

## Scrutiny Task and Finish Panel Agenda



### **Customer Transformation Task and Finish Panel Tuesday, 14th October, 2008**

**Place:** Committee Room 1, Civic Offices, High Street, Epping

**Time:** 7.30 pm

**Democratic Services Officer:** Adrian Hendry, Office of the Chief Executive  
email: ahendry@eppingforestdc.gov.uk Tel. 01992 564246

**Members:**

Councillors B Rolfe (Chairman), J M Whitehouse (Vice-Chairman), D Bateman, A Boyce, Mrs R Brookes, J Demetriou, Ms J Hedges, Mrs J Lea, R Morgan and J Philip

Please let the Democratic Services Officer know if you will be attending the visit to Harlow's one-stop-shop, "Contact Harlow" at 10am on the morning of the meeting. Could those attending also provide your car registration number so that a car parking space can be reserved.

**1. APOLOGIES FOR ABSENCE**

**2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

(Assistant to the Chief Executive) To report the appointment of any substitute members for the meeting.

**3. DECLARATIONS OF INTEREST**

(Assistant to the Chief Executive). To declare interests in any items on the agenda.

In considering whether to declare a personal or a prejudicial interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a

matter.

**4. TERMS OF REFERENCE (Pages 5 - 6)**

(Chairman/Lead Officer) To note the attached updated Terms of Reference. The Panel are asked at each meeting to review this documents.

**5. MINUTES FROM THE LAST MEETING (Pages 7 - 12)**

To consider and agree the notes of the meeting of the Panel held on 15 September 2008.

**6. PROGRESS REPORT ON NATIONAL INDICATOR 14 (Pages 13 - 14)**

(Performance Improvement Manager) to consider the attached report.

**7. TELEPHONE CONTACT (Pages 15 - 18)**

Although the use of alternative methods of contacting the Council such as E-Mail has increased and the authority now offers a range of interactive services through its Website, the Council still receives in excess of one million telephone enquires each year.

The annual telephone statistics for the year 2007-08, which breaks down the volume of enquiries in each service area, is attached.

Along with the level of calls, information has been provided with respect to the Citizen Charter Limit (CCL), the national performance standard for call answering. The standard requires that 95% calls are answered by the main Switchboard within 15 seconds and that all other desk phones are answered within 10 seconds.

The Technical Services Manager who is responsible for the Council's Telemetry System will be attending the meeting to give Members an insight into the operational aspects of the system and issues affecting current performance. It is also hoped that the Panel will be able to discuss options for future improvement.

The Panel will also have the opportunity to view both the current Switchboard facilities and the Customer Services Unit within the Environment and Street Scene Directorate.

**8. FORESTER MAGAZINE PUBLIC CONSULTATION**

Forester is the Council's own magazine published and distributed to every household within the District four times per year. It is a 32 page A4 colour magazine format including eight pages of advertising. Each edition costs approximately £12,000 to produce and distribute. Current distribution arrangements with Royal Mail have been compared to open market competition and the Council is to test an alternative delivery organisation during 2009. Should alternative arrangements for distribution prove successful, a saving of approximately £5,000 may be achieved over the year.

Separately, the print and production of Forester is also being tested against current arrangements. However, before producing a final brief on which to take tenders, the Council is undertaking consultation with residents and users of the Forester. Specifically, a Freepost Survey is to be included in the Christmas edition of Forester,

inviting readers to let the Council know what they think of the product and what changes they would make. The survey also includes questions that should help the Council better understand the social/demographic make-up of the readership.

The survey will also be available online via the Council Website as a means of reaching people who may not habitually read the Forester. In addition, four focus groups are being organised with representatives of the local community. They are panels to be drawn from:

- (a) Epping Forest District Youth Council
- (b) A local Town Centre Partnership
- (c) Older residents based in sheltered council housing
- (d) A residents association representing private sector residents.

Officers would welcome feedback from Members of the Customer Transformation Panel in terms of those elements they think work well within Forester, those items they would like to change or improve and those elements they believe are most important from the customer/resident perspective.

**9. ANY OTHER BUSINESS**

**10. DATE OF NEXT MEETING**

To agree a date for the next meeting of this Panel.

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### **Introduction:**

In order to improve access to services and improve response to enquiries, the Council has previously embarked on exploring the feasibility of a "Customer Transformation Programme". The initiative was held in abeyance until such times as the affordability of the project could be assessed, given pressure on the Council's revenue Budget and uncertainty around the cost of the new Waste Management Contract. Now that the Council's Medium Term Financial Forecast is clearer, there is value in revisiting the Customer Services Agenda, to see where improvements can be practically achieved.

### **Term of Reference:**

1. To undertake a review of the Customer Services Programme previously explored by the Council, and to identify and prioritise these initiatives which could have the greatest impact on improving access to services and response to enquiries.
2. To review existing quality standards with respect to Customer Services and recommend change as necessary to ensure that they meet the current expectations of the Council's customers.
3. To ensure that the Council is complying with its duty under Equalities Legislation to provide access to all sections of the Community to Council Services.
4. To assess the most appropriate and cost effective method of enabling the Council to meet the requirements of the New Statutory National Indicator N14, with respect to "avoidable contact".
5. To identify areas for improvement in how the Council communicates its "key messages" to our community, ensuring that public information is clearly understood and accessible.

### **Aims and Objectives/Methodology:**

To gather evidence and information in relation to the topics through the receipt of data, presentations and by participation in fact finding visits;

To consult with Partners, Agencies, Stakeholders and Users of the services under review, to establish key issues and future need;

To evaluate all relevant facts in relation to the topics under review in an objective way and to produce recommendations for future action accordingly;

To establish whether there are any resource implications arising out of the topics under review and advise Cabinet for inclusion in the Budget Process 2009/10; and

To report back to Overview and Scrutiny Committee at appropriate intervals and to submit any final reports in the proposed Corporate Format for consideration by O & S, the Cabinet and Council.

CUSTOMER TRANSFORMATION TASK AND FINISH PANEL: TERMS OF REFERENCE

TIMESCALE	ESTIMATED	ACTUAL
Commencement	June 2008	
<u>Finish</u> 1. Interim report to include any budgetary items for the next budget round.	By October 2008	
Reports.		
<b>Chairman:</b> Councillor B Rolfe		

**EPPING FOREST DISTRICT COUNCIL**  
**NOTES OF A MEETING OF CUSTOMER TRANSFORMATION TASK AND FINISH**  
**PANEL**  
**HELD ON MONDAY, 15 SEPTEMBER 2008**  
**IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING**  
**AT 7.30 - 9.50 PM**

<b>Members Present:</b>	B Rolfe (Chairman), J M Whitehouse (Vice-Chairman), A Boyce, Mrs R Brookes, Ms J Hedges and J Philip
<b>Other members present:</b>	M Cohen and D Stallan
<b>Apologies for Absence:</b>	D Bateman and R Morgan
<b>Officers Present</b>	S Bacon (Service Business Manager, Planning and Economic Development), T Carne (Public Relations and Marketing Officer), J Chandler (Assistant Director - Community Services and Customer Relations), A Hendry (Democratic Services Officer), J Preston (Director of Planning and Economic Development), S Tautz (Performance Improvement Manager), Mrs J Twinn (Assistant Director of Finance and ICT) and R Wilson (Assistant Director Operations (Housing))

**8. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

The Panel noted that there were no substitute members.

**9. DECLARATIONS OF INTEREST**

No declarations of interest were made.

**10. MINUTES FROM THE LAST MEETING**

The minutes of 1<sup>st</sup> July 2008 were noted and agreed as a correct record.

**11. TERMS OF REFERENCE**

The Terms of Reference were noted and agreed.

**12. NATIONAL INDICATOR 14 – AVOIDABLE CONTACT**

The Performance Improvement Manager, Steve Tautz, introduced National Indicator 14 – ‘Avoidable Contact’, one of the 198 new indicators which local government will be assessed within the new performance management framework. This indicator will come into force from 1<sup>st</sup> October 2008, but there would be no need to report until 31<sup>st</sup> March next year. The District Council will be expected to report annually on performance against NI14 to the Department of Communities and Local Government. The Council would be trying to avoid ‘valueless or avoidable’ contact with its customers. This would cover a range of channels such as email, information desks, phone calls, letters and the website. Avoidable contact would also depend on the type of contact made in the first place. Avoidable contact is unnecessary repeat contact and would involve progress chasing and about getting it right first time.

Having a one-stop-shop would be a valuable start and collecting data would be quite straightforward with a Customer Relationship Management (CRM) system.

This is not an indicator that requires an initial set of targets. The Audit Commission would not be comparing authorities for at least two or three years, thereafter a baseline would be set.

A Councillor asked how expensive CRM software was. He was told that it varied greatly, depending on how much you wanted the system to do. A few years ago the working group had it priced at £100,000 but it was not certain if this was for a top of the range system or a standard, entry level one. In any case, to meet the 31 March 09 deadline the Council could only have a manual paper system in place.

The Panel would be able to see a CRM system in operation at the one stop shop in Harlow.

Asked if this was all about data collection or did it encompass improved services, the Deputy Chief Executive replied that the real purpose of the collected data would be to provide better services and customer satisfaction.

The Panel noted that a few years ago some research had been undertaken on telephone enquiry responses and at the time the council was not performing particularly well. Therefore the starting point for measuring our performance would likely to be low.

Data collected for NI 14 would have to be laboriously collected by using manual lists, and we could only do this on a sample basis. It had been suggested that a sample size of 1,067 would give a 95% confidence in the results. It would have to be only basic monitoring with nothing too complex. That can only be achieved with a CRM system.

However, collecting the data manually until March 2009 will give officers a feel for what they need to look for and the type of information they would need to collect before a full CRM system is bought. A Councillor noted that some of the Council directorates had already got some computer systems, would they be able to tie it into a future CRM system? The officer from finance said that their system could only look at items individually. The Environmental Directorate have a mini database system that officers could learn from but it was unclear if it could be incorporated into the new system. The Director of Planning said it may be possible to link some of the Council's newer systems, but it may take a lot of work.

The Panel noted that at present the Council received enquiries in a variety of ways. Currently the switchboard has to answer calls to a performance time target so tend to move on enquiries as quickly as possible. It can also be very difficult to establish what the query was, until they had conversed with the inquirer for some time.

The Council was in the process of establishing an officer working group to set up a manual data collection system. They would have to visit other authorities and call in outside expertise to help set up a CRM system for the Council.

**RESOLVED:**

That the Panel noted the requirements of the new National Indicator 14 – 'Reducing Avoidable Contact' and the need to establish a manual data



collection process for the Indicator in the first year of data collection prior to further investigations into the purchase of a CRM System.

### 13. VISIT TO ONE-STOP SHOPS

The Deputy Chief Executive said he would like the Panel to view a 'One-Stop-Shop' in action. He had been in contact with Harlow Council who has one set up in their Civic Centre. It is called 'Contact Harlow' and is contactable via the phone, email and in person. It can deal with a whole range of activities backed up by their computer system that can help resolve most issues.

The Panel decided that they would like to visit the centre on a weekday morning and decided that Tuesday would be a suitable day.

#### **ACTION:**

Arrangements to be made to facilitate this visit and members to be notified separately about the date and time.

### 14. PROVISION OF RECEPTION SERVICES AT CIVIC OFFICES

A few years ago the Council's Customer Services Consultants undertook a performance review from a customer's perspective. One of their key findings was in relation to visitor's experience at the Civic Offices, where there were five reception desks at diverse locations throughout the building. It concluded that it was confusing for customers and the Council should look at simplifying the arrangements, with a view to providing a single point of contact.

The Panel then undertook a tour of the five reception areas in the Council offices, where officers from the relevant Directorate explained the type of services provided and highlighted some of the current practical difficulties for customers and staff.

They started their tour in the main reception desk on the ground floor where the Public Relations and Marketing Officer, Tom Carne, took the Panel through the layout and problems associated with the area.

#### **Main Reception:**

The Panel noted that:

- The reception area had two entry points;
- One of the doors was without an automatic opening mechanism.
- This arrangement also meant that the information assistants are caught in the middle of a draft coming from the two doorways;
- Customers tended to enter from behind the information assistants;
- Last year they had 75,000 enquiries, a large proportion was for the waste sacks;
- They have to point a lot of people to the other service helpdesks;
- They have to direct, sometime large numbers, of the public to public meetings being held in the building (e.g. Coroners Court, Planning Inquiries etc.)
- The reception area also tends to receive large deliveries, which have to be stacked in the corner of the public area awaiting collection, which causes a health and safety hazard;
- Some of the main environmental issues were: there was no out of the way storage area, not very good lighting and it could get very cold;

- There are two information assistants for each information desk around the district. One works in the morning and the other in the afternoon. They have a 15 minute handover;
- They start at 8:45, doors open at 9am and work until the offices close;
- As only one receptionist is on duty at a time, they frequently have to deal with more than one customer and may also have to answer the phone at the same time. They will need to make a judgement on who to deal with first, the phone or the person(s);
- The curved desk has no natural point of focus;
- There is no queuing system in place;
- Some people do not express themselves clearly and the information staff have to work quite hard to find out what they want;
- There are also security problems with the area and when problems arise the information assistants have no where to retreat to;
- There is no control to the access of the building;
- There was no provision to share information electronically with the customers and there was limited display space;
- A few 'quick fixes' could be put in place such as large information screens, but what was really needed was a redesign of the entire area.

**Housing Receptions:**

The Assistant Director of Housing, Roger Wilson explained how the housing reception areas worked.

The Panel noted that:

- There have about 480 visitors per quarter at their Limes Farm desk;
- There have about 1400 visitors per quarter at their Broadway Offices;
- The interview rooms at these outlying offices have screens and panic buttons;
- At the Civic offices there were concerns about the signage, they needed to be clearer;
- Two interview rooms were not enough, they were used for homeless interviews, housing needs interview and housing management;
- Not only are they used for housing interviews, but any other section could ask to use them;
- The Civic offices interview rooms have panic buttons;
- The Housing Needs desk was not very private only partially screened off;
- Officers wanting to use the interviews rooms may have to wait for one;
- They receive about 750 visitors per month and there can be long queues;
- It is not a very comfortable place to wait when queuing, especially if they have children with them;
- They tend to be very busy on Mondays;
- There is no formal queuing system in place;
- Appointments can be made, but officers can run late, although they will honour any appointments;
- They will in some cases use the finance interview room;
- The Repair Reception desk was not the busiest reception desk, as a lot of these queries are reported by telephone or on line;
- The Private Sector Housing staff will be taking over this area; housing repairs will be moving but will have a telephone link installed.

**Finance Reception:**

The Assistant Director of Finance, Janet Twinn, took the Panel through the Finance Reception area.

The Panel noted that:

- This area had major faults, such as lack of privacy;
- It also housed the secure cashiers area;
- People came there for their Council Tax and Benefit enquiries and they used a phone to alert officers when they were needed;
- The three interview booths have full screens with microphones so privacy is impossible;
- They also have to sit side on to the officer because that is the way the seats are fixed;
- There is also a screened interview room, which is the only place they can accommodate a person in a wheelchair;
- The Benefits Section sometime do interview under caution (PACE Interviews) in a very small, cramped interview room;
- They had the area carpeted to damp down some of the noise and echoes;
- It would not be easy to make physical changes to the layout of the area and it was not very well planned in the first place;
- In the road tunnel, between the reception areas, barriers had to be put up to stop children running across without looking first.

#### **Planning Reception:**

The Director of Planning and Economic Development, John Preston, took the Panel through the Planning reception area.

The Panel noted that:

- This reception area was situated up on the second floor;
- The lift had been out of operation for about four months (it was currently working);
- The signage had not been updated;
- They need to improve the signage;
- It is combined with Environment Services;
- They had added some artwork to the walls to make it a bit more “customer friendly” and less stark;
- The corridor to the reception area has various interview rooms along them, one is used for taxi licence applications, one is set up for multiple persons to electronically check planning applications;
- They have panic alarms in the interview rooms, with a special room adapted for wheelchair users;
- The reception desk does not meet wheelchair access requirements;
- They were using less paper plans now and more e-plans, so it would be feasible for them to move downstairs if required;
- They had no queuing system in place;
- They also have two receptionist, who work the morning and afternoon shifts;
- There is a usable public PC on the reception desk;
- The new planning system coming on line will supply all kinds of information for public use;
- The reception desk has a continuous PowerPoint presentation on planning to look at while waiting;

- They used to be able to take cash, but nowadays have to redirect customers to the cashiers downstairs, where they pay their fees and then have to come back up the planning reception to finish their transactions.

Councillor Stallan said it was very interesting to tour the receptions areas. He was very concerned about the lack of security for the staff. They should at least have a protocol for testing the alarms on a weekly basis.

Councillor Philip asked if more technology could be introduced, for instance a couple of touch screens could be put in main reception to speed things along.

Councillor Jon Whitehouse commented that there must be some quick fixes that could be put in such as computer terminals, redecoration and some proper signage. The Panel also needed to relate this to the customer's telephone experience. Could they redirect to Loughton if Epping was busy? Tom Carne replied that Loughton was on the same switchboard. There was still that same dilemma, if you had someone in front of you and the telephone was ringing. There were resourcing issues there. They had some money to put a few 'quick fixes' in were presently looking into this.

Councillor Mrs Brookes asked if there were facilities for the receptionist to call in another person when things got particularly busy. Tom Carne replied that they could call in someone from PR. Derek Macnab said it was not unusual for other authorities to combine their reception staff and switchboard staff who would be interchangeable.

The Deputy Chief Executive told the Panel that once they had seen how a one stop shop worked they would bring a follow up report to the Panel.

**15. ANY OTHER BUSINESS**

Councillor Stallan asked that the details of the visit to the 'one-stop-shop' be put in the Members Bulletin. He would also like some statistics about telephone enquires to the Council, prior to the next meeting.

**16. DATE OF NEXT MEETING**

The next meeting was agreed for Tuesday 14 October 2008 at 7.30pm.

## **Report to: Customer Transformation Task and Finish Panel**

**Date of Meeting: 14 October 2008**



**Subject:** National Indicator 14 – Reducing Avoidable Contact 2008/09

**Officer contact for further information:** S. Tautz (01992 564180)

**Democratic Services Officer:** A. Hendry (01992 564246)

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### **Recommendations:**

**That the Task and Finish Panel note current progress with the implementation of National Indicator 14.**

1. (Deputy Chief Executive) At its last meeting, the Panel received a report in relation to the introduction of National Indicator (NI) 14, which aims to reduce 'avoidable contact' between the community and local authorities. Examples of 'avoidable contact' are usually of little value to either the citizen or the local authority, but can often represent a significant proportion of contact volumes, and the indicator therefore supports improved and more cost-effective service delivery.
2. Members will be aware that data collection for NI 14 is resource intensive in terms of staff time for those authorities such as the Council without a Customer Relationship Management (CRM) system. Since the last meeting, a working party of senior officers has therefore been established to progress the implementation of NI 14 on a manual recording basis, across the specific service areas and functions prescribed by the indicator guidance.
3. In order to obtain meaningful data in relation to the indicator, it has been agreed that levels of avoidable contact will be collected across a four-week period in all relevant service areas, and this exercise has recently commenced within the Planning and Economic Development Directorate. Data collection within the remaining directorates will continue on a rolling programme throughout the remainder of 2008/09, and decisions will be made at the point of each contact as to whether that contact is avoidable or unavoidable. Details of the various 'types' of avoidable contact will be recorded and an overall corporate level of avoidable contact will be reported as a 2008/09 outturn in April/May 2009.
4. As the Panel is aware, no comparison or benchmarking of the Council's 'performance' against NI 14 will be undertaken by the Audit Commission in the first few years of its operation. Further progress reports on the implementation of NI 14 will be made to future meetings of the Panel as necessary.

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## Epping Forest District Council

### Annual Telephone Stats

<b>Citizen Charter Limit (CCL)</b>	Switchboard 95% calls answered in 15 Sec. All others 10 Sec
Filter Name	All calls all switches
Interval Name	Year 2007 - 2008
Report Parameter	Answer Time Limit : 10 secs for all desk phones - 15 secs for Switch
Direction	Incoming, Internal, Tandem calls
Switch	Civic Offices, Hemnall St, Langston Road, Loughton Leisure
Date	Time
01/04/2007 - 31/03/2008	00:00 - 23:59

### 2007-08 ANNUAL TELEPHONE ANSWERING PERFORMANCE - COUNCIL SERVICES (Pre restructuring into Directorates)

SERVICE	No of calls	Answered calls
		CCL*
<b>CORPORATE SERVICES Summary</b>	<b>33396</b>	<b>95%</b>
1 CORPORATE SERVICES	66	<b>100%</b>
11 CORPORATE MANAGEMENT	9759	<b>82%</b>
12 INTERNAL AUDIT	2723	<b>97%</b>
13 DISTRICT AUDIT	308	<b>96%</b>
14 HUMAN RESOURCES & PERFORI	20540	<b>98%</b>
<b>RESEARCH &amp; DEMOCRATIC Summa</b>	<b>47744</b>	<b>91%</b>
21 RESEARCH & DEMOCRATIC HEA	1664	<b>88%</b>
22 DEMOCRATIC & MEMBER SVCES	9647	<b>96%</b>
23 ELECTORAL REGISTRATION	6825	<b>97%</b>
24 PROJECTS & PARTNERS	9026	<b>95%</b>
25 PUBLIC RELATIONS & INFORM.	20582	<b>78%</b>
<b>LEGAL, ADMIN &amp; ESTATES Summa</b>	<b>68168</b>	<b>90%</b>
31 LEGAL, ADMIN & ESTATES HEA	2176	<b>92%</b>
32 LEGAL SERVICES MANAGER	1376	<b>92%</b>
321 LEGAL SERVICES	9316	<b>94%</b>
33 ADMIN SERVICES MANAGER	1740	<b>89%</b>
331 EMERGENCY PLANNING	722	<b>94%</b>
332 ADMIN SERVICES	5716	<b>93%</b>
334 OFFICE SUPERINTENDANTS	4239	<b>81%</b>
335 OUT OF HOURS SUPPORT	17738	<b>84%</b>
336 REPROGRAPHICS	3491	<b>74%</b>
337 SECRETARIAL BUREAU	349	<b>88%</b>
341 ESTATES & VALUATIONS	8866	<b>92%</b>
342 ADMIN (EST MGT & BLD CNTL	2322	<b>96%</b>
35 LAND CHARGES	10117	<b>99%</b>
<b>FINANCE SERVICES Summary</b>	<b>279124</b>	<b>91%</b>
41 FINANCE HEAD OF SERVICE	1091	<b>99%</b>
411 FINANCE GENERAL OFFICE	5296	<b>94%</b>
42 ACCOUNTANCY & EXCHEQUER	516	<b>83%</b>
421 DIRECT SERVICES	1782	<b>74%</b>
422 PUBLIC HEALTH TRANSPORTA	1763	<b>90%</b>
423 LEISURE/HOUSING/DEVELOP	1192	<b>88%</b>

424 SUPPORT SERVICES / DSO	561	92%
425 DSOS	1222	92%
426 POLICY & CO-ORDINATING RI	462	95%
427 CORPORATE FINANCE	405	92%
431 INSURANCE & FINANCIAL ADI	20604	89%
432 PAY SECTION	4464	97%
433 INVOICE SECTION	6013	94%
44 REVENUES SECTION	849	96%
441 LOCAL TAXATION	8594	97%
442 COUNCIL TAX GROUP 1	40081	87%
443 COUNCIL TAX GROUP 2	45774	87%
444 NNDR & CONTROL SECTION	11583	97%
445 RECOVERY SECTION	11959	97%
446 CASHIERS	37758	97%
45 BENEFITS SECTION	1899	88%
451 BENEFITS CUSTOMER SERVIC	37304	75%
452 BENEFITS GROUP 1	24316	96%
453 BENEFITS GROUP 2	932	82%
454 BENEFITS GROUP 3	820	83%
455 FRAUD INVESTIGATION/OVEF	11884	98%

<b>HOUSING SERVICES Summary</b>	<b>241702</b>	<b>89%</b>
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51 HOUSING HEAD OF SERVICE	4615	96%
52 HOUSING PROPERTY & RESOUF	1797	88%
521 HOUSING INFO/STRATEGY	1763	96%
522 HOUSING RESOURCES	13668	97%
523 HOUSING SALES/LEASE	6843	88%
524 HOUSING NEEDS/HOMELESSN	24886	94%
525 HOUSING REGISTER	25953	75%
53 HOUSING SERVICE OPERATION	1653	82%
531 HOUSING MANAGE NORTH	39179	97%
532 HOUSING MANAGE SOUTH	30092	91%
533 HOUSING ASSETS	21394	93%
534 HOUSING REPAIRS	65472	67%
535 HOUSING ADMIN	4387	91%

<b>ENVIRONMENTAL SERVICES Sumi</b>	<b>189450</b>	<b>88%</b>
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61 ENVIRON HEAD OF SERVICE	826	97%
621 ENVIRON HIGHWAYS MAINTA	9261	82%
622 ENVIRON HIGHWAYS DEVELO	718	95%
624 ENVIRON HIGHWAYS CAR PAI	10006	96%
63 ASSIST HEAD ENGINEERING SE	1304	92%
631 ENVIRON BUILDING SVCES	31843	93%
641 ENVIRON CONTROL	2956	92%
642 ENVIRON WASTE	14558	69%
65 ASSIST HEAD ENVIRON HEALT	990	83%
651 ENVIRON CONSUMER PROTEC	43009	96%
652 ENVIRON PROTECTION TEAM	8321	94%
653 ENVIRON ADMIN	60589	62%
654 ENVIRON CARE&REPAIR	5069	92%

<b>PLANNING SERVICES Summary</b>	<b>177275</b>	<b>91%</b>
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71 PLANNING & ECONOMIC DEV -	2977	95%
72 DEVELOPMENT CONTROL	2393	83%
721 DEVELOP CONTROL SOUTH	12431	86%



722 DEVELOP CONTROL NORTH	22932	<b>90%</b>
723 PLANNING ENFORCEMENT	7222	<b>96%</b>
724 ADMIN (DEVELOP CNTL)	68426	<b>88%</b>
731 BUILDING CONTROL - INSPEC	26863	<b>90%</b>
732 DATA TEAM	6672	<b>92%</b>
741 FORWARD PLNG & COUNTRYS	4037	<b>96%</b>
742 CONSERVATION & ENVIRONM	11819	<b>95%</b>
743 ADMIN GENERAL & RECEPTIO	11503	<b>91%</b>

<b>LEISURE SERVICES Summary</b>	<b>54300</b>	<b>91%</b>
81 LEISURE SERVICES HEAD OF SE	2035	<b>93%</b>
82 MANGMT FACILITIES/ADMIN/F	19214	<b>90%</b>
821 LEISURE ADMIN	11682	<b>89%</b>
822 LEISURE FINANCE & CONTRAC	210	<b>98%</b>
823 PARKS	6031	<b>82%</b>
824 NORTH WEALD AIRFIELD	8764	<b>91%</b>
83 COMMUNITY & CULTURE	4083	<b>91%</b>
831 EPPING FOREST ARTS	2281	<b>92%</b>

<b>ICT SERVICES Summary</b>	<b>356220</b>	<b>85%</b>
9 ICT	146	<b>86%</b>
91 ICT MANAGER	1399	<b>96%</b>
911 ICT APPLICATION SUPPORT	11397	<b>89%</b>
912 ICT SYSTEM SUPPORT	12670	<b>89%</b>
9131 NETWORK SUPPORT (VOICE)	12077	<b>91%</b>
9132 SWITCHBOARD OPERATORS	293972	<b>67%</b>
9133 VOIP TESTS	451	<b>76%</b>
914 CUSTOMER SUPPORT	24108	<b>86%</b>

\*\*CCL 15 secs

<b>WORKS &amp; DIRECT LABOUR Summ</b>	<b>26340</b>	<b>76%</b>
10 WORKS UNIT	2030	<b>81%</b>
101 DLO HOUSING	22473	<b>77%</b>
102 DLO FLEET OPERATIONS	1837	<b>68%</b>

Report 16-Jun-08 14:33:12

\*CCL - Citizens' Charter Limit: Percentage of calls answered within 10 secs.for all desk phones

\*\*CCL - Citizens' Charter Limit: Percentage of calls answered within 15 secs. for Switchboard Operators

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