NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – WEDNESDAY, 7 DECEMBER 2022

Title of Report	**CUSTOMER SERVICES - PERFORMANCE AND FUTURE APPROACH**	
Presented by	Nichola Oliver Team Manager Customer Services	
Background Papers	Customer Experience Strategy 22-25	**Public Report:** Yes
Financial Implications	Day to Day financial issues are addressed by the normal operating budgets for the service. Service enhancements, such as the proposal for customer insight, will be addressed via the budget process.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	None bar those addressed in the day to day management of the service.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	Satisfying a member request for the issue of customer service performance to be discussed by the committee.	
Recommendations	**THE CORPORATE SCRUTINY COMMITTEE IS INVITED TO:** **1. REVIEW AND COMMENT ON THE REPORT, INCLUDING THE PROGRESSION WITH THE ACTION PLAN SET OUT IN ANNEX 2.** **2. NOTE THE REPORT'S COMMENTS ON THE DIRECTION OF TRAVEL FOR CUSTOMER SERVICE AND THE ROUTE FOR REFINEMENT OF PERFORMANCE MONITORING IN THE NEW COUNCIL'S DELIVERY PLAN** **3. SUPPORT THE PROPOSED INTRODUCTION OF CUSTOMER SERVICE IN TO THE INDUCTION PROGRAMME FOR MEMBERS** **4. SUPPORT THE INCLUSION OF AN ANNUAL REPORT TO THIS COMMITTEE ON THE PROGRESS AND DEVELOPMENTS IN CUSTOMER SERVICE AND ADD THIS TO THE COMMITTEE WORK PROGRAMME.**	

1. BACKGROUND

1.1 This report has come before the Committee following a member request by Councillor Sheahan and agreement by the Committee to add it to the work programme at its last meeting. The scoping request for the item focused on the overall levels of performance, the performance metrics used and what action has and is planned to be taken to address this.

1.2 In terms of desired outcome, the request focused on:

- what has been achieved to raise the performance of the Customer Services team
- whether the new accommodation changes and new Customer Services Strategy are having an impact
- whether the performance measurement or target should be reviewed considering the above
- how to improve service between Customer Services and back-office services to ensure that customer outcome is improved.

1.3 The report sets out a summary of the customer service provision in the Council, the current strategies and recent history of changes impacting on the service. The report moves on to then consider the current and historic performance, comparison to other councils and concludes with recent actions and those planned in the coming period.

2. POLICY & STRATEGY FRAMEWORK

2.1 The adopted Customer Experience Strategy (which was considered by this Committee last year and adopted by Cabinet earlier this year) sets the context for the consideration of Customer Service and its operation in the Council. A link is provided in the header of this report.

2.2 In summary, the strategy makes several key statements which provide the policy context for this report:

i. “Effective management of a customer relationship is not only about how responsive, efficient and technologically advanced services are, but is equally about the emotion, feeling and impression that an individual experiences.
ii. This strategy starts the journey of the authority moving away from a view that customer service is the responsibility of a team or department, but instead recognises that it is a cross cutting theme that spans the whole organisation and links intrinsically with our wider plans, behaviours and values.
iii. Emphasizes the importance of digital experience, both to meet customer demand (and often preference), fits our future resources, but also to free up resources to help those who need more of our help, or need to access our services in different ways
iv. Begins the movement of the Council to one of customers being at the heart of what we do.”

2.3 The Strategy also outlines a set of principles that the development of customer service (in all areas of the Council) will draw upon:

- “Customer First: Placing customers at the heart of the organisation. Empowering our staff to provide their very best customer experience in a way that customers tell us that they want to.

- Customer Access: A modern, fresh approach to customer experience and spaces, whether physical or digital. Light, clean and welcoming environments.

- Digital by Default: Digital experiences so good that they are the channel of choice.

- Inclusion: Recognising our customers' unique circumstances and in doing so ensuring that those that need our services are not excluded.

- Customer Insight: Consistently measuring our customer experiences. Knowing our customers and their needs. Understanding why things go wrong and learning from this to improve our services.

- Value for Money, Efficiency and Return on Investment: Recognising the financial climate, benefit focused outcomes and business minded decision making".

2.4 These principles are driving the changes to customer provision up to 2025 and a copy of the Plan for delivery of the strategy is included in Annex 1 to this report.

3. CUSTOMER SERVICE DELVIERY

3.1 When the Council considers customer service provision, it is easy to fall into the simplistic notion that this refers the Customer Services Team. This is not the case (albeit they are a very important part). All Council staff provider customer service in some shape or form. Set out below is a summary of the main areas of sizable customer interaction – however, all areas of the Council have some level of customer contact:

- Customer Services – this is a team of 15 Full Time Equivalent (FTE) Customer Service Officers, two Supervisors and one team leader and one team manager across both Customer Services and Customer Experience. Customer Services is the main support providing the front-end contact for many Council services with much of the initial customer contact coming through this team either face-to-face or by phone and email.

- Customer Experience Team – this is a team of two FTE transformation officers, one feedback officer and one team leader. This team captures, analyses and acts upon customer feedback, data and insight at every stage of the customer journey and then shares this with the rest of the Council. They work with back-office teams to capture the customer journey and look at ways they can improve this both for the customer and the service. The team has worked with several services to digitalise processes whilst being the voice of the customer. A case study showing the work done with Environmental Health team and the benefits of this can be found in Annex 5 of this report.

- Housing Repairs Team - This team takes the initial calls from tenants who are reporting and chasing either responsive or planned works.

- Housing Choices – This team takes the initial calls from customers who are in need of social housing either through homelessness or wanting to be on the choice based lettings register.

- Waste services – calls for waste services are answered by the customer services team with an aim to resolve them at the first point of contact. These include dealing with a missed bin report, ordering new or additional waste containers, bulky waste

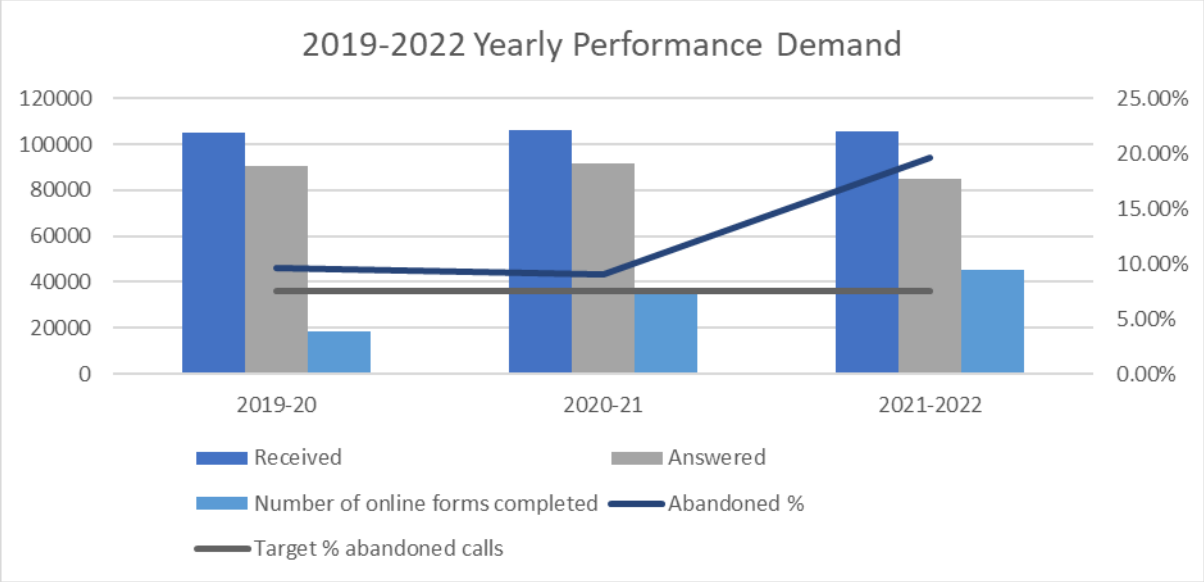
collections, advice on collections and promotion of all waste services and initiatives. Calls maybe transferred to the waste team if the enquiry needs escalation or customer services is unable to answer the question presented.

- Planning - calls for planning are answered by the customer services team with an aim to resolve them at the first point of contact or to signpost them to an appropriate digital form or resource where applicable. Where calls are for specific officers or related to certain applications these calls are transferred to the planning support team.

  For a breakdown of call data into Customer Services by service for the main core customer enquiry types please see graph in Annex 6

4. PERFORMANCE DATA

2019 – 2022 Performance Demand

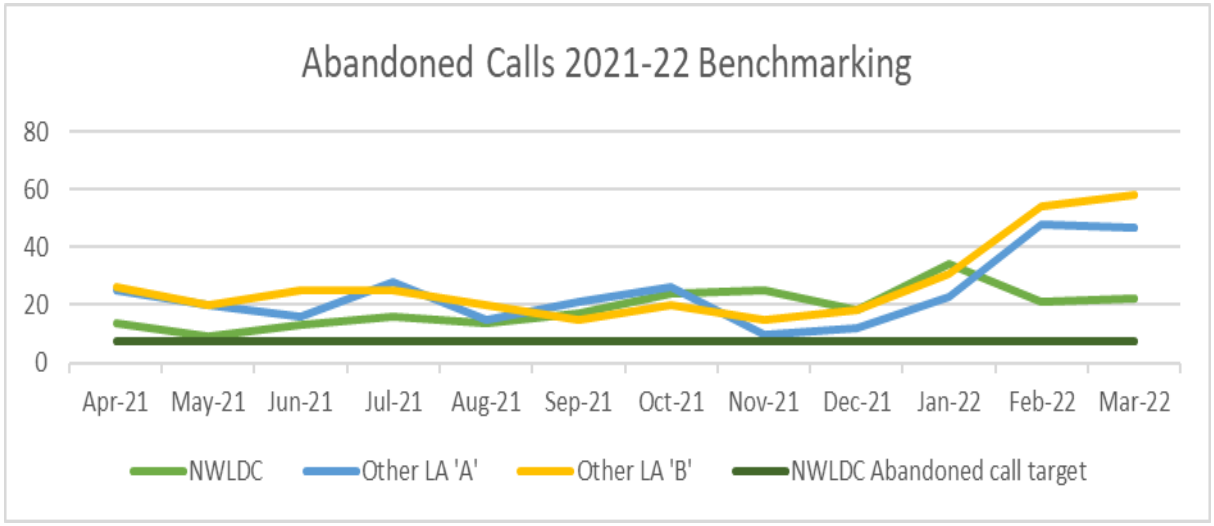


4.1 In 2021/22, call handling times increased in excess of an average of one minute per call. This is to be expected as there has been an increase in digital self-service demand and therefore, the remaining enquiries are typically more detailed and require more time to handle. This means the 'new' routine enquiries officers receive from customers are more complex and often involve dealing with more vulnerable residents. As a result, call times rise and therefore call wait times and abandoned calls tend to rise also.

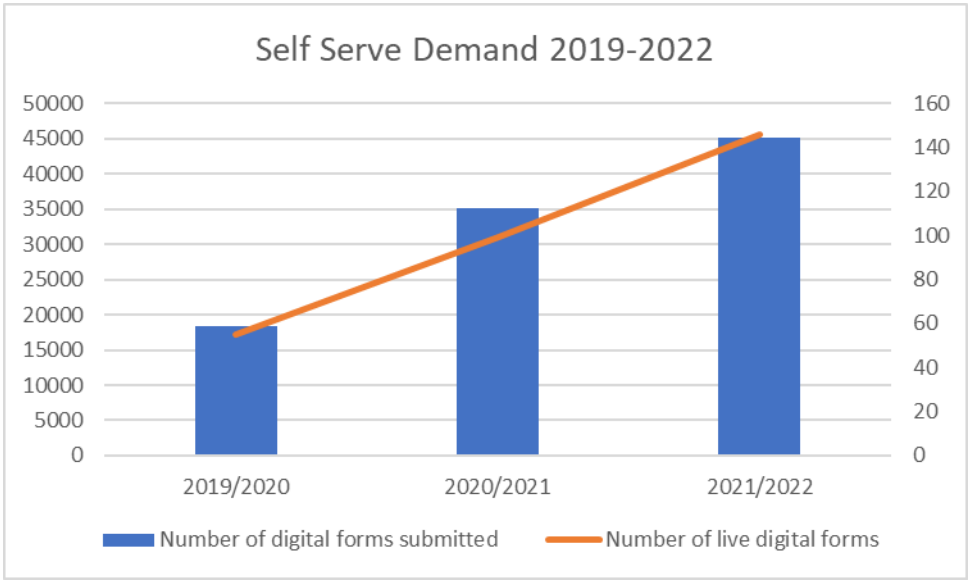
4.2 Other impacts on call demands which have affected performance have been the additional services delivered by the team. These include the Covid related business grant schemes, changes to waste services and the introduction of the government's Household Support Fund. Likewise resident concerns over costs of living etc are also growing and often are more complex in nature.

4.3 In view of the above factors, it is, therefore, very difficult to compare like-for-like data as the demand and call on Customer Service agents varies considerably.

4.4 This increase in call handling time has led to a lower percentage of calls being answered against current target, however, benchmarking against other local authorities with comparative data within Leicestershire, (see below), shows that the Council is performing relatively the same, if not better than its peers. The current target also does not take into account the change in types of contact set out above. It, therefore, needs revising to address this change in service.

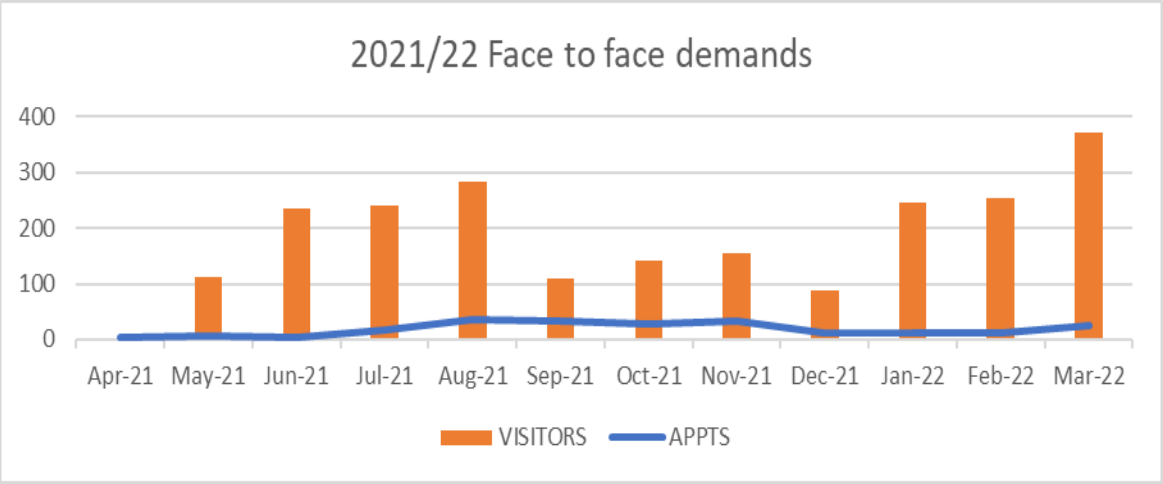


4.5 Over the last three years, the availability of the Council's digital online self-service platform has increased with 2021/22 seeing 140 forms available for customers across a multitude of service areas. A big increase in this area is due to the demands of Covid-19 but more generally services have been increasingly working to provide services digitally and utilising online forms to improve access channels to services for customers. As shown below, along with the increase in digital forms available the number of customers accessing this channel has increased, almost doubling in a two-year period.



4.6 The Customer Service survey carried out in 2021 showed that out of the 2663 responses received only 2% of those preferred to contact the Council face-to-face.

During the pandemic face-to-face delivery was affected significantly and since the Council Offices reopened to mainly appointments only from May 2021, there has continued to be a shift in customer behaviour. There has been a slight increase in the number of people 'dropping in' over recent months, but nothing significant when compared to pre-pandemic data. Contacts have now significantly shifted to the telephone which is also reflected in the survey responses. The opening of the new customer centre will be an opportunity to track this trend towards telephone contact. The new centre provides an opportunity to offer customers with more complex needs in depth face-to-face handling of their enquiry. It also provides a much greater opportunity to inform face-to-face attendees about options for using digital services in the future if they can. Nevertheless, digital and phone will remain the main contact methods for customers, especially as most do not have any reason to see us face-to-face.



Summary

4.7 Call handling times are increasing; however, this is due to handling more complex and challenging contacts as simple and transactional contacts are moving to digital routes. There is also a two-stage shift in customer behaviour emerging, in that simple enquires are increasingly digital and those which are more complex have move to telephone contact, with a resultant drop off in face-to-face contact.

4.8 This was anticipated in the customer strategy – with more simple contacts where possible being supported through digital routes; and the more complex, or in need of assistance moving to phone and/or face-to-face. Due to this, new customer facing targets will be proposed through the new Corporate Plan for the new Council to consider and adopt. Officers feel this needs to wait until this time as it allows time for the new customer centre to bed in, and also aligns this change with the new Council along with other changes that may take place at this time.

4.9 More detailed performance data can be found in Annex 3.

5. RECENT CHANGES AND CHALLENGES

5.1 Over the last few years, there have been considerable challenges and changes to working practice. A number of these stemmed from the COVID-19 pandemic and the Council's response to this; but more importantly the changes that customers experienced as part of their reaction to the pandemic as well. There have been

considerable changes in how customers want to access Council services (a strong move from face-to-face to phone, and from phone to digital), and a desire to access services outside of traditional opening hours.

5.2 The survey work undertaken to support the Customer Excellence Strategy confirmed these changes in approach, as well as the need to ensure that more traditional access channels remained available.

5.3 In response to this work, the financial challenges facing the Council and the accommodation changes there have been a number of other changes made in the last few months. These all stem from the Customer Excellence Strategy and its core principles. In summary these are:

A. A change in location and style of provision for the Customer Centre – moving from an edge of town to centre of town site and providing and more welcoming and modern customer service provision.
B. Significantly improved ability for surgery type provision for key services – for example housing choices.
C. A change to opening times, moving 'protected' training time from a morning to an afternoon to avoid the times of peak demand for customers
D. Linked to the above a better drop-in provision for self-service for customers, and a focus on supporting face-to-face customers to be able to self-serve and remote serve
E. Improvements to the communication and information flow/awareness of other services and their impact on customer services provision, and vice versa. For example, regular meetings with back office services are taking place to ensure awareness of planned activity which may have impacts on customer delivery.
F. New integration of customer services agents being presented with calls and or emails for response rather that these being a choice by the agent. This has meant that turn-around times for email contact is now radically improved and often same or next day from previously around a week.
G. New email templates to standardise responses and improve quality.
H. A new automated response to customer emails sign posting to online digital forms to help deal with their enquiries whilst awaiting a response and for future enquiries.
I. A new team manager for Customer Services, providing greater management capacity to help address issues both within, but more importantly connecting with other parts of the Council. This is to ensure a seamless process is available for customers and is starting to hold services to account in placing the customer at the centre of the Council's business.
J. Introduction of the new contact standards previously known as 'Customer Service Standards'.
K. Customer Service Excellence accreditation.

5.4 Some of the activity around changes for customers has been deliberately delayed so that it is aligned with other events. This was agreed by Cabinet when adopting the Customer Experience Strategy. For example, some of the activity above has been deliberately held back to occur at the same time as our accommodation move, making the transition easier for customers and staff.

ISSUES AND CHALLENGES

5.5 The summary of performance and the recent changes to service provision are still settling in. However, the above performance analysis, and changes to date still mean there is more to do. Annex 2 provides an updated action plan for the Customer Experience Strategy which was developed as part of its adoption.

5.6 There are, however, further steps officers believe should be taken. These are in response to now activating the Customer Experience Strategy and also in regard the performance focus of the initial scoping leading to this item coming before the Committee. There will be further opportunity to expand on this work as part of the new Corporate Plan under the new Council next year including:

A. Benchmarking across other Leicestershire local authorities. How is the Council performing against other customer service teams delivering a similar service.
B. Developing more achievable, positive performance metrics that encompass Council values which measure achievements in line with the Customer Experience Strategy and the change in demand types illustrated in this report.
C. Starting to embed the new contact standards across the organisation and not just in Customer Services.
D. Introducing a 'health check' with the digital services contractor Granicus to ensure the Council is paying for what it using and that this aligns with targets. Also investigating what else is on offer to help achieve the delivery of the Customer Experience Strategy.
E. Working with the Revenues and Benefits partnership to digitalise some of its key processes.
F. Introducing a 'secret shopper' survey across all customer service provision to give an external view and feedback on how customers are served and how this feedback can inform the improvements to customer interactions. This is the subject of a budget request this year and is featured elsewhere on the Committee's agenda.

6. CONCLUSION

6.1 The Council's customer service provision has been through a journey of change over the last few years, from a traditional service, through radical change during the Covid pandemic, and is now in the process of resettling into a new normal.

6.2 The demand and type of service provision is changing, and the Council is reacting to this. In turn, this means that there is a need to revisit both the physical provision of services (in part achieved by the new Customer Centre), and the digital offer. This is an area that is developing well but will need continual focus.

6.3 The aim of the Customer Excellence Strategy is to ensure that the Council is customer centred and ensures that customer feedback and opinion informs service delivery improvements. As part of this approach and reflecting members interest in this topic, it is proposed that a report on customer service and the delivery of the Strategy becomes an annual feature of this Committee's agenda. This would include a review of the strategy, current trends and data and also reporting on other related aspects such as comments, compliments and complaints.

Policies and other considerations, as appropriate	
Council Priorities:	Our customers present the main way in which we deliver all of our services and hence all of the Council Priorities Apply. - Supporting Coalville to be a more vibrant, family-friendly town - Support for businesses and helping people into local jobs - Developing a clean and green district - Local people live in high quality, affordable

	homes - Our communities are safe, healthy and connected
Policy Considerations:	Customer Excellence Strategy
Safeguarding:	None directly, but are a factor in some of our customer facing services and how those operate
Equalities/Diversity:	EIA are undertaken when major changes are planned in line with our approach overall.
Customer Impact:	Detailed in the report
Economic and Social Impact:	Indirectly our activity with customers can make real impacts and changes to our residents and businesses, but nothing specific from this report directly.
Environment and Climate Change:	None specific
Consultation/Community Engagement:	Detailed in the report are proposals for different engagement approaches.
Risks:	These are covered in operational policies for customer contact. Other issues are addressed in service and corporate risk management approaches.
Officer Contact	Nichola Oliver Team Manager Customer Services Nichola.Oliver@nwleicestershire.gov.uk

ANNEX 1 -EXTRACT FROM CUSTOMER EXCELLENCE STRATEGY 22-25

ANNEX 2 – UPDATED ACTION PLAN

Recommendation:		In Response to (Issues)	Delivered	Planned
1	Customer Voice and Experience	Inconsistent quality of service across contact channels High call waiting times Members' experience when contacting the Council	Workflow / Contact channel mapping and reviews completed to recommend process improvements for a "Value-Added Streams" across: Telephony, emails, correspondence, face-to-face and digital services Website announcement on the telephony system Integration of emails into the telephony system - improved response times Reduced administation time Customer progress announcements in times of high call demand Customer telephony options reviewed and prioritised Voicemails on extension numbers / Contact details on correspondence to support switchboard option Move to a new Customer Centre New opening hours	Scheduled reviews of customer feedback from: Complaints, Comments, Compliments, Surveys and across all Council services to identify customer value and areas for improvement and change Detailed value stream mapping Community engagement days at the new Customer Centre as an opportunity to engage and be involved with the community Improved Customer Contact Standards to be rolled out across the organisation to align service delivery and performance Improve Partnership collaboration and relationship

2	Culture	Customer Service the responsibility of one team Corporate Leadership team: Objectives and strategy - where change and continuous improvement are the norm Openess and transparency	Customer Experience Strategy	Refocus on "Customer Voice" as everyone's responsibility Outcome focussed "Quality not Quantity" Mandatory Customer service training as part of the Councillors / Members Induction programme Mandatory Customer Service (including complaints) training as part of the onboarding and recruitment and leadership programme Rolling programme of refresher training and shadowing in Customer Services team for all service areas key to understanding the customer needs Create a positive complaints culture with accountability, responsibility, learning and improvement Third-year review and accreditation of the Customer Service excellence award.

3	Performance Management and Reporting of Outcomes	Historical and out of date Customer Service metrics as a measure of quality Customer Service scope creep and blurred boundaries of responsibility Lack of support to and awareness of the Custoer Service team responsibilities Siloed change delivery that adversley impacts Customer Services.	Monthly meetings and Service Level Agreements (SLAs) to agree service content and delivery across the channels: * Used to identify areas of frustration for the customer through contact and performance data * Highlights upcoming changes within other service areas where Customer Services maybe impacted * To improve knowledge, relationships and agree principles of a working relationship * To share and support each other to deliver the customer journey Monthly performance reviews within Customer Services to understand activities and available call time Monthly performance stats for other key services, reviewed monthly Customer Experience (Digital) performance stats - reviewed monthly	Improved data management and measures to deliver change and improvements Use customer feedback to understand learning opportunities and take corrective amd preventative action that improves first call resolution and remove defects, rework and waste from the customer journey Change and improvement to be identified, agreed, coordinated and aligned to our service delivery for the customer Revised performance metrics and flexibility in line with external demands Performance benchmarking across other Leicestershire Local Authorities and sharing of best practice

4	Maximise Digital	Web site - not user friendly Out of date, historical information Multiple systems and limited functionality / integration	Customer Services digital review Continuous improvement, upgrades and roll out of digital services	Performance opportunities for digitalisation in Customer Service being explored for key services with the Partnership such as Council tax, discounts Digital transformation: Each responsible service to undertake a suitability review of the customer's digital experience to support channel shift and strategy Creation of digital champions across all services to work with the Customer Experience team Improve self-serve support - increased opportunities at the new Customer Centre Review of customer systems, functionality and integration to enable a holistic experience Website review and redesign - needs to be user friendly and accessible for all levels of competency Enhanced self-serve options through digital services at the new Customer Centre Customer focus groups to be formed to work with Customer Experience team as customer testers and customer sounding boards when developing new forms and digital ways of working

Annex 3 Performance Data

2020/22 Call Performance

	Q1	Q2	Q3	Q4
Received	25344	28401	23852	28581
Answered	20860	24792	21714	24032
Answered in 30 secs	73%	67%	78%	61%
Answered in 60 secs	78%	74%	83%	69%
Abandoned	8%	9%	5%	13%
Waiting Time	00:00:57	00:00:53	00:00:37	00:01:18
Handling Time	00:04:37	00:04:33	00:04:01	00:04:24

2021/22 Call Performance

	Q1	Q2	Q3	Q4
Received	25403	25136	25035	29926
Answered	22312	21123	19294	22021
Answered in 30 secs	65%	57%	51%	48%
Answered in 60	73%	66%	61%	59%

secs				
Abandoned	12%	16%	22%	26%
Waiting Time	00:01:35	00:02:25	00:03:12	00:03:31
Handling Time	00:05:30	00:05:34	00:05:40	00:05:31

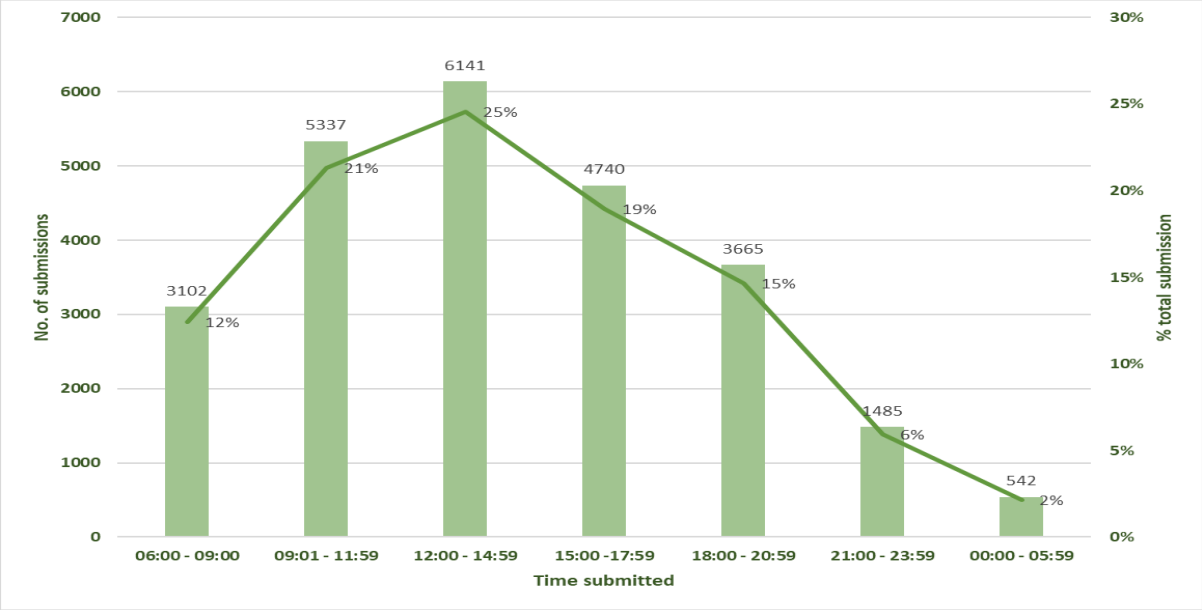
2022/23 Call Performance to date

	Q1	Q2
Received	27323	22150
Answered	20363	19348
Answered in 30 secs	48%	62%
Answered in 60 secs	59%	69%
Abandoned	25%	13%
Waiting Time	00:03:28	00:02:44
Handling Time	00:05:09	00:04:46

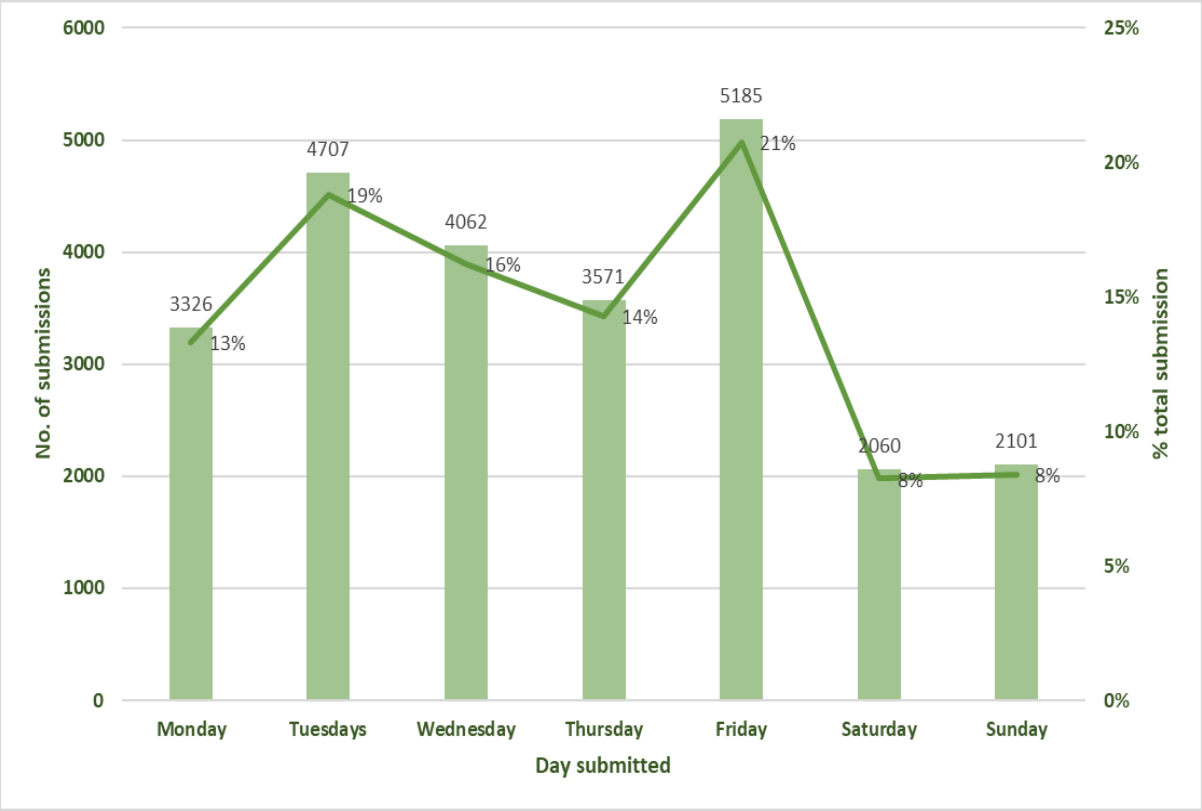
Digital Data

The following data has been taken from the top 20 forms in 2021/2022

Interactions by day of the week



Interactions by time of day



Annex 5

CASE STUDY- Customer Experience and Environmental Health Team

The Environmental Health Team started its digital transformation journey in 2017. They were the first Service to embrace this challenge to build an online environment for customers and improve lengthy processes for staff.

Work had begun and then the COVID-19 pandemic hit - this accelerated and solidified the need for the online forms. The Team was asked to enable new hybrid ways of working alongside a greater demand for digital services from customers.

The challenge

Environmental Health was a team reliant on paper. In order to improve service efficiency there was a recognition that the team needed to be less reliant on paper files and had started the process of scanning all files and attaching them on to the relevant cases on the system. This then led to incoming applications and documents being scanned on to the system daily. However, an office move was about to restrict how much space the team had for filing so there was an additional imperative for working more digitally, .
Initially the Customer Experience team worked closely with the Environmental Health team and understand their processes and way of working. The Customer Experience Team was then able to process-map each application and identify ways that working processes could be simplified. This included transferring paper information to online forms.

The Environmental Health Team found testing and answering queries about online forms difficult to fit in with their day-to-day work. The day job took priority, so this meant that building these forms took longer than anticipated. To combat this issue, several team sessions were scheduled where ideas could be discussed, training given and problems resolved.

Initial feedback from customers showed that some customers found completing forms a challenge. Some customers are not digitally literate and they found completing forms online difficult. Both the Environmental Health Team and the Customer Experience Team spent time taking customers through the forms individually over the phone. Once a customer had been supported through the forms once or twice, they then had more confidence and knowledge when they filled them in next time. A Transformation Officer also attended a Driver Forum to demonstrate how to complete the Taxi Driver Application Form. This was a good opportunity for the team to engage with customers and gain their feedback on the form.

The results

The Environmental Health Team is responsible for processing large volumes of licences and permits. The team was dealing with large amounts of paper applications and face-to-face appointments to gather supporting documentation. All of this needed to be scanned and filed once the applications were complete - a time-consuming task.

The Customer Experience Team worked with the team to migrate27 paper forms to an online format. Each was introduced gradually without disrupting ‘business as usual’.

External forms include:

• Animal Licence
• Bulky Waste
• Food Business – Register a New Business
• Food Hygiene – Issue with premise or food and drink
• House to House Collection Licence
• Food Hygiene Advice
• Food Hygiene Rating Scheme - Request a re-visit
• Found Stray Dog
• Gambling Act - Notification of 2 or less gaming machines
• Gambling Act - Prize Gaming Permit (Section 289)
• Licence To Keep Dangerous Wild Animal(s)
• Notification of an interest in premises under Section 178
• Personal Licence - Disclosure of Convictions and Civil Immigration Penalties
• Pest Control Treatment
• Pest Problem - Advice on how to deal with it
• Premises Licence
• Premises Licence - Disapply a Designated Premises Supervisor (DPS)
• Premises Licence - Minor change
• Premises Licence - Transfer
• Premises Licence - Vary
• Premises Licence - Vary to Specify a Designated Premises Supervisor (DPS)
• Street Collection or Sale - Permit
• Street Trading Consent
• Tattooing, Acupuncture and Cosmetic Services Business Registration
• Taxi - Driver Licence Application
• Taxi - Private Hire Operator Licence
• Taxi - Vehicle Licence Application
• Temporary Event Notice

Internal forms include:

• Animal Licensing - Send Grant Fee To Customer
• Animal Licensing - Send Renewal Fee To Customer
• Report of an inspection carried out under The Licensing Act 2003
• Spot Check - Taxi and Hackney Carriage
• Licensing of Hackney Carriages and Private Hire Vehicles Mechanical Examination
• Animal Welfare - Report Of Visit
• Dangerous Wild Animal Licensing - Send Renewal Fee To Customer.

How have online forms helped the customer and the team?

- **Uploading documents** – Customers can upload documents to a digital form, negating a visit to the Council, reducing face-to-face appointments and saving the customer and staff time
- **More modern and professional approach** – Customers can access online forms at a time to suit them, save a version, and then finish at a convenient time

- **Reduce print costs** – Online forms can be updated whenever needed. Licensing has regular legislation changes so forms can be updated as and when needed, freeing up staff time and saving money on expensive print costs**Forms can be easily shared with a URL** – Online forms create a URL which can be included on letters, the Council's website, and email communication, making access to the forms quick and easyImproved productivity - many of the forms integrate into back-office systems such as Uniform, eliminating the need for data entry, manual scanning, filing, and freeing up staff time. Historically, staff tended to manually enter cases in their own way leading to inconsistency and some fields being missed. Human error has now been eradicated and cases are consistent**No more filing** - The team no longer need physical folders. All documents – application forms, supporting documents were integrated straight into Uniform and filed. This has freed up a filing room which can now be used as a meeting room **Create an online account** - Customers can log into their account and see a copy of their applications**Booking appointments** – Some forms allow customers to book appointments online. For example, the Pest Control Treatment form allows the customer to choose an appointment slot and, once submitted, this is booked straight into the technician's diary which reduces inbound calls to our Customer Service TeamPayments – many forms have the capability to take payments, reducing the amount of calls to the Customer Service Team and also visits into the office**Declarations** – some forms legally require a signature - online forms meet the requirements that are needed for the process

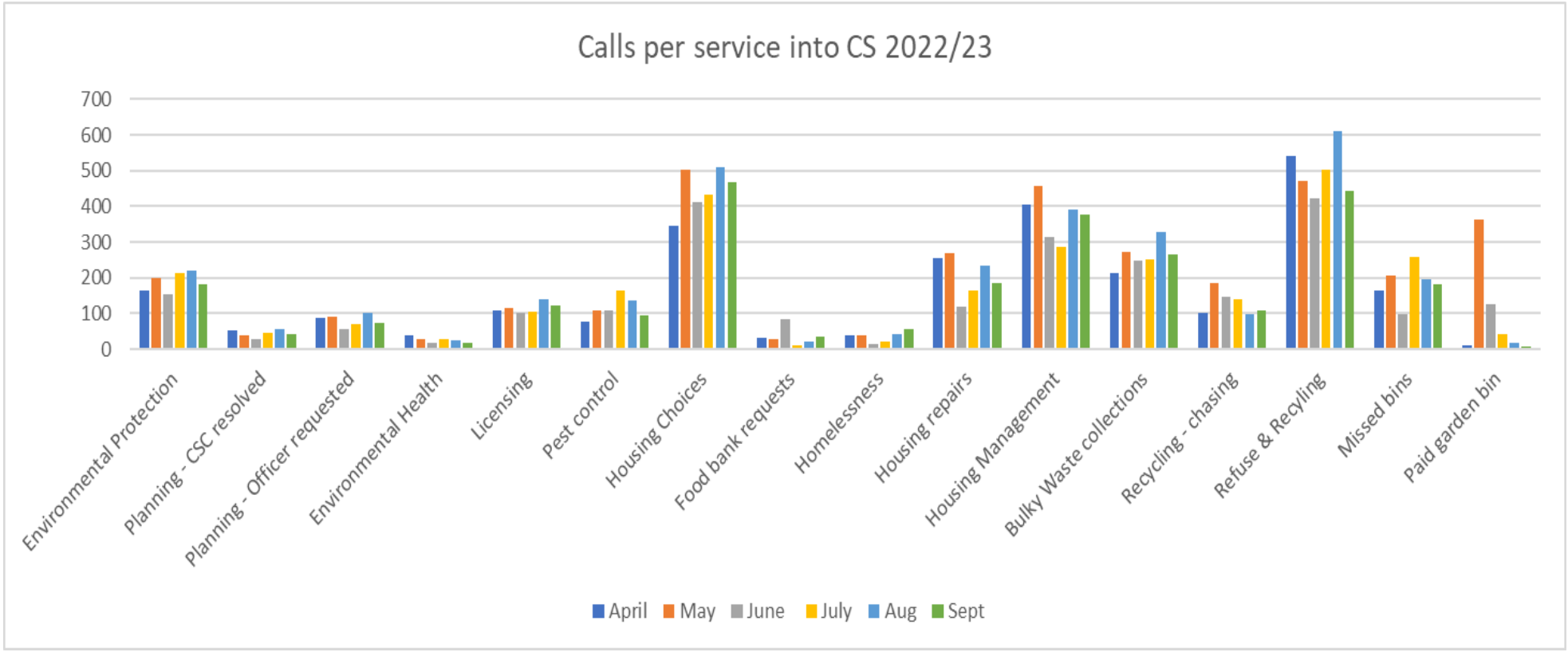
These are just some of the ways that digital forms have supported the Environmental Health Team to improve its customer experience and increase productivity within the department.

What does the team say?

Andy Cooper, Licensing Team Leader:

"The creation of digital forms is not only modernising our service area but giving our customers greater flexibility to submit applications at times to suit them.
"It enabled us to move forwards with removing hundreds of paper files, modernising the way we work, allowing greater flexibility for staff to work in a more hybrid and agile way. Everything is in one place at the same time, creating greater efficiencies."

Annex 6


Calls per service into CS 2022/23
700
600
500
400
300
200
100
0
Environmental Protection
Planning - CSC resolved
Planning - Officer requested
Environmental Health
Licensing
Pest control
Housing Choices
Food bank requests
Homelessness
Housing repairs
Housing Management
Bulky Waste collections
Recycling - chasing
Refuse & Recyling
Missed bins
Paid garden bin
April
May
June
July
Aug
Sept