

LONDON BOROUGH OF LAMBETH

GRACEFIELD GARDENS

COMMUNITY PARTNERSHIPS IN ACTION

MATT COOPER – HEAD OF GRACEFIELD GARDENS

JOHN AUSTIN – HEAD OF BRIXTON CUSTOMER CENTRE



FOSS 2009

6-7 May London



NATIONAL
CUSTOMER
SERVICE
AWARDS

highly commended 2008



Corporate Member
Institute of
Customer Service



CUSTOMER SERVICE EXCELLENCE

Lambeth



Gracefield Gardens Customer Centre

" I would never have thought Lambeth could be like this – the staff are so friendly and helpful, it seems that whatever question I ask them they are able to answer it; and the new local offices have really given a focus to our community. I really feel that, in terms of the services I want to access, and the ways I want to access them, that the Council gets it right."

▶ Lambeth Resident,
2010

"I heard about your new centre in Streatham and as a local resident decided to take my council tax enquiry there. I just cannot believe that this is a Lambeth Council building! The staff are excellent, knowledgeable and helpful, the environment is lovely and I only waited a minute to be seen.

And then, I found that I can also see my GP and other health services here too, even at the weekend. Amazing

Thanks so much, you really made a difference today

▶ Mrs J Horton,
March 2008

A BIT ABOUT LAMBETH

- 270,000 residents, twice the London average population density
- 125,000 households
- Diverse population, 132 different languages spoken
- A mobile and transitory population (20% 'churn')
- 23rd most deprived borough in the country
- 2008 – London's most improved council (3 star authority)



A BIT ABOUT CUSTOMER CENTRES

Customer Centre remit

- Change Customer perception and create new expectations
- Invest in staff to create a new driver for excellence
- Create a working environment suitable for our staff
- Create an environment appropriate for our customers
- Help to prevent unnecessary contact and promote alternative channels
- Support back-office re-engineering and improvements
- Create efficiency through economies of scale
- Help towards making council-wide savings

A BIT ABOUT CUSTOMER CENTRES

- 36 - 43.5 FTE – zero agency resource
- Mix of voluntary assimilation, internal and external applicants
- Capability testing
- 14 week training programme
- Ongoing training / upskilling
- Super-users for new / updated services
- Excellent staff facilities
- Full Uniform
- ICS qualification
- Chartermark support
- Rigorous performance management / productivity monitoring

**TOTAL
STAFF
COMMITMENT**

WHY ARE YOU *REALLY* DOING IT?

- Cashable savings?
- Improve service, look for efficiencies
- Transform perceptions
- Genuinely help people and improve lives (worklessness, sustainable communities, health & wellbeing)
- Satisfaction & VFM (Internal as well as external)
- Reduce 'customers' (but not just YOUR customers!)
- Learn about your customers

SO WHAT *IS* GRACEFIELD GARDENS?

- Developed in partnership with LB Lambeth and Lambeth PCT
- Partnership-based delivery (LAA and CAA led)
- A Customer Centre....but different
- Shared reception – and service understanding
- Real health & council crossover
- A place where customers feel welcome
- A place which serves the community
- Services for customers' needs, not just the prestige

THE COMMUNITY HUB

11 major council services (approx 600 transaction types)

Choice of GP practices (Polyclinic model, walk-in registration, 365 day service)

Guys and St Thomas' walk-in specialist clinical services (phlebotomy, ECG, obstetrics)

Business Start-up and development

Beating the Blues

Disability support / Blue Badge referral

Lettings First advice

Local Councillor surgeries

Every Pound Counts

Social Services liaison, TAC

Baby clinic, baby massage

Smoking cessation

Onsite Health trainer and health advice

Tell Us Once (bereavement)

Future Lambeth initiatives and consultation

Tenancy Support Services

Town Centre Management team

Lambeth Credit Union

SLAM liaison

Sexual health

Foot clinic



Lambeth

WHAT DO YOUR CUSTOMERS REALLY WANT AND NEED?

Do you know....do they know? Maybe you both do

- Ask your customers! (exit polls, focus groups)
- Ask your partners (working board, involve don't just control – SLA?)
- Great service, like you care
- Faster, better, more than expected
- Improve peoples' lives

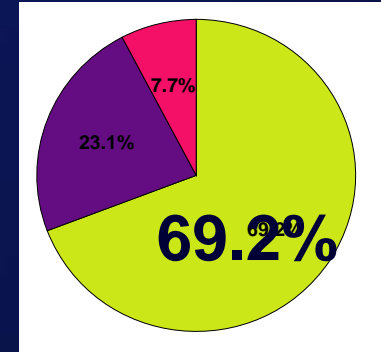
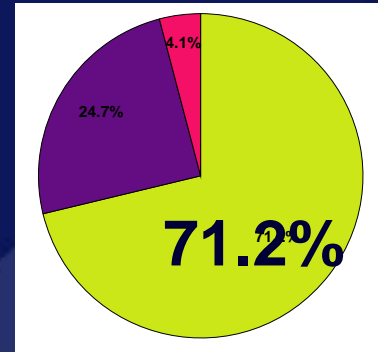
HOW WELL DO WE DO?

GRACEFIELD GARDENS

- Approx 30,000 Customer Centre users PA
- Around the same again in PCT / Health visitors (greeted by LBL)
- Approx 8,000 partner user visits
- Average wait for Customer Centre: 9m 28s (08/09 average)
- 86% of Council users seen within 20 minutes
- Independent Mystery Shop satisfaction – 87% (84% average since opening)
- Internal customer satisfaction rating – 87% (less than 6% dissatisfied)

WHAT WOULD WE DO OVER?

- Hot launch
- Open smaller sites first



- Owned IT network
- Understand depth of service (PCT) better
- Engage residents more from the outset
- Single queuing system confusing for some
- 14 weeks training is a long time!

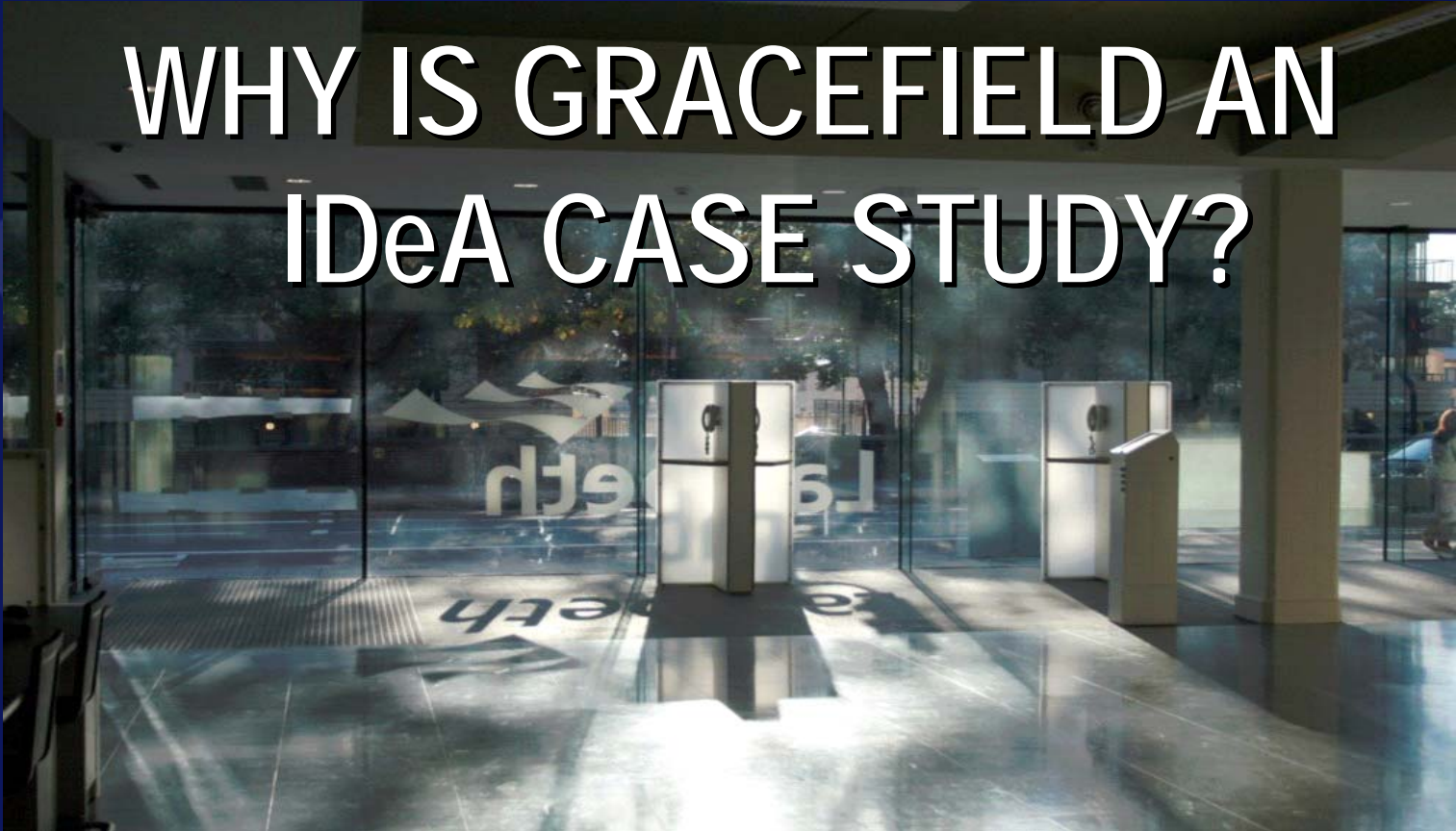


WHAT'S NEXT FOR LAMBETH CUSTOMER CENTRES?

- Final 3 sites all in progress, 2 in conjunction with PCT
- 'specialities focussing on local area needs (Housing, Leisure Centre, Library)
- New Services (Planning, additional Social Services?)
- Cross-skilling and service alignment with call-centre
- Continue the Community Partnership theme (Smoke Alarm reminders)
- Extend 'Tell Us Once' – and information sharing
- The Golden Service (name TBC)
- Neighbourhood Officers?
- Jobcentre Plus development and employment initiatives
- New Strategy (Citizens' Service)
- 'onslaught' on Customer Satisfaction (Leader's Challenge)

THANKS FOR LISTENING, ANY QUESTIONS?

WHY IS GRACEFIELD AN
IDeA CASE STUDY?





- "This year we celebrate the 60th anniversary of the creation of the NHS. Back then Nye Bevan spoke about having health centres in every community, and Gracefield Gardens is a fabulous example of what he meant." Alan Johnson, Secretary of State for Health
- "My granddaughters have just been born so it'll be really useful for me to be able to speak to people from the council, while my daughter takes the twins to the baby clinic." Lambeth resident
- Its been invaluable working at Gracefield Gardens. The Team Around the Child Family Support Workers have been able to work directly with PCT teams and practitioners within their locality and has been an excellent example of how working together can be effective in improving the lives of children, young people and families within Lambeth. The PCT practitioners such as the Health Visitors, School Nursing Team can have face to face contact which has been rare but is now very successful. Also having the Lambeth Service Centre in the same location means that the family support workers can escort the families they work with and help them fill out housing and benefit queries.
- Every Pound Counts delivers weekly benefit take up outreach services from Gracefield Gardens. We work in partnership with Lambeth benefits and revenues team. The partnership enables referrals to the outreach surgery from the housing benefits assessment team, customer services and PCT health care professionals. Customer services refer clients during assessment of housing and council tax benefits when they identify clients that may be underclaiming. We have enabled key customer service officers access to our calender enabling appointments to be made directly.
- I'm really keen to see public services joining up with the needs of customers first and foremost in mind. The Lambeth Customer Centre makes sense on every level, delivering a range of public services from one location and making life easier for the people who use them. I'll be interested to see how the centre develops and look forward to seeing this effective but simple approach being adopted more widely." Gillian Merron, MP



Lambeth

Matt Cooper
London Borough of Lambeth
Gracefield Gardens Customer Centre
2-8 Gracefield Gardens
LONDON SW16 2ST

mcooper2@lambeth.gov.uk

tel: 020 7926 3149