

Appendix A: Customer Report: Quarter 1 2015/16

1. Customer Experience

Executive summary

In Quarter 1, customer satisfaction ratings of across our main access channels remained unchanged with 77% of customers satisfied, slightly above the target of 75%. In addition, based on the recent Residents' Perception Survey, 70% of residents sampled reported that they felt it is easy to contact the Council. The new CSG survey of customers' satisfaction following case closure improved significantly from 43% to 57%, but still below target.

The Council has a customer experience dashboard (Figure 1 below). In Quarter 1, eight of fourteen targets were achieved and eleven targets had a positive direction of travel.

Successes

There are a number of notable successes within the first quarter for 2015/16:

- A new initiative to resolve customer requests at the first point of contact (called 'Single Agent Resolution') is beginning to take effect. CSG Customer Services have **removed hand-offs from 9 types of customer request** to enable single agent resolution, and will seek to achieve a further 54 conversions by the end of the year.
- Progress has been made with the online experience and use of online self-service. 90% of webforms have been responded to within 5 working days and there has been a **66% increase in the number of webforms submitted by customers**.
- Overall customer access satisfaction remains above target, driven by high telephony ratings. We have also seen **increases in satisfaction with the website and webforms**. Website satisfaction has increased to 42% satisfied, from 37% in the previous quarter. Webforms satisfaction increased to 51%, from 47% last quarter. This remains an area of focus in coming months, to promote channel shift.
- The target for **customer calls being answered within 20 seconds was exceeded by the main contact centre at 82%**, an improvement from Quarter 4 2014/15.
- The overall volume of stage 1 complaints reduced since Q4 and for the first time the council has **hit its target for responding to complaints on time in 80% cases**, driven largely by good performance of Barnet Homes and Street Scene who received two thirds of all complaints.

In addition, the Council has put in place a new weekly monitoring regime for overdue complaints, members enquiries and other service requests to drive further improvement.

Areas for improvement

- **Online experience.** While some improvements were reported in Quarter 1, it is a council priority to improve the website experience so that customers use it to self-serve. 40% of negative ratings in June related to page content, whilst 35% related to technical functionality. Service areas will take actions to improve page content to drive improved service and satisfaction and CSG is addressing technical issues, including the quality of the search function.
- **Completing customer cases on time and improving satisfaction.** Overall, the proportion of customer cases resolved on time improved in Quarter 1 from 64% to 74%. While this is positive, it remains below the target of 80%. CSG and Re have undertaken customer satisfaction surveying following case closure to get a deeper understanding of performance. While satisfaction increased from 43% to 57% in Quarter 1 2015/16 for CSG, there are real areas for improvement in the quality of case closure – specifically for Street Scene, with only 35% satisfaction reported.
- **Members and MPs enquiries.** While the performance of the Council in responding to member enquiries within 5 days increased to 96%, the performance in successfully closing these enquiries within 5 days reduced to 65%. Within this, specific services require dedicated actions to improve performance, such as Re, which closed only 58% of its 514 cases with 5 days.
- **Face to face service wait times.** Both sites experienced high wait times in Q1, missing initial and secondary wait targets. The average secondary wait at Barnet House has been significantly longer than the 10 minute target for the last 3 quarters. CSG have now made two new permanent management appointments that should start to improve the customer experience at these centres.
- **Desk phone answering by council staff remains low**, with just 81% calls answered, and 75% answered within 20 seconds in Quarter 1.

Figure 1: Overall performance in Quarter 1 2015/16, compared to Quarter 4 2014/15

Area	Target	Performance previous quarter	Performance current quarter	DoT
% Complaints responded to within SLA	80%	79%	80%	↑
% Members Enquiries responded to within SLA	95%	93%	96%	↑
% Members Enquiries cases closed in 5 days	-	69%	65%	↓
% of cases delivered within SLA	80%	64%	74%	↑
% of cases delivered within SLA for customers needing additional support	80%	87%	98%	↑
Single Agent Resolution - % Lagan case types that can be fully resolved by the first customer agent	16.5%	16%	16.5%	↑
% FOIs resolved within SLA	90%	98%	97%	↓
% CSG calls answered within SLA	80%	78%	82%	↑
% Council desk phones calls answered within SLA	80%	73%	75%	↑
% CSG Emails responded to within SLA	90%	81%	87%	↑
% CSG Webforms responded to within SLA	90%	74%	90%	↑
Avg initial wait (min)	5 mins	2.79	6.20	↓
Avg secondary wait for Barnet House only (min)	10 mins	14.20	13.50	↑
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	60%	43%	57%	↑
GovMetric satisfaction	75%	77%	77%	↔
Mystery Shopping	90%	-	-	

Notes

- **Closing Member Enquiry cases:** due to the enormous variety of members enquiries and degrees of complexity, the council currently has no target for the proportion that should be closed within 5 days but will explore this for future.
- **Council Desk Calls:** missing data for RE and CSG due to a staff list issue
- **Avg. secondary wait for Barnet House:** there is no secondary wait at Burnt Oak Library
- **Mystery Shopping:** none conducted this quarter

Figure 2: Performance by Delivery Unit in Q1, where CSG Customer Services handles the measured calls, emails & webforms, on behalf of other Delivery Units.

Key: green = target met, red = target not met, / = No data available, 0 = no instances recorded

Area	Target	Adults	Assurance	Barnet Homes	Commissioning	CSG	Education & Skills	Family Services	Re	Streetscene
% Complaints responded to within SLA	80%									
% Members Enquiries responded to within SLA	95%									
% Members Enquiries cases closed in 5 days	-	71%	33%	-	83%	76%	62%	79%	58%	68%
% of cases delivered within SLA	80%		0	/	0					
% of cases delivered within SLA for customers needing additional support	80%		0	/	0	0				
% FOIs resolved within SLA	90%									
% CSG calls answered within SLA	80%		/	/					/	
% Council desk phones calls answered within SLA	80%			/						
% CSG Emails responded to within SLA	90%	/	/	/		/			/	
% CSG Webforms responded to within SLA	90%		0	/		/			/	
Govmetric satisfaction	75%		0		0					
Mystery Shopping	90%									

* **CSG Complaints:** 90% target for CSG Customer Services

* **Corporate Structure:** Assisted Travel is now counted under Commissioning, the same DU that owns Parking. It was previously counted for CSG.

1. Delivering services within promised timescales

Overall, 74% of 35,285 recorded cases (CSG and Street Scene) were delivered to the promised timescales. This is a significant improvement on the previous quarter, despite a large increase in the number of cases recorded, but is still some way below the 80% target.

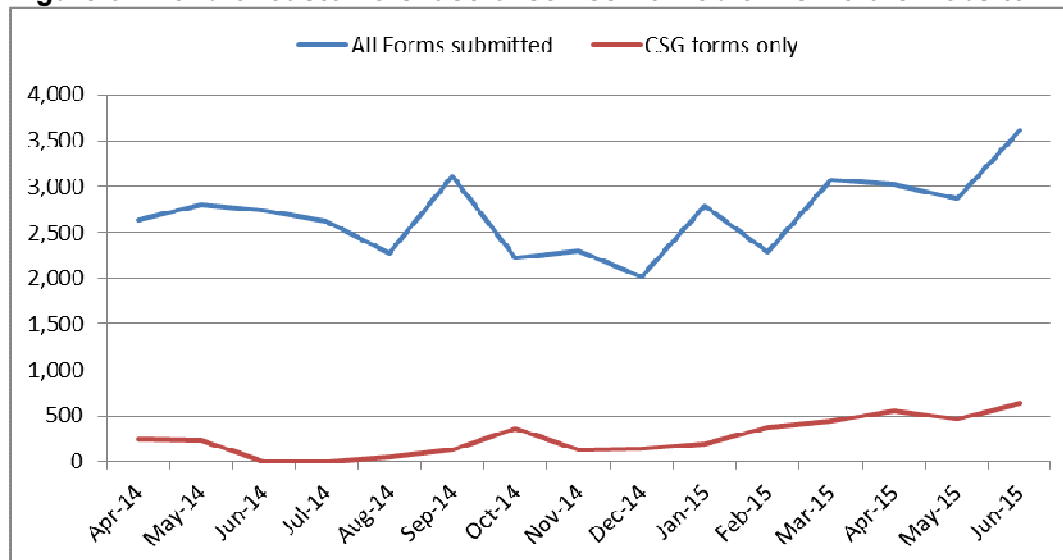
Just 57% of customers who completed a survey following case closure said they were satisfied with their experience. Within this, Assisted Travel achieved the highest ratings (80% satisfied) and Street Scene the lowest (35% satisfied).

The Council and CSG have put in place additional support for customers who need it – Customer Additional Support cases ('CAS cases'). This applies where the customer service team identify a customer who requires support using a set of agreed criteria, so that customer services agents actively monitor and if necessary chase up timely delivery on their behalf. The numbers of customers identified are low, just 257 this quarter. This process makes a significant difference for this small cohort, with 98% of their cases delivered on time. The target is to ensure performance for customers who need additional support is as good as the average performance for all customers.

2. Progress on moving customer demand online

Quarter 1 is the first opportunity to assess the success of the new website and MyAccount facility in encouraging 'self-serve'. The new site went live on 1 March, and there has been a significant increase in the number of webforms submitted since, which is very encouraging (see figure 3). There was also a decrease in the volume of calls received by our main contact centre run by CSG compared with the previous quarter. However there was an increase in calls received by the RE contact centre in Q1, who handle just over a tenth of all customer calls.

Figure 3: Trend of customers' use of self-serve webforms via the website



The new My Account facility, which allows customers to see their personal account information for four different services (council tax, benefits, parking and libraries) had 4,459 registered users in Q1, bringing the total number of account holders to 7,008. However only a portion of these customers have used the account to enrol their service account, as the chart below shows. Council tax had the highest number of enrolments, with libraries having the least. A public communications campaign to promote MyAccount commencing in September will boost awareness and take up.

Figure 4 – My Account usage

Registrations		Enrolments			
Month	Number of My Account registrations completed	Number of enrolments for Council Tax	Number of enrolments for Benefits	Number of enrolments for Parking	Number of enrolments for Libraries
Jan-15	-	-	-	-	-
Feb-15	-	-	-	-	-
Mar-15	2,549	678	112	32	73
Q4 2014/15	2,549	678	112	32	73
Apr-15	1,842	513	113	25	61
May-15	1,317	297	81	196	43
Jun-15	1,300	220	104	206	34
Q1 2015/16	4,459	1,030	298	427	138

3. Delivering a good online experience

5,963 customers completed a web satisfaction survey in quarter 1. Customer satisfaction for the website has always been low (see figure 5 below), but in Quarter 1 this improved to 42% satisfied, from 37% in the previous quarter. We also saw a slight increase in customer satisfaction ratings for webforms (47% to 51%). CSG's responsiveness to submitted webforms improved in Quarter 1 with the 90% target to respond in 5 days achieved for the first time, despite a 66% increase in the number of forms submitted by customers.

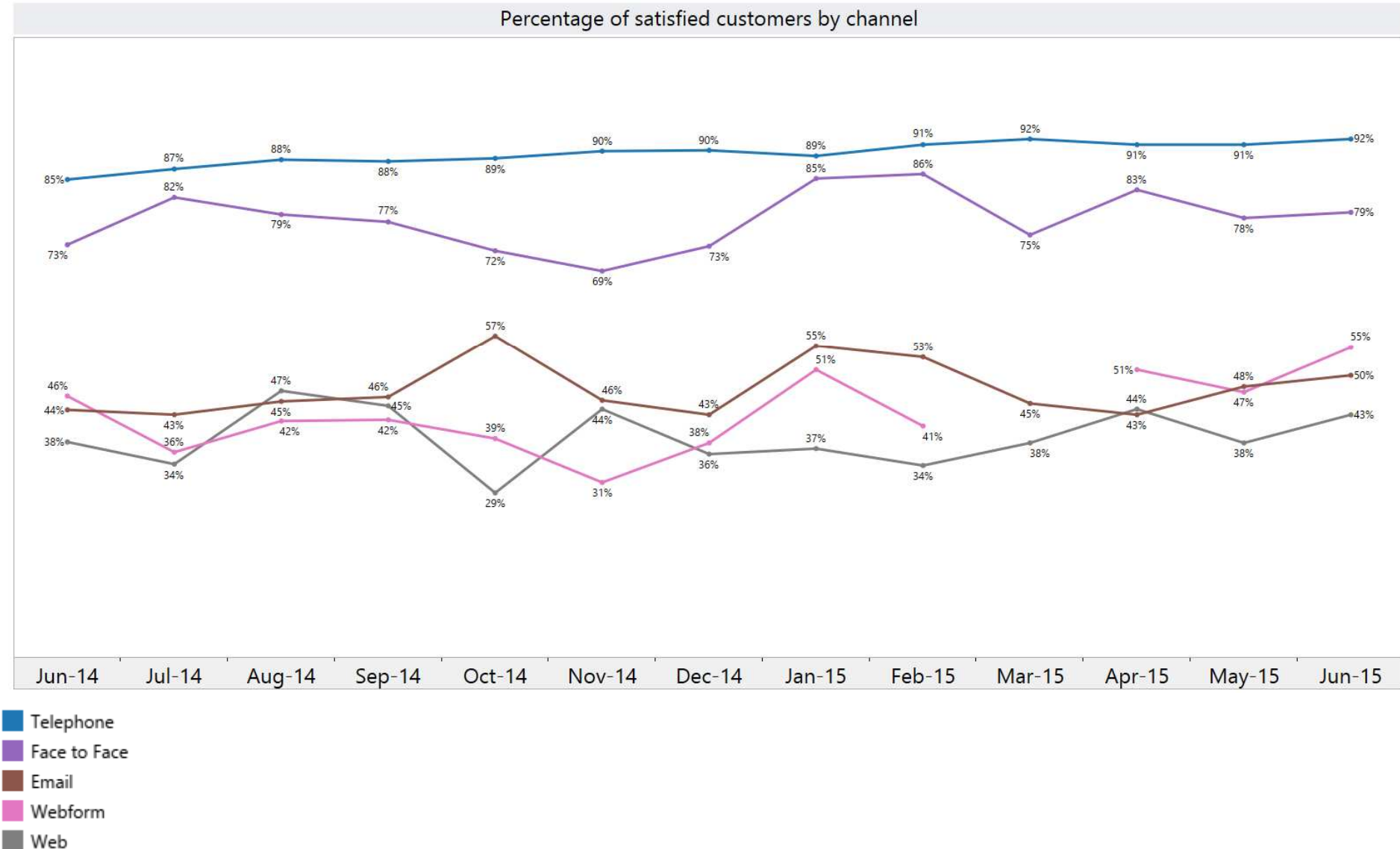
However, the website forms a cornerstone of the council's customer access strategy, and therefore efforts to improve satisfaction need to be accelerated. 50% of surveys rated the website as poor. An analysis of ratings in June showed that 35% of the poor comments related to IT functionality, whilst 40% were linked to page content.

Once the search function – a current significant source of customer frustration - is improved in August, we expect to see a much more significant improvement in satisfaction.

All webpages are owned by a Delivery Unit, and some of the lowest ratings were received by RE (27%), CSG (33%) and Barnet Homes (37%). Clearly not all customer ratings relate to the quality of the website; some reflect dissatisfaction with policy or difficulties the service has in meeting demand.

All service areas receive the data and comments from customers that enable them to identify and target content improvements, and responses to comments by customers are published monthly on the council's website at www.barnet.gov.uk/customer-web-feedback

Figure 5: GovMetric satisfaction ratings by channel since June 2014



4. Delivering a good email service

The CSG contact centre came short of achieving the 90% target for responding to emails in 5 working days, but it improved significantly on the previous quarter. The overall satisfaction with the email channel remains low: 36% of 416 respondents rated the email channel as poor.

Despite receiving 400 more emails in Quarter 1 than in the previous quarter, the teams handling Parking and Assisted Travel emails together achieved 95% replies within 5 working days, helped by introducing a recorded message advising customers of the process for challenging PCNs. The Street Based Services customer services team also significantly improved performance - 73% to 89%. The worst performing customer services team was school admissions, where responsiveness rates dropped from 93% in Quarter 4 2014/15, to 71% in Quarter 1 2015/16.

5. Delivering a good telephony service

CSG met its target of 80% for calls answered in 20 seconds, whereas RE achieved 63%, and Barnet Homes achieved 44%.

In Quarter 1 2015/16, 91% of 14,757 respondents rated the telephony service as good, making it the highest performing channel. Telephony ratings across councils using the same GovMetric survey tool are extremely high - when compared to other councils, Barnet is performing within the third quartile ('medium-low').

Council staff are still leaving a fifth of their 'desk' calls unanswered - 81% were answered, 75% were answered within 20 seconds. Assurance staff who predominantly receive internal calls were the only group to answer above 80% calls in 20 seconds in quarter 1. Individual services have recognised that this is an area where performance needs to improve. Adults & Communities has taken proactive action to remind staff of to answer calls promptly.

6. Delivering a good face to face service

The face to face service provided at Barnet House and Burnt Oak is primarily used by housing benefits and housing customers. The overall council face to face satisfaction rating is high at 80% in Q1 and relatively stable. However, initial and secondary wait times increased dramatically in quarter 1, to 10.45mins for the average initial wait; and a 21.9 minute average secondary wait time at Barnet House (there is no secondary wait at Burnt Oak).

A recovery plan is currently being developed that will focus on improving the customer journey for both sites.

7. Complaints

Benchmarking data from 9 London boroughs in Q4 put Barnet slightly above the average number of complaints per 10,000 population (17.42 compared to 16.43 average). It is good to see that in Q1, Barnet's stage 1 (S1) complaints decreased by 5%, largely driven by falls for Barnet Homes and CSG.

For the first time, the council met the 80% target for responding to complaints within the complaints policy timescales in Q1, driven by the good performance of Barnet Homes (90%) and Street Scene (83%). Five of the council's seven customer-facing DUs performed below 80% in Q1 (see figure 2 above). Failure to respond on time can often generate further customer contact, complaints and dissatisfaction.

Street Scene Stage 1 complaints increased by 77% in quarter 1. There was a sharp rise in the number of 'Domestic Waste/Recycling' and 'Assisted Collection' complaints. 78% of the total stage 1 complaints received for Street Scene were partially or fully upheld. During Q1 the service carried out route optimisation work, particularly on green waste recycling rounds. Changes such as this inevitably incur complaints from residents though the service acknowledges that some aspects of this, particularly around communication, could have been better. There were also staffing pressures during Q1, and while a plan is in place to address these pressures it will take some time to take effect.

The council aims to resolve all complaints at stage 1, and reduce the number of complaints escalated to stages 2 and 3. Most of the 61 stage 2 complaints recorded in Q1 were for Barnet Homes and CSG, suggesting more work is needed to improve their stage 1 complaint responses.

Just over half (35) of all S2 complaints were upheld or partially upheld. Of the 7 stage 3 complaints recorded, all were fully or partially upheld.

Figure 6: Complaints by DU in Q1 2015-16, order from highest to lowest volume

Outcome by Stage	Barnet Homes	Street Scene	CSG	Re	Adults	Family Services	Education & Skills	Commissioning, incl. Parking	Assurance
Stage 1									
Upheld	114	11	35	4	6	1	0	0	0
Partially upheld	34	27	24	1	6	9	3	0	0
Not upheld	82	31	34	16	3	11	8	0	1
Unknown	7	74	20	3	10	1	4	0	0
Stage 2									
Upheld	9	1	6	3	0	0	0	0	0
Partially upheld	8	1	4	2	0	0	1	0	0
Not upheld	5	1	8	3	1	0	1	1	0
Unknown	0	2	3	0	0	0	0	1	0
Stage 3									
Upheld	0	0	1	1	0	0	0	0	0
Partially upheld	1	1	3	0	0	0	0	0	0
Not upheld	0	0	0	0	0	0	0	0	0
Unknown	0	0	0	0	0	0	0	0	0
Ombudsman									
Received	5	1	6	10	3	1	2	3	0

Total	265	150	144	43	29	23	19	5	1
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2. Resident & customer survey results

To ensure the council maintain to deliver the services our residents most need, the council carries out a twice-yearly survey of a sample of residents. Some DUs also conduct their own service user surveys. The table below show the results against any available comparisons.

Measure Title	Q1 2015/16 Result	Previous Result / Autumn 2014	London	National
Percentage of residents who are satisfied with the way the Council runs things	71%	71%	70%	68%
Percentage of residents who report that it is easy to access Council services	70%	68%	N/A	N/A
Percentage of residents who are satisfied with Barnet as a place to live	88%	88%	N/A	82%
Business satisfaction	-	N/A	N/A	N/A
Percentage of residents who are satisfied with parks and open spaces	70%	72%	68%	
Percentage of residents who are satisfied with refuse and recycling services	76%	75%	69%	
Percentage of residents who are satisfied with: Repair of roads	27%	27%	41%	
Percentage of residents who are satisfied with: Quality of pavements	30%	32%	N/A	
Percentage of residents who are satisfied with street cleaning	53%	54%	55%	
Percentage of residents who are satisfied with parking services	27%	28%	33%	
Percentage of respondents very or fairly satisfied with repairs and maintenance	99%	97%		
% satisfied (Street Lighting)	71%	72%		
% concerned about roads and pavements (in top 3)	-			
% concerned about litter/ dirt in streets (in top 3)	18%	19%		
Percentage of people who use services who feel safe	67%	N/A	N/A	N/A
Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	TBC	N/A	N/A	N/A
Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	99%	81%		