



Concessionary Travel Unit – Update on Performance

Date of meeting 15 March 2024

Date of report 26 February 2024

Report by Treasurer

1. Object of report

To update the Strathclyde Concessionary Travel Scheme Joint Committee on the Concessionary Travel Unit Performance, which includes an insight of a Contact Centre Improvement Programme (CCIP), a review of the current performance position for both call handling and administrative tasks undertaken by the Contact Centre.

2. Background to report

The update at the previous Joint Committee on 29 September 2023 detailed that work had commenced to scope and develop the initiatives of the Contact Centre Improvement Programme (CCIP). To-date, 40% of the initiatives are now closed or are being taken forward in other working groups in the organisation, 26% are being progressed and 34% are still to be initiated.

The closed initiatives thus far have resulted in simplified processes for cardholders to improve customer experience and better internal reporting for the Contact Centre management. The Contact Centre team play key roles in the CCIP working group and continue to make progress whilst also managing the day-to-day activities of the Contact Centre. It is expected that measurable efficiencies will be reported to the next Committee meeting following the completion of initiatives currently underway. The CCIP is working to a deadline of June for overall completion.

3. Outline of proposals

3.1 Digital Update

Phase Two of the Noble Digital project is still ongoing with the integration of the national Card Management System (CMS) and Application Programme Interface (API) project. The team have been exploring a number of options with the supplier, Noble, to maximise the success of the self-serve replacement card requests module. The project is now at a point where all options have been explored and a progress update will be reported to the next Committee meeting.

The Contact Centre continues to provide routes to services for all customers including those with restricted or no access to digital means. The Contact Centre management are reviewing plans to re-open the Concessionary Travel Booth within Buchanan Bus Station on an appointment basis only. SPT's communication around this will be updated to reflect how to make an appointment once arrangements are in place.

The Contact Centre agents are multi-functional, handling calls and admin processing tasks for both Concessionary Travel and the MyBus service. A conscious decision has periodically been taken to prioritise admin processing over call handling performance to ensure the customers core enquiry is resolved quicker. This does mean on occasion that call handling performance will be reduced consciously to support processing of admin tasks.

3.2 Admin Processing

- Since the last Committee the Contact Centre agents have processed 25,506 NECs, 12% of which were first time applications (3,180), 26% were renewals (6,649) and 63% were replacement cards (15,677).
- Since the last Committee the Contact Centre agents have processed 8,598 postal items and 34,520 emails relating to Concessionary Travel, which include first time applications, renewals and general enquiries.
- Since the last update to the Committee, processing turnaround times for postal enquiries has remained at one to two days and processing timescales for email enquiries average at one to two weeks. The Contact Centre agents will continue to focus on maintaining these turnaround times to promptly resolve cardholder enquiries and thus improve customer experience.
- The Contact Centre agents successfully minimised an expected cyclical backlog situation of admin levels in early November '23 to mid-Jan '24. This involved close monitoring of admin volumes and focusing a portion of the team each day to process outstanding work and avoid excessively exceeding timescales.
- Other efficiency gains have been gained from the CCIP to reduce processing times and help manage demand, and firm measurable improvements are expected to be in place by the next committee.

3.3 Call Handling Performance

- Since the last Committee the Contact Centre agents have received 27,491 concessionary travel calls, with 81% answered.
- The Contact Centre agents are multi-functional, supporting both the concessionary travel card unit and the MyBus service. Since the last Committee the combined total number of inbound and outbound calls is 95,712. This has decreased by 13% from the previous Committee update.
- The reduction of inbound calls received is a positive reflection on the healthy admin position as call volumes are no longer inflated by “chasing progress calls”. Cardholder demand is being met earlier to avoid repeat contact. Due to this call demand is further reduced to 54% of pre-lockdown levels.

3.4 Contact Centre Resource Review

The intended resource review has been re-aligned to take place on completion of the CCIP initiatives that have been implemented to realise efficiency gains. This will allow for a longer period of data capture and thus will provide for more informed analysis of the planned performance improvements.

4. Committee action

The Committee is recommended to:

- (i) Note the contents of this report;

- (ii) Acknowledge the progress made with admin processing turnaround times; and
- (iii) Support the progress made with digital enhancements and future initiatives of the CCIP

5. Consequences

Policy consequences	<i>None directly.</i>
Legal consequences	<i>None directly.</i>
Financial consequences	<i>None directly.</i>
Personnel consequences	<i>None directly.</i>
Equalities consequences	<i>Improved customer experience achieved via efficiency gains and performance improvements</i>
Risk consequences	<i>Mitigations to minimise the risk to card holders.</i>
Climate Change, Adaptation & Carbon consequences	<i>None directly.</i>

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Title **Treasurer**
Strathclyde Concessionary Travel Scheme Joint Committee

For further information, please contact *Cheryl Candlish, Contact Centre Manager on 0141 333 3656.*