

Customer Access Strategy

Hart District Council

“Putting our customers at the heart of everything we do”

Introduction

Hart District Council is committed to improving access to services for residents and all other Council Customers.

This Customer Access Strategy defines the Council’s aims and objectives for customer contact. It details a consistent approach which will make customer interactions with the Council both convenient and appropriate.

As a Council we want to ensure that our services are:

- Customer focused and friendly
- Cost-effective
- Integrated and co-ordinated
- Responsive, appropriate and flexible

We also need to ensure that we deliver our services in a timely and efficient manner with consistent standards, using appropriate technology and processes to reflect both customer need and Council policy.

Please see Appendix 1 for definitions of the terms used in this strategy.

Customer Access

For the purposes of this strategy customer access is defined as customer-initiated access to the Council. This includes how customers contact the Council and how the Council manages that contact.

Typical contact reasons include:

- To make a request for action
- To ask for information
- To comment on service standards or performance

Corporate Plan 2006 and beyond

This strategy reflects the aims and themes of the 2006 Corporate Plan

- Deliver excellent customer service
- Improve access to services
- Improve performance
- Make best use of technology
- Make efficiencies
- Promote equality and diversity

Improved Customer Access – The Drivers

There are a number of drivers for improvement in customer access for Hart. These fall into the following categories:

Customer Access survey results

This survey was sent to over 30,000 households across the District via Hart News and was also displayed on the Council's website. 3,000 responses were received (9%). The results confirmed that face to face, telephone and letter continue to be the favoured methods of contact (access channel) for our residents.

When asked what was most important about the way we serve them, our customers said:

Make it easy to get in touch

Respond quickly

Get it right

The Customer Access Survey highlights are detailed in Appendix 1.

Benchmarking

We will continue to benchmark our customer access performance against other Councils.

CUSTOMER SATISFACTION

We have used the latest information on our position in our family group (similar Councils). The National Average is 55%.

1) Fareham: 66%	9=) Mid Sussex 61%
2=) Epsom & Ewell 65%	9=) East Hampshire
2=) Tandridge 65%	11) Surrey Heath 57%
4=) Chiltern 64%	12) Harborough 55%
4=) Blaby 64%	13) Hart 54%
6=) Rochford 63%	14) Mid Bedfordshire 53%
6=) Vale of White Horse	15) Hinckley & Bosworth 49%
6=) West Oxfordshire	

SURROUNDING AUTHORITIES

As part of the implementation of this strategy we will continue to consult with neighbouring authorities on their Customer Access programmes.

Legal and Government

IMPLEMENTING ELECTRONIC GOVERNMENT PRIORITY SERVICE OUTCOMES (IEG PSOs)

The IEG agenda requires Councils to deliver electronic access to services. The full Customer Satisfaction Programme "CuSP" includes these wider requirements. This strategy contributes to the programme by addressing specific targets or PSOs. The Required (R) outcomes are due by 31/12/2005 and the Good (G) by 31/03/2006.

R27	Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.
R28	All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.
R29	100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.
G24	Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.
G25	Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.

DATA PROTECTION ACT (DPA)

The DPA applies to personal data held by the Council, including any new data that this strategy may require us to gather, such as data on customer contacts. We will ensure that we comply with the provisions of the Act.

FREEDOM OF INFORMATION ACT (FOI)

The FOI Act requires the Council to make available much of the information it stores to anyone who requests it. The implementation of this strategy will ensure that it is easy for the Council to carry out its responsibilities under the Act.

RACE RELATIONS (AMENDMENT) ACT 2000

In implementing this strategy we will ensure that we consider the requirements of this Act.

DISABILITY DISCRIMINATION ACT (DDA)

The Disability Discrimination Act will be taken into account in the choice and design of the various access channels.

COUNCIL EQUALITY & DIVERSITY STRATEGY

The Council's Equality and Diversity Strategy will be taken into account in the choice and design of the various access channels.

Efficiency

The final driver for improved Customer Access is efficiency. Efficient processes go hand-in-hand with excellent Customer Access.

GERSHON REPORT

The Gershon report of July 2004 was an independent review of Public Sector efficiency and looked at the use of resources in the provision of services. The review defined the following as efficiency measures

- Reduced input for the same service level

- Lower prices for the resources needed
- Enhanced quality or quantity of service for the same input

The report requires Councils to deliver efficiency gains of 2.5% per annum, with half of this cashable.

Inspections

COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA) IMPROVEMENT PLAN

The Comprehensive Performance Assessment of January 2004 and the resulting Improvement Plan list several points of relevance.

- Drive improvements for the customer
- Implementation of e-Government
- Use e-Government to drive service efficiency

BENEFIT FRAUD INSPECTION (BFI)

The most recent BFI (June 2004 and a follow-up in June 2005) lists two points for this strategy:

- Text phone required for people with speech and/or hearing difficulties
- Improved telephone access to information required

CUSTOMER ACCESS INSPECTION

This was conducted in June 2005 and all of the key points relevant to this strategy are addressed. They are:

- Develop a customer access strategy
- Improve customer access standards to that of the best Councils
- Review customer access from a users point of view
- Put governance in place to make improvements happen

CPA FROM 2006

CPA will audit from a more customer-focused perspective starting in 2006.

Our Customer Access Aims

We will improve the customer experience

In improving access we aim to improve the customers' experience of making contact with the Council, making it excellent.

An excellent experience will involve more than just the access channels working well. The management of the customer relationship is equally important.

To give a consistently high level of service, dedicated customer service staff will need to deal with the majority of customer contacts. Our target is 80%.

DEDICATED CUSTOMER SERVICE MEANS:

- Accuracy
- Consistency
- Timeliness
- Integration and co-ordination

- Customer focus
- Managing expectations
- Responsive, appropriate and flexible
- Feedback (using it to improve).

WHERE ARE WE NOW? A GAP ANALYSIS

As part of the implementation of this strategy, we will conduct a gap analysis on our current customer service processes before implementing improvements. This needs to be done for each service before re-engineering takes place. This will be scheduled as part of the Customer Satisfaction Programme rollout.

We will provide easy access to our services

In order to meet the needs of all local residents and Council customers including the business community the Council will provide a wide variety of easy to use access channels.

We currently welcome visitors and telephone calls from 08:30 to 17:00 Monday to Friday (16:30 on Fridays). Electronic access channels are available 24 hours a day.

PROPOSED ACCESS CHANNELS

The proposed access channels:

- Telephone (One number - 01252 622122)
- Fax (One number)
- Email (service@hart.gov.uk or similar)
- Face to face (Neighbourhood centres, Community Wardens, Members & Officers, taking into account Literacy and Language issues)
- Internet / Web site
- Information points
- Printed information
- SMS / Texting (One number)

ACCESS CHANNEL USERS

The expected users of these channels include:

- Customers / residents (or their representative)
- Local Businesses
- Partners (Parish, County, LSP, Voluntary sector, CSP, etc)
- Contractors
- Suppliers (able to integrate with us)
- Members
- Staff (internal and external)

ACCESS ISSUES

Depending on the nature of the customer's contact with the Council, the following issues may arise. These will be addressed during the implementation of this strategy.

- Security (of staff, the public, Members and of information)
- Authentication (ensuring that people are who they say they are)

PUBLICITY / MARKETING

As well as providing the access channels, the Council will need to publicise their existence, encourage their use and direct users in a supportive way.

We will improve efficiency

In order to improve customer access and the standard of service experienced for each access channel, we will need to improve the processes used to handle each contact. Improving the efficiency of these processes goes hand-in-hand with improving the customer's experience when making contact with the Council.

RE-ENGINEER PROCESSES TO MAKE BEST USE OF TECHNOLOGY

The Council will re-engineer the processes involved in dealing with customer contacts across all access channels, service by service. This will require a series of projects over the next few years, to make use of new technology and build improvements into working practices.

For example, more and more transactions will be initiated on the web with some being completed automatically and other work requiring manual action by staff. Workflow technology is likely to fully replace some manual processes and play a major part in others.

This means that we will:

- Develop new processes where required
- Retain excellent processes
- Replace bad processes

GERSHON

The Gershon report requires Councils to deliver efficiency gains of 2.5% per annum, with half of this being cashable. The re-engineering of processes will contribute to this, particularly when this is extended to back-office processes which support the front-office customer contact.

We will improve our customer knowledge

In time, as we collect information from our customer contacts, we will build a database on our interactions with customers.

This management information will allow us to make better decisions about future investment in access channels and customer service improvements.

INFORMATION AT OUR FINGERTIPS

For example, we want to be able to answer questions such as:

- Which access channels are used most and which the least?
- How many contacts and what type do we receive by service and by geographic area (e.g. Parish)?
- Which areas of the district have the most problems with, for example, abandoned cars?
- What time of year do we get most calls about, for example, pests?
- In which parks is dog fouling a major problem?

- How fast are we responding to customer contacts, by contact type?
- What percentage of customer contacts are resolved on first contact?

We want a system which is flexible enough to give information across a range of services and at a range of levels varying in complexity.

DATA PROTECTION

Using personal information in this way, the Data Protection Act (DPA) requires us to obtain consent. We need to decide how long we keep data that can be related to a living person. Anonymous statistical data is not covered by the DPA so we need to structure the information we hold to ensure we do not lose usable information.

Technology available

This section looks at the technology available to help achieve the Council's aims for customer access.

Current

The following is the main technology in use now for customer access.

EMAIL	The Lotus Notes system provides email for the Council's staff. This is not currently a main access channel for customers, with 6% using it. We expect this to increase.
TELEPHONE	This is the main access channel for customers, with 53% using it. The current telephone system is 20 years old and has few facilities. <ul style="list-style-type: none"> • One switchboard number with limited Direct Dial numbers • Personal response in office hours • Very limited service outside office hours • Limited voicemail
FAX	There are various fax machines within the Council which are located in individual departments.
INTERNET	The current web site has limited functionality. It is available 24 hours a day, seven days a week and customers are able to find information. Some is static and updated manually according to the requirements of each service. Some information is live, for example, planning information is updated almost continuously. Few transactions (both financial and non-financial, e.g. booking a badminton court) can be completed on the web site as it stands.

Improved Customer Relations

In order to improve customer access to the Council and the customers' experience when contacting the Council, we need to focus on managing the relationship with our customers.

To do this we need the support of suitable systems for capturing, tracking and managing the customer relationship from the initial contact through to the resolution.

Any such systems will have to work across all access channels in order to provide a seamless and consistently excellent service.

The following describes the technology we plan to use to improve customer access and relations.

THE CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM

This is the software element of Customer Relations and it allows us to:

Track customer contacts

Each contact is given a unique number and case type and is tracked through to the resolution.

Provide management information

The system will give us information on all contacts and their status. We will be able to interrogate the system and see what work is on time, what is overdue and where we have not met agreed service standards. This will also allow us to produce detailed evidence for any inspections with ease.

Integrate with back-office

In order to meet customer service standards and to realise efficiency gains, the CRM system must be capable of integration with our current and future back-office systems. This means that the officer dealing with the customer has access to the information needed to resolve the majority of enquiries (80% is our target) immediately and provide a seamless, accurate and efficient service.

TELEPHONE

There is another project delivering a new telephone system for the Council. In this strategy we will detail our requirements from the new system only.

One number

There will be one number for the majority of contacts customers have with the Council, with the aim of resolving 80% of those contacts immediately without the need to refer to a second person. This will be achieved with the help of CRM and its integration with back-office systems. The remaining 20% of contacts will need to be passed to an officer with relevant expertise.

There will be some exceptions to this general rule of having one number, for example the out-of-hours partnership line and information lines for the Leisure Centres.

Out of hours service

The new telephone system will allow us to provide better out-of-hours service whether through intelligent use of voicemail or by re-routing calls to emergency numbers.

Voicemail

The voicemail system needs to be flexible, easy to use and easy to monitor so that we can ensure it is used well. Features such as remote access to voicemail (to change messages and to retrieve mail) are essential.

Automatic Call Distribution

The telephone system needs to distribute calls to a group of people in a contact centre in a controlled way.

Voice over IP (VoIP)

The system should be able to receive calls directly over the internet, as more and more customers have this capability themselves.

TELEPHONE (INTERACTIVE VOICE RESPONSE - IVR)

Interactive Voice Response (IVR) is a fully automated system which can provide basic information and answers to common enquires 24 hours per day. It has potential for use in services which get a large number of standard enquiries, such as Revs and Bens and Planning. Some of these systems also provide the same information along with access to leaflets and forms via email.

This is separate from the main telephone system.

WEB SITE

This is another project within the Customer Satisfaction Programme. It will contribute to the Customer Access Strategy by providing up to date information and the ability to complete transactions on line.

DIPS & WORKFLOW

This Document Imaging and Processing System allows us to scan incoming documents so that they can be stored and managed electronically (paperless system).

The workflow element allows us to manage processes electronically, routing work (including documents) around the authority in a pre-defined and well-managed way.

In combination this allows us to undertake tasks in a well-ordered and paperless environment with excellent management information and audit trails.

When integrated with the CRM system, this gives us a powerful approach to managing customer contacts from start to finish.

SMS / TEXTING

Texting is popular with some groups of customers and is a technology we need to have as part of our access strategy. This will include the ability to send as well as receive texts.

EMAIL

We will have one central email address for customers, with other addresses in each service as required. Officers will continue to have their own addresses.

We will add remote access to email to support remote working.

FAX

Fax receipt and distribution can be done electronically.

INTEGRATION

Each of the technology elements described above cannot be implemented in isolation if the customer's experience is to be seamless. Therefore integration of all the technology used in customer access is essential.

All with CRM

The approach will be CRM centric, so all of the new technology will have to be able to integrate with the CRM system. How and when this is done will be decided by examining each technology and access channel in turn and deciding what level of integration is worthwhile.

CRM with back office

In addition, most of the existing back-office systems will have to be able to integrate with the CRM system so that information is available to staff dealing with customers. How and when this is done will be decided by examining each service in turn and deciding what level of integration is worthwhile and where the split should be between front and back office activities.

STAFF IMPACTS

As we introduce the above technology, over a period of time, we must be careful to manage the changes and the impact on staff. This requires exceptional two-way communication and quality staff training and development.

Changing roles

Many staff will find their role changing and for some this will be a big change. Some roles may disappear but this should be quite manageable within the context of normal staff turnover. This strategy will benefit employees as well as customers by creating specialist customer service roles. There will be more opportunities for people who enjoy dealing with customers to do so and they will have the means to provide a better service. Much of the routine work currently dealt with by service experts will be transferred leaving experts to concentrate on the more complex issues for which they are trained.

Learning

There will be a need for intensive staff training on new technology and on the re-engineering of processes as a result of using the new technology.

Options considered

Below we list the choices we have for improving customer access to the Council.

Projects resulting from the Customer Access strategy will be co-ordinated with the other projects in the Customer Satisfaction Programme (CuSP) using programme management tools and techniques.

Face-to-face

Face-to-face interaction between customers and Council staff will remain a key access channel for the foreseeable future. The various options listed below will continue and will be improved by having a CRM system to support officers dealing with customers face-to-face.

Face-to-face contact in locations other than the main Council offices will require remote access to the Council's systems in order to provide the same quality of service at those locations.

The amount and location of face to face customer access provided will be kept under regular review:

- As customers' needs change
- As technology becomes more common
- As the cost of providing face to face access increases relative to other channels

The main locations for face to face contact are:

- Civic Offices
- Neighbourhood Centres
- Home/Site visits
- Wardens
- Information Points

CRM system

We need to procure a CRM system to meet IEG requirements and improve customer access, but have to decide how capable a system to have.

Do NOTHING

Doing nothing is an option, costs nothing but carries risks.

- Lose IEG money already received
- More inspections on customer access / service
- Silo management - no joined up customer service
- Customer satisfaction falls further
- Risk of intervention

We have not pursued this option further.

MINIMUM SYSTEM

This is a CRM solution which will meet the minimum IEG requirements and as such will have an expected life of no more than 3 years.

Description

This solution would tick the IEG box; give us basic CRM (message taking) and use existing staff in each service.

Cost

Our initial estimate for this solution is £30,000 to £50,000. There would be no savings.

Implications

The likely implications of this solution are:

- Sticking plaster solution
- Have to revisit in 1-3 years

- Limited improvement to customer access only
- Increase in revenue costs (licence fee)
- Poorly positioned for Gershon
- Keep IEG money / get tick

We do not recommend this solution as it is likely that further investment would be required within 2-3 years.

FLEXIBLE SYSTEM

This is a CRM solution which will have an expected life of 5 or more years.

Description

- Tried and tested CRM solution (case management, case history, management information, sophisticated tracking (Service Level Agreements, queues, breaches))
- Capable of back-office integration - this solution would be capable of integration with the existing Council's back-office systems.
 - Do what makes sense (Evaluate the cost and benefits of integrating each service into the CRM system)
 - Phased approach (Integrate each service in turn to reduce risk)
 - Re-engineer processes

- Small contact centre

In order to manage the customer contacts coming into the Council in an organised way, we could:

1. allow all staff to handle customer contacts, as now
2. set up a small customer contact centre and funnel contacts to it

The first option means training all officers likely to handle customer contacts in the procedures and technology required, making access to the CRM system generally available and then monitoring their performance across all access channels.

The second option means selecting a small number of officers to work in a dedicated contact centre, ensuring that customer contacts across all channels are directed to them and training them to deliver an excellent service. This also greatly reduces the interruptions to other officers' workflows, as they only get calls specifically for them and not the routine enquiries. This results in an efficiency and a cash saving as the contact centre will be far more effective in dealing with customer contacts as they specialise in this.

- Flexible

This system would be capable of remote access so that it can be deployed at locations outside the Civic Offices, giving the choice of centralised and/or decentralised operation.

Cost

These are initial estimates and will be substantially Government funded through IEG.

This CRM system is estimated at £100,000-150,000 plus staff training.

Integrating the CRM system with each back-office system is estimated at £50,000 to £100,000 per system.

However, this will need to be more accurately estimated per system and service along with the preferred order for integrating services and the benefits that justify the work. Only integration work which is justified in financial and customer satisfaction terms will be authorised.

Depending on the number of back-office systems integrated, a total investment of around £500,000 over 3 years, plus staff time, would be likely.

A reasonable expectation would be for this investment to pay for itself over a 5 year period.

Implications

- Corporate CRM solution
 - Improved service
 - For all services (where it makes sense)
 - Performance management (of service, staff and contacts)
- Potential for efficiency gains
 - Save professional back-office time
 - Re-engineered processes
 - Capital cost with reduced revenue implications
- Potential for growth
 - New services
 - Partners

MAXIMUM SYSTEM

This solution would mean replacing all existing back-office systems with one fully integrated solution incorporating web presence, workflow and CRM. This would work seamlessly across all services and provide comprehensive management information.

We estimate that this type of solution would cost the Council £1m to £2m.

We have not pursued this option due to unnecessary and unrealistic cost and high risk compared to the benefits.

Telephone

A new telephone system is being procured.

Telephone IVR

In addition to the regular telephone system, we could add a facility to allow customers to access common information 24 hours a day. The system can provide information over the telephone and via email and web links.

The most common requests for information are to Revenues and Benefits and Planning.

The system would be provided by a specialist company. They provide all hardware, software, maintenance and updating (when legislation changes or when the Council changes its policy). The Council pay a one-off setup cost and a monthly rent

Web site

Updating the website to provide many of the facilities demanded by IEG Priority Outcomes is the subject of another project within the Customer Satisfaction Programme.

DIPS & Workflow

As part of the Customer Satisfaction Programme, we plan to procure and trial a corporate DIPS & Workflow System. The trial will start this year and will be in Revenues and Benefits.

SMS / Texting

We could add the ability for customers to text the Council with requests and for the Council to text replies.

This facility could also be used to keep customers (who sign up for it) up to date with events within the Council.

Email

The current system has its issues and may need replacing within the life of this strategy. This has not been evaluated yet but will be addressed as part of the Customer Satisfaction Programme.

Fax

We could move to a paperless fax system, with one number, where faxes are electronically received and distributed.

The Plan

PROCURE AND PILOT CRM

Procure a suitable system and implement it in one service by the end of 2005.

SET UP A CONTACT CENTRE

Develop a detailed proposal for a contact centre and, after approval, implement it for one service as a trial.

INTEGRATE BACK-OFFICE SYSTEMS

Once CRM and the contact centre are in place, we recommend that, following the preparation of a detail proposed and programme of work, the Council integrates each service with them, where that makes financial and customer service sense.

TRIAL TELEPHONE IVR

We recommend trialing this technology in Revenues and Benefits initially, this year.

Please note that DIPS & Workflow and the new Telephone system will be implemented alongside this strategy.

Investment

The following investment will be needed beyond that committed to other projects. The majority of this will come from IEG money.

CUSTOMER RELATIONSHIP MANAGEMENT

The CRM system

Investment in a CRM system is estimated at £100,000 to £150,000 plus officer time.

CRM integration

Integration will cost £50,000 to £100,000 per back-office system and is likely to save much more than this over a five year period.

CONTACT CENTRE

Given the current level of customer contacts and allowing for some migration to other channels (web and telephone IVR in particular), we estimate that a contact centre staffed by an average of 6 officers will be required. This will vary from 2 to 8 depending on the time of year and time of day.

The setup costs will include PCs, accommodation, training and specialist call management software (the latter not initially required).

Further detailed work will be required to estimate the running costs of a contact centre, the per contact cost, the savings made by releasing expensive back-office time and the improvement in customer satisfaction.

We expect that the contact centre will pay for itself and deliver cash savings over a five year period.

TELEPHONE IVR

For one service, the setup cost is £5,000 and the running cost is £80 per day. This provides automated telephone, email and web-linked response. There are discounts as more services are added. The usage of the technology is not limited (number of telephone calls, emails etc).

SMS / TEXTING

We estimate a maximum of £10,000 to set up this access channel.

Benefits

In reviewing this, please note that the benefits of the actions proposed are predicated on implementing CRM, a contact centre and integration with at least the main services. Implementing just CRM or CRM and a contact centre will not deliver the benefits below.

The key benefits for the Council and its customers are improvements in:

CUSTOMER SERVICE

Customer Service is measured by customer surveys and internal management information.

MANAGEMENT INFORMATION

The information allows us to understand our customer and thus make better decisions on later stages of the Customer Satisfaction Programme.

EFFICIENCY

Efficiency is measured in cash and non-cash terms.

Appendix 1

Definitions

CUSTOMER CONTACT

This is any single contact the customer makes with the Council, using any of the available access channels.

TRANSACTION

This is the complete cycle from the initial customer contact to the resolution. This may be manual (completed by an officer) or fully automated (on the web site or by telephone).

ACCESS CHANNEL

This is a method the customer may use to contact the Council, such as telephone or the web site. The Council will provide a variety of access channels to suit its customers and their varied needs.

Customer Access survey highlights

The Council recently conducted a survey of residents (via Hart News) on their experience and wishes regarding access to the Council. Over 3000 people responded (9%) and the key messages were (not yet adjusted for community profile).

- 45% of respondents had contacted the Council in the last 6 months
 - 31% of those did so to get information and 29% to ask the Council to deal with a problem
- 53% contacted the Council by telephone and 21% in person
- 20% experienced problems in contacting the Council
 - 51% because they could not get through on the telephone
 - 41% because there was no response to their enquiry
- In future, customers want to contact the Council:
 - 37% by telephone
 - 19% in writing
 - 17% face to face
 - 16% by email
 - 7% using the web site
- Customers feel the most important parts of the way we serve them are:
 - 34% - making it easy to get in touch
 - 23% - responding quickly
 - 21% - getting it right
 - 9% - friendly and helpful
- 81% have access to the internet at work or home
- 74% have lived in Hart for over 10 years

Statistics

The amount and detail of the information available to us is limited. Getting further information would be expensive, time consuming and may not even be available. So this strategy is based on the limited information available today.

During implementation, every reasonable effort will be made to gather further information on the area being implemented so as to provide as sound a base for decisions as possible.

TELEPHONE STATISTICS

We have basic call information for the 2004-5 financial year for calls that went through the Council telephone system. Be aware that more calls were offered to the system than it could handle and that some calls do not go through the system, for example calls direct to Leisure Centres and the depot.

Calls to 622122

The quietest month was January with 7,000 calls. The busiest was June with 15,000 calls.

The total number of calls for the year was 140,000, which averages 11,500 calls per month.

By service

The total number of calls handled by the telephone system last year was 421,000, or 35,000 per month. Of these, 168,000 went to the switchboard.

The service with the greatest number of calls was Planning Services (almost 50,000) and the next greatest was Regulatory Services (44,000) and then Revenues and Benefits (39,000).

VISITOR STATISTICS

This data is from a survey of callers to the reception in the Civic Offices.

There were 58,000 visitors in 2004-5. Broken by services, we have:

- 28% for Revenues and Benefits
- 23% not service related
- 21% planning

33% of visitors arrived in April-June.

The non-service related category includes giving directions, community contacts, agency (HVA, CAB etc) and personal callers.

WEBSITE STATISTICS

The current web site has a simple hit counter on the home page only. We are currently monitoring the hits to get an idea of the number of customers accessing the site, but we cannot easily get figures for the use of each part of the web site.

The number of hits on the home page was 2,900 for the week of 13-20 September 2005.

The new web site will have comprehensive statistics on usage.