Customer Focus

Cormac Quinn

Customer Development Manager

Customer Focus Conceptual Framework

BCC Strategic Priorities and Customer Focus Programme

Belfast Agenda –Themes:

- Improve neighbourhoods.
- Improve the city living experience.
- Provide fit-for-purpose city services.
- Support and care for people who face multiple challenges.

Corporate Plan 2025-2028:

- Data Strategy - Data Model for corporate data analytics in line with corporate frameworks for Service Design and Efficiency.
- Continuous Improvement -Supporting the pipeline of Corporate Reviews and their prioritisation for Service Design and onboarding to Customer Hub.
- Efficiency Programme - improve speed and quality of service and optimise routing and efficiency.
- Performance Management Framework

Customer Focus Programme Processes
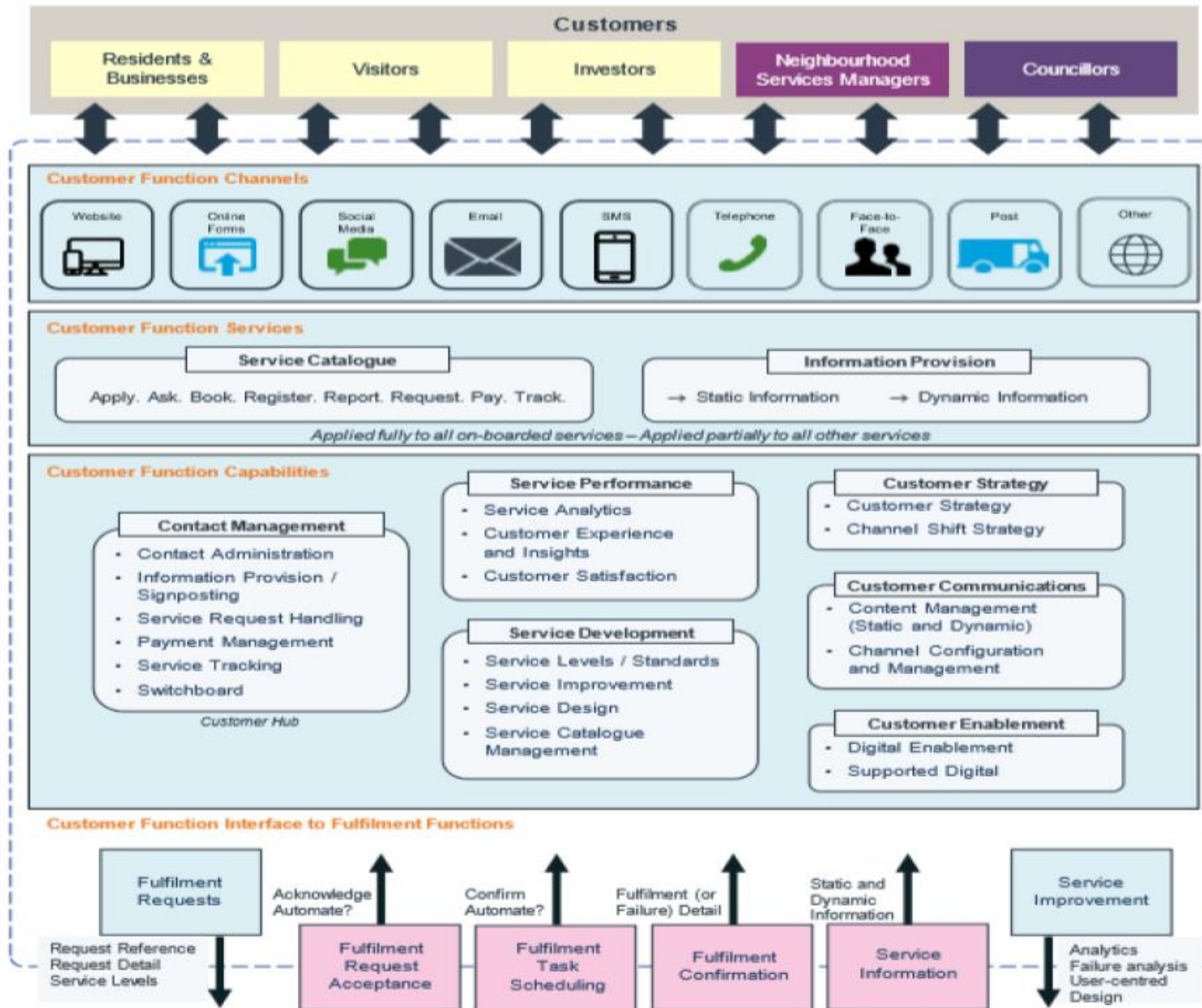
Drivers For Change

- Efficiencies £
- Technology
- Innovation
- Customer's Behaviours / Needs
- Service Performance Improvement
- Belfast Agenda

Customers

| Residents & Businesses | Visitors | Investors | Neighbourhood Services Managers | Councillors |

Customer Function Channels

- Website
- Online Forms
- Social Media
- Email
- SMS
- Telephone
- Face-to-Face
- Post
- Other

Customer Function Services

Service Catalogue
Apply. Ask. Book. Register. Report. Request. Pay. Track.

Information Provision
→ Static Information   → Dynamic Information

Applied fully to all on-boarded services – Applied partially to all other services

Customer Function Capabilities

Contact Management
- Contact Administration
- Information Provision / Signposting
- Service Request Handling
- Payment Management
- Service Tracking
- Switchboard

Customer Hub

Service Performance
- Service Analytics
- Customer Experience and Insights
- Customer Satisfaction

Service Development
- Service Levels / Standards
- Service Improvement
- Service Design
- Service Catalogue Management

Customer Strategy
- Customer Strategy
- Channel Shift Strategy

Customer Communications
- Content Management (Static and Dynamic)
- Channel Configuration and Management

Customer Enablement
- Digital Enablement
- Supported Digital

Customer Function Interface to Fulfilment Functions

Fulfilment Requests

Acknowledge Automate?   Confirm Automate?   Fulfilment (or Failure) Detail   Static and Dynamic Information

Service Improvement

Request Reference
Request Detail
Service Levels

| Fulfilment Request Acceptance | Fulfilment Task Scheduling | Fulfilment Confirmation | Service Information |

Analytics
Failure analysis
User-centred Design

Outputs and Capabilities

- Descriptive Analytics
- Performance Measurement
- Professional Customer Experience
- Enabling Technology Infrastructure

Indicators

- Benefit Realisation tracking via PMO, £ saved.
- Performance Management SLA's
- Data Analytics at service and higher level
- Qualitative & Quantitative
- Belfast Agenda Goals measurement
- Customer Satisfaction
- Customer Effort

Outcomes:

Improved Customer Service
- Real time service information
- Automaton/Deflection
- Increased Customer Satisfaction with Service Delivery
- Decreased Customer Effort

Reduced Cost to serve.
- Efficient Processes - Cashable Efficiencies
- Increased value to Customers

Increased Staff Satisfaction

Skills increase -Data Analytics

Evidence Based Decisions - Inform policy, strategy, tactics and operations.

Support

Digital Services, PMO, Continuous Improvement, HR, Benchmarking, Quality Assurance/Governance

Quick recap on the journey so far…
Covid to now

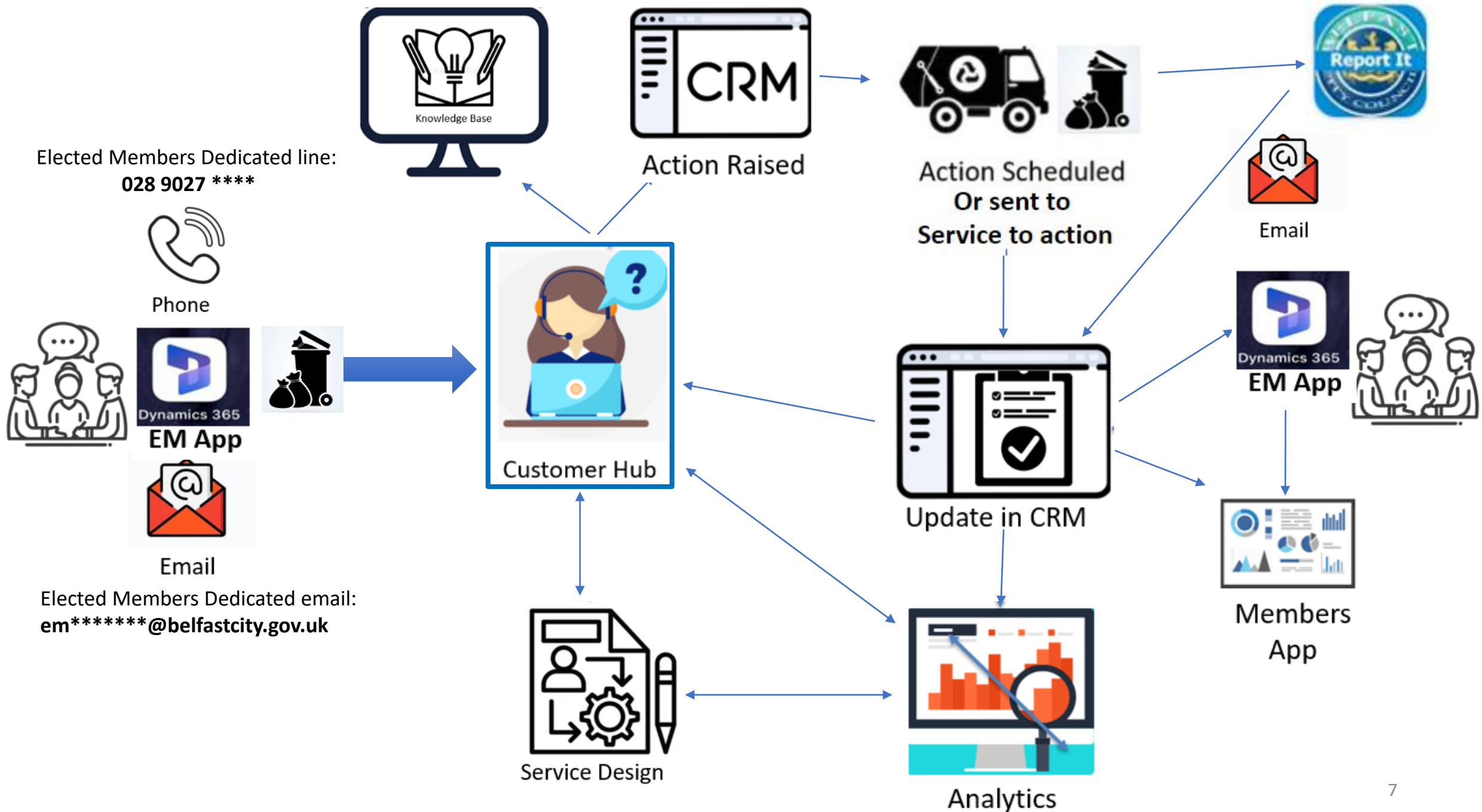# Future State Blueprint - Service Design

Services in the Hub
- Waste Collections
- Waste Management
- Open Spaces and Streetscene
- Switchboard
- Complaints
- General Enquiries
- CWB Reception

How the Original Concept for Customer and Elected Members shaped up.

Elected Members Dedicated line:
028 9027 **

Phone

Dynamics 365
EM App

Email

Elected Members Dedicated email:
em*****@belfastcity.gov.uk**

Knowledge Base

CRM

Action Raised

Action Scheduled Or sent to Service to action

Report It

Email

Dynamics 365
EM App

Customer Hub

Update in CRM

Members App

Service Design

Analytics

Playbook summary

The initial phase of this project involved creating a playbook specifically designed for the Belfast City Council.

This playbook serves as a guide for conducting research to identify the challenges users encounter while utilizing the council's services. It encompasses various scenarios and recommends suitable research methods to gain a deeper understanding of each specific problem. Its purpose is to empower the council to independently conduct effective research that helps uncover user issues and informs improvements in their services.
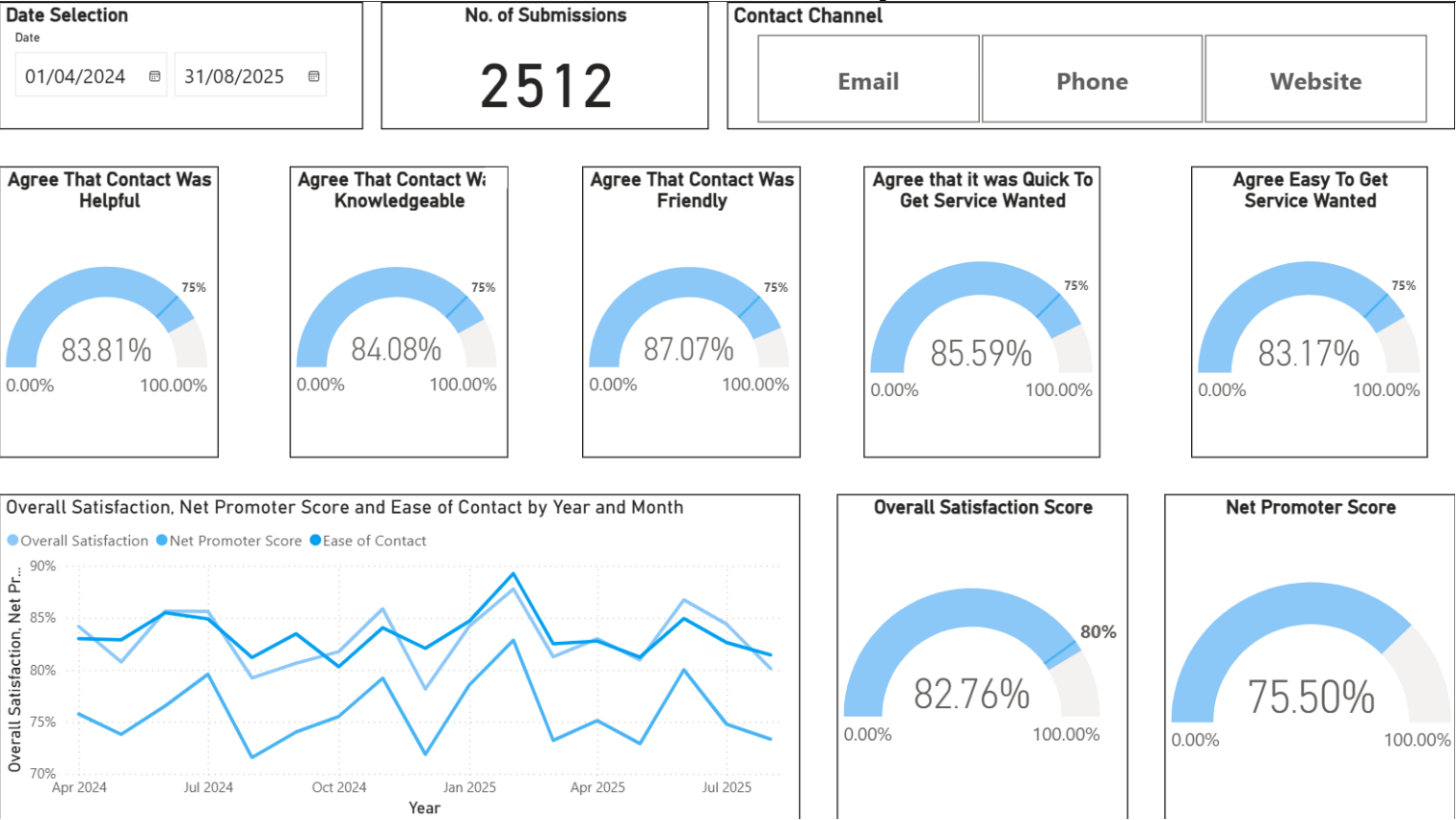
Applying the theoretical knowledge acquired from the playbook, the practical implementation involved conducting usability testing, which emerged as the most suitable and efficient research method to identify usability issues and capturing user preferences. This provided actionable feedback to enhance the user experience for buy a bin, bulky waste, building control and street cleansing website content areas.

Belfast City Council

Delivering Customer Engagement

A Customer Insight Playbook

[SharePoint link to playbook](#)

Service and Performance at the Customer Hub

Customer Satisfaction by Month

Date Selection

Date

01/04/2024   31/08/2025

No. of Submissions

2512

Contact Channel

| Email | Phone | Website |

Agree That Contact Was Helpful
75%
83.81%
0.00%   100.00%

Agree That Contact Was Knowledgeable
75%
84.08%
0.00%   100.00%

Agree That Contact Was Friendly
75%
87.07%
0.00%   100.00%

Agree that it was Quick To Get Service Wanted
75%
85.59%
0.00%   100.00%

Agree Easy To Get Service Wanted
75%
83.17%
0.00%   100.00%

Overall Satisfaction, Net Promoter Score and Ease of Contact by Year and Month

Overall Satisfaction   Net Promoter Score   Ease of Contact

Overall Satisfaction Score
80%
82.76%
0.00%   100.00%

Net Promoter Score
75.50%
0.00%   100.00%

Customer Contact by Month

Channel	Vol/Month
Calls	10,000
Web Forms	4,000
Email	6,000
In Person	200
Customer Survey	125
Staffing FTE	13 Assistants 2 Team Leaders 2 Managers

Customer Service Level – Target 80% calls answered in 120secs

| Customer Hub Service		2023					2024												2025					
KPI / Measure	Target	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June
Commentary							Christmas recovery			End of additional staffing levels	Easter recovery and reduced staffing	May Day, Spring Bank Holiday	* now excluding calls transferred out of hub	July holidays and recovery	Dynamics outage and Bank holiday recovery	Staff absence levels			Christmas recovery		St Patricks	Easter recovery and reduced staffing	Double bank holiday - staff training	
Calls answered within	80% of calls answered within 120 seconds each month	86.9%	88.4%	88.3%	80.2%	78.5%	60.4%	88.5%	84.7%	61.0%	56.3%	76.6%	72.3%	50.4%	60.7%	75.5%	71.8%	70.7%	52.3%	59.3%	37.8%	30.5%	28.9%	52.8%
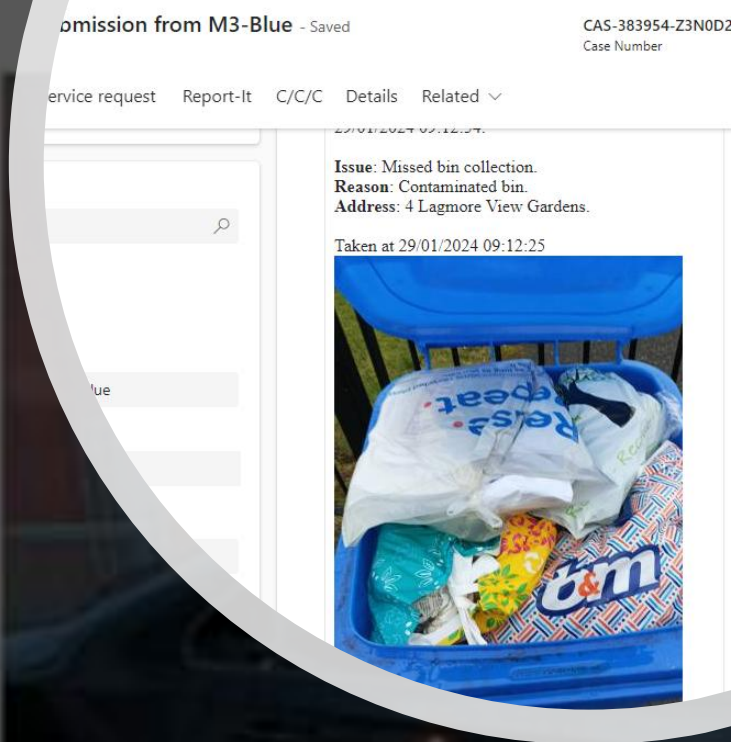
The Award-Winning
Report it App
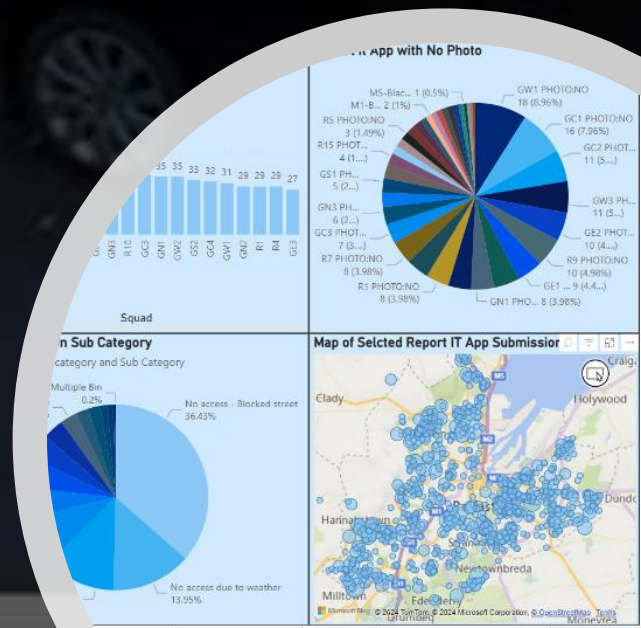
Bulky Waste Channel Shift

Prior to any changes by the programme 98% of all contact for Bulky waste was by phone.
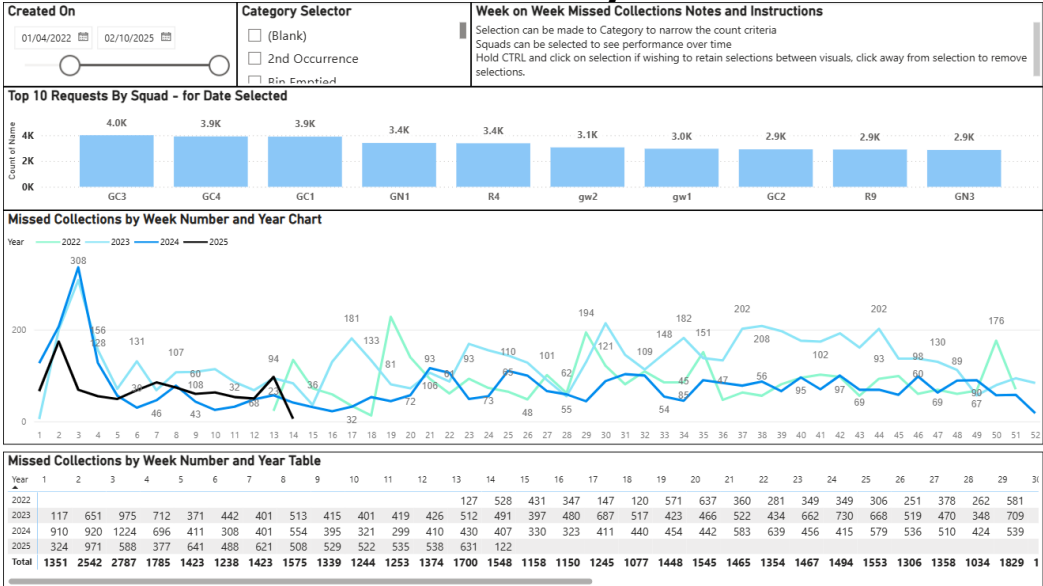
The introduction of an automated webform in October 2023 now has 60% of all transaction via the webform.

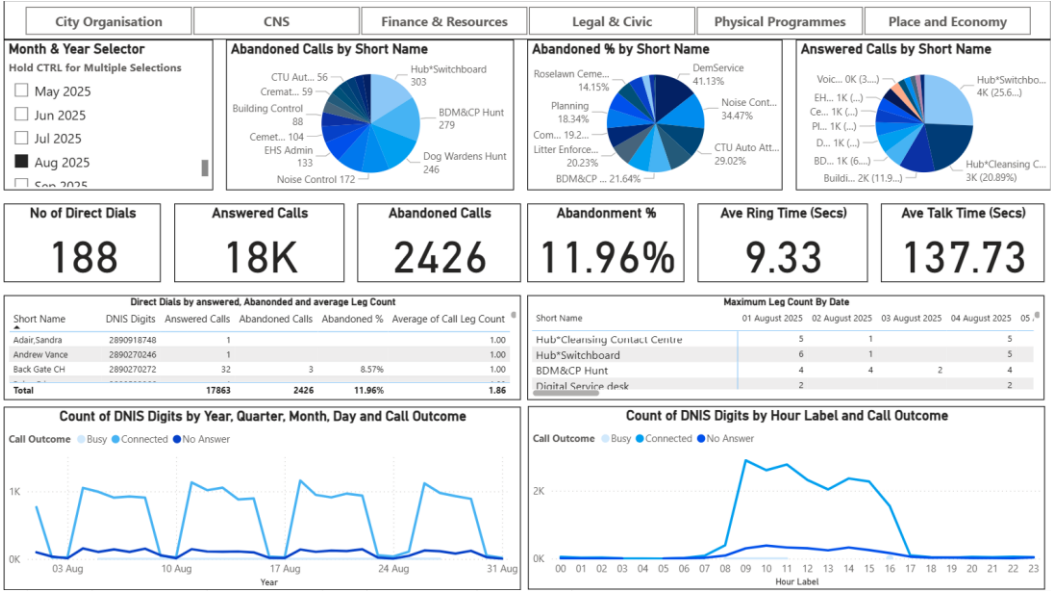This was unmet demand for services on via our website.

Prior to Web Form

Email, 2%

Phone, 98%

Now

Email 7%

Web BW Request 60%

Phone BW Request 33%
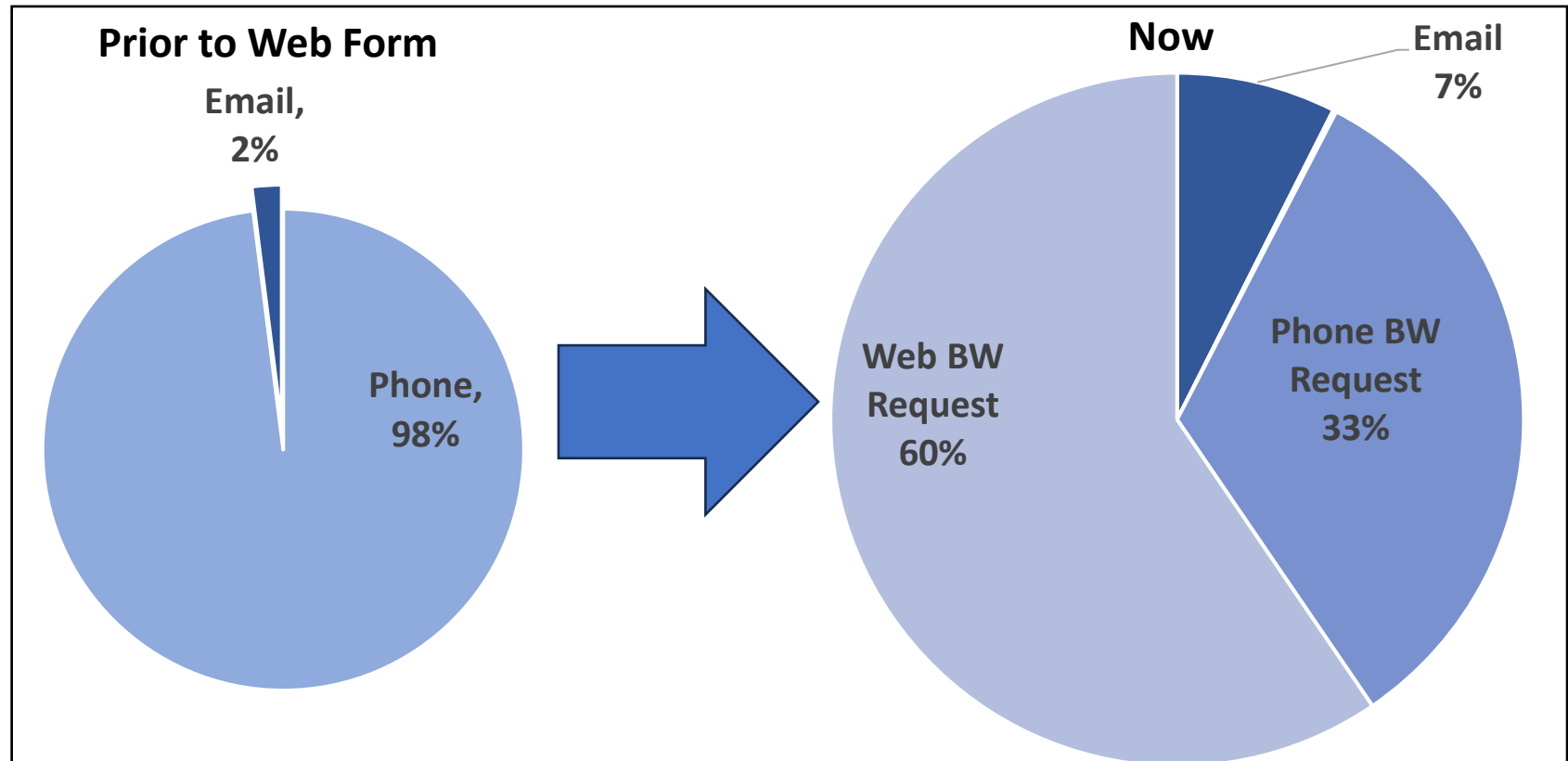
Real Time Descriptive Analytics

Missed Collections Weekly since 2022

Call Performance of all Direct Dials

Park With Us in Mind Assessment

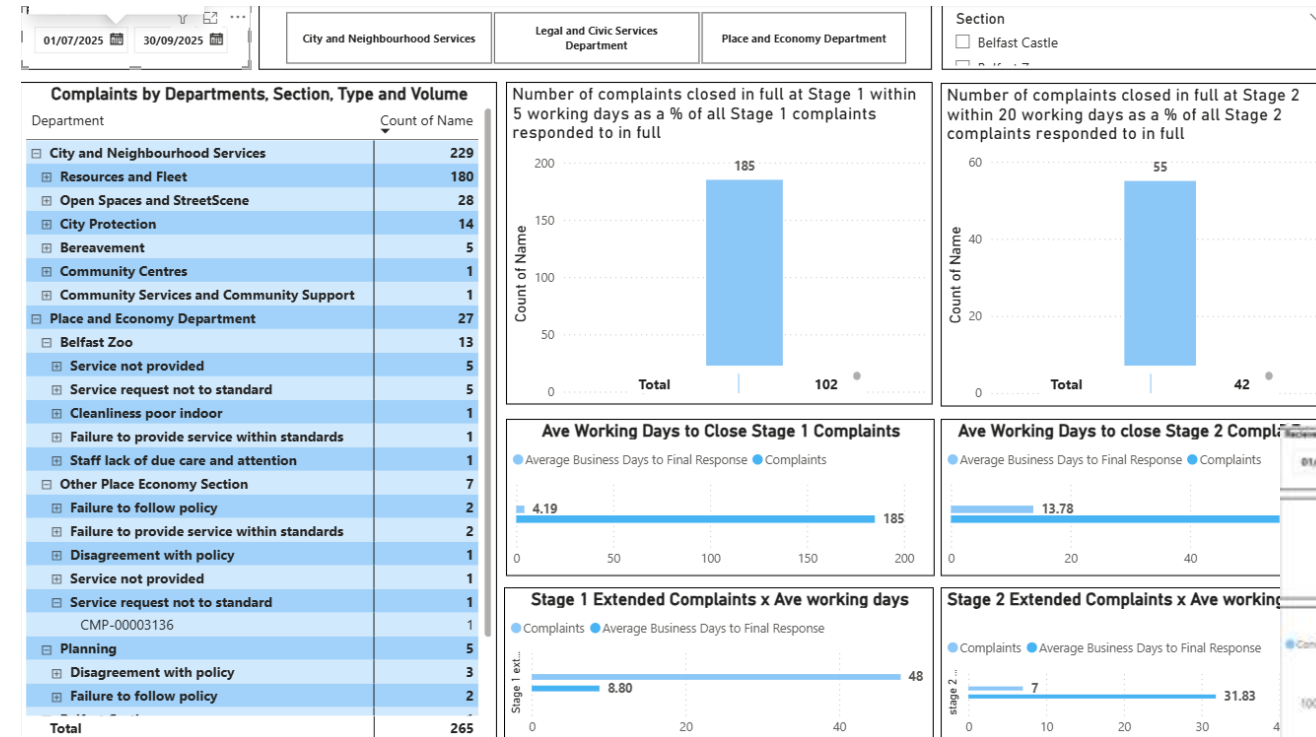## Analysis of all Hub Contacts by Channel
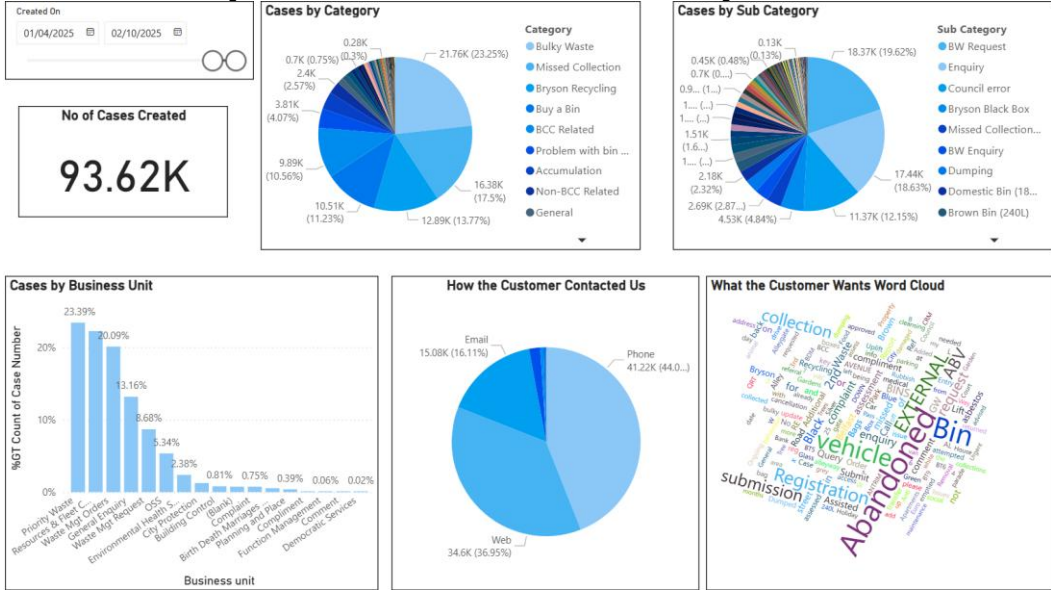
Complaints

Complaint Handling Procedure
Fully compliant sign off from NIPSO – Held up as best practice to other Councils
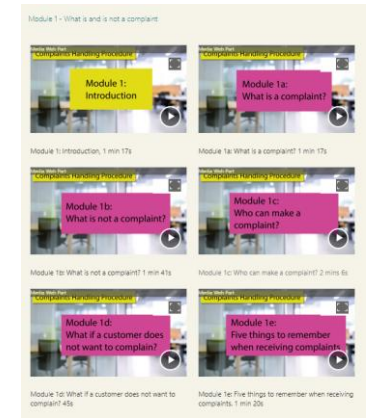
Training and Implementation

Compliance with Stage time frames Q2 2025

Compliance with Improvement Actions etc

S1 Complaints:
A reduction of 11% in volume

S1 Complaints:
81% Compliance
10% Improvement

Improvement Actions:
86% Compliance
17% Improvement

We have achieved a lot...
But....
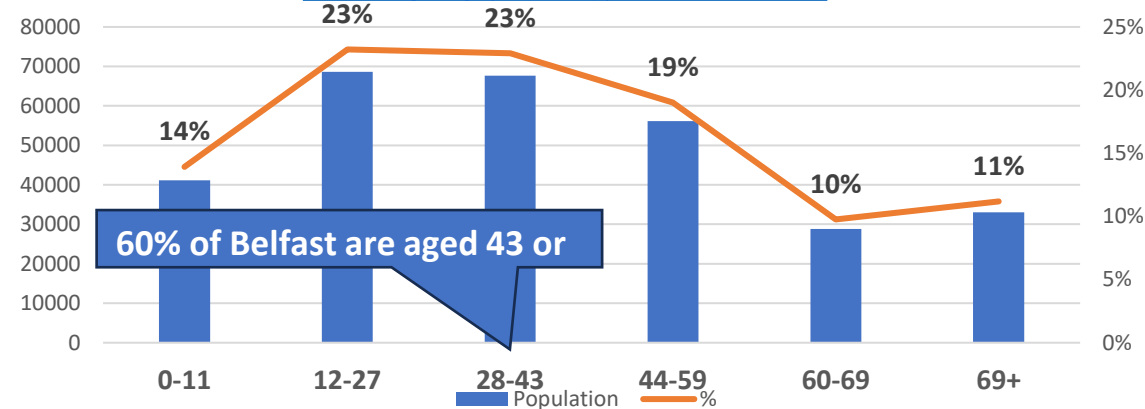## We need to understand what the customer wants!

- How do we know what we are designing and implementing is correct and understood and used by customers?

- There is a danger that we do a "John Henry Ford"? Where is the customer voice in designing of services or in how we engage?

- Are we providing Customer with services they don't want to engage with just because "it's the way we have done this"?

- Is the customer expectation for a Tesla and we are providing something else...

Understanding our Customers

Age Profiles in Belfast

Get data for Age - single year (MS-A05) | NISRA Flexible Table Builder

60% of Belfast are aged 43 or

Chart values: 0-11: 14%, 12-27: 23%, 28-43: 23%, 44-59: 19%, 60-69: 10%, 69+: 11%

Legend: Population, %

Generations defined by name, birth year, and ages in 2024

Generations	Born	Current Ages
Gen Z	1997 – 2012	12 – 27
Millennials	1981 – 1996	28 – 43
Gen X	1965 – 1980	44 – 59
Boomers II (a/k/a Generation Jones)*	1955 – 1964	60 – 69

Gartner for Customer Service & Support
3,000 followers

Customer preference and reliance on self-service solutions is steadily increasing especially with the newer generation.

...see more

Gartner

40% of Gen Z customers will abandon a service issue if they can't resolve it on their own.

Common challenge for service leaders

Self-service

Twenty-eight percent of all customers reported they are most likely to quit trying to solve a problem with a product or service, rather than reach out to an agent for help, if they cannot find a solution themselves online.

Thirty-eight percent of millennial and Gen Z customers responding to our survey expressed a "self-service or no service" mindset. As the younger generations make up an increasingly larger proportion of the customer base, this trend is becoming a more significant challenge for organizations that are not actively building up their self-service capabilities.

Generational Differences in Customer Service Abandonment

	If I can't find the answer myself online	If I call and have to wait on hold for too long	If I can't find an answer from the first person I reach	If I can't find an answer after contacting multiple people
Gen Z (n = 677)	39%	24%	6%	31%
Millennials (n = 2,129)	38%	26%	6%	30%
Gen X (n = 1,676)	28%	28%	5%	39%
Baby Boomers (n = 1,453)	11%	28%	6%	55%

n = varies

Q. When are you most likely to give up solving a problem you have with a product or service?
Source: 2023 Gartner State of the Customer Survey
799683_C

Gartner

Acorn database

Acorn Database update

Understanding on different types of people & places

Acorn segments the population into:

7 CATEGORIES   **22 GROUPS**   **64 TYPES**

Category		Group	Type
Luxury Lifestyles	A	Exclusive Addresses	1 – 3
	B	Flourishing Capital	4 – 5
	C	Upmarket Families	6 – 7
Established Affluence	D	Commuter Belt Wealth	8 – 12
	E	Prosperous Professionals	13 – 15
Thriving Neighbourhoods	F	Mature Success	16 – 19
	G	Settled Suburbia	20 – 21
	H	Metropolitan Surroundings	22 – 23
	I	Up-and-coming Urbanites	24 – 26
	J	Aspiring Communities	27 – 28
Steadfast Communities	K	Semi-rural Maturity	29 – 33
	L	Traditional Homeowners	34 – 35
	M	Family Renters	36 – 37
	N	Urban Diversity	38 – 40
	O	Stable Seniors	41 – 43
Stretched Society	P	Tenant Living	44 – 47
	Q	Limited Budgets	48 – 49
	R	Hard-up Households	50 – 52
Low Income Living	S	Cash-strapped Families	53 – 56
	T	Constrained Pensioners	57 – 58
	U	Challenging Circumstances	59 - 61
Not Private Households	V	Not Private Households	62 - 64

Dear Resident

Re: Victoria Avenue – Change of Bin Collection Point

We are writing to advise a change within your waste collection service.

Unfortunately, we have are having issues accessing Victoria Avenue due to parked cars. We cannot get the 26T waste collection vehicle safely through Victoria Avenue as parked cars prevents us from getting around the middle bend. We are also having issues reversing in from Victoria Road due to cars parking on the double yellow lines installed for this reason.

To try and help improve the service we are changing the Bin Collection Point. We ask all residents to present their bins at one of four entry headings. I have listed these below

Your new collection points
Entry Heading Beside No's 1 or 2
Entry Heading Beside No 79
Entry Heading Inverary Drive (Rear of No 86)

The reason for this is to prevent the 26T Refuge Collection Vehicle completely blocking Victoria Avenue while operatives try to collect bins from the rear of properties.

If you are current on an Assisted Lift, then please continue to present your bin at the rear of your property

Belfast City Council staff will only empty bins from these collection points. BCC staff will not empty bins left in the entry and will not revisit the area until the next scheduled collection day. However, the collection points can always be reviewed if parking in the area was to improve.

Your bin collection day remains unchanged, so your next collection will take place on Wednesday 25th June 2025

Thank you for your cooperation.

Households With Mul
Households with multiple b
POSTCODE

BT4 1QZ

Household Acorn Categ
☐ Financially Stretche

Household Acorn Type D
☐ Conventional mid
☐ Elderly in semi-det
☐ Privately renting yo
☐ Squeezed singles a
☐ Squeezed young fa

ward_name
☐ SYDENHAM

Bin Collection Update – Victoria Avenue

Important Changes to Your Bin Collection

We're changing where bins are picked up on your street. This is because our large bin lorry can't get through safely to collect your bins due to parked cars.

1. Why the Change?

Cars that are parked are blocking the bend in the middle of Victoria Avenue

Some of these cars are parked on double yellow lines.

We can't reverse in from Victoria Road - it's too dangerous for our staff and for you and your vehicles

2. What You Need to Do:

From 1st September 2025 on, put your bin at one of these collection points on your normal collection day:

✅ **At the Entrance to the Alleyway Beside House No. 1 or 2**

✅ **At the Entrance to the Alleyway Beside House No. 79**

✅ **At the Entryway Inverary Drive (behind House No. 86)**

❌ **Only bins at these points will be emptied.**

❌ **Bins left in the entryways will not be collected.**

✅ **If We Already Help You With Your Bin (Assisted Lift)** – Keep putting your bin at the back of your house as usual.

3. Can This Change Again?

Yes. If parking gets better, we may go back to collecting bins from behind houses.
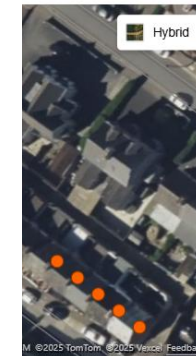
We'll let you know if that happens.

Thank You for helping us to keep your street clean and safe.

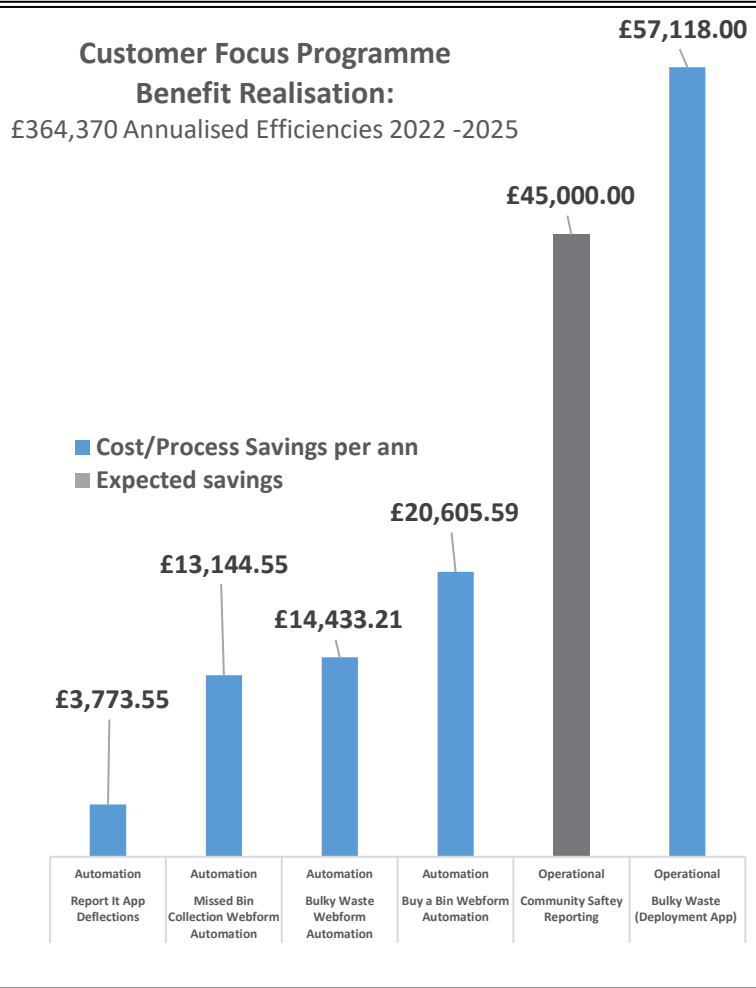Want to know more? Scan the QR code or search Park With Us in mind on
https://www.belfastcity.gov.uk/

Please follow the above for your next collection on Wednesday 3rd September 2025

Phase 3: Scaling Impact and Measuring Success- Strategic expansion of successful approaches and developing organisational maturity

Customer Focus Programme:

Benefits Tracking of products delivered – Process efficiencies

Customer Focus Programme
Benefit Realisation:
£364,370 Annualised Efficiencies 2022 -2025

£57,118.00
£45,000.00
£20,605.59
£14,433.21
£13,144.55
£3,773.55

- Cost/Process Savings per ann
- Expected savings

| Automation | Automation | Automation | Automation | Operational | Operational |
| Report It App Deflections | Missed Bin Collection Webform Automation | Bulky Waste Webform Automation | Buy a Bin Webform Automation | Community Saftey Reporting | Bulky Waste (Deployment App) |

Data Analytics:

Performance Accountability/ Insights and Intelligence

Evidence based Decision Making

Currently provide to services:
Descriptive Analytics – What Happened, Where and when and who to?

Diagnostic Analytics– Why did it happen? Phase 3 will with Agentic AI look to support the development of:

Still to come...
Predictive Analytics- What will happen?

Phase 3 work:

Community Safety Report It App and Analytics

- Initial Automation Efficiencies c.£45K

- Real Time information

- Intelligence and insight

- Automatic report production

- Work tracking and completion in one place