

## Agenda item

**Report to:** Resources Overview and Scrutiny Committee

**Date:** 13 March 2008

**Report from:** Review Team

**Title of report:** **SCRUTINY REVIEW OF PUBLIC CONTACT ARRANGEMENTS**

**Purpose of report:** Final Report of Scrutiny Review Team

**Recommendations:** The committee agree the report and Action Plan and forward it for Cabinet discussion.

### 1.0 REVIEW TEAM MEMBERSHIP

1.1 Cllr Paul Silverson was appointed to chair the Scrutiny Review of Public Contact Arrangements and the first formal meeting of the group was 11<sup>th</sup> July 2007.

1.2 The Scrutiny Review teams consists of:-

§ Robert Cooke	Councillor
§ Paul Silverson	Councillor (Chair)
§ Paul Smith	Councillor
§ Kevin Boorman	Head of Destination Management & Marketing
§ Mark Bourne	Head of Information Technology
§ Katrina Strong	Scrutiny Officer
§ Marilyn Wrench	Information Centres Manager

The team was helped in its early stages by Cherry Longley, Acting Democratic Services Officer and are grateful to Cherry for that support. Other officers were invited to attend meetings as appropriate, and the team are also grateful to Adrian Rogerson, Head of Projects, for taking them through the accommodation moves planned.

### 2.0 SCRUTINY REVIEW OBJECTIVES

2.1 To review all types of public contact (face to face, telephone, letter, email, website) and recommend improvements where appropriate. The Project Initiation Document is attached as Appendix 1.

2.2 The review team will develop an action plan based on review of existing customer contact, complaints received, and visits to other local authority contact points. Visits were made to Rother District Council's Community Help Point in Bexhill, and Ashford Borough Council's Civic Centre in Ashford, Kent, on 29<sup>th</sup> October 2007.

2.3 The action plan will enable public contact arrangements to be improved in a reasonable period, and will identify the resources required to make these improvements.

### **3.0 RESULTS**

The review started by quantifying the level of customer contact the public had with Hastings Borough Council.

#### **3.1 Formal Complaints**

The Customer Services and Complaints Manager provided a summary of all formal complaints made about staff, and contractors', attitude between July 2006 and June 2007; this is included in Appendix 2. As can be seen, nine complaints were recorded, against a total of 143 formal complaints made during this period. It was noted that a number of very positive compliments had also been recorded in the same period.

#### **3.2 Website Visits**

A detailed analysis of website visits was produced by the Head of Information Technology, these are included as Appendix 3. During the period under review the old 'visithastings.com' website was merged into the previous '1066country.com' website, giving a more enhanced 'visit1066country.com' site. The 'all visit' figures include both the 'visithastings' website and the 'visit1066country' replacement.

The continued growth of visits to Hastings Borough Council's websites is self-evident from the graphs. The number of 'unique weekly visits' has grown significantly year on year, from around 12,000 unique visits per week in 2004/5 to around 17,000 per week in 2005/6, 21,000 per week in 2006/7 and around 26,000 so far for 2007/8 in other months the number of hits has more than doubled in four years.

#### **3.3 Telephone Calls**

The number of telephone calls received to the published public numbers is shown in Appendix 4, and shows that the number of calls received totalled some 176,206 during 2006/7, the last full year for which figures are available, peaking at 18776 in March 2007; interestingly in July 2007 some 19835 calls were recorded.

An analysis of the time people waited before their call was answered was also supplied; this is included as Appendix 4. It can be seen that for some departments, very long waiting times are recorded.

A significant number of telephone calls are also abandoned, but for technical reasons an accurate, meaningful figure of the number of calls genuinely abandoned (as opposed to being transferred or intercepted, etc) was not available.

#### **3.4 Public Office Footfall**

No central record of personal visits to HBC offices is kept, but figures for the Public Offices are as follows:-

HIC/TIC FOOTFALL FIGURES SINCE 1997

(Please note that the Town Centre TIC was situated in Robertson Terrace up to May 1998. The Old Town hasn't changed location.)

1997	125 730
1998	44 522 (up to May 1998 at Robertson Terrace)
1998/9	249 170 (from May 1998 at HIC)
99/00	258 378
00/01	264 896
01/02	236 626
02/03	254 625
03/04	282 436
04/05	294 301
05/06	292 525
06/07	329 464

It was noted during the course of the review that the Old Town TIC may be closed at the end of the 2008 summer season, but Budget Council voted in February not to pursue closure.

The HIC regularly conducts customer satisfaction surveys, and the results of the most recent (Summer 2007) are included as Appendix 5.

#### PARKING SHOP

Footfall	04-05 8933
	05-06 10927
	06-07 11579

#### WELLINGTON SQUARE

The number of personal callers to the Revenues and Benefits office in Wellington Square over the past 3 years are:

2005/06 average of 1060 each week  
 2006/07 average of 1010 each week  
 2007/08 average of 750 each week

### 3.5 Letter/Email

No central record of letters/emails received from members of the public is kept, although it was noted that around 520,000 emails are sent by HBC staff each year.

The review team asked for copies of all public letters sent during week commencing – November 2007, and these were discussed at review team meetings. Several hundred were received, and reviewed. It is not appropriate, or possible, for these letters to be included in this report, because of the sheer number and, more importantly, because of the confidential nature of much of their content.

### 3.6 Staff Contact, etc.

Staff were interviewed informally by the Review team throughout the process, including both front-line staff and those working in the 'back offices.' The review team felt it was not appropriate to interview Community Groups, as initially thought necessary, as it was contact with individual members of the public that was under Scrutiny.

## 4.0 VISITS

- 4.1 As part of the review, the committee visited the Customer Contact Centre at Ashford, Kent, and Rother's Community Help Point in Bexhill, and talked to the management team responsible for them.
- 4.2 Ashford's Customer Contact Centre opened in 2002, the Call Centre in 2003. It is a first stop centre for all council enquiries and handles around 92-94% of all calls to finality, although tourism enquiries are not handled here (there is a Tourist Information Centre in Ashford town centre and at Tenterden) and there is a separate call centre for Housing enquiries, although if the corporate call centre received a Housing call they would deal with it and not refer the call on).

Ashford handles around 8000 personal call a month on average, and around 25,000 telephone calls. It is staffed by 25 full time equivalents, two supervisors, and one 'front of house' 'meeter and greeter' who welcomes visitors on arrival and directs them to where their query is best answered. All staff are multi skilled advisors with a number of staff working from home if working in the call-centre. It was estimated to cost around £700-£800 to 'set up' a homeworker.

'Front Office' staff can also deal with telephone calls, but a personal caller will always take priority. All frontline staff receive anger management training, and the need to 'design out' conflicts was an important aspect of the centre. This appears to have been a major success as it was said that, before the introduction of the new arrangements in 2002, the Police were called 'every day' to the old advice centre. They have been called four times in the five years the new centre has been open.

Training is provided in-house, and the team were very impressed at the commitment to, and high standard of, recruitment and training.

The management of the centre were extremely positive about it, and felt that it worked very well; they would make no major changes to its operation given a choice.

- 4.3 Bexhill Community Help Point (CHP) is on a smaller scale and deals primarily with Bexhill town – focussed enquiries (as opposed to Rother) as there are also CHPs in Battle and Rye. There are three managers and 14 staff split between the three centres.

The Bexhill CHP opened in 2003, and of the 60,000 enquiries handled each year, around 80% (ie 48,000) are telephone calls, 20% (12,000) personal calls. It is staffed by a generic, multi skilled team, with the addition of a specialist Benefits Assessor.

Although only open for four years, major changes are planned with a move to new premises imminent; a more sophisticated call handling system will also be introduced shortly, there is currently no such system.

## **5.0 CROSS-CUTTING GROUPS**

Two cross cutting groups have recently been established, one on Communications (including corporate identity and style, and items such as letters and email templates), the other an Service Quality Assurance. The terms of reference for each of these are included in Appendix 6. As can be seen from the terms of reference, they impact significantly upon public contact and indeed can be seen as useful vehicles for taking forward a number of items identified for improvement. Reference to these cross-cutting groups is therefore included in the Action Plan for this review.

These cross-cutting groups are chaired by a Director, and any recommendations are acted upon and implemented across the Council.

## **6.0 ACCOMMODATION**

- 6.1 The Head of Projects gave a detailed presentation to the team on the planned accommodation moves, in particular the proposed use of Aquila House to provide a 'front office' for Planning, and 'Revenues & Benefits.'

It was noted that extending the current use of flexible working was currently being looked into; this would make better use of available desk space. There was also a proposal to introduce a small satellite office in the borough for out-workers (e.g. Parking Attendants) which would include extensive desk space, an integral admin team and space for archiving.

The plans were discussed by the review team in some detail. There was a concern that glass screens would still be used in the Benefits and Revenues section, as they could appear immediately antagonistic. There was also a discussion on signage, it was felt this needed to be exceptionally clear so as to direct members of the public to the correct area on entrance to the building. It was also suggested that some signage be put in the windows to help the public further.

There was a concern over two reception areas as it could cause confusion, although it was noted that correct signage (as above) would alleviate some of the confusion. The question over how customers would be dealt with was also posed. This was being looked at currently.

There were worries that a new public office in the town centre could confuse members of the public, particularly given the 'first stop shop' nature of the HIC.

## **7.0 ANALYSIS**

### **7.1 Formal Complaints**

The team are extremely pleased to note the very low level of 'attitude' complaints received. Of the numerous examples of public contact that are made every day, only nine complaints were received and of these two were unfounded. Whilst seven substantiated complaints about staff attitude is arguably seven too many, it is nevertheless a small proportion in the context of the very large number of instances of public contact the town plans in a year. There was no single issue identified from the analysis of complaints, but nevertheless, every single formal complaint about staff attitude should be investigated.

#### **Action Plan items 1,2**

### **7.2 Website Visits**

The growth in website visits was not unexpected, but the sheer volume is worthy of mention, often exceeding 20,000 unique visits every week – and this number continues to grow. It is noted that the website has dedicated resources within both the IT and Marketing and Communications Department, and this clearly pays dividends. It is also noted that the [hastings.gov.uk](http://hastings.gov.uk) website regularly finds itself at the top of the 'SOCITM' (Society of Information Technology Management) website league tables.

#### **Continue to monitor and adapt to growth**

### **7.3 Telephone Calls**

The committee were surprised at both the volume of telephone calls received and, it has to be said, the length of time some calls had to wait before being answered, as can be seen from Appendix 4.

It is unfortunate that it was not possible to get an accurate figure of the number of abandoned calls.

Nevertheless, there does appear to be a problem with call handling in some departments. Indeed it is over this the committee had probably their biggest concerns. In many cases callers had to wait unacceptable lengths before their calls were answered.

The lack of consistency to the approach of telephone answering was also discussed by the group. A variety of ways of dealing with a 'phone call if the recipient is not able to take the call are in use :- in some cases the call is forwarded to another colleague, in other cases 'Voicemail' is used, in others no facility for leaving messages at all is available. The group were concerned at this lack of consistency and, in particular, that it was not always possible to leave a message if there was not anyone available to take the call.

The question of the use of 0845 numbers was also discussed. It was explained that, as an authority, we have chosen to use 0845 numbers to allow us to publish a single set of contact numbers that enable us to change the delivery point for calls without changing the published number.

This flexibility is vital as we have been upgrading all of our telephone systems. This upgrade has meant the majority of our numbers have changed, or are in the process of changing. Publishing a consistent set of numbers so that the public can contact us is a prerequisite of any change. This is compounded by the fact that the public phone directories are only published once per year.

This approach also gives us flexibility in how we handle calls and in dealing with unexpected problems. As an example, we were able to re-route all public calls seamlessly to another building when Century House flooded without any adverse effect on provision of services.

We specifically chose 0845 numbers as they are generally charged at similar or lower rates to local telephone calls.

For people who work outside of the immediate telephone exchange areas who need to call the council during the day, the use of a 0845 number allows them to call us at a rate which is cheaper than a national call to an 01424 number.

For those with rental and call packages, local calls are not free unless customers subscribe and pay for a higher level of service. Calls to 0845 numbers are therefore in most cases identical to the cost of calling a 01424 number.

Standard call packages and a large number of inclusive call packages do not include inclusive call minutes to local geographic numbers during our office hours and so calls to our 0845 numbers are no more expensive. For some more expensive packages (BT Option 3, TalkTalk Talk 3 and Tiscali Option 2), 0845 numbers are exempted from the inclusive calls package and so incur a charge. However, in these cases it is important to remember that this charge is still broadly comparable to a local rate call. This has caused some discontent, however, and, due to local publicity, some resistance. It was felt to be very unhelpful that operators did not include 0845 numbers as part of their inclusive packages.

The use of 03 numbers has been investigated and they would carry a significant cost to Hastings Borough Council. We estimate that changing to 03 numbers would cost around £17,000 per annum, money that we simply have not budgeted for. The view was taken that we would rather spend the limited budget we have on providing front line services which are important to the people of Hastings.

### **Action Plan items 3, 4, 5, 6**

#### **7.4 Personal Visits**

The committee were again surprised at the volume of personal visits to Hastings Borough Council public offices, particularly the HIC. Notwithstanding the greatly increasing use of the website and indeed the still rising volume of telephone calls, the number of personal callers coming into the Information Centre topped 300,000 for the first time in 2006/7.

Particularly worthy of mention is the extremely good level of customer service offered by the HIC; customer satisfaction surveys regularly give excellent feedback. It was also noted that the HIC regularly receives visits from other councils wanting to learn from our experience of setting up 'one/first stop shops.'

The volume of callers to other offices too was much lower, and it was noted that numbers to Wellington Square had fallen. The team were advised that this because of a move to generic working (member of staff deals with both benefit & council tax queries) and because workloads were up to date, hence less queries.

### **Action Plan item**

#### **7.5 Letter/Email**

The committee spent some time considering the various public letters that were sent out on behalf of Hastings Borough Council. It has be said that these were variable in quality, with a number containing basic grammar/spelling errors, others being apparently very abrupt in tone. There was also an apparent inconsistency between departments as to who should sign letters; in some cases it is the officer dealing with the query, in other their team leaders, head of department or even head of service.

The team were concerned to learn that no central record is kept of letters sent/received.

The committee did not directly look at emails, but had considerable personal experience of them. They are generally more informal, and like letters contained grammar/spelling errors. In addition there was no consistency between emails, some contained a detailed footer/signature with contact details explained, others supply a Christian name.

### **Action Plan item 7, 8, 9**

#### **7.6 Accommodation**

As noted in section 6 above, signage in the new Aquila House front office is key; it needs to be clear.

Similarly, the team remain concerned about possible confusion between the new Aquila House front office and the HIC. It was very strongly felt by the team that there should be no dilution of the services currently offered out of the HIC and, indeed, where possible more

services should be transferred into the Town Hall office; one such suggestion was the facility to issue car park season tickets, which are currently only available from the Parking Shop in Century House.

### **Action Plan items 10, 11**

#### **7.7 Training**

The team were extremely impressed at the commitment to training at the Ashford centre, which has extremely effective recruitment and training methods. Training did not seem to be given such a high priority at Hastings, and the team felt there was much to be learnt from Ashford.

It was noted that training is an important element of staff development at the HIC, with staff regularly attending internal, and external, training sessions, and weekly staff briefings. It was felt that this was reflected in the positive customer feedback received.

### **Action Plan item 12**

#### **8.0 Recommendation**

The committee agree the report and Action Plan and forward it for Cabinet discussion.

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Report written by :

Review Team

Appendices:

Appendix 1 – Scoping Exercise

Appendix 2 – Complaints June 2006 – July 2007

Appendix 3 – Website Statistics

Appendix 4 – Call Handling Statistics

Appendix 5 – HIC Customer Satisfaction Survey, Summer 2007

Appendix 6 - Service Quality Assurance Cross-Cutting Group

Appendix 7 – Action Plan



## Appendix 1

### Scoping Exercise

(Revised by Review Board 11.07.07)

<b>Date</b>	11th July 2007
<b>Scrutiny Review</b>	Public Contact Arrangements
<b>Project Team</b>	Councillors Cooke, Silverson and Smith Kevin Boorman, Head of Destination Management and Marketing Mark Bourne, Head of IT
<b>Project Leader</b>	Kevin Boorman, Head of Destination Management and Marketing
<b>Scrutiny Review Team Members</b>	Councillors Cooke, Silverson and Smith Kevin Boorman, Head of Destination Management and Marketing Mark Bourne, Head of IT
<b>Officer(s) to Contact</b>	Katrina Strong, Scrutiny Lead Officer Kevin Boorman, Head of Destination Management and Marketing
<b>Review Terms of Reference</b>	To look at all current public/HBC contact (face to face, telephone, letter, email, website) and assess its appropriateness/effectiveness. Make recommendations for improvement if/where current procedures are found to be lacking.
<b>Community Strategy Target or Key HBC Investment Issue?</b>	HBC Internal Target: Positive customer contact is seen as a vitally important step in engaging with the community.
<b>Objectives</b>	To review all types (as listed above) of public contact, and recommend improvements where appropriate.
<b>Indicators of Success</b> (how will we know if the project is achieving its purpose)	Fewer complaints re 'attitude' of 'HBC' more compliments about positive customer experience.
<b>Methods of Inquiry</b>	Customer Satisfaction Surveys from relevant HBC offices. HBC Officers as appropriate (i.e. HIC Manager, Complaints Manager). Interviews with front line staff dealing with the public. Community Groups.
<b>Key Stakeholders</b>	Members of the public.

<b>Documents</b>		Customer Contact Charter Copies of general correspondence (on one particular day from each Directorate) Telephone statistics Customer Services Complaint Manager Database	
<b>Site Visits</b>		Possible visit(s) to other local authorities and visits to HBC Directorate buildings as appropriate	
<b>Publicity Requirements</b>		Review of Customer Service Qualifications	
<b>Resource Requirements</b> (Staffing and expenditure)		This review can be completed within existing resources, led by the Destination Management & Marketing Manager and Scrutiny Lead Officer.	
<b>Projected start date</b>	May 2007	<b>Reporting deadlines</b>	Update to O&S Committee for Resources - 19th September 2007
<b>Meeting Frequency</b>	As necessary – suggest every 6-8 weeks initially.	<b>Projected completion date</b>	March 2008
<b>Evaluation date</b>		Evaluation Report by April 2008	
<b>Evaluation tracking methods</b>		Monitoring can be incorporated into quarterly performance reviews.	

## Appendix 2

### Complaints about staff and contractor behaviour July 2006-June 2007

Date	Complaint Detail	Department	Action Taken
July 06	Telephone complaint regarding the “unhelpful and disinterested” attitude of member of staff when dealing with a telephone call	Benefits	Customer Services Team Leader established caller was a Landlord enquiring about a tenant’s Benefit. Data Protection constraints had meant the officer was unable to provide the information required, leading to the caller’s perception that they were being ‘unhelpful’. Explanation and apologies offered to complainant and additional training provided for officer
Aug 06	Letter of complaint regarding staff member shouting when asking members of the public to vacate St Mary in the Castle after an event	Arts Development	Matter already reported by other staff at event. Staff member employed on a ‘casual’ basis as Duty Manager, but would not be again. Apologies and explanation given to complainant
Nov 06	Telephone complaint regarding “inflexible” attitude of staff toward a slightly unusual situation relating to renewal of a Resident’s Parking Permit	Parking	Resolved by way of Line Manager’s OK for enquiry staff to accept alternative documents as proof of residence in the Borough. Information passed to complainant and apologies offered
Dec 06	Telephone complaint regarding “impatient” attitude of staff member when asked to repeat information	Benefits	Caller accepted immediately offered apology and did not require to be updated regarding the outcome of his complaint. Customer Services Team Leader spoke with staff member regarding the incident
Dec 06	Letter of complaint regarding “impolite” treatment by staff	HIC	Complaint investigated and found to be based upon an apparent

			'refusal' by staff to refund costs of a train ticket. Deemed unfounded as staff had correctly and politely advised that train operator must action the matter of the refund
Feb 07	Telephone complaint regarding rudeness	Contractor – Weed spraying	Dealt with by contractor. Complainant had apparently 'dogged' the operative for over an hour regarding his spraying of footpaths to kill and prevent moss and weeds, eventually standing in his way to stop him from continuing his work. Operative accepted he should have provided complainant with office contact details and walked away, and not have responded to complainant as he did
Feb 07	Emailed complaint regarding actions of contractor in piling refuse bags partially on private driveway and front lawn	Contractor- Refuse Collection	Contractor dealt with complaint by way of contacting customer to offer apologies and organise a visit to seek a resolution of their complaint
Mar 07	Telephone complaint regarding officer refusal to provide their name, and "unhelpful" attitude	Waste & Recycling	Complainant accepted he was partially to blame as he had lost his temper and shouted. Resolved by Waste Manager offering apologies and reminding the officer how to politely end an 'abusive' call.
Apr 07	Telephone complaint regarding "abrupt and unhelpful" officer	Benefits	Investigation could not establish evidence of officer rudeness, and so deemed unfounded

## **Compliments received for period July 2006-June 2007**

### **Environmental Health**

"We recently moved to St Leonards from London - and were immediately impressed by your management of waste disposal and the sea front.

While we were away from our flat, it was quite badly damaged by water and my daughter came to see what could be done. I would never have thought of phoning the Environmental Health people but she did - and we simply could not be more impressed by the speed of their response and the caring attitude they - and particularly the young woman who came to see us yesterday - have shown.

You deserve ... gold stars? not sure - but anyway, heartfelt appreciation and gratitude".

### **Waste and Recycling**

Call to Main Switchboard – "A lady called after 4.45 for the refuse section to pay a compliment to your service. She had spoken to a very nice lady in the morning to report some fly-tipped armchairs outside her house. She was informed it could take up to 24 hours for them to be removed, but found they were gone a few hours later".

## Appendix 3

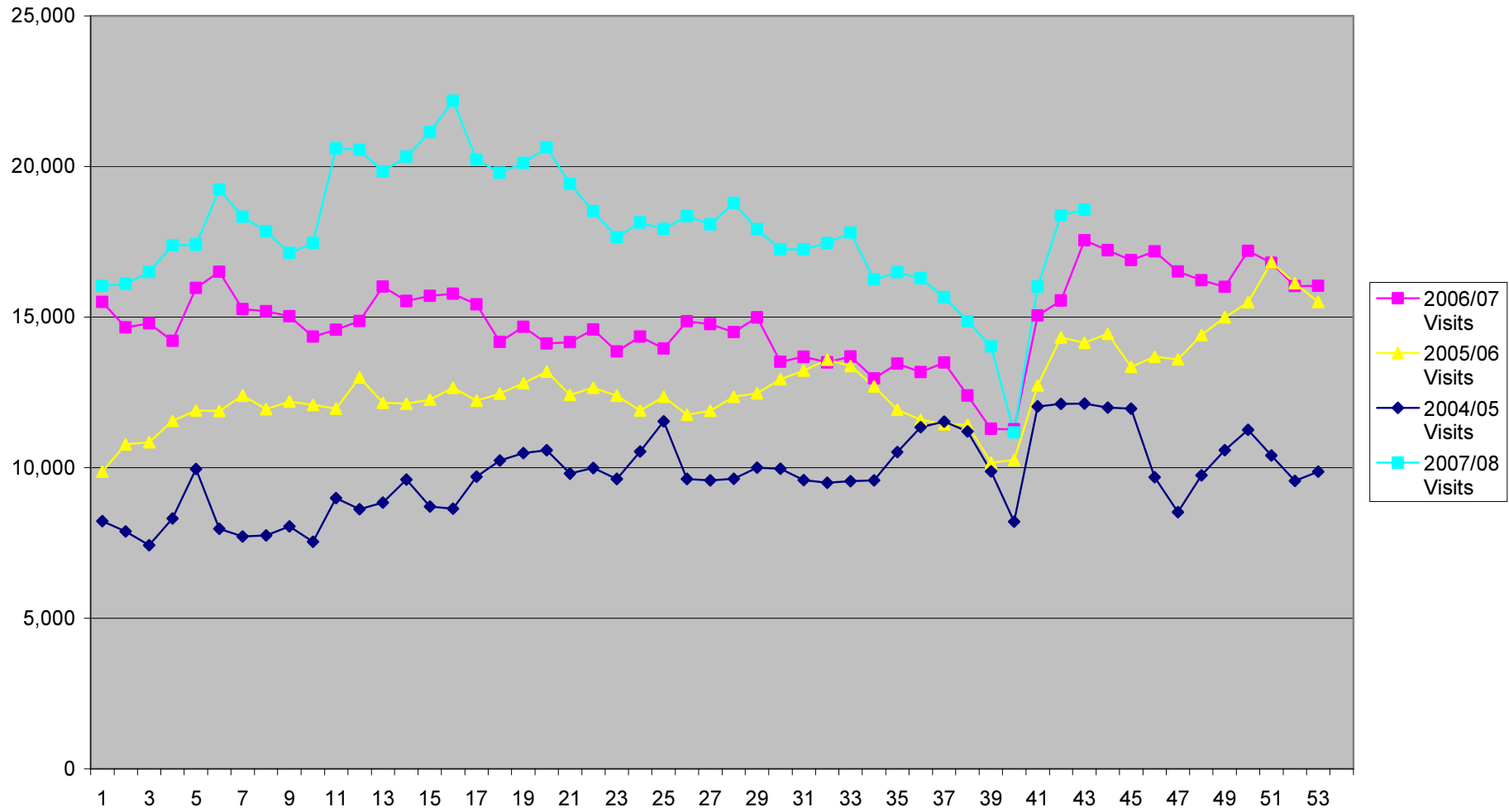
### Website Statistics

Hastings.Gov

Week	Year Week	2007/08 Visits	2007/08 Page Views	2006/07 Visits	2006/07 Page Views	2005/06 Visits	2005/06 Page Views	2004/05 Visits	2004/05 Page Views	07/08 vs 06/07		06/07 vs 05/06		05/06 vs 04/05		Visit Increase 3 Month Rolling	Page Views Increase 3 Month Rolling
										Visits Increase	Page Views Increase	Visits Increase	Page Views Increase	Visits Increase	Page Views Increase		
1	13	16,033	106,086	15,491	91,901	9,864	55,201	8,218	38,981	3%	15%	57%	66%	20%	42%	34%	64%
2	14	16,101	267,391	14,655	96,579	10,774	54,710	7,880	34,328	10%	177%	36%	77%	37%	59%	41%	73%
3	15	16,494	231,525	14,784	80,354	10,840	59,420	7,422	31,137	12%	188%	36%	35%	46%	91%	35%	62%
4	16	17,374	209,299	14,207	81,985	11,550	60,484	8,307	36,067	22%	155%	23%	36%	39%	68%	36%	51%
5	17	17,398	231,202	15,961	85,786	11,892	53,794	9,952	41,903	9%	170%	34%	59%	19%	28%	43%	48%
6	18	19,225	238,567	16,503	100,293	11,879	55,613	7,971	35,659	16%	138%	39%	80%	49%	56%	55%	77%
7	19	18,327	219,638	15,260	119,518	12,387	58,162	7,711	36,554	20%	84%	23%	105%	61%	59%	55%	79%
8	20	17,840	218,825	15,197	94,685	11,942	80,056	7,747	36,937	17%	131%	27%	18%	54%	117%	55%	79%
9	21	17,126	252,617	15,022	98,688	12,188	60,802	8,045	37,620	14%	156%	23%	62%	51%	62%	48%	66%
10	22	17,461	230,147	14,342	104,978	12,079	57,039	7,537	35,799	22%	119%	19%	84%	60%	59%	48%	63%
11	23	20,594	232,649	14,573	101,087	11,953	76,347	8,984	42,952	41%	130%	22%	32%	33%	78%	41%	64%
12	24	20,557	249,703	14,865	379,042	12,999	59,512	8,614	39,525	38%	-34%	14%	537%	51%	51%	38%	65%
13	25	19,832	248,988	16,005	110,093	12,150	63,929	8,830	38,786	24%	126%	32%	72%	38%	65%	35%	69%
14	26	20,320	227,289	15,525	216,916	12,123	79,857	9,599	44,506	31%	5%	28%	172%	26%	79%	38%	61%
15	27	21,137	251,386	15,693	140,537	12,258	68,632	8,709	42,003	35%	79%	28%	105%	41%	63%	38%	69%
16	28	22,176	238,404	15,772	246,763	12,651	62,770	8,635	44,694	41%	-3%	25%	293%	47%	40%	31%	52%
17	29	20,224	222,941	15,418	150,383	12,222	109,615	9,697	53,704	31%	48%	26%	37%	26%	104%	23%	45%
18	30	19,778	248,396	14,169	163,593	12,461	57,867	10,234	51,601	40%	52%	14%	183%	22%	12%	23%	17%
19	31	20,109	224,789	14,671	86,554	12,806	62,332	10,481	51,971	37%	160%	15%	39%	22%	20%	25%	28%
20	32	20,627	224,239	14,115	139,664	13,188	67,936	10,582	57,200	46%	61%	7%	106%	25%	19%	26%	33%
21	33	19,415	234,279	14,163	192,672	12,416	65,766	9,800	45,068	37%	22%	14%	193%	27%	46%	27%	42%
22	34	18,517	230,099	14,583	164,055	12,648	64,059	9,981	48,182	27%	40%	15%	156%	27%	33%	23%	86%
23	35	17,652	235,549	13,849	135,275	12,385	65,400	9,623	44,407	27%	74%	12%	107%	29%	47%	16%	84%
24	36	18,136	245,501	14,348	297,969	11,900	132,271	10,525	47,634	26%	-18%	21%	125%	13%	178%	14%	77%
25	37	17,919	220,680	13,954	104,014	12,348	65,857	11,532	52,354	28%	112%	13%	58%	7%	26%	18%	44%
26	38	18,344	260,275	14,855	101,830	11,752	58,326	9,620	45,755	23%	156%	26%	75%	22%	27%	25%	51%
27	39	18,073	222,511	14,759	101,052	11,887	71,392	9,574	39,682	22%	120%	24%	42%	24%	80%	26%	54%

28	40	18,781	222,047	14,496	97,163	12,348	64,163	9,630	43,963	30%	129%	17%	51%	28%	46%	28%	51%
29	41	17,910	203,723	14,985	94,494	12,470	61,406	9,999	45,306	20%	116%	20%	54%	25%	36%	31%	40%
30	42	17,246	262,770	13,515	117,415	12,926	70,074	9,959	40,632	28%	124%	5%	68%	30%	72%	37%	41%
31	43	17,252	221,683	13,676	92,491	13,225	66,620	9,577	59,675	26%	140%	3%	39%	38%	12%	40%	41%
32	44	17,453	151,316	13,488	96,900	13,580	70,280	9,496	51,071	29%	56%	-1%	38%	43%	38%	39%	55%
33	45	17,803	89,469	13,686	89,195	13,372	75,321	9,549	43,191	30%	0%	2%	18%	40%	74%	29%	60%
34	46	16,238	77,866	12,958	90,317	12,695	64,972	9,571	42,107	25%	-14%	2%	39%	33%	54%	16%	49%
35	47	16,481	87,298	13,449	89,013	11,918	64,477	10,515	42,850	23%	-2%	13%	38%	13%	50%	5%	46%
36	48	16,280	97,213	13,169	97,541	11,588	67,208	11,342	47,150	24%	0%	14%	45%	2%	43%	1%	88%
37	49	15,651	100,257	13,481	100,404	11,436	64,163	11,528	44,373	16%	0%	18%	56%	-1%	45%	1%	77%
38	50	14,854	92,183	12,392	87,858	11,418	112,741	11,201	40,510	20%	5%	9%	-22%	2%	178%	10%	88%
39	51	14,018	89,162	11,280	75,519	10,157	56,184	9,876	52,118	24%	18%	11%	34%	3%	8%	11%	50%
40	52	11,162	70,085	11,263	71,965	10,255	53,795	8,206	30,268	-1%	-3%	10%	34%	25%	78%	16%	95%
41	1	16,008	102,301	15,054	104,129	12,725	89,834	12,027	55,072	6%	-2%	18%	16%	6%	63%	14%	89%
42	2	18,372	129,618	15,542	111,397	14,320	105,644	12,112	43,254	18%	16%	9%	5%	18%	144%	18%	90%
43	3	18,564	143,212	17,539	119,083	14,143	77,078	12,119	48,715	6%	20%	24%	54%	17%	58%	16%	68%
44	4			17,218	113,461	14,448	83,931	11,986	49,856	-100%	-100%	19%	35%	21%	68%	25%	69%
45	5			16,884	124,641	13,348	84,273	11,957	47,295	-100%	-100%	26%	48%	12%	78%	37%	70%
46	6			17,171	107,025	13,678	72,035	9,678	44,826	-100%	-100%	26%	49%	41%	61%	50%	62%
47	7			16,513	102,621	13,591	73,334	8,524	43,008	-100%	-100%	21%	40%	59%	71%	50%	70%
48	8			16,218	111,207	14,397	80,744	9,736	52,285	-100%	-100%	13%	38%	48%	54%	42%	68%
49	9			15,998	109,709	14,991	90,004	10,583	48,784	-100%	-100%	7%	22%	42%	84%	47%	78%
50	10			17,186	121,888	15,485	87,157	11,250	52,483	-100%	-100%	11%	40%	38%	66%	56%	81%
51	11			16,799	109,011	16,814	97,232	10,405	52,655	-100%	-100%	0%	12%	62%	85%	62%	81%
52	12			16,025	133,770	16,127	95,113	9,554	49,482	-100%	-100%	-1%	41%	69%	92%	63%	79%
53	13			16,033	106,086	15,491	91,901	9,864	55,201	-100%	-100%	3%	15%	57%	66%	44%	64%
<b>Totals</b>				<b>788,757</b>	<b>6,460,569</b>	<b>672,488</b>	<b>3,846,833</b>	<b>516,054</b>	<b>2,381,139</b>	<b>-100%</b>	<b>-100%</b>	<b>17%</b>	<b>68%</b>	<b>30%</b>	<b>62%</b>		

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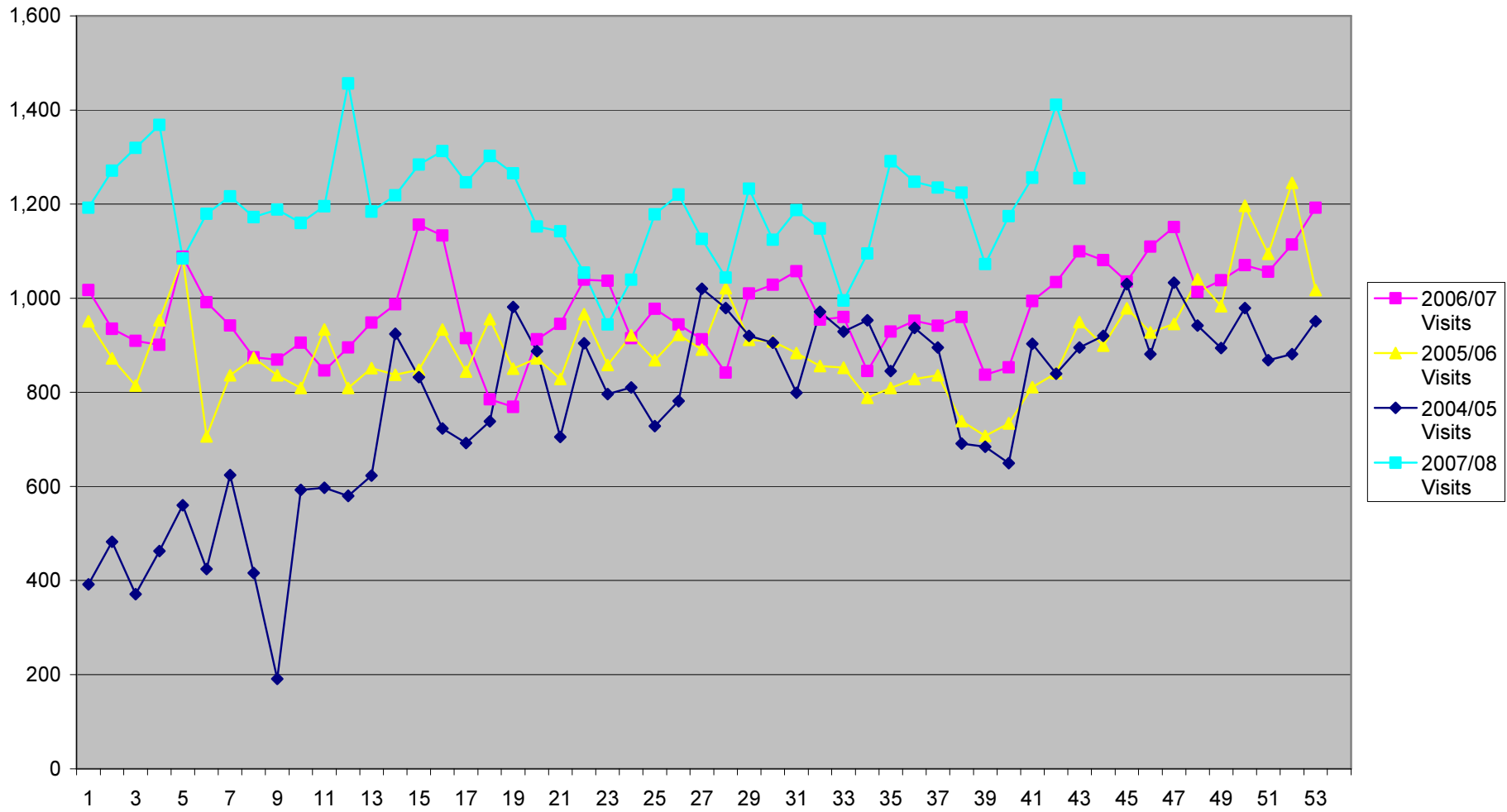




Week	Year Week	2007/08 Visits	2007/08 Page Views	2006/07 Visits	2006/07 Page Views	2005/06 Visits	2005/06 Page Views	2004/05 Visits	2004/05 Page Views	07/08 vs 06/07		06/07 vs 05/06		05/06 vs 04/05		Visit Increase 3 Month Rolling	Page Views Increase 3 Month Rolling
										Visits Increase	Page Views Increase	Visits Increase	Page Views Increase	Visits Increase	Page Views Increase		
1	13	1,192	6,888	1,017	4,501	951	3,403	392	2,489	17%	53%	7%	32%	143%	37%	114%	20%
2	14	1,271	7,064	935	4,583	872	3,549	482	3,591	36%	54%	7%	29%	81%	-1%	102%	11%
3	15	1,319	6,511	909	3,934	814	3,138	371	2,511	45%	66%	12%	25%	119%	25%	106%	11%
4	16	1,368	5,116	901	3,918	953	3,235	463	2,931	52%	31%	-5%	21%	106%	10%	89%	3%
5	17	1,084	4,704	1,088	5,219	1,085	3,033	560	3,127	0%	-10%	0%	72%	94%	-3%	65%	-4%
6	18	1,179	6,030	991	5,066	706	2,210	424	2,162	19%	19%	40%	129%	67%	2%	70%	0%
7	19	1,216	9,172	942	5,243	836	2,767	624	3,121	29%	75%	13%	89%	34%	-11%	161%	34%
8	20	1,172	8,223	874	6,390	873	2,488	416	2,269	34%	29%	0%	157%	110%	10%	161%	21%
9	21	1,188	8,943	869	4,728	836	2,372	191	1,166	37%	89%	4%	99%	338%	103%	143%	22%
10	22	1,160	9,239	905	3,651	809	2,589	593	5,297	28%	153%	12%	41%	36%	-51%	44%	-4%
11	23	1,195	6,246	846	4,319	933	2,875	597	2,520	41%	45%	-9%	50%	56%	14%	44%	53%
12	24	1,456	8,052	895	8,842	809	3,116	580	2,480	63%	-9%	11%	184%	39%	26%	22%	41%
13	25	1,184	7,292	948	5,242	851	5,688	623	2,608	25%	39%	11%	-8%	37%	118%	10%	67%
14	26	1,218	6,298	987	17,128	837	2,751	924	3,461	23%	-63%	18%	523%	-9%	-21%	7%	73%
15	27	1,284	6,706	1,156	8,795	848	6,178	832	3,027	11%	-24%	36%	42%	2%	104%	18%	82%
16	28	1,312	6,090	1,133	8,692	933	6,522	723	2,769	16%	-30%	21%	33%	29%	136%	27%	47%
17	29	1,246	6,221	915	5,206	844	3,030	692	2,823	36%	19%	8%	72%	22%	7%	13%	4%
18	30	1,302	7,075	785	4,786	955	3,028	738	3,082	66%	48%	-18%	58%	29%	-2%	5%	1%
19	31	1,265	8,239	769	3,010	850	3,101	981	2,954	64%	174%	-10%	-3%	-13%	5%	1%	2%
20	32	1,152	5,502	912	3,569	872	3,317	887	3,370	26%	54%	5%	8%	-2%	-2%	8%	-1%
21	33	1,142	6,033	945	6,108	828	2,974	705	2,905	21%	-1%	14%	105%	17%	2%	11%	-7%
22	34	1,054	4,800	1,039	5,601	966	3,396	904	3,527	1%	-14%	8%	65%	7%	-4%	9%	-18%
23	35	944	5,473	1,037	4,641	858	3,135	796	3,908	-9%	18%	21%	48%	8%	-20%	14%	-22%
24	36	1,039	5,028	915	4,280	921	2,400	810	3,492	14%	17%	-1%	78%	14%	-31%	17%	-19%
25	37	1,178	5,119	977	4,667	868	2,973	728	3,490	21%	10%	13%	57%	19%	-15%	8%	-22%
26	38	1,220	6,227	944	3,970	922	3,729	781	4,217	29%	57%	2%	6%	18%	-12%	3%	-19%
27	39	1,126	4,728	913	3,920	891	3,687	1,020	6,258	23%	21%	2%	6%	-13%	-41%	-3%	-2%

28	40	1,044	4,534	842	3,228	1,021	3,858	979	3,975	24%	40%	-18%	-16%	4%	-3%	1%	5%
29	41	1,233	4,437	1,010	5,145	911	5,108	920	3,722	22%	-14%	11%	1%	-1%	37%	3%	-15%
30	42	1,124	5,822	1,028	5,658	908	3,246	905	3,962	9%	3%	13%	74%	0%	-18%	0%	-38%
31	43	1,187	9,834	1,057	5,741	883	2,955	799	8,228	12%	71%	20%	94%	11%	-64%	-3%	-40%
32	44	1,148	11,233	954	4,500	856	4,047	971	5,821	20%	150%	11%	11%	-12%	-30%	-12%	-30%
33	45	995	5,819	960	5,985	852	3,426	929	4,548	4%	-3%	13%	75%	-8%	-25%	-10%	-23%
34	46	1,095	3,724	845	6,329	788	2,971	953	4,648	30%	-41%	7%	113%	-17%	-36%	-11%	-19%
35	47	1,291	3,729	929	5,748	809	3,277	845	3,539	39%	-35%	15%	75%	-4%	-7%	-7%	-11%
36	48	1,247	4,176	952	5,570	828	3,863	937	4,496	31%	-25%	15%	44%	-12%	-14%	-4%	-2%
37	49	1,235	3,921	941	9,738	836	3,561	895	4,014	31%	-60%	13%	173%	-7%	-11%	1%	12%
38	50	1,224	5,607	960	7,224	739	3,906	691	3,278	28%	-22%	30%	85%	7%	19%	8%	14%
39	51	1,072	3,392	837	6,541	707	3,782	684	2,922	28%	-48%	18%	73%	3%	29%	2%	-5%
40	52	1,174	4,121	853	5,794	734	3,172	649	3,391	38%	-29%	16%	83%	13%	-6%	1%	-7%
41	1	1,256	4,397	994	6,201	811	3,589	903	5,771	26%	-29%	23%	73%	-10%	-38%	-1%	-9%
42	2	1,411	4,987	1,034	6,497	841	4,303	839	3,468	36%	-23%	23%	51%	0%	24%	1%	-4%
43	3	1,255	6,766	1,099	7,936	949	3,902	895	4,502	14%	-15%	16%	103%	6%	-13%	0%	-16%
44	4			1,081	4,843	899	4,004	920	5,086	-100%	-100%	20%	21%	-2%	-21%	-1%	-15%
45	5			1,035	5,632	978	3,874	1,030	4,403	-100%	-100%	6%	45%	-5%	-12%	-3%	-6%
46	6			1,109	4,301	927	3,823	881	4,293	-100%	-100%	20%	13%	5%	-11%	2%	9%
47	7			1,151	7,711	945	4,860	1,033	4,628	-100%	-100%	22%	59%	-9%	5%	4%	19%
48	8			1,013	7,101	1,040	5,230	942	3,910	-100%	-100%	-3%	36%	10%	34%	14%	43%
49	9			1,038	7,181	983	4,256	894	3,598	-100%	-100%	6%	69%	10%	18%	19%	47%
50	10			1,070	6,727	1,196	6,598	979	3,701	-100%	-100%	-11%	2%	22%	78%	30%	52%
51	11			1,056	6,357	1,094	5,575	868	3,882	-100%	-100%	-3%	14%	26%	44%	25%	37%
52	12			1,114	6,125	1,245	4,971	881	3,719	-100%	-100%	-11%	23%	41%	34%	24%	33%
53	13			1,192	6,888	1,017	4,501	951	3,403	-100%	-100%	17%	53%	7%	32%	11%	16%
	<b>Totals</b>			<b>51,701</b>	<b>310,710</b>	<b>47,518</b>	<b>197,342</b>	<b>41,010</b>	<b>196,463</b>	<b>-100%</b>	<b>-100%</b>	<b>9%</b>	<b>57%</b>	<b>16%</b>	<b>0%</b>		

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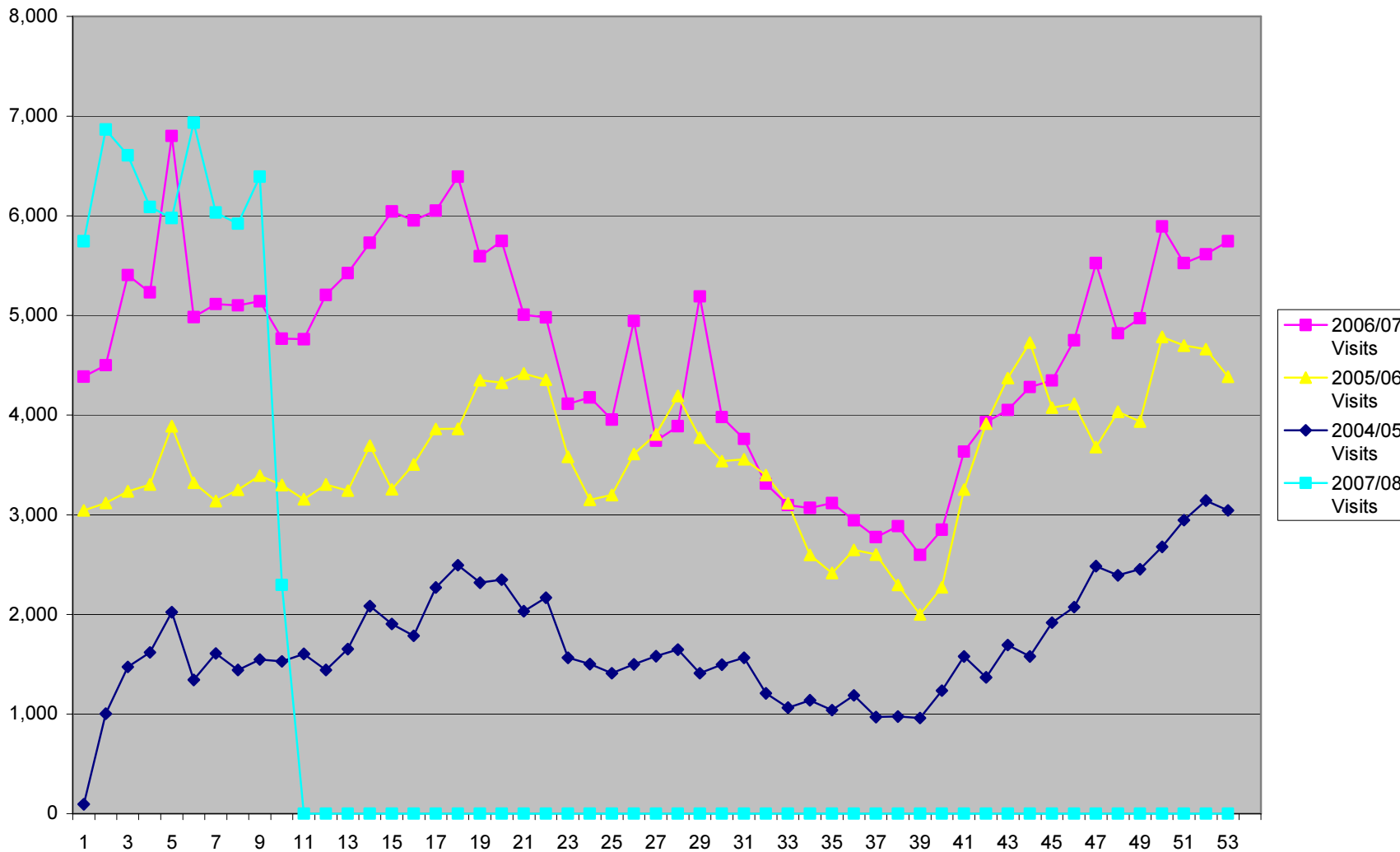


# Visit Hastings

Week	Year Week	2007/08 Visits	2007/08 Page Views	2006/07 Visits	2006/07 Page Views	2005/06 Visits	2005/06 Page Views	2004/05 Visits	2004/05 Page Views	07/08 vs 06/07		06/07 vs 05/06		05/06 vs 04/05		Visit Increase 3 Month Rolling	Page Views Increase 3 Month Rolling
										Visits Increase	Page Views Increase	Visits Increase	Page Views Increase	Visits Increase	Page Views Increase		
1	13	5,743	48,386	4,386	33,055	3,043	15,114	95	296	31%	46%	44%	119%	3103%	5006%	1144%	1764%
2	14	6,865	63,848	4,500	34,494	3,116	16,071	1,004	6,783	53%	85%	44%	115%	210%	137%	145%	133%
3	15	6,605	53,322	5,404	43,520	3,233	19,663	1,473	7,865	22%	23%	67%	121%	119%	150%	105%	113%
4	16	6,087	46,087	5,231	38,244	3,304	18,186	1,618	8,576	16%	21%	58%	110%	104%	112%	115%	112%
5	17	5,977	42,503	6,799	53,123	3,887	24,372	2,021	13,790	-12%	-20%	75%	118%	92%	77%	112%	112%
6	18	6,934	57,063	4,984	42,826	3,322	20,242	1,343	8,140	39%	33%	50%	112%	147%	149%	123%	121%
7	19	6,031	52,942	5,112	47,551	3,137	20,369	1,609	9,731	18%	11%	63%	133%	95%	109%	113%	113%
8	20	5,919	48,075	5,101	44,570	3,250	20,106	1,443	9,775	16%	8%	57%	122%	125%	106%	120%	110%
9	21	6,391	54,329	5,142	42,315	3,392	25,892	1,548	11,609	24%	28%	52%	63%	119%	123%	111%	100%
10	22	2,295	16,523	4,765	35,966	3,297	20,415	1,529	10,085	-52%	-54%	45%	76%	116%	102%	114%	106%
11	23	0	0	4,760	38,502	3,156	20,413	1,602	11,781	-100%	-100%	51%	89%	97%	73%	107%	114%
12	24	0	0	5,204	54,444	3,303	24,384	1,442	10,055	-100%	-100%	58%	123%	129%	143%	101%	129%
13	25	0	0	5,424	45,679	3,242	24,701	1,652	10,852	-100%	-100%	67%	85%	96%	128%	82%	120%
14	26	0	0	5,728	56,438	3,694	26,282	2,082	12,069	-100%	-100%	55%	115%	77%	118%	82%	123%
15	27	0	0	6,043	52,522	3,255	24,544	1,904	11,404	-100%	-100%	86%	114%	71%	115%	79%	109%
16	28	0	0	5,954	58,174	3,506	26,838	1,784	11,307	-100%	-100%	70%	117%	97%	137%	74%	97%
17	29	0	0	6,051	51,542	3,859	24,250	2,269	13,964	-100%	-100%	57%	113%	70%	74%	71%	83%
18	30	0	0	6,391	56,877	3,861	26,931	2,494	15,073	-100%	-100%	66%	111%	55%	79%	75%	92%
19	31	0	0	5,592	45,434	4,349	30,585	2,319	15,592	-100%	-100%	29%	49%	88%	96%	96%	118%
20	32	0	0	5,745	41,263	4,324	32,344	2,349	16,068	-100%	-100%	33%	28%	84%	101%	101%	123%
21	33	0	0	5,005	35,684	4,416	34,977	2,031	13,566	-100%	-100%	13%	2%	117%	158%	116%	125%
22	34	0	0	4,979	40,487	4,354	31,205	2,168	14,932	-100%	-100%	14%	30%	101%	109%	113%	99%
23	35	0	0	4,113	32,327	3,581	23,724	1,566	11,322	-100%	-100%	15%	36%	129%	110%	122%	93%
24	36	0	0	4,175	33,058	3,149	19,044	1,502	10,732	-100%	-100%	33%	74%	110%	77%	126%	103%
25	37	0	0	3,953	30,745	3,199	22,580	1,408	11,672	-100%	-100%	24%	36%	127%	93%	136%	130%
26	38	0	0	4,944	30,836	3,609	26,957	1,498	11,290	-100%	-100%	37%	14%	141%	139%	145%	169%

27	39	0	0	3,741	27,013	3,805	30,119	1,579	11,713		-100%	-100%		-2%	-10%		141%	157%		154%	176%
28	40	0	0	3,887	27,554	4,191	36,604	1,647	11,741		-100%	-100%		-7%	-25%		154%	212%		153%	179%
29	41	0	0	5,190	37,748	3,774	29,144	1,408	11,208		-100%	-100%		38%	30%		168%	160%		144%	125%
30	42	0	0	3,979	29,330	3,539	25,427	1,495	9,574		-100%	-100%		12%	15%		137%	166%		148%	124%
31	43	0	0	3,759	24,047	3,556	23,904	1,564	16,032		-100%	-100%		6%	1%		127%	49%		167%	106%
32	44	0	0	3,311	23,670	3,397	24,081	1,208	9,368		-100%	-100%		-3%	-2%		181%	157%		167%	116%
33	45	0	0	3,097	21,554	3,115	20,838	1,065	9,896		-100%	-100%		-1%	3%		192%	111%		151%	103%
34	46	0	0	3,068	30,368	2,595	16,068	1,139	8,878		-100%	-100%		18%	89%		128%	81%		128%	100%
35	47	0	0	3,117	23,954	2,415	16,301	1,038	7,490		-100%	-100%		29%	47%		133%	118%		141%	133%
36	48	0	0	2,944	19,096	2,648	17,095	1,187	8,457		-100%	-100%		11%	12%		123%	102%		142%	138%
37	49	0	0	2,776	22,474	2,601	17,031	971	6,079		-100%	-100%		7%	32%		168%	180%		137%	143%
38	50	0	0	2,885	24,781	2,295	16,344	976	7,010		-100%	-100%		26%	52%		135%	133%		109%	125%
39	51	0	0	2,595	22,763	1,998	13,585	960	6,276		-100%	-100%		30%	68%		108%	116%		99%	102%
40	52	0	0	2,848	18,069	2,271	16,402	1,235	7,297		-100%	-100%		25%	10%		84%	125%		125%	128%
41	1	0	0	3,632	26,530	3,251	24,170	1,578	14,803		-100%	-100%		12%	10%		106%	63%		150%	143%
42	2	0	0	3,929	27,330	3,912	30,413	1,368	10,299		-100%	-100%		0%	-10%		186%	195%		181%	199%
43	3	0	0	4,052	27,476	4,369	36,901	1,692	13,572		-100%	-100%		-7%	-26%		158%	172%		157%	172%
44	4	0	0	4,282	27,189	4,727	39,312	1,577	11,919		-100%	-100%		-9%	-31%		200%	230%		137%	148%
45	5	0	0	4,346	33,917	4,075	29,060	1,916	13,648		-100%	-100%		7%	17%		113%	113%		86%	91%
46	6	0	0	4,750	40,051	4,112	28,235	2,074	14,101		-100%	-100%		16%	42%		98%	100%		72%	86%
47	7	0	0	5,524	43,096	3,678	25,658	2,485	16,007		-100%	-100%		50%	68%		48%	60%		59%	65%
48	8	0	0	4,819	36,736	4,034	28,096	2,391	14,300		-100%	-100%		19%	31%		69%	96%		69%	76%
49	9	0	0	4,970	41,230	3,935	29,327	2,453	21,400		-100%	-100%		26%	41%		60%	37%		66%	70%
50	10	0	0	5,892	44,895	4,784	34,273	2,677	17,490		-100%	-100%		23%	31%		79%	96%		62%	83%
51	11	0	0	5,524	38,304	4,697	31,314	2,947	17,783		-100%	-100%		18%	22%		59%	76%		51%	90%
52	12	0	0	5,612	40,537	4,660	34,142	3,142	19,377		-100%	-100%		20%	19%		48%	76%		46%	97%
53	13	0	0	5,743	48,386	4,386	33,055	3,043	15,114		-100%	-100%		31%	46%		44%	119%		76%	117%
	<b>Totals</b>			<b>245,757</b>	<b>1,947,774</b>	<b>188,658</b>	<b>1,327,088</b>	<b>90,568</b>	<b>619,161</b>		<b>-100%</b>	<b>-100%</b>		<b>30%</b>	<b>47%</b>		<b>108%</b>	<b>114%</b>			

### visithastings.com Visits



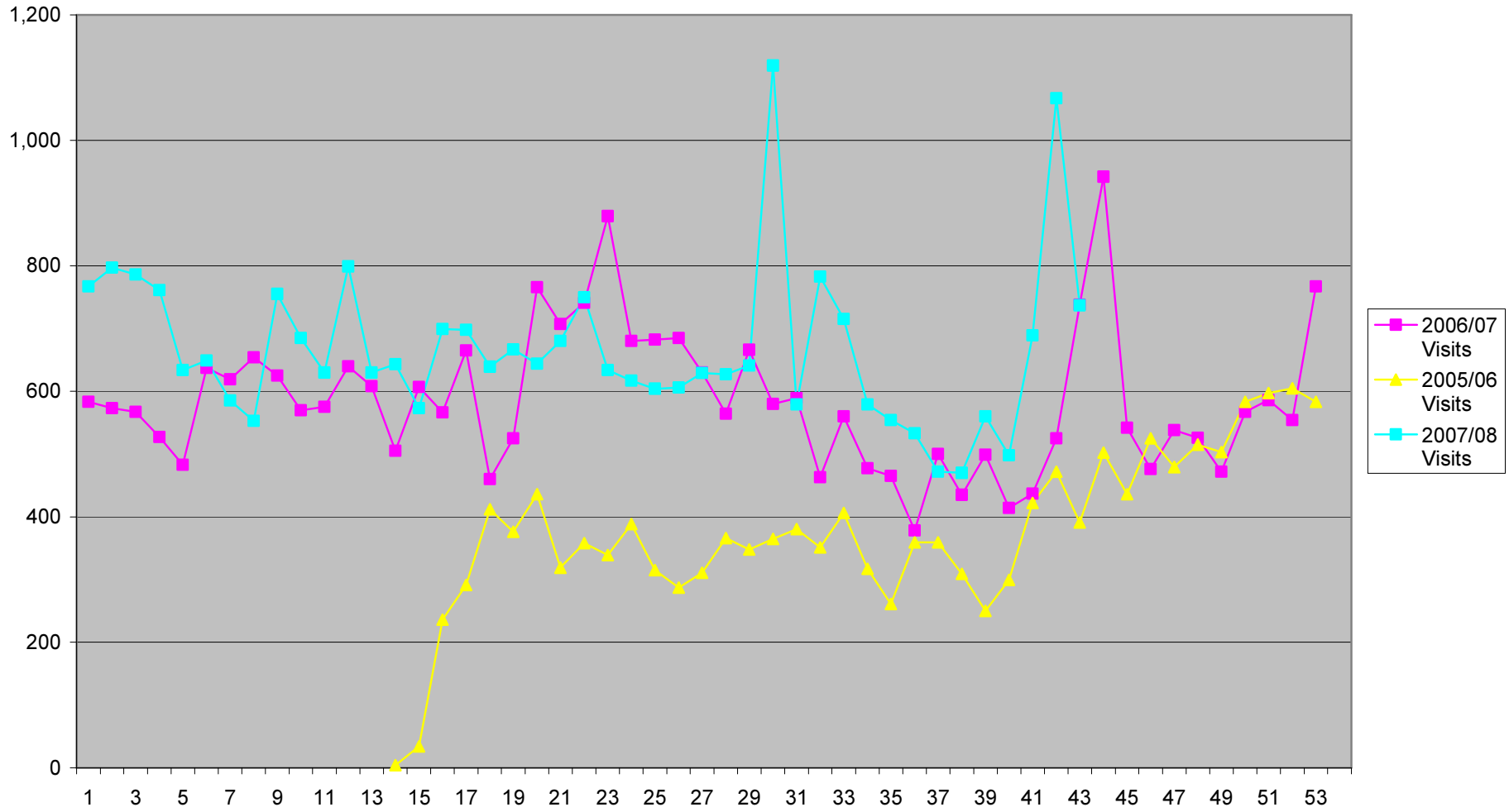
# Wild Hastings

Week	Year Week	2007/08 Visits	2007/08 Page Views	2006/07 Visits	2006/07 Page Views	2005/06 Visits	2005/06 Page Views	2004/05 Visits	2004/05 Page Views	07/08 vs 06/07		06/07 vs 05/06		05/06 vs 04/05		Visit Increase 3 Month Rolling	Page Views Increase 3 Month Rolling
										Visits Increase	Page Views Increase	Visits Increase	Page Views Increase	Visits Increase	Page Views Increase		
1	13	767	2,154	583	1,780					32%	21%						
2	14	797	2,156	573	1,856					39%	16%						
3	15	786	2,032	567	1,740					39%	17%						
4	16	761	2,484	527	1,611					44%	54%						
5	17	634	2,122	483	2,054					31%	3%						
6	18	649	2,212	637	2,355					2%	-6%						
7	19	585	1,921	619	2,438					-5%	-21%						
8	20	553	2,014	654	2,379					-15%	-15%						
9	21	755	2,076	625	2,140					21%	-3%						
10	22	685	1,935	570	1,699					20%	14%						
11	23	630	2,372	575	1,889					10%	26%						
12	24	799	2,868	640	2,582					25%	11%						
13	25	630	2,198	608	2,074					4%	6%						
14	26	643	2,100	505	2,148	4	15			27%	-2%	12525%	14220%				
15	27	573	2,280	607	2,683	34	430			-6%	-15%	1685%	524%				
16	28	699	2,231	566	2,711	236	1,296			23%	-18%	140%	109%				
17	29	698	2,282	665	2,057	291	1,384			5%	11%	129%	49%				
18	30	639	2,204	460	1,433	412	1,653			39%	54%	12%	-13%				
19	31	667	2,202	525	1,944	376	1,548			27%	13%	40%	26%				
20	32	644	2,425	766	1,523	436	1,585			-16%	59%	76%	-4%				
21	33	680	2,186	707	1,760	319	1,050			-4%	24%	122%	68%				
22	34	750	2,590	741	1,969	358	1,133			1%	32%	107%	74%				
23	35	634	2,322	879	1,690	339	1,285			-28%	37%	159%	32%				
24	36	617	2,323	680	1,930	388	1,130			-9%	20%	75%	71%				

25	37	604	2,217	682	1,797	315	1,155			-11%	23%	117%	56%		
26	38	606	2,156	685	2,359	287	925			-12%	-9%	139%	155%		
27	39	629	1,999	630	1,930	311	1,223			0%	4%	103%	58%		
28	40	627	2,389	564	2,280	366	1,328			11%	5%	54%	72%		
29	41	641	2,194	666	1,791	348	1,441			-4%	23%	91%	24%		
30	42	1,119	2,176	580	1,681	365	1,300			93%	29%	59%	29%		
31	43	579	1,802	589	1,758	380	1,119			-2%	3%	55%	57%		
32	44	783	2,207	463	1,772	351	1,089			69%	25%	32%	63%		
33	45	715	2,224	560	2,212	406	1,334			28%	1%	38%	66%		
34	46	579	1,717	477	1,846	317	947			21%	-7%	50%	95%		
35	47	554	1,403	465	1,541	261	984			19%	-9%	78%	57%		
36	48	533	1,659	378	1,368	359	1,196			41%	21%	5%	14%		
37	49	472	1,423	500	1,877	359	1,362			-6%	-24%	39%	38%		
38	50	470	1,422	435	1,685	309	1,149			8%	-16%	41%	47%		
39	51	560	1,717	499	1,780	250	1,126			12%	-4%	100%	58%		
40	52	498	1,370	414	1,360	299	1,064			20%	1%	38%	28%		
41	1	689	1,890	437	1,439	422	1,748			58%	31%	4%	-18%		
42	2	1,067	2,840	525	1,466	472	1,897			103%	94%	11%	-23%		
43	3	737	3,245	738	2,004	391	1,411			0%	62%	89%	42%		
44	4			942	2,272	502	1,625			-100%	-100%	88%	40%		
45	5			542	1,861	436	1,701			-100%	-100%	24%	9%		
46	6			476	1,987	525	2,141			-100%	-100%	-9%	-7%		
47	7			538	2,255	479	2,015			-100%	-100%	12%	12%		
48	8			526	1,961	515	1,965			-100%	-100%	2%	0%		
49	9			472	1,795	503	1,971			-100%	-100%	-6%	-9%		
50	10			567	1,922	583	2,334			-100%	-100%	-3%	-18%		
51	11			586	1,972	597	2,045			-100%	-100%	-2%	-4%		
52	12			554	2,070	605	2,033			-100%	-100%	-8%	2%		
53	13			767	2,154	583	1,780			-100%	-100%	32%	21%		
<b>Totals</b>				<b>31,019</b>	<b>102,640</b>	<b>15,089</b>	<b>55,917</b>	<b>0</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>	<b>106%</b>	<b>84%</b>		



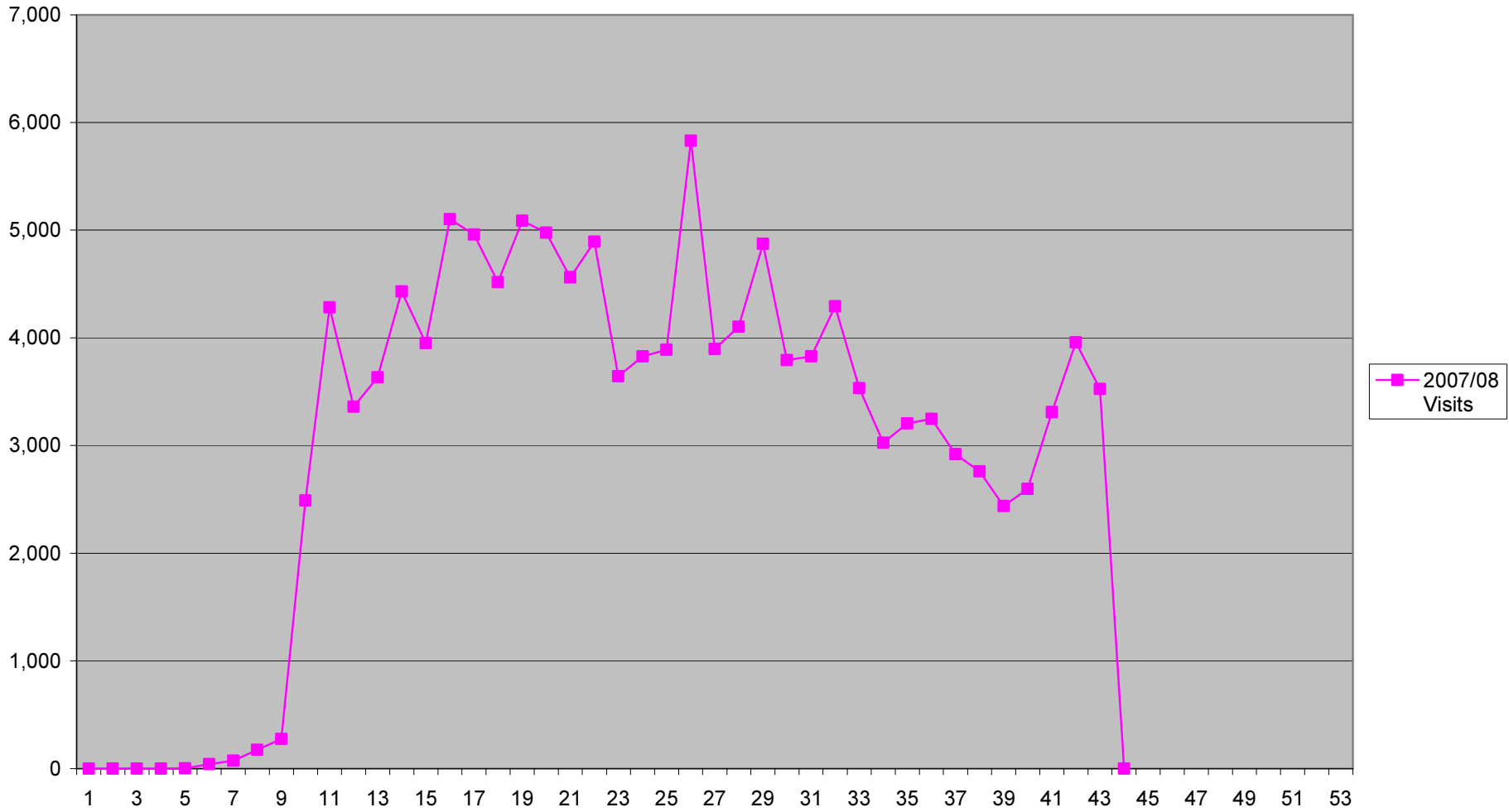
### wildhastings.org.uk Visits





24	36	3,826	25,131										
25	37	3,891	25,075										
26	38	5,830	38,483										
27	39	3,896	24,361										
28	40	4,103	27,675										
29	41	4,875	30,442										
30	42	3,793	24,198										
31	43	3,826	23,429										
32	44	4,291	25,173										
33	45	3,534	19,449										
34	46	3,026	20,850										
35	47	3,204	22,255										
36	48	3,246	23,625										
37	49	2,919	20,649										
38	50	2,759	18,300										
39	51	2,439	16,905										
40	52	2,599	18,093										
41	1	3,309	20,409										
42	2	3,958	27,137										
43	3	3,527	45,061										
44	4	0	0										
45	5												
46	6												
47	7												
48	8												
49	9												
50	10												
51	11												
52	12												
53	13												
<b>Totals</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				

### visit1066country.com Visits

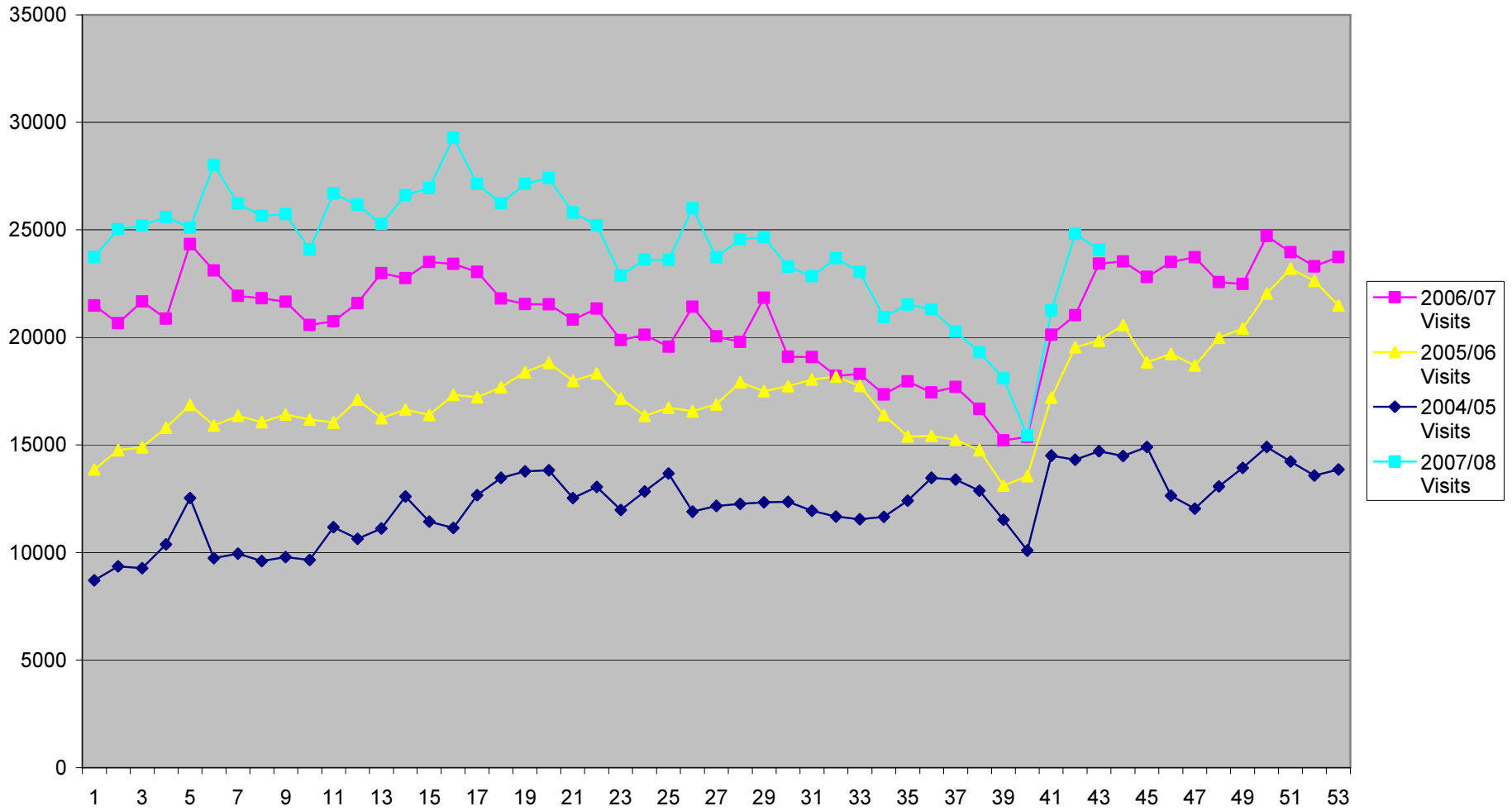


All Sites

Week	Year Week	2007/08 Visits	2007/08 Page Views	2006/07 Visits	2006/07 Page Views	2005/06 Visits	2005/06 Page Views	2004/05 Visits	2004/05 Page Views	07/08 vs 06/07		06/07 vs 05/06		05/06 vs 04/05		Visit Increase 3 Month Rolling	Page Views Increase 3 Month Rolling
										Visits Increase	Page Views Increase	Visits Increase	Page Views Increase	Visits Increase	Page Views Increase		
1	13	23,735	163,514	21477	131237	13858	73718	8705	41766	11%	25%	55%	78%	59%	77%	59%	80%
2	14	25,034	340,459	20663	137512	14762	74330	9366	44702	21%	148%	40%	85%	58%	66%	57%	79%
3	15	25,204	293,390	21664	129548	14887	82221	9266	41513	16%	126%	46%	58%	61%	98%	49%	69%
4	16	25,590	262,986	20866	125758	15807	81905	10388	47574	23%	109%	32%	54%	52%	72%	50%	60%
5	17	25,096	280,654	24331	146182	16864	81199	12533	58820	3%	92%	44%	80%	35%	38%	54%	57%
6	18	28,028	304,391	23115	150540	15907	78065	9738	45961	21%	102%	45%	93%	63%	70%	65%	81%
7	19	26,231	284,318	21933	174750	16360	81298	9944	49406	20%	63%	34%	115%	65%	65%	67%	84%
8	20	25,659	278,138	21826	148024	16065	102650	9606	48981	18%	88%	36%	44%	67%	110%	68%	81%
9	21	25,734	321,820	21658	147871	16416	89066	9784	50395	19%	118%	32%	66%	68%	77%	60%	69%
10	22	24,092	275,686	20582	146294	16185	80043	9659	51181	17%	88%	27%	83%	68%	56%	57%	66%
11	23	26,702	272,636	20754	145797	16042	99635	11183	57253	29%	87%	29%	46%	43%	74%	50%	74%
12	24	26,172	285,667	21604	444910	17111	87012	10636	52060	21%	-36%	26%	411%	61%	67%	46%	76%
13	25	25,280	285,154	22985	163088	16243	94318	11105	52246	10%	75%	42%	73%	46%	81%	41%	80%
14	26	26,612	271,202	22745	292630	16658	108905	12605	60036	17%	-7%	37%	169%	32%	81%	44%	75%
15	27	26,945	294,920	23499	204537	16395	99784	11445	56434	15%	44%	43%	105%	43%	77%	45%	80%
16	28	29,288	285,252	23425	316340	17326	97426	11142	58770	25%	-10%	35%	225%	56%	66%	41%	63%
17	29	27,127	266,746	23049	209188	17216	138279	12658	70491	18%	28%	34%	51%	36%	96%	34%	54%
18	30	26,237	291,367	21805	226689	17689	89479	13466	69756	20%	29%	23%	153%	31%	28%	34%	35%
19	31	27,130	270,617	21557	136942	18381	97566	13781	70517	26%	98%	17%	40%	33%	38%	38%	49%
20	32	27,401	266,578	21538	186019	18820	105182	13818	76638	27%	43%	14%	77%	36%	37%	40%	52%
21	33	25,798	277,618	20820	236224	17979	104767	12536	61539	24%	18%	16%	125%	43%	70%	42%	59%
22	34	25,213	275,246	21342	212112	18326	99793	13053	66641	18%	30%	16%	113%	40%	50%	37%	86%
23	35	22,874	271,043	19878	173933	17163	93544	11985	59637	15%	56%	16%	86%	43%	57%	31%	81%
24	36	23,618	277,983	20118	337237	16358	154845	12837	61858	17%	-18%	23%	118%	27%	150%	30%	78%
25	37	23,592	253,091	19566	141223	16730	92565	13668	67516	21%	79%	17%	53%	22%	37%	33%	56%
26	38	26,000	307,141	21428	138995	16570	89937	11899	61262	21%	121%	29%	55%	39%	47%	41%	70%

27	39	23,724	253,599	20043	133915	16894	106421	12173	57653	18%	89%	19%	26%	39%	85%	42%	74%
28	40	24,555	256,645	19789	130225	17926	105953	12256	59679	24%	97%	10%	23%	46%	78%	44%	74%
29	41	24,659	240,796	21851	139178	17503	97099	12327	60236	13%	73%	25%	43%	42%	61%	46%	53%
30	42	23,282	294,966	19102	154084	17738	100047	12359	54168	22%	91%	8%	54%	44%	85%	50%	49%
31	43	22,844	256,748	19081	124037	18044	94598	11940	83935	20%	107%	6%	31%	51%	13%	54%	46%
32	44	23,675	189,929	18216	126842	18184	99497	11675	66260	30%	50%	0%	27%	56%	50%	50%	59%
33	45	23,047	116,961	18303	118946	17745	100919	11543	57635	26%	-2%	3%	18%	54%	75%	40%	62%
34	46	20,938	104,157	17348	128860	16395	84958	11663	55633	21%	-19%	6%	52%	41%	53%	26%	53%
35	47	21,530	114,685	17960	120256	15403	85039	12398	53879	20%	-5%	17%	41%	24%	58%	17%	55%
36	48	21,306	126,673	17443	123575	15423	89362	13466	60103	22%	3%	13%	38%	15%	49%	14%	90%
37	49	20,277	126,250	17698	134493	15232	86117	13394	54466	15%	-6%	16%	56%	14%	58%	14%	81%
38	50	19,307	117,512	16672	121548	14761	134140	12868	50798	16%	-3%	13%	-9%	15%	164%	21%	89%
39	51	18,089	111,176	15211	106603	13112	74677	11520	61316	19%	4%	16%	43%	14%	22%	22%	54%
40	52	15,433	93,669	15378	97188	13559	74433	10090	40956	0%	-4%	13%	31%	34%	82%	30%	96%
41	1	21,262	128,997	20117	138299	17209	119341	14508	75646	6%	-7%	17%	16%	19%	58%	30%	95%
42	2	24,808	164,582	21030	146690	19545	142257	14319	57021	18%	12%	8%	3%	36%	149%	38%	107%
43	3	24,083	198,284	23428	156499	19852	119292	14706	66789	3%	27%	18%	31%	35%	79%	34%	84%
44	4			23523	147765	20576	128872	14483	66861	-100%	-100%	14%	15%	42%	93%	40%	81%
45	5			22807	166051	18837	118908	14903	65346	-100%	-100%	21%	40%	26%	82%	45%	72%
46	6			23506	153364	19242	106234	12633	63220	-100%	-100%	22%	44%	52%	68%	53%	66%
47	7			23726	155683	18693	105867	12042	63643	-100%	-100%	27%	47%	55%	66%	52%	67%
48	8			22576	157005	19986	116035	13069	70495	-100%	-100%	13%	35%	53%	65%	49%	71%
49	9			22478	159915	20412	125558	13930	73782	-100%	-100%	10%	27%	47%	70%	53%	77%
50	10			24715	175432	22048	130362	14906	73674	-100%	-100%	12%	35%	48%	77%	59%	83%
51	11			23965	155644	23202	136166	14220	74320	-100%	-100%	3%	14%	63%	83%	62%	83%
52	12			23305	182502	22637	136259	13577	72578	-100%	-100%	3%	34%	67%	88%	61%	83%
53	13			23735	163514	21477	131237	13858	73718	-100%	-100%	11%	25%	55%	78%	49%	74%
<b>Totals</b>				<b>1,117,234</b>	<b>8,821,693</b>	<b>923,753</b>	<b>5,427,180</b>	<b>647,632</b>	<b>3,196,763</b>	<b>-100%</b>	<b>-100%</b>	<b>21%</b>	<b>63%</b>	<b>43%</b>	<b>70%</b>		

### All Sites Visits



**Appendix 4  
Call Handling Statistics**

Department	Calls Answered	Max Wait	Waiting Time					
			0-5	6-10	11-15	16-20	21-25	25+
TIC	669	22':23"	659	7	2		1	
Electoral Registration	114	7':21"	112	2				
Smokefree	17	10':21"	16		1			
Environmental Twin Bin	4307	44':27"	4021	234	40	7	1	4
Environmental Waste	4574	38':14"	4221	235	82	12	10	14
Environmental ASBO	708	14':43"	699	7	2			
Local Taxation	4565	1:11':04"	1568	973	745	555	331	393
Benefits	2747	59':06"	1009	534	462	323	195	224
Environmental Food	146	4':55"	146					
Environmental Health & Safety	93	4':16"	93					
Environmental Licensing	345	4':21"	345					
Environmental Protection	1252	12':54"	1232	13	7			
Environmental Reception	187	1':51"	187					
Parking Services Payment	1028	7':40"	1021	7				
Revs Landlord	29	11':18"	27	1	1			
Revs Payment Direct Debit	72	26':25"	69			2		1

Monitoring period 10<sup>th</sup> October – 31<sup>st</sup> December 2007



## Appendix 5

### HIC Customer Satisfaction Survey, Summer 2007

#### Results of Customer Satisfaction Survey

##### Questions

	Excellent	Good	Satisfactory	Poor	Very Poor
Q1. Ease of finding information centre	71%	28%	1%	0%	0%
Q2. Overall layout and access to centre	65%	30%	4%	1%	0%
Q3. Range of information available	65%	32%	3%	0%	0%
Q4. Appearance of centre	58%	41%	1%	0%	0%
Q5. Overall impression of centre	63%	34%	2%	1%	0%
Q6. Speed of customer service	72%	26%	1%	0%	1%
Q7. Helpfulness of staff	80%	19%	1%	0%	0%
Q8. Knowledge of staff	76%	22%	1%	1%	0%
Q9. Overall standard of customer care	74%	25%	0%	0%	1%

##### Reasons for visits to Hastings Information Centre

Tourism	Council	Maps & Books	Souvenirs	Travel	General Information	Local Transport Information	Theatre	Accommodation	Local Event Tickets
13%	13%	10%	3%	9%	22%	14%	4%	3%	9%

##### Gender of customers surveyed

Male	25%
Female	75%

##### Age range of visitors surveyed

Under 18 years	18 to 30 years	31 to 50 years	51 to 60 years	Over 60 years
3%	14%	26%	17%	40%

### 3 Customer Satisfaction Survey – Summer 2007

The Hastings Information Centre Customer Satisfaction Survey was carried out during July and August 2007.

Questionnaires were available for customers to complete so that they could let us know their views on both the centre and also the customer service they received.

The main questions were divided into two sections, about the centre and customer service, and the results received are detailed below;

Please rate the following aspects of your visit to Hastings Information Centre:

Ease of finding Information Centre

Excellent	Good	Satisfactory	Poor	Very Poor
73.08%	25.38%	1.54%	0%	0%

Overall layout & access to centre

Excellent	Good	Satisfactory	Poor	Very Poor
68.46%	27.69%	3.08%	0.77%	0%

Range of information available

Excellent	Good	Satisfactory	Poor	Very Poor
67.44%	29.46%	3.10%	0%	0%

Appearance of centre

Excellent	Good	Satisfactory	Poor	Very Poor
64.12%	33.59%	2.29%	0%	0%

Overall impression

Excellent	Good	Satisfactory	Poor	Very Poor
68.46%	28.46%	2.31%	0.77%	0%

How did you rate our staff and the service they provided?

Speed of service

Excellent	Good	Satisfactory	Poor	Very Poor
74.82%	21.37%	0.76%	2.29%	0.76%

Helpfulness

Excellent	Good	Satisfactory	Poor	Very Poor
83.21%	13.74%	0.76%	1.53%	0.76%

Knowledge

Excellent	Good	Satisfactory	Poor	Very Poor
76.74%	19.38%	0.78%	2.32%	0.78%

### Overall standard of customer care

Excellent	Good	Satisfactory	Poor	Very Poor
75.19%	21.71%	0%	1.55%	1.55%

We then asked what services or facilities were used during their visit to Hastings Information Centre:

Tourism	13.62%
Council	12.96%
Purchase maps or books	10.63%
Purchase souvenirs	2.33%
Travel booking	9.30%
General information	20.93%
Local transport information	13.62%
Theatre tickets	4.65%
Accommodation enquiry/booking	2.99%
Purchase local event tickets	8.97%

About the customers who completed a Customer Satisfaction Survey:

#### Gender

Male	30.71%
Female	69.29%

#### Age group

Under 18 years old	5.56%
18 to 30 years old	11.91%
31 to 50 years old	24.60%
51 to 60 years old	19.84%
Over 60 years old	38.09%

#### Resident of Hastings & St Leonards?

Yes	74.60%
No	25.40%

#### Was this the customer's first visit to Hastings Information Centre?

Yes	16.79%
No	83.21%

We asked our customers to make one suggestion for improving Hastings Information Centre;

Some unedited comments:

More room between entrance and queue area  
 Photocopier for use by visitors  
 More student discounts  
 A chair near the brochures would be restful

Excellent as it is  
It's ok as it is – thank you  
Large signage showing where brochures are  
Service excellent  
Nothing to improve  
Everything good  
Most unusual but greatly appreciated – open early !

Tea and coffee  
To promote local up and coming events by video cam  
Sign posting  
Very satisfied a it is, it works well. Thank you  
Better publicised and signposted  
Signs  
None – found to be totally adequate  
Better signage for leaflets  
Can't think of any. Excellent as it is. Thank you  
Tidier layout  
Keep the good work up  
More staff/better customer care  
Can't think of any changes except perhaps making it bigger  
Look at access for mobility scooters  
Bring smoking areas in the town centre  
Take away queuing system, which is difficult for scooter users  
Fine already  
All excellent !  
Cheaper mug prices  
Not much , it works well as it is  
It is nice already  
None – it was very good  
Possible more counter staff/tills at busy times  
Too clean  
Perfect !  
Water cooler  
Sweets, chocolate & fudge  
Perfect – no need to improve  
Carry on as you are, excellent office  
I suggest all reception staff are asked to acknowledge customers even if they are not ready to serve them  
Better male staff  
Can't think of any – a very well run organisation  
Internet please  
Cup of tea !!  
Very pleasant to visit  
Free tea for regular users  
More signs  
Give staff pay rise  
Air conditioning  
Wider aisles for pushchairs  
More signposts to where the information centre is located

## **Appendix 6**

### **Service Quality Assurance Cross-Cutting Group**

#### **Group Aims**

To achieve as consistent service as we can in our contact with the public, and ensure that the public understands what our commitment to them is.

#### **Group Membership**

Roy Mawford  
Mark Bourne  
Kevin Boorman  
Verna Connolly  
Wendy Beaden

#### **Terms of Reference**

##### **Customer Standards/Performance Management/Quality Control**

Definition: Developing and publishing clear customer standards.

What customer standards are in place?  
How do we communicate those standards?  
Do we apply (and measure) those standards?  
What do we do when we do not meet the standards?  
Where are the gaps?

##### **Customer Complaints Process**

Definition: Dealing with the fallout when things go wrong.

Does our current process work?  
What are other bodies doing?  
What do the regulators require of us?

##### **Customer Relationship Management**

Definition: The effective use of CRM to support the role of a first stop shop.

Can we take the HIC model and apply it to telephones?  
Do we deliver a similar quality of service across all access channels?  
Where does CRM fit with our customer strategies?

##### **Dealing with the Unexpected**

Definition: Dealing with, and recovering from, adversity.

How do we deal with adversity?  
How do we recover situations?  
What perception do our service users have in such situations?  
How co-ordinated are we?

## **Communications Cross Cutting Group**

### **1 Terms of Reference**

The purpose of the group is to ensure that a professional image of Hastings Borough Council is given in all forms of communication, both internal and external.

It will oversee the production of a 'Style Manual' which will establish a strong corporate image for HBC, including the use of HBC branding, the use of the HBC logo, and the development of a 'house style' for all communication. It will include templates for letters, emails, reports, adverts, etc., and also the application of HBC branding to vehicles, corporate signage (e.g. for parks and open spaces), etc.

In parallel with the development of the Style Manual, training courses will be developed for report and letter-writing skills.

It is also intended to develop protocols for telephone answering across the authority, and for the sending of emails (primarily external).

Corporate clothing, obviously appropriate to the task being undertaken, will also be considered, again to promote a strong cohesive image of the Council.

### **2 Membership of Group**

Richard Homewood is the group's Champion, and Kevin Boorman Lead Officer. David Cox, Senior Graphic Designer, and Simon Allen, E-Marketing Manager, will be a permanent member of the group, which will be administered by Mel Wentworth. Other colleagues will be invited to join meetings, etc., as appropriate; Mark Bourne has already prove invaluable in the development of report templates, for example.

### **3 Progress To Date/Future Work Plan**

As noted above, report templates have already been established, and work will begin shortly on the Style Manual. This will cover all areas of communication. Serious consideration is currently being given to introduce a new logo for HBC, although its introduction will be phased to ensure that it is introduced at no cost (over a three year period).

It is intended to produce the Style Manual by the end of March 2008, and for other protocols to be developed to the same deadline.

Staff training courses will be developed over the coming months, and delivered on a regular basis thereafter.

Corporate clothing will be introduced from Autumn 2008.

### **4 Monitoring**

Once the Style Manual and protocols have been established, the group will meet on a bi-monthly basis to review all aspects of communication







Action Item	Report Item	Improvements Identified and Action Required	Resource Implications	Timescale for Completion	Responsible Officer	Outcome Required and Monitoring Arrangements	Priority H, M, L	Traffic Light
5		<ul style="list-style-type: none"> <li>The use of 0845 numbers should be kept under view</li> </ul>	Existing resources	Review annually	Head of IT, Head of Destination Management & Marketing	The use of 0845 numbers formally reviewed annually.	L	G
6		<ul style="list-style-type: none"> <li>A telephone answering protocol should be introduced across Hastings Borough Council</li> </ul>	Dealt with as part of the work of the Communications cross-cutting group.	September 2008	Corporate Director Environmental Services	Telephone protocol introduced.	M	G
		'Phone operators to be written to asking them to reinstate 0845 numbers in their inclusive call packages.	Existing resources	June 2008	Head of Destination Management & Marketing	Letter to 'phoner providers written and, ideally, acted upon by them.	H	G
7	7.5	<p>Letter/Email</p> <ul style="list-style-type: none"> <li>More training should be given to allow staff writing letters to members of the public. And ensure consistency approach and a reasonable standard of presentation.</li> </ul>	Staff Time	December 2008	Head of Destination Management & Marketing	An improvement to the quality of letters sent by Hastings Borough Council	M	G
8		<ul style="list-style-type: none"> <li>A standard template</li> </ul>	Dealt with as part of	September	Corporate	An	M	G

Action Item	Report Item	Improvements Identified and Action Required	Resource Implications	Timescale for Completion	Responsible Officer	Outcome Required and Monitoring Arrangements	Priority H, M, L	Traffic Light
9		letter, and email template should be introduced to ensure a consistency approach  Consideration should be given to keeping centralised records of letters sent/received by HBC	the work of the Communications cross-cutting group  Dealt with by the Service Quality Assurance cross-cutting group	2008  September 2008	Director Environmental Services  Chief Executive, Head of IT, Head of Destination Management & Marketing, Customer Service & Complaints Manager	improvement to the quality of letters and emails sent by Hastings Borough Council with emails being sent to an agreed template including a 'footer' showing contact details.  Costs and benefits of keeping a centralised letter record identified	L	G
10	7.6	Adequate and clear signage at the new Aquila House front office	Part of the Aquila House expansion budget/project	Upon opening of the new Aquila House	Head of Projects	Adequate and clear signage provided	H	G

Action Item	Report Item	Improvements Identified and Action Required	Resource Implications	Timescale for Completion	Responsible Officer	Outcome Required and Monitoring Arrangements	Priority H, M, L	Traffic Light
11	7.6	More services to be transferred where appropriate into the HIC; none to be transferred away upon completion of Aquila House project	Additional work can be accommodated within HIC resources	front office  As soon as practicable	Corporate Management Team	Further services successfully added to those offered by the HIC	H	G
12	7.7	Improved training given to all staff who have contact with the public	Dealt with by the Service Quality Assurance cross-cutting group	December 2008	Chief Executive, Head of IT, Head of Destination Management & Marketing, Customer Service & Complaints Manager	Better customer care training given, along the lines of that provided by Ashford	H	G