

Customer Service Spotlight session Overview & Scrutiny

28 November 2022

Councillor Kabir Ahmed - Cabinet Member
for Regeneration, Inclusive Development and Housebuilding and
Lead for Customer Services

Raj Chand – Director of Customer Services



Customer Services



Service Offer

- Customer Service seeks to ensure that all customers who interact with the council have a positive experience irrespective of their channel of choice.
- Work across the Council to achieve improvements in customer journeys
- Actively keep abreast of systems and technology to design services that add value to customer experience and reduce costs and demand
- Establish effective working with external Partners to achieve collaborative and holistic service for our residents



Customer Services Overview



The key functions of this service fall into 4 main categories:

- Corporate Contact Centre (multi-channel) including the Covid Helpline
- Residents' Hub
- Social Media (customer service requests)
- Corporate Customer Transformation



Customer Services overview



Current focus of the service:

- Setting up the Residents' Hub in readiness for transitioning to the New Town Hall and Localities
- New Town Hall Ground Floor Residents' Hub infrastructure
- Development of the Customer Service Strategy, Customer Promise and Action Plan aligned to Corporate Priorities
- A number of customer transformation projects



Customer Services overview

Contd.



Customer Services transformation projects

- Embedding Social Media service enquiries in the Corporate Contact Centre
- Development of the Customer Relationship Management system (CRM)
- Development and deployment of Residents' Hub IT system (CRM)
- Transforming of the telephony system including systems integration and effective reporting
- Schools Admission Transformation – Digitalisation and Telephone Contact improvements
- Review of Housing Options Triage and Out of Hours Service
- Council Tax and Revenue Services improvements – early stage (Discovery)
- Family Hub new approach (How this will collaborate with Residents' Hub)
- Review of Corporate Website (customer lens element)
- Tell us once – moving in and out and around the borough



Customer Services overview



Contd.

Current Challenges

- Increase in population leading to an increase in demand
- Increased demand for additional support i.e. energy grants, cost of living payments etc.
- Customers presenting with multiple/complex issues face to face and telephone resulting in longer interactions
- Staff covering Resident Hub services resulting in reduced cover on telephones (team was reduced in 2019)



Contact Centre Call Performance – April 2021 to October 2022

Service	Total Calls offered	Total calls answered
Council Tax	111683	89020
Switchboard	95698	84454
Benefits	83496	58546
Parking	66208	55534
Streetline	17580	13905
Pest Control	5610	5426
Complaints Service	1388	1204
Members	156	94

Month	% answered within 2 minutes
Apr-21	58.25%
May-21	58.48%
Jun-21	64.17%
Jul-21	59.52%
Aug-21	53.51%
Sep-21	54.19%
Oct-21	56.40%
Nov-21	44.17%
Dec-21	51.31%
Jan-22	50.29%
Feb-22	68.99%
Mar-22	45.07%
Apr-22	54.60%
May-22	57.40%
Jun-22	61.04%
Jul-22	56.53%
Aug-22	51.84%
Sep-22	48.61%
Oct-22	57.00%



Factors impacting achieving target of 80% calls answered in 2 minutes

- Impact from a number of changes for Council Tax
- Staff moved to support the Residents' Hub
- Absorbing Social Media response into the Contact Centre

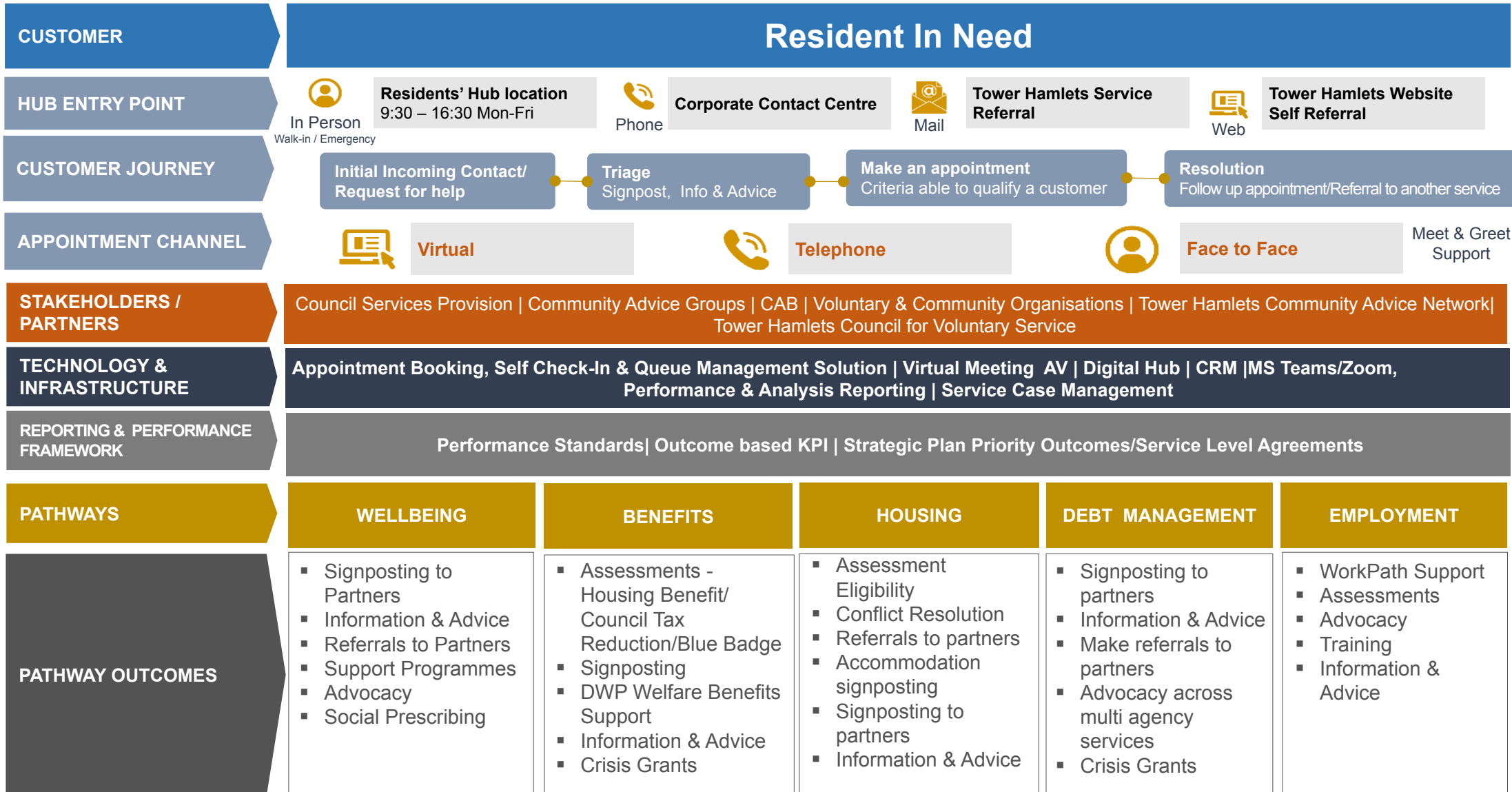
Residents' Hub



- The Residents' Hub project started in October 2021 with the objective of developing and testing the target operating model, ahead of the move to the new Town Hall in Whitechapel
- We launched the transition service in March 2022 from Mulberry Place, and have since launched the Hub at Idea Store Whitechapel in May 2022.
- Key principle of this project is to shape and test the model; develop partnership working with internal Council services, community and voluntary sector organisations and ensure the design of the space at new Town Hall is fit for purpose
- Support those residents who cannot access digital services
- We continue to develop the model as we learn with our partners and key stakeholders
- The Resident Hub model is a front facing service delivering services directly to customers
- Consideration to place Resident Hubs strategically across the borough to ensure access to services



Residents' Hub TOM



ORG VISION | GOVERNANCE | PROCEDURES | POLICIES

Our Vision for the Residents' Hub



Tower Hamlets Council and the Borough's Voluntary and Community Services working in partnership to offer a collaborative and holistic service to support our most vulnerable residents across a range of needs



Progress to Date



Development of target operating model for Resident Hub

Development of key themes and pathways

Ongoing engagement with key external partners and Council service

Set up Resident Hub Delivery Group, reporting to the NTH Ground Floor Working Group & NTH Project Board on progress

Finalised the design and layout of NTH Resident Hub

Established and agreed an IT system to support appointments and referrals

The café area at Mulberry Place is being set up for the Resident Hub transition service.



Summary of service provided to date

Updated end October 2022



TOTAL ENQUIRIES

5296

Full breakdown of stats available in Appendix

Highest demand is from Housing followed by Welfare

26% of enquiries resolved at 1st point of contact

Only 5.5% of enquires come through ISW

Overall % by Pathway

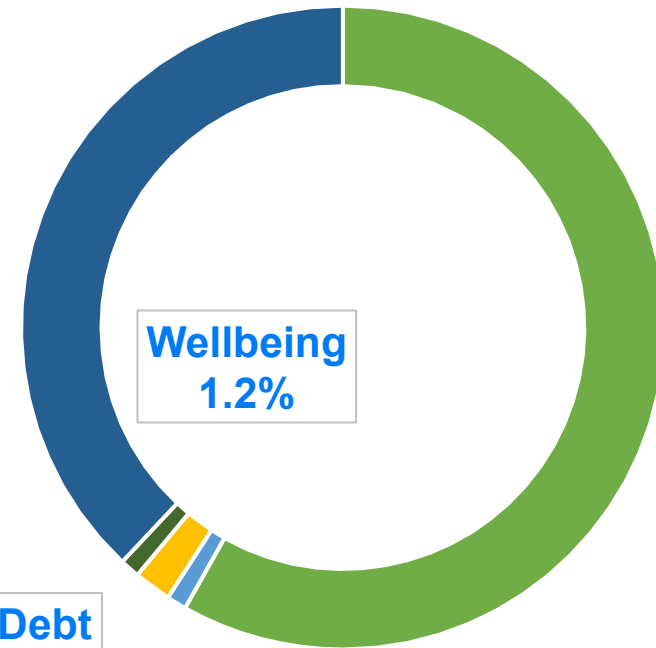
Welfare
37%

Wellbeing
1.2%

Employment
0.5%

Debt
1.4%

Housing
59%



Digital Inclusion Strategy and Action Plan



August 2022 – Digital Inclusion Ambassador, John Bardens, appointed

September 2022 - extensive engagement with borough stakeholders

October 2022 - steering group established to oversee delivery of digital inclusion action plan

November 2022 – first round of working group meetings (one for each key area: devices, connectivity, support and skills)

Dec 22 to Feb 23 – focus on the delivery of a map of existing digital support, engaging with national support initiatives, and developing guidance for the lending and gifting of devices.

Feb onwards – focus on the delivery of social value from fibre rollout in social housing, embedding digital skills in adult learning, and meeting the specific needs of residents most likely to be digitally excluded.



Customer Service Strategy for LBTH



- Councillor engagement May 2021
- Resident engagement and consultation (1st – 30th Nov)
- Staff Engagement and consultation (16th Nov – 2nd Dec)
- Putting local residents and service users at the heart of what we do to improve the customer experience
- Access to services (all channels) quick and easy
- Use of technology
- Staff training
- Provide consistently high levels of service
- Development of strategy and action plan for adoption and launch April 2023

