

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Customer Services Monitoring

Meeting/Date: Overview and Scrutiny Panel (Economic Well- Being) -
6th March 2014

Executive Portfolio: Customer Services

Report by: Head of Customer Service

Ward(s) affected: All

Executive Summary:

- 1.1 This is the monitoring report for the Customer Services team for July 2013 to December 2013. The latest statistical graphs are at Appendix A.
- 1.2 Members will note that a new set of data has been supplied, which shows that although customer numbers have started to reduce, the serving times have increased. At the same time, the use of the website (including EForms) has substantially increased, with year to date figures already exceeding the total numbers last year.
- 1.3 This is a very positive result for our channel migration efforts, demonstrating that the 'quick and easy' transactions are moving to self-service, and the more difficult transactions are being handled by our customer services staff.

Recommendation:

The panel is asked to note the contents of this report

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1. WHAT IS THIS REPORT ABOUT?

- 1.1 The customer services monitoring report is intended to update councillors, managers and employees on the performance and progress within the department every 6 months.

2. WHY IS THIS REPORT NECESSARY?

- 2.1 As customer services are the front line and first contact for many customers it is important that we are looking for opportunities to continuously improve. We do this by reviewing our management information to identify strengths and areas that require improvement to ensure that we are getting the best from our team and providing a service to be proud of to our customers.

3. ANALYSIS

- 3.1 The Customer Service Centre met its target of dealing with 75% of customers within 10 minutes, but on occasions had customers waiting up to 40 minutes and missed service level on 23 individual days during the six month period.
- 3.2 The Call Centre met its speed of answer target achieving 80% during the six month period. They were still getting additional calls and emails relating to the charges for additional green bins during July. However, service level recovered in September with the Call Centre meeting target.
- 3.3 From the 1st October the Call Centre now excludes its 12 second welcome message from the 20 seconds they have to answer 80% of calls, in line with the industry standard.
- 3.4 Development has continued on the Call Centre's CRM following advisor feedback. We moved email handling into the CRM in January.
- 3.5 The Customer Service Strategy was approved by Cabinet in September 2013.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

- 4.1 The panel has been interested in the performance and progression of customer services for many years. Feedback on the content of this report and requests for additional useful information from members is always welcome.

5. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

- 5.1 We have lost three very experienced members of the team during the last 6 months, two of them to South Cambs Customer Service Team.
- 5.2 Call Centre staff are aware of a possible move to PFH in future. We are keeping staff fully informed, and trying to address any concerns they have with effective communication.
- 5.3 Re-configuration of the Queue management system in the HCSC will necessitate re-training of staff.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 There are two comprehensive action plans within the recently approved Customer Service Strategy as well as a table of objectives which sets out on a high level what we aspire to achieve over the next five years. More detail on milestones to follow.

6.2 We are currently undertaking an analysis of the opening hours and staffing levels at St Neots to ensure that we are running the service as effectively as we can.

7. LINK TO THE LEADERSHIP DIRECTION

7.1 The Customer Service Strategy enables delivery of a number of corporate aims. To achieve the 'golden thread' through our performance management framework, we have adopted these aims in this customer service strategy and they will be used to inform service plans and individual staff key performance areas (KPAs).

8. CONSULTATION

8.1 Customer Satisfaction averaged 99% (with 92% rating the team as outstanding) over the quarter at the Call Centre. Huntingdon Customer Service Centre (HCSC) took part in a customer satisfaction benchmarking survey with 16 LA's and achieved first place with an overall score of 97%.

BACKGROUND PAPERS

None

CONTACT OFFICERS

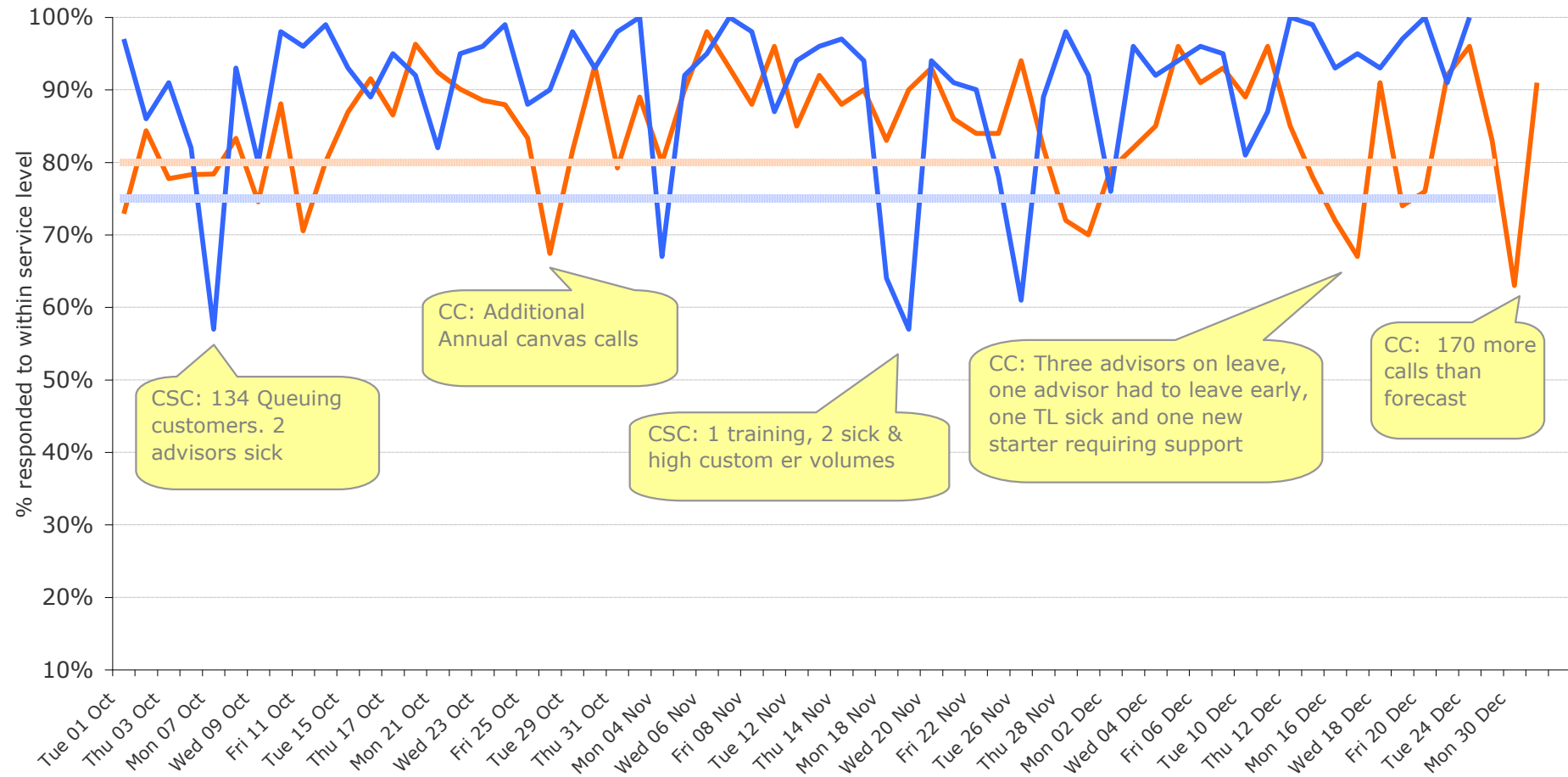
Julia Barber – Head of Customer Service
Tel No. 01480 388105

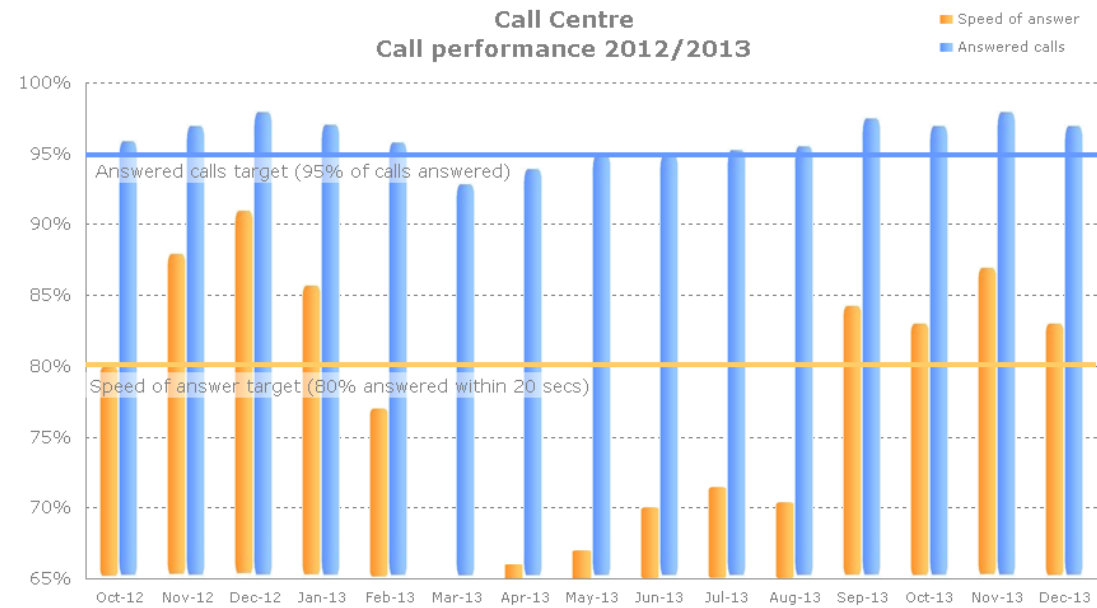
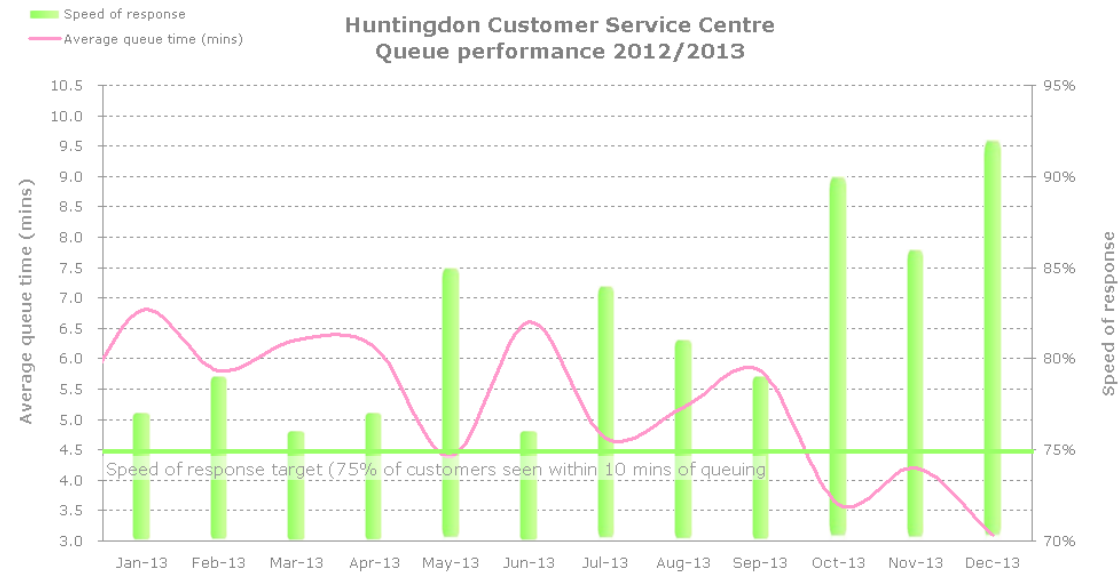
Michelle Greet – Customer Service Manager
Tel No. 01480 375882

Appendix A

Daily speed of response Oct to Dec 2013

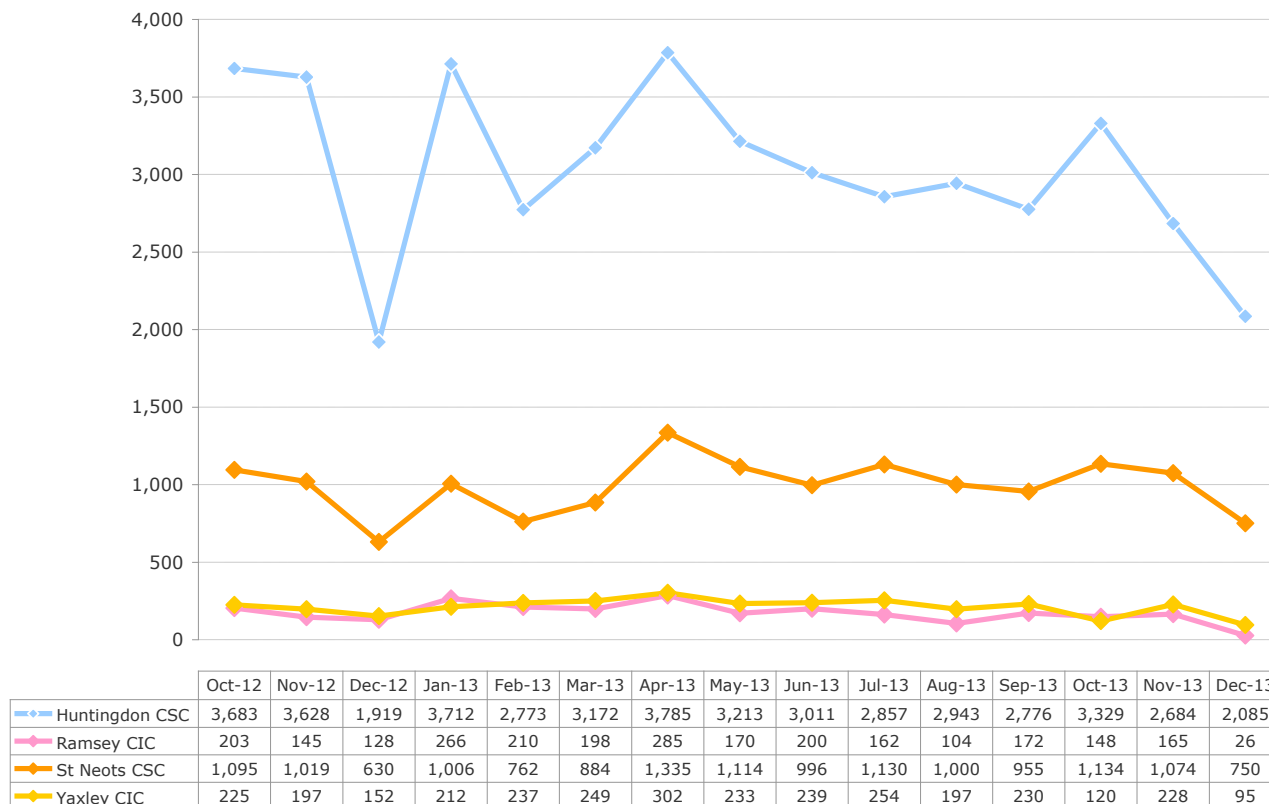
— Call Centre (CC)
 — Huntingdon CSC (HCSC)
 — CC target
 — HCSC target





In the following page the term 'enquiry' refers to the information or service requested by the customer. Some customers may make more than one enquiry in a single visit.

Customer Service Centres' enquiries per month

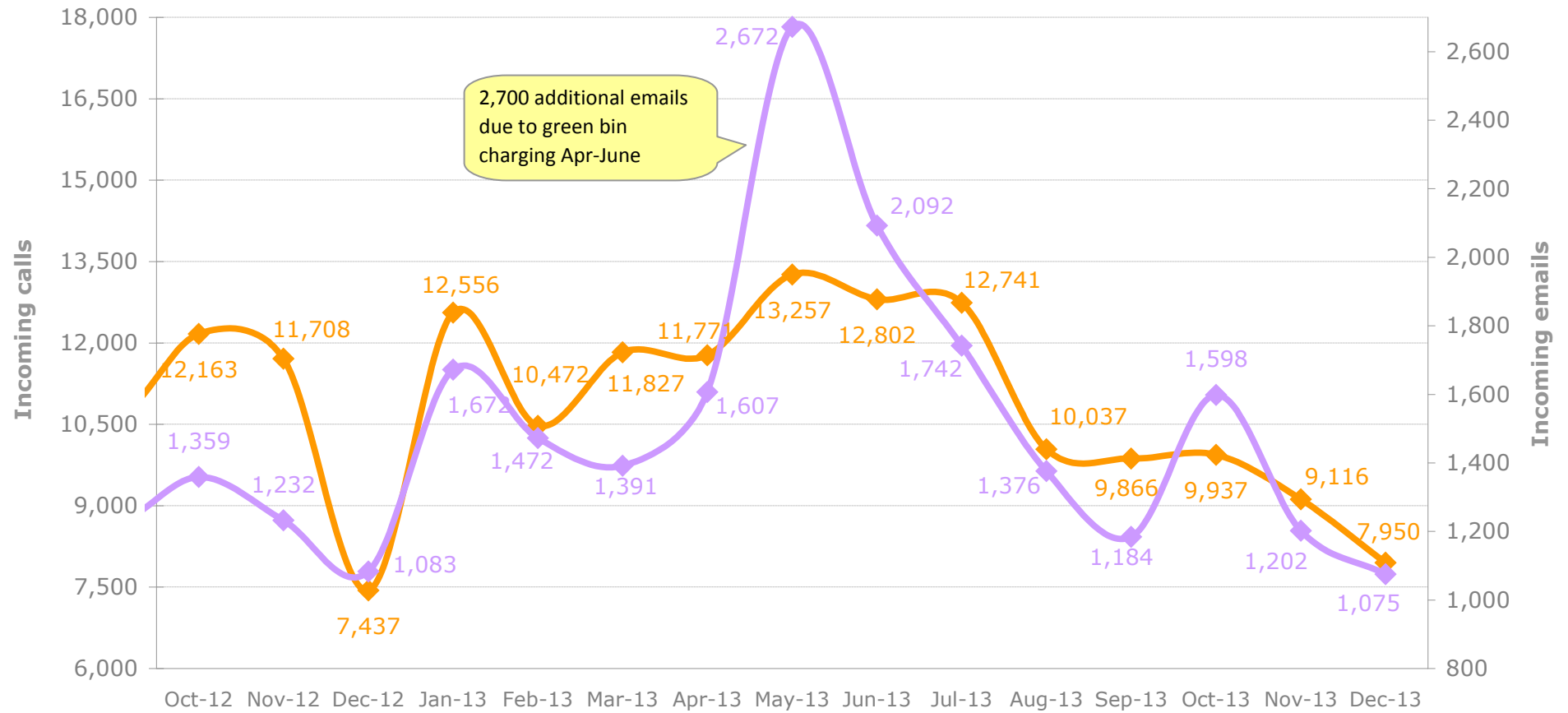


Top 5 Customer Service Centre Enquiries

Service	Enquiry type	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13
Benefits	Casual caller	9	4	5		1	3		14	3	5	8	6	12	2	1	11
	Customer handled	1,930	2,280	2,058	1,351	2,166	2,033	2,523	2,699	2,291	2,031	2,146	1,988	1,901	2,056	1,887	1,308
Payment Debt	Casual caller	11	11	9	3	3	1		2	2	5	8	5	34	4	1	5
	Customer handled	1,045	878	907	513	944	293	261	1,020	832	788	712	701	597	778	752	650
Housing	Casual caller	7	10	2	0	0	1	10	5	2	1	2	2	2	7	2	1
	Customer handled	777	784	707	370	850	762	721	694	615	583	586	657	582	671	566	385
Council Tax	Casual caller	12	5	6	1	2	3	1	6	1	4	8	6	3	7	1	7
	Customer handled	264	215	240	117	227	193	268	406	270	246	293	216	303	346	337	215
Other Enquiry	Casual caller	12	10	3	0	2	0	0	1	2	5	2	3	0	0	0	1
	Customer handled	586	460	459	194	387	247	273	391	261	372	234	267	288	435	280	199
Planning	Casual caller	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Customer handled	97	103	84	44	68	89	72	90	78	82	76	84	112	82	68	53
Grand Total	Casual caller	131	113	86	30	49	47	88	53	44	69	39	53	68	38	26	26
	Customer handled	5,156	5,093	4,903	2,799	5,147	3,935	4,415	5,654	4,686	4,377	4,364	4,191	4,065	4,693	4,125	2,930
HCSC Back Office F		5,804	6,487	6,097	4,696	6,307	4,162	4,669	7,085	6,812	6,415	7,130	5,925	6,242	6,149	5,920	5,148

Call Centre Incoming calls & emails 2012/2013

— Incoming calls
— Emails



Huntingdon Customer Service Centre Yearly History

Period	Total customers	Average Wait times	Total Average Serving times	Serving time	Serving time	Serving time	Serving time
				Housing	Benefits	Council Tax	Planning
2009-2010	27637	07:53	09:57	10:25	09:36	09:33	12:10
2010-2011	28002	06:26	10:40	12:32	09:45	11:17	12:46
2011-2012	29848	05:06	11:02	12:25	10:21	11:45	15:14
2012-2013	27803	05:37	12:53	15:06	12:11	12:17	16:17
2013-2014 *	19582	04:57	13:31	16:14	13:07	12:21	14:19
* 1st nine months							

Call Centre Yearly History

Period	Total customers	Total Average Serving times
2009-2010	164,618	02:06
2010-2011	158,966	02:17
2011-2012	150,165	02:28
2012-2013	136,313	02:46
2013-2014 *	97,477	02:42
* 1st nine months		

Website data

	Visits	Page Views	Unique Visitors
Main HDC Website			
2009/10	665,753	1,948,023	407,827
2010/11	640,319	2,460,664	320,407
2011/12	673,127	2,432,383	345,733
2012/13	878,467	2,769,305	364,570
2013 - present	881,054	4,137,627	379,005
Applications (Refuse Calendar, eforms, Public Access, Modern.gov)			
2009/10	146,160	379,595	74,140
2010/11	159,506	459,751	74,270
2011/12	170,605	482,528	81,683
2012/13	194,500	417,071	102,873
2013 - present	200,883	414,852	108,406