

F&P Scrutiny 29th March 2023

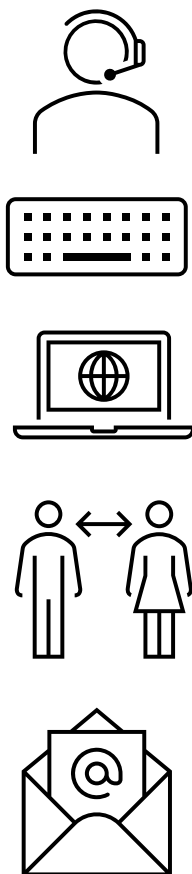
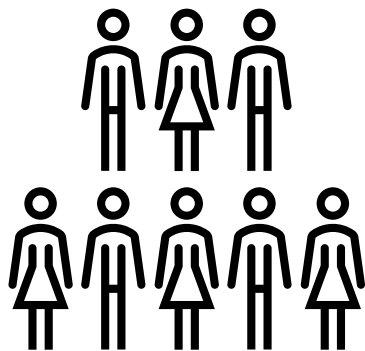
Customer Experience

Agenda

- Review of the year customer services
 - Customer improvements
 - Project updates
 - Plans moving forward
 - Customer Approach
-
- Q and As

Services as front door

Communication



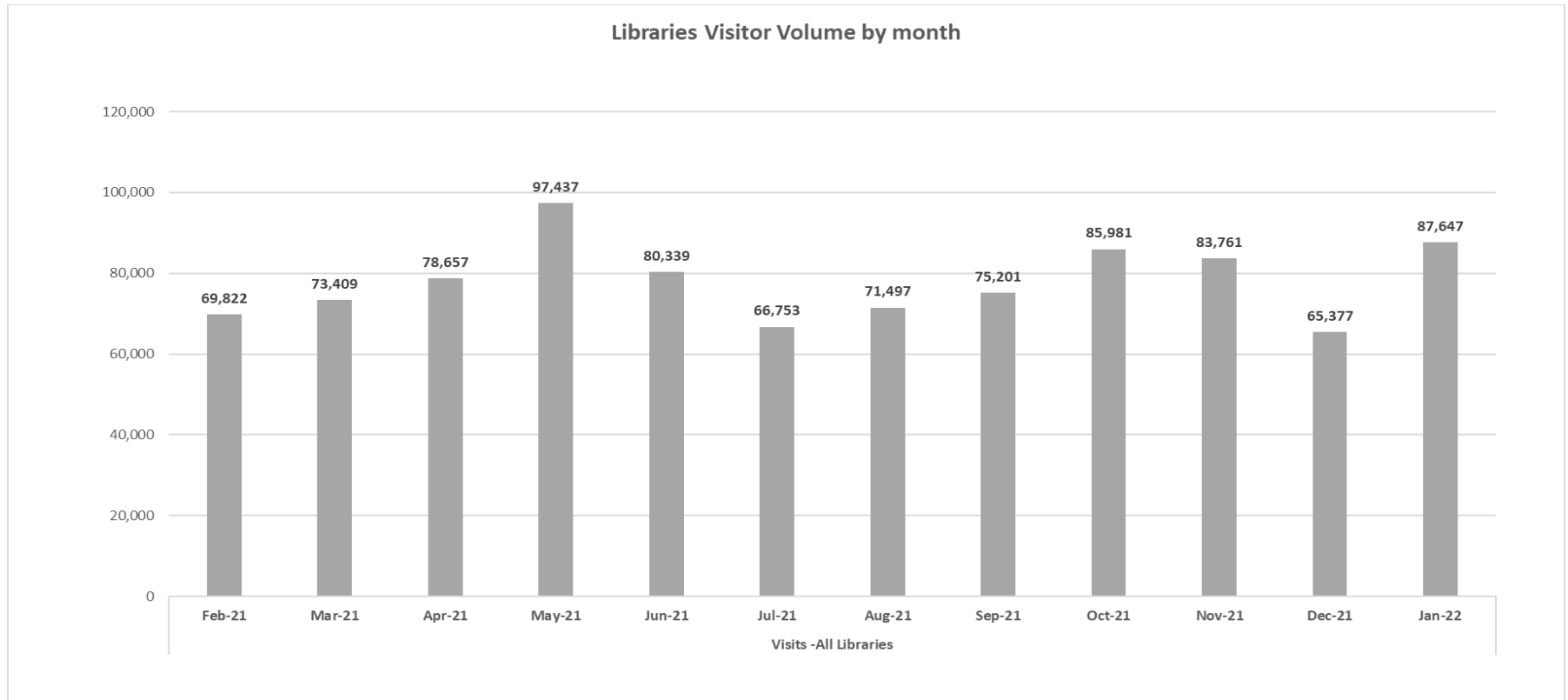
- Libraries (F2F)
- Community hubs (F2F)
- Contact centre/telephony
- Webchat
- Web

Libraries

- 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
- New initiatives – sensory and maker spaces and good growth fund (Fore Street)
- Warm Spaces and support Cost of Living
- Scribeeasy
- New audiences

Libraries physical visits

Trend on emergence after Covid continues well, averaging 235k visitors per quarter in FY 2022/23



Libraries online visits

TOTAL FIGURES	APRIL 2022 – PRESENT (JAN 2023)
PressReader e-newspapers & e-magazines	1,191,166
e-books	34,782
e-audiobooks	20,927
e-comics & e-magazines	12,039
	1,258,914
New Joiners	1,238
Social Media Impressions	206,600
Social Media Reach	306,267
Social Media Followers	7,369

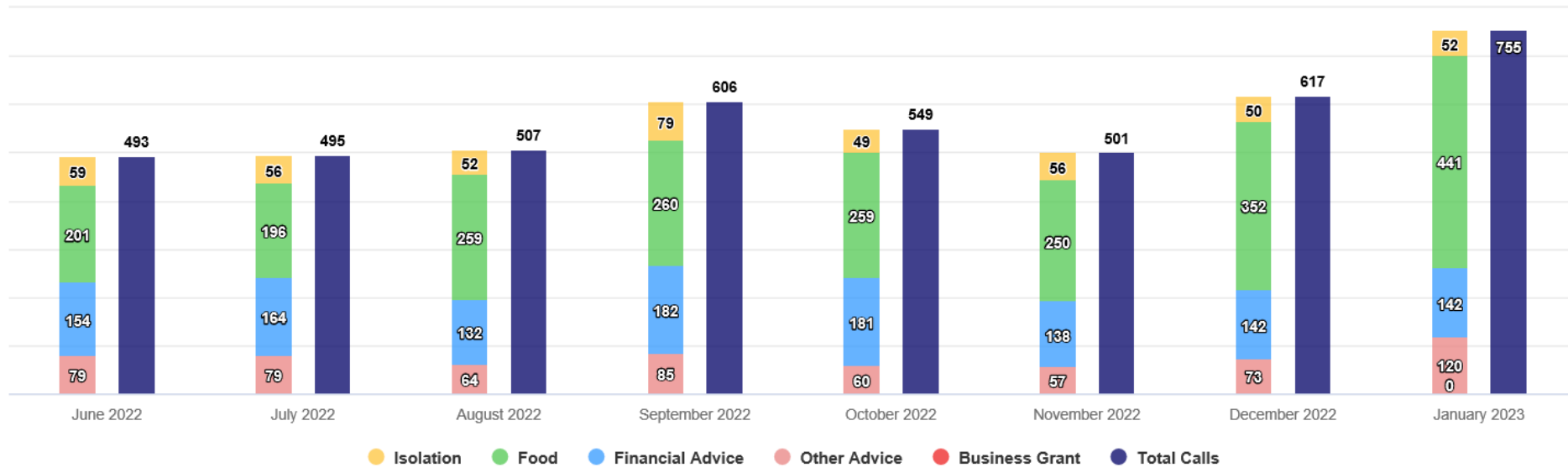
Community Hubs contact with customers 2022/23

Face to Face

32,673
enquiries dealt

2,450 complex cases whereby customers given in-depth support.

Community Line



Contact Centre KPIs

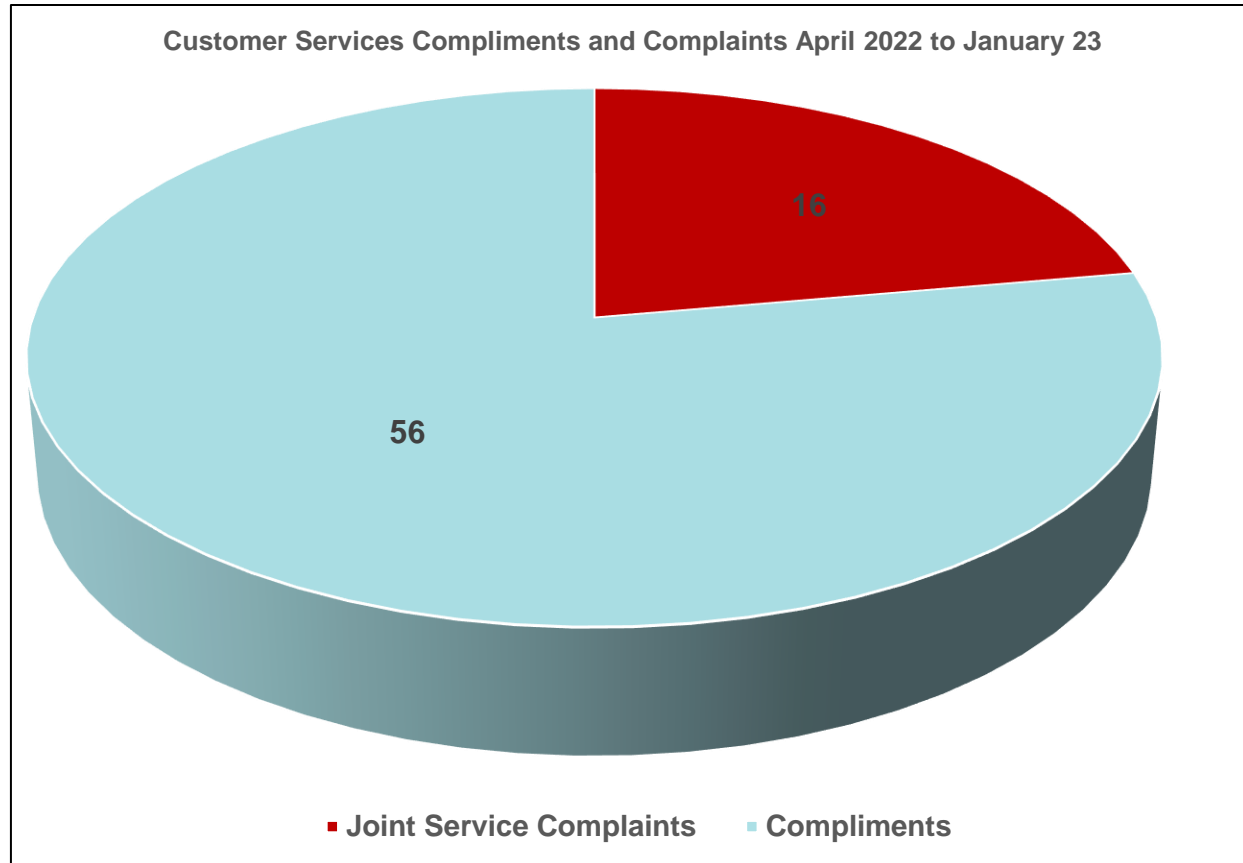
Telephones								
Indicator	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23		Annual Target 2022/23	Notes & Actions
	Value	Value	Value	Value	Value	Target		
CE 009a Customer Satisfaction: Telephone Advisor 'Professional' Rating	85.4%	80.9%	85.2%	77.2%			85%	GovMetric indicator will be included in Quarter 4 report to replace the existing measure
GWH 002 Gateway Telephones - Answer Rate	86%	85%	92%	91%	90%	85%	85%	
GWH 003 Gateway Telephones - Average Wait Time	00h 05m 07s	00h 04m 08s	00h 02m 04s	00h 02m 13s	00h 02m 39s	00h 03m 00s	00h 03m 00s	
GWH 014b Customer Services: % of Calls Answered Within 5 Minutes	76%	74%	89%	89%	84%	90%	90%	

Contact Centre

Highlights

- Govmetric surveys introduced fully in Jan 2023
- Overall answer rates well above target
- Cross training has had a positive impact on cover for Housing Assessment line
- Excellent monitoring procedures in place and gamification for teams
- Constantly reviewing training/recognition ideas e.g. staff engagement forums and pledges to take responsibility for performance
- Comprehensive training bank of resources including videos and how to guides and launch of a Customer Excellence guide
- Mandatory weekly training quizzes introduced to embed learning and ensure consistent messaging/product knowledge
- Increase in compliments from residents and colleagues shadowing from across the organisation
- Reduction in complaints
- Budget for permanent staff

Contact centre complaints vs compliments



Call Demand top volumes Apr. 22 – Jan. 23

	2022/2023 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 Volume Breakdown													
Tel Registrar Enquiries	1,836	1,895	1,756	1,832	1,881	1,687	1,692	1,755	1,429	1,899			17,662
Tel Fin. Assessment Enquiries	15,652	16,122	15,222	13,234	11,754	14,234	13,564	12,167	8,957	12,658			133,564
Tel Housing Advisory Enquiries	3,344	3,919	3,433	3,176	4,017	3,729	3,589	3,170	2,839	3,924			35,140
Tel Environmental Services Enquiries	5,617	5,699	5,970	5,944	5,851	6,232	5,444	5,483	4,372	4,907			55,519
Tel Payment Enquiries	759	796	586	576	529	542	520	447	370	508			5,633
Tel Council Housing Enquiries	6,853	7,016	6,508	5,902	6,419	7,786	7,911	9,650	8,225	8,773			75,043
Tel Various Other General Service Enquiries	7,329	6,310	7,164	7,677	6,893	7,819	7,241	7,181	5,043	7,043			69,700

Webchat

Highlights

- All staff cross trained on webchat as of Jan 2023
- Chatbot introduced in November 2022
- All staff taking dual chats
- Regular service meetings to keep updated of new capabilities to use webchat at full potential
- Working closely with web team to identify further ways to self serve via chatbot
- Using webchat, telephony and libraries as a training source to channel shift customers online

Webchat top volumes Apr. 22 – Jan. 23

Enquiry Type	Webchat Enquiries 2022/23										YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
Environmental Services Enquiries	796	1,117	1,328	1,385	1,525	1,435	1,158	1,197	1,460	1,474	12,875
Fin. Assessment Enquiries	802	1,280	1,689	1,449	1,363	1,124	1,243	1,285	689	842	11,766
Various Other Services Enquiries	1,176	1,271	989	1,202	1,153	928	870	846	587	905	9,927
Council Housing Enquiries	162	219	203	183	229	202	282	500	564	491	3,035
Homelessness Enquiries	66	95	138	138	212	183	203	176	181	270	1,662
Registrar Enquiries	59	86	66	76	72	61	65	84	80	107	756
Payment Enquiries	18	28	30	45	31	37	38	40	41	65	373
Totals	3,079	4,096	4,443	4,478	4,585	3,970	3,859	4,128	3,602	4,154	40,394

Website analytics - key statistics

Period: 15 March – 15 Feb - 2021-22 vs 2022-23 (11 months)

Source: Google Universal Analytics

Metric	2021-22	2022-23	Change	Comment
Page views	8,267,645	5,209,298	-37%	Fewer steps in key journeys result in a decrease in overall page views
Sessions	2,312,147	2,366,836	2.3%	Maintained and grew total sessions during launch and early life support
Users	1,202,235	1,811,269	33.6%	Good growth in users to the website
Bounce rate	42.29%	22.51%	-46.8%	Number of people landing and leaving the site with no action decreased by nearly half
Pages per session	3.57	2.20	-38.4%	Website visits are more efficient; people visit fewer pages to complete tasks
Avg. session duration	03:11	02:15	-29.3%	People spend less time per visit; tasks are completed more quickly
Avg. page load time	5.02	2.61	-48%	Pages are loading nearly 50% faster on average across all devices

Results

Successes since go live 14/03/2022

- First of many new sites since launch, such as [Safeguarding Enfield](#), [Cost of living support | Enfield Council](#) has gone live with excellent feedback and we can move more services online whilst reviewing customer and commerciality
 - **Consolidation of the wider web estate underway**
 - **Creating online presences for services such as Housing Repairs/Planning etc**
 - **Agile response changes from programmes in environment services**
 - **Winner of Digital Engagement Industry Award 17/11/22**
 - **Built a chatbot inhouse and Web Chat traffic up by 20,000 PA**
- We can monitor end to end journeys far better from the click of the mouse to the bin being collected
- New agent dashboard and monitoring tool examples
- Scottish and English local authorities siting Enfield Council for CX design leadership and now USA!

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



Search Console

Accessibility, SEO & Content Quality



Heatmaps & Click Tracking (planned)



Project updates

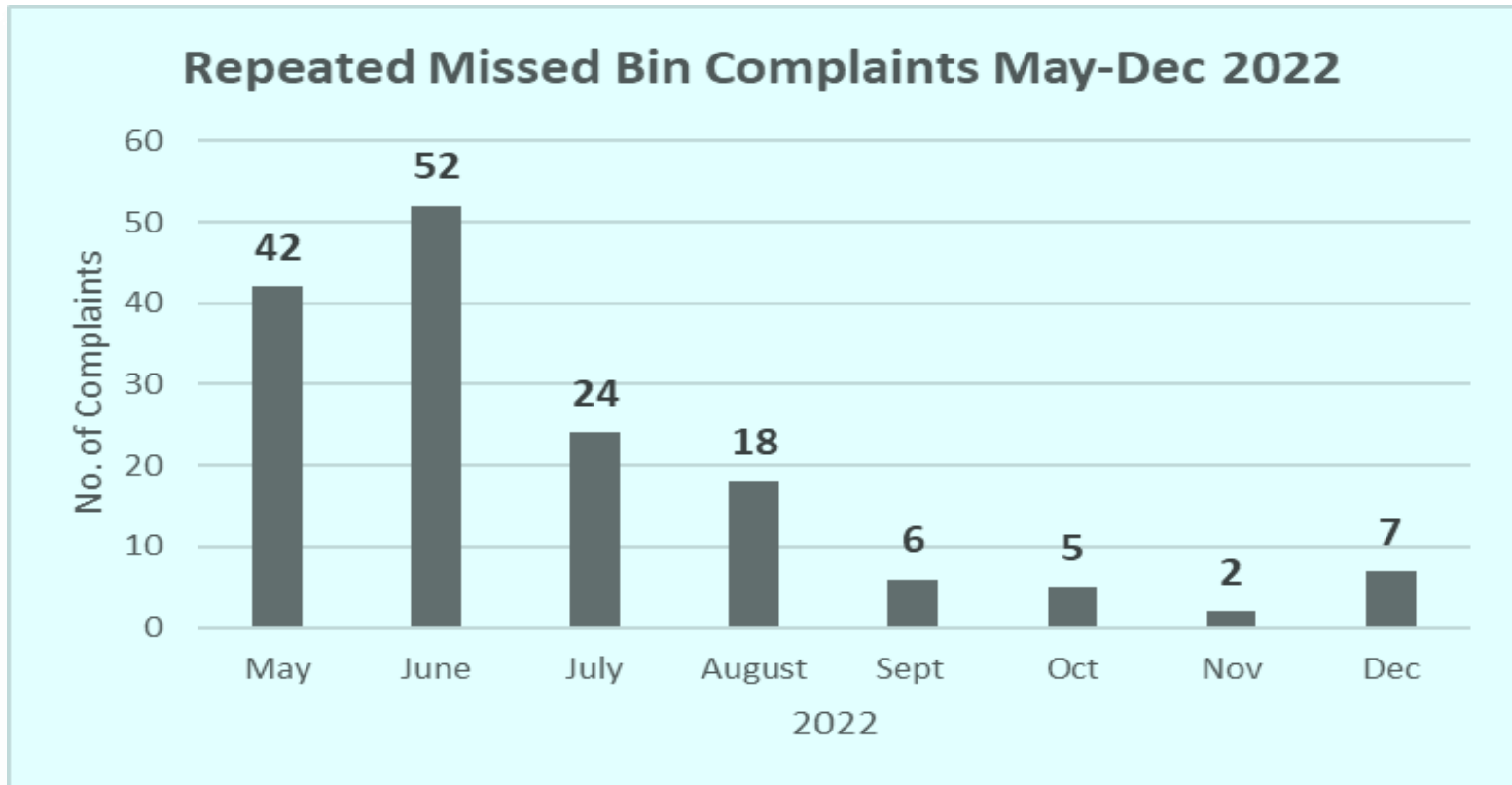
- Next stage of CRM/CMS in plan for add ons such as status updates
- Govmetric implemented Customer Services but also rolling out to Adult Social Care etc
- Full customer solutions programme underway
- Unified Communications and telephony replacement specification complete and started market test
- Upgrade of Contact Centre agent/customer tool planned
- Working with Learning and Development around the new learning tools for CX
- Creating new dashboards for decision making and improvements
- Service improvement plans under way and continuous

CRM/CMS objectives recap March 2022

- Deliver **agile**, seamless, unified case management of Verint through the enfield.gov.uk website, including integration with Squiz CMS to enable, quick and effective interaction with us
- Enable omnichannel support at the initial point of contact.
- Deliver 2,000+ services using 300 Forms and 20 integrations.
- Complete 150 different – sometimes complex – customer journeys.
- Build 600 web pages, move towards WCAG 2.1 compliance and reduce the web estate
- Create agnostic device use with our systems ie mobiles
- Bake in useful analytics for end to end journeys

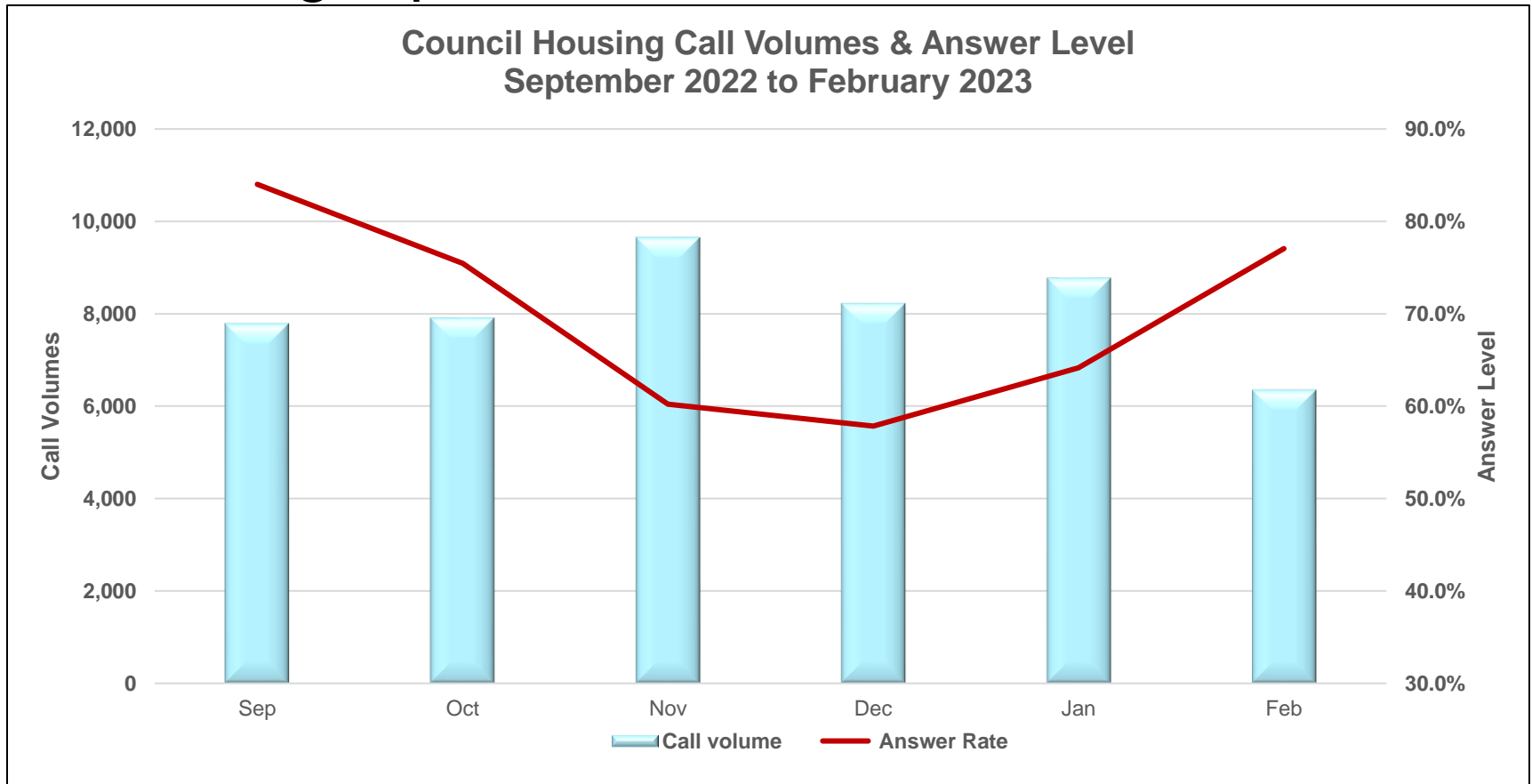
Service improvements

- Waste – bin collection project



Service improvements

- Housing repairs



Support films for CX

- 56% of businesses have opted for a video strategy in 2022
 - 52% of videos produced are product education videos
 - 50% of are videos produced on brand awareness
 - 36% of product awareness videos received the most engagement
-
- Reviewing approach for CX ie Housing repairs, Waste, Planning, Council Tax etc
 - Branded and available in all languages

<https://premiercx.wistia.com/projects/upthqglhr5> EXAMPLE



Customer Service Strategy 2023



A simple cup of coffee paid for on the app



But what has made this experience work properly?

This is where we experience customer service

A simple cup of coffee paid for on the app

R & D

Finance

Facilities

Digital

Energy



Marketing

Cleaning,
H&S

Training

Recruitment

IT

Accessibility

Procurement

Design

Pick one area to fail and imagine what the result will be...

R & D

Finance

Facilities

Digital

Energy



Marketing

Cleaning,
H&S

IT

Accessibility

Procurement

Recruitment

Design

Training

Without everyone working for the customer, the front-line employee's role becomes to apologise for failings of the organisation

**There is no quick fix to this
(there are a lot of moving parts)**

There is a way to fix it though.....

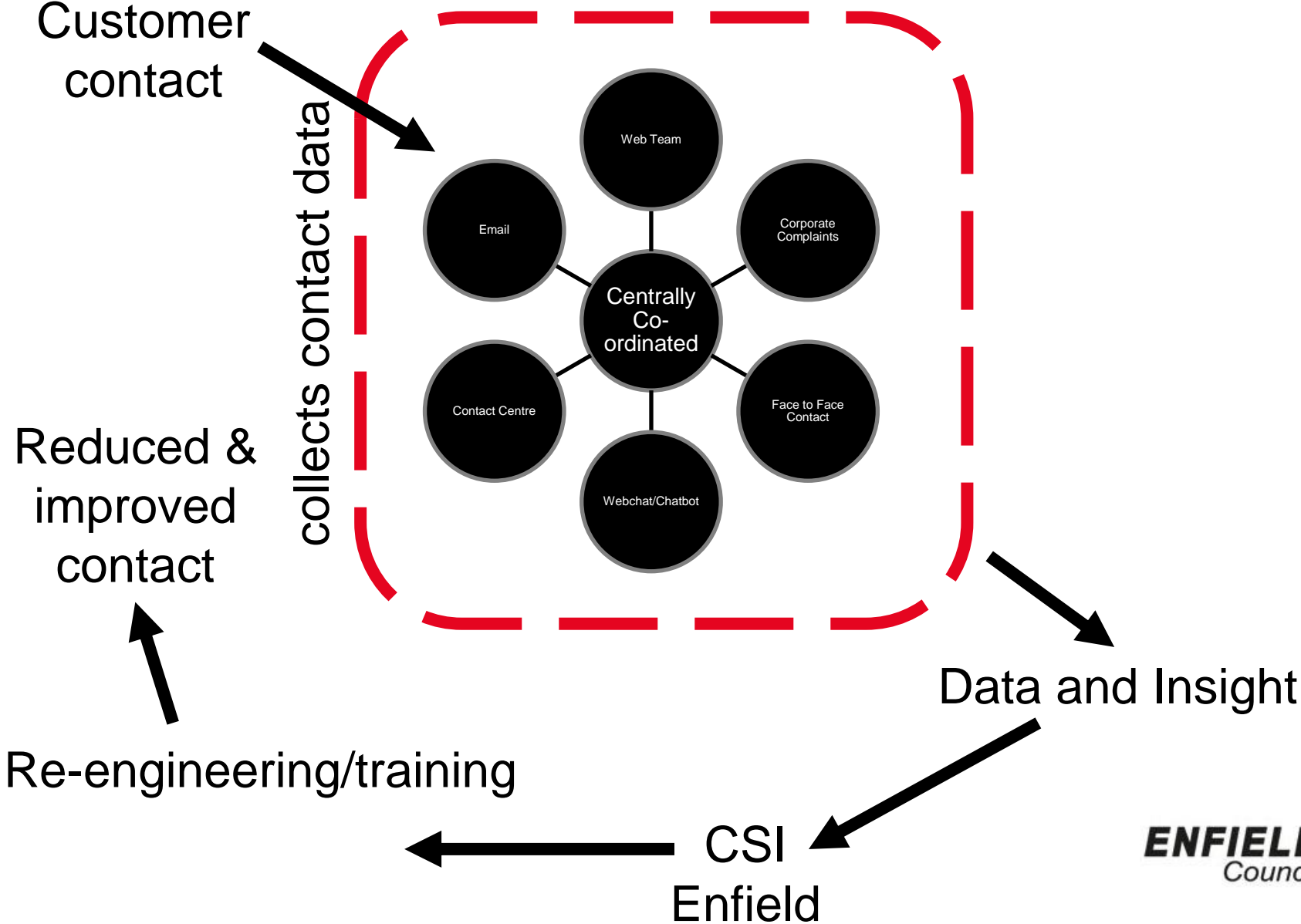
Data Driven Continuous Improvement



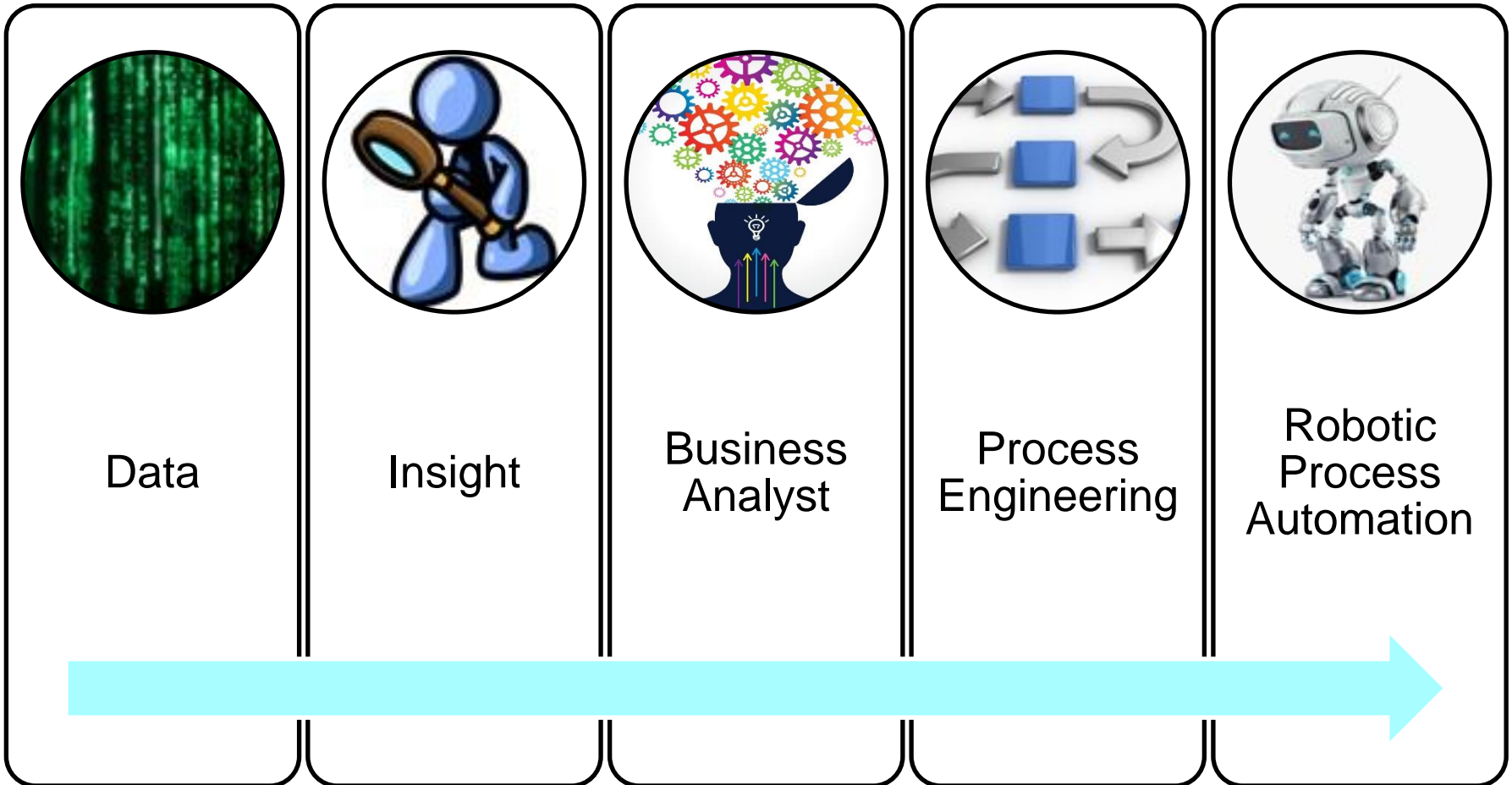
Data Driven Continuous Improvement

What we need to do?

CRM/Unified Comms layer



CSI Enfield



From Engine Room to Bridge

The front line provides the intelligence to operate the ship effectively

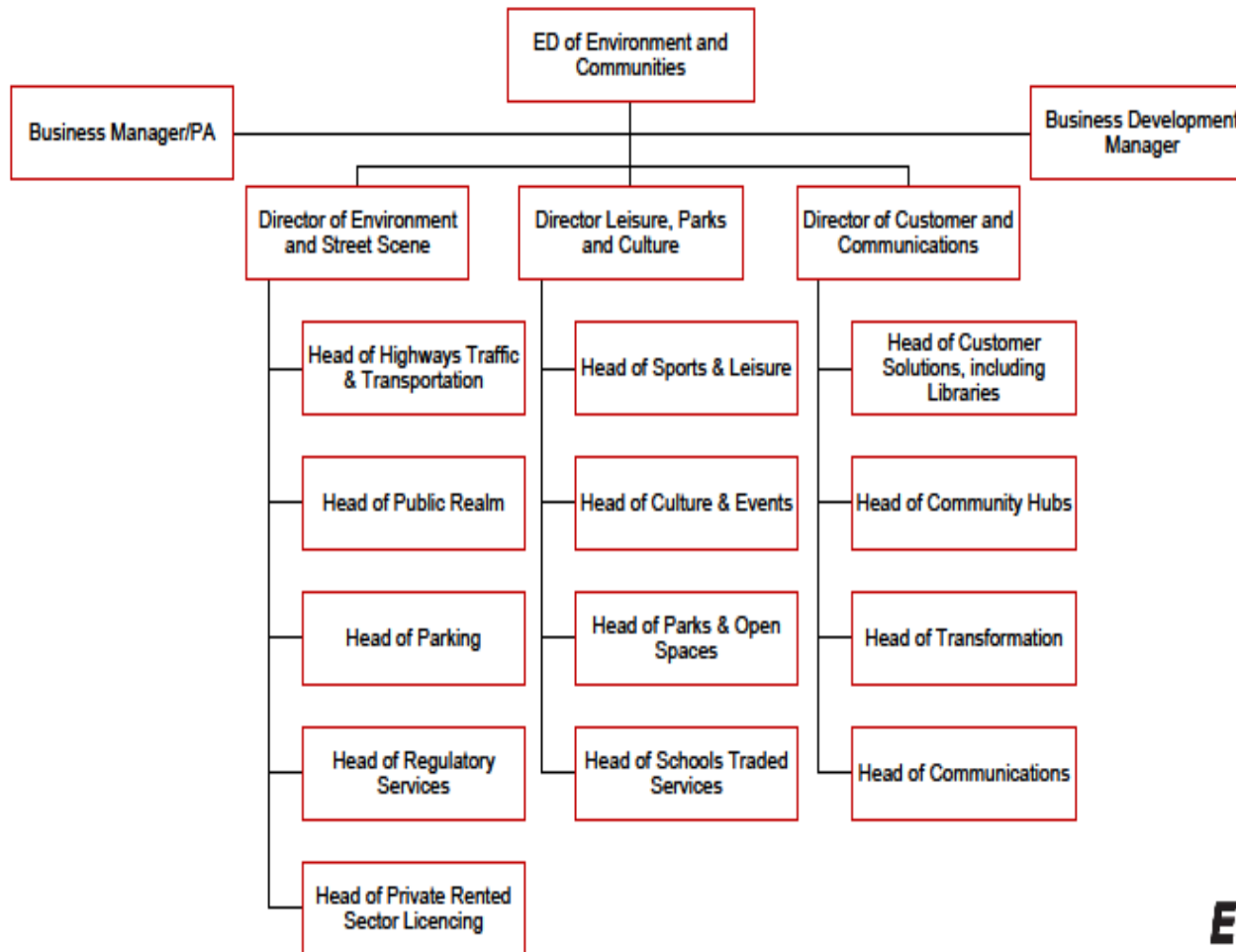


The front line is hidden away from the corporate leaders and customer contact happens somewhere else

What would our customers expect from us?

- Things to work properly
 - A result
 - Quick response times
 - Simple processes with agnostic devices
 - No backlogs
- Easy 24/7 transactions
- Consistency and joined up working
 - Not giving the same info over and over again
 - Feels like the same place
 - Single front door
- Artists at work
 - Proactive staff
 - Well trained staff
 - The right staff

Environment and Communities



Questions please?