

# Customer Services – 2021/22 performance and future strategy

Lamour Gayle, August 2022

# What we will cover today

1. Customer Services – our journey so far
2. Summary of 2021-22 performance and what the data tells us
3. How we propose to take this forward – summary
4. Customer Services Strategy proposal
5. Omni-channel solution
6. Questions/discussion

# 1. Customer Services- our journey so far

Over the past 18 months we have strived to improve the way we work to meet the needs of our internal and external customers. There have been some key improvements to our way of working and how we interact with our customers, these include:

Improved  
recruitment  
process

Integration of  
Love Clean  
Streets

Customer Service  
Excellence  
reaccreditation

Community  
based Blue  
Badge surgeries

Pre-arranged  
Customer  
Service  
appointments

Regular service  
liaison meetings

# 2. Customer Contacts Dashboard

2021-22

During the 2021-22 financial year, Customer Services have handled 592,922 customer contacts

## Calls

**3 mins  
42 secs**

Average  
call waiting  
time

**458,452**

Telephone  
calls answered

**89.8%**

Call answer  
rate

## Email

**108,415**

Emails handled

## Face to Face

**112**

(from August 2021)

Pre-Booked  
Appointments  
facilitated

Held at Civic Centre, Bilston Library & Wednesfield Library

**1,125**

(14 – 31 March 2022)

Face to Face  
Customer  
enquiries

- 46.6% (524 customers) handled by an officer
- 53.4% (601 customers) signposted to self-serve or other organisations

Call abandoned rate **10.2% (52,330 calls)**

**7.6%**

3,988 calls  
abandoned  
<30 seconds

**14.9%**

7,788 calls  
abandoned 30 -  
80 seconds

## Services Delivered

- ✓ **4,676** - Blue Badge applications processed
- ✓ **6,192** - School applications processed
- ✓ **5,507** - Love Clean Streets enquiries processed
- ✓ **1,187** - School Bus Pass applications processed
- ✓ **7,256** - Licensing Customer served at the Hickman Avenue Reception



## 2. What the data tells us

- Despite a reduction in abandoned calls from 21% in 2019 to 10.2% in 2022-23, there is still a need to reduce this, particularly in certain family groups.
- Efforts to improve this are hampered by:
  - An old telephony system
  - CSO's having to enter information on multiple systems
  - Individual service demands – council tax, taxi licencing
  - Erlang calculations show staffing levels are lower than industry average, with reliance on customer self service
- Resulting in a need to have a joined up **digital transformation** approach, led by data, including more equalities data

## 2. What the data tells us

- There is still demand for face to face activity
  - There is a need to support the ongoing **digital inclusion** work as set out in the Digital Wolves Strategy to help customers get online, and support where they need it.
  - This will help free up resource for face to face activity for those customers that need it, in the community not just at Civic Centre.
- Customer journeys can be complex and there is failure demand
  - There is a need to build **seamless customer journeys**, using digital technology and data.
  - Culture change – extending our one council approach as customer service does not equal the contact centre.

### 3. How we are proposing to take this forward

- Develop a new Customer Services Strategy (Cabinet – 22 March 2023)
  - Co-producing with customers and including consultation, engagement and pre-decision scrutiny
- Digital transformation work
  - New omni-channel telephony system
  - System integration review
  - Scanning solution
- Initial service specific reviews
  - Taxi licencing – review commenced, business analyst starts 5 September
  - Council tax and housing benefit – surgeries including digital inclusion support start 19 September
  - Blue badges – further surgeries and additional resource in place following scrutiny

## 4. Customer Services Strategy

Timeline	Date
Cabinet member briefing	1 September 2022
Leaders	26 September 2022
Executive Team	3 October 2022
Consultation go live (online and paper surveys, Equality and Diversity focus groups )	3 October 2022
Leader of the Opposition Briefing	11 October 2022
Pre-decision scrutiny – Resources & Equalities Panel	13 October 2022
Consultation end	16 December 2022
SEB	7 February 2023
Cabinet Member Briefing	14 February 2023
Leaders Briefing	14 February 2023
Executive Team	20 February 2023
Leader of the Opposition Briefing	22 February 2023
Cabinet	22 March 2023



## 4. Customer Services Strategy

- Our draft future strategy **Aim**, subject to consultation, is to provide a 'Positive Customer Experience' which is accessible, consistent, efficient and simple.
- We want to develop our future strategy **Principles**:
  - Customer First
  - Customer access – Centralised front door model, giving our customers choice over how they access our services and information
  - Driven by digital
  - Inclusive
  - Driven by data and Customer Insight
  - Focussed on Value for money

## 4. Customer Services Strategy

- We want to develop our future strategy **Objectives:**
  - Consistent positive customer experience.
  - Include our internal and external customers in our service redesign – using customer perspective to ensure the design meets their needs.
  - Increase/improve self-service and automate first.
  - Identify appropriate channels for service delivery – whilst the service will be driven by digital, this will free up capacity to provide alternative channels for those who need it.
  - Ensure our services are inclusive and respond to equality needs.

# 5. Omni-channel solution

Mitel Telephony system	Omni-channel solution Requirements
<ul style="list-style-type: none"><li>• Call queue management is limited</li></ul>	<ul style="list-style-type: none"><li>• Automatic call distribution</li><li>• Interactive voice response</li><li>• Intelligent IVR</li></ul>
<ul style="list-style-type: none"><li>• Limited management information</li></ul>	<ul style="list-style-type: none"><li>• Interaction journey analytics</li><li>• Speech and text analytics</li><li>• Real-time employee dashboards</li><li>• Surveys</li></ul>
<ul style="list-style-type: none"><li>• Limited opportunity for workforce engagement management</li></ul>	<ul style="list-style-type: none"><li>• Live call agent performance insight</li><li>• Performance and knowledge management</li></ul>
<ul style="list-style-type: none"><li>• Limited opportunity for integration across communication channels</li></ul>	<ul style="list-style-type: none"><li>• Email, chatbot and SMS</li><li>• Social Media</li><li>• Messaging Apps</li><li>• Co-browse</li><li>• Video</li><li>• Teams</li></ul>

## **6. Questions/Discussion**