

Table of responses, Scrutiny Review of Customer Services

Recommendation	Response	Commentary	Progress so far	Ownership
<b>CUSTOMER SERVICES PERFORMANCE</b>				
<p><b>Recommendation 1</b> That Customer Services Department review the value and process of the user satisfaction survey undertaken by Customer Services Officers after each interaction. The Panel requested that, in 12 months time, a report outlining the conclusions reached including supporting evidence, details of actions, if any, implemented be submitted to Overview &amp; Scrutiny Committee. If the value cannot be justified the Panel believes that this practice should cease.</p>	<p><b>Accepted</b> As requested, a review will be undertaken and the results will be presented to the Overview &amp; Scrutiny Committee in 12 months.</p> <p>A great deal of useful data is derived from the survey and an enhancement (shortly to be introduced) will add more value by allowing staff to include details of the reason for dissatisfaction against the service request.</p>	<p>Data collection and analysis is continuing. The data provides a clear insight into customer satisfaction by centre and by type of service provided. Data extracted is provided to client services through liaison meetings</p> <p>Some examples of data produced in:</p> <ul style="list-style-type: none"> <li>• Hornsey CSC 87.1% of customers satisfied</li> <li>• N. Tottenham CSC 85% of customers satisfied</li> <li>• S. Tottenham CSC 81.8% of customers satisfied</li> <li>• Wood Green CSC 82.5% of customers satisfied</li> <li>• Parking control &amp; enforcement – 100% of customers satisfied at Hornsey CSC</li> <li>• Primary school admissions – 83.6% of customers satisfied at N. Tottenham CSC</li> </ul>	<p>Data is now being analysed each month and arrangements are being developed to provide a suite of information to service managers and to client services.</p>	<p>Head of Customer Services</p>
<p><b>Recommendation 2</b> That Customer Services develop a mystery shopping</p>	<p><b>Accepted</b> The service is working towards undertaking a mystery shopping</p>	<p>Work is currently underway with the Customer Services for London Group (CSLG) to develop</p>	<p>CSLG have undertaken one survey with the next scheduled for Aug/Sept. Haringey will be</p>	<p>Information Manager</p>

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exercise as part of their performance assessment process. The mystery shoppers to include local residents, disabled people, businesses and council officers. The mystery shopping should include testing access for disabled users including parking facilities.	exercise by September 2006	a mystery shopping process.	taking part in this exercise and will use the experience to inform its future strategy for monitoring service quality and effectiveness	
<b>Recommendation 3</b> That the monthly award scheme for staff in Customer Services be re-introduced to recognise and reward excellent customer service.	<b>Accepted</b> The scheme has now been re-activated. Awards for the past year are about to be made.	The award scheme has now been re-activated and awards made retrospectively for the whole of 2005-6.	As a one-off, and to reward staff at a particularly busy period of the year the award from April is to be 2 x £100 (1 each for a member of staff in the Call Centre and the Customer Services Centres).	Finance & Performance Manager
<b>Recommendation 4</b> That training for Customer Services and Client Services staff be co-ordinated and where possible shared in particular where there is a change of legislation or a new Council service is introduced.	<b>Partially accepted</b> It is accepted that we should co-ordinate training and action is in hand to make this happen, where it is possible.  However the very different nature of the training required by Customer Services and client services staff means that shared training is not always feasible	To ensure that training is fit for purpose and reflects the true nature of the services delivered all training and process documentation used by the service is reviewed by the client service.  Where there are opportunities for joint training, in change programmes or background knowledge training, opportunities to do this jointly will be exploited.		Service Development Manager

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<p><b>Recommendation 5</b> That Team Managers keep log of reasons for calls to Client Services and that this be reported to liaison meetings. All calls to Client Services by Customer Services staff must be authorised by Team Managers.</p>	<p><b>Partially accepted</b> Calls to client services are, in many cases, part of the standard procedure agreed with the client service.  It is agreed that all calls outside the processes should first be authorised by managers before being made.</p>	<p>All Customer Service Officer calls to client services are now required to be authorised by Team Managers prior to being made.</p>	<p>Completed</p>	<p>Team Managers</p>
<p><b>Recommendation 6</b> Staff feedback needs to be enhanced, bottom up. In addition the staff suggestion scheme should be reintroduced.</p>	<p><b>Accepted</b></p>	<p>Monthly sessions with the Head of Service are now an established part of the service consultation process. These sessions can be booked by any member of staff and can be used to discuss any issues of concern.  A recently introduced innovation was April's one-off award of £100 for the best service improvement suggestion.  Feedback and suggestions are also encouraged via the service's newsletter, Customer Services News and via the CS Development mailbox</p>		<p>Head of Customer Services</p>
<p><b>Recommendation 7</b> That IT service undertake a review of underlying causes of system downtime with</p>	<p><b>Partially accepted</b> It is accepted that the Customer services operation is wholly dependent on the availability of</p>			<p>Head of IT</p>

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particular emphasis on reducing downtime	<p>effective IT systems in both Customer Services and client services.</p> <p>In the last year or so, there have been interruptions in service due to failures in our IT managed services and as a result of the Hemel Hempstead depot fire.</p> <p>These have been dealt with appropriately and have resulted in changed contractual arrangements, and the in-sourcing of ICT management.</p> <p>Support to Customer services will continue to be a priority and is subject to ongoing review as a result of sharing downtime logs with the IT Service.</p>			
<p><b>Recommendation 8</b> That logs of system downtime be reported to each Customer Services Member Working Group meeting.</p>	<b>Accepted</b>	Logs are being kept in preparation for the next meeting of CS Member Working Group meeting.		Service Development Manager and Call Centre Manager
<p><b>Recommendation 9</b> That the planned saving targets for the next three years are considered to be achievable whilst maintaining existing targets.</p>	<b>Accepted</b>	–	–	–

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<b>CUSTOMER CARE</b>				
<p><b>Recommendation 10</b> The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following:</p> <ul style="list-style-type: none"> <li>• Further developing Customer Focus throughout the Council through a Customer Focus Strategy;</li> <li>• Membership of the Institute of Customer Services, including opportunities for staff development/qualifications in the field;</li> <li>• That the Communication Unit manages and controls the printing and distribution of posters and leaflets. All leaflets and posters should include versions/ date of issue indicators, to assist in removal of obsolete items. In addition, electronic copies of posters and leaflets be made available on the Council Website.</li> </ul>	<b>Accepted</b>	<p><b>Further developing customer focus</b> - The overall Customer Focus Project - to set and achieve a Customer Focus agenda for Haringey – reports directly to the Customer Focus Stream Board and will be further supported by a discussion at CEMB on 10<sup>th</sup> October. The Customer Focus Manager is presently piloting three projects – the WOW! Awards, the ICS staff awards scheme (as below) and a Customer Focus Network. If these are successful, they will be fed into the council’s business planning process for mainstreaming. Other members of the Stream Board have volunteered to lead on other aspects of the wider agenda – such as developing a model for service standards and coordinating activity for National Customer Service Week in October</p> <p><b>Membership of the Institute of Customer Services</b> - Membership of the Institute of Customer Service was taken out on 1<sup>st</sup> February 2006, for a 4 year term. Plans are in hand to begin a</p>		Customer Focus Manager

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		<p>           pilot of the well regarded staff awards and development programme this autumn. Participants and coaches are currently being identified and will be invited to a launch event on 25<sup>th</sup> September.  <b>Communication Unit production and distribution of posters and leaflets</b> - This has been fully implemented         </p>		
<p><b>Recommendation 11</b>            That in line with the findings of Reception Project report, it is recommended that firstly the need for security staff at all Customer Service Centres be investigated. Secondly if there is a need, that they be employed permanently by the Council with a varied role to include some of the following:</p> <ul style="list-style-type: none"> <li>• Welcoming customers;</li> <li>• Direct customers to appropriate officers;</li> <li>• Provide answers to basic queries;</li> <li>• Be responsible for the maintenance and updating of displays containing application forms, posters and leaflets etc.</li> </ul>	<p><b>Partially accepted</b>            The main recommendation to review the use of security staff is accepted.</p> <p>It is appropriate that their role should include meeting and greeting customers, directing them to reception and staff within the centre and assisting with maintenance and updating of leaflets.</p> <p>However, it is not considered appropriate for them to provide answers to basic queries, other than hours of opening, how the centre's queuing is arranged, where other offices are. Definition of what is acceptable will be required and clear guidance given.</p>	<p>Advice from the Head of Property Services is that a varied meet and greet role for 'non institutional' security staff who are trained to deal with difficult situations and to handle aggression is a preferred option.</p>	<p>Further investigations are to be undertaken.</p>	<p>Lead Customer Services Centre Manager</p>

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<p><b>Recommendation 12</b> That the Call Centre be renamed 'Contact Centre' as it now deals with e-mails.</p>	<p><b>Partially accepted</b> It is not yet a 'full' contact centre and may be misleading to call it so. It is proposed that the name be reviewed once the service has developed further</p>	<p>–</p>	<p>–</p>	<p>–</p>
<p><b>Recommendation 13</b> It is the opinion of the Scrutiny Panel that the ability is there to 'win' a national award for the excellent service provided by the department. The Panel encourages Customer Services to apply for a Charter Mark award or other national awards for Customer Services.</p>	<p><b>Accepted</b> The Charter Mark is currently being revised and the resource requirement to achieve it is not yet known.  There is a balance to be struck between the benefit of the recognition and the cost of resourcing the preparation of a submission.  There may be opportunities for other forms of recognition which can be pursued more cost effectively.</p>	<p>Consideration will be given to the new Charter Mark.  Other opportunities for recognition will be evaluated as they arise.</p>		<p>Head of Customer Services</p>
<p><b>Recommendation 14</b> That all Customer Service Centres introduce the facility to take credit/debit card payments immediately.</p>	<p><b>Accepted</b> The timescale for implementation is dependent on IT investment and implementation programmes.</p>	<p>Credit and debit card payments are accepted for parking fines in CSCs and will be extended to parking permit issue over the next two months, starting with Hornsey.  Wider use of debit and credit cards for payment in CSCs is</p>		<p>Service Development Manager</p>

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		dependent on the resolution of issues on “Customer present” transactions in the epayment system.		
<b>Recommendation 15</b> That the roll out of parking permits to all centres be completed immediately.	<b>Accepted</b> The timescale for implementation is dependent on IT investment and implementation programmes.		Hornsey CSC parking permit issue has gone live, the remaining CSCs will go live over the next two months.	Service Development Manager
<b>Recommendation 16</b> That it be investigated whether the demand and usage of the Customer Service Centre in Hornsey justifies the need for a centre in the area. In addition that in future the Accommodation Strategy considers, there is a need to move the Hornsey Customer Service Centre, that it be relocated to Hornsey Library, taking into account the need to co-locate with Housing Services.	<b>Partially accepted</b> At the time of the Scrutiny Review Hornsey was underutilised.  However, initiatives have been implemented which are increasing its use.	Service demand at the Hornsey Centre is increasing following the introduction of new services, the latest being parking permits and co-location.  Consequently, there is a need to keep a Customer Service Centre in Hornsey.  The future of its present location, Broadway Annex, is subject to proposals for the Hornsey Town Hall complex.	The co-location, in the Customer Service Centre of Homes for Haringey is introducing new client groups to the centre.	Head of Property Services
<b>Recommendation 17</b> That Customer Services provide a ‘Sign Video’ system for deaf service users at the Customer Service Centres and a ‘Type Talk’ system at the Call Centre. These should replace the Minicom facility and deaf sign language interpreters.	<b>Accepted</b>	<ul style="list-style-type: none"> <li>• <b>SignVideo</b> – work on this is in hand and the system is expected to be installed in the Wood Green and the South Tottenham Customer Services Centres in March</li> <li>• <b>Type Talk</b> – the service is investigating this as a replacement for the Minicom</li> </ul>	<ul style="list-style-type: none"> <li>• The <b>SignVideo</b> service is now operation in both centres. Promotion of the service will be taking place in July.</li> <li>• The <b>Type Talk</b> service is scheduled to be introduced to replace the existing Minicom</li> </ul>	Lead Customer Service Centre Manager  Call Centre Manager



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		system in the Call Centre	service in late summer, subject to resolution of residual telephony issues	
<p><b>Recommendation 18</b> That Customer Services in consultation with Property Services/ Highways Department provide parking facilities for customers with disability as near as possible to the Customer Service Centres, which should be clearly marked for the use of disabled customers only and clamping be enforced for unauthorised parking.</p>	<b>Accepted</b>	<p>Disabled parking/parking bays are available as follows:</p> <ul style="list-style-type: none"> <li>• Hornsey CSC – disabled bays are marked out in Hatherley Gardens</li> <li>• North Tottenham CSC – disabled bays in the centre car park</li> <li>• South Tottenham CSC – Consultation required with residents of the Stonebridge Road estate (behind the centre) to explore whether two parking bays can be assigned to Blue Badge holders only. At present Blue Badge holders can park on the red route in Seven Sisters road for 3 hours.</li> <li>• Wood Green CSC – 3 disabled bays are available close by in River Park Road</li> </ul>	A review of disabled bay positioning and enforcement is being undertaken with Facilities Management.	Head of Property Services
<p><b>Recommendation 19</b> That the single queue at Apex House Customer Service Centre be reconfigured as a matter of urgency.</p>	<b>Accepted</b>	It is accepted that, at the time of the Review, there were unacceptable bottlenecks at the reception.	This has been addressed by improvements to the Customer Relationship Management System which has reduced the interaction and time spent at reception and eliminated the bottlenecks.	Lead Customer Services Manager
<b>CLIENT SERVICES</b>				

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<p><b>Recommendation 20</b> That Team Managers and staff members be trained as service champions in particular service areas to reduce calling Client Services and improve service time.</p>	<p><b>Accepted</b></p>	<p>All Team Managers have now been trained in all processes delivered through Customer Services.</p> <p>The introduction of controlled escalation of problems/difficult issues via Team Managers will make Team Managers more aware of their champion roll across the range of services delivered by Customer Services.</p>	<p>Complete</p>	<p>Service Development Manager</p>
<p><b>Recommendation 21</b> That Customer Services be responsible for the development and update of a forward plan in conjunction with Client Services which has details of all major letters, information, bills, reminders etc being sent to residents throughout the year to enable Customer Services to prepare resources adequately.</p>	<p><b>Accepted</b></p>	<p>A Calendar of Events is maintained in which future events (CT letters runs, freedom pass issue periods etc) that are likely to lead to increases in demand are recorded. This is available to managers as an aid to service planning.</p>		<p>Service Development Manager</p>
<p><b>Recommendation 22</b> That regular service liaison meetings between Customer Services and Client Services be held as required. At each meeting at least one member of staff from Customer Services should participate. The agenda</p>	<p><b>Accepted</b></p>	<p>The agenda is now being used at all service Liaison meetings – monthly meetings with operational staff, quarterly with senior management representatives.</p>	<p>Complete</p>	<p>Service Development Manager</p>

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<p>for the meeting to include the following meetings should cover some of the following issues:</p> <ol style="list-style-type: none"> <li>1. Minutes of the last meeting (review of actions/responsibilities)</li> <li>2. Review performance measures/statistics and quality against targets</li> <li>3. Call Centre performance targets</li> <li>4. Key housing (client service) performance indicators</li> <li>5. Review current issue logs/raise new issues</li> <li>6. Review of future development plan – include anticipated workloads, contingency planning, scheduled downtime, training, recruitment and resource capacity</li> <li>7. Review draft SLA</li> <li>8. Reports form Team Managers on calls to Client Services which are outside the agreed process</li> </ol> <p>In addition all staff and Team Managers in Customer</p>				

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Services and Client Services should be advised of key outcomes arising out of service liaison meetings.				
<b>Recommendation 23</b> That as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.	<b>Accepted</b>	Organisational Development and Learning are currently considering the inclusion of visits to the Call Centre and/or a Customer Services Centre in future corporate induction tours of the Borough.		Head of OD & L
<b>Recommendation 24</b> That Customer Services investigate additional funding streams to further assist in the recruitment and training of new recruits.	<b>Accepted</b>	Discussions are in hand with Regeneration to look at further funding opportunities.  A group of workless people will commence a work placement in Customer Services from September, and on completion will be interviewed for permanent positions. This experience will inform our development of our recruitment processes.		Head of Customer Services
<b>Recommendation 25</b> That the recharging arrangements to all client services be clarified. Client Services need to be made aware of the number of visits/calls handled on their behalf along with the average time of their transaction, repeat visit/calls information to be	<b>Accepted</b>	Full data is provided to Client Services to support the annual recharge. The data supplied includes numbers of calls/visits (including repeat calls) and transaction times.  The increase in the number of contacts over the past year (28%) has seriously affected service	The analysis has been provided to the Client Services and has been used to explore the reasons for the increase in contacts.  The next steps are to develop strategies to reduce the need for customers to contact the Council, by improving the end to end process and the customer	Head of Customer Services and Heads of Service in client services

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included. Provision of this information will encourage client services to ensure a reduction in repeat visits/calls and to streamline their transactions to achieve reduced transaction times.		levels to customers and has led to a review of the reasons for the increasing contact levels.	experience of it.	