

**SERVICE AREA:**

<p><b>Report ref</b></p>	<p><b>Report title:</b> One Stop Shops and Tricycle Theatre  <b>Customer Contact Redesign:</b> Kingsbury Shared Service &amp; Kilburn Project Update</p>
	<p><b>Kilburn Project :</b></p> <p><b>Appointments System for the Ancient Order of Foresters Meeting Room within the Tricycle Theatre</b>  A letter was sent to Kilburn residents, who were former users of the One Stop Service residing within the NW2, NW6 and W10 postcodes informing them of the proposed opening arrangements for the Kilburn interim Customer Contact Point. The letter was sent in advance of the proposed May opening date.</p> <p>A further letter is scheduled to be sent out during July to the same residents, reminding them of the Interim Kilburn Customer Contact Point arrangements and confirming how an appointment may be made and contact details for the Council. (i.e. Telephone, email and our web site).</p> <p>Where Kilburn residents contact us under our “phone us first” promotion, our main aim is to resolve their enquiry by telephone or email as appropriate. Where this is not possible because the enquiry is either too complex or the customer is “vulnerable”, we will promote the availability of an appointment for them at the interim Kilburn premises.</p> <p>We have developed a customer survey for the Willesden Local Office to determine how many of our former Kilburn One Stop customers are now using the Willesden premises and their reasons. The survey will also be used to remind our customers of the availability of the interim Kilburn premises for appointments. The survey will be conducted during July &amp; August and the results will be available in September.</p> <p><b>Confidentiality Arrangements at the Ancient Order of Foresters Meeting Room within the Tricycle Theatre</b>  The information that Customer Services employees use for appointments is held on a PC that is not in visual range of members of the Ancient Order of Foresters (AOF) if they are present on the premises simultaneously. The Secretary of the AOF has indicated that if he is present on site, he would generally be utilising the space in the front of the building and not the general meeting room area where interviews are conducted. The current arrangement is not very different to the environment within existing One Stop</p>

receptions.

Indeed, our risk assessment for a potential breach of confidentiality has suggested that the risk is minimal in comparison to other Local Offices generally. This is because there is less opportunity for customers being interviewed to be overheard by others either waiting to be seen or themselves being interviewed in the next booth.

The relatively low numbers of customers that have made an appointment at the premises to date has also minimised the potential risk involved.

To provide for contractual compliance regarding data security and confidentiality in general, the Council has included within the AOF Licence Agreement a reciprocated clause concerning Data Protection and Confidentiality. The clause provides for both the Council and the AOF not to disclose (or permit to be disclosed) any confidential information and to take all necessary precautions to preserve the confidentiality of information. Compensation may be payable where a breach of the clause occurs.

#### **Plans for Permanent Arrangements at Kilburn**

Enquiries have been undertaken with organisations using premises within the Kilburn area to establish the potential feasibility and suitability of a shared service arrangement.

Thirteen possible options were identified / suggested of which ten have since been discounted predominantly on the grounds of timescale in the case of new buildings and the suitability of the premises / facilities in the case of existing buildings. The remaining options which are currently available are being further assessed at this stage. Longer term developments will continue to be monitored. No decision will be taken without further discussion.

#### **Kingsbury Shared Service Centre Project Update**

A Project Board and Project Team have been established to oversee and deliver the above project and development of the works specification and tender documents are underway. A project plan has been developed from which a scheduled completion date of the end of January 2008 has been determined.

Possible "space" designs for the shared service centre have been submitted by the Council's consultants and a workshop session has been facilitated with key members of staff, Project representatives and the consultants present to more specifically determine the most effective approach to utilising available space.

A public engagement programme has been undertaken to obtain feedback and perceptions of customers and potential customers and headline results of this are summarised in this report.

The design and construction works tender for the new shared service centre at Kingsbury has commenced through a pre-qualification process. Expressions of interest have been received and are currently being evaluated prior to inviting formal tender submissions

### **Summary Feedback from the Kingsbury Residents Survey**

Surveys undertaken for the proposed Kingsbury Shared Service Centre premises combined an in-street survey, Internet survey, focus groups and invited residents to contact the Council by telephone or in writing. Publicity was also undertaken through the use of posters, leaflets and ad-bikes.

This survey was conducted during May/June and a draft report was submitted to Project Board members on 6<sup>th</sup> July for discussion. This is currently on the Board's agenda – this is recent information and this is why members have not yet been advised of the outcomes. Summary information is currently being collated for lead and local members. This will be available in August and will provide greater context.

Highlights for FPSC information however are: Of the 288 residents surveyed in the street, the majority stated that they were likely to use the shared service premises and a smaller number considered it probable that they would use the premises.

Potential use of the facilities identified by local residents was as indicated below and was broadly comparable across all of the groups surveyed:

1. Reading and borrowing books or DVDs
2. Obtaining advice or information about the Council
3. Free internet / computer access
4. Education classes / training sessions

A significant proportion of existing library users expressed concerns primarily related to parking and traffic issues. However, concerns were also expressed regarding sharing the premises with One Stop Service customers particularly from the perspective of security, potential noise and amount of space available. This may have been due to the fact that they believed a full One Stop reception would be available having not quite understood the concept regarding the planned shared service and appointment arrangement.

Results from One Stop Service customers revealed that a substantial proportion of them used communication channels other than face-to-face contact to access information. In particular, 29% used the Internet and 18% used self service facilities although only 7% used the Internet to pay their bills.

The survey also revealed that the majority of One Stop Service customers would be unlikely to contact the One Stop Service or

Council by Internet and that a significant proportion would be unlikely to contact the One Stop Service using self service facilities.

However, many indicated that they would make contact using the telephone.

From existing joint users of the Library and One Stop Services, only 2% indicated that they would use the premises primarily for finding out about Council services.

Members of the Library Users Focus Group expressed some concerns regarding the available space in the shared service premises.

The Non Library Users Focus Group perceived that the joining up of the two services was a good idea and would attract more people to use the variety of services at the new centre. Many of the group had used the One Stop Local Office previously and believed that they would also access library services when the shared service centre opens.

There were some concerns within this group regarding general mistrust of computers resulting in a preference to meet directly with Council personnel although it was accepted that with the appropriate support, this perception could be reduced over time. Others considered that the introduction of more modern methods of interacting with the Council, such as paying bills via a self-service machine, was an excellent idea.

A survey of former Kingsbury One Stop Service customers indicated that only a small number of them had paid a bill over the telephone and that an even smaller proportion had paid a bill using a self-service facility or the Internet. However, these latter methods were more likely to have been used for obtaining information.

Telephone contact is the most popular method for accessing services provided by the One Stop Service, followed by self service facilities. A substantial proportion of One Stop customers are very unlikely to use the Internet to access services

Overall, the majority of One Stop Service customers had no concerns about the proposed customer contact point.

The One Stop Service Customer Focus Group was generally very positive about their experiences of the One Stop Shop and many of the group had experience of using self-service facilities.

The group were genuinely interested regarding the proposed changes and were looking forward to the centre opening.

Non users of Kingsbury One Stop Service focus group had all contacted the Council in the past predominantly by telephone and were generally reasonably positive about self-service facilities

provided that support was available when required. Their primary concerns included space availability, parking arrangements, noise and security particularly from the integration of both Library and One Stop Service customers in the same premises.

The focus group for children and young people expressed a primary concern regarding the available space for their "chatterbox" classes. Other concerns raised included parking, overcrowding and the location in relation to the distance from their home. The group appeared happy to use self service facilities although the majority expressed a desire for a counter to be present in the premises.

The focus group for residents aged over 50 years expressed concerns regarding the location of the new library particularly from a parking perspective. The group mainly supported the shared service concept but had concerns regarding the available space and the shared use of the premises with the One Stop Service. Nearly all of the group were positive about using the Internet and self service kiosks to access services.

The on-line survey indicated that the majority of respondents were library users and had visited the library in the past 12 months.

Whilst most of them had not visited the One Stop Service in Kingsbury High road, more than half of them had concerns regarding parking, traffic congestion, ease of travel to the new location and noise. Of the respondents, 32% indicated that they would be likely to use the shared service centre with another 37% indicating it as a possibility.

### **Customer Demand Trends – Overall Summary Details**

The closure of Kingsbury and Kilburn Local Offices took place on the 11<sup>th</sup> and 13<sup>th</sup> April 2007 respectively. June 2006 has been used as the base comparator month as in May 2006 the Harlesden Local Office was closed for alterations and therefore the results would be skewed accordingly.

Customer demand experienced at Willesden in June 2007 has been compared to both June 2006 (i.e. the preceding year) and May 2007 (i.e. the preceding month) and the results for this are summarised below with regard to the movement of former Kilburn customers:

#### **Customer demand changes in June 07 compared to May 07**

-1% at Willesden

#### **Customer demand in June 2007 compared to June 2006**

+21% at Willesden

The table below shows the volume of customer demand experienced at the Local Offices for the months referred to above.

Local	June 2007	June 2006	Difference and Percentage		May 2007	Difference and Percentage	
BH	8,108	6,693	+1,415	+21%	7,887	+221	+2%
HAR	2,722	2,444	+278	+11%	2,913	-191	-7%
KIL	-	2,270	-2,270	-100%	-	-	-
KIN	-	1,191	-1,191	-100%	-	-	-
TH	5,103	3,762	+1,341	+35%	5,046	+57	+1%
WIL	3,261	2,702	+559	+21%	3,305	-42	-1%
<b>Total</b>	<b>19,194</b>	<b>19,062</b>	<b>+132</b>	<b>0.5%</b>	<b>19,151</b>	<b>43</b>	<b>0%</b>

An analysis of enquiries received by postcode has indicated that just under half of the former Kilburn Local Office customers have transferred their enquiries to Willesden Local Office. This has manifested itself in an overall increase in demand at Willesden Local Office of 21% compared against June last year. It is also known that the Town Hall and Brent House has received an increased level of customer demand from Kilburn customers since the Kilburn Local Office closure and that many of the Kingsbury customers have progressed enquiries through Brent House and the Town Hall.

In submitting the above data comparisons however, it is important to note that the figures are based on only one month's comparative data and that this may fluctuate when averaged over a longer period. To this extent, the data and emerging results will be kept under review.

The increased demand at Willesden, the Town Hall and Brent House has impacted upon average waiting times for customers at each of the sites despite resources that were formerly deployed at Kingsbury and Kilburn Local Offices having been redistributed to include these Local Offices.

### CTAX Enquiries

Location	Jan 07	Feb 07	Mar 07	Apr 07	May 07	June 07
BH	33%	35%	33%	31%	36%	37%
HAR	11%	13%	13%	16%	12%	11%
KIL	10%	10%	8%	4%	-	-
KIN	5%	5%	3%	3%	-	-
TH	28%	23%	25%	28%	34%	35%
WIL	14%	14%	15%	18%	18%	17%
Total	100%	100%	100%	100%	100%	100%

The above CTAX enquiries table shows a general increase in the average percentage share of Council Tax enquiries received at each

of the Local Office locations over the six month period.

At Willesden Local Office, the share of CTAX enquiries has risen by a maximum of 3% with the share for Brent House increasing by a maximum of 6% and the Town Hall a maximum of 10%.

### Housing Benefit (HB) Enquiries

Location	Jan 07	Feb 07	Mar 07	Apr 07	May 07	June 07
BH	36%	37%	38%	41%	43%	45%
HAR	18%	17%	17%	18%	19%	17%
KIL	14%	15%	11%	4%	-	-
KIN	5%	5%	5%	2%	-	-
TH	11%	11%	12%	14%	15%	15%
WIL	16%	16%	16%	20%	21%	21%
Total	100%	100%	100%	100%	100%	100%

The above HB enquiries table shows a general increase in the average percentage of HB enquiries received at each of the Local Offices over the six month period. At Willesden Local Office, the share of HB enquiries has increased by up to 5%. In comparison the share for Brent House has increased by up to 9% and the Town Hall a maximum of 4%.

### Brent Housing Partnership (BHP) Enquiries

	June 07 North	June 07 South	June 07 Total	06/07 North	06/07 South	06/07 Total	Difference
BH	72	28	100	75	31	106	-6%
HAR	5	77	82	13	56	69	+18%
KIL	-	-	-	-	245	245	-100%
KIN	-	-	-	51	-	51	-100%
TH	52	6	58	52	6	58	0%
WIL	12	86	98	3	12	15	+553%
Total	141	197	338	194	350	544	-38%

The above table shows an overall reduction in BHP enquiries of 206 across all of the Local Offices based upon the June 2007 totals in comparison to the monthly enquiries average from 2006/7. This corresponds to 38% in proportionate terms.

In June 2007, Willesden handled 98 BHP main counter enquiries compared to the 245 that were previously seen at Kilburn based upon the previous year's figures. It is possible that many of the customers who used Kilburn may have chosen to call the BHP repairs call centre direct and further investigation is required in liaison with BHP.

### Telephone Calls Analysis

The tables below indicate the volumes of calls received by the Call Centre for the first three months of the financial year commencing April 2007 and shown by service area.

**Apr-07**

Team	Apr-06	Apr-07	Difference	Percentage Difference
Generic	7224	7344	+120	+1.66
Streetcare	9305	15608	+6303	+67.74
Housing Benefit	9326	8572	-754	-8.08
Council Tax	12862	13292	+430	+3.34
Switchboard	22268	21365	-903	-4.06
Emails and On-lines	758	710	-48	-6.33
<b>Totals</b>	<b>61743</b>	<b>66891</b>	<b>-5148</b>	<b>+8.34</b>
<b>Total – excluding Streetcare</b>	<b>52438</b>	<b>51283</b>	<b>1155</b>	<b>-2.20</b>
<b>Total – excluding Switchboard</b>	<b>39475</b>	<b>45526</b>	<b>6051</b>	<b>+15.33</b>
<b>Total – excluding Streetcare + Switchboard</b>	<b>30170</b>	<b>29918</b>	<b>-252</b>	<b>-0.84</b>

**May-07**

Team	May-06	May-07	Difference	Percentage Difference
Generic	7388	7843	+455	+6.16
Streetcare	11741	13543	+1802	+15.35
Housing Benefit	10229	9352	-877	-8.57
Council Tax	12290	13227	+937	+7.62
Switchboard	26543	23404	-3139	-11.83
Emails and On-lines	1192	769	-423	-35.49
<b>Totals</b>	<b>69383</b>	<b>68138</b>	<b>-1245</b>	<b>-1.79</b>
<b>Totals – excluding Streetcare</b>	<b>57642</b>	<b>54595</b>	<b>3047</b>	<b>-5.29</b>
<b>Totals – excluding Switchboard</b>	<b>42840</b>	<b>44734</b>	<b>1894</b>	<b>+4.42</b>
<b>Total – excluding Streetcare + Switchboard</b>	<b>31099</b>	<b>31191</b>	<b>92</b>	<b>+0.30</b>

**Jun-07**

Team	Jun-06	Jun-07	Difference	Percentage Difference
Generic	8163	8149	-14	-0.17
Streetcare	12550	13344	+794	+6.33
Housing Benefit	9939	9619	-320	-3.22
Council Tax	13997	15686	+1689	+12.07
Switchboard	26349	23222	-3127	-11.87
Emails and On-lines	896	758	-138	-15.40
<b>Totals</b>	<b>71894</b>	<b>70778</b>	<b>-1116</b>	<b>-1.55</b>
<b>Totals – excluding Streetcare</b>	<b>59344</b>	<b>57434</b>	<b>1910</b>	<b>-3.22</b>
<b>Totals – excluding Switchboard</b>	<b>45545</b>	<b>47556</b>	<b>2011</b>	<b>+4.42</b>
<b>Total – excluding Streetcare + Switchboard</b>	<b>32995</b>	<b>34212</b>	<b>1217</b>	<b>+3.69</b>

The Environmental Health Service calls have not been included within the above figures as it did not become a part of the Call Centre until July 2006. Therefore, a direct comparison cannot be made.

CTAX call volumes have increased although this is considered to be predominantly due to additional recovery and enforcement



	<p>action taken during May and June 2007.</p> <p>It is considered unlikely that the increased volume in Streetcare calls is a result of the Kingsbury and Kilburn Local Office closures as enquiries previously handled by those Local Offices for this service was minimal; the same also applies to Switchboard enquiries.</p> <p>Housing Benefit call volumes have decreased although this is considered more likely to be due to the improved back office processing than the closure of the Kilburn and Kingsbury Local Offices.</p> <p>Overall, call volumes appear to have increased in the weeks following the closures. This tends to suggest that customers are addressing their enquiries through both remaining Local Offices and the telephone service.</p>
<p><b>Timescale for decision:</b> For information. Future updates will be provided as data and emerging results are reviewed. A further appropriate period of time however may be needed to track customer behaviour and demand as customers continue to adjust to the changes.</p>	
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