CORPORATE IMPROVEMENT BOARD

Venue: **Town Hall, Moorgate Street, Rotherham.**

Date: **Monday, 7 July 2008**

Time: **10.00 a.m.**

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.

2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.

3. Minutes of the previous meeting held on 2nd June, 2008 (herewith) (Pages 1 - 4)

4. Matters Arising.

5. Customer Access Strategy (report herewith as submitted to PSOC on 27th June, 2008) (Pages 5 - 46)

6. Local Area Agreement - Update (Vince Roberts to report)

7. Commissioning Framework (Julie Slatter to report)

CORPORATE IMPROVEMENT BOARD
Monday, 2nd June, 2008

Present:- Councillor Sharman (in the Chair); Councillors Austen and Wyatt.

Apologies were received from Councillor G Whelbourn and S. Wright.

1.   MINUTES OF THE PREVIOUS MEETING HELD ON 10TH MARCH, 2008

Resolved: That the minutes of the meeting held on 10th March, 2008 be approved as a correct record.

2.   LOCAL AREA AGREEMENT UPDATE

Resolved: That the Local Area Agreement detail be submitted to the next meeting of this Board on 7th July, 2008.

3.   COMMISSIONING FRAMEWORK

Julie Slatter, Head of Policy and Performance, reported briefly on the latest position regarding the implementation of a commissioning framework which had been the subject of a report to Cabinet/Corporate Management Team.

Reference was made to:

- the approval of a generic framework

- working with directorates to agree an approach to taking commissioning forward

- future reporting arrangements

- best value relating to procurement principles

- training to include dealing with the voluntary sector

- implementation aspects to be reported to Corporate Management Team in the next few weeks

Resolved: (1) That the information be noted

(2) That a further report be submitted to the next meeting of this Board on 7th July, 2008 following Corporate Management Team discussions

(3) That an all Member Seminar be arranged for September/October, 2008.

4.   COMPREHENSIVE AREA ASSESSMENT

Matt Gladstone, Assistant Chief Executive, gave a presentation relating to the above.

The presentation covered:

- Comprehensive Area Assessment: the new joint inspectorate assessment framework for local services from 2009

- Action learning : a new joint iterative approach to developing the framework

- What is CAA? – key components

- For Areas: - annual area risk assessment
               - analysis of performance against 198 national indicators

- Inter-relationship between local services

- For Councils and Fire Authorities:
               - annual direction of travel assessment
               - annual use of resources judgement

- Value for money in the use of resources

- Proposed use of resources framework

- For Primary Care Trusts and Police Authorities
               - use of resources judgement

- Comprehensive Area Assessment and the other performance frameworks

- What CAA will report

- Key differences from now

- Key points in the consultation paper

- Timetable

Discussion and a question and answer session ensued and the following issues were covered:

- Local Strategic Partnership

- links with housing associations

- Intervention Board

It was noted that a report was to be submitted to Cabinet followed by Performance and Scrutiny Overview Committee.

Resolved: That the information be noted.

5.   CORPORATE IMPROVEMENT PLAN - PROGRESS

Matt Gladstone, Assistant Chief Executive, presented the submitted report highlighting the progress made to date with implementation of the Corporate Improvement Plan and actions achieved or on target for completion, actions not achieved or delayed. Also highlighted were any new ideas which needed to be introduced as part of its regular updating.

To date, 77% of the actions had either been achieved, were ongoing or were on target for completion.

The report covered:

- areas of achievement/significant progress in respect of:

  - CPA Service Blocks
  - Sustainable Community Strategy/Local Area Agreement/Corporate Plan Refresh
  - Our Future
  - Financial Management
  - Data Quality
  - Awards

- areas of delay/concern in respect of:

  - Direction of Travel
  - Customer Access Strategy
  - Health Scrutiny
  - Management Development Centres
  - Conditions of Footways
  - Single Partnership Community Newsletter
  - White Paper Publications

- revisions to the Corporate Improvement Plan

Discussion and a question and answer session ensued and the following issues were covered:

- need for a more corporate approach to customer access
- availability of information for Ward Members on activity within respective wards to improve community work.

Resolved: (1) That the progress being made with the implementation of the Corporate Improvement Plan and actions raised as delayed/areas of concern be noted

(2) That the suggested additions to the Corporate Improvement Plan be approved

(3) That a progress report on the Customer Access Strategy be submitted to the next meeting of this Board on 7th July, 2008.

6.   NEXT MEETING

Resolved: That the next meeting be held on Monday, 7th July, 2008 at 10.00 am.

Agenda Item 5

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Performance and Scrutiny Overview Committee
2.	Date:	27th June, 2008
3.	Title:	Customer Access Strategy
4.	Directorate:	Financial Services on behalf of all

5. Summary

This report introduces the refreshed Customer Access Strategy that has been updated to cover the period 2008-2011 and is attached for consideration.

This refreshed Customer Access Strategy was endorsed by CMT on 9th June, 2008.

6. Recommendations

PSOC is asked to:

- **Approve the draft Customer Access Strategy 2008-2011.**

7. Proposals and Details

7.1 Background

The Council adopted its first Customer Access Strategy in 2005. To ensure that the strategy remains appropriate going forward the Council made a commitment within it's 2007/08 Year Ahead Statement to carry out a review of the strategy.

At the same time the ICT Strategy has also been refreshed and both documents have been developed concurrently to ensure that there is a co-ordinated and strategic approach to delivery.

Both of these refreshed strategies were endorsed by CMT on 9th June, 2008 and referred to Cabinet for approval.

Delivering the overall vision of the Customer Access Strategy has been built around five strategic objectives. These are:

Strategic Objective 1	**Improving the customer experience** – Using customer information to shape service delivery around our customers needs so that they are delivered responsively, accurately and cost effectively.
Strategic Objective 2	**Refocusing our priorities** - Ensuring that we are an efficient and effective Council. One that continually reviews its processes and technological requirements to deliver cost efficient quality services in a timely manner that are appropriate to our customers needs.
Strategic Objective 3	**Joined-up service delivery** - Proactively seeking out opportunities to work collaboratively with our partners to continually improve access to information and services provided to our customers.
Strategic Objective 4	**Marketing and promoting ways to access our services** - Encouraging self service where this is appropriate, for those who are able to contact the Council in this way, and publishing our achievements.
Strategic Objective 5	**Learning, development and training** - Providing empowered, well-trained, professional and knowledgeable staff to support the delivery of services and assist customers to be confident and competent users of ICT based access.

8. Finance

Delivery of significant elements of this strategy will be supported by the refreshed ICT Strategy which will be funded from the existing ICT Capital Programme and

existing Council budgets. Any additional funding for the Customer Access Strategy will be identified in the implementation plan – which will follow acceptance of the strategy – and individual business cases developed as appropriate.

9. Risks and Uncertainties

The strategy is a critical element in ensuring the Council continues to develop its services for the benefit of its customers.

10. Policy and Performance Agenda Implications

The development of the Customer Access Strategy is aligned to:

- 'Stronger and Prosperous Communities' Local Government White Paper which identifies the need to provide responsive services to our communities, and the requirement to drive efficiencies in service design.
- The national transformational government agenda, set out in Sir David Varney's Service Transformation Report (December 2006).

The Customer Access Strategy is a key corporate strategy and will therefore contribute to all policy and performance agendas.

A draft Equality Impact Assessment for the Strategy has been produced in conjunction with Chief Executive's Directorate.

11. Background Papers and Consultation

- Customer Access Strategy 2005-2007

Contact Name :

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e-mail: mark.evans@rotherham.gov.uk

Customer Access in Rotherham

Vision & Strategy

2008 – 2011

Draft Version 0.9

Contents

1. Introduction

Rotherham Metropolitan Borough Council recognises the important role that effective access to services has in building stronger communities, reducing poverty and improving well-being and satisfaction. Our Customer Access Strategy was first produced in 2004 and has provided a firm foundation for the future as we develop our services to meet the needs of our customers. Advances in technology have opened up the number of ways customers want to contact the Council, allowing that contact to be decided by customers, at a time and place most convenient to them. This refreshed Strategy provides a flexible framework for the delivery of customer access.

Later in this document we highlight the contributing ICT projects that will assist in delivering our vision and themes for customer access. These are outlined in more detail in the Council's Information & ICT Strategy.

We will review the strategy and the associated action plan annually in consultation with our customers and partners. Through effective community engagement we will reach out to all communities and involve them in the ongoing development of quality, accessible and cost effective services.

2. Current Position

The Council provides a range of different locations where customers can access our services including the Customer Service Centres, Neighbourhood Offices, Sure Start Children's Centres and leisure and cultural venues including libraries. Details of the Council's current customer access points and the services available are shown in Appendix 1.

By the end of 2010 a further 3 Service Centres will be opened – Maltby, Aston-cum-Aughton and Rawmarsh – which will also include a range of health services available. In addition, the Council is planning to open a further 8 Sure Start Children's Centres which will bring the total number in Rotherham to 20.

In 2007/08 the Council's Contact Centres dealt with just over 406,000 telephone calls via dedicated numbers for housing repairs, Streetpride (covering environment and waste management services), Jobline and general enquiries. For the same period over 76,000 face-to-face interactions were dealt with at the Customer Service Centres in the Town Centre and at Swinton and Dinnington.

In addition, there were over 584,000 cashiering transactions across the Council's 8 cash offices in either the Customer Service Centres or the Neighbourhood Offices. A further 27,000 payments were taken via the automated telephone payments line and over 5,000 payments were made using the internet payments facility on the Council's website.

3. What have we achieved to date?

The Council has already done much to improve access to services for customers. Just some of the many achievements the Council has realised since the first strategy was produced are listed here:

- Opened a new telephone contact centre and 3 new Customer Service Centres in the Town Centre and at Swinton and Dinnington.

- Having led the Local e-Gov National e-Benefits Project the Council became the first local authority in England and Wales to implement the e-Benefits system which automatically populates the Council's back-office systems with information that is captured via an intelligent electronic claim form.

- Introduced single benefit assessments for older people in their home as a part of a newly integrated team between the Council and The Pensions Service.

- Operating on behalf of the Home Office the nationality checking service from Swinton Customer Service Centre, thereby providing customers with increased choice of where to make their application for citizenship.

- Opened new 12 Children's Centres providing good quality integrated services (e.g. health, education, family support and care) to children in order to give every child the best possible start in life. These Centres will have a broad and lasting impact on children, their parents and the wider community

- Improved access to the Disabled Persons Parking permit – Blue Badge, and removed waiting times to receive decisions and badges. The improvements which have been made have been recognised by the Department of Transport and the Council has been short listed for a Centre of Excellence for delivering this service.

- Charter Mark accreditation achieved by the Library Service and retained for Neighbourhoods, The Visual Impairment Team, RotherCare, Community Meals and the Transport Service during 2007.

- Improved access to the adaptations service by decreasing the amount of time our customers wait for an adaptation from 16 weeks to 3 weeks and delivered over £500k in efficiency savings.

- Neighbourhoods and Adult Services have achieved improved access to services through the activities of the Customer Inspection Service, resulting in changes to customer access points, website and publications.

- Made it possible for 24 hour access for customers to make payments via the web site or telephone.

- Introduced a Corporate Consultation and Community Involvement (CCI) Framework which sets out the Council's vision, aims and objectives for CCI. It also sets out a range of actions to ensure that it underpins and is built into everything that the Council does.

- 'Through the eyes of the customer' Project implemented across Neighbourhood & Adult Services which involves customers challenging the quality of services by putting in place innovative mechanisms of testing customer opinion following service improvements

- Streetpride 'Golden Number' implemented, a unique number which customers call for all Streetpride issues has been widely and successfully promoted on roadside banners & vehicles. Customer contact is then channelled through the Rotherham Council Contact Centre, where if possible, their call will be resolved immediately, but where the call needs to be routed to other teams it quickly goes to the right people for resolution.

- 139 Streetpride Champions appointed across the Borough. Members of the public who either have no access to a phone or cannot afford to make a phone call to report a problem can call to see a Streetpride Champion in their area.

- Streetpride Service Standards booklets delivered to every house in the Borough, giving information on when & how to access the services offered by Streetpride and the standard of service which customers can expect.

- Introduced an automated telephone library book renewals line: 24 hour access can be made any time and from any place to renew items, check current loans, reservations etc, and access to library information including opening times and contact details.

- Developed MySpace page for Rotherham Theatres aimed at developing new communication channels. The page gives audiences the opportunity to see behind the scenes of productions and allows theatre fans to talk to each other.

- Neighbourhood Partnership Team - coordinates the 7 Area Assemblies and is based across Rotherham in local community offices. The team enables local communities to work in partnership to represent local need, Influence decision making and service delivery, and co-ordinate actions to meet community priorities through area planning.

- Engineers on Street Corners initiative: wherever Streetpride plan to improve the highway they give residents in the area the opportunity to input to the proposals. Residents are contacted by letter, making them aware of when & where an Engineer from the Streetpride team will quite literally "Stand on a Street Corner". They can then go and speak to the Engineer face to face to find out what is happening and make suggestions based on their personal knowledge of the locality.

- Free Internet access and an email account for every citizen is available through Rotherham's libraries, enabling contact with the Theatre and other Council services, as well as friends, family and colleagues throughout the world.

- All current (and a large number of historical) planning applications can be viewed online.

- To reduce potential barriers we provide access to interpreting and translation services, produce publications in other languages and formats on request as well as providing venues and facilities that can be accessed by disabled people.

4. Overview of the Strategy

The Council is committed to a model where services are built around customer needs and not organisational structures. We have adopted a co-ordinated and joined up approach for the development and use of different methods for accessing the Council's services – otherwise known as 'access channels' - so we deliver real benefits to our customers and excellent customer service.

We are developing further the underpinning principles, people and processes with our partners to deliver a fully joined-up, end-to-end service that adds value to the customer experience, which will be tested by our staff and customers through our established forums, such as the Rotherham Access Audit Group and Learning from Customers Groups, using mystery shopping and other satisfaction testing approaches.

Equally important is offering customers choice and convenience through a multi-channel delivery structure in order that all customers are dealt with fairly and to a consistent quality from any location, as shown in Figure 1. We are continuing to re-engineer our processes to ensure customer enquiries are dealt with by staff in a professional and timely manner at the first point of contact and by whichever channel the customer chooses, to meet our published standards as outlined in Appendix 2.
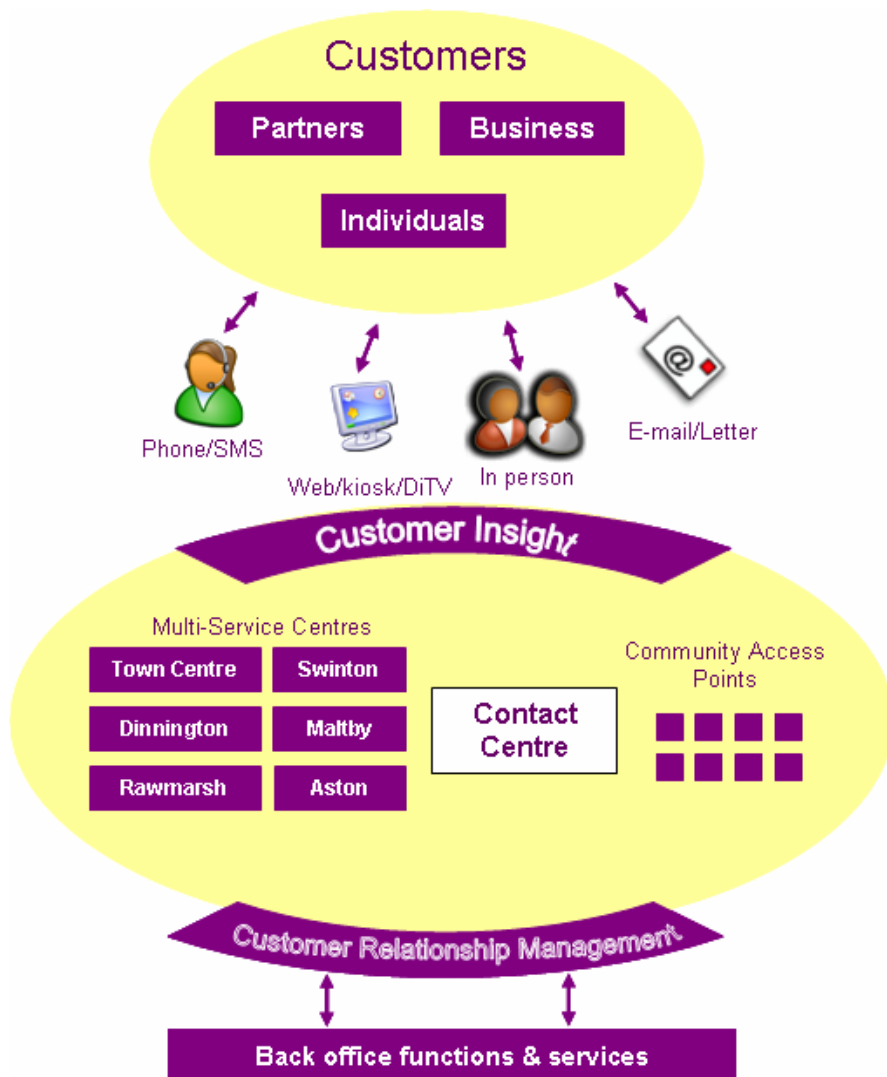
Figure 1 Delivering customer access across Rotherham

We know from our earlier research that our customers contact us for a variety of service related reasons, key among these are to:

- Ask for information
- Make a payment
- Request a Council service
- Use facilities e.g. sports and leisure centres, libraries
- Report a service issue
- Pay a compliment or make a complaint
- Respond to community engagement exercises
- Engage in the democratic process (political reasons)

We also know our customers still value traditional delivery channels where they can speak to a 'real person' either face-to-face or by telephone. This is particularly true for older residents and those with specific or complex needs. Our research from our customer survey, Rotherham Reachout, suggests that 59% of households in the Borough have internet access at home and use it. Therefore, whilst electronic methods will be developed in the future, the telephone and face-to-face is still important to customers as a means of contacting the Council.

Therefore, a mix of access channels will be available into the medium term. This mix will change over time as the move to electronic "self service" channels increases.

Our approach will be to encourage and help customers to move to more effective and efficient means of accessing services. We are going to be maximising the benefits of technology to offer a wide range of services electronically, providing the customer with greater choice and convenience. We recognise, however, that we will need to build people's confidence, trust and skills in using new access channels.

Having a range of different methods for customers to access Council services means we can make sure that our services are available to all of our customers. We will also continue to develop assisted access for those less able to use electronic access channels whether due to disability, sensory impairment, language needs, lack of access or confidence.

5. Our vision for customer access

The Customer Access Strategy applies to people who live, visit, work or study in Rotherham. It applies to businesses, other agencies, partners and our internal customers (e.g. employees). This strategy is driven by a clear vision which feeds directly into the Community Strategy and Corporate Plan.

Our Vision is to make it easy for anyone living, visiting, working or studying in Rotherham to access Council services where and when they need them. We will deliver quality experiences for all customers that contact us, regardless of when or how they make contact and we will offer services that are joined up with other agencies where possible.

In practical terms this vision means that for all services and activities the Council will:

- Always put the customer first
- Listen to and act on feedback and tell customers what we've done
- Be courteous at all times
- Have a recognised and trusted brand
- Perform to our published standards
- Deliver the highest quality of work, within available resources
- Keep everyone informed
- Communicate in plain language

- Promote ease of access and equality of access to services

The Government's vision for customer access emphasises transforming how Councils deliver their services so that customers don't have to contact Councils multiple times to get the service they have requested. This approach – known as "avoidable contact" – will be measured by a new national performance indicator.

6. Links to national agendas and local strategies

Since the Customer Access Strategy was first developed in 2004 there have been some significant changes in the policy direction at a national and local level. The following summarises the context in which this strategy has been developed.

- **The 'Transformational Government' agenda**: This followed on from the work on e-government and put an emphasis on 'transactions' carried out using the range of available technologies; offering real choice of interaction, at a time, place and method that is tailored to meet the needs of individuals.
- **Building on Progress in Public Services**: The next phase of government reform in public services will look to make services personalised according to the needs and preferences of users.
- **The 'Varney Report'**: This sets the direction and objectives required to deliver world class services across the public sector.
- **Customer Service Excellence Standard:** The Government's replacement standard for Charter Mark launched in March 2008 that will focus on delivery, timeliness, information, professionalism and staff attitude to assess the level of customer service delivery.
- **The National Indicators for Local Authorities**: The new performance framework for local government brings together national standards and priorities set by Government with local priorities.
- **Comprehensive Area Assessment (CAA)**: Following on from the Comprehensive Performance Assessment, a revised Performance Management framework encompassing greater efficiencies leveraged by effective deployment of technology; releasing more resources to front-line service delivery.
- **Inter-Agency working**: It is the responsibility of the Council to ensure that arrangements for multi-agency governance, commissioning and delivery of services is in place across a range of local partners.
- **Efficiency Targets**: Increased expectations on quantifiable outcomes brought about by effective deployment of resources to enable staff to work smarter, not harder.
- **Customer Perception**: There is a focus for increased performance measurement under CAA, plus rising expectations of standards of service; availability and online capabilities to 'transact' with the Council and other public services.

- **Local Area Agreement**: There is a legal duty on the Council, working with the local strategic partnership, to deliver a Local Area Agreement containing performance targets which are priorities for the borough.
- **The Rotherham Community Strategy**: Describes the future vision for the borough and incorporated within the Strategy are the sixteen mandatory education and early years targets for 2008-09 and up to 35 indicators and targets that will form the basis of the 2008-2011 Local Area Agreement that Rotherham is in the process of committing to with central government.
- **The Council's Corporate Plan**: Includes the Local Area Agreement measures, and also a range of additional objectives and measures which reflect the Council's priorities, key service issues and commitments for the period through to 2011. The Plan effectively reflects those issues that are most important to the Council and which have greatest impact on our communities.
- **Regional Partnerships**: Work in partnership to ensure our strategies link with wider developments; encouraging joint-working in the interests of our customers, businesses and value-for-money.
- **Citizen and Business expectations**: Demand for multiple channels of access to Council service provision; rise of self-service fuelled by the ways in which the private-sector already do business (e.g. online banking, online Insurance quotations, secure payments by card, making applications and receiving decisions) and the need for quicker transactions to reduce costs (in terms of time and money), provision of information once, which is then shared securely and appropriately with others to provide seamless; life and business-event focused transactions/services/responses.
- **Corporate Equality Strategy**: Promotes equality for employees and the wider community, irrespective of race, colour, religion or belief, ethnicity, gender, family status, sexuality, disability or age. Recognises the diversity of our customers and acts to ensure services are fully accessible to people with disabilities, customers who use languages other than English and those who might otherwise find it difficult to access services.
- **Workforce Development Plan:** Aims to get "the right people in the right place at the right time". Together with the revised appraisal scheme which has been designed with a new competency framework, the necessary support mechanism is available to address issue of customer focus at all levels in the workforce. Competencies are used as a basis for future recruitment and selection, ensuring that new staff have the required behaviours and skills.

7. Expanding our knowledge of our customers

The Council currently much to consult with and gather data on our customers to inform specific issues and developments. Going forward we will wish to further develop our knowledge of our customers so we can tailor service provision where appropriate. We will further exploit the potential of the Council's customer insight tool, ACORN, to help inform on lifestyle profiling to have a coherent, holistic view of our customers across all services.

Further development and roll out of the Council's Customer Relationship Management (CRM) solution, as illustrated earlier in Figure 1, will increase our ability to offer even more responsive services. CRM can help the Council to better understand its customers and facilitate the delivery of joined up services to customers. The current Seibel CRM within the Council is a powerful platform and its further development will be a key activity to underpin some of the plans in this strategy.

The ultimate aim of this strategy is to have systems and processes in place which make it easier for customers to contact the Council, means they can contact the Council at any access point and get the same services and as often as possible will have their questions or issues dealt at first point of contact.

Better information about our customers will also enable us to better meet their diverse needs including the provision of services in accessible formats such as Braille, large print, or in a variety of languages.

8. What outcomes do we expect?

The achievements across the Council to date, coupled with the significant investment made, act as a springboard for the Council to make a real impact and positively promote customer excellence, whilst improving both reputation and performance.

By 2011 the Council will empower customers to self-serve where it is appropriate and take the service to the customer rather than the other way around. Where face-to-face service is the best way of meeting the customer's expectations we will look to add value to their visit by identifying other services they may be eligible for through the development of integrated access points with our key partners.

The outcomes we expect to see between now and 2011 for our customers, staff and the organisation as a whole are:

For Customers
- Greater involvement in the design, review, and evaluation of services.
- Greater choice and convenience in the way they access our services.
- Excellence in customer service and the provision of information.
- Resolution to queries at the first point of contact and the removal of avoidable contact.
- Joined up services, where this makes it easier for our customers.
- No unnecessary red tape.
- Equitable service access and delivery outcomes for all communities.

- Improved quality of life.

For Staff
- Customer focussed organisation.
- Led by confident, decisive and supportive managers.
- Part of an organisation which is strikingly modern, fresh and progressive.
- Greater investment in frontline services.
- Greater empowerment and involvement in the shaping of improved services.
- Better management of information.
- Continuous process improvement.
- Training to enable the above to happen.

For Rotherham Council
- Clear focus on the customer.
- State of the art access channels, including a full range of electronic services.
- Reduced cost of delivery and better value for money.
- Improved relationships with key stakeholders and other service providers.
- Consistently higher customer satisfaction ratings.
- Contribution towards economic growth.

9. Delivering value for money services

Emerging technologies have greatly improved the Council's ability to provide its services 24 hours a day, 7 days a week via the Internet and the Council's website. Customers can request services on the website via e-forms (an online version of a paper form) at any time. This provides our customers with greater choice and also saves them and us time and money in travelling.
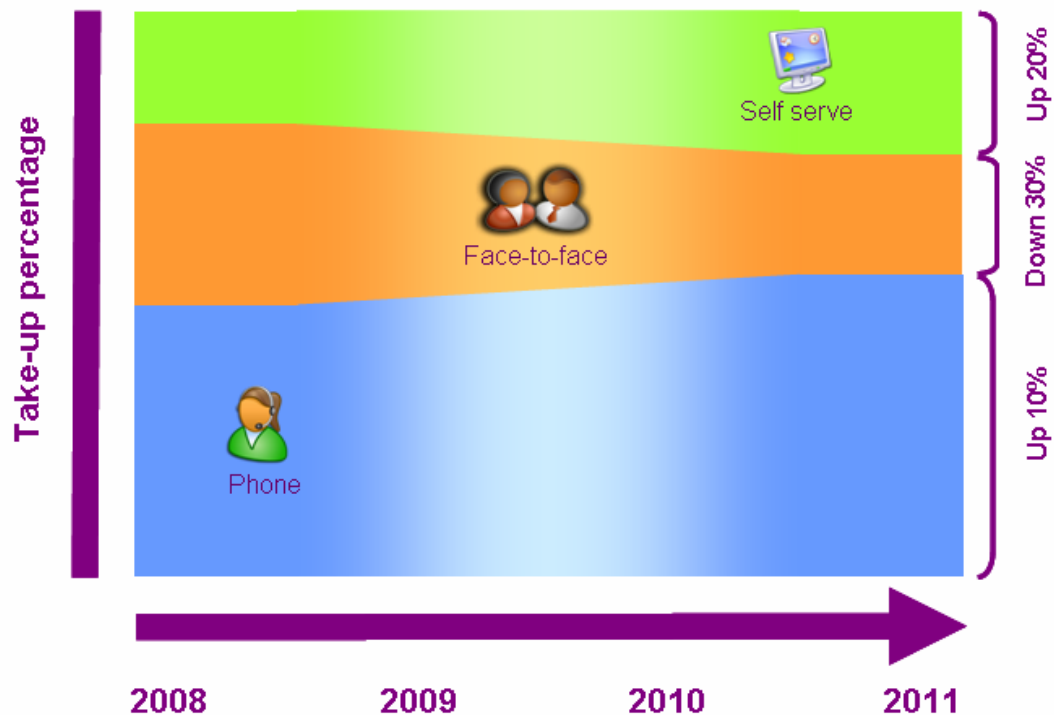
Figure 2 Take-up across core channels

As highlighted earlier it will be important that we continue to offer a mix of traditional and electronic means of access for our customers – and it will be equally important for us to encourage those customers who are willing and able to use modern, electronic routes, to do so.

This will enable the Council to provide existing services to more people and to further improve the quality of those services for everyone.

The Council and its partners are committed to improving the value-for-money of its services by reducing the cost per transaction of accessing services, whilst at the same time improving the quality of those services. This is one of a number of clear intentions to be realised through the successful delivery of this Strategy.

As Figure 2 shows, the Council will be seeking to encourage the use of telephone and self-serve channels and moving to a position where its transactions are more cost effective than the national averages. A key first action will be to baseline costs across all access channels (i.e. face-to-face, web, telephone) to enable the Council to measure its cost-effectiveness between now and 2011.

10. Our approach to implementation

This strategy is built around five strategic objectives which enable us to focus on how we are going to deliver on our vision. These are:

Strategic Objective 1   **Improving the customer experience** – Using customer information to shape service delivery around our customers needs so that they are delivered responsively, accurately and cost effectively.

Strategic Objective 2   **Refocusing our priorities** - Ensuring that we are an efficient and effective Council. One that continually reviews its processes and technological requirements to deliver cost efficient quality services in a timely manner that are appropriate to our customers needs.

Strategic Objective 3   **Joined-up service delivery** - Proactively seeking out opportunities to work collaboratively with our partners to continually improve access to information and services provided to our customers.

Strategic Objective 4   **Marketing and promoting ways to access our services** - Encouraging self service where this is appropriate, for those who are able to contact the Council in this way, and publishing our achievements.

Strategic Objective 5   **Learning, development and training** - Providing empowered, well-trained, professional and knowledgeable staff to support the delivery of services and assist customers to be confident and competent users of ICT based access.

Through implementing this Strategy we will make a significant contribution to the delivery of the Priority Themes contained in the Rotherham Community Strategy. For each Strategic Objective we indicate where there is a contribution to the priorities of Rotherham SAFE, PROUD, ACHIEVING, ALIVE & LEARNING and the cross cutting themes SUSTAINABLE DEVELOPMENT and FAIRNESS.

In addition, the Council has made a commitment within its Corporate Improvement Plan to achieve Council-wide accreditation against the Government's new Customer Service Excellence Standard (Charter Mark replacement) by Summer 2009. Once again for each Strategic Objective the contribution each will make to the assessment criterion is highlighted.

Strategic Objective 1: Improving the customer experience		
We believe:	**We will:**	**Key actions needed to deliver the objective**

• Services should be customer focussed, easy to access, integrated and localised.
 	
• Every customer should be treated with respect, dignity and understanding.
 	
• The quality of the customer's experience of accessing the service is as important as the quality of the service itself.
 	
• If we design and review services with our customers, we are most likely to get it right.
 	
• Face-to-face services should be delivered in modern and accessible premises designed to meet the needs of all customers.
 	
• Services should be supported by technology and information that are appropriate to meet customer needs.
	• Build on the success of the contact centre and joint service centres.
	
	• Ensure that access channels meet the needs of all customers.
	
	• Have a seamless technological infrastructure that supports all access channels.
	
	• Establish a knowledge base so that customers do not have to repeat what they have already told us.
	
	• Have high standards of customer care which are applied consistently across all our services.
	
	• Make effective use of customer insight to give us an accurate understanding of the customer profile.
	
	• Make sure that customers know what they need to know about how to access services.
	
	• Put in place systems for removing "avoidable contact".
		• Business process re-engineering framework revised in line with the Business Improvement Pack by July 2008.
		
		• Service list for transformation and integration into CRM agreed by August 2008.
		
		• Complaints system revised by August 2008 and all relevant recommendations from the Complaints Scrutiny Review implemented by December 2008.
		
		• Council website refreshed by March 2009.
		
		• Joint Customer Services Centres opened:
		
		    o Maltby by September 2008
		    o Aston by May 2009
		    o Rawmarsh by May 2010
		
		• Expand payment methods by December 2008.
		
		• CRM and customer insight data used to shape services by December 2008.
		
		• Customer service standards reviewed and implemented by July 2008.
		
		• Joint customer care standards with partners developed by March 2009.
		
		• Introduce customer satisfaction testing across all channels using intuitive easy to use technology for the customer by March 2009.

		- 80% of customer facing contacts resolved at first point of contact by September 2009. - 'Avoidable contact' baselined by October 2008 and improvement targets set in line with the national timetable. - 'Tell Us Once' – a pilot project to enable customers to access various Council services by providing their information only once - Introduced in line with the national timetable. - Introduce clear charging information which is accessible, transparent and user-friendly across the internet by March 2009

Contributes to:

- Rotherham Achieving, Alive and Fairness

- Customer Service Excellence Criterion 1, 2, 3, 4 and 5.

What will this look like for our customers?

Example 1 - Mrs Patel's registration of birth visit

Imagine it's 2011, Mrs Patel calls the Council's contact centre to make an appointment for her and her husband to register the birth of their first baby. Whilst making the appointment Mrs Patel is asked by the customer service advisor if she would be interested on the day of the appointment in seeing a Tell Us Once advisor who would be able to assess Mrs Patel and her husband's eligibility for other government services, such as Child Tax Credits, Child Benefit and Housing Benefit, given their change in circumstances. Mrs Patel informs the advisor of her consent to participate recognising the benefit of this saving her time later and receiving all her service entitlements as early as possible.

The day before the appointment Mrs Patel receives a text message to her mobile phone confirming details of her appointment and a reminder of the key documents she and her husband will need to bring with them.

On arrival at the Registrars Office they are seen promptly at the time slot they were given and the Registrar undertakes the registration of the birth. Having completed the registration they are then seen by the Tell Us Once advisor, who proceeds with a review of their eligibility to other government services. The interview takes a further 15 minutes to complete and proves beneficial to the family since they are found to be eligible for a higher rate of Child Tax Credit and an increased level of Housing Benefit as well as Child Benefit. The Tell Us Once advisor securely e-mails the initial application details to the Department for Work and Pensions, HM Revenue and Customs and the Council's Revenues and Benefits Team. Payment to the family will start straight away and the Tell Us Once advisor informs them that they will receive written confirmation of their claim within 10 working days.

Finally, the Tell Us Once advisor registers Mrs Patel's baby with the Council's Imagination Library which will see her newborn receiving through the post a collection of age appropriate reading books each month until they are 5 years old. The advisor also registers the baby with her local library and provides details of Rhymetime activities. Mrs Patel provides her mobile phone number to receive future text alerts of aerobics classes at St Ann's leisure centre she is interested in attending.

Strategic Objective 2: Refocusing Our Priorities

We believe:	We will:	Key actions needed to deliver the objective
- In getting the best out of resources. - In eliminating wasteful duplication or inefficient practices and processes. - In using resources released through more efficient ways of working to support service delivery. - That technology should support and enhance customer access and service delivery.	- Ensure that services are focussed fully around the needs of the customer. - Redesign services from front to back and maximise the use of new technology. - Re-engineer processes, in order to improve first point of contact resolution and improve right first time resolution. - Invest in our staff to ensure they are fully skilled to deliver to the standards of customer service expected of them. - Rationalise and improve our property estate, including the co-location of services with other partners in line with the Council's Asset Management plan.	- Channel shift targets achieved each year as follows: - By 2008/09 achieve a 10% reduction in face-to-face transactions and a 10% increase in telephone transactions. - By 2009/10 achieve a 20% reduction in face-to-face transactions and a 10% increase in telephone and web transactions. - By 2010/11 achieve a 30% reduction in face-to-face transactions, a 10% increase in telephone transactions and a 20% increase in web transactions. - Face-to-face contact to cost 3% less year-on-year to 2011. - Extend the range of services delivered by out-reach workers such as Social Workers by June 2009. - Implementation of an Agile Working Strategy for all staff by December 2008. - Hours of service consulted on by March 2009 to inform the business case for extended opening hours. - Customer Care Performance Management Framework including customer monitoring and reporting mechanisms implemented by October 2008. CO_2 emissions reductions from the local authority operations being negotiated through the Local

		Area Agreement achieved.

Contributes to:

- Rotherham Achieving, Alive, Sustainable Development and Fairness

- Customer Service Excellence Criterion 1, 2, 3, 4 and 5.

What will this look like for our customers?

Example 2 – Mrs Hughes's Car Parking Permit

Imagine it's 2009, Mrs Hughes would like to speak to someone about car parking facilities in her street. Although it is a Sunday she uses her broadband computer to access the Council's web site and online forms. She logs her request for a car parking permit. The system confirms that she is eligible for a reduced permit - she buys it through the online payments system paying for it by debit card. By 2010, Mrs Hughes will be able to access this same service using her digital television set.

Strategic Objective 3: Joined-up service delivery

We believe:	We will:	Key actions needed to deliver the objective
• That customers see local government as a single organisation and therefore the Council's processes need to be reviewed and simplified in order to function in this way.	• Have a shared vision with our partners for excellent customer access in Rotherham.	• Develop a 'satellite centre model' to support the network of primary customer service centres and access needs of the rural areas of the Borough.
• That partnerships are fundamental to delivering excellent joined-up services.	• Agree common customer care standards across all public sector partners and the concept of a consistent customer experience when accessing public services, irrespective of location.	• Consult our Community Planning Partners by September 2008 to identify further opportunities for joined up and partnership working.
• That by working together better use will be made of resources and expertise.	• Work towards achieving with our partners seamless customer service delivery.	• 'Tell Us Once' – a pilot project to enable customers to access various Council services by providing their information only once - introduced in line with the national timetable.
• That we will provide better access to services by working together to remove service, geographical, physical, attitudinal and professional barriers.	• Have common signage across access channels which enable customers with learning, language or literacy difficulties or sensory loss to access services more easily.	• Joint customer access strategy with our partners developed by March 2009.
• In the value of a strong partnership with business, community and voluntary organisations as well as other statutory agencies.	• Share the vision and strategy with other key partners, identify areas of similarity/dissimilarity and potential barriers to implementation, and begin to take action to improve service delivery.	• All customers authenticated to self-serve by September 2009.
	• Continue to work with a wide range of partners such as Health, Police and the Pensions Service, etc to develop best practice approaches to redesigning service delivery.	• All planned integrations of Council services into the CRM solution completed by 2010/11.

	• Seek to establish combined customer forums and integrate consultation activity. Share feedback and research.	• Joint Customer Services Centres opened:
		
		   o Maltby by September 2008
		   o Aston by May 2009
		   o Rawmarsh by May 2010

	• Actively support the voluntary and community sector to enable them to work with us and 'our' customers effectively.	• Review of information-sharing protocols enabling the effective and secure sharing of data between partners completed by March 2009.

Contributes to:

- Rotherham Achieving, Alive and Fairness
- Customer Service Excellence Criterion 1, 2, 3, 4 and 5.

What will this look like for our customers?

Example 3 – Partnership working

Imagine it's 2009, Mr Clarke has a complaint regarding noise being caused by his neighbour and graffiti on his estate. He is also concerned about security for his house and is looking for some advice on what he can do to improve this. He contacts the Contact Centre using the 336003 golden telephone number for Streetpride services as he is unsure whether this is an environmental service, Rotherham 2010 or Police matter.

As the Customer Service centre has a full understanding of the services provided by the Council and its partners, the Customer Service Advisor is able to assist Mr Clarke in recording his complaint, advising on the standard of service response he can expect and by generating service requests to the relevant service provider for response: the Council's Safer Neighbourhood Unit for the noise problem, Streetpride for the graffiti removal and the local Safer Neighbourhood Team for a Police Community Support Officer or Rotherham Warden to visit to reassure and provide advice on security issues.

During the first contact he is also advised on how he can photograph and text a picture of the graffiti from his mobile phone to support potential enforcement action and how he can make further complaints online.

Strategic Objective 4: Marketing and promoting ways to access our services		
We believe:	**We will:**	**Key actions needed to deliver the objective**
• A recognisable "brand" helps identify the Council to existing and potential customers and should be used consistently to link services to the Council. • In the reinforcement of brand awareness through targeted communications. • In promoting awareness of ICT, the Internet and its potential benefits among non-users and new users and assisting them to gain access and develop skills.	• Promote a single branding of the services that the Council provides, which is recognisable to customers. • Have an enhanced website facility ensuring consistency of terminology and service information. • Sign up to the LGA Reputation Campaign to which will help raise the awareness of the work of the Council across Rotherham. • Reduce the digital divide by extending electronic access to services through schools, leisure centres, Rotherham Visitor Centre, libraries and Joint Service Centres. • Promote and market new ways of accessing services to help customers to become confident in accessing services in new ways. • Monitor service take-up and satisfaction levels across Council services by disability, gender, ethnicity and other equalities data. • Make better use of research, information and consultation outcomes by co-ordinating, disseminating, and taking consistent action on the information gathered. • Ensure that the strategic objectives of the customer access strategy are reflected in our Service Plans • Engage customers in the design, review, management and delivery of services, and the development of access channels and local customer facilities.	▪ Branding strategy for the Council produced by September 2008. ▪ Communication and marketing plan for channel promotion produced by September 2008. ▪ Service Plans to include links to the Customer Services vision and strategic themes by June 2008. ▪ Channel migration completed - self serve up by 30%, telephone up by 10% and face-to-face down by 20%. ▪ A to Z Guide delivered to residents and businesses by Summer 2008 and refreshed annually. ▪ Achieve 'Gold' standard in the LGA Reputation Campaign by 2009. ▪ Performance information relating to customer service delivery will be presented in accessible formats by October 2008 to Members and key officers and will be available to customers via the Council website.

	• Use feedback as part of service design, development, and delivery.	

Contributes to:

- Rotherham Achieving and Fairness
- Customer Service Excellence Criterion 1, 2, 3, 4 and 5.

What will this look like for our customers?

Example 4 – Contacting by text

Imagine it's 2010, a local Rotherham business operating in the town centre notices that there is a faulty street light close to their premises. A member of staff from the business recalls seeing a promotion from the Council advertising a new text number to report faults. They decide to send a text message to the Council using their mobile phone in the hope that this will speed up the response time.

The Council's integrated ICT means that the text message is automatically received into the Council's Customer database and an alert sent to the nearest Streetpride employee, on their mobile device, telling them of the problem needing attention. The reported fault is also put onto the Councils web site to indicate that this problem is known about and is being dealt with.

On completion of the repair the employee uses their mobile device to say they have completed the repair; the web site is automatically updated to say that the repair has now been done, and an automatic text message is sent back to the person in the local business to say that the job has been dealt with. They are also offered an opportunity to text back their level of satisfaction to the Council with this service, which is recorded and used to inform further service delivery planning.

Strategic Theme 5: Learning, development and training		
We believe:	**We will:**	**Key actions needed to deliver the objective**
• Everyone in the Council must be a customer champion. • That staff are our most valuable resource. • That every member of staff should be treated with respect, dignity and understanding. • In the value of a well trained, well managed, and well led workforce. • That the workforce should reflect the diversity of the wider local population and provide good role models for all. • That if we look after our staff well, we will be looking after our customers well.	• Put customer access at the heart of all aspects of Council delivery; • Deliver services through a committed, well trained and motivated workforce. • Develop local and flexible ways of working, and enable change to be delivered effectively. • Implement a comprehensive change management process to support staff through a period of rapid and substantial change. • Improve internal communications and increase the capacity for staff to help shape the improvement of services. • Establish a planned and managed approach to succession planning and staffing reductions as required in areas of business growth and contraction. • Ensure that performance management information, key indicators and monitoring systems are in place to measure our progress toward achieving excellence in customer access. • Ensure Equality and Diversity training for all staff to deliver an appropriately sensitive service to a diverse community with diverse requirements.	▪ Customer competency framework developed in line with national guidance by December 2008. ▪ Learning from customers forums will exist in every service area by December 2008. ▪ Customer service coaches and practitioners accredited by the Institute of Customer Services will exist in every service area by March 2010. ▪ All customer facing staff will have had customer focussed training through the Institute of Customer Services accredited programme by March 2010. ▪ All customer service related training needs identified through the annual PDR process met. ▪ Mobile and flexible working strategies are fully rolled out by December 2009. ▪ 80% of customer facing contacts resolved at first point of contact by September 2009. ▪ All staff will go through the Council's Equality and Diversity training.
Contributes to:		

- Rotherham Achieving and Fairness
- Customer Service Excellence Criterion 1, 2, 3, and 4.

What will this look like for our customers?

Example 5 – Information Services

Imagine it's 2009, Miss Johnson a visually impaired customer suffers from diabetes and arthritis. She booked one of the People's Network computers with her family carer at one of the Council's new Libraries to do some research on diabetes through the Internet because she had heard how she could do this with the support of trained staff at her local library. The Librarian helped to change the computer screen settings and made sure that the information was displayed in large text for Miss Johnson's needs.

In conversation with the Librarian Miss Johnson mentions that she had visited her GP the previous day and was being booked to see a specialist to see what can be done to help her with her diabetes and arthritis.

The Librarian pointed out that Rotherham Library Service was part of the NHS Choose and Book service which allows her to choose the hospital or clinic for her consultation, and book her appointment (date and time) with the specialist, online whilst using the library computer, for free.

Miss Johnson is delighted with the information and assistance from the Librarian that she made her appointment there and then via the Internet.

11. Delivery of the strategy

The delivery of this refreshed Strategy is dependent on the £6 million Capital Programme monies approved by the Council's Cabinet for the establishment of the network of Customer Service Centres, along with the range of ICT projects that are to be financed over the next three years by the Council's £14 million ICT Capital Programme.

The following table highlights for each Customer Access theme which ICT projects will support the outcomes to be achieved.

Contributing ICT Projects	Theme 1 Improving the customer experience	Theme 2 Refocusing our priorities	Theme 3 Joined-up service delivery	Theme 4 Marketing and promoting ways to access our services	Theme 5 Learning, development and training
EDRMS	●	●	●	●	●
Identity Lifecycle Management	-	-	●	-	-
Customer Master Record development	●	●	●	●	●
CRM enhancements including SMS	●	●	●	●	●
Government Connect	●	-	●	●	-
Shared Learning Group Outcomes	●	●	●	●	●
e-Channel Developments	●	●	●	●	-
Town Centre Accommodation and Cultural Quarter Developments	●	●	●	●	●
Web site review and redesign	●	●	●	●	-
Joint Customer Service Centres	●	●	●	●	●

	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
Workstyle	●	●	●	●	●
Complaints handling review	●	-	-	-	-
Technology Refresh Programme	-	●	●	-	●
Active Directory and Sharepoint roll-out	-	●	●	-	●
Public broadband access	●	●	●	●	●
Business Continuity and Disaster Recovery	●	●	●	-	-
Data security	●	●	●	●	-
Rotherham Grid for Learning	●	●	●	●	-
e-Learning	-	●	●	●	●
Digital TV	●	●	●	●	-

Individual Directorate service plans also contain actions that are associated with customer service delivery projects, a selection of these are listed in the following table.

Contributing Directorate Projects	Theme 1 Improving the customer experience	Theme 2 Refocusing our priorities	Theme 3 Joined-up service delivery	Theme 4 Marketing and promoting ways to access our services	Theme 5 Learning, development and training
ACORN Social profiling tool across the intranet	●	●	●	●	-
Updated Streetpride service standards booklet	●	●	●	●	●
Disabled access information on Public Rights of Way	●	-	●	●	-

Safer Neighbourhood Teams Shared Service Standards	●	●	●	●	-
Phase 2 Children's Centres (8 new developments)	●	●	●	●	●
e-Sure database of service take-up at Children's Centres	●	●	●	-	-
e-commerce facilities with Rotherham Visitor Centre and Archives & Local Studies service	●	-	●	-	-
Use ICT effectively to improve access to Museums and Archives collections	-	●	-	●	-
Introduce self-service facilities in libraries	●	-	●	●	-
New libraries (5 new developments)					
New e-enabled Mobile Library bus	●	●	●	●	●
Provide other health related services via libraries	●	-	●	●	●

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12. Governance and monitoring arrangements

The Figure 3 below shows the various local and national strategies that impact on Rotherham's Customer Access Strategy.
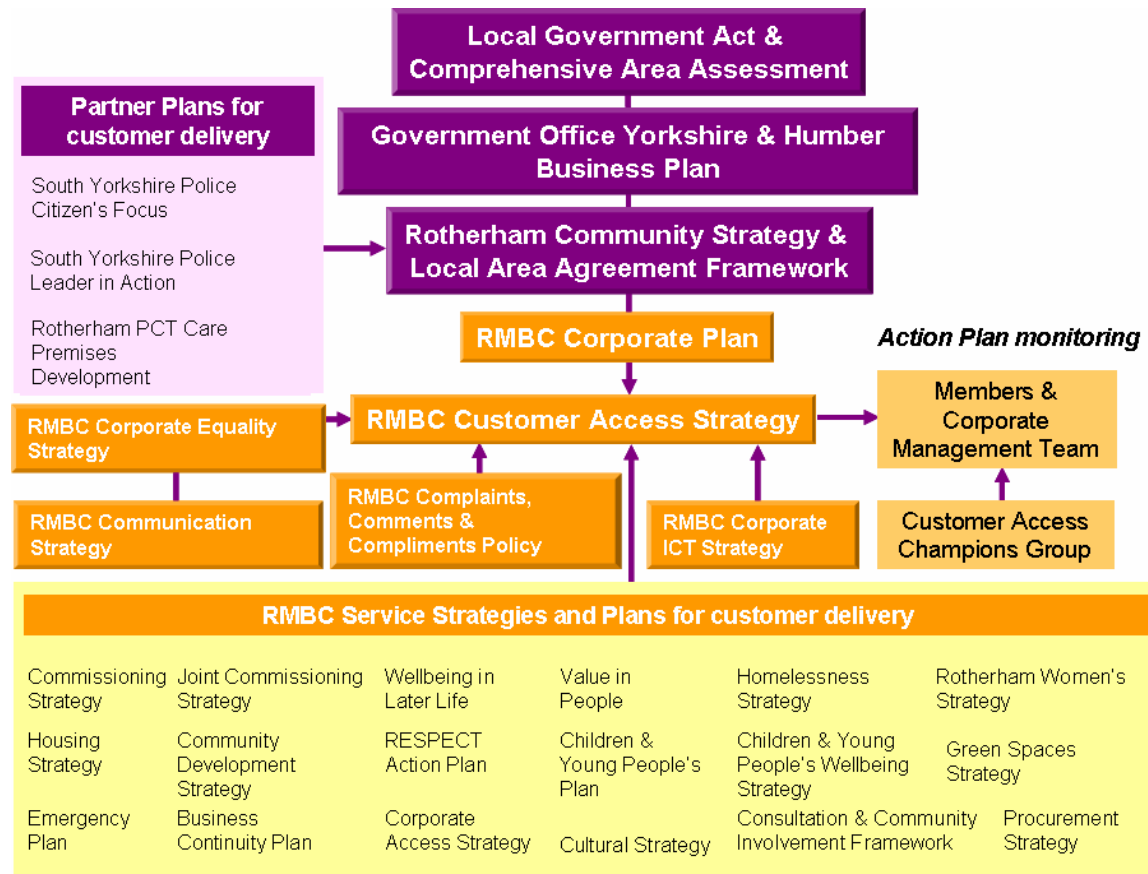

Figure 3 Governance framework

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The implementation of this Strategy will be led by the Transformation and Strategic Partnerships Team who will work with Directorates and partners to agree the programme of projects and implementation plans to jointly deliver the strategy.

Progress on implementation will be formally reported through to Members and Corporate Management Team via existing reporting routes. Additionally, this Strategy will be reported to the Transformation Board that is being set up to direct the overall transformation activities across the Council in the areas of accommodation, workstyle, ICT and customer access.

13. Maintaining the Strategy

This Strategy has been discussed within and adopted by the Council. It is made available to staff and partners via the Internet and should be used when developing other strategies, policies and service initiatives, which impact on customers' access to Council services.

The Strategy will be reviewed annually and updated. It will be subject to formal review, update and re-publishing in 2011.
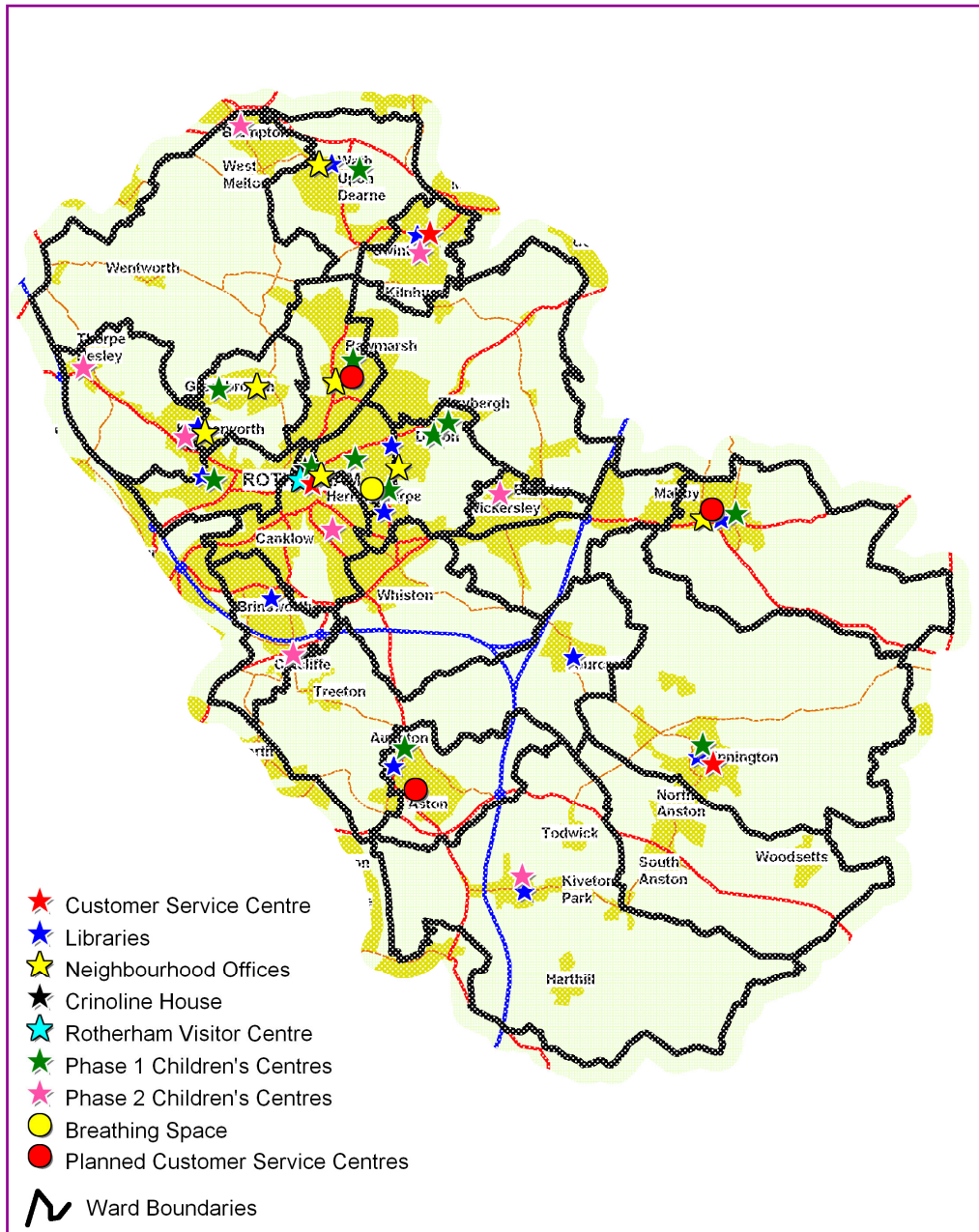
14. Consultation undertaken

In developing this strategy the following internal and external groups have been consulted:

- All Council Directorates
- e-Government Board
- Black and Ethnic Minority Workers Network
- The Women's Issues Network
- Disabled Workers Group
- Lesbian, Gay, Bisexual and Transgender Group
- Customer Access Champions Group

- Voluntary Action Rotherham
- Rotherham Older Peoples Experience of Services Group (ROPE) – PCT Group
- Rotherham Ethnic Minority Alliance (REMA)
- Youth Cabinet representatives
- Neighbourhoods and Adult Services Customer Forum
- Rotherham Access Audit Group

Consultation on this strategy will be an ongoing process to ensure that it is continuing to provide an effective delivery framework.

Appendix 1: Current and Planned Customer Access Points in Rotherham

Customer Service Centre
Libraries
Neighbourhood Offices
Crinoline House
Rotherham Visitor Centre
Phase 1 Children's Centres
Phase 2 Children's Centres
Breathing Space
Planned Customer Service Centres

Ward Boundaries

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Rotherham
**Metropolitan
Borough Council**

RMBC Public Access Points

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Customer Service Centres

Customer Service Centres provide access to a range of services and information, including:

- Council Tax Enquiries.
- Benefit Enquiries.
- Planning and Building Control.
- Adult Social Services.
- Streetpride (which brings together all the Council services that help keep the environment of the Borough clean and tidy).
- 2010 Ltd Services (Housing).
- Rothercard.
- Make a range of payments including housing rents, Council tax.
- General enquiries.
- Freephone to Council wide services.
- Nationality checking service provided on behalf of the Home Office (Swinton Customer Service Centre only).

Opening Times: Mon to Fri 8.30am - 5.30pm.

Town Centre Customer Service Centre, Civic Buildings, Walker Place, Rotherham, S65 1UF	Swinton Customer Services Centre, Station Street, Swinton, Mexborough, S64 8PZ
Dinnington Customer Services Centre, New Street, Dinnington, Sheffield, S25 2EX	**Due to open late Summer 2008** Maltby Customer Services Centre, Braithwell Road, Maltby, Rotherham, S66 8LE
Due to open Summer 2009 Aston-cum-Aughton Customer Services Centre, Worksop Road, Aston-cum-Aughton, Swallownest, S26 4WD	**Due to open Spring 2010** Rawmarsh Customer Services Centre, Barbers Avenue, Rawmarsh, Rotherham S62 6AE

Neighbourhood Offices

Provide information on all housing related issues including rents, payments and general queries, as well as information and guidance about childcare, early years education and other children's services, and Adult Social Services for care assessments and information on the issue and renewal of blue car badges.

Opening Times: Mon, Tue, Thurs, Fri 8.45am - 4.30pm, Wed 9am - 6pm.

Rotherham North Neighbourhood Office	Kimberworth Park Neighbourhood Office, St Johns Green, Kimberworth Park, Rotherham, S61 3JL
Rotherham South Neighbourhood Office	Town Centre Neighbourhood Office, Norfolk House, Walker Place, Rotherham S65 1HX
Rother Valley South Neighbourhood Office	Dinnington Customer Services Centre, New Street, Dinnington, Sheffield, S25 2EX
Rother Valley West Neighbourhood Office	Aston Neighbourhood Office, Norfolk House, Walker Place, Rotherham S65 1HX
Wentworth North Neighbourhood Office	Wath Neighbourhood Office, Town Hall, Church Street, Wath, Rotherham, S63 7RE
Wentworth North Neighbourhood Office	Swinton Customer Services Centre, Station Street, Swinton, Mexborough, S64 8PZ
Wentworth South Neighbourhood Office	Rawmarsh Neighbourhood Office, Rawmarsh Hill, Parkgate, Rotherham, S62 6DT
Wentworth Valley Neighbourhood Office	Maltby Neighbourhood Office, Civic Centre, High Street, Maltby, Rotherham, S66 8LE

Sure Start Children's Centres

The Sure Start Children's Centres provide access to a range of services and information for families with children under 5 years. The package of services varies between centres but all cover the following core services:

- Early Education and Childcare – provided by the centre, Childminders, other daycare providers, out of school clubs or extended schools.
- Child and Family Health Services
- Information for parents and carers
- Information about training and employment.

Aughton Early Years Centre, Main Street, Aughton, Sheffield, S26 3XH	Coleridge Children's Centre, Coleridge Primary School, Coleridge Road, Rotherham, S65 1LW
The Willow Tree Children's Centre, Dalton Foljambe Primary School, Foljambe Drive, Dalton, Rotherham, S65 4HQ	Dinnington Children's Centre, Dinnington Primary School, School Street, Dinnington, Sheffield S25 2RE
The Arnold Centre, Goldsmith Road, Rotherham, S65 2LY	Sure Start Rotherham Central Children's Centre, The Ferham Centre, Ferham Road, Rotherham, S65 1AP
Kimberworth Community Children's Centre, Kimberworth Road, Kimberworth, Rotherham, S61 1HE	Maltby Stepping Stones Children's Centre, Tickhill Road, Maltby, Rotherham, S66 7NQ
Rawmarsh Children's Centre, Barbers Crescent, Rawmarsh, Rotherham, S62 6AD	Rockingham Children's Centre, Rockingham Junior & Infant School, Roughwood Road, Rockingham, Rotherham, S61 4HY
Thrybergh Rainbow Centre, Thrybergh Primary School, Oldgate Lane, Thrybergh, Rotherham, S65 4JG	Wath Victoria Children's Centre, Wath Victoria Junior & Infant School Sandymount Road, Wath upon Dearne, Rotherham, S63 7AB
Cortonwood Children's Centre, Brampton Cortonwood Infant School, Chapel Avenue, Brampton, Barnsley, S73 0XH	Valley Children's Centre, Broom Valley Infant School, Broom Valley Road, Rotherham, S60 2QU
The Meadows Children's Centre, Catcliffe Primary School, Rotherham Road, Catcliffe, Rotherham, S60 5SW	Silver Birch Children's Centre, Flanderwell Primary School, Greenfield Court, Flanderwell, Rotherham, S66 2JF
Park View Children's Centre, Redscope Primary School, Kimberworth Park Road, Kimberworth Park, Rotherham, S61 3JT	The Brookfield Centre, Swinton Brookfield Primary School, Lime Grove, Swinton, Mexborough, S64 8TQ
Thorpe Hesley Children's Centre, Thorpe Hesley Infant School, Upper Wortley Road, Thorpe Hesley, Rotherham, S61 2PL	The Sue Walker Children's Centre, Kiveton Park Meadows Juniors, Storth Lane, Kiveton Park, Sheffield, S26 5QT

Libraries

Rotherham Libraries offer a wide range of services including stocks of books, videos, CDs, DVDs, and free access to the internet. Every library has a children's area containing a wide range of material for all age groups, including text books and access to the internet.

Aston Community Library, Aughton Road, Swallownest, Sheffield, S26 4TF Mon and Thur 9am - 6pm, Tue and Fri 9am - 5.30pm, Sat 9am - 1pm. Closed all day Wed.	Brinsworth Community Library, Ellis Street, Brinsworth, Rotherham, S60 7DJ Mon 10am -12.30pm and 1.30pm - 5.30pm, Tue and Thu 10am - 12.30pm and 1.30pm - 7pm, Sat 9am - 1pm. Closed all day Wed and Fri.
Central Library, Walker Place, Rotherham, S65 1JH Mon and Thu 8.30am - 8pm, Tue Wed and Fri 8.30am - 5.30pm, Sat 9am - 4pm.	Dinnington Community Library, Laughton Road, Dinnington, Sheffield, S25 2PP Mon, Wed and Thu 9am - 5.30pm, Tue and Fri 9am - 8pm, Sat 9am - 1pm.
Greasbrough Community Library, Coach Road, Greasbrough, Rotherham, S61 4PU Mon, Tue, Thu & Fri 8.30am - 1pm and 2pm - 6.30pm; Sat 9am - 1pm. Closed all day Wed	Kimberworth Community Library, Church Street, Kimberworth, Rotherham, S61 1HA Mon 10am -12.30pm and 1.30pm - 5.30pm, Tue 1.30pm -7pm, Thur 10am -12.30pm and 1.30pm - 7pm, Fri 1.30pm -5.30pm, Sat 9am - 1pm, Closed all day Wed.
Kimberworth Park Community Library, Wheatley Road, Kimberworth Park, Rotherham, S61 3JU Mon 1.30pm - 7pm, Tue 10am - 12.30pm and 1.30pm - 5.30pm, Thur 10am - 12.30pm and 1.30pm - 7pm, Fri 1.30pm -5.30pm, Sat 9am - 1pm, Closed all day Wed.	Kiveton Park Community Library, Wales Road, Kiveton, Sheffield, S26 6RB Mon and Thu 9am - 6.30pm, Tue and Fri 9am - 5.30pm, Sat 9am - 1pm. Closed all day Wed.
Maltby Community Library, High Street, Maltby, Rotherham S66 8LD Mon and Thu 9am - 8pm, Tue, Wed and Fri 9am - 5.30pm, Sat 9am - 1pm; Sun 10am - 2pm	Mowbray Gardens Community Library, Herringthorpe Valley Road, Rotherham, S65 2UQ Mon 1.30pm - 7pm, Tue 10am - 12.30pm and 1.30pm - 5.30pm,

	Thur 10am - 12.30pm and 1.30pm - 7pm, Fri 1.30pm - 5.30pm, Sat 9am - 1pm, Sun 10am - 2pm. Closed all day Wed.
Rawmarsh Community Library, Rawmarsh Hill, Rotherham, S62 6DS Mon and Fri 9am - 5.30pm, Tue and Thu 9am - 6.30pm, Sat 9am- 1pm, Closed all day Wed.	Swinton Community Library, Station Street, Swinton, Mexborough, S64 8PZ Mon and Thur 8.30am - 6.30pm, Tue and Fri 8.30am - 5.30pm, Wed and Sat 8.30am - 1pm.
Thorpe Hesley Community Library, Sough Hall Avenue, Thorpe Hesley, Rotherham, S61 2QJ Mon and Wed 4pm - 7.30pm, Tue 9.30am - 12noon and 1pm - 3.30pm, Thur 9.30am - 12 noon and 1pm - 7.30pm, Sat and Sun 9.30am - 12noon.	Thurcroft Community Library, School Road, Thurcroft, Rotherham, S66 9DE Mon 1.30pm - 7pm, Tue 10am - 12.30pm and 1.30pm - 5.30pm, Thur 10am - 12.30pm and 1.30pm - 7pm, Fri 10am - 12.30pm, Sat 9am - 1pm. Closed all day Wed.
Wath Community Library, Montgomery Square, Wath, Rotherham, S63 7RZ Mon and Thu 8.30am - 7pm, Tue, Wed and Fri 8.30am - 5.30pm, Sat 8.30am - 1pm.	

Rotherham Information Centre
Provides local and national tourist information, a local accommodation booking service as well as the sale of Disabled Toilet (RADAR) keys.

Rotherham Visitor Centre, 40 Bridegate, Rotherham S60 1PQ Mon - Sat 9.30am - 5pm. Closed for lunch Saturday 1pm - 1.30pm	

Crinoline House

Provide information on Adult Social Services care assessments and information on the issue and renewal of blue car badges.

Crinoline House, Effingham Square, Rotherham, South Yorkshire
S65 1AW

Mon - Fri 8.30am - 5pm.

Rotherham Breathing Space Centre

Provides services and information from the Rotherham Primary Care Trust and Rotherham MBC for customers that have other health problems caused by their respiratory problems, such as obesity resulting from inability to exercise.

Rotherham Breathing Space, Badsley Moor Lane, Rotherham

Appendix 2: Rotherham Council Customer Charter Standards

Our Corporate Standards

We will:

- Make sure our services meet all our Customers needs by listening to what they say.

- Treat all people fairly and courteously.

- Treat people as individuals and respect their dignity and confidentiality.

- Explain in a clear and sensitive way if we are unable to provide a service that the customer wants.

- Deal with enquiries and complaints thoroughly, promptly and honestly and learn from the mistakes that we find.

- Give clear and relevant information in a format that all our customers can understand.

- Make sure that our buildings and services are safe and easy to find and use.

- Involve customers and staff when setting and monitoring standards throughout the Council so that we can constantly improve our services.

- Train and encourage our staff to develop their skills so that they can provide an excellent service and support them when they need help.

- Encourage partners and contractors to share our beliefs and principles on customer care.

Our Corporate Targets

These are our current published corporate targets, and we will monitor our performance against them. Moving forward, fresh and more challenging targets for achievement will be set on an annual basis.

- We aim to answer telephone calls made to the Council within 7 rings.

- We aim to respond to voicemail/answer phone messages left outside working hours within 24 hours of normal working.

- All emails (excluding to personal e-mail addresses) will receive an acknowledgment within 1 working day and letters within 3 working days.

- We aim to send a full response to letters and emails within 10 working days.

- We aim to see customers with an appointment within 5 minutes of the agreed time.

- We will acknowledge complaints within 3 working days and provide a full response within 10 working days.

Over and above the Corporate Standards and Targets individual council services have a set of standards specific to their service that are reviewed on a regular basis.