

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**28 November 2012**

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**Connect 2 Cardiff (C2C)**

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**Reason for the Report**

1. To examine at first hand the Council's frontline call centre service, and receive a briefing on current performance, customer feedback, and challenges faced.

**Background**

2. At its work programming forum the Committee agreed to consider the work of the Connect to Cardiff service (C2C). The service is based at Wilcox House and is the main point of contact for all customer requests for Council services.

**Issues**

3. The major services currently offered by the call centre are:
  - Council Tax (online forms, payments, reminders/summons, payment agreements, and council tax benefit);
  - Waste Management Requests (non collection reports, bulky collections & street cleansing);
  - Highways (street lighting, drainage & highway defects);
  - Housing (benefit, housing repairs); and
  - Parking (enforcement, permits).
4. Over the next year the Council will explore the possibility of more Council services becoming available over 24 hours. Currently the only 24 hour services are the community alarm service and noise pollution.

5. Attached at **Appendix 1** is a briefing report produced by Connect to Cardiff which covers:
- the key performance indicators for C2C;
  - statistics for C2C's interaction with all service areas;
  - C2C strategies for managing staff performance;
  - information on customer satisfaction; and
  - the results from the Ask Cardiff Survey 2012 for C2C.

Committee members may wish to consider the services offered by C2C; the methods by which customers can make contact with C2C (e.g. telephone, email and webchat)); levels of customer satisfaction; or the socio-demographic make-up of those using the service in their lines of enquiry.

6. At **Appendix 2** Members will find a copy of the presentation which will be given at the Committee meeting.
7. Councillor Lynda Thorne, Cabinet Member, Communities, Housing & Social Justice, Isabelle Bignall, Head of Customer Services and Rachel Bishop, Contact Centre Manager, will be in attendance to answer any questions Members may have.

### **Legal Implications**

8. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to the Cabinet/Council will set out any legal implications arising from those recommendations. All decision taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirements imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in

accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be taken having regard to the Council's fiduciary duty to its taxpayers; and (he) be reasonable and proper in all the circumstances.

### **Financial Implications**

9. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

### **RECOMMENDATION**

The Committee is recommended to contribute its comments and observations to inform the customer vision for C2C and the future development of services available at C2C.

MIKE DAVIES

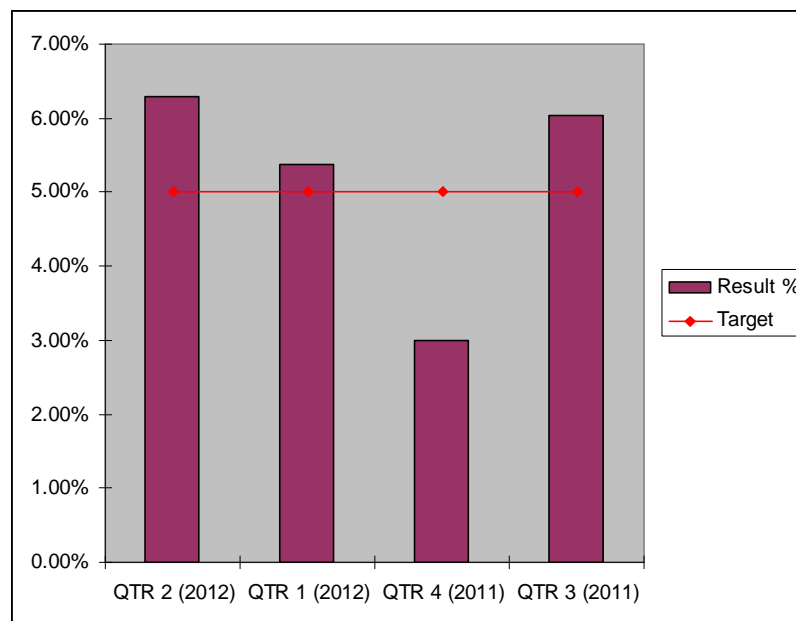
Head of Scrutiny, Performance & Improvement

22 November 2012



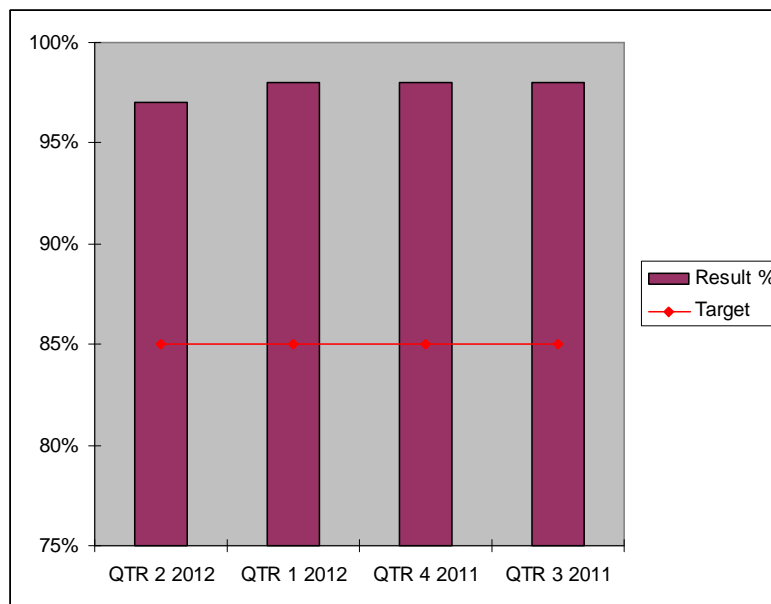
# Key Performance Indicators (KPI's)

REFERENCE	TITLE	TARGET	ANNUAL RESULT
CORKPI2	Percentage of C2C calls where the customer disconnects before reaching an agent	5.00%	5.86%



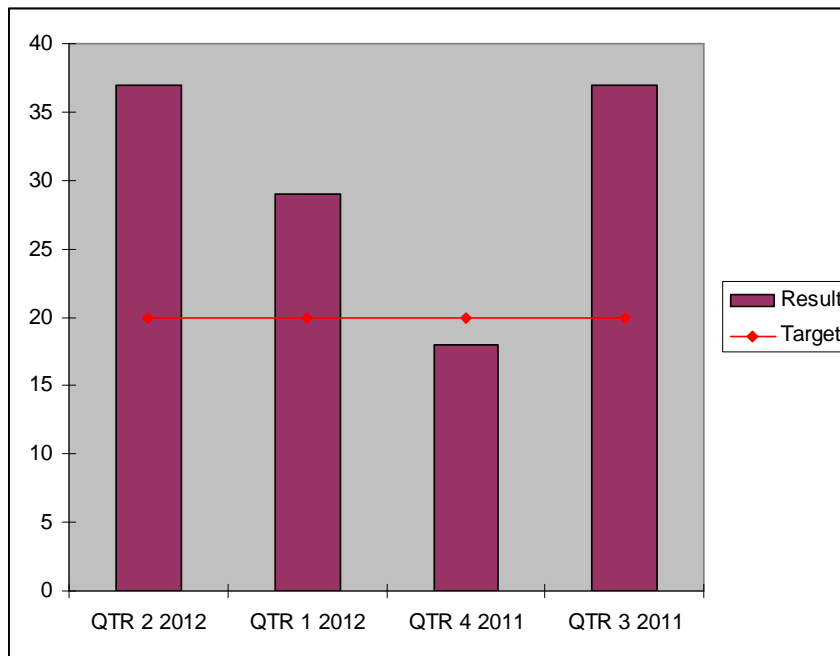
Result Period	C2C Contacts where customer contact is lost	Total number of C2C Contacts	Target %	Result %
QTR 2 (2012)	7,757	123,200	5	6.30%
QTR 1 (2012)	6,095	113,334	5	5.38%
QTR 4 (2011)	3,459	115,463	5	3.00%
QTR 3 (2011)	6,791	112,510	5	6.04%

REFERENCE	TITLE	TARGET	ANNUAL RESULT
CORKPI7	Overall Percentage of Satisfied Customers who have contacted C2C	85%	97%



Result Period	No of Satisfied Customers	Total No of Completed Surveys	Target %	Result %
QTR 2 2012	199	205	85%	97%
QTR 1 2012	150	153	85%	98%
QTR 4 2011	305	310	85%	98%
QTR 3 2011	270	276	85%	98%

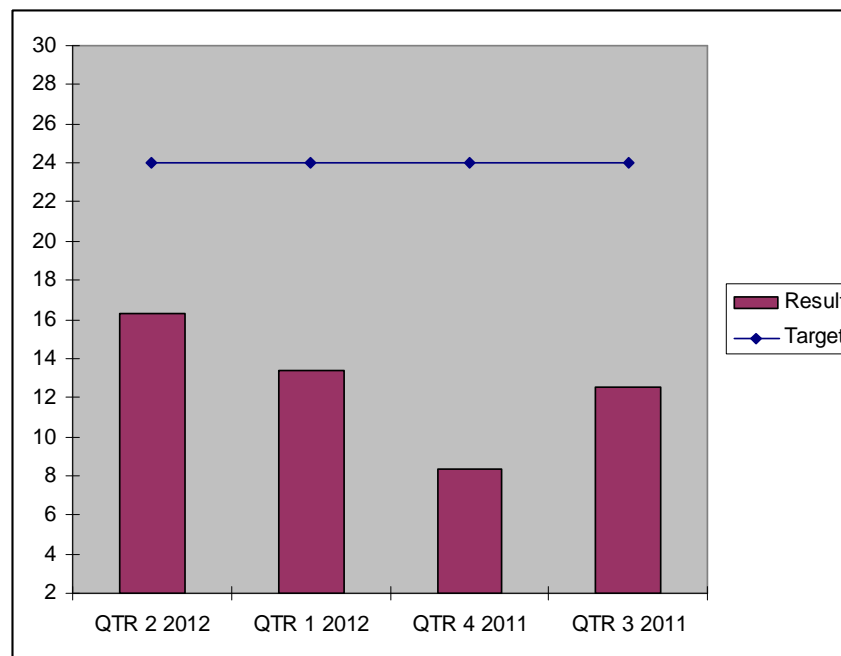
REFERENCE	TITLE	TARGET	ANNUAL RESULT
<b>CORKPI8</b>	Average time a call queues within C2C (seconds)	20 seconds	29 seconds



Result Period	Target	Result
QTR 2 2012	20	37
QTR 1 2012	20	29
QTR 4 2011	20	18
QTR 3 2011	20	37



REFERENCE	TITLE	TARGET	RESULT
CORKPI9	Average time to respond to an email within C2C (hrs)	24 hours	13hrs 41 mins



Result Period	Target	Result
QTR 2 2012	24hrs	16.27
QTR 1 2012	24hrs	13.41
QTR 4 2011	24hrs	08.34
QTR 3 2011	24hrs	12.51

# SERVICE AREA STATISTICS

Benefits Aug-Oct

Selection	Aug-12	Sep-12	Oct-12
Log Information Only	3,361	3,110	3,690
C2C Appeals action required	1	3	0
C2C Answered after assistance Council Team	0	0	0
C2C Answered after assistance Private Team	0	0	0
Benefit Action Required	1,558	1,650	1,998
Callback Required	1,051	1,132	1,247
C2C Contact details given TU team	177	149	160
C2C Contact details given LL Team	15	8	14
Council Tenant - Call Transferred	65	38	58
Appeals Team	11	9	10
Evidence received - no receipt issued	0	0	1
Evidence received - receipt given	5	9	18
C2C LL Team Call back	5	3	8
C2C Take up Team Call back	17	14	11
C2C Urgent return to Work	122	145	168
Call Transferred to Assessor	201	177	164
C2C Transferred after assistance Council Team	0	0	0
C2C Landlord Team call transferred	81	78	78
C2C Transferred after assistance Private Team	0	0	0
C2C Review Team call transferred	0	0	0
C2C Take up Team call transferred	237	254	287
C2C Change to payment details	5	6	5
Benefits - Enquiry	366	396	485
Benefits - Landlord Enquiry	101	89	100
Benefits - Take Up Team Enquiry	431	417	458
<b>Total</b>	<b>6,375</b>	<b>6,270</b>	<b>7,340</b>
<b>Total Resolved by C2C</b>	<b>3,361</b>	<b>3,110</b>	<b>3,690</b>
<b>Percentage Resolved by C2C</b>	<b>52.72%</b>	<b>49.60%</b>	<b>50.27%</b>

## Council Tax - October

### Full Council Tax Breakdown October 12

Description	Total	Call Back Req	Transferred	Ctax Action Required	Total Dealt By Agent	% of Total Dealt by Agent
Council Payments	1888				1888	
Automated IVR Payments - (01 Ctax)	3159				3159	
Council Tax - Change of Address / New Occupier	1422				1422	20.58%
Council Tax - Change of Tenant	456				456	6.60%
Council Tax - Copy of Bill	350				350	5.07%
Council Tax - Deceased Chargepayers Form	35				35	0.51%
Council Tax - Disablement Relief	15				15	0.22%
Council Tax - Pay by Post Office card	287				287	4.15%
Council Tax - Single Person Discount	222				222	3.21%
Other	181				181	2.62%
Bailiffs	0				0	0.00%
Council Tax - Query	6480	312	620	1606	3942	57.05%
<b>Total excluding Payments</b>	<b>9448</b>				<b>6910</b>	<b>73.14%</b>
<b>Total including Payments</b>	<b>14495</b>				<b>11957</b>	

Waste Management – August-October

<b>Wasteman breakdown by week</b>	<b>Aug-12</b>	<b>Sep-12</b>	<b>Oct-12</b>
Wheelie bin - non collection report	1001	1064	948
Education/Enforcement enquiry Query	583	449	425
Education/Enforcement enquiry Request	762	822	714
Bag Requests	768	813	761
Assisted Lift	70	67	69
Bin Request	1860	1666	1493
Hygiene Service	75	45	68
Escalations	67	86	83
Complaints against WM	114	107	99
Wasteman Log it	2303	2116	1957
Wasteman Report it	438	394	375
<b>Wasteman Total</b>	<b>8041</b>	<b>7629</b>	<b>6992</b>

Parking - October

Parking Stats		Total
Parking Enforcement	Total Log IT	137
	Total report IT	251
Traffic Fines	Parking fines query	42
	Unable to categorise	2
	Total Log IT	1611
	Total report IT	44
Traffic Permits	Parking permits query	18
	Unable to categorise	3
	Total Log IT	316
	Total report IT	21

Housing Repairs - October

	<b>Total</b>
Adaptations	74
cancellationRequest	45
changePriority	34
Electrical Services	839
FollowUps	1767
followUpToEme	94
General Repair	2474
Heating System	985
info	1679
inTime	927
Out of Hours	80
Screening	17
<b>Total</b>	<b>9015</b>

	<b>Total</b>
CallbackDFS	3
CallbackDFS2nd/3rd	5
CallbackPM	156
CallbackPM2nd/3rd	139
Defect 2nd/3rd	240
Defect Electrical	36
Defect Gas	119
Defect General Repair	282
Defect Vacant	2
Overdue 2nd/3rd	286
Overdue Electrical	125
Overdue Gas	98
Overdue General Repair	256
OverdueDFS	6
OverdueDFS2nd/3rd	2
Overdue Vacant	4
OverduePM	3
OverduePM2nd/3rd	5
<b>Total</b>	<b>1767</b>

# AGENT ROTA'S/PERFORMANCE



### Rota Example

Rota Week 1

Shift Name: C2C CSR: 8-4 A

Activity	Monday	Tuesday	Wednesday	Thursday	Friday
Shift Times	08:00-16:00	08:00-16:00	08:00-16:00	08:00-16:00	08:00-15:30
Break 1	09:30-09:45	09:30-09:45	09:30-09:45	09:30-09:45	09:30-09:45
Break 2	12:00-12:30	12:00-12:30	12:00-12:30	12:00-12:30	11:45-12:15
Break 3	14:15-14:30	14:15-14:30	14:15-14:30	14:15-14:30	14:15-14:30

Rota Week 2

Shift Name: C2C CSR: 9-5 A

Activity	Monday	Tuesday	Wednesday	Thursday	Friday
Shift Times	09:00-17:00	09:00-17:00	09:00-17:00	09:00-17:00	09:00-16:30
Break 1	10:30-10:45	10:30-10:45	10:30-10:45	10:30-10:45	10:30-10:45
Break 2	13:00-13:30	13:00-13:30	13:00-13:30	13:00-13:30	13:00-13:30
Break 3	15:00-15:15	15:00-15:15	15:00-15:15	15:00-15:15	15:00-15:15

Rota Week 3

Shift Name: C2C CSR: 8:30-4:30 A

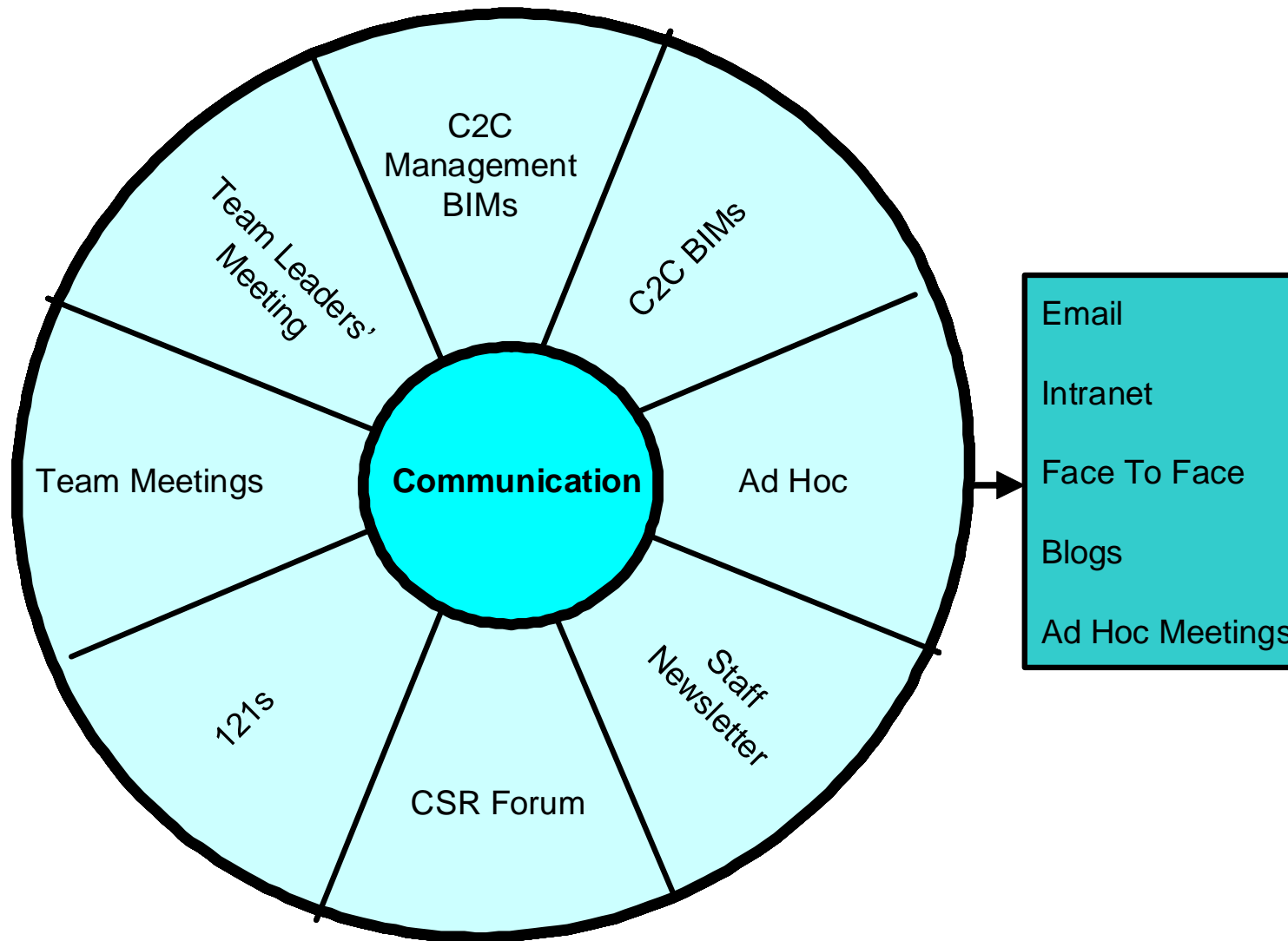
Activity	Monday	Tuesday	Wednesday	Thursday	Friday
Shift Times	08:30-16:30	08:30-16:30	08:30-16:30	08:30-16:30	08:30-16:00
Break 1	10:00-10:15	10:00-10:15	10:00-10:15	10:00-10:15	10:00-10:15
Break 2	12:15-12:45	12:15-12:45	12:15-12:45	12:15-12:45	12:15-12:45
Break 3	14:30-14:45	14:30-14:45	14:30-14:45	14:30-14:45	14:30-14:45

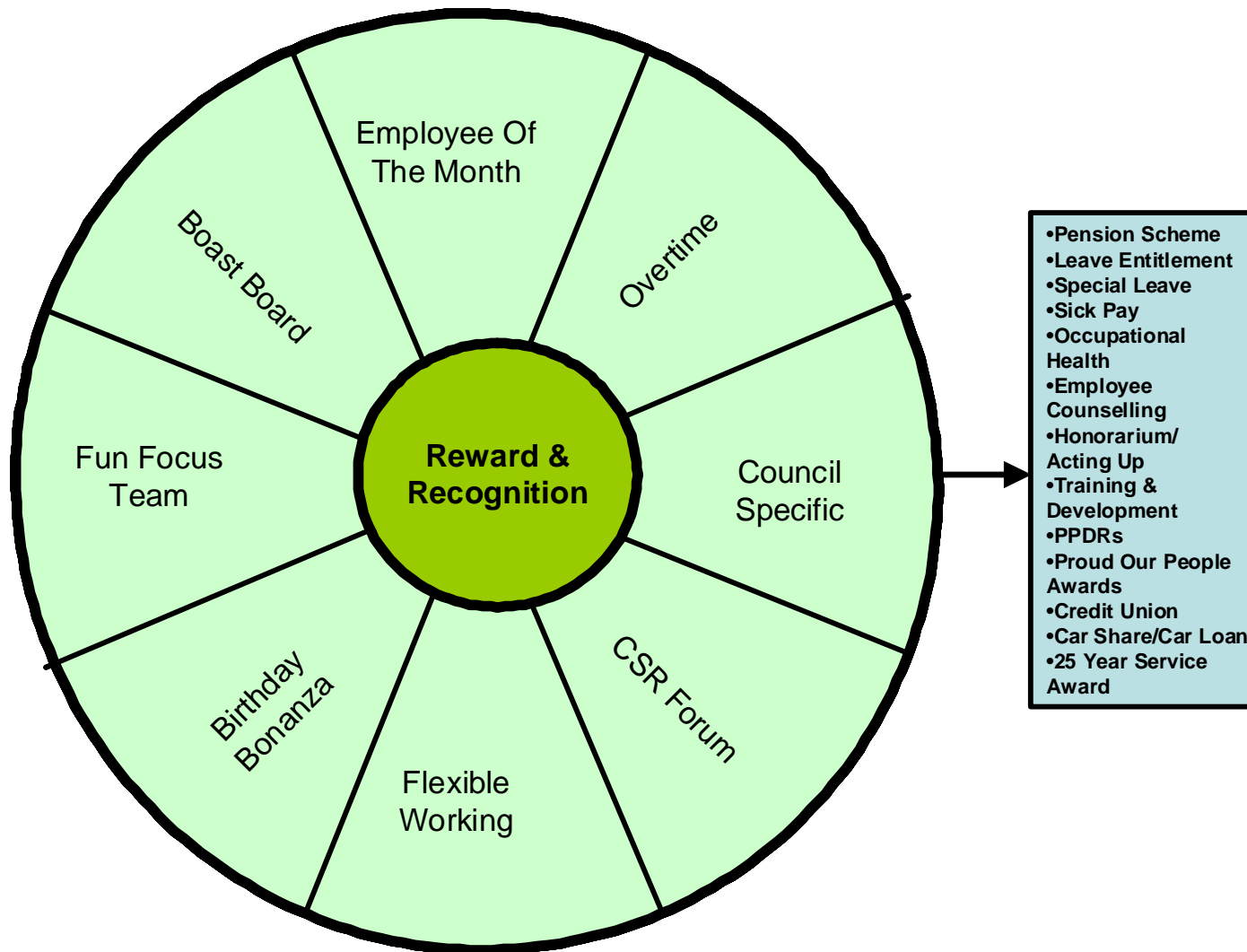
Rota Week 4

Shift Name: C2C CSR: 10-6 A

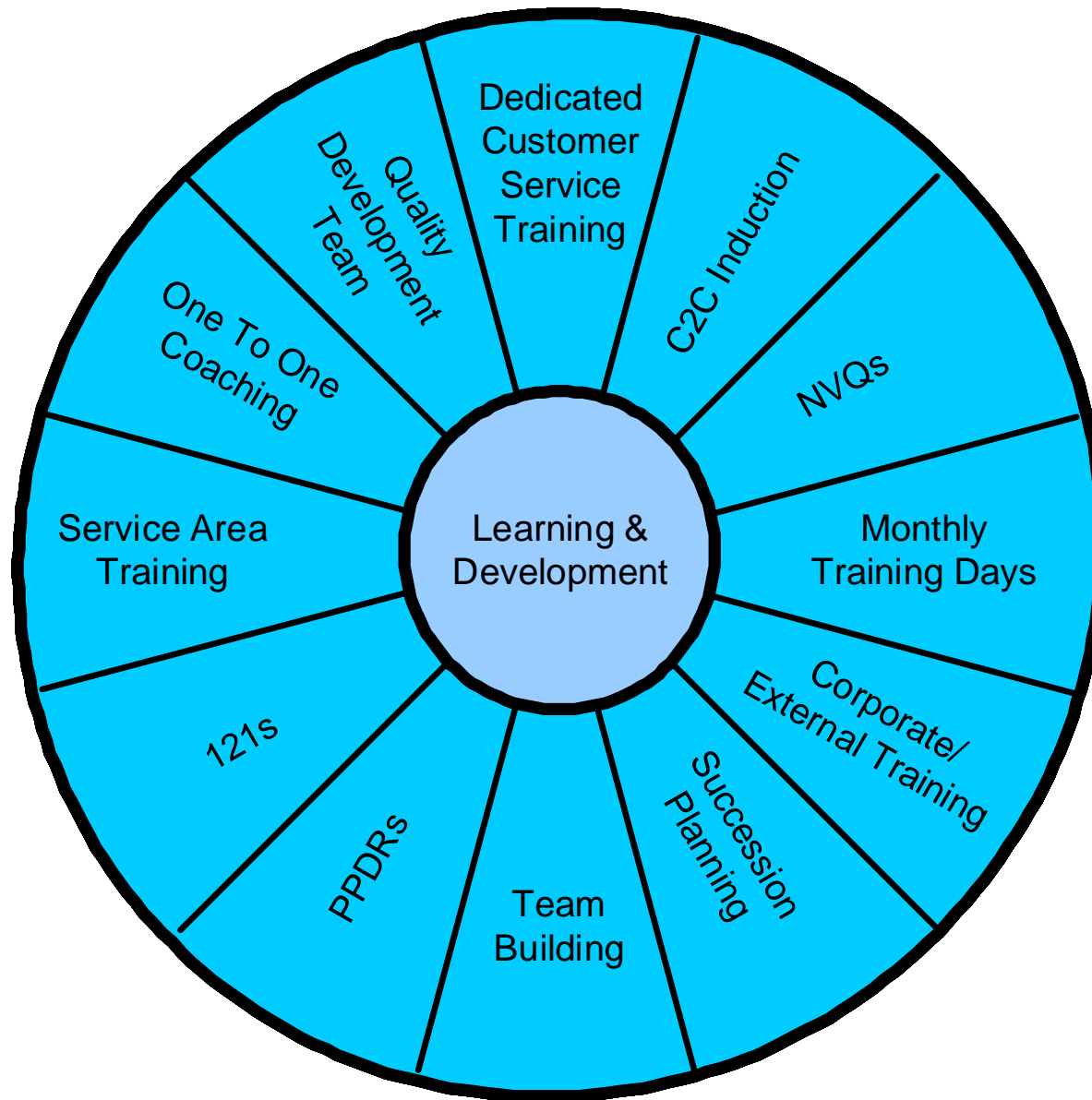
Activity	Monday	Tuesday	Wednesday	Thursday	Friday
Shift Times	10:00-18:00	10:00-18:00	10:00-18:00	10:00-18:00	10:00-17:30
Break 1	11:30-11:45	11:30-11:45	11:30-11:45	11:30-11:45	11:30-11:45
Break 2	14:15-14:45	14:00-14:30	14:00-14:30	14:00-14:30	14:00-14:30
Break 3	16:15-16:30	16:15-16:30	16:15-16:30	16:15-16:30	16:00-16:15

# C2C STRATEGIES









# CUSTOMER SATISFACTION

## Customer Satisfaction - Telephone

Surveys completed in 2012 so far - 749

Firstly, how satisfied were you with the time you waited before we answered your call?

Very Satisfied	52.6%	Unsatisfied	4.1%
Satisfied	41.9%	Very Unsatisfied	1.3%

Did the person who answered your call greet you in an appropriate manner?

Yes	98.8%	No	0.4%
Don't Know	0.8%		

How would you rate the attitude and knowledge of person who dealt with your call?

Attitude

Very Good	73.8%	Good	24.4%
Poor	1.5%	Very Poor	0.3%

Knowledge

Very Good	71.6%	Good	25.9%
Poor	2.1%	Very Poor	0.4%

Were you told what action would be taken following your call?

Yes	91.1%	No	5.7%
Don't Know	3.2%		

Did Connect to Cardiff resolve your enquiry??

Yes	88.0%	No	12.0%
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If no, were staff able to connect you to the correct person to deal with your enquiry??

Yes	56.7%	No	43.3%
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Overall, how satisfied were you with the service you received from Connect to Cardiff?

Very Satisfied	67.8%	Unsatisfied	1.7%
Satisfied	29.6%	Very Unsatisfied	0.8%

 **97.4% of C2C customers were satisfied this year** 

Where did you see our number advertised?

Bill / Letter	33.9%	Telephone Directory	6.3%
Council Website / Internet	17.5%	Bins / Bags	3.2%
Can't remember	10.6%	Capital Times	1.5%
Word of Mouth	7.2%	Poster	0.4%
Leaflet	6.8%	Outreach	0.2%
Capital Times	1.5%	Bus Pass	0.2%
		Other	10.6%



# STAFF SUGGESTIONS

## An Example of a Staff Suggestion, as logged on the Decision Register

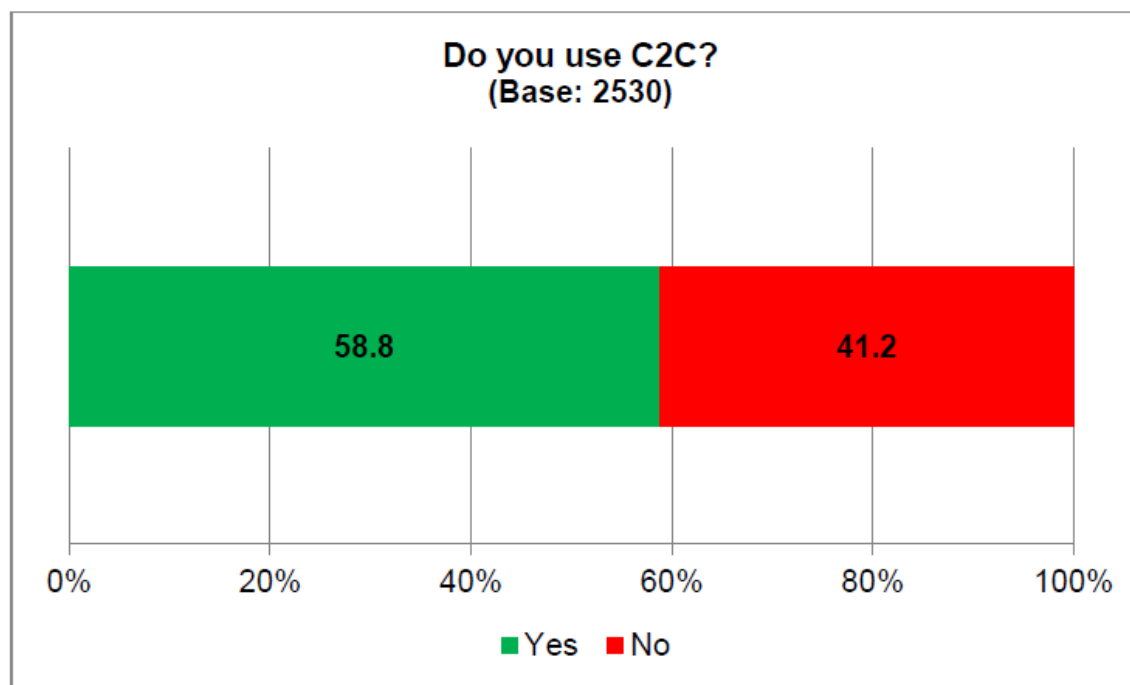
<b>34</b>			
<b>Reference Number:</b> 00016641	<b>Pre-BIMS</b>	✓	Zoe Yarr: Thanks for this Myles. This has been considered before however has not gone live due to a number of reasons, including the amount of work behind it as well as issues with locating the record of the booking.  Bulky Bookings is something that is being considered at present by waste with potential changes going forward so we would need to wait until that's been clarified before spending time developing the existing module.
<b>Submitted by:</b> Myles Hindle	<b>BIMS</b>		
<b>Date:</b> 15/10/12			
<b>Improvement/Suggestion:</b>			
<b>Details of Improvement / Suggestion:</b> bulky booking screen - button to add a different address (not the one they are calling from)			
<b>Reason For Improvement / Suggestion:</b> saves time to trans to different person - loading up sneaky - which can mess with system			
<b>Benefits of Improvement / Suggestion:</b> faster - less messing about			
<b>Are There Any Disadvantages:</b> poss.			
<b>Further Comments:</b> N/A			
<b>Would You Consider Involvement In Developing Your Improvement / Suggestion:</b> YES			
<b>Outcome – A no at the moment but considered in the future.</b>			

# Ask Cardiff Results

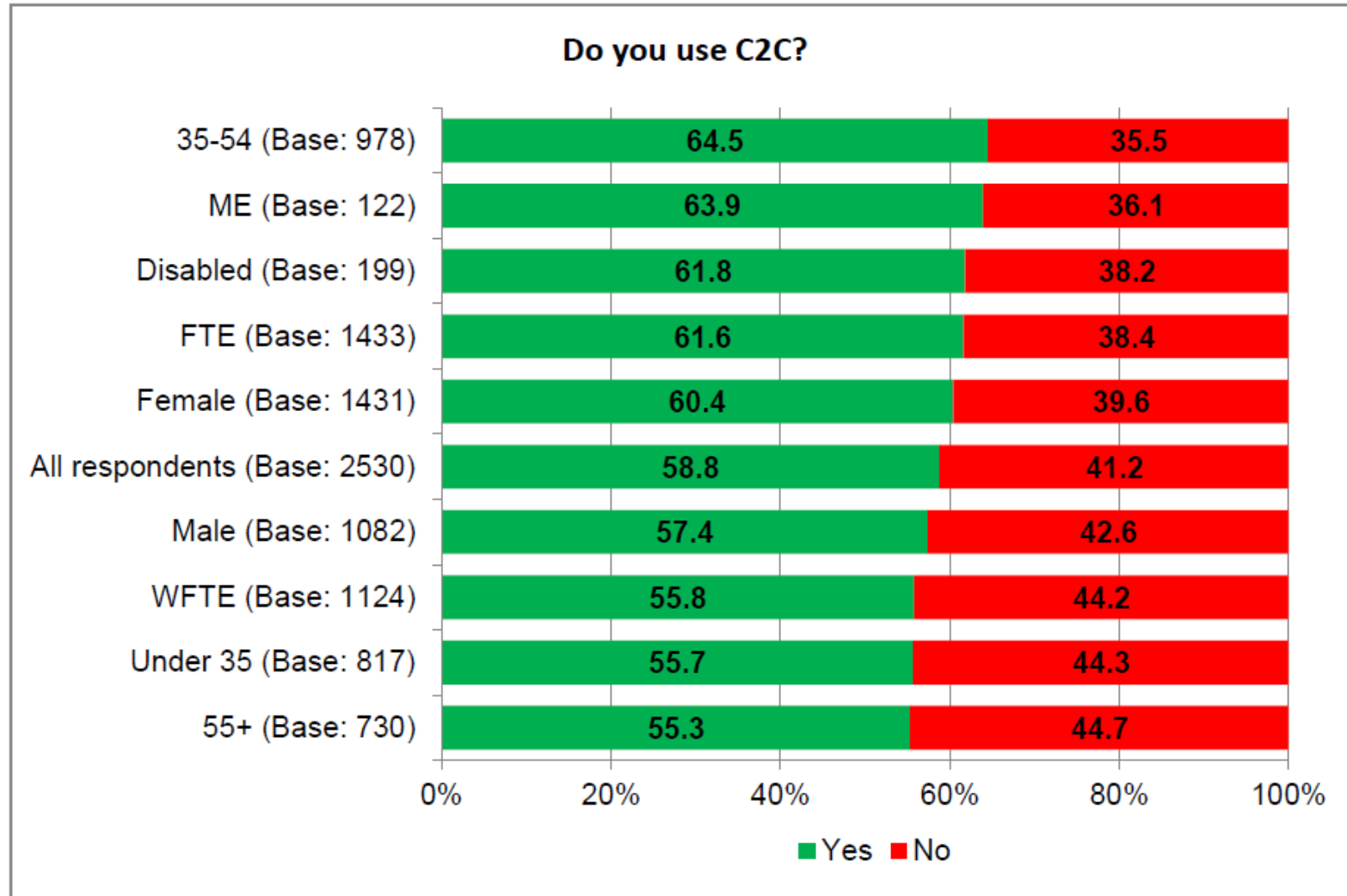
### Do you use C2C?

*A total of 2530 responses were received equating to a response rate of 97.6%*

Three in five (58.8%) respondents stated that they use C2C.



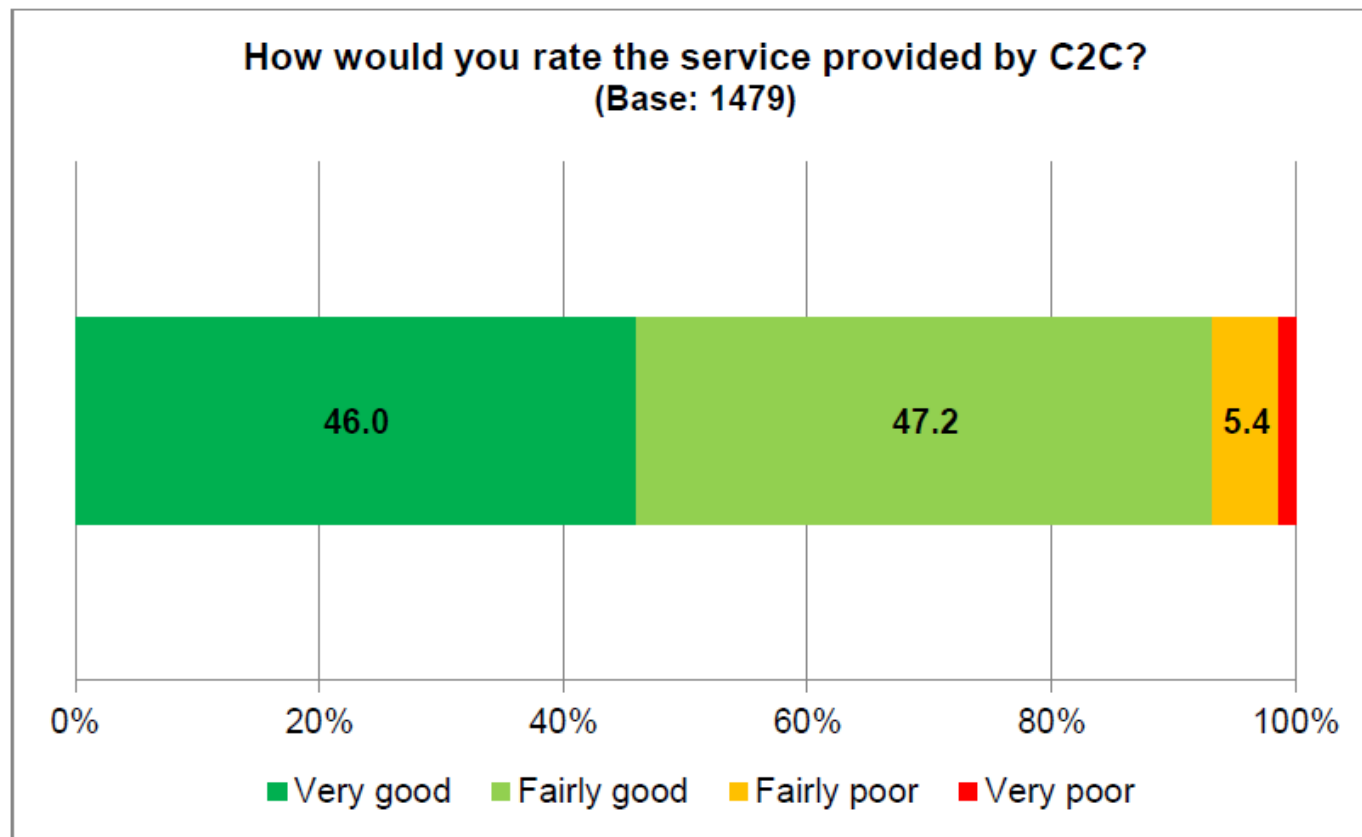
Analysed by socio-demographic group, the 35-54 age group was found to have the highest usage of C2C (64.5%). The lowest usage was found in the 55+ age group (55.3%)



### How would you rate the service provided by C2C?

*A total of 1479 responses were received equating to a response rate of 57.1%*

Nine in ten respondents (93.2%) rated the service provided by C2C as either very or fairly good.

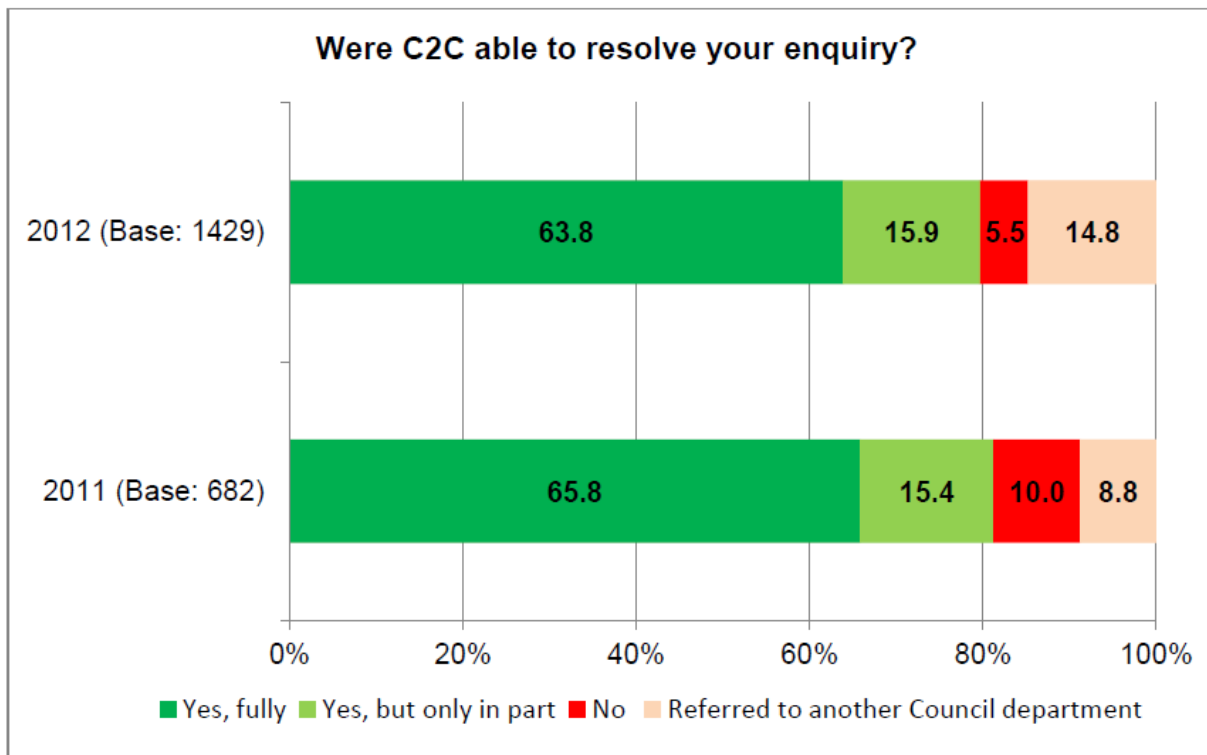


**Were C2C able to resolve your enquiry?**

*A total of 1429 responses were received equating to a response rate of 55.2%*

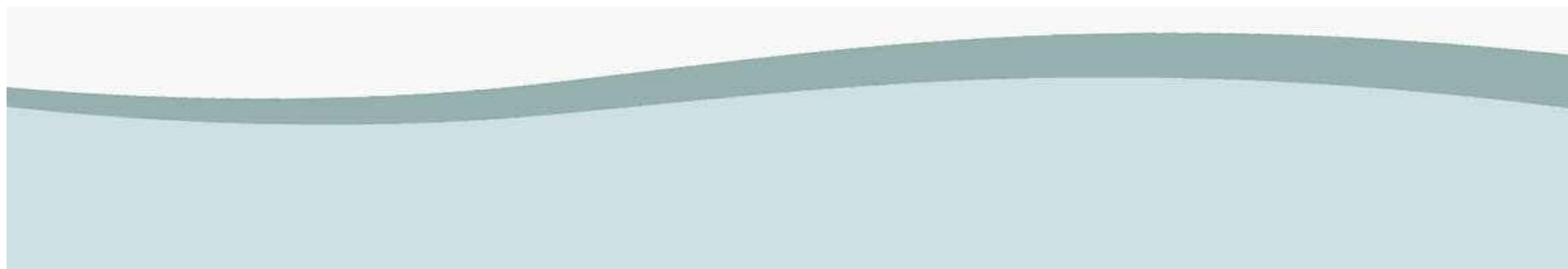
Three in five respondents (63.8%) to this question stated that C2C were able to fully resolve their enquiry.

The respondents who stated that their enquires hadn't been resolved almost halved from the results seen in 2011. (10.0% to 5.5%)





connect to cardiff





# DIRECT Service Delivery

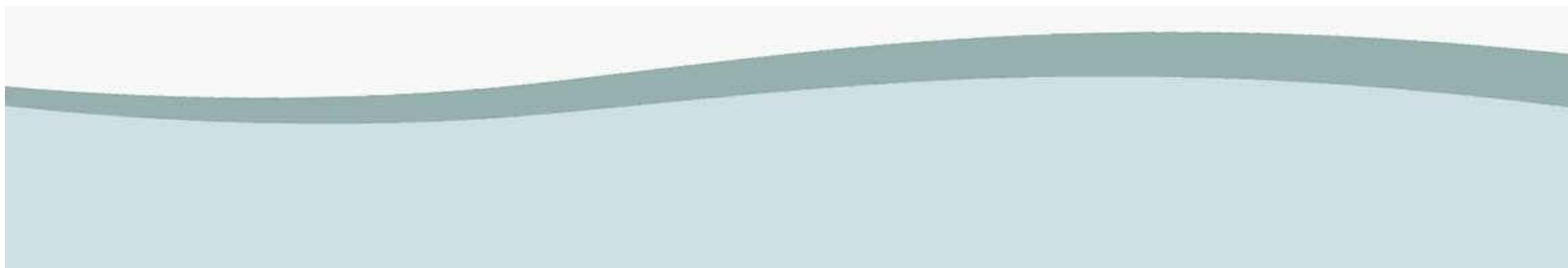


The Contact Centre is able to deal **DIRECT** with requests for information and advice about **ALL** Council services.

## Channels available:

- Telephone (English)
- Face to Face
- Internet
- Mini com
- Voice Mail
- Outreach
- Telephone (Welsh)
- E- Mail
- E- Fax
- SMS – Text Messaging
- Web Chat
- Letter

# Background

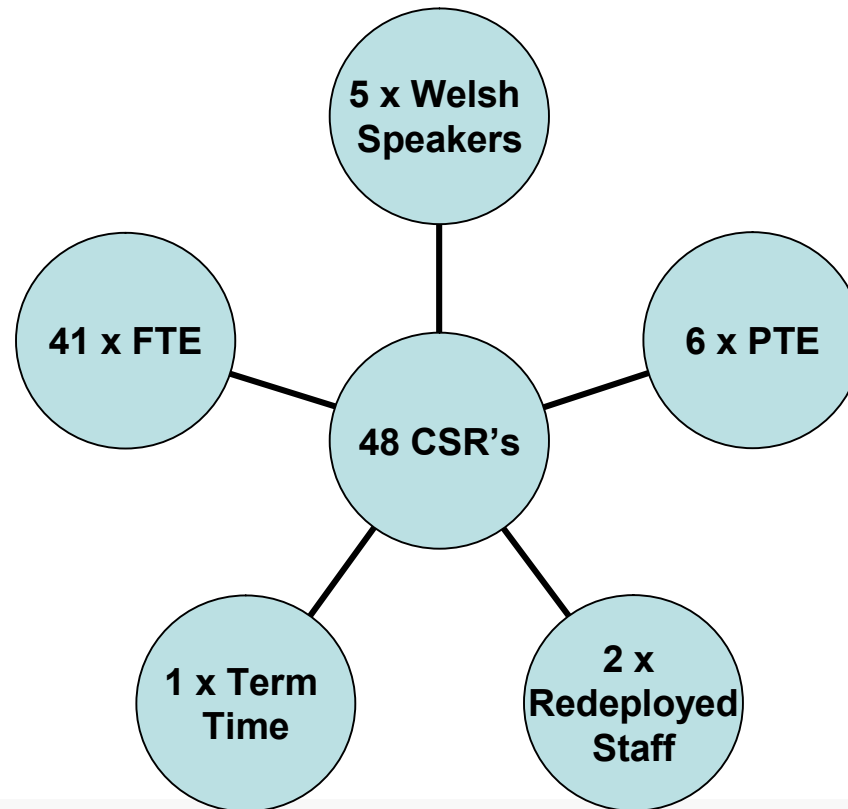


# Opening Times

**The Contact Centre operates extended opening hours,  
as well as offering an out of hours voice mail service  
and 24 hour web access**

- **MONDAY – FRIDAY**
  - 8am – 7pm
- **SATURDAY**
  - 9am – 12.30pm

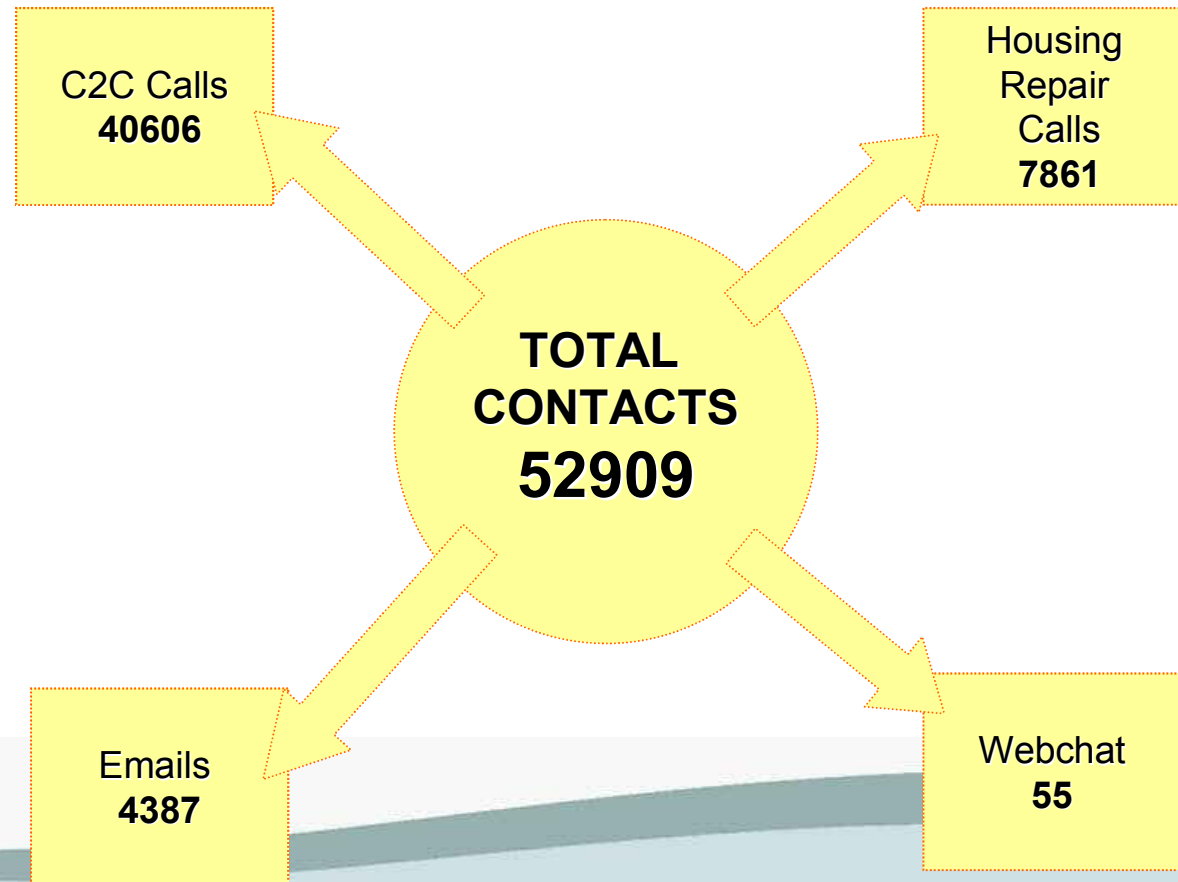
# Staff Overview



**CSR** = Customer Service Representative  
**FTE** = Full Time Employee  
**PTE** = Part Time Employee



# Monthly Breakdown (October 12)



# Key Performance Indicators

Percentage of C2C calls where the customer disconnects before reaching an CSR  
**TARGET = 5%**

Average time a call queues within C2C (seconds)  
**TARGET = 20 seconds**

Average time to respond to an email within C2C (hrs)  
**TARGET = 24hours**

Overall Percentage of Satisfied Customers who have contacted C2C  
**TARGET = 85%**

# Services Offered



## Simple

- Council Tax
  - Online forms
  - Payments
- Waste Management Requests
  - Non collection reports
  - Bulky collections
  - Street Cleansing
- Highways
  - Street Lighting
  - Drainage
  - Highway Defects
- All other Services

## Complex

- Council Tax
  - Council Tax Reminders/Summons
  - Payment Agreements
- Housing
  - Housing & CTax Benefit
  - Housing Repairs
- Parking
  - Enforcement



# INVESTORS IN PEOPLE | Gold

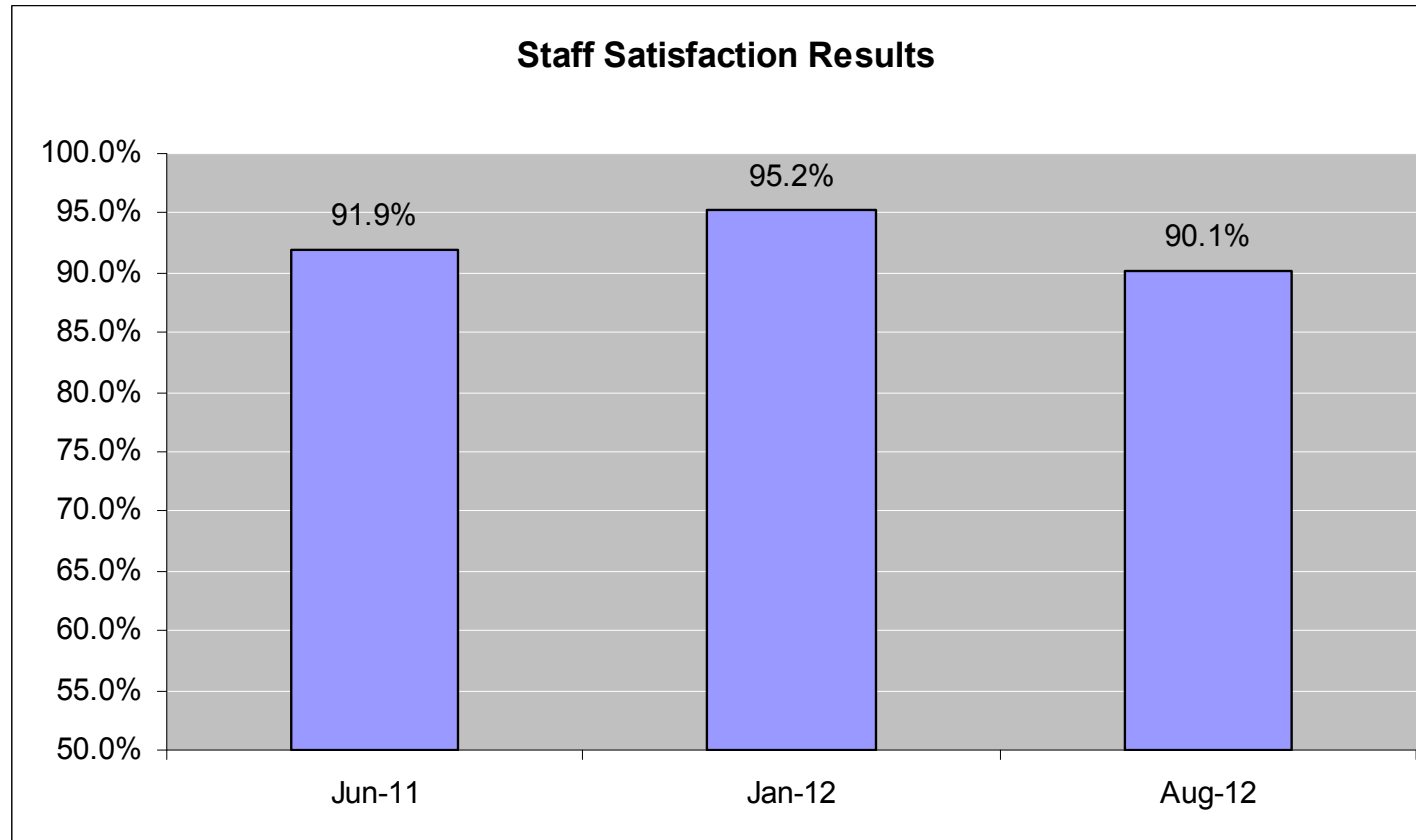


- Achieved November 2011
- Places us within the top 1% of all nationally recognised Investors in People organisations.
- *"Achieving Gold additional recognition represents achievement of world class best practice and shows you are a truly cutting-edge organisation operating at the highest levels of people management practice."*

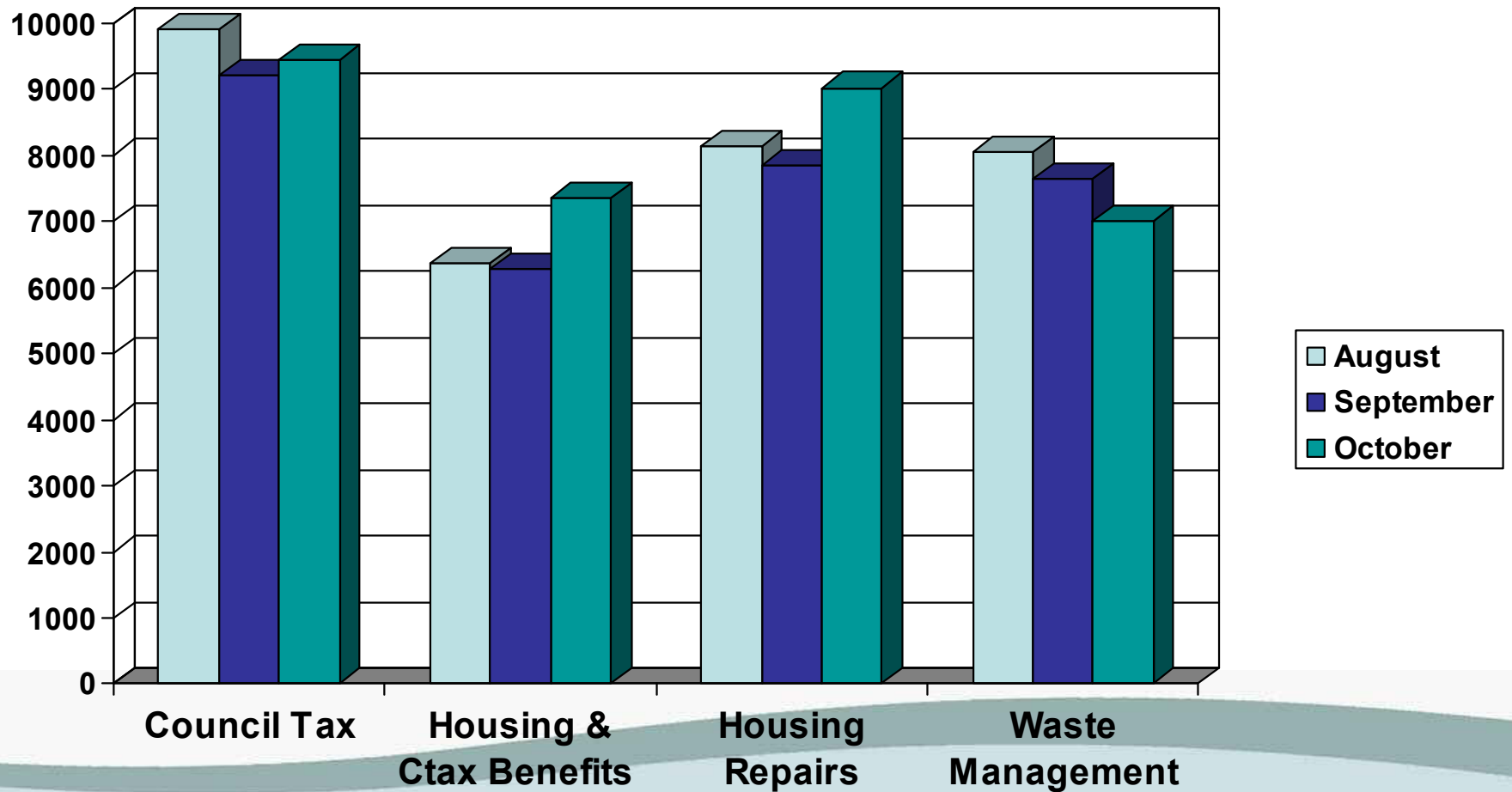




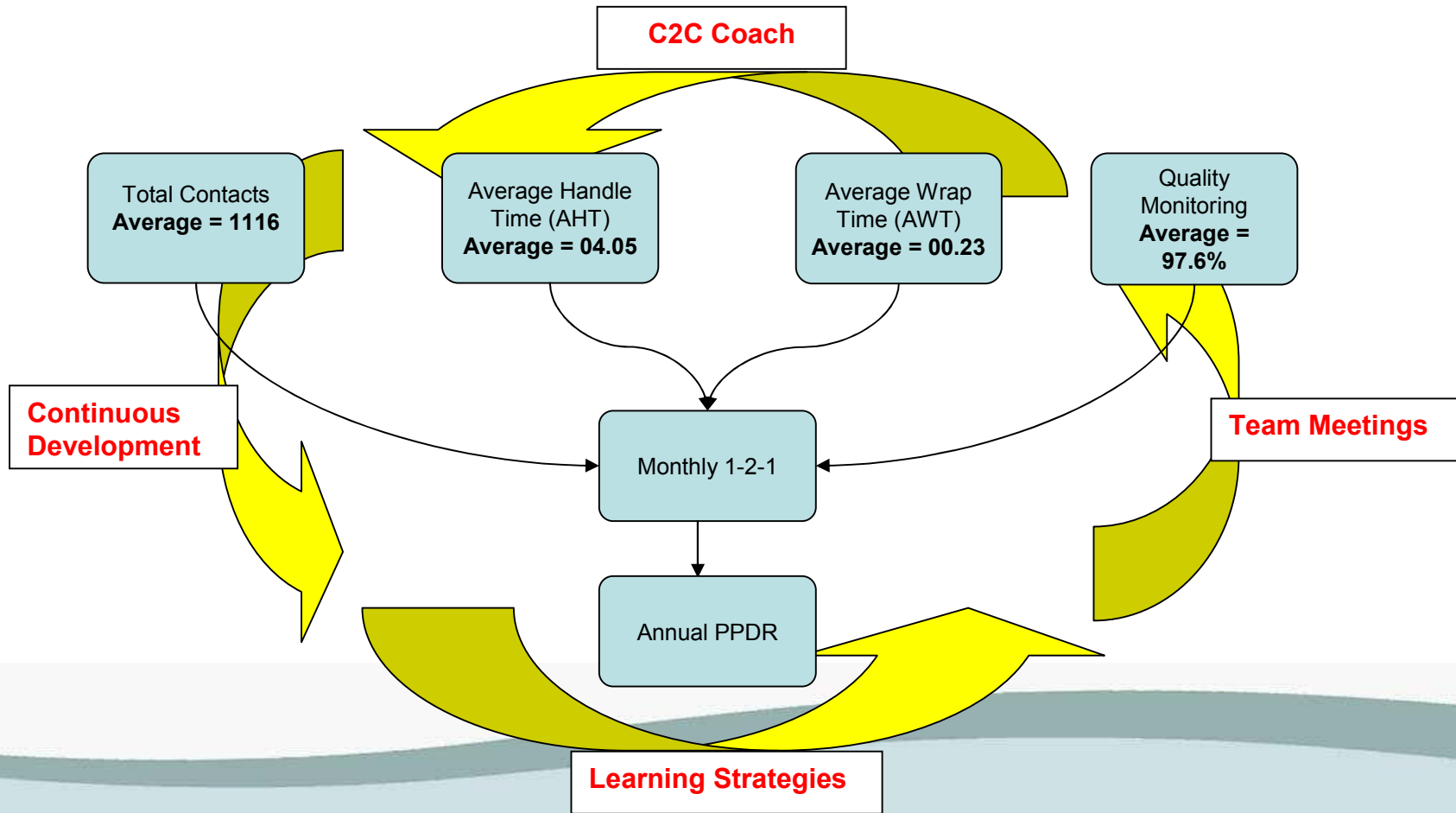
# Staff Satisfaction



# Top Reasons for Contact



# Staff Performance

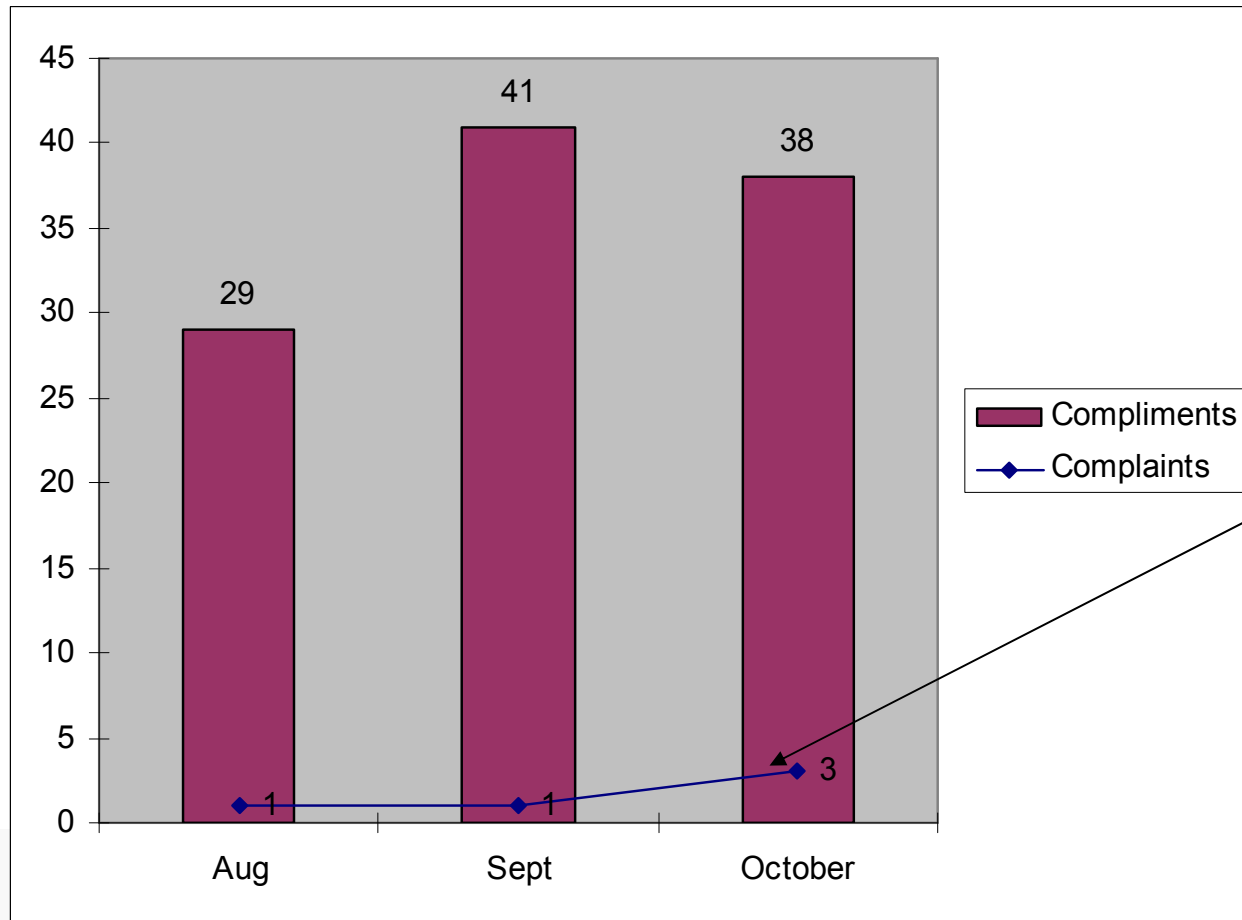


# Customer Satisfaction



Survey results are checked daily, any unsatisfied or very unsatisfied customers are contacted back the same day to try and resolve the dissatisfaction.

# Compliments & Complaints



All Complaints were dealt with in line with Corporate Complaints Timelines.

# Customer Comments/Suggestions

