

# Public Document Pack



## **OVERVIEW & SCRUTINY COMMITTEE**

Thursday, 13 February 2020 at 7.30 pm  
Conference Room, Civic Centre, Silver  
Street, Enfield, EN1 3XA

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## **TO FOLLOW AGENDA – PART 1**

### **5. CUSTOMER EXPERIENCE (Pages 1 - 18)**

To receive a report from Kari Manovitch, Director of Customer Experience & Change (Acting)

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**REPORT TO: OSC****DATE: 13 February 2020****REPORT TITLE: Customer Experience Programme - Progress Update****REPORT AUTHOR/S:****Kari Manovitch, [Kari.manovitch@enfield.gov.uk](mailto:Kari.manovitch@enfield.gov.uk)****PURPOSE OF REPORT:**

- Share the progress made to date in delivering the Customer Experience Programme
- Set out the future plans for the programme

**SUMMARY:**

The Customer Experience Programme has made positive progress across the workstreams established from the outset, and has grown to include 3 new workstreams to improve the service for customers.

1. Customer insight & performance monitoring
2. Customer journey reviews
3. Learning, development and culture
4. Improving face to face access
5. Consolidating customer contact
6. Telephony support contract procurement
7. Digital Customer Platform replacement
8. Digital Waste Services

**1. BACKGROUND**

Customer experience is a priority for Enfield Council. The Customer Experience Strategy 2018-2022 was approved by Cabinet in September 2018 and sets out how the Council will deliver on its vision of a positive customer experience despite the challenging times faced by local government. The strategy recognises that delivering a positive customer experience, the vision of the strategy, is everyone's responsibility in the Council.

The Customer Experience Strategy was developed in consultation and agreed with staff representatives across the Council and Members.

Alongside the consultation on the vision, local people were asked about behaviours they wish to see when they are interacting with the Council's staff. The following top three were identified as the preferred behaviours:

- friendly and helpful,
- honest and respectful,
- professional and courteous

The Customer Experience Programme was set up to implement the strategy.

## 2. THE CUSTOMER EXPERIENCE PROGRAMME

The Customer Experience Programme currently comprises the following workstreams:

1. **Customer insight & performance monitoring** – setting standards and improving our evidence-base so that we can focus improvement efforts in the right areas and track our progress. See Appendix C for the current standards.
2. **Customer journey reviews** - reviewing customer journeys that are problematic for customers resulting in high levels of complaints or other forms of avoidable contact, and establishing a method that all managers can apply to improve their customers' experience. Appendix B contains the approach.
3. **Learning, development and culture** – identify the skills, behaviours and development work required to support the workforce in improving the customer experience.
4. **Improving face to face access** - to ensure the right services are offered in the right locations, with the right facilities, and increase digital inclusion.
5. **Consolidating customer contact** - to ensure that customer access is consistent and simplified, promoting self-service and first contact resolution.
6. **Telephony support contract procurement** - to ensure the Council has a trusted partner and a high quality telephony service.
7. **Digital Customer Platform replacement** – to improve the experience of contacting the Council by website and other methods by delivering a system that is easier to use, maintain and improve, and re-designing customer journeys.
8. **Digital Waste services** – delivering the digital changes that support the delivery of the Waste service, so customers and staff can get the latest information and services online and via Customer Services.

### **3. PROGRESS TO DATE**

#### **The Digital Customer Platform**

Since the last update, the most significant development is the decision to replace the Digital Customer Platform, which is the suite of technology that underpins the Council's Customer Services function, the website and webforms, and the secure Enfield Connected account that customers can use to view their Council account data (Council tax, Council tax support, housing benefits and housing rent).

There are now solutions available in use by other Councils across the country which offer a much better customer experience, and which are cheaper to maintain and improve.

The process of implementing these solutions also enables the Council to research what our customers need and expect from the Council and use this to improve the design and content of the website, the forms, Enfield Connected, and the service processes. In other words, it is an opportunity to design a better customer experience from end to end, starting from the perspective of the customer.

The aims for this project are to:

- Provide Customer Services staff with a more modern and user-friendly tool to support them in serving customers via the telephone, webchat and face to face access methods
- Simplify and streamline the experience for customers when they use our website to access our services, and when they use other contact methods
- Integrate the Customer Platform with all the major service systems so that the data that customers enter online goes directly into these systems to prompt action by the service area
- Give customers visibility of the status of their requests online, so they know when the request will be completed
- Increase the services available online
- Enable the Council to make continual improvements to the systems in response to user feedback
- Enable the Council to consolidate its large network of over 20 microsites into a single digital platform, supporting a more consistent Enfield brand identity, and reducing costs
- Deliver savings of at least £0.8m revenue and £0.5m capital investment annually

#### **Customer service by telephone**

Every year around 550,000 customers call the Council's main phone number and it remains a priority to improve their experience.

The feedback given by customers and from mystery shopping is that the quality of customer care provided is high, but there have remained issues with waiting times, due to having insufficient staffing numbers to answer the volumes of calls.

The following changes have been put in place to improve this:

- At peak times when queues are developing, customers are offered the option to receive a call back. On average over 1,000 call backs are made per month, 99% within 24 hours.
- A full-service restructure was undertaken in 2018-19, to replace 54 scale 4 posts with one grade higher, to create a workforce of more highly skilled staff able to respond to customer queries more effectively and stem attrition, which has reduced from 30% to 5%.
- Two new posts were created in 2019 - a full-time trainer started in November and a full-time Quality and Performance Manager started in January.
- Work was commissioned from the Property and ICT services to create a new bigger training room alongside the contact centre, increasing capacity from 9 to 22 trainees.
- Significant recruitment and training of temporary staff has taken place to manage the increased call volumes related to the waste service changes. In December and January the service has recruited and trained over 30 new temporary staff.
- Customer Services staff have also received training to enable them to answer all the most frequently asked questions related to these waste changes, new messages have been recorded on the phone lines, new scripts have been added to the CRM system used by the service, and new information has been added to the website.
- 107 desks have now been converted to standard call centre laptop setup, with old slow desktop PCs removed and all staff receiving new modern laptops. These will increase speed and productivity and enable the staff to work remotely in the future.
- Intensive work is taking place to improve the experience of Housing customers who represent 20% of calls, by investing in staff training, team working, new systems and processes across the two services, and the insourcing of repairs, all of which will start to reduce demand caused by avoidable contact and improve Customer Services KPIs.
- The service is reaching out to colleagues across the Council asking that they share news about service changes early, so that it can be put into a comprehensive planning calendar, and the work and resources required to prepare can also be planned in.
- Customer Services has coordinated improvements to the content of the information provided to the external company providing the out of hours emergency telephone service, so that customers receive a better service. Customer Services has also led the creation of a new set of web pages to explain to customers which services operate outside of normal working hours. As a result call volumes have reduced by 6%.

- We have awarded a 2-year contract to Genesys via the G Cloud 11 framework, providing the Council with a telephony service that is compliant with the Government's Digital Service Standards, Technology Code of Practice, and Government approved terms and conditions. It comes with a host of features to improve customer service, and contractual protection and a commitment to at least 99.99% uptime.
- The live webchat facility was added to every page of the Council's website, and 3,000 webchat conversations are now held every month.

#### **4. RECOMMENDATIONS**

This report is for information only.

#### **5. NEXT STEPS**

The next steps for all projects are identified in Appendix A.

The Key Decision report containing the business case to award a 4-year contract for the new Digital Customer Platform and establish the implementation and transformation programme will be published by the beginning of March.

In the next 6 months the Council will also be producing a Customer Access Strategy, identifying the current contact methods in use by the difference services, the needs and preferences of our customers, the recommended future model of customer access, and the projects that will deliver this. We want Council services to be easy for everyone to access, with a high proportion of customers choosing to use the high-quality self-service options we will offer, enabling staff to be focussed on the customers that most need it and ensuring all customers have a positive experience.



## Appendix A: Customer Experience Programme: activities completed and planned

Project	Delivered so far	Impact	Next milestones
<p><b>1. Customer insight &amp; performance monitoring</b></p> <p><b>Led by Director of Customer Experience</b></p>	<ul style="list-style-type: none"> <li>• A web-based customer experience dashboard, collecting all our data (over 100 indicators) about customer experience in one place under 5 key strategic headings, shared with all senior managers</li> <li>• Publication of our key customer metrics next to our customer service commitment on the website: <a href="https://new.enfield.gov.uk/services/your-council/customer-service-commitment/">https://new.enfield.gov.uk/services/your-council/customer-service-commitment/</a></li> <li>• Development of a new customer service charter</li> <li>• Introduction of new feedback collection methods for our website and customer service centre. Data from feedback cards at face to face now counted.</li> <li>• New customer satisfaction surveys have been put in place for Planning, Council tax and Recruitment.</li> <li>• Requirements for a new customer satisfaction tool have been written and shared with ICT to identify potential solutions and the procurement approach</li> <li>• Working with Waste and Parking to identify data on delivering a positive customer experience</li> </ul>	<p><b>Impact so far:</b></p> <ul style="list-style-type: none"> <li>• Managers have data at their fingertips to monitor customer demand and see where we are under delivering for customers and where we are improving</li> <li>• Data gaps are now known and work can take place to fill them.</li> <li>• We have begun to be transparent to our customers about our performance, which builds accountability and trust</li> </ul> <p>We have developed a common view of what good looks like when it comes to delivering a good customer experience</p> <p><b>Target impact:</b></p> <ul style="list-style-type: none"> <li>• Development of a culture where it is the norm to use data insights about customers and their experiences to drive the design and improvement of services and performance information on our services to continue to improve</li> </ul>	<ul style="list-style-type: none"> <li>• <b>By 21 Feb 20</b>, produce a plan for completing the data insight gaps in the services with highest volume customer use</li> <li>• <b>By 28 Feb 20</b>, identify how the customer charter can be incorporated into the new corporate Learning and Development Programme</li> <li>• <b>By 6 Mar 20</b>, produce draft analysis of customer contact per service per contact method, and cost per transaction, to inform a customer access strategy</li> <li>• <b>By 4 May 20</b>, Council tax customer feedback data to be analysed and tracked via the dashboard</li> <li>• <b>By 29 May 20</b>, complete the options appraisal and procurement process for the new customer satisfaction tool</li> <li>• <b>By 30 Sept 20</b>, implement the new customer satisfaction tool on the web, subject to Digital Customer Platform project timescales</li> <li>• <b>By 31 Oct 20</b>, implement the new customer satisfaction tool across all other contact methods</li> <li>• <b>By 31 Dec 20</b>, embed the Customer Dashboard in the organisation</li> </ul>
<p><b>2. Learning, development and culture</b></p> <p><b>Led by Head of HR</b></p>	<ul style="list-style-type: none"> <li>• A draft set of staff skills and behaviours required by Enfield staff across all areas, including customer experience</li> <li>• Customer Experience strategy content added to a new online staff corporate induction course, so that all new staff learn the Council's vision and expectations</li> <li>• A Customer Experience quiz developed and rolled out to various teams as a team building exercise</li> </ul>	<p><b>Target impact:</b></p> <ul style="list-style-type: none"> <li>• Impact on customers will be measured through tracking data on customer experience via the Customer Services quality monitoring, the customer experience dashboard including customer feedback results, and mystery shopping</li> <li>• Impact on staff skills and behaviours will be measured through analysis of results from staff performance and development reviews, and staff</li> </ul>	<ul style="list-style-type: none"> <li>• <b>On 11 Feb 2020</b>, Directors will review the draft set of staff skills and behaviours divided into Senior Leaders, Managers, and Staff.</li> <li>• <b>By 28 Feb 20</b>, full project plan to be produced, identifying how customer experience training needs will be identified, how training will be targeted, and how impact will be evaluated</li> </ul>

Project	Delivered so far	Impact	Next milestones
	<ul style="list-style-type: none"> <li>• A Maturity model for customer experience developed, tested via a Senior Leadership network session, and piloted with HR and Housing. This resulted in valuable learning but the tool itself was felt too complex for services to take on.</li> <li>• A detailed toolkit has been developed for managers and staff who lead change to cover the process of completing a customer experience review</li> <li>• A A5 handout summarising the main steps to conducting a customer experience review has been shared widely with staff and published on the staff intranet (Appendix B)</li> <li>• 12 staff from Customer Services and HR/OD received qualifications from the Institute of Customer Services training</li> <li>• Over 100 staff have attended the Customer Care in a Changing world course delivered by the inhouse Learning &amp; Development team</li> <li>• 50 staff from Planning and Housing have attended brand new complaints handling training, and sessions are now being offered monthly to meet demand. 100% participants that completed the feedback said they would recommend it to colleagues.</li> <li>• 46 staff from Planning and Housing have already attended Plain English &amp; Nudge training and 100% participants that completed the feedback said they would recommend it to colleagues</li> </ul>	<p>surveys, as part of the overall corporate approach</p>	<ul style="list-style-type: none"> <li>• <b>By 13 Mar 20</b>, develop a plan for how ICS membership will be used over the next month</li> <li>• <b>By 31 Mar 20</b>, engagement to have taken place with managers to refine the skills and behaviours learning and development model</li> <li>• <b>By 6 Apr 20</b>, next cohort of ICS learners begin training. L&amp;D will work with the already ICS qualified staff so that they coach the new cohort</li> <li>• The new toolkit is being road tested on the new Customer Journey project for customers changing their address</li> </ul>
<p><b>3. Customer journey – Overview</b></p>	<ul style="list-style-type: none"> <li>• 4 waves of Mystery shopping have taken place with 36 shops per wave across 10 different services, and from the detailed feedback reports, services have created action plans and completion has been tracked</li> </ul>	<ul style="list-style-type: none"> <li>• Over 100 actions have been taken to improve the customer experience as a result of mystery shopping feedback, including praise for staff who delivered a great service</li> </ul>	<ul style="list-style-type: none"> <li>• <b>By 28 Feb 20</b>, evaluation of mystery shopping &amp; recommendation for ongoing delivery</li> </ul>
<p><b>3a. Customer journey - recruitment &amp;</b></p>	<ul style="list-style-type: none"> <li>• A workshop with staff from HR, ICT and Facilities Management, a workshop with recently recruited staff, and a workshop with managers responsible for recruitment, to develop insight into the current</li> </ul>	<p><b>Impact so far:</b></p> <ul style="list-style-type: none"> <li>• 60% rise in unique website views on the new recruitment pages between Jul 2019 and Jan 2020</li> </ul>	<ul style="list-style-type: none"> <li>• <b>By 28 Feb 20</b>, completion of the project closure and lessons learned report</li> <li>• <b>By 3 Mar 20</b>, results shared with senior</li> </ul>

Project	Delivered so far	Impact	Next milestones
<p><b>induction</b></p> <p><b>Led by Head of HR</b></p>	<p>experience and create customer journey maps for the 'as is' and 'to be' processes identifying where things go wrong and what an ideal process would look like.</p> <ul style="list-style-type: none"> <li>• Simplification of the documents that managers have to complete when recruiting, and the training that new joiners have to complete</li> <li>• A suite of new training modules developed to support managers to recruit effectively, covering all aspects of the recruitment and induction process, with online and face to face elements, which has received very positive feedback</li> <li>• An updated suite of documents on the new corporate intranet, which is much easier to use and navigate</li> <li>• A new corporate induction process for new starters designed and launched</li> <li>• A new section of the website promoting the benefits of Enfield as an employer and showcasing particular jobs</li> <li>• Launch of a new customer satisfaction survey to get post-recruitment feedback</li> <li>• A workshop with recently recruited staff, and a workshop with managers responsible for recruitment, to get feedback following changes made, to evaluate impact</li> <li>• List of the ICT requirements that will deliver further user experience improvements and efficiencies for recruiters, candidates and new joiners</li> </ul>	<p>Since the feedback survey was launched in Nov 2019:</p> <ul style="list-style-type: none"> <li>• 96% of recruiting managers said they were happy with their recruitment campaign and 82% described their recruiting experience as positive</li> <li>• 79% of new joiners were made aware of the induction and assessment process by their line manager</li> <li>• 88% of new joiners described their first day as positive</li> <li>• Significant reduction in queries and complaints received by HR regarding recruitment</li> </ul>	<p>managers for feedback</p>
<p><b>3b. Customer journey - Planning</b></p> <p><b>Led by Head of Planning</b></p>	<ul style="list-style-type: none"> <li>• As is and To Be process maps, which have guided the change process</li> <li>• Creation of a new customer feedback survey with 64 responses to date</li> <li>• Demand management analysis created and shared with the Planning management team.</li> <li>• Substantial improvements to the Planning webpages completed to better explain the processes to customers and manage expectations</li> </ul>	<p><b>Impact so far:</b></p> <ul style="list-style-type: none"> <li>• Improved mystery shopping results Scores for Planning and Building improved from 56% in Wave 1 to 89% in Wave 4</li> <li>• Reduced avoidable contact - email traffic has reduced by 25% for Planning support and 20% for Planning officers</li> <li>• Calls to the corporate contact centre have been decreasing from an average of over 600 a month to</li> </ul>	<ul style="list-style-type: none"> <li>• <b>By 30 June 20</b>, complete the re-development of the pre-application service, and the promotion of it, which will increase the % of applications that succeed first time, reduce wasted time for customers and officers, improve customer satisfaction and generate income for the service</li> <li>• <b>By May 20</b> the main planning IT system will be re-procured. Prior to this the</li> </ul>

Project	Delivered so far	Impact	Next milestones
	<ul style="list-style-type: none"> <li>• Substantial improvements to the standard Planning letter templates made so that they are easier to understand – over 100,000 of these letters are sent annually</li> <li>• Establishment of a dedicated phone line for more complex calls transferred from the corporate contact centre, which is handling 300-500 calls per month</li> <li>• Planning Support Officers have been given the ability to respond to customer queries by web chat and are handling 10-20 web chat conversations per month. Webchat facility is also promoted via auto email responses from Planning teams</li> <li>• Establishment of duty Planning appointments by telephone introduced for the first time, increasing appointments held from c.10 a week to c.20 a week on average</li> <li>• Staff trained in Plain English communication, with 100% those feeding back giving it positive feedback</li> <li>• A new Developer and Agent forum established and will be held quarterly</li> </ul>	<p>below 500 a month, suggesting fewer customer queries and issues</p> <ul style="list-style-type: none"> <li>• Planning Service has begun to meet its statutory application process targets for the first time in 2 years</li> <li>• Staff feel more positive and optimistic</li> </ul> <p><b>Target impact:</b></p> <ul style="list-style-type: none"> <li>• A simplified customer journey via all channels, easier for customers, easier for staff, and more efficient to manage</li> <li>• Specifically - increase the % of planning applications that succeed first time (currently 50%), reduce wasted time for customers and officers, improve customer satisfaction and generate income for the service</li> </ul>	<p>business and customer needs will be captured.</p> <ul style="list-style-type: none"> <li>• Ongoing review of customer survey feedback data, and other success measures</li> </ul>
<p><b>3c. Customer journey - change of address</b></p> <p><b>Led by Head of Revenue &amp; Debt</b></p>	<ul style="list-style-type: none"> <li>• 2 workshops with staff, creating an As Is process map for the customer journey, identifying where things go wrong</li> <li>• Several days of shadowing staff to observe the customer journey and identify sources of confusion, frustration and waste</li> <li>• Sample analysis of change of address customer journeys via online, by post and email contact methods</li> <li>• Creation of a new online customer survey that will be contained in all emails relating to moving in or out for Council tax and business rates</li> <li>• A Project Mandate document which identifies the project objectives, scope and approach</li> <li>• A responsibility assignment matrix (RACI model) drafted and shared with project board members.</li> </ul>	<p><b>Impact so far:</b></p> <ul style="list-style-type: none"> <li>• Staff feel positive and optimistic about the opportunity to deliver improvements that will reduce customer complaints</li> <li>• From the research so far some quick wins have already been identified and implemented: <ul style="list-style-type: none"> <li>• The SEND team in the Education service have been given training and direct access to the Civica database to carry out necessary checks, reducing demand on Council tax staff time so increasing efficiency, and training &amp; direct access to the national Locta system, saving them from making overpayments to over 16s who no long qualify for funding</li> </ul> </li> </ul> <p><b>Target impact:</b></p>	<ul style="list-style-type: none"> <li>• <b>By 28 Feb 20</b>, identification of baseline customer experience data that will show the benefits realised by this project</li> <li>• <b>By 20 Mar 20</b>, customers willing to share their personal experiences will have been identified to help improve the service</li> <li>• <b>By 31 Mar 20</b>, creation of a high- level project plan</li> <li>• <b>By 30 June 20</b>, creation of the ‘to be’ journey with the staff solutions working group, to guide the change process, and the system requirements to enable this process, to be shared with the team implementing the new Digital Customer Platform</li> <li>• <b>By 31 July 20</b>, creation of a service</li> </ul>

Project	Delivered so far	Impact	Next milestones
		<ul style="list-style-type: none"> <li>• A simplified customer journey via all channels, easier for customers, easier for staff, and more efficient to manage</li> </ul>	improvement action
<p><b>4. Consolidating Customer Contact</b></p> <p><b>Led by Head of Customer Operations</b></p>	<ul style="list-style-type: none"> <li>• A Project Mandate document which identifies the project's objectives, scope and approach</li> <li>• Data on the costs of the different systems in use</li> <li>• A tiered model defined for transforming customer access according to complexity</li> <li>• Design principles defined for where fulfilment of a customer journey should be managed and how it should be accessed</li> </ul>	<p><b>Target impact:</b></p> <ul style="list-style-type: none"> <li>• applying consistent and measurable service standards to all customer access points, resulting in positive customer experience results</li> <li>• simplification and streamlining of customer access</li> <li>• consolidation of disparate Customer Service functions where appropriate</li> <li>• Moving decision-making or fulfilment to those who handle the first contact - upskilling and empowering Customer Services staff to achieve more first contact resolution</li> <li>• Increasing telephony self-service through delivering new user-friendly recordings and voice automation</li> <li>• Identifying where there are web self-service gaps and issues for feeding into the Digital Customer Platform project</li> <li>• Achieving c.£200K annual savings from de-commissioning old telephony systems</li> </ul>	<ul style="list-style-type: none"> <li>• <b>By 28 Feb 20</b>, Customer Access Design Principles agreed</li> <li>• <b>By 28 Feb 20</b> project plan drafted and shared</li> <li>• <b>By 9 Mar 20</b> hold a workshop to Engage with Business Owners</li> <li>• <b>By 30 April 20</b>, data showing the volume of telephone customer contact handled outside the main contact centre, and the system/s in use</li> <li>• <b>By 30 March 20</b>, produce a prioritisation of the services to consider migrating into the corporate model, using customer data, for sharing with stakeholders for feedback</li> <li>• <b>By 30 April 20</b>, produce the telephony system requirements for each service area, based on customer needs and business needs, to inform the procurement</li> <li>• <b>By 30 June 20</b>, produce the assessment per service of the tier, where and how customer contact should be handled – the 'to be' operating model</li> </ul>
<p><b>5. Improving face to face access</b></p> <p><b>Led by Head of Customer Operations</b></p>	<ul style="list-style-type: none"> <li>• Enfield Civic Centre reception improvements so that customers now wait for appointments in a comfortable seated area away from the main foyer, using a new queue management system, and Customer Service staff have moved out front, facing customers as they arrive, with the desk converted into private PC booths</li> <li>• A vision for the future customer experience at face to face including service standards we are aiming for</li> <li>• Engagement with Property colleagues, and agreed use of the procurement framework for physical</li> </ul>	<p><b>Impact so far:</b></p> <ul style="list-style-type: none"> <li>• No complaints about face to face service received; small number of compliment cards submitted</li> <li>• Customers seeking appointments are seen within 11 minutes (avg)</li> <li>• At the civic centre, 550 customer a month use the free PCs, 800 customers a month use the freephones</li> </ul> <p><b>Target impact:</b></p> <ul style="list-style-type: none"> <li>• The service offer at face to face is transformed to</li> </ul>	<ul style="list-style-type: none"> <li>• <b>By 9 Mar 20</b>, all staff will be wearing suit uniforms</li> <li>• <b>By 26 Feb 20</b>, the survey of customers visiting face to face will have completed</li> <li>• <b>By 31 Mar 20</b>, engagement with service stakeholders will have completed, to understand the role they see for face to face vs other contact methods</li> <li>• <b>By 14 April 20</b>, analysis of this data to understand why, how and where face-face services are accessed, with</li> </ul>

Project	Delivered so far	Impact	Next milestones
	<ul style="list-style-type: none"> <li>building works and furniture</li> <li>• Draft ICT requirements shared with ICT</li> <li>• A list of the queries handled at face to face vs other contact methods</li> <li>• Analysis of computer use at all libraries, showing high levels of unused capacity</li> <li>• Face to face data on volumes, PC use and wait times published on the Customer Experience dashboard</li> <li>• Customer questionnaire drafted</li> </ul>	<ul style="list-style-type: none"> <li>focus on booked appointments, providing digital support, and troubleshooting for more vulnerable customers that cannot easily access support via other contact methods, and is located closest to the customer need</li> <li>• We measure the digital skills we are building</li> <li>• Customers are saved unnecessary travel for queries that can be handled over the phone, or web</li> <li>• There is hardly any waiting time for customers; queues rarely form</li> <li>• 90% of customers report they had a positive experience</li> <li>• Staff are confident to support and empower every customer they meet, including customers with language barriers, disabilities or mental health concerns</li> </ul>	<ul style="list-style-type: none"> <li>opportunities for improvement and channel shift identified, and the best location and service offer identified</li> <li>• <b>By 30 April 20</b>, physical design for the face to face service to have been completed</li> <li>• <b>By 1 Sep 20</b>, works on the new face to face service to have been completed</li> </ul>

## The Digital Customer Offer

<p><b>6. Telephony Support Contract procurement</b></p> <p><b>Led by Head of Customer Operations</b></p>	<ul style="list-style-type: none"> <li>• Awarded a 2-year contract to Genesys via the G Cloud 11 framework, providing the Council with a telephony service that is compliant with the Government's Digital Service Standards, Technology Code of Practice, and Government approved terms and conditions.</li> <li>• The Preferred Edition includes Automatic Call Distributor (ACD), Interactive Voice Response (IVR), and Unified Communication (UC) capabilities, multichannel (voice, email, and chat), speech recognition, voice recording and quality management, workforce management, real time speech analytics, post-call and IVR surveys, select CRM and UC integrations, supervisor and reporting capabilities, and additional options, including: outbound dialling, web portal for outsourcers, agents and management, screen recording, strategic resource planning, additional media channels, a broad set of packaged integrations, the ability to write custom integrations to our public</li> </ul>	<p><b>Target impact:</b></p> <ul style="list-style-type: none"> <li>• Clarity of service offer</li> <li>• Contractual protection in case things go wrong</li> <li>• A reliable telephony service to handle the 500,000 annual calls from Enfield's customers.</li> <li>• Reduced service faults</li> <li>• Genesys will use commercially reasonable efforts to provide at least 99.99% uptime of the PureConnect Services to support incoming and outgoing calls, three-hundred and sixty-five (365) days a year, twenty-four (24) hours a day</li> </ul>	<ul style="list-style-type: none"> <li>• <b>By 28 Feb 20</b>, contract signed by both parties</li> <li>• <b>By 13 March 20</b>, first of monthly supplier meetings held, and agreement to a programme of changes to be made for Housing customers, and expanding the solution to other services in the Council such as the Adult Social Care's Single Point of Contact team.</li> </ul>
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Project	Delivered so far	Impact	Next milestones
	API, and business process automation capabilities.		
<p><b>7. Digital Customer Platform Replacement</b></p> <p><b>Led by Head of Customer Experience &amp; Libraries</b></p>	<ul style="list-style-type: none"> <li>• Description of the positive customer experience we want this project to deliver, and impact we want it to have</li> <li>• A business case for investing in the replacement of our existing technology – Customer Relationship Management Systems (CRM) x 2 including webforms, customer account, the security and integration layers, and the Content Management system (CMS)</li> <li>• Extensive requirements gathering from services across the Council for what they need the new solutions to deliver</li> <li>• Definition of the scope and content of the ‘minimum viable product’ that needs to be delivered at the end of phase 1 in August 2020</li> <li>• Extensive market research – speaking to vendors and local government colleagues about CRM and CMS supplier experiences</li> <li>• CRM soft market testing, on site presentations from 14 companies to a wide group of stakeholders</li> <li>• CRM requirements gathering completed. Procurement for a 4-year contract via G-Cloud underway. Communication and clarification responses submitted by the 2 vendors that meet our essential criteria is being managed via London Tenders Portal.</li> <li>• CMS requirement gathering underway. Currently undertaking an Expression Of Interest via a Crown Commercial Services framework to shortlist potential suppliers who can meet our essential criteria. Procurement will follow for a 2-year contract with an option to extend via London Tenders Portal scheduled.</li> <li>• Review of CRM clarification responses.</li> </ul>	<p><b>Target impact:</b></p> <ul style="list-style-type: none"> <li>• Simplified customer journeys that are easier for customers, easier for staff, and more cost-effective to maintain and improve via an inhouse digital capability</li> <li>• Our website is easy to find, easy to read, and all users with digital skills can complete tasks and transactions unaided first time, via any device. Compliance to the world-wide web AA accessibility standard is achieved.</li> <li>• All the information that customers and staff need is there when they need it, at the right point in their journey, is up to date and complete, and customers do not need to contact us for more information unless in exceptional circumstances.</li> <li>• The style and language of the web experience stays consistent throughout, and the Council’s 20+ microsites are consolidated over time into the single platform.</li> <li>• A secure customer account is easy to set up. We encourage customers to set up an account by selling the benefits - particularly the ability to see all their services and transaction history in one place, track the progress of their requests from start to finish, and save time by pre-populating forms with all data stored by their account.</li> <li>• The Council will save over £0.8m in annual running costs, over £0.5m in annual capital investment, and enables channel shift by delivering self-service so good that customers prefer to use it</li> </ul>	<ul style="list-style-type: none"> <li>• <b>By 28 Feb 20</b>, determine which CRM transformation and service delivery partner will best meet our needs, and the plan to deliver the ‘Minimal Viable Product’</li> <li>• <b>By 19 Feb 20</b>, publish requirements for the CMS digital design agency</li> <li>• <b>By 6 Mar 20</b>, publish a DAR to approve project funds and award the 4-year CRM contract</li> <li>• <b>By 13 Mar 20</b> start CRM implementation</li> <li>• <b>By 20 Mar 20</b>, determine which CMS vendor will best meet our needs and the plan to deliver the ‘Minimal Viable Product’ website</li> <li>• <b>By 31 Mar 20</b>, publish a DAR to approve award of the 2-year CMS contract</li> <li>• <b>By 30 Apr 20</b>, produce an outline plan for first 12 months of sprints for new services, features and enhancements from September onwards, driven by a list of the customer journeys that most need improving</li> <li>• <b>By 30 Aug 20</b> launch the new Digital Customer Platform</li> <li>• <b>By 1 Sept 20</b>, begin phase 2</li> </ul>
<p><b>8. Digital Waste Services</b></p>	<ul style="list-style-type: none"> <li>• Integration of the system used by our waste collection service (Bartec) with the Council’s website, so that when residents report missed bins online, the system will tell them if the waste</li> </ul>	<ul style="list-style-type: none"> <li>• As a result of real-time updates on devices visible to waste collection crew there are fewer journeys by waste crews, reduced fuel consumption and</li> </ul>	<ul style="list-style-type: none"> <li>• <b>By 2 Mar 20</b>, delivery of a move to fortnightly service for residual and recycling collections</li> </ul>

Project	Delivered so far	Impact	Next milestones
<p><b>Led by Head of Public Realm Services</b></p>	<p>collection crews have recorded a reason for this, and if it's our mistake, the data goes immediately to the crews when they are out and about in the borough, enabling the bins to be collected much faster than before. If the crew reported an issue such as bin contamination, the customer is advised to wait for the next scheduled collection</p> <ul style="list-style-type: none"> <li>• A new service to book and pay for the Council's garden waste collection service online or by phone</li> <li>• Changes to all the waste forms on the website to reflect all the waste services changes (food, garden, recycling and refuse) and changes to bin collection dates</li> <li>• Comprehensive information provided online, answering customers' most frequent queries</li> <li>• New voice recordings on the Council's telephony system</li> <li>• New scripts in the CRM system used by Customer Services staff to support them in advising customers and performing transactions on their behalf</li> </ul>	<p>vehicle wear</p> <ul style="list-style-type: none"> <li>• 25,000 customers subscribed for the new paid green waste service, with 77% going online</li> <li>• Page views on the waste webpages have increased by more than 300%</li> </ul>	<ul style="list-style-type: none"> <li>• <b>By Dec 20</b>, delivery of an automated green waste renewal service and delivery of a direct debit solution</li> <li>• <b>By end May 2020</b>, delivery of processes to allow customers to pay through Pay Point (required as cashiers are closing)</li> </ul>

## Appendix B: Customer Experience Review flyer for staff

# CUSTOMER EXPERIENCE



### CUSTOMER EXPERIENCE VISION

'Delivering a positive customer experience.'



### CUSTOMER PROMISE

1. Friendly and helpful
2. Honest and respectful
3. Professional and courteous

### SEVEN STEPS FOR A CUSTOMER EXPERIENCE REVIEW

- 1** Pick a customer journey that needs improving  
*Look at complaints and members enquiries and customer feedback*
- 2** Map the end to end customer journey and business processes  
*Work with all the different council functions involved*
- 3** Understand what customers expect from their journey and how they currently feel about it  
*Listen to customers and question your assumptions about who they are and how their experience can be improved*
- 4** Identify gaps between how things are and how they could be  
*Look at how performance is measured; the customer "touch-points"; staff culture, behaviours, knowledge and skills; policies, processes and IT*
- 5** Create an ideal customer journey with related business processes  
*Work with customers, show how the identified gaps can be filled*
- 6** Agree how improvements will be measured  
*Get the right combination of internal measurements and customer feedback*
- 7** Develop and communicate an action plan  
*Agree who will do what, and by when*

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## **Appendix C: Current Customer Services Charter**

We want to deliver the best possible Customer Service to you at an affordable cost. This commitment sets out the standards of service you can expect from us, what we need from you and how you can help us improve customers' experience.

### ***What can you expect from us***

We will:

- accept your right to complain and guarantee a full investigation and response
- act in a professional manner and know what we are talking about
- apologise when we make a mistake, put things right and learn from it
- be open and honest and explain our decisions
- encourage those who can to go online so that we can continue to support those who cannot use or access the internet
- keep our promises, keep you updated, or explain why if there is a delay
- listen to you and act on what you tell us
- maintain our libraries' advertised opening hours and give a minimum of three weeks' notice of any planned closures
- offer 24 hours a day, seven days a week access to information and services through our website and an emergency only telephone service at weekends, bank holidays and weekdays (Monday to Friday, 5pm to 9am)
- resolve your query as quickly and efficiently as possible
- treat you as a valued customer, showing you and your property respect

### ***How you can help us***

So that we can deliver our promises to you, we would like you to:

- be patient with us and avoid making unnecessary repeat contact with us while you are waiting for your response
- if you can, go online as this is the quickest, most accessible and most efficient way of communicating with us
- inform us of any changes in your personal circumstances which may affect services we provide to you
- keep appointments, or try to give us at least 24 hours' notice if you need to cancel
- supply all the evidence and documents we need to make an effective decision or take action. Without all the required documentation, we are unable to help you
- treat our staff courteously and with respect so that they can deliver the best service possible to you

We would also really like you to:

- offer ideas and suggestions for improvements and work in partnership with us, where possible
- tell us when you are pleased with our service as well as when any of these standards are not met

### ***Unacceptable behaviour***

Unacceptable customer behaviour includes:

- being under the influence of controlled drugs or alcohol

- damage to our or staff owned property
- physical violence
- threats of any kind (threatening behaviour or intimidation)
- verbal abuse, including racist, sexist or discriminatory comments
- vexatious complaints and harassment

We keep records of unacceptable customer behaviour and this may result in your access to services being changed. In addition, we may prosecute you or share this information with partner organisations (subject to the requirements of the Data Protection Act).

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