

# Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

## Contact Performance Update: July – December 2017

Item number	8.4
Report number	
Executive/routine	
Wards	
Council Commitments	

### Executive Summary

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This report provides an update on Contact Centre performance following the report to Committee on 3 October 2017. The report details current trends and ongoing service improvement activities.

## Contact – Performance Update: July – December 2017

### 1. Recommendations

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- 1.1 It is recommended that the Corporate Policy and Strategy Committee notes:
- 1.1.1 current performance trends within the Contact Centre; and
  - 1.1.2 ongoing service and performance improvement activities to ensure that Council services are easy to access and citizen queries and complaints are dealt with effectively.

### 2. Background

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- 2.1 On 8 November 2016, 28 March 2017 and 3 October 2017 the Corporate Policy and Strategy Committee received updates on Contact Centre performance, trends, and ongoing service improvement activities. These reports provided detailed performance information that demonstrate a pattern of sustained improvement, supported by targeted actions to address specific issues.

### 3. Main report

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#### Overview

- 3.1 The Council is committed to providing an effective and reliable service to all citizens, where getting the basics right is supported by simple and easy to access contact channels. The Customer Contact Centre aims to maximise the number of queries resolved at the first point of contact, aligned with clear escalation routes where further input is required from Council services. The Contact team currently support phone calls (inbound and outbound), emails and social media activities.

#### Current Trends

- 3.2 Regular management information is produced to monitor performance levels and inform future improvement activities. In October 2017, the Corporate Policy and Strategy Committee received an update highlighting that overall contact volumes had generally remained stable, with a generally positive performance trend.

#### Service Performance

- 3.3 To highlight current performance levels, an assessment has been completed comparing the data reported in October 2017 with data from July to December

2017. This information is detailed in Appendix 1 and includes new performance data for additional lines and services that are now being delivered by the Contact Centre. The following key data and trends have been identified, showing further positive movements on service performance.

- Contact Centre calls answered within 30 seconds (service level performance indicator) is now averaging at 67%, which is a 2% increase since June and 10% improvement since March 2017.
- Improved service level performance has been achieved (traditional target of 55% of calls answered within 30 seconds) with 33 of 40 service lines achieving or exceeding target.
- For calls abandoned, 33 of 40 services lines achieved the 10% service level target and 25 of 40 lines achieved the 8% stretch target.
- Average Handling Times - 27 of 40 service lines recorded higher average handling times (AHT) compared to the previous report. This remains consistent with a greater focus on first touch resolution and recognises that teams have recruited new staff. A programme of support and up-skilling is ongoing to develop service knowledge and call handling skills.
- Total Calls answered for the 6 month period from July to December were 339,727 with an average of 56,600 per month (60k average, in March to July 2017). The highest call volume month was November with 61,000 calls answered.

### **Quality of Service**

- 3.4 The quality of service provided by the Contact Team is another key performance metric. This is measured monthly across each contact adviser and is based on a set criteria focusing on both technical and soft skills.
- 3.5 For the last nine months, the quality score has averaged around 90% against a target of 80%, demonstrating a consistency of performance.

### **Customer Satisfaction**

- 3.6 The performance for the Contact Centre averages at 72% which is in line with Industry Standards. This information and insight on positives and areas for improvement, is used to shape coaching activities and support targeted follow ups with citizens to ensure resolution. The new telephone system will include real time alerts on low scoring surveys and this will be issued to Team Leaders to allow immediate remedial action with customers and staff.

### **Complaints**

- 3.7 The Contact Centre also tracks formal complaints relating to contact activities. These fluctuate marginally from month to month, with an average of 82 unique complaints recorded on the Council's Complaints system per month. These complaints remain low and equate to approximately 0.02% of the total calls handled by the Contact Centre each month. It is understood that not all complaints will be formally reported or recorded on the system and the Contact Centre continues to

target and address key themes identified by citizens and service users to improve performance.

### **Housing Repairs**

- 3.8 The winter period is a busy time for the Housing Repairs service, with challenging weather conditions driving short periods of sustained contact. In addition, the service was actively involved in the Council's follow up response to the Grenfell fire tragedy, which resulted in increased contact. Through effective collaboration with the Housing service, and the use of targeted resource, a period of sustained improvement has been achieved over recent months.
- 3.9 The Housing Repairs Direct service performance increased from 29% to 55% and abandoned calls have reduced from 26% to 13%. Work is ongoing to further improve the service offering and achieve identified stretch targets. In addition, the Contact Team has also been working with Strategy and Insight and ICT service on projects to create a non-emergency online repairs form that offers citizens an alternative way to report issues. This was soft launched on 29 December 2017 and the team has been working with the Edinburgh Tenants Federation and citizens to gather feedback before a wider launch campaign. To date the form has been well received.

### **Council Tax**

- 3.10 Contact performance has also seen an improvement with a 4% service level increase to 54%; however, abandoned calls have increased slightly to 8.2%, although this compares favourably with an 8% stretch target. Average Handling Time (AHT) in Council Tax has also increased by five seconds. This remains an important focus, however, there is a need to balance efficient handling times with ensuring queries are resolved at the first point of contact, which can increase AHTs.
- 3.11 A key improvement activity for the Council Tax team has been reviewing the Council's automated telephone menu system (IVR) that helps direct citizen queries. The team has been working with citizens to reduce unnecessary options, making it a simpler experience and therefore avoiding repeat contact.

### **Waste**

- 3.12 Service contact was also considered in more detail in the October 2017 report. There are multiple Waste service lines and Waste contact performance indicators are now tracking ahead of target, with abandoned calls ranging between 3-8 % and service level performance ranging between 60 - 64%. This is a result of co-ordinated action between Contact and the Waste that has delivered simpler service journeys. The introduction of the new 'Route smart' system in Waste has also provided real time information on waste collection activities that can be accessed by the Contact Centre to improve communication with service users.

### **Special Uplift**

- 3.13 Further work is ongoing to improve Contact arrangements for the Special Uplift service, where abandoned calls levels are relatively static at 8.3%; however the

service level has improved from 29% to 51%. This activity is prioritised by the Council's Transformation programme for automation and online self-service enhancements. An online form went live in December 2017 and work is continuing to introduce more efficient payment and scheduling options that will deliver a genuine one and done online experience.

### **Social Care Direct**

- 3.14 While performance has improved in these targeted areas, performance levels in elements of the Social Care Direct service have been under pressure. Additional resource was secured in autumn 2017 but the team has been impacted by higher levels of turnover and the loss of experienced staff. This is exacerbated by the nature of the service as staff training is more in-depth and takes longer. An action plan, supported by stable levels of resource is in place. The plan is updated regularly and includes assessing non-phone activities, utilising the night shift teams to support processing tasks and the introduction of an online structured data form to capture citizen information in a consistent and comprehensive way.

### **First Contact Resolution**

- 3.15 This ranges from 66% to 78% across the Contact services. These initiatives are expected to enhance the citizen experience, create greater choice, and reduce associated service pressures.

### **Automated Telephony System**

- 3.16 The Contact Centre operates an automated menu system (IVR) that provides self-service links and call routing capabilities. This system has been used in Council Tax and Benefits for a number of years and has recently been rolled out to other areas including Roads, Waste and Environmental services. The system delivers additional call handling capacity and important service efficiencies, whilst still retaining the option for a citizen to speak to an agent to discuss issues at all times.
- 3.17 To date, many citizens have successfully used the automated system, with 47% of customers within Benefits and 68% within Roads using self-service options. These include service messages and online links to the Council's website and appropriate forms. Current uptake levels are consistent with industry customer standards.
- 3.18 The Council recognised that the IVR system could be simpler and service users have indicated that they found the system difficult to navigate. As a result the IVR scripts were updated to reduce the number of options, simplify the language, introduce menu short cuts and enable citizens to re-join the system at key points. This is designed to make it easier and quicker to navigate through to the correct services. As before, citizens continue to have the option to speak with a customer adviser at all times. These changes continue to be tested and reviewed by citizens and subsequent improvements have included reducing the level of options and repeated information on the automated service.

## **Online forms**

- 3.19 The Contact Centre team is a major stakeholder, along with the delivery services, in the production and rollout of simple online service forms. The Contact Centre has prioritised high volume, resource intensive transactions to be fast tracked for online services. These include:-
- special uplifts
  - non-emergency repairs
  - licensing activities

These activities are being progressed by the Council's multi channel programme.

## **Self-serve Kiosks**

- 3.20 The Customer Team has introduced 21 self-service kiosks in local offices across the city. These kiosks help service users who don't have online access, to complete transactions and make payments.
- 3.21 These kiosks provide access to an increasing number of services, including Council Tax, Benefits and Parking Permit services. Uptake differs across each local office and self service champions have been identified to promote this important service and encourage citizens to use our online services.

## **Text Reminders**

- 3.22 Council Tax customers are now sent a text message reminder when their payment is overdue. The text includes a link to the Council's online payment system, as well as a phone number so customers without a smartphone can still make payment.
- 3.23 This provides an additional payment channel that is easy and convenient for citizens to use and the level of formal recovery action taken has reduced as a result.

## **New Services and Multi skilling**

- 3.24 As part of an ongoing exercise to transfer all major telephony services to the Contact Centre, Edindex phone calls were absorbed by the Contact Centre in December 2017. This service provides advice and guidance to citizens applying for Social Housing, and assists citizens with the application process and placing property bids if they are unable to use the online facility.
- 3.25 Since the line transferred the service level performance has increased by 15% to 71% (December 2017), and the level of abandoned calls has reduced by almost 5% to 6.8%. This has been achieved through a programme of multi-skilling, with members of the Benefits Contact team now also taking Edindex calls.
- 3.26 This type of multi-skilling is being introduced across all of Customer Contact with a focus on delivering efficiencies and enhancing the customer experience. This activity also provides greater service resilience by more effectively meeting changing service demands. Currently 55% of Customer Contact is trained on two distinct services, 15% trained on three services, and 5% on four or more services.

## **Social Media and New Telephony System**

- 3.27 Citizens engaging with the Council via social media continues to grow and the Contact Centre has recently been expanded to provide a more customer focused “one and done” approach on a 24/7 basis. This is an ongoing process and requires to be underpinned by strong service links to ensure residents and visitors to the city can be updated quickly on service issues.
- 3.28 These activities are closely aligned with the Council’s Web, Online and Channel Shift programmes and 2018 will see the introduction of new technology including webchat, a comprehensive customer knowledge hub, greater self-service with back office system integration and consistent, up to date customer records.
- 3.29 The Council’s new telephony system will be rolled out in the first quarter on 2018. The new system will deliver a range of benefits including system stability and an improved view of the citizen’s interactions, where repeat contact can be escalated and dealt with as a priority.
- 3.30 Work has also recently been completed to update the Council’s service database to ensure that reporting lines and telephone numbers are accurately recorded. This will assist Contact Centre staff when attempting to redirect customer queries to the correct services.

## **Service Collaboration**

- 3.31 The responsibility to improve the customer journey is a joint exercise involving front line services and the Contact Centre. The Contact team has been working closely with key services to ensure a joined approach and this is effectively demonstrated by the recent co-location of Customer team members at the Seafield Waste depot. This ensures that service requests are appropriately progressed and where this is not the case, the reasons for service failure are investigated. Waste colleagues have also been hot desking within the Contact Centre to further strengthen the link between the services.

## **Work Force Management - Development and Scheduling**

- 3.32 The introduction of a new workforce planning system (Teleopti) within the Contact Centre has delivered more efficient resource utilisation to better meet demand during peak periods. The system also supports multi skilling activities within the Contact Centre.

## **Operating Hours and Switchboard**

- 3.33 During the first half of 2018 a review of operating hours and capacity will be completed across the service to ensure the right resource at the right time is available to best meet customer expectations.
- 3.34 Opening hours for Scottish Welfare Fund contact line will change from 7<sup>th</sup> February 2018 and will open from 10am until 16:45pm (Fridays at 15:40pm). This pilot will allow the team to process existing applications prior to the phone lines opening and reflects that there is currently limited contact before 10am. The change will ensure that during peak opening times that all resources can be front facing taking calls as

opposed to balancing calls with off line work. This change has been benchmarked against other councils, whose opening times vary from between 10am to 11am.

- 3.35 As part of these operating plans the current operating model for switchboard facility will also be removed. The switchboard currently services a mixture of internal and external calls. The internal calls are where members of staff are looking for internal extension numbers and therefore should be using the Global address list (GAL). A communication has been issued via manager news and a further communication will be issued to Council staff reaffirming the message and highlighting the contact information that is contained within the Global Address List (GAL). External calls will be reviewed and blended across appropriate contact teams with a view of educating the callers of the correct number they should have been calling with a view of phasing these calls out.

## **4. Measures of success**

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- 4.1 Performance against target is regularly reviewed to ensure issues are addressed and service level improvements are achieved.
- 4.2 Key statistics are included in Directorate and Council dashboards. Targets are based on the approved resource profile and benchmarked against similar organisations.
- 4.3 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 and scrutinised by senior management.

## **5. Financial impact**

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- 5.1 The service is required to reduce headcount by 30.8 FTE to achieve 2018 financial targets. This will be achieved through the initiatives outlined in this report, however there are a number of dependencies, including the successful implementation of new technology, which is critical to improving the quality of service and making it simple, easy and better for Citizens to do business with us.

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

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- 6.1 The delivery of high performing contact services, both online and through telephony channels is a key objective for the Council.

## **7. Equalities impact**

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- 7.1 There are no direct equalities implications arising from this report. The Council remains committed to a digital by desire approach ensuring that we are catering for all Citizens across Edinburgh providing them options around their preferred contact channel of choice. This will range from the traditional service of speaking with an



adviser to transacting on-line.

## **8. Sustainability impact**

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8.1 There are no direct sustainability impacts as a result of this report.

## **9. Consultation and engagement**

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9.1 The Customer team uses a broad range of feedback and citizen groups to support service development and improvement.

## **10. Background reading/external references**

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- 10.1 [Contact Centre Performance Update: April to July 2017 - Report to Corporate Policy and Strategy Committee, October 2017](#)
- 10.2 [Minute of Council Meeting 24 August 2017](#) – Automated Service – Customer Journey, Motion by Councillor Johnston
- 10.3 Report to Corporate Policy and Strategy Committee, 28 March 2017 – [Customer Contact Update](#)
- 10.4 Report to Corporate Policy and Strategy Committee, 8 November 2016 – [General Switchboard and Website Enquiries](#)

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## **11. Appendices**

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Appendix 1 – Customer Centre Performance Data

## Contact Centre Performance Data

### **Abandoned Calls**

Call abandonment levels are monitored through regular performance reports. The agreed target, based on the current resource profile, is that the abandonment rate does not exceed 10%, with a stretch target of 8%. Cross skilling activities are ongoing and ICT improvements are also being progressed e.g. the successful implementation of a dedicated workforce management tool, creation of simple online forms and the rollout of a knowledge base that will improve call handling times.

### **Average Handling Time (AHT)**

Average call handling times are monitored through regular performance information reports. AHT is the average time an agent spends with the customer to deal with the query.

### **Average Wait Times**

Average wait times are monitored through regular performance information reports.

### **Service Levels**

This indicator details the percentage of calls answered within 30 seconds. The target varies depending on the service, ranging from 55% (60% stretch target) to 80% (stretch target). The historical target of 55% is based on the existing resource profile and recent bench-making activity with similar organisations.

## Background Summary – Service Performance Calls Answered in 30 seconds

- Contact Centre calls answered within 30 seconds (service level performance indicator) is now averaging at 67%, which is a 2% increase since June and 10% improvement since March 2017.
- Improved service level performance has been achieved (traditional target of 55% of calls answered within 30 seconds) with 33 of 40 service lines achieving or exceeding target.
- Of the 7 services lines that did not achieve the 55% service, 2 of the lines improved from the previous committee report (1 Edinburgh 54% from 34% and Special uplifts 51% from 29%), 1 line remained static at 44% Scottish welfare fund crisis line. The remaining 4 lines – Non Domestic Rates (NDR), Social Care Direct (SCD) Prof adult, SCD pub adult and Scottish Welfare Fund grant line have fluctuated or declined in performance. These lines are now a priority as part of wider action planning to ensure the correct resourcing models and shift patterns are in place to protect the lines, review of on line form functionality as well as off line work being supported by nightshift teams where this can be done.
- Half of the service lines (20 of 40) have now achieved or exceeded their stretch service level target (60% to 80% of calls answered in 30 seconds). 15 of these lines remain the same lines as previous report.

Service Levels (SLA) Data Contact Activity	Service Level Monthly 1 <sup>st</sup> March 17 – 31 <sup>st</sup> July 17 Base Line Target 55%	Service Level Monthly 1 <sup>st</sup> July 17 – 31 <sup>st</sup> December 17 Base Line Target 55%	2017/18 Stretch Internal Target
Anti Social Behaviour	81%	75%	80%
Central Emergency Service	78%	73%	80%
C & F Professional Child	67%	73%	80%
C & F Public Child	68%	71%	80%
Emergency Child	85%	73%	80%
Clarence	40%	64%	60%
Council Tax	50%	55%	60%
Benefits	49%	66%	60%
Non Domestic Rates	57%	53%	60%
Customer Care	79%	76%	80%
Food Bank	71%	65%	60%
Emergency Home Care Worker	86%	85%	80%
Emergency Home Care	86%	73%	80%
Emergency Social Work Service	85%	86%	80%
Interpretation and Translation Services (ITS)	70%	88%	60%
Interpretation Translation Services Daytime (ITS)	74%	87%	60%
1 Edinburgh	34%	54%	60%
Repairs Direct	29%	56%	80%
Repairs Planners	67%	71%	80%
Social Care Direct Professional Adult	68%	39%	80%
Social Care Direct Public Adult	67%	32%	80%
Scottish Welfare fund community grant	54%	48%	60%
Scottish Welfare Fund Crisis	44%	44%	60%
Repairs - Tradesman	44%	64%	80%
Repairs - Quality Care Officers	35%	59%	80%
Special Uplifts	29%	51%	60%
Waste	23%	64%	60%
Environment	26%	61%	60%
Missed Collections	24%	64%	60%
Facilities Management Helpdesk	86%	78%	80%
Planning and Building standards Building Gen Enq	80%	68%	60%
Planning and Building standards Planning Gen Enq	79%	68%	60%
Planning and Building Payments	85%	67%	60%
Planning Building Standards Road Permits	86%	68%	60%
<b>LOCALITY office phone performance</b>			
CELO (Central Edinburgh Locality office)	74%	71%	60%
EEO (East Edinburgh Locality office)	73%	69%	60%
NELO (North Edinburgh Locality office)	71%	70%	60%
SELO (South Edinburgh locality office)	78%	73%	60%
SWELO (South West Edinburgh locality office)	71%	73%	60%
WELO (West Edinburgh locality office)	71%	70%	60%

## Abandoned calls

Contact Activity	Abandoned Calls Monthly Average 1 <sup>st</sup> March 17 – 31 <sup>st</sup> July 17	Abandoned Calls Monthly Average 1 <sup>st</sup> July – 31 <sup>st</sup> December 17 Base Target 10% (Stretch Target 8%)
Anti Social Behaviour	4.5%	11.7%
Central Emergency Service	6.7%	8.0%
C & F Professional Child	9.8%	6.3%
C & F Public Child	8.4%	6.5%
Emergency Child	3.2%	4.8%
Clarence	8.5%	6.0%
Council Tax	6.6%	8.2%
Benefits	3.1%	3.3%
Non Domestic Rates	5.7%	7.2%
Customer Care	3.3%	4.1%
Food Bank	4.7%	8.7%
Emergency Home Care Worker	4.8%	5.1%
Emergency Home Care	3.7%	3.3%
Emergency Social Work Service	4.2%	4.4%
ITS	10.0%	11.8%
ITS Daytime	7.7%	4.5%
1 Edinburgh	9.6%	8.4%
Repairs Direct	21.2%	13.0%
Repairs Planners	8.2%	7.8%
Social Care Direct Professional Adult	9.2%	12.2%
Social Care Direct Public Adult	17.2%	26.2%
SWF CC	10.2%	12.1%
SWF Crisis	10.7%	11.3%
Repairs - Tradesman	9.7%	7.6%
Repairs - Quality Care Officers	5.3%	5.3%
Special Waste Uplifts	8.6%	8.3%
Waste	4.2%	3.7%
Environment	5.9%	5.4%
Missed Collections	4.6%	4.8%
FM Helpdesk	5.8%	9.5%
PBS Building Gen Enq	2.1%	4.8%
PBS Planning Gen Enq	2.0%	3.7%
PBS Building Payments	3.3%	6.3%
PBS Road Permits	2.6%	1.1%
CELO	9.5%	7.4%
EELO	7.2%	7.4%
NELO	7.1%	6.6%
SELO	6.3%	6.6%
SWELO	10.9%	8.5%
WELO	10.5%	9.4%

## Average Wait times

Note– lines over 2 minutes from July to Dec 17 (Council tax 2.03, NDR 2.15, SCD pub adult 3.35, SWF grant 3.07, SWF crisis 4.52 and special uplifts 2.50. Plans in place to ensure correct resourcing of staff in place or enhanced technology in place.

Contact Activity	Average Wait Times Monthly Average 1 <sup>st</sup> March 17 – 31 <sup>st</sup> July 17	Average Wait Times Monthly Average 1 <sup>st</sup> July 17 – 31 <sup>st</sup> December 17
Anti Social Behaviour	00:31	00:35
Central Emergency Service	00:30	00:37
C & F Professional Child	00:59	00:49
C & F Public Child	01:00	00:48
Emergency Child	00:21	00:41
Clarence	01:01	00:56
Council Tax	01:36	02:03
Benefits	01:18	01:18
Non Domestic Rates	01:49	02:15
Customer Care	00:38	00:48
Food Bank	01:06	01:26
Emergency Home Care Worker	00:13	00:14
Emergency Home Care	00:11	00:14
Emergency Social Work Service	00:16	00:17
ITS	00:53	00:09
ITS Daytime	00:12	00:06
1 Edinburgh	01:16	01:14
Repairs Direct	03:05	01:56
Repairs Planners	00:36	00:36
Social Care Direct Professional Adult	01:03	01:35
Social Care Direct Public Adult	02:01	03:35
SWF CC	02:16	03:07
SWF Crisis	04:14	04:52
Repairs - Tradesman	00:52	00:40
Repairs - Quality Care Officers	01:01	00:47
Special Waste Uplifts	02:50	02:50
Waste	01:12	01:10
Environment	01:21	01:13
Missed Collections	01:14	01:07
FM Helpdesk	00:15	00:23
PBS Building Gen Enq	00:29	00:52
PBS Planning Gen Enq	00:33	00:52
PBS Building Payments	00:22	00:48
PBS Road Permits	00:17	00:12
CELO	00:25	00:32
EELO	00:38	00:41
NELO	00:36	00:36
SELO	00:27	00:32
SWELO	00:25	00:25
WELO	00:33	00:33

## Average calls handled

Note- lines seeing an 'increased average calls handled' such as Central emergency service, Repairs, Clarence etc are due to seasonality and expect to see some spikes on certain months. Trend analysis of calls where not seasonal such as special uplifts etc have identified ways to improve through different channels i.e. web forms.

Services	Average Calls Handled Monthly March 17 - July 17	Average Calls Handled Monthly July 17 - December 17
Anti Social Behaviour	48	45
Central Emergency Service	1946	2457
C & F Professional Child	645	682
C & F Public Child	521	597
Emergency Child	107	85
Clarence	850	1254
Council Tax	6365	6895
Benefits	3926	4274
NDR	757	667
Customer Care	904	1511
Food Bank	308	394
Emergency Home Care Worker	2928	3526
Emergency Home Care	422	454
Emergency Social Work Service	1660	1870
ITS	3	3
ITS Daytime	1484	639
1 Edinburgh	1252	1449
Repairs Direct	6676	8897
Repairs Planners	3304	4358
Social Care Direct Profess Adult	104	214
Social Care Direct Public Adult	3450	3720
SWF CC	588	552
SWF Crisis	1741	19
Repairs - Tradesman	2404	2978
Repairs - Quality Care Officers	420	499
Special Waste Uplifts	2352	2771
Waste	819	829
Environment	1375	917
Missed Collections	841	345
FM Helpdesk	1360	1695
PBS Building Gen Enq	799	809
PBS Planning Gen Enq	626	681
PBS Building Payments	385	470
PBS Road Permits	220	235
CELO	279	154
EELO	1857	2315
NELO	1605	1881
SELO	1433	1698
SWELO	2168	2434
WELO	784	838

## Average Handling Time (AHT)

Note- the focus is on first contact resolution and quality of calls to drive a better outcome and customer experience. Typically this will mean slight increases to call handling times however through time a reduction in call demand volume.

Contact Activity	Average handling time 1 <sup>st</sup> March 17 – 31 <sup>st</sup> July 17 (seconds)	Average handling time 1 <sup>st</sup> July 17 – 31 <sup>st</sup> December 17 (seconds)
Anti Social Behaviour	223	411
Central Emergency Service	390	398
C & F Professional Child	485	504
C & F Public Child	563	574
Emergency Child	472	469
Clarence	233	255
Council Tax	443	448
Benefits	398	390
Non Domestic Rates	450	471
Customer Care	239	284
Food Bank	328	319
Emergency Home Care Worker	268	266
Emergency Home Care	310	297
Emergency Social Work Service	376	367
ITS	259	214
ITS Daytime	178	178
1 Edinburgh	140	141
Repairs Direct	389	435
Repairs Planners	181	183
Social Care Direct Professional Adult	536	563
Social Care Direct Public Adult	624	646
SWF CC	747	584
SWF Crisis	1192	1375
Repairs - Tradesman	398	403
Repairs - Quality Care Officers	528	533
Special Waste Uplifts	351	325
Waste	254	310
Environment	268	282
Missed Collections	264	308
FM Helpdesk	220	262
PBS Building Gen Enq	174	178
PBS Planning Gen Enq	167	180
PBS Building Payments	177	225
PBS Road Permits	169	160
CELO	211	220
EELO	198	214
NELO	253	213
SELO	179	221
SWELO	198	202
WELO	256	215

