

REPORT

To: POLICY AND RESOURCES (FINANCE & CUSTOMER SERVICES) SUB-COMMITTEE		Subject: CUSTOMER SERVICES ANNUAL REPORT 2015/16
From: HEAD OF REVENUE AND e-GOVERNMENT SOLUTIONS		
Date: 18 APRIL 2016	Ref: BC/PT	

1. Purpose of the Report

1.1 The purpose of this report is to provide committee with a summary of the activity and achievements in delivering the aspirations of the Customer Service Strategy 2013/18 during the last year.

2. Background

2.1. The Council is now midway through the delivery of the Customer Services Strategy 2013 to 2018. This strategy is outward looking and explains to our customers what we will do for them to:

- Better understand who our customers are;
- Improve the way we deliver services;
- Encourage our customers to contact us in ways that best suit their needs;
- Make sure our employees have the knowledge and skills they need; and
- Put things right if they go wrong.

2.2. Putting the strategy into practice is governed by the Customer Services Development Working Group (CSDWG) and implementation and delivery of the outcomes is carried out through the Customer Service Liaison groups.

2.3. When the strategy is delivered at the end of 2018, our customers will have moved significantly towards online digital service provision and away from the more traditional delivery methods of face to face and telephone.

3. How customers feel about the services we provide

3.1. The adoption by the council of the Customer Satisfaction Measurement Toolkit (CSMT) means that at a corporate level our customers are now being asked the same five questions whenever possible. Different areas of the council are operating to different targets because of the wide variety of services provided. However, in summary the derived aggregate figures for the year April 2015 through to March 2016 are as follows:

CSMT feedback on:	Target	Score	Trend
The information was easy to understand	85% +/- 10%	94.0%	↑
That we did what we said we would do	85% +/- 10%	92.0%	↑
The overall service they received	85% +/- 10%	91.5%	↑
How well the staff did their jobs	85% +/- 10%	91.2%	↑
The time taken to respond to their enquiry	85% +/- 10%	81.4%	↑

3.2. The aggregate satisfaction rate above is an average rate across all the different surveys used by the council from April 2015 to December 2015 and indicates that our customers are broadly satisfied with the services they receive. These figures will be made available to our customers on the council website.

4. Efficiency and effectiveness

4.1. The Councils Customer Care Standards set out the minimum acceptable levels of customer care that should be provided to our customers, also known as the grade of service:

- Telephones should be answered within 20 seconds (or 8 rings); and
- Customers visiting us should be seen within 10 minutes.

4.2. A number of systems are now in place to help the council understand the grade of service being experienced by our customers. These systems include:

4.2.1. The **Automatic Call Distribution (ACD)** telephone system. This is used by the Contact Centre, Local Homes, Merrystone and some other areas of the Council to monitor how long customers wait to get through on the phone or how many customers abandon their calls without getting through to us. It also provides call recording so that the quality of calls can be assessed.

Service	Total Incoming Calls	Incoming Calls Answered	Incoming Calls Abandoned	Abandon Rate %	Grade of Service % of calls answered within 20 seconds
Social Work Emergency	8,419	8,201	218	2.6	94
Anti Social Behaviour	4,898	4,758	140	2.8	93
Customer Contact Centre	500,140	486,027	14,113	2.8	86
Blue Badge	40,570	38,961	1,609	4.0	82
Scottish Welfare Fund	10,919	10,490	429	3.9	78
Homecare	65,924	58,569	7,355	11.0	61
Access Social Work	23,103	21,661	1,442	6.2	54
Local Homes Variation	11,318	10,017	1,301	11.3	46
Local Homes	134,097	111,725	22,372	16.7	26

The best performing service was Social Work Emergency service which handled a total of 8,419 calls, answering on average 94% of these calls within 20 seconds, resulting in only 218 customers abandoning their call.

The worst performing service was Local Homes which handled 134,097 calls, answering on average 26% of these calls within 20 seconds, resulting in 22,372 customers abandoning their call.

4.2.2. The **TIGER** system. This system monitors the use of all desk phones and mobile phones that don't use the ACD and provides information on the remaining 9.1m phone calls which are made to / from the Council by the public, businesses, partners, agencies etc. This system provides more basic information than the ACD.

4.2.3. The **Qmatic** system. This system provides queuing and waiting times for customers using our network of FSSs. All other face to face reception areas across the council operate manual systems to record customer waiting times as required. The following table shows the analysis for customers served within the FSS during the 12 month period April 2015 through to March 2016.

First Stop Shop	Total Tickets printed	Customers served	Visits Abandoned	Abandon Rate %	Grade of Service: % of customers waiting less than 10 minutes
Cumbernauld	20,997	20,645	352	2	95
Kilsyth	10,119	9,868	251	2	93
Moodiesburn	5,600	5,429	171	3	93
Viewpark	9,916	9,666	250	3	92
Bellshill	24,630	24,124	506	2	90
Shotts	8,846	8,587	259	3	89
Coatbridge	32,251	31,548	703	2	84
Motherwell	30,099	28,153	1,946	6	83
Wishaw	28,153	26,664	1,489	5	83
Airdrie	28,263	27,519	744	3	82

The best performing First Stop Shop was Cumbernauld which handled a total of 20,645 visits, serving on average 95% of customers within 10 minutes, resulting in only 352 customers leaving without being seen.

The worst performing First Stop Shop was Airdrie which handled a total of 27,519 visits, serving on average 82% of customers within 10 minutes, resulting in 744 customers leaving without being seen. The layout of the Airdrie First Stop Shop makes it difficult to adequately handle peaks in customer demand. This will be addressed when the facility moves to Coates House in 2016.

5. Customer contact volumes

5.1. To monitor the way customers contact us, information is continually gathered to create a baseline against which customer changes can be measured. See appendix 1. A summary of the overall shift in the way customers are contacting us is shown below.

Contact Channel	2012/13	2013/14	2014/15	2015/16	Trend
Face to face	1,122,630	1,127,868	960,311	852,831	↓
Telephone - ACD	564,445	702,719	736,410	799,388	↑
Telephone - TIGER				9,139,396	
Online	2,044,029	2,248,532	2,392,779	2,707,739	↑

5.2. Overall customer contact is continuing to rise. The trend however is steadily moving away from face to face and towards telephone and online service provision. This clearly demonstrates the success of our customer self service initiatives e.g. Text messaging, accessing information from the website, the use of Looking Local for mobile applications, moving to direct debit, payments through paypoint etc.

6. First Stop Shops

6.1. A number of initiatives were successfully completed in 2015/16. These included:

- The Houldsworth Centre, Kenilworth Avenue, was built by the council in collaboration with NHS Lanarkshire and is the new location for Wishaw library, First Stop Shop, Housing Office and a cafe. The Centre also houses GP and dental practices and a range of other health services.

- Our ability to take card payments was improved by upgrading our chip and pin facilities at all First Stop Shops. This has ensured full compliance with Payment Card Industry Data Security Standards (PCI DSS) ensuring that the risks associated with the processing of customers payment card details are effectively managed

6.2. Programme highlights for 2016/17 include:

- A new First Stop for Airdrie, which will be built in Coates House and will again be a multi-function facility.
- We will be introducing electronic kiosks for our customers to enable self-service payments for selected council services, either by cash or credit/debit card. The first unit will be trialled at the new Wishaw facility.

7. Customer Contact Centre

7.1. A number of initiatives were successfully completed in 2015/16. These included:

- The introduction of SMS text message to keep our customers updated on services such as Free School Meals and Clothing Grants, where customers are contacted to explain the availability of the funding and then kept up to date on the progress of their applications.
- More services have now been transferred to the customer contact centre's call handling system ensuring that more council service areas benefit from the enhanced functionality such as call recording, call routing and call performance information which greatly reduces the number of manually handled calls through automation. Services transferred include: Environmental, Payments, Blue Badges, Your Money, General Enquiries, Access Social Work, North Lanarkshire Working, Bookings, Educational Services, National Entitlement Card (NEC) and the Kildonan Street switchboard.

8.2 Programme highlights for 2016/17 include:

- More services will be transferred to the customer contact centre including Council Tax and Benefits, Planning and Building Control, Licensing & Permits, Births, Marriages and Deaths, Housing services (inc. ASB)

9. Online services

9.1 A number of initiatives were successfully completed in 2015/16. These included:

- An on-line school payments service so that parents can pay online for things such as school trips and school uniforms. This online service is now available to parents at 10 Secondary Schools and 19 primary schools.
- The "Find my bin collection day" facility that allows customers to find out which days their various bins will be collected by simply entering their post code, as well as providing future uplift dates for the coming month.
- Creation of the Master Citizen Record (MCR) to ensure that our customer data is maintained in line with data protection legislation. To ensure accuracy, the MCR is directly linked to updates provided by the National Records of Scotland (NRS) through the national Myaccount service which provides, on average, 4535 updates per month. It is also linked to the Department of Work and Pensions "Tell Us Once" Service which provides on average 332 updates per month. Overall in 2015/16 there were 56,104 updates which included changes of address, changes of name, death notifications, and corrections to dates of birth supporting 185,276 MCRs. There were 30,249 new MCRs created in 2015/16.

The use of the MCR enables the council to accurately identify who our customers are so that we can they can be provided with a variety of services. Without the MCR this would not be possible. By the end of March 2016, MCR supported customers had created:

1,694 online accounts	For accessing online school payments and online services provided by other councils and public sector bodies. These users will also be able to access services
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	provided on our Customer Portal as they become available.
186,778 offline accounts	For use with the Young Scot Card, the Concessionary Travel Card, the Kidz Kard and other card based services using the National Entitlement card (NEC)

9.2 Programme highlights for 2016/17 include:

- The introduction of a customer portal that will enable our customers to access online digital services using the national myaccount username and password. Testing of the customer by our customers will begin in May. The first service to be introduced will be Council Tax, where customers will be able to view their council tax balance and request an online council tax bill.
- As part of the customer portal project, existing on-line service provision will be improved to remove the manual part of the process, making the processes more efficient so that they can be provided more quickly. An example of how the customer journey will change when the customer portal is introduced is shown below.

When is my bin uplifted?	
Current process	Customer Portal process
Customer visits web site	Customer visits customer portal
Customer selects "Bins and recycling"	Customer signs-in using myaccount
Customer selects "When is my bin emptied"	Customer portal displays bin collection day automatically.
Customer selects first letter of street	
Customer then selects street from drop down list to determine day	

10. **Recommendations**

10.1 It is recommended that the committee:-

- Note the progress made to date



Head of Revenues and e-Government Solutions

Members seeking further information on the contents of this report are asked to contact Brian Cook, on tel. 01698 403929

Appendix 1: Customer channel volumes

Contact Channel	2012/13	2013/14	2014/15	2015/16	Trend
Face to face: Qmatic FSS	241,432	241,717	235,604	200,168	↓
Face to face: Qmatic Cash & Bank	881,198	886,151	724,707	652,663	↓
Face to face: Overall trend	1,122,630	1,127,868	960,311	852,831	↓
Phone: ACD Contact Centre	564,445	558,978	542,973	500,140	↓
Phone: ACD Social Work Emergency	n/a	7,738	8,158	8,419	↑
Phone: ACD Anti Social Behaviour	n/a	n/a	4822	4,898	↑
Phone: ACD Scottish Welfare Fund	n/a	31,867	41,437	40,570	↓
Phone: ACD Blue Badges	n/a	8,424	10,346	10,919	↑
Phone: ACD Home Care	System will go live in 2015/16			65,924	↑
Phone: ACD Local Homes	n/a	94,035	127,082	134,097	↑
Phone: ACD Local Homes variations	n/a	1,677	1,592	23,103	↑
Phone: ACD Access Social Work	System will go live in 2015/16			11,318	↑
Phone: ACD Revenues & Benefits	System will go live in 2016/17				n/a
Phone: TIGER desk telephone	System will go live in 2016/17				n/a
Phone: TIGER mobile telephone	System will go live in 2016/17				n/a
Phone: Overall trend	564,445	702,719	736,410	799,388	↑
Online: Website informational	2,016,719	2,078,054	2,216,884	2,501,415	↑
Online: Website transactional eForm/web form	27,310	65,591	88,664	102,477	↑
Online: Looking Local mobile app	n/a	104,887	86,556	99,589	↑
Online: Crowd Control (Facebook, twitter)	System will go live in 2015/16			3,394	↑
Online: GovDelivery (notifications)	n/a	n/a	675	864	↑
Online: Customer Portal	System will go live in 2016/17				n/a
Online: Overall trend	2,044,029	2,248,532	2,392,779	2,707,739	↑