

# ICT Services Division

## Documentation

# Customer Service Strategy 2005-2008

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## **1. Introduction**

This document outlines Herefordshire Council's vision for Customer Service over the next three years. The strategy is designed to be a high level document setting out the over-arching framework for customer service in Herefordshire.

The Council is a complex organisation consisting of five directorates each with a number of Business Units offering specialist services, advice and support to the Council's customers.

The strategy aims to "Put the Customer First" – at the heart of everything the Council does and recognises the importance of the diversity of customers' needs in Herefordshire.

It is important that all those working within the Council recognise that structures and organisation charts are not important to customers trying to access the services of the Council. Ease of accessibility, quality and speed of response received are the criteria against which Customers measure a service provider.

## 2. Background

### 2.1 Current Customer Service Strategy

The Customer Service Strategy 2002-2007 sets out an ambitious plan to ensure Herefordshire Council delivers the UK's best of class customer focused services. The creation of corporate customer service standards aimed to contribute to the Herefordshire Plan by:

- Creating single Customer Access Points in Market Towns for residents and visitors.
- Helping to tackle poverty and isolation by reducing the need to travel.
- Working in partnership with other bodies to improve the health and well being of residents.
- Working with community groups to develop and shape the future of Herefordshire.

By 2007 the goal to have been achieved included:

- Implementation of an appropriate phone contact service.
- Info Shops/Points in all Market Towns and Hereford City.

During 2004 the priorities changed and focus moved to Library service improvement. As a result:

- Info Shops/Points have been implemented in the Market Towns and in Hereford City. The last to open in December 2004 was a combined Library, Leisure and Info Point in Bromyard.
- An appropriate telephone contact service has not been implemented.
- The CRM application implemented during 2004 has not been further developed or integrated with further Transaction systems.
- Reporting for the Info shops has been lost due to other system changes.
- The Complaint and Compliment systems were specified in July 2005.

### 2.2 "Releasing Resources to the Front Line" – Sir Peter Gershon – April 2004

Whilst Councils across England have been focused on delivering improved service to customers through Customer Service Centres, Customer Relationship Management Systems (CRM) and other e-government initiatives, the above report has been published which sets out the efficiency agenda putting an emphasis on transactional services. That is, all the processing that happens in the "back office" e.g. council tax, benefits, housing management, planning, parking, trading standards, schools admissions, etc.

Logically the two go hand-in-hand because many of the "benefits" (service improvements and savings) from investment in web sites, contact centres and CRM systems can only be realised once back office processes have been redesigned and fully integrated with customer service.

Looked at together with corporate support services the need for an integrated "architecture" to support frontline delivery emerges.

The report sets out the amount of money to be saved across all Public Sector services. As a result of the Gershon recommendations starting from 2005/06 Herefordshire Council has to save 2.5% year on year over the next three financial years.

## 2.3 Current Service Provision

Reviews have been undertaken to assess the service currently provided to the customers of Herefordshire Council. Inbound telephone statistics have been reviewed, as have the number of services undertaken by the individual Info Shops and Points to give insight into the range of services which we are currently providing "Face to Face".

### 2.3.1 Sample of Direct Dial statistics

Analysis of the telephone statistics reveals that Herefordshire Council has problems with answering Direct Dial (DDI) calls and the percentage of missed calls in several instances is exceptionally high and unacceptable for a "customer centric" organisation.

Below is a sample of the first quarter 2005/06 inbound call statistics to Direct Dials.

Extension Number	Department/Service	Number of answered Calls	Number of Lost Calls	% Lost of Total Calls
0011	Trading Standards	171	68	28
0342	Planning Customer	1976	2060	51
0929	P&R Admissions	900	460	34
1616	Finance – Residential Comm.	600	254	30
1619	Blue Badge Line	490	255	34
1627	Adult Team	1837	1298	41
1701	Gypsy Service	843	258	12
1787	Planning Customer	1278	649	34
1913	Private Sector Housing	171	169	50
1991	Estates Section	624	272	30
3200	Hereford Cemetery	879	279	24

The sample data above highlights that the problem is Council wide and it should be noted that overall across the Council in the first quarter 2005/06, the DDI loss rate on all calls was 19%.

Switchboard loss rates are running at 1.5% and the Hunt Groups' loss rates are on average 3.1% across the Council in the first quarter 2005/06.

### 2.3.2 Review of Info Shops/Points

Customer Relationship Management (CRM) software started to be implemented in the Info Shops in April 2004. Below is the detail of the services being provided by the individual Shops/Points since the CRM implementation that provides an insight into the breadth of services Herefordshire Council is supporting face to face.

The statistics are based on the CRM system going live in:

Ross and Leominster -	April 2004
Hereford Town Hall -	April 2004
Hereford - Garrick House -	August 2004
Ledbury -	August 2004
Kington -	September 2004
Bromyard -	December 2004

Info Shop/Info Point	Services Provided	Average visitors per month
Ross	99	1457
Leominster	94	1320
Hereford Town Hall	47	193 (end Aug 04)
Hereford Garrick House	65	703 (started Aug 04)
Ledbury	84	614
Kington	40	530
Bromyard	71	712

Customers are using the Info Shops/Points for a variety of services, which include:

Info Shop/Info Point	Service	Volume of users/month
Ledbury	Planning Advice – General	81
Ross	Benefit Applications	120
Ross	Blue Badge Enquiries/Applications	75
Ross	Council Tax Enquiries	74
Ross	Planning Enquiries	155
Kington	Senior Citizen Concessionary Parking Permit	361
Hereford - Garrick	Blue Badge Enquiries/Applications	314
Leominster	Council Tax Enquiry	123
Leominster	Planning Advice General	83
Leominster	Benefit Application support evidence	194
Leominster	Blue Badge Enquiries/Application	91

Visitors and Unclassified enquiries to Info Shops and Points are:

Info Shop/Info Point	Average Monthly visitor figures
Ross	605
Leominster	460
Hereford – Town hall	68
Hereford – Garrick	284
Ledbury	207
Kington	84
Bromyard	595

Full details of services by location are attached in Appendix A.

### 3. Customer Service Vision

Council services are integrated, responsive, customer focused and cost effective, concentrating on the needs of the customers rather than those of the service providers.

We must ensure we meet people's needs appropriately, on time and first time by developing a customer focused culture and using technology to assist with this vision.

Imagine it is 2008, a resident of Herefordshire can access Council services face to face in our Info Shops/Points or via Info By Phone which will handle landline and mobile phone calls as well as SMS, letter, fax. Internet and E-mail enquiries and requests will be received 24 hours a day, 7 days per week and handled either by Info by Phone or in those Info Shops working extended hours. A visitor to one of our fully integrated Info Shops or Info Points across the County, can either use our "online" service points or meet with our fully trained frontline staff face to face. When customers telephone the Council, they are greeted by staff who are fully trained as Info Customer Service Assistants (ICSAs) and can deliver exactly the same service over the telephone as the Info Shops do face to face. If customers go onto the Internet the services that are accessible to them again exactly reflect the services they would receive using our other service delivery methods.

The service provided is consistent, co-ordinated and proactive. ICSAs will be trained to listen and will be able to identify if the customer needs extra help or advice and will help sort out problems and take ownership for problems to resolution.

The Council will ensure services are responsive and accountable to all citizens by regular reporting and consultation.

To achieve this vision several objectives need to be met:

- Create an organisation with the skills, processes and culture to deliver better access to improved public services.
- Make it more convenient, easier and quicker for the citizens of Herefordshire to deal with the Council.
- Make sure that all citizens have equal access to the services they need.
- Make sure that access to the Council services is the same from wherever in the County the citizen is making contact.
- Provide more responsive, more reliable and more satisfying public services that meet the expectations of the citizens for better access to better quality public services.
- Deliver better access to better quality public services in the most cost-effective way.
- Provide a contact centre – Info by Phone – between the hours of 7.00 a.m. to 7.00 p.m. which will handle all non face-to-face enquiries and requests.

#### **3.1 Create an Organisation with the Skills, Processes and Culture to Deliver Better Access to Improved Public Services**

The most significant requirement for implementation of this strategy is a comprehensive and far-reaching Change Management Programme to bring about changes in attitude and ways of working in the Council through a strong Performance Management Framework. Customer expectations have been raised in recent years in their dealings with other organisations, therefore, the quality of customer experience delivered by the Council must rise to meet this enhanced service expectation.



Training and personal development will be key to the successful implementation of this Strategy. Customer Service training should not be confined to frontline employees (ICSAs) but should be rolled out across the organisation. All new employees will receive customer service training as part of their induction to the Council.

ICSAs require more than just customer service skills. They need to understand the diversity of all our customers' needs, the business as well as the ICT systems they are using. This will mean training – lots of training and development activity tailored appropriately. The actual amount of training will depend on the overall strategy for implementation of any Service and its supporting ICT system(s). All Info team members will be encouraged to study for NVQs.

Changing current work processes is the second significant and far-reaching project of this strategy. Business Process Re-engineering (BPR) will provide the means by which processes are transformed in line with requirements in order to deliver services in new ways to meet customers' needs.

The implementation of the strategy will also involve changes to supporting processes including induction and training, performance management and communication (both internally and with customers).

Impact and needs assessments are extremely important in making sure our services remove barriers and do not create any new ones, particularly for minority ethnic and disabled customers.

Customer feed back and complaints must be viewed as positive opportunities for the Council to improve its service.

### ***3.2 Make it more Convenient, Easier and Quicker for the Citizens of Herefordshire to deal with Public Sector Organisations***

The Council's services will be presented to the customer as a cohesive portfolio, with services provided by partner agencies seamlessly integrated. Customers will not be expected to know or understand the complexities of the Council's inner workings. As many services as possible should be capable of delivery through a single contact – e.g. face-to-face, telephone, online on a 'One and Done' basis or even via DigiTV.

When customers contact the Council, they can expect the ICSAs to access comprehensive, accurate and up-to-date information, about them and their interactions with the Council and associated agencies.

### ***3.3 Make sure that all Citizens have Equal Access to the Services they Need***

All customers should have equal access to the services provided by the Council. This means that we recognise that people have different needs and requirements and we will do all we can to meet these. The Council will use this strategy to harness the power of e-Government positively to tackle exclusion from services and communities.

The Council will continue to comply with the requirements of the Disability Discrimination Act – DDA – and the Race Relations Amendment Act to make sure that the Council's Info facilities are fully accessible for disabled customers and for customers who use other languages.

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### ***3.4 Make sure that Access to the Council services is the same however contact is being made***

Customers should be able to contact the Council through their preferred access channel, at a time and from a location of their choosing. It must be remembered that there are many different types of customers with very different needs. These include citizens – residents and visitors, business users and tourists. Despite the choices of channels available, the Council will make sure that responses to customer requests remain consistent irrespective of the access channel used.

### ***3.5 Provide more Responsive, more Reliable and more Satisfying Public Services that meet the Expectations of the Citizens for Better Access to Better Quality Public Services***

Once customers access the service, courteous and knowledgeable ICAs will greet them, keen to help and who take pride in their work. Questions should only need to be asked once of a customer as all information provided earlier will have been captured centrally, including information about accessible formats customers may need such as Braille, large print, or a particular language requirements.

Information will be used in the interest of the customer wherever legislation allows and the customer will be allowed to opt in or out where legislation is unclear whether or not information about them should be shared within the Council.

There will be a published Customer Service Charter, owned by senior management and members, known, understood and believed by all employees.

The first ICA contacted will be able to resolve multiple service requests. When an enquiry needs to be referred to a specialist in the back office or another agency, such as the Housing Association, then the initial contact in the Council will become the customer's advocate or champion and own the enquiry until it is resolved.

### ***3.6 Deliver Better Access to Better Quality Public Services in the most Cost Effective Way***

Customer service will be the focus for plans to bring "joined-up" services to the County in line with the Gershon recommendations. The Council will also need to initiate specific linkages and projects with key partners and agencies. We need to learn best practice from within the public and private sector to ensure we deliver specific initiatives in a timely and cost effective way.

#### 4. The Way Forward – Delivering the Strategy

This strategy aims to focus the organisation around the customer, rather than structure everything around individual services, as we do currently. The changes required to achieve this fall into four main categories:

- Cultural – Change Management – the attitudes we have and the way we behave.
- Process – Business Process Re-engineering – the way we do things.
- Organisational – Change Management – where we are located and how we are structured.
- Technological – the ICT systems we use to support our transactions.

Key to success of the strategy is a unified Change Management and Communications programme to drive the dissemination and understanding of the necessary changes that are essential throughout the Council.

Customer Service Champions should exist at all levels of the organisation and be sufficiently influential to convince management and other staff to ensure their working practices support both the customer and corporate needs, ahead of their departmental needs.

A knowledge management system is required which can handle frequently asked questions – it will be the responsibility of the Transactional functions to provide and maintain the information and the responsibility of Info to ensure that if there are any issues with the information provided they escalate this to the back office for resolution.

A Corporate Electronic Document and Record Management System (EDRMS) is required that will enable documents to flow electronically across all Council locations and departments and records to be managed in line with the Freedom of Information and Data Protection Acts.

A customer care training and development programme initially for ICSAs will be developed and will then be rolled out to all employees. All new employees will receive customer care training as part of their Corporate Induction to the Council.

In order to ensure that services are delivered in line with best practice, it is necessary to develop excellent standards in customer service. A clear set of customer service standards will be developed, agreed and then widely publicised.

All employees will be provided with a copy of the Customer Service Standards and they will be expected to demonstrate, as part of their Personal Development plans, how they are contributing towards the Council's vision for Customer service. Departments will be expected to demonstrate how they are contributing towards delivery of the Vision through the Departmental Business Planning process.

Customer service cannot be seen simply as an “add-on” to the existing jobs that people do. It needs to become an integral part of their job.

A Corporate Customer Service Group linked to a network of Departmental Customer Service Champions and supported by a group of front line personnel should be established to support the Corporate Customer Services Manager in implementing both the Strategy and the Improvement Plan.

## **4.1 Change Management**

The strategy will be to create a change management programme for Herefordshire Council to win the hearts and minds of all personnel into the new way of thinking about the provision of services. The programme will be aimed at removing barriers to delivering excellent customer service and ensuring all Council employees agree with the new beliefs, attitudes and ways of working necessary to achieve the changes we need to implement. An implementation plan covering the key tasks is being created and will be included with this document in Appendix B.

## **4.2 Integrated Delivery Solutions**

The strategy will be to create a uniform service, building on the existing Info service and incorporating a centralised service handling landline and mobile phones, letters and fax. E-mail and Internet requests will be received 24 hours a day, 7 days a week and will be processed either centrally in “Info by Phone” or in the Info Shops outside normal working hours. Centralised telephone and text handling will be achieved in stages through the rationalisation of the current switchboard arrangements, evaluation of the use of DDIs and building on the “virtual” telephone solution currently in place in the Info Shops.

All front line services will be integrated with the Transactional services which they serve to ensure a “one and done” approach to capturing information and requests.

## **4.3 Centralised Info by Phone**

Consolidating the disparate switchboards from across the Council and many of the DDIs into one “Info by Phone” for non face to face enquiries is the only cost-effective way of achieving the levels of service to which we aspire. However, there are some caveats that must be taken into consideration when creating such a centre within as diverse an organisation as Herefordshire Council.

- The back office experts must own and maintain the information that the ICSAs access in order to deal with customer queries.
- Agreement must be reached between the Head of Customer Service and Heads of Department as to where the cut off is in any given situation before the customer is passed on to the back office for specialist advice – this will to a large extent come out of the Business Process Re-engineering exercise.
- The CRM system must be integrated to those back office (Transactional) systems for which it is capturing and/or retrieving data.
- Adequate resources and training are essential for both the creation of the new service and ongoing running of the service once it is established.
- Any system must be accessible to the deaf and speech impaired as well as people who use other languages.

A location for Info by Phone has already been selected in Plough Lane. This will provide capacity for up to 19 call handlers at any one point in time. Further capacity should be developed over time by using the concept of an extended yet virtual Info by Phone service – either another council department, location or even home workers. It is important that the spirit and culture of the Info Shop/Point is captured within Info by Phone and that both offerings are viewed by staff and citizens as one integrated customer services operation.

#### **4.4 Face to Face Provision**

Many of our customers want to receive services face to face. The Info Shops and Info Points are a successful model on which to build.

Research should be undertaken into the benefit of providing services over longer opening hours. The Bromyard model has been well received by its users and there has been a significant increase in usage of both the Library and the Sports facilities in Bromyard.

There are currently two projects underway regarding mobile technology and kiosks. The Herefordshire in Touch Programme's Community Access Point project is investigating community based access points to be provided to rural parts of Herefordshire, which will provide subsidised broadband access, learning opportunities and online advice via the e-Gateway with a view to reducing social exclusion through their location and promoting the benefits of broadband to the community. Community Access Points (CAP) will be set up through consultation with community groups, dependent on them being able to meet criteria for access and sustainability.

The project will carry out a pilot in five areas to test different models and approaches. Every community will have different requirements, but the project aims to encompass a wide spectrum of approaches in the pilot to enable the roll out to be planned in more detail. The pilot will include areas not enabled for ADSL.

There is also an investigation of Info's requirements for mobile usage in connection with mobile libraries being undertaken. Using these vehicles to provide other council services is a proven model in other authorities.

#### **4.5 Internet Access**

The Council will encourage the use of Internet access to services by both its citizens and its other customers. "On line forms" should be enhanced by the addition of "payments on line" which can be used within both the main service points (telephone and face to face) and on line by Internet users.

Consideration should be given to identifying locations throughout the more remote areas of the county where Internet access points can be located for self- service.

#### **4.6 Management Information**

Integrated Management Information Systems for capturing, monitoring and recording levels of customer contact will be developed to enable us to become more effective and take a more corporate approach to management of customer service activity in the future. This information should be used as a driver for improved customer service.

Systems should be in place to capture all forms of feedback made by customers whether good or bad. This will enable the Council to respond to the needs of customers and should ultimately lead to a reduction in the number of complaints and increase the number of compliments.

Performance indicators will be developed to enable customer service to be monitored and reported. Business Units will provide customer service performance indicators within their annual Business Plans.

Targets will be created and measures put in place to monitor service usage of all contact points including Info Shops, Kiosks, SMS, Info by Phone and Internet on line forms and payments on line.

#### **4.7 Business Process Re-engineering**

Changing our current processes will be a significant and far-reaching project within the Customer Service Strategy. Business Process Re-engineering (BPR) will provide the means by which processes are transformed in line with requirements in order to deliver services in new ways that meet customers' needs. Work to define current and future processes with individual service areas has already begun in conjunction with ICT Services.

Two important outcomes of this exercise will be both the split between those parts of a process which will be handled by the Info team and those that must be passed to the Transactions team (back office e.g. Benefits, Revenues etc.), and the requirements for a corporate electronic records and document management system. The integrated document flow will be critical both to reducing processing time and the need for human intervention at key points as well as hard cashable savings.

#### **4.8 Customer Relationship Management (CRM)**

A key element of the Strategy is the implementation of a CRM solution. CRM can help to optimise service delivery mechanisms, enable better understanding of the customer and provide a more joined up service. CRM can support a front/back office split that allows employees with the best customer facing skills to spend more of their time using those skills.

Currently, although the Council is using Customer Relationship Management techniques to a limited extent within certain departments. This is fragmented, inconsistent and not applied corporately leading to duplication and higher costs.

Implementation of a Corporate CRM solution will take the customer information and best practice that exists at departmental level and manage it on a corporate basis. Ultimately, the customer should be able to view and interact with the Council seamlessly across the various departments.

Mrs Brown has recently moved into the area; she wants to pay her Council Tax, enquire about improvement grants for her home as well as find out how to obtain a wheelie bin. She also mentions the street light is out and that there appears to be an abandoned vehicle on the verge across the road from her home. Finally she is keen to know about her local parish council and elected member. Our goal is to be able to handle all these requests for service on a "One and Done" basis within a single call from the citizen.

CRM requires the Council's service delivery mechanisms to be organised around the needs of the customer rather than reflecting current internal structures. To achieve this will require a complex set of changes including culture and strategy as much as process transformation, restructuring and technology. A change management programme closely aligned with a communications programme will drive these changes

In the context of this Strategy, CRM is not a computer system although as the strategy develops and is implemented, it will need to incorporate an ICT system and other supporting technology as a facilitator to help deliver the business objectives. Technology is an integral component of the solution but is not the solution itself.

CRM will be used to improve the quality and consistency of the customer experience. To do this, the Council will need to become focused on providing a consistent resolution to as many of the customer's service requests as possible from the first point of contact. The Council's knowledge and systems need to be available to customers through all relevant delivery channels, including Info by Phone, Info Shops/Points, Internet and Kiosks.

CRM will allow Council employees to work to their strengths. Those employees with the best customer facing skills will occupy the Info roles, spending most of their time interacting with customers and acting as their advocate. In their turn specialists, managers and some administrators will occupy the back office, where they are able to work uninterrupted by customer contact and are thus more productive in the transactional processes with which they deal.

#### **4.9 Customer Satisfaction Surveys and Complaints Handling**

Part of proactive customer service will be for the ICSAs to contact citizens and other customers who have used the Council's services to undertake a customer satisfaction survey. This must be done in a timely way, within one week of the service provision; this approach will bring out any issues with specific procedures more quickly than waiting for people to complain which will allow the Council to address the issue quickly before it can impact more users of the service.

The ICSAs will also have first line ownership to solve Level 1 complaints, escalating to the back office only once it is established the complainant will not accept the Level 1 solution. It is important that complaints are viewed within the Council in a positive way. They help the Council understand what it can do better and to identify training needs for individuals and departments.

#### **4.10 Emergency Planning and Disaster Recovery**

It is the Council's responsibility to support the Emergency Services and public if and when a major incident occurs in or around the County. Whilst doing this, we must keep the main council services running and co-ordinate what voluntary groups will do to assist in the response.

During a major incident, Info by Phone will ensure the website is kept up to date and operate the Council's Helpline to provide maximum information and offer advice relating to the emergency. The ICSAs will be trained in the Council's emergency procedures.

#### **4.11 Information Communications Technology (ICT)**

Excellent customer service can only be delivered where employees have been provided with excellent accessible information.

Technology is key to the implementation of the improvement plan and strategy. Ideally the technology requirements should be identified once the BPR exercise is complete, however, time frame pressures may not allow this sequential step. Whichever CRM product is chosen it must be proven to have already been integrated with at least 60% of Herefordshire Council's key systems being used in other Councils.

An important principle of the strategy is that this system will be corporate and will be the sole client database for the Authority. Other "expert" transactional systems such as planning, benefits, council tax, electronic social care records, single assessment and highways for example will all require data from this system and to update it in return.

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Where integration is not real-time between the front and back office systems, all interface options for the CRM to transactional systems should be considered, including Point-to-Point, Data Warehouse extraction using XML, and Middleware.

#### **4.12 Marketing the Service**

There will be a consolidation of extensions in the BT phone book, there are currently approximately 117 separate contact numbers within the Council and consolidation will provide an opportunity to publicise the provision of the “Info By Phone” service for telephone enquiries. Initially publicity should be “low key” until the Council are confident the service improvements are being achieved.

Part of the role out of the implementation of the strategy will be the creation of a communications plan for both internal and external communications.

Focus groups within the County should be set up to discuss the options, although some of this may have already been covered within the Community Access Points project.

#### **4.13 Working with Others**

There are many opportunities to work in partnership with others both within Herefordshire as well as neighbouring local authorities and private sector providers. The benefits that such solutions can bring should not be underestimated and a plan should be created which identifies potential partners so that as the Strategy develops we work with others to find solutions that enable services provided by the Council and partner agencies to be seamlessly integrated.



## 5. Implementation Plan

Once approval has been given to proceed a detailed implementation plan will be created which sets out a multi-phased approach. The first areas to be implemented are currently envisaged as:

Phase	Function	Start	Go live
Phase 1	Trading Standards – Consumer – Business	September 2005	March 2006
Phase 1	Revenues & Benefits – Part 1 to be clarified	September 2005	March 2006
Phase 1	Children’s Services – Part 1 to be clarified	September 2005	March 2006
Phase 1	Corporate HR – E-Recruitment	September 2005	March 2006

**Further phases are still to be defined but the full integration of all potential council services will take 18-24 months as a minimum.**

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## 6. Conclusion

Our goal must be to provide levels of customer service that are among the highest of any council in England and be comparable with the best providers in the private sector. Delivery of this strategy will enable us to achieve this.

It represents a step change in service delivery, and although comprehensive programmes in Change Management, Communications and Business Process Re-engineering are key, it is not a leap into the dark. The technology already exists which will support us to make these changes and is already in use by other authorities

We need to ensure the right levels of resources are made available to support the required services. We will be building on the specialist customer service roles already established in the Info Shops. There will be more opportunities for people who enjoy dealing with customers to do so and they will have the means to provide better service. There will be increased opportunities for specialists to focus on their areas of specialism freed up from much of the routine work and direct telephone calls, which will be transferred to the Info front end, leaving the specialists to concentrate on the more complex issues for which they are trained.

We must also acknowledge that things change. Customers' needs alter and their expectations increase. New technology opens up new possibilities for service delivery. Therefore, the strategy will require regular review to ensure we are kept aware of new developments and can evaluate the customer service improvement opportunities.

## **Appendix A**

Detail of Services Provided by Individual Info Shops and Points once CRM Application is Implemented

<b>Info Shop</b>	<b>Service</b>	<b>No of Calls</b>
Kington,Cash Office	Age Concern - General Enquiry	1
Kington,Cash Office	Benefit Application Form Completion	11
Kington,Cash Office	Benefit Application Form Request	38
Kington,Cash Office	Benefit Application Supporting Evidence	73
Kington,Cash Office	Benefits Advice Given	11
Kington,Cash Office	Blue Badge Enquiries/Applications	38
Kington,Cash Office	Business Rates Change of Circumstances	2
Kington,Cash Office	Business Rates Tax Enquiry	7
Kington,Cash Office	Car Park Penalty Notice Challenge Advice	35
Kington,Cash Office	Car Park Season Tickets	1
Kington,Cash Office	Car Parking - General Enquiries	6
Kington,Cash Office	Conservation Areas - Trees	1
Kington,Cash Office	Council Tax Change of Circumstances	56
Kington,Cash Office	Council Tax Enquiry	144
Kington,Cash Office	Development Plans/UDP	4
Kington,Cash Office	Drainage and Sewer Services	2
Kington,Cash Office	Electoral Register Enquiry	1
Kington,Cash Office	Electoral Registration - Issue forms/leaflets	10
Kington,Cash Office	Eng/Trans - General Enquiries	14
Kington,Cash Office	Handling Keys	113
Kington,Cash Office	Hedgerow Protection	1
Kington,Cash Office	Illegal Dumping	1
Kington,Cash Office	Interim Compliments/Complaints Service	4
Kington,Cash Office	Internal Telephone Enquiries	4
Kington,Cash Office	On-Street Parking Permits	1
Kington,Cash Office	Pest Control	1
Kington,Cash Office	Planning Advice - General	123
Kington,Cash Office	Planning Application Enquiries	106
Kington,Cash Office	Planning Guidance	2
Kington,Cash Office	Policy and Resources - General Enquiry	1
Kington,Cash Office	Receive forms for onwards transmission	7
Kington,Cash Office	Reporting Abandoned Vehicles	2
Kington,Cash Office	Senior Citizen Concessionary Parking Permit	3608
Kington,Cash Office	Single Person Discount	24
Kington,Cash Office	Special/Bulky Item Collections	6
Kington,Cash Office	Sundry Invoice Enquiry	2
Kington,Cash Office	Unclassified Service	312
Kington,Cash Office	Visitor Greeting	523
Kington,Cash Office	Waste Management	6
Kington,Cash Office	Water Query	1
	<b>Total:</b>	<b>5303</b>
Hereford,Garrick House	Acquisition/Disposal of Council Property	1
Hereford,Garrick House	Air Pollution	1
Hereford,Garrick House	Animal Health and Welfare	2

Hereford,Garrick House	Benefit Application Form Completion	3
Hereford,Garrick House	Benefit Application Form Request	3
Hereford,Garrick House	Benefit Application Supporting Evidence	17
Hereford,Garrick House	Benefits Advice Given	14
Hereford,Garrick House	Benefits Overview	1
Hereford,Garrick House	Blue Badge Enquiries/Applications	3452
Hereford,Garrick House	Broadband Enquiries	1
Hereford,Garrick House	Car Park Penalty Notice Challenge Advice	151
Hereford,Garrick House	Car Park Season Tickets	56
Hereford,Garrick House	Car Parking - General Enquiries	82
Hereford,Garrick House	Cemeteries	2
Hereford,Garrick House	Change Of Address	4
Hereford,Garrick House	Child/Student Svcs - General Enquiry	7
Hereford,Garrick House	Conservation Areas - Trees	2
Hereford,Garrick House	Council Tax Change of Circumstances	6
Hereford,Garrick House	Council Tax Enquiry	13
Hereford,Garrick House	Display of Minutes and Agendas	1
Hereford,Garrick House	Display Statutory Notices and Registers	2
Hereford,Garrick House	Dog Warden Services	7
Hereford,Garrick House	Drainage and Sewer Services	5
Hereford,Garrick House	Elected Members - General Enquiries	1
Hereford,Garrick House	Electoral Register Enquiry	19
Hereford,Garrick House	Electoral Registration - Issue forms/leaflets	11
Hereford,Garrick House	Eng/Trans - General Enquiries	91
Hereford,Garrick House	Environmental Mgmt/Planning/Sustainability	5
Hereford,Garrick House	Freedom of Information Requests	2
Hereford,Garrick House	Historic Building Advice/Grants	1
Hereford,Garrick House	Illegal Dumping	4
Hereford,Garrick House	Interim Compliments/Complaints Service	15
Hereford,Garrick House	Internal Telephone Enquiries	7
Hereford,Garrick House	Landscape Matters	1
Hereford,Garrick House	LCU - General Enquiry/Service Delivery	2
Hereford,Garrick House	Leases	2
Hereford,Garrick House	Legal Services - Notices/Orders	1
Hereford,Garrick House	Library Services	2
Hereford,Garrick House	Licensing	5
Hereford,Garrick House	Lights Out Line / Street Lighting Enquiry	2
Hereford,Garrick House	Noise Pollution Report / Complaint	7
Hereford,Garrick House	On-Street Parking Permits	211
Hereford,Garrick House	PALS - Availability of NHS Services	1
Hereford,Garrick House	Pensions Surgeries	1
Hereford,Garrick House	Personnel - General Enquiry/Job Opps	4
Hereford,Garrick House	Pest Control	4
Hereford,Garrick House	Planning Advice - General	13
Hereford,Garrick House	Planning Application Enquiries	4
Hereford,Garrick House	Policy and Resources - General Enquiry	3
Hereford,Garrick House	Receive forms for onwards transmission	42
Hereford,Garrick House	Recycling	15
Hereford,Garrick House	Reporting Abandoned Vehicles	2
Hereford,Garrick House	Senior Citizen Concessionary Parking Permit	168
Hereford,Garrick House	Signpost to ABLE	1

Hereford,Garrick House	Single Person Discount	1
Hereford,Garrick House	Social Care - General Enquiry	17
Hereford,Garrick House	Special/Bulky Item Collections	70
Hereford,Garrick House	Taxi Licences and Enquiries	3
Hereford,Garrick House	Trading Standards - General Enquiry	2
Hereford,Garrick House	Traveller Sites	1
Hereford,Garrick House	Tree Preservation Orders	2
Hereford,Garrick House	Unclassified Service	465
Hereford,Garrick House	Visitor Greeting	2659
Hereford,Garrick House	Waste Management	29
Hereford,Garrick House	Water Query	1
	<b>Total:</b>	<b>7730</b>
Leominster, Grange Court	ABLE - Surgery Appointments/Visitors	4
Leominster,Grange Court	Acquisition/Disposal of Council Property	2
Leominster,Grange Court	Age Concern - Age Resource Desk	2
Leominster,Grange Court	Age Concern - General Enquiry	6
Leominster,Grange Court	Air Pollution	3
Leominster,Grange Court	Animal Health and Welfare	1
Leominster,Grange Court	Archaeology - Development Control and Education	1
Leominster, Grange Court	Benefit Application Form Completion	557
Leominster,Grange Court	Benefit Application Form Request	532
Leominster,Grange Court	Benefit Application Supporting Evidence	3105
Leominster,Grange Court	Benefits Advice Given	1195
Leominster,Grange Court	Benefits Overview	41
Leominster,Grange Court	Births Deaths and Marriages	8
Leominster,Grange Court	Blue Badge Enquiries/Applications	1456
Leominster,Grange Court	Business Rates Change of Circumstances	14
Leominster,Grange Court	Business Rates Tax Enquiry	40
Leominster,Grange Court	Car Park Penalty Notice Challenge Advice	132
Leominster,Grange Court	Car Park Season Tickets	33
Leominster,Grange Court	Car Parking - General Enquiries	29
Leominster,Grange Court	Cemeteries	2
Leominster,Grange Court	Change Of Address	27
Leominster,Grange Court	Child/Student Svcs - General Enquiry	18
Leominster,Grange Court	Common Land Searches	1
Leominster,Grange Court	Conservation Areas - Boundaries	1
Leominster,Grange Court	Conservation Areas - Developmnt/Enhancemnt	3
Leominster,Grange Court	Conservation Areas - Trees	28
Leominster,Grange Court	Consumer Advice	3
Leominster,Grange Court	Council Tax Change of Circumstances	941
Leominster,Grange Court	Council Tax Enquiry	1971
Leominster,Grange Court	CTAX Band - Individual	15
Leominster,Grange Court	CTAX Band - Parish	1
Leominster,Grange Court	CTAX Band - Postcode	1
Leominster,Grange Court	Dangerous Buildings and Structures	1
Leominster,Grange Court	Development Plans/UDP	20
Leominster,Grange Court	Dog Warden Services	7
Leominster,Grange Court	Drainage and Sewer Services	12
Leominster,Grange Court	Eco-Schools	1
Leominster,Grange Court	Elected Members - General Enquiries	16

Leominster,Grange Court	Election Forms	13
Leominster,Grange Court	Electoral Register Enquiry	65
Leominster,Grange Court	Electoral Registration - Issue forms/leaflets	315
Leominster,Grange Court	Eng/Trans - General Enquiries	157
Leominster,Grange Court	Environmental Mgmt/Planning/Sustainability	12
Leominster,Grange Court	Handling Keys	12
Leominster,Grange Court	Hedgerow Protection	2
Leominster,Grange Court	Historic Building Advice/Grants	8
Leominster,Grange Court	Illegal Dumping	10
Leominster,Grange Court	Inspection of works on site	7
Leominster,Grange Court	Interim Compliments/Complaints Service	126
Leominster,Grange Court	Internal Telephone Enquiries	90
Leominster,Grange Court	LCU - Collection of Payments	31
Leominster,Grange Court	LCU - Complex Queries	1
Leominster,Grange Court	LCU - General Enquiry/Service Delivery	17
Leominster,Grange Court	LCU - Receipt/Transfer of Forms	1
Leominster,Grange Court	Library Services	4
Leominster,Grange Court	Licensing	6
Leominster,Grange Court	Lights Out Line / Street Lighting Enquiry	4
Leominster,Grange Court	Litter bins	9
Leominster,Grange Court	Local Agenda 21	3
Leominster,Grange Court	Maintenance of Council Buildings	2
Leominster,Grange Court	Noise Pollution Report / Complaint	9
Leominster,Grange Court	On-Street Parking Permits	8
Leominster,Grange Court	PALS - General Enquiry	1
Leominster,Grange Court	Pensions Surgeries	104
Leominster,Grange Court	Personnel - General Enquiry/Job Opps	3
Leominster,Grange Court	Pest Control	24
Leominster,Grange Court	Planning Advice - General	1322
Leominster,Grange Court	Planning Application Enquiries	327
Leominster,Grange Court	Planning Enforcement	6
Leominster,Grange Court	Planning Guidance	11
Leominster,Grange Court	Policy and Resources - General Enquiry	4
Leominster,Grange Court	Potential Benefit Entitlement Calculation	28
Leominster,Grange Court	Radon Advice	1
Leominster,Grange Court	Receive Election Nomination Forms	3
Leominster,Grange Court	Receive forms for onwards transmission	256
Leominster,Grange Court	Recycling	5
Leominster,Grange Court	Report Benefit Fraud	4
Leominster,Grange Court	Reporting Abandoned Vehicles	8
Leominster,Grange Court	Research and Intelligence	1
Leominster,Grange Court	Senior Citizen Concessionary Parking Permit	50
Leominster,Grange Court	Signpost to ABLE	1
Leominster,Grange Court	Single Person Discount	289
Leominster,Grange Court	Social Care - General Enquiry	27
Leominster,Grange Court	Special/Bulky Item Collections	62
Leominster,Grange Court	Street Naming and Numbering	1
Leominster,Grange Court	Sundry Invoice Enquiry	41
Leominster,Grange Court	Taxi Licences and Enquiries	2
Leominster,Grange Court	Trading Standards - General Enquiry	7
Leominster,Grange Court	Traveller Sites	6

Leominster,Grange Court	Tree Preservation Orders	5
Leominster,Grange Court	Unclassified Service	1680
Leominster,Grange Court	Visitor Greeting	5674
Leominster,Grange Court	Waste Management	17
Leominster,Grange Court	Water Query	2
	<b>Total:</b>	<b>21114</b>
Bromyard,Leisure Centre	Age Concern - General Enquiry	2
Bromyard,Leisure Centre	Animal Health and Welfare	2
Bromyard,Leisure Centre	Application Forms for Land Charges Search	3
Bromyard,Leisure Centre	Archaeology - Development Control and Education	1
Bromyard,Leisure Centre	Benefit Application Form Completion	26
Bromyard,Leisure Centre	Benefit Application Form Request	16
Bromyard,Leisure Centre	Benefit Application Supporting Evidence	52
Bromyard,Leisure Centre	Benefits Advice Given	16
Bromyard,Leisure Centre	Benefits Overview	1
Bromyard,Leisure Centre	Births Deaths and Marriages	33
Bromyard,Leisure Centre	Blue Badge Enquiries/Applications	120
Bromyard,Leisure Centre	Business Rates Change of Circumstances	1
Bromyard,Leisure Centre	Business Rates Tax Enquiry	1
Bromyard,Leisure Centre	Car Park Penalty Notice Challenge Advice	11
Bromyard,Leisure Centre	Car Park Season Tickets	3
Bromyard,Leisure Centre	Car Parking - General Enquiries	2
Bromyard,Leisure Centre	Change Of Address	1
Bromyard,Leisure Centre	Child/Student Svcs - General Enquiry	1
Bromyard,Leisure Centre	Common Land Searches	4
Bromyard,Leisure Centre	Conservation Areas - Developmnt/Enhancemnt	1
Bromyard,Leisure Centre	Conservation Areas - Trees	1
Bromyard,Leisure Centre	Council Tax Change of Circumstances	31
Bromyard,Leisure Centre	Council Tax Enquiry	98
Bromyard,Leisure Centre	Development Plans/UDP	3
Bromyard,Leisure Centre	Display Notice of Meetings	1
Bromyard,Leisure Centre	Display of Minutes and Agendas	1
Bromyard,Leisure Centre	Display Statutory Notices and Registers	1
Bromyard,Leisure Centre	Dog Warden Services	1
Bromyard,Leisure Centre	Elected Members - General Enquiries	1
Bromyard,Leisure Centre	Electoral Register Enquiry	8
Bromyard,Leisure Centre	Electoral Registration - Issue forms/leaflets	14
Bromyard,Leisure Centre	Eng/Trans - General Enquiries	20
Bromyard,Leisure Centre	Environmental Mgmt/Planning/Sustainability	3
Bromyard,Leisure Centre	Freedom of Information Requests	9
Bromyard,Leisure Centre	Handling Keys	1
Bromyard,Leisure Centre	Hedgerow Protection	2
Bromyard,Leisure Centre	Historic Building Advice/Grants	1
Bromyard,Leisure Centre	Illegal Dumping	2
Bromyard,Leisure Centre	Interim Compliments/Complaints Service	32
Bromyard,Leisure Centre	Internal Telephone Enquiries	5
Bromyard,Leisure Centre	LCU - Collection of Payments	1
Bromyard,Leisure Centre	LCU - Complex Queries	1
Bromyard,Leisure Centre	LCU - General Enquiry/Service Delivery	7
Bromyard,Leisure Centre	Library Services	118

Bromyard,Leisure Centre	Licensing	5
Bromyard,Leisure Centre	Lights Out Line / Street Lighting Enquiry	2
Bromyard,Leisure Centre	Litter bins	10
Bromyard,Leisure Centre	Local Agenda 21	1
Bromyard,Leisure Centre	Maintenance of Council Buildings	1
Bromyard,Leisure Centre	Noise Pollution Report / Complaint	2
Bromyard,Leisure Centre	Pensions Surgeries	18
Bromyard,Leisure Centre	Personnel - General Enquiry/Job Opps	4
Bromyard,Leisure Centre	Pest Control	5
Bromyard,Leisure Centre	Planning Advice - General	20
Bromyard,Leisure Centre	Planning Application Enquiries	26
Bromyard,Leisure Centre	Planning Enforcement	1
Bromyard,Leisure Centre	Policy and Resources - General Enquiry	3
Bromyard,Leisure Centre	Recycling	15
Bromyard,Leisure Centre	Research and Intelligence	20
Bromyard,Leisure Centre	Senior Citizen Concessionary Parking Permit	5
Bromyard,Leisure Centre	Signpost to ABLE	1
Bromyard,Leisure Centre	Single Person Discount	5
Bromyard,Leisure Centre	Social Care - General Enquiry	5
Bromyard,Leisure Centre	Taxi Licences and Enquiries	1
Bromyard,Leisure Centre	Trading Standards - General Enquiry	1
Bromyard,Leisure Centre	Traveller Sites	2
Bromyard,Leisure Centre	Tree Preservation Orders	1
Bromyard,Leisure Centre	Unclassified Service	151
Bromyard,Leisure Centre	Visitor Greeting	4011
Bromyard,Leisure Centre	Waste Management	9
Bromyard,Leisure Centre	Water Query	1
	<b>Total:</b>	<b>4985</b>
Ledbury,St Katherines	Acquisition/Disposal of Council Property	3
Ledbury,St Katherines	Age Concern - General Enquiry	2
Ledbury,St Katherines	Animal Health and Welfare	1
Ledbury,St Katherines	Benefit Application Form Completion	80
Ledbury,St Katherines	Benefit Application Form Request	56
Ledbury,St Katherines	Benefit Application Supporting Evidence	319
Ledbury,St Katherines	Benefits Advice Given	156
Ledbury,St Katherines	Benefits Overview	2
Ledbury,St Katherines	Births Deaths and Marriages	14
Ledbury,St Katherines	Blue Badge Enquiries/Applications	417
Ledbury,St Katherines	Broadband Enquiries	7
Ledbury,St Katherines	Business Rates Tax Enquiry	6
Ledbury,St Katherines	Car Park Penalty Notice Challenge Advice	117
Ledbury,St Katherines	Car Park Season Tickets	8
Ledbury,St Katherines	Car Parking - General Enquiries	38
Ledbury,St Katherines	Change Of Address	97
Ledbury,St Katherines	Child/Student Svcs - General Enquiry	5
Ledbury,St Katherines	Common Land Searches	4
Ledbury,St Katherines	Conservation Areas - Appraisals/Policy/Designation	2
Ledbury,St Katherines	Conservation Areas - Boundaries	2
Ledbury,St Katherines	Conservation Areas - Trees	2
Ledbury,St Katherines	Consumer Advice	1



Ledbury, St Katherines	Council Tax Change of Circumstances	53
Ledbury, St Katherines	Council Tax Enquiry	426
Ledbury, St Katherines	CTAX Band - Individual	1
Ledbury, St Katherines	CTAX Band - Parish	1
Ledbury, St Katherines	CTAX Band - Postcode	4
Ledbury, St Katherines	Development Plans/UDP	7
Ledbury, St Katherines	Display Notice of Meetings	2
Ledbury, St Katherines	Display of Minutes and Agendas	2
Ledbury, St Katherines	Dog Warden Services	10
Ledbury, St Katherines	Drainage and Sewer Services	1
Ledbury, St Katherines	Elected Members - General Enquiries	8
Ledbury, St Katherines	Election Forms	1
Ledbury, St Katherines	Electoral Register Enquiry	47
Ledbury, St Katherines	Electoral Registration - Issue forms/leaflets	23
Ledbury, St Katherines	Eng/Trans - General Enquiries	247
Ledbury, St Katherines	Environmental Mgmt/Planning/Sustainability	1
Ledbury, St Katherines	Food Safety	1
Ledbury, St Katherines	Freedom of Information Requests	1
Ledbury, St Katherines	Handling Keys	172
Ledbury, St Katherines	Historic Building Advice/Grants	2
Ledbury, St Katherines	Illegal Dumping	3
Ledbury, St Katherines	Inspection/Performance - General Enquiry	1
Ledbury, St Katherines	Interim Compliments/Complaints Service	74
Ledbury, St Katherines	Internal Telephone Enquiries	375
Ledbury, St Katherines	Landscape Matters	2
Ledbury, St Katherines	LCU - Assistance with Form Completion	1
Ledbury, St Katherines	LCU - General Enquiry/Service Delivery	1
Ledbury, St Katherines	Leases	1
Ledbury, St Katherines	Library Services	24
Ledbury, St Katherines	Licensing	11
Ledbury, St Katherines	Lights Out Line / Street Lighting Enquiry	9
Ledbury, St Katherines	Litter bins	3
Ledbury, St Katherines	Local Agenda 21	2
Ledbury, St Katherines	Maintenance of Council Buildings	1
Ledbury, St Katherines	Noise Pollution Report / Complaint	3
Ledbury, St Katherines	On-Street Parking Permits	2
Ledbury, St Katherines	PALS - General Enquiry	1
Ledbury, St Katherines	Pensions Surgeries	5
Ledbury, St Katherines	Personnel - General Enquiry/Job Opps	16
Ledbury, St Katherines	Pest Control	29
Ledbury, St Katherines	Planning Advice - General	893
Ledbury, St Katherines	Planning Application Enquiries	122
Ledbury, St Katherines	Planning Enforcement	1
Ledbury, St Katherines	Planning Guidance	2
Ledbury, St Katherines	Policy and Resources - General Enquiry	11
Ledbury, St Katherines	Potential Benefit Entitlement Calculation	3
Ledbury, St Katherines	Receive forms for onwards transmission	43
Ledbury, St Katherines	Recycling	75
Ledbury, St Katherines	Research and Intelligence	4
Ledbury, St Katherines	Senior Citizen Concessionary Parking Permit	284
Ledbury, St Katherines	Single Person Discount	38

Ledbury, St Katherines	Social Care - General Enquiry	13
Ledbury, St Katherines	Special/Bulky Item Collections	28
Ledbury, St Katherines	Street Naming and Numbering	1
Ledbury, St Katherines	Sundry Invoice Enquiry	11
Ledbury, St Katherines	Taxi Licences and Enquiries	2
Ledbury, St Katherines	Trading Standards - General Enquiry	5
Ledbury, St Katherines	Traveller Sites	6
Ledbury, St Katherines	Tree Preservation Orders	3
Ledbury, St Katherines	Unclassified Service	1691
Ledbury, St Katherines	Visitor Greeting	582
Ledbury, St Katherines	Waste Management	28
	<b>Total:</b>	<b>6759</b>
Ross, Swan House	ABLE - Surgery Appointments/Visitors	7
Ross, Swan House	Acquisition/Disposal of Council Property	1
Ross, Swan House	Age Concern - Age Resource Desk	11
Ross, Swan House	Age Concern - General Enquiry	22
Ross, Swan House	Air Pollution	3
Ross, Swan House	Animal Health and Welfare	16
Ross, Swan House	Benefit Application Form Completion	307
Ross, Swan House	Benefit Application Form Request	321
Ross, Swan House	Benefit Application Supporting Evidence	1920
Ross, Swan House	Benefits Advice Given	801
Ross, Swan House	Benefits Overview	58
Ross, Swan House	Births Deaths and Marriages	3
Ross, Swan House	Blue Badge Enquiries/Applications	1205
Ross, Swan House	Broadband Enquiries	88
Ross, Swan House	Business Rates Change of Circumstances	11
Ross, Swan House	Business Rates Tax Enquiry	34
Ross, Swan House	Car Park Penalty Notice Challenge Advice	336
Ross, Swan House	Car Park Season Tickets	35
Ross, Swan House	Car Parking - General Enquiries	121
Ross, Swan House	Cemeteries	1
Ross, Swan House	Change Of Address	52
Ross, Swan House	Child/Student Svcs - General Enquiry	47
Ross, Swan House	Common Land Searches	3
Ross, Swan House	Conservation Areas - Appraisals/Policy/Designation	3
Ross, Swan House	Conservation Areas - Boundaries	4
Ross, Swan House	Conservation Areas - Developmnt/Enhancemnt	3
Ross, Swan House	Conservation Areas - Trees	16
Ross, Swan House	Consumer Advice	6
Ross, Swan House	Council Owned Small Holding Estate Mgmt	5
Ross, Swan House	Council Tax Change of Circumstances	508
Ross, Swan House	Council Tax Enquiry	1187
Ross, Swan House	CTAX Band - Individual	9
Ross, Swan House	CTAX Band - Parish	5
Ross, Swan House	CTAX Band - Postcode	4
Ross, Swan House	Development Plans/UDP	65
Ross, Swan House	Display of Minutes and Agendas	3
Ross, Swan House	Display Statutory Notices and Registers	2
Ross, Swan House	Dog Warden Services	27

Ross,Swan House	Drainage and Sewer Services	13
Ross,Swan House	Elected Members - General Enquiries	41
Ross,Swan House	Election Forms	1
Ross,Swan House	Electoral Register Enquiry	76
Ross,Swan House	Electoral Registration - Issue forms/leaflets	73
Ross,Swan House	Eng/Trans - General Enquiries	520
Ross,Swan House	Environmental Mgmt/Planning/Sustainability	5
Ross,Swan House	Food Premises - Hygiene	1
Ross,Swan House	Food Premises - Registration	2
Ross,Swan House	Food Standards	1
Ross,Swan House	Freedom of Information Requests	2
Ross,Swan House	Handling Keys	403
Ross,Swan House	Historic Building Advice/Grants	12
Ross,Swan House	Illegal Dumping	10
Ross,Swan House	Inspection of works on site	1
Ross,Swan House	Inspection/Performance - General Enquiry	2
Ross,Swan House	Interim Compliments/Complaints Service	89
Ross,Swan House	Internal Telephone Enquiries	249
Ross,Swan House	Laboratory Services	1
Ross,Swan House	LCU - General Enquiry/Service Delivery	2
Ross,Swan House	Leases	1
Ross,Swan House	Legal Services - Notices/Orders	3
Ross,Swan House	Library Services	82
Ross,Swan House	Licensing	29
Ross,Swan House	Lights Out Line / Street Lighting Enquiry	7
Ross,Swan House	Litter bins	4
Ross,Swan House	Maintenance of Council Buildings	10
Ross,Swan House	Noise Pollution Report / Complaint	5
Ross,Swan House	On-Street Parking Permits	128
Ross,Swan House	PALS - General Enquiry	6
Ross,Swan House	Pensions Surgeries	46
Ross,Swan House	Personnel - General Enquiry/Job Opps	25
Ross,Swan House	Pest Control	48
Ross,Swan House	Planning Advice - General	2486
Ross,Swan House	Planning Application Enquiries	513
Ross,Swan House	Planning Enforcement	11
Ross,Swan House	Planning Guidance	4
Ross,Swan House	Policy and Resources - General Enquiry	23
Ross,Swan House	Potential Benefit Entitlement Calculation	22
Ross,Swan House	Receive Election Nomination Forms	2
Ross,Swan House	Receive forms for onwards transmission	73
Ross,Swan House	Recycling	12
Ross,Swan House	Refer directly to ABLE	1
Ross,Swan House	Report Benefit Fraud	4
Ross,Swan House	Reporting Abandoned Vehicles	13
Ross,Swan House	Research and Intelligence	10
Ross,Swan House	Right to Buy	14
Ross,Swan House	Senior Citizen Concessionary Parking Permit	883
Ross,Swan House	Signpost to ABLE	5
Ross,Swan House	Single Person Discount	205
Ross,Swan House	Social Care - General Enquiry	61

Ross,Swan House	Special/Bulky Item Collections	46
Ross,Swan House	Street Naming and Numbering	1
Ross,Swan House	Sundry Invoice Enquiry	38
Ross,Swan House	Taxi Licences and Enquiries	4
Ross,Swan House	Trading Standards - General Enquiry	9
Ross,Swan House	Traveller Sites	8
Ross,Swan House	Tree Preservation Orders	4
Ross,Swan House	Unclassified Service	7707
Ross,Swan House	Visitor Greeting	1977
Ross,Swan House	Waste Management	31
	<b>Total:</b>	<b>23315</b>
Hereford,Town Hall	Archaeology - Development Control and Education	2
Hereford,Town Hall	Benefit Application Form Request	2
Hereford,Town Hall	Benefit Application Supporting Evidence	2
Hereford,Town Hall	Benefits Advice Given	1
Hereford,Town Hall	Benefits Overview	3
Hereford,Town Hall	Births Deaths and Marriages	1
Hereford,Town Hall	Blue Badge Enquiries/Applications	361
Hereford,Town Hall	Car Park Penalty Notice Challenge Advice	30
Hereford,Town Hall	Car Park Season Tickets	2
Hereford,Town Hall	Car Parking - General Enquiries	5
Hereford,Town Hall	Cemeteries	1
Hereford,Town Hall	Change Of Address	1
Hereford,Town Hall	Child/Student Svcs - General Enquiry	2
Hereford,Town Hall	Conservation Areas - Appraisals/Policy/Designation	1
Hereford,Town Hall	Conservation Areas - Developmnt/Enhancemnt	1
Hereford,Town Hall	Conservation Areas - Trees	3
Hereford,Town Hall	Consumer Advice	1
Hereford,Town Hall	Council Tax Change of Circumstances	1
Hereford,Town Hall	Council Tax Enquiry	5
Hereford,Town Hall	Development Plans/UDP	1
Hereford,Town Hall	Display Statutory Notices and Registers	1
Hereford,Town Hall	Dog Warden Services	4
Hereford,Town Hall	Elected Members - General Enquiries	1
Hereford,Town Hall	Electoral Register Enquiry	2
Hereford,Town Hall	Electoral Registration - Issue forms/leaflets	1
Hereford,Town Hall	Eng/Trans - General Enquiries	14
Hereford,Town Hall	Environmental Mgmt/Planning/Sustainability	2
Hereford,Town Hall	Historic Building Advice/Grants	1
Hereford,Town Hall	Internal Telephone Enquiries	1
Hereford,Town Hall	Licensing	2
Hereford,Town Hall	Maintenance of Council Buildings	1
Hereford,Town Hall	Noise Pollution Report / Complaint	1
Hereford,Town Hall	On-Street Parking Permits	6
Hereford,Town Hall	Pest Control	3
Hereford,Town Hall	Planning Advice - General	13
Hereford,Town Hall	Planning Guidance	1
Hereford,Town Hall	Policy and Resources - General Enquiry	1
Hereford,Town Hall	Potential Benefit Entitlement Calculation	1
Hereford,Town Hall	Receive forms for onwards transmission	7

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Hereford, Town Hall	Research and Intelligence	2
Hereford, Town Hall	Senior Citizen Concessionary Parking Permit	8
Hereford, Town Hall	Single Person Discount	1
Hereford, Town Hall	Sites and Monuments Search	1
Hereford, Town Hall	Special/Bulky Item Collections	1
Hereford, Town Hall	Tree Preservation Orders	2
Hereford, Town Hall	Unclassified Service	177
Hereford, Town Hall	Visitor Greeting	94
	<b>Total:</b>	<b>775</b>