of £120.6K. This was funded as follows:

Capital Funding	£100K
Funding from the DDA Budget	£6K
Funding from BHP	£4.9K
Contribution from OSS Revenue Budget	£9.7K

11.2.1 The OSS migrated from SUN Accounts system to Epicor Accounting software during 2002 this transfer was problematic and caused a huge additional workload for the overstretched Acting Finance & Admin manager.

11.2.2 The personnel information regarding staffing, i.e. sickness absence, turnover, recruitment and selection in Section 10 is produced by the Finance & Admin team.

11.3 Audits

11.3.1 There were no audits undertaken during this period.

12 ACOMMODATION

- 12.1.1 The Town Hall location accommodates the OSS Management Team, small IT team and Finance & Admin team and is currently at full capacity. Accommodation needs will be closely monitored as additional space will be required during 2003/04 given the continual growth of the service.
- 12.1.2 The Harlesden OSS is overcrowded and the actual space and dimensions of the building no longer meet customer or staff needs. There is little potential to re-design the existing area. Consideration is being given to the feasibility of expanding the ground floor at the rear of the building however this may conflict with Health and Safety guidelines. The situation will be closely monitored and any opportunities for improvement will be considered.
- 12.1.3 The North Wembley Housing service team which co-locates with the One Stop Shop at the Kingsbury premises plans to move to new accommodation during 2003. There may be some operational implications for the OSS with IT and cost issues to address when this occurs.
- 12.1.4 OSS took over management of the Revenue & Benefits Call Centre in October 2002. There is a proposed relocation of the OSS Contact Centre from the ground floor to 8th floor within Brent House, to merge with the Revenues & Benefits Call Centre team during 2003/04.
- 12.1.5 There is also a proposed integration of the ground floor OSS and the Revenues & Benefits Counter service (both reception and counter services) in Brent House during 2003/04.

13 PARTNERSHIPS

13.1.1 The OSS continues to work with all Service Areas and other public sector organisations and agencies within Brent to provide a comprehensive advice and enquiry resolution service for residents and visitors.

13.1 Inland Revenue

13.1.1 The OSS launched a joint initiative with the Inland Revenue Service in September 01. The Inland Revenue operates surgeries from the Willesden One Stop Shop location on Tuesdays and Thursdays, 10am-3pm. This initiative has now been operating for 18 months.

13.1.2 This joint initiative has enabled the Inland Revenue to improve access to its service in the North West London Area, as customers are not particularly well served by their existing enquiry centres. This initiative is in line with the Government's Modernising Agenda in terms of a joined up approach to delivering public services.

13.1.3 The One Stop Shop and the Inland Revenue Service have regular liaison meetings, which have enabled us to address issues and be proactive in improving the service.

13.1.4 Over 1,000 customers have been seen since the initiative began, with 768 customers were seen for the period April 02 – March 03. This is 42% increase compared to the number of customers seen for the previous year 01/02.

13.1.5 The OSS generated income of £2,000 in additional revenue linked to accommodation charges for use of the facilities at the Willesden OSS for 02/03.

13.1.6 The Inland Revenue have plans to move from Chesterfield House, to a High Street location in Wembley.

13.1.7 The OSS and the Inland Revenue are exploring options for increased partnership arrangements. Where, as part of the revised arrangements for the Brent House OSS, the Inland Revenue will operate from the Brent House OSS.

13.2 Department of Works & Pensions

13.2.1 The OSS will be developing a new partnership arrangement with the DWP (Department of Works & Pensions).

13.2.2 The OSS will be hosting surgeries from the Kingsbury and Kilburn locations.

13.2.3 The objective of this arrangement is to improve access for customers and reduce pensioner poverty.

13.3 Revenues and Benefits

13.3.1 The One Stop Shop continued to work closely with EDS (Revenue & Benefits Contractor), whose contract expired in April 2003.

13.3.2 The One Stop Shop was actively involved with Brent Financial Services in the contract negotiations pertaining to the letting of the new Revenues & IT Contract. Our involvement ensured that an effective service level agreement was developed for Customer Service and the negotiation of increased levels of empowerment for Customer Service officers. The Revenues Contract was let to Capita and commenced in May 2003. The One Stop Shop has established a close working relationship with the new contractor, Capita, and has planned monthly review meetings to monitor and evaluate performance, service improvements, recovery campaigns, staff training, etc.

13.4 Local Fire Authority

13.4.1 We have met with the Fire Brigade and are working with them to raise awareness within the community of the dangers of fire. The fire Brigade are providing One Stop Shop staff with training and we will also access information on their internet site and display some of the fire brigades information and leaflets. All of this should help to increase knowledge of fire prevention and safety.

13.5 Brent Victim Support

13.5.1 Surgeries have been hosted once a fortnight at the Town Hall throughout the year. Surgeries were also hosted at the Kingsbury location, however, there were no surgeries for the period January '02 to November '02, which was due to the low demand. The demand was greater at the Town Hall and hosted 19 surgeries and assisted 17 clients. The Kingsbury surgery assisted 5 clients. The Kingsbury surgery is under review.

13.6 Deloitte & Touche with Onyx and 6 Local Authority Partners

13.6.1 We have worked in close partnership with them regarding the Pathfinder CRM project and will continue to do so during next year.

14 PRIORITIES FOR NEXT YEAR

- 14.1.1 Maintaining service standards, service effectiveness and customer satisfaction ratings remains the key priority regarding day to day service provision. This has to be balanced and managed against the considerable developmental work that is underway in relation to the Housing, Revenues & Benefits and Social Services areas. Whilst Housing is one of the biggest areas of demand, Council Tax and Housing Benefit form the greatest part and must therefore warrant priority attention. A further Housing inspection is planned and this is also therefore a priority.
- 14.1.2 The OSS Management Team is also committed to reducing sickness absence which has an immediate impact upon customer service standards and delivery. Staff motivation and morale will be monitored, given the degree of developmental work and changes to working procedures, in an attempt to prevent change fatigue. The content, frequency and volume of internal communication will be reviewed to improve efficiency and effectiveness.
- 14.1.3 A further review of customer ethnic categories for monitoring purposes is required to ensure consistency of management information to enable comparisons with service area practice across the Council.
- 14.1.4 Due to the re-organisation of Charter Mark arrangements the OSS was not required to submit its fourth application by 2003 as previously planned. We will therefore prepare for this during 2003 as the submission date is now 2004.
- 14.1.5 Plans to transfer to the electronic recording of performance data with the introduction of the new Customer Relationship Management E Shop software slipped and manual recording was maintained. It is therefore a priority to complete this during 2003 in order to improve the quality and content of management information.
- 14.1.6 Given the growing demand for the One Stop Service and the drive towards improved efficiency and greater cost effectiveness, there is a need to reduce the frequency of expensive repeat enquiries and increase enquiry resolution, which would ultimately result in a decrease in demand. In order to achieve this there needs to be a partnership approach to the review of processes between the OSS and Service Units including the re-negotiation of service level agreements. Reorganisation of the OSS structure is also needed to strengthen management arrangements in light of the continual growth and diversification of the service.
- 14.1.7 This is linked to the need to raise awareness of the need for improved customer care standards across the Council, which the Corporate Customer Service Steering group is charged with and the Corporate Strategy is committed to.