

Customer Relations Service Update

Corporate Performance and Resources Scrutiny Committee

20 November 2024



Focus on Contact Centre
performance



Additional data and updates
provided for information

Long Term Trends

- Long term trend is of reducing staff resources and continued high demand
- Current call handling FTE 29.5, **22.5% lower** than 2014.
- Supervisory and **support roles have reduced by 43%**.(from 7 to 2.5 FTE)

IMPACT

- Reduced capability to respond to spikes in demand – planned or unplanned
- Increased vulnerability to staff turnover and sickness

OUR RESPONSE – A human approach

- Manage demand by creating digital self-service opportunities for those who can and wish to use them
 - Digital focus on high volume, low complexity processes
 - Maximise call handling capacity to deal with complex, urgent needs and when things go wrong
 - Minimise wait times for callers

OUTPUT

- **76% of transactions are online** (where available)
 - New Services designed digitally – 82% of Garden Waste 2024/25 subscriptions.
- **25% reduction in call demand** between 2020 and 2024

Operational challenges are considerable

Short term

Long term sickness is a challenge

576 shifts lost (April – September 24)

Average 5.7 shifts per day, 27% of call handling capacity, peaked at 43%
Continued engagement with HR and pro-active wellbeing

Rapid number of internal moves

6 joining other services (+2 in other employment)

Medium term

Retention is challenging

Losing internal colleagues to admin roles

Recruitment is challenging

Grade 4 for C1V – not matching the market

New functionality delayed

NEC delays resulting in continued higher demand

Our interventions

Maximise our performance

Maximising call handling capacity – CSR overtime. Seniors and Team Leaders. Focussing on high risk / value enquiries (Adult Social Care, Homelessness, SRS and Electoral Registration). Additional subject matter training. Seeking support for colleagues in other services. Cancelling all non-essential duties.

Continue evaluation of high demand

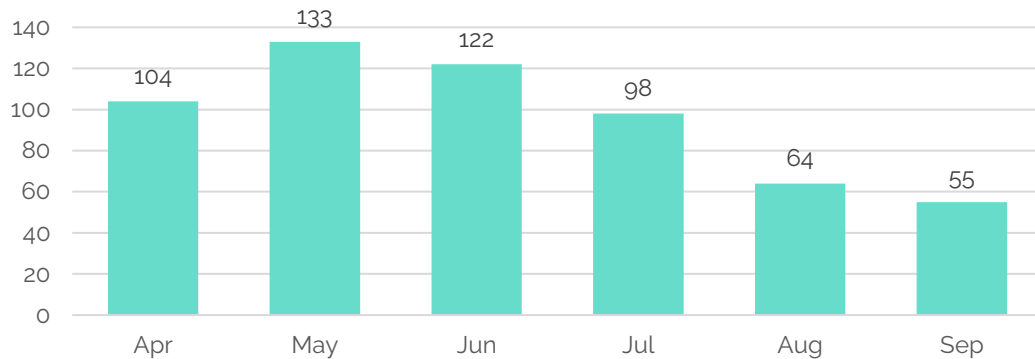
Development of real time reporting capability to assess demand by subject matter and channel. Assessment of “failure demand”. Using data to inform focus of digital development and process improvement on highest value potential. Develop improved understanding of seasonal demand and planned campaigns to better anticipate and manage “spikes” in demand..

Support Digital Projects and Strategic outcomes

Increasing digital access through Granicus. Supporting income generation and reducing cost to serve. Maximising use of SAAS (cloud) applications. Making better use of data for decision making through real time reporting. Supporting NEC project, Digital Board, Adult Social Care projects

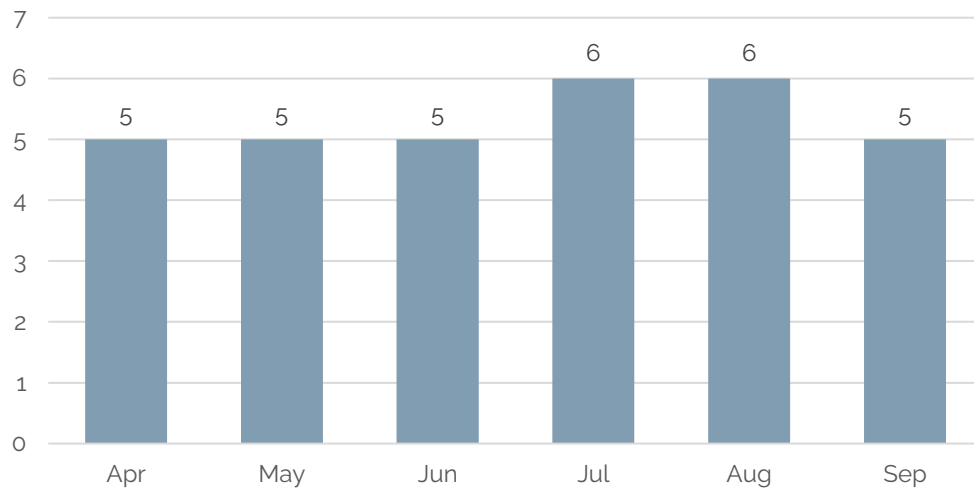
Managing Resources

Shifts Lost to Sickness Absence



We have **reduced short and long-term sickness absence rates** by working in conjunction with HR to support colleagues to return to normal working

FT CSR Vacancy Rate April - September 2024

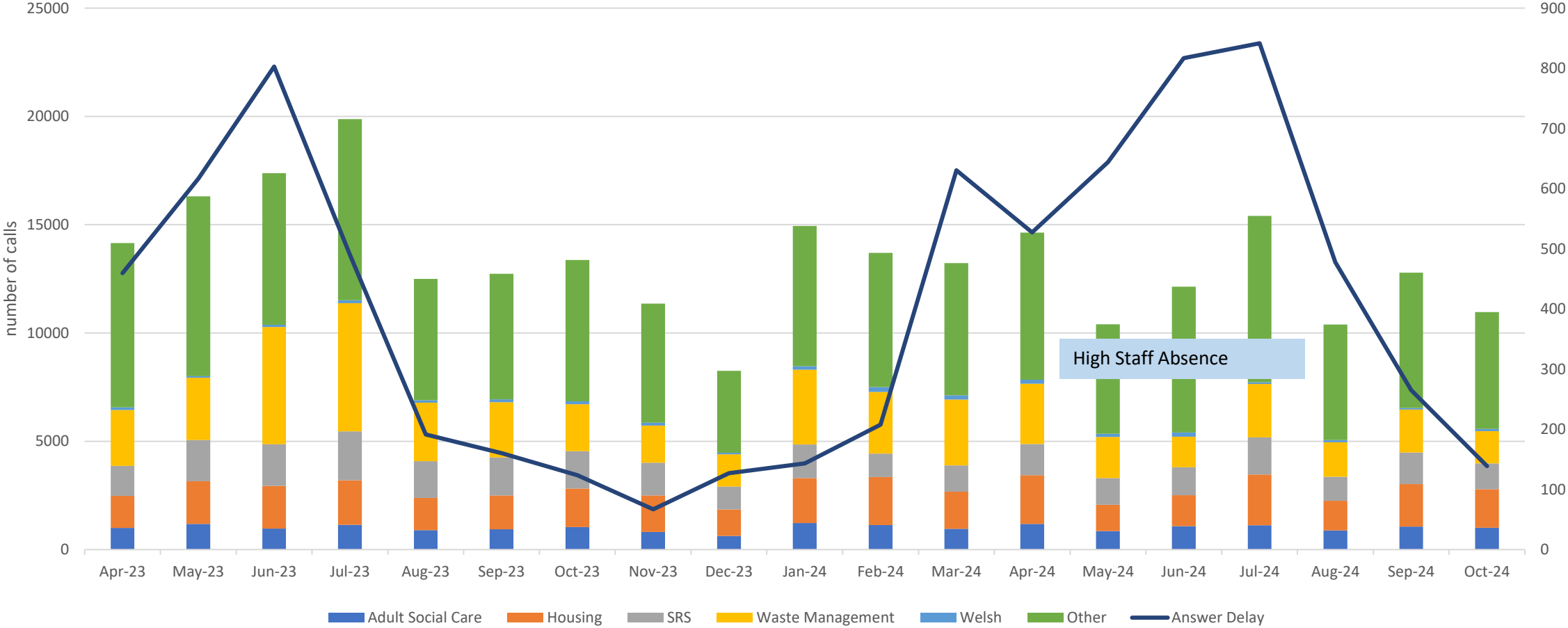


We have worked hard to recruit and train new CSR's, 7 permanent, full time resources starting between July and September. This **has helped stabilise the vacancy rate.**

July	2 recruits
August	2 recruits
September	3 recruits

Call Volumes remain high

Monthly Call Volume Demand and Average Answer Delay



However, we are still delivering great satisfaction

91% Very helpful (61%)
Helpful (18%)
Average (12%)

How **helpful** was the CSR?

89% Extremely (32%)
Very (21%)
Knowledgeable (34%)

How **knowledgeable** was the CSR?

89% Extremely (47%)
Very (16%)
Satisfied (26%)

How satisfied were you that the **CSR listened and understood**?

73% Extremely (39%)
Satisfied (34%)

How **satisfied** were you with the **experience**?



Work to be done.....

79%

Was the **CSR able to deal with your enquiry?**

89%

Said they **understood what would happen** next

64%

Confident that their enquiry was or would be resolved

42%

Said they had already called regarding their issue



Ongoing issues



“**Failure demand**” impacting on contact centre performance

Increased demand and call handler effort



Corporate **complaints at a record high** for 2023/24



61% of complaints as a result of **service standards not met**



Ombudsman has highlighted simple behaviours as **drivers of complaints**:

Failure to respond to communications
Not keeping residents updated
Delays in completing complaints

Our Response

Focus on **“BRILLIANT BASICS”** - the services and behaviours that matter most to our residents.

In the contact centre this means **improving key performance indicators:**

- Maximising First Contact Resolution
- Reducing error rates
- Increasing efficiency
- Minimising wait times

Quality Assurance and Training

- Managing the citizen conversation better
- Subject matter knowledge
- System skills
- Data capture

Great citizen experiences aren't just made at the contact centre, improvements need to be made across the whole citizen journey.



Top 20 Journeys

Project Purpose The purpose of this project is to analyse and improve the top 20 customer contact journeys, focusing on both digital and telephony interactions. The aim is to identify the root causes of failure demand, explore opportunities to enhance the customer experience, and recommend improvements to drive efficiency and deliver measurable value.

Key Objectives

Understand Customer Journey Touchpoints: Map the complete journey of the top 20 customer contact points, examining both digital and telephony channels.

Identify Failure Demand: Analyse the root causes of customer complaints, repeated contacts, and issues leading to unnecessary interactions (failure demand).

Improve Customer Experience: Identify areas where the customer experience can be enhanced by simplifying processes, reducing friction, and improving service levels. This work will be aligned to the **Brilliant Basics** workstream.

Increase Operational Efficiency: Recommend solutions that optimise operational resources, reduce contact times, and streamline workflows to improve council efficiency.

Develop Metrics: Create a set of dashboards, shared with stakeholders, that will be used to measure success in reducing failure demand, improving customer satisfaction, and increasing efficiency.



Success Criteria

- Clear identification of key issues leading to failure demand.
- Actionable insights and quick wins implemented that improve the customer experience.
- Defined set of KPIs for measuring improvements.
- Dashboard that informs further work and ongoing evaluation
- Evidence of efficiency gains (e.g., time savings, resource optimisation), achieved, and what is proposed can be achieved through subsequent workstreams

Improving Digital Brilliant Basics

Improving Access, Simplifying Processes, Reducing Citizen Effort, Reducing Cost.

Telecare online application and payment process Minimum Viable Product (MVP).

- Easier **access to service**
- **Reduced inbound** telephone contact
- Online **payment options** - including paperless Direct Debits for first time
- **Proactively offering** other relevant services
- **Go Live - 28 October 2024**

Skip Licencing (Live)

- Easier **access to service**
- **Reduced inbound** telephone contact
- **Automated email** communications
- **Reduced assessment time and quicker response** for applicants
- **Payment in advance** – online
- **Reduced bad debt**
- **Eliminates** invoicing and administrative **overheads**
- **Replicable process** for other Highways licenced services

Citizen facing GIS and Mapping Capabilities

- Using **pothole reporting** to develop MVP
- **Reduce customer effort**
- Allow **reporting only on council maintained land**
- **Automated allocation** of work to specific teams
- **Reduced delays** caused by errors in reporting and reassignment
- **Improved operational efficiency** and administration overheads

Simplifying location-based services

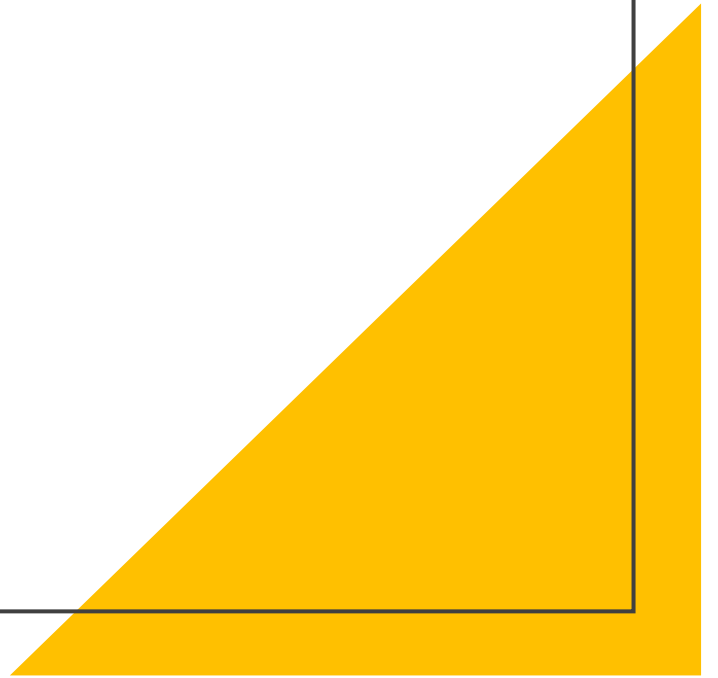
- Almost **5,000 cases** in first 6 months - Litter & Fly Tipping, Potholes, Streetlights, Weed Control, Overgrown Vegetation, Trees, Grass Cutting
- Agreement to **simplify budget monitoring**
- No need to identify land ownership "up front"
- **Immediate allocation** to delivery / response teams
- **Improved speed of response**
- **Reduction in administration overheads** by removing need for inspections, quotes and internal invoicing

Thankyou!

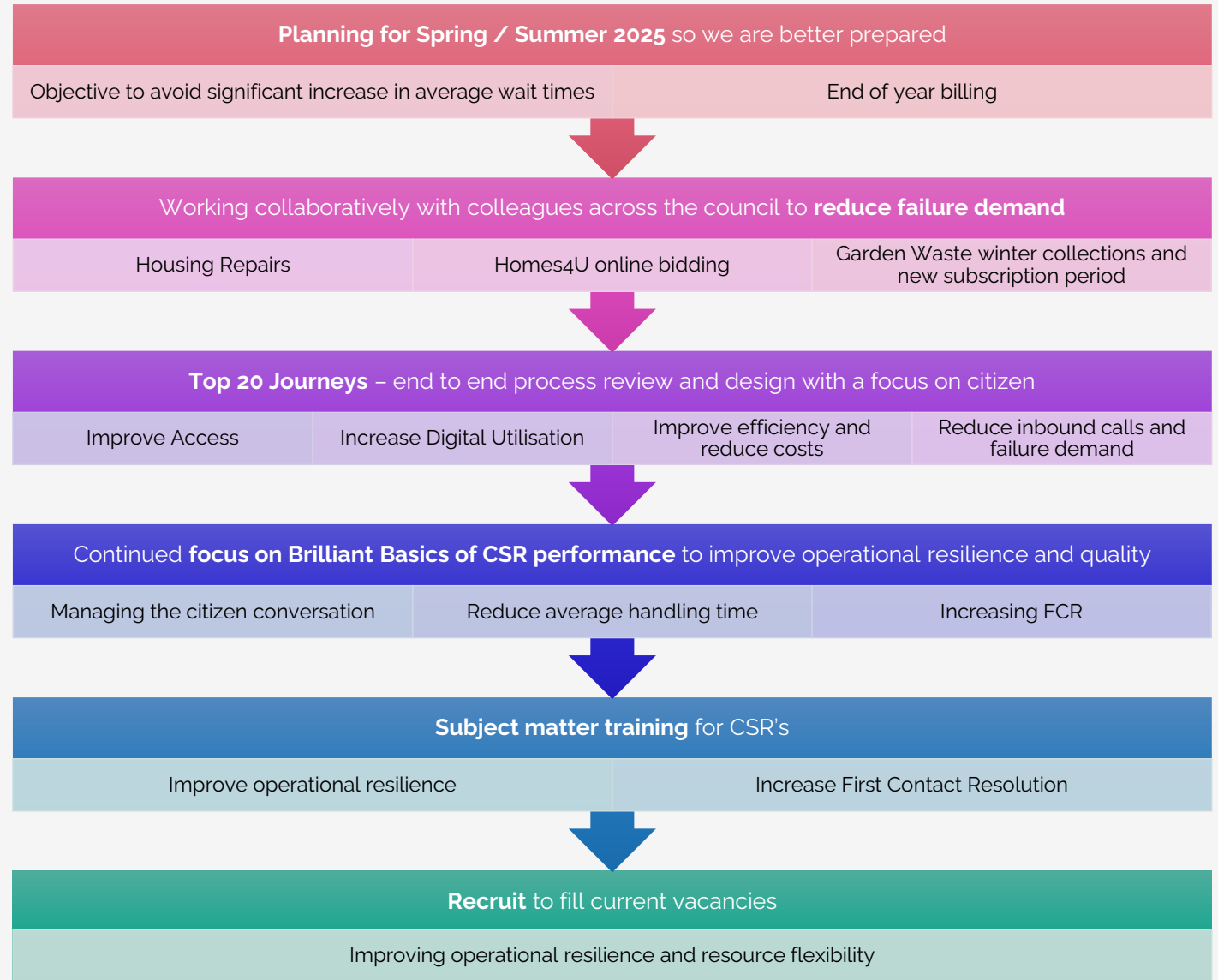
Service data and updates

November 2024

Strengthening Our Service



Q3 & Q4 Operational Focus



Q4 and beyond

Wellbeing Matters

- **Simplifying access** - single telephone number for Health, Social Care and Health services
- Creating integrated Wellbeing Matters point of access with **focus on prevention**

Adult Social Care

- **"Wellbeing Portal"** to improve efficiency of referrals to third sector and monitoring of outcomes for citizens.

Continued **expansion** of citizen facing **digital opportunities** through Granicus and NEC Housing Online

- **Automation** to improve efficiency and free up staff resources

Connecting Wales service collaboration

- Working with **Connecting Wales** partners to investigate and develop opportunities for **collaborative services**
- Sharing best practice
- Making **better use of** scarce skills and **resources**

Contact Centre - Migration to Nice CXOne

**Migration
completed
29 January
2024**

- Real time reporting and management
- Call & Contact Recording
- Quality Management
- Workforce Management integration
- Seamless integration with Teams

- Contact OneVale
- Council Tax
- Benefits
- Family First Advice Line

Connecting Wales Community – opportunities for collaboration

Councils:

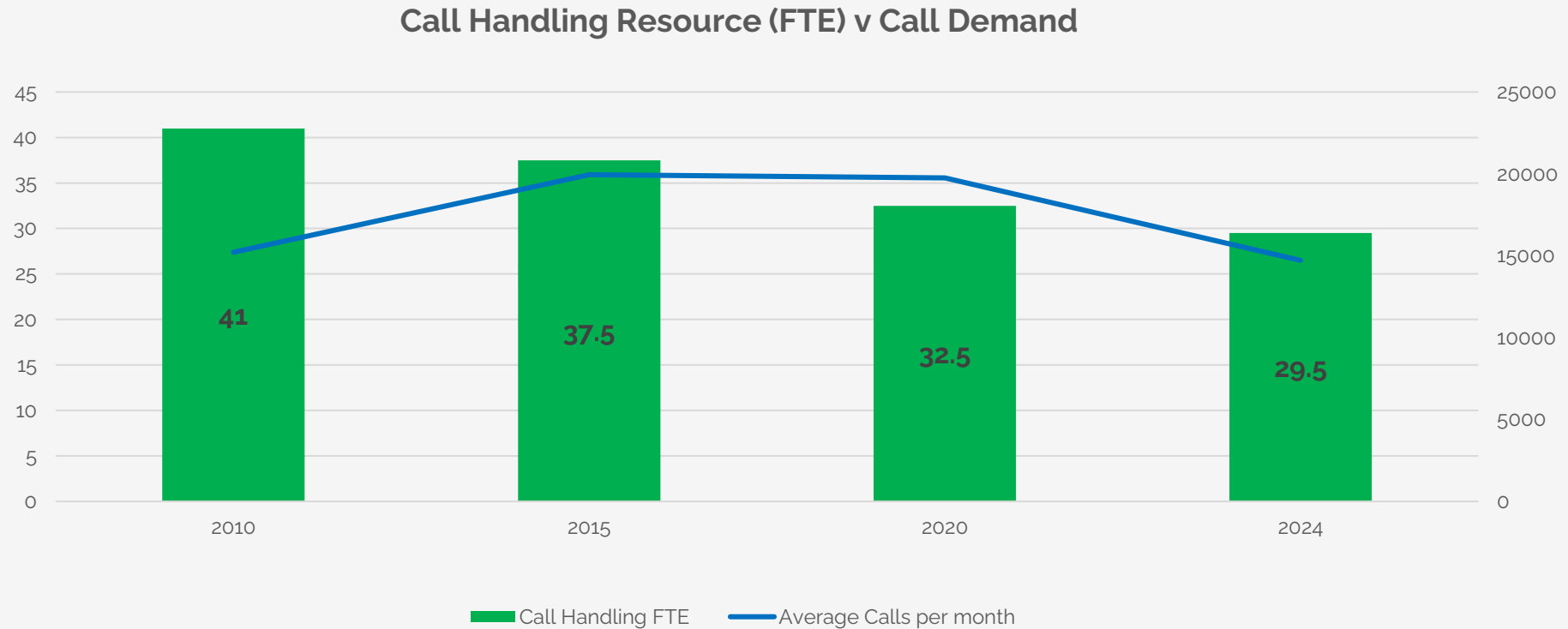
- Anglesey
- Blaenau Gwent
- Monmouthshire
- Neath Port Talbot
- Newport*
- Torfaen
- Vale of Glamorgan
- Wrexham

- Cardiff and Vale UHB
- Cwm Taf Morgannwg UHB
- Shared Resource Services (ICT Support)
- Transport For Wales

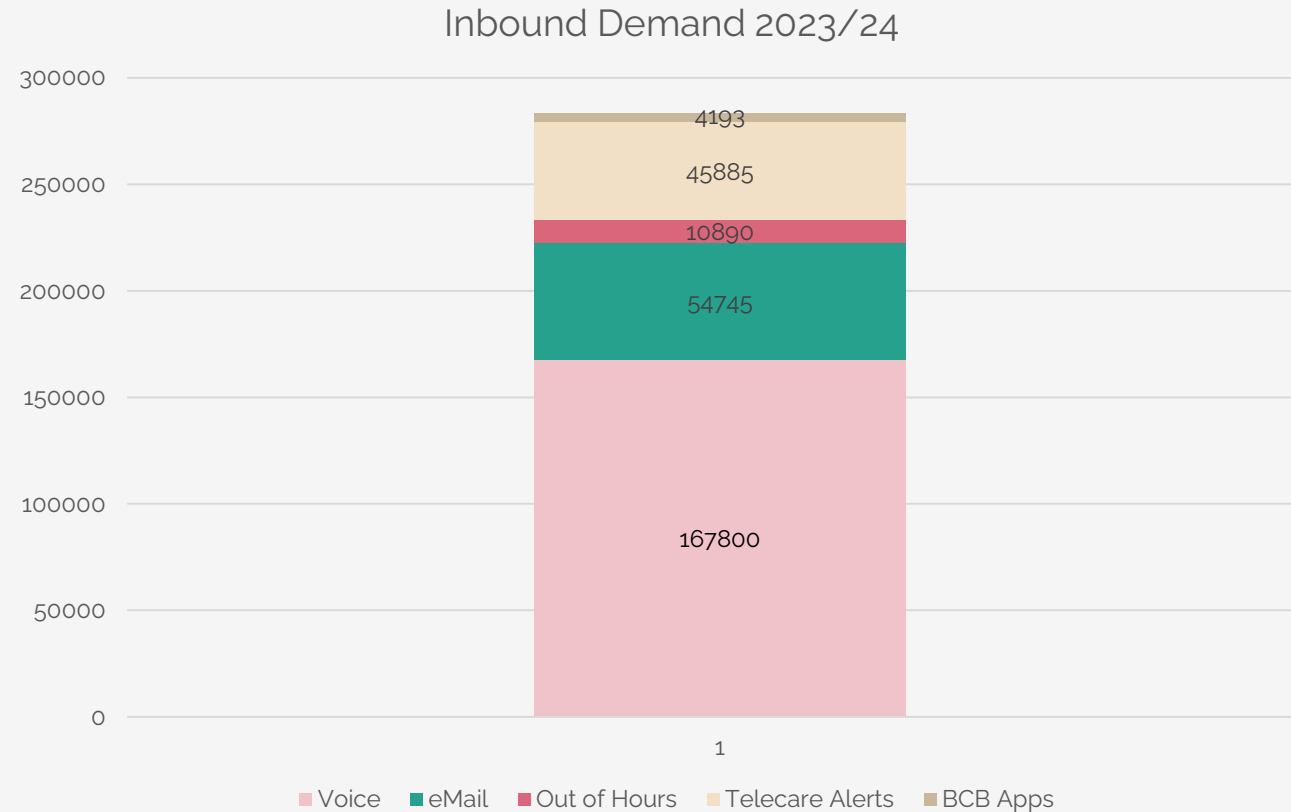
Performance



Available Call Handling Resource and Call Demand



Overall inbound Demand



Equivalent to 2.5 FTE

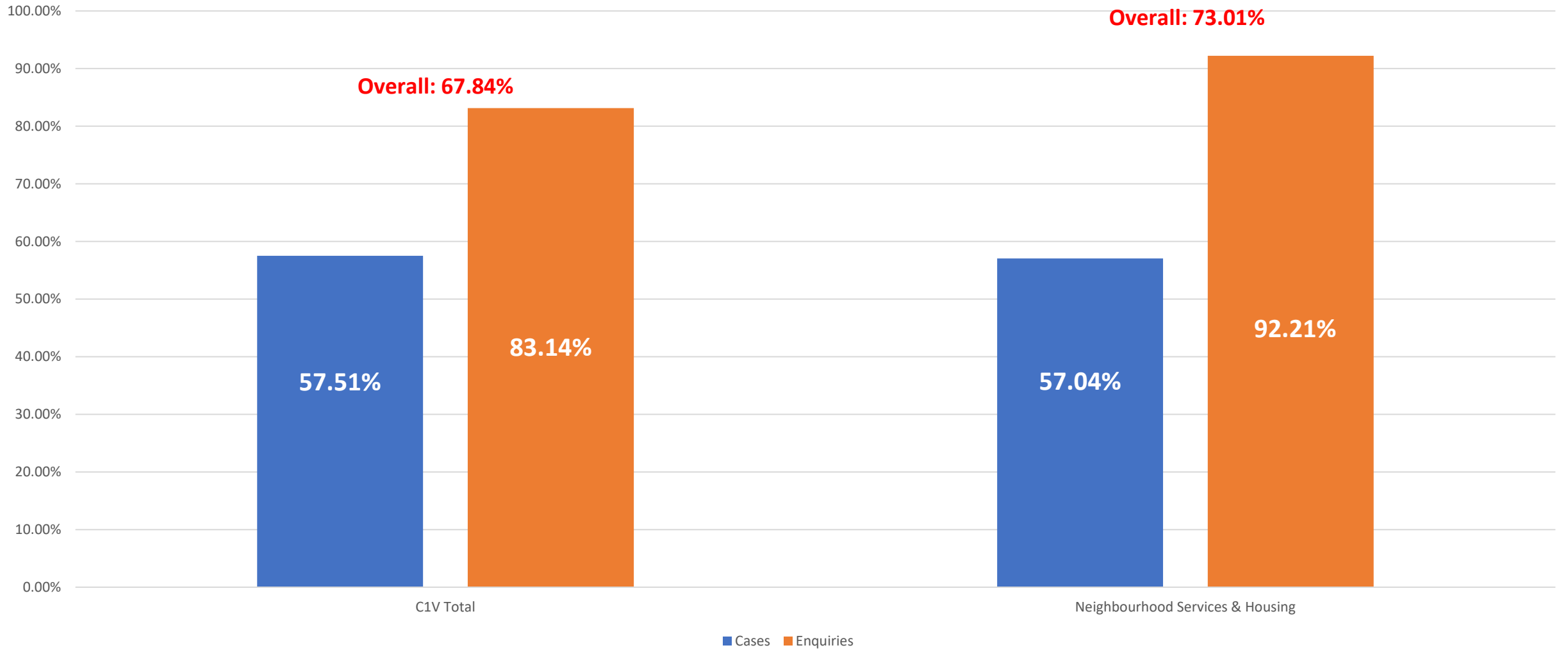
Civic Reception:
Monday to Friday 0830-1700

**4 FTE Well Being
Officers**

1,600 Adult Social Care
assessments

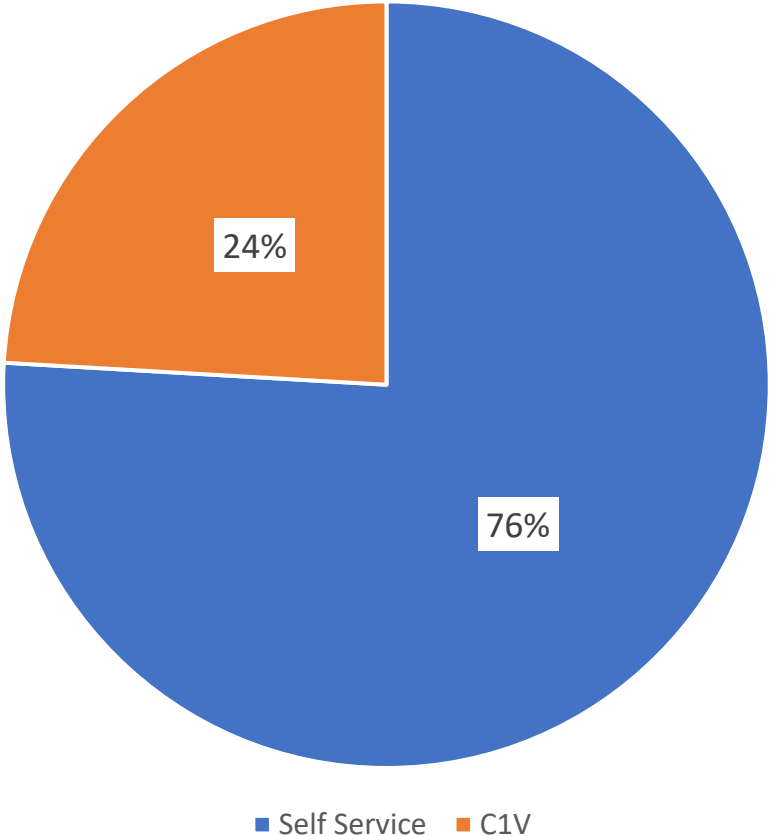


Resolved at First Point of Contact in C1V

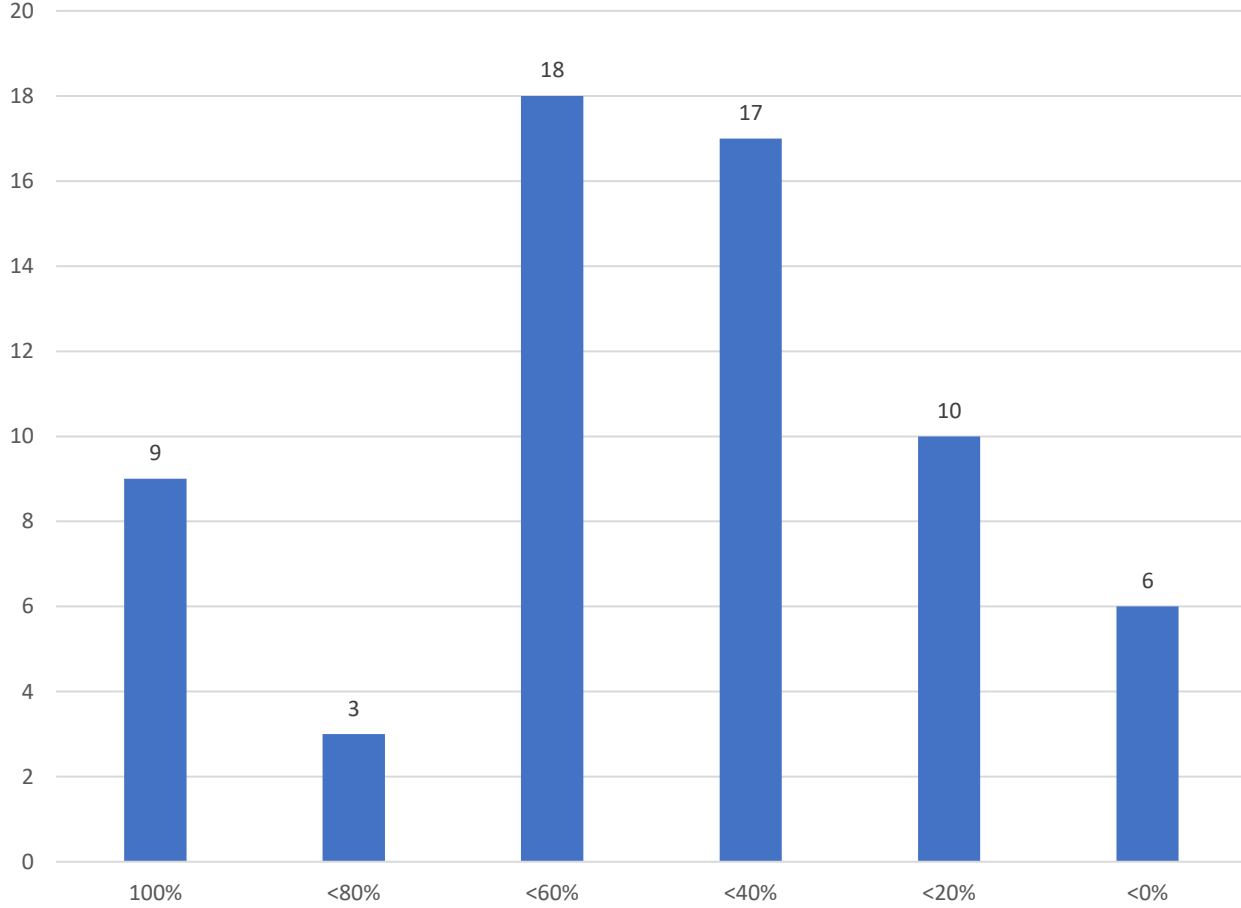


Focus on maximising digital utilisation (2023/24)

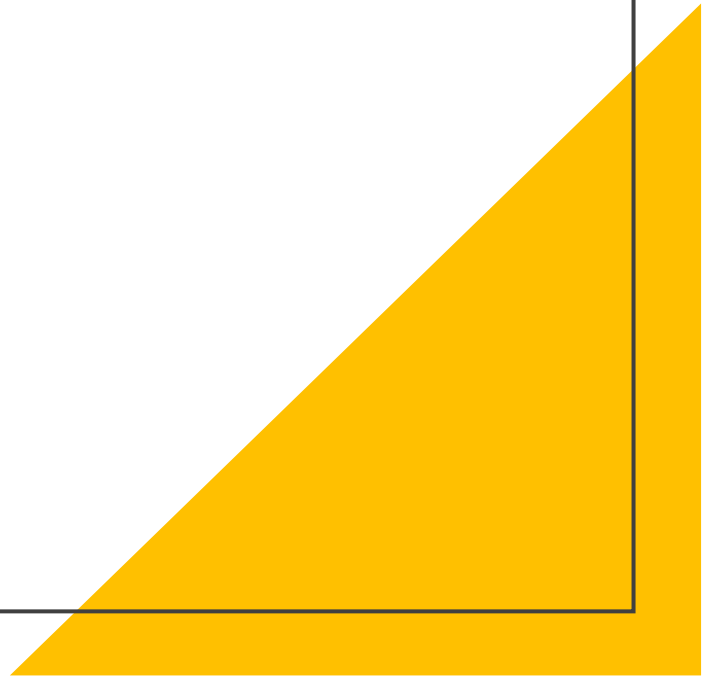
Self-Service percentage - All Transactions



Number of Service Types by Self Service Rate



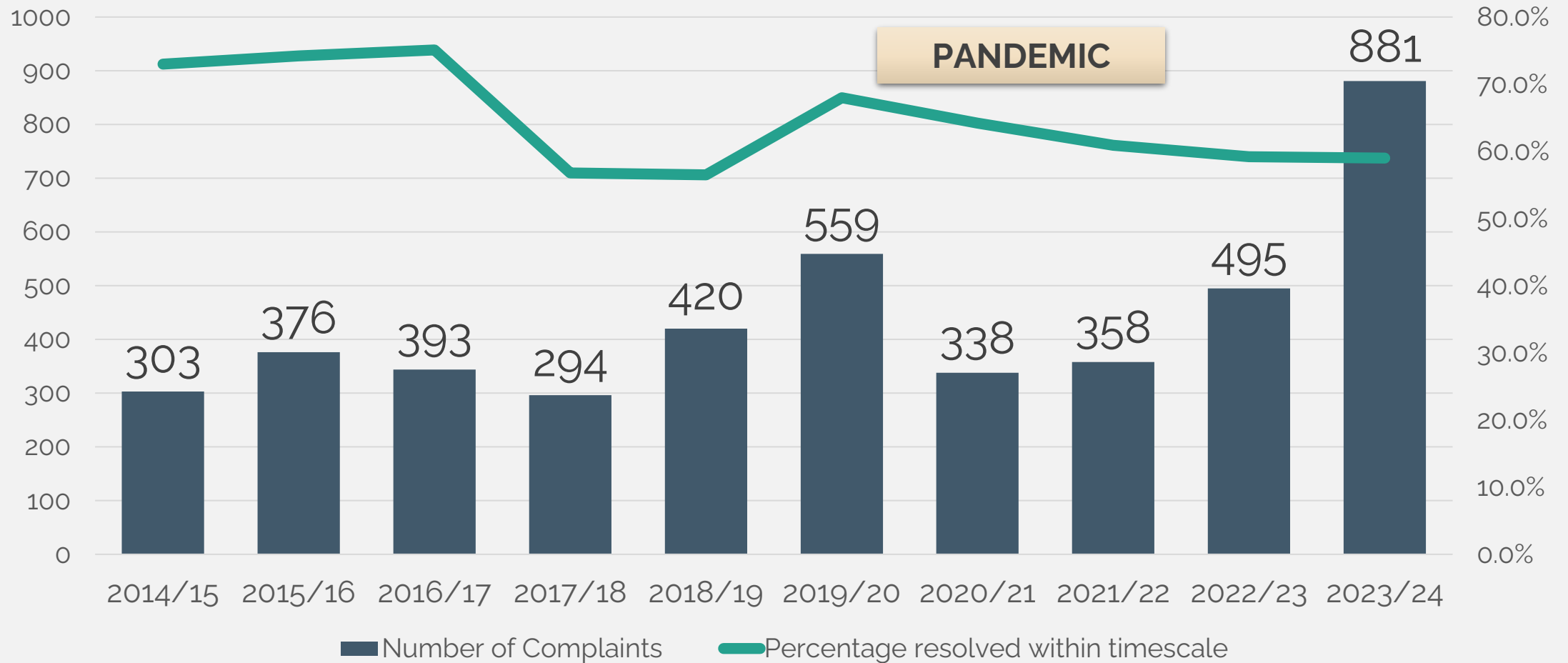
Corporate Complaints



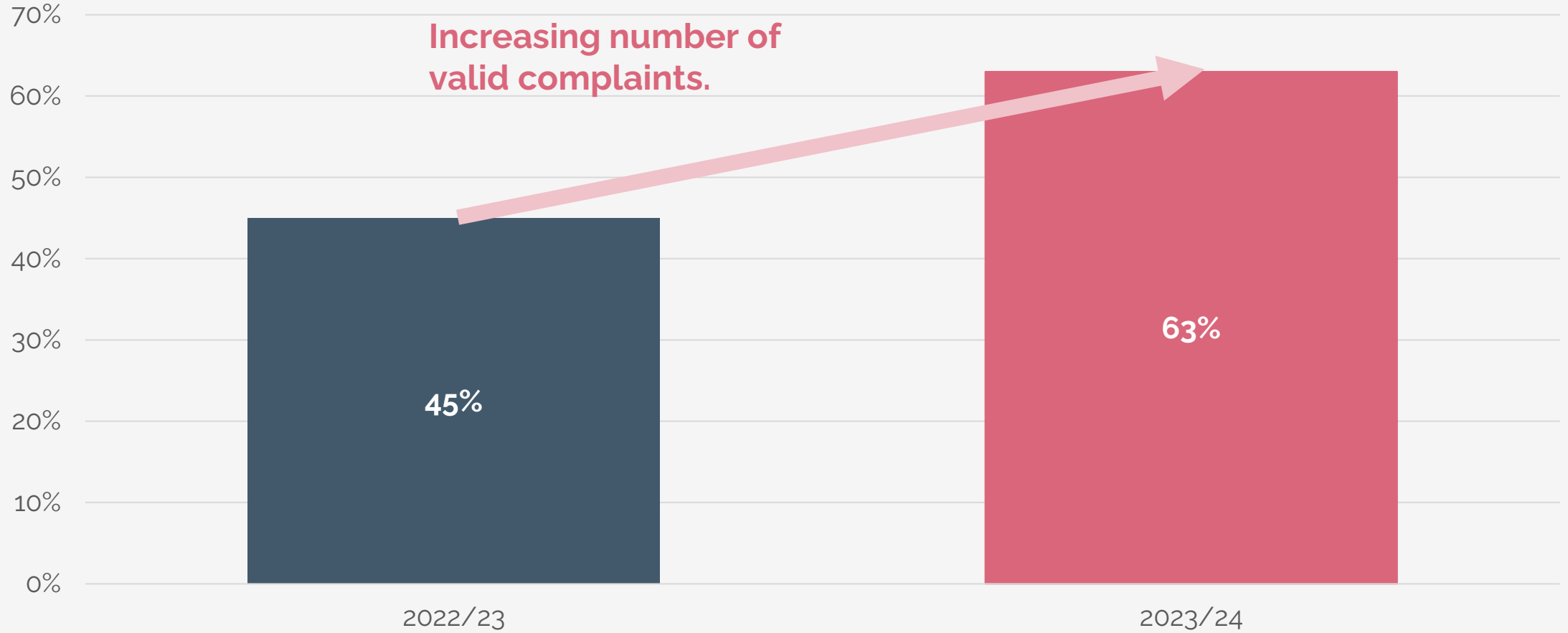
Complaints 

Responsiveness 

Complaint Volumes and Responsiveness



MORE COMPLAINTS ARE BEING UPHELD

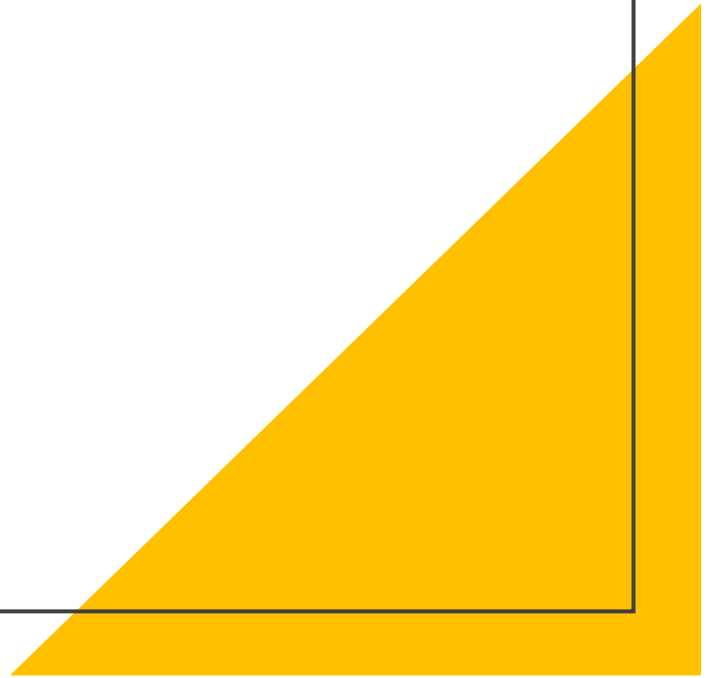


Supporting colleagues to improve responsiveness



- **August 2022: New digital process with automated emails**
 - Deadlines automatically calculated
 - Notifications and Reminder emails
- **January 2023: PSOW training for investigators**
- **March 2023: Review of process identified 2 key issues:**
 - “Stop the Clock”
 - Too many emails
- **June 2023 – July 2024: Improving functionality**
 - “Stop the clock” functionality
 - Focus reminders on individual investigators for improved ownership
- **July – August 2024:**
 - Relaunch complaints process with investigators
 - Refresher complaints training
- **September – October 2024**
 - Drop-in sessions for complaint handlers
 - Complaints Update Bulletin – 2-monthly, circulated to all complaint investigators and owners.

Wellbeing Matters





Integrated Contact Centre Manager

Commenced 01 October 2024

Managing C1V and UHB Daytime Services contact centres

Increased focus on consistent standards and performance

Maximising use of available resources



Single Point of Access

Single telephone number for integrated services

Ease of access for Vale of Glamorgan citizens

Improved insight



Creating an integrated enquiry handling team

Person centred services

Focus on prevention