



Subject:	Customer Focus Programme Update
Date:	22 May 2020
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Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	Members are reminded that in January 2020 the Committee was provided with an update on the Customer Focus Programme which included an implementation plan with key milestones for a new website to launch in June 2020 and for a new Customer Hub to be operational from September 2020.
1.2	Due to the Covid 19 emergency, resources have been diverted to support the Community response hub however work on the Website and Infrastructure (Digital Management) workstreams has continued as planned. This report provides an update on progress and focuses on the launch of the Council's new website and the arrangements in place to support the investment in web and digital infrastructure going forward.

2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ol style="list-style-type: none"> 1. Note the update on the Customer Focus Programme 2. Note progress to date on the development of the Council's new Website 3. Note the arrangements in place to protect the investment and manage customer channels and supporting infrastructure effectively.
3.0	Main report
3.1	<p><u>Background</u></p> <p>In January 2020 the SP&R Committee were provided with an update on the Customer Focus Programme which included an implementation plan with key milestones for a new website to launch in June 2020 and for a new Customer Hub to be operational from September 2020.</p> <p>Due to the Covid 19 community response programme, whilst work is continuing on many aspects of the Customer Focus Programme, resource and focus has shifted to create a Customer Hub dedicated to managing customer contact in relation to community requests for support with food, medical needs such as prescriptions and emotional support. A dedicated 0800 number has been operational from 9am to 5pm since 8 April 2020 and on a daily basis between calls and emails the Customer Hub has been handling up to 1000 customer contacts. The Customer contact through this hub is linked directly to the referral service or to the distribution hub for food parcels and information flows between the three functions to ensure information is kept up to date.</p> <p>The call handling resources for the Customer Hub team is made up of approximately 60 staff drawn from across the organisation working remotely at home delivering a high quality customer service. The enabling infrastructure to support the delivery of the Customer Hub supporting the scale of demand in a challenging environment, has been developed and delivered by Digital Services within a short timeframe through the provision of a Customer Relationship Management (CRM) system and telephony services and the equipment and technical environment to support staff working remotely as a virtual team.</p> <p>As attention now shifts to recovery, the implementation plans for the Customer Focus Programme will be reviewed to resume the establishment of the customer hub and development of systems and processes to support its operation. Once plans are reviewed and revised a further report will be brought to committee.</p> <p>3.2 <u>New Council Website</u></p> <p>The website development is a significant workstream within the Customer Focus programme, aiming to provide 'easy to use and accessible services, whenever and wherever', producing a channel shift to reduce call volumes and labour intensive</p>

interactions – for both customers and services. It aims to attract more customers online by making it our customers' preferred channel, offering choice and convenience.

The site was last fully redesigned in 2013, when mobile usage was 40%, now it has increased to over 70%. The website is outdated and difficult to use. We aim to make it simpler and quicker for people to find the information and services they are looking for.

The following website objectives are proposed for Day 1 (we anticipate the new website will be launched in early July 2020):

- Deliver a large-scale and customised website.
- Deliver a consistent online experience for every user.
- Deliver a 'user-first' approach using best-in-class design principles.
- Deliver an accessible online experience that allows access to core services and greater levels of customer self-fulfilment.
- Drive efficiencies from offline to online.

As the customer focus programme refines and when the website is delivered, we will set targeted KPIs. As a product, the website will also iterate with further development of the customer focus programme as the Customer Hub and telephony developments come on stream.

3.3

Legislative requirements

New accessibility regulations came into force in September 2018 (The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 referenced at section 5.0) and aim to ensure public sector websites and mobile apps are accessible to all users, especially those with disabilities.

Making a website or mobile app accessible means making your content and design clear and simple enough so that most people can use it without needing to adapt it, while supporting those who do need to adapt things.

One of the biggest changes for staff will be the limitations on publishing PDFs online. The site currently has over 2000 PDFs. Only accessible PDFs will be published, so content contributors will be required to consider the cost and time involved in making these accessible or presenting the information in other formats.

3.4

Content Review

The current website contradicts the principles of the customer focus programme and hosts:

- 7,888 web pages
- 27,146 links
- 2,396 documents
- 392 email addresses
- 583 phone numbers

The Online Team in Corporate Communications carried out an analysis of the site, including page numbers and analytics of visitors. Services were asked to review web pages to make sure the information on them was current, relevant and easy to understand.

The research carried out in the User Experience (UX) phase provided more evidence that we need to change our approach to be more customer centric, rather than publishing content, which is convenient for us to publish.

3.5

User Experience Phase

This phase included extensive engagement with key stakeholders:

- Discovery sessions with **Internal Stakeholders** included representatives from Marketing and Communications, Digital Services, Customer Focus.
- **Secondary research** - Reviewed Google analytics and previous research conducted (as part of the Customer Focus programme).
- **Interview with external and internal users** – engaged with users across family, students, young professional, elderly, commercial, investment, accessibility needs and elected representative personas. During this process volunteers were solicited to participate in user testing.

Initial research indicated that users did not find it easy to get to the information they needed. One user stated, 'It's a wild goose chase'.

Based on initial findings through the UX phase, two areas were prioritised:

- Information architecture and content hierarchy
- Findability (navigation and search)

The outputs of this phase were wireframes, or outlines of site design in terms of how the user would like to see the structure of the content and what tools they need to get to the information they need quickly (aided by our navigation and search). This enabled us to finalise our design templates which can be found at Appendix 1.

Work is now continuing to build the website and migrate content to the new site.

3.6

Customer Focus Design Authority

A Design Authority role has been established within the Customer Focus Programme governance which oversees design decisions in the development of Web, Corporate CRM and Telephony solutions. The design authority role aims to provide assurance that workstream designs integrate and promote the delivery of the agreed Customer Focus blueprint and will ensure the cohesion of solutions, projects and stakeholders via a corporate change function. This will guarantee that critical and high level design decisions are channelled through the Oversight Board for clearance. Major milestones in the current web development, CRM and Telephony projects will be brought to Oversight Board, CMT and committee at relevant time as appropriate. It should be noted that the Design Authority will continue beyond the life of the programme and will be required to oversee change and protect the current investment in web and infrastructure.

3.7

Website Workstream

The Website design authority includes:

1. design authority principles, (including web style guidelines, design elements suite, accessibility policy, legislative requirements and based on best practice and UX principles);
2. terms of reference;
3. a governance model;
4. processes (major content and change requests will be channelled via the business partner model to the Web Governance Panel (comprising Marketing and Communications and Digital Services - meets monthly);
5. roles and responsibilities, (defined roles for services- Online Customer Experience Team within Marketing and Communications and Digital Services team);
6. Templates (online form to be developed for all digital requests - apps, new websites etc.).

The benefits of this approach will –

- Create a better communications and marketing offer to our rate payers
- Ensure information is coherent and on platforms which are easy to find
- Provide us with clear urls to point campaigns towards and measure effectiveness
- Ensure legislative compliance across our digital offerings
- Champion accessibility and challenge barriers
- Ensure consistency across the board
- Create more efficient working, less duplication
- Inform and share decision-making

3.8

Corporate CRM

Key Corporate CRM design authority includes:

- The Microsoft User Experience (UX) will be used throughout the delivery of CRM to ensure a consistent user experience.
- A Customer Portal will be required to deliver:
 - Customer self-service
 - Personalisation of services
 - Customer Knowledge base
 - (Where possible) Single sign-on for 3rd Party online registrations to be based on Dynamics 365 authentication (e.g. Online Recruitment)
- Corporate CRM and Mitel phone system integration to provide functionality for:
 - Automatic information transfer to the CRM system
 - Multi-channel queue management
 - automated call logging,
- Implementation of the standard Dynamics Data Model
- Address validation managed through the LPS Pointer API
- Line of Business system integrations which will be point to point in the first instance.

3.9

Telephony system

The new upgraded telephone system will:

- Integrate with Active Directory allowing better control of licensing, management of our users, and improved reporting;
- Integrate with Microsoft Dynamics CRM providing a single place for Customer Hub staff to manage and track customer interactions across a number of channels;
- Integrate the voicemail system allowing a simpler user experience (this will result in users needing to re-record personal greetings and note all old messages prior to them being inaccessible);
- Allow for optional features/benefits such as:
 - Remote working;
 - Softphones;
 - Mobile clients

Further design authority decisions will be required following service design for both CRM and the telephony solution including:

- Phased reduction of customer facing telephone numbers including policies for the Management of Direct Dial-in numbers.
- Integrated Voice Response (IVR) technology which can be used to take the customer's information, help navigate to the proper department/officer and provide self-service for clients not looking to speak with an agent

	<u>Financial & Resource Implications</u>
3.10	<p>SP&R agreed in November 2017 that a budget of £500k be set aside for the customer focus project.</p> <p>Resource for website and significant staff time within Digital Services and Marketing and Communications and across the Customer Focus Programme team all of which already covered within existing budgets.</p>
	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.11	<p>The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 builds on existing obligations to people who have a disability under Disability Discrimination Act 1995 in Northern Ireland. The Equality Commission for Northern Ireland (ECNI) in Northern Ireland is responsible for enforcing this legislation</p> <p>These new accessibility regulations came into force in September 2018 and aim to ensure public sector websites and mobile apps are accessible to all users, especially those with disabilities.</p> <p>Accessibility and user experience is a therefore a core benefit to delivering this programme of work.</p>
4.0	Appendices – Documents Attached
	Appendix 1 – Web Design Templates