



Haringey Council

Report for:	Overview & Scrutiny Committee	Item Number:	
Title:	Customer Service Transformation Programme		
Report Authorised by:	Stuart Young, Assistant Chief Executive		
Lead Officer:	Catherine Galvin		
Ward(s) affected:	Report for Key/Non Key Decisions:		

1. Describe the issue under consideration

This report updates Members of the Overview and Scrutiny Committee about the scope, objectives, and benefits arising from a review of Customer Services across the Council.

2. Recommendations

Members are asked to note the report

3. Background information

3.1 The Council's vision for customer service is:

To be a trusted organisation where our customers have confidence that their current and future needs will be met in an efficient and effective way.

3.2 The vision is supported by a set of design principles. These will influence how our services are offered to customers in the future. The principles are:



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- Digital becoming the primary channel through which customers interact with the council
- Support all Haringey customers to use the most effective channels according to their needs and encourage opportunities for self-service
- Bringing more activity to the front end of the process to complete customer transactions end to end and join up services
- Separating less complex from more complex customer facing transactions and tailoring channels and services to meet both needs
- Developing a new relationship with customers that builds trust and confidence and a customer service culture that extends beyond the front office
- Staff are empowered and enabled with the appropriate training and tools to deliver the professional services and new behaviours required
- Using customer insight to design, target and build services around customer needs.

3.3 What will be different for customers? The way that residents contact and transact with the Council will change. We anticipate that:

- Face to face – will decrease as customers use digital and telephone channels. Face to face will support customers' use of self-service (and act as advocates on their behalf) who are digitally excluded and those with more complex needs that require a discussion. It also supports equal access to digital channels for all customers and initiatives to increase digital inclusion.
- Telephone – will still be an important channel but will decrease overall as more contact is dealt with digitally and through automated handling.
- Digital (web/mobile phone) – will increase, replacing both telephone and face to face as the main channel of contact for most services and for customers to complete transactions. In addition, customers will be able to complete more transactions using their mobile devices and smart phones to mirror many of the services accessed through a computer. This encourages wider social inclusion to access other services (public and private) digitally
- Social media – for now will increase as an emerging and growing channel for communication and consultation rather than to complete transactions. Social media will be used tactically to reach out to certain customer groups, including providing information about services and directing customers to the most appropriate channels to support channel shift
- Email and post – will reduce significantly as both are replaced by the digital channel and for certain transactions stopped. External email addresses will be gradually replaced with links to the website so that customers can submit a 'structured' enquiry. The use of paper based application forms will also reduce as customers complete more applications online. The council will look to



Haringey Council

minimise all paper based processes and information provision wherever possible.

3.4 The customer should experience these changes as follow:

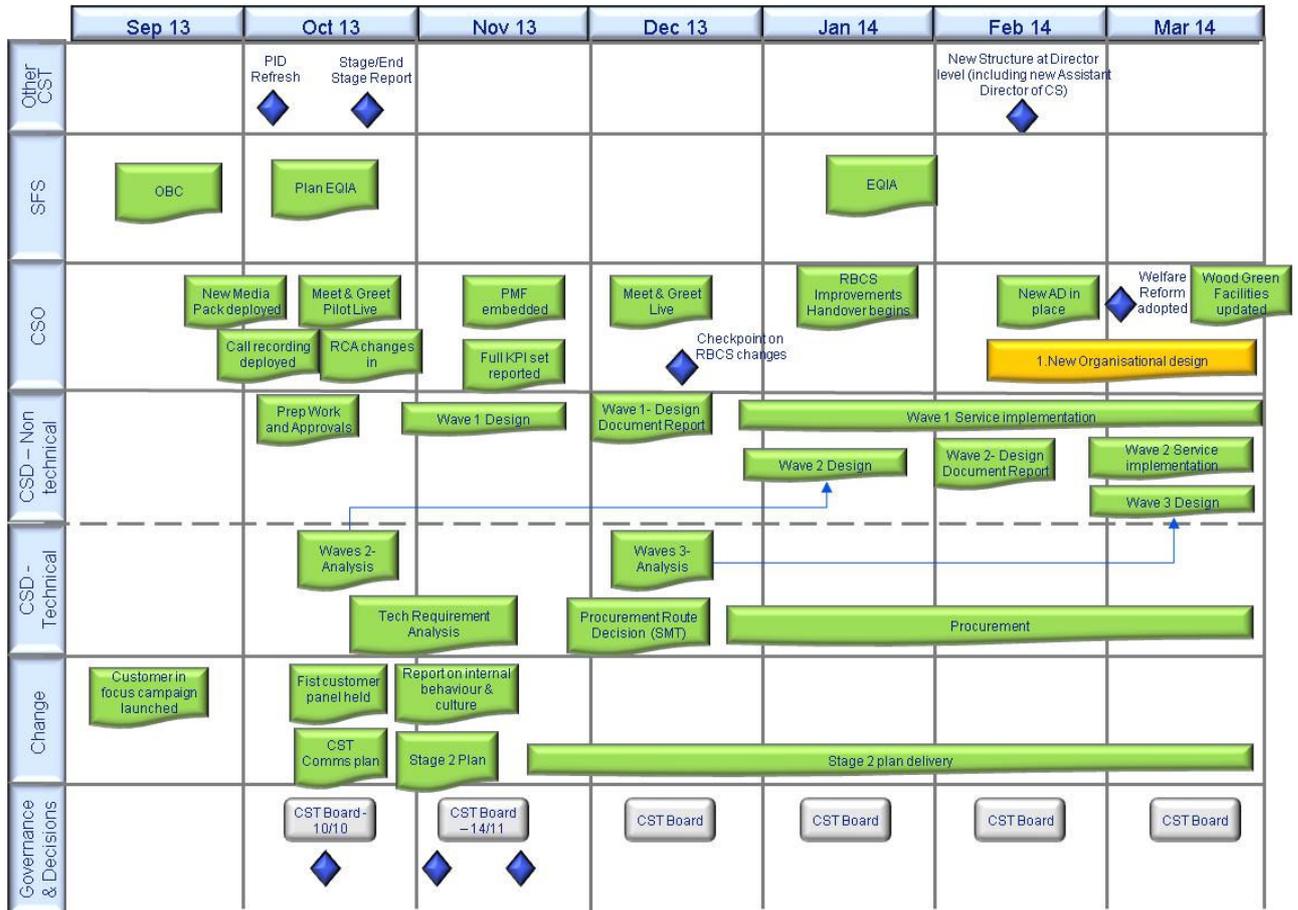
- An online customer portal will allow residents to create a personalised account. Using this they complete an array of transactions with us including benefits, payments, updating their details, reporting issues to us, receiving updates and progress on services, etc.
- A new walk in centre will be available, probably based in one of our larger libraries. It will provide targeted support focussed mostly on more complex needs. The centre will operate with Council and partner presence. It will also enable those residents who want to transact online but who lack a pc to access.
- Council processes will have changed so that the majority of transactions may be completed in one visit. Those requiring verification will take place using appointments. Once we have information about a resident they will not have to represent it.
- Phone staff will be co-located with experts in the subject to allow calls to be resolved earlier.
- Where their needs are more complex, residents will experience a more joined-up service across the Council and relevant partners.

3.5 To deliver the improvements a programme of activity is underway. The programme is structured as follows:

- Shaping Future Service (SFS) - To define and develop the access strategy, operating models and business case for the transformation of Customer Services
- Customer Services Operational (CSO) - To implement key operational improvements to customer service to provide a level of stability to, and increased confidence in the current operations
- Customer Services Development (CSD)- To design and implement future changes to services and access channels
- Culture Change - To develop and implement a programme of culture change both for staff and residents



3.6 The work is planned to deliver as follows:



Wave 1	Wave 2	Wave 3
<ul style="list-style-type: none"> • Council Tax 	<ul style="list-style-type: none"> • Adults 	<ul style="list-style-type: none"> • CYPS
<ul style="list-style-type: none"> • Benefits 	<ul style="list-style-type: none"> • Libraries 	<ul style="list-style-type: none"> • Regulatory services
<ul style="list-style-type: none"> • Parking 	<ul style="list-style-type: none"> • Planning & Building Control 	<ul style="list-style-type: none"> • Registrars
<ul style="list-style-type: none"> • Complaints 	<ul style="list-style-type: none"> • Housing 	<ul style="list-style-type: none"> • Single Front Line

3.7 To date the following work has completed:

- Improvements to telephone call routing; better messaging for callers while they wait; training for customer service staff.
- A new design for processes in Council Tax, Benefits, Complaints and Parking
- Customer surveys for phone and face-to-face
- Training for reception staff
- An Access Strategy.

3.8 Currently residents access the Council as follows:



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- Telephone - 760,503 (43%)
- Face to face – 255,643 (14%)
- Main web transactions – 399,463 (22%)
- Mobile / Social media – 9,271 (1%)
- Emails – 20,187 (1%)
- Post - 344, 453 (19%)

3.9 The Access Strategy aims to deliver most of our transactional services through digital media.

3.10 Initial analysis of Haringey’s population suggests that preferences for contact vary:

Group	Mosaic groups	% of postcodes	Access preferences
A	C10, C11, G26, G27, G29	23%	<ul style="list-style-type: none"> • High preference for internet (70%+), landline and mobile phone, and post • Around 25% are members of a social networking site • Not very receptive to face-to-face
B	E20, G28, G31	14%	<ul style="list-style-type: none"> • Strong preference for using the internet -60% • Average preference for using telephone • Around 35% are members of a social networking site • Low preference for face to face
C	I39, I40	16%	<ul style="list-style-type: none"> • Highly likely to use internet everyday– 60% • High demand on face to face channels • Average demand on telephone • Around 20% are members of a social networking site
D	I41. N62	22%	<ul style="list-style-type: none"> • Below average preference for using the internet – at least 50% do most days • Strong preference for face to face • Below average preference for using landline and mobile
E	N63, N64, N65	17%	<ul style="list-style-type: none"> • Low preference for most access channels, both for finding information and accessing services, but likely to favour face-to-face • Average preference for using the internet to find information – at least 50% do most days

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3.11 The data suggests approximately 80% of customers have capacity to access services digitally and some 60-70% have a preference for accessing this way and experience of using digital channels to communicate regularly.

3.12 Approximately 88% of Haringey’s population have a smart phone and it is estimated that 78% use these to access the internet.



Haringey Council

3.13 Our plans for encouraging greater digital inclusion involve mediated support at the customer service centre; digital access points at other venues such as libraries; community outreach through existing community groups; an online customer account that allows residents to transact in a number of services.

4. Next Steps

4.1 An outline Business Case is scheduled for Cabinet in November 2013. This document will provide greater detail about the benefits to be secured from the Customer Service Transformation Programme. The business case will draw upon experiences gained from the first four services analysed as described at paragraph 3.6 above, and extrapolate these to the others listed.