



**Governance and Audit
Committee**

Date: 19th June 2018

Voice of the Customer Report

Report by:	Mark Sturgess, Executive Director and Customer First Sponsor
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Purpose / Summary:	To summarise customer feedback from the year 2017/18 and analyse customer contact data to give a clear view of the voice of the customer.

RECOMMENDATION(S):

- 1) To note the content of this Voice of the Customer report.**
- 2) To approve the Voice of the Customer report being a six monthly update via the West Lindsey Councillor newsletter.**

IMPLICATIONS

Legal:

None arising directly from this report.

Financial : FIN/37/19

None arising directly from this report.

Staffing : HR057-5-18

None arising directly from this report.

Equality and Diversity including Human Rights :

By understanding, in more detail about, how customers interact with the Council means we will be able to address issues that are preventing them from access services in an equal manner

Risk Assessment :

N/A

Climate Related Risks and Opportunities :

N/A

Title and Location of any Background Papers used in the preparation of this report:

Customer Experience Policy 2018/19 – located on the WLDC website.
The Local Government Ombudsman annual review letter. www.lgo.org.uk

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

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Voice of the Customer Report

1.0 Introduction

What is the Voice of the Customer?

1.1 The Voice of the Customer report is a replacement of the report formerly known as the Annual Feedback Report. The Voice of the Customer report not only looks at feedback but also takes into account a wider scope of customer views, expectations and opinions which are collected from a number of customer touchpoints. These touch points include the data collected from day-to-day interactions as well as the compliments, comments and complaints (3C's) and survey responses. The forward focus is on turning these insights into actionable solutions to drive improvements and deliver a better service for the customer.

Setting the Scene

1.2 Since last year the way 3C's are handled has changed as a result of the new Customer Feedback (3C's) system (See section 2).

1.3 The Complaints policy and process has now changed from a three stage process to a one stage process.

1.4 Customer satisfaction surveys are being sent to customers on a weekly basis (See section 3).

1.5 An improvement actions log has been created to feed back to the relevant teams the suggestions and required actions to be taken. The teams then have to report back to say what outcome(s) they have achieved with this information. This also identifies wider areas for improvement which can be built into projects.

2.0 Customer Feedback

New Complaints Policy & Customer Feedback System

2.1 The 3C's are all recorded and handled from one central place: the Customer Experience Team. Taking the decentralised feedback structure where teams dealt with feedback towards a centralised one enables consistency with how customer feedback is handled and facilitates a central point of learning to drive improvement.

- 2.2 A new system has been designed to record and process all customer feedback and has been in action since 1st January 2018. The previous system had limited flexibility and was designed to suit the old complaints process. The new system has been designed in line with the new Customer Experience Policy where a one stage process exists. Going forward all customer feedback will be recorded, tracked and reported on from one system. (See Appendix A for more information on the new system).
- 2.3 Customers have been given opportunity to submit feedback via numerous methods including the website, email, verbally by phone/face-to-face with an officer, letters/notes and surveys. As a result of the variety this year 481 pieces of feedback were received compared to 217 the previous year.
- 2.4 The new customer feedback system is designed so that the 3C's can be defined further than services, but down to functions level. This enables more accurate reporting down to the service's function and transaction type. For example: Waste Services to Garden Waste to Missed Bin, or Revenues to Business Rates to Reporting a Change in Address.
- 2.5 To further engrain the Customer First Ethos a page has been created on our internal intranet as well as monthly manager's dashboards to highlight live 3C's updates, demand data and customer satisfaction stats for all officers to view, enabling Team Managers to see in real time how their team are performing in relation to the Customer.
- 2.6 During 2018/19 further work will be taking place to further embed the Customer First Ethos across the Council such as embedding the work of Customer First Champions across teams, implementing and measuring service standards and creation of a customer charter, are some of the initiatives the council are taking forward.

Compliments

- 2.7 Compliments received can be used to see what is working well, where the council could implement what is working well within other teams and the ability to benchmark across other services.
- 2.8 The council received a total of 402 compliments from April 2017 to March 2018 and this is an increase of 215% from the previous year (186 Compliments). This number has increased due to the proactive work undertaken by the customer experience officer to promote to all staff the importance of capturing customer feedback (See appendix B).

Customer Services	123	Land Charges	5
Waste Services	86	Property Services	5
Development Management	71	Customer Experience	5
Building Control	26	Planning Enforcement	5
Revenues and Benefits	14	Licencing	5
Food Health and Safety	12	Localism	3
Environmental Protection	12	Arts and Leisure	3
Growth and Regeneration	8	Home Choices	3
Systems Development	6	Member Services	2
Housing Enforcement	6	Corporate Governance	2

2.9 In future years this will be broken down further than by team, into each service transaction.

2.10 The compliments received are generally regarding the speed, quality and efficiency of service, officers' behaviour including their professionalism, politeness, knowledge, patience and willingness to help.

Comments

2.11 Comments are important, while they might not be praising our services or making a complaint, they provide useful insight and suggestions.

2.12 For the year 2017/18 a total of 79 comments were received which is double that of the previous year when only 31 comments were received.

2.13 The nature of comments can vary. Comments received this year can be categorised as being in regards to policy and process, staff behaviour, communication, website and technical issues, the town centre and planned developments and missed bins. For more information see appendix C.

Comment- Topic	Frequency
Website & Technology	19
Contact & Communication	12
Waste	11
Policy	11
Town centre & Developments	10
Missed Bins	6
Staff Behaviour	6
Reception	4

Complaints

2.14 While complaints are negative feedback, the council still wants customers to log them as this can help improve services in the future.

2.15 A total of 168 complaints have been received during 2017/18, this is a 6.6% decrease on the 180 complaints received in the previous year (See Appendix D for breakdown by service).

Waste Services	49	Arts and Leisure	4
Development Management	25	Property Services	4
Planning Enforcement	19	Electoral Services	3
Revenues and Benefits	18	Markets	2
Customer Services	10	Food Health and Safety	2
Environmental Protection	8	Data Protection	1
Home Choices	7	Corporate Governance	1
Housing Enforcement	6	Growth and Regeneration	1
Anti-Social Behaviour	4		

2.16 It should be noted that while Waste Services have the highest number of complaints this is relative to their volume of service requests as this service receives the most demand.

2.17 In order of frequency (highest to lowest), the topic of complaints are as follows: quality of service, process, decision made, lack of contact or communication, staff behaviour, quality of information provided, missed bin collections and breach of confidentiality.

2.18 In August 2017 a Customer Experience Officer was appointed and a new complaints policy was created, implemented from 1st January 2018. Within this time the average complaint handling time has fallen significantly from 9.8 days to 5.8 days, a drop of 4 days.

2.19 Of the 168 complaints, 84 (50%) of them were upheld with the council being found at fault. Of the upheld complaints 50% of them were for Waste Services (See Appendix E for the full breakdown).

Upheld Complaints	Total	Percentage
Waste Services	42	50%
Planning Enforcement	13	15%
Customer Services	6	7%
Benefits	4	5%
Development Management	4	5%
Council Tax	3	4%
Electoral Services	3	4%
Housing Enforcement	2	2%
Food Health and Safety	2	2%
Arts and Leisure	2	2%
Anti-Social Behaviour	1	1%

Environmental Protection	1	1%
Home Choices	1	1%
Total	84	

2.20 The common reasons that complaints were upheld are for following reasons: technical issues, staff behaviour, lack of communication and missed bins. A Quality Monitoring Board has been established to discuss and agree decisions on complex complaints and where fault has been found. The Board looks at complaint investigation findings and agrees any remedies and appropriate actions. The board also discusses and monitors learning and improvement actions.

Customer Feedback Governance

2.21 Customer Feedback is governed by a set of regular reports.

- Monthly Progress and Delivery reports monitor customer feedback levels including feedback received, days to respond to complaints and information on how many complaints are upheld in each period.
- Monthly reports on feedback received are sent to each service.
- Quarterly Customer Feedback reports are produced for the Service Leadership Team including the Management Team and Service Team Managers.

2.22 Regular reports will be submitted to Management Team.

2.23 The Quality Monitoring Board discusses and monitors learning and improvement actions and will undertake regular quality reviews.

Local Government Ombudsman

2.24 There has been a total of 15 enquiries to the Local Government Ombudsman (LGO) which is double the amount of referred complaints in 2016/17.

2.25 Eleven of the cases have been investigated and closed with four still under investigation as of 30th April 2018 (See Appendix F for the outcome of the 15 complaints escalated to the LGO).

LGO Outcome:	2016/17	2017/18
Not investigated	5	4
Not found to be at fault	2	4
Found to be at fault see below under 2.26	0	3
Still under investigation	1	4

2.26 See Appendix G for the complaints escalated to the LGO broken down by service area. It should be noted that recent complaints escalated to the Local Government Ombudsman for Development Management have related to historical decisions made, some dating back many years.

Department Area:	2017/18
Development Management	8
Revenues	3
Property Services	1
Tree Conservation	1
Anti-Social Behaviour	1
Planning Enforcement	1
Benefits	0
Housing Enforcement	0
Environmental Protection	0
TOTAL	15

2.27 The two outstanding investigations with the LGO are in relation to Property Services (sale of land), Revenues and two for Planning.

2.28 For the three complaints where the LGO found fault the remedies suggested included letters of apology and changes in process (some which had already been implemented)

2.29 When a complaint is escalated to the Local Government Ombudsman there is no financial cost to West Lindsey.

Insights into Action

2.30 Gathering feedback from customers enables the council to use these insights to shape the way it improves and develops. Customer insights relating to teams are sent to the relevant team managers stating the actions required and a deadline implementation date, this is escalated to the management team if failing to implement within the set timescale. Over time all suggested improvements are gathered into reports which are prioritised and fed into relevant projects.

2.31 Next year the outcomes achieved for customers will be reported back to them through a 'You Said, We Did' report highlighting what the council has done with customer feedback. Due to the volume of work and changes in process during 2017/18 it was agreed not to undertake this piece of work until there was meaningful data to present. This piece of work will be overseen by the Quality Monitoring Board.

3.0 Customer Satisfaction Measurement

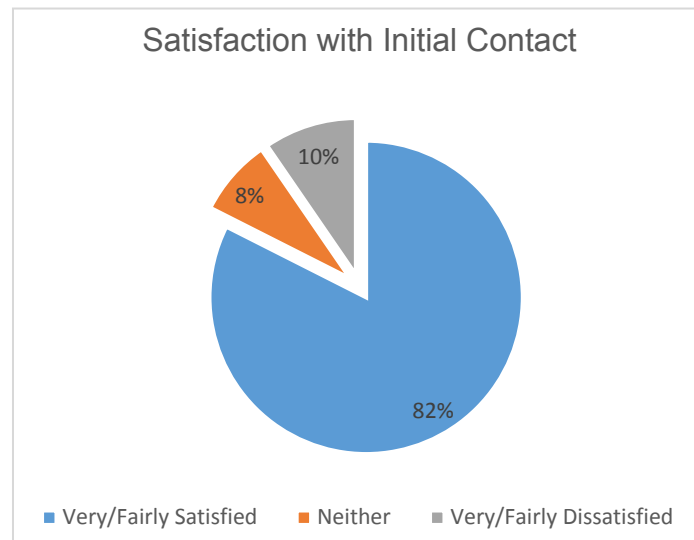
Satisfaction Surveys

- 3.1 The Council has been piloting an e-survey platform since January 2018 which enables the sending and analysis of customer satisfaction surveys from one place with real-time results.
- 3.2 Surveys are sent on a weekly basis to customers who have contacted the council in the previous week. Feedback is then collected based on the customer's initial contact and the service they received.
- 3.3 As this is a pilot surveys are only being sent by email, however it is being looked into expand in 2018/19 to include other channels such as SMS (to a mobile phone).
- 3.4 This also means not all service interactions are being surveyed with customers. During 2018/19 a survey platform will be implemented enabling the Council to carry out surveys across all services customer interactions.
- 3.5 The insights gained from surveys are fed into the 3C's system as to collate all feedback in one place. Identifying issues that customers report in survey responses allows the council to act on and solve those issues before they potentially escalate into a formal complaint.

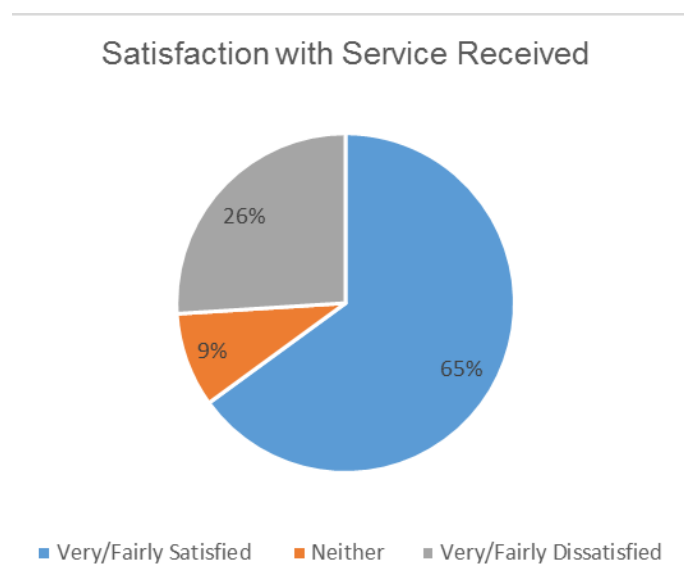
Satisfaction Levels

- 3.6 Since January we've sent a total of 12,000 satisfaction surveys and received 2,254 back; giving a response rate of 18.9%. Other surveys have also been carried out to gain insight into the success of Garden Waste Subscriptions and customers feedback about reception. These are still being worked on and are not included within this report.
- 3.7 Responses can be categorised by service area so this can be reported back to the relevant service team manager.
- 3.8 Customers can also include compliments and comments in their responses which the customer insight officer then logs. During the first the 3 months of surveying there has been a total of 107 compliments and 34 comments received via this method.

3.9 Customers were asked how satisfied they are with their initial contact with the council. Of the 1,983 respondents answering this question 82% selected very/fairly satisfied (See Appendix H).



3.10 Customers were also asked how satisfied they are with the service they received. Of the 57 respondents answering this question 65% selected very/fairly satisfied (See Appendix I).



3.11 Customers who were satisfied made comments regarding the speed of service, professionalism and efficiency of officers and ease of contacting the council.

3.12 Customers who were unsatisfied made comments regarding not getting responses or acknowledgements, call queue time on the telephones, the website in general and telephone faults. These are all things which have been captured as improvement plans and will be either worked on individually or delivered as part of Customer First projects depending on the nature of the action required.

4.0 Demand Analysis

4.1 The demand analysis part of this report focuses the data available surrounding customer contact points. This includes data collected around telephony, face to face interactions, the website, payments and how service requests are received. Analysing this information can show how customers are choosing to interact with the council and through which channels.

Service Requests

4.2 Service requests can be made by customers through various channels. For example telephone, online forms, at the Guildhall and email. It is important to understand how customers are making requests so the receipt of these can be resourced adequately and appropriately.

4.3 Currently the method of receipt of service requests are only recorded by the following teams: Anti-Social Behaviour, Planning Enforcement, Housing Enforcement, Food Health and Safety, Public and Environmental Protection, Street Naming and Numbering (SNN) and Waste Services.

4.4 Work is currently being carried out so that more teams can capture the method by which their service request are made. This data will now be collected for 2018/19.

4.5 The overall breakdown of contact channel for the teams mentioned above is: 37% from phone, 55% from online forms, 2% from email and 4% from face to face. This shows the whole picture but a breakdown by team shows differences (See Appendix J).

Face to Face Demand

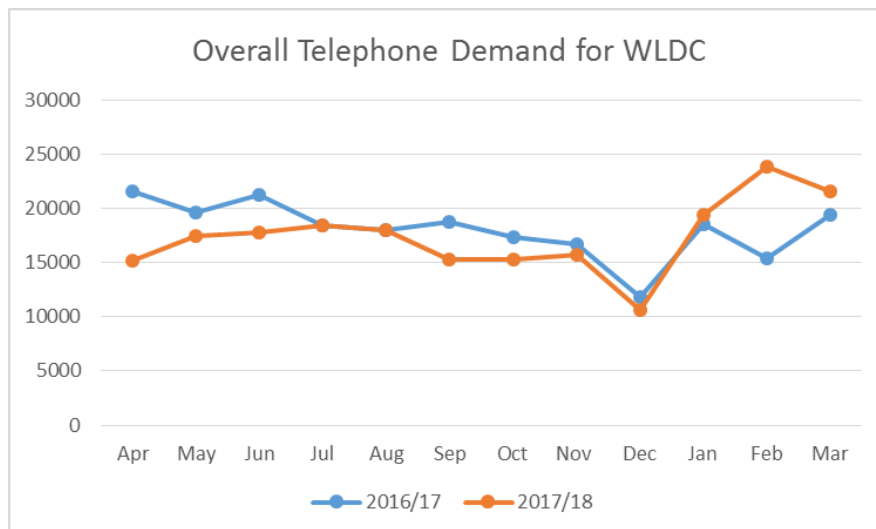
4.6 The total number of customers that choose to come into reception is relatively low as many now choose to request services through other means. The footfall for the Guildhall is made up of Council customers as well as Job centre plus (JCP), Lincolnshire County Council (LCC) Voluntary centre services (VCS) and Citizens Advice Bureau (CAB). While these are not our direct customers this still has a direct impact on demand and traffic in reception. On average just under 60% of reception footfall is for our tenants, leaving just over 40% of footfall visiting for the Council's services.

4.7 Reception footfall reduces in the summer and Christmas holidays, however demand remains consistent across other months (See Appendix K).

	Volume	%
West Lindsey	21558	40%
Job Centre Plus	26671	50%
Lincolnshire County Council	1981	4%
Citizen's Advice Bureau	2630	5%
Volunteer Centre Services	442	1%

Telephone Demand

4.8 In the year 2017/18 telephone demand for the council as a whole dipped in September and December, similar to the trend in the year 2016/17. Telephone demand increased in January and February this year due to garden waste subscriptions (See Appendix L).



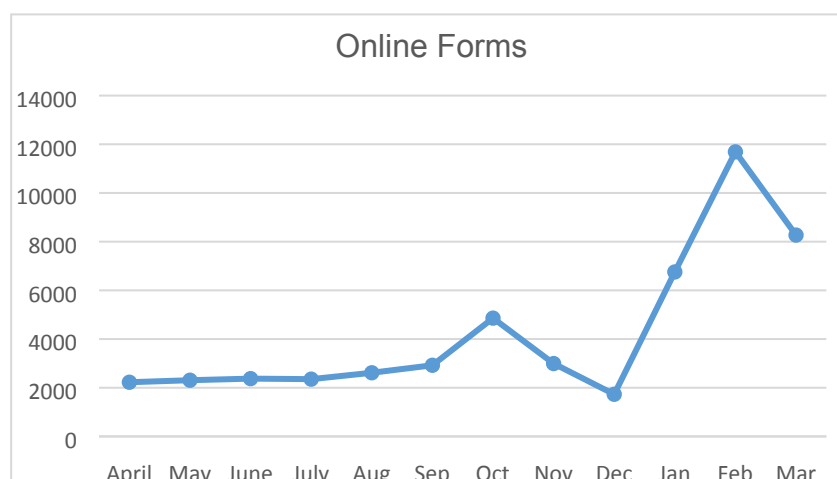
Online Demand

4.9 Many customers choose to use the council's website with an average of 22,000 individual users per month and 36,000 website sessions a month. Website usage has remained fairly constant throughout the year with a drastic increase in January, February and March which is due to Garden Waste Subscriptions.

4.10 Besides from the Garden Waste pages, the Planning pages of the website are the second most popular.

4.11 Of the customers using our website 50% of them use a desktop, 30% use a mobile and 20% use a tablet devices.

4.12 The average number of service request forms received through the website each month is 4258. This figure spikes in October as a result of the garden waste consultation period and peaks in January, February and March as a result of garden waste subscriptions (See Appendix M).



4.13 The largest number of online forms are for waste services, revenues and planning.

Social Media

4.14 As well as customer engagement through the website the council Facebook page also reaches a wide audience. On average the total council Facebook posts reach around 74,000 people. Facebook users also interact with our posts, with the average number of comments, shares and reactions per post being 13, 17 and 17 respectively.

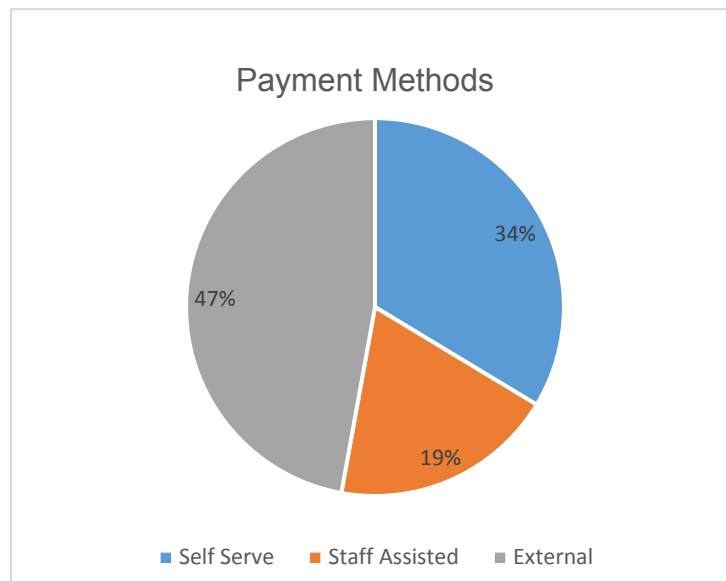
4.15 Throughout this year the number of people our Facebook posts reach has quadrupled (See Appendix N).

Payment Methods

4.16 The payment methods in which customers pay money to the council can be classified into three categories: Self-Serve, Staff Assisted and External.

4.17 Self-Serve payments include payments taken over the website, the kiosk in reception and the automated telephone payment line. Staff Assisted payments include payments over the phone, postal cheques, cheques and small amounts of cash taken face to face. External payments include bank account payments (but not direct debit payments), Post Office payments and PayPal.

4.18 In the year 2017/18 the payments consisted of 33% self-serve payments, 34% staff-assisted and 47% external payments (See Appendix O).



- 4.19 These figures cannot be compared to past years because this type of channel analysis has never previously been undertaken in this amount of detail.
- 4.20 Throughout the period the method of payments remain steady with a slight channel shift in the last three months. The increase in external payments in January is due to more people paying for council tax by bank transfer. The increase in staff assisted payments in January, February and March is due to customers subscribing to garden waste over the phone (See Appendix O).
- 4.21 For future payments it is expected that there will be an increase in self-serve and external payments as customers use more digital services.
- 4.22 The figures in Appendix O are council wide so do not accurately represent each service. See Appendix P for a breakdown of payment method by service area.

5.0 Conclusion

- 5.1 Our customers live, work, or conduct business within our district usually for extended periods of time; and therefore the council needs to build a positive relationship with customers for long term success.

The information within this report provides a starting point in the delivery of the Customer First Strategy, providing baseline data, enabling the Council to look through the customer's eyes at the services provided and to think, act and plan from the customer viewpoint which will be essential in making service improvements.

A customer wants to be seen as an individual, and wants to find or obtain what they need quickly and easily. The council's role is to help customers do what they need to do, with the least possible friction. This report provides a lot of

baseline information and as this is further developed, the data will allow the use of customer analytics to predict customer behaviour, personalised services and continually evaluate the customer journey leading to an improved customer experience overall.

This will enable the council to deliver excellent customer services, ensuring that it is operating and using its resources in the best way possible to provide a 'right first time' speedy, efficient and effective services.

Appendices

Appendix A- Benefits of the new system

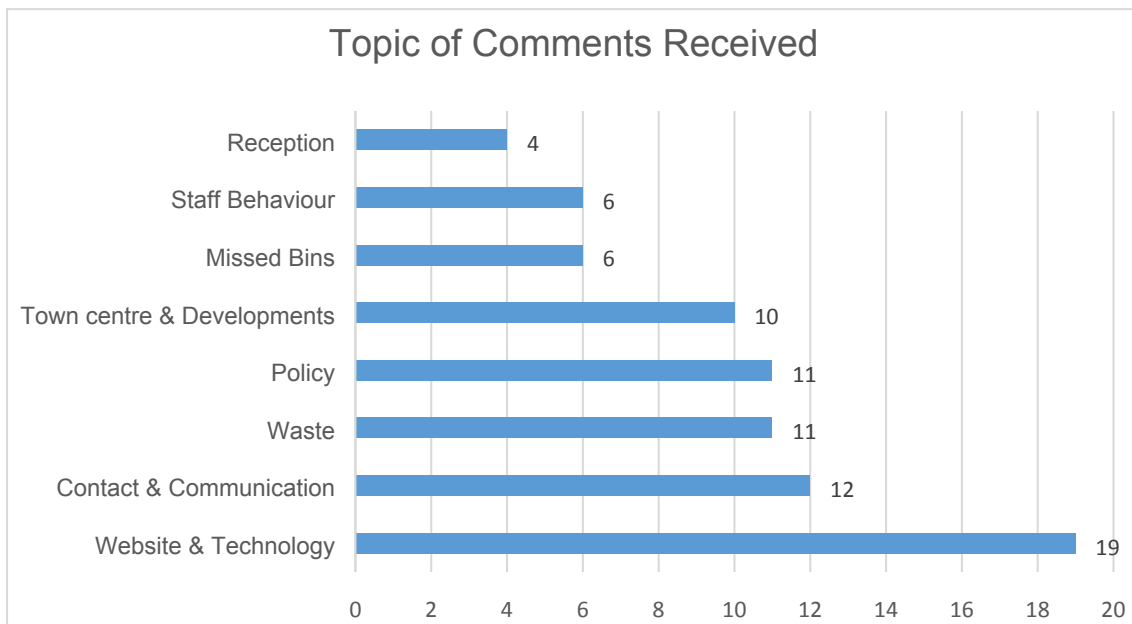
- Allows more flexibility and a wide range of accurate reporting on customer feedback.
- Still counts response time in calendar days but the new policy has been amended to match this.
- Allows feedback to be coded by service right down to transaction types, making it easier to analyse trends and target common issues.
- Allows inaccuracies in reports to be corrected, allowing 100% accuracy.
- Only accessed by a limited number of people to ensure consistency.
- Allows improvement and learning actions to be recorded, making them trackable and easy to implement.

Appendix B- Compliments received per service area 2017-18

Customer Services	123	Land Charges	5
Waste Services	86	Property Services	5
Development Management	71	Customer Experience	5
Building Control	26	Planning Enforcement	5
Revenues and Benefits	14	Licencing	5
Food Health and Safety	12	Localism	3
Environmental Protection	12	Arts and Leisure	3
Growth and Regeneration	8	Home Choices	3
Systems Development	6	Member Services	2
Housing Enforcement	6	Corporate Governance	2

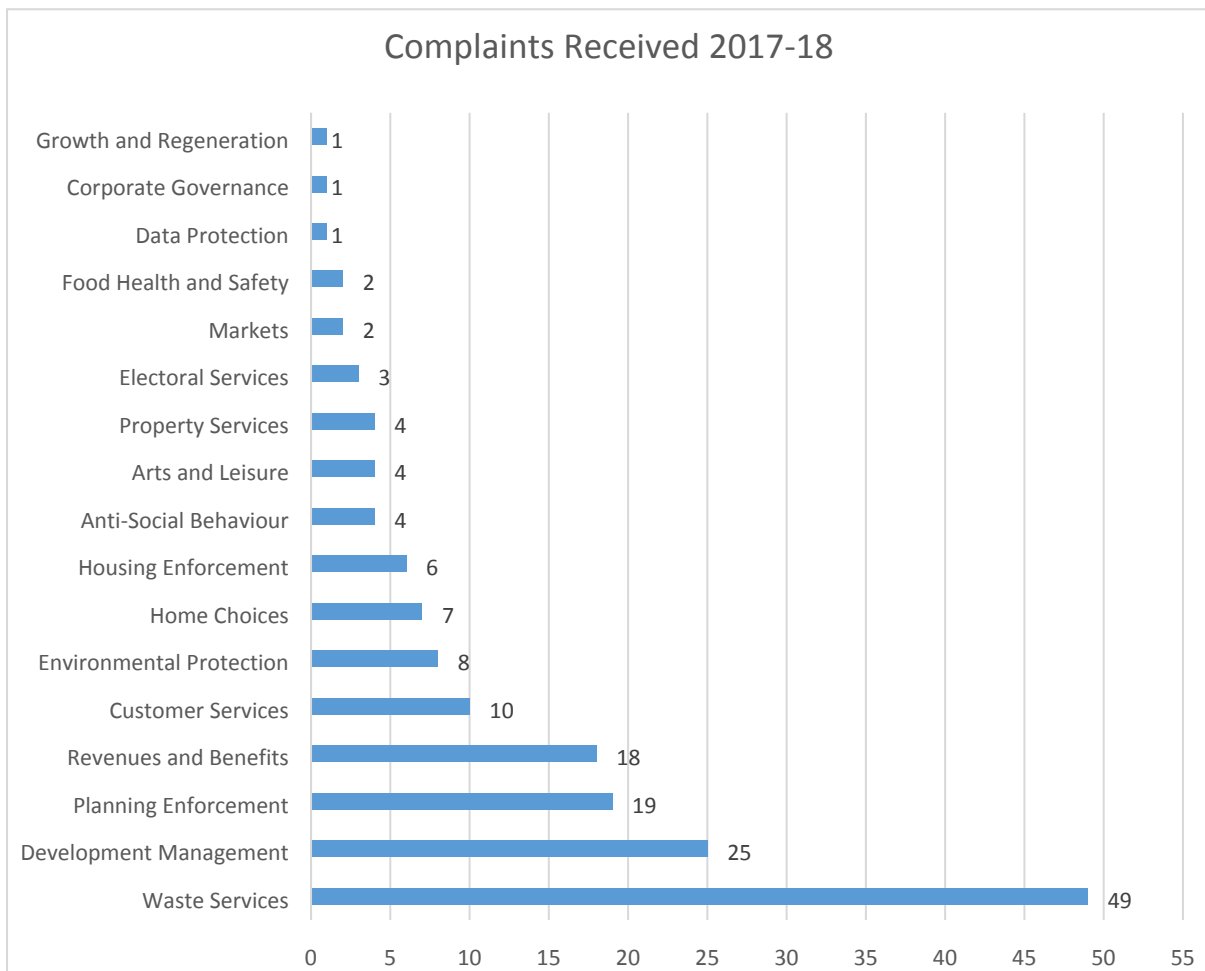
Appendix C- Topic of Comments received 2017-18

Comment- Topic	Frequency
Website & Technology	19
Contact & Communication	12
Waste	11
Policy	11
Town centre & Developments	10
Missed Bins	6
Staff Behaviour	6
Reception	4



Appendix D- Complaints received per service 2017-18

Waste Services	49	Arts and Leisure	4
Development Management	25	Property Services	4
Planning Enforcement	19	Electoral Services	3
Revenues and Benefits	18	Markets	2
Customer Services	10	Food Health and Safety	2
Environmental Protection	8	Data Protection	1
Home Choices	7	Corporate Governance	1
Housing Enforcement	6	Growth and Regeneration	1
Anti-Social Behaviour	4		



Appendix E – Upheld Complaints per service 2017-18

Upheld Complaints	Total	Percentage
Waste Services	42	50%
Planning Enforcement	13	15%
Customer Services	6	7%
Benefits	4	5%
Development Management	4	5%
Council Tax	3	4%
Electoral Services	3	4%
Housing Enforcement	2	2%
Food Health and Safety	2	2%
Arts and Leisure	2	2%
Anti-Social Behaviour	1	1%
Environmental Protection	1	1%
Home Choices	1	1%
Total	84	

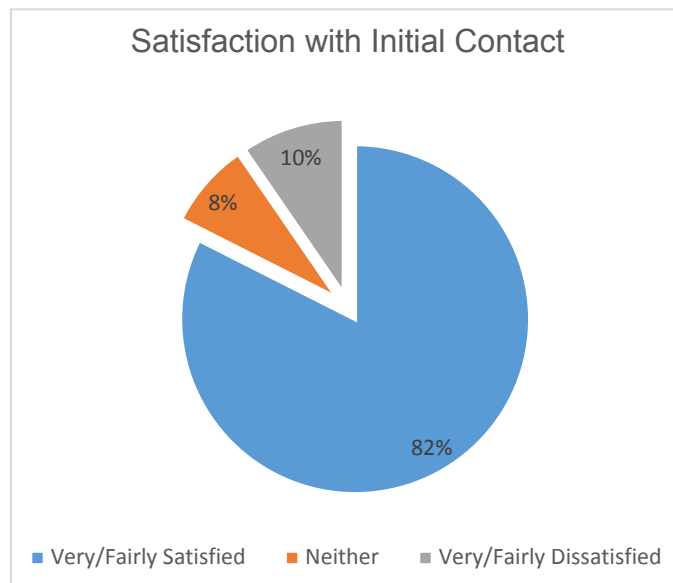
Appendix F- Outcome of complaints escalated to the LGO

LGO Outcome:	2016/17	2017/18
Not investigated	5	4
Not found to be at fault	2	4
Found to be at fault see below under 2.26	0	3
Still under investigation	1	4

Appendix G- Complaints escalated to the LGO by service

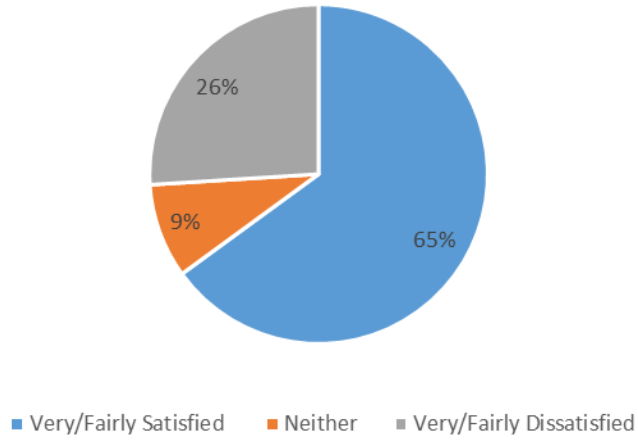
Department Area:	2017/18
Development Management	8
Revenues	3
Property Services	1
Tree Conservation	1
Anti-Social Behaviour	1
Planning Enforcement	1
Benefits	0
Housing Enforcement	0
Environmental Protection	0
TOTAL	15

Appendix H- Satisfaction with initial contact



Appendix I- Satisfaction with the service received

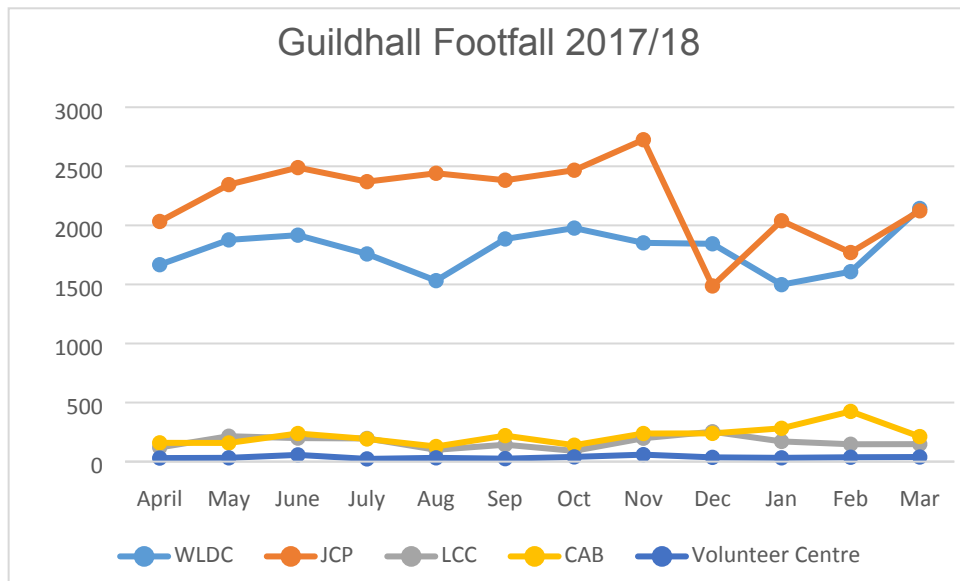
Satisfaction with Service Received



Appendix J- Contact channel of service requests by service area:

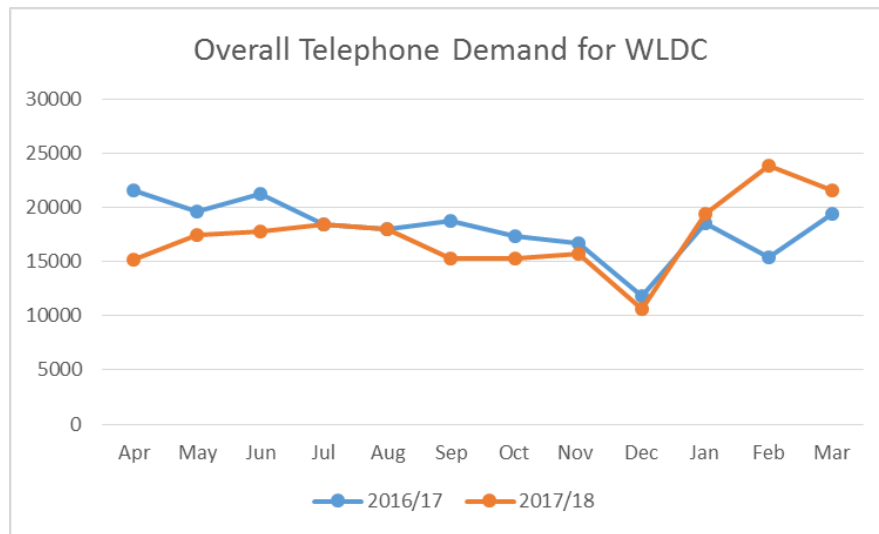
Contact Channel	Anti- Social Behaviour		Planning Enforcement		Environmental Protection		Food Health and Safety		Housing Enforcement		SNN		Waste Services		Total	
		%		%		%		%		%		%		%		%
Website	321	45%	107	48%	161	30%	149	37%	195	45%	36	25%	15027	56%	15996	55%
Email	99	15%	85	38%	115	22%	146	36%	37	8%	48	33%	176	1%	706	2%
Letter	5	1%	3	1%	11	2%	2	0%	0	0%	11	8%	13	0%	45	0%
F2F	104	16%	5	2%	16	3%	5	1%	6	1%	7	5%	1117	4%	1260	4%
Telephone	75	11%	19	8%	188	35%	96	24%	29	7%	32	22%	10371	39%	10810	37%
Referral	34	5%	2	1%	36	7%	0	0%	12	3%	0	0%	10	0%	94	0%
Other	18	3%	4	2%	4	1%	7	2%	157	36%	12	8%	7	0%	209	1%
Total	656		225		531		405		436		146		26721		29120	

Appendix K- Footfall at the Guildhall 2017-18



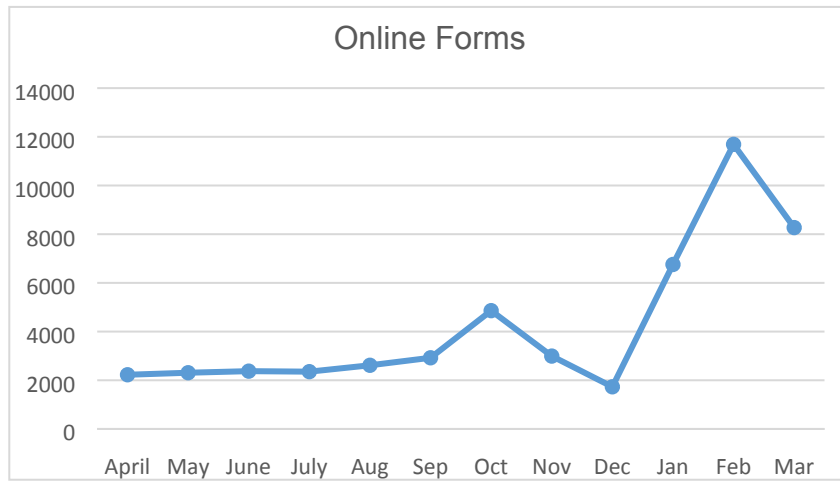
	Volume	%
West Lindsey	21558	40%
Job Centre Plus	26671	50%
Lincolnshire County Council	1981	4%
Citizen's Advice Bureau	2630	5%
Volunteer Centre Services	442	1%

Appendix L- Telephone demand



Month	Total Calls 2016/17	Total Calls 2017/18
April	21,528	15,204
May	17,502	17,502
June	17,771	17,771
July	18,453	18,453
August	18,002	18,002
September	18,723	15,314
October	17,363	15,294
November	16,647	15,723
December	11,782	10,616
January	18,504	19,450
February	15,356	23,875
March	19,385	21,550
Total	211,016	208,754

Appendix M- Online forms

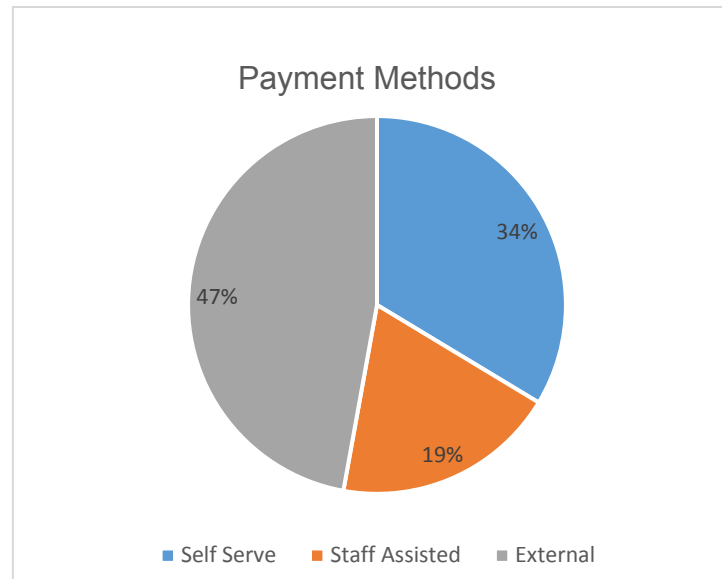


Appendix N- Facebook reach



Appendix O- Payment methods

Payments	Apr'17	May'17	Jun'17	Jul'17	Aug'17	Sept'17	Oct'17	Nov'17	Dec'17	Jan'18	Feb'18	Mar'18
Self Serve	2276	2577	2468	2528	2333	2307	2281	2095	2058	4131	6044	3819
	31%	31%	32%	31%	30%	31%	29%	29%	33%	34%	43%	39%
Staff Assisted	1074	1146	1149	1214	1066	1063	1068	1059	852	2710	4596	2939
	14%	14%	15%	15%	14%	14%	14%	14%	14%	23%	33%	30%
External	4102	4671	4021	4398	4274	4036	4409	4153	3327	5137	3452	2955
	55%	56%	53%	54%	56%	54%	57%	57%	53%	43%	24%	30%
Total	7452	8394	7638	8140	7673	7406	7758	7307	6237	11978	14092	9713



Appendix P- Payment method by service

	Building Control	Revenues	Land Charges	Licencing	Development Management	Waste Services	Benefits Over-payments	Food Health & Safety	Housing Enforcement
Self-Serve	143	23444	0	272	254	9477	448	3	8
Staff-Assisted	594	4079	733	719	976	8742	140	22	34
External	31	44490	0	33	62	3299	473	0	12