

**Highlights of current work streams from the 2013/14  
Business plans which are contributing to delivering our  
Channel Shift and Customer Access Strategy**

**1. Customer Access Improved (Welfare reform and changing  
Housing Market)**

*This is a targeted work stream specifically designed to support customers whom we know are going through change due to the national welfare reform.*

A specific work stream has been set up to monitor and analyse the changes being proposed to the segmentation of customers who require both Welfare and Housing support.

These national changes form part of universal credit and will nationally move all customers to electronic based applications.

The project is Sponsored by Tim Slater – Executive Head for Economies and Communities, with a project co-ordinator appointed July to ensure the project is timely and responsive.

Project recommendations are due in November 2013, and will inform the future service provision for our customers.

**2. Customer Access is improved (Supporting Families  
Project)**

*This is a targeted work stream specifically designed to support customers who receive services from several different providers, to ensure we are all working together providing 'one service.*

Those families identified under the Supporting Families programme receive intensive support from a number of different agencies; this can lead to confusion and a lack of coordination in the services being delivered.

This programme identifies all the agencies working with a particular family and nominates a lead agency which coordinates a single family action plan for that all the agencies contribute to.

The first year of the programme has just completed and a cost/benefit evaluation is currently underway through the County Troubled (Supporting) Families team.

### **3. Channel Shift**

*This is a generic work stream across all services designed to improve our accessibility to our customers, delivering the right service to the right customer through the right channel.*

#### **3.1 Digital Channel**

- The Planning Service have moved the process for viewing planning 'maps' away from a face to face service to a digital based service (the service is also available on web desks in atrium to any customers with no web access)
- The HBC Website has been re-launched with enhanced features, designed for our customers as users
- Use of social media is progressing well and customers are regularly using Twitter and Facebook to talk to us
- A new finance system is being procured which will facilitate the e commerce behind the web
- The finance team, along with Marketing and Development are taking a fresh approach to build facilities such as direct debits and payments on the web for brown bins. This is a priority task
- The welfare reform Universal Credit will move the majority of our welfare customers to electronic application by 2015.

#### **3.2 Telephony Channel**

We are looking in detail at the customers using the telephony service(s), see summary table below. This analysis provides compelling evidence for us to look at smarter ways to deliver our switchboard service, with the possibility of automating it being considered as a proposal for the council to consider. Service Manager Marketing & Customer will prepare a proposal for the Executive board.

Telephony service levels are under review as national benchmarking has highlighted that we exceed the national standards for how quickly we answer telephone calls. A proposal to review these service levels will be presented to the Executive board in October.

Meanwhile, specific services are carrying out in-depth analysis of their telephone calls to understand why customers chose

this channel and to look for ways to improve. For example, analysis has already been carried out in Building Control and at the Visitor Information Centre at Hayling Island.

Call type	No. of calls answered July 2013
Car Parking	35
Concessionary Travel	40
Council Tax	2,094
Defects	103
Environmental Health	206
Garden Waste	196
General Enquiries	351
Pest Control	145
Planning	256
Refuse Collection	638
Switchboard	7,024
<b>Totals</b>	<b>11,088</b>

### 3.3 Face to face channel

- Analysis has been undertaken to improve face to face customer flow in the Plaza Atrium, improvement potential has been identified and will be presented to the Executive board in October.
- Analysis has begun to review what other locations may be needed in the Borough to improve our face to face services
- A proposal for the improvement to the services we offer at South Hayling will be presented to the Executive board in October

### 3.4 Postal/letters/written channel

- Havant Borough Council sends out around 2500 letters per week. The savings we make between first and second class are £14 per 100 letters.
- The post team have been extremely diligent in managing this and have reminded all officers twice in the past 12 months of the requirement to send out letters by second class.
- We are reviewing which services need to communicate by post to challenge the use of other forms of communication.
- The response times for 'Complaints' has been improved and all complaints have met correct turnaround times for the past three months

#### **4. Web Development**

*This is a targeted work stream specifically designed to improve the technical ability of the web as the previous web was not meeting customer needs.*

- A new website was launched in January 2013
- All web editors have received up to date training on website design to ensure pages are accessible
- Key web editors have received 'user based design' training, to design web based services based on customer need and accessibility
- All web editors have received technical training on how to update and maintain the new website
- Website hosting is under review a 'value for money' review
- Features to make online payments available to our customers including Direct Debits and Card payments are being treated as priority.
- We have been asked to speak at a National Conference to share our learning on how to successfully approach a new website build

#### **5. Improve Customer Flow**

*This is a targeted work stream, initially for our face to face customers using the Plaza, specifically designed to ensure we deliver the savings proposed in the Plaza refurbishment business case.*

- We are now seeing twice the number of customers than before the Plaza regeneration, at no additional cost.
- Customer analysis also highlighted potential to improve customer flow further
- A New customer flow management system is due for review and business case decision at the Executive board in October.

#### **6. Service redesign for Advisory Services**

This work will be delivered through the Citizen's Advice Bureau project which has just been awarded funding for the 2 year project which aims to:

- Review and improve the financial advisory services offered by the Citizen Advice Bureau, Havant Borough Council,

Social Housing providers, Portsmouth City Council and the Council of Voluntary Services to ensure the customer has a more effective and streamlined access to financial advice

- Encourage those customers who can to use digital or telephone channels of communication, reducing reliance on face-to-face interventions which can be targeted at those who have the greatest need.

This 2 year project is being delivered through a Steering Group; HBC representation is through the Service Managers for Housing (Tracey Howard) and Revenues & Benefits (Mike Ball) runs until summer 2015 when an evaluation report will be presented.

## **7. Service redesign for Community Services**

Work is underway with Hampshire County Council colleagues to review how community services are delivered across the borough of Havant. An analysis of the work of the Hampshire County Council and Havant Borough Council Community Officers has been undertaken and has designed out overlap in activity. This work will be extended to other areas (Council of Voluntary Services, Portsmouth City Council and Social landlords) in the forthcoming months.

The HCC Community Officer for the area is co-located with the HBC Community team in the Plaza and this has improved communication and knowledge of issues in the area.

## **8. Residents pack**

*This generic work stream is designed to take our services out to our customers and present the services as an offering for 'customer choice'.*

- The pricing strategy model has been designed by the finance service and agreed in principle at the Executive board in Spring 2013
- We have carried out considerable research into similar customer offers
- We will be carrying out some market research in the autumn to establish which types of services and which sort of pricing models our customers would consider to be 'good' service
- The further development on this customer offering will be based around our insight/research

- The offers or outputs of this research may reshape services, which will go through the correct approval channels before being implemented.

## **9. Stakeholder Engagement**

*This work stream is designed to make sure we are researching our customers needs and delivering appropriate, sustainable services.*

Our stakeholder engagement plans include:

### Residents

- Residents Survey
- Customer opinion polls
- Councillor Road shows
- Testing quality of service received – various methods
- Web based feedback
- An on-line notice board/forum
- Formal Consultation

### Businesses

- Consultation (formal)
- Business Survey
- Testing quality of service received – various methods
- Informal consultation such as conference and road shows
- Web based feedback
- An on-line notice board/forum

### Visitors

- Testing quality of service received – various methods
- National Benchmarking

### Staff

- Staff Survey
- Quality feedback at Service level (IT)
- Sandy's Sounding Board
- Staff focus Group

### Councillors

- Councillor Survey
- Testing quality of service received – various methods