

# Corporate Policy and Strategy Committee

10.00am, Tuesday, 28 March 2017

## Customer Contact Update

Item number 7.7  
Report number  
Executive/routine  
Wards

### Executive Summary

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This report provides an update on customer contact performance since the last report to Committee on 8 November 2016 and details current trends and ongoing service improvement activities.

### Links

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Coalition Pledges [P30](#)  
Council Priorities [CP11](#), [CP13](#)  
Single Outcome Agreement

## Customer Contact Update

### 1. Recommendations

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- 1.1 The Corporate Policy and Strategy Committee is asked to note:
  - 1.1.1 current performance trends within Customer Contact; and
  - 1.1.2 planned service and performance reporting improvements.

### 2. Background

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- 2.1 On 8 November 2016 the Corporate Policy and Strategy Committee received an update on a range of customer contact activities. It was agreed that a follow up report would be provided by March 2017, detailing performance trends and progress with ongoing improvement activities.

### 3. Main Report

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#### Overview

- 3.1 The Council is committed to providing excellent service to all citizens, supported by simple and easy to access contact channels.
- 3.2 The new Customer Contact structure is now fully operational and underpinned by a refocused performance framework. The new structure focuses on first touch resolution, supported by closer working between the Customer Contact Centre and operational services. This ultimately will deliver a flexible staff group that maximises the number of queries resolved at the initial point of contact, aligned with clear escalation routes where further input is required by Council services.
- 3.3 With the exception of a small number of contact teams, staffing levels have stabilised and resources are being allocated to tackle known pressures. Targeted recruitment is ongoing to ensure services operate at approved levels.
- 3.4 Customer Contact deals with a wide range of service queries. A seven month snapshot of calls answered by the Contact Team is detailed in Appendix 1. This highlights:
  - Overall contact volumes have generally remained stable;
  - Where automation and self service options exist e.g. Council Tax and Benefits, a downward trend in telephone contact is being experienced;

- New initiatives and projects have impacted significantly on business as usual contact e.g. One Edinburgh card re-launch, revised special uplift arrangements etc; and
  - Seasonal variations in contact levels experienced e.g. commencement of winter maintenance programme, increased waste over the Christmas period.
- 3.5 As part of ongoing performance monitoring activities the Contact Centre review and manage call lengths. Call lengths vary depending on the nature of the service and this information is detailed in Appendix 2. While call efficiency is a key performance matrix it is important that requests are resolved at first touch, where possible, and this balance is continually under review. This is effectively demonstrated by the Clarence line where call lengths increased over the winter months. The new special uplift service has also experienced a similar upward trend, with longer handling times and an increase in call volume. In the short term this has impacted on performance in the wider Waste service. The long term effect of an efficient/first touch resolution approach will however reduce call volumes, as failure demand is driven from the system.
- 3.6 Appendix 3 details average call waiting times and Appendix 4 details call abandonment rates against a best practice target of 10%. The majority of services are within the agreed target and, as previously reported, improvement groups have been put in place where targets are not being achieved.
- 3.7 Good progress has been made in Repairs, Council Tax and Benefits with improved performance through a combination of effective contact/service coordination, co-location and increased resource and cross skilling. This includes back office teams supporting activities during periods of higher contact. This ongoing work is designed to ensure performance improvements are maintained.
- 3.8 Similar activities have been undertaken with Waste related services and while progress is being made recent performance was impacted by a number of factors:
- Introduction of new special uplift arrangements resulted in 80% increase in contact and longer call handling times.
  - Waste service published new collection calendars that resulted in an increase in contact from citizens seeking further clarification.
  - Increased demand for service over the Christmas period, with higher levels of contact than projected.
  - Higher levels of absence as a result of a winter virus impacted on call answering capacity.
- 3.9 Additional resource has now been identified to improve service levels and strengthen the link between Waste operations and the Contact Centre. This resource will focus on providing regular operational data to the Contact Team to allow customers to be more effectively updated on their specific issue. The resource will also be used to progress service escalations and ensure citizens are updated timeously. A programme of cross skilling is also ongoing to provide greater

resource flexibility to address immediate service pressure. An automated call menu system will also support call flows by directing appropriate contact to the webpage, allowing call handling improvements.

- 3.10 A workforce management tool is also being progressed through CGI. This will improve demand forecasting and will address the types of scheduling issues experienced in January 2017.
- 3.11 These initiatives are expected to reduce failure demand and bring service standards in line with agreed targets by the second quarter of 2017.
- 3.12 The historical service level target for the Contact Centre has been the percentage of calls answered within 30 seconds. The current target is 55% and service performance is detailed in Appendix 5. Performance follows a similar pattern to the data in Appendix 3 and 4 and is being addressed by the actions detailed in the previous sections. Discussions are also ongoing with the Repairs Service to deliver a higher level of service. This will be achieved by reducing avoidable contact and improving call flows.

### **Performance Matrix**

- 3.13 As reported in November 2016 the Contact Centre is augmenting traditional performance statistics with measurements that focus on contact resolution. Best practice indicates that prioritising contact resolution delivers a better overall service with fewer repeat calls. As a result failure demand is minimised and this will enable the Contact Centre to operate within reduced resource levels.
- 3.14 First touch resolution is now being recorded in key services and the latest figures are detailed in Appendix 6. This analysis indicates that the majority of telephone contacts (over 80%) are being addressed, without any further citizen follow up. The analysis is also being used to understand why repeat contact has occurred e.g. incorrectly recorded query, validating service commitments, agreed targets not being met by other Council services etc. This information is informing service improvement action plans to ensure joined up service delivery and an improved customer experience.
- 3.15 The Contact Centre is also piloting an automated customer system that undertakes post call satisfaction surveys. This real time customer satisfaction data is being used to inform day to day operational plans and allows Team Leaders to follow up citizen feedback. As this database of information grows it will be used to further develop the Council's contact strategy.
- 3.16 As well as additional performance measures the Contact team has also completed a colleague survey that identified opportunities to improve the working environment and customer experience. These improvements are being progressed by the Customer Contact Manager, in conjunction with the wider team.

## **Service Developments**

- 3.17 The Contact Centre operates an automated menu system (IVR) that provides self-service links and appropriate call routing. This functionality is used effectively in Council Tax and Benefits and has now been rolled out to other areas including roads, waste and the general enquiries line. This system delivers additional call handling capacity and service efficiencies. The IVR's functionality continues to be monitored to ensure citizens continue to have the option to be passed to an agent.
- 3.18 The Contact Centre continues to engage with functions to ensure that service referrals are being appropriately progressed. This engagement is being informed by an analysis of the initial citizen contact e.g. service request, service failure, simple requests for information etc. This data is essential in informing end to end service delivery decisions and is assisting the Council to develop other service channels and better manage call flows.
- 3.19 Ongoing service engagement will also ensure that the Contact Centre is better informed about new initiatives and service changes that are likely to result in increased contact, as experienced when the One Edinburgh card was promoted ahead of the formal launch.
- 3.20 As referenced at 3.10, CGI are currently procuring a dedicated workforce management tool that will improve demand forecasting and work scheduling within the Contact Centre. This will enable the service to align resources with anticipated contact levels, whilst also allowing the service to model contact consequences for non standard events such as severe weather and new initiatives. The system will initially be rolled out within the Contact Centre but it also has the potential to be used across the Council.
- 3.21 The workforce management system will be delivered in conjunction with the planned CGI upgrade of the Council's telephony system. The new voice system will provide improved functionality and management information and is now planned for implementation in the summer of 2017. This upgrade is a key element of the Contact Centre's improvement plan as the new system will address stability issues that impacted on contact performance at the end of 2016.
- 3.22 Contact Centre activities are closely aligned with the Council's channel shift programme, which is currently being re-planned by CGI for delivery in 2017/18. The availability of easy to use online services will impact on the level and type of contact received by the Council in the future. The Contact Centre is a major stakeholder in the rollout of customer technology such as webchat, the streamlining and co-ordination of social media and self service kiosks to support Council services. These activities are key elements of the channel shift programme.

## **4. Financial impact**

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- 4.1 There are no direct financial implications as a result of this report. The service is on target to deliver savings as part of the Council's Transformation Programme. When completed the service will have reduced by 26% in FTE terms.

## **5. Risk, policy, compliance and governance impact**

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- 5.1 The delivery of high performing customer services, via online and telephone channels is a key objective for Customer. Performance against target is regularly reviewed by senior managers to ensure issues are addressed and service level improvements are achieved.
- 5.2 Key statistics are included in Directorate and Council dashboards. Targets are based on the approved resource profile and benchmarked against similar organisations.
- 5.3 Team leaders monitor live performance information within the Contact Centre and use this to respond dynamically to demand. Daily, weekly and monthly reports are produced.

## **6. Equalities impact**

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- 6.1 There are no direct equalities implications arising from this report. The Council remains committed to a digital by desire approach and maintaining customer choice in terms of channel access.

## **7. Sustainability impact**

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- 7.1 There is no direct relevance of the report's contents to impacts on carbon, adaptation to climate change, and sustainable development.

## **8. Consultation and engagement**

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- 8.1 None.

## 9. Background reading/external references

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- 9.1 Minute of Corporate, Policy and Strategy Committee, [6 September 2016](#)
- 9.2 Report to Committee on [8 November 2016](#)

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## 10. Links

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|---------------------------|--|
| <b>Coalition Pledges</b>  | P30 – Continue to maintain a sound financial position including long term financial planning   |
| <b>Council Priorities</b> | CP13 – Deliver lean and agile council services   |
| <b>Single Outcome</b>     |  |
| <b>Appendices</b>         | Appendix 1 – Calls Received<br>Appendix 2 – Average Handling Time<br>Appendix 3 – Average Waiting Time<br>Appendix 4 – Calls Abandoned<br>Appendix 5 – Service Levels<br>Appendix 6 – First Touch Resolution |

### Call Volumes Overview

Overall volumes of calls received monitored through regular performance information reports. This is broken down by service area.

| Call Volumes                    | Aug-16       | Sep-16       | Oct-16       | Nov-16       | Dec-16       | Jan-17       | Feb-17       |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Anti Social Behaviour           | 58           | 33           | 34           | 30           | 22           | 26           | 55           |
| Central Emergency Service       | 2748         | 2442         | 2557         | 2505         | 2801         | 2771         | 1994         |
| C & F Prof Child                | 729          | 767          | 624          | 718          | 621          | 644          | 689          |
| C & F Public Child              | 590          | 589          | 536          | 526          | 542          | 499          | 474          |
| Emergency Child                 | 67           | 37           | 73           | 64           | 75           | 60           | 65           |
| Clarence                        | 1825         | 1621         | 1580         | 1935         | 1688         | 1671         | 954          |
| Council Tax                     | 7251         | 7006         | 6925         | 6819         | 4451         | 6073         | 4986         |
| Benefits                        | 6087         | 5550         | 5181         | 4550         | 3374         | 4164         | 4070         |
| NDR                             | 1113         | 1059         | 1249         | 986          | 782          | 782          | 575          |
| Customer Care                   | 773          | 800          | 758          | 813          | 566          | 833          | 765          |
| Emergency Home Care Worker      | 3170         | 2993         | 2891         | 2474         | 3577         | 3352         | 3011         |
| Emergency Home Care             | 433          | 431          | 439          | 439          | 584          | 522          | 406          |
| Emergency Social Work Service   | 1593         | 1626         | 1493         | 1497         | 1767         | 1793         | 1438         |
| 1Edinburgh                      | 1898         | 1635         | 2418         | 1981         | 4862         | 2651         | 1421         |
| Repairs Direct                  | 11426        | 10896        | 11809        | 12440        | 8526         | 8880         | 8764         |
| Repair Planners                 | 3658         | 2845         | 3292         | 4158         | 4009         | 4051         | 3964         |
| Social Care Direct Prof Adult   | 150          | 109          | 100          | 118          | 93           | 111          | 127          |
| Social Care Direct Public Adult | 4144         | 4088         | 4088         | 3871         | 3223         | 4398         | 3974         |
| Repairs –Tradesman              | 2755         | 2390         | 2605         | 3049         | 2767         | 2822         | 2705         |
| Repairs Quality Care Officers   | 424          | 294          | 281          | 291          | 244          | 224          | 274          |
| Special Uplifts                 | 1764         | 1452         | 1520         | 1327         | 1310         | 2589         | 2445         |
| Waste                           | 2529         | 1890         | 1753         | 2245         | 2665         | 3634         | 1762         |
| Environment                     | 6831         | 4791         | 4190         | 4884         | 4092         | 6730         | 4172         |
| Missed Collections              | 4729         | 3410         | 2316         | 2545         | 3374         | 5367         | 2411         |
| <b>Total Calls</b>              | <b>66745</b> | <b>58754</b> | <b>58712</b> | <b>60265</b> | <b>56015</b> | <b>64647</b> | <b>51501</b> |



### Average Handling Times (AHT – minutes/seconds)

Average call handling times are monitored through regular performance information reports. This is broken down by service area. AHT is the average time an agent spends with the customer to deal with the query. As noted in the main report we are currently reviewing our performance to prioritise first touch resolution over handling time.

| Service AHT                     | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|
| Anti Social Behaviour           | 04:35  | 05:13  | 08:21  | 05:54  | 06:08  | 04:40  | 03:01  |
| Central Emergency Service       | 05:33  | 05:52  | 06:27  | 06:38  | 06:35  | 06:17  | 06:38  |
| C & F Prof Child                | 09:01  | 09:18  | 09:09  | 10:01  | 08:23  | 09:03  | 09:38  |
| C & F Public Child              | 08:12  | 08:10  | 08:20  | 08:30  | 09:38  | 08:28  | 08:12  |
| Emergency Child                 | 07:52  | 08:10  | 06:55  | 07:26  | 08:17  | 07:49  | 08:02  |
| Clarence                        | 03:17  | 03:20  | 03:32  | 03:41  | 03:37  | 04:01  | 04:39  |
| Council Tax                     | 07:48  | 07:56  | 07:55  | 07:31  | 07:59  | 07:30  | 07:38  |
| Benefits                        | 06:42  | 06:34  | 06:39  | 06:58  | 06:43  | 06:50  | 07:10  |
| NDR                             | 06:13  | 05:41  | 06:10  | 06:05  | 06:16  | 05:37  | 07:33  |
| Customer Care                   | 04:24  | 04:40  | 04:08  | 04:32  | 04:14  | 04:06  | 03:54  |
| Emergency Home Care Worker      | 05:02  | 05:01  | 04:51  | 04:58  | 04:50  | 04:29  | 04:26  |
| Emergency Home Care             | 05:36  | 05:56  | 05:37  | 05:45  | 05:34  | 05:16  | 05:30  |
| Emergency Social Work Service   | 06:26  | 06:41  | 06:44  | 06:19  | 06:28  | 06:27  | 06:21  |
| 1Edinburgh                      | 02:21  | 02:31  | 02:29  | 02:27  | 02:04  | 02:33  | 02:28  |
| Repairs Direct                  | 07:16  | 06:46  | 06:50  | 07:43  | 07:59  | 06:43  | 06:45  |
| Repair Planners                 | 03:08  | 02:55  | 02:53  | 03:04  | 03:22  | 03:14  | 03:18  |
| Social Care Direct Prof Adult   | 08:03  | 08:14  | 08:48  | 08:51  | 07:55  | 08:47  | 08:50  |
| Social Care Direct Public Adult | 09:47  | 09:46  | 09:51  | 09:39  | 09:40  | 10:08  | 10:01  |
| Repairs -Tradesman              | 06:00  | 06:18  | 06:28  | 07:04  | 06:34  | 06:43  | 06:31  |
| Repairs Quality Care Officers   | 09:16  | 09:18  | 08:52  | 09:30  | 08:49  | 08:53  | 08:26  |
| Special Uplifts                 | 04:50  | 04:45  | 05:19  | 05:11  | 04:50  | 06:40  | 06:18  |
| Waste                           | 04:04  | 04:02  | 04:10  | 04:02  | 04:24  | 04:12  | 04:25  |
| Environment                     | 04:02  | 04:02  | 04:22  | 03:29  | 03:01  | 03:48  | 04:36  |
| Missed Collections              | 04:08  | 04:11  | 04:26  | 04:00  | 04:04  | 04:31  | 04:53  |
| Average AHT                     | 05:59  | 06:03  | 06:13  | 06:13  | 06:08  | 06:07  | 06:13  |

## Average Wait Times (minutes/seconds)

A major focus of the current Contact improvement activity is to reduce wait times in refuse and waste collection services. These services have been impacted by the new special uplift service which is experiencing higher call volumes and longer call handling times. Increased headcount and ongoing cross skilling will assist with call volumes and improve performance levels. An offline team is also being set up that will track requests and ensure the customer is updated, where appropriate. This will reduce avoidable/repeat contact and improve performance levels. The new IVR system will also support call flows by directing appropriate contact to the webpage, allowing call handling improvements. These activities are designed to bring waster services back within agreed service standards by May 2017.

| Average Wait Time               | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|
| Anti Social Behaviour           | 00:39  | 00:08  | 00:52  | 00:31  | 01:04  | 00:19  | 01:55  |
| Central Emergency Service       | 00:39  | 00:46  | 00:40  | 00:42  | 00:49  | 00:25  | 00:30  |
| C & F Prof Child                | 00:19  | 00:28  | 00:38  | 00:36  | 00:33  | 00:46  | 00:29  |
| C & F Public Child              | 00:18  | 00:25  | 00:34  | 00:35  | 00:31  | 00:49  | 00:26  |
| Emergency Child                 | 00:11  | 00:23  | 00:11  | 00:16  | 00:12  | 00:23  | 00:20  |
| Clarence                        | 00:36  | 01:04  | 01:15  | 01:44  | 02:16  | 03:29  | 01:22  |
| Council Tax                     | 04:56  | 05:05  | 05:53  | 04:32  | 02:23  | 02:49  | 00:52  |
| Benefits                        | 04:52  | 04:36  | 04:08  | 03:30  | 01:50  | 01:38  | 01:50  |
| NDR                             | 05:35  | 02:06  | 05:21  | 03:24  | 01:39  | 02:14  | 00:55  |
| Customer Care                   | 00:36  | 00:58  | 00:43  | 00:56  | 00:41  | 00:36  | 00:36  |
| Emergency Home Care Worker      | 00:17  | 00:13  | 00:12  | 00:16  | 00:18  | 00:13  | 00:13  |
| Emergency Home Care             | 00:13  | 00:16  | 00:09  | 00:14  | 00:22  | 00:14  | 00:12  |
| Emergency Social Work Service   | 00:15  | 00:19  | 00:15  | 00:16  | 00:25  | 00:15  | 00:14  |
| 1Edinburgh                      | 00:38  | 01:12  | 01:20  | 01:51  | 03:17  | 04:16  | 01:47  |
| Repairs Direct                  | 04:39  | 05:53  | 08:07  | 06:41  | 03:44  | 01:33  | 01:35  |
| Repair Planners                 | 00:40  | 00:29  | 00:37  | 00:43  | 00:52  | 00:49  | 01:04  |
| Social Care Direct Prof Adult   | 00:14  | 00:27  | 00:31  | 00:22  | 00:38  | 00:54  | 00:33  |
| Social Care Direct Public Adult | 00:24  | 00:34  | 00:56  | 00:37  | 00:42  | 01:21  | 00:40  |
| Repairs -Tradesman              | 01:22  | 01:23  | 01:29  | 01:39  | 01:27  | 01:00  | 00:43  |
| Repairs Quality Care Officers   | 01:47  | 01:46  | 01:58  | 02:09  | 01:52  | 01:26  | 00:54  |
| Special Uplifts                 | 01:10  | 02:23  | 01:58  | 02:33  | 05:18  | 11:21  | 06:05  |
| Waste                           | 06:28  | 03:53  | 02:58  | 02:40  | 04:49  | 08:31  | 04:50  |
| Environment                     | 05:50  | 03:27  | 03:27  | 01:42  | 02:15  | 07:30  | 05.54  |
| Missed Collections              | 06:18  | 03:56  | 03:00  | 02:21  | 04:21  | 08:02  | 05:30  |

### Abandoned Calls

Level of call abandonment monitored through regular performance reports. Agreed target, based on resource profile, is that the abandonment rate does not exceed 10%. Since the last report to Committee significant improvement has been made in Repairs Direct and the majority of services are within the approved standard. As noted in the main report a dedicated improvement plan is in place to bring waste and environment activities within service standards.

| Calls Abandoned                 | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|
| Anti Social Behaviour           | 5.17%  | 21.21% | 8.82%  | 10.00% | 4.55%  | 3.85%  | 0.00%  |
| Central Emergency Service       | 8.81%  | 10.48% | 8.99%  | 8.86%  | 9.10%  | 7.25%  | 6.42%  |
| C & F Prof Child                | 2.61%  | 6.39%  | 8.97%  | 6.96%  | 9.02%  | 7.92%  | 6.97%  |
| C & F Public Child              | 4.41%  | 5.77%  | 6.72%  | 5.51%  | 6.46%  | 8.62%  | 5.70%  |
| Emergency Child                 | 2.99%  | 0.00%  | 1.37%  | 4.69%  | 5.33%  | 1.67%  | 0.00%  |
| Clarence                        | 6.47%  | 11.97% | 10.32% | 14.99% | 22.33% | 31.78% | 18.55% |
| Council Tax                     | 13.39% | 14.80% | 15.57% | 13.14% | 6.13%  | 11.08% | 2.97%  |
| Benefits                        | 13.88% | 13.39% | 12.28% | 9.54%  | 5.31%  | 4.51%  | 4.74%  |
| NDR                             | 14.91% | 6.99%  | 14.97% | 13.39% | 6.78%  | 7.80%  | 3.83%  |
| Customer Care                   | 4.14%  | 4.00%  | 4.49%  | 4.80%  | 3.00%  | 4.80%  | 4.05%  |
| Emergency Home Care Worker      | 4.98%  | 4.31%  | 3.67%  | 5.74%  | 7.49%  | 4.18%  | 4.09%  |
| Emergency Home Care             | 3.46%  | 3.48%  | 2.96%  | 4.33%  | 4.45%  | 3.45%  | 5.67%  |
| Emergency Social Work Service   | 5.96%  | 7.63%  | 4.35%  | 4.34%  | 7.98%  | 4.24%  | 3.69%  |
| 1Edinburgh                      | 7.11%  | 11.62% | 13.15% | 17.36% | 28.59% | 32.82% | 13.02% |
| Repairs Direct                  | 40.12% | 45.72% | 50.39% | 42.73% | 26.03% | 13.50% | 15.76% |
| Repair Planners                 | 11.21% | 5.91%  | 8.48%  | 8.71%  | 12.05% | 11.36% | 12.94% |
| Social Care Direct Prof Adult   | 0.67%  | 4.59%  | 12.00% | 6.78%  | 7.53%  | 7.21%  | 5.51%  |
| Social Care Direct Public Adult | 3.19%  | 6.75%  | 9.81%  | 6.79%  | 8.41%  | 14.26% | 7.32%  |
| Repairs -Tradesman              | 16.41% | 17.53% | 15.28% | 18.20% | 19.08% | 11.06% | 7.73%  |
| Repairs Quality Care Officers   | 8.02%  | 8.50%  | 11.03% | 6.87%  | 15.98% | 4.91%  | 4.74%  |
| Special Uplifts                 | 7.26%  | 12.12% | 12.76% | 13.94% | 33.51% | 44.65% | 24.05% |
| Waste                           | 21.35% | 13.81% | 20.08% | 20.49% | 30.54% | 41.41% | 20.54% |
| Environment                     | 24.17% | 16.68% | 25.30% | 17.34% | 21.87% | 45.38% | 27.13% |
| Missed Collections              | 20.03% | 13.75% | 21.63% | 18.39% | 29.43% | 44.66% | 21.28% |

### Service Levels

Service level: % of calls answered within 30 seconds which is monitored through regular performance information reports. Current target is 55% based on resource profile and recent bench-making activity with similar organisations.

| SLA                             | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|
| Anti Social Behaviour           | 79.31% | 75.00% | 72.73% | 73.33% | 85.00% | 88.46% | 71.43% |
| Central Emergency Service       | 71.75% | 68.81% | 71.97% | 70.98% | 59.25% | 78.08% | 78.21% |
| C & F Prof Child                | 83.06% | 75.79% | 70.35% | 75.87% | 76.45% | 68.54% | 76.45% |
| C & F Public Child              | 82.99% | 78.63% | 75.14% | 76.24% | 76.60% | 65.73% | 80.76% |
| Emergency Child                 | 88.06% | 83.78% | 90.41% | 85.94% | 86.67% | 76.67% | 87.50% |
| Clarence                        | 66.26% | 53.39% | 45.72% | 37.95% | 34.07% | 22.39% | 45.44% |
| Council Tax                     | 31.35% | 40.61% | 28.87% | 35.45% | 59.11% | 62.37% | 75.61% |
| Benefits                        | 32.88% | 36.40% | 37.71% | 40.20% | 64.11% | 59.56% | 57.56% |
| NDR                             | 26.87% | 58.94% | 34.51% | 41.39% | 63.34% | 65.71% | 76.36% |
| Customer Care                   | 82.38% | 76.48% | 76.84% | 75.85% | 83.33% | 77.02% | 82.38% |
| Emergency Home Care Worker      | 84.64% | 87.38% | 88.60% | 83.88% | 80.39% | 87.20% | 86.50% |
| Emergency Home Care             | 86.98% | 86.29% | 89.71% | 86.42% | 81.31% | 87.39% | 86.07% |
| Emergency Social Work Service   | 84.92% | 82.65% | 87.83% | 86.56% | 77.84% | 87.44% | 88.14% |
| 1Edinburgh                      | 64.79% | 48.35% | 41.61% | 33.54% | 22.90% | 18.79% | 40.59% |
| Repairs Direct                  | 17.73% | 13.75% | 8.24%  | 12.95% | 36.73% | 50.96% | 50.34% |
| Repair Planners                 | 67.44% | 77.77% | 69.80% | 67.29% | 62.42% | 65.86% | 58.05% |
| Social Care Direct Prof Adult   | 86.67% | 74.31% | 64.00% | 76.27% | 65.59% | 60.36% | 68.50% |
| Social Care Direct Public Adult | 81.08% | 72.52% | 60.59% | 72.22% | 70.90% | 51.85% | 71.23% |
| Repairs –Tradesman              | 37.43% | 35.01% | 35.03% | 31.52% | 44.48% | 55.12% | 60.67% |
| Repairs Quality Care Officers   | 31.91% | 22.87% | 22.58% | 22.76% | 38.40% | 46.88% | 54.01% |
| Special Uplifts                 | 61.90% | 46.62% | 45.89% | 38.90% | 11.75% | 7.05%  | 21.43% |
| Waste                           | 14.40% | 26.93% | 32.63% | 27.57% | 12.72% | 12.35% | 23.85% |
| Environment                     | 16.26% | 27.57% | 26.72% | 40.59% | 35.00% | 9.12%  | 16.56% |
| Missed Collections              | 17.45% | 26.98% | 31.66% | 33.35% | 16.36% | 12.69% | 23.36% |

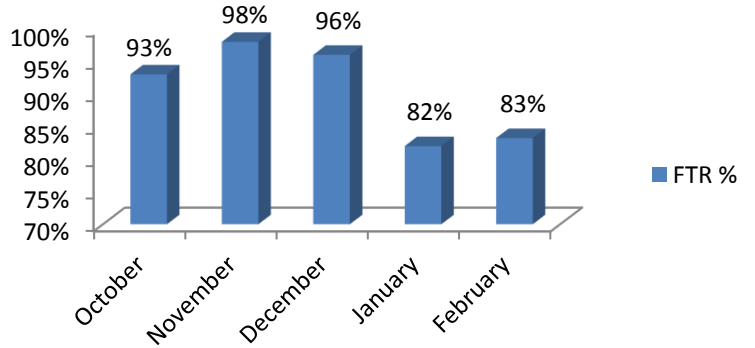
Improvement projects for key areas ongoing – Waste/Environment/Special Uplift/Missed Collections and Repairs. These activities are designed to bring waste services back within agreed service standards by May2017.

## First Touch Resolution Appendix 6

### Waste Services

| Month    | FTR % |
|----------|-------|
| October  | 93%   |
| November | 98%   |
| December | 96%   |
| January  | 82%   |
| February | 83%   |

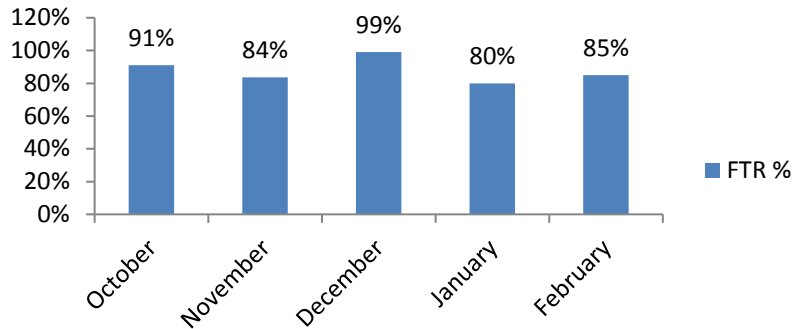
### FTR - Waste Services



### Missed Collections

| Month    | FTR % |
|----------|-------|
| October  | 91%   |
| November | 84%   |
| December | 99%   |
| January  | 80%   |
| February | 85%   |

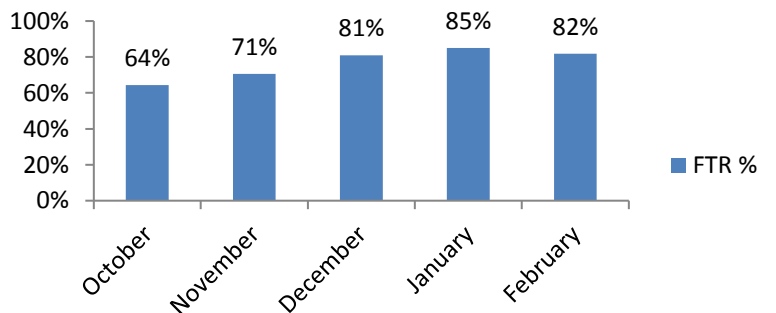
### FTR % - Missed Collections



### Repairs Direct

| Month    | FTR % |
|----------|-------|
| October  | 64%   |
| November | 71%   |
| December | 81%   |
| January  | 85%   |
| February | 82%   |

### FTR % - Repairs Direct



NB Ongoing assessment to ensure appropriate classification