

Customer Access Strategy Appendix A – Contact Centre Update

South Hams O&S Committee – 16 March 2023

Contact Centre Performance

1. The following charts show that call answering performance has improved significantly since August and conversely call waiting times have reduced.
 - a. Chart 1 shows the improvement in the percentage of calls answered within 5 minutes except Revenues & Benefits
 - b. Chart 2 shows the same data for the Revenues & Benefits Service

Chart 1

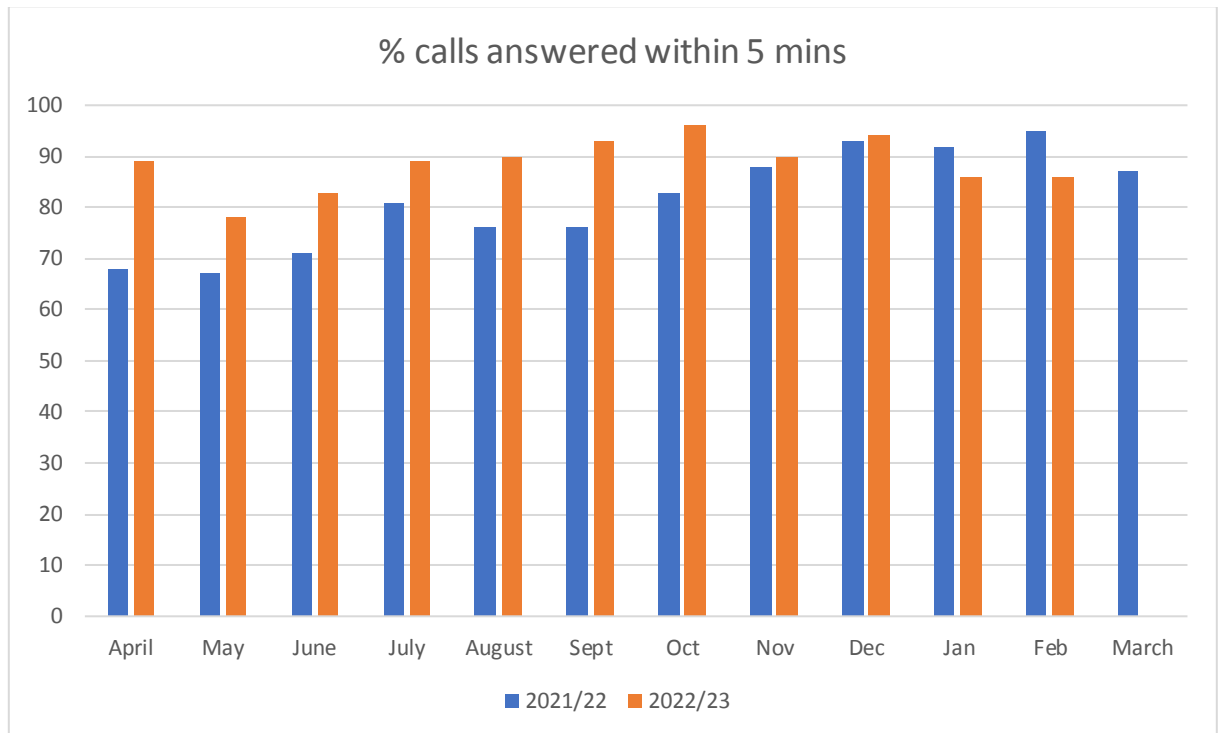
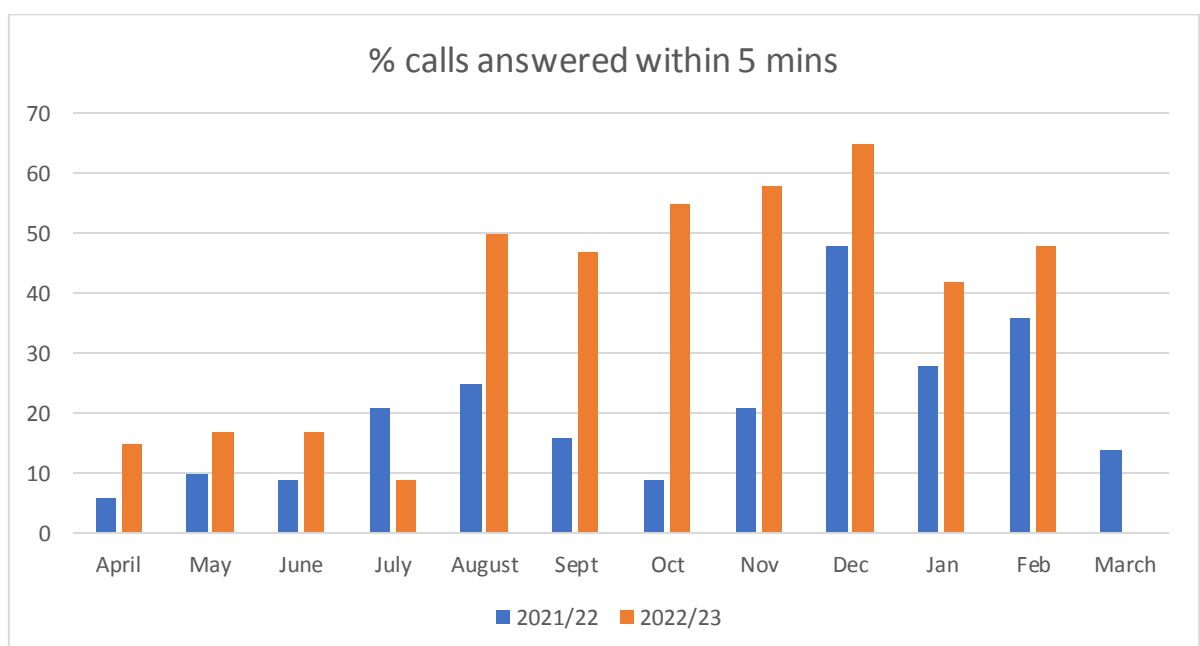


Chart 2



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c. Chart 3 shows the average call waiting time for all contact centre services including Revenues & Benefits.

Chart 3

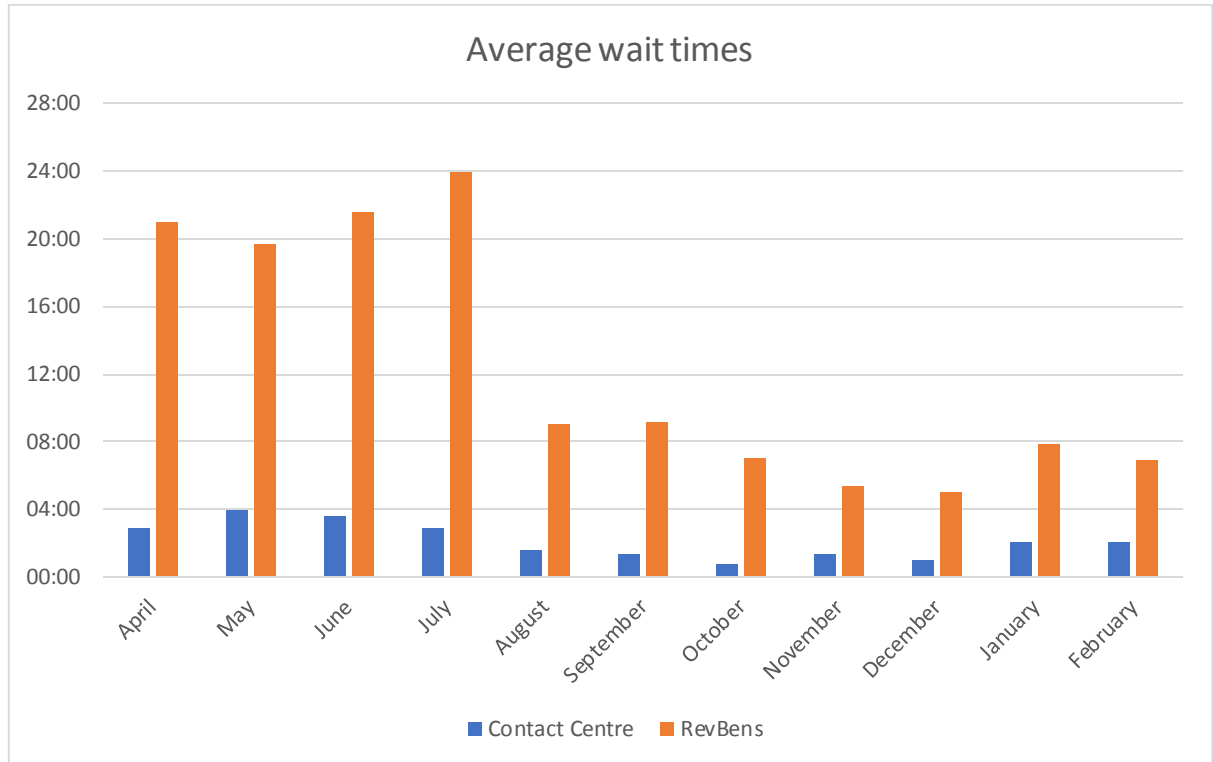
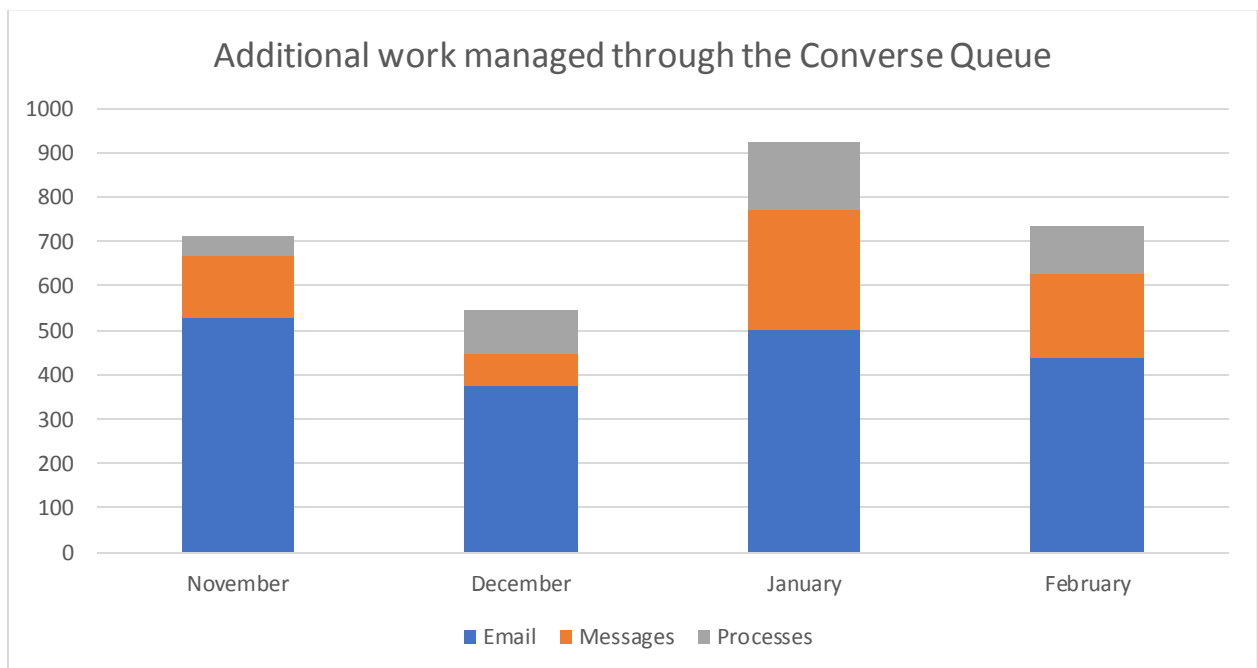


Chart 4



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These are lower priority tasks that are completed when call volumes are lower. Additional tasks and emails inboxes will be added to the call queue over time.

2. The following table details the improvements implemented or planned to improve contact centre performance. Previously completed tasks removed.

Action	Rationale / Benefits	Expected Timeframe
Increased training and support from the organisation	Additional training allows easier management of variation. Customer contact tends to clump so more multi-skilled staff mean peaks can be absorbed without significantly affecting wait times.	Revenues support organised for March billing time
Moving email requests to Webforms	Webforms reduce indexing and basic admin and ensure that all necessary information is provided at the start of a transaction. Automation can be applied. Information is consistent and prevents additional contact and failure demand. Type of transaction and effort required is known straight away to aid management of demand. Email information is unstructured and effort required is unknown unless triaged.	Additional RevBens and EH & Licensing processes being created
Directed, focused support, where necessary	Booking appointments online. Locality Officers providing home visits when needed. Call-backs for complex cases to prevent multiple contacts.	Completed
Moving phone calls to webchats	Ability to manage more than one conversation and conversations being less time critical eases management of demand. Facebook Messenger functionality enabled	Completed
Phone messages changed to improve call speed	Data quality improvements and standard call structure should improve call speeds by ensuring customers have necessary information to hand during call wait time	Delayed as all dialogues being reviewed after voice switchboard rollout
Social media direct messages managed through Liberty Converse	Same as above. More productivity from Contact Centre. Will enable one role to be absorbed back into the Contact Centre to support the phone lines	Completed
Moving more processes online	Around 80% of our highest volume processes are available 24/7 online but this varies per service area. Focus on moving the lower volume transactions across so virtually all Council transactions can be completed online. Automation applied where possible.	Ongoing

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More dynamic allocation of resources to support customer contact	Service areas supporting peaks in customer demand to prevent duplication and failure demand in the Back Office. Customer service is everyone's responsibility, and good customer service is in everyone's best interest as it saves time down the line.	Proof of concept trialled. Implemented as part of Revenues billing support
Netcall infrastructure improvements – Automated switchboard, customer surveys, workforce management, screen recording	Automated switchboard releases around 0.7FTE to answer calls and delivers a shorter call/wait time to most customers. Fewer messages/options needed. Surveys and screen recording improve quality and training over time. Workforce management enables further development and support of other services.	Funded. In progress. Expected go-live for automated switchboard May 23