F&P Scrutiny 10th March 2022
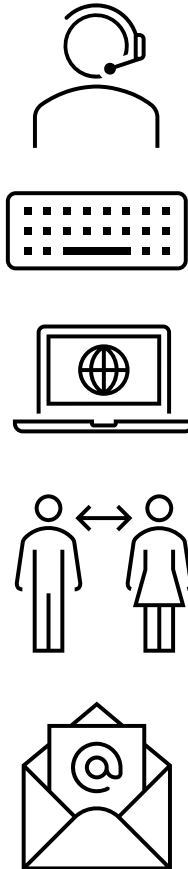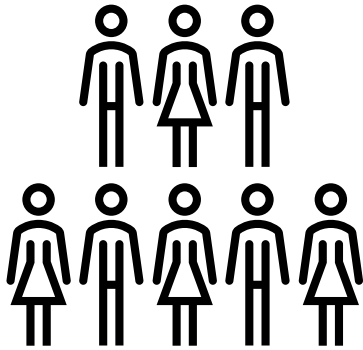# Customer Experience

Agenda - timing

- Services as front door – 15 mins
  - Review of the year
  - Plans moving forward
  - CRM and CMS project
- Demo of new website – 15 mins
- Q and As – 15 mins

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Services at front door

Communication

- Libraries (F2F)
- Community hubs (F2F)
- Contact centre/telephony
- Webchat
- Web

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Libraries
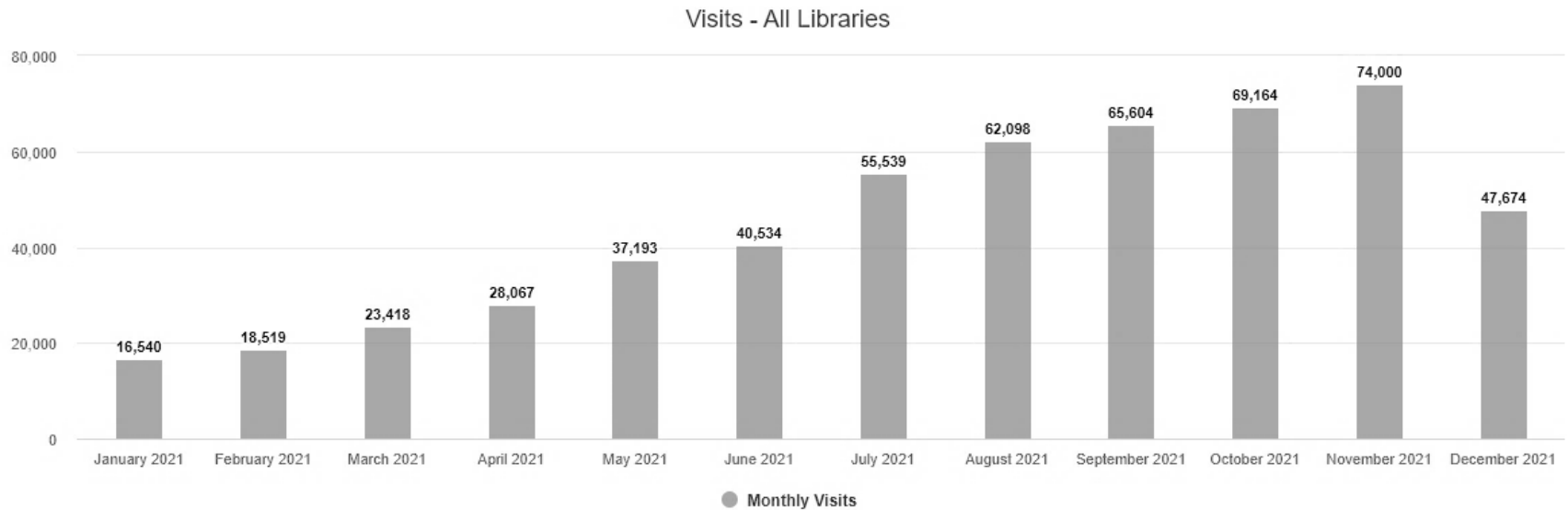
- Kept open through pandemic
- Growth in online offer and activity
- Hundred partners and growing
- Space for both council and stakeholder delivery
- National and local outputs
- Volunteer growth
- Successful and developing income – visa verification
- Growth of library consortium
- Planned new initiatives – sensory and maker spaces and good growth fund (Fore Street)

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Libraries online visits

TOTAL FIGURES	APRIL 2021 - PRESENT
PressReader e-newspapers & e-magazines	514464
e-books	35397
e-audiobooks	19987
e-comics & e-magazines	11116
	580964
New Joiners	918
Social Media Impressions	248810
Social Media Reach	1542157
Social Media Followers	6567

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Libraries physical visits

Pre – covid 1.4 million, but trend on emergence is promising

Visits - All Libraries

Month	Monthly Visits
January 2021	16,540
February 2021	18,519
March 2021	23,418
April 2021	28,067
May 2021	37,193
June 2021	40,534
July 2021	55,539
August 2021	62,098
September 2021	65,604
October 2021	69,164
November 2021	74,000
December 2021	47,674

● Monthly Visits

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Community Hubs – in depth support *

Four Pillars

Money

Jobs & Skills

Health & Wellbeing

Housing Stability
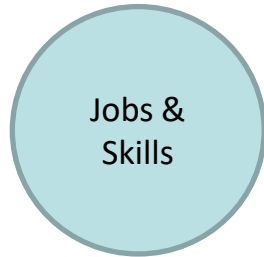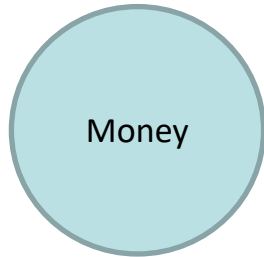
Current support and referral pathways

Money	Jobs & Skills	Health & Wellbeing	Housing Stability
• Welfare & Debt Advice • CAB • Informed Families • Enfield Connections	• Local Employment Team (New) • 50+ Job club • Informed Families/ • Training • EVA • Community Development Team	• Food Pantries (Appendix 2) • ABC Parents • Enfield Community Psychological team • Age UK • NHS Digital First Programme • NMUH Midwifery Service • Enfield Food Alliance • EVA • NMUH Health & Wellbeing Hub	• Housing & Immigration Service • Street Homeless service • Floating Housing Team • Link to Homelessness Team

* (See Appendix 1)

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Community Hubs contact with customers 2021/22

Face to Face → **15,787** enquiries dealt → **1,632** complex cases whereby customers given in-depth support.

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Community Line

Community Hub Covid Calls
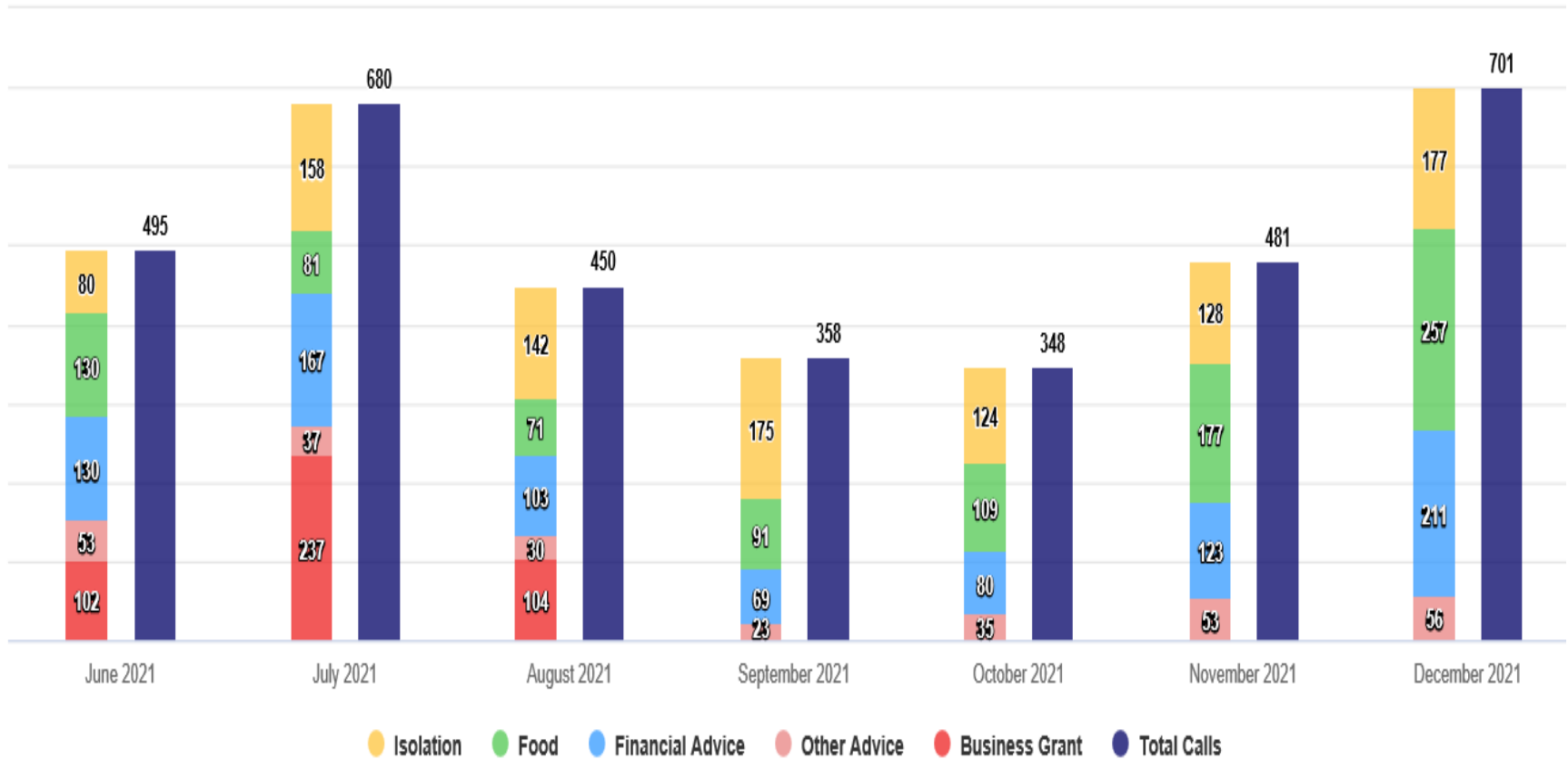
Contact Centre KPIs

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22
	Value	Value	Value	Value	Value	Target	
Customer Satisfaction: Webchat	84.4%	86.8%	86.1%	83.2%	84.5%	85.0%	85.0%
Customer Satisfaction: Telephone Advisor 'Professional' Rating	82.1%	84.3%	86.4%	75.2%	83.1%	85%	85%
Gateway Telephones - Answer Rate	94%	90%	90%	91%	90%	85%	85%
Gateway Telephones - Average Wait Time	00h 01m 56s	00h 03m 42s	00h 03m 31s	00h 02m 38s	00h 03m 01s	00h 03m 00s	00h 03m 00s
Customer Services: % of Calls Answered Within 5 Minutes	96%	95%	93%	83%	82%	90%	90%

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Contact Centre

Highlights
- Good customer satisfaction and overall answer rates
- Excellent monitoring procedures in place and training
- Compliments from residents around customer care
- Apprentice of the Year

Challenges
- Power outage and intermittent telephony issues
- Staffing issues relating to agency recruiting, training and Covid 19
- Additional projects e.g. EU settlement status

Resolution
- Working with supplier and DS around telephony incidents learning
- Transition of staff recently to HRC supported by technical advisors
- Established successful call back delivery
- Review of staffing around permanent solution & grow the front door - ongoing
- Implemented "hotlines" to back office for escalation and resolution

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Contact Centre top volumes

			2021/2022 Performance Indicators (RAG) Type R, A or G for traffic lights												YTD/Average
			Q1			Q2			Q3			Q4			
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Tel Registrar Enquiries	GWD 001b		2,319	2,238	2,351	1,943	1,999	1,943	1,664	1,849	1,379	2,178			19,863
Tel Fin. Assessment Enquiries	GWD 001c		10,869	15,730	11,738	12,202	13,603	13,792	13,122	14,408	10,350	15,328			131,142
Tel Housing Advisory Enquiries	GWD 001d		5,674	4,960	5,142	4,332	4,175	4,719	4,380	4,723	3,578	4,483			46,166
Tel Environmental Services Enquiries	GWD 001e		6,679	5,831	7,592	6,244	6,057	6,028	5,274	5,747	4,295	4,883			58,630
Tel Payment Enquiries	GWD 001f		870	740	537	623	552	569	534	591	400	467			5,883
Tel Council Housing Enquiries	GWD 001g		7,523	6,745	7,569	7,374	6,755	7,315	7,938	9,021	6,654	8,325			75,219
Tel Various Other General Service Enquiries	GWD 001h		6,190	5,361	5,834	6,817	5,462	5,946	5,038	5,770	4,260	5,977			56,655

Webchat volumes

Top volume of webchats taken

| Enquiry Type	Webchat Enquiries 2021/22										YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
Environmental Services Enquiries	1,463	1,398	1,699	1,568	1,425	1,448	1,316	1,327	1,081	1,296	14,021
Various Other Services Enquiries	1,749	1,393	1,605	1,580	1,237	1,273	1,088	1,096	1,034	1,152	13,207
Fin. Assessment Enquiries	921	1,188	880	899	927	1,073	1,056	1,039	813	973	9,769
Council Housing Enquiries	278	286	241	212	195	275	287	358	290	330	2,752
Homelessness Enquiries	149	176	152	160	388	335	291	252	146	217	2,266
Registrar Enquiries	130	122	120	115	129	129	97	135	85	113	1,175
Payment Enquiries	59	53	61	55	60	57	73	82	62	49	611
Totals	4,749	4,616	4,758	4,589	4,361	4,590	4,208	4,289	3,511	4,130	43,801

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Webchat

- Mystery shopping
- Link to new website
- Training
- Promotion across organisation
- New tool enhancements

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Website

Total users: + 61% year on year

01-Jan-2021 - 31-Dec-2021: ● Users
01-Jan-2020 - 31-Dec-2020: ● Users
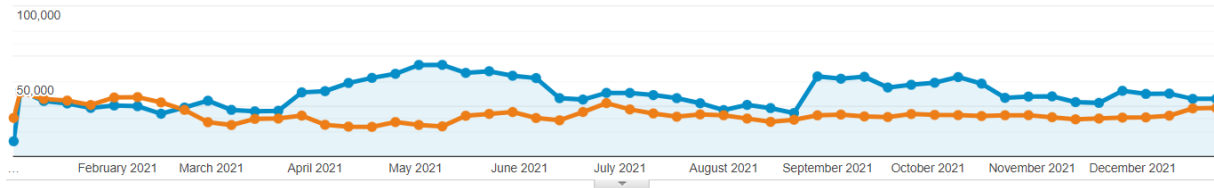
Total page views: + 18.6% year on year

01-Jan-2021 - 31-Dec-2021: ● Page Views
01-Jan-2020 - 31-Dec-2020: ● Page Views
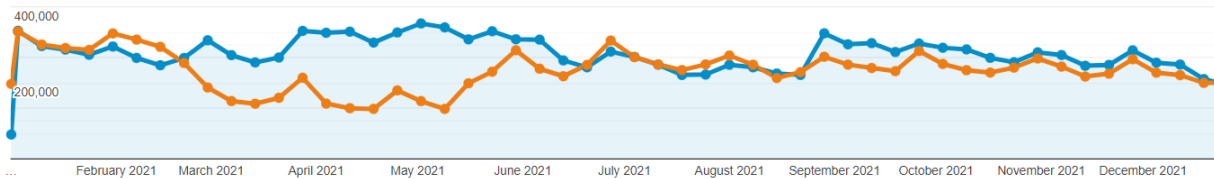
Top 5 services by traffic growth

Name	Page views
Rubbish & recycling	+ 32.14%
Housing	+ 105%
Council Tax	+ 70.5%
Children and Education	+ 62%
Your council	+107%

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CRM/CMS Project

Customer Relationship Management (CRM)

- System used to manage all relationships and interactions with customers
- Should improve customer relationships by keeping us connected
- Allows streamline processes and ease of transactions

Components being replaced include: Enfield Connected, web forms, and integration to Line of Business applications.

Content Management System (CMS) - Website

- Software that allows us to create and manage content for our website.
- Presents a low-code, human–friendly and intuitive interface
- Should be managed and maintained by people of all technical levels.

- Both will have improved data and insight (Appendix 3)
- Vision (Appendix 4)

The website redevelopment has included user research and testing, website redesign, content audit and engagement with over 300 stakeholders as a co-design

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CMS (Website) Demo – Q & A

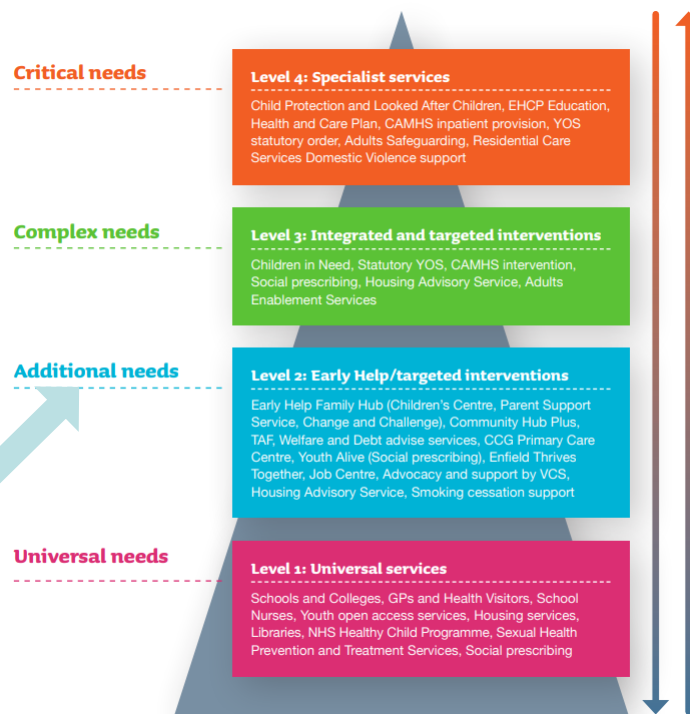**ENFIELD**
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Appendices

Appendix 1 Community Hubs

The Community Hubs create a 'bridge' between the Council's Early Help for All Strategy and a range of targeted support for residents in need.

3 Strategic Priorities

Provide clear information, advice and support
Every individual in Enfield will have the knowledge of and access to the right support, at the right time, in the right place to tackle problems early.

Empower communities
People will be motivated and empowered to take advantage of every opportunity the borough has to offer, to help themselves and their communities to make Enfield an even better place.

Establish an effective early help system
There will be a whole-system approach to early help with strong leadership, a confident workforce and commitment to join-up and integrate resources and services.

Community Hubs:
supporting people currently on a complex needs trajectory

4 Levels of Need

Critical needs

Level 4: Specialist services
Child Protection and Looked After Children, EHCP Education, Health and Care Plan, CAMHS inpatient provision, YOS statutory order, Adults Safeguarding, Residential Care Services Domestic Violence support

Complex needs

Level 3: Integrated and targeted interventions
Children in Need, Statutory YOS, CAMHS intervention, Social prescribing, Housing Advisory Service, Adults Enablement Services

Additional needs

Level 2: Early Help/targeted interventions
Early Help Family Hub (Children's Centre, Parent Support Service, Change and Challenge), Community Hub Plus, TAF, Welfare and Debt advise services, CCG Primary Care Centre, Youth Alive (Social prescribing), Enfield Thrives Together, Job Centre, Advocacy and support by VCS, Housing Advisory Service, Smoking cessation support

Universal needs

Level 1: Universal services
Schools and Colleges, GPs and Health Visitors, School Nurses, Youth open access services, Housing services, Libraries, NHS Healthy Child Programme, Sexual Health Prevention and Treatment Services, Social prescribing

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Appendix 2 Our Community Pantry

Strictly a referral-based model, with bespoke customer action plans.

Provision by Enfield Foodbanks, Felix Project and ASDA so far…

Cheaper and healthier alternatives to mainstream shopping for people who are in poverty.

Promoting self-esteem

Lead by the creation of a Food Action Plan for Enfield to ensure that all families have access to healthy food as per Enfield Poverty Inequality Plan 2020.

Our community-led model; with community volunteers operating the pantry, nudges people who can self-help, away from complete dependency on food banks, so those in most need can access the support.

Appendix 3 Improved Data and Insight tools

Our CMS cloud hosting provider uses **ThousandEyes** for uptime and incident monitoring.

Google Lighthouse gives the Web Team benchmarks for page speed and other performance scores.

Website analytics data and goal tracking come from **Google Analytics** and **Google Tag Manager**.

Search analytics are provided by **Funnelback** and **Google Search Console**.

Accessibility, content quality and SEO scoring are provided **by Sitemorse**.

The Web Team has trialled and would like to procure **HotJar** for heatmaps and click tracking.

End to end journey analytics to make improvements

GovMetrics implementation

Site Uptime & Page Performance

Thousand Eyes

Lighthouse

Website Data & Analytics

Google Analytics

Google Tag Manager

Search Analytics

Squiz Funnelback

Google Search Console

Accessibility, SEO & Content Quality

Sitemorse
digital confidence

Heatmaps & Click Tracking (planned)

hotjar

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Appendix 4 CRM/CMS Vision

Transformation of the digital platform will introduce digital-enablement and opportunity for the Council to:

- Empower residents with an intuitive and accessible online experience at all times

- Streamline the user journey and improve customer experience and satisfaction

- Create a robust and reliable platform for users and future development

- Make self-service a desirable function

- Make better use of data to understand the evolving needs of residents

- Progress compliance of WCAG 2.1 standards

- Provide the opportunity to develop a single view of the customer

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