



Transport Delivery Committee

Date	24 June 2019
Report title	Customer Services Performance Report
Accountable Director	Steve McAleavy, Director of Customer Experience Email: steve.mcaleavy@tfwm.org.uk Tel: 0121 214 7388
Accountable Employee	Sarah Jones, Head of Customer Services Email: sarah.jones@tfwm.org.uk Tel: 0121 214 7014
Report has been considered by	

Recommendation(s) for action or decision:

- To note the contents of this report.

1. Purpose

1. To report matters relating to the performance of the Customer Services Team. Customer Services consists of a Ticketing Services team and a Customer Relations team. This report includes:

Section 2	Background
Section 3	Telephone Performance
Section 4	Customer Relations Case Performance
Section 5	Ticketing Services Email Performance
Section 6	Customer Demand
Section 7	Social Media Performance
Section 8	Quality
Section 9	Customer Satisfaction
Section 10	Travel Shops
Section 11	New and Future Developments
Section 12	Legal Implications
Section 13	Financial Implications
Section 14	Equalities Implications

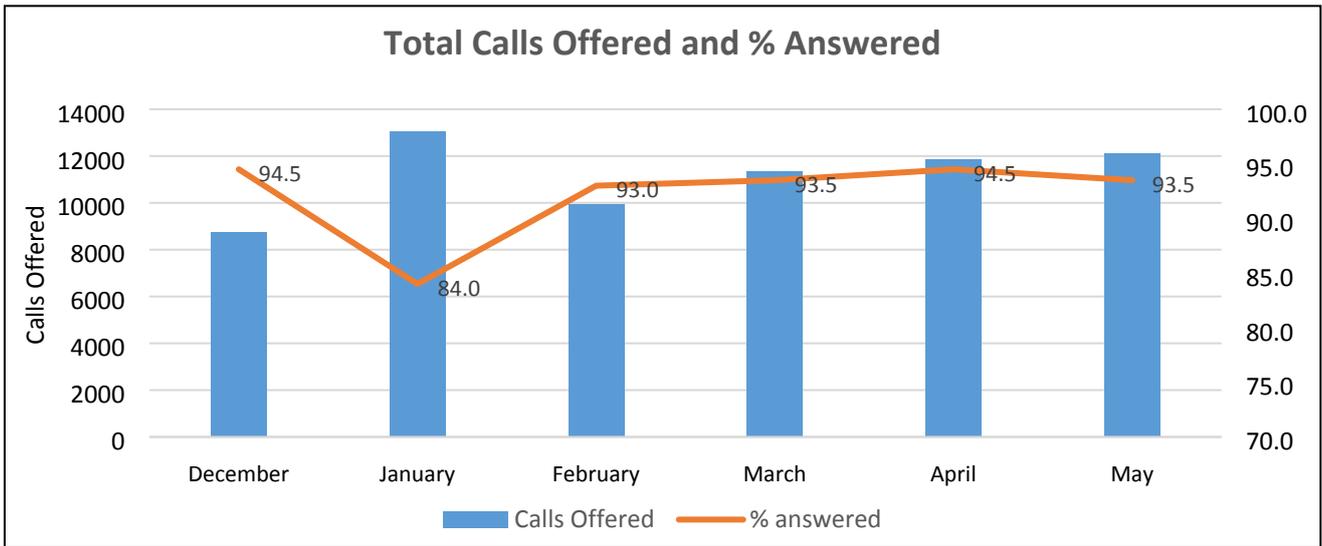
2. Background

- 2.1. The Customer Services Team serves as a single point of contact for all customers wanting to contact the West Midlands Combined Authority (WMCA). Contact is received via a range of channels including social media, telephone, email and written communication.
- 2.2. Performance of the Customer Services Team is closely measured to ensure high levels of service and quality to customers.
- 2.3. The contents of this report tracks Customer Services performance during the period December 2018 – May 2019.

3. Telephone Performance

- 3.1. The Customer Services Team provide an inbound contact centre for customer enquiries relating to transport, including ticketing matters and passenger information and wider WMCA activities.

FIGURE 1 TOTAL TELEPHONE CALLS RECEIVED & ANSWERED

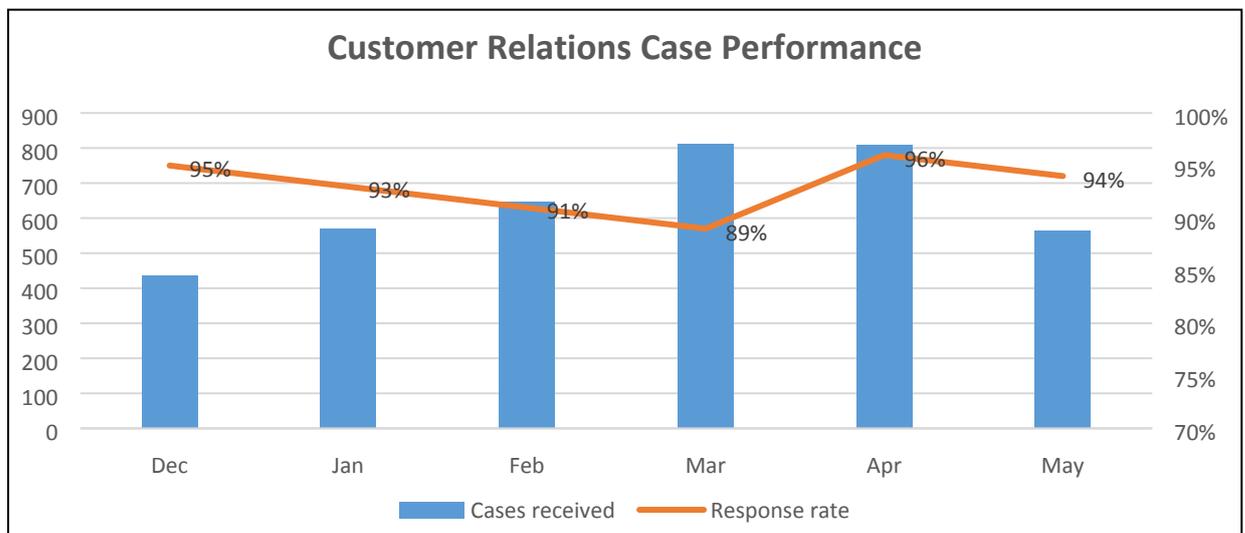


- 3.2. Figure 1 shows the number of telephone calls received and answered since December against the 90% target. Since December a total of 67,099 calls have been received in which 93% of the calls were answered.
- 3.3. Calls are not captured by mode. However, based on the call split between the 2 Customer Services teams we know that 81% of the calls received related to ticketing matters. This can be broken down further as explained in section 6 of this report.

4. Customer Relations Case Performance

- 4.1. The Customer Relations team oversees the management of complex investigations including petitions, subsidised bus service queries, appeals regarding the siting of bus shelters and consultation relating to network service changes as well as ad hoc schemes. The team also provide support to the wider WMCA and Mayoral Office. The nature of the enquiries received, routinely requires liaison with other departments and stakeholders in order to ascertain specialist detail to resolve the enquiry.

FIGURE 2 CUSTOMER RELATIONS CASE PERFORMANCE

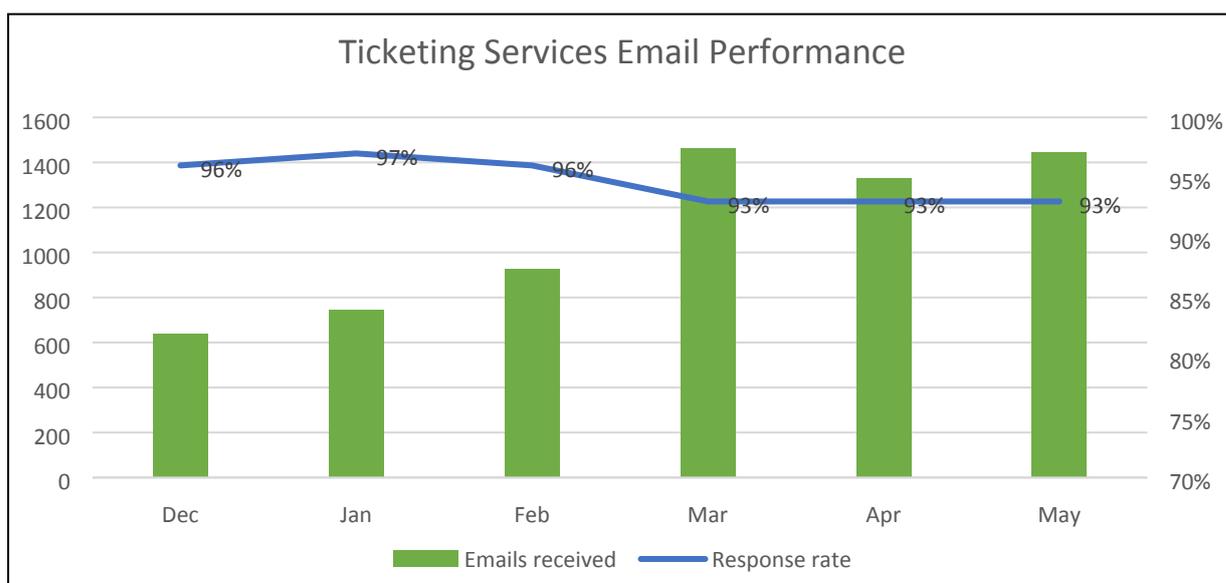


- 4.2 Since December 2018 a total of 3,839 cases have been received. The percentage of enquiries resolved within 10 working days is a key performance metric for the team with the target set at 95%. Customer Relations case performance since December 2018 is 95%.
- 4.3 New working arrangements which were introduced from May 2018 have continued to demonstrate a positive effect on performance, with the target being achieved and sustained since October 2018.
- 4.4 Volumes of Customer Relations Cases can be driven by consultation activities, bus network changes and wider WMCA activity. 77% of the enquires received by mode relate to bus. Of these enquiries 30% is related to network reviews and changes.

5. Ticketing Services Email Performance

- 5.1. The Ticketing Services team oversees the management of ticketing related email enquiries. The nature of these enquires cover a number of workstreams including Swift, concessionary and commercial ticketing schemes, product launches and general customer support.

FIGURE 3 TICKETING SERVICES EMAIL PERFORMANCE



- 5.2. Figure 3 shows that since December a total of 6,551 ticketing related emails have been received. The percentage of enquiries resolved within 2 working days is a key performance metric for the team with the target set at 95%. Ticketing Services email performance since December 2018 is 94%.
- 5.3. The number of emails received by the team is increasing as customers opt for digital methods of contact as a convenient way to make contact particularly outside of regular telephone opening hours.

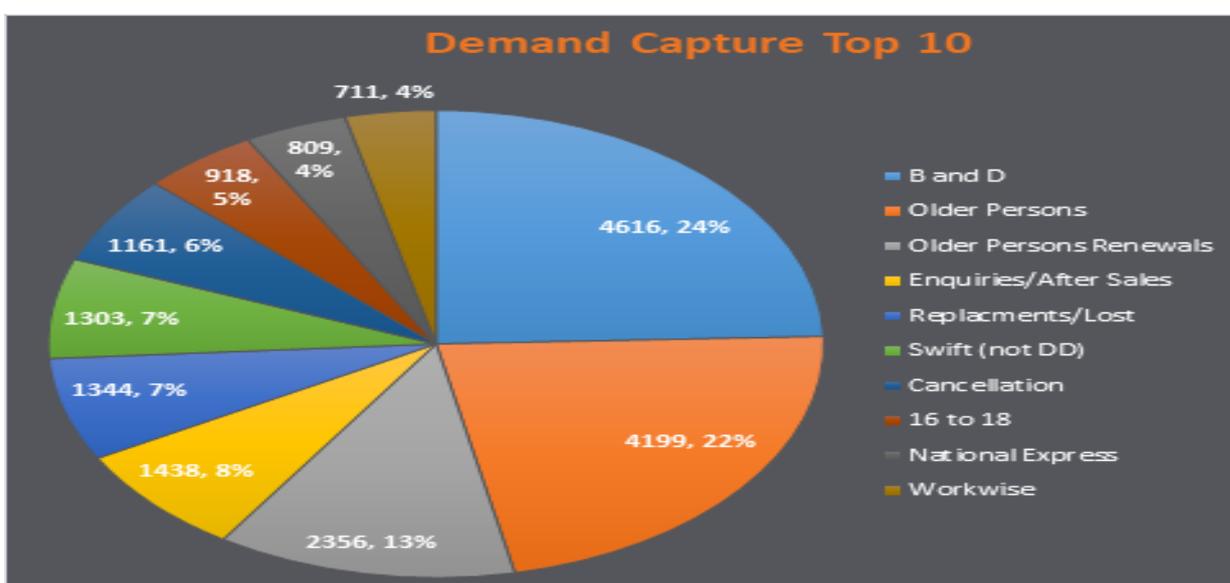
6. Customer Demand

- 6.1. Analysis of customer demand within the Ticketing Services Team has been a helpful development having being introduced in March 2019. Understanding the root cause of why customers need to make contact by telephone is helping to identify improvements

needed to customer information and processes. This activity is presently being undertaken through a manual tracking process each day but will be automated once new telephony software is introduced in August 2019. See section 11.4 of this report for further information.

- 6.2. The analysis shows that enquiries relating to the Blind and Disabled Travel Pass scheme are the most common line of enquiry each week. Work is presently being undertaken to drill down further into the reasons for contact in an effort to be more proactive in the information that is available with the positive effect of reducing some unnecessary customer demand.
- 6.3. Figure 4 shows the demand into the Ticketing Services Team by telephone that has been tracked since March 2019.

FIGURE 4 TICKETING SERVICES CUSTOMER DEMAND CAPTURE



7. Social Media Performance

- 7.1. Twitter - Since December 2018 the team has responded to 2,945 messages. The key performance indicator for the team to respond to these messages is 60 minutes. The team is working within this timeframe.
- 7.2. Facebook – Since December 2018 the team has responded to 9,630 messages. The key performance indicator for the team to respond to these messages is 120 minutes. The team is working within this timeframe.
- 7.3. There was a rise in the number of Facebook messages in December. 7,287 messages were received. This was due to a Christmas competition on the Network West Midlands social media page. The majority of these were handled by the WMCA Social Media team.

8. Quality

- 8.1. In November 2018, a quality framework was introduced across Customer Services. The quality framework monitors quality, performance and productivity to ensure the best possible service to customers.

- 8.2. Ticketing Services achieved an overall quality score of 93%, against a target of 90%.
- 8.3. Customer Relations achieved an overall quality score of 91%, against a target of 90%.
- 8.4. Overall performance including service levels, quality and staff engagement has significantly improved since the Customer Services Team was reorganised in May 2018. The Customer Relations team was rated three stars in the latest Times Top 100 best company to work for survey, which is a measure of employee engagement.

9. Customer Satisfaction

- 9.1. WMCA is a member of the Institute of Customer Services and uses the Institute’s business benchmarking tool in order to assess customer satisfaction with our services. In 2018, customer satisfaction was measured at 74.4%, 2% higher than the transport sector average. The Net Promoter Score, indicating customers who would recommend our services, measured 12 points higher than the transport sector average. Customers rate team members’ competence and helpfulness to be amongst those of the highest scoring organisations. A series of actions have been developed to improve services based on the feedback from the survey which will be repeated in autumn 2019.

10. Travel Shops

- 10.1 The Travel Information Centre Team, based at Wolverhampton Bus Station and Birmingham New Street Station, provide a face to face service for customer enquiries relating to transport, including ticketing matters and passenger information.
- 10.2 Figure 5 shows the customer footfall at both locations. Since December 2018 146,019 customers have visited the shops. This is an increase of 5% compared to the same period the previous year.

FIGURE 5 TRAVEL CENTRES CUSTOMER FOOTFALL



11. New and Future Developments

- 11.1 A small scale trial of Live Chat technology started in April 2019. The service is being targeted around ticketing enquiries with the ‘chat’ widget posted on a number of ticketing

pages on the Network West Midlands website. The trial will help to determine the demand for this type of service, the impact on other channels of communication as well as the skill set and delivery arrangements needed to offer this service as a longer term arrangement for customers. It is intended to evaluate the initial results of this exercise in August 2019.

- 11.2 Work has been undertaken to improve customer information on the 'Contact Us' pages across our customer facing websites – Network West Midlands and Transport for West Midlands. The text has been edited to only display what is necessary and new Subject Headers (such as Swift, Bus Stops and Travel Shops) have been added to sign-post customers to further information to enable them to self-serve. All contact channels are now displayed in one place making it easier for the customer to decide how they would like to contact us. Further work is being undertaken to update the customer contact form which will improve the quality of information received first time from the customer. A similar approach will be taken later on in the year with the WMCA website.
- 11.3 From May 2019 a new payment portal has been made available via the Network West Midlands website. The portal allows customers to make miscellaneous payments for services that they could previously only access over the telephone. This improvement is expected to reduce the number of calls being received where a customer is required to make a payment by empowering the customer to self-serve online at a time and location of their choosing. Efforts to move customers to self-service options will continue to be pursued alongside traditional telephony and paper based application processes. Critically, freeing up customer service agent time by encouraging self-service allows staff time to be focussed on those customers who need the most support.
- 11.4 In August 2019 a new cloud based (digital data stored and managed that's hosted on the Internet, rather than on local servers) omni-channel system for managing customer contact will be introduced in the Customer Services Team. This system will handle customer telephone calls. It also has the capability of handling live chat, customer emails and social media messages. The new system will replace the current on premise telephone system. This investment will allow for an improved customer experience, better data and analytics to aid performance management and include the capability to offer live chat as a long term option for customers. The platform will also include functionality to offer call backs for customers to save them waiting in a queue as well as inviting them to complete immediate post call surveys on their experience.

12. Legal Implications

- 12.1 There are no immediate legal implications flowing from the contents of this report.

13. Financial Implications

- 13.1 There are budgets in place in 2019-20 to fund the existing and new and future developments activity referred to in this report. Funding requirements for future years activity will be reviewed through the medium term financial planning and budget process.

14. Equalities Implications

- 14.1 There are no equality implications in relation to this report.