

**REPORT TO: OSC****DATE: 12 February 2018****REPORT TITLE: Customer Experience Programme - Progress Update****REPORT AUTHOR/S:****Kari Manovitch, [Kari.manovitch@enfield.gov.uk](mailto:Kari.manovitch@enfield.gov.uk)****Pragati Somaia, [pragati.somaia@enfield.gov.uk](mailto:pragati.somaia@enfield.gov.uk)****PURPOSE OF REPORT:**

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

**SUMMARY:**

Four months since Cabinet approved the Customer Experience Strategy, the Customer Experience Programme has initiated five workstreams and made positive progress.

The five workstreams are:

1. Customer journey reviews:
2. Developing a learning, development and culture change offer
3. Improving customer data and performance management
4. Maximising the role of libraries
5. Developing an improved digital offer

**1. BACKGROUND**

Customer experience is a priority for Enfield Council as recognised in the Corporate Plan. 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 and this programme is run by the Transformation Service, but every single service in the council has a vital contribution to make.

## 2. THE CUSTOMER EXPERIENCE PROGRAMME

The Customer Experience Programme currently comprises the following workstreams:

1. **Customer journey reviews:** Three customer journeys were selected for review, with two aims: firstly to make real improvements to the customer experience of those journeys, and secondly to test the review methodology set out in the customer experience strategy and identify the most effective approaches to achieving improvement. The customer journey reviews chosen were: Staff recruitment and induction; Making a Planning Application; and Requesting a Council Housing repair. All these journeys were receiving poor customer feedback. The Council Housing repairs journey was already subject to a larger service redesign project within the Housing Systems Transformation Programme, but provides progress reports to the Customer Experience Programme, so that findings are incorporated into the learning from the other two review projects. As part of this project we will also produce a customer experience review toolkit for officers to conduct their own customer experience reviews and draw up a list of other customer journeys to review once the first three have completed.
2. **Developing a learning, development and culture change offer** to support the workforce in improving the customer experience.
3. **Improving customer data and performance management** so that we can focus improvement efforts in the right areas and track our progress.
4. **Maximising the role of libraries** in delivering a positive customer experience.
5. **Developing an improved digital offer** for the customer which improves the experience of contacting the council by website and telephony, making it easier and more convenient to use.

## 3. PROGRESS AND OPPORTUNITIES

The programme of activities completed and planned is included in Appendix A. This programme is constantly being reviewed and updated as new activities are added.

Examples of this progress include:

- Customer services advisors have received better information about Planning so that they can improve the customer experience, a new phoneline has been created for customer services agents to pass calls through to the Planning support team, and Planning Consultation letters to residents and all 15 Planning web pages have been rewritten to improve clarity.
- Two cycles of mystery shopping have been completed, testing a wide range of common customer enquiries. The first set of results led to 81 identified actions, of which 41 have been completed.
- A customer experience dashboard is taking shape, bringing together performance data relating to the customer experience from across the council.
- 12 officers started qualifications from the Institute of Customer Services in September 2018; meanwhile 91 officers have completed the internal course on Customer Care in a Digital World over the last 3 years, with content having been updated to reflect the new Customer Experience Strategy.
- All existing corporate staff training has been updated to include the principles of the Customer Experience strategy; new Complaints Handling training is in development
- The time it takes for customer payments to be processed has been dramatically reduced through implementation of a new payments system called 'AIM', so that customers will see their accounts credited much faster
- We have appointed the council's first Corporate Website Manager, to ensure that there is capacity and focus for continued customer-centric improvements to the council's website. Improved maintenance and governance resulted in the website's ranking climbing 37 places to reach position 141 out of 397 council (Sitemorse's Q4 2018 index)
- We have appointed the council's first Customer Digital Programme Manager to plan and coordinate all the digital technology projects required to improve the digital offer for the customer
- The council's website has been upgraded to the latest software version and a range of new online forms were introduced
- A project to make the website and Enfield Connected account more flexible for the council to maintain and update in the future has made positive progress and is due to complete later this month
- A project to integrate the in-cab devices used by waste operatives with the website is nearing completion, which will make missed bin collection far more efficient for customers and staff.

#### **4. RECOMMENDATIONS**

Overview and Scrutiny Committee are being asked to note this report for information only.

## **5. NEXT STEPS**

The programme plan will continue to be further reviewed and refined, as will the staffing resources assigned to the programme.

The Customer Experience Strategy and the activities of the programme are monitored via a monthly programme board and reported to all Council Directors monthly. It is also being communicated to staff via a variety of methods.

The establishment of a Change Delivery Board in the next quarter, comprising managers from all council services, will be a way to encourage all services to implement improvements and contribute to the programme.

The programme team are working with the senior managers responsible for the various projects to identify how the benefits for the projects can be measured, drawing on data that is included in the new dashboard under development, as well by collecting data that is less regular and lower volume than performance statistics.

Should further capital investment be required in updating and improving digital technology, the appropriate approvals process will be undertaken as governed by the Council's constitution.

Progress updates can be reported to this Committee on a quarterly basis.

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

## Contents:

1. Learning, Development, and Culture Change Project
2. Customer Journey Projects:
  - a. Recruitment and Induction
  - b. Planning
  - c. Housing Repairs; Housing Target Operating Model Project
3. Customer Insight and Monitoring Project
4. Maximising the role of libraries
5. Develop a digital offer for the Customer
6. Payments Programme

## 1. Learning & Development, and Culture Change Project

Lead: Julie Mimmagh

June 2018 - March 2022

**Project:** The aim of the Council is to be delivering a consistently positive experience to all customers, both internal and external, by 2021. Delivering this positive experience relies on staff having the right knowledge, skills, values and behaviours, and this in turn requires a dedicated programme of work to assess staff needs and to address and action them.

**Objective:** *Define the target state - develop a shared understanding of the knowledge, skills, values and behaviours required across the different staff cohorts in order to deliver a positive customer experience.*

Achieved/in progress	Benefits	Date of completion
Development of the Customer Experience Maturity Model, including defining the bronze, silver, gold measures and an online assessment framework for services to complete	Establishment of a council-wide baseline with each service assessing themselves against an improved set of measures with standard definitions	28 Feb 2019
The Corporate Learning & Development team	Will assist in identifying the training and tools required to provide staff with	29 Mar

will present to DMT meetings, requesting services complete the Customer Experience Maturity Model Assessment	the understanding and means to deliver a positive customer experience. Provide gap analysis regarding service current state, specifying future state that needs to be achieved.	2019
Definition of the customer service skills required across the council to include criteria and measures for the target state.	Development of a customer experience learning & development framework for all staff, relevant to their roles within the council, to indicate where services and/or staff are currently and where services/staff need to be going forward.	30 Apr 2019

***Objective: Develop a strong relationship between Enfield Council and the Institute of Customer Service***

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
First cohort of staff from across Learning & Development, Customer Services and Human Resources complete the training for the Institute of Customer Service (ICS) Five staff members will achieve Communications qualifications and seven Customer Service Coach professional qualifications	Staff are trained in the behaviours required to deliver a positive customer experience Qualified staff will become Customer Experience Champions within their service, acting as coaches/trainers to other staff	May 2019

***Objective: Integration and alignment with the corporate culture change programme and the corporate learning and development programme.***

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
Coaching workshops were delivered by Learning & Development to all Customer Telephony & Reception team leaders (including Libraries)	Staff have learned through coaching workshops what behaviours they and their teams should be exhibiting, in all aspects of their work to improve the customer experience. Management have seen an improvement in behaviours and staff have given positive feedback on improved 1:1s	31 October 2018
Existing induction and corporate training reviewed to ensure the principles of the Customer Experience strategy have been included	Staff attending corporate training courses are now taught about the importance of the positive customer experience and how they should be contributing towards delivering the organisation's Customer Promise	31 December 2018
Workshop to be held with Corporate Learning	Clear understanding of the training available within the council, allowing	29 February

& Development team to define and detail current in-house training offer	services to work with staff to complete L&D plans relevant to their roles	2019
Development of Customer Experience Review Toolkit	Identifies the seven steps for completing a Customer Service Review and provides the training required to deliver this within a service	29 Mar 2019

## **2a. Customer Journey Project: Recruitment and Induction**

Lead: Julie Mimmagh

May 2018- July 2019

**Project:** The council and its staff have recognised we are falling short of our customers' expectations. The aim of the Council is to be delivering a consistently positive experience to all customers, both internal and external. Reviewing the Recruitment and Onboarding Customer Journey allows an assessment of the customer experience of all parties involved in the process - recruiting managers, candidates and new starters, and HR staff.

**Objective: Conduct a balanced & informed review of the recruitment and induction process for directly employed staff recruited via the Council's standard recruitment process**

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
Workshops held with HR staff, recruiting managers and new joiners to review the recruitment and onboarding process for all parties	Staff identified the key priorities that would improve their customer experience, including clarification of correct process to follow, simplified recruitment documentation Quick wins identified and longer-term strategic deliverables Staff engagement established to assist in reviewing future improvements	30 June 2018
Workshops held to review the new starter process with staff from HR, ICT and Facilities Management	Delays identified in ICT process, including HR validation workflow, licence availability, assigning of hardware Ongoing discussion and tracking of required improvements to Service Now requests. Dependency on ICT resource	June October 2018 & Ongoing
New improved Recruitment & Selection training design and launched for hiring managers. The training is a blended learning approach consisting of a mandatory online module and face to face session	Managers are clearly aware of HR policies & procedure associated with recruitment and want to learn key skills required for writing great job descriptions/adverts, interview questions. 79 managers have attended to date, with a positive response to the training received	31 October 2018
Simplified and streamlined recruitment documents and processes, and updated training for managers to reflect the changes	Recruiting managers now find the Authority To Recruit (ATR) form easier to complete; Human Resources staff see an improvement in the form completion and information provided; improved employee satisfaction with	31 January 2019

	Human Resources.	
Completion of review and update of HR documents to ensure they accurately reflect new Corporate behaviours	A more positive customer experience - all policy documents accurately reflect the expected behaviours, Council's Vision and key strategies	28 February 2019
To- be process maps to be completed	Clarity about the improved processes, and measurements in place to identify benefits from moving to these processes	18 March 2019

***Objective: Review and assess the IT supporting the HR recruitment process***

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
New recruitment webpages drafted by Human Resources for the council website	Webpages that really sell the benefits of Enfield as well as provide the necessary information about what it's like to work here aim is to increase chance of attracting the right candidates and improve targeted recruitment	31 January 2019
Publishing the new web pages		28 February 2019
Review of the IT in place to support the HR recruitment process, including iGrasp, iClipse	To produce a set of recommendations to improve the workflow for HR recruitment teams and reduce processing time	18 March 2019

***Objective: Review of the current onboarding, induction and assessment process for new joiners***

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
A new "Welcome to Enfield" online ilearn module has been designed and implemented for new starters, replacing the old online induction	New joiners are introduced to the expected behaviours, Council vision, Corporate Plan, Customer Experience strategy and the Customer Promise at the point of induction	31 December 2018
Simplified and streamlined induction process for new joiner	More efficient service processes -quicker easier process for managers and staff resulting in more effective understanding of the induction process and improved employee satisfaction with HR. Initial feedback from managers & new joiners is positive	31 January 2019
Review of mandatory training for new joiners and confirmation that it meets the needs of new staff and is relevant to the role	New staff are receiving high quality training that is appropriate to them, and which accurately reflects the policies of the Council Improved completion rates and satisfaction rates	28 February 2019

## **2b. Customer Journey Project: Planning**

Lead: Andy Higham

July 2018 – December 2019

**Project:** The aim of the Council is to deliver a consistently positive experience to all I customers, both internal and external, by 2022. The Planning Service has identified that is falling short of customers' expectations when processing and dealing with planning applications. The Planning Decisions Team is a front-line service which has recently experienced significant growth in the volume of planning applications received, and at the same time, a substantial turnover in staff. Performance suffered due to the lack of resources and customers do not report a positive experience. This project seeks to look beyond the volume of applications and staff capacity, to focus on the customer journey and understand the demand management of the current process, where blockages may occur, and communication requirements identified to provide a more positive customer experience.

**Objective:** *Define the target state and understand the current journey for customers who are seeking planning permission to build an extension, and identify blockages in the process*

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
Series of workshops held with Planning, Customer, Customer Services, Systems Thinking and Transformation to review end to end Planning application process	Improved understanding of all elements of the process – identifying blockages, quick win service improvements, involvement of key stakeholders.	30 November 2018
Mapping of end to end as-is process.	Ability to review the process map in conjunction with the demand management analysis and identify “pain points” and potential improvements	31 January 2019
Demand management analysis completed, including capturing of customer service data, number of query volumes from Planning Service, assessment of complaints and MEQs <ul style="list-style-type: none"> <li>• Current situation</li> <li>• Types of demand with supporting data</li> <li>• Customers' expectations</li> <li>• key recommendations</li> </ul>	Analysis will enable planning team to put in place measures to reduce demand.	28 February 2019
Engagement with the Complaints/MEQ team to review data, themes and processes to	Improved understanding by Planning staff of the council's policy and process for complaints and MEQs	30 April 2019 (Subject to

identify improvements	Plans for streamlining processes so that better quality answers can be provided efficiently	completion of restructure within Complaints service)
To-be process maps to be completed	Clarity about the improved processes, and measurements in place to identify benefits from moving to these processes	31 May 2019

**Objective: Implementation of quick wins**

Implementation of “quick win” service improvements, including changes to the Customer Services officers’ script and improved customer correspondence regarding Planning applications	Changes made to assist the Customer Service teams to deal more proactively and efficiently with Planning enquiries Customers receiving planning consultation letters can easily understand the contents and signposted to the web for more information and advice about planning applications	31 December 2018
Implementation of a new dedicated contact centre telephone line within the planning support team	Customers with more complex queries will be passed through to the correct team, therefore more queries be answered fully	31 December 18

***Objective: Review and assess the IT supporting the Planning application process***

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
Improved signposting of the Online Planning Register via the website, and updated user guides to the Online Planning Portal added to the website	Customers wishing to view & comment on planning applications can easily find the link on our website to Online Planning Register, and access a guide to using the portal making it easier	30 November 2018
Further changes and improvements to the 15 Planning pages on the Council website	50% of the issues/customer needs identified in the demand management analysis will be addressed by the proposed changes.  Potential decrease in number of emails/calls to the planning teams and Customer Service staff	28 Feb 2019

**Objective: Define and implement a learning, development and culture change programme for Planning staff**

Achieved/in progress	Benefits	Date of completion
Mystery shopping results highlighted the need for Complaints Handling training for Planning service staff. An online module and face to face training is being developed.	As there is currently no available Complaints training offered within the Council, therefore this could be rolled out across all services, working with teams to tailor to specific needs of each service	28 February 2019
Development of a Corporate Learning & Development framework for Planning staff, to bridge the gap between where the service is and where it needs to get to.	Staff will be clear about the knowledge, skills and behaviours required Staff will be more motivated and effective	30 April 2019

**2c. Customer Journey Project: Housing Repairs**

Lead: Garry Knights

July 2018 - December 2018

**Objective: Improve the overall customer journey and experience of reporting a housing repair, map the current process, identify and capture improvement opportunities and facilitate the implementation of any quick wins prior to the IT implementation of the repairs IT systems and the new Civica CX housing system. Map the future state processes enabled by the new technology, ensuring requirements meet business needs and identify any gaps.**

Achieved/in progress	Benefits	Date of completion
Reviewed & documented existing end to end 'As Is' processes for the front-office, back office and contractors.	Developed a greater understanding of processes that fail to deliver customer focussed outcomes, recommended improvements and 'quick wins.	30 September 2018
Updated the housing repairs information available to customer service teams	Better quality advice given to customers	30 September 2018
Delivered an Improvements log which	Helped ensure queries are sent to the right service area first time to	30

identified 26 improvements, some related to the culture of the service and contractors and other related to IT and processes.	deliver a positive customer experience	September 2018
Established an Operational project board that included members of Housing property services, customer service team, IT and the transformation team	Establish collaborative working amongst teams and focus on improvements	30 September 2018
Implemented a number of 'quick wins', including the improvement of the appointment process by ensuring contractors confirm appointment times in advance	Delivered a positive customer experience by improving first time fix and reducing the number of missed appointments.	15 October 2018
Map the future 'To-Be' state processes	Now to be captured as part of the new Target Operating Model project.	

## **Housing Target Operating Model Project**

Lead: Joanne Drew, Better Council Homes Programme

Started January 2019

**Project:** The project aims to design and implement a new operating structure for the council's Housing service that enables the service to deliver better council homes and a positive customer experience.

**Objective:** *Develop a holistic service-wide Target Operating Model (TOM).*

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
The project is currently in the 'discovery' phase, which involves researching available data about the services delivered by Housing. There is a half day workshop with the Housing senior management team on 6 Feb 2019 to define the work required; a paper to secure funding going to Cabinet on 13 Feb 2019 and	Deliver a positive customer experience for all Housing customers. Create clarity for staff about the service offer and structure	Date tbc

the next programme board meeting is on 26 February 2019 where an updated plan will be reviewed.		
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## Repairs BAU Improvement

### **Lead: Garry Knights**

**Project:** The Repairs Task Force was created as a working group made up of Councillors and officers to take a targeted approach to identify and implement improvements. This group has been instrumental in driving improvements and monitoring a number of performance indicators

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
Implement improved scripts for customer service staff and the introduction to the Call Centre of a new `repairs diagnostic` software tool integrated with the current Housing System.	Improve the accuracy of the instructions going to contractors and improve identification of necessary repairs at first point of contact.  Dependency on supplier.	30 June 2019 (date subject to change-dependent on supplier)
An increased focus on the following performance indicators monitored weekly:  % overdue repairs  % repairs completed first time  Number of outstanding complaints  Number of appointments missed (Ongoing process to include the measures for residents not allowing contractors access to the property)	Residents benefit from timely repairs, achieved within our targets and resulting in well maintained properties.  Improve percentage of first- time fixes to 80% target. Improved from 26.27% at the end of July 2018 to 75-79.9%.  Reduction in the number of overdue repairs. Reduction of overdue repairs improved from 11.7% to 4.8% at the end of July 2018  Achieve 100% complaints within the target timescale of 10 days turnaround.  Ensure contractors are not incurring costs when the tenant misses the appointment. Improved customer satisfaction. Number of missed appointments reported by residents to the contact centre, reduced from 2.4% at end July to 0%.	Ongoing-improving on a weekly basis

### **3. Customer Insight and Monitoring**

Lead: Sam Buckley

June 2018 - Dec 2019

**Project:** The aim is to develop the system and processes to evaluate our customers' experience and our service performance across the council, using both digital and traditional techniques. This will then be used as a baseline for customer satisfaction monitoring and service improvements.

**Objective:** *Development of a Customer Experience Dashboard as a performance monitoring tool for the organisation. This aims to pull together existing and new customer experience data and provides a snapshot which enables detailed analysis of customer demand and performance.*

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
Customer Experience Dashboard: Development of a first draft, refining performance indicators is in progress.	Increased understanding of customer experience amongst managers within the Council, to direct service improvements and targeted service development.	31 July 2019
Development of new performance measures to fill gaps	Managers will have a more holistic view of customer experience across all services and access channels	Ongoing through 2019; some may require new investment and new technology

**Objective:** *To measure the current customer experience baseline via a resident's survey.*

<b>Achieved/in progress</b>	<b>Benefits</b>	<b>Date of completion</b>
Conducting a Resident's Survey: Completed, results are currently being presented to senior managers.	Gain feedback on customers which will enable the Council to design and improve customer experiences.	31 December 2018

**Objective: To conduct a series of mystery shopping exercises to test customer service provision in key Council areas, creating and implementing improvement actions as a result.**

Achieved/in progress	Benefits	Date of completion
Conduct 4 'waves' of mystery shopping across multiple services and access channels	<p>This enables an increased understanding of customer experience in order to implement targeted improvements.</p> <p>41 of 81 actions identified from wave 1 have been implemented.</p> <p>Managers have a deeper understanding of the customer experience in their areas</p>	30 June 2019

**Objective: Refresh and re-launch Enfield's Customer Service Commitment (Enfield Council's Customer Charter).**

Achieved/in progress	Benefits	Date of completion
Refresh of the Customer Service Charter published on the Council's website and promoted to all council staff.	This provides customers with a clear and transparent framework on what they can expect from the Council. Our commitment to serving them, so that the Council can be held accountable if it delivers a poor customer experience.	31 December 2019

#### **4. Maximising the role of libraries**

Lead: Lee Shelsher

December 2018 – April 2020

**Project:** To introduce to 3 Hub libraries new customer PCs enabling customers to submit council forms and make online payment, and dedicated printing and scanning facilities to support submission of evidence for Housing Benefits, Universal Credit, Blue Badge applications, following the Edmonton Green model

Achieved/in progress	Benefits	Date of completion

Project scoped and costed, DAR to be written to obtain approval for investment	<ul style="list-style-type: none"> <li>▪ Enhanced self-service and IT facilities, compliments the digital offer promised by the customer experience strategy and therefore reduces demand on customer services staff</li> <li>▪ Increased footfall into libraries which are community hubs that can connect customers to other complementary council services</li> <li>▪ Promotes digital inclusion for the 13% of Enfield residents who never use the internet (2018 residents survey result) and the 22% who lack one or more of the 5 basic digital skills</li> <li>▪ Rentable to third parties for computer-based training at the weekend or evening</li> <li>▪ Promotes council business and signposting to partners to support residents</li> </ul>	April 2020 for all hub libraries, first roll out in June 2019.
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## 5. Develop a digital offer for the Customer

Lead: Lee Shelsher

Achieved/in Progress	Benefits	Date of Completion
<b>Launch of Amelia, the online 'digital customer services agent'</b> , to advise customers via a webchat format whether they need planning permission based on their property and the nature of the change they wish to make	The average monthly volume of successful customer conversations with Amelia is 148, whilst the monthly volume of webchats about Planning handled by customer services advisors has reduced from 83 to 23 a month	Went live on 30 May 2018
<b>Appointment of a new corporate web manager:</b> The new web manager has instituted regular monitoring and improvement of the website in terms of accessibility by those with disabilities, and functionality such as broken links.	The website's ranking has climbed 37 places to reach position 141 out of 397 council (source: Sitemorse, an independent industry-standard 3rd-party product Q4 2018 index)	October 2018
<b>Website software update to version 3.2</b>	A software update to improve the general operational performance of the website and fix known bugs	25 November 2019
<b>New webforms, and improvements to existing webforms</b> , including:	Increasing the online service options gives customers flexibility to do council business wherever and whenever they can access the internet	25 November 2019

<ul style="list-style-type: none"> <li>• A new form allowing customers to provide feedback regarding services, systems or general issues to the Council</li> <li>• New online payment forms for planning and building control</li> <li>• Fixed Penalty Notice forms are now easier to use, the online payment process faster and more convenient with customers able to pay for more notices online such as failing to comply with a Public Spaces Protection Order</li> <li>• A range of usability improvements to existing forms</li> </ul>	<p>The forms have been made easier and simpler so that the user experience is better</p>	
<p><b>Webchat: expansion across the full website</b> enabling customers to access customer services agents instead of phoning, emailing or visiting</p>	<p>Web chat is a more efficient method for customer services officers to answer customer queries than email, telephony or visits, and it also gets high customer satisfaction ratings from customers. The web chat conversations in the first 2 weeks of January were 78% higher in volume than during the first 2 weeks in December (726 conversations compared to 408) Telephony call volumes and email volumes will be monitored to see if there is a reduction over time</p>	<p>19 December 2018</p>
<p><b>Website software changes known as the implementation of 'Evolve':</b> to replace components that are no longer supported, and ensure compatibility with the global update to the Microsoft Dynamics software used by the website at the end of February 2019</p>	<p>Customers should not notice any changes, but it's necessary work for the website to continue to function and for any faults that arise with the website to be fixed rapidly by our partner. It also separates various technical components from interdependence on each other so that the council is better able to manage them and replace them.</p>	<p>Part 1 - 28 Feb 2019 Part 2- tbc</p>
<p><b>Integration of the mobile Waste Management Solution Bartec with the website</b> so that the frontline operatives see customers' missed bin reports in real time, and customers see online any reasons noted by operatives for their bins being missed</p>	<p>Faster resolution of missed bins for customers Improved efficiency and responsiveness of waste crews by preventing online missed bin reports that are premature or inaccurate Time saved by back-office staff updating customers on progress and preparing daily work packs on missed bin reports for the crew because the data will be directly available on the in-cab devices for crews Savings in fuel from operatives being able to collect missed bins whilst in the correct location, not having to return later. Customer have the option to be updated on progress via email when their missed bin is collected</p>	<p>30 March 2019</p>

<p><b>Migration of content and forms from Jadu (the old Content Management System) to the newer components of the website</b></p>	<p>This will ensure that website content is managed in one system, making it easier for staff to maintain, reducing the cost of dual running systems, and ensure a consistent look and feel across the website for customers</p>	<p>Earliest deadline 30 April 2019 but it could be later</p>
<p><b>Rollout of a new digital telephony system to more call-handling teams, replacing old telephony services:</b> The new digital telephony system will provide a more stable and user-friendly system; able to manage a larger number of calls and include additional functionality such as call back scheduling, customer surveys, and a wide range of reports to monitor staff and system performance.</p>	<p>Increased call capacity with the system providing an unlimited number of telephone channels and reducing the number of repeat customers calls. Improved management of customer call queues by enabling the contact centre to predict demand. Enhanced management reporting such as real-time display of customer demand against performance targets. More efficient and responsive updating of recorded messages and menu options to provide timely updates to customers Decommissioning of existing systems by Mitel and Inform, reducing the cost and management overheads of running 3 systems simultaneously.</p>	<p>30 September 2019</p>
<p><b>Customer Relationship Management (CRM) Upgrade Project:</b> Phased introduction of one corporate CRM system replacing the existing Lagan system and ensuring integration with the website and relevant back office business systems.</p>	<p>Improved customer service as a result of one system and one set of customer data underpinning multiple access channels (phone, email, web)  A system that is easy and efficient for customer services advisors to use and therefore enables a higher quality service to be given to customers  Cost savings by removing multiple maintenance and support costs of the two CRM systems currently in operation today.</p>	<p>End February 2020 but Lagan CRM replacement for the contact centre is the priority</p>

**6. Payments Programme (separate to the Customer Experience programme but also delivering benefits to customers)**

Lead: Fay Hammond

Completing in December 2019

**Project:** The Payments Programme aims to upgrade our corporate payment infrastructure and automate processes; ensure payment compliance (Payment Cards Industry compliance) and provide more accessible, convenient, standardised and cost-efficient payment methods for our customers. The programme will also deploy a microsite allowing customers (residents, schools and businesses) to conveniently book and pay for services that we sell including commercial waste and school traded services.

Achieved/in Progress	Benefits	Date of Completion
<p><b>Achieved:</b></p> <ul style="list-style-type: none"> <li>• Payment Card Industry Compliance across all income channels.</li> <li>• Removal of manual processing of Assisted Telephony (Contact Centre) payments into the Council's income management system</li> <li>• Upgrade of our Corporate payment infrastructure system 'AIM'</li> <li>• Replacement of Cashiers Chip &amp; Pin devices.</li> <li>• New import interfaces to automate various payments.</li> <li>• New Export Interfaces to process payments to business systems.</li> </ul> <p><b>In Progress:</b></p> <ul style="list-style-type: none"> <li>• DWP Import interface</li> <li>• Replacement of the Council's website payment service provider.</li> <li>• Replacement of auto pay kiosks</li> </ul>	<p>Removal of manual processing for payments and increased speed of payments reflecting on customer accounts.</p> <p>Automation of payments made by residents through their bank via BACS or the Post Office, directly into the Council's Income Management System. This will speed up the time taken for payments to be reflected on customer accounts.</p> <p>Automation of DWP payments for Council Tax and Housing Rents, reducing speed taken for payments reflecting on customer accounts.</p>	<p>28 February 2019</p>
<p><b>In Progress:</b></p> <ul style="list-style-type: none"> <li>• Payments strategy</li> <li>• Paperless Direct Debits</li> <li>• Payment Upfront (with DD options)</li> <li>• SMS reminder</li> <li>• Electronic invoicing</li> <li>• VAT reconciliation</li> <li>• Commercial Microsite</li> </ul>	<p>Further cashable savings will be realised and are being defined for extending payment up front to more services, reduction in volume of paper bill invoices and paper payment reminders and transfer of face to face and cash handling (pay in, pay out) functionality to third party.</p> <p>The new microsite is a digital channel for promoting LBE's commercial services to generate revenue, to create efficiencies by reducing manual processing, and enable the delivery of existing savings within the MTFP as well as enable additional growth.</p>	<p>31 December 2019</p>