

Overview and Scrutiny 21 October 2020

Agenda Item 5 ICT and Digital Services - The Customer Experience

Customer Experience Programme

**Overview & Scrutiny
Committee
21 October 2020**

Scrutiny Ask

- As part of customer experience, the perception of the council by its different stakeholders.
- The council's interaction with residents, businesses, and different stakeholders is more than ICT and digital services, ensuring access to services is essential, and the committee would like to explore this.

Contents

- 3 pillars of the Customer Experience Programme.
- Update since Overview and Scrutiny – Feb 2020.
- Covid-19 Impact on Customer Experience.
- Accessible Face to Face Services - Community Hubs.
- Focus on accessibility of Website and Telephony.
- Summary.

3 pillars of the programme



1. Community Hubs

With stakeholders to develop joined up early help solutions to issues, so to avoid escalation into statutory services. To empower individuals and communities and promote resilience.



2. Accessible Digital Services

Digital by default services, using smart technologies to provide a more efficient and convenient service to our customers, while reducing cost and making sure appropriate channels are accessible for vulnerable customers.



3. Insight and Evidence

Robust, accessible data to inform service development and impact. Maximising the use of our intelligence about customers and evaluating how we can use both technology and data insights to deliver the outcomes.

What channels and why

Website

universally available transactions



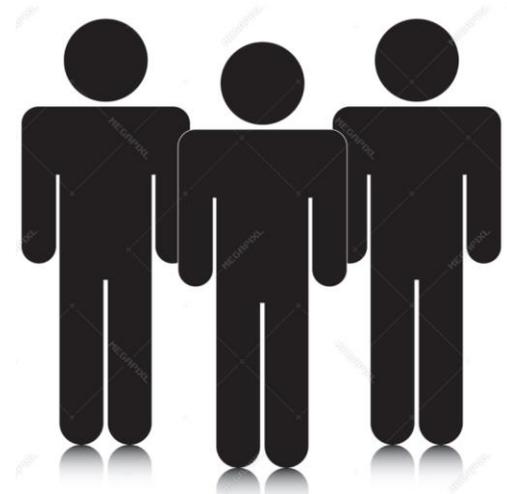
Phone

a deeper level of triage



Face to Face

Complex cases.. for vulnerable & digitally excluded



Update since Overview and Scrutiny – Feb 2020

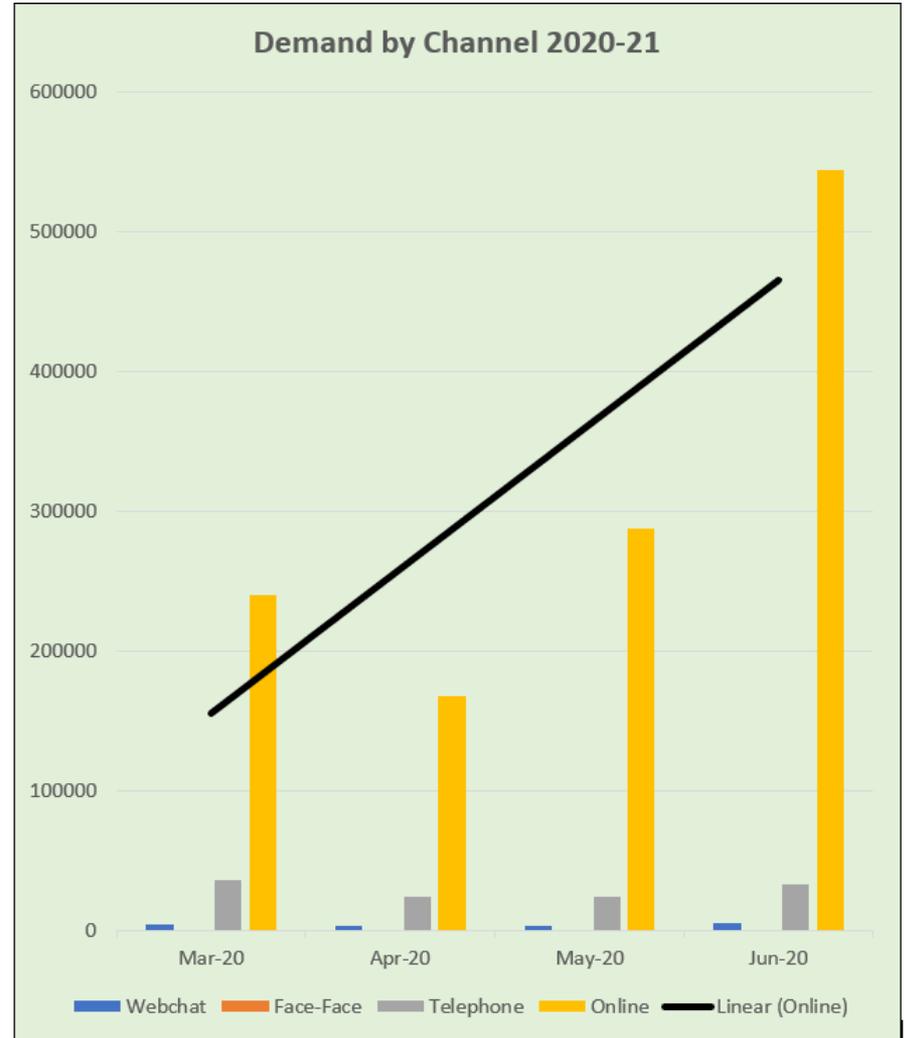
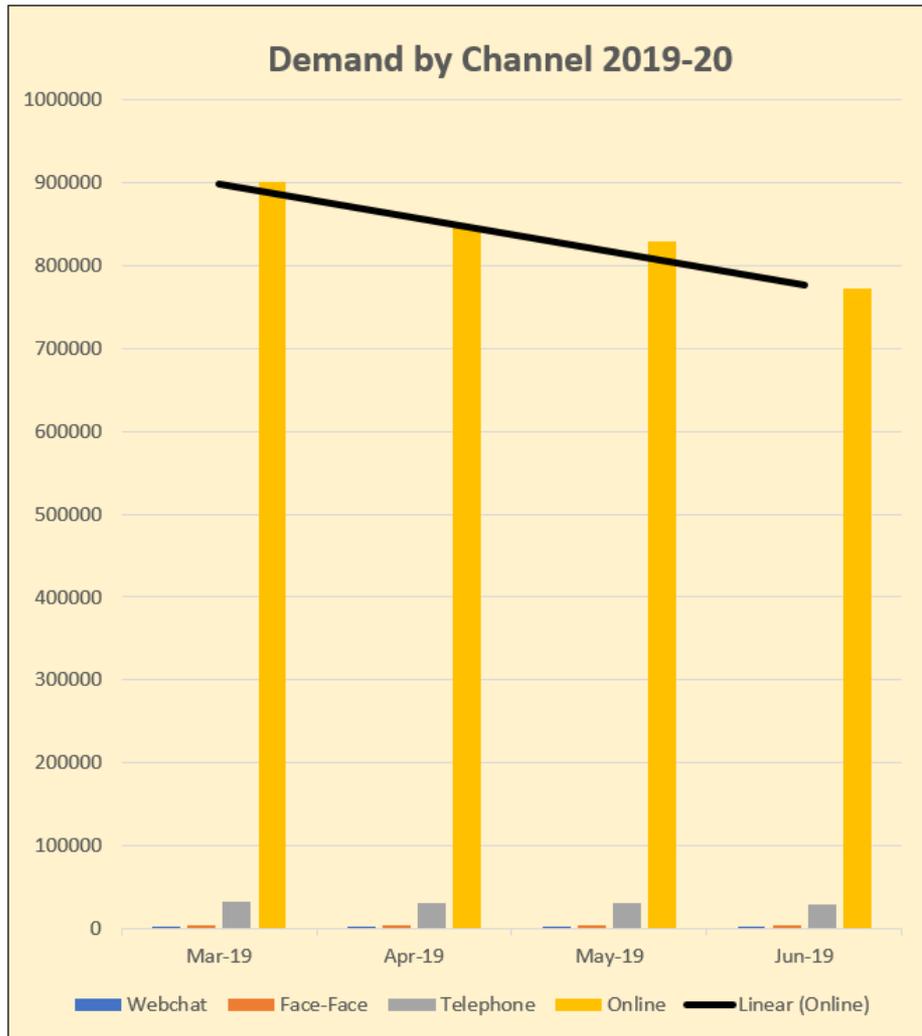
- Covid-19 has impacted on all our channels and relationships with customers.
- Integrated the Enfield Stands Together community support services into normal business via face to face and telephone, working closely with partners to do so e.g. the North Enfield Food Bank.
- Learning from the shielding hubs is now being used to develop community hubs (of food, financial hardship, social contact).
- Refresh of the main drivers of our strategic and operational activities.

Covid-19 Impact on Customer Experience

Covid-19 Impact on Customer Activities

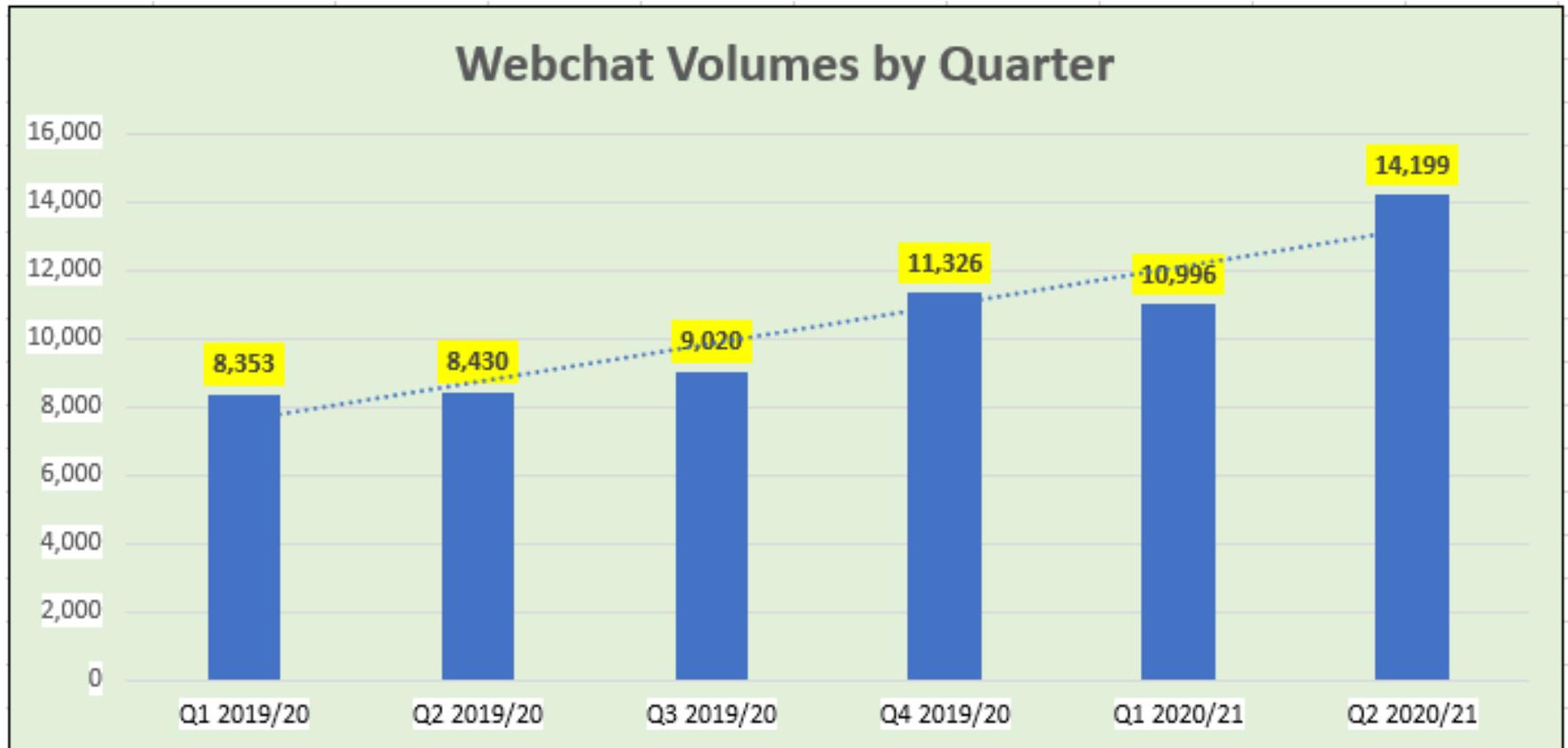
- During the lockdown period (circa March 23 – June 30), services to customers continued mainly via the contact centre, website and webchat.
- Volumes reduced in the early days of lockdown until week 3 in May where a steady incline began to emerge forming a “U” shape.
- Webchat and telephone volumes dipped in the following weeks due to bank holidays (April 10th and 13th & May 8th and 25th).
- Libraries offered a strong digital offer during and after lockdown.
- Covid-19 related business grants made accessible on Website; letters and proactive phone calls.

Covid-19 Demand Trends



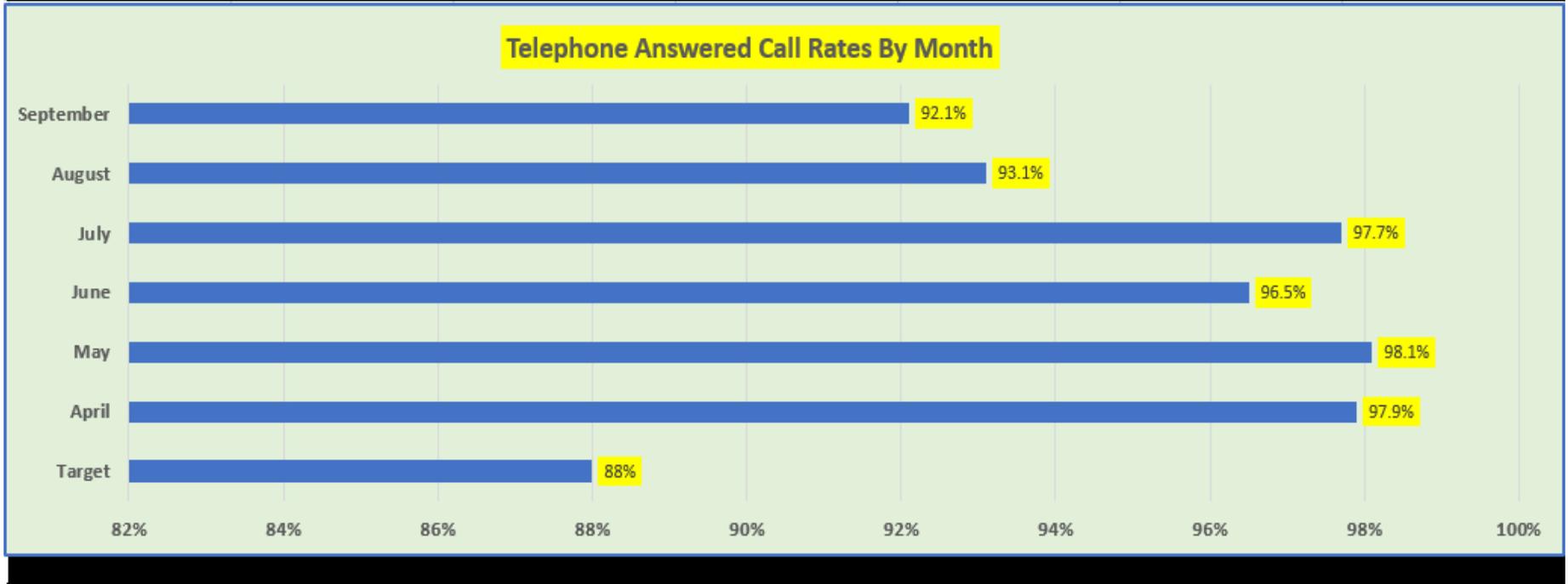
Webchat Demand on the rise...

Webchat demand has increased as customers are beginning to engage with this digital channel more and more.



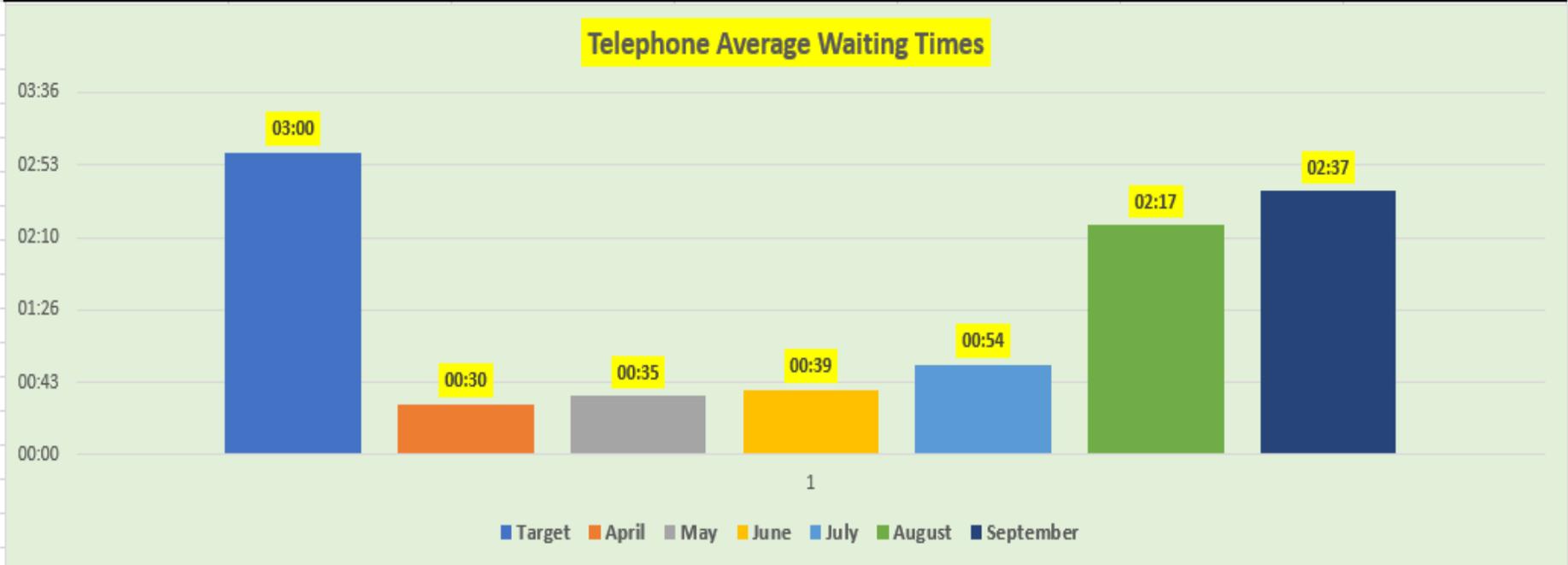
Accessibility of our phone service

Target	April	May	June	July	August	September
88%	97.9%	98.1%	96.5%	97.7%	93.1%	92.1%



Accessibility of our phone service

Target	April	May	June	July	August	September
03:00	00:30	00:35	00:39	00:54	02:17	02:37



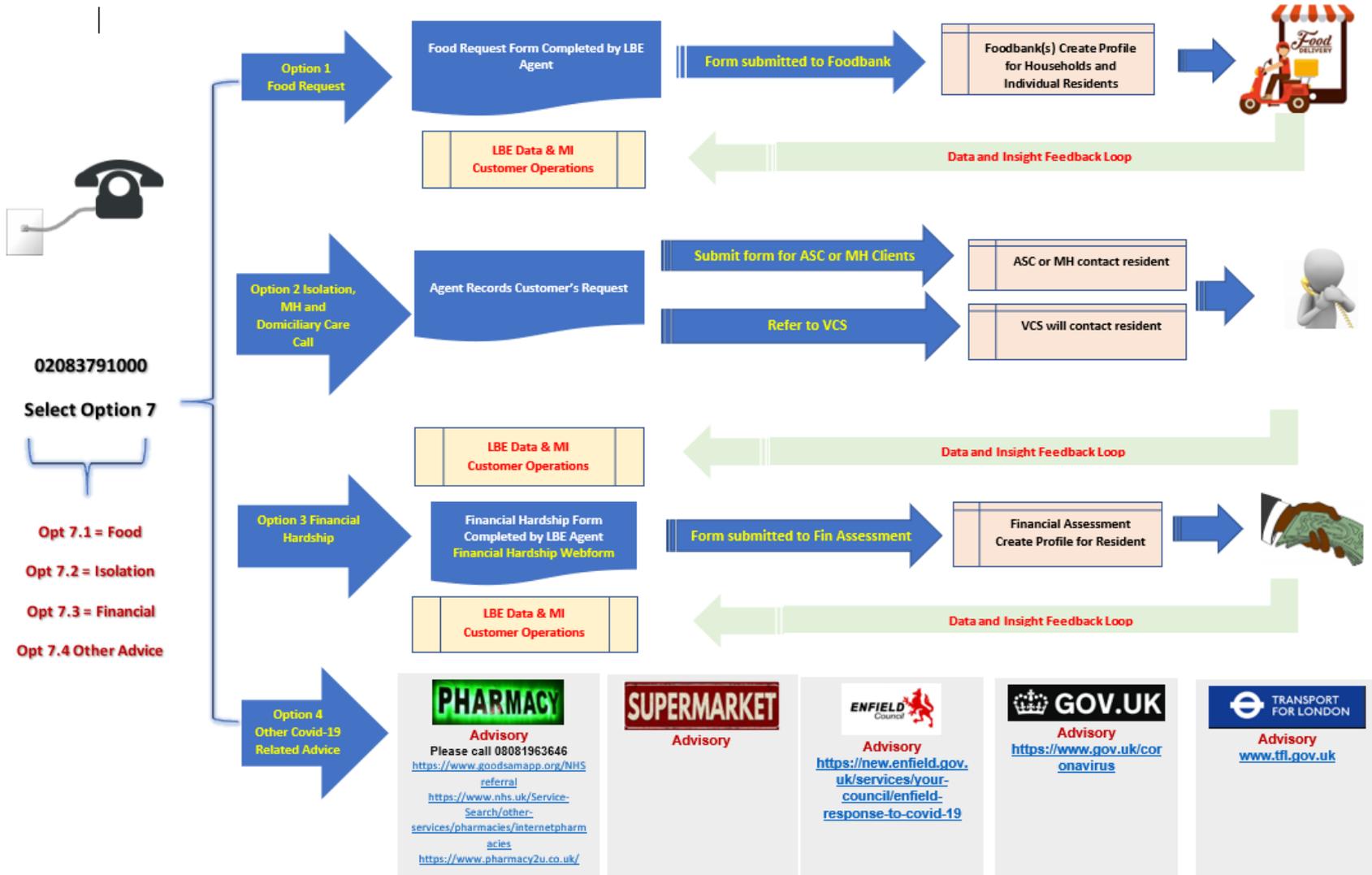
Accessibility for Businesses

1. Business team and CEX/Web team worked together around communications and website, to ensure that eligible businesses in the borough claimed the Government grants to which they are entitled – almost 90% of eligible businesses received financial assistance.
2. Business Team ran a series of online business briefings, to discuss what support is available for businesses and how we're opening up town centres safely and successfully.
3. Worked with external partners such as the Federation of Small Businesses to help provide additional support, including free membership.
4. Created a dedicated online sales and home delivery platform for local businesses wishing to add online sales to their offer.

Accessibility for Businesses (Cont.)

6. Stream-lined processes for table and chair licensing outside premises.
7. Provided information packs including guidance and safety notices to 2,500 businesses in the borough to facilitate easing of restrictions and opening of town centres. Provided pavement graphics and lamppost collars to encourage shoppers to observe safety guidance when returning to local shops and high streets.
8. Organising a summer arts festival between 14 and 31 August in our town centres – which will celebrate our borough as we reopen for business – in a safe and controlled way.

Enfield Stands Together Telephony Support post-lockdown



Our accessibility to residents through the Enfield Stands Together Hub



Thank you very much for sending the emergency food parcel, which I received today. I am very thankful for all the items which will be of great help to me as I cannot go out of my home, as I am unable to walk.

“Thank you so much Enfield together. I cried when my package came today. Cannot believe the kindness shown. Thank you so much



Mrs R - Can I say a huge thank you to you and your team who provided my elderly parents with essential items yesterday. My mum was a bit embarrassed as she feels that there are more worthy and needy people in the community but as her daughter living 60 miles away, I was really thankful. Please pass on my thanks to your volunteers.

Mrs Q “Thank You” to all the Enfield community support Staff and volunteers who are currently working so hard to provide such an excellent service, she particularly wants to Thank the driver who left her Parcel outside her door at 6.30pm yesterday.

“When the lockdown happened we, myself and my husband were very scared. We did not know what to do. We did not have any food for 3 weeks when Enfield stepped in. We thought we were gonna starve, but Enfield stepped in. I am blind and my husband is 95 years old and cannot go out. They didn’t even send me the letter from the government.



A lovely phone call from Mrs N thanking us all for the lovely food parcels she’s been receiving. She is really grateful for all the hard work everyone is doing.

Her husband had Coronavirus and has just come out of hospital & is recovering at home so, the food parcel/prescription deliveries are very much appreciated

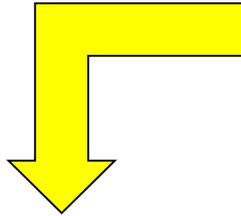
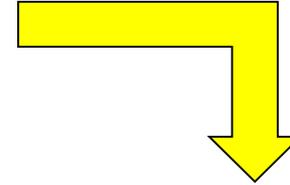
Accessible Face to Face Services Community Hubs

Community Hubs improving accessibility for vulnerable customers

- Community Hubs now operating at 2 flagship libraries since 13th July, deeper level of support focus on financial hardship.
- Support for digital inclusion.
- No additional cost.
- Focussing time on those that need our support the most.
- Improved customer experience.

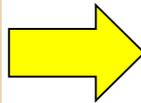
Deeper triage and engagement with customers

On Thursday 20th August a vulnerable customer at the Enfield Town Library hub wanted to complete a housing register form. Before the advent of Community Hubs, she would have been supported in completing the application form and that would have been the end of that single transaction.



However, since the community hubs model was launched in July 2020, our agents have now been trained and empowered to carry out intuitive assessments applying a strength based conversational approach, so they can triage more deeply and provide solutions beyond the issue raised by the customer with a view to nipping things early in the bud.

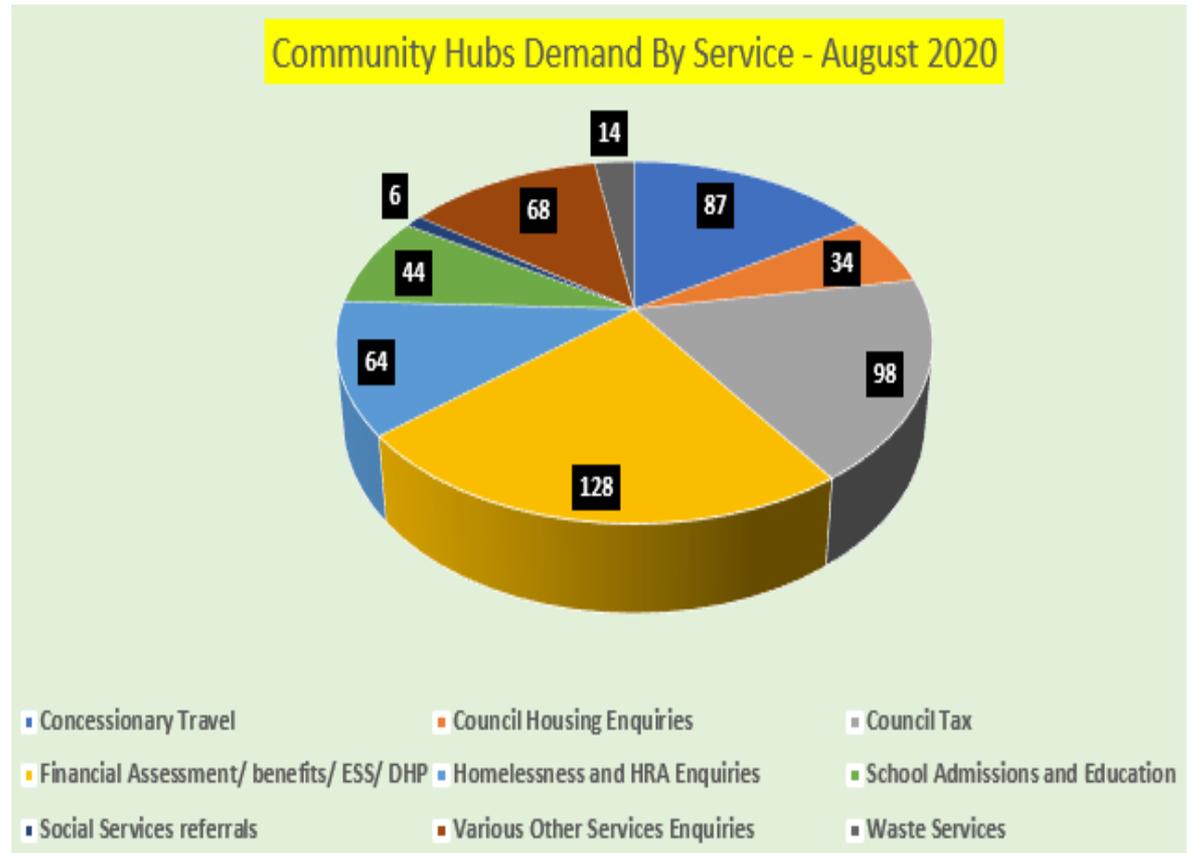
Our officer, Jordan was closely monitoring the customer who was displaying signs of anxiety and when he spoke to her, it came to light that she suffered from anxiety and panic attacks. She became ill during the engagement. She also explained that she recently felt suicidal. At this point Karen, a Team Leader intervened and asked targeted questions with a view to making a referral to the mental health team.



Jordan and Karen applied gentle questioning which also revealed that the customer's accommodation was not suitable and ensured that her form was annotated accordingly. The customer also revealed that Covid-19 rendered her lonely which made her eligible for friendly calling. She was also in financial hardship. A referral was made to the benefits via the completion of a financial hardship form. She was provided the contact details for the urgent mental health team.

Community Hubs demand

Community Hubs Demand - August 2020	
Concessionary Travel	87
Council Housing Enquiries	34
Council Tax	98
Financial Assessment/ benefits/ ESS/ DHP	128
Homelessness and HRA Enquiries	64
School Admissions and Education	44
Social Services referrals	6
Various Other Services Enquiries	68
Waste Services	14
Total	543



Feedback on face to face services



One customer that Jordan served asked to speak to Mark Morgan the operational manager directly and said, “ I am a School Governor and I want to thank the lovely officer who helped me, giving excellent customer service but also to Enfield Council for opening and supporting our vulnerable customers”.



10 September 2020

Ms P a pensioner, came to our Enfield library access centre this morning for help with her housing benefit application. Not confident being with computers, customer officer Olu ensured she was there to help, taking the time to scan documents and make her an Enfield Connected Account. Impressed by Olu's service, Ms Patron went away to purchase a box of chocolates for Olu and upon return complimented his service as patient, professional, helpful and beautiful.

10 September 2020

A vulnerable couple came into the office today had no acknowledgement on how to use a PC at all. So Jenny and Jordan attempted to start an application form with the reference number however it wouldn't work so Jenny decided to contact council housing Who then informed her that the form had already been done so Jordan then scanned about 20 pages of documents and emailed it to the relevant department about half an hour later they came back with flowers.

More focus on resolving customer need

On 31st July, Mrs G an elderly Blue Badge applicant who Anthony assisted sent her niece down to the Edmonton Green Library hub with a cake in appreciation of the patience, time and wonderful customer service she enjoyed.



PayPoint - improving accessibility for payment in person

- A payments consultation was conducted to discover why customers chose their preferred payment method.
- Results from the consultation showed that 1 in 5 customers like to use cash and some customers had a preference to pay in person.
- There was only one location in Enfield (Cashiers Counter at the Civic Centre) where payment in person could be made and could accept cash.
- Cashiers opening hours were restricted to 10am to 2pm, working days only.
- Bill payment at PayPoint was subsequently launched to provide accessible and convenient locations across the borough for “face to face” payments.
- 140 PayPoint locations across the borough. Many are open 7 days a week, 6am-11pm.
- £3.1m income collected via PayPoint since launch end of Feb'20 (28k transactions, one third increase from prior year).
- This has supported local retailers by increasing footfall into their shops.
- Payments are now being taken at PayPoint retailers all over the UK but mostly importantly at a time and place convenient for our residents.

Focus on accessibility of Website and Phones

Providing Accessible Digital Services

- During lockdown, a significant number of council services were not available via face-face; but continued to be available on web and phones.
- The website sustained all business as usual transactions as well as the additional demand generated by Covid-19 related work; such as food support webform, financial hardship, support for businesses webform, etc.

Covid 19 - Accessibility of our Website

23 MARCH – 31 AUGUST, 2020

<https://new.enfield.gov.uk/services/your-council/enfield-response-to-covid-19/>

<u>TOTAL PAGE VIEWS</u>	<u>70,732</u> (3.27% OF 2.1M TOTAL)
1. COVID-19 HOMEPAGE	26,254
2. FINANCIAL HARDSHIP	18,849
3. REGISTER OFFICE	3,278
4. PARKING & TRAVEL	3,242
5. LIBRARIES	2,869
6. ADVICE FOR BUSINESSES	1,793
7. COMMUNITY SUPPORT	1,467
8. PARKS AND OPEN SPACES	1,463
9. HOMELESSNES	755
10. CIVIC CENTRE	629

Covid 19 - Accessibility of our Website

23 MARCH – 31 AUGUST, 2020

<https://new.enfield.gov.uk/services/business-and-licensing/covid-19-guidance-for-employers/>

<u>TOTAL PAGE VIEWS</u>	<u>25,313</u> (1.17% OF 2.1M TOTAL)
1. GUIDANCE HOMEPAGE	13,914
2. DISCRETIONARY GRANT FUND	3,746
3. FINANCIAL SUPPORT	2,211
4. SHOPAPPY	952
5. REOPENING SAFELY	911
6. SELF EMPLOYED	646
7. FSB PARTNERSHIP	547
8. NEW PAVEMENT LICENCE	494
9. BUSINESS RECOVERY SERVICE	341
10. RESOURCES	257

Accessibility of the Website

Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018

“The accessibility regulations came into force for public sector bodies on 23 September 2018. They say you must make your website or mobile app more accessible by making it ‘perceivable, operable, understandable and robust’.

- New accessibility statement
- New CMS to enable Enfield to achieve the standard required
- Includes new software suggestions such as Browsealoud which translates the website and PDFs to any language, supports size of font and background selection for visually impaired, support for dyslexia and read aloud, etc.
- Better functions that are simple and straightforward that support the user experience i.e. real time guides such as: you cannot choose this date for collection, dates available are..
- Better data and insight to capture customer, comment and feedback, getting to the problem quicker.
- Ensuring a robust deliverable 24/7.

Future improvements

CMS (Content Management System) = new website.

CRM (Customer Relationship Management) = manages all relationships and interactions with customers.

The first phase of these renewal projects will be achieved in **Q1 2021**. It is called the Minimum Viable Product phase. Phase 2 starting in Q2 2021, will see more significant improvements.

Benefits of the new CMS/CRM:

- More accessible and inclusive digital customer experience.
- Right first-time service delivery.
- Increase effective customer self-service.
- Use customer data and feedback to improve service delivery.

Website (CMS) and CRM replacement

We are starting engaging **customers and key stakeholders to influence** the redesign.

Participants in focus groups are also being sourced from a variety of different groups, including:

- Over 50s Forum.
- Disability Network Group.
- Ethnic Minority Network.
- Parent Engagement Network.
- Youth Parliament.
- Build upon our interaction with businesses through Covid19.
- Internal Stakeholders.

Future Improvements: Telephony

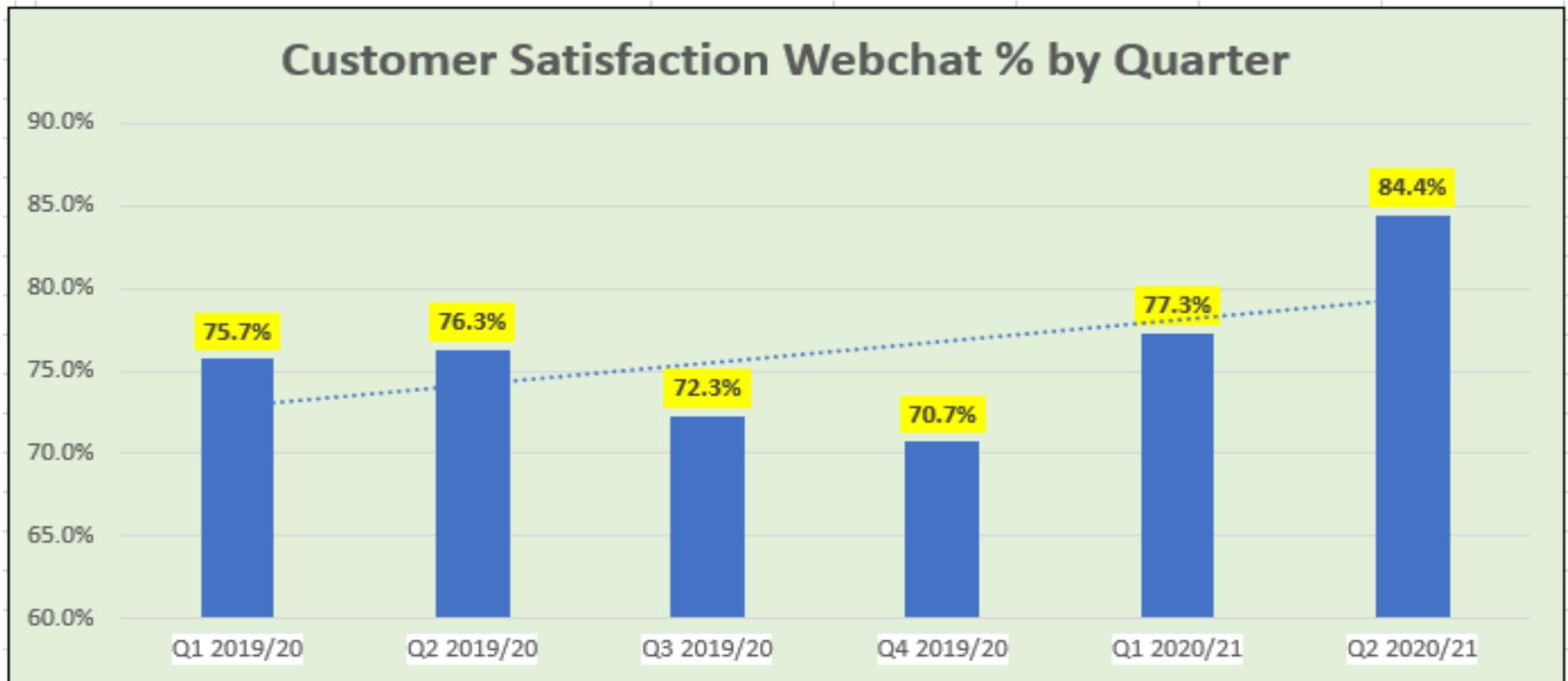
- Currently multiple telephony systems – move to one.
- Benefit is customer journeys performance can be monitored with improved transfers.
- Ability to measure Customer Experience from enquiry to resolution - for the first time.
- Implementation autumn 2021.

Current Activities

- High Level technical specifications have been gathered and exchanged with provider.
- User requirements have been collated via consultative workshops.
- Activities underway to carry out initial discovery work of current estate.
- In active engagement with current service provider to discover LBE roadmap.

Customer Feedback webchat

Webchat Customer satisfaction was previously low as there was little resource to cope with the increasing demand trends. However, it has improved incrementally and consistently. This is due to the improved coaching and stable resourcing of the channel.



Summary

How do we measure if our services are accessible?



Mystery shopping results (phones, Face to Face and web).



Right first time for transactions (baselining and improving right first time transactions).



Positive feedback from Stakeholders (monitoring complaints and MEQs).



Positive feedback from customers (e.g. quantitative and qualitative).



growth in usage of the website and webchat.

What's next

Accessible Face to Face Services

- Expanding the early help support provided in the Community Hubs (e.g. employment skills).
- Continue to grow our digital offer through libraries and supporting those that are digitally excluded.

Accessible digital services

- New website with improved customer interaction by Q2 2021.
- Continued investment into webchat as a stable channel.
- Improved telephony by Q3 2021.
- Improvements to individual customer journeys (i.e. Waste, Planning, etc.).

Customer insight

- Measuring right first time and resolution.
- Mystery shopping.
- Early intervention based on insight.

Summary

Moving Customer Experience Forward

