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## Briefing for Cllr. Reith Overview and Scrutiny Committee

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### 1.0 Purpose of Briefing

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The Overview and Scrutiny Committee has requested an update on performance progress within Customer services. The scrutiny review made a number of recommendations and these are reflected in the updated action plan as below.

### 2.0 Performance

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The following are the current three key indicators of performance:

#### Calls answered as a percentage of calls presented

Target	A	M	J	J	A	S	O	N	D	J	YTD
90%	67%	65%	83%	91%	86%	76%	70%	80%	84%	84%	78%

February Performance

Target	Wk 1	Wk 2	Wk 3
90%	86%	76%	88%

#### Telephone answering in 15 seconds of all calls presented

Target	A	M	J	J	A	S	O	N	D	J	YTD
70%	11%	13%	33%	49%	39%	22%	18%	34%	43%	38%	29%

February Performance

Target	Wk 1	Wk 2	Wk 3
70%	36%	22%	44%

#### Personal callers seen within 15 minutes

Target	A	M	J	J	A	S	O	N	D	J	YTD
70%	41%	54%	48%	49%	48%	35%	42%	58%	58%	50%	48%

February data not available due to unavailability of recording system.

### 3.0 Key Actions

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To supplement the actions on the plan in 4.0, the following have been/are being implemented:

- A Customer Services Improvement Board meets monthly to ensure actions are being taken against the improvement plans. The Board is made up of Customer Service representatives and key service personnel.
- A specific Homes for Haringey call centre team dedicated to repairs calls in advance of the inspection.
- March will see the introduction of a workforcement management system that seeks to fully utilise staff time against predicted demand.
- A focus on staff motivation and an improvement in productivity.
- A clearer understanding of customer demand.

#### 4.0 SCRUTINY REVIEW RECOMMENDATIONS AND ACTION PLAN – UPDATE 28 FEBRUARY 2007

Area	Rec Nor	Recommendation Detail	Progress
<b>CUSTOMER SERVICES PERFORMANCE</b>			
Customer Surveys	1	That Customer Services cease the practise of asking customers their opinion of the service received after each call.	From January 2007 the customer questions have been limited to Thursday's.
Customer Surveys	2	That Customer Services develop a mystery shopping exercise as part of their user consultation. The mystery shoppers to include local residents, disabled people, businesses and council staff. The mystery shopping should include testing access for disabled users including parking facilities.	A mystery shopping exercise is due to take place in April 2007.
Customer Services Staff Training & Recognition	3	That the monthly award scheme for staff in Customer Services be re-introduced to recognise and award excellent customer service.	Completed
Customer Services Staff Training & Recognition	4	That training in Customer Services and Client Services be co-ordinated and where possible shared.	In progress.
Customer Services Staff Training & Recognition	5	That Team Managers keep log of reasons for calls to Client Services which is to be reported to liaison meetings and ensure all calls to Client Services by staff is authorised by Team Managers.	Control process in place. Calls to client services are authorised by a team manager.

Area	Rec Nor	Recommendation Detail	Progress
Customer Services Staff Training & Recognition	6	Staff feedback needs to be enhanced, bottom up. Four issues below were raised with members of the Scrutiny Panel and indicate that feedback opportunity for staff is not as effective as it should be. In addition the staff suggestion scheme be reintroduced.	Where individuals raise issues they are given feedback on progress/ resolution. Suggestion scheme introduced.
IT Systems	7	That a review be undertaken of IT support to Customer Services led by independent experts and supported by Council's IT Services.	Initial discussions held with CITS.
IT Systems	8	That logs of system downtime be reported to each Customer Services Member Working Group meeting.	Logs are maintained and can be reported when required.
Budget & Performance	9	That the planned saving targets for the next three years are considered to be achievable whilst maintaining existing targets.	In progress
CUSTOMER CARE			
Customer Focus Council Wide	10	The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following: <ul style="list-style-type: none"> <li>• Further developing Customer Focus throughout the Council;</li> <li>• Membership of the Institute of Customer Services, including opportunities for staff development 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>	<p>In progress</p> <p>Completed</p> <p>In progress</p>

Area	Rec Nor	Recommendation Detail	Progress
Security at Customer Service Centres	11	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: <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 application forms, posters and leaflets display.</li> </ul>	Completed. Security Guards are present at all CSCs except Hornsey. New Guards receive an induction including additional duties.
Customer Contacts	12	That the Call Centre be renamed 'Contact Centre' as it now deals with e-mails.	Not started
Achievements	13	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 Department to apply for a Charter Mark award or other national awards for Customer Services.	Customer Services is the second pilot for the WOW awards
Service Enhancement	14	That as part of the review of the phone system, Customer Services look at purchasing a phone system that indicates the customers positioning in the queue and the estimated time of waiting.	Not started.
Service Enhancement	15	That all Customer Service Centres introduce the facility to take credit/debit card payments.	In progress.
Service Enhancement	16	That the roll out of parking permits to all centres be completed immediately.	Completed July 2006.
Customers Accessibility	17	That it be investigated whether the demand and usage of the Customer Service Centre in Hornsey is	In progress

Area	Rec Nor	Recommendation Detail	Progress
		justifiable. In addition, the Accommodation Strategy considers, if there is a need to move the Hornsey Customer Service Centre, that it be relocated to Hornsey Library.	
Customers Accessibility	18	That Customer Services provide 'Sign Video' system for deaf service users at the Customer Service Centres A 'Type Talk' system at the Call Centre. This should replace the Minicom facility and deaf sign language interpreters.	Completed  Not started
Customers Accessibility	19	That Customer Services in consultation with Property Services 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.	Completed with the exception of South Tottenham.
Customers Accessibility	20	That the single queue at Apex House Customer Service Centre be reconfigured as a matter of urgency.	Completed
<b>CLIENT SERVICES</b>			
Planning & Communications	21	That Team Managers and senior staff members be trained as service champions in particular service areas to reduce calling Client Services and improve service time.	In progress
Planning & Communications	22	That Customer Services be responsible for the development and updates of a forward plan in conjunction with Client Services of all major letters, information, bills, reminders etc being sent to residents throughout the year to enable Customer Services to prepare resources adequately.	Completed and ongoing
Planning & Communications	23	That regular service liaison meetings between Customer Services and Client Services be held. At each meeting at least one member of staff from	Completed and ongoing

Area	Rec Nor	Recommendation Detail	Progress
		<p>Customer Services should participate. The meetings should cover some of the following issues:</p> <ul style="list-style-type: none"> <li>• Forward plan requirements;</li> <li>• Service level performance;</li> <li>• Consider reports from Team Managers from Customer Services for reasons for calls to Client Services;</li> <li>• To confirm that cut of points are still correct;</li> <li>• To compare data on number of issues which require Client Service actions and what proportion of those have been completed;</li> <li>• Repeat calls statistics to be discussed including reasons;</li> <li>• Information on key issues affecting the borough to be better communicated to Customer Services Officers. i.e. Parking enforcement during Christmas period;</li> <li>• Customer Services and Client Services performance targets;</li> </ul> <p>In addition, all staff and team managers in Customer Services and Client Services should be advised of key outcomes arising out of service liaison meetings.</p>	
Induction & Training	24	That as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.	Completed and ongoing
Induction & Training	25	That Customer Services investigate the possibility of outside funding to further assist in the recruitment and training of new recruits.	We have just appointed 5 Worklessness people
Service Re-charge	26	That the charging arrangements for all client services be clarified. Client services need to be made aware of the number of calls / visits handled on their behalf	Completed and ongoing

Area	Rec Nor	Recommendation Detail	Progress
		<p>along with the average time of their transaction, repeat visit / calls information to be 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.</p>	