

# **Wiltshire County Council Access Strategy**

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6) An Local Strategic Partnership (LSP) has been set up in each district and they will be important groups to consult and liaise with in the deliver and role out of how services are accessed.

## **A Tale of two Authorities**

7) The perception of the public was that it was very difficult to get in contact with Wiltshire County Council. The Council wants to transform and not be an authority where the experiences of the public could be:

a. "I only wanted to find out if I was entitled to some support for my family, and all I got was an engaged tone, when I finally did get through to someone they said they did not know and could someone get back to me. Well they did eventually, but not before I had complained to someone I spoke to, and even then no-one seemed to be able to remember I had called already or who might have been dealing with it so I had to go through my situation all over again."

b. "I do all my shopping on-line and all my banking on-line, so it was a bit surprising to find that I could not apply for a bus pass for my child to get to school on-line. I looked all over the site and couldn't even find a number to ring to speak to someone about it"

c. I was hoping to get a disabled parking permit sorted out this week, but found that this was not going to be possible. Firstly I could not find who to ring, there was a form on the website for me to fill in but I could not understand some of the questions. I was asked to send in some information to show my entitlement for a badge. I live in a rural area and the only photocopier is in the local shop a couple of miles away. Now I have got to find someone to help me sort all this out and even then I won't get a badge.

8) Through this Access Strategy we want to aim for an authority where the public's experiences would be:

d. "I wanted to find out if I was entitled to some support for my family, I saw from the contact details what the phone number was to ring and a very nice young man answered the phone and was able to tell me exactly what sort of support might be available to me and who would be able to help me. He told me someone would call me back to help me, well I thought I this was most unlikely, but sure enough a lady rang back the next day and she already knew everything about me and was able to identify exactly what they were or were not able to do to help me out."

e. "I wanted to get a bus pass for my son who was starting school in September, so I thought I would see if I could do it on-line as I do all my shopping and stuff over the internet. I was pleased to see that I was able to easily find the right page for bus passes and there was form there for me to complete. I filled it in and it informed me I would receive the pass within 5 working days and sure enough the bus pass arrived the next week."

f. "I rang up the Council to get a disabled parking permit the other day and I found out that I would need to send them some information to show my entitlement to a badge. Instead of having to photocopy it and send it I called into the local Contactpoint in the Library when I was changing my books and they scanned the paperwork in, filled out the application for me on their computer and sorted it all out there and then for me. I met the necessary criteria and the badge arrived two days later.

## **Current Service Provision**

### **Customer Access**

9) The Council traditionally developed its functions based upon individual service and department requirements. Prior to the introduction of the Transforming the Customer Experience programme (TCE), the types of access offered to customers covered:

- Switchboard, single number to be routed onto relevant area
- Direct dial phone lines to access back-office staff
- Area offices, where they have reception facilities to receive customers wanting to meet staff, but where access to disabled people is not guaranteed.
- Bespoke help lines, taking complaints and enquiries related to specific services such as Clarence, Emergency Duty Service, Trading Standards.
- Libraries, where staff traditionally have dealt with information enquiries outside of normal book handling duties.

10) Services can currently be accessed face to face during the following hours:

- Monday -Thursday 8.30am - 5.20pm (switchboard till 5.15pm)
- Friday 8.30am - 5.00pm

11) Telephone access is available at similar times whilst email and written communication can be sent at anytime. The Council can only take emergency enquiries in the Social Services Emergency Duty Team. Roads and Highways emergencies are escalated through an out of hour's number and an allocated officer on call. Any other out of hours urgent enquiries have to wait.

### **Accessibility**

12) At the present time 61% of the buildings open to the public are fully accessible for people with disabilities. This places the authority in the upper quartile of performance. The Council has a programme to increase this to 100% by 2015. The Council will be exploring ways to ensure that disabled people are not restricted from receiving services due to not all buildings being compliant.

### **Service Provision**

13) The Council has established a series of policies related to service standards. These include:

- Customer Care Policy (including complaints system)
- Access to Information (related to freedom of information/data protection)
- Equality and Diversity Policy.

14) The Wiltshire Councils are working in partnership to develop shared customer care standards and a partnership access strategy. These standards will apply no matter which council you have contacted;













46) Implementation of technology to join up information systems to aid the flow of information to the right person at the right time

Authentication

47) Implementation of technology through Government Connects of a means for the public to gain access to information related to them, and complete transactions requiring proof of identity on-line

Telephony

48) Implementation of an upgrade to the telephony system to support the operation of a fully functioning Contact Centre. In the longer term the ambition to join up the telephony across all the Wiltshire Councils to enable efficiencies for out of hour's service and joined up provision. A modern telephony system will also join up the area office and home workers so they are all part of the same network.

Customer Care Unit and Contactpoints

49) Maintenance of the Customer Care Unit and creation of Contactpoints in association with Property Strategy developments on public access to Council offices.

## **Partnership Working**

50) The ODPM's ten year strategy places increasing emphasis on partnership working at the local level. The key to providing truly joined up services will be developing systems to support this aim in conjunction with our partners

51) The Council presents services to customers primarily through departments. Customers generally are expected to understand how the Council is structured and which buildings particular services are supplied from in order to be able to access services effectively. The challenge for the Council will be to present its services to its customers in ways which do not require its customers to understand its structures. In the longer term this principle will be extended to allow customers seamless access to services provided by other public bodies such as the County Council, Police, Health Authority etc. as well.

### **Action Areas**

Partnership programme

52) Development of a sustainable partnership programme that supports the aims of the Customer First Partnership and will deliver the efficiency gains required by partners to improve service delivery

## **Service Migration**

53) The Council in introducing the Customer Care Unit want to bring in a front/back office split. The purpose of this is to minimise the interruptions in the back office to maximise the time available to professionals to concentrate on delivering services to the public.

54) The front office take all the phone calls and emails a significant proportion of these and only passing through to the back-office those calls that require the knowledge and expertise of the professionals.

55) The Council has already started a programme of Business Process Re-engineering reviews that have set out how high volume customer interaction services will introduce this front / back office split.





- Access to forms, documents, booking services, payment methods
- Reduction in other means of contact i.e. phones/personal visits
- Supports mobile staff
- Supports other new service delivery options i.e. Help Points, kiosks and digital TV

## **Telephony and Customer Care Unit (CCU)**

### **What is it?**

71) The Customer Contact Unit (CCU) is the single point of access into the organisation for the handling of all telephone calls, email and faxes, regardless of the subject.

### **What do we aim to do?**

72) Our aim is to provide a CCU capable of dealing with customer enquiries, at a single point and at a time and place which meets our customer's needs. The CCU will handle all telecommunication-based requests (telephone calls, emails, faxes, SMS texts). We also aim to ensure all staff are part of an integrated telephony system so they can make and receive calls whether they are in the office or working from home.

### **How will we get there?**

73) We will create a CCU team who will be trained to handle general enquiries and front office element of services integrated with the CRM system. We will use the Intranet and internet to provide information about frequently asked questions, electronic forms for logging complaints and enquiries and for making bookings. The introduction of CRM/workflow systems, electronic forms and the enabling of our major systems will provide easy access to information which will support the CCU.

74) We will put in place the appropriate telephony infrastructure required to manage a CCU environment and modern telephony infrastructure.

### **What are the benefits?**

- Accessible at a time and place which meets our customers' needs
- Single point of reference for enquiries using one 'phone number
- Ability to support 'peaks and troughs' in demand
- Less pressure on Service areas (e.g. Reduced 'phone handling)
- Slicker service delivery
- More effective and appropriate use of resources
- Flexibility in working practices

## **Electronic Document and Record Management System (EDRMS)**

### **What is it?**

75) EDRMS allows for all incoming documents to be copied as electronic images and all outgoing documents to be filed with them.





## Action Plan

Action Area	What	When	Who	Measure
eConsultation	Implement eConsultation module to website	Mar 2006	P Morgan	
Complaints	Implement BPR Analysis of complaints data	July 2006 Sept 2006	N Wilton S Butler	
Communications	Communications plan for encouraging take-up of e-services and general access issues	Jan 2006 – Jan 2007	S Khan	
User Reference Group	Establish mechanism to gain feedback from public on access to services	Dec 2006	N Lewis	
Workforce Reform	<p>The development and implementation of a comprehensive communications plan for the Access Strategy.</p> <p>Close liaison with relevant Union representatives throughout the process.</p> <p>Use of Staff Reference groups to examine and advise on specific issues</p> <p>Development of a comprehensive Training and Awareness Programme for staff</p>	<p>April 2006</p> <p>Jan 2006 onwards</p> <p>On-going</p> <p>Sept 2005 to March 2008</p>	<p>M Durnell</p> <p>Y Johnson</p>	
ICT Infrastructure	WAN Connectivity SAN Implementation	March 2006 March 2007	T Gregory	

Integration	Middleware business case Integration between CRM and back-office systems	Dec 2005 Mar 2006 to Mar 2008	T Gregory	
Authentication	Sign up with Government Connects Identify authentication business case requirements	March 2006 to March 2007	L Snelgrove	
Telephony	Upgrade current system Introduction of intelligent call handling Implement VOIP Voice recording implementation	Dec 2005  Dec 2006	J White  T Gregory	
Customer Care Unit and Contactpoints	Build extension to CCU Single number service migration  Roll-out plan for Contactpoints Marlborough Tidworth Mere Chippenham Devizes Trowbridge Establish extended hours of opening Establish emergency contact numbers Review staffing levels Draw up SLA's for front / back office arrangements	April 2005 Dec 2005 onwards Sept 2005 July 2006 June 2006 Sept 2006 Oct 2006 Mar 2007 June 2006 Mar 2006  July 2006 Sept 2006 to Mar 2008	S Gerrard  J Davis          J White J White  F Coleman	
Partnership programme	Align partnership programmes Develop joint	Mar 2006 Mar 2006	J Rogers JR / JW	

	customer care practices and ways of working			
Equality and Diversity	Impact Assessment	July 2006	A Osborn / Sue Farwell	
Customer Relationship Management (CRM)	Migration of services into CCU and develop scripts Integration of CRM with back-office systems  Joining up of CRM with DCs Develop monitoring reports reviewing quality and effectiveness against standards	Sept 2006 to Mar 2008 Dec 2006 onwards  Sept 2006 June 2006	J White  T Gregory  J White F Coleman	
Internet and Intranet	Corporate website refresh Add new content from all services Auto content review module Refresh corporate intranet – Phase 1 AAA Accessibility standard Usability testing eForms Development  Refresh corporate intranet – Phase 2 Re-develop database for A to Z to provide 'one access' module for all partners and increase sustainability Add Swindon BC, Fire, Police and Health to Joint A-Z of services Bring in-house satellite sites  Web document migration into EDRMS	Oct 2005  Dec 2005  Mar 2007  Apr 2007  Apr 2007  Apr 2007 May 2007 - onwards  May 2007  June 2007    June 2007  June 2007 - onwards  September 2007 – onwards	L Mummery and partnership	

	Intranet 'self-serve' development	2007 - 2008		
Electronic Document & records Management System (EDRMS).	Complete procurement and pilot implementation of new EDRMS system Further implementation in service areas Develop and ensure compliance of information management policies and procedures	April 2006  Sept 2006 onwards  Sept 2006	P McSweeney  P McSweeney  T Gregory	
National Land & Property Gazetteer (NLPG).	Integrate to NLPG hub once national contract negotiations complete	Dec 2006	T Gregory	
Geographical Information System (GIS).	Audit of data sets required Implement GIS system to link to website	Dec 2006 Dec 2007	T Gregory	

## Appendix 2 – Objectives and Key Performance Indicators

The public can contact the authority by phone and have their enquiry resolved at that first point of contact	75% call resolution at first point of contact 80% of calls handled by the CCU
Phone calls from the public will always be answered by staff trained to resolve their enquiry	Calls answered within 5 rings % of lost calls reduced
The public will be able to access the same information on the internet as they would do by phoning the Council	Number of visits to on-line services web pages Increase the number of transactions on-line
The public will be able to interact with the Council outside of the normal office hours via the internet	Increase hours of opening to Council services



