

# CONTRACT REVIEW PERFORMANCE PACK CUSTOMER SERVICES

# Service Performance Summary

The customer service contract has performed well since 2018, regularly meeting KPI's and achieving good levels of customer satisfaction. However, the council recognises that a number of residents have raised concerns about the ability to contact the council and speak to an officer.

The Council has invested significantly in making improvements to the service provided to our residents and customers, improving the digital offer and telephony service, and establishing effective internal governance to ensure improvements measures are sustained.

There has been a significant change in how customers choose to contact the council over this period, with the majority of transactions now online. Working collaboratively to ensure our website is accessible and easy to use has been and will continue to be important in meeting the needs of our residents.

The service has also seen improvements to wait times on the phones and the dedicated support provided to those residents who need it. Good working relations have enabled flexibility, to ensure the best outcomes for our residents are achieved.

Working across service boundaries to provide a seamless customer experience across the organisation has improved and will continue to be focused on, responding to resident feedback.

Notwithstanding the improvements that have been made, the service remains committed to continuing to improve residents' ability to contact the council and to working with services to improve the handling of more complex cases.

## Key Figures 2018 - 2021

	2018/19	2019/20	2020/21
<b>Management Fee</b> (as per Financial Model 2013)	2,381,901	2,370,818	2,365,052
<b>Indexation (cumulative)</b>	144,574	192,634	238,647
<b>Change Request</b>	38,415	(89,721)	(89,020)
<b>Total</b>	<b>2,564,890</b>	<b>2,473,731</b>	<b>2,514,679</b>
<b>Special Projects</b>	4,027,848	1,522,990	718,197
<b>SPRR</b>	107,909	27,958	0
<b>Income (actuals)</b>	N/A	N/A	N/A

## Service Journey (Including Achievements) 2018 – March 2021

The service has been through a considerable amount of change since the beginning of the contract. The Contact Centre is now part of one of Capita's shared service centres; based in Coventry. This includes key functions such as Resource Planning, Real Time Management, Training, Quality Assurance and a Customer Experience team. These functions help to ensure the service is well run and the Customer Journey/Experience are continually reviewed. There are now also very experienced subject matter experts included for every service.

In addition, the transformation programme has completed several projects so far. These include Website projects that have supported the 'channel shift' of customers to online channels, including 'My Account', a Mobile first design and artificial intelligence to analyse content.

One of the biggest challenges was of course the Covid Pandemic. The service moved at pace to get staff working from home and showed tremendous flexibility by supporting the council in many ways, including the Covid Vulnerability Hub.

## Service Journey (Including Achievements) 2018 – March 2021

During this difficult time, the service maintained very strong working relations and communications with the various council services. We also listened to customers and changed ways of working to improve the way vulnerable customers are supported and flexed our resources to support customers where and when they needed it as demand for services increased. Other examples of flexibility include helping the Waste service with the large spike in seasonal Garden Waste calls and supporting the authority with elections.

Customer Services has a good reputation within the authority. It regularly achieves its targets, has achieved good levels of contact reduction (channel shift) and has evolved beyond what would be considered a traditional Call Centre. Issues are generally dealt with promptly, vulnerable customers supported, and there are established lines of communication with all council services. The relationship is strong at all levels with teams very much feeling they are part of a partnership.

Both parties recognise that further improvements are required, particularly in dealing with residents with more complex issues.

# Performance to Date – KPIs Annual Outturn

KPI No	KPI Description	2018/19		2019/20		2020/21	
		Target	Result	Target	Result	Target	Result
	<b>Customer Services</b>						
CSO KPI 10a	% Customer Satisfaction with phone, F2F, Email & post case closure	89%	90%	89%	90.8%	89%	91.5%
CSO KPI 13b	Performance against SLA for CAS cases where Customer Services own the end to end process	96%	100%	94%	100%	94%	100%
CSO KPI 14	Self-serve contact as a % of overall contact (CSG Customer Service only)	48%	47%	50%	54%	50%	67.4%
CSO KPI 15	Web Satisfaction (Web Performance and Customer Feedback)	New for 19/20	New for 19/20	55%	61.3%	55%	59.1%

There has been a consistently strong performance on all Customer Services KPIs. Self-serve contact has improved due to the considerable work completed on the website and online forms.

# Customer Services Customer Satisfaction

Customer Satisfaction is measured on phone contacts and online contacts. Telephone customers are transferred to an automated solution where the customer is asked a number of questions.

**The target of 89%+ is consistently achieved.**

For online contacts, Customer Satisfaction is measured using GovMetric/Site Improve. Following the website improvements, the target of 55%+ is consistently achieved.

Insight and feedback is analysed and acted upon. As an example, the team are currently looking at the telephony 'Interactive Voice Response (IVR)' to simplify the messages and options the customer hears when calling, including steps to speak to a person and call-back options.