

# CUSTOMER SERVICE

## FINANCE & CORPORATE SERVICES SCRUTINY BOARD – 7<sup>TH</sup> July 2021



**ONE**  
**COVENTRY**



**LOOKING BACK**

# CUSTOMER SERVICE

DURING THE LAST YEAR



## resident

- Set up the Community Support in response to the pandemic to offer help to Coventry residents. Expanded to pick up Winter Grant and Local Support Grant and working with partners to deliver solutions
- Undertook self and well checks on 3104 vulnerable people including phone calls and visits to residents properties working with the Police. Redeployed people from across the organisation to support



## channel

- Remained open to support vulnerable people or those unable to access services any other way
- Supported other services to use face to face when needed
- Introduced webchat as a free way to contact us
- Remained open throughout to collect and deliver post (prioritising vulnerable people and income generation) and food parcels to the most vulnerable



## digital

- Introduced new technology so contact centre was able to work from home in readiness for lockdown announcement
- Used video conferencing for Council Tax court cases
- Completed the roll out of scanning of incoming post across the organisation
- Introduced remote printing across the organisation to maintain postal services



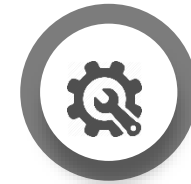
## people

- Deployed to register deaths
- Supported administration for the Coroner
- Delivered food parcels in and out of hours
- Delivered PPE
- Provided support working out of UCHW
- Moved between teams within the service to support phones, Community support etc.
- Supported other services with new ways of working e.g. Elections and Canvassing calling out of hours
- Opened during bank holidays for contact and food delivery



## analysis

- Undertook analysis of Community Support use to identify gaps in provision and research potential providers
- Undertook analysis to obtain funds and fulfil DWP requirements under Winter Grant and Local Support Grant



## activity

- Managed PPE stocks for the organisation
- Delivered equipment to employees across the city to enable home working
- Created a pharmacy register to publish on the website
- Working with partners to support the Prevention of Evictions activity
- Created new partnerships to meet demand e.g. Act on Energy, Red Cross, Severn Trent Water etc.
- Printed COVID material (posters, stickers etc.)
- Undertook one off mailing exercises to reach vulnerable residents

# COMMUNITY SUPPORT

## Vulnerable people contact

Completed telephone contact	Totals
Total households contacted	2135
Total telephone contacts made	2890
Average telephone contact attempts per household	1.35
Total people requiring support	158
% of households requiring support	7%
Completed door knocking	Totals
Total households 'knocked'	969
Total 'knocks' made	1169
Average contact attempts per household	1.21
Total attempts to contact through neighbours	181
Total people requiring support following door knocking	38
% of households requiring support	4%
Telephone contact attempts made before door knocking	2407
Average contact attempts per household	2.48
Escalated to Police	37
Outcome - safe	12
Outcome - not known	25
Totals	
Customers contacted and completed	3104
Telephone contacts made	5297
Deceased	134
Moved property	21
Required support	196
Required support %	6%

# COMMUNITY SUPPORT








## Overview of Enquiries

April 20-May 21

 <p>425 signed up for shielding</p>	<p>369 referred for Community Support Grant</p> 	 <p>1,453 self-serve applications</p> <p>2,506 people helped at the point of contact with no further support needs</p> 
 <p>2,708 webchat</p> <p>12,705 contacts</p> <p>9,997 telephone</p> 	 <p>814 law centre referrals</p>	
 <p>102 people referred for safeguarding concerns</p>	 <p>349 people provided advice on medicine and social support</p>	
<p>signposting</p>  <ul style="list-style-type: none"> <li>Furniture</li> <li>Transport</li> <li>Baby supplies</li> <li>Mental health worries</li> <li>Availability of computers, phones &amp; data</li> <li>Support for pets</li> <li>Healthcare concerns</li> </ul>		

# WINTER & LOCAL SUPPORT GRANT

## Working with schools and the food network

 <p>585 helped with fuel</p>	 <p>128 shoes &amp; clothes</p>	<p>53,607 supported with free school meals</p> 		
<p>4,729 warm clothing help through schools</p> 			 <p>82 white goods</p>	<p>26 toiletries</p> 
<p>Food</p> <ul style="list-style-type: none"> <li>1,990 food network parcels</li> <li>623 food bank parcels</li> <li>127 collected from/delivered by Digital Mail &amp; Print</li> <li>299 collected from the Customer Service Centre</li> <li>40 out of hours deliveries</li> </ul> 				

# PPE

## Through Digital Print & Mail

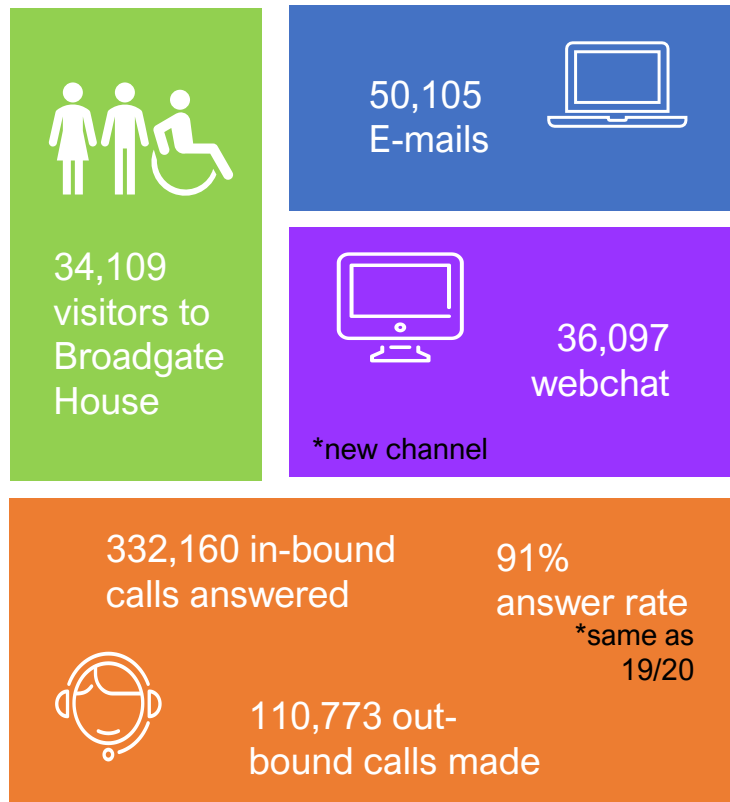
 <p>Over 336,000 masks</p>	
<p>Over 25,000 goggles and visors</p> 	 <p>Over 1000 litres of hand sanitiser</p>
 <p>Over 1,000,000 gloves</p>	

**PERFORMANCE**

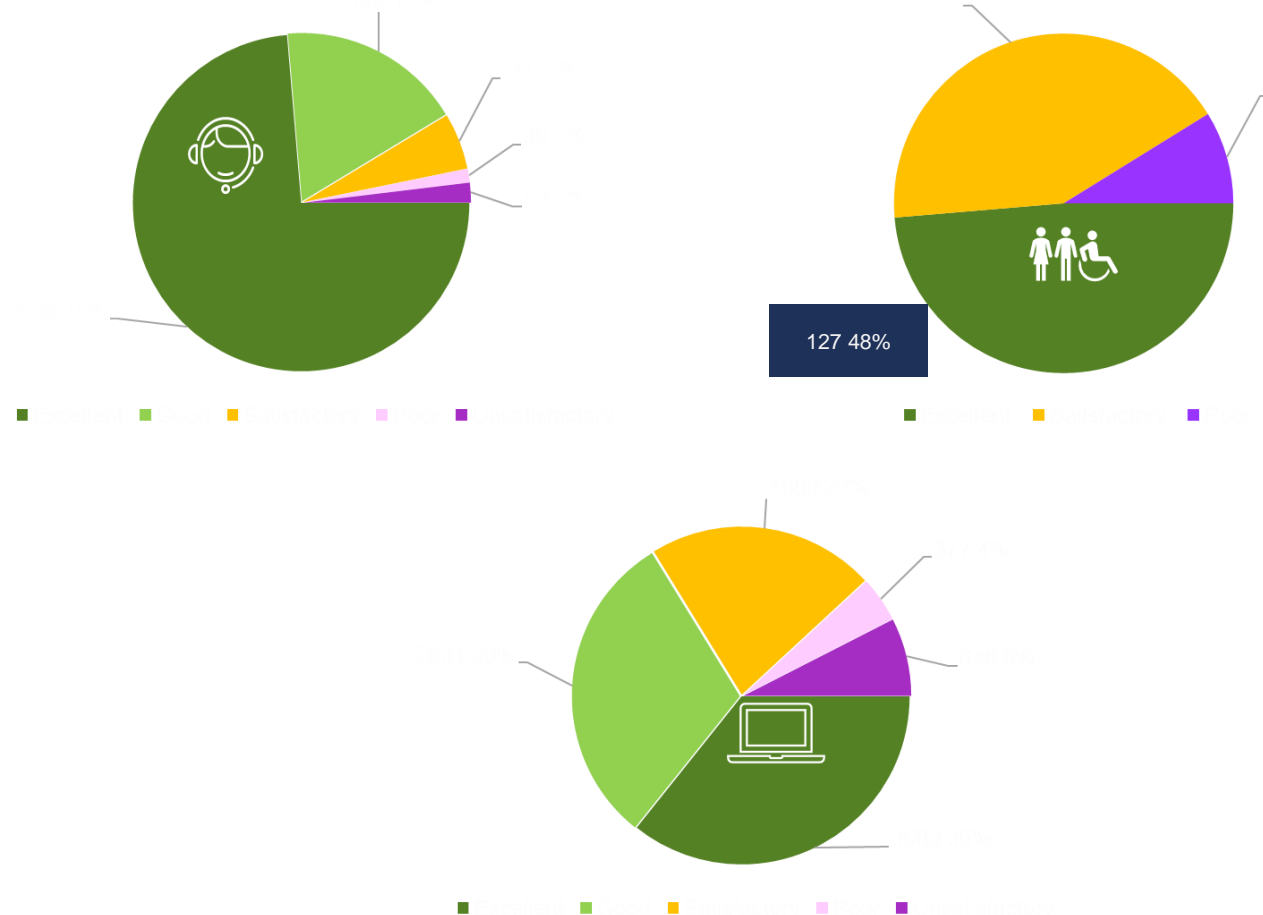
# CUSTOMER SERVICE

HEADLINES FROM THE LAST YEAR

## CUSTOMER CONTACT



## CUSTOMER SATISFACTION



# CUSTOMER SERVICE

## MORE DETAIL

### IMPROVEMENTS



Introduced a booking confirmation email and added the next available appointment feature to the on-line offer for Pest Control



Added a new feature allowing residents to upload documents to provide more details to support their Council Tax enquiry



Continue to support Registrars and work with Web-development on improvements to appointment system and birth certificates



Worked with Web-development to ensure that all on-line appointment booking processes to include next available appointment feature



### POSITIVE COMMENTS & THEMES

- Keep the tip booking system in place after the pandemic: 'it is brilliant', 'very professional and easy to use'
- Responding efficiently to residents enquiries: 'Reported mattress being flytipped, what a super result it was collected next day, that's what I call service, thank you'
- Professional resident support provided across all channels: 'the customer service advisor had excellent, effective listening skills, great customer service, well done', 'the advisor on the desk was really helpful and offered a very quick service, she was excellent', 'rapid response to my concerns raised on-line, within 24 hours, very impressed'



### NEED TO CONSIDER FURTHER

- Challenge finding a free appointment slot for booking a birth appointment – working with IT on potential solution
- Have to go through copy certificate process multiple times for Registrars if more than one certificate is required – service area looking into. Also reference to calling rather than going through the process on-line
- Dissatisfaction with missed bins

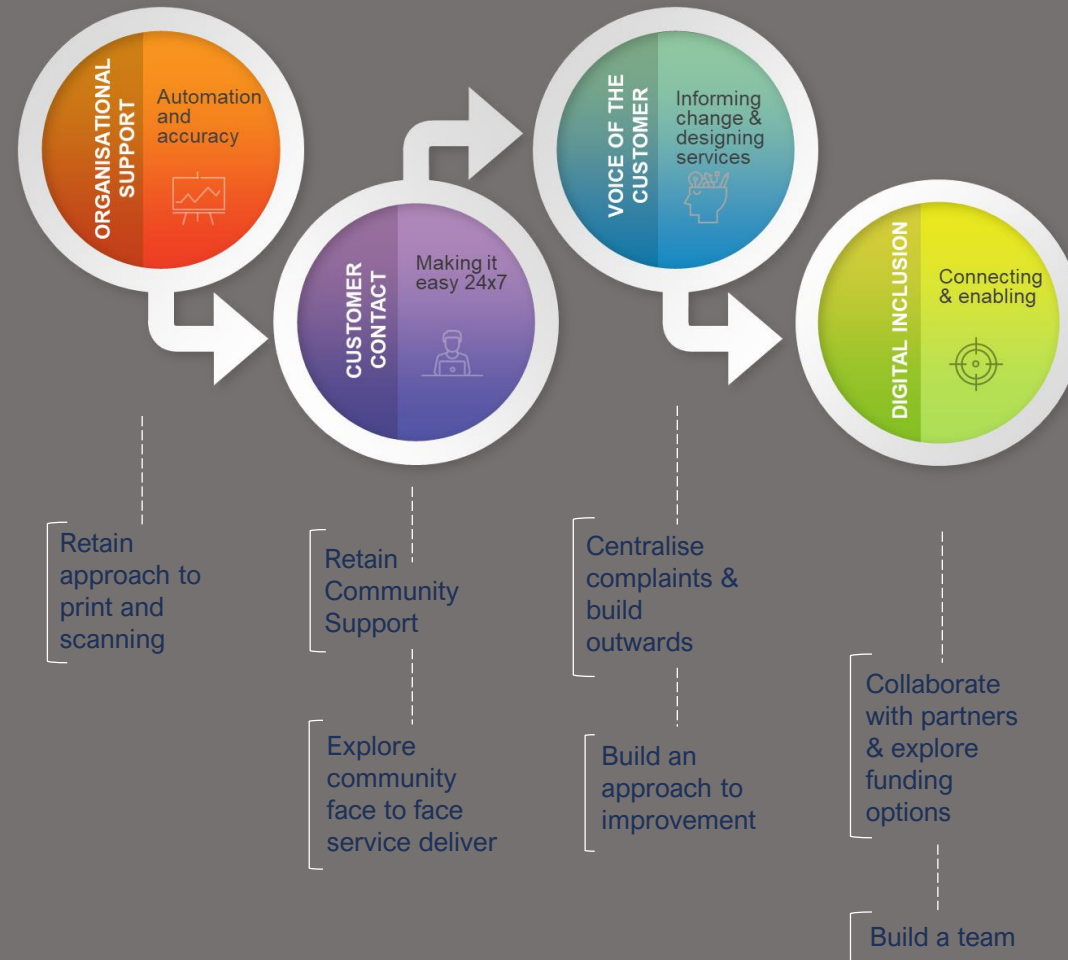


**LOOKING FORWARD**

# CUSTOMER SERVICE

## COVID LEARNING

### STRUCTURING TO MEET NEED



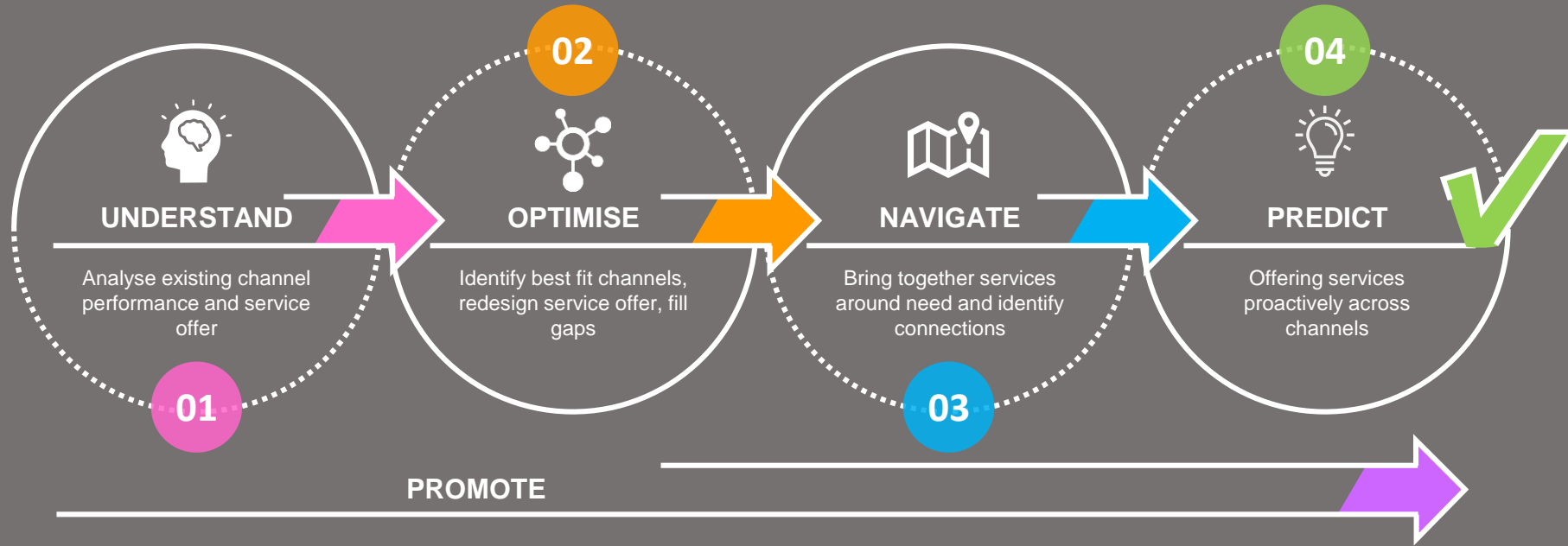
### REVIEWING SERVICES, PROCESSES & SKILLS

### MAINTAINING THE APPROACH:

Start small, experiment, learn & evolve from; resident feedback, partner engagement, analysis & benchmarking

# COVENTRY CONNECTS

FOCUSING ON THE FUTURE



## TO BE CONSIDERED FOR EACH ELEMENT



### resident

what will be different & how we'll support adoption



### channel

what's the right channel for each service and how we'll evolve our offer



### digital

what equipment, software and skills are needed to implement change



### people

what skills do our teams need to make this a success & do our structures need to change



### analysis

what learning can we take from the data and insights into customer activity



### activity

what opportunity is there to redesign end-to-end and digitise

# COVENTRY CONNECTS

## ACTIVITY UNDERWAY



### resident

- Digital Service & Inclusion Lead being evaluated
- Recruiting graduate to support Digital Inclusion agenda
- Bid to innovation for resource to create Digital Inclusion team and train face to face people in delivering digital skills



### channel

- Survey to understand why people use face to face channels
- Contact Us changing from e-mail to structured form to simplify completion
- Working with colleagues in web team to redesign the site
- Video conferencing in face to face setting



### digital

- Piloting Chatbot, updating with supplier based on learning
- Exploring CRM options for the future
- Review Community Support internet presence with partners around themes
- Developing bins chase up process for missed bins that continue not to be collected



### people

- Preparing to consult make Community Support permanent and engaging with Benefits to transfer funding for fuel
- Working with partners to explore community based opportunity at Moat House
- Introducing pilot role for face to face service delivery
- Implementing call overflows to administrative areas



### analysis

- Reviewing all CRM processes to understand common elements (booking, paying etc.), frequency of use etc.
- Analysing data from Community Support to continue to build referral routes and support service delivery around individual needs
- Reviewing feedback to improve Executive Support function



### activity

- Introducing web interface for Digital Print & Mail to support more commercial offer
- Restructuring to introduce more strategic approach to developing the service; inclusion, Voice of the Customer etc.
- Working with partners around themes - currently preventing evictions
- Bringing payslip printing (CCC initially then other payroll contracts) in-house from Ricoh