



ONE STOP SHOP

ANNUAL PERFORMANCE REPORT

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Table 2: Review List

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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 representative 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.

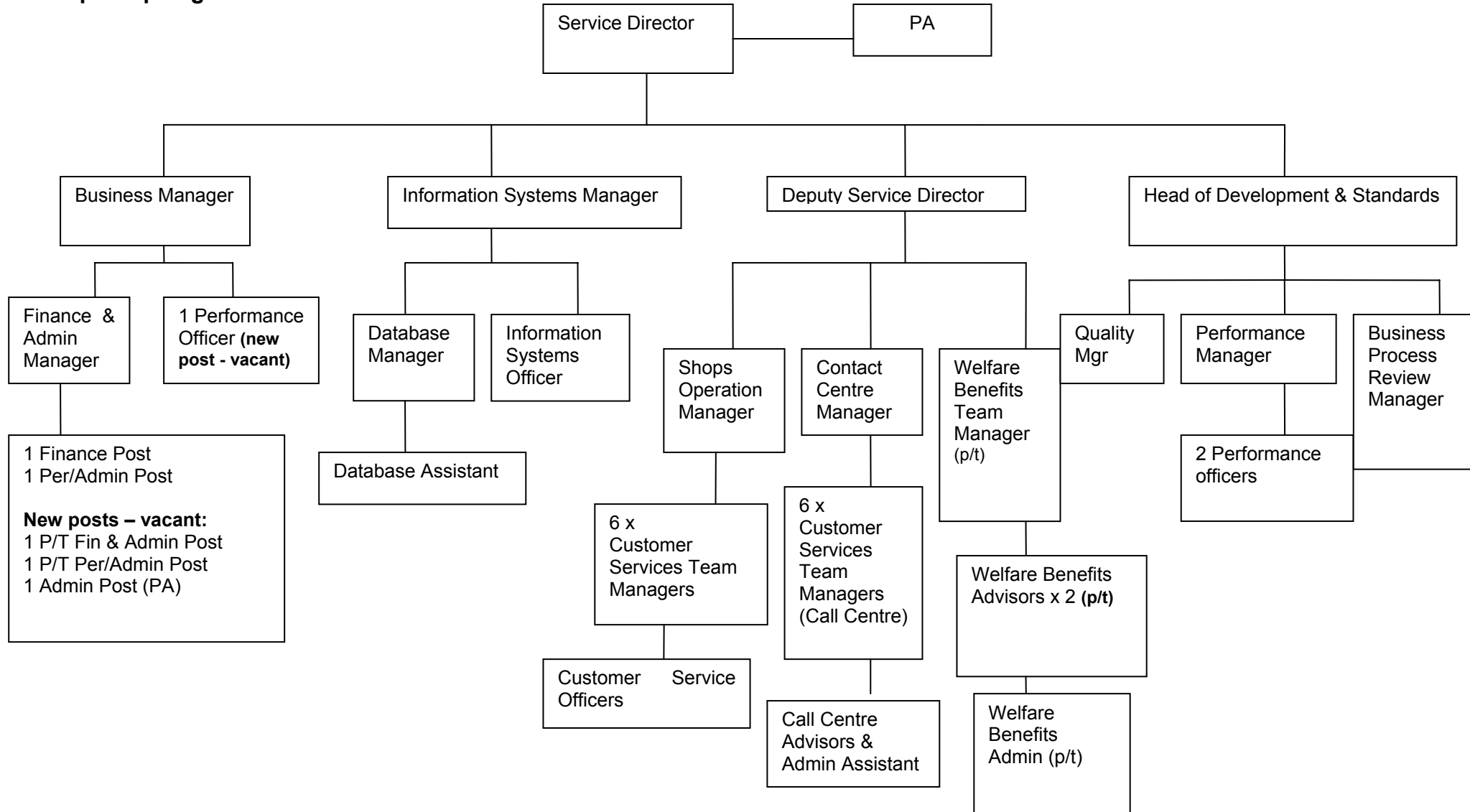
1.2 Structure

- 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 Benefits 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 137 staff located across 6 Council buildings.
- 1.2.6 The One Stop Shop organisational structure chart is provided overleaf.

One Stop Shop Organisational Chart – Under Review



1.3 Position Statement on overall Demand & Performance

Table 1.

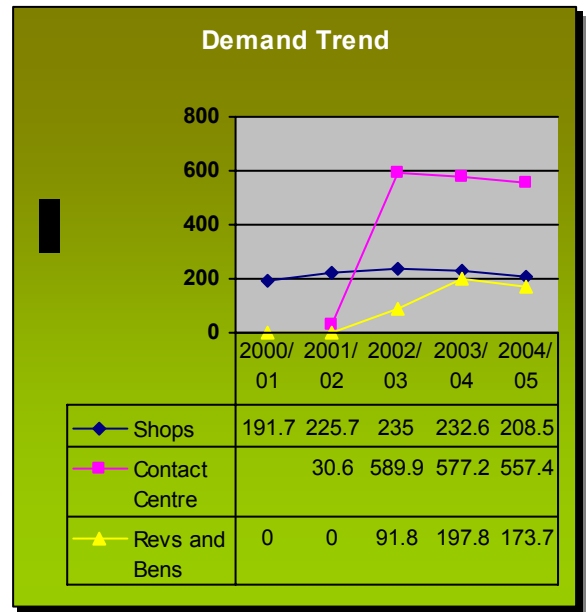
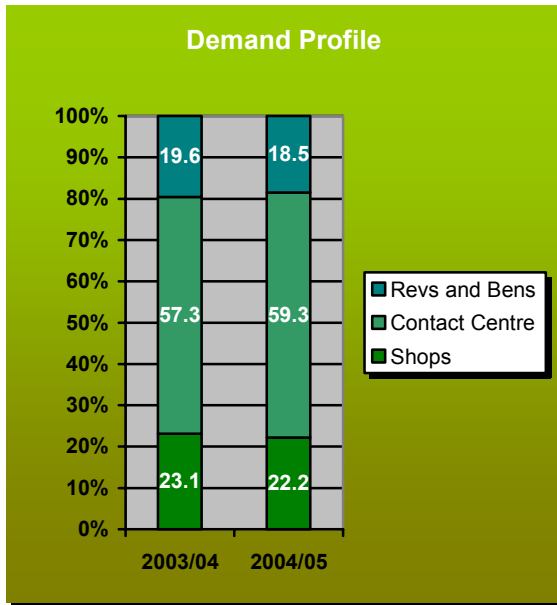
Service Centres	04/05		03/04		Change in Demand (000's)	% Change in Demand
	Demand (000's)	% of Total Demand **	Demand (000's)	% Total Demand **		
Shops	208.5	22.2%	232.6	23.1%	-24.1 ↓	-10.4% ↓
Contact Centre **	557.4	59.3%	577.2	57.3%	-19.8 ↓	-3.4% ↓
Total	765.9	81.5%	809.8	80.4%	-43.9 ↓	-5.4% ↓
Revs and Bens	173.7	18.5%	197.6	19.6%	-23.9 ↓	-12.1% ↓
Total	939.6	100%	1007.4	100%	-67.8 ↓	-6.7% ↓

** includes Generic & Social Services Enquiry Line, Gujarati Line, Streetcare, Switchboard, On-Line & E-Mail and Correspondence

1.3.1 Overall demand across all service centres (6 shops and Contact Centre but excluding Revenues and Benefits) decreased by 5.4%. This continues the previous year's trend with a decrease of 2%. Revs & Bens (Council Tax & Housing Benefit enquiries) is highlighted and separated out to enable closer monitoring in line with the performance improvement plan.

1.3.2 The relative rankings are consistent across service centres compared against the previous year. The headline demand figure comprises shops, contact centre and Revs & Bens and whilst examination at a local level offers explanation of performance there are global factors affecting overall demand which can be summarized here:

- Brent Housing Partnership Major Works Programme – less general repairs enquiries and complaints due to property upgrades.
- Housing Benefit – reduction of backlog by 67% in August 2003, meant less repeat visits this year. New pending system removes requirement for documentation to be provided before payments made.
- Housing Benefit – reduction in delays in actioning urgent HB enquiries. This only had an impact on the last quarter of '03/'04 and the main impact would be in year '04/'05.
- Council Tax Empowerment Matrix – allows more enquiries to be resolved, preventing delays and repeat visits by customers – introduced 1st April 2004.



1.3.4 Contact Centre demand has increased since last year.

1.4 Demand Highlights

Table 2

Performance Measure	Location			
	Shops	Contact Centre	Shops	Contact Centre
Highest Demand	56,200	323,000	Brent House*	Switchboard
Lowest Demand	11,300	200	Kingsbury	Correspondence
Highest Increase %	+8 ↑	+9.3 ↑	Town Hall	On-line & E-Mail
Largest Reduction %	-39 ↓	-60 ↓	Kingsbury	Correspondence

* includes reception, main desk,

1.4.1 Brent House continues to receive the highest demand amongst shops. The Switchboard receives the highest demand from the telephone based teams. High demand at Brent House reflects the variety and number of service provided there including reception for Planning Services.

1.4.2 The 8% increase at the Town Hall was due to a rise of 5,000 General Information Enquiries.

1.4.3 Kingsbury's reduction is due to reduced opening hours from May '04 onwards.

2 SERVICE CENTRE DEMAND

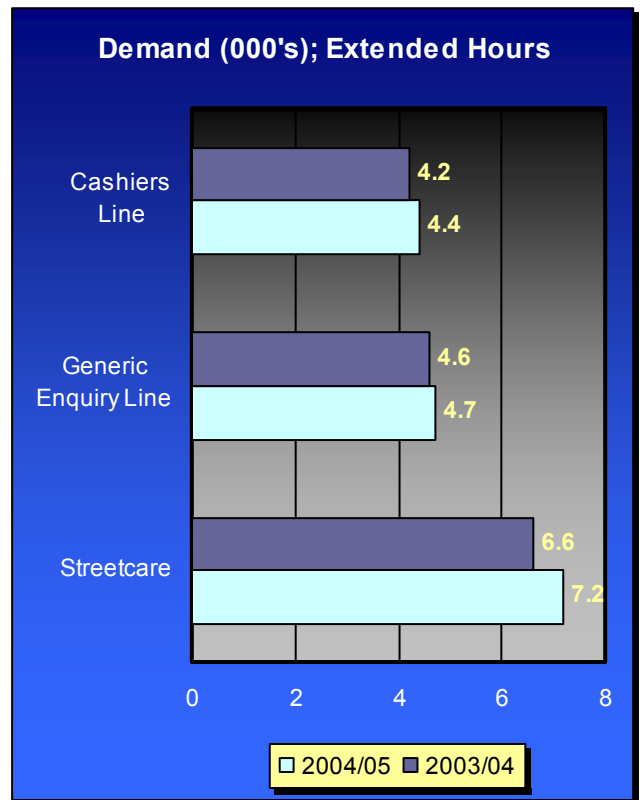
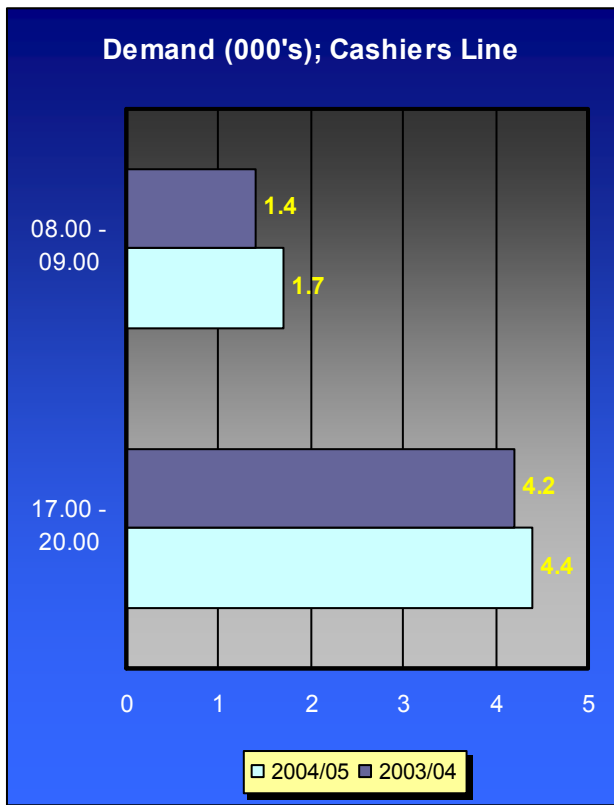
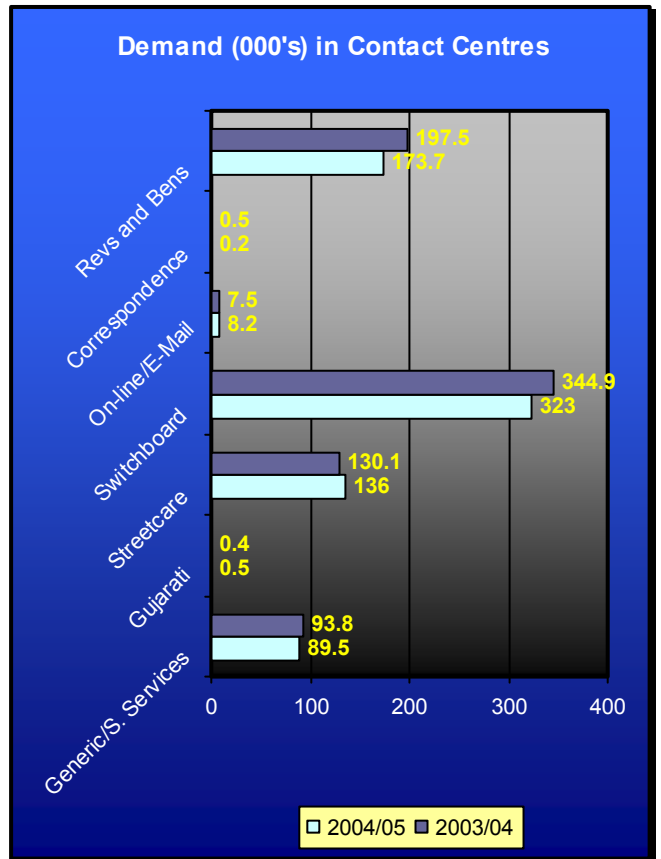
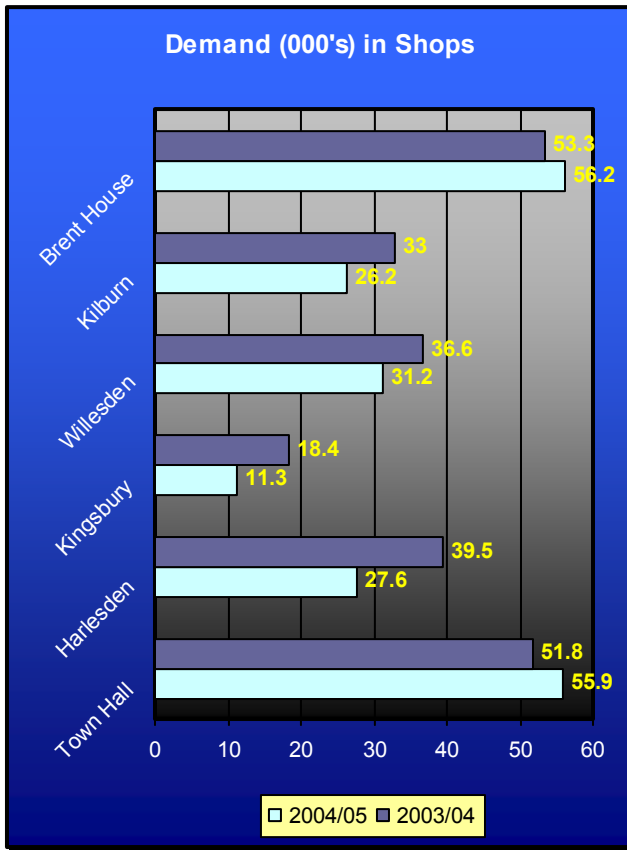


Table 3

Service	% demand change 02/03 to 03/04		% demand change 03/04 to 04/05		Average change over period	
Shops						
Brent House	+1	(2)	+5	(2)	+3	(2)
Kilburn	+141	(1)	-21	(4)	+60	(1)
Willesden	-27	(6)	-15	(3)	-21	(4)
Kingsbury	-11	(4)	-39*	(6)	-25	(6)
Harlesden	-15	(5)	-30	(5)	-22	(5)
Town Hall	0	(3)	+8	(1)	+4	(3)
Contact Centres						
Generic Enquiry Line	+2	(2)	-4.6	(4)	-1.3	(4)
Gujarati Line	-23	(5)	+13	(1)	-55	(3)
Streetcare	0	(3)	+4.5	(3)	+2.25	(2)
Switchboard	-4	(4)	-6.3	(5)	-5.1	(5)
Correspondence	-30	(6)	-60	(6)	-45	(6)
On-Line & E-mail	+16	(1)	+9.3	(2)	+12	(1)
Extended Hours						
Cashiers Line	+29	(1)	+5	(1)	+17	(1)
Generic Enquiry Line	+2	(2)	+1	(3)	+1.5	(3)
Streetcare	+2	(2)	+4	(2)	+3	(2)

*effect of reduced operating hours

2.1 Shops and Contact Centre Demand

2.1.1 Shops

2.1.2 Brent House, Town Hall and Willesden remained the busiest shops. Both Brent House and the Town Hall experienced increased demand.

2.1.3 Demand for the year has reduced, 4 of the 5 shops experienced drops of between 15% and 39% - the largest drop occurred at the Kingsbury Shop because of reduced hours from May '04 onwards.

2.1.4 Studying the two year period 2003-2005 (Table 4), we see a continuing trend of falling demand – Willesden, Kingsbury and Harlesden have experienced reduced demand of around 14%. The exceptions are Brent House, Kilburn and Town Hall with increases of between 2 and 46 percent.

2.1.5 Kilburn however is less consistent than the other two because the significant demand increase of 02/03 to 03/04 was due to relocation from Kilburn Library to Dyne Road in January 2003, increased opening hours and increased staffing. Also at Dyne Road the OSS became co-located with Brent Housing Partnership which increased the number of housing repairs issues.

2.1.6 Contact Centre

2.1.7 The Contact Centre launched an extended Saturday morning service from 31st July 2004. In addition to the Revs & Bens lines the OSS now provides a Saturday service for the Generic and Streetcare Lines.

- 2.1.8 The calls handled across all services (excluding extended hours) decreased with the exception of Streetcare and the Gujarati Line which increased by 6% and 5% respectively.
- 2.1.9 The Gujarati Line is now staffed to take calls as opposed to recording messages.
- 2.1.10 Correspondence continued its decline whilst unsurprisingly on-line and e-mail continued to grow.
- 2.1.11 The Contact Centre extended its hours from 24th July '04 to include Saturdays 9am to 1pm. The Extended hours service accounts for 1.7% of total demand within the OSS and showed growth of around 105 on last year. The overall increase in the number of calls answered compared to the previous year is 6%.
- 2.1.12 Money collected during extended hours was £1,308,125 for the year 2004/05. This is an increase of £74,571 over last years total of £1,233,374. This represents a revenue increase of 6%.
- 2.1.13 The Cashiers line became automated 17th March 2005.

2.2 Service Desk Enquiries

- 2.2.1 The face-to-face enquiries at the Shop locations are divided into Reception Information Requests and Main Counter Service Requests. Information requests 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.

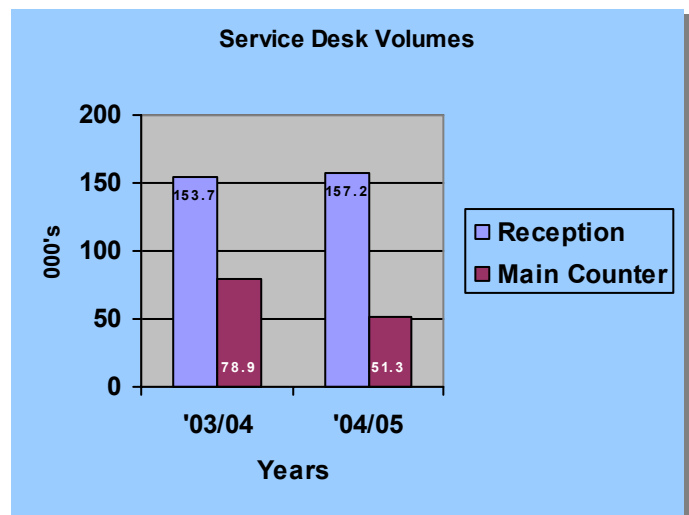
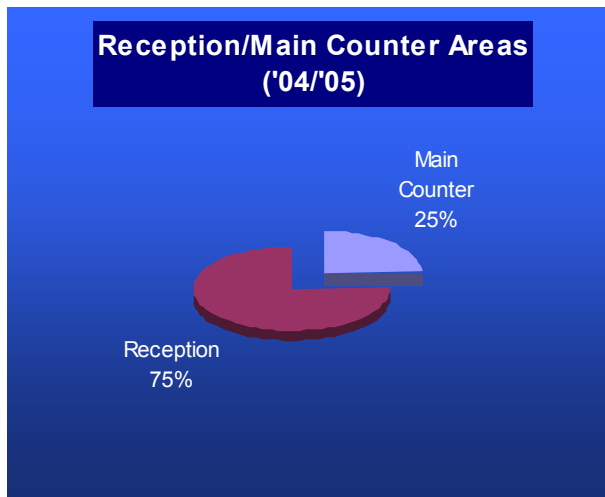


Table 4. Service Desk Enquiries

Location	Annual Change in Demand (000's)		Reception Enquiries 04/05 (000's)		% Change on 03/04	Main Counter Enquiries 04/05 (000's)		% Change on 03/04
Brent House	+2.9 ↑	(1)	47.1	(1)	+7% ↑	9.1	(3)	-3% ↓
Kilburn	-6.8 ↓	(4)	18.5	(5)	-14% ↓	7.7	(5)	-32% ↓
Willesden	-5.5 ↓	(3)	21.3	(3)	+7% ↑	9.9	(2)	-41% ↓
Kingsbury	-7.1 ↓	(5)	7.0	(6)	-20% ↓	4.3	(6)	-56%* ↓
Harlesden	-12.0 ↓	(6)	19.2	(4)	-18% ↓	8.4	(4)	-47% ↓
Town Hall	+4.1 ↑	(2)	44.0	(2)	+22% ↑	11.9	(1)	-24% ↓
Total	-24.44		157.1		+2.2%	51.3		-35%

N.B Relative ranking shown in brackets

* effect of reduced opening hours

2.2.2

- The ratio of Reception enquiries to Main Counter enquiries has increased from a previous figure of 2:1 to over 3:1.
- The overall demand for the Reception service has reversed the previous year's decrease with an increase this time of 2.2%.
- All shop Main Counters are experienced falling demand.

2.2.3 Both Kingsbury and Harlesden experienced falls in Reception Enquiries whilst the Town Hall experienced an increase of 22%.

2.2.4 At Harlesden, the reductions are for Housing Benefit and Housing Resources. Also internal signposting fell as some units occupying upper floors moved out during the year.

2.2.5 The largest reversals for Reception Enquiries occurred at Kilburn and Willesden. Kilburn saw falls in General Enquiries, Council Tax, Housing Benefit, Housing resources and Brent Housing Partnership (as the location no longer issues keys or parking permits amongst other factors). Willesden's decreases were around Housing benefit and Housing Resources (due to changes in the way LOCATA enquiries are now recorded).

2.3 Top 10 Enquiries for the Shop Locations –

Table 5

Main Counter - Service Requests		2004/05	2003/04
		% of total Main Counter	% of total Main Counter
1)	Housing and Council Tax Benefit	45% ↓	52%
2)	Council Tax	19% ↑	13%
3)	Brent Housing Partnership Repairs	11% ↑	10%
4)	Planning	9% ↑	5%
5)	Housing Resources Centre	3% ↓	4%
6)	Building Control	2% ↑	n/a
7)	Physical Disability Services	2%	2%
8)	BHP Rents	1%	1%
9)	BHP General Enquiries	1%	1%
10)	Education	1% ↓	3%
Top 10 Subtotal		94	92%
Other		6	8%
Total Main Counter		100%	100%

Table 6

Reception Requests		2004/05	2003/04
		% of total Reception	% of total Reception
1)	Housing and Council Tax Benefit	24% ↑	18%
2)	General Enquiries	17% ↑	14%
3)	Housing Resources	8% ↓	16%
4)	Council Tax	7%	7%
5)	Social Services	3%	3%
6)	Committee & Member Services	3%	3%
7)	Education	4% ↑	3%
8)	BHP – Appointments & Visitors	2% ↓	3%
9)	Private Housing	2%	2%
10)	Environmental Services	2% ↑ NE	n/a
Top 10 Subtotal		71%	-
	Signposting internal	15% ↑	14%
	Signposting external	6% ↑	5%
Signposting Total		21% ↑	20%
	Other	8% ↓	10%
Total Reception		100%	-

2.3.1 The most popular Service Request at the Main Counter was again Housing and Council Tax Benefits at 45%. However this is a reduction from the previous year as four other areas Council Tax, BHP Repairs, Planning and Building Control had increased their share. This again can be attributed to the changes in recording reception receipts as the bulk of these will be Housing Benefit and Council Tax related.

2.3.2 The top 10 enquiries account for 94% of all Main Counter demand.

2.3.3 The most popular Information Requests on Reception are Housing and Council Tax Benefits, which accounted for 24% of all Reception enquiries. In second place is General Enquiries with 17% of the total. The top 10 enquiries account for 71% of all Reception demand.

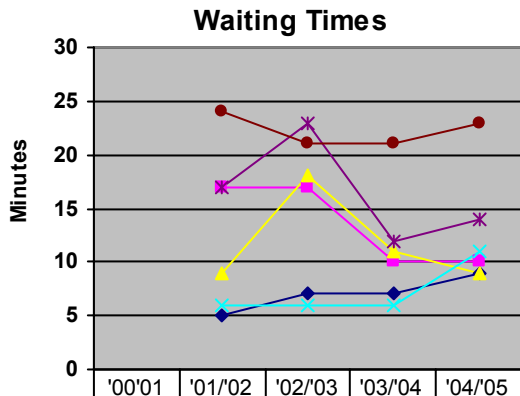
2.3.4 Within categories themselves, changes from 2003/04 for both reception and main counter enquiries are as follows:

- General Enquiries: +25%
- Council Tax: -4%
- Housing Benefit: -11% (due to backlog reducing)
- Housing Resources: -53% (change due to inflated 03/04 figures where some shops counted number of magazines handed out for Locata. Will only be recorded as an enquiry when customer requires assistance).
- Brent Housing Partnership: -26% (dedicated BHP Contact Centre opened April '04)
- Social Services: +2%
- Planning: -39% (self help facilities now available for customers to get online advice, information and make on-line payments)

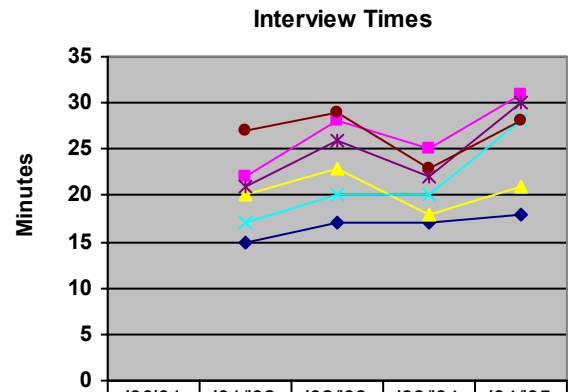
2.4 Shop locations average waiting & interview times – Main Counter

Average waiting time is: 13 minutes : Standard Deviation = 5.39

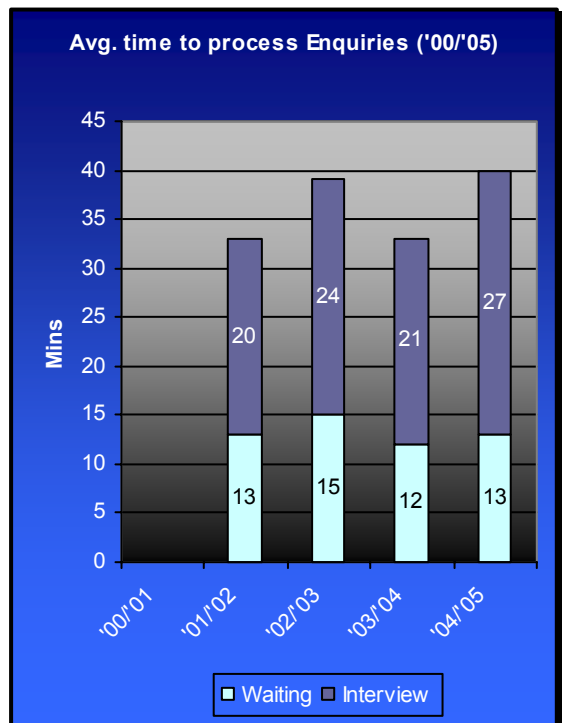
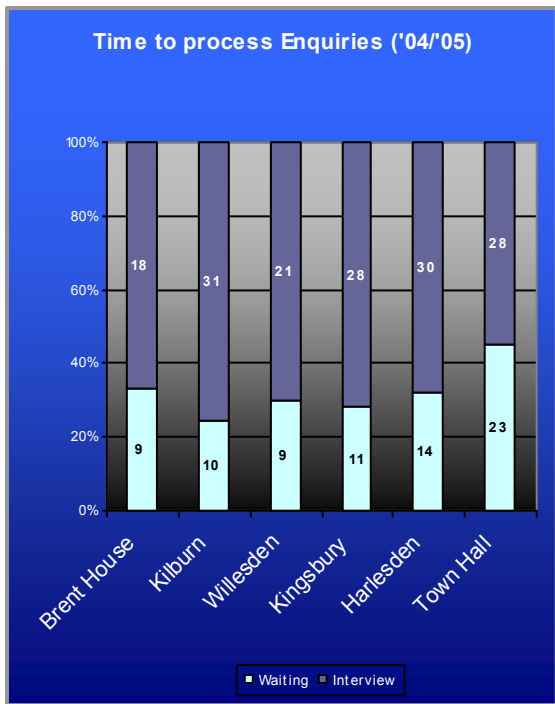
Average interview time is: 27 minutes : Standard Deviation = 5.25



◆ Brent House		5	7	7	9
■ Kilburn		17	17	10	10
▲ Willesden		9	18	11	9
✕ Kingsbury		6	6	6	11
✱ Harlesden		17	23	12	14
● Tow n Hall		24	21	21	23



◆ Brent House		15	17	17	18
■ Kilburn		22	28	25	31
▲ Willesden		20	23	18	21
✕ Kingsbury		17	20	20	28
✱ Harlesden		21	26	22	30
● Tow n Hall		27	29	23	28



- 2.4.1 Both waiting times and interview times have increased since last year, waiting times by 1 minute and interviews by 6 minutes. The average time to process enquiries (waiting and interview time combined) now stands at 40 minutes.
- 2.4.2 Whilst customers appear to wait significantly longer at the Town Hall, interview times are reasonably consistent with the other locations. The longer waiting time at the Town Hall can be attributed to restricted main desk space.

2.5 Comparison of Enquiry Types

- 2.5.1 Tables 7, 8 and 9 below shows a comparison of the top 10 Shop and Contact Centre enquiries and reflects the difference in the nature of enquiries presented face to face and by phone.

Table 7

Shops – Total			Contact Centre Generic		
04/05	03/04	Enquiry Type	04/05	03/04	Enquiry Type
1	1	Benefits	1	1	General Information
2	4	General Enquiries	2	2	Social Services
3	3	Council Tax	3	3	Council Tax
4	2	Housing Resources	4	4	Benefits
5	6	Planning	5	10	Committee & Member Services
6	5	BHP – Repairs	6	-	Environmental Services
7	7	Education	7	9	Housing Services
8	8	Social Services	8	8	Benefits Agency
9	9	Committee Services	9	-	Parking
10	10	Private Housing	10	-	Education

Table 8

On-Line and E-Mail – Total			Postal and Faxed Correspondence		
04/05	03/04	Enquiry Type	04/05	03/04	Enquiry Type
1	1	Revenue (Council Tax)	1	1	OSS General Information
2	2	Streetcare	2	2	Benefits
3	3	General Enquiries	3	1	Revenues
4	7	Parking Enforcement	4	-	Social Services
5	4	Housing & Council Tax Benefit	5	-	Brent Housing Partnership
6	-	Social Services			
7	5	Housing Resources Centre			
8	8	Education			
9	6	Brent Housing Partnership - Repairs			
10	9	Planning			

Table 9

Streetcare					
04/05	03/04	Enquiry Type			
1	1	Special Collection			
2	2	Refuse Collection			
3	3	Abandoned Vehicles			
4	4	Dumped Rubbish			
5	5	Recycling			

3. PERFORMANCE INDICATORS – SHOP LOCATIONS



Table 11

Indicator	Standard	2004/05	2003/04	Change
Waiting Times	20 minutes	13 minutes	12 minutes	+1 minute
Interview Times	30 minutes	27 minutes	21 minutes	+6 minutes
Customer Satisfaction-comment cards – shop locations	95%	98.8%	99%	- 0.2%
Customer Satisfaction- Surveys – shop locations	95%	97%	99%	- 2%

3.1 For the shops combined, both waiting and interview times are within target despite having both risen since last year. Some examples of customers waiting and being interviewed longer than 20 and 30 minutes respectively have been identified. These have been noted and raised as part of the corrective action loop and staff training.

4. PERFORMANCE INDICATORS – CONTACT CENTRE

Table 11

Indicator/Team	Standard	2004/2005	2003/2004	Change
Enquiry Line				
Generic & Social Services	90% by officer -15 secs	71%	79.3% by officer	-10%
Streetcare	75% by officer	60% by officer	78% by officer	-23%
Switchboard	95% within 15 seconds	97%	95.7%	-3%
Extended Hours	90% within 15 seconds	65.5%	70%	-6%
On-line and email enquiries	100% within 1 working day	57%	96%	-41%
Correspondence	100% within 5 days	49%	100%	-51%
Housing Benefits		21%	18.2	+13%
Council Tax		20%	22.3	-10%
Customer Satisfaction Survey				
Generic & Social Services	95%	95%	96%	-1%
Streetcare	95%	78%	85%	-8%

4.1 Analysis of Response Performance

Table 12

Team	Calls Presented (000s except ^a)		Actual Change (000's)	Calls Answered (000's - except ^a)		% Answered within 15 seconds by officer.	Variance with last year (calls answered within 15 seconds by officer)
	04/05	03/04		04/05	03/04		
Generic Line	103.6	102.1		89.5	93.8	71%	0.3%
Gujarati Line	566 ^a	430 ^a		488 ^a	430 ^a	100%	No change
Streetcare	154.7	137.6		136	130.1	60%*	-18%
Switchboard	327.8	349.9		323	344.9	97%	+1.3%
OSS Council Tax	124.8	114.6		99.5	90.1	20%	
OSS Housing Benefit	91.8	132.6		74.2	107.5	21%	
Total OSS Revenues & Benefits	216.6	197.6	401.6	173.7		21%	
Extended Hours Service							

Cashiers	5.5	4.7*		4.4	5.6	54%	
Generic Line	5.7	5.4		4.7	4.6	54%	
Streetcare	8.3	7.3		7.2	6.6	59%	
Extended Hours Service Total	20	17.4		16.3	15.4		

*As percentage of calls presented -100% by ACD
includes calls between 8am and 9am

4.2 Extended Hours Services

Table 13

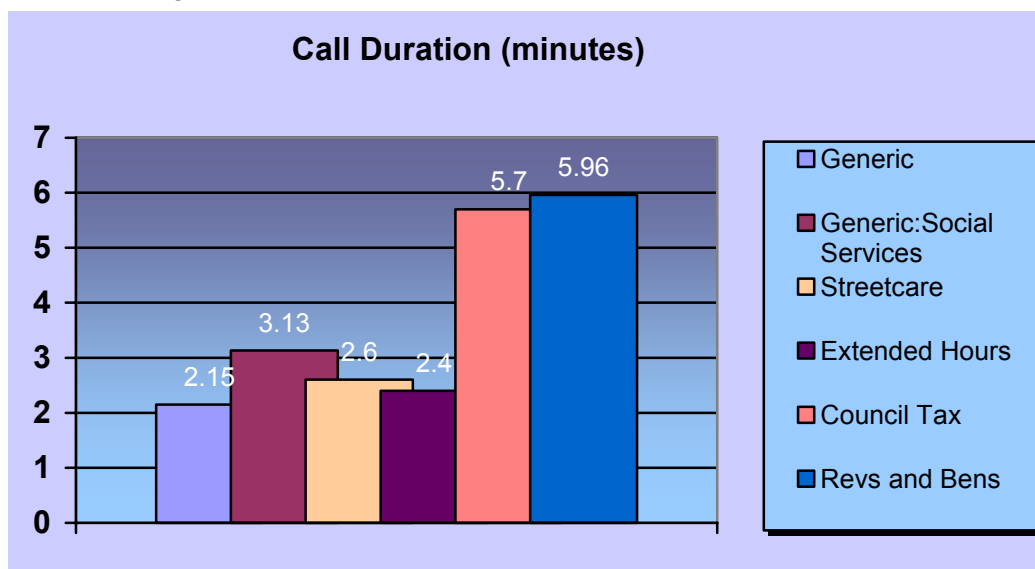
Team	Totals for year 04/05	Total for Previous Year 03/04	Actual Change	% change since 02/03
Cashiers Line #	4,427	4,215	212	5%
Generic Enquiry Line*	4,676	4,611	65	1.4%
StreetCare	7,245	6,596	649	4.2%
Total	16,348	15,422	926	6%

Excludes calls between 8am and 9am.

* Includes Library, Social Services, OSS and Gujarati calls.

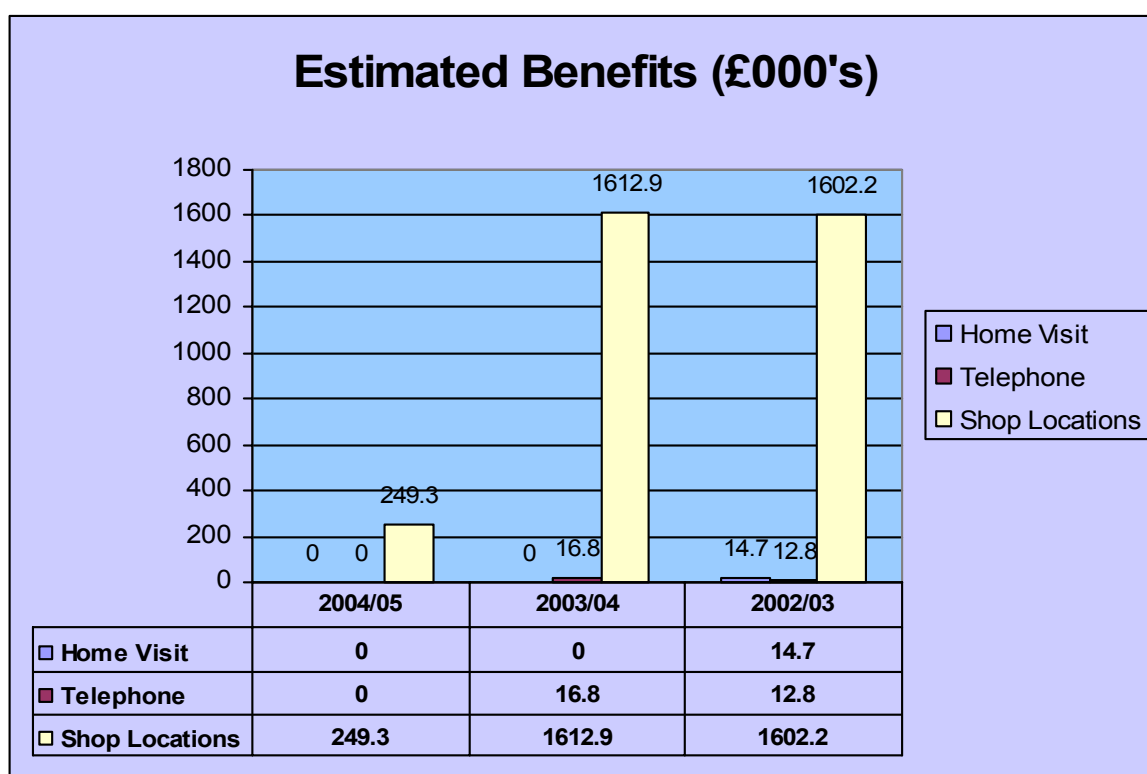
- 4.2.1 Performance targets have been set for speed of response to customer calls i.e. call pick up. Calls to the Contact Centre can either be answered by officer via the Automatic Call Distribution System (ACD). Customers have the option of leaving a message which will be responded to on the same working day. The Switchboard exceeded its speed of response target of 95% by 2%, but other areas with the exception of the Gujarati Line performed below standard. This can be attributed to the change of ACD, staff training, e-shop training, customer care & challenging behaviour training. Also the system speed had slowed for I-World and Contender.
- 4.2.2 During the month of August/Early September 2004 there were some problems with the ACD which caused a weeks data to be lost from the Generic Line and also Streetcare. It is estimated that the data has been lost for 4,500 calls. This reduces the decrease in demand for the Generic line to 2.7% and for Streetcare show total growth of 6.6%
- 4.2.3 A new highly advanced and sophisticated ACD system was installed in December 2004 which offers management a range of facilities to improve call monitoring and real time deployment of resources. This will provide a better understanding of demand and performance issues and aid the future development of the Contact Centre.
- 4.2.4 All emails received in the Contact Centre get an automated acknowledgement. The OSS aims to provide the customer with an answer within 24 hours of receipt either to provide the customer with the answer or to tell the customer that their email has been passed to another department.

- 4.2.5 The number of email and on line enquiries continue to rise and response times dropped to 57% this year. In December the Customer Services mailbox was moved to another server and this resulted in 600 old email enquiries being transferred to e-shop.
- 4.2.6 Customers also received automatic responses to these emails and resulted in some customers receiving hundreds of emails from Brent. The mailbox was suspended while the issue was resolved. This disrupted the service for a number of days.
- 4.2.7 The OSS is aware from customer satisfaction surveys that some customers wait up to 2 or 3 weeks for a full response where the enquiry has been passed to another department for reply. A review of the e-contact enquiries will be undertaken during the early part of 05/06 and an improvement plan will be put in place.
- 4.2.8 Average call durations were as follows:



Nb. Not including after call work/activities

5. WELFARE BENEFITS TAKE UP



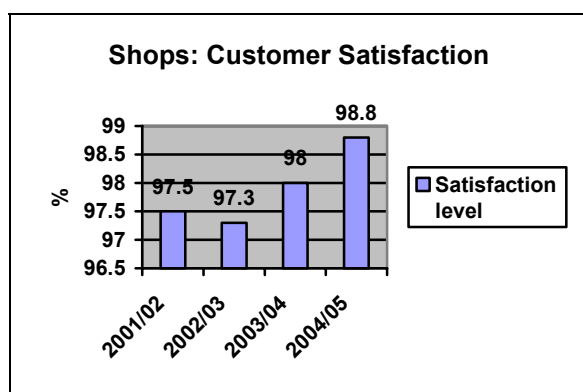
5.1 Estimated Benefits:

- 5.1.1 The Welfare Rights Service was restructured in 04/05 to achieve financial savings. The service was reduced during the year due to difficulties in retaining temporary staff and was suspended from 1st September 2004 to 31st March 2005. The Welfare Benefits Service booked 226 appointments for 2004/05. This is a decrease of 78% compared to the previous year (2003/2004)
- 5.1.2 The total estimated benefits for 2004/05 was £249,320.37 compared to £1,629,715.51 last year. This is a decrease of 84% - again this is attributable to the suspension of service.
- 5.1.3 Since the Welfare Benefit's initiative began in November 2000, it is estimated that just over 6 million pounds (£6,172,451.37) has been raised in benefits.

6. CUSTOMER SATISFACTION

6.1 Shops

- 6.1.2 For the Shops, information has been obtained either through Comment Cards completed by customers during their visit to the Shops or by a Snapshot Survey carried out at each of the six locations.
- 6.1.3 For the Contact Centre information was obtained in three ways:-
- Through a survey conducted by post to customers who had made contact by telephone.
 - Through an email survey sent to a sample of customers who had made contact by this method.
 - Through a telephone survey.
- 6.1.4 The satisfaction levels of customers making contact by email were significantly worse than for those making contact by telephone or 'face to face'. E-mail contact, procedures and quality issues will be reviewed to improve efficiency and performance.



6.2 OSS Comment Cards

6.2.1 Consolidated Results

6.2.2 The Comment Cards reflect the customers' opinion on their visit experience, i.e. the level of customer satisfaction for the service received from the One-Stop-Shop.

6.2.3 During the year (2004/05), 13,600 Comment Cards were completed by customers using the One Stop Shops representing 31.6% of all customers visiting a Main Counter.

6.2.4 The percentage has increased significantly this year, largely as a result of a change in the way numbers of customers are measured. In previous years customers who visited Reception to hand in documents etc. were included in the figures, this year they were not, however if we include the 10,446 customers that handed in documents, then the percentage reduces to 25% of customers visiting, completing comment cards. This is still a large increase from the 11.7% of customers completing cards the previous year.

Table 14

	2001/02	2002/03	2003/04	2004/05	Change 04/05 v 03/04	2004/5 Targets
Comment Cards received	6,340	4,595	9,267	13,600	4,333	
Customers seen on main counter	65,738	78,695	78,920	42,998	n.a.	
% of customers completing cards	9.6%	5.8%	11.7%	31.6%	n.a.	20.0%
Friendly & helpful	96.8%	96.0%	98.7%	99.2%	0.5%	
Seen within 20 minutes	82.0%	82.3%	79.8%	84.7%	4.9%	80.0%
Actions taken clearly explained	97.0%	97.5%	98.0%	99.1%	1.1%	
Leaflets / information on display useful	77.8%	78.0%	76.2%	77.2%	1.0%	
Customers satisfied	97.5%	97.3%	98.0%	98.8%	0.8%	95.0%

6.2.5 The number of customers completing cards has increased by 47% over the previous year. This is an excellent performance and assuming a completely random sample of customers invited to complete cards has taken place, the collection figure of 31.6% of all customers visiting the Shops is a very good sample for statistical purposes and well above the target of 20%.

6.2.6 There was an increase of 0.8% in the percentage of customers who expressed satisfaction with the level of service received, moving up from 98% to 98.8%. This is 3.8% higher than the 2004/05 Target of 95% and represents an excellent customer satisfaction achievement.

6.2.7 All of the remaining four performance indicators experienced an increase. The percentage of customers who thought the Officers who served them were "Friendly and Helpful" increased by 0.5% (99.2%) over the previous year, and customers also thought the "Actions taken had been clearly explained" had improved by 1.1% to 99.1%. The usefulness of "Leaflets/Information on display" was thought more useful by 1% over the previous year. The percentage of customers who believed they were "Seen within 20 minutes" increased by 4.9% to 84.7%. This is 4.7% above the 2004/05 Target of 80%.

6.2.8 Comment Card Detail

6.2.9 How did you first hear about the service?

- 6.2.10 For first time users, the most common way to find out about the OSS service across shop locations was through “Word of mouth” (57%).
- 6.2.11 For “Repeat visitors”, 56% of customers were visiting for the “Same enquiry” and 44% were visiting for a “Different enquiry”.
- 6.2.12 How Friendly / Helpful did you find the Staff?
- 6.2.13 Overall, 99.2% of customers that completed cards found the staff either “Very” or “Quite” friendly and helpful, an increase of 0.4% on last year. These findings are consistent across the Shop locations.
- 6.2.14 How long did you have to wait?
- 6.2.15 For all Shops, 52.3% of customers believed they were seen immediately on their arrival at the main counter. This is a considerable improvement of 6.3% on the previous year.
- 6.2.16 In all, 86% of OSS customers estimated they were seen at the main counter within 20 minutes of arriving. This percentage is lower than it could be due to 30.8% of all customers visiting the Town Hall OSS having to wait more than 20 minutes.
- 6.2.17 Was the information / actions clearly explained?
- 6.2.18 98.4% of the OSS customers felt that the information and/or actions had been “Very” or “Quite” clearly explained by the Shop counter Officers.
- 6.2.19 Was the information on display useful?
- 6.2.20 On average, 73.5% (10,020) of customers responding found the information on display either “Quite” or “Very useful”. The percentage is slightly down on last year when the figure was 76% for a smaller volume of returns at 9,267.
- 6.2.21 There was quite a wide discrepancy across the locations, with only 68% of customers of the Brent House OSS finding the leaflets useful compared to 87% of Harlesden’s customers.
- 6.2.22 How would you rate the service you received?
- 6.2.23 On average, 98.8% (13,442) of customers responding rated the service as either “Good” or “Very good”. This is an increase of 0.8% over the previous year.

6.3 Contact Centre Surveys

- 6.3.1 Customer satisfaction surveys were carried out each quarter during the year for both Streetcare and Generic (One Stop Shop and Social Services) lines.
- 6.3.2 StreetCare
- 6.3.3 Fifty-seven StreetCare customers returned a completed questionnaire to the council during the year. Number sent out 600 per year.
- 6.3.4 In response to the question about telephone waiting time, 69% of customers said they were connected to an officer straight away.
- 6.3.5 When asked how many rings they heard when waiting to be connected to an officer, 48% said the call was answered “Within 5 rings”. A further 21% said it was “Within 10 rings”.
- 6.3.6 When asked if their call was returned within the specified time on the recorded message, 17% thought it was, 58% said it was not, and 25% “Could not remember”.

- 6.3.7 90% of customers thought the officer who spoke to them was “Very friendly” or “Quite friendly”.
- 6.3.8 Similarly, 91% thought the officer who served them was “Very” or “Quite helpful”.
- 6.3.9 25 customers said the officer had to call them back. When asked if the officer arranged a specific time, 15% said “Yes”, 46% said “No” and 38% “Could not remember”.
- 6.3.10 86% of customers thought the actions / information had been “Quite” or “Very clearly” explained to them.
- 6.3.11 Asked if they would use the OSS Telephone service again, 92% of customers said they would use the service again.
- 6.3.12 Overall, 78% of customers rated the service they received as “Excellent/Very Good”.
- 6.3.13 Generic
- 6.3.14 A total of 41 customers returned a completed questionnaire during the year.
- 6.3.15 In response to the question about telephone waiting time, 87% of customers said they were connected to an officer straight away.
- 6.3.16 When asked how many rings they heard whilst waiting to be connected to an officer, 71% said the call was answered “Within 5 rings”. A further 16% said it was “Within 10 rings”.
- 6.3.17 When asked if their call was returned within the specified time on the recorded message, 45% thought it was, 18% said it was not, and 36% “Could not remember”.
- 6.3.18 100% of customers thought the officer who spoke to them was “Very friendly” or “Quite friendly”.
- 6.3.19 100% Similarly, all the respondents thought the officer who served them was “Very” or “Quite helpful”.
- 6.3.20 91% of customers thought the actions / information had been “Quite” or “Very clearly” explained to them.
- 6.3.21 Asked if they would use the OSS Telephone service again, 68% of customers said they “Definitely would” use the service again and a further 32% “Probably would”.
- 6.3.22 Overall, 100% were satisfied with the service: 95% of customers rated the service they received as “Excellent/Very Good” with a further 5% rating it Fair.

6.4 Further OSS Surveys

- 6.4.1 A further five surveys covering aspects of customer service have been carried out during 2004/05. The contents of these reports are summarised below
- 6.4.2 **OSS Snapshot Day Survey**
- 6.4.3 All six of the One Stop Shops were surveyed by a member of the OSS Development and Standards Team, acting independently of the shops. Customers using the Counter and Reception areas of the Shops during a single day were asked to give their views on the services provided via a questionnaire.

- 6.4.4 Summary conclusions and observations taken from a mixture of the statistics customer comments and the interviewer's experiences.
- 6.4.5 **Service Levels** - Brent Council's One Stop Shops are very popular with residents, with nearly all those interviewed saying that it was their preferred method of contacting the Council. They also scored highly in terms of the quality of staff and the service level.
- 6.4.6 **Language Barriers** - Within Brent Council's communities there is considerable ethnic diversity and this can result in customer communication problems due to language difficulties. The interviewer perceived from customers comments that this problem was more easily overcome in face to face meetings than in phone conversations, which is probably where the OSS face to face locations can be particularly effective.
- 6.4.7 **Waiting Time** - The amount of time customers have to wait to see an officer can be a significant issue and this issue is exasperated when they see officers sitting at empty desks talking to colleagues. This is the case even if the conversations are work related.
- 28% of customers seen at the Counter were seen immediately
 - 50% were seen within 10 minutes
 - 12% had to wait between 10 and 20 minutes
 - 6% between 20 and 30 minutes
 - 5% waited longer than 30 minutes.
- 6.4.8 **Privacy** - The OSS environment is not conducive to private and confidential conversations and interview room facilities are limited and in demand, for some customers, this presented a problem.
- 6.4.9 **Council Telephone Contact** – Customers' perception seems to be that it was very difficult to get through to a person on the telephone.
- 6.4.10 **Council Back Office Services** – Customers view the One Stop Shops are viewed much more favourably than the 'Back Office' departments because they believe that OSS staff are proactively trying to resolve their enquiries and on a number of occasions the interviewee was very happy with the service provided by the OSS, but was much less satisfied by the apparent lack of priority, support and blockages within other departments.
- 6.4.11 **Contact Centre Customer Email Snapshot Survey**
- 6.4.12 A survey was conducted during January 2005 for those customers who use Brent Council's Email service.
- 6.4.13 Between 1st December 2004 and 13th January 2005 838 emails were received and 250 emails were sent to a randomly selected sample of these customers inviting them to complete a questionnaire - 31 responses were received and 26 questionnaires were returned.

Findings:	
Speed of Response	<ul style="list-style-type: none"> Simple enquiries handled quickly and effectively, more complex enquiries not handled well.
Quality of Information	<ul style="list-style-type: none"> 42% happy with information; 42% rated information provided as "Poor" or "Unacceptable"
Quality of Service	<ul style="list-style-type: none"> 61% were satisfied with the service with "Excellent" or "Very Good" rating satisfactory".
Enquiry Resolution	<ul style="list-style-type: none"> 31% said enquiry completed resolved; 12% nearly resolved; 15% enquiry "Closed – Unsatisfactory Result".

6.4.14 **Contact Centre Streetcare Customer Snapshot Survey**

6.4.15 The Contact Centre (CC) Customer Survey for Streetcare was carried out during March 2005. Using the Streetcare Contender database, customers were selected at random from those who had recently contacted the Streetcare CC to request a service or to provide or ask for information.

6.4.16 Customers were contacted by phone to get their views on how they felt their contact had been handled by the CC and their general level of satisfaction. 25 phone interviews were carried out over a two day period.

Findings:	
Speed of Response	<ul style="list-style-type: none"> 40% within 5 rings; 28% between '5 and 10 rings'; 24% 'longer than 10'.
Quality of Information	<ul style="list-style-type: none"> 72% said "Very Good" or "Excellent".
Officer Rating	<ul style="list-style-type: none"> 96% rated Officers as either "Good" or "Very Good".
Rating Service Provision	<ul style="list-style-type: none"> 84% rated service as either "Very Good" or "Excellent", remaining 16% rated service as "Fair".

6.4.17 **Contact Centre Generic Customer Snapshot Survey**

6.4.18 The second Contact Centre Customer Survey for the Generic team call categories was carried out during February, 2005. Generic calls fall into one of the following seven categories: Corporate, Education, Environment, External to the Council, Housing, Revenues and Benefits and Social Services.

6.4.19 Customers were asked at the end of their call if they would be willing to participate in a Customer Satisfaction Survey. Customers who were willing to participate were either transferred directly to the interviewer or their name and phone number was recorded and they were contacted later.

6.4.20 A total of 17 phone interviews were conducted.

Findings:	
Speed of Response	<ul style="list-style-type: none"> • 47% within 5 rings, 35% between 5 and 10 rings • 76% happy with speed of response.
Quality of Information	<ul style="list-style-type: none"> • 82% rated information provided as “Very Good” or “Excellent”
Officer Rating	<ul style="list-style-type: none"> • 100% “Excellent” or “ Very Good”.
Rating of Service Provision	<ul style="list-style-type: none"> • 88% “Very Good” or “Excellent”.

6.4.21 One Stop Shop & BFS Council Tax Combined Customer Satisfaction Survey

6.4.22 A total of 137 customers participated.

- 48% thought that they had not waited longer than 20 minutes and a further 25% thought it was between 20 to 30 minutes.
- 34% rated One Stop Shop environment as poor but this may be because two thirds of respondents were seen in the Council Tax back office reception at Brent House and not in the One Stop Shop area..
- Only 19% said that their enquiry was ‘Unresolved’ after their visit and 82% rated the officer they saw as being ‘Friendly and polite’.
- 56% thought their call had been answered within 3 minutes and 88% rated the officer they spoke to as being ‘Friendly and polite’. 20% said their enquiry was ‘Unresolved’ after their call.

6.4.23 Welfare benefits

6.4.24 Information on Welfare Benefits customer satisfaction is collected via a survey questionnaire sent to customers who have attended a meeting with a Welfare Benefits officer - 147 took part.

6.4.25 The respondents were asked if their benefit claim had been successful. 57 (39%) said “Yes”, 60 (41%) said “No” and 30 (20%) did not answer.

6.4.26 The respondents were asked what benefit they were receiving. The three most common answers were “Attendance Allowance” (28%), “Disability Living Allowance” (25%) and “Income Support” (20%).

6.4.27 When asked if they were happy with the advice and service given, 77% of the respondents said they were happy.

6.4.28 The response to Ethnic Origin showed that 20% of respondents were “White UK” and “Black Caribbean” and “Indian” were the next most prevalent with 14% each. “Black British” (10%), “White European” and “White Irish” both provided 9% of the responses.

6.5 Complaints About the One Stop Shop - Summary

- 6.5.1 During 2004/05, 235 customer complaints were received (see Table 15 below). There were 233 Stage 1 complaints and two Stage 2 complaints. The total number of complaints received represents just 0.04% of all customer enquiries.
- 6.5.2 By far the largest number of complaints – 210 - was received by the Contact Centre Revenue & Benefits team and this represented 85% of all OSS complaints received.
- 6.5.3 Problems with getting through to the Contact Centre by phone represented nearly 20% of all complaints and this is being addressed within the Improvement Plan and by using the new telephone system. Effectiveness will be assessed by the anticipated reduction in the level of these types of complaint next year.
- 6.5.4 Over 40% of complaints were about 'Quality of service' or 'Staff conduct'
- 6.5.5 Over 80% of complaints received had some justification.

6.6 Complaints 2004/05

Table 15

	2003-2004	2004-2005
Stage 1	140	233
Stage 2	9	7
Stage 3	0	0
Total received in the year	149	240
% Increase on receipts in previous year	267%	61%
Pending from previous year	2	15
Pending into next year	15	3
Total responded to in the year	136	252

- 6.6.1 The percentage increase in the number of complaints received during the year at 61% was much lower than last year, but last year's figures included Revenue & Benefits complaints for the first time.
- 6.6.2 The Table below shows performance achievement over the year.

Table 16

Response Time	Stage 1	Stage 2	Stage 3
Within target working days	183	20	
Outside target working days	62	0	
Total responded to in the year	245	7	
Pending at year end	3		
Average working days to respond	12.9 days	9 days	

* Stage 1 Target=15 working days (3156.3 days / 245 complaints = 12.9 working days)
 Stage 2 Target=20 working days
 Stage 3 Target=30 working days.

- 6.6.3 Responses to 80% (2003/04 - 68%) of complaints were sent to the customer within the target response guidelines. This represents an improvement in percentage terms over the previous year.

6.6.4 25% of all complaints responses were sent outside the target time. The majority of these complaints were about the Revs & Bens Contact Centre telephone team Council Tax and Housing Benefit enquiries concerned the R&B CC and required in-depth investigation which took time to complete.

6.7 Complaint Outcomes

Table 17

Outcome	2002-2003		2003-2004		2004-2005	
	Stage 1	Stage 2	Stage 1	Stage 2	Stage 1	Stage 2
Fully Justified	13		76	2	111	
Partially Justified	12	1	39	5	90	1
Not Justified	17		25	2	43	1
Withdrawn	0		1		1	
Pending	2		15		3	
Total	44	1	156	9	248	2

6.7.1 In 2004/05, of the 245 Stage 1 complaints where responses were completed, 44% of complaints were assessed as 'Fully Justified' whereas, in the previous year, 48% were so assessed. Only 17% were assessed as 'Not Justified' and this was about the same percentage as in the previous year.

6.7.2 Seven complaints were escalated to Stage 2 during the year. Two were in fact for other service areas but acknowledged by OSS. Only two Stage 2 complaints were partially upheld.

6.8 Complaints by OSS Location

Table 18

Locations	2002-2003	2003-2004	2004-2005
Brent House	4	8	5
Kingsbury	3	2	1
Town Hall	11	13	9
Kilburn	4	2	4
Willesden	5	1	5
Harlesden	9	1	2
OSS CC / Out of Hours	3	4	1
CC Streetcare		11	2
CC Generic		4	5
CC Revenue & Benefits		102	210
Welfare Rights	1		
General OSS	3	1	
Withdrawn		1	1
Pending	2	15	3
Totals	45	165	248

6.8.1 The number of complaints received by the Contact Centre R&B team more than doubled from 102 to 210 and this represented 85% of all complaints received during the year.

6.8.2 The Contact Centre Streetcare and Generic teams received 7 complaints between them, representing less than 3% of the total. The six One Stop Shops had 26 complaints – 10% of total.

6.9. Reasons for OSS Complaints

6.9.1 Table 25 below lists the most common causes of customer complaints. Most complaints do not have a single cause, they can often be multi-faceted, so identifying the main cause (or most serious element) of the complaint is often difficult.

Table 19

Nature of Complaint	2002-2003	2003-2004	2004-2005
Staff Conduct	8	34	59
Quality of Service	2	75	66
Phone Congestion / Waiting Time	4	19	5
No Call Back		2	20
Information Given	27	14	71
Telephone System		7	45
Failing to Record / Inaccurate Information		2	25
Missing Documents		3	3
Other	4	9	
Totals	45	165	294

6.9.2 An area of concern is that “Staff Attitude / Conduct” is the third most common reason for customer complaint, with 20% of all complaints logged.

6.9.3 The table has two categories of complaints that include a ‘telephone’ element and these should be amalgamated. This then highlights that phone congestion has been a problem – 50 complaints, representing 17% of all complaints. With the advent of the new ACD system and further progress with the Improvement Plan, it is hoped that an overall significant improvement will be seen during 2005/06 however resource levels may continue to affect telephone answering performance..

6.9.4 A further 24% of complaints were regarding the poor provision of information, in the main through the R&B Contact Centre. In 2003/04 this figure was only 8% of all complaints.

6.9.5 The Complaints Management Process has been restructured and this should help to ensure that complaints are dealt with more efficiently.

6.10 Council Complaints handled by OS

6.10.1 In total there were 589 complaints channelled through the service.

6.10.2 Breakdown for these complaints is as follows:

Service	Total
Housing	216
Environmental Services	151
Housing Benefits/Council Tax	182
Social Services	16
Education	12
Communication	1
Transportation	4
Parking Enforcement	7

7. CUSTOMER ETHNICITY

ETHNIC ORIGIN	April 2003 - March 2004 of new customers	April 2004 - March 2005 of new customers	April 2004 - March 2005 where ethnicity is given	Census 2001
Black Total	20.7%	23.7%	26.7%	19.9%
Caribbean	6.5%	6.0%	6.8%	10.5%
African	8.3%	10.6%	12.0%	7.8%
British	4.1%	4.4%	5.0%	
Other	1.8%	2.6%	3.0%	1.6%
White Total	26.7%	23.8%	26.8%	45.3%
British	12.3%	10.5%	11.8%	29.2%
Irish	3.9%	3.1%	3.5%	7.0%
Other	10.5%	10.3%	11.6%	9.1%
Asian Total	16.6%	21.8%	24.6%	27.7%
Bangladeshi	0.3%	0.2%	0.3%	0.4%
Indian	6.2%	7.3%	8.2%	18.5%
Other	6.1%	9.7%	10.9%	4.8%
Pakistani	2.4%	2.5%	2.8%	4.0%
British	1.2%	1.5%	1.7%	
African	0.5%	0.6%	0.6%	
Chinese Total	0.7%	1.0%	1.1%	3.4%
Chinese	0.5%	0.6%	0.7%	1.1%
British	0.1%	0.1%	0.1%	
Other	0.2%	0.3%	0.3%	2.3%
Mixed Total	2.0%	1.7%	1.9%	3.8%
White & Black Caribbean	0.8%	0.8%	0.8%	1.0%
White & Black African	0.5%	0.4%	0.5%	0.7%
White & Asian	0.1%	0.1%	0.1%	1.0%
Other	0.5%	0.5%	0.5%	1.1%
Middle Eastern	3.1%	2.6%	3.0%	
Other Nationalities	13.5%	14.2%	16.0%	
Declined to Answer	4.2%	0.9%		
Not Known	5.6%	6.0%		
Not Requested	7.0%	4.2%		

7.1 The statistics show that 'Other Nationalities' is still the top group with an increase from 13.5% in 2003/4 to 14.2% in 2004/5. 'White British' has been replaced by 'Black African' as the second group. 'Black African' has increase from 8% in 2003/4 to 10.6% in 2004/5 and 'White British' has fallen from 12% in 2003/4 to 10.5% in 2004/5.

7.2 The number of customers who declined to answer has fallen from 4.2% in 2003/4 to 0.9% in 2004/5 and the number of 'Not requested' has fallen by 2.8%. Asian Total has increased the most from 16.6% in 2003/4 to 21.8% in 2004/5 this is due to a 3.6% increase in 'Asian Other' and 1.1% increase in 'Asian Indian'. Black Total has increase from 20.7% to 23.7% in 20004/5 and White Total has fallen from 26.7% to 23.8%. See table 1

8. STAFFING

8.1 During 2004/05 there were 137 established posts.

8.2 Staff Turnover

8.2.1 Staff turnover averaged 10.9% during 2004/05; this comparable to 9.6% during 2002/03. There were 4 Maternity Leave absences during 2003/04.

8.3 Sickness Absence

Table 19

	April 03 – March 04	April 04 – March 05	April 04 – March 05
Total Staff (FTE)	91	85	
Total Sick Days (FTE)	1527	763	
Total OH Referrals	17		
Self-Certified	539	348	
Medically Certified	988	415	
Industrial Injury	0	0	
Average Sickness (days)	16.8	9.0	
% Sickness Absence (Assumed average working days 224)	7.5%	3.4%	

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 Total: 224 Days

8.3.1 Sickness absence has significantly decreased from the previous year (2003/04) from an average of 16.8 days sick per person per annum to 9.0 days sick per person per annum. The decrease is mostly due to a decrease in cases of long term sickness absence.

8.3.2 HR guidelines are strictly adhered to and managers have taken proactive measures to try and reduce the sickness levels such as referring staff to Occupational Health to establish if there may be underlying medical factors. Managers have been working with OH to provide any necessary support to staff in order for them to improve attendance at work.

8.3.3 One member of staff was dismissed under the Council's Incapability procedures as a result of unacceptable sickness absence.

8.3.4 During 2003/04 the OSS made a total of 17 referrals to Occupational Health. This is a slight increase from the previous year (2002/03).

8.4 Secondments

8.4.1 A total of 4 employees were on secondment with other Brent Units during 2004/05. One Customer Service Officer was seconded to the Chief Executive's Office as Corporate Support Office for the period October 2003 – October 2004 Another Customer Services Officer was seconded to ITU from November 04 for 6 months. The Contact Centre Admin Assistant commenced a one year secondment with the Diversity Team in April 2004. The Database Manager secured a secondment with ITU as CRM System Manager from October 2004.

8.5 Recruitment

8.5.1 During 2004/05 a total of 28 new staff joined the service and 3 existing members of staff achieved new positions within the service.

April 04	1 Database Assistant
June 04	1 Contact Centre Manager (internal transfer)
June 04	5 Customer Service Officers 2 Assistant Customer Service Officers 5 Call Centre Advisers (including 1 internal transfer from ACSO to CSO)
July 04	1 Telephone Operator
September 04	1 Business Manager
October 04	3 Team Managers (1 internal transfer and new entrants)
February 05	2 Welfare Benefits Advisors 2 ACSO's 1 Finance Officer
March 05	1 Finance & Support Assistant 1 Personnel Administrator 1 Personnel Admin & Support Assistant

8.5.2 During 2004/05, 12 recruitment campaigns were conducted for a variety of posts. On average the time taken from closing date for receiving the application forms to the date the employee commences employment is 3 months

8.6 Staff Achievements

8.6.1 Two members of staff received awards during the year:

Public Award - Ryan Dolan
Supporting Colleagues – Sarah Bayliss

9. FINANCE & ADMIN

9.1 Budget Performance

- 9.1.1. The full year budget for the OSS service in 2004/05 was £4.9M.
- 9.1.2 At 31 March 2004 the OSS reported a small deficit of £4.5k on the full year budget, equivalent variance of 0.1%.
- 9.1.3 There was no Capital expenditure during 2003/2004

9.2 Audits

- 9.2.1 There were no financial audits undertaken during 2004/05.

10. KEY FACTORS AFFECTING PERFORMANCE (Quality Issues)

Listed below are a number of factors that have determined performance over the last 12 months.

10.1 General

- 10.1.1 Staffing levels have occasionally dropped below the minimum requirement to open shops and answer phones to acceptable agreed standards.
- 10.1.2 Poor customer service standards and ineffective processes across departmental back offices can undermine OSS ability to resolve customer enquiries. e.g. response deadlines not being met.
- 10.1.3 Overstretched management capacity led to difficulties in effectively running day to day service, achieving developmental improvements and meeting corporate priorities.
- 10.1.4 Business process reviews and re-engineering taking longer than anticipated to achieve required improved efficiency.
- 10.1.5 IT support for e-shop is limited with only one person from ITU able to support e-shop problems.

10.2 Revenue & Benefits

- 10.2.1 Training provided for e-shop, customer care & challenging behaviour.
- 10.2.2 During the month of December, I-World and Viewstar ran very slowly and kept 'freezing'.
- 10.2.3 More emphasis placed on quality rather than care quantity, extra care and attention given.

11.3 Social Services

11.3.1 Technical problems occurred with the ACD.

11.3.2 Increased volume of on-line enquiries requiring more resources

11.4 Brent Housing Partnership

11.4.1 Following review of services, negotiations for continued joint working to take place.

12. PARTNERSHIPS

12.1 Deaf Customer Surgeries

12.1.1 The aim of these surgeries is to improve access to services for the deaf community by providing a British Sign Language Interpreter at an OSS location.

12.1.2 The surgery is hosted by the OSS and Quest who provide a BSL Interpreter on a once a month basis. Surgeries are held at the Town hall on the last Tuesday of the month.

12.1.3 On average, 1.5 customers have been assisted at each session.

12.2 Victim Support

12.2.1 The aim of these surgeries is to improve access to support services for victims of crime.

12.2.2 Surgeries were held weekly at the Kilburn location and fortnightly at the Town Hall.

12.2.3 On average, the Kilburn location assisted 3 victims of crime per month

12.2.4 On average, the Town Hall location assisted 2 victims.

12.3 Department of Works & Pensions

12.3.1 The OSS has been hosting weekly surgeries at the Kingsbury location. Pensioners are given advice on State Retirement Pensions, Pensions Credit, Pensions for Disabled People, Winter Fuel Payments amongst other benefits.

12.3.2 The aim of the surgeries is to improve access and reduce pensioner poverty.

12.3.3 The surgeries are well attended and an average number of 16 pensioners were assisted per month.

12.4 Visits

12.4.1 The One Stop Shop hosted 16 visits in the year including 2 CRM open days hosted by the CRM National Project and attended by 21 Local Authorities. There were 15 requests for information about CRM and IT in the One Stop Shop

12.5 Inland Revenue

12.5.1 Surgeries were discontinued as of 31st March 2004 in order to achieve financial savings.

13 PRIORITIES FOR NEXT YEAR

- 13.1 The last two Annual Performance Reports and needs of the organisation are indicating that there is a need to redesign the service for efficiency improvements and to meet the changing needs of our community in future years, even more so this approach is in-line with plans for a new civic centre.
- 13.2 Since the 1990's the One Stop Shop has led the way in Customer Services and we need to continue doing this throughout the new millennium."
- 13.3 Service plan priorities for 2005/06 include:
- Maintaining service standards
 - Maximising service effectiveness and efficiency by reducing repeat customer contact and reviewing service in line with BPR exercise
 - Improving the overall Contact Centre telephone performance and general R&B customer service
 - Completing Revenue and Benefits service integration project
 - Working with BHP to improve customer service
 - Contact Centre expansion
 - Leading Customer Service Steering Group to help raise customer service standards across the organisation
 - Improving Welfare Benefits Take Up Service

Appendix A: Data Tables

Table A.1 Demand by Shop Location

Location	Total for the year ending 31 st March 2005 (000's)	Totals for year 2003/2004 (000's)	Annual Change (000's)	% of total demand for 04/05	% change since 03/04
Brent House	56.2 (1)	53.3 (1)	+2.9 (2)	6.0% (1)	+5% (2)
Kilburn	26.2 (5)	33.0 (5)	-6.8 (1)	2.8% (5)	-21% (4)
Willesden	31.2 (4)	36.6 (4)	-5.4 (6)	3.3% (4)	-15% (3)
Kingsbury	11.3 (6)	18.4 (6)	-7.1 (4)	1.2% (6)	-39% (6)
Harlesden	27.6 (3)	39.5 (3)	-12.0 (5)	2.9% (3)	-30% (5)
Town Hall	55.9 (2)	51.8 (2)	+4.1 (3)	5.6% (2)	+8% (1)
Total	208.5	232.60	-24.1	22%	-10%

Table A.2 Service Desk Enquiries

Location	Annual Change in Demand (000's)	Reception Enquiries 04/05 (000's)	% Change on 03/04	Actual Change (000's)	Main Counter Enquiries 04/05 (000's)	% Change on 03/04	Actual Change (000's)
Brent House	+2.9 (1)	47.1 (1)	+7%	+3.2 (2)	9.1 (3)	-3%	-0.3 (1)
Kilburn	-6.8 (4)	18.5 (5)	-14%	-3.1 (5)	7.7 (5)	-32%	-3.7 (2)
Willesden	-5.5 (3)	21.3 (3)	+7%	+1.4 (3)	9.9 (2)	-41%	-6.8 (5)
Kingsbury	-7.1 (5)	7.0 (6)	-20%	-1.7 (4)	4.3 (6)	-56%	-5.4 (4)
Harlesden	-12.0 (6)	19.2 (4)	-18%	-4.2 (6)	8.4 (4)	-47%	-7.6 (6)
Town Hall	+4.1 (2)	44.0 (2)	+22%	+7.8 (1)	11.9 (1)	+24%	-3.8 (3)
Total	-24.44	157.1	+2.2%	+3.4	51.3	-35%	-27.6

Table A.3 Shop locations average waiting & interview times – Main Counter

Location	Actual Change in Counter Demand (000's)	Waiting 04/05 (mins)	Waiting 03/04 (mins)	Annual Change (mins)	Interview 04/05 (mins)	Interview 03/04 (mins)	Annual Change (mins)
Brent House	-0.3 (1)	9 (1)	7 (2)	+2 (4)	18 (1)	17 (1)	+1 (3)
Kilburn	-3.7 (2)	10 (3)	10 (3)	0 (+)	31 (6)	28 (5)	+3 (4)
Willesden	-6.8 (5)	9 (1)	11 (4)	-2 (2)	21 (2)	23 (3)	-2 (1)
Kingsbury	-5.4 (4)	11 (4)	6 (1)	-5 (1)	28 (3)	20 (2)	+8 (6)
Harlesden	-7.6 (6)	14 (5)	12 (5)	+2 (4)	30 (5)	26 (4)	+4 (5)
Town Hall	-3.8 (3)	23 (6)	21 (6)	+2 (4)	28 (3)	29 (6)	-1 (2)
Average	-27.5	13	12	+1	27	21	+7

Table A.4 Demand in Contact Centre Locations

Service	04/05		03/04		Change in Demand (000s)	% Change in Demand
	Demand (000s)	% of Total Demand	Demand (000s)	% of Total Demand		
Generic & Social Services Enquiry Line	89.5	9.5%	93.8	9.31%	-4.3	-4.6%
Gujarati Line	0.5	0.05%	0.4	0.04%	+0.1	+13%
StreetCare	136.0	14.5%	130.1	12.91%	+5.9	+4.5%
Switchboard	323.0	34.4%	344.9	34.23%	-21.9	-6.3%
On-Line & E-Mail	8.2	0.9%	7.5	0.74%	+0.7	+9.3%
Correspondence*	0.2	0%	0.5	0.05%	-0.3	-60%
Sub-Total	557.4	59.3%	577.2	57.30%	-19.8	-3.4%
Revs and Bens	173.7	18.5%	197.5	19.61%	-23.8	-12.0%
Total Demand	731.1	77.8%	774.9	76.91%	-43.8	-5.65%

* total includes emails

Table A.5 – Benefit Applications Completed

Type of Benefit	Apr 03 to Mar 04	%	Apr 02 to Mar 03	%	% Change
Disability Living Allowance	346 (1)	23	252 (1)	25	37
Attendance Allowance	189 (2)	13	110 (3)	11	72
Income Support	151 (3)	10	145 (2)	14	4
Carers Allowance	90 (4)	6	46 (8)	5	96
Other	87 (5)	6	52 (5)	5	67
Incapacity Benefit	74 (6)	5	48 (6)	5	54
Pension Credit	74 (6)	5	0 (18)	0	N/A
Housing Benefit	68 (7)	5	47 (7)	5	45
Minimum Income Guaranteed	62 (8)	4	0 (18)	0	N/A
Social Fund	46 (9)	3	31 (12)	3	48
Council Tax Benefit	41 (10)	3	35 (11)	3	17
Jobseekers Allowance	41 (10)	3	37 (9)	4	11
Child Tax Credit	35 (11)	2	0 (18)	0	N/A
Working Tax Credit	34 (12)	2	52 (5)	5	-35
Not Stated	31 (13)	2	63 (4)	6	-51
Child Benefit	27 (14)	2	23 (13)	2	17
Not Eligible for any Benefits	24 (15)	2	0 (18)	0	N/A
Retirement Pension	22 (16)	1	36 (10)	4	-39
Maternity Allowance	10 (17)	1	0 (18)	0	N/A
Statutory Maternity Pay	8 (18)	1	11 (14)	1	-27
Industrial Injuries Disablement Benefit	5 (19)	0	0 (18)	0	N/A
Bereavement Allowance	3 (20)	0	0 (18)	0	N/A
Bereavement Payment	2 (21)	0	0 (18)	0	N/A
Educational Maintenance Allowance	2 (21)	0	0 (18)	0	N/A
Widows Pension	2 (21)	0	9 (15)	1	-78
Criminal Injuries Compensation Scheme	1 (22)	0	0 (18)	0	N/A
Disabled Persons Tax Credit	1 (22)	0	1 (17)	0	0%
Health Cost	1 (22)	0	0 (18)	0	N/A
Mortgage Interest	1 (22)	0	0 (18)	0	N/A
Sever Disablement Allowance	1 (22)	0	0 (18)	0	N/A

Widows Mothers Allowance	1	(22)	0	2	(16)		-50
Statutory Paternity Pay	0	(23)	0	0	(18)	0	N/A
Statutory Sick Pay	0	(23)	0	2	(16)		-100
Widowed Parents Allowance	0	(23)	0	0	(18)	0	N/A
Total	1480		100	1002		100	48

Table A6: Ethnicity of Customers

Ethnicity	Apr 03 to Mar 04		%	Apr 02 to Mar 03		%
White British	241	(1)	23	155	(2)	18
Black Caribbean	180	(2)	17	180	(1)	21
Asian other	120	(3)	11	77	(5)	9
White other	120	(3)	11	90	(3)	11
Asian Indian	96	(4)	9	75	(6)	9
Black African	76	(5)	7	81	(4)	10
Black British	71	(6)	7	16	(10)	2
Other	57	(7)	5	35	(9)	4
White Irish	53	(8)	5	57	(7)	7
Black other	18	(9)	2	7	(12)	1
Not Stated.	10	(10)	1	50	(8)	6
Asian Pakistani	8	(11)	1	15	(11)	2
Total	1050		100	838		100

Table A7: Breakdown of Follow Up Appointments Customers seen by Ethnicity 1st April to 31st Mar 2003 (Position in brackets):

Ethnicity	Apr 03 to Mar 04		%	Apr 02 to Mar 03		%
Black Caribbean	167	(1)	20%	118	(1)	23%
White British	122	(2)	15%	49	(5)	10%
Asian other	107	(3)	13%	68	(3)	13%
Asian Indian	105	(4)	13%	61	(4)	12%
White other	99	(5)	12%	35	(7)	7%
Black African	69	(6)	8%	73	(2)	14%
Black British	50	(7)	6%	15	(9)	3%
White Irish	47	(8)	6%	37	(6)	7%
Other	47	(8)	6%	19	(8)	4%
Black other	8	(9)	1%	7	(12)	1%
Asian Pakistani	7	(10)	1%	11	(11)	2%
Not Stated.	4	(11)	0%	15	(10)	3%
Total	832		100%	508		100%

**Table A8: Summary of Follow Up Appointments Customers by Tenancy Type
1st April to 30th Mar 03 (Position in brackets):**

Tenancy Type	Apr 03 to Mar 04	%	Apr 02 to Mar 03	%
Council Housing	334 (1)	40%	118 (3)	23%
Owner Occupancy	210 (2)	25%	135 (1)	27%
Housing Association	124 (3)	15%	120 (2)	24%
Private Tenancy	70 (4)	8%	56 (4)	11%
Living with Relatives	44 (5)	5%	41 (5)	8%
Other	24 (6)	3%	18 (6)	4%
Not Stated	13 (7)	2%	10 (7)	2%
Homeless	7 (8)	1%	6 (8)	1%
Living with Friends	3 (9)	0%	3 (9)	1%
Sheltered Housing	3 (9)	0%	1 (10)	0%
Total	832	100%	508	100%

Table A9: Benefit Application Types

Type of Benefit	Apr 03 to Mar 04	%	Apr 02 to Mar 03	%	% Change
Disability Living Allowance	346 (1)	23	252 (1)	25	37
Attendance Allowance	189 (2)	13	110 (3)	11	72
Income Support	151 (3)	10	145 (2)	14	4
Carers Allowance	90 (4)	6	46 (8)	5	96
Other	87 (5)	6	52 (5)	5	67
Incapacity Benefit	74 (6)	5	48 (6)	5	54
Pension Credit	74 (6)	5	0 (18)	0	N/A
Housing Benefit	68 (7)	5	47 (7)	5	45
Minimum Income Guaranteed	62 (8)	4	0 (18)	0	N/A
Social Fund	46 (9)	3	31 (12)	3	48
Council Tax Benefit	41 (10)	3	35 (11)	3	17
Jobseekers Allowance	41 (10)	3	37 (9)	4	11
Child Tax Credit	35 (11)	2	0 (18)	0	N/A
Working Tax Credit	34 (12)	2	52 (5)	5	-35
Not Stated	31 (13)	2	63 (4)	6	-51
Child Benefit	27 (14)	2	23 (13)	2	17
Not Eligible for any Benefits	24 (15)	2	0 (18)	0	N/A
Retirement Pension	22 (16)	1	36 (10)	4	-39
Maternity Allowance	10 (17)	1	0 (18)	0	N/A
Statutory Maternity Pay	8 (18)	1	11 (14)	1	-27
Industrial Injuries Disablement Benefit	5 (19)	0	0 (18)	0	N/A
Bereavement Allowance	3 (20)	0	0 (18)	0	N/A

Bereavement Payment	2	(21)	0	0	(18)	0	N/A
Educational Maintenance Allowance	2	(21)	0	0	(18)	0	N/A
Widows Pension	2	(21)	0	9	(15)	1	-78
Criminal Injuries Compensation Scheme	1	(22)	0	0	(18)	0	N/A
Disabled Persons Tax Credit	1	(22)	0	1	(17)	0	0%
Health Cost	1	(22)	0	0	(18)	0	N/A
Mortgage Interest	1	(22)	0	0	(18)	0	N/A
Sever Disablement Allowance	1	(22)	0	0	(18)	0	N/A
Widows Mothers Allowance	1	(22)	0	2	(16)		-50
Statutory Paternity Pay	0	(23)	0	0	(18)	0	N/A
Statutory Sick Pay	0	(23)	0	2	(16)		-100
Widowed Parents Allowance	0	(23)	0	0	(18)	0	N/A
Total	1480		100	1002		100	48

Table A10: Customer Ethnicity – Shop Take Up

ETHNIC ORIGIN	Staff Ethnicity	April 2003 - March 2004 of new customers	April 2004 - March 2005 of new customers	April 2004 - March 2005 where ethnicity is given	Census 2001
Black Total		20.7%	23.7%	26.7%	19.9%
Caribbean		6.5%	6.0%	6.8%	10.5%
African		8.3%	10.6%	12.0%	7.8%
British		4.1%	4.4%	5.0%	
Other		1.8%	2.6%	3.0%	1.6%
White Total		26.7%	23.8%	26.8%	45.3%
British		12.3%	10.5%	11.8%	29.2%
Irish		3.9%	3.1%	3.5%	7.0%
Other		10.5%	10.3%	11.6%	9.1%
Asian Total		16.6%	21.8%	24.6%	27.7%
Bangladeshi		0.3%	0.2%	0.3%	0.4%
Indian		6.2%	7.3%	8.2%	18.5%
Other		6.1%	9.7%	10.9%	4.8%
Pakistani		2.4%	2.5%	2.8%	4.0%
British		1.2%	1.5%	1.7%	
African		0.5%	0.6%	0.6%	
Chinese Total		0.7%	1.0%	1.1%	3.4%
Chinese		0.5%	0.6%	0.7%	1.1%
British		0.1%	0.1%	0.1%	
Other		0.2%	0.3%	0.3%	2.3%

Mixed Total	2.0%	1.7%	1.9%	3.8%
White & Black Caribbean	0.8%	0.8%	0.8%	1.0%
White & Black African	0.5%	0.4%	0.5%	0.7%
White & Asian	0.1%	0.1%	0.1%	1.0%
Other	0.5%	0.5%	0.5%	1.1%
Middle Eastern	3.1%	2.6%	3.0%	
Other Nationalities	13.5%	14.2%	16.0%	
Declined to Answer	4.2%	0.9%		
Not Known	5.6%	6.0%		
Not Requested	7.0%	4.2%		