

CUSTOMER SERVICES MONITORING REPORT

REPORT BY HEAD OF CUSTOMER SERVICES

1 Introduction

- 1.1 This is the monitoring report for the Customer Services team for January 2013 to June 2013. The latest statistical graphs are at Appendix A.

2 Significant highlights and issues since last report

- 2.1 The new Microsoft CRM system was rolled out to the Call Centre and Operations Division on the 15th March with 80% of the high volume requests enabled. The remaining 20% of service requests will be released in due course. Enhancements to the system needed due to the 2nd green bin charge has delayed work on the remaining requests. Many processes have been streamlined and requests do not need re-keying into different systems. IMD and Customer Service are working together with the supplier to correct issues with the system and make enhancements based on the experience of the call centre advisors.
- 2.2 Call Centre service level was reached in January but has not been met for all other months in this period. We have not met the service target in nine out of the past 12 months. We intend to review the current standard and replace it with something more achievable.
- 2.3 A Members working group formed to help the Customer Service Manager with the Customer Service strategy has proved to be a very positive and helpful initiative. The group visited Newport City Council in May and learned a great deal about how that authority has made great progress with channel migration and has made savings for the authority by working together with back offices to improve customer experience.
- 2.4 The bin round review & improvement project was a great success in February 2013. Customer Services worked hard with the Operations Division to ensure that the communication was thorough, timely and well publicised to ensure that customers were aware of the changes and how they would affect them. We had little contact from the public considering it affected every single household in the district.
- 2.5 Many welfare reform changes came into effect in April this year including the Council Tax Support Scheme and the Under-occupancy changes to the social rented sector. We believe avoidable contact increased as customers were calling the call centre to try and get through to Benefits –who were

extremely busy due to the changes. We do not have accurate figures to prove this due to the change in systems and changing the way we log avoidable contact. The Customer Service Centres experienced busy times but were well prepared for the changes with extra resource and training in place.

- 2.6 The Call Centre moved from Speke House to Amundsen House (a different CCC building on the same business park in St Ives) successfully in January and moved onto the HDC computer network at the same time. This incorporated two major changes at one time so a lot of time and effort was spent from IMD and Customer Service planning the moves to mitigate the inevitable risks. The move was performed over a weekend with no downtime for the customer whatsoever and we were back up and running on Monday morning.
- 2.7 Spectrum, our old payments system was replaced with the newer Capita product, ACR, in February. Internet Payments was also upgraded and further improvements will be implemented in the next few months.
- 2.9 Customer Services staffing levels are such that we are unable to open Ramsey and Yaxley during sickness and leave. Constituents have recently complained to their local councillor about unexpected office closures. Members will recall that during the budget savings exercise in 2011, it was agreed that rather than close these offices completely, they should remain open for two days per week. However, staffing reductions would mean that no cover would be provided. We have covered the office for one day a week each for two weeks in June as the member of staff needed special time off due to exceptional circumstances.
- 2.10 The Charging for 2nd Green Bin project has had a significant effect on the call centre. Many customers receiving letters and invoices have been angry, so the staff have had to deal with many unhappy customers. This has been exacerbated by the tight project timescales.
- 2.11 The Call Centre in particular has been affected by the heavy workload and significant projects. Staff are under pressure and sickness levels for 2012/13 are as follows;

Average FTEs over year = 16.4. Sickness per FTE = **18.6** days/FTE.
16 out of 27 (**59%**) employed in this section had any sickness absence in 2012/13.

6 employees had long-term sickness absence.

At least **8** employees (**30%** of all employed in the section in 2012/13) hit at least one absence trigger under the sickness absence policy.

This compares to the sickness levels at the Customer Service centres as follows;

Average FTEs over year = 14.6. Sickness per FTE = **8.8** days/FTE.

14 out of 20 (**70%**) employed in this section had any sickness absence in 2012/13.

1 employee had long-term sickness absence.

At least **5** employees (**25%** of all employed in the section in 2012/13) hit at least one absence trigger.

This compares to an HDC average of **8.9** days sick per FTE. The Employment Panel received a report on sickness levels which was reported to Council on 26 June (agenda item 8f, minute 3). Employment Panel will deal with this issue via this process. [This link](#) shows the relevant page.

3 Forthcoming issues and risks

3.1 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.

3.3 Customer Services is improving the way we gather feedback from customers and the questions we ask. This is to ensure that we are gaining meaningful information from our customers and use this to enable us to continually improve. We are aiming to make our feedback mechanism more timely and personal to improve the number of responses we get and also to utilise customer feedback into performance management of staff. This may mean that our future satisfaction scores will be affected.

3.4 We are undertaking channel migration exercises at our face to face centres to try to encourage customers to pay for services using non-mediated methods. Our first exercise at St Neots on the 14th June was met with resistance from customers, so we are re-thinking our approach before the next attempt.

3.5 The latest round of the budget review will be undertaken in the next quarter, but, even allowing for reductions in service level, it may be that further budget savings are not achievable.

3.6 The Customer Service Strategy is planned to go to Cabinet in September 2013.

4 Statistics

4.1 Customer numbers for October 2012 to May 2013

The Call Centre was offered 91,191 calls and 12,488 emails.
The Customer Service Centres processed 37,142 enquiries.

4.2 Customer satisfaction levels

Call Centre Customer Satisfaction was 96.5%.
Customer Service Centre satisfaction was 99%.

4.3 Green bin project impact: We received 2000 more calls than forecast in May 2013. (This equated to 13,257 in total. We received 12,336 calls during May last year). Also received 1000 emails about this.

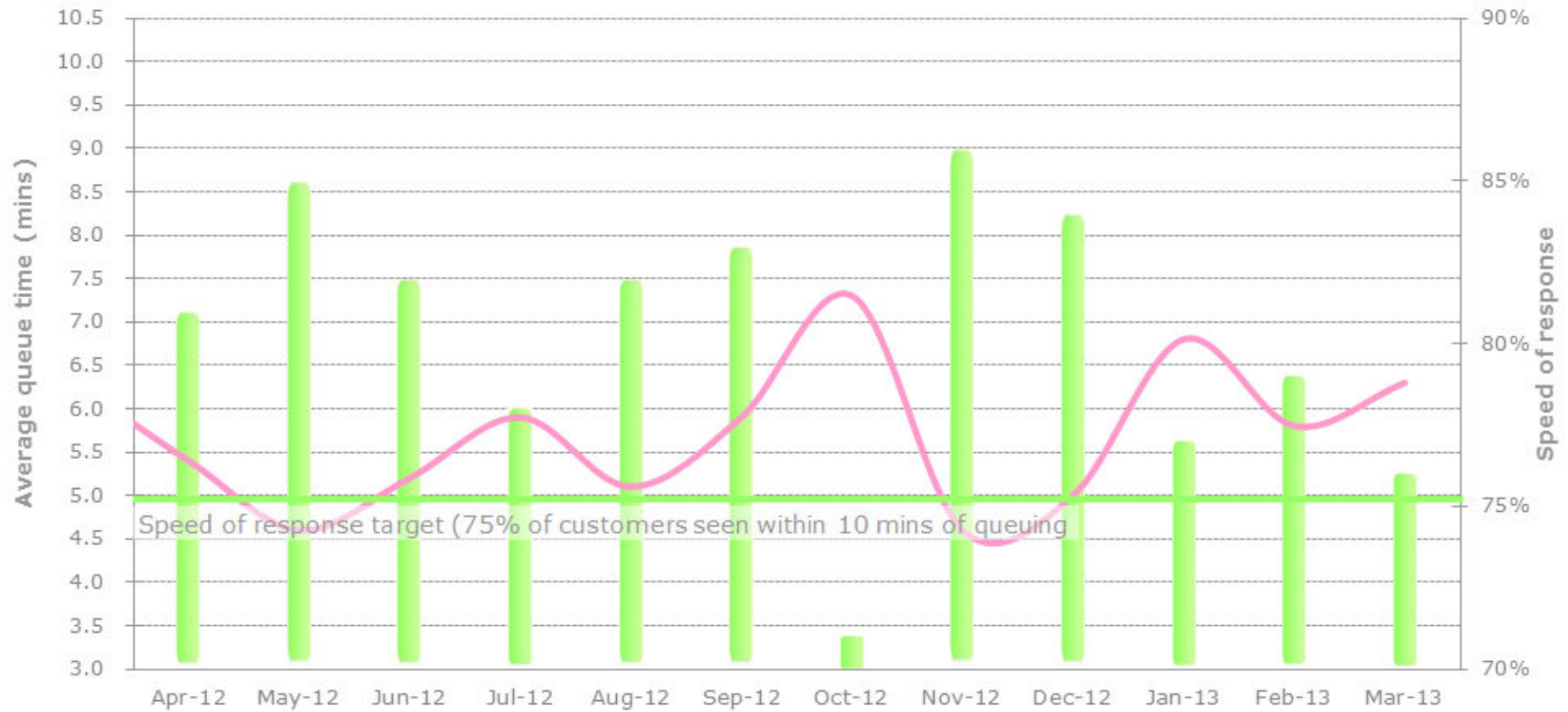
Recommendation

The Panel is asked to note the contents of this report

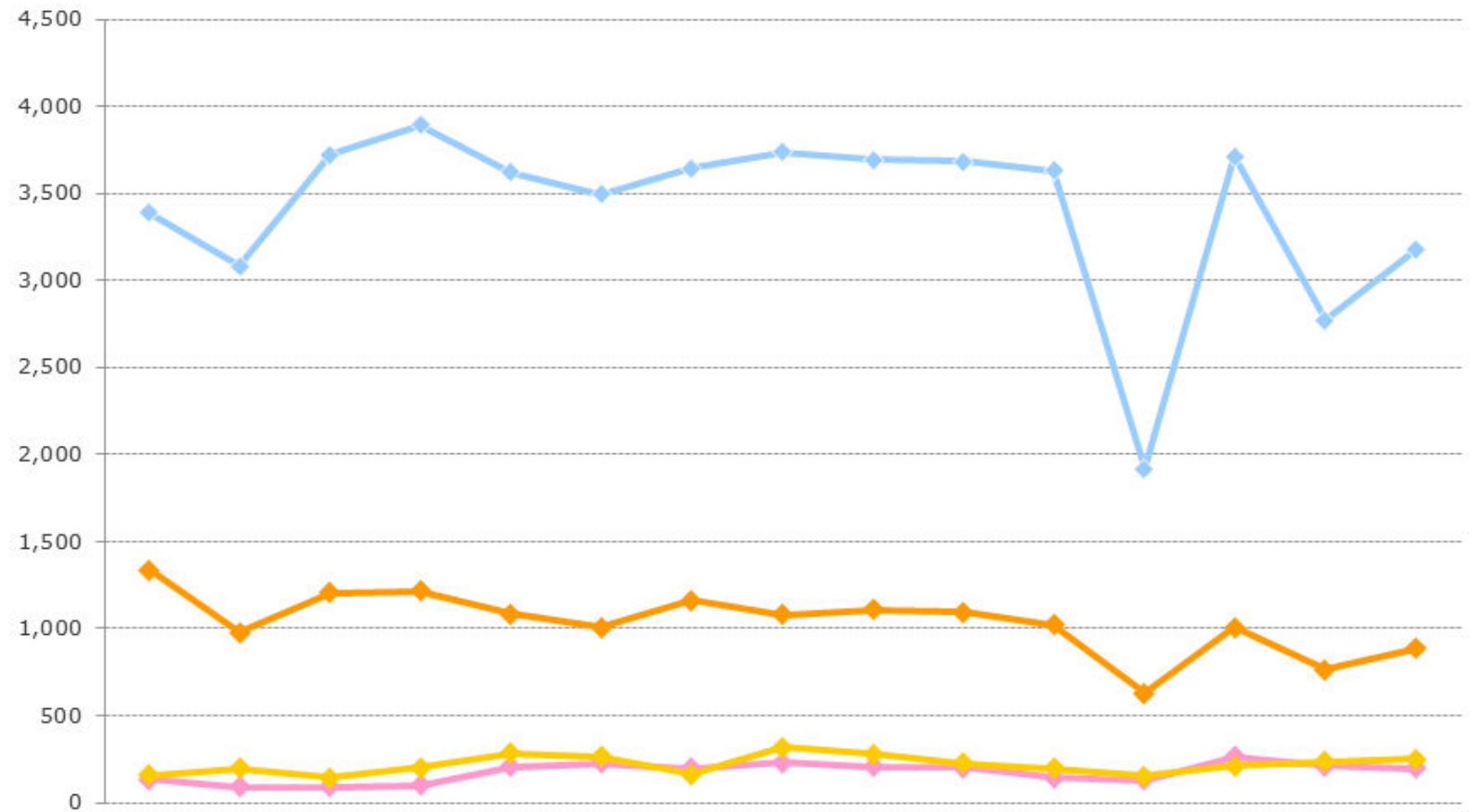
Contact officer – Kathryn Sexton, Customer Service Manager. 01480 387040
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Huntingdon Customer Service Centre Queue performance 2012/2013

■ Speed of response
— Average queue time (mins)



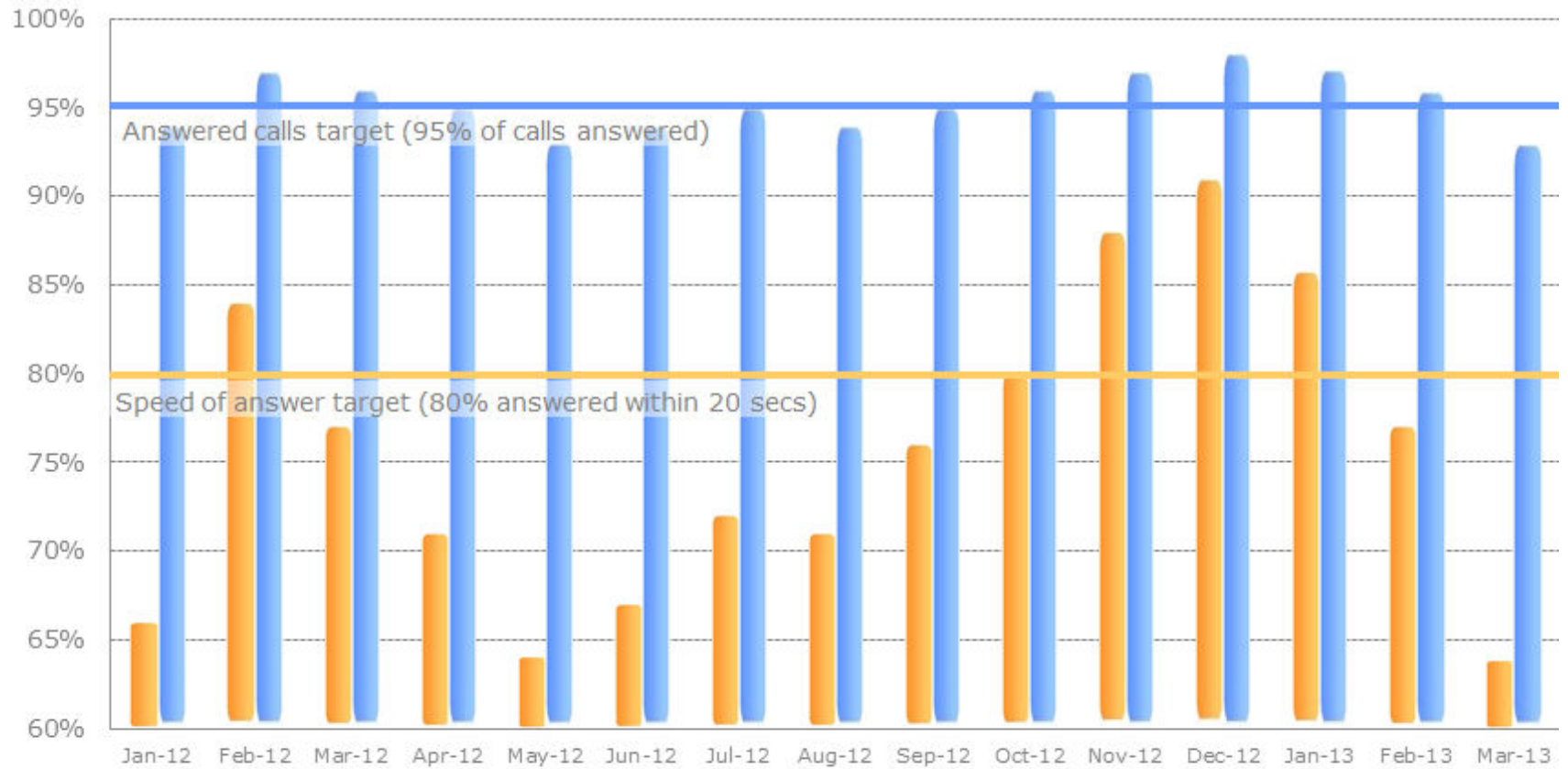
Customer Service Centres' enquiries per month



	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
Huntingdon CSC	3,385	3,080	3,723	3,893	3,622	3,493	3,642	3,736	3,691	3,683	3,628	1,919	3,712	2,773	3,172
Ramsey CIC	131	91	90	100	205	226	198	228	208	203	145	128	266	210	198
St Neots CSC	1,338	978	1,206	1,216	1,083	1,005	1,160	1,079	1,108	1,095	1,019	630	1,006	762	884
Yaxley CIC	159	194	145	201	285	265	162	319	280	225	197	152	212	237	249

Call Centre Call performance 2012/2013

Speed of answer
Answered calls



Call Centre Incoming calls & emails 2012/2013

