

AGENDA MANAGEMENT SHEET

Report Title:	Customer Services Update
Name of Committee:	Scrutiny Committee
Date of Meeting:	11 September 2023
Contact Officer:	Mike Connell - Chief Officer Digital and Communications (Tel 01788 533466 email: mike.connell@rugby.gov.uk)
Summary:	The purpose of this report is to provide an update on activities in progress and planned within the Customer Services department and wider Council services in response to concerns regarding call waiting time, and provide reassurance of actions being undertaken.
Financial Implications:	There are no direct financial implications arising from this report.
Risk Management/Health and Safety Implications:	The report can be viewed as a summary of current and planned mitigation measures in response to concerns regarding call waiting times.
Environmental Implications:	There are no direct environmental implications arising from this report. However, some agreed follow ups arising from the report may require an Environmental Impact Assessment.
Legal Implications:	There are no legal implications arising from his report.
Equality and Diversity:	There are no equality and diversity implications arising from this report.

Scrutiny Committee - 11 September 2023

Customer Services Update

Public Report of the Chief Officer Digital and Communications

SUMMARY

The purpose of this report is to provide an update on activities in progress and planned within the Customer Services department and wider Council services in response to concerns regarding call waiting time, and provide reassurance of actions being undertaken.

1. INTRODUCTION AND CONTEXT

1.1. The Customer Services team for Rugby Borough Council (the Council) is based at the Town Hall, and at full recruitment consists of 22 members of staff – a single Service Manager, four Lead Customer Services Advisors (LCSA), two Customer Services Team Leaders, two Customer Services Coaches, a Customer Services (CRM Support) Advisor, ten Customer Service Advisors (CSA) and two Customer Services Apprentices.

1.2. The 22 members of staff amount to a Full Time Equivalent (FTE) of 16.

1.3. All Coaches, LCSAs and CSAs are performance monitored by the Team Leaders, and a continual improvement process, quality assessments and practice review is embedded within the team.

1.4. In 2022/2023 there were more than 78,000 services requested or enquiries answered by the Customer Services team.

1.5. These enquiries included the Meet and Great area within the Town Hall. This area is manned in 2 shifts, 09:00 – 13:00 and 13:00 – 17:00.

1.6. There is also a robust rota system in place to ensure all required areas are covered by the team.

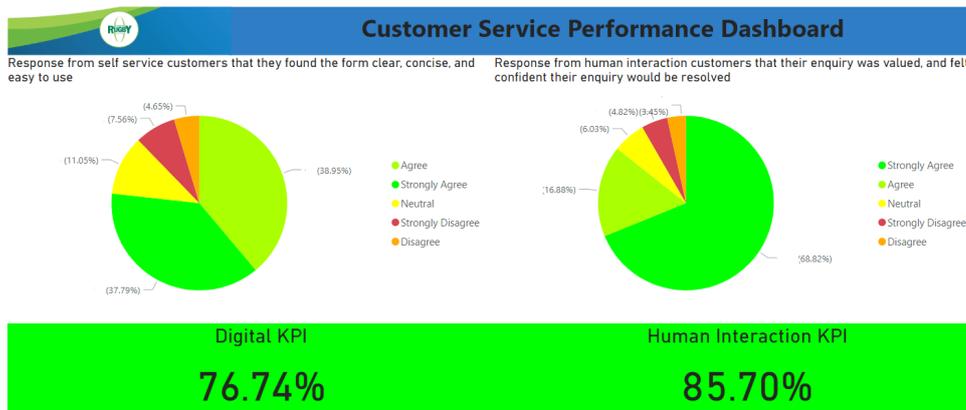
2. PERFORMANCE METRICS, KPIS AND BUSINESS INTELLIGENCE

2.1. The Customer Services team has a variety of monitoring systems in place to observe call density, waiting times, call destination and customer feedback.

2.2. A live wallboard system within the Customer Services department monitors the length of the call queue, daily total demand, dropped calls and monitoring the types of call which are incoming.

2.3. The current legacy phone system provides limited insight. There is a particular gap present when calls leave the Customer Service centre and are attended to by other services. Monitoring on this is currently unavailable in any detail.

2.4. A circular customer feedback process is in place where every customer is asked for their feedback. This feedback data is used to monitor Customer Services performance, including the primary quality reportable Key Performance Indicator. The feedback is split by digital and human interaction so the service can react to changes more effectively.

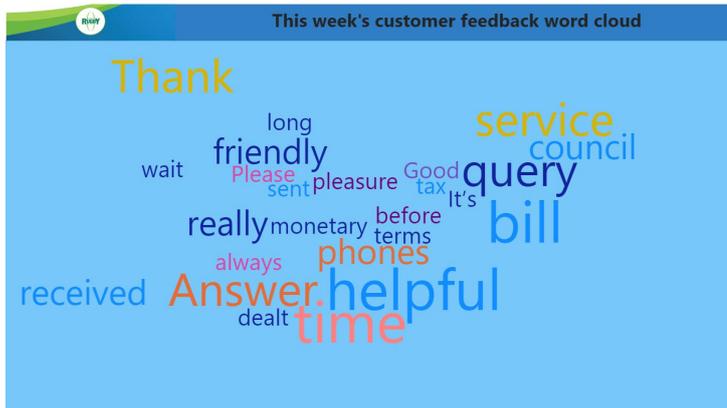


2.5. The detailed responses are reviewed regularly to ensure quality is maintained, and specific feedback provided to officers if they are named.

2.6. This review mechanism also feeds customer contacts to other services within the Council, including Green Bins, Planning, Housing Benefit, etc.



2.7 A visually impactful report section gives the Customer Service Manager and Team Leaders helpful insight into the current short term feedback:



2.8. The telephones in Customer Services are generally picked up within 3 rings (or more often than not, within 2 rings). The point from which the customer dials the switchboard and reaches the end of the Interactive Voice Response (IVR) to make their numeric selection, is 1 minute 10 seconds.

3. CURRENT POSITION

3.1. The below information provides an overview of the calls into the Council during July.

- 11,244 calls were taken within the telephony system.
- 22.4% of calls were answered in under a minute, 37.9% of calls were answered in under five minutes, and 5.7% hung up within one minute of calling.
- The average queue duration (with callers awaiting a customer service advisor) was five minutes and 47 seconds.
- The average call duration was ten minutes and 9 seconds.

3.2. The Customer Services Key Performance Indicators are RAG rated green.

3.3. The Customer Satisfaction Service Delivery target is 75% of all customers either agreeing or strongly agreeing that their enquiry was valued and felt confident that their enquiry would be resolved, or for customers who used the digital services that they either agreed or strongly agreed that they found the form clear, concise and easy to use. Q1 key performance was reported at 80%, 5 percent above target.

4. STAFFING UPDATE

4.1 Currently within the Customer Services team there are three posts vacant, four including long term sickness. Inevitably this has given rise to significant challenges on services delivery.

5. ROADMAP AND CURRENT PROJECTS

5.1. The Customer Services team continues to work on directing customers who can use the digital entry points to release resources within the telephony and face to face services. This includes the appropriate use of QR Codes.

5.2. A crucial area of improvement is the updating of the Council's telephony system. The new telephony system will bring forward opportunities for more innovative solutions to better serve the residents and businesses of Rugby.

6. CONCLUSION

6.1. The Customer Services Team has experienced significant challenges and as set out within this report there have been challenges in respect of vacant posts and the legacy phone system. However, within such resources the team continues to provide strong performance and moving forward the assessment of further innovation, digital solutions and the updating of the telephony system will ensure that overall service delivery can be further improved.

Name of Meeting: Scrutiny Committee
Date of Meeting: 11 September 2023
Subject Matter: Customer Services Update
Originating Department: Digital and Communications

DO ANY BACKGROUND PAPERS APPLY **YES** **NO**

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink