

Tower Hamlets Transformation & Improvement Board

Customer Services

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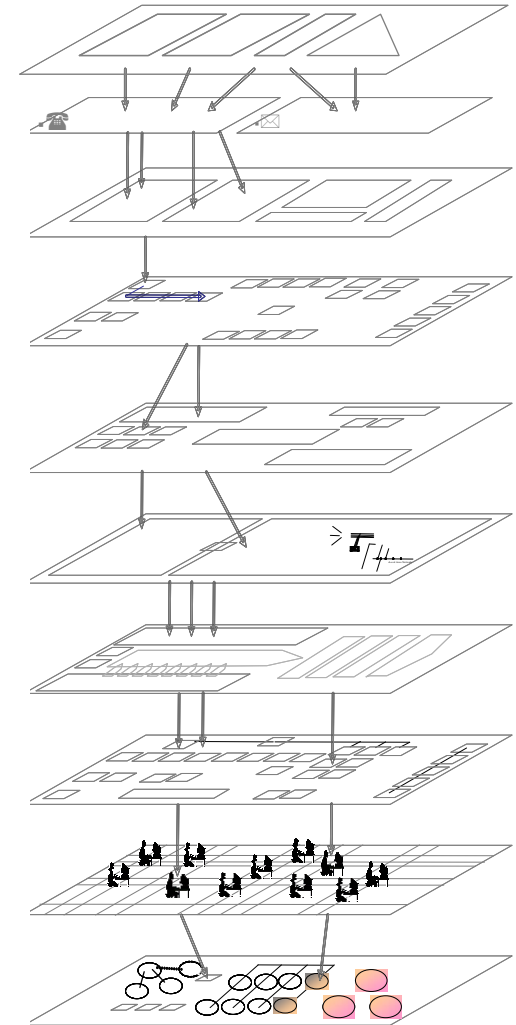
Drivers



- **Customer needs** - Changing experiences, expectations and aspirations of how people want to transact and access services
- **Values** – Tackling poverty and inequality
- **Corporate Culture** – Shifting our mind-set to become facilitators and enablers
- **Productivity** - Reducing demand – through customer insight, early intervention, targeted action and we have to be financially efficient
- **Exploit new technologies** – Improve products and processes and build a “best in class” digital offer

The problems we are trying to fix

- ➔ Customer experience - **accessing services is overly administrative**
- ➔ Channels – **weighted towards F2F and telephony, digital under-developed**
- ➔ Services – **traditional and create demand**
- ➔ Business processes – **not joined up, slow decision making**
- ➔ Information and knowledge – **fragmented, little insight or intelligence**
- ➔ Technology and systems – **at least 17 systems, lacking integration**
- ➔ Operational management - **costly**
- ➔ Organisational structures – **does not respond easily to change**
- ➔ People, roles and culture – **not citizen centred**
- ➔ Physical sites and the working environment – **need rationalising**



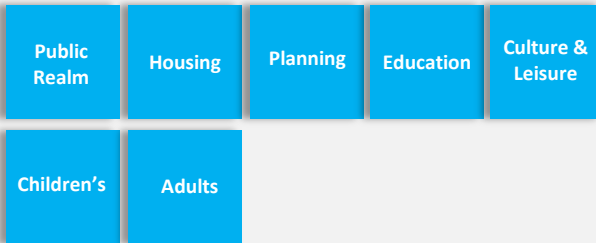
Service Prioritisation & Approach


This includes elements of Public Realm (e.g. Parking) and general enquiries

Phase 1

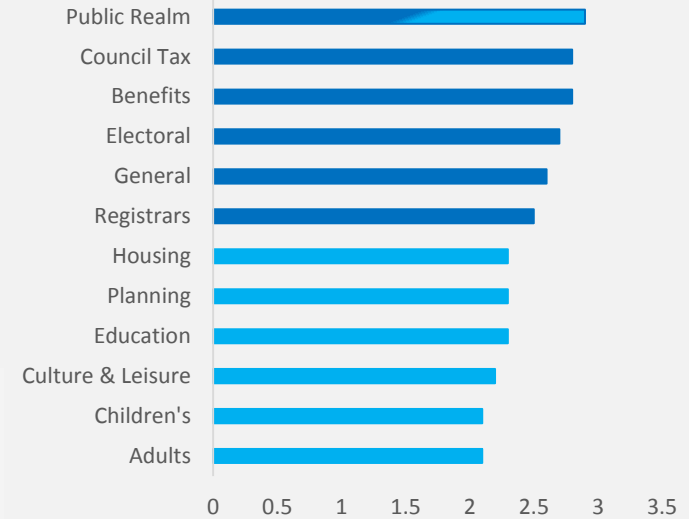


Phase 2



- 1 Engage with services based on prioritisation
- 2  Baseline demand data across all service process and all existing channels
- 3 Re-engineer business processes and develop new solutions
- 4 Migrate processes (*people where appropriate*) into a centralised customer function
- 5 Realise benefits (in service and/or through an established customer function at a point in time)

Service Prioritisation

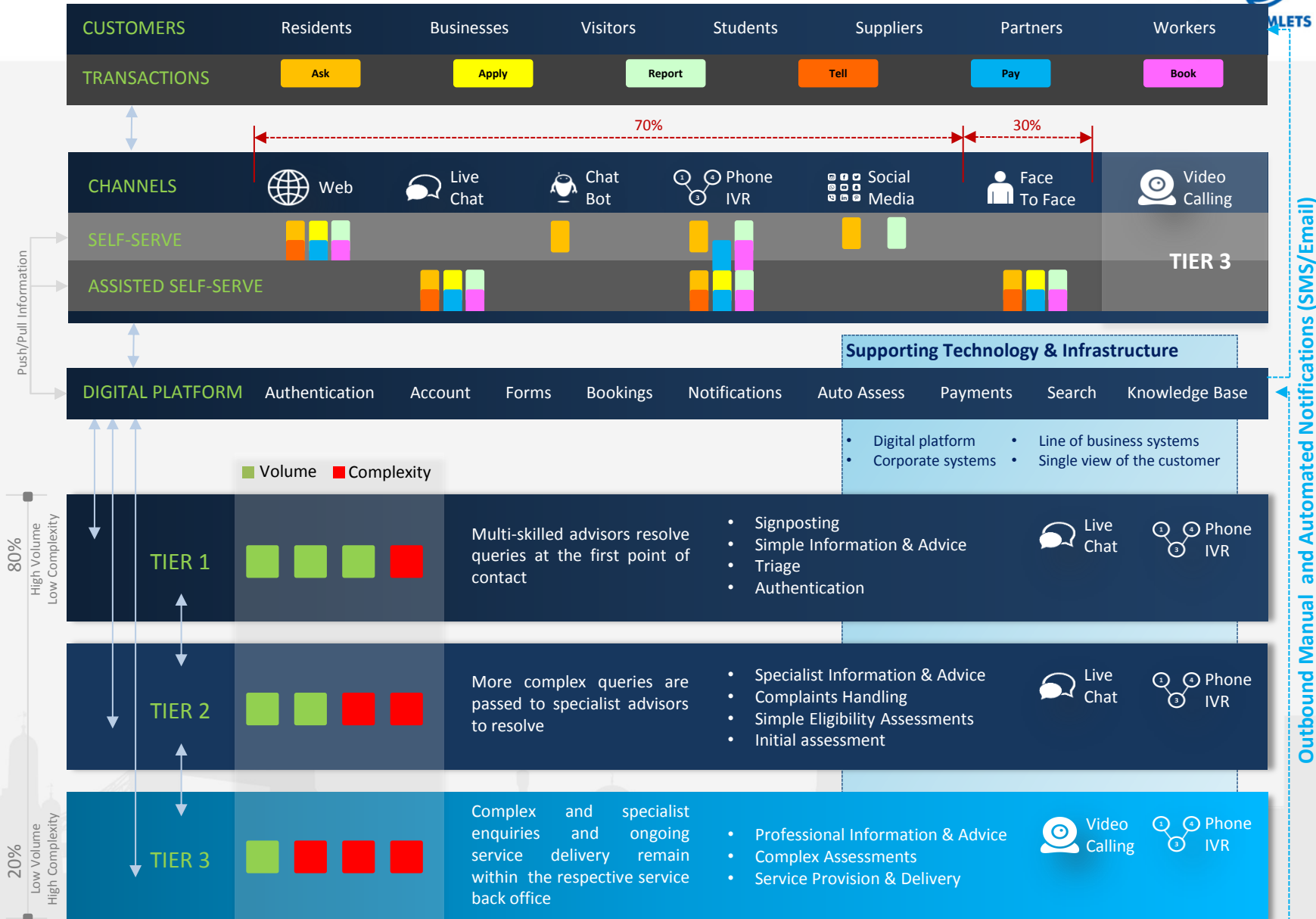


The purpose of prioritisation is to determine in what order service areas should be engaged for baselining, processes re-engineering and migrating to a new customer function.

Service areas were appraised against the following criteria and weightings:

- High demand – 10%
- High propensity to channel shift – 20%
- Low complexity – 30%
- High business priority – 40%

Target Operating Model



The design of this Target Operating Model allows 'flex' in terms of size and scale of people and processes.

Our vision for the future of customer services in Tower Hamlets is that:



Tower Hamlets Strategic Plan

Priority 1- People are aspirational, independent and have equal access to opportunities

Priority 2- A borough that our residents are proud and love to live in

Priority 3- A dynamic outcomes based council using digital innovation and partnership working to respond to the changing needs of our borough

We will give our customers the best experience we can – online, by phone and face to face

- Effective – make a difference to peoples lives
- Efficient -Provide easy ways to get things don
- Excellent – learn and improve in partnership with our customers

We will do this by

- Providing digital choice
- Being simple and seamless
- Having empowered and enabling employees –help when customers need it, however they need it
- Being Inclusive and supportive –however customers contact us
- Providing right customer service that is right first time –every time

Strategic Plan Outcome 9

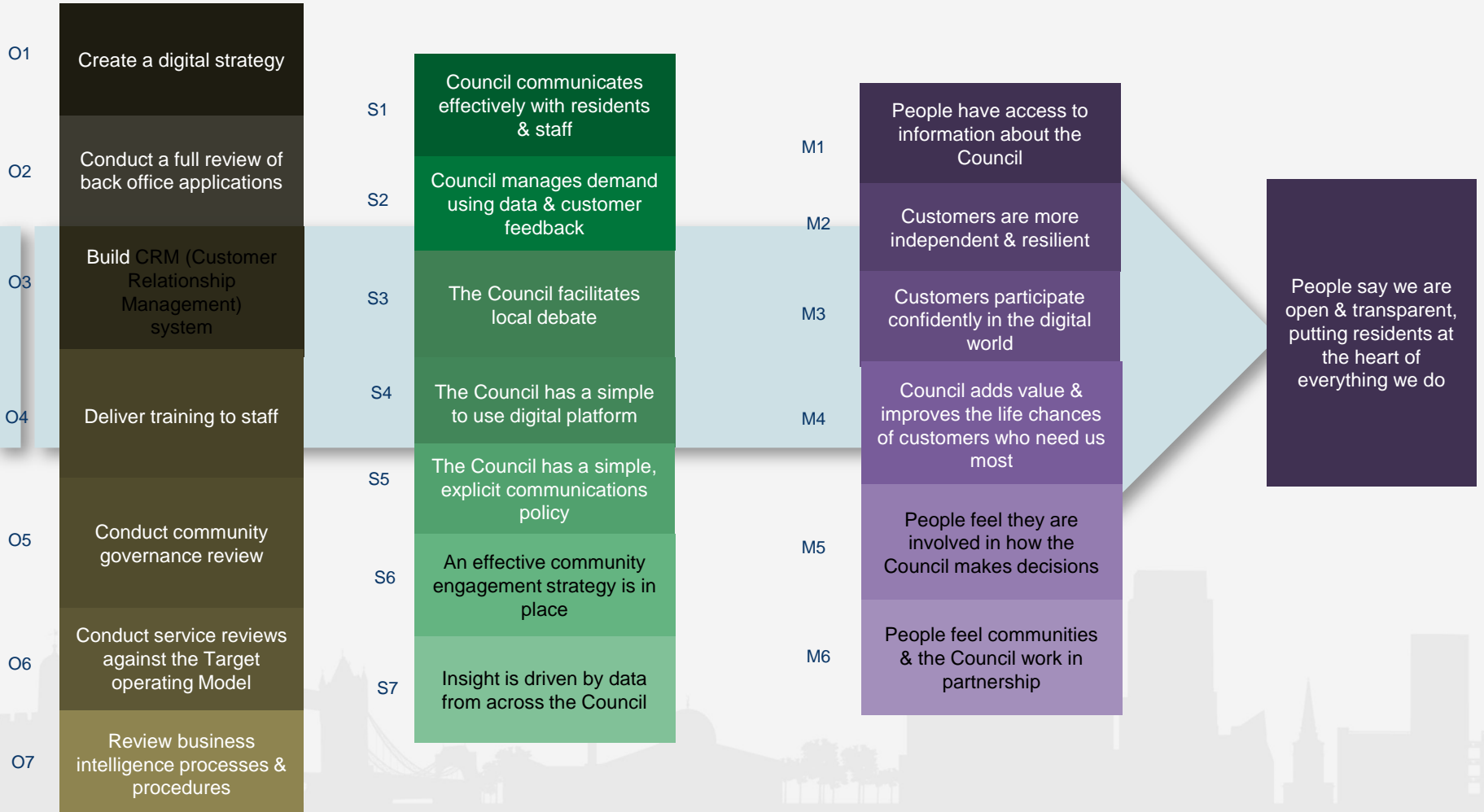


Interventions (outputs)

Short term outcomes

Medium term outcomes

Long term outcome



Customer Access – Channel Shift



| Service Area | Project | Description of the project & current state (what you are doing in the project at the moment) | Current process (How do customers access the service) | After Go Live (How will customers access in the future) | Go Live date |
|-----------------|--|---|---|---|--------------|
| Parking | Parking permits and scratch cards online | Reduce demand in OSS and CCC. Working with communications to develop the web forms and currently doing UAT. | <p>Permits: Customers complete paper forms in person at OSS. OSS staff process the application and take them through the payment process. Payment is made over the phone.</p> <p>Scratch cards: Customers can only request scratch cards via the Contact Centre or OSS</p> <p>Volume: c20,000 new parking permit applications per annum and c4000 requests for new scratch cards.</p> | <p>Permits: Customer will go through an online eligibility checker before they are directed to the back office system to complete the application. The checker will help the customer have the right information and proofs before they actually go to the back office system to apply.</p> <p>Scratch cards: Customers will be able order scratch cards online. They will make payment online once their application has been approved by back office and the permit or scratch cards will be sent by post as happens now.</p> | April 2019 |
| Clean and Green | Bulky Waste | <p>Bulk requests online. Landing page and content has been drafted.</p> <p>Testing on-going.</p> | <p>Customers call in and the customer adviser would book the bulk collection on Siebel. It would then go to a contractor and they put it on their system (Echo) to schedule the collection</p> <p>Volume: Currently 1200 transactions a month for Bulky Waste bookings.</p> | Customer will book directly online form that integrates directly with Echo – resulting in 0 transactions for the contact centre. | TBC |

Customer Access – Chanel Shift



| Service Area | Project(s) | Description of the project & current state | Current process | After Go Live | Go Live date |
|-----------------|---|--|--|--|-----------------|
| Registrars | Registrars On-line | <p>Channel shift processes on-line for:</p> <ul style="list-style-type: none"> - Notice of Marriage (eligibility criteria) - Requesting copy certificates - Booking wedding ceremony (payment) on line <p>Currently validating requirements</p> | <p>Customers will make a visit or call the Registry office at Bow Town Hall to request an appointment and get information re the documentation that they are required to bring along to the appointment. They may have to return with further documentation. Customers will download and print an application form from the website and post or visit the Registry Office to submit and pay.</p> <p>Volume: c11,000 calls to the Registry Office for bookings</p> | <p>Customers will make a booking and will undertake the eligibility criteria on-line to ensure that all documentation is brought to the appointment.</p> <p>Customers will be able to request a copy certificate and pay for it on-line and will receive it within a set timescale (tba)</p> | By end May 2019 |
| Housing Benefit | Online Housing Benefit Application Form | <p>Channel shift processes on-line for:</p> <ul style="list-style-type: none"> - New applications - Change of circumstances <p>Currently updating content on webpage</p> | <p>Customers can complete an on-line application form. However, they need to go to a One Stop Shop (OSS) to provide evidence and supporting documentation. An OSS staff member will photo copy documents and hand back the originals to the resident.</p> <p>Volume: c40,000 visits per annum to OSS regarding benefit enquires</p> | Customers will be able to attach evidence and supporting documents electronically via a document upload function. | End of March |

Customer Access – Chanel Shift



| Service Area | Project(s) | Description of the project & current state | Current process | After Go Live | Go Live date |
|-----------------|--|--|---|--|---------------|
| CRM | CRM/ Digital platform | Tower Hamlets Council is seeking to invest in a Customer Relationship Management (CRM) system in order to drive transformational change within the Council and improve efficiencies in service delivery to residents across Tower Hamlets. Currently reviewing options to fix immediate problems such as; Siebel CRM being out of contract, current website offering poor customer experience, improving customer service team efficiency. | N/A | CRM will interact with the Council's back office systems without a need for any staff intervention. In this way the Council can make services available at any time, raise customer satisfaction with transactions being completed as a single process and provide customers with regular updates to their requests through automated notifications. | April 21 |
| Pest Control | Request for Pest Control Service On-line | Channel shift processes on-line for reporting pests | Customers are able to call or email the council and report a pest. Request is processed by Support Service via Siebel System. Diary management system is manual. Volume: c12,000 calls to the CCC | Customers will make a booking on-line via a TH form. An appointment will be confirmed electronically. | End of May 19 |
| Housing Options | Housing options application form online | Reduce demand in OSS | Customers can only submit evidences at a OSS Volume: c10,000 visits per annum to OSS regarding Housing Enquires. | Customers will be able make applications and submit documents for evidence online or at Kiosk in Idea Store. | April 2019 |

Customer Access – Chanel Shift



| Service Area | Project(s) | Description of the project & current state | Current process | After Go Live | Go Live date |
|-----------------------|--|---|--|--|--------------|
| Contact Centre | <p>1. Create intelligent forms</p> <p>2. Revise Inform script</p> <p>3. Centralisation of Benefits and Council Tax</p> | <p>Review current web forms and email addresses on the TH website. Create one form that captures all the relevant information in one form, stating with Streetline.</p> <p>A single number has been introduced to customers (5000). The current Inform script works but we will need to change as and when web forms go live for different services (i.e Council Tax, Benefits and Parking)</p> <p>Centralisation: The benefits and council tax call centres will be centralised in to the corporate contact centre. Staff from Council Tax and Benefits will be training current contact centre advisors on taking calls and dealing with the relevant enquiries. Work is underway to identify what queries will come to the corporate contact centre (T1) and how advisors will deal with them.</p> | <p>Streetline: Customer can email the council via a generic email address in free text to report any issues, usually related to waste.</p> <p>Inform script: There are numerous options before you get to a customer advisor. Options can be complicated and time consuming. The script will also need to be updated as and when form go online.</p> <p>Centralisation: Benefits and Council Tax currently have their own call centre where calls are taken by staff in the services.</p> <p>Volume: c350,000 calls per annum to the Contact Centre</p> | <p>Streetline: The generic email address will be taken off the website and customers will only be able to report issues through the intelligent form which will be received by contact centre on a dashboard.</p> <p>Inform script: Options will be streamlined and customer will be directed to online forms – making for a better experience on the phone</p> <p>Centralisation: Benefits and Council Tax calls will be handed through the Corporate Contact Centre so calls can be monitored centrally.</p> | April 19 |

Customer Access – Chanel Shift



| Service Area | Project(s) | Description of the project & current state | Current process | After Go Live | Go Live date |
|-----------------------|---|---|--|---|--------------|
| Local Presence | Assisted digital self-service provision | Local Presence will be the key platform for the council’s future face-to-face offer, complementing digital channels. As the council seeks to move to a digital customer access model, it will offer assisted digital self-service and provide a safety net for customers who are unable or lack the skills or confidence to access council services via digital channels. | <p>One Stop Shops (OSS) – Customers can visit a OSS to carry out transactions & submit supporting documents required for validation purposes. Often this requires staff to make copies which are then sent, by post, to the relevant service areas.</p> <p>Customer Contact Centre (CCC) - Customers can call the CCC to report/pay and seek advice.</p> | Local Presence sites will be the ‘front door’ for information about council and other local services, and an access route to assisted digital service transactions as well as for the delivery of suitable universal face to face service provision (often in the form of advice and guidance). Idea Stores (in Bow, Chrisp Street, Watney Market, Canary Wharf and Whitechapel) have been identified as the most effective and rapid way of delivering this aim. | July 19 |



Challenges



1. Lack of a CRM and a Legacy Systems and back office applications that don't connect
2. Poor technology and lack of a knowledge system in the customer contact centre
3. Clunky Website
4. Low Digital capacity and in house expertise for product development
5. Process reengineering takes a long time
6. Staff cultural shift to Agile working
7. Staff capacity and resource are limited
8. Unknown how able residents are to channel shift

Please provide oversight of the key challenges hindering service provision.