

REPORT UNDER RULE 2(vi) OF THE COUNCIL PROCEDURE RULES**Report by Councillor R Longbottom****Portfolio Holder for Customer Experience and Review****1. Introduction**

- 1.1 In May 2023 I took on the role of Portfolio Holder for Customer Experience and Review, taking over this responsibility from Councillor Chris Burke. During his time in this role, Councillor Burke actively worked with service areas to ensure our residents received the best service and experience possible from the Council. I would like to thank Councillor Burke for his work and wish him well in his new role as Chair of Audit Committee. As the new Portfolio Holder for Customer Experience and Review I am committed to ensuring I continue this positive work.
- 1.2 Whilst I have only been in this role for a short period, I have been able to gain a clear insight into the Council wide effort which is taking place to support our customers to ensure they can access our services as easily as possible, especially during a time of ongoing uncertainty. I have also spent time with the team to understand the work they undertake internally to support services across the Council to deliver as efficiently as possible.
- 1.3 Provided below are updates on the key work progressed within those services falling under my Portfolio Holder responsibility during the past 12 months. These updates cover the areas of Customer Services, Audit Arrangements, Electoral & Democratic Services, ICT, Policy & Performance and, Business Transformation.
- 1.4 This report was presented to the Performance Scrutiny Committee on 28th September 2023 and has been updated with reflections from the discussion.

2. Customer Services

- 2.1 The Council's front-line staff working in the Customer Service Team have had another busy year with call volumes at over 120,000 in the full year to March 2023 and in the first half of this year call volume is remaining at about the same level. E-mail requests and enquiries have remained at around 25,000 for the year.
- 2.2 An area of notable difference since the office closures during the pandemic in 2020, is the radical shift away from seeing customers face to face. On average there are now only around 3 or 4 booked face to face appointments per week. Looking back at records from the customer service ticketing queuing system, there were 20,047 tickets taken in 2019 – nearly 400 every week. The team is still seeing vulnerable customers and those who need additional help in City Hall, but the vast majority of transactions are now over the phone. The Council's vision going forward is to move more transactions online and we are working with

colleagues across the authority to develop more on-line forms, starting with high volume enquiries. We are also starting a working group which will include customer focus sessions to continue to improve our website experience.

- 2.3 In February 2023 the Council moved on to a Microsoft Teams based phone system with the majority of calls being made through PCs and laptops rather than using a telephone handset. This has made contacting officers in service areas easier and led to an improved service for callers.
- 2.4 Call waiting times have been challenging over the year due to a number of staff vacancies and the recruitment and training of staff affecting the call answer rate. However, the team is now up to full strength and training has been going well. The average wait for a call to be answered in June, July and August 2023 reduced to less than 4 minutes. During quarter 1 2023/24 the average customer feedback score for telephone, face to face and e-mail enquiries was 87.60%.
- 2.5 Details on volumes of enquiries, customer interaction type, call wait times and service area demand are reported quarterly in the regular Performance Reports. Appendix A in this report provides the Q1 information.

3. Audit Arrangements

- 3.1 Two of the three members of the Internal Audit Team left during 2022/23 and it has not been possible to recruit to these vacant posts despite several attempts. However, the service has continued to operate effectively, working as part of the Assurance Lincolnshire Partnership. Recruitment for internal and external audit is a national issue and we are in the process of implementing career grade for the auditor post allowing for an individual to be trained up and supported through their qualification.
- 3.2 Through the partnership the team received income in the earlier months for work carried out and were then able to swap resources later in the year enabling sufficient audits to be completed. Internal Audit were also successful in recruiting the previous Auditor on a temporary casual basis for one day a week. Work is ongoing to recruit to the team and contractors are being engaged on a temporary basis to ensure that sufficient work is completed during 2023/24.
- 3.3 Internal Audit have provided assurance in some key areas during 2022/23 including financial systems and other service areas. The team has continued to use its 'Combined Assurance' model to provide a broader level of assurance to management and members.
- 3.4 Last year it was reported that there were issues with implementing audit recommendations. A new process has been put into place, which requires the sign off of extensions and more frequent reporting to Departmental Management Team (DMT) and Corporate Management Team (CMT). Additionally, Audit Committee has requested officers to attend to explain delays. This has had a positive impact and reduced the number of recommendations outstanding for long periods of time. A recent audit found that all recommendations within the sample selected had been implemented as told.

- 3.5 The latest annual Internal Audit report (2022/23) established that overall, the Council was performing well across areas of governance, risk and internal financial control and performing adequately on internal control. The internal control outcome was due to there being two limited assurance reports (performance management and stores), an increase in the priority of the recommendations, and also the results of the combined assurance work, which found common risks with capacity, both staff and financial, which could impact on internal controls.
- 3.6 External Audit is undertaken by Mazars. Whilst work on the 2021/22 statement of accounts is substantially complete, Mazars have not yet been able to issue their audit opinion or provide their annual report for the year ended March 2021. This is due to a national issue regarding the impact on delayed audit opinions of the triennial Pension Fund valuations. A way forward has been agreed nationally and work is in progress, which is expected to be completed with the audit opinion issued by the end of September 2023. Work is also due to start in August on audit of the 2022/23 statement of accounts.
- 3.7 A full audit update is provided at my monthly Portfolio Holder meetings, which link to the Audit Committee progress reports. This includes updates on all areas of activity including internal audit, counter fraud, finance & treasury, risk management and corporate governance.

4. Electoral and Democratic Services

- 4.1 The Electoral Services Team successfully delivered the local elections on 4th May 2023, which applied to a third of the City of Lincoln Council's membership. The Electoral Services Team is currently working on the annual canvass, with the electoral register due to be published in accordance with legislation on 1st December 2023. The canvass takes place each year and involves writing to all properties in Lincoln to ascertain who resides at each property. If there is no response, door knocks will be undertaken by appointed canvassers. Notifications are received if a property is empty or if the person previously living at the property has moved on. Although the number of individuals registered on the electoral register decreased from 62,292 in 2012/22 to 61,778 in 2022/23, previous experience shows that prior to a parliamentary election, registration increases and in subsequent years it tails off. Whilst it is a legal requirement to be registered, some residents do not engage with the canvass although extensive engagement and communication is undertaken to encourage participation in the canvas.
- 4.2 The team held a successful Lincolnshire County Council by-election for the Carholme Electoral Division and polling day took place on 14th September 2023.
- 4.3 The Elections Act 2022 contained substantial changes for polling at elections, as well as electoral registration in the UK, including the requirement for voter identification at polling stations, which was implemented for the May 2023 polls. The next tranche of changes includes the introduction of an online absent vote application system, which is due to go live on 31st October 2023. This will enable voters to apply online for a postal vote; appoint a proxy for a particular election

or referendum; and appoint a proxy for a definite or indefinite period. Applications can still be made in paper format.

- 4.4 In preparation for this change, the City of Lincoln Council is working in collaboration with the Department for Levelling Up, Housing and Communities, acting as a '*private beta tester*' for the system. This enables the election team to trial the system and to provide feedback to the Department before the system is due to go live. The Council is reimbursed for any costs incurred during this trial, for example officer time for processing applications or seeking follow up information from responses. As part of the trial, electors taken from the open register from three randomly selected wards (Birchwood, Boultham and Park) have received a letter from the Department for Levelling Up, Housing and Communities, inviting them to participate in the trial.
- 4.5 The letter provides information on the trial and invited participation by applying for a postal or proxy vote using the test system. At each stage of the trial, it is made clear to the voter that this will **not** change the way they currently vote. For any elector participating in the trial, the Department for Levelling Up, Housing and Communities is reimbursing them with a £20 e-gift voucher.
- 4.6 The Democratic Services Team is currently working as business as usual, with the calendar of meetings for 2023/24 recently being approved by Council.

5. ICT

- 5.1 As referenced in the Customer Services section above, in February 2023 the ICT service went live with a successful telephony project, moving from a desk-based system to a modern Microsoft Teams based telephony system and contact centre. This allows staff to take and manage phone calls on multiple devices from almost any location.
- 5.2 Members will be familiar with the 'cloud' which in essence is utilising services more directly from supplier organisations, which reduces risks associated with managing the increasingly complex ICT service and also increases resilience. The telephony system is a further move into the 'cloud' and provides assurance on the services that can be provided effectively in this way.
- 5.3 Other services have also moved in this direction including customer access to Council Tax and Benefit accounts, and there are also projects in place for parking software and many housing applications.
- 5.4 During the last year, the ICT team have also updated their Disaster Recovery planning and have received assurance by having the plan independently reviewed by third party ICT auditors engaged by Internal Audit.
- 5.5 Due to the investment cycle in ICT, which provided new devices to staff and members throughout the pandemic, and also invested significantly in infrastructure, the IT team is now preparing and reviewing options for a wide range of potential changes to modernise the ICT service provision that meets the needs of our teams and residents. Whilst this is in early stages, this could fundamentally change the way that ICT services are provided in line with the industry in general. This review covers a number of core elements of technology

provisions including servers and storage, applications and software, equipment and devices, back up and disaster recovery, files and data storage, network and security. There is still a significant amount of work to undertake on planning and reviewing options, and these will be brought for members' consideration in due course as part of a wider update on the Technology and Digital Strategy.

6. Policy & Performance

Performance Monitoring

- 6.1 My portfolio has responsibility for ensuring the Council has good quality performance data available. This data ensures service performance can be monitored clearly, performance improvements can be delivered and accurate decision making can be made. All contribute to ensuring the Council provides the best service possible to our service users.

Quarterly Performance Reporting

- 6.2 At a corporate level the Council reports performance on a quarterly basis to directors, elected members and to the public through a quarterly performance report. The report is presented to the Corporate Management Team ahead of being made available to the public through presentation to Performance Scrutiny Committee and Executive.
- 6.3 Included within the report are the latest outturns and supporting commentary for 88 strategic performance measures alongside outturns and supporting commentary for a range of corporate performance measures. The corporate measures focus on complaints, compliments, sickness leave, staff resource and appraisal performance. Of the 88 strategic performance measures, which focus on service area performance across the Council, the majority of these measures are reported quarterly, with the exception of a small number which are reported annually at set quarters throughout the year. Performance outturns are either monitored against a low and a high target to provide a status outturn or are recorded as volumetric. Volumetric performance measures do not have any targets allocated to them but provide contextual information to support those targeted measures.
- 6.4 The layout of the quarterly performance report continues to be easy to read and understand. Within each report the primary focus is on those performance measures which have performed above target, returning a green status, together with those performance measures performing below target, returning a red status. Those measures performing within the target boundaries, returning a blue status 'acceptable performance,' are provided within a supporting appendix to the main report. Performance outturns are reported by directorate and the previous outturn for each measure is presented alongside the current outturn to allow report readers to compare the two figures. A direction of travel indicator is also provided for each targeted measure.
- 6.5 The format of the quarterly performance report continues to evolve and improve to meet the changing needs of the organisation and I am pleased to hear the current format of the report continues to meet the requirements of Directors and

Assistant Directors, together with elected members on Performance Scrutiny Committee and Executive. Performance Scrutiny Committee continue to use the report to effectively scrutinise both positive and negative performance and ultimately to help drive performance improvements across the council.

- 6.6 The latest outturns and commentary for those performance measures linked to my portfolio are provided in the supporting appendix to this report provided on pages 13-16.

Annual Review of Performance Measures and Target Setting

- 6.7 The performance measures reported through the quarterly reporting process are reviewed on an annual basis to ensure they continue to be the most appropriate measures to monitor performance across the Council. Alongside reviewing the performance measures, all measure targets (both high and low) are also reviewed annually. This ensures the targets set continue to reflect changes in the Council's strategic direction, changes in the market place as well as recent performance achievements. In all cases targets set remain achievable but suitably challenging.
- 6.8 The process of setting the performance measure targets for 2023/24 commenced in January 2023 and involved consultation with service areas, Assistant Directors, Directors and Portfolio Holders. The process was led by the Policy and Transformation Team. The targets for 2023/24 were formally approved by Executive in March 2023 after consideration by Performance Scrutiny Committee.
- 6.9 Looking ahead, the review of performance measures and their targets for 2024/25 is expected to commence in December 2023, which will ensure targets are agreed and in place ready for Quarter 1 2024/25 reporting.

External Audit on Performance Monitoring

- 6.10 Whilst performance monitoring and reporting has continued to be undertaken accurately and utilised to effectively identify and address performance issues across the Council, we acknowledge there is always room for further improvement and development.
- 6.11 In June 2022 an external audit was undertaken on performance monitoring at the Council. As part of this audit a number of actions were identified for consideration by the Council to help further improve performance monitoring. These actions were -
- a) Update of the Local Performance Management Framework (LPMF) incorporating the Data Quality Policy.
 - b) Ensure all performance measures have associated control sheets.
 - c) Assess the Performance Information Management System (PIMS) and how it delivers against the original design brief.
 - d) Create a table for tracking outstanding requests from Performance Scrutiny Committee.

- e) Include a recommendation within all Corporate Management Team and Performance Scrutiny Committee covering reports, which asks officers and members to feedback on whether the report continues to meet their needs.

6.12 A work programme was developed to deliver the actions identified by the audit. Actions 2, 4 and 5 have successfully been completed and implemented. Progress continues to be made on actions 1 and 3. Progress of both of these actions has been impacted by a management of change process taking place within the Policy & Transformation Team, which has included structure changes and recruitment to vacant positions.

Lincoln City Profile 2022/23

6.13 The Policy & Transformation Team produce the Lincoln City Profile on an annual basis. The profile provides the latest demographic data for the City of Lincoln in one central document, drawing data from national, local, and internal data sets. Collectively the data included within the profile paints a unique picture of what it is like to live and work in Lincoln. The contents of the profile are split into eight key chapters:

- | | |
|--------------|---------------------------|
| - Population | - Health |
| - Economy | - Education |
| - Welfare | - Housing |
| - Crime | - Environment and Climate |

6.14 The current Lincoln City Profile for 2022/23 was presented to Executive in July 2023, and circulated to all elected members for information shortly after. The profile is also published on the Council's website making this valuable document available externally to local businesses, third sector organisations and other interested parties. The profile can be viewed online by visiting www.lincoln.gov.uk/council/lincoln-city-profile.

6.15 I would encourage all members to read this extremely helpful and interesting document.

6.16 Data collection for the next version of the Lincoln City Profile is scheduled to commence in February 2024, with publication expected in May 2024.

Census 2021

6.17 During the past 12 months the Policy and Transformation Team have been working with the Lincolnshire Open Research and Innovation Centre (LORIC) to undertake detailed analysis of the Census 2021 data for the city.

6.18 Analysis of this data was completed in late June 2023 and includes full analysis of Lincoln data for each of the following topic areas -

- Population

- Households
- Demography and migration
- UK armed forces veterans
- Ethnic group, national identity, language and religion
- Labour market and travel to work
- Housing
- Sexual orientation and gender identity
- Education
- Health, disability and unpaid care

6.19 In all cases the analysis undertaken compares the Lincoln Census 2021 data for each topic against each of the following areas –

- Lincoln's 2011 Census data
- National picture (England)
- Six other Lincolnshire district areas
- The East Midlands Region
- Lincoln's CIPFA nearest neighbours (as of April 2021)

6.20 Lincoln's Census 2021 ward data has also been analysed by each topic showing how Lincoln's wards have changed between 2011 & 2021 (where a direct comparison can take place between the datasets). This will be particularly of use to ward councillors when making decisions regarding their wards.

6.21 All analysis has been published on the Council's intranet, HUB, to ensure this is as accessible as possible to all staff and members. A very successful member briefing was also delivered in August 2023 to raise awareness of the data and analysis available from both the Census 2021 and the Lincoln City Profile 2022/23.

Project Management

6.22 The Lincoln Project Management Model, created by the City of Lincoln Council, continues to provide practical advice, tools and techniques to council staff involved in managing projects. The model seeks to ensure all projects are planned and managed effectively taking into consideration the size of the project, cost, anticipated duration, complexity, and the risk it brings.

6.23 The LPMM is split into three levels of projects. These are:

- Significant capital build ('Mega') projects
- Strategic Projects
- Service area projects

6.24 Staff continue to be required to use the project management model. To ensure the model and supporting documentation is easy to access, all information is available via the project management section of the staff intranet system, HUB.

6.25 Using a standardised set of guidance and templates ensures the approach to project management is delivered consistently across the council and ensures all key elements of project management are fully considered.

7. Business Transformation

Transformation

7.1 The Corporate Policy & Transformation Team support the organisation in many areas of software support to maximise software usage, support digital projects, manage the website / intranet and review business processes. This team was formed in April 2023 following a management of change. Further information regarding this management of change is set out in section 8 of this report.

7.2 In the last twelve months the team has:

- a) Designed and developed processes for refuse collection services to enable customers to report issues and access services online. This includes development of a new initiative aimed at ensuring developers pay for the provision of bins to new homes.
- b) Provided ongoing support and development for the Council's corporate e-forms package.
- c) Commenced upgrading of our 'Enterprise' electronic document management system. This is a longstanding corporate system used by across multiple service areas. The upgrade ensures the software remains appropriately supported, and enables the Council to demonstrate compliance with GDPR in respect of document retention and disposal.
- d) Supported the replacement of our Revenues and Benefits customer self-service portal, replacing the previously used MyInfo system that had reached its 'end of life.'
- e) Continued to develop the Council's 'Hub' intranet, building on our e-learning packages, running staff surveys to identify areas of focus, and launching the social 'Viva Engage' (previously 'Yammer') service. Viva Engage has several social communities for staff to initiate conversations and advertise with each other.
- f) Continued to lead the Department for Levelling Up, Housing and Communities (DLHUC) funded national Housing Repairs Service, working closely with lead authority Newark and Sherwood District Council. This online service went live in Lincoln in May 2021, and during that time more than 2,800 non-emergency appointments have been booked using this service. Approximately one third of these repair appointments were booked by tenants outside of office hours, demonstrating customers' needs to be able to interact with our services outside of traditional office working hours. The team represented the Council at the national Housing Tech Conference in March 2023 to present a report on collaborative

working, and has also promoted the Housing Repairs Online project, and the Council's contribution, at Local Digital Fund events.

- g) Provided extensive support to the corporate Housing IT Replacement Project (HITREP), by supporting all parts of the Housing service to capture and redesign their business processes in order to configure, integrate and implement the new system into the Council's existing IT suite.
- h) Built a corporate e-Risk Register to streamline our risk reporting and review processes.
- i) Worked with our banking and IT teams to improve how we process card payments, in accordance with the Payment Card Industry Data Security Standard (PCIDSS).
- j) Lead on the re-launch of the 365 ambassadors, regularly meeting with our supplier to build an extensive help library for staff using the Microsoft 365 suite.
- k) Worked with the Community Services team to explore viability of waste management software for our refuse contractors.
- l) Continued to develop and support all service areas to effectively utilise Geographic Information System (GIS) software.
- m) Provided training and support to the Planning Team in relation to its Street Naming and Numbering service.

Website

7.3 The team also develop and maintain the Council's corporate website. During the last twelve months, the website has undergone an accessibility audit, in accordance with the Public Bodies (Websites and Mobile Applications) Accessibility Regulations 2018. The Regulations seek to ensure that all public service websites are usable by people who require additional accessibility support due to visual, cognitive or hearing impairments. In February 2023, the Council was audited by Government Digital Service (part of the Cabinet office) for our website accessibility. The audit identified no significant issues with the website, albeit it highlighted some minor accessibility issues that needed to be addressed. All such issues have now been resolved, and the team continues to monitor the website's accessibility using specialist software to ensure it continues to be accessible to our customers. The site is currently averaging over 95% accessibility compliance, which is very high.

7.4 The team continues to monitor usage of the website and provide service areas with vital business intelligence on how and when service users access their pages. For the period 1st August 2022 to 31st July 2023, the website had over 1.4 million page views. More than two thirds of our customers access the website on either a mobile phone or tablet device, emphasising the importance of ensuring our web services must be mobile responsive and have a 'web friendly' design.

7.5 The top ten pages for this period were: -

Page Title	Number of views	Number of users	Views per user	Average Engagement time
Homepage	125,876	64,856	1.94	0m 16s
Bins and Recycling – find your bin collection days	65,939	36,027	1.83	0m 04s
Planning Applications	44,540	11,016	4.04	1m 40s
Parking Permits	36,330	10,052	3.61	1m 21s
Contact Us	32,453	17,432	1.86	0m 45s
Search	30,844	15,309	2.01	0m 43s
Council Tax	28,891	17,450	1.66	0m 23s
Lincoln Crematorium	25,130	7,307	3.44	1m 08s
Car Parks	24,920	15,148	1.65	0m 20s
Bins, recycling and Waste	24,498	10,545	2.32	1m 14s

8. Business Transformation – a Forward Look

- 8.1 In April 2023 a management of change process brought together the Council's corporate policy, business development and safeguarding functions into one corporate team. This change sought to bolster the Council's commitment to its One Council approach by centralising key activities such as performance management, business intelligence, customer engagement and business development. The new team provides a much broader, organisation-wide view of the opportunities available to the Council to continuously develop and improve its services and our customers' experience. This team will be instrumental to ensuring the Council makes the changes and enhancements needed to deliver the highest quality service to our customers effectively, efficiently, and sustainably within our ever-increasing resource constraints.
- 8.2 The work of this new Corporate Policy and Transformation team has undergone a period of initial review and reflection, and the next 12 months are poised to

demonstrate some significant Council- and city-wide benefits. These benefits include:

- a) Reviewing the Local Performance Management Framework, to enhance the effectiveness of the Council's approach to managing performance at all levels and reinforcing the relationship between performance and our strategic plan;
- b) Improving and expanding the Council's approach to customer engagement; generating higher quality customer insights and business intelligence to inform decision making and evolution of our services;
- c) Building capacity within existing resources in the new team, by working with all service areas to improve the quality and useability of performance data. This will be achieved through greater use of technological solutions to support performance monitoring; improving data collection, analysis and publication, and reducing the amount of staff time spent undertaking these tasks manually;
- d) Using the resulting team capacity to give greater support to service areas to improve areas of underperformance, by leading on delivery of data-led service transformation and performance improvement projects;
- e) Continuing to support the Housing IT Replacement Project (HITREP) through to successful completion, utilising the team's skills and expertise to help the Directorate of Housing and Investment streamline its business processes and improve customers' experience of the Housing service; and
- f) Playing an integral role in progression of the Council's Tech/Creating Value Processes Pillars, using digital tools to improve efficiency of service delivery across the Council and making it easier and quicker for our customers to access Council services when, where and how they need them. This includes a review of our website functionality, and identifying opportunities to further develop our online offer.

9. Conclusion

- 9.1 I would like to thank staff and members for their ongoing commitment to supporting our residents over the past 12 months and for ensuring our customers have continued to receive the best possible service from the Council during these challenging times.
- 9.2 In particular, I would like to express my appreciation of the work of the officers who closely support me with the Portfolio and thank them for their assistance in the preparation of this report: Jo Crookes, Cheryl Evans, Emily Holmes, Michelle Hoyles, Graham Rose, Matt Smith and Amanda Stanislawski.
- 9.3 The year ahead will no doubt present new challenges to the Council, however, through working with service areas and members I am confident we can continue to meet the needs of our residents and ensure they can access the services they require as efficiently as possible.

Councillor Rebecca Longbottom, Portfolio Holder, Customer Experience and Review

Appendix A - Customer Experience and Review performance measures – Quarter 1 2023/24

There are several performance measures directly linked to the services which fall under my portfolio. These measures and their latest outturns are presented in the tables below.

G At or above target
 A Acceptable performance - results are within target boundaries
 R Below target
 V Volumetric/contextual measures that support targeted measures

▲ Performance has improved since last quarter
 ▬ Performance has stayed the same since last quarter
 ▼ Performance has deteriorated since last quarter

Quarterly collected performance measures

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Current quarter	Current value	Status	Commentary
Customer Services	CS 1	Number of face to face enquiries in customer services	Number	N/A	Volumetric	Volumetric	Q4 - 22/23	36.00	Q1 - 23/24	22.00	V	The number of face to face enquiries to customer services during quarter 1 23/24 was 22. The quarter also saw the lowest amount of pre-booked appointments for customer services. There were 142 pre-booked appointments in total - the majority were with the Welfare Team who saw 82 customers. There were 326 customers who came to main reception where an officer came to see them without an appointment.
Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	Number	N/A	Volumetric	Volumetric	Q4 - 22/23	30819.00	Q1 - 23/24	27860.00	V	Slightly lower than the same quarter last year. There was a high number of bank holidays in this quarter. We have answered 3,945 refuse/environmental calls, 3,687 for housing solutions/homelessness, 11,416 for housing calls, 7,091 for council tax/benefits and 1,721 other calls mainly for garden waste

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Current quarter	Current value	Status		Commentary
													payments. In addition to the above focusing on the channel shift areas, we also answered 18,215 switchboard calls during this quarter.
Customer Services	CS 3	Average time taken to answer a call to customer services	Seconds	Low is good	600.00	300.00	Q4 - 22/23	469.00	Q1 - 23/24	457.67	A	▲	This is the average for contact centre calls excluding switchboard, as our previous phone system did not report wait times for switchboard. If we include switchboard calls the average wait drops to 302.13 seconds. Longest a customer waited for the call to be answered during the quarter was 4,536 seconds and longest wait before a customer hung up was 4,394 seconds. These long waits are frustrating for the individual customers affected but are relatively rare. They tend to occur when an agent is caught up in a long and complicated query. Devoting a lot of time to resolve an issue can occasionally lead to a backlog of waiting callers. However, after waiting 300 seconds callers can request that we call them back rather than waiting.
Customer Services	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	%	High is good	75.00	90.00	Q4 - 22/23	93.30	Q1 - 23/24	87.60	A	▼	We have had 55 responses mainly from e-mail interactions. We have started to send texts following a phone call to customer services to gain further feedback from our customers, however, this data will be received too late to show in quarter 1. Comments from customers this quarter

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Current quarter	Current value	Status		Commentary
													ranged from "A slightly faster and more specific answer giving a timeline for resolution would be better " to "Prompt response, collection arranged for following week. Never had a problem." In addition, three mentions of named staff were also received giving praise for their response and professionalism.
IT	ICT 1	Number of calls logged to IT helpdesk	Number	N/A	Volumetric	Volumetric	Q4 - 22/23	1084.00	Q1 - 23/24	869.00	V		There has been a reduction in the number of calls logged to the IT helpdesk in quarter 1 2023/24. This reduction was due to fewer calls being received in the quarter in relation to the new telephony system which went live during quarter 4 2022/23.
IT	ICT 2	Percentage of first time fixes	%	N/A	Volumetric	Volumetric	Q4 - 22/23	60.20	Q1 - 23/24	66.10	V		In the quarter 574 out of 869 calls logged to the IT Helpdesk were fixed first time (66.1%). During the quarter the total number of first time fixes was lower, which was due to a reduction in overall calls and the nature of calls received. An increase in the number of emails quarantined and released also contributed to a lower number of calls logged in the quarter and actual first time fixes made. Calls that are not able to be completed on a first fix include orders for new equipment, requests for new/changes to access, incidents which need to be investigated etc.

Annually collected performance measure

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Current year	Current value	Status	Commentary
Democratic Services	DEM 1	The number of individuals registered on the electoral register as at 1st December (local elections)	Number	N/A	Volumetric	Volumetric	2021/22	62,292	2022/23	61,778	V	A slight decrease from last year's electorate, however this is expected to increase through monthly updates.