

**TO: OVERVIEW AND SCRUTINY COMMISSION
21 NOVEMBER 2013**

**CUSTOMER CONTACT AND CHANNEL STRATEGY UPDATE
Director of Corporate Services**

1 INTRODUCTION

- 1.1 This report provides the Commission with details of progress to date on the Customer Contact Strategy (2011-2014) and the Channel Strategy.

2 SUPPORTING INFORMATION

2.1 Background

The Customer Contact Strategy was adopted in 2011, and describes the Council's approach to dealing with customer contact. A key recommendation of this Strategy was the creation of a Channel Strategy. This was developed and an Action Plan combining all actions from both strategies was adopted, covering the following areas:

- Avoidable Contact
- Channel Shift
- Digital Inclusion
- Accessibility
- Telephony
- New Media
- Face to face
- Post and paper communication
- Payments

- 2.2. A copy of the action plan, with updates on each of the actions at October 2013 is included at Appendix A.

- 2.3. A number of the actions have been completed. Some of the most significant achievements include the following:

- a) The website has been completely redeveloped, and content reviewed with a stronger focus on the customer experience. The review has also included on-line forms, which have been simplified and shortened, wherever possible. The success of this redevelopment was reflected in the outcome of the latest SOCITM review, where the website was one of the few to achieve a four star rating, and was classed as being in the top 20 of council websites. Uptake of the site is high, with 46% of local people using it, and customer feedback is very positive.

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- b) The website achieved accessibility accreditation through the Shaw Trust, and this has been maintained for a second year.
- c) The mobile version of the website has also been launched, again with a high rate of use and considerable positive feedback from customers. All of the in-house created on-line forms have also been made 'mobile-friendly' so that they work well on all devices. All new development of the website is rigorously tested on a range of devices and using a range of web browsers to ensure it will work for all users.
- d) An open data website has been launched: <http://opendata.bracknell-forest.gov.uk/index.htm>. This site publishes key information required by the Government's transparency agenda, including information about payments to suppliers and senior salaries, as well as key documents such as the Council's Constitution and Annual Report.
- e) Public WiFi access has been enabled in all libraries and leisure centres, as well as at the council's receptions at Time Square and Easthampstead House. Computers for public use in libraries and leisure centres have also been upgraded.
- f) We have established a digital inclusion project, working closely with partners to develop a range of activities for customers who currently don't access the internet, or who lack confidence in doing so. These activities range from initial taster sessions using the public access PCs to 'bring your own device' sessions, where customers can bring their smart phone, laptop or tablet, and get tips on how to use it. We are using these sessions to show people how to access services on our website, and to signpost them to more structured learning opportunities at the Open Learning Centre.
- g) The range of services delivered through the corporate Contact Centre has been expanded, and now includes services for Registrars, such as requesting copy certificates and booking the Nationality Checking Service. The Customer Services team has also taken on work for the Rangers service, booking computers at Libraries and additional services for Waste and Recycling.
- h) We have implemented an automated, voice recognition telephony system, so that if a customer knows the name of the officer they wish to speak with they can be transferred automatically, without going through the Customer Service Centre. At time of writing this has been implemented for internal use, and will be rolled out to external customers by December 2013.
- i) A number of social media pilots were run successfully during 2012, and routine use of social media has now been adopted by a number of services, including Coral Reef, The Lookout, Bracknell Leisure Centre, and Easthampstead Park Conference Centre.
- j) The redesign of the Benefits and Housing service using Systems Thinking is progressing, and pilots of new ways of working in this area have been operating since April 2013. We expect a final operating model to be determined by the end of the year, resulting in a significantly improved service for customers of these services.
- k) We have begun to use a 'digital by default' approach to service redesign. This has started with the introduction of charging for the brown bin service. Our

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approach was first to design an on-line process that would be simple and straightforward for customers to self-serve, and which could then also be used by the Customer Services team if customers contact us by phone or call in person. To date approximately 50% of the registrations and payments for this service have been carried out by the customer using the self-service process.

- l) Where applications for service require a payment, the directorate web officers have identified the on-line forms used and are progressing the integration of on-line payments into these forms. Now the majority of forms on the website for services requiring a payment are able to take a payment at the time of completing the form.

2.4 A number of the actions in the strategies involved carrying out investigations or research into the appropriateness or viability of implementing new ways of working. The outcome of these investigations has resulted in recommendations to implement the following:

- a) Replacement of the current Customer Relationship Management (CRM) system. A replacement system will enable us to develop the creation of a customer account through the website, so that customers will be able to log and track their own cases on-line. A new system will also give us the opportunity to investigate the rationalisation of line of business systems, as it may be possible to manage the whole of some cases through the CRM system. A new system could also mean reduced revenue costs for licences, and may facilitate cheaper and easier integrations into line of business systems, where rationalisation is not an option.
- b) Replacement of the website Content Management System (CMS). We are currently trialling an open source CMS, which is currently used by central government to provide the gov.uk website: www.gov.uk. This system would allow us to be more agile when developing the website or microsites, and will provide improved functionality. It could also lead to reduced costs in the longer term, as we will no longer pay licence costs to a supplier.
- c) We have identified a suitable avoidable contact recording system, for use in Customer Services, and a project is to procure and implement this is currently on hold, as it may be possible to deliver the outcome we want through our new CRM system. This will allow us to categorise all contacts from customers as either necessary or avoidable, and to report on the number and type of avoidable contacts, to help prioritise service redesign and channel shift. We expect to implement this system in line with the CRM implementation plans.
- d) We have investigated the possibility of introducing a single IT system to manage on-line bookings for a wide range of services including Pest Control, Bulky Waste collections, Property Repairs for council buildings, Leisure Services and Registrars' appointments. From our investigations it seems unlikely that a single system will be able to deliver all of these functions, and we are now looking at possible solutions on a service by service basis. We are researching open source and hosted solutions that would allow us to buy the service on a 'Software as a Service' basis. This would then require minimal support or development from the Digital Services or in-house ICT teams.
- e) We have researched the usefulness of a subscription-based notifications system, which would allow customers to sign up on-line to receive email or text messages. These messages could be e-newsletters about a service the customer is particularly interested in, or service disruption information, e.g. school and road closures or a

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broken down refuse lorry. By proactively notifying people about such disruptions we can dramatically reduce the number of telephone calls we receive at such times. We are currently identifying all the mailing lists and subscription based services across the Council, to establish how widely used such a system might be. If we establish that the system would be useful, we will work in partnership with Thames Valley Police to share the system they use for the Thames Valley Alerts service: <https://www.thamesvalleyalert.co.uk>

- f) We have reviewed the payment mechanisms available to customers and have concluded that the use of 'chip and pin' devices in Customer Services and Registrars Service would improve convenience and security for customers and reduce the number of cheques and amount of cash we are currently handling. Chip and Pin machines should be operational in these outlets by the end of 2013, subject to successful completion of the PSN project.
- 2.5 As a result of our investigations, and to facilitate monitoring of ongoing actions, we have produced a Phase Two Action Plan, to take these strategies forward to 2014. A copy of this plan is attached at Appendix B. In addition to the items generated as a result of the original strategies we have identified further opportunities for improving the customer experience whilst reducing costs. These include:
- 2.6 The development of a 'Digital Strategy,' in line with the Government Digital Principles, as published in the Government Service Design Manual launched in April 2013 :
- a) Customer Experience – focus on the customer and savings will follow.
 - b) Service Redesign – redesign services from first principles, taking advantage of digital technologies.
 - c) Engagement – use 'digital first' for engagement with citizens and customers.
 - d) Ways of working – adopt digital techniques for internal working practices.
 - e) Leadership – improve digital leadership and governance.
 - f) Capability – build appropriate levels of digital capability in-house.
 - g) Demand management – analyse and manage demand for services.
 - h) Usability – develop standards so that the user experience of digital is easy, intuitive and consistent.
 - i) System selection – choose systems for public and internal use on the basis of their usability.
 - j) Performance – define the success of your digital strategy.
 - k) Sharing – share as much content, applications and resources as possible, whether locally, regionally, nationally.
 - l) Agile working – develop digital services using the agile methodology.
 - m) Take-up – increase take-up of digital services.
 - n) Assisted digital – develop policies and programmes for supporting people who have rarely or never been on-line.

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- o) Transparency – make the organisation ‘open by default.’
- p) The development of an Assisted Digital Strategy, which will detail how we will support customers to access our on-line services if they are unable to do this independently. These users will be helped to use the digital service, or someone will use it alongside them on their behalf. This strategy will require an understanding of which customers currently don’t use digital channels:
- Those who can’t ever use the digital service independently and will always need assisted digital support;
 - Those who could use the digital service independently but will require initial assisted digital support to build their confidence;
 - Those who should use the digital service (i.e. have the digital skills but currently use other channels) and don’t need digital support, but encouragement to use the digital service.
- 2.7 Investigating the possibility of incentivising customers to use our digital services. This could be by an extension of the Recycling Incentive scheme, and may help to accelerate the rate of channel shift.
- 2.8 Identifying priority services for channel shift. Using data about current transactions to identify those services with the highest volumes, and with customers who have a propensity for self-service. In Phase Two we will focus on Waste transactions, Highways and Street Scene, School Admissions, Open Learning Centre bookings and Leisure bookings.
- 2.9 Extension of social media to be used for two-way engagement and customer access, as well as for outbound communications.
- 2.10 Using the new CRM system to create a ‘single view’ of the customer, so that information about a customer can be shared across services and systems as appropriate. For example, if a customer tells us that they have moved house for Council Tax purposes, ensuring that their new details are updated in all other systems where they have a record.
- 2.11 Using data from the CRM and customer segmentation to facilitate targeted communications and marketing, using the customer’s preferred channels, thereby reducing unnecessary print and postage.

3 EQUALITIES IMPACT ASSESSMENT

- 3.1 An Equalities Impact Assessments is carried out for all projects or service developments initiated as a result of the Customer Contact Strategy. To date no negative impacts have been identified.

4 STRATEGIC RISK MANAGEMENT ISSUES

- 4.1 A risk management exercise is carried out for all projects or service developments initiated as a result of the Customer Contact Strategy. No strategic risks have been identified.

Contact for further information

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Customer Contact and Channel Strategy Action Plan – Phase One – October 2013 Update

Code:

Colours: Blue = completed
 Green = underway and on target to deliver by due date
 Yellow = underway but not on target to deliver by due date
 Red = not yet underway

Avoidable Contact Strategy

Ref.	Action	Delivery Date	Responsible Officer	Status	Progress update at October 2013
AC1	Broaden the Tell-Us-Once service, used for registering a death, to more service areas.	March 2013	Head of Democratic and Registration Services	BLUE	COMPLETE. Offering a Change of Address Service is unlikely to be taken forward by DWP in the current economic climate as this would be an expensive and complex development. This has resulted in a new action for the future Action Plan. We will investigate the creation of a process internally as part of the CRM replacement project. We aim to create a 'single view of the customer' facilitating updates of address and other changes in circumstances across the authority. NEW ACTION
AC2	Use telephone call, face to face and email data, and customer feedback, to identify areas of improvement within the council and work to eliminate waste, process failure and unnecessary cost to the customer or the Council.	March 2013	Chief Officer: Customer Services	YELLOW	Data collection completed. Contact through Customer Services, website and direct contacts to departments have been identified, and this data is being analysed. Working with Experian to identify which customers and which channels for targeting communications re: channel shift.
AC3	Implement a system of recording and investigating avoidable contact to identify areas and processes which could be improved for the benefit of the customer or the Council.	March 2013	Chief Officer: Customer Services	YELLOW	Demo of system seen at neighbouring authority. Currently categorising all contacts in CRM as "avoidable," unavoidable" or "channel shift-able." Implementation plan for system in development.

Channel Shift Strategy

Ref.	Action	Delivery Date	Responsible Officer	Status	Progress update at October 2013
CS1	The council's website and mobile website will be re-developed.	April 2012	Chief Officer: Customer Services	BLUE	COMPLETE. New website launched in April 2012. Mobile site also launched. Uptake of both is high, and customer feedback is very positive. All forms now mobile-friendly.
CS2	Implement a promotion plan for the re-developed website	April 2012	Head of Comms and Marketing	BLUE	COMPLETE: Do it online, not inline marketing campaign launched at time of new website going live. Also promotional activity on social media and in town and country. This promotional activity is continuing. The data analysis work currently underway will allow more targeted marketing at specific customer groups / segments. NEW ACTION
CS3	Promote online and transactional services when the re-developed website is publicly launched.	September 2012	Head of Comms and Marketing / All service area managers	BLUE	COMPLETE: All PR and marketing material now signposts residents to online services. Social media status updates always provide links back to the relevant pages on the website where applicable.
CS4	Investigate developing customer registration with our web site to encourage customers to engage in on-line services,	December 2012	Chief Officer: Customer Services	BLUE	COMPLETE: This investigation has been completed and we have concluded that this requirement should be included in the specification for a new Customer Relationship Management (CRM) system. CRM feasibility study has been completed. Technical specification includes customer registration on-line. Systems under

	check their own records, log and monitor service requests or fault reporting, whilst maintaining their data accurately				consideration have all demonstrated ability to deliver this aim. NEW ACTION
CS5	Obtain email addresses for customers, where possible, to support channel shift from post to email.	Ongoing	Chief Officer: Customer Services	BLUE	COMPLETE: Customer Services team collect email addresses routinely to communicate with customers. In new CRM we will ensure email is merged with customer record. Also working on Neighbourhood Alerts to enable sign-up for email notifications. Email address will be part of new customer 'golden record' in CRM. NEW ACTION
CS6	Transaction abandonment on forms on the website will be analysed each month to see where transactions are failing and corrections made accordingly.	Ongoing	Web Services Manager	BLUE	COMPLETE: We have taken a slightly different approach to this task by initially focussing our attention on simplifying all forms where this is appropriate. This work is now largely complete and has helped to improve take-up of forms in general. Forms have now also been made mobile friendly. A review of all online forms and processes will be part of the CRM project. NEW ACTION
CS7	Improve online access and use of the Family Information Service.	December 2012	Policy & Commissioning Manager (CYP&L)	BLUE	COMPLETE: Increased usage of online Family Information Directory on a monthly basis. Exploring use of social media to promote FIS service via Facebook & Twitter. A review of the FIS web presence will be part of the iHub review project. NEW ACTION
CS8	Develop an online booking process for the removal of bulky waste.	December 2012	Chief Officer: Customer Services	YELLOW	Online bookings for this service will be included in the requirements for a new CRM. Likely to commence in summer 2013.
CS9	Develop an online booking process for the pest control.	December 2012	Chief Officer: Customer Services	YELLOW	Online bookings for this service will be included in the requirements for a new CRM. Likely to commence in summer 2013.
CS10	Implement an online booking process for repairs to council buildings – reactive maintenance.	December 2012	Chief Officer: Customer Services / Chief Officer: Property	YELLOW	Currently investigating the workflow in e-forms and the capacity of the repairs and maintenance management system, to establish the best way of delivering on-line reporting to users. May be possible to deliver through new CRM system.
CS11	Improve online access and use of the school admissions process.	December 2012	Chief Officer: Strategy, Resources & Early Intervention (CYP&L)	YELLOW	Further work is underway to enhance the online school admissions processes. Some difficulties have been experienced with the Admissions IT System, but we are actively working to resolve these.
CS12	Increase the number of online leisure bookings.	March 2013	Chief Officer: Leisure & Culture	YELLOW	Digital Services team currently scoping out work to review web content, particularly pdf based information. This may increase take-up of online bookings. The service is aiming to upgrade its current IT system to improve the customer experience.
CS13	Develop and implement an approach to open data to satisfy the requirements of transparency.	December 2012	Web Services Manager	BLUE	COMPLETE: Open Data site is up and running. The site is overseen by the Information Management Group. Investigating publication of JSNA and Stats.Share data. NEW ACTION
CS14	Increase the number of library transactions that are e-enabled.	March 2013	Chief Officer: Leisure & Culture	YELLOW	

Digital Inclusion Strategy

Ref.	Action	Delivery Date	Responsible Officer	Status	Progress update at October 2013
D1	Promote and encourage the use of key contact channels to all audiences, with particular focus on those groups accessing services less often.	March 2013	Head of Comms and Marketing / All service area managers	YELLOW	We are doing some customer segmentation work to identify the best communication channels. This work is being supported by Experian.
D2	"Wifi" access is to be provided in our libraries and leisure centres.	May 2012	Chief Officer: Information Services	BLUE	COMPLETE: Wifi implemented in libraries and leisure centres. Also available in Time Square reception and in Easthampstead House reception.
D3	Upgrade public access terminals at our libraries and leisure centres.	May 2012	Chief Officer: Information Services	BLUE	COMPLETE: Public access computers in libraries and leisure centres have been upgraded. Now investigating possible upgrade of public access computers in council receptions.
D4	Hold an awareness event at the reception at Time Square to promote digital inclusion.	October 2012	Chief Officer: Customer Services	BLUE	COMPLETE: Spring Online events held across the borough. Currently planning further activities, working with BFVA, Age Concern and Bracknell Forest Homes. NEW ACTION
D5	Coordinate support for national initiatives	March 2013	Chief Officer: Customer	BLUE	COMPLETE: 'Race Online' has been replaced by 'Go On UK.' We will work with them when developing our

	around "Race Online" to encourage people to develop or improve their skills to use online services.		Services		digital inclusion project and our local training offers. Project team now includes BFVA, BFH and Age Concern, as well as representation from all directorates. Ongoing Digital Inclusion activity plan in development. NEW ACTION
D6	Promote e-book and e-audio services provided via public website and by direct contact with residents.	During 2012	Head of Libraries	BLUE	COMPLETE: We have promoted e-books and e-audio as described in the action, including via social media and handing out of cards at Bracknell Railway Station. To date (first three quarters of 2012/13) there have been 2,850 downloads.
D7	Support local initiatives, including LearnDirect provision and arrange a series of relevant IT courses to encourage people to develop their IT skills at the Council's two online centres.	During 2012	Grow Your Own Project Manager (CYP&L)	BLUE	COMPLETE: Bracknell Open Learning Centre continues to deliver successful Introduction to IT and First Time on a Computer sessions.

Accessibility Strategy

Ref.	Action	Delivery Date	Responsible Officer	Status	Progress update at October 2013
A1	Obtain accessibility accreditation for the website.	April 2012	Web Services Manager	BLUE	COMPLETE: Accessibility accreditation achieved. Maintained in 2013. NEW ACTION
A2	Investigate the business case for using inbound text messaging to communicate with hearing impaired customers.	December 2012	Chief Officer: Customer Services	BLUE	COMPLETE: Investigation completed. Text messaging to be included in work on CRM. Likely to be included as part of phase two of the new CRM implementation. NEW ACTION
A3	Investigate the business case for providing live web-chat facilities as an alternative to the telephone, post and email channels.	December 2012	Chief Officer: Customer Services	BLUE	COMPLETE: Investigation completed. Web-chat to be included in work on CRM. Likely to be included as part of phase two of the new CRM implementation. NEW ACTION
A6	Follow-up our request to Google to add Nepali to their language options.	June 2012	Web Services Manager	BLUE	COMPLETE: We continue to pursue this request with Google. No response has been received from Google to date, but Nepali online forums suggest that a language option is currently being developed by Google. NEW ACTION

Web Strategy

Ref.	Action	Delivery Date	Responsible Officer	Status	Progress update at October 2013
W1	Provide a single modern website and mobile website to make contacting the council straightforward for everyone.	April 2012	Chief Officer: Customer Services	BLUE	COMPLETE: New website, with mobile version, launched in April 2012.
W2	Review the web infrastructure in order to improve the resilience of the service and ensure 24/7 availability	December 2012	Chief Officer: Customer Services	BLUE	COMPLETE: Infrastructure and resilience continue to be reviewed. Undertaken an investigation into the use of Open Source software for CMS. Initial findings are very positive. Now planning a project using open source CMS to create a new website for the Youth Service. This will provide improved resilience for the longer term. NEW ACTION
W3	Develop and implement a "phase 2" of enhancements to follow the website re-development.	March 2013	Chief Officer: Customer Services	BLUE	COMPLETE: Phase 2 plan developed. Some aspects will require changes to the CMS, which is currently being reviewed. NEW ACTION
W4	Provide appropriate intuitive map based interfaces to both transactional and information systems	April 2012	Digital Services Manager	BLUE	COMPLETE: An on-line mapping tool is in place. The maps used for transactional services will be reviewed as part of the CRM project. NEW ACTION
W5	Investigate the business case for a secure authenticated self-service facility for residents and customers.	December 2012	Chief Officer: Customer Services	BLUE	COMPLETE: Investigation complete. This is being included in the technical requirements specification for a new CRM. NEW ACTION
W6	Investigate the business case for integrating online transactions directly into back office systems to prevent unnecessary	December 2012	Chief Officer: Customer Services	BLUE	COMPLETE: Investigation complete. Integrations with back office systems will be a key component of any new CRM, and are included in the technical requirements specification for a new CRM. NEW ACTION

	entering of information, where appropriate.				
W7	Develop and implement an approach to managing and presenting open data.	December 2012	Web Services Manager	BLUE	COMPLETE: Approach developed. Site implemented. Further work to be done

Telephony Strategy

Ref.	Action	Delivery Date	Responsible Officer	Status	Progress update at October 2013
T1	Implement automated telephony services, using speech recognition software for service areas, where appropriate.	December 2012	Chief Officer: Customer Services	YELLOW	Automated telephony service operating internally for 'switchboard' calls. There have been some technical difficulties with delivery of this project. Roll out to the public dependant on use of Active Directory to replace Boris phone book. Active Directory due to be in place by end of June 2013. Aim to go live with the public by autumn 2013.
T2	Increase the range of telephone enquiries able to be answered by Customer Services, thereby releasing time spent by service areas. Registrars, Democratic Services, Rangers, Family Information Service, Bookings for internet sessions at libraries.	March 2013	Chief Officer: Customer Services	BLUE	COMPLETE: These services are now available through Customer Services. Work underway with School Admissions to migrate more contact to the website and facilitate enhanced service through Customer Services. Registrars copy certificate requests currently migrating to Customer Services. Booking for computer sessions at libraries now available through Customer Services. NEW ACTION : Further services to migrate as part of CRM project. Working with Revenues Team to migrate telephone contacts into Customer Services by autumn 2013
T3	Monitor and measure telephone enquiries to the main number and the family of numbers.	Quarterly	Individual service area managers using the Netcall telephony system	BLUE	COMPLETE: Number of calls in Customer Services and performance against SLA reported quarterly through QSR.
T4	Introduce libraries to the family of numbers.	December 2012	Chief Officer: Customer Services / Chief Officer: Leisure & Culture	YELLOW	A review of the telephone numbers for libraries is underway, and will facilitate migrating more services into the corporate contact centre.
T5	Investigate extending the use of the Netcall telephony system to leisure.	December 2012	Chief Officer: Customer Services / Chief Officer: Leisure & Culture	YELLOW	A review of the telephone numbers used by leisure centres will be undertaken during 2013 / 2014.
T6	Introduce Transport Services to the family of numbers and extend the use of the Netcall telephony system to Transport Services	June 2012	Chief Officer: Customer Services / Head of Operations Unit	BLUE	COMPLETE: Transport services have been added to the family of numbers. The published number is 01344 352002. We have taken the decision not to implement the Netcall telephony system as the volume of calls does not warrant its use.

New Media Strategy

Ref.	Action	Delivery Date	Responsible Officer	Status	Progress update at October 2013
NM1	Review and make recommendations on developing the use of new media channels including Twitter and Facebook.	July 2012	Head of Comms & Marketing	BLUE	COMPLETE: - Pilot schemes run successfully through 2012. New social media strategy agreed. NEW ACTION Social Media Implementation Group to be formed.
NM2	Include social media in the Communications Strategy.	July 2012	Head of Comms & Marketing	BLUE	COMPLETE: - Social media included in Communications Strategy.
NM3	Review the current and future use, effectiveness and content of Digital TV to test for value for money.	December 2012	Chief Officer: Customer Services	BLUE	COMPLETE: Content on Digital TV has been reviewed and is being restructured. Marketing and Communications plan in development. Further review of usability has been undertaken, and will be repeated later this year. NEW ACTION : Recommendations on how to proceed will come to a future CCSG.
NM4	Investigate the business case for the use of outbound text or email messages to customers signing up for such a service.	December 2012	Chief Officer: Customer Services / Chief Officer: Information Services	BLUE	COMPLETE: NEW ACTION : Text messaging to be included in the CRM feasibility exercise. Working with Thames Valley Alerts system to facilitate outbound text messages in the short to medium term.

NM5	Investigate the business case for the use of inbound text messaging.	December 2012	Chief Officer: Customer Services / Chief Officer: Information Services	BLUE	COMPLETE: NEW ACTION: Text messaging to be included in the technical requirements specification for a new CRM.
NM6	Investigate the business case for developing appropriate applications for mobile phones including fault reporting and simple information provision.	December 2012	Chief Officer: Customer Services	BLUE	COMPLETE: Currently app provided by Digital TV supplier. NEW ACTION: Will be included in the Marketing and Communications plan being developed.
NM7	Implement Quick Response (QR) codes for Council services and information.	March 2013	Head of Comms & Marketing	BLUE	COMPLETE: QR codes being used, e.g. the advert promoting our website at Bracknell Train Station, all materials for the new recycling incentive scheme including the recycling vehicles themselves, pop up displays and adverts, and all Bracknell Leisure Centre marketing materials. NEW ACTION:

Face to Face Strategy

Ref.	Action	Delivery Date	Responsible Officer	Status	Progress update at October 2013
F1	Implement the Accommodation Strategy and create one primary reception area for customers at Time Square north.	March 2013	Chief Officer: Customer Services	BLUE	COMPLETE: Most customer enquiries are now relocated to Time Square. Customer Services now providing primarily a reception service at Easthampstead House. All Customer Service actions in the project are complete. NEW ACTION: Relocate to Time Square; combine reception function with Registrars reception
F2	Review the services provided at the council's main town centre reception at Time Square and aim to provide co-ordinated services to customers.	December 2012	Chief Officer: Customer Services	BLUE	COMPLETE: looking at volumes and flow of business. Improvements being implemented include Chip and Pin machines for payments, and scanning for Benefits.
F3	Implement online Benefit Services and make access available at the primary reception at Time Square north.	September 2012	Chief Officer: Housing / Chief Officer: Customer Services	YELLOW	E-Bens on hold to be implemented in April 2013 when new Council tax benefit scheme goes live
F4	Redesign benefit service via use of system thinking methodology to better meet customer demand.	September 2012	Chief Officer: Housing / Chief Officer: Customer Services	YELLOW	Prototype has been running since April 2013. Currently reviewing queue management procedures.

Post and Paper Communication Strategy

Ref.	Action	Delivery Date	Responsible Officer	Status	Progress update at October 2013
PP1	Produce, seek agreement to and implement a design and print management strategy.	March 2013	Head of Comms & Marketing / Head of Operations / Chief Officer: Information Services / All departments	BLUE	COMPLETE: A paper on Print Strategy and a potential way forward went to CMT on the 20 th March. Direction of travel agreed at CMT and at Executive Briefing. A final recommendation paper will be going back ??? when?.

Email Strategy

Ref.	Action	Delivery Date	Responsible Officer		Progress update at October 2013
E1	Provide a complete range of online forms to minimise the amount of emails handled.	March 2013	Web Services Manager	BLUE	COMPLETE: - and online forms created where appropriate (i.e. not where a signature or proof of identity is required).
E2	Analyse the data for the use of online forms and determine which contacts could be shifted to online self-service.	March 2013	Chief Officer: Customer Services	YELLOW	Data analysis underway.
E3	Obtain email addresses for customers, where possible, to support channel shift from post to email.	March 2013	Chief Officer: Customer Services	BLUE	COMPLETE: Customer Services staff collect email addresses routinely, to send acknowledgements and receipts to customers. Further work to be included in development of customer database.

Payment Strategy

Ref.	Action	Delivery Date	Responsible Officer	Status	Progress update at October 2013
P1	Develop a seamless application and payment process by linking the form completion and payment processes and identify forms where payment integration can be added.	March 2013	Web Services Manager	BLUE	COMPLETE: The task to develop a seamless application and payment process by linking form completion and payment processes has been completed. Opportunities for identifying forms suitable for payment integration have been reviewed by departmental web officers. This is an ongoing task.
P2	All major payment channels are reviewed to establish demand and customer preference, and customers are actively encouraged to change their payment channel to the most cost effective method of payment.	March 2013	Borough Treasurer	BLUE	COMPLETE: Due to the nature of the Council's business, payment channels are significant in number and complex. Following the upgrade of the Agresso financial system the focus has been on using the enhanced flexibility to encourage customers to pay by card (preferably through the web) or by direct debit. This work is regarded as an ongoing, rather than having a specific end date. NEW ACTION: Continue review and implement chip & pin.

Customer Contact and Channel Strategy Action Plan – Phase Two

Code: (CF) = carried forward from Phase One
(Revised) = new date for delivery of this carried forward action

Colours: Blue = completed
Green = underway and on target to deliver by due date
Yellow = underway but not on target to deliver by due date
Red = unlikely to be achieved
White = not yet underway

Avoidable Contact Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
AC2 (CF)	Use telephone call, face to face and email data, and customer feedback, to identify areas of improvement within the council and work to eliminate waste, process failure and unnecessary cost to the customer or the Council.	March 2013 (December 2013)	Chief Officer: Customer Services	YELLOW	Data collection completed. Contact through Customer Services, website and direct contacts to departments have been identified, and this data is being analysed. Working with Experian to identify which customers and which channels for targeting communications re: channel shift.
AC3 (CF)	Implement a system of recording and investigating avoidable contact to identify areas and processes which could be improved for the benefit of the customer or the Council.	March 2013 (December 2013)	Chief Officer: Customer Services	YELLOW	Demo of system seen at neighbouring authority. Currently categorising all contacts in CRM as “avoidable,” “unavoidable” or “channel shift-able.” Implementation plan for system in development.
AC4	Introduce a change of address / change of circumstances process that enables the customer to notify the council once and updates as many services as possible.	December 2014	Chief Officer: Customer Services	WHITE	We will investigate the creation of a process internally as part of the CRM replacement project. We aim to create a ‘single view of the customer’ facilitating updates of address and other changes in circumstances across the authority.

Channel Shift Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
CS8 (CF)	Develop an online booking process for the removal of bulky waste.	December 2012 (December 2014)	Chief Officer: Customer Services	YELLOW	Online bookings for this service will be included in the requirements for a new CRM. Likely to commence in summer 2013.
CS9 (CF)	Develop an online booking process for the pest control.	December 2012 (December 2014)	Chief Officer: Customer Services	YELLOW	Online bookings for this service will be included in the requirements for a new CRM. Likely to commence in summer 2013.
CS10 (CF)	Implement an online booking process for repairs to council buildings - reactive maintenance.	December 2012 (March 2014)	Chief Officer: Customer Services / Chief Officer: Property	YELLOW	Currently investigating the workflow in e-forms and the capacity of the repairs and maintenance management system, to establish the best way of delivering on-line reporting to users. May be possible to deliver through new CRM system.

CS11 (CF)	Improve online access and use of the school admissions process.	December 2012 (December 2013)	Chief Officer: Strategy, Resources & Early Intervention (CYP&L), Digital Services Manager	YELLOW	Further work is underway to enhance the online school admissions processes. The summer 2013 applications for transfers to secondary school have been enabled through the revised online service. A review of its effectiveness will be carried out following this round of applications.
CS12 (CF)	Increase the number of online leisure bookings.	March 2013 (December 2014)	Chief Officer: Leisure & Culture	YELLOW	Digital Services team currently scoping out work to review web content, particularly pdf based information. This may increase take-up of online bookings. The service is aiming to upgrade its current IT system to improve the customer experience.
CS14 (CF)	Increase the number of library transactions that are e-enabled.	March 2013 (December 2014)	Chief Officer: Leisure & Culture	YELLOW	Project is underway to find a new or upgraded Library Management System, which will facilitate better self-service and on-line access.
CS15	Introduce targeted promotion of website and other digital services, aimed at specific customer groups.	December 2013	Head of Comms and Marketing	YELLOW	Data analysis underway to identify target groups and preferred communication channels.
CS16	Introduce customer registration to the website to facilitate on-line logging and tracking of service requests.	June 2014	Chief Officer: Customer Services	WHITE	This requirement is included in the technical specification for a new CRM System
CS17	Investigate incentivising customers to register on-line and to transact with the council on-line.	June 2014	Chief Officer: Customer Services	WHITE	Discussions to take place with e+ card team and with Leisure Services, with a view to extending the recycling reward scheme to cover on-line transactions
CS18	Introduce ability for customers to subscribe for online newsletters, notifications and alerts.	December 2013	Chief Officer: Customer Services	YELLOW	Work underway to establish the business case for use of this functionality within the council. We would work with Thames Valley Police and Neighbourhood Alerts (the supplier) to extend the 'Thames Valley Alerts' scheme to facilitate this. The service would run from the Bracknell Forest Council website and will have Bracknell Forest Council branding.
CS19	Review all on-line forms with a view to simplifying processes for customers and improving efficiency of end to end processes for services.	June 2014	Chief Officer: Customer Services	WHITE	The replacement of the CRM system will involve reviewing all existing processes end to end, to deliver efficiencies and ensure consistency across all channels.
CS20	Improve on-line access to the Family Information Service and access to information for Adult Social Care	June 2014 (December 2014)	Digital Services Manager	YELLOW	A review of the iHub will be undertaken, with the intention of finding a solution that meets the needs both of the FIS and ASC. We will also investigate the possibility of this system providing a corporate resource for events management. Pending approval of capital bid.
CS21	Enhance the open data site by including a wider range of data.	March 2014	Digital Services Manager	YELLOW	Work to ensure Joint Strategic Needs Assessment (JSNA) data and Stats Share data made more widely available.
CS22	Review effectiveness of current App for Highways and Street Scene fault reporting and Digi TV	March 2014	Chief Officer: Customer Services Digital Services Manager	YELLOW	Currently establishing take-up of Digi TV and use of the mobile App that it provides. Recommendations on way forward will be presented early in 2014.

Digital Inclusion Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
D1 (CF)	Promote and encourage the use of key contact channels to all audiences, with particular focus on those groups accessing services less often.	March 2013 (March 2014)	Head of Comms and Marketing / All service area managers	YELLOW	We are doing some customer segmentation work to identify the best communication channels. This work is being supported by Experian.
D8	Introduce an 'Assisted Digital Strategy' to support digitally excluded customers in accessing digital services	December 2013	Chief Officer: Customer Services	WHITE	

D9	Develop the Digital Inclusion project, working with partners to deliver a comprehensive range of digital inclusion activities targeted at all digitally excluded customers.	March 2014	Chief Officer: Customer Services	GREEN	Work is underway to collate and share information about all the digital inclusion activities undertaken by partners. Work is also underway to identify opportunities for further such activities, working with private sector partners.
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Accessibility Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
A7	Maintain accessibility accreditation during transition of website to new content management system.	December 2014	Digital Services Manager	WHITE	
A8	Develop use of inbound text messaging to access services for hearing impaired customers	December 2014	Chief Officer: Customer Services	WHITE	To be included as part of phase two of the new CRM implementation.
A9	Develop use of live web-chat facilities as an alternative to telephone, post and email channels.	December 2014	Chief Officer: Customer Services	WHITE	To be included as part of phase two of the new CRM implementation.
A10	Continue to pursue request with Google for Nepali to be added to their language options.	December 2014	Digital Services Manager	YELLOW	

Digital (formerly Web) Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
W8	Develop a Digital Strategy in line with the Government Service Design Principles	June 2014	Chief Officer: Customer Services Digital Services Manager	WHITE	
W9	Replace current Content Management System with open source alternative.	December 2014	Digital Services Manager	YELLOW	Work underway to develop first microsite in Drupal. This will give the opportunity to evaluate the system's suitability for use on the whole site.
W10	Ensure web infrastructure provides adequate resilience and 24/7 availability.	December 2014	Digital Services Manager	YELLOW	Drupal hosting arrangements should provide improved resilience.
W11	Implement 'Phase Two' of the website re-development plan	December 2014	Digital Services Manager	YELLOW	This work requires replacement of the current CMS. The enhancements in Phase Two will be implemented as part of the migration to the new CMS.
W12	Review map functionality on public website.	December 2014	Digital Services Manager	WHITE	The usability of the existing mapping system for customers is limited. As part of the migration to a new CMS, and to ensure compatibility with the new CRM, we will evaluate possible alternatives.
W13	Implement a secure authenticated self-service facility for customers	December 2014	Chief Officer: Customer Services	WHITE	This will be a key component of the new CRM system. Project likely to commence autumn 2013.
W14	Develop integrations, as appropriate, into back office systems to enable end to end case management and tracking through the CRM.	December 2014	Chief Officer: Customer Services	WHITE	Back office system integrations will be implemented as part of the new CRM project, wherever this is the appropriate method for improving processes. We will also investigate rationalisation of systems, with the CRM replacing back office systems, as appropriate.

Telephony Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
T1 (CF)	Implement automated telephony services, using speech recognition software for service areas, where appropriate.	December 2012 (December 2013)	Chief Officer: Customer Services	YELLOW	Automated telephony service operating internally for 'switchboard' calls. Roll out to the public dependant on use of Active Directory to replace Boris phone book. Active Directory due to be in place by end of June 2013. Aim to go live with the public by autumn 2013.
T4 (CF)	Introduce libraries to the family of numbers.	December 2012 (June 2014)	Customer Services Manager / Chief Officer: Leisure & Culture	YELLOW	
T5 (CF)	Investigate extending the use of the Netcall telephony system to leisure.	December 2012 (June 2014)	Customer Services Manager / Chief Officer: Leisure & Culture	YELLOW	
T6 (CF)	Introduce Transport Services to the family of numbers and extend the use of the Netcall telephony system to Transport Services	June 2012 (June 2014)	Customer Services Manager / Head of Operations Unit	YELLOW	
T7	Review existing services delivered via telephone channel to improve efficiency and migrate, where possible, to digital channels.	December 2014	Chief Officer: Customer Services	WHITE	This will be a key component of the CRM replacement project, due to commence autumn 2013. All existing services will be subject to an end to end review, to ensure consistency across all channels and identify opportunities for process improvements and efficiencies.
T8	Review implementation of auto operator. Identify other services that could make use of voice recognition technology.	June 2014	Customer Services Manager	WHITE	Once the automated telephony system has been implemented for use by external customers and is operating successfully, we will investigate opportunities for automating some telephone functions, such as missed bin reporting, council tax account enquiries, etc.
T9	Investigate multi-channel blending, to maximise efficiency of operation in the call centre.	June 2014	Customer Services Manager	WHITE	In conjunction with the implementation of the CRM system, we will investigate the opportunities provided by new access channels, such as web chat, SMS, etc.

New Media Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
NM8	Ensure Social Media becomes embedded in the council as a key channel for engagement, customer access and two-way communication.	September 2014	Chief Officer: Customer Services	YELLOW	Establish and lead Social Media Implementation Group Review terms of Social Media strategy Evaluate effectiveness of use of Social Media
NM9	Continue to review use of, and recommend way forward for Digital TV	September 2014	Digital Services Manager	YELLOW	
NM9	Implement use of outbound text messages and email messages to provide information and updates to customers	December 2013	Chief Officer: Customer Services	YELLOW	Neighbourhood Alerts project underway. Text messaging also included as a key channel in the CRM technical requirements specification.
NM10	Review current mobile App provided by Digi TV provider. Evaluate alternative options and recommend way forward for the council	June 2014	Digital Services Manager	YELLOW	Review of Digi TV and mobile App will report to Customer Contact Strategy Group in December, with a view to recommending a way forward in early 2014.

NM11	Ensure QR codes included on all new literature and signage, providing links to the 'Report It' or other appropriate pages on our website	June 2014	Head of Comms & Marketing	WHITE	
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Face to Face Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
F3 (CF)	Implement online Benefit Services and make access available at the primary reception at Time Square north.	September 2012 (December 2013)	Chief Officer: Housing / Chief Officer: Customer Services	YELLOW	E-Bens on hold to be implemented in April 2013 when new Council tax benefit scheme goes live
F4 (CF)	Redesign benefit service via use of system thinking methodology to better meet customer demand.	September 2012 (December 2013)	Chief Officer: Housing / Chief Officer: Customer Services	YELLOW	Prototype has been running since April 2013. Currently reviewing queue management procedures.
F5	Relocate all Customer Service activity to Time Square. Combine Reception function with Registrars Service reception.	June 2014	Chief Officer: Customer Service / Head of Democratic Services	YELLOW	Part of the overall Accommodation Strategy. Registrars and Customer Services should be co-located in Time Square by late spring 2014. Work is currently underway to design the customer journey to ensure all customers are managed properly and the experience is good.
F6	Review processes for Face to Face interactions with customers to ensure maximum efficiency and consistency with other channels	December 2014	Chief Officer: Customer Services	WHITE	This will form a key component of the CRM replacement project, expected to commence autumn 2013.

Post and Paper Communication Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
PP1	Produce, seek agreement to and implement a design and print management strategy.	March 2013	Head of Comms & Marketing / Head of Operations / Chief Officer: Information Services / All departments	BLUE	Completed. A paper on Print Strategy and a potential way forward went to CMT on the 20th March. Direction of travel agreed at CMT and at Executive Briefing. Currently developing a Shared Service arrangement with Wokingham Council.

Email Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
E2 (CF)	Analyse the data for the use of online forms and determine which contacts could be shifted to online self-service.	March 2013 (March 2014)	Chief Officer: Customer Services	YELLOW	Data analysis underway. This information will inform the CRM replacement project, and fed into the end to end redesign of all processes going through Customer Services and the website.

Payment Strategy

Ref.	Action	Delivery Date (Revised)	Responsible Officer	Status	Progress update at October 2013
P3	Continue to review payment channels available to customers, and encourage migration to more cost effective channels.	September 2014	Chief Officer: Customer Services	YELLOW	Continue to encourage take-up of direct debit where possible for services. Work with system supplier to improve appearance and usability of on-line payment facilities.
P4	Implement new payment channels where appropriate and migrate additional services to existing electronic payment channels.	March 2014	Chief Officer: Customer Services	YELLOW	Chip and pin to be implemented at Time Square, Easthampstead House reception and in Registrars service. Additional services to be added to telephone payment line to be identified.