



# LGR Transition Overview and Scrutiny Committee

**19<sup>th</sup> June 2023**

**Customer Service**

Margaret Wallace and Sarah Foley

# Agreed customer principles (December 2021)

The customer experience will be at least as good across our 3 primary contact channels on day 1 and where possible it will be better

We will act as one council with one front door from day one so that the customer's experience is as seamless as possible

Design based on existing customer feedback, good data and driven by insights

Design and develop a consistent approach to bring efficiency

The front door will add value for customers and the new council

Increase online options supported by assisted digital offer – digital by design but accessible for all

## Transform after day one

Co-design with customers through engagement

Customers will have an improved experience when they contact us. Customers will be able to stay on their chosen channel where available for the full end to end customer journey

Day 1  
'Safe and Legal'

Service Design

Service Delivery

Transformation

Good customer service is everyone's responsibility

Learn from customer feedback

Our front line customer services staff will be supported and well trained so they can confidently deliver good quality services across the full range of services expected

Keep customers informed about their request and any changes that will affect them



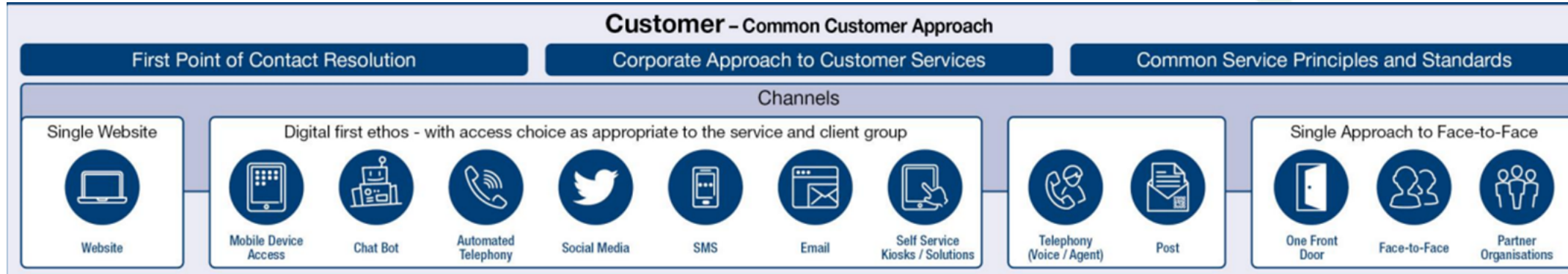
# Customer Service

One council, with one front door from day one so that the customer experience is as seamless as possible

Delivering a single corporate approach to the customer through:

- A single website
- A single Customer Contact Centre
- A single approach to face-to-face
- Digital first ethos with appropriate access to channel of choice
- Common Services Standards with performance reporting
- Customer data / insight to inform business development
- Resolve as many issues as possible at first point of contact, supported by technology with front to back office integration.
- A main customer facing office in every district area – supported by around 30 access to services.
- separate access points providing face to face contact and mediated

# Customer Service



Craven	Ham	Harr	N'ton	Rich	Rye	S'bro	Selby
--------	-----	------	-------	------	-----	-------	-------

9 FTE 10 Heads	12.01 FTE 15 Heads	20.3 FTE 26 Heads	95.16 FTE 106 Heads	9.09 FTE 12 Heads	12.12 FTE 13 Heads	15.32 FTE 19 Heads	19 FTE 29 Heads
-------------------	-----------------------	----------------------	------------------------	----------------------	-----------------------	-----------------------	--------------------

Customer insight and experience	Planning and Forecasting	Data and Reporting	Continual Improvement
---------------------------------	--------------------------	--------------------	-----------------------

# Safe and Legal- day one

Complexity of what we have done to achieve safe and legal for Day 1.

Recognition that it's not perfect – bringing together 8 customer service functions, 8 websites.

Improvements will continue as services transform

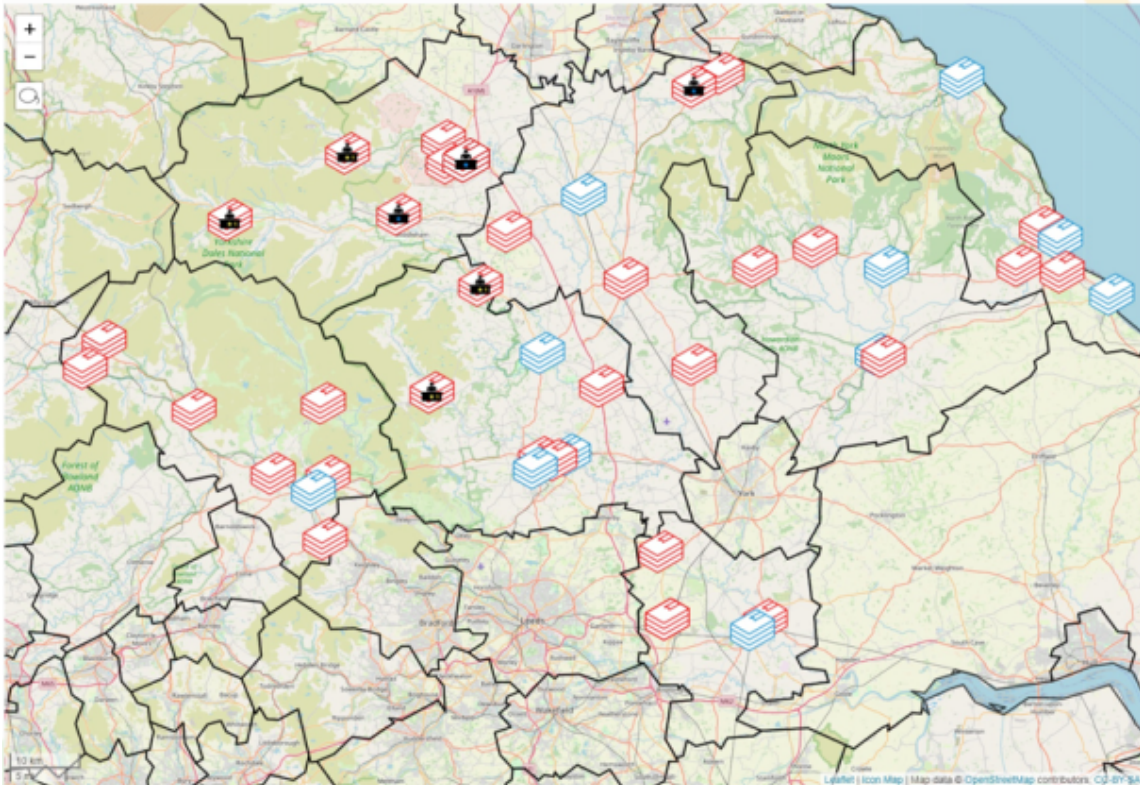
There is a lot of complexity to ensuring that a customer can journey to the right information or person in the right location that can help

**We will act as one council with one front door from day one so that the customer's experience is as seamless as possible.**

# Face-to-Face Operation

## Customer Access points

- Locations for 7 Primary access points (existing district offices) and 11 area offices agreed

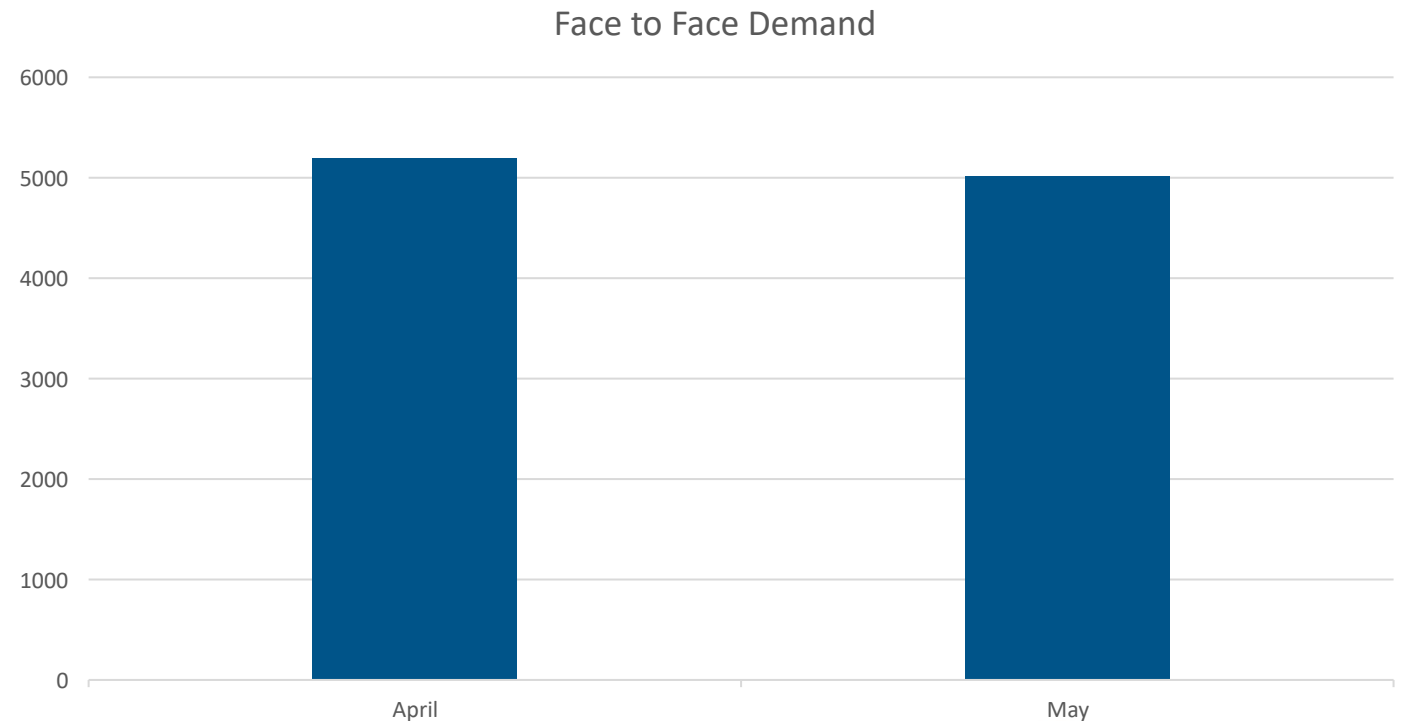


- Customers can still do everything they could do before Day 1
- Processes still work as they did before Day 1
- We are able to link some services together for customers face to face

# What are customers asking for Face to Face

Top demand areas

- Payments
- Housing and homelessness
- Bins, recycling and waste
- Council tax
- Birth, deaths and marriages
- Benefits
- Roads, parking and travel



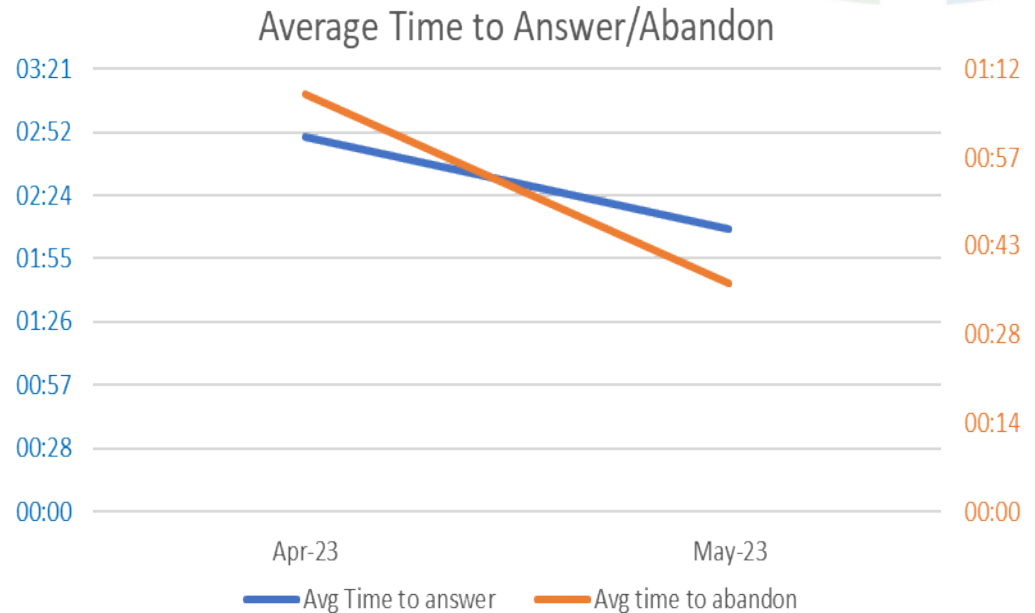
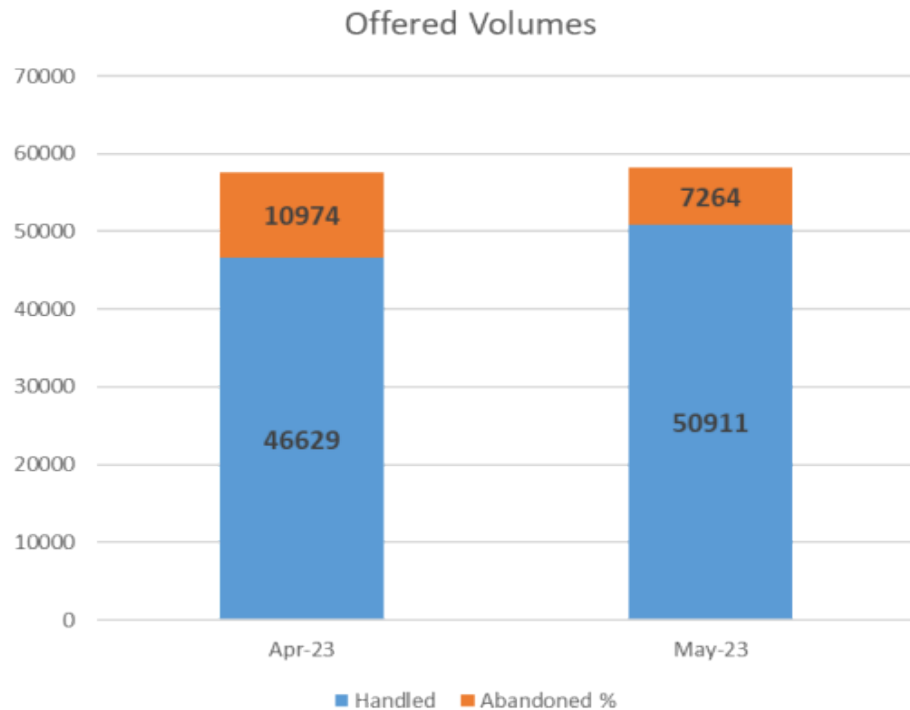
# What are customers asking for on the Phone

## Top Demands

- Council Tax
- Bins, Recycling and Waste
- Road, parking and travel
- Adult care
- Planning and conservation
- Housing and homelessness



# Telephony performance from 1<sup>st</sup> April – 31<sup>st</sup> May



Offered 1% more calls in May, NB 1 extra bank holiday.

Handled 8% more calls

Abandoned Rate dropped by 34% - May outturn was 12.48%

Average Time to answer 42 seconds quicker

Average time to abandon 31 seconds quicker suggesting customer patience is shorter in May as it

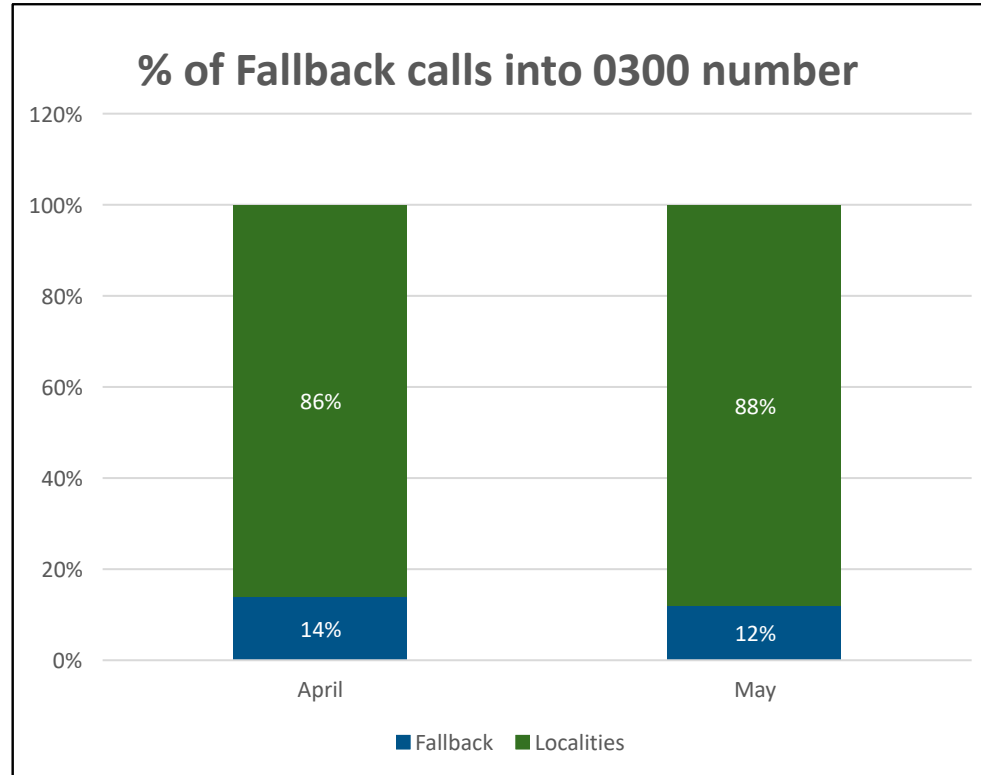
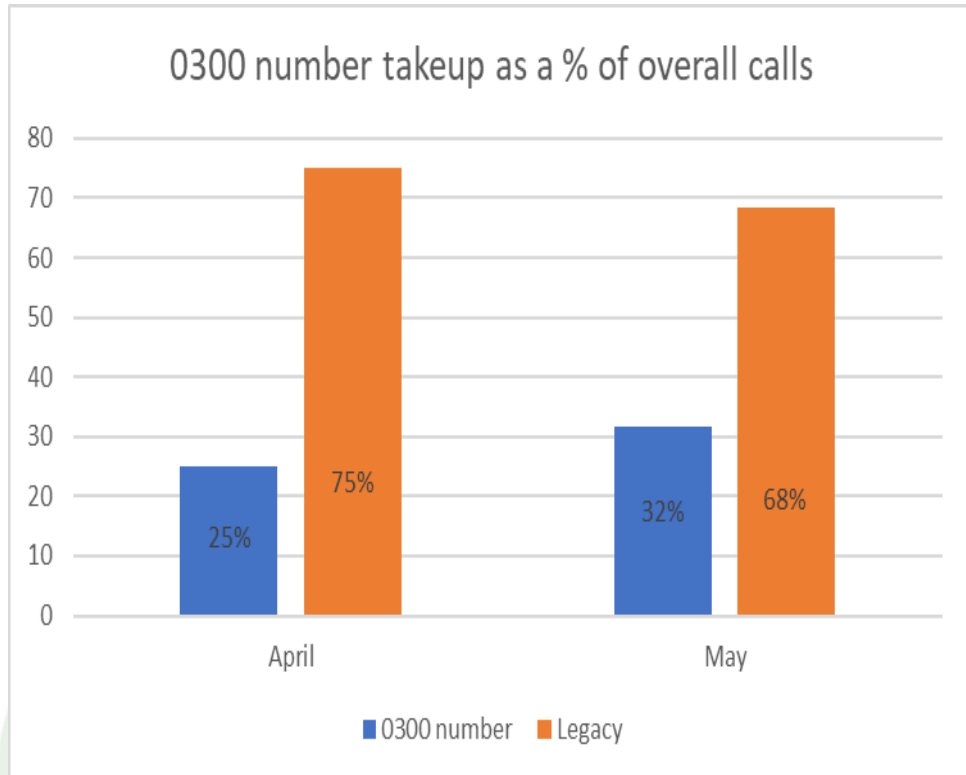
was in April.

OFFICIAL



# Customers using the 0300 number

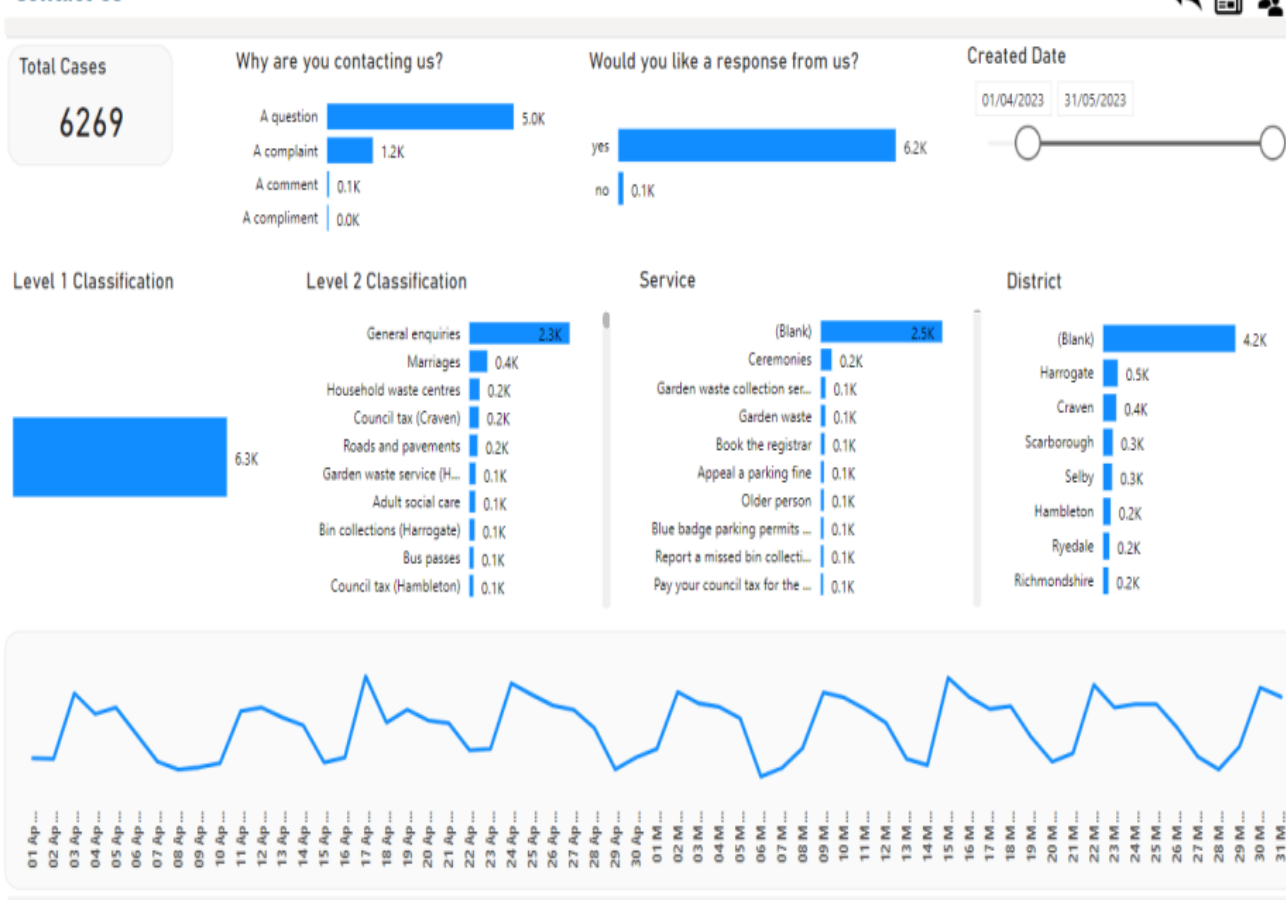
- All legacy council numbers are still in place with the exception of Craven who was moved across fully to support customer service due to demand.
- Over time all legacy numbers will move across to the new system but number will remain in place until customers calling these are low. This will be tracked over time



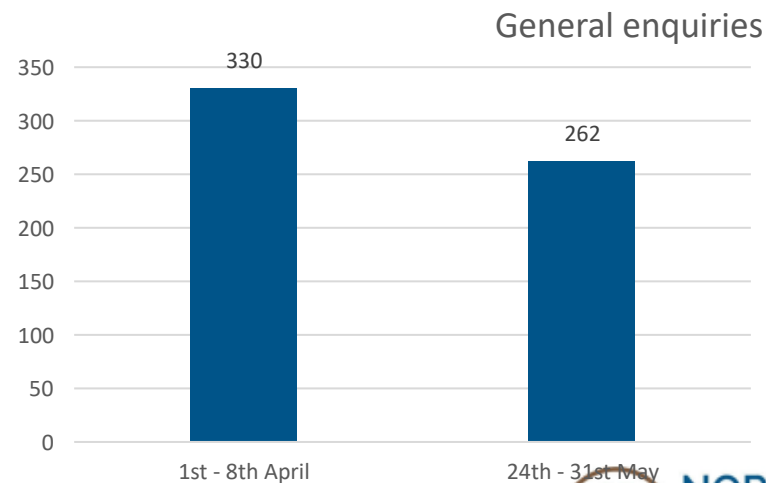
# Contact Us

A new contact us form has been developed on the website for customers to send a structured e-mail and, where a service is selected, it allows the form to be routed to the correct team. It also helps to signpost customers to self-service options available on-line. The information from the contact us form provides vital customer data insight for us to make changes to services. Since we launched this has allowed us to make over 900 changes making the customer journey through the system easier

## Contact Us



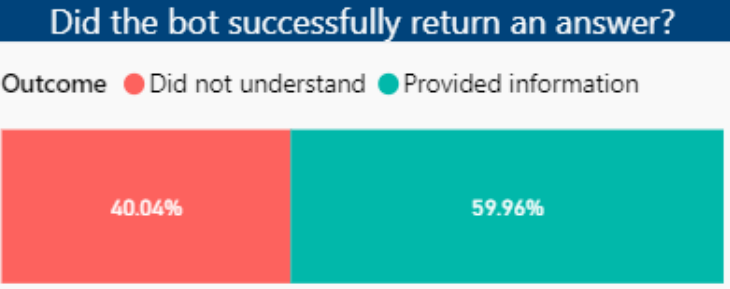
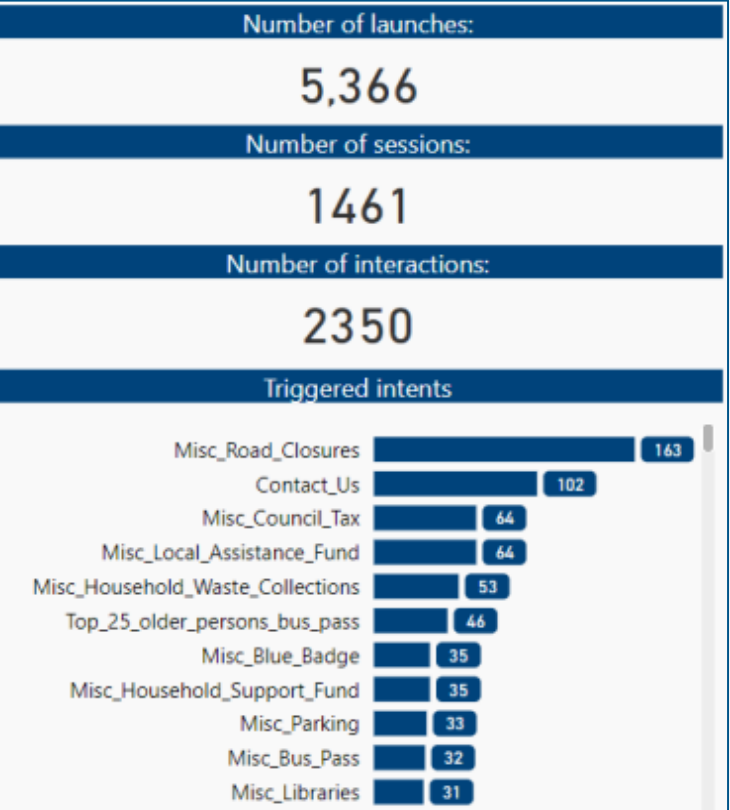
we are now starting to see the number of forms received without a service selected fall. meaning forms are going direct to the correct teams without the need to be triaged.



# How are Customers Using Chat Bot 1<sup>st</sup> April – 31<sup>st</sup> May

2 months Pre-vesting day

April 1<sup>st</sup> 2023 – May 31<sup>st</sup> 2023



Prior to vesting day

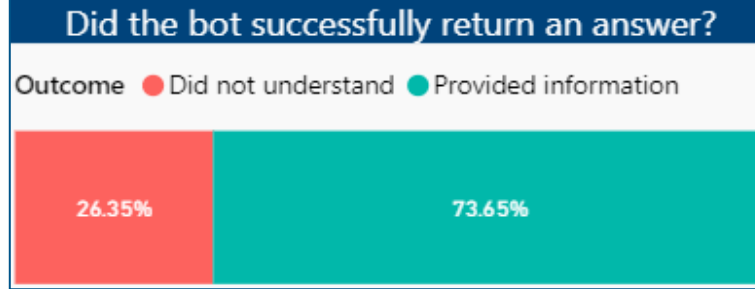
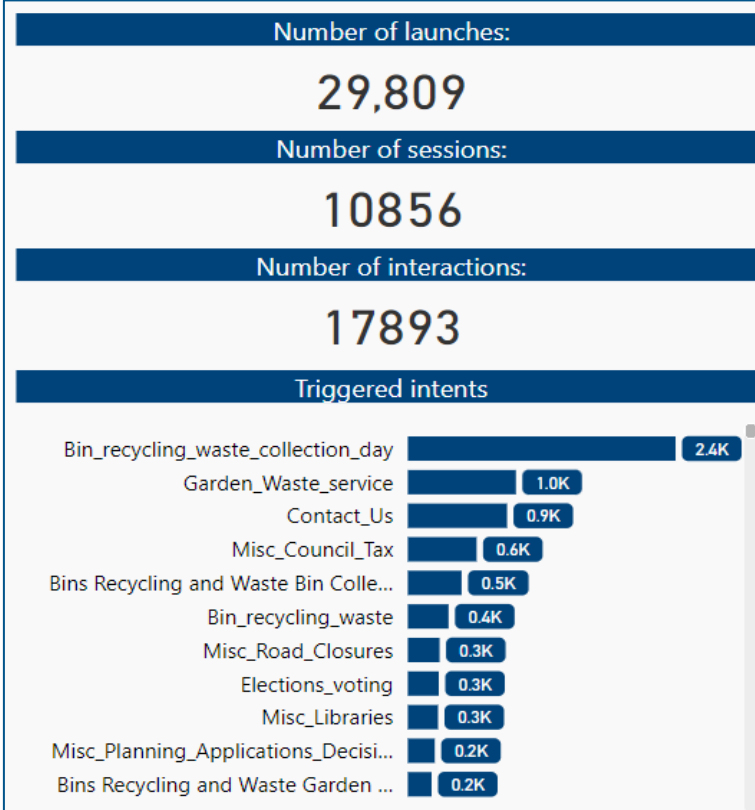
- 1461 Chatbot sessions
- Top 5 intents: Road closures, Contact us, Council Tax, Local Assistance Fund, HWRC

Post vesting day

- 10,856 Chatbot sessions
- Top 5 intents: Bin collection day, Garden waste service, Contact us, Council tax, Bins recycling and waste
- 743% increase in sessions post vesting day
- 14% increase in the Bot successfully returning an answer

Increase could be due to an impact in seasonal demand – this data is being used to continually improve content on the website.

The chat bot supports customers 24/7 on-line



# How are Customers Using the New Website 1<sup>st</sup> April – 31<sup>th</sup> May

Sessions

1,084,418

Pageviews

3,841,313

Unique Pageviews

3,096,075

Searches

119,497

## Popular launches of transactional services (button launches)

Button text	Unique Events
Find your collection day	130,485
Visit our new website homepage now	68,172
Contact us	27,512
Pay council tax now	20,775
Launch interactive roadworks map	9,756
More about Craven Leisure Centre	8,864
Apply for this job	8,765
Enter now	8,442
Apply for or renew a blue badge	7,523

## Popular search terms

Search Term	Unique searches
Planning	1,055
Jobs	1,036
Bin collection	893
Garden waste	886
Council tax	776
Harrogate	703
planning	564
council tax	477
Bus pass	452
Bins	423

Number of customer sessions is in line with the demand across all 8 websites prior to day 1

Customers are continuing to use the website in the volumes that they have before



# Key drivers - customer voice



Customer was able to get access to a bus pass and while providing evidence for eligibility was able to also get a council tax reduction



Customer was thrilled that he has been answered quickly and was able to access Information about Council Tax, bin collections and their nearest HWRC all in one contact



Customer was able to raise a concern about an over hanging tree via face to face and get an update face to face the following week



Customer had lost wallet stolen and the NYC advisor helped be block my bank card, order a new driving licence and ordered me a replacement bus pass.

**We will act as one council with one front door from day one so that the customer's experience is as seamless as possible**

**The front door will add value for customers and the new council**



# Benefits for the New Organisation

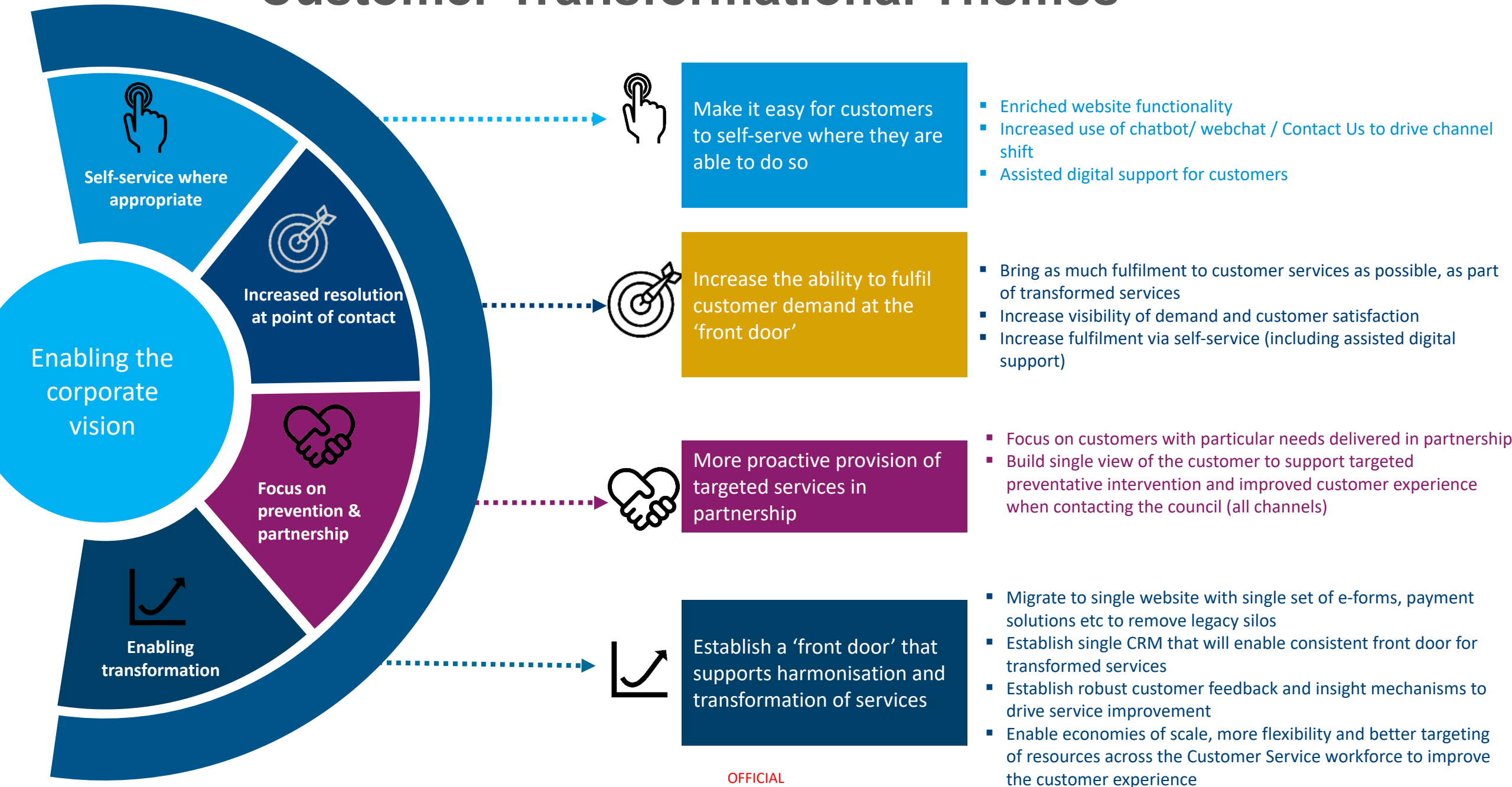
- Increased opportunities for customers to access services in one contact-meaning better connected services
- Using expertise from different area's to problem solve and work together on customer journey mapping and developing new services offers.
- Understanding customer insight and the impacts on the customer service function from both internal and external customer.
- Intelligence led – insight from data and customer feedback
- Starting to build and develop relationships across services “One Team”
- New Career opportunities for staff.
- Opportunities to flex as a function to better meet customer changing and evolving demands
- Holistic view from customer function enables us to better join up customer

# Challenges for the New Service

- Each centre operates differently using different technology and offer different services through the customer service function
- The launched of the new organisation came at the time of the year when we see seasonal high demand across locality area's in the customer service function. (Council Tax, Garden waste)
- Technology – No one centralised CRM system for customer service
- Telephony – challenges
- Culture change, customers were used to accessing their own legacy websites and the new NYC website looks and feels different due to brining 8 legacy site together.



# Customer Transformational Themes



# What's Next

- Look at options for one CRM system
- Work with service area to continue to improve the customer journeys across all channels
- Use insight and data to identify area's that are a priority for improvement
- Simplify service information on the website and join up customer journeys – This will become easier as services transform
- Use customer feedback to refine some tools that have been develop to get customers to the right team or right information on the website
- Consistency of customer offer across all of the customer function
- Vision of customer experience in the future and what building blocks we need to deliver that

# Customer Service

## **Customer First-** Customer focused council

- First point of contact- resolution

## **Connected Council-** joining up customer journeys

- Corporate approach to customer excellence

## **Smarter Council-** customer insight- intelligence led services

- Designing service with the customer at the heart of service delivery

## **Improving Council-**

- Common service principle and standards