



**Information Governance Team**

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Dear Sir/Madam.

**Freedom of Information Act 2000 (FOIA)  
Request ID: REQ06082**

Thank you for your request for information relating to contact centre.

You have requested the following information:

**1. Does the Council operate a contact centre?**

Yes.

**2. Is the contact centre delivered in house or by a third party?**

In house.

**3. If delivered by a third party, who provides this service?**

N/A.

**4. If delivered by the Council, which directorate does it sit in?**

People Directorate

**5. The average number of people deployed in the contact centre (FTE) for each of 2016, 2017 and 2018, broken down into leadership, team management, frontline and support roles?**

<b>Function</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Leadership	1	Not available	Not available
Team Management	1	Not available	Not available
Frontline Customer Service	109 Headcount 94.20 Full Time Employees	Not available	Not available

**6. Which access channels have been delivered from the contact centre in each of 2016, 2017 and 2018?**

<b>Channel</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Telephone	Yes	Yes	Yes
E-Mail	Yes	Yes	Yes
Face to Face	Yes	Yes	Yes
Online Forms	Yes	Yes	Yes
Web Chat	No	No	No
Other (please list)			

**7. Which service lines have been delivered from the contact centre in each of 2016, 2017 and 2018?**

<b>Service Line</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Adult Education	No	No	No
Adults Social Care	Yes	Yes	Yes
Business Rates	No	No	No
Childrens' Social Care	No	No	No
Concessionary Travel	No	No	No
Council Tax	Yes	Yes	Yes
Democratic Services	Yes	Yes	Yes
Early Years	No	No	No
Highways & Street Lighting	Yes	Yes	Yes
Housing	Yes	Yes	Yes
Housing Benefit & Assessments	Yes	Yes	Yes
Leisure Services	No	No	No
Public Protection	Yes	Yes	Yes
Registration Services	Yes - Registrars	Yes - Registrars	Yes - Registrars

School Admissions	No	No	No
Schools Transport	No	No	No
Waste Services	Yes	Yes	Yes
Other (please list)	Blue Badges, Parking Services, Multi-Agency Safeguarding Hub, Neighbourhood Social Care Hubs, Outreach, Shared Lives, Promoting Independent Living,	Blue Badges, Parking Services, Multi-Agency Safeguarding Hub	Blue Badges, Parking Services, Multi-Agency Safeguarding Hub

**8. Which telephony system is used in the contact centre?**

8x8.

**9. Which system is used to manage e-mails in the contact centre?**

Please refer to question 8.

**10. Which system is used to manage queues in the walk-in centres?**

Firmstep.

**11. Which systems provide online forms for customers to use?**

Please refer to question 10.

**12. Which Customer Relationship Management system (or equivalent) is used in the contact centre?**

Please refer to question 10.

**13. Which key metrics are used in the contact centre, split by access channel and covering speed of response, enquiries handled / abandoned, enquiry quality and enquiry resolution?**

Metric Type	Details (please list)
Calls - Speed of Response	Average wait to answer/abandon; max wait to answer/abandon; vol calls answered in 1 minute

Calls - Handled / Abandoned	Volume calls offered, accepted, abandoned; capture rate; abandon rate; service level (90% calls answered in 1 minute)
Calls - Quality	agent call evaluations via Coaching Team using 8x8 telephony call coaching forms; optional post call surveys (Firmstep)
Calls - First Time Resolution	N/A
Face to Face - Speed of Response	Ave. Waiting Time (hh:mm:ss)
Face to Face - Handled / Abandoned	Volume handled
Face to Face - Quality	Customer surveys; online
Face to Face - First Time Resolution	N/A
E-Mail - Speed of Response	Wait time; service level (100% answered in 2 working days)
E-Mail - Handled / Abandoned	Vol received/answered; handling time
E-Mail - Quality	N/A
E-Mail - First Time Resolution	N/A
Web Chat - Speed of Response	N/A
Web Chat - Handled / Abandoned	N/A
Web Chat - Quality	N/A
Web Chat - First Time Resolution	N/A
Other (please list)	

**14. Which systems are used in the contact centre for each service?**

**15. Which online forms are used by customers to access each service and are these forms integrated into the service system?**

<b>Service Line</b>	<b>Within the Contact Centre</b>	<b>Customer Online Forms</b>	<b>Are the Online Forms Integrated into the service line system</b>
Adult Education	N/A		
Adults Social Care	8x8 telephony, Care Director	self-assessment on line	
Business Rates	N/A	Firmstep	Yes (Anite)
Childrens' Social Care	N/A	Firmstep	No
Concessionary Travel	N/A		

Council Tax	8x8 telephony, Academy, Anita, Agresso	Firmstep	Yes (Anite)
Democratic Services	8x8 telephony, Web Reg	Firmstep	No
Early Years	N/A	Firmstep	No
Highways & Street Lighting	8x8 telephony, Firmstep, Agresso	Firmstep	No
Housing	8x8 telephony, Jigsaw, Abritas	Firmstep	No
Housing Benefit	8x8 telephony, Academy, Anita	Firmstep	Yes (Anite)
Leisure Services	N/A		
Public Protection	8x8 telephony, Firmstep, M3 & Confirm	Firmstep	Yes (M3 and Confirm)
Registration Services	8x8 telephony, Firmstep, Agresso	Firmstep	Yes (Firmstep)
School Admissions	N/A		
Schools Transport	N/A		
Waste Services	8x8 telephony, Firmstep, Agresso	Firmstep	Yes (Firmstep)
Other (please list) Parking Blue Badge Multi-agency Safeguarding (MASH)	All use 8x8 telephony and: Parking - Chipside, Agresso Blue Badge - BBCSM, Agresso MASH - Protocol	Firmstep	N/A

**16. Could the council please supply the following information for each of 2016, 2017 and 2018?**

- a. How many calls were offered?
- b. How many calls were answered by a person?
- c. What was the average time to answer calls?
- d. What was the average call handling time?
- e. What percentage of calls were quality checked?
- f. What was the average call quality score?
- g. What was the first contact resolution rate for calls?

	<b>2018</b>	<b>2017</b>	<b>2016</b>
Calls offered	491772	468750	467361
Calls answered by a person	410133	346861	286100
Average time to answer / Service level delivered	03:42 (mm:ss)/49%	05:09/33%	04:50/42%

(90% calls answered in 1 min)			
Average call handling time	04:45 (mm:ss)	04:46	04:30
Average percentage of calls that are quality checked	N/A	N/A	N/A
Average call quality score	91%	N/A	N/A
Average telephone contact resolution rate (%)	N/A	N/A	N/A

- h. How many customers visited the walk-in centre(s)?**
- i. How many visits were handled by a triage / front desk function?**
- j. How many visits were handled as a walk-in interview?**
- k. How many visits were handled as an interview scheduled by appointment?**
- l. The average triage / front desk visit handling time?**
- m. The average walk in interview length?**
- n. The average appointment interview length?**
- o. The average wait to be seen for a walk-in interview?**
- p. What percentage of visits were quality checked?**
- q. What was the average visit quality score?**
- r. What was the first contact resolution rate for visits?**

	<b>2018</b>	<b>2017</b>	<b>2016</b>
Total visits	159026	183079	180607
Visits handled by a triage / front desk function	20286	34952	40596
Visits handled as walk in interviews	36505	40559	18240
Visits handled as appointment-based interviews	3060	2544	4530
Average triage / front desk contact time	06:05 (mm:ss)	06:35	N/A
Average walk in interview length	N/A	N/A	N/A
Average wait to be seen for a walk-in interview (queue time) Triage queue time	21:03 (mm:ss)	17:14	18:17
Average appointment interview length	N/A	N/A	N/A

Average percentage of face to face contacts that are quality checked	N/A	N/A	N/A
Average face to face contact quality score	N/A	N/A	N/A
Average face to face contact resolution rate (%)	N/A	N/A	N/A

- s. Number of e-mails received from customers?**
- t. Number of e-mails handled in the contact centre?**
- u. Number of e-mails passed to back office service lines?**
- v. Average staff time to handle an e-mail in the contact centre?**
- w. Average time to respond to an e-mail in the contact centre?**
- x. What percentage of e-mails were quality checked?**
- y. What was the average e-mail quality score?**
- z. What was the first contact resolution rate for e-mails?**

	<b>2018</b>	<b>2017</b>	<b>2016</b>
E-mails received	28567	31690	24126
E-Mails handled in the contact centre	24488	29817	23596
E-mails passed to back office services	N/A	N/A	N/A
Average staff time to handle an e-mail in the contact centre	05:29 (mm:ss)	06:44	08:16
Average time to respond to an e-mail in the contact centre	2 days	3 days	7 days
Average percentage of e-mails that are quality checked	N/A	N/A	N/A
Average e-mail quality score	N/A	N/A	N/A
Average e-mail contact resolution rate	N/A	N/A	N/A

- aa. How many web chats were started?**
- bb. How many web chats were completed?**
- cc. Number of customers referred to alternate staffed channels?**

- dd. Number of customers referred to online channels?
- ee. Average staff time to handle a web chat?
- ff. Average number of simultaneous chats handled per member of staff?
- gg. Average percentage of web chats that were quality checked?
- hh. What was the average web chat quality score?
- ii. What was the first contact resolution rate for web chat?

	2018	2017	2016
Web chats started	N/A	N/A	N/A
Web chats completed	N/A	N/A	N/A
Number of customers referred to alternate staffed channels	N/A	N/A	N/A
Number of customers referred to online channels	N/A	N/A	N/A
Average staff time to handle a web chat	N/A	N/A	N/A
Average number of simultaneous web chats handled per member of staff	N/A	N/A	N/A
Average percentage of web chats that are quality checked	N/A	N/A	N/A
Average web chat quality score	N/A	N/A	N/A
Average web chat contact resolution rate	N/A	N/A	N/A

- jj. What was the customer satisfaction score for each service line?
- kk. What was the overall customer satisfaction score and how many customers completed surveys to deliver this score?

Service Line	2018	2017	2016
Adult Education	N/A	N/A	N/A
Adults Social Care	N/A	N/A	N/A
Business Rates	N/A	N/A	N/A
Childrens' Social Care	N/A	N/A	N/A
Concessionary Travel	N/A	N/A	N/A



Council Tax	N/A	N/A	N/A
Democratic Services	N/A	N/A	N/A
Early Years	N/A	N/A	N/A
Highways & Street Lighting	N/A	N/A	N/A
Housing	N/A	N/A	N/A
Housing Benefit & Assessments	N/A	N/A	N/A
Leisure Services	N/A	N/A	N/A
Public Protection	N/A	N/A	N/A
Registration Services	N/A	N/A	N/A
School Admissions	N/A	N/A	N/A
Schools Transport	N/A	N/A	N/A
Waste Services	N/A	N/A	N/A
Other (please list)	N/A	N/A	N/A
Overall Customer Satisfaction score	N/A	N/A	N/A
How many surveys were completed to deliver this score	2454	N/A	N/A

## II. What was the customer satisfaction score by access channel?

Service Line	2018	2017	2016
Telephone	Uptake 30% (743 completed)	N/A	N/A
Face to Face	N/A	N/A	N/A
E-Mail	N/A	N/A	N/A
Web Chat	N/A	N/A	N/A
Other (please list) Online only	Uptake 70% (1741 completed)	N/A	N/A

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Please remember to quote the reference number above in your response.

Yours sincerely

**Information Governance**