CITY AND COUNTY OF CARDIFF

DINAS A SIR CAERDYDD

POLICY REVIEW & PERFORMANCE

SCRUTINY COMMITTEE   **18 January 2012**

CUSTOMER MANAGEMENT STRATEGY

Reason for this Report

1. To consider the Council's Draft Customer Management Strategy, a project of the transformation portfolio.

Background

2. The Committee has responsibility for scrutinising matters related to the frontline customer service experience. Previously this Committee has engaged in formative discussion at the influencing stage of developing a Customer Service Strategy. In May 2010 Members considered the new Customer Service Strategy; including Customer Service Standards; an Access Channel Strategy; and plain language guidelines. The strategy was subsequently agreed by the Executive and the Committee agreed to monitor the project's progress.

3. Members may recall that at the time the Committee approved of the Council's direction of travel in dealing with customers, and that the systems aspired to would essentially enable the customer to access a complete history of his/her transactions with the Council. Members heard that a customer would have a personal Council identity number, were reassured that confidentiality would be preserved; were advised that the project was a 3-5 year programme and whilst at the time there was an absence of transactional technology this would change within the next 12 months.

4. The Committee identified a need to improve customer feedback following requests for service, and was pleased that the new approach would develop a

system that heightens the integration between 'front office' (C2C) and 'back office' systems in the rest of the Council, offering opportunities to improve the feedback loop. Members were also concerned that in planning to expand the range of channels through which Council services can be accessed, appropriate regard be given to the needs of the elderly. Members felt the consultation on the Customer Service Strategy had been good. Clearly the events and open days had provided useful constructive criticism and meaningful results.

5. Further scrutiny was undertaken in March 2011 and the Committee were briefed on Customer Insight, Customer Journey Mapping and how these techniques will be used to shape Council services moving forward as part of the larger Transformational Change programme.

6. The Customer Management Strategy attached at **Appendix A** is therefore the culmination of customer journey mapping, channel and strategic analysis and significant consultation.

7. Members will note that the document is constructed in 4 parts; Executive Summary, Context, Customer Management Strategy, and Channel Strategy. These can be read as separate documents but, together, describe Cardiff's customer management approach. Appended to the report are 4 useful references:

    Appendix 1: Our Customers- who they are
    Appendix 2: Customer Behaviour
    Appendix 3: Standard Contact Types
    Appendix 4: Implementing the Strategy.

8. The Executive Summary states the vision, strategy and guidelines for dealing with customers. The Council wants to place the customer, residents and visitors, at the heart of the organisation, acknowledging that on-line shopping, banking and insurance, social media and mobile technologies are now heavily used and that the Council has a duty to cater for all segments of the population.

9. The summary states that Cardiff's customers have a generally positive view of the Council's services, but that there is room for improvement in the fulfilment of customer service requests by Service Areas.

10. The primary driver for the Council is to reduce cost, acknowledging that currently high volumes of customer contact are executed through high cost channels. New access channels will be developed and a shift encouraged in channel usage from higher to lower cost channels. Improvements in customer service will stem from Council services being accessible to the majority of citizens 24 hours a day, 7 days a week. The Executive Summary states that '*the real test of this approach will be whether we achieve improved customer experience, as reflected in significantly raised levels of customer satisfaction, at lower cost*.'

11. The strategy is based on 4 key principles that will deliver a significant change in the attitudes and behaviours of many staff towards customers:
    - Understanding and meeting needs
    - Informed and engaged customers
    - Customer focused culture
    - Accessible and integrated service provision.

12. Councillor Mark Stephens, Executive Member Finance & Service Delivery; David Trussler, Transformation Advisor; Isabelle Bignall, Head of Function, Partnerships and Citizen Centred Services; and John Agnew-Fitzek, Corporate Customer Services Manager will give a presentation, attached at **Appendix B,** and take Members' questions.

Legal Implications

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Executive/Council will set out

any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

14. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Executive/Council will set out any financial implications arising from those recommendations.

Recommendation

15. Members are recommended to note the Council's approach to developing an understanding of its customers, and consider whether it wishes to feed any comments into the customer journey development work underway.

MIKE DAVIES

Head of Scrutiny, Performance & Improvement

10 January 2012

Customer Management Strategy

SR08 Customer Management

Drafted by the Customer Management Project Manager

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Draft

Document Control

Author: Customer Management

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Project Executive: Isabelle Bignall   Directorate:

Programme Manager: Joe Davies

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Document History

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0.1	30/08/11	First draft	John Gregson
0.2	02/09/11	Second draft incorporating comments from B Rive	John Gregson
0.3	13/09/11	Incorporating customer insight materials	John Gregson
1.0	03/10/11	First issue incorporating comments from D. Trussler, J. Davies and others	John Gregson
2.0	14/10/11	Updated first issue incorporating further comments from Project Team and partially restructured	Ben Rive/Chris Lane
2.1	27/10/11	Further updated first issue incorporating process maps	Ben Rive/Chris Lane
3.0	09/11/11	Third draft	Ben Rive/Chris Lane
3.0	15/11/11	Customer Management Project Board	Isabelle Bignall / Roger Adams
4.0	01/12/11	Final draft	Isabelle Bignall / Roger Adams

Approvals
This document requires the following approvals.
Signed approval forms are filed in the Management section of the project files.

Name	Signature	Title	Date	Version
Isabelle Bignall		Head of Customer Services	1/12/11	V4.1

Distribution
This document has been distributed to

Name	Area of Responsibility
PMB	Corporate
Union Branch Secretaries	Corporate

References:
1. SR08 Multi-Channel Access Target Operating Model v1.0, 6 April 2011
2. Multi-Channel Access Phase 1 – Current State Review, Interim Deliverable 23 February 2011

CONTENTS

This document is divided into four parts; Executive Summary, Context, Customer Management Strategy, Channel Strategy. These can be read as separate documents but, together, describe Cardiff's customer management approach.

Part 1 – Executive Summary

This part gives a short overview of the three components of our approach; Context, Customer Management Strategy and Channel Strategy

1 **Executive summary**

This document develops the themes in the Multi-Channel Access work undertaken earlier in 2011 (see reference 1), recognising the need at the present stage of the Transformation development for a clear and coherent definition of the way forward for Customer Management in Cardiff. Specifically, it articulates:
- The vision for the way customers are managed across all services
- The strategy for achieving this vision
- Guidelines and approach for the development of customer access channels

1.1 **Background**

Customer service provision in local government has traditionally been designed around organisational rather than customer needs and has often been based on organisational silos. From the customer's viewpoint this is confusing, with inconsistency in the services delivered and information provided to customers. Cardiff wants to place the customer at the heart of the organisation - this philosophy underpins the Customer Management Strategy set out in Part 3 of this document. We want to fundamentally transform the experience of customers when they contact the Council by re-orientating our services around their needs.

1.2 **Customer needs**

The Council's customers include residents and visitors to Cardiff – this group includes a very wide range of social, cultural and ethnographic groups, many of which may have specific needs that the Council is obliged to meet. Since Connect to Cardiff (C2C) was established some 10 years ago there has been a revolution in the way that the general public has accessed retail services from the private sector, and on-line shopping, banking and insurance transactions are now fully accepted and used by a large proportion of the population. In addition, social media and mobile technologies such as smartphones, which were not available 10 years ago, are now heavily used, particularly by the younger segment of the population.

Whilst the standard of customer service varies widely from one organisation to another, there has been a growing expectation in the general public of certain standards, for example for the organisation to do what it says it is going to do, when it says it is going to do it. This expectation applies equally to public sector services, as growing criticism in the media of poor customer service from Central Government bodies such as HMRC demonstrates.

Unlike private sector organisations, Local Authorities have a duty to cater for all segments of their populations, many of which have specific needs, for example:
- Ethnic minorities may have specific language and cultural needs
- Elderly and/or deprived people may not have the skills or facilities to access services via the Council's preferred access channels, e.g. web
- Different customer segments may have needs for 'bundled' services, e.g. Housing, Housing Benefits, Social Care

The Council's approach to customer management needs to address these obligations.

Customer surveys show that Cardiff's customers have a generally positive view of the Council's services, although there are many examples where there is clear room for improvement, particularly in the fulfilment of customer service requests by Service

Areas. Customers are often unable to secure an answer from the service area phone number they dial, and when they do get through are frequently passed around from one section to another. Little proactive feedback is given by Service Areas on the progress of service requests, and quoted service standards frequently fail to measure end-to-end performance from the customer's point of view. Service Areas typically only provide a service during core office hours, which are not convenient for many citizens. Furthermore, citizens wishing to undertake a number of transactions in a single contact are constrained in doing so by the limited scope of transactions currently within the scope of C2C, and therefore multiple handoffs to Service Areas are required.

1.3 Organisational needs

Whilst there is a clear need to maintain and in places improve customer service standards, the primary driver for the Council is to reduce cost. At present, substantial volumes of customer contact are executed through high-cost access channels, in particular post/mail, which accounts for 23.5% of contact volumes but some 60% of the cost of dealing with customer contacts[*]. In addition, the division of responsibility for customer management between C2C and Service Areas, with some initial customer contacts being routed via C2C and some routed directly to staff in Service Areas, results in unnecessary handoffs and process steps, thereby increasing cost as well as generating inconsistencies in customer experience.

Handling of initial customer contact by Service Areas also results in disruptions to the work of professionals to address frequently minor issues that could be dealt with by less senior (and therefore less costly) staff. Where Service Areas do have dedicated customer-facing staff, the teams are often too small to effectively provide cover for sickness and holiday absence, or conversely are too large to be fully utilised at all levels of customer demand.

At present there is little rigorous analysis outside C2C of contact volumes, handling times, service performance and the root causes of customer contact. There is a need for a more rigorous approach to the management of customer contact, and the promotion of service improvement, informed by the collection and analysis of relevant data.

1.4 Our Customer Management Vision

The earlier Multi-Channel Access work set out a number of principles that should shape how the Council deals with customer contact in the future. Building on these principles, we have developed the following vision that will fundamentally transform the customer experience and support cost reduction:

"Cardiff will have a one-council approach that puts the customer at the heart of the organisation and provides integrated, seamless services which are accessible in the right way and at the right time.

We will understand and respond flexibly to the needs of all our customers in a way which makes them feel valued and respected and ensures they are well informed and have the ability to influence how services are provided.

We will use the capabilities of existing and emerging technologies to deliver our services in the most cost-effective way that also meets the needs of our customers. "

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[*] Indicative figures from SR08 Multi Channel Access V1 Final. Further investigation is needed.

The real test of this approach will be whether we achieve improved customer experience, as reflected in significantly raised levels of customer satisfaction, at lower cost. The vision is supported by a number of customer service principles which are clear and easy to understand.

1.5 Our Customer Management Strategy

Our strategy to achieve this vision is focused around four key themes, with associated priorities as shown below.

Understanding and meeting needs: Development of a clear understanding of customer needs, both now and in the future, and of their experiences in interacting with the Council. These will be used to further improve customer focus.

Informed and engaged customers: Effective two-way communication with customers so that they know what to expect and feel well informed.

Customer focused culture: Ensuring that all Council staff who interact with customers have the right skills, support and motivation to ensure a customer focused culture within the whole organisation.

Accessible and integrated service provision: Development of an appropriate range of access channels including web, phone, face-to-face and post, which meets both the needs of all customer segments and the Council and delivers seamless services to customers. Use of customer and operational intelligence to improve services

It is the intention that the application of these principles across the whole Council will deliver a significant change in the attitudes and behaviours of many staff towards customers – from being an interruption to their core role to being the reason their role exists. This change will take a number of years to effect, but universal adoption of the concepts in this document across all Service Areas will not only result in substantial improvements in the public's perception of the Council but will also deliver efficiencies through increased 'right first time' delivery, shorter business processes and reduced failure demand.

1.6 Our Channel Strategy

In order to exploit the potential of our investments in web and other emerging access channels, and whilst respecting the needs of individual customer groups, we will develop new access channels and encourage a shift in channel usage from higher cost to lower cost channels. This will involve:

- Designing access channels with the needs and preferences of our customers in mind
- Encouraging greater usage of the most cost-effective contact methods
- Creating a positive experience for our customers through new access channels and types of interaction
- Actively encouraging Service Areas to work together with each other and with Customer Management
- Learning and innovating continuously
- Identifying savings by analysing customer experience and end to end cost to serve data

Implementation of this strategy will meet the organisation's objective to reduce costs and will support improvements in customer service by making Council services available to the majority of citizens on a 24/7 basis.

Part 2 – Context

This part sets the scene on our customers' needs and expectations, how we are currently responding to them, and what this means for our customer service strategy

2 Context

This section builds on the Multi-Channel access work in reference 2 to provide a context for the development of the Strategy.

2.1 Our customers – who they are

Cardiff Council's customers include:

- Residents of Cardiff, i.e. those who live within the boundaries of the City and County of Cardiff

- Visitors to Cardiff, including:

    o Those who work in Cardiff but live elsewhere
    o Tourists and other visitors who neither live nor work in Cardiff

A profile of this customer base is provided in Appendix 1.

Key customer segments with whom the Council is seeking to improve engagement are:
- The elderly, in particular those who may be at risk of needing residential care in a home
- Ethnic minorities whose first language is not English or Welsh

2.2 The needs of our customers

External research into customer needs in the general economy consistently come up with the following requirements, which are reflected in the practices of organisations with the best reputations for customer service:
- For the organisation to fulfil its promises, ie to do what it says it is going to do, when it says it is going to do it
- To be kept informed, and in particular to be advised in advance if there is a risk that promises will not be met
- To be known by the organisation and not to have to provide information more than once
- To be dealt with promptly and courteously in language that customers can understand
- To have a consistent experience through different channels, when dealing with different services, and at different points in time
- For staff to be knowledgeable and capable of dealing with their query
- To be able to access the organisation at times and in ways that are convenient to customers
- To know what the organisation expects of the customer
- To understand what the organisation can and cannot do for the customer, and if it cannot do what they ask, to be given an explanation why not
- Not to be handed off from one part of the organisation to another unless absolutely necessary
- For fairness of treatment by the organisation

In addition, since local authorities provide services to all sectors of society a range of customer segments will have specific needs from the Council. For example:
- Ethnic minorities may have specific language and cultural needs
- Elderly and/or deprived people may not have the skills or facilities to access services via the Council's preferred access channels, e.g. web
- Different customer segments may have needs for 'bundled' services, e.g. Housing, Housing Benefits, Social Care

2.3 **Current State**

2.3.1 **Our customers – what they find at present**

The current multi-channel operating model was described in the Multi-Channel Access Strategy work earlier in 2011 (ref 2), and is illustrated below. Most high volume areas are first handled by C2C with a handoff to the service area for fulfilment
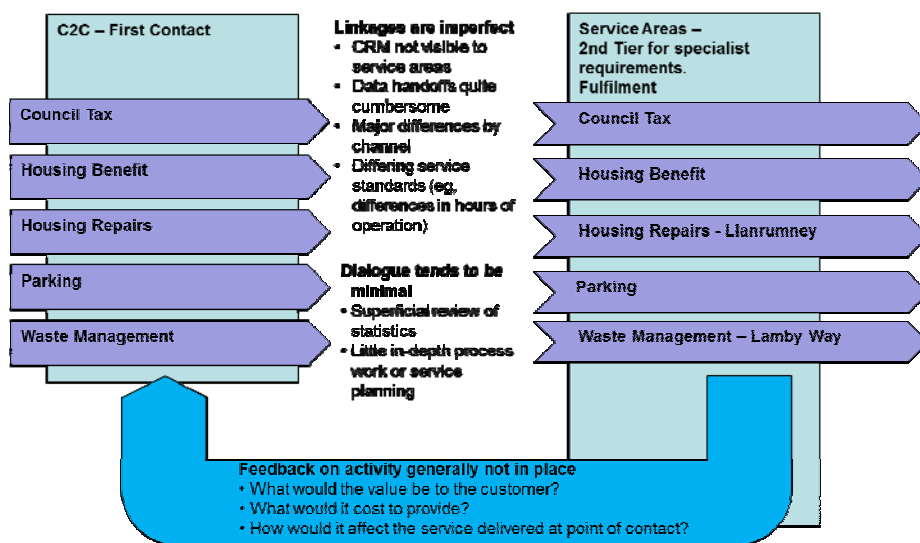
The implications of this on the customer experience and the Council's efficiency include:
- The customer experience may be disrupted by the handoff, and is significantly different between access channels
- Time and effort is wasted internally in executing the data transfer from C2C to Service Areas
- Different service standards and service performance are experienced between Service Areas
- Service Areas may undertake campaigns (e.g. mailshots) which generate substantial inbound contacts without informing C2C in advance, resulting in insufficient resources being mobilised to deal with the demand
- There is little or no analysis of the causes of customer contact, and what Service Areas could and should do to reduce the volume of contacts - analysis of data from C2C has identified that as much as 15%[*] could be avoided.

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[*] This figure is based on statistical analysis by C2C and further information can be found in SR08 Multi Channel Access V1 Final

In addition, call observations indicated a much higher potential for avoiding calls if:
- Council correspondence was clearer and complete
- The Website provided relevant, easy to find information in a consistent and reliable way
- "One and done" levels were improved across service delivery departments
- Relevant service messages were put on the IVR (Interactive Voice Response – automated messages that customers can hear)
- Automated services were promoted for all payment types
- Automated appointment bookings were available for all relevant facilities
- Accurate time for action/ resolution could be given
- Appointments are kept
- Progress updates were available on the web

The Council receives feedback from customers via a number of channels but this is not collected and analysed in a consistent way. Indicative complaints figures are shown in Appendix 2.

Key messages from consultation are:

- For those services served by C2C, citizens are highly satisfied with the initial contact service that they receive
- For those transactions where citizens interact directly with Service Areas, citizens are generally less satisfied, in some cases substantially so – Service Areas sometimes take too long to answer phones, people are sometimes passed around the system and do not get an answer to their query, and follow-up of messages can be poor
- Several instances of inconsistency in processes from one area/transaction to another are observed
- In a number of service areas, there is a marked contrast between initial customer contact and fulfilment in the service area with them appearing to be slow to respond
- Citizens are very dissatisfied with the fact that some problems exist in the first place (e.g. potholes), and with the quality of the response to their report (e.g. poor quality repair)
- Some respondents express a reluctance to use the web, although the reasons for this are not clear
- Responses to letters are not always in clear language, generating further correspondence.

2.3.2 Current access channels

Whilst a centralised customer service function is well established via C2C, responsibility for customer services is currently distributed across all Council departments, the consequences of which are illustrated above.

Telephone: main channel for customer access to the Council, however, while there are publicised central contact numbers such as C2C, there are also a large number of other telephone numbers publicised or made available to the public.

Face-to-face: across a number of different Council sites including Marland House and libraries. The Citizen Hubs project[*] is looking at ways in which to improve face to face services.

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[*] The Citizen Hubs Project (CF05) forms part of the Citizen Focussed Programme within the Transformation Portfolio

Website: the Council's website provides a reasonably comprehensive service, but in some cases information is out-of-date service information. The on-line transactions available include a range of service request forms, but these use 'Mandoforms' which are not integrated with back office systems and merely capture the customer request and pass it on to the relevant service area who have to re-type the details into the relevant system.

White mail (post): is a popular mode of communication with the Council (and is often the only feasible channel, e.g. when submitting applications), accounting for some 23.5% of contacts by volume.

Email: a major, unmanaged, channel – significant numbers are received and they are treated in the same way as white mail since there is no automated handling system for emails.

Transaction volumes for the above are detailed in Appendix 2.

2.4 **The Council's position**

In common with the whole of the UK public sector, Cardiff Council is under substantial financial pressures and has significant real-terms savings targets to meet. Politically, cuts in support services may be viewed as more acceptable than cuts in 'front line' services and Customer Services are more likely to be viewed as a support or administrative service rather than a front line service such as Social Care or Education. The Council therefore needs to strike an effective balance between the costs of dealing with customer enquiries and requests (the customer interface), and the cost of delivering the services that have been requested. The Service Redesign Programme is aimed at reducing the cost of the entire end-to-end processes that deliver services to customers, including both customer management and front-line components, and this should be the aim of the whole Council.

The following findings use and build on the Multi-Channel Access work undertaken earlier in the year (ref 2).

In relation to customer management, the average unit costs of dealing with interactions across the customer interface are shown in the table below[*]:

Service	Current/Expected cost per transaction
Home Visit	£60
Face to Face	£5.00
Post	£15
Telephone	£4.00
Automated Self Service calls	£0.25
Email	£5.00
Web (automated transaction)	£0.25

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[*] These figures are indicative and should not be used to calculate exact costs. Further investigation is needed.

This table highlights the cost differential between some of the most expensive access channels (in particular post) and some of the least expensive (in particular automated self-service via web or phone). This also hides some of the real costs – the chance of getting a 'right first time' result via a structured and well-defined web-based process is much higher than getting a similar result via an exchange of white mail correspondence that takes several iterations (and therefore contacts) to complete, and will take much less time. The initial work done with Service Area managers around volume and cost provides another illustration of the high cost of current channels. For example, the post channel currently accounts for 23.5% of the volume of inbound customer contacts but 60% of the cost[*].

Complaints are managed by the relevant Service Area, which has responsibility for resolving the complaint, responding to the complainant and compiling statistics. This results in inconsistent responses being given to customers between Service Areas.

Positive customer feedback is not collected and analysed within the Council. There is no comprehensive and coherent mechanism for analysing the root causes of complaints and compliments and using this insight to improve service delivery.

Customer data is generally not shared due to concerns over data protection. Customer data is held in a number of databases and paper records across the Council, and no single, complete "Customer Record" covering all aspects of the Council's services currently exists. Many systems, including the Web, do not have data validation functions, resulting in duplicated and erroneous records. For example, CRM holds 3 times more address records than exist in Cardiff.

The Data Protection Act is commonly cited as a reason for limited data sharing across the Council. The current situation of duplication, gaps and inconsistencies in customer data records prevents the Council having a holistic view of customers and their needs, limiting the development of proactive services, and the lack of a "Customer Account" record limits visibility and therefore self-service on the web.

The Council has a regulatory requirement to ensure that customer data is not shared inappropriately and has a protocol of authenticating customers before information is given. However, this requirement is often applied by C2C in instances where there is no need for authentication as no data is provided to the citizen, e.g. some waste calls. Furthermore, different customer authentication processes have been developed across Service Areas, which can be confusing and frustrating for customers.

The governance of Customer Management is currently fragmented, as follows:
- Face to face is managed by individual Service Areas who have front facing services
- Telephony is managed by C2C individual Service Areas other than those services currently provided by C2C
- Web is managed by Communications and executed by Service Areas
- Post is managed by individual Service Areas
- Email and other channels are managed by individual Service Areas

Only C2C routinely collects and analyses management information on call volumes, average handling times etc.

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[*] Figures are indicative and based on analysis undertaken in SR08 Multi Channel Access V1 Final

Analysis of C2C calls identified that as many as 15%[*] of calls could have been avoided – these were, for example:

- Repeat calls on the same topic
- Chase-up calls
- Calls reporting missed appointments
- Calls to clarify the meaning of documents sent to customers in the post

2.5 Implications for our Customer Strategy

In this section we have shown the importance of continuing to work as a council to improve our focus on the customer, in particular who our customers are and how well we are meeting their expectations. The implications for our Customer Management strategy are described below.

This strategy needs to reflect the expectations of customers that services will be of high quality, responsive, customer focused and delivered in a seamless way.

Cardiff has a diverse community and we must recognise and meet the needs of all customers to ensure we are really customer focused. Our approach to access must support social inclusion by providing appropriate channels for disadvantaged groups within society – which needs to include geographical access.

Our current approach is in some areas not as customer focused or inclusive as it could be. Our staff and business processes need to focus on the needs of customers. Such staff and processes are not limited to those directly interacting with or experienced by customers but also include those that provide support and information to front line staff, and those delivering professional services to both internal and external customers. Staff should be empowered and motivated to deliver their best and have the skills and expertise to deliver excellent services to our customers. In return staff will be more motivated and productive.

Our customers want extended and better access. At present this is mainly via telephone, post and face-to-face, all of which offer opportunities for improvement in the quality of the service offered. Equally we need to be better and more consistent in our written communication, and to reduce the outbound use of the post channel to the absolute minimum. Telephone and post will continue to be significant access channels but we need to work with our citizens to develop their understanding of and confidence in other access methods.

We must equally recognise the financial pressures on the Council and develop the capability of the web and other self-service channels to enable customers to undertake a much wider range of transactions, including submitting applications and reporting all faults, at any time that suits them. This improved capability should be supported by further enhancement of the access to the web that is currently available in libraries, including facilitated access where citizens are supported by Council staff in undertaking web transactions. We must also reduce the volume of transactions undertaken through high-cost channels, in particular white mail, whilst maintaining such channels for those segments of the population and for those services that have a specific need for their use.

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[*] This figure is based on statistical analysis by C2C and further information can be found in SR08 Multi Channel Access V1 Final

We must also use the insight and management information gained via customer interactions to improve the services we deliver. In particular, we need a coherent approach to analysing the root causes of complaints and compliments and feeding back corrective or supportive actions to Service Areas. In order to do this effectively across all access channels, a more centralised approach needs to be taken, with Customer Management forming the conduit for all customer contact and leading the way in driving a more customer-focused culture in the Council.

There are also other opportunities being presented by technological advances to improve the use of IT which we are not currently exploiting to their full potential, for example in the use of SMS text and social networks. We will need to understand the level of demand and opportunities for using such access channels.

As outlined in the Multi-Channel Access work, we need to move as much customer-facing work as possible from Service Areas into the Customer Management function, both to enable economies of scale to be realised and to tackle inconsistencies in customer services across the Council.

The outcomes of the strategy must be an improved customer experience (as reflected in the levels of customer satisfaction) at a lower cost of delivery.

These factors drive the vision and priorities of this strategy.

Part 3 Customer Management Strategy

This part sets out the principles that will define how the whole Council goes about addressing the needs of its customers

3 Customer Management Strategy

3.1   Our Vision

Our vision for Customer Management is:

"Cardiff will have a one-council approach that puts the customer at the heart of the organisation and provides integrated, seamless services which are accessible in the right way and at the right time.

We will understand and respond flexibly to the needs of all our customers in a way which makes them feel valued and respected and ensures they are well informed and have the ability to influence how services are provided.

We will use the capabilities of existing and emerging technologies to deliver our services in the most cost-effective way that also meets the needs of our customers. "

3.2   Customer Management Principles

From the vision and the Multi-Channel Access work (ref 1) we have developed four main themes which are used as the basis of our Customer Management principles and strategy:

- Understanding and meeting needs
- Informed and engaged customers
- Customer focused culture
- Accessible and integrated service provision
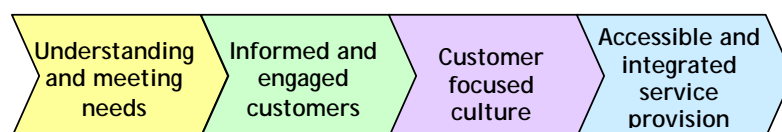
Understanding and meeting needs
- We will make sure the organisation focuses on the needs of the residents and businesses of Cardiff
- We will work with customers to understand what they want and to help them articulate their needs
- We will work with customers to make them aware of other possible ways of communicating with the Council through new technologies, and support them where possible in using these
- We will make sure we are listening to all parts of our community and that people feel valued, respected and accepted in all contacts with the Council
- We will value and respond promptly to comments, compliments and complaints
- We will tell customers how we have used their feedback
- We will evaluate the demand for access via new and emerging channels (e.g. SMS and social networks)

Informed and engaged customers
- We will make sure customers know what to expect from us and what we can and cannot deliver
- We will publish and widely communicate easy to understand service standards so that customers know what to expect from our services
- We will provide information to customers in clear, simple terms and make every effort to ensure this is available in the right formats to meet individual needs
- We will be consistent in the advice and information we provide

Customer focused culture
- We will give our staff the skills, support and information they need to do the best job they can for customers
- Our staff will be polite, courteous, respectful and helpful in all dealings with customers
- Our customer-facing staff, wherever they are, will be empowered and supported by the whole organisation to deal with and solve customer queries / problems
- Our staff will be trained in how to deal with customers, particularly in the specific cultural needs of ethnic minorities
- We will work across all functional and organisational boundaries to meet customer needs in a seamless way

Accessible and integrated service provision
- On most occasions customers should be able to receive an answer to their questions, queries, transactions and service requests at the first point of contact and we will try to avoid passing them on to others. If we cannot fulfil the request at first point of contact we will advise when we will be able to do so and keep to this timescale
- We will provide a safe, friendly and welcoming environment for customers and show respect for their privacy
- We will try not to keep customers waiting needlessly or without explanation or apology
- We will be flexible and give customers choices about how to contact the council, having due regard for customers' needs and the Council's resources
- We will treat all our customers fairly and ensure services are as accessible as possible giving consideration to individual circumstances and needs
- If we cannot do something that a customer requests we will say this and explain why, and offer alternatives if possible
- We will develop existing geographic access points to enable them to fulfil a wider range of customer requirements than at present
- We will extend the capability of the web channel and support access via this channel to those without internet access by enhancing and extending the existing web access provision in libraries
- Where customers have specific needs, we will provide whatever help and support we reasonably can to ensure they are able to readily access information and services; this includes interpretation for people whose first language is not English or Welsh, and making Council offices as accessible as possible to those with disabilities
- Customers should be treated consistently across all council services and across the various access channels, with the same quality of service
- Customers should not have to provide the same information to the Council more than once
- We will provide clear, straightforward responses free of jargon

3.3 Implementing the Strategy

In order to realise this vision, the council will need to address all the following in a coherent, customer-focused fashion:

- Business processes
- Staff knowledge and skills
- Management systems, including staff objectives, performance measures and business rules
- Staff values, behaviours and beliefs
- Enabling systems and technology

Further details against each of these headings, with indications of how these may be picked up by business areas and/or Transformation projects, are given in Appendix 4.

3.4 Our Strategic Targets for Customer Management

Our success in delivering the vision for Customer Management will be judged against the following outcome-based measures:

Customer Experience
The quality of the customer experience will be assessed by a range of measures of customer satisfaction based on:

- Accessibility and timeliness of services
- Provision of information to customers, e.g. about the progress of an application
- Being known by the organisation and not to have to give details more than once
- Staff courtesy
- Consistency of experience through different channels and at different points in time
- Customer journey mapping
- Staff knowledge and capability of dealing with customers' queries
- Service requests completed in a timely fashion and to the satisfaction of customers
- Clarity of processes for resolving customer issue
- Clarity and consistency of communications

Process
Key process measures will be orientated around what the customer perceives in his or her experience when interacting with the Council, rather than intra-departmental measures. Measures will include:
- Proportion of requests resolved at first point of contact
- Time taken to fulfil customer request, from first contact to final fulfilment
- Avoidable contact rate
- Channel shift measures
- End-to-end process cost, by channel

Appendix 3 gives more detail on the defined standard Customer Management contact types at high level and how the strategy will be used to make practical improvements to the associated processes.

Staff values and behaviours

Staff will be required to complete a customer service module at the Cardiff Academy and the following measures of staff attitudes and behaviours will be incorporated in a staff survey which will be undertaken at least annually:

- Customer-focus
- Innovation
- Partnership working
- 'Can do' attitude
- Non-bureaucratic
- Quality- and performance-focus

Accessible and integrated service provision

The following measures will be used to assess performance in providing accessible and integrated services:

- Percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people
- Number of types of interactions that are enabled for electronic delivery

In support of these targets, it will be necessary to develop a framework of Service Level Agreements (SLAs) between Service Areas and Customer Management that aims to ensure that the right behaviours are exhibited by both parties in dealing with customer contacts and requests. These SLAs will be managed within the Governance framework outlined in section 3.6 below.

Key Performance Indicators (KPIs) and targets against all the above measures will be further developed and finalised as part of the Customer Management Service Redesign project.

3.5 Avoidable Contact Strategy

In order to improve customer satisfaction and reduce operating costs we will seek to avoid unnecessary customer contacts by streamlining processes, developing joined up services and increasing first contact resolution rates. We will ensure that the volume of work being presented to the Council is minimised, and in particular that avoidable contacts are eliminated wherever possible. Examples of avoidable contacts include:

- Progress chasing of any sort
- Repeat contacts to provide or seek information that could have been provided at the first contact
- Repeat contacts generated as a result of the correct Council resources not being available at the first time of contact
- Repeating personal or other details that have already been provided to the Council at an earlier point in time
- Repeat contacts to pay for a service when a continuous payment authority could have been put in place

We will work with Service Areas to design end-to-end processes that reduce avoidable contacts by incorporating the required features in process design and monitoring avoidable contacts on an ongoing basis.

Comment [RA1]: The current Corporate Employee Survey takes place every two years and has some limited questions on customers. I have ensured Ben and I will be part of the working group and feed into the next version which will be sent out in October 2012.

3.5.1 **Performance Management and Governance**

- Customer Management will have the day to day responsibility for Cardiff Council's Avoidable Contact Strategy and its implementation
- A Customer Management Improvement Officer should be appointed to have day to day responsibility for the strategy of minimising avoidable contact, working closely with Service Heads
- Contact data across our main contact channels will be measured and analysed by Customer Management on a monthly basis

3.6 **Customer Management Governance**

The evolution and implementation of the Customer Management Strategy will be governed by the Customer Management Board. This will be established as part of the Customer Management Service Redesign project, and be attended by Service Area and Customer Management staff. This Board will also monitor end-to-end customer service performance and sanction corrective actions to address performance deviations.

Part 4 Channel Strategy

This part sets out our approach to developing and managing customer access channels, migrating contacts to more cost-effective access channels whilst extending the range of options for customer access and maintaining those options needed or valued by minority groups

4 Channel Strategy

4.1 Overarching Access Channel Strategy

We will:

1. Make access to our services available through **appropriate and cost effective access channels** designed with the needs and preferences of our customers in mind
2. Encourage greater usage of the most effective contact methods, by creating a series of **deliberate and targeted channel shifts**
3. Create a positive experience for our customers through **new access channels and types of interaction.** This will generate trust, improve service delivery and reduce hidden costs to our customers and to us
4. **Actively encourage Service Areas to work together** and with other service providers. Shared values, goals and data will improve service delivery
5. **Learn and innovate continuously** by monitoring successes and regularly reviewing customer feedback on all access channels
6. **Identify savings** by analysing customer experience and **end to end cost to serve data**

4.2 Access Channel Preferences

Whilst catering for the needs of a wide range of customer segments in contacting the Council, we will express a preference for customers to contact us via the most cost-effective channel(s) for each transaction type and service area.

Whilst there is an overriding duty of the Council to provide access to its services to all customers in line with their specific personal or organisational needs, in reality the vast majority of the Council's customers are able to access services through many of the available channels. The economic realities of the current financial climate require local authorities to have regard for value for money in the way they deliver services to customers, and accordingly it is right for the Council to express a preference for customers to use more cost-effective channels.

4.2.1 Preferred Channels

The Council's preferred access channels are as follows:
1. **Web:** Once the initial investment in technology has been incurred, web access to services is by far the least costly access channel and also offers substantial benefits to customers, including:
   - 24/7 access
   - Availability from almost anywhere
   - Ability to work at a pace that suits the customer rather than the organisation

   For these reasons the Council will work towards a substantial expansion of the range of transactions that can be undertaken by customers via the web, and will promote the web channel as the channel of preference for the majority of requests.
2. **Telephone self-service:** Telephone self-service is already used for a range of (predominantly payment) transactions, is low cost, and has significant potential for expansion into other transactions.

3. **Phone:** Contact by phone is the Council's second preference access channel. The majority of contacts are currently made via this channel and it is inevitable that it will remain a very significant channel, both for accessibility reasons and because a dialogue with a human being is required to successfully fulfil the request.

4. **Face to Face:** Whilst a relatively high-cost channel, the end-to-end resolution of some transactions may be best facilitated in a face-to-face environment. For example, the overall cost and timescale for processing Benefits claims from customers whose first language is not English or Welsh may be lower if the transaction is conducted face-to-face than it may be via alternative channels.

4.2.2 Non-Preferred Channels

The following channels are **not** preferred by the Council and will be discouraged for general use, although they may be promoted for specific customer segments that have needs that are best served by these channels:

1. **White Mail (Post):** At present post accounts for around 23.5% of all customer contacts across the Council, but some 60% of the cost. An illustrative 10% reduction in the volume of mail received from customers could result in an illustrative saving of £700Kpa to the Council[*]. In general society post is being replaced by web transactions, email and other channels as a communications medium, and in line with this trend the Council will rigorously seek to reduce the volume of post received from customers. Much post is received as a result of a postal communication being sent to customers from the Council, so the starting point for a post reduction programme will be a review of outbound post.

2. **Email:** This potentially counter-intuitive conclusion is based on the fact that, without substantial investment in automated email handling systems, free-format emails need to be processed as if they were white mail, and therefore cost the same as post to process. Automated email handling systems may also fail to give the specific responses demanded by Council customers. Customers will be encouraged instead to use structured web forms as a way of communicating electronically with the Council.

3. **Face to Face:** Whilst continuing to make the face to face channel available (and indeed improve it via Citizen Hubs) for those who need it, the Council's general strategy will be to downgrade the use of this channel for general transactions that can be conducted at lower cost through other channels. Initially this may be through the introduction of facilitated web access in libraries and other face to face facilities, where a Council staff member assists customers in accessing services through a computer connected to the web. Traditional face to face transactions such as cash payments will be encouraged to shift to bank transfers or automatic cash payment machines in Citizen Hubs.

4. **Kiosks:** Kiosks with full functionality to undertake Council transactions are expensive and to a great extent duplicate the functionality that is planned for Cardiff's web site. So, apart from cash payment machines mentioned above, it is not expected that kiosks will be developed by the Council as a customer access channel.

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[*] These figures are indicative and further information can be seen in SR08 Multi Channel Access V1 Final.

4.2.3 Emerging Channels

The following channels are currently emerging in the context of local government services and will be used as opportunities arise during Service Redesign.

1. **Text (SMS):** Text messages have considerable potential to be used as an outbound customer contact channel, for example to confirm appointments or provide information to a customer about the progress of a service request. SMS also has potential as a convenient inbound channel, for example for simple payments such as on-street parking charges (this is already used by many councils to avoid cash being left in on-street machines).
2. **Apps:** Many citizens who do not have access to the internet on a home computer do have such access via a smartphone. As the functionality of the web site is enhanced, applications for smartphones and tablets should be developed in parallel to provide equivalent access to citizens with these devices.

4.3 Channel Shift Strategy

We will design cost effective, efficient, accessible and user friendly means of contacting the Council and then encourage our customers to use the access channels that work best for them in the light of their needs and the Council's priorities.

We will encourage residents to shift to new and more effective channels by a number of means, including the following:

- Publicising the evolving features of the Council's web site and promoting the advantages of using the web to undertake transactions
- Promoting other self-service channels, e.g. phone self-service
- Targeted communications with those citizens with special needs to reassure them that access channels that meet their needs will continue to be available
- Removing the Council address from Council correspondence, publications, telephone directories etc. unless it is required for legal reasons
- Reminding customers when they contact the Council by phone or face-to-face that they can undertake transactions via the web
- Changing the wording on correspondence and the web site to promote the web channel

4.3.1 Performance Management and governance

- Customer Management will have the day to day responsibility for Cardiff Council's Channel Shift Strategy and its implementation
- The Customer Service Improvement Officer should have day to day responsibility for driving channel shift, working closely with Service Heads
- The "exit pages" and transaction abandonment on the website will be analysed each month to see where transactions are failing and corrections made accordingly
- We will compare the effectiveness and usage of different access channels for each service and seek to shift contacts to the most appropriate channels
- Business cases will be prepared to move more transactions online (including information transactions), that take into account the dual benefits to citizens and to us

Comment [C2]: We need to get this bit right as it's actually part of the Customer Management project to put the plan in place and then probably Iz's ultimate responsibility?

4.4 Strategies for specific channels

4.4.1 Web Strategy

We will provide a single, comprehensive, easy to access and up-to-date web site that allows anyone to transact and interact with the Council 24/7. This will include a customer self service account that will allow access to more sensitive services that require customer authentication and/or validation.

We will:
- Improve the presentation and functionality of the Council's web site to make it:
  - o Attractive to look at
  - o Easy to navigate and use
  - o Easy and effective to search for items in the web site using terminology that the general public is likely to use (e.g. 'rubbish' instead of 'refuse')
  - o Structured in ways that align with citizens' needs, rather than in the way that the Council is organised
  - o Capable of allowing customers to undertake the majority of transactions and service requests on line, using authentication of customer identity etc where (but only where) necessary via a customer self service account
- Actively promote the web site as the main access point for the Council's services for information, transactional services and service requests, emphasising its benefits to citizens
- Ensure that all web content is written in plain English/Welsh and is easy to understand
- Review and shape the website in line with developments in web technology and based on consultation with citizens and analysis of site use and customer journeys
- Promote channel shift towards the Council's preferred channels
- Provide intuitive map-based interfaces to support information provision and transactions (e.g. reporting a problem at a particular location)
- Integrate all online transactions directly into back office and other front office systems to avoid the need for double entry of information (e.g. if a customer reports a problem on line but chases it up via phone)
- Ensure that all Council leaflets and literature are made available via the website in order to reduce printing, cost and environmental impact
- Ensure that all communications activity is replicated on the Council's website

4.4.2 Telephone Strategy

We will minimise the number of published contact telephone numbers, reduce the number of call transfers required in order for citizens to be able to speak to someone that can resolve their query and make the customer experience streamlined and simple

We will:
- Provide one main phone number for the organisation which can be easily found in order to make contacting the Council straightforward for citizens
- Make a limited number of specialist phone numbers available to customers to allow "menu-less" access to our Contact Centre

- Ensure that any IVR systems comply with best contact centre practice by having limiting layers and options and an option to speak to a human being
- Warm transfer all telephone handoffs in conjunction with CRM linked screen pops so that customers only need to provide their details once
- Answer calls within 20 seconds and, where this is not possible, provide citizens with the opportunity to leave a recorded message

4.4.3 Mobile Phone/Smartphone/SMS Strategy

We will use developments in mobile phone technology to provide better access to information and services for customers, and to support end-to-end process redesign to improve 'right first time' transactions, thereby reducing costs and increasing service efficiency.

We will:
- Provide access to Council telephone based services using only 01,02 and 03 prefixes to ensure the minimum costs to mobile phone users, particularly on "pay as you go" tariffs
- Develop appropriate applications for smartphones to replicate as far as is practicable the functionality of the web site
- Continue to develop SMS text messaging processes for inbound and outbound citizen contact, particularly for appointment reminders and simple messages that support efficiencies in end to end processes e.g. informing parents of temporary school closures, refuse collection reminders etc.
- To use inbound text messaging to communicate with hearing impaired customers

4.4.4 Face to Face Strategy

We will maintain our face to face services, but to provide these services in more appropriate and cost effective locations by fully trained expert officers, focusing on those services and customer segments that benefit most from this channel.

We will:
- As part of Service Redesign, undertake process reviews to identify potential channel shift and quality improvements to our face to face service
- Use existing locations, in particular libraries, as the focus of 'Citizen Hubs' to make sure that face-to-face contacts are handled cost-effectively
- Introduce facilitated web access (Council staff assisting customers to undertake their own transactions on-line by using public computers in Council buildings) to encourage customers to use the web channel and to develop their skills in doing so
- Seek opportunities to share face to face provision with other organisations
- Provide face-to-face staff with the same level and quality of information that the contact centre has access to, using mobile technology if appropriate

4.4.5 Post/White Mail Strategy

To reduce the amount of inbound and outbound post and paper communication by better use of electronic channels. Our aim is to significantly reduce the volume of paper-based correspondence by April 2014.

We will:
- Undertake a coordinated and systematic campaign to reduce to a minimum the correspondence sent out on paper by the Council to customers – this will include responding to customers by phone or text rather than post if appropriate
- Encourage customers to communicate with the Council by means other than paper correspondence and forms by promoting and encouraging alternatives such as web and phone
- Provide the complete range of online forms, leaflets and customer information online
- Ensure that all staff responsible for responding to paper based correspondence receive Customer Service and Plain Language training
- Use second class post as our main postal tariff (where appropriate) to minimise cost to the Council Tax payer
- Enable citizens to choose paper-free correspondence, billing etc.

4.4.6 Email Strategy

We will reduce inbound email communication through better use of online electronic forms, self-service transactions and alternative digital access channels

We will:
- Develop structured on-line forms in our web site to cover all common transactions and service requests, and promote this as the way of avoiding emails to the Council
- Remove all email addresses from Council web sites and publications
- Use outbound emails where this is the best way of communicating with customers, but use 'No Reply' email addresses

4.4.7 New Media Strategy (including social media)

We will continue to explore opportunities to deliver customer service through new media but will position Cardiff Council slightly behind the cutting edge of such developments to avoid abortive expenditure on media that prove not to be popular.

We will:
- Launch electronic petitions
- Continue to broadcast council meetings on the web
- Launch live web chat sessions with councillors
- Review the use of on-line forums
- Develop 2-way information channels using social networking tools
- Use new technologies such as 'Web 2.0' to increase democratic engagement, reach wider audiences and increase the transparency of Cardiff Council
- Develop appropriate applications for mobile phones including fault reporting and simple information provision
- Provide live webchat facilities as an alternative to the telephone, post and email channels

4.5 **Governance of Access Channels at Cardiff Council**

Ownership and implementation of Cardiff Council's Access Channel Strategy will be the responsibility of the Customer Management Team.

Cardiff Council's access channels are not currently managed or developed centrally and there is no corporate policy for customer contact. As a result of this situation different Service Areas handle customer contact in different ways and customer journeys and experiences are varied.

The table below lists the current owners of the different access channels along with recommendations for ownership moving forward. It is suggested that the Customer Management Project should maintain overall responsibility for the development and review of access channels across the Council.

Channel	Current Owner	Future Owner
Telephone	Individual Service Areas	Customer Management
Contact Centre	Customer Management	Customer Management
Website	Corporate Communications	1) Maintenance and development: Corporate Communications 2) Content: Customer Management/Service Areas
Email – Generic	Individual Service Areas	Customer Management
Letters – Generic	Individual Service Areas	Customer Management
SMS	Individual Service Areas	Customer Management
Face to Face	Individual Service Areas	Customer Management
New Media	Individual Service Areas	Customer Management
Digital TV	Individual Service Areas	Customer Management
Mobile Telephone	Individual Service Areas	Customer Management

Appendix 1: Our customers – who they are

This Appendix provides some key statistics on our customer base and the information is gathered from an array of sources that have been referenced where appropriate.

Cardiff has a very young population compared to the rest of the UK – the age profile of residents is shown below:

Cardiff population by age group
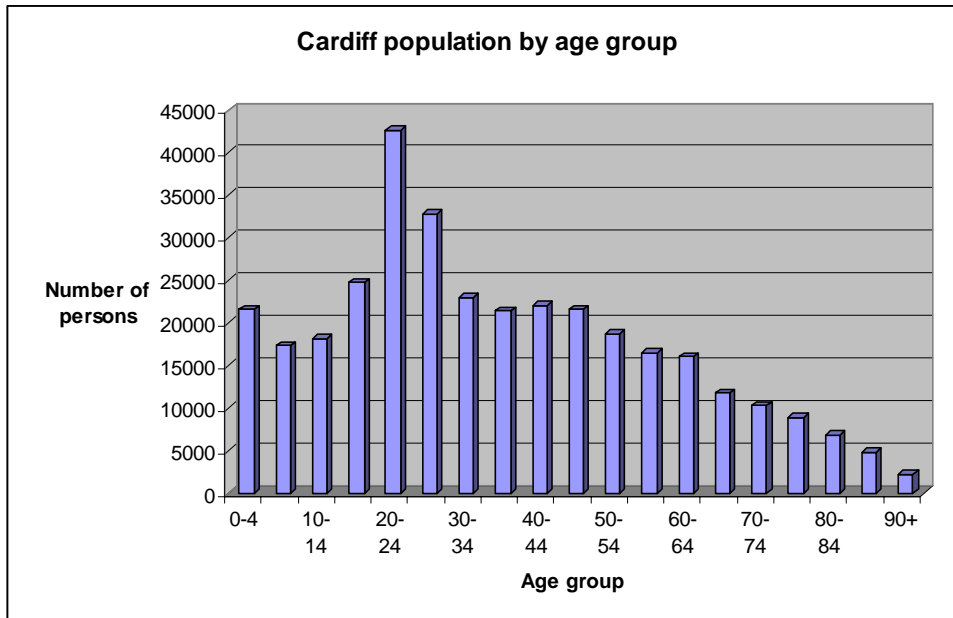
Source: 2010 ONS Mid-Year Estimate Of Population for Cardiff Unitary Authority

Socio-demographic data is shown below:

ACORN Group Profile

		Profile	Data as % for area	Data as % for base	Index
A	Wealthy Executives	28,456	8.6	7.3	117
B	Affluent Greys	7,268	2.2	14.2	15
C	Flourishing Families	27,291	8.3	8.3	100
D	Prosperous Professionals	14,540	4.4	0.9	516
E	Educated Urbanites	22,489	6.8	1.2	561
F	Aspiring Singles	25,086	7.6	1.8	433
G	Starting Out	33,644	10.2	3.0	338
H	Secure Families	35,137	10.6	13.0	82
I	Settled Suburbia	8,655	2.6	7.4	35
J	Prudent Pensioners	9,392	2.8	1.8	159
K	Asian Communities	3,244	1.0	0.2	490
L	Post Industrial Families	22,606	6.8	5.8	118
M	Blue Collar Roots	20,806	6.3	14.0	45
N	Struggling Families	48,175	14.6	15.8	92
O	Burdened Singles	10,101	3.1	3.2	96
P	High Rise Hardship	4,404	1.3	0.9	146
Q	Inner City Adversity	546	0.2	0.0	805
	Unclassified	8,282	2.5	1.2	216
	Total Population	330,122			

Source: 2010 Population Acorn Profile,Cardiff

Percentage population non-white:
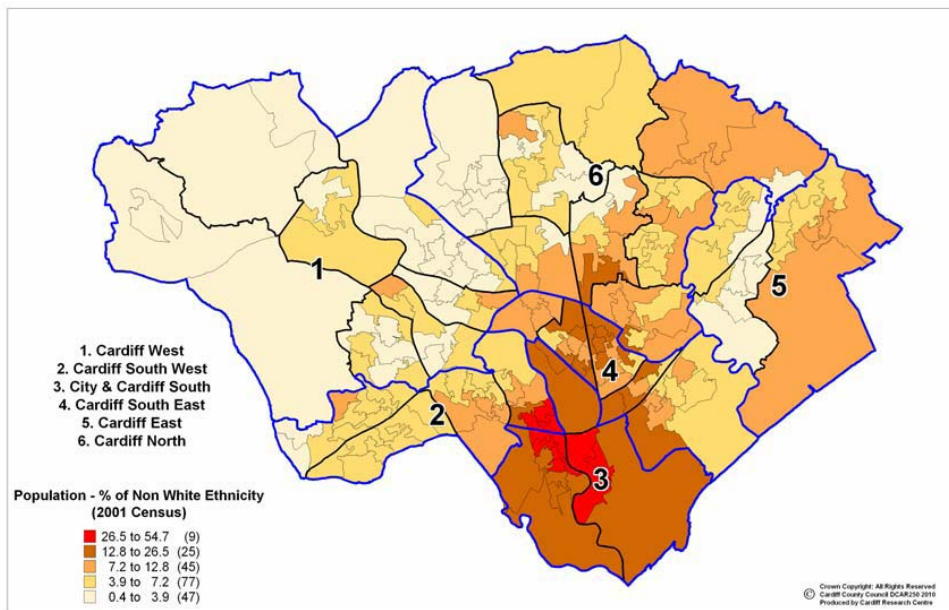
Source: ONS 2001 Census of Population

Digital inclusion rates are the highest in Wales, with many areas of Cardiff having rates in excess of 90%.

Table 4.1: Digital inclusion rates by local authority (estimates as of March 2011)

Rank	LA Name	Convergence Area?	% of adults 18+ Digitally Included
1	Cardiff		74.45
2	Vale of Glamorgan		71.40
3	Monmouthshire		71.39
4	Ceredigion	✓	69.48
5	Flintshire		68.58
6	Bridgend	✓	68.45
7	Newport		68.42
8	Wrexham		67.48
9	Powys		67.46
10	Swansea	✓	66.33
11	Denbighshire	✓	65.34
12	Pembrokeshire	✓	64.62
13	Torfaen	✓	64.01
14	Conwy	✓	63.66
15	Caerphilly	✓	63.43
16	Gwynedd	✓	63.28
17	Carmarthenshire	✓	63.16
18	Anglesey, Isle of	✓	62.39
19	Rhondda Cynon Taf	✓	61.07
20	Neath Port Talbot	✓	59.09
21	Merthyr Tydfil	✓	58.38
22	Blaenau Gwent	✓	54.31
	Total		66

Source: Experian 2011

Data obtained from Digital Inclusion: Analysis Package, 2011, Government Social Research, Welsh Government

The nine LSOAs with the highest levels of digital inclusion in the Experian model are all characterised by having a high proportion of students and young people (LSOAs in the Cathays and Plasnewydd areas of Cardiff; 'Treforest 2' in Rhondda Cynon Taff; and 'Aberystwyth Canol/Central' in Ceredigion). In the LSOAs 'Cathays 8' and 'Cathays 7', the model estimates that almost all adults are internet users. In all of the 20 most digitally included LSOAs, at least nine in ten adults are internet users.

Table 4.2: Most digitally included LSOAs (estimates as of March 2011)

Rank	LSOA name	Local Authority / LSOA code	% of adults 18+ Digitally Included
1	Cathays 8	Cardiff 032D	99.32
2	Cathays 7	Cardiff 032C	98.27
3	Plasnewydd 4	Cardiff 033C	97.54
4	Cathays 3	Cardiff 028C	96.46
5	Cathays 9	Cardiff 028E	96.26
6	Cathays 5	Cardiff 028D	95.76
7	Treforest 2	Rhondda Cynon Taf 022E	95.43
8	Aberystwyth Canol/Central	Ceredigion 002B	94.87
9	Cathays 4	Cardiff 032A	94.53
10	Bryntirion, Laleston and Merthyr Mawr 1	Bridgend 017A	93.92
11	Treforest 3	Rhondda Cynon Taf 022F	93.85
12	Menai (Bangor)	Gwynedd 001E	92.90
13	Killay North 1	Swansea 023A	92.05
14	Trowbridge 8	Cardiff 013D	91.98
15	Pontprennau/Old St. Mellons 4	Cardiff 003C	91.91
16	Pontprennau/Old St. Mellons 2	Cardiff 003A	91.23
17	Pont-y-clun 2	Rhondda Cynon Taf 031D	91.21
18	St. Martins 5	Caerphilly 024F	91.13
19	Uplands 6	Swansea 026C	90.99
20	Plasnewydd 9	Cardiff 030C	90.85

Source: Experian 2011

Data obtained from Digital Inclusion: Analysis Package, 2011, Government Social Research, Welsh Government

Over half of all council tenants do not have internet use at home.

	No.	%
Yes	30	42.3
No	41	57.7
Total	**71**	**100.0**

Source: Ask Cardiff, July 2010

Approx. 11% of Cardiff's population are Welsh speakers[*] (most is 15.9% in Pentyrch) but only about 1% of contacts via C2C are from customers marked as having a Welsh language preference[**]

87% of residents aged over 16 have access to mobile telephone services (Source: Ofcom, Communications Market Report: Wales, August 2011).

50% of residents live in neighbourhoods within the worst deprived 10% in Wales

14 of the 20 least deprived areas in Wales are in Cardiff (parts of Llandaff, Rhiwbina, Heath & Cyncoed). However, areas of Ely and Splott can be found in the 50 most deprived areas in Wales (Source: 2011 Welsh Index of Multiple Deprivation, Welsh Government)

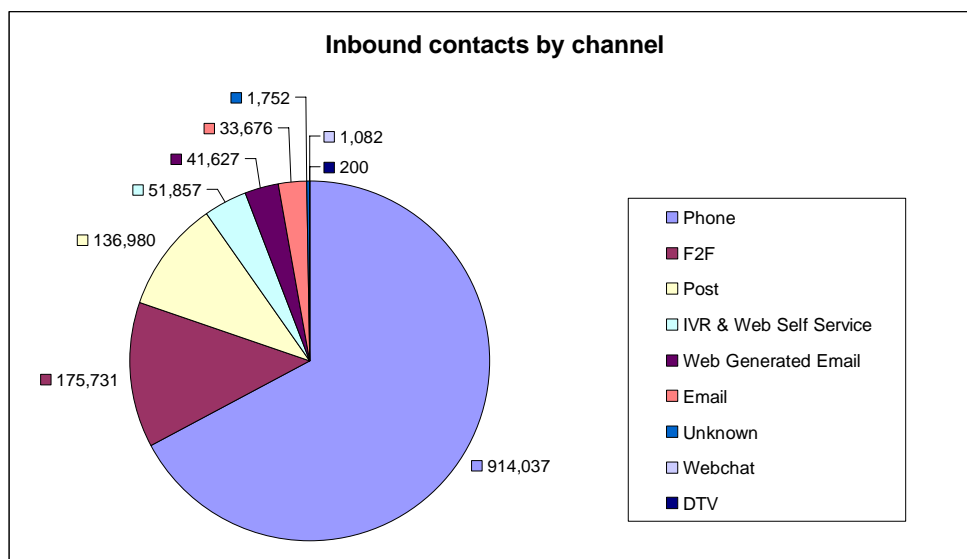[*] ONS: Census of Population 2001
[**] This figure is based on analysis of C2C contacts May 2011

Appendix 2: Customer Behaviour

The following insights into the behaviour of the Council's customers were generated in February 2011 during the Current State Analysis phase of the Multi-Channel Access project. The statistics are indicative and represent initial analysis completed during the development of the Multi Channel Access documentation. More detailed analysis is required in order to identify actual volumes of contacts

Inbound Customer Contacts
- Calls account for the majority of inbound contacts (67%)
- Face to Face and Postal contacts represent a lower, but still significant proportion of contacts - 13% and 10% respectively
- Inbound postal volumes are likely to be higher, but contact through the channel is not consistently recorded at present
- E-mail contact volumes only relate to areas where contacts are accurately logged and can be assessed. E-mail contacts sent directly to individual officers cannot be measured so actual volumes will definitely be higher than is represented here

Inbound contacts by channel

1,752
33,676
41,627
51,857
136,980
175,731
914,037
1,082
200

Legend:
- Phone
- F2F
- Post
- IVR & Web Self Service
- Web Generated Email
- Email
- Unknown
- Webchat
- DTV

Despite offering a broad range of services contact volumes are concentrated to a few main streams – council tax, housing and waste (see chart overleaf).
- Combining the 3 housing functions would mean that Housing had the largest volume of contacts. However, the distinction between our functions as landlord and service provider is important
- Waste management could be considered to be the most important service in terms of broad citizen perception as it is highly visible and impacts on all citizens
- Parking represents an important area for both satisfaction and dissatisfaction as well as generating significant council incomes

Inbound contacts by service
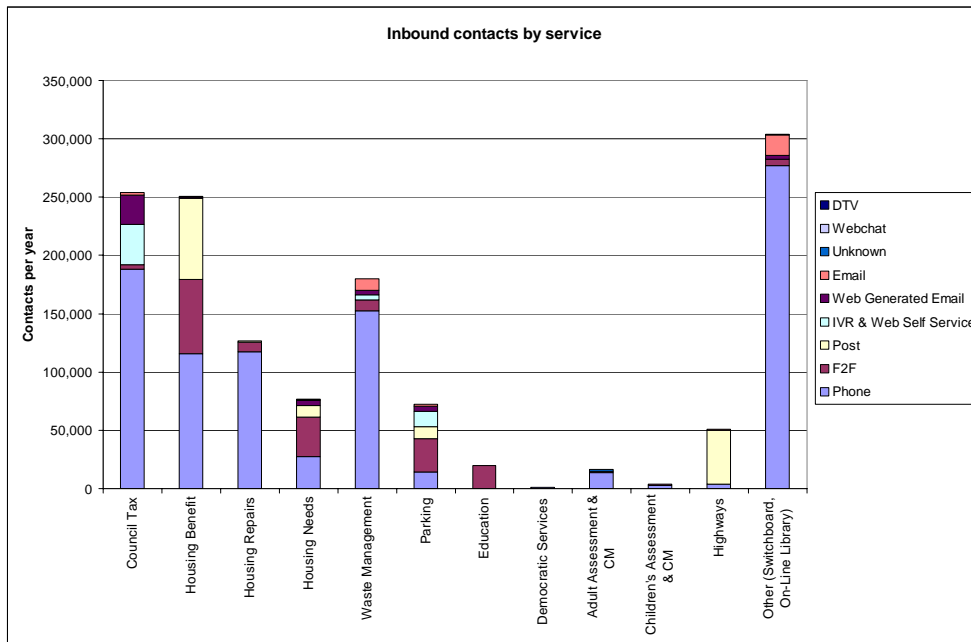
Major channels are split across C2C and Service Areas, as shown in the table below:

Channel	C2C	Service Areas
F2F	Main library – 4 seats	Major presence for housing. Minimal for all others.
Phone	Basic contact centre technology (IVR, contact distribution, recording, statistics, and CRM system)	Basic telephony – "phone banks" (hunt groups) of various sizes – typically under 10
Messaging (primarily email)	Email handling software, procedures, SLAs, templates, training	Ad-hoc processes defined by each service area
Post	N/A	County Hall Post room, City Hall Post room Wilcox House Other
Web Chat, DTV, SMS, other electronic	Facility in place – low usage	Waste management – tidy text

Transaction volumes

Email volumes are relatively low, and are generally dealt with in the same way as white mail, making it as expensive a channel to the Council as white mail.
Current volumes of transactions by service and access channel were assessed in the Multi-Channel Access work (ref 1) and are repeated in the table overleaf:

	Phone	F2F	Post	IVR & Web Self Service	Web Generated Email	Email	Unknown	Webchat	DTV	Total
Council Tax	188,322	3,480	-	35,000	25,018	2,197	6	194		65,895
Housing Benefit	115,479	63,642	70,003	-	765	540	5	153		135,108
Housing Repairs	117,496	8,100	1,000	-	22	62	11	14		9,209
Housing Needs	27,451	34,115	10,001	-	4,092	800	-	99		49,107
Waste Management	152,337	9,764	-	3,857	4,354	9,413	12	157		27,557
Parking	14,293	28,765	10,262	13,000	4,474	1,830	8	49		58,388
Education	-	20,000	-	-	-	-	-	-		20,000
Democratic Services	1,000	-	-	-	-	-	-	-		0
Adult Assessment & CM	13,762	1,000	-	-	-	-	1,700	-		2,700
Children's Assessment & CM	3,000	1,000	-	-	-	-	-	-		1,000
Highways	3,810	193	45,711	-	-	1,293	2	14		47,213
Other (Switchboard, On-Line Library)	277,087	5,672	3	-	2,902	17,541	8	402	200	26,528

	Phone	F2F	Post	IVR & Web Self Service	Web Generated Email	Email	Unknown	Webchat	DTV	
Total	914,037	175,731	136,980	51,857	41,627	33,676	1,752	1,082	200	1,356,742
	67.37%	12.95%	10.10%	3.82%	3.07%	2.48%	0.13%	0.08%	0.01%	

Customer Complaints

Complaints by reason
Apr 2009- Mar 2010

- Complaint about Staff 17%
- Poor Quality of Service 27%
- Delay Providing Service 15%
- Other 32%
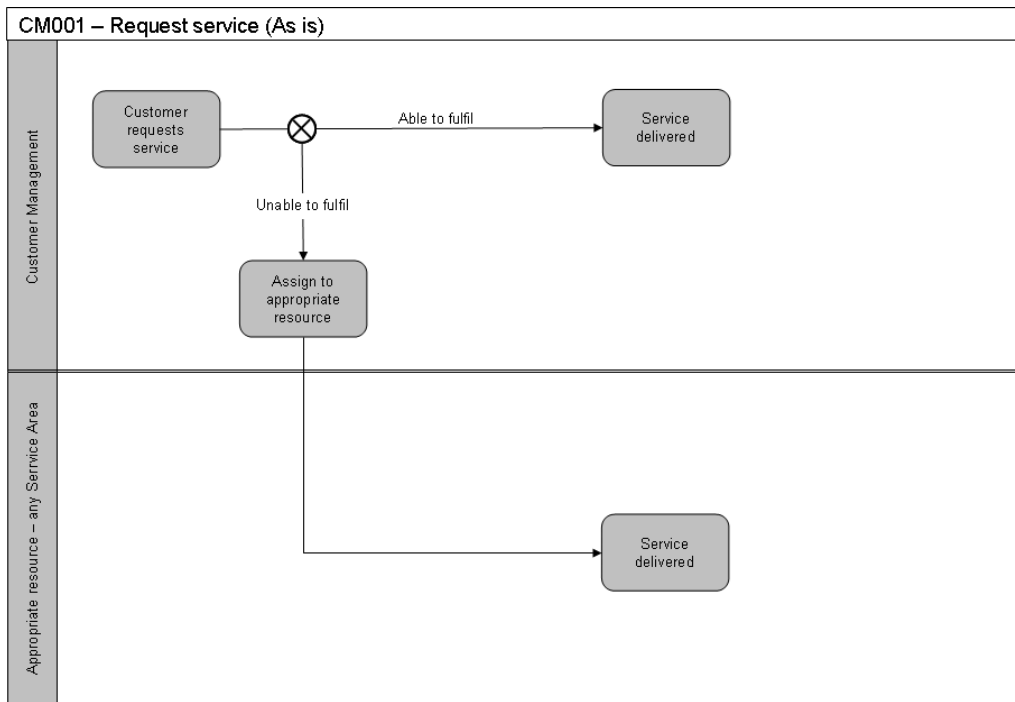- Dissatisfaction with Policy 9%

The Council regularly undertakes an 'Ask Cardiff' survey that provides insight into the views of its customers across a very wide range of topics, including Customer Management.
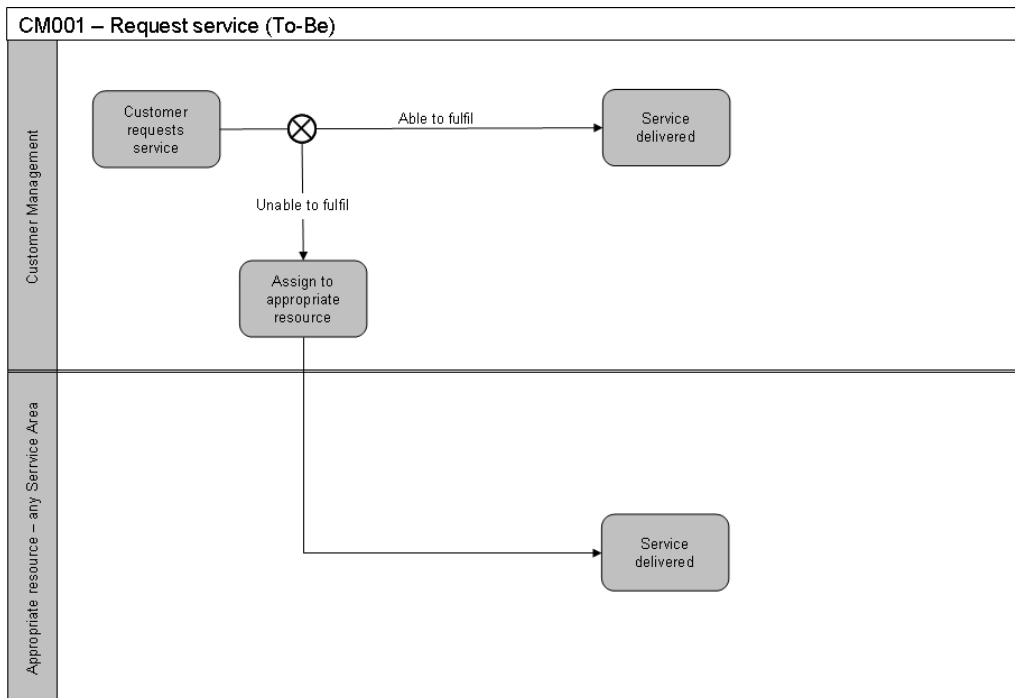
Appendix 3: Standard Contact Types

The standard (inbound) customer contact types are defined at high level in this section. For each contact type examples are given along with a description of how the approaches detailed in the Customer Management Strategy and Channel Access Strategy will be used to improve service delivery.

The process maps below were designed for the purposes of this document only and do not form part of the MEGA process suite.

CM001 – Request a service	
Contact type:	Request
Sub-category:	Service
Description:	
The customer contacts the Council in order to request the provision of a service. As a result of the contact the Council is required to take action in order to fulfil the customer's request.	
Example(s):	
- Request for additional refuse bags - Request for a Council Tax payment card - Request housing maintenance - Request a benefit application form	
Current state:	
- Requests for service can be made through various access channels - Limited online/self-service transactions are available - Online transactions often result in further human decision making and request handling - Limited face-to-face contact locations are available - Some service requests are only possible through single access channels ie. some by post only, others only by phone	
Improvement opportunities:	

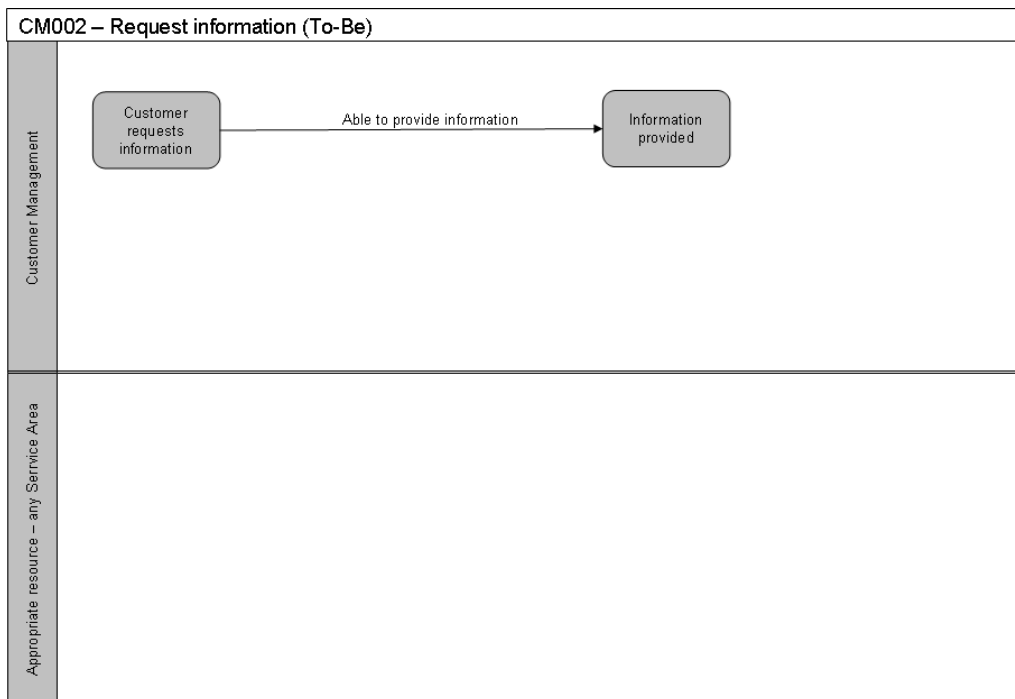|	
Stop:	- customers from needing to make contact by telephone or face to face in order to request common services that are simple to deliver - limiting customer contact to core business hours by making services available 24/7 - utilising resource to handle simple requests and allow them to deal with high value, complex contacts
Automate:	- request processing using BPM where possible to remove the need for manual handling of simple requests - proactive status updates to keep customers informed without the need for Council resource
Simplify:	the customer interaction for requesting common services

CM001 – Request service (As is)

Suggested future state: More services fulfilled at first point of contact (including transactional self-service). However, there will always be services that cannot be fulfilled in this way ie. home-visits, delivery of bags/bins, maintenance requests etc.

CM001 – Request service (To-Be)

CM002 – Request information	
Contact type:	Request
Sub-category:	Information

Description:

The customer contacts the Council in order to request information. The Council provides the information. This may involve signposting the customer towards other organisations/bodies.

Example(s):

- Request for opening hours of a library
- Request for confirmation of waste collection schedule
- Request for contact details for a specific service
- Request for Council Tax billing balance
- Request for an update on an ongoing application
- Request for an update on an ongoing service request

Current state:

- General Council service information is available online and in physical documents (leaflets, Capital Times etc)
- The standard and availability of information varies across the organisation
- There is no way for customers to receive updates relating to ongoing requests or to their personal accounts through self-service channels

Improvement opportunities:

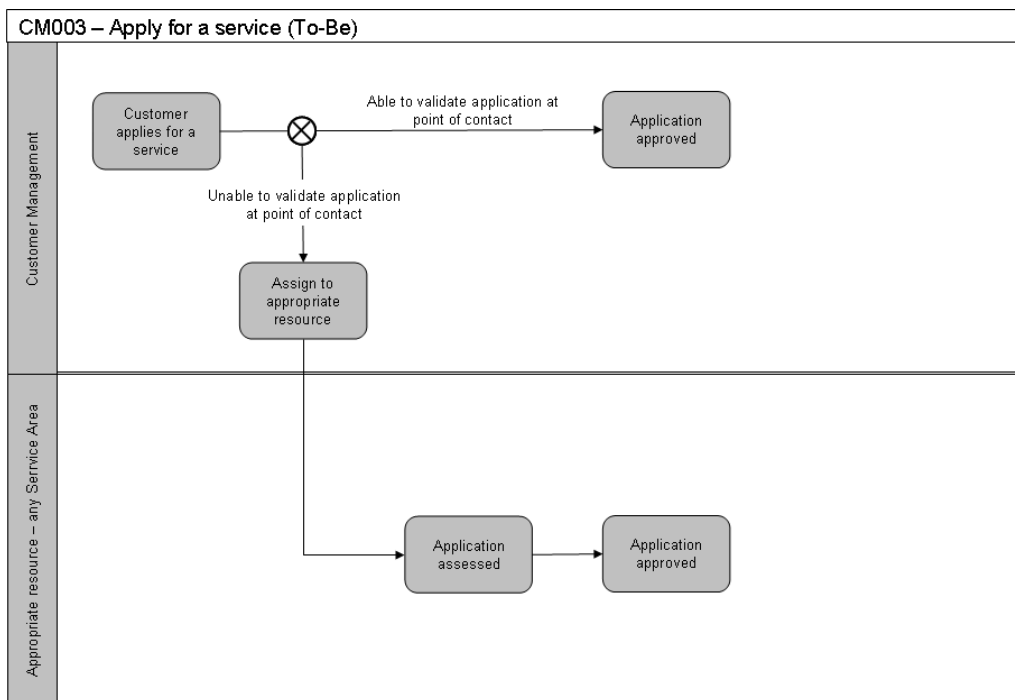| **Stop:**	- avoidable contact where information can be made available to customers in other ways - customers from having to travel or wait on the telephone to receive information that they should be able to obtain for themselves
Automate:	- proactive, outbound status updates, payment and application reminders to keep customers informed throughout ongoing interactions and relationships - signposting through the use of dynamic scripting and forms that provide customers with the information that they need on the basis of data that they provide
Simplify:	- potentially stressful processes for customers ie. Remind them of the need to pay so that they avoid arrears, reassure them of progress with applications etc. - the process for publishing material to the web and via other interactive channels

CM002 – Request information (As Is)
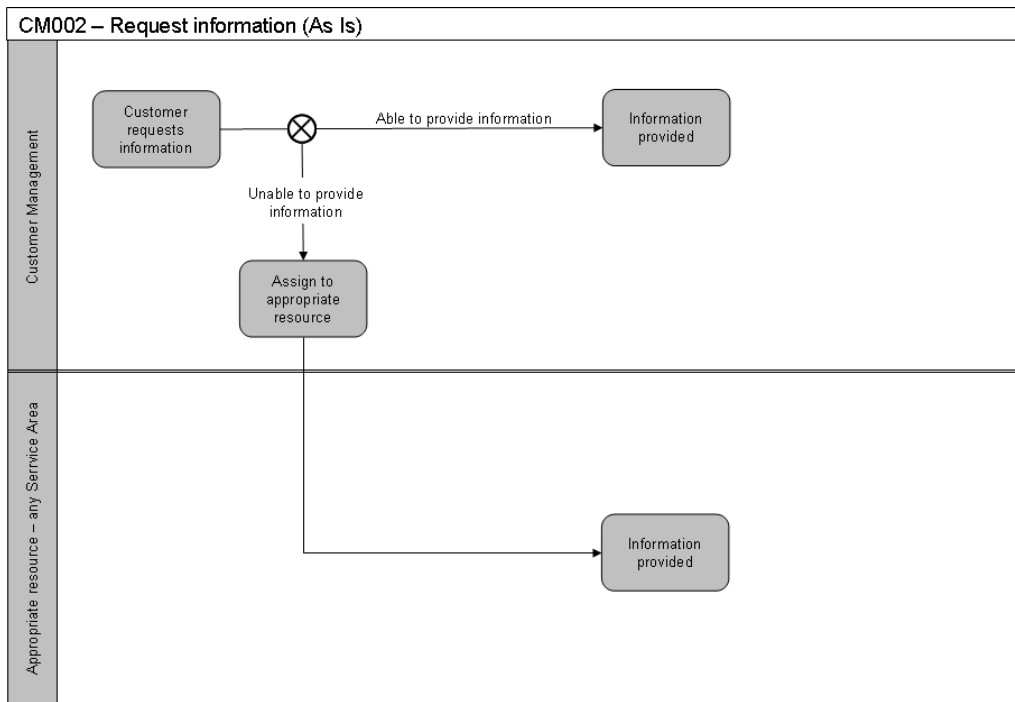
Suggested future state: Information always provided at first point of contact.
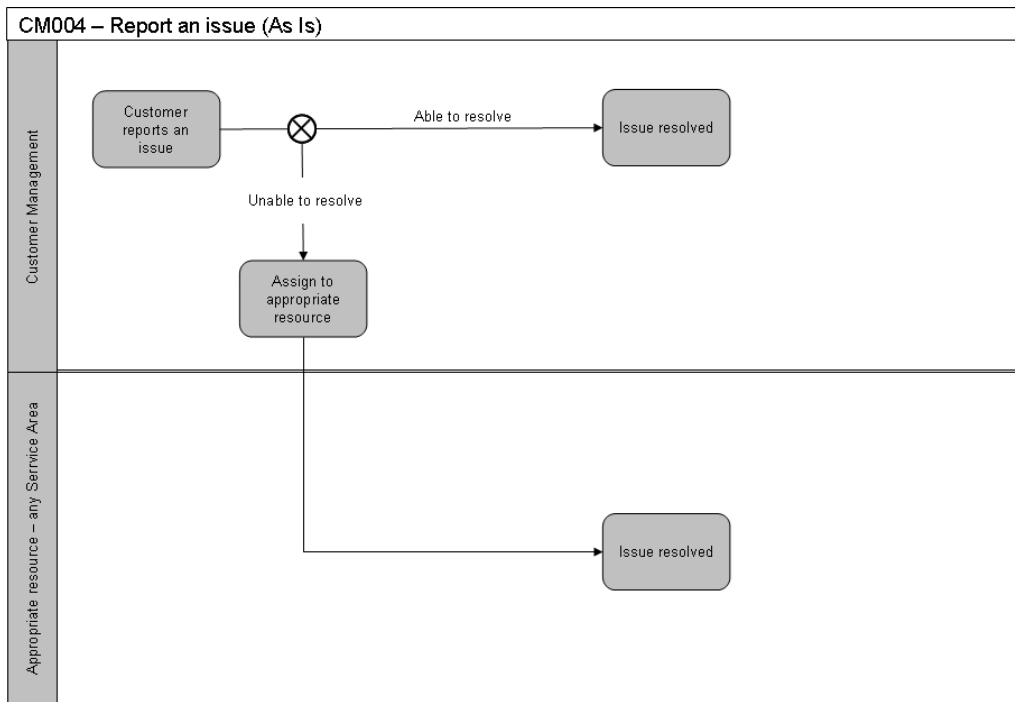Comprehensive, web-based knowledge bank to support customers and staff.

CM002 – Request information (To-Be)

CM003 – Apply for a service	
Contact type:	Application
Sub-category:	-

Description:
The customer contacts the Council in order to apply for a service that requires an element of validation before provision. As a result of the contact the Council is required to validate the request before fulfilment.

Example(s):
- Apply for Housing/Council Tax benefit - Apply for a taxi license - Apply for student finance - Apply for a concessionary bus pass - Apply for residential parking permits - Apply for a Council Tax exemption - Apply for a care package - Apply to become a foster parent

Current state:
- Applications for service can be made through various access channels - Very limited online/self-service applications are available - Online transactions often result in further human decision making and request handling - Limited face-to-face contact locations are available to make applications - Some applications can only be made through single access channels ie. some by post only, others only by phone

Improvement opportunities:	
Stop:	- handoffs from frontline Customer Management to specialist processing teams in order to fulfil applications at the first point of contact wherever possible - application processes from having inherent time delays as a result of over-complication
Automate:	- application checking steps through interfaces with internal and external data-stores - processes by moving from case management to BPM wherever applications can be based on defined business rules
Simplify:	- application processes to enable customers to self-serve where possible and to provide information and evidence once, as simply as possible, where self-service is not feasible

CM003 – Apply for a service (As Is)
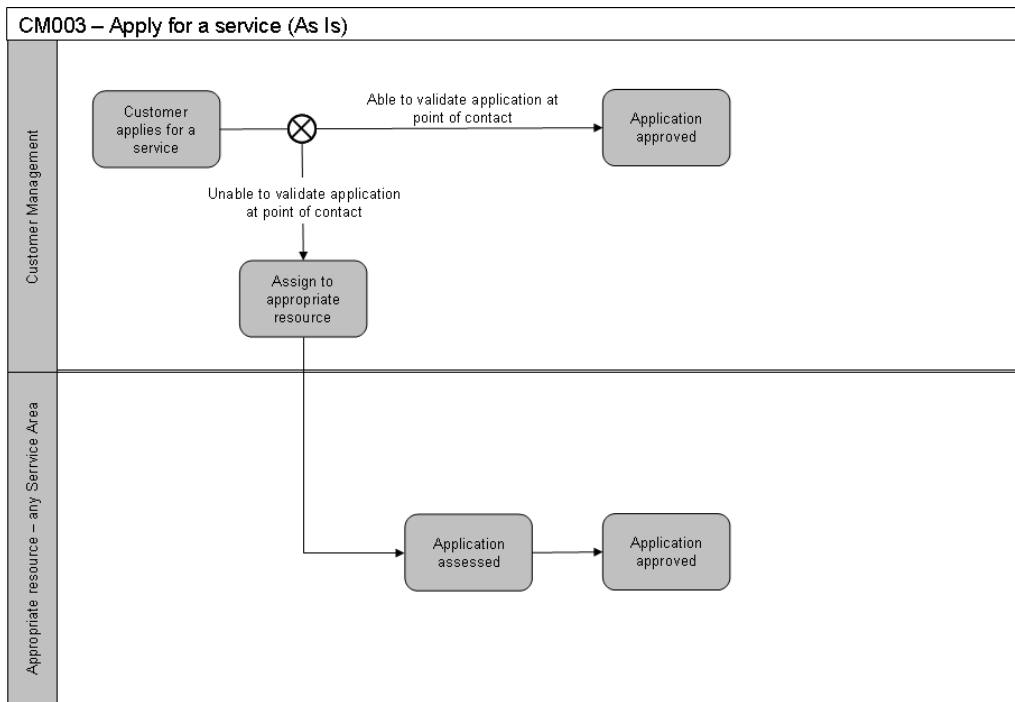
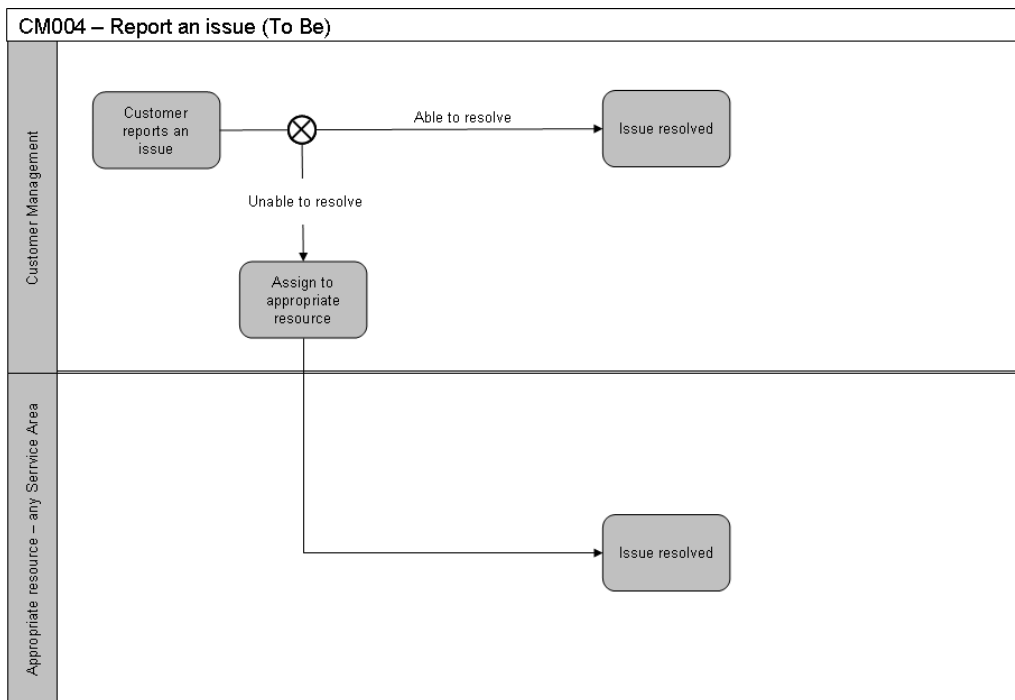**Suggested future state**: More applications validated at first point of contact (including through transactional self-service). Reduction in the need to hand off applications to other resources. (N.B. Some application processes may require checks with external bodies etc. that delay the application and mean that it would not be possible to complete it at the first point of contact.)
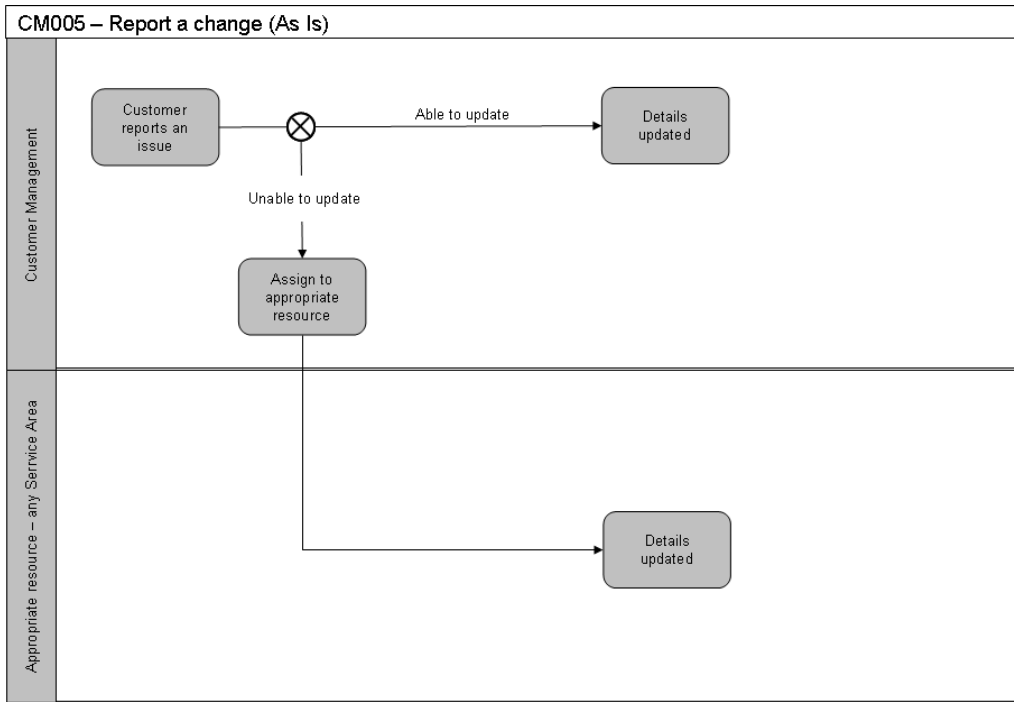

CM003 – Apply for a service (To-Be)

CM004 – Report an issue	
Contact type:	Report
Sub-category:	Issue
Description:	

The customer contacts the Council in order to report an issue that requires the Council to take action.

Service failure: expected/regular service provision has failed/not taken place

Service requirement: an issue has arisen that requires Council action but is not as the result of failed service provision

Example(s):

- Report a missed refuse collection
- Report dumped refuse
- Report a pothole
- Report a broken streetlight
- Report litter requiring street cleansing
- Report overflowing drains

Current state:

- Reports can be made through various access channels
- Limited online/self-service reporting is available
- Online transactions often result in further human decision making and request handling
- Limited face-to-face contact locations are available to make reports

Improvement opportunities:	
Stop:	- customers from needing to make contact by telephone or face to face in order to make simple, common reports - limiting customer contact to core business hours by enabling issues to be reported 24/7 - utilising resource to handle simple reporting processes and allow them to deal with high value, complex contacts
Automate:	- report processing using BPM where possible to remove the need for manual handling of simple issues and to ensure that reported issues are routed directly to the resources responsible for resolving them - proactive status updates to keep customers informed of progress without the need for Council resource
Simplify:	- the customer interaction for reporting common issues thus encouraging citizen engagement

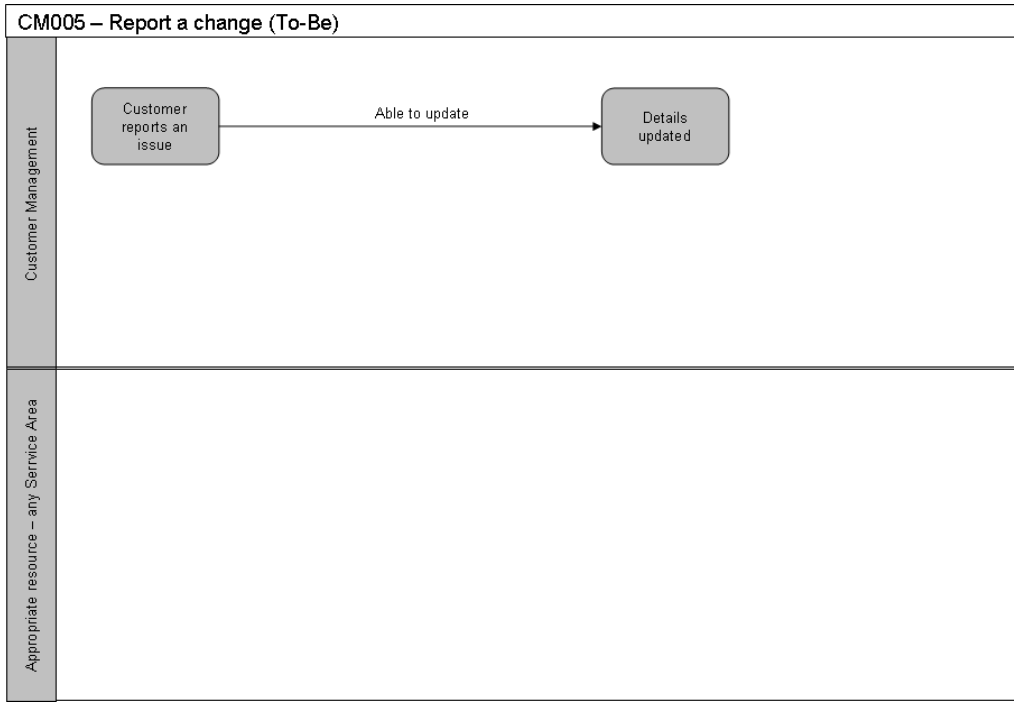**CM004 – Report an issue (As Is)**

Suggested future state: Improved online self-service transactional reporting. Enhanced interfacing to enable reported issues to be logged and assigned at the first point of contact. However, the delivery of these services is always likely to remain separate from Customer Management ie. street cleansing, highways maintenance.
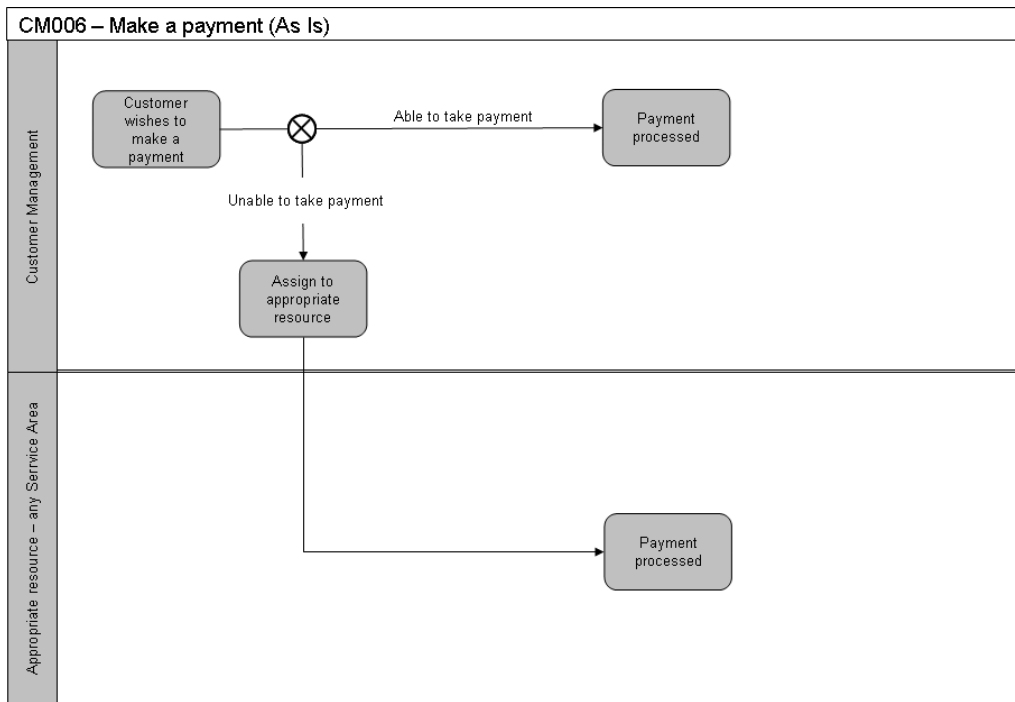
CM004 – Report an issue (To Be)

CM005 – Report a change	
Contact type:	Report
Sub-category:	Change

Description:
The customer contacts the Council in order to report a change in circumstances that requires the Council to take action.

Example(s):
- Report a change of address - Report a change of tenants - Report a change in earnings/employment - Report a change in care package requirement

Current state:
- Reports can be made through various access channels - Limited online/self-service reporting is available - Online transitions often result in further human decision making and request handling - Limited face-to-face contact locations are available to make reports

Improvement opportunities:	
Stop:	- customers from needing to make contact by telephone or face to face in order to report changes - limiting customer contact to core business hours by enabling issues to be reported 24/7 - utilising resource to handle simple change reporting and processing, and allow them to deal with high value, complex contacts
Automate:	- processing using BPM where possible to remove the need for manual handling of simple changes and to ensure that reported changes are made visible to affected internal and external parties - proactive status updates to keep customers informed of progress without the need for Council resource
Simplify:	- change reporting processes, encouraging customers to keep information up to date and removing the risk of problems such as overpayment or arrears from affecting them

CM005 – Report a change (As Is)

Customer Management

- Customer reports an issue
- (X gateway) → Able to update → Details updated
- Unable to update → Assign to appropriate resource

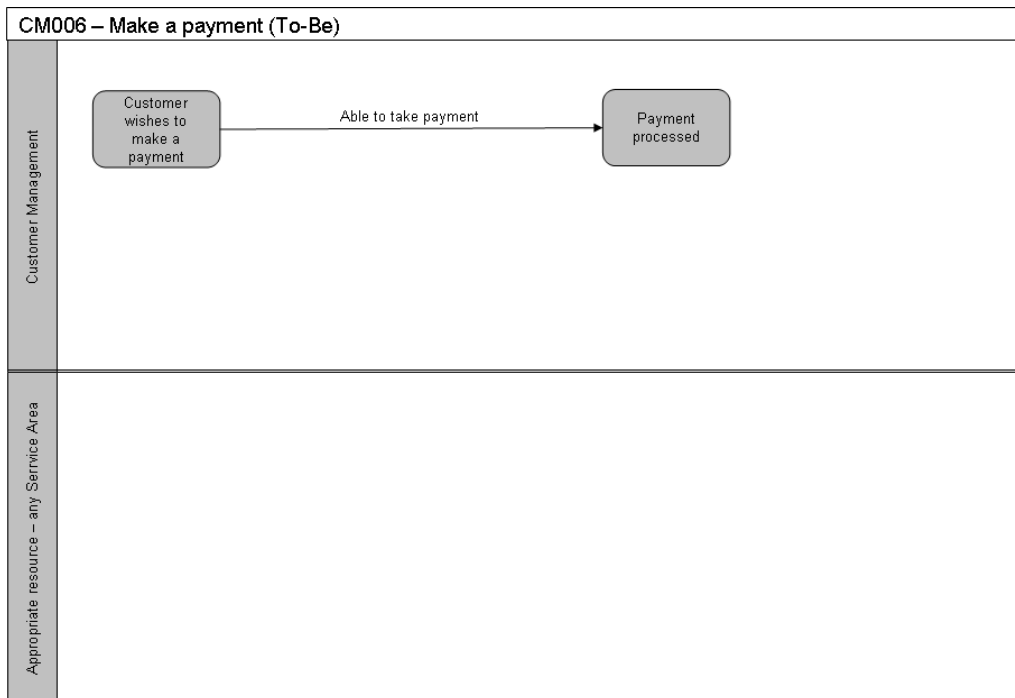Appropriate resource – any Service Area

- Details updated

Suggested future state: All changes actioned/updates made at first point of contact (including through transactional self-service).

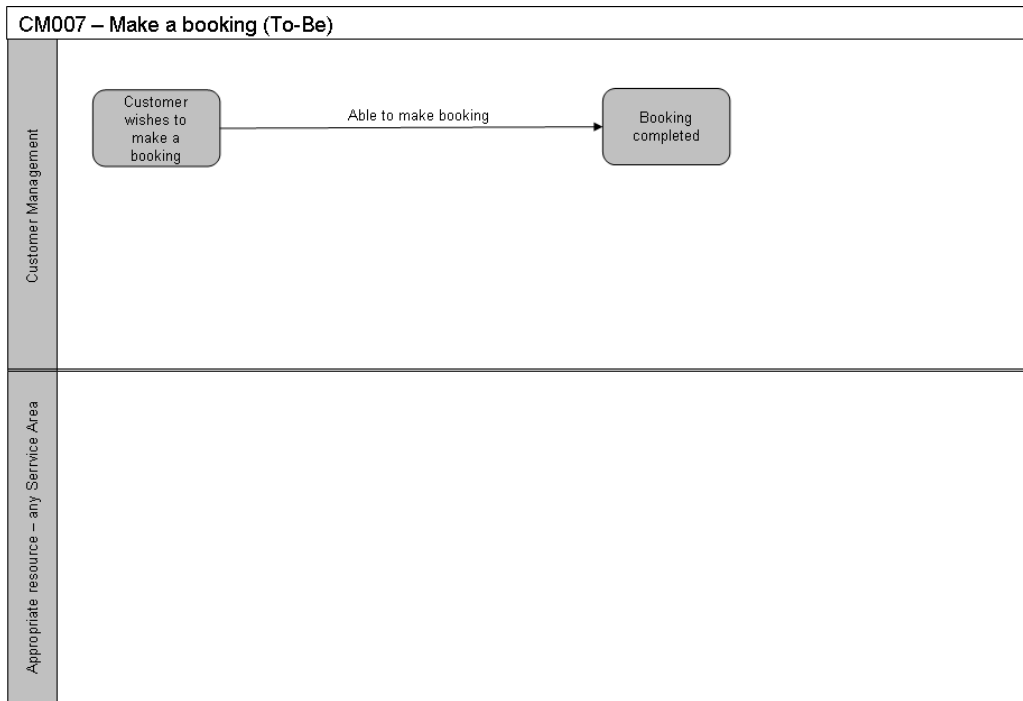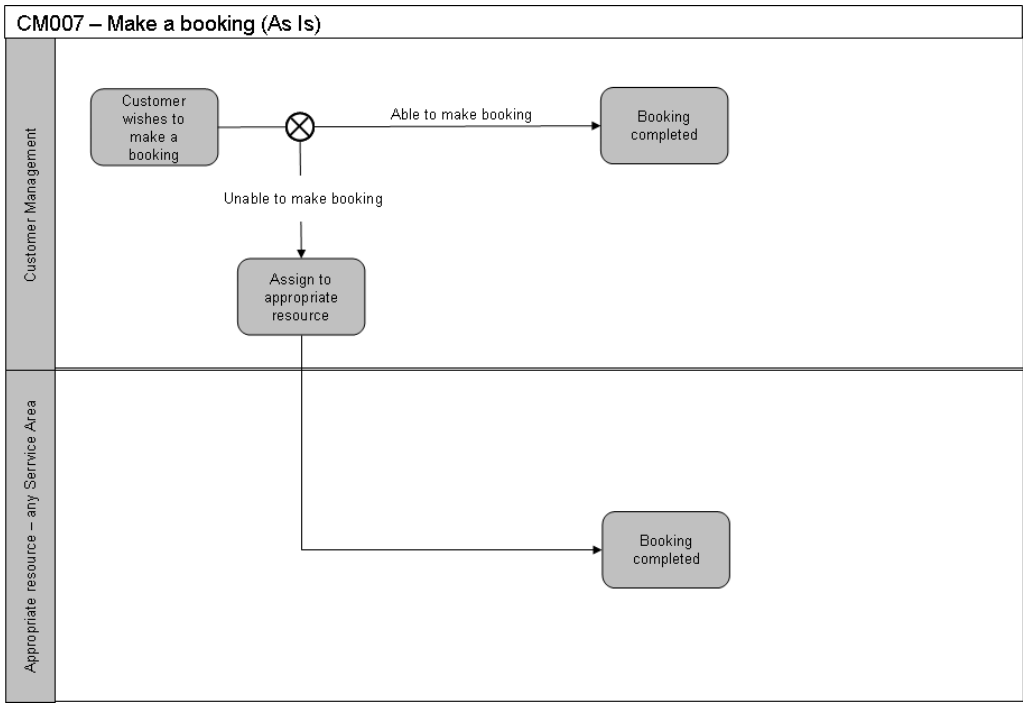**CM005 – Report a change (To-Be)**

Customer Management

- Customer reports an issue → Able to update → Details updated

Appropriate resource – any Service Area

CM006 – Make a payment	
Contact type:	Payment
Sub-category:	-

Description:
The customer contacts the Council in order to make a payment. This may occur before or after service provision.

Example(s):
- Pay a monthly Council Tax instalment - Pay for a sports facility booking - Pay a parking fine - Pay an overdue library fine - Pay an invoice

Current state:
- Payments can be made through various access channels and by a variety of methods - Online and automated telephony payments are available for some services - No face-to-face cashier function exists as cash payments are not encouraged and, in some cases, not accepted - Payment handling costs vary by method and service

Improvement opportunities:	
Stop:	- customers from building up payment arrears - the need to chase up outstanding debt by making payment easier
Automate:	- telephone payments wherever possible, enabling customers to make payments 24/7 - cash and cheque handling processes to increase efficiency whilst ensuring that all customer groups can make payments at their convenience
Simplify:	- the process of paying for services to ensure that revenue is gathered effectively

CM006 – Make a payment (As Is)

Customer Management

Customer wishes to make a payment → ⊗

⊗ — Able to take payment → Payment processed

⊗ — Unable to take payment ↓

Assign to appropriate resource

Appropriate resource – any Service Area

Payment processed

Suggested future state: All payments processed at first point of contact (including through transactional self-service). Further reduction in cash/cheque payments requiring face-to-face interaction or post handling.

CM006 – Make a payment (To-Be)

Customer Management

Customer wishes to make a payment — Able to take payment → Payment processed

Appropriate resource – any Service Area

CM007 – Make a booking	
Contact type:	Booking
Sub-category:	-

Description:
The customer contacts the Council in order to book a service associated with a specific timeslot.

Example(s):
- Book a sporting facility - Book a home visit - Book a PC session in a library - Book a bulky item collection

Current state:
- Bookings are primarily made at face-to-face locations or over the telephone - Telephone booking locations exist in a variety of different Service Areas - Multiple booking systems exist throughout the organisation

Improvement opportunities:	
Stop:	- customers from needing to make contact by telephone or face to face in order to book Council services - limiting customer contact to core business hours by enabling bookings to be made 24/7
Automate:	- booking processes and appointment scheduling to reduce the requirement for manual intervention
Simplify:	- the process for booking Council services; enabling easier uptake, encouraging loyalty and generating revenue

CM007 – Make a booking (As Is)

Customer Management

Customer wishes to make a booking → ⊗ — Able to make booking → Booking completed

⊗ — Unable to make booking → Assign to appropriate resource

Appropriate resource – any Serrvice Area

→ Booking completed

CM007 – Make a booking (To-Be)

Customer Management

Customer wishes to make a booking — Able to make booking → Booking completed

Appropriate resource – any Serrvice Area

Appendix 4: Implementing the Strategy

Topic	Feature	Implementation vehicle
Business processes	An end-to-end approach to process (re)design will be taken across departmental/organisational boundaries	Service Redesign Programme – Customer Management will work with Service Areas to re-engineer end-to-end processes
	Process should be simple, and customers should find it easy to 'do the right thing'	Service Redesign Programme – Customer Management will work with Service Areas to re-engineer end-to-end processes
	Processes should reflect best Local Government and, where appropriate, external practice	Service Redesign Programme – benchmarking against best practice
	Processes should be consistent across Service Areas and access channels	Customer Management Service Redesign Project will ensure consistency through development of standardised customer-facing processes across Service Areas and access channels
	Processes should be clearly documented and kept up to date	Service Redesign Programme will document processes using an enterprise process modelling tool (MEGA)
	Opening hours/access channels etc should be reflected in process design	Service Redesign Programme
	Processes should be built around the desired customer experience	Service Redesign Programme

Topic	Feature	Implementation vehicle
	Feedback processes should exist to ensure that customer behaviours across the whole Council are analysed centrally, the root causes of dissatisfaction and satisfaction are understood and that corrective or supportive action is taken within Service Areas	Customer Management Service Redesign Project – Correspondence workstream
Staff knowledge and skills	Staff will be sufficiently trained before they are placed in any role that interfaces directly with a customer	Both Customer Management and Service Areas will need to ensure that their staff are trained in customer handling skills as well as subject matter
	Staff will be trained in customer handling skills as well as subject matter knowledge and processes	Both Customer Management and Service Areas will need to ensure that their staff are trained in customer handling skills as well as subject matter
	The majority of contact centre and citizen hub staff will be multiskilled across a range of services	Already the case in C2C – same principle to be adopted for Citizen Hubs
	Staff know where to look for facts rather than keeping them all in their heads	Knowledge base will support both staff and web users – Service Redesign
	Staff will be empowered to use their discretion in interpreting the rules, whilst adhering to the basic processes	Service Redesign will specify business rules and discretion available to staff
Management Systems:	Measurement will be focused on outcomes, not intermediate steps (e.g. end-to-end process time rather than % calls answered in x secs)	Service Redesign Programme – to be developed jointly by Customer Management and Service Areas

Topic	Feature	Implementation vehicle
	The relationship between Customer Management and Service Areas will be governed by service performance KPIs and SLAs	Service Redesign Programme – to be developed jointly by Customer Management and Service Areas
	Customer insight and feedback data will be used as a mechanism to improve Service Area performance	Service Redesign Programme – to be developed jointly by Customer Management and Service Areas
	Business rules will be built into process design	Service Redesign Programme – to be developed jointly by Customer Management and Service Areas
	Staff will be measured on their performance, and coached in how to improve that performance	This already occurs in C2C – same approach needs to be adopted by Service Areas
Values, behaviours and beliefs	**Customer-focused:** Customers are a primary driver of the organisation, not an interruption to 'normal' business	Changing the values, behaviours and beliefs of all staff who interact in any way with customers is an integral part of the Customer Management Service Redesign Project
	Innovative: We will constantly strive to improve the way we do things, with the objective of improving customer service at reduced cost	
	Partnership working: Customer Management and Service Areas will work together to deliver and improve services to customers	

Topic	Feature	Implementation vehicle
	'Can do' attitude: We will seek out ways of addressing customer queries and requests in a constructive fashion, and display a positive attitude when interacting with customers	
	Non-bureaucratic: Within the framework of policies and procedures, we will be creative when fulfilling customer requests and queries	
	Quality- and performance-focused: We will strive to perform to the best of our, and the Council's ability and seek out ways of improving performance over time	
Enabling systems and technology – High Priority	**Use of New ACD:** advanced IVR, skills based routing, and automated phone transactions.	Implemented by EA/ICT and Customer Management as part of the Service Redesign Programme
	Upgraded Web Site: Much improved Council web site incorporating: • Content Management: Fit for purpose content management system to support the maintenance of web content by Service Areas • Search Engine: Much improved search engine that is fast and accurate (possibly Google-based) • Citizen Portal: 'My Cardiff' Web portal, tailored to each individual who logs in, to provide information about, and access to, Cardiff Council services.	
	Case Management System: System to set up and	

Topic	Feature	Implementation vehicle
	manage 'cases' initiated by a customer, under which all work items relating to a case are made visible to the relevant council staff.	
	Business Process Management system: BPM system to underpin re-engineered processes, based on standard processes and including a workflow system to automatically route service requests to work queues in relevant departments/individuals.	
	Business Continuity/ Disaster Recovery: BC/DR arrangements to ensure continuity of web and portal functionality during adverse events and to support the Council's disaster response arrangements.	
	Customer analytics/MI/ Reporting: Capability to undertake analyses of customer behaviour, statistics, service performance etc and report at a range of levels to suit business needs.	
	Council Knowledge base: Knowledge base for Council staff and customers, providing information about Council services and processes.	
	System integration: Integration between customer-facing systems and Line of Business (LOB) systems to enable seamless transfer of customer details and requests between front- and back-offices.	
Enabling systems	**Apps:** Apps to enable web services to be delivered via	Implemented by EA/ICT and Customer

Topic	Feature	Implementation vehicle
and technology – Medium Priority	smart phones and other hand held devices.	Management as part of the Service Redesign Programme
	Outbound campaign management: Capability to run outbound campaigns of calls, emails, texts etc. to defined groups of customers.	
Enabling systems and technology – Low Priority	**EDRMS/electronic postroom:** Electronic document and records management system to manage post and other paper documents. The business case for this will need to be developed following a concerted campaign to reduce the volume of post received by the Council.	Implemented by EA/ICT and Customer Management as part of the Service Redesign Programme
	Automated email system: System that can 'read' emails and intelligently either route them to the right department or answer the customer query automatically.	

Cardiff Council's

Customer Management Strategy

Isabelle Bignall

18th January 2012

The Customer Management Strategy sets out:

The corporate vision for the way customers will be managed across services

The strategy for achieving this vision

It gives an approach for the development and management of customer access channels

Vision (Extract)

- "Cardiff will have a one-council approach that puts the customer at the heart of the organisation and provides integrated, seamless services which are accessible in the right way and at the right time.

- We will understand and respond flexibly to the needs of all our customers in a way which makes them feel valued and respected and ensures they are well informed and have the ability to influence how services are provided.

- We will use the capabilities of existing and emerging technologies to deliver our services in the most cost-effective way that also meets the needs of our customers. "

Key principles of the Strategy

- To understand and meet the needs of our citizens

- To have Informed and engaged customers

- To have a customer driven culture

- To have accessible and integrated service provision

Practical approaches

- Designing access channels with the needs and preferences of our customers in mind
- Encouraging greater usage of the most cost-effective contact methods
- Creating a positive experience for our customers through new access channels and types of interaction
- Actively encouraging Service Areas to work together with each other and with Customer Management
- Identifying savings by analysing customer experience and end to end cost to serve data

Channel Management

The customer management strategy also includes a approach for effective channel management which includes:

• a strategy for channel shift

• an approach to management of specific channels

• a commitment to regular reporting on channel use / effectiveness

Key principles of the Access Channel Shift (Extract)

- Make access to our services available through appropriate and cost effective access channels designed with the needs and preferences of our customers in mind
- Encourage greater usage of the most effective contact methods, by creating a series of deliberate and targeted channel shifts
- Create a positive experience for our customers through new access channels and types of interaction. This will generate trust, improve service delivery and reduce hidden costs to our customers and to us
- Actively encourage Service Areas to work together and with other service providers. Shared values, goals and data will improve service delivery
- Learn and innovate continuously by monitoring successes and regularly reviewing customer feedback on all access channels
- Identify savings by analysing customer experience and end to end cost to serve data

Channel shift: Whilst catering for the needs of a wide range of customer segments in contacting the Council, we will express a preference for customers to contact us via the most cost-effective channel(s) for each transaction type and service area.

Measurements (1)

Performance Management / Avoidable Contacts

- Customer Management will have the day to day responsibility for implementing the Customer Management Strategy including "Avoidable Contacts"

- A Customer Management Improvement Officer should be appointed to have day to day responsibility for the strategy of minimising avoidable contact, working closely with Service Heads

- Contact data across our main contact channels will be measured and analysed by Customer Management on a monthly basis

Measurements (2)

Customer Management Performance Board

- The evolution and implementation of the Customer Management Strategy will be governed by the Joint Customer Management Board, which will be established as part of the Customer Management Service Redesign project

- This Board will also monitor end-to-end customer service performance and sanction corrective actions to address performance deviations

Implementation

In order to realise this vision, the council will need to address all the following in a coherent, customer-focused fashion:

- **Business processes**
    - » CJM led BPM working with BA's

- **Staff knowledge and skills**

- **Staff values, behaviours and beliefs**
    - » Customer Service Module in the Academy

- **Management systems, performance measures and business rules**

- **Enabling systems and technology**
    - » Close working with ARB & EA
    - » Project Exec of Web / Correspondence Management

The future

The Customer Management Strategy will be managed and implemented through the Customer Management project and will also:

• provide service areas with help to reshape how they deal with customers - especially at first point of contact (through service re-design)

• inform and establish the key requirements for future web design (inc portal and on-line services)

• allow service areas to generate savings as they reshape