Customer Contact Strategy
2017 - 2020

Content

- Current context and emerging issues
- Recent trends and direction of travel
- Aims of the strategy – Council themes
- Starting point – achievements so far
- Work still outstanding
- The model for customer contact
- Cost reduction
- Governance
- Training
- Action plans

Current context

- Financial challenge
- Transformation
- Well educated, independent population
- High employment and digital skills
- Building and population growth
- Increasing customer demand

Recent trends

- Smart phones are everywhere
- Tablets have become the norm for accessing the internet
- Apps for everyday tasks – banking, health …
- Self-service is everywhere – the supermarket, GPs …
- Channels join up – online booking, SMS reminders …
- Social media proliferates
- The world is digital

Council Plan & Transformation Programme

- Change of focus – identify and support those most in need
- Reduce demand for services by changing behaviour
- Maximise efficiency and integrate access channels
- Move to digital, wherever possible
- Promote self-reliance

Achievements to date

- High performing website
- Mobile website
- Telephone contact centres
- Online account
- Mobile responsive forms
- Some automated telephony
- Secure online and telephone payments
- Some online bookings

Still to be done

- Fragmented customer contact model
- Telephone technology could be better used
- Customer demand for digital communications
- SMS
- Web-chat
- Online bookings – bulky waste, welfare appointments …
- More automation
- Chip and pin payments

Defining customer contact

Transactional customer contact	Relationship-based customer contact
• High volume	• Lower volume
• Low complexity	• Higher complexity
• Rules based/standardised process	• Can be more discretionary
• Target areas for automated self-service	• Some aspects likely to work via self-service (e.g. online self-assessment, pre-population of application forms), but likely also to require specialist intervention
• Likely to be a one-off transaction (e.g. report it, apply for it, pay for it)	• May need co-ordinated input from multiple services (e.g. ASC, Housing, Benefits)
• Signposting	

Digitally federated channel model
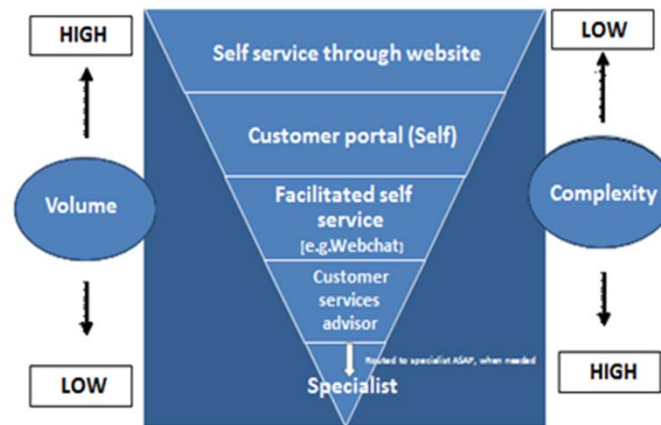
The move to more digital

- Services will be available 24/7
- Customers can choose where and when to access services
- Customers use the device they are comfortable with
- The experience is familiar – like dealing with other organisations
- Reduction in cost means we can focus resources on those with greater needs

Training

- Demand management
- Contact management
- 'Soft' skills
- Digital skills
- Assisted digital
- Cross-service training
- Multi-channel
- Workforce & Organisational Development Strategy

Action Plans

Channel Development

- Extend the use of the e+ card to support digital access to services
- Implement web-chat in customer services
- Evaluate wider implementation of web-chat
- Investigate use of SMS for appropriate services and develop a business case for implementation
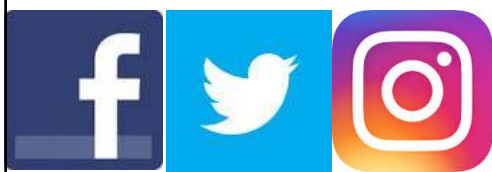
Action Plans

Communications, Citizen Engagement and Volunteering

- Change messages about services to ensure that digital access is encouraged
- Change the tone of communications to show a shift in expectation to self-reliance and independence
- Implement subscription-based digital communications platform
- Identify roles in citizen & customer contact where volunteers could support delivery
- Develop volunteering strategy and plan

Action Plans

New Media

- Develop a model for customer facing staff to respond to social media interactions
- Investigate social media management systems to identify possible means of streamlining processes

Telephony

- Review current implementation of telephony system and reconfigure to maximise benefits
- Review current contact model
- Implement Q-buster technology
- Review use of voicemail and other telephony standards

Action Plans

Customer Online Account & Digital Strategy

- Link Council Tax account to online account
- Link subscription-based communication platform to online account
- Identify other accounts to be linked, and develop plan for integrations
- Continue redevelopment of public website
- Trial online booking system to deliver proof of concept

Action Plans

Email, Paper & Post

- Remove email addresses from website and publications
- Develop structured contact forms
- Investigate email automation systems
- Review current incoming and outgoing post, and reconfigure
- Develop plan to replace paper post with digital alternatives, e.g. e-billing for Revenues, etc.

Action Plans

Face to Face

- Remodel Time Square to promote self-service and provide assisted digital
- Work with the voluntary sector to provide support to customers accessing services, and to deliver channel shift
- Develop appointment-based operating model, reducing opening hours, and create a digital self-service journey

Action Plans

Payments

- Implement chip & pin capability across all Council premises
- Review collection of cash & cheques, and replace with digital alternatives
- Review payments system and methods, with a view to de-scoping the authority for PCI:DSS
- Investigate self-service payment kiosk for Time Square

Action Plans

High Needs Customers

- Develop joined-up, 'whole system' approach to supporting households most in need
- Redesign customer journeys, working with partners, to focus on tackling the root cause of problems
- Work with the voluntary sector to identify or develop support for high needs customers

Action Plans

Assisted Digital, Accessibility & Digital Inclusion

- Develop easy-read and other accessible versions of key website content
- Remodel Time Square reception to facilitate digital access, and provide assisted digital support
- Retain accessibility accreditation for the website
- Work with 3rd party suppliers to improve accessibility / usability of the customer interface
- Work with partners to improve the digital skills of customers
- Improve access to digital technologies at Time Square, and provide support

Action Plans

Customer Insight and Performance

- Develop data analysis and customer insight tools
- Develop reporting from CRM and other customer contact systems, to analyse demand
- Improve data collection to measure the impact of channel shift on costs
- Introduce new performance standards for all customer contact
- Develop new reporting model

Action Plans

Service Redesign

- Develop plan for roll-out of service redesign for all services across the Council
- Focus on making services work digitally, end to end
- Review digital capability of existing ICT systems to ensure maximum benefit from investment
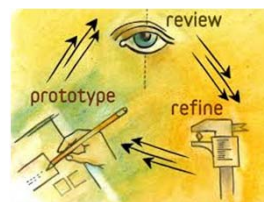
Action Plans

Staff Training & Development

- Improve the digital skills and understanding of staff
- Ensure all staff understand their responsibility for digital leadership
- Train all customer facing staff in managing customer contact effectively – a big ask for some
- Train all customer facing staff in delivering assisted digital and facilitating digital inclusion