
Scrutiny Review - Customer Services

TUESDAY, 4TH OCTOBER, 2005 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bevan (Chair), Bax, Bull, Gilbert, Millar, Oatway and Peacock

AGENDA

1. APOLOGIES FOR ABSENCE (IF ANY)

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. Where the item is already included on the agenda, it will be dealt with under that item but new items of urgent business will be dealt with at item

3. DECLARATIONS OF INTEREST, IF ANY, IN RESEPECT OF ITEMS ON THIS AGENDA

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

4. APPOINTMENT OF EXPERT ADVISER

The Review Panel to approve the appointment of Lydia Dlaboha as an Expert Adviser to this review.

5. CUSTOMER SERVICES KEY PERFORMANCE ISSUES (PAGES 1 - 24)

The Panel to note and comment on the contents of the attached report and receive oral evidence from the Head of Customer Services.

6. REVIEW WORK PLAN (PAGES 25 - 32)

The Panel to note and comment on the contents of the work plan.

7. URGENT BUSINESS

To deal with any new items of urgent business admitted at item 2 above.

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SCRUTINY REVIEW OF CUSTOMER SERVICES**Report of Head of Customer Services****4 October 2005**Subject: **Customer Services Key Performance Issues**Report Author: **Jane Waterhouse, Head of Customer Services**

1. Purpose

- 1.1 To inform Members on the arrangements for managing performance in Customer Services and the key issues affecting performance.

2. Performance Key Issues

- 2.1 A critical concern for customers is how long they have to wait for their enquiry or transaction to be dealt with. Consequently this PI is our headline measure. The service level over the last four years has been as follows:

	Call Centre	Customer Service Centres (CSCs)	
Year	Calls answered in 15 seconds	Callers seen in 15 minutes	Commentary
2002/3	15.0%	58.9%	Call Centre performance improved towards end of the year but was unable to overcome poor service at the start of the year. 2 CSCs open
2003/4	9.3%	65.4%	Siebel Customer Relationship system upgraded in August 2003 which added 2 minutes to transaction times. Call Centre staffing increased from December 2003 3 rd CSC opened in February 2004
2004/5	43.0%	77.1%	£535K invested in more staff for the Call Centre, and were fully trained by November 2004. 4 th CSC opened July 2004
2005/6	69.5%	67.8%	Performance to end of August 2005

2.2 A critical enabler for service level is the availability of staff resource and in the early years of Customer Services, the staffing level lagged behind the demand for service. When the call centre began operations in late 2001, the demand was suppressed by the availability of staff and the telephone lines to accept calls. Consequently there was hidden demand which became more obvious as staffing resources were increased and the technology was changed to record the calls and demand behaviour. The table below shows the number of calls taken in each of the years and the baseline that was derived from previous service call handling.

Year	Calls answered	Index (trend)	Commentary
Baseline	222156	100	Includes Council Tax, Benefits, Housing and Parking
2002/3	258729	116	Abandoned vehicles calls added
2003/4	250308	113	
2004/5	299821	135	
2005/6	362616	163	Projection on basis of calls answered to end of August 2005

2.3 Staff performance is a critical enabler for customer service, customer care and service quality. During 2004/05, we increased staffing resources in the Call Centre significantly as a result of additional funding and consequently changed the management structure, recruiting a more experienced Call Centre Manager. The changes to the management structures have enabled improved management systems to be developed. The nature of the technology supporting both Call Centre and CSC operations, enables measurement of inputs and outputs down to individual staff member level. Consequently all aspects of staff performance are managed through one to one reviews and performance appraisal. A brief description of our performance management framework is given at appendix 1 and our performance indicators are at appendix 2.

2.4 Performance and service level are affected by:

- Fluctuations in demand such as increased levels of demand for repairs in cold or wet weather, and as a result of actions by client services such as Council Tax recovery actions – reminders and summonses – which tend to occur monthly.
- The robustness and reliability of supporting IT systems. In May and June of this year we suffered loss of major systems as a result of new system implementations as well as periods of system downtime which had a significant effect on both the Call Centre and the CSCs.

The sensitivity of client services and IT developers to the impacts on service to customers needs to be developed to a greater extent, in order to avoid the situation the Council was in during May and June, when we were unable to maintain an acceptable level of service. Customer Services has regular

service level meetings with client services to discuss performance and service levels as well as maintain a future view of potential impacts on service. Customer Services managers recognise that building a better working relationship with client service managers is key to avoiding the circumstances we experienced this year.

2.5 Customer Services operate a programme of user surveys to identify user satisfaction and track it over time. The programme includes:

- An annual telephone survey with a sample size of around 1000 customers
- An annual exit and call back survey in between telephone surveys, to establish satisfaction with particular interactions. The sample size is 100 customers per site.
- A user satisfaction question at the end of each interaction, which is recorded in the Customer Relationship Management System. This has been in place since the upgrade to the system in 2003 but because of problems with that upgrade, we have not been able to extract the information. We have changed our system integrator as a result, and are now working with Capgemini on a new release of the system, which will enable us to access management reports such as this.

The overall results were as follows:

From the telephone surveys

Were they...?							
	Satisfied (sat. and v. sat)	Very satisfied	Satisfied	Not satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Dissatisfied (dis. & v. dis.)
All 2005	77.1% (763)	30.2% (299)	46.9% (464)	9.9% (98)	8.3% (82)	4.7% (46)	13% (128)
All 2003	72.2% (596)	22.9% (189)	49.3% (407)	10.5% (87)	11.5% (95)	5.8% (48)	17.3% (143)
All 2002	74.5% (584)	31% (243)	43.5% (341)	12.4% (97)	7.5% (59)	5.6% (44)	13.1%

From the Exit and Call Back Surveys

Were they...?			
	Satisfied (very and satisfied)	Neither S or D	Dissatisfied (very and dissatisfied)
Nov 2004 (Reception Survey WG & STCSC only)	84.2%	9.6%	10.9%
June 2004	88.7%	3.7%	7.6%
2003	88.9%	7.7%	3.4%

More details can be found in appendix 3, which also shows differences between centres.

2.6 From the survey results, South Tottenham CSC customers are consistently less satisfied than at other centres and this was reflected in a discussion at North Tottenham Area Housing Forum. This can be as a result of:

- **The environment**, because this colours people's perception of the interaction they have with the Council. South Tottenham CSC was not fully refurbished when it became a CSC and is consequently looking worn and grubby. However, this year we have changed the chairs in the public area, and we are replacing the older worn carpet, redecorating the walls, laying out the queue differently and improving the lighting. The layout changes will allow increased use of the wall space for leaflets (particularly for Housing as a result of the ALMO mock inspection). In addition we are considering a new coat of paint on the walls and revisions to the lighting levels. Again, is pending progress on the homelessness project, but we are going to progress some limited repainting to clean the environment up in the main public area in the interim.
- **The standard of customer care.** The areas of main concern here were ability to deal with the enquiry and ability to answer all the questions, and we have undertaken a range of refresher training courses for all staff across the service in the main service areas handled in CSCs. In addition there were concerns about the skill of the receptionists. We are developing a more robust way of inducting new receptionists and they will have a special refresher training module developed for them. We have increased quality monitoring of their work so that we can address unsatisfactory behaviours quicker.

3. Customer Services Strategy Realisation

3.1 The Customer Services Strategy is subject to review annually by Council Executive, that considers:

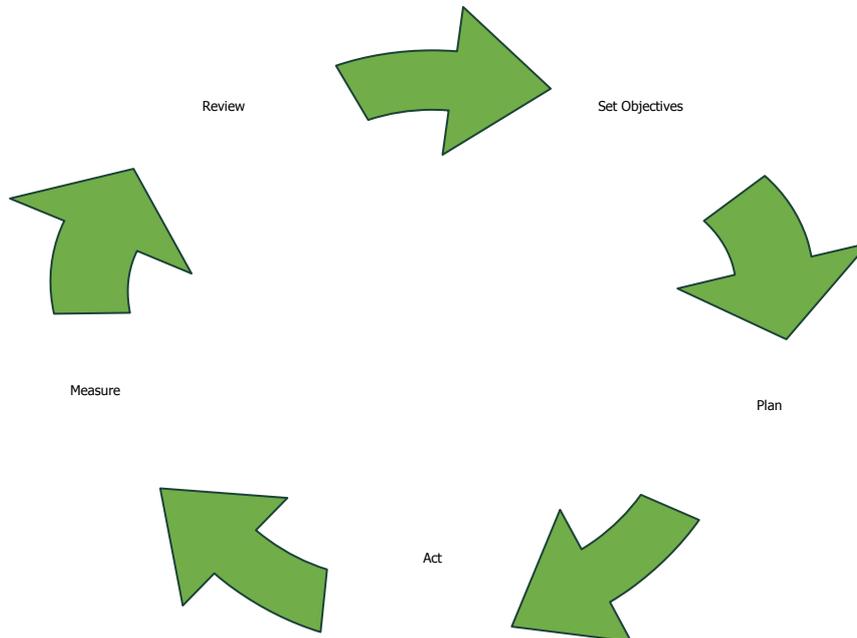
- Progress against the Customer Services vision that 80% of customer contacts are handled through customer services channels (Customer Services call centre and CSCs, plus email, the web and other self service channels) and that 80% are resolved at first point of contact.
- Progress on the Customer Services Strategy Realisation project – the implementation of more or deeper services into Customer Services.
- Potential for more services for inclusion in the Customer Services Strategy Realisation project.

This review is being prepared for Council Executive in November 2005.

3.2 The feedback from the ALMO Mock Inspection has informed the review of the strategy and we are working with the Housing Service to deepen the services offered in the CSCs in order that the Housing Area Office receptions can be closed. The main implications of this are:

- Housing Managers carry out interviews in the CSCs. A pilot is being run from November at Hornsey to identify the issues this will create and resolve them, with a view to operating in this way in North Tottenham and Wood Green early in 2006
- More Housing Management enquiries can be undertaken in the Call Centre and the CSCs by Customer Services staff.
- More display space can be made available for Housing publicity materials in all CSCs and that this will become ALMO display space, confirming the separate nature of the organisation
- Efficiency and Value for Money of the services offered through Customer Services is being addressed through the Pre-Business Plan Review Process and the efforts that Customer Services are making to engage with national and regional groups. We administer the Local Authority Call Centre Benchmarking Group and consequently have non financial comparisons with a wide variety of local authority call centres with different service offerings and process depth. Details of the latest quarter comparisons are shown in appendix 4.

Appendix 1 Customer Services Performance Management Framework



Set Objectives – Customer Services objectives are mainly focused on improving service to the residents of Haringey ((Council Priority) and are:

- to provide more services through Customer Services channels (including e-mail, the web as well as face to face and phone) and complete more at first contact
- to reduce waiting time
- to reduce transaction times
- improve accessibility of services
- improve customer care

These objectives are translated into SMART (specific, measurable, achievable, realistic and time bound) targets at business unit, centre, team and individual levels

Plan – the business plan sets out the tasks and timescales to achieve the objectives and targets at the business unit level. Performance appraisal objectives reflect the targets at centre, team and individual level, and become allocated workplans for people at the different organisational levels. For the Service Development Team, where new services are developed for inclusion in the services offered, the plans are project plans with milestones. Each member of staff in the team is allocated tasks within the project plans and is responsible for their delivery.

Act – each individual then acts to deliver the objectives allocated and agreed by him/her and will be discussed at monthly review meetings between members of staff and their line manager.

Measure – performance against the targets is measured at each organisational level. For example, transaction times are measured by our technology (Qmatic our queuing system in Customer Service Centres and the Automated Call Distribution system in the call centre), consequently we know the transaction times for each

member of staff which is then aggregated for each team (and each team manager) and then for each site (and each centre manager). Similarly, we are able to measure waiting times by centre, so this is only an individual target for centre managers, but each member of staff is expected to contribute to that by increasing their own productivity, measured by call rate per hour and transaction time. So each member of staff at each level knows what their performance is measured by and knows what they have to do to achieve it. For operational staff this measurement is constant and is feedback weekly to individuals and discussed at monthly reviews

We also measure quality of customer care, by observing staff interactions with customers and rating their performance. This is then aggregated at team and centre levels for team and centre managers.

This model of aggregation is applied to Service Development also.

Review – performance is reviewed with individuals at their monthly reviews. For teams and centres performance is reviewed in team meetings at team, centre and business unit levels. Business unit performance is reviewed at the Access management team meetings also and a basket of the service performance indicators is reviewed as part of the Finance and Performance Report to Council Executive each month.

In addition, performance and progress against service development targets is reviewed by the Customer Services Member Working Group periodically.

Customer Services management team also reviews performance against the whole of the Business Plan every 3 months, which includes the hard operational measures as well as progress against service development targets.

The output from these reviews is fed back into objective setting through the review of the Customer Services Strategy Realisation project portfolio (going to Executive in November 2005) and through the Pre Business Planning Review process which is happening now.

The cycle is reinforced by regular communications and recognition of good behaviours:

- team meetings and briefings
- items in Customer services News
- recognition schemes such as Employee of the Month and Best Improver
- development opportunities for good performers.

Appendix 2 Performance Indicators

Full suite on separate Excel spreadsheet

Business Plan Key Performance Indicators

PI Ref.	Indicators	Outturn 2003/04	Target 2004/05	Actual 2004/05	Target 2005/06	Actual Apr- July 05/06	Target 2006/07	Target 2007/08
	Customer Services Centres							
LSU 11	Waiting times – personal callers seen in 15 mins.	65.4%	70%	77.2%	75%	66%	75%	75%
	Call Centre							
LSU 12/13	Telephone answering in 15 seconds - of calls presented(all call centre calls)	9.3%	45%	37.4%	70%	70%	80%	85%
L	Telephone answering – average queuing time (all call centre calls)	03:28	<2:30	01:13	0:40	0:28	0:30	0:25
L	Calls answered as percentage of calls presented	38.3%	60%	60.7%	80%	93.3%	85%	90%
	Switchboard							
LSU 14	Telephone answering in 15 seconds	90.8%	90%	91.3%	90%	98.3%	90%	90%
	Service Wide							
L	% of emails responded to within 5 days	N/A	90%	95%	90%	100%	90%	90%
(BV 12)	The number of working days/shifts lost due to sickness absence per FTE employee.	11.54	9	13.51	11	7.1 (10.62 rolling 12 months)	9	8
(BV 16a)	The percentage of staff from minority ethnic communities	N/A	N/A	60%	N/A	60%		

PI Ref.	Indicators	Outturn 2003/04	Target 2004/05	Actual 2004/05	Target 2005/06	Actual Apr- July 05/06	Target 2006/07	Target 2007/08
(BV 17a)	The percentage of staff declaring they meet the Disability Discrimination Act disability definition	N/A	N/A	7%	N/A	7%		
	Council or Wide							
L	Telephone answering across the Council – calls answered as percentage of all calls presented	76%	80%	76%	80%	85.5%	85%	90%
L	Telephone answering across the Council – calls answered in 15 seconds as percentage of all calls presented	67%	70%	67%	75%	81%	77%	80%
L	Responses to Freedom of Information Act requests in 20 working days	N/A	N/A	N/A	90%	73%	93%	95%

Appendix 3 Comparative Consultation Results

TELEPHONE SURVEYS

Were they...?										
	...Polite and courteous?		...Able to deal with your enquiry?		...Able to answer all of your questions?		...Did they explain things to you in a way that you understood?		...Did they do their best to be helpful?	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
All 2005	94.5% (936)	5.5% (54)	80.5% (795)	19.5% (192)	84.7% (827)	15.3% (149)	90.8% (886)	9.2% (90)	89.1% (870)	10.9% (106)
All 2003	93% (757)	7% (57)	82.7% (664)	17.3% (139)	84.4% (665)	15.6% (123)	85.1% (663)	14.9% (116)	83.9% (674)	16.1% (129)
All 2002	95.5% (724)	4.5% (34)	85.3% (617)	14.7% (106)	85.7% (603)	14.3% (101)	90.1% (640)	9.9% (70)	89.3% (643)	10.7% (77)
All 2001	89%	-	86%	-	82%	-	86%	-	90%	-

Were they...?							
	Satisfied (sat. and v. sat)	Very satisfied	Satisfied	Not satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Dissatisfied (dis. & v. dis.)
All 2005	77.1% (763)	30.2% (299)	46.9% (464)	9.9% (98)	8.3% (82)	4.7% (46)	13% (128)
All 2003	72.2% (596)	22.9% (189)	49.3% (407)	10.5% (87)	11.5% (95)	5.8% (48)	17.3% (143)
All 2002	74.5% (584)	31% (243)	43.5% (341)	12.4% (97)	7.5% (59)	5.6% (44)	13.1%
All 2001*	85%	50%	35%	-	9%	6%	15%

All 2001* was prior to Customer Services operation and a different methodology was used. To compare results with Customer Services it would be appropriate to add not satisfied, nor dissatisfied to very satisfied and satisfied (2005 – 87%, 2003 – 82.7%, 2002 – 86.9%) with 2001's satisfied and very satisfied (85%)

EXIT & CALL BACK SURVEYS

Were they...?					
	...polite & Courteous?	...able to deal with your enquiry?	...able to answer all of your questions?	Did they explain things to you in a way that you understood?	Did they do their best to be helpful?
Nov 2004 (Reception Survey WG & STCSC only)	93.1%	91.6%	90.9%	96.3%	93.2%
June 2004	97.4%	88.2%	90.8%	95.8%	89.4%
2003	97%	90.9%	86.9%	92%	93.5%

Were they...?			
	Satisfied (very and satisfied)	Neither S or D	Dissatisfied (very and dissatisfied)
Nov 2004 (Reception Survey WG & STCSC only)	84.2%	9.6%	10.9%
June 2004	88.7%	3.7%	7.6%
2003	88.9%	7.7%	3.4%

EXIT & CALL BACK SURVEYS - Branch data

Were they...?															
	...polite & Courteous?			...able to deal with your enquiry?			...able to answer all of your questions?			Did they explain things to you in a way that you understood?			Did they do their best to be helpful?		
	2003	2004 June	2004 Nov	2003	2004 June	2004 Nov	2003	2004 June	2004 Nov	2003	2004 June	2004 Nov	2003	2004 June	2004 Nov
Call Centre	97.7%	98%	n/a	85.1%	75.8%	n/a	80.5%	88.8%	n/a	96.2%	94.8%	n/a	93%	74.2%	n/a
Hornsey CSC	99%	96.5%	n/a	96.9%	98.8%	n/a	94.7%	97.7%	n/a	97.9%	98.8%	n/a	99%	96.5%	n/a
North Tottenham CSC	94.7%	94.9%	n/a	90.3%	82.8%	n/a	85.2%	78.8%	n/a	89.7%	90.9%	n/a	89.2%	89.9%	n/a
South Tottenham CSC	n/a	100%	89.1%	n/a	96.9%	88.2%	n/a	99%	89.7%	n/a	99%	95.5%	n/a	97.9%	90.4%
Wood Green CSC	n/a	n/a	97.1%	n/a		95.1%	n/a		92.2%	n/a		97.1%	n/a	n/a	96.1%
Overall	97%	97.4%	93.1%	90.9%	88.2%	91.6%	86.9%	90.8%	90.9%	92%	95.8%	96.3%	93.5%	89.4%	93.2%

Were they satisfied?						
	Satisfied (very and satisfied)		Neither S or D		Dissatisfied (very and dissatisfied)	
	2003	2004	2003	2004	2003	2004
Call Centre	92.1%	81%	4.6%	8%	3.4%	11%
Hornsey	94.9%	94.2%	3.1%	-	2%	5.8%
S. Tottenham CSC	81.4%	82.8%	14.2%	5.1%	4.4%	12.1%
N. Tottenham CSC	N/A	97.9%	N/A	1%	N/A	1%
All	88.9%	88.7%	7.7%	3.7%	3.4%	7.6%

Appendix 4 Local Authority Benchmarking Group Data on separate Excel spreadsheet

PERFORMANCE INDICATORS - YEAR TO DATE TO MARCH 2006

PI REF	INDICATORS	Out-turn 2004/05	TARGET 2005/6	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06
Customer Service Centres															
	Waiting times - personal callers seen in 15 mins	77.1%	70%	ST 63.2%	ST 61.2%	ST 68.6%	ST 70.3%	ST 74.1%	ST						
				H 88.9%	H 74.2%	H 76.4%	H 86.2%	H 79.7%	H	H	H	H	H	H	H
				NT 82.0%	NT 68.2%	NT 77.0%	NT 79.20%	NT 80.9%	NT						
				WG 73.0%	WG 41.7%	WG 58.6%	WG 55.5%	WG 71.5%	WG						
				Agg 74.0%	Agg 55.9%	Agg 66.7%	Agg 66.9%	Agg 74.6%	Agg						
	Average waiting time	New	N/A	ST 13:41	ST 13:48	ST 10:52	ST 10:48	ST 9:40	ST						
				H 04:54	H 10:02	H 8:40	H 5:20	H 8:02	H	H	H	H	H	H	H
				NT 07:20	NT 11:20	NT 08:58	NT 07:40	NT 07:50	NT						
				WG 18:08	WG 25:02	WG 15:24	WG 17:10	WG 11:06	WG						
				Ave 13:31	Ave 17:36	Ave 12:13	Ave 12:32	Ave 09:51	Ave #DIV/0!						
	Average Transaction time in CSC (measured by Q'matic)	12:35	12:30	ST 12:34	ST 13:16	ST 13:14	ST 13:02	ST 12:08	ST						
				H 13:16	H 13:24	H 12:30	H 12:24	H 13:06	H	H	H	H	H	H	H
				NT 11:59	NT 12:12	NT 12:58	NT 13:22	NT 13:08	NT						
				WG 14:58	WG 13:56	WG 13:34	WG 12:34	WG 12:22	WG						
				Ave 13:38	Ave 13:22	Ave 13:14	Ave 12:48	Ave 12:29	Ave #DIV/0!						
	Quality Monitoring Score (based on quality checking sheet with 8 observations per CSO per month)	88.7%	90.0%	ST 78	ST 36	ST 87	ST 35	ST 26	ST						
				H 97.68%	H 98.90%	H 98.56%	H 85.03%	H 89.58%	H	H	H	H	H	H	H
				NT 56	NT 56	NT 70	NT 70	NT 70	NT						
				WG 96.09%	WG 96.80%	WG 76.43%	WG 82.31%	WG 83.9%	WG						
				0 0.00%	0 0.00%	21 92.48%	80 93.99%	80 93.72%	0	0	0	0	0	0	0
				WG 153	WG 116	WG 157	WG 137	WG 43	WG						
				94.64%	95.47%	94.40%	95.18%	79.71%							

PERFORMANCE INDICATORS - YEAR TO DATE TO MARCH 2006

PI REF	INDICATORS	Out-turn 2004/05	TARGET 2005/6	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06		
	Average contact rate per productive staff hour	3.27	4	ST													
				3.28	3.32	3.54	3.46	3.75									
				H	H	H	H	H	H	H	H	H	H	H	H	H	H
				3.61	3.88	3.53	3.22	3.27									
				NT	NT	NT											
				3.14	2.9	2.94	2.75	2.95									
	Sickness Rate (Sickness hours as a percentage of budgeted hours)	ST WOR	<3.5%	ST													
				3.17%	0.58%	6.72%	8.13%	4.19%									
				H	H	H	H	H	H	H	H	H	H	H	H	H	
				3.86%	0.00%	4.12%	0.00%	1.51%									
				NT	NT	NT											
				0.37%	0.00%	0.00%	0.51%	0%									
	Productivity	N/A	N/A	ST													
				70%	73%	76%	72%	75%									
				H	H	H	H	H	H	H	H	H	H	H	H	H	
				82%	82%	75%	66%	71%									
				NT	NT	NT											
				66%	60%	62%	61%	65%									
	AUR	N/A	65%	WG													
				84%	82%	76%	82%	74%									
				Agg	Agg												
				79.0%	78.0%	75.0%	73.0%	73.0%									
				ST	ST												
				64%	75%	64%	64%	63%									
	AUR	N/A	65%	H	H	H	H	H	H	H	H	H	H	H	H		
				64%	63%	58%	57%	57%									
				NT													
				66%	72%	74%	79%	69%									
				WG	WG												
				58%	55%	59%	54%	59%									
	AUR	N/A	65%	Agg													
				62.0%	64.0%	63.0%	61.0%	61.0%									

PERFORMANCE INDICATORS - YEAR TO DATE TO MARCH 2006

PI REF	INDICATORS	Out-turn 2004/05	TARGET 2005/6	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06
Call Centre															
	Telephone answering in 15 seconds - of all calls presented	43%	70%	83.98%	61.94%	67.80%	66.61%	67.55%							
	Calls answered as percentage of calls presented	65.30%	85%	97.34%	92.11%	94.52%	89.20%	95.32%							
	Lost calls as a %age of calls offered	23.5%	<5%	0.08%	0.33%	0.04%	4.03%	0.03%							
	Abandonment rate - Call Centre	14.6%	<10%	2.58%	7.59%	5.44%	7.05%	4.66%							
	Average queuing time (All Call Centre calls, measured by ACD)	01:02	40 secs	00:13	00:37	00:29	00:35	00:24							
	Average call handling time	09:25	09:30	08:17	08:47	08:42	08:39	08:43							
	Average call rate per productive staff hour	3.35	5	3.83	4.6	4.27	4.92	4.48							
	Productivity	N/A	N/A	53%	66%	60%	75%	66%							
	Average Agent Utilisation Rate (AUR).	59%	65%	66%	56%	65%	66%	63%							
	Quality monitoring (based on 10 calls per CSO per month)	91.90%	90%	564	631	549	464	308							
				94.55%	95.89%	96.20%	91.29%	93.58%							
	Sickness Rate	WOR (of budgeted hours)	<3.5%	2.08%	1.39%	3.31%	2.77%	3.23%							
Switchboard															
	Telephone answering in 15 seconds	92.23%	90%	97.99%	98.39%	98.65%	98.03%	98.30%							
	Abandonment rate - switchboard	0.66%	<1%	0.64%	0.69%	0.70%	0.69%	0.70%							
Service Wide															
	Responses to service requests in community languages in 10 working days	100%	95%	100%	100%	100%	100%	100%							
	No of Complaints	new	n/a	3	1	4	6	9							
	Turnaround of complaints – within 10 working days	83.8%	90%	66.67%	0.00%	100.00%	100.00%	77.80%							

PERFORMANCE INDICATORS - YEAR TO DATE TO MARCH 2006

PI REF	INDICATORS	Out-turn 2004/05	TARGET 2005/6	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06
	Nos of Members enquiries	New	n/a	1	0	0	0	0							
	Percentage of members enquiries responded to within 10 days	100%	90%	100.0%	100.0%	100.0%	100.00%	100.00%							
	Nos of Compliments	new	n/a	4	7	3	9	5							
	Sickness Rate (service as a whole)	Corporate	8.8 days (local 11 days)	13.21	12.72	11.69	10.62	10.36							
	No. of customers / calls by site. - volumes for info only.	1144644	n/a	106757	99021	109066	98601	99243	0	0	0	0	0	0	0
	Hornsey	19007	n/a	1754	1526	1624	1507	1485							
	South Tottenham	43418	n/a	3551	3693	3829	3354	3941							
	North Tottenham	26376	n/a	2245	2209	2456	2198	2197							
	Wood Green CSC	50015	n/a	6185	5307	5988	5932	6311							
	Call Centre	299821	n/a	30433	28372	32011	29244	31030							
	Switchboard	700599	n/a	62589	57914	63158	56366	54279							
	No. of customers / calls by site who did not wait (abandoned/hung up) -volumes for info only.	59893	n/a	1615	3152	2640	3028	2267							
	Hornsey	490	n/a	21	49	36	42	28							
	South Tottenham	1317	n/a	88	103	96	120	132							
	North Tottenham	488	n/a	35	34	34	29	39							
	Wood Green CSC	1699	n/a	260	236	187	229	172							
	Call Centre	51237	n/a	807	2329	1842	2218	1516							
	Switchboard	4662	n/a	404	401	445	390	380							
	No of Working days	251	n/a	21	20	22	21	22							
	Unit cost per call / visit by site. (Staff costs divided by no. of calls).		N/A	£3.69	£4.00	£3.62	£3.97	£4.41							
	Hornsey	14.94	N/A	13.25	15.28	14.31	14.19	16.96							
	South Tottenham	11.19	N/A	10.90	10.37	10.07	11.26	9.97							
	North Tottenham	14.12	N/A	13.23	13.58	11.18	11.01	13.41							
	Wood Green	15.20	N/A	11.45	13.82	12.15	11.87	9.82							
	Call Centre including switchboard	2.55	N/A	2.48	2.68	2.45	2.65	2.81							
	Total costs per call/visit (Total costs divided by no. of calls/visits).	£4.43	N/A	£4.24	£5.20	£4.24	£4.50	£4.60							
	Email responses - percentage within 5 days	95%	90%	100%	100%	100%	100%	100%							
	Corporate Telephone Monitoring	15 secs % % answered	75%	N/A	N/A	97%	97%	97%							
			80%	N/A	N/A	98%	99%	99%							

PERFORMANCE INDICATORS - YEAR TO DATE TO MARCH 2006

PI REF	INDICATORS	Out-turn 2004/05	TARGET 2005/6	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06
	Invoice payments within terms	92%	95%	93.2%	100.0%	100.0%	97.2%	100.0%							
	FOI responses - percentage within 20 day	72%	90%	68%	74%	85%	68%	56%							
	Ethnicity Profile Quarterly (from CRM)	N/A	N/A	N/A											

YTD
ST
67.6%
H
81.3%
NT
77.4%
WG
60.7%
Agg
67.8%
ST
11:43
H
07:20
NT
08:37
WG
17:07
Ave
13:04
ST
12:50
H
12:56
NT
12:43
WG
13:28
Ave
13:06
ST
262
93.95%
H
322
87.11%
NT
181
93.4%
WG
606
91.88%

YTD
ST
3.47
H
3.50
NT
2.94
WG
3.52
Ave
3.36
ST
H
NT
WG
ST
73%
H
75%
NT
63%
WG
80%
Agg
76%
ST
66%
H
60%
NT
72%
WG
57%
Agg
62%

YTD
69.53%
93.69%
0.91%
5.45%
00:27
08:38
4.42
64%
63%
2516
94.3%
98.28%
0.68%
100%
23
86.96%

YTD
1
100.0%
28
512688
7896
18368
11305
29723
151090
294306
12702
176
539
171
1084
8712
2020
106
£4.20
14.74
10.48
12.45
11.75
2.61
£4.54
100%
97%
99%

YTD
98.0%
69.0%

**LOCAL AUTHORITY CALL CENTRE BENCHMARKING GROUP
APRIL - JUNE 2005**

	NAME OF AUTHORITY	CODE	CALLS OFFERED	CALLS ANSWERED	% ANS'D	ANS WITHIN	AVG. WAIT	AVG. TALK	CALL	STAFFING	TALK TIME		
						15/20 SECONDS	FOR ANSWER	TIME PER CALL	HANDLING TIME		CALLS ANS PER STAFF	PER STAFF (mins)	CALL TIME PER STAFF (mins)
1	BARK		45878	44173	96	100	20	260	276	35.00	1262	5469	5806
2	BIRM		348072	277330	80	52	111	196	296	136.80	2027	6622	10001
3	BRAI		29087	27251	94	80	14	159	353	13.50	2019	5349	11876
4	BRERB		82962	67666	82	19	157	348		21.00	3222	18689	0
5	BRESS		33727	24883	74	34	52	165		12.00	2074	5702	0
6	BRESC		36317	31207	86	48	37	204		11.00	2837	9646	0
7	BRIS		90214	66437	74	51	32	133	145	21.44	3099	6869	7489
8	BROM		212623	190268	89	7	15			21.00	9060	0	0
9	CAM		73133	70771	97	82	16	182	322	37.00	1913	5802	10265
10	EAL		67151	44683	67	4	197	135	251	15.00	2979	6702	12462
11	EALSS		11467	10034	88	10	110	136	287	7.00	1433	3249	6857
12	ENF		186081	164723	89	62	20	172	315	34.74	4742	13593	24893
13	GLAS		144917	125159	86	50	56	139	226	48.00	2607	6041	9822
14	HARINGEY	HAR	95515	90350	95	71	26	320	515	66.27	1363	7271	11702
15		HMRC	510735	502538	98	87	9	176	308	478.02	1051	3084	5397
16		HULL	207349	197298	95	72	27	160	249	61.00	3234	8625	13423
17		KEN	150050	131888	88		29	120		78.00	1691	3382	0
18		LEW	138433	104686	76		137	214	408		#DIV/0!	#DIV/0!	#DIV/0!
19		MIDD	59793	51918	87	78	6	94	105	12.50	4153	6507	7269
20		NEWE	61784	56342	91	76	15	115	145	9.50	5931	11367	14333
21		NEWR	33067	30418	92	91	6	118	139	8.00	3802	7478	8809
22		NEWP	121042	117104	97	83	11	145	243	45.00	2602	6289	10539
23		NLAN	95966	92582	96	89	12	83	96	28.00	3307	4574	5290
24		NOTT	22456	22031	98	89	9	183	215	15.50	1421	4335	5093
25		PEM	125622	106996	85	75	15	67	132	20.00	5350	5974	11770
26		READ	22039	19099	87	60	44	175	185	8.00	2387	6963	7361
27		RHON	47589	43658	92	63	40	86	101	6.60	6615	9481	11135
28		SEV	34875	33475	96	75	22	177	229	19.29	1735	5119	6623
29		SHE	20338	18678	92	81	15	104	104	10.36	1803	3125	3125
30		SOM	44561	43776	98	93	1	209	345	33.38	1311	4568	7541
31		STYN	37483	35457	95	76	10	79		7.40	4791	6309	0
32		TOW	42912	38455	90	78	16	153	224	21.77	1766	4504	6595
33		TOWR	84776	57802	68	35	86	156	284	25.00	2312	6011	10944
34		WAL	141148	128982	91	77	37	99	147	34.43	3746	6181	9178
35		W999	20534	20368	99	93	4	134	600		#DIV/0!	#DIV/0!	#DIV/0!
36		WNON	53746	46145	86	65	36	134	480		#DIV/0!	#DIV/0!	#DIV/0!
37		WORG	27861	25821	93	86	16	34	53	1.40	18444	10451	16292
38		WORRB	8851	8480	96	82	19	120	175	4.60	1843	3687	5377

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HARINGEY COUNCIL

SCRUTINY REVIEW OF CUSTOMER SERVICES

DRAFT PLAN VERSION 2

AUGUST 2005



Contents

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3. Area for Review
4. Scope and Aims of the Review
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6. Key Stakeholders
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1. Introduction

- 1.1 The Overview & Scrutiny as part of its work programme for 2005/06 commissioned a scrutiny review into Customer Services. The review topic was chosen as part of the on-going review of the implementation of the customer services strategy and based on concerns previously raised about the performance of customer services.
- 1.2 The needs of our residents can and should be at the heart of how we manage and organise our services. The approach to access, whether it is improving people’s ability to access our services or their experience in our customer service centres and the call centre, will change residents’ perceptions of the Council and, in doing so, challenge the way that the Council thinks about itself and how it is organised.
- 1.3 The Executive agreed the Customer Service Forward Strategy in July 2002. An annual review of the customer service strategy in 2003 and 2004 noted the significant progress that has been made in achieving the strategy. In particular the success in improving the customer experience in Customer Service Centres and the improved performance in the Call Centre.
- 1.4 This review will focus on the performance of customer services and in particular the four service centres and the call centre. It will make recommendations on ways performance could be further improved to ensure residents’ queries are dealt with satisfactorily. The review will also look at the issues raised in the housing mock inspection and ways communication can be improved between customer services and client services.
- 1.5 Customer Services has been in operation in Haringey for over 4 years now. Over this period it has extended its provision to more services and more customers. The table below illustrates the visitor and call numbers to our Customer Service Centres (CSC), Call Centre and Switchboard over the last three years. The figures show that there has been an increase in the visitor numbers and callers coming through the customer service channels which now equates to 37% of all initial approaches to the Council.

Year	CSC	Call Centre	Switchboard
2002/3	75,920	258,729	876,001
2003/4	74,910	250,308	785,700
2004/05	138,816	299,821	700,599
<i>Source: CS News August 2005</i>			

- 1.6 The 2005 Annual Review of Customer Services Strategy and Vision noted the poor service level experienced in the Call Centre during 2003/04 was addressed through the investment in staffing and has been significant with only 5.6% of calls answered in 15 seconds in April 2004 to 77.2% of calls answered in 15 seconds in March 2005, achieving 43%

for the year overall against the target of 45%. This was recognised by customers in the annual telephone survey, which registered an increase in overall customer satisfaction from 71% in late 2003 to 77% in May 2005.

1.7 The review also noted that service levels in CSCs remained good and achieved 77% of customers seen in 15 minutes for the year, against the target of 70%. Service levels have continued to achieve target levels in 2005/06 year to date.

2. Membership of the Review

Cllr John Bevan (Chair)

Cllr Judith Bax

Cllr Gideon Bull

Cllr Bernard Millar

Cllr Sheila Peacock

Cllr Stephen Gilbert

Cllr Susan Oatway

External Advisers

To be appointed - (job title, qualifications etc.)

3. Area For Review

The Review will look at the Council's performance in customer services.

4. Scope and Aims of the Review

Aim

To review the performance of customer services in Haringey Council in particular the four-customer service centres and the call centre.

Tasks

1. To consider current and prospective corporate customer services strategies and how these link with services across the council;
2. To consider key corporate customer services improvement targets and plans in place to achieve them;
3. To understand how customer services impacts on residents of Haringey;
4. To consider how customer services performance can be improved;

5. To consider how the council can address the concerns raised in the housing mock inspection;
6. To consider results of Customer Service telephone survey and in particular look at areas of concerns;
7. To consider ways Customer Service relationship and communication can be improved with client service to reduce duplication of work.

Outcomes

1. Measurable improvement in the performance of customer services in the four service centres and the call centre;
2. Provision of better services to customers;
3. Improved communications between customer services and client services;
4. Improved services to residents accessing services in housing offices;

5. Output

- To express a view of the level of customer service that the council should aspire to.
- To identify some key mechanisms that will direct the council to achieve this aim.
- To make recommendations on improving customer service performance;
- To make recommendations which help the council address the concerns raised in the housing mock inspection;
- To make recommendations which will improve relationship and communication between customer service and client service;
- To ensure all our residents are able to access services.

6. Key Stakeholders

Lead Officer: Jane Waterhouse (Head of Customer Services)

Executive Members

All Members of the Executive

In particular:

The Leader – Cllr Charles Adje

Cllr Lorna Reith, Executive Member Community Involvement

Cllr Takki Sulaiman, Executive Member ODPM

Council Officers

All officers of the CEMB.

In particular:

Justin Holliday - ACE Access

Khim Dew - Head of Equalities

Chris McLean – Corporate Customer Focus Manager

Other Local Authorities

Government Office for London (GoL)
London Borough of Brent
London Borough of Tower Hamlets
London Borough of Newham
Members of the public / interest groups

Customer Service Staff Focus Group
Client Service staff focus group
Area Assemblies

7. Evidence

- Officer report and presentation, which includes outline description, statutory requirements, key targets and benchmarking with other council's performance;
- Customer Services Strategy;
- Customer Services Business Plan;
- Customer Services Telephone Survey 2005;
- Results of Haringey Staff Survey 2005;
- Corporate Reception Points Survey 2005;
- Customer Services Performance Indicators;
- IEG Strategy and investment

8. Timeframe

SCRUTINY REVIEW OF SERVICES TIMETABLE	
Review Stage	Target Date
1. O&SC approves annual programme of work for Scrutiny	14 th June 2005
2. Define scope and aims of review - Send aims and scope to Directors of relevant department for comment	8 th August 2005
3. Project plan outlining timescales	8 th August 2005
4. Appoint external advisers / co-optees	4 th October 2005
5. Identify potential witnesses / key stakeholders –	8 th August 2005
6. Review proposal submitted to OSC for approval	29 th September 2005
7. Issues paper to consider main aspects of the review	4 th October 2005
8. Scrutiny Review Panel interviews with key witnesses	4 th October 2005 – December 2005
9. Scrutiny Review Panel meeting to finalise conclusions	10 th January 2006
10. Draft Report – Send to Chair for agreement	January 2006
11. Draft Report - Send draft report to service to check factual accuracy	January 2006
12. Report presented to Overview & Scrutiny Committee	13 th February 2006

9. Oral Evidence
INTERVIEWS WITH WITNESSES

<i>Date of Meeting</i>	<i>Name of Witness & Designation</i>	<i>Organisation</i>	<i>activity</i>	<i>Time & Venue</i>
Site Visit – 30 th September 2005	All Panel Members, JW & AH	LBH	Visits to 4 CSC & Call Centre	10.00 – 3.00pm various venues
TBA	All Panel Members, JW & AH	LBH	Visits to other LA Brent Council Westminster Council	
TBA	Customer Focus Group	Local Residents	Residents view on CS	
1 st Meeting – 4 th October 2005	Jane Waterhouse – Head of CS Harry Gulrajani – Performance & Finance Manager - CS	LBH	ToR & Review Plan, Introductory report by dept. on key performance issues & the review	7.00pm – CR 3, Civic Centre
2 nd Meeting – 7 th November 2005	Cllr Lorna Reith – Exec. Member	LBH		7.00pm – CR 3, Civic Centre
	Cllr Takki Sulaiman – Exec. Member Justin Holliday – ACE (Access) IT Services – Mark Saffrey – Prioritisation Manager	LBH	View on what review to look at and outcomes sought. Importance of IT and key developments	
3 rd Meeting – 29 th November 2005	CS Staff & Client Side Focus Group	CS, Housing, Benefits, Taxation	Key issues for staff from both sides	7.00pm – CR 5, Civic Centre
		Parking		
4 th Meeting – 14 th December 2005	JW , LD & Panel Members	LBH	Conclusions & Recommendations	7.00pm – CR1, Civic Centre
5 ⁶ th Meeting – 10 th January 2006				7.00pm – CR1, Civic Centre