



Hinckley & Bosworth  
Borough Council

*A Borough to be proud of*

## FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

FINANCE AND PERFORMANCE COMMITTEE 19 SEPTEMBER 2016

WARDS AFFECTED: 'ALL WARDS'

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### Customer Services – Performance Monitoring

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#### **Report of Chief Officer (Corporate Governance & Housing Repairs)**

##### 1. PURPOSE OF REPORT

- 1.1 This report provides details of performance of the Customer Services function, particularly in relation to customer waiting times. The reporting period covers two financial years 2014/15 and 2015/16 and for the first quarter April 2016 to June 2016.

##### 2. RECOMMENDATION

- 2.1 That members note the content of the report and the positive actions to address anticipated high customer demand during March/ April 2017 as outlined in paragraph 3.10 of the report.

##### 3. BACKGROUND TO THE REPORT

- 3.1 During 2006 the council established a corporate Contact Centre, providing a 'One Stop Shop' whereby all customer enquiries are dealt with at first point of contact, where possible. At present the corporate Contact Centre delivers its services through a shared face to face reception, telephone contact centre, customer records management (CRM) System, website and e-forms.
- 3.2 The council is committed to delivering improved customer service through its Customer Service Charter. The charter is underpinned by the principle that good customer service is provided from the first point of contact, through to satisfactory conclusion. The charter sets out the service standard for interaction with customers in order to improve access to the council's services and to ensure a consistent and coordinated customer service approach by all staff.
- 3.3 The standards are monitored through key performance indicators which focus upon volumes of contact and reduced waiting times, for both face to face and telephone enquiries. The council also measures customer satisfaction via the annual customer

service survey and ongoing 'Govmetric' survey. Using Govmetric the customer can 'rate' the service they have received from the council as Good, Average or Poor. Currently 95% of customers surveyed rate our service overall as 'Good' which is the highest rating available when benchmarked against other local authorities.

- 3.4 Indicator targets are set for the contact centre and reception as a team based target. Individual's performance can also be monitored against the team target and each member of staff is aware of and expected to contribute to that by increasing their own productivity. Performance is reviewed using the performance management process and appraisal system. High standards of performance are reinforced through team briefings and development opportunities are also made available for high performers.
- 3.5 Customer Services operates with a full time Customer Services Manager and a part time Team Leader (30hrs) and 18 (13.7 FTE) Customer Service Advisers (CSAs). The team cover all three areas:

#### **Meet & Greet desk**

This is usually covered by one CSA (two on a Monday morning) and deals with the first point of all enquiries for HBBC, CAB and Social Services. On average CSAs deal with 1800 enquiries a month, including HBBC enquiries where the customer does not need to see an adviser at the pods. If the HBBC customer needs to see an adviser regarding a more in depth enquiry they are then given a ticket to see an adviser at the pods.

#### **Face to Face pods**

Customers see an adviser at the pod regarding more in depth issues usually regarding Benefits, Housing, Licensing and various other enquiries. On average 1300 customers are seen at the pods every month and there are usually 3 - 4 advisers serving at the pods at any one time.

#### **Telephony**

The remainder of the CSAs cover the telephones in the Contact Centre, where the majority of phone calls into HBBC are received. CSAs who work on the pods are also able to log into the telephony system and answer calls, when it is quieter on the pods. CSAs resolve around 70% of all enquiries without the customers needing to be transferred to other departments and take between 10,000 and 13,000 calls a month, although this has increased over the last few months to around 15,000; which reflect the increased contact regarding payment of garden bins from March - June 2016 and the European referendum in June 2016.

- 3.6 The following tables cover key data for the two financial years 14/15 and 15/16 and the first quarter of 2016/17. They include:
- Key performance indicators (KPIs) for telephone and face to face
  - Monthly contact centre call volumes and KPI statistics
  - Customer feedback and satisfaction levels for telephone and face to face

## Customer Services Indicators and Statistics

### Summary for year for telephony and face to face contact

PI Ref	Contact Centre	2014/15		2015/16		2016/17 Quarter 1	
		Target	Actual	Target	Actual	Target	Actual
	Number of telephone calls received into Contact Centre	N/A	142,993	N/A	156,284	N/A	45,854
	Number answered	N/A	119,005	N/A	124,992	N/A	32,530
LCUS1b	% of calls lost	15%	16.67%	15%	19.99%	15%	28.98%
Indicator no longer reported as satisfaction levels are high	% of calls answered within 60 seconds	85%	69.77%	80%	61.17%	80%	29.49%
PI Ref	Face to Face	2014/15		2015/16		2016/17 Quarter 1	
		Target	Actual	Target	Actual	Target	Actual
	Meet and Greet						
	Number of enquiries completed at Meet and Greet only	N/A	17,223	N/A	19,493	N/A	*5,667
	Customer Pods						
	Number of enquiries completed at the Pod	N/A	18,291	N/A	16,830	N/A	*4,699
LCUS3	% of customers seen within 10 minutes from meet and greet to the pod	85%	69.77%	80%	61.17%	80%	76.42%

\* Number of enquiries for meet and greet have increased in the first quarter 2016/17 compared to previous years as Garden Waste payments were taken at reception

## Breakdown of call volumes into the contact centre





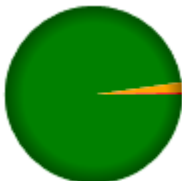


Telephone Statistics 2014/15														
	Target	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Number of telephone calls	N/A	13195	11916	13786	12605	12041	12366	12417	10029	8929	10448	9801	15460	142993
Number answered	N/A	10119	9640	10697	10446	10135	10742	9944	8702	7846	9261	9019	12454	119005
% of answered calls answered in 60 seconds	85.00%	40.50%	50.50%	53.60%	51.90%	48.30%	55.20%	43.50%	56.50%	59.60%	61.30%	69.00%	58.20%	54.33%
Volume of calls lost	N/A	3064	2247	3074	2157	1891	1610	2453	1313	1081	1185	780	2982	23837
% of telephone calls lost	15%	23.22%	18.86%	22.30%	17.12%	15.70%	13.01%	19.75%	13.09%	12.10%	11.35%	7.96%	19.28%	16.67%

Telephone Statistics 2015/16														
	Target	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Number of telephone calls	N/A	13243	11188	12200	12316	10966	11091	10483	10647	8830	10718	10440	34162	156284
Number answered	N/A	11533	9760	11088	11276	9427	10073	9827	9629	8231	9552	9289	15307	124992
% answered calls answered within 60 seconds	80%	60.70%	57.40%	68.80%	66.00%	61.20%	64.90%	76.10%	70.50%	76.80%	70.00%	68.80%	15.40%	61.17%
Volume of calls lost	N/A	1705	1421	1103	1040	1537	1018	656	1015	598	1166	1150	18825	31234
% of telephone calls lost	15%	12.87%	12.70%	9.04%	8.40%	14.01%	9.18%	6.25%	9.53%	6.77%	10.87%	11.01%	55.10%	19.99%





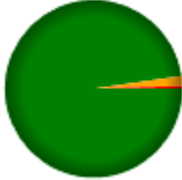

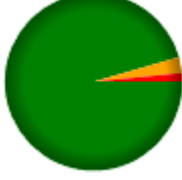
Telephone Statistics 2016/17														
	Target	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Number of telephone calls	N/A	15899	14173	15782										45854
Number answered	N/A	11557	10440	10533										32530
% answered calls that are answered within 60 seconds	80%	48.90%	39.00%	29.50%										29.49%
Volume of calls lost	N/A	4325	3715	5249										13289
% of telephone calls lost	15%	27.20%	26.21%	33.25%										28.98%

## Customer feedback and satisfaction levels via Govmetric





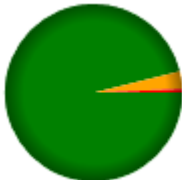

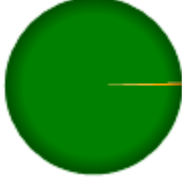
### 2014/15

				Overall Rating	
<b>Telephone</b>					
Number of respondents	6060	116	25	 Good	
Percentage of respondents	98%	2%	0%		
<b>F2F</b>					
Number of respondents	2234	57	68	 Good	
Percentage of respondents	95%	2%	3%		

### 2015/16

				Overall Rating	
<b>Telephone</b>					
Number of respondents	5500	100	30	 Good	
Percentage of respondents	98%	2%	1%		
<b>F2F</b>					
Number of respondents	2950	89	49	 Good	
Percentage of respondents	96%	3%	2%		

### 2016 to Date

				Overall Rating	
<b>Telephone</b>					
Number of respondents	1210	40	9	 Good	
Percentage of respondents	96%	3%	1%		
<b>F2F</b>					
Number of respondents	532	3	0	 Good	
Percentage of respondents	99%	1%	0%		

- 3.7 The analysis of telephone calls, month by month, shows a marked increase in calls during March 2016 with a 50% increase in call volume received compared to March 2015; this high level is maintained through to the first quarter of 2016/17 with an average increase of 20% on call volume. This has had an impact upon the performance standards as over 50% of calls were lost in the month of March 2016. Historically, year on year, March and April are the busiest months due to customer queries in regard to council tax annual billing, end of year benefit award letters and rent increase letters. Mitigating actions are put in place to deal with this, for example, holidays are restricted as part of the staff rota preparation, however sporadic short term sickness always has an impact as this cannot be planned for. In terms of short term cover to deal with peak periods, due to the nature of the job training can last between a minimum of 6 -12 months therefore emergency cover is challenging. Bank staff are recruited; however their skills and capabilities are limited and restricted to deal with basic enquiries only. More experienced part time CSAs are encouraged to cover hours as much as possible.
- 3.8 In addition to those annual recurring demands, during February 2016 the policy for charging for garden waste was implemented to be ready for April 1st. Customer services recruited 6 additional bank staff and created an overflow telephony queue to deal with the anticipated demand. As the scheme was promoted it had a significant effect upon Customer Services with a spike in demand following the launch with 34,162 attempted calls received in the contact centre in March 2016 alone. This was managed by staff despite demand levels remaining high for many weeks.
- 3.9 Demand for the garden waste service did reduce in June; however calls were still high during this month in comparison to previous years due to an increase in Council Tax recovery letters being posted out and enquiries in regard to the European Referendum, peaking on Election Day (23rd June).
- 3.10 The Garden Waste project team regularly monitored the impact upon customer services and has ensured that a robust action plan is put in place to deal with the volume of demand for 2017. An improved online e-payments system is currently being implemented along with an online direct debit facility. This will increase the online take-up and prevent telephone contact. The Customer Service Manager is also preparing for the increase in demand by proposing to recruit the equivalent bank staff for the overflow telephony queue. There will also be consideration given to hiring specialist agency staff to deal with more complex enquiries in regard to council tax and housing benefit to support during peak periods. Currently a revised telephone structure is being implemented in order to improve the transferring calls from the contact centre to the Revenues and Benefits partnership to ease demand levels.
- 3.11 As mentioned earlier within the report Govmetric data is an important tool to measure customer satisfaction. The CSA's continue to seek feedback by surveying 10% of call volume for both telephone and face to face transactions. The council's current target is 95% satisfaction with the council. It is important to note that satisfaction levels for the last 18 months have exceeded target and maintained that level even during periods of high demand.

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

4.1 To be taken in public session.

5. FINANCIAL IMPLICATIONS [IB]

5.1 None arising directly from the report.

6. LEGAL IMPLICATIONS [AR]

6.1 None.

7. CORPORATE PLAN IMPLICATIONS

7.1 The provision of excellent customer service ensures that the council meets the following Corporate Aims:

- Supporting individuals
- Providing value for money and proactive services

8. CONSULTATION

8.1 Customers are surveyed in regard to the quality of our service using Govmetric and annual surveys.

9. RISK IMPLICATIONS

9.1 It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

9.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

9.3 The following significant risks associated with this report / decisions were identified from this assessment:

None.

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

10.1 Customer services regular carries out surveys of its customer base via Govmetric. The service also seeks feedback through an annual summer survey to ensure the service provided meets the needs of council customers. This year, the summer survey is focussing particularly upon accessing services online in the future. The automation of services may negatively impact upon the council's customers, such as the roll out of applying for housing benefit online, who are vulnerable and it is therefore essential that the council must maintain the continuation of face to face services for its most vulnerable residents.

11. CORPORATE IMPLICATIONS

11.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

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Background papers: None

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