

London Borough of Barking and Dagenham

Customer Strategy  
& action plan



**Own it, fix it, learn from it**

## EXECUTIVE SUMMARY

Our Customer Strategy is to deliver excellent customer service by using the Customer Service Excellence standard as our guide and to drive change. We have chosen the Customer Service Excellence standard as the framework because it tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude.

Our customers should not be expected to know or understand the complexities of the council's inner workings. Government and public expectations about improved efficiency and delivery have been made clear in the Varney Report and linked measures such as 'avoidable contact'. Meeting these expectations will be reflected in the satisfaction of our customers and be critical parts of local assessments such as the Corporate Area Assessment (CAA). So our Customer Strategy will focus on the customer: who they are, what they do, where they are and their needs.

Our Customer Strategy is about transformation: transforming the way we think about and treat our customers and transforming the services we deliver so that the customer is at their heart. Supporting our transformational activity we will review and improve our services across the whole council and with our partners from a customer perspective to ensure that we are meeting our customer needs for delivery and contact resolution and satisfaction. We will migrate customers to channels that are both most effective and efficient for the customer and for the service provided. At the core of our delivery model will be a high capability CRM (Customer Relationship Management) system that will offer a seamless view of our services to the customer and so will be critical to the success of our strategy. Our strategy will reduce costs, wastage, and complaints and enable better business decisions based on intelligence gained from our understanding of our customers.

The changes necessary to deliver for our customer will be led by the Customer Services directorate and will be assessed against the Customer Service Excellence criteria across the authority. Customer Services will continue to bring together the council's main front-line teams and leadership of the One B&D programme so that it can make quick, coordinated and transformational changes to the way we deliver our community and corporate plans for the customer. The projects, programmes, initiatives and workstreams that will deliver the transformational changes required will be managed under the One B&D programme and business as usual activity through our service plans.

Delivery of the customer strategy will transform our customers' experiences and deliver the efficiencies required by our residents and our services.

# 1. Purpose

The purpose of the Customer Strategy is to provide a framework and action plan for customer focused activities across the council and with our partners. It is about what we need to do to achieve customer service excellence and why.

This strategy is for our customer facing services and for our services that meet the needs of 'internal customers'. It applies to all council departments that deliver services directly to customers and to the services that support that delivery both internally and with our partners.

Our Services: Our services are provided by Adult and Community Services, Children's Services, Customer Services and Resources. Delivering customer service excellence will require work across the organisation including internal teams and specifically: the One B&D programme, B&D Direct, all customer service and performance teams and fully integrated into the ICT, accommodation and Organisational Development (OD) strategies. It will be a major efficiency driver.

The Internal Customer: The importance of the 'internal customer' recognises that the extent council service areas directly serve our customers varies and all service areas respond to a variety of demands from other council service suppliers. Where a service area provides an exclusively 'internal' facing service, it is covered under this strategy as responding to a service demand from an 'internal customer'. Our partners are representatives of customers where they are acting as on behalf of customers, for example, arranging a secure placement. This strategy does not cover business as usual relationships between staff or between staff and their managers.

Our Partners: We will work with our partners to ensure that our customers receive a consistent high quality service whether the service is delivered directly by the council or by partners. This will include the PCT, Police, and voluntary sector organisations and will be led through our Local Strategic Partnership.

## 2. Our Vision

Our Customer Strategy vision is:

Working as one team to deliver excellent services by putting our customers at the heart of what we do.

This strategy is about our customers: who they are, what they do, where they are and their needs. Our customers should have a 'single view' of our council and services and not be expected to know or understand the complexities of the council's inner workings. Demographic and other information on our customers will be used to develop a better understanding and insight into our customers needs. Wherever possible our services will be designed to meet these needs.

Our customers will receive as many services as possible through a single contact, first time, every time. When customers contact us, our staff will have comprehensive, accurate, and up to date information, about them and their dealings with us. Delivery of services will be grouped around themes that are meaningful for our customers – for instance, changes of circumstances associated with bereavement, birth and change of address. Our customers will receive the same information in a consistent way, however and wherever they make their request.

Improvements and changes to our services will involve engaging with our customers to get their views on their design and delivery. We will make maximum use of technology to offer efficient ways of meeting customers' needs. Electronic or 'e-services' will be the primary channel for information and transactional services and we will use ICT and a CRM to join up front office and service area functions to create a more seamless customer journey.

This strategy will be supported by robust monitoring of clear and transparent standards that customers can understand and expect. We will establish, monitor, report and make decisions on comprehensive delivery and response standards for all services. This will reduce costs, wastage, complaints and enable better research by opening up ways of communicating with our customers.

Delivery of the customer strategy will transform our customer's experience and deliver the efficiencies and benefits required by our services and by our customers.

### 3. Context

The Council has signed up to the Barking and Dagenham Partnership vision: "Working together for a better borough that is safe, clean, fair and respectful, healthy and prosperous, and where our young people are inspired and successful." The Council has 3 strategic priorities that support our community priorities: delivering excellent customer services, improving the performance of the authority and regenerating the borough.

The changes necessary to deliver excellent service for our customers will be led by the Customer Services directorate. Customer Services brings together the council's main front-line services, the B&D Direct contact centre and One Stop Shops, and leadership of the One B&D programme so that it can make the quick, coordinated and transformational changes needed. The One B&D Vision is 'delivering excellent services by working together: as one seamless team, with our partners; creating a supportive work environment; where everyone can deliver, with the right tools, for our residents.'

The changes we will make will build on what we have learned and what we know about our current customer service delivery:

- our baseline – Customer First; Done in One; B&D Direct (B&DD);
- national picture: increasing customer expectations around delivery and how they are treated;
- customer satisfaction: not consistent with our view of performance;
- customer experience: polite and professional but not meeting the need;
- understanding of our customer: the who; where; how & what is inconsistent and generally poor;
- B&DD: 50k calls monthly: 34k transferred;
- increasing contacts across all channels: not clear why;
- impact of changes to services not seen from the customer's view;
- customers have limited choice of how to make transactions or solve their problems;
- services are not being migrated to the front office;
- CRM and technology not used: (17% of B&DD calls use CRM);
- customers not informed of progress, and
- too many simple enquiries being handled by expensive staff resources.

### 4. Our Customer Outcomes & Benefits

The **outcomes** of this strategy will be:

- services are accessible;
- responses to customers are timely and answer their needs;
- services are joined up for the customer;
- services are fair, credible and trusted;

- customers are kept informed, know what happens next and of progress;
- customers know what services and opportunities are available;
- customers are encouraged to give feedback;
- customers are treated as individuals and with empathy.

These outcomes were highlighted by the staff and member workshop on Excellent Customer Service and Modern Ways of Working in March 2008.

The **benefits** of delivering this strategy are:

- increased customer satisfaction;
- improved operational performance;
- reduced operational cost.

## 5. Achieving Customer Service Excellence

The strategy has been benchmarked against best practice and guidance. It delivers against national standards under the LAA (Local Area Agreement) and CAA. We will use these to challenge customer service across the council to ensure that we are delivering to the highest recognised standards. Specifically, these standards are:

The Customer Service Excellence (CSE) Standard. This government sponsored standard offers public services a practical tool for driving customer-focused change. The standard tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. You can find out more about the standard at the following link: <http://www.cse.cabinetoffice.gov.uk/homeCSE.do>

The Institute of Customer Service (ICS) ServiceMark. This is the national customer service standard from the ICS. It is achieved by meeting benchmark scores and satisfying an independent assessor. You can find out more about the Institute at the following link: <http://www.instituteofcustomerservice.com/>

The IDeA benchmark for customer service. This document outlines the principal practices of an 'ideal' authority in customer service. It has been developed through an iterative consultation process involving members of the local government community, and will be continually updated and reassessed as appropriate. You can find out more about the customer on the IDeA at the following link:

<http://www.idea.gov.uk/idk/search/system-search.do?forwardTo=&k=customer+service&x=56&y=12>

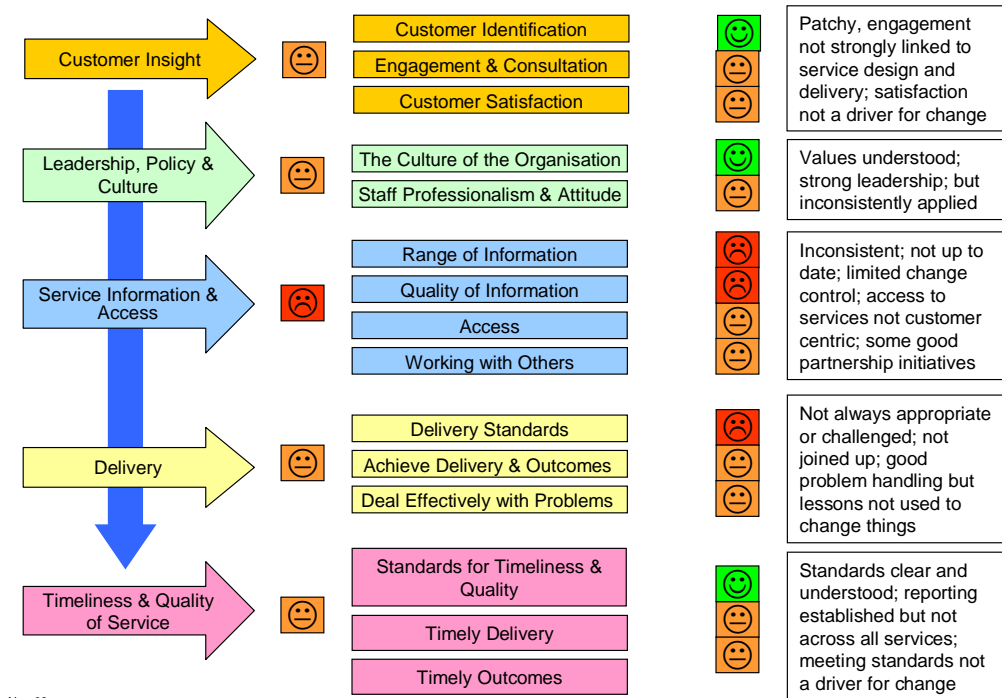
National Indicators. The following national indicators are the core measures for the delivery of our customer strategy:

- Ni4 – % of people who feel they can influence decisions in their locality as measured by the Place Survey;
- Ni14 – Avoidable contact: The average number, of customer contacts per received customer request;
- Ni140 – Fair treatment by local services as measured by the Place Survey.

We have selected the Customer Service Excellence standard as our framework for delivery. The Customer Service Excellence standard’s criteria measure the improvement of our main activities and transformation for the customer. The criteria are:

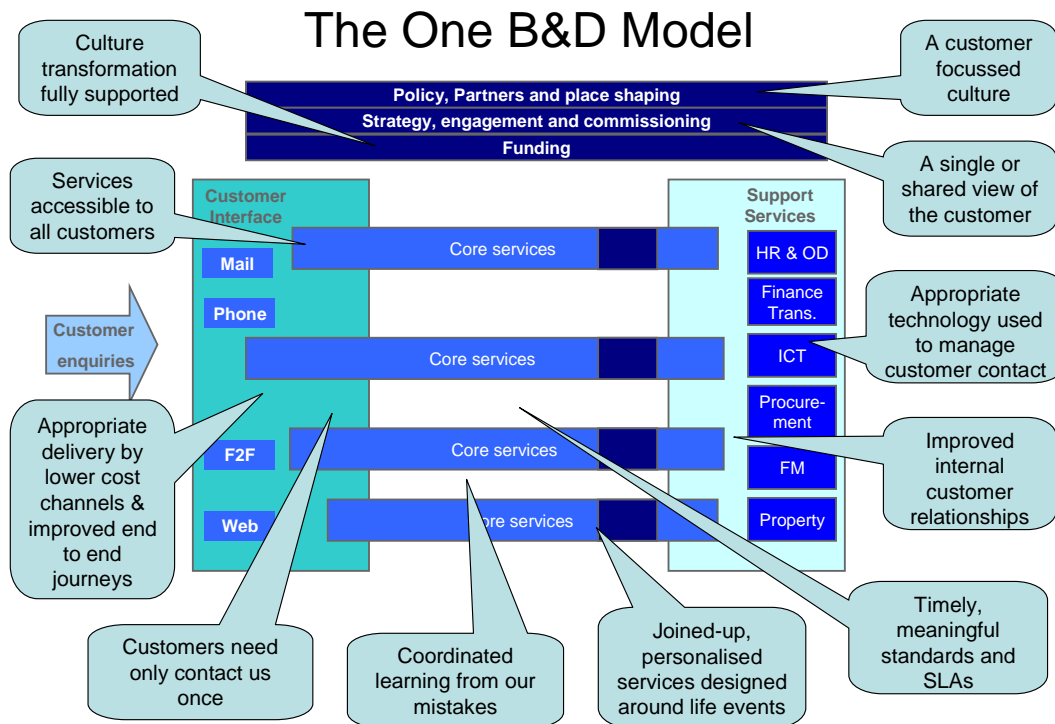
- Customer Insight;
- Leadership, Policy & Culture;
- Service Information and Access;
- Delivery;
- Timeliness and Quality of Service.

We have carried out a self assessment using these criteria to use as a baseline for our delivery planning:



## 6. The One B&D Model

We have agreed a 'Target Operating Model' to deliver customer focused design known as the 'One B&D Model', shown below. We know that at present we have a 'shallow' service delivery by our front offices and inconsistent level of support by internal customer facing services. The transition from our current way of working to the One B&D Model will deliver a wider and deeper delivery by front offices and more consistent support for internal customers.



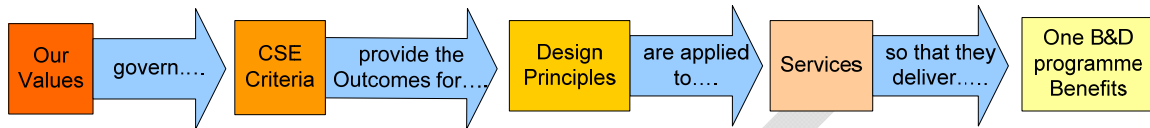
To deliver the One B&D Model, all services will be reviewed using design principles and identify the most efficient way for customers to contact the council. This will require full integration into our CRM infrastructure and a detailed understanding of our complex and straightforward services. Our internal support services will be linked to delivery for our customers.

Process mapping, service simplification and improvement, and Business Process Re-engineering (BPR) will deliver the efficiencies required. Service migration into our front office and customer migration across channels will be driven by specific design criteria based on customer insight. This will be supported by better monitoring of customer satisfaction and delivery standards to ensure benefits are realised. This will enable 'trigger points' to be created to identify on going review and service improvement, i.e. high service failure, complaints or low satisfaction.



## 7. Our Golden Thread – Criteria, Outcomes and Design

Customer Services is leading the way in the implementation of the Customer Strategy and has developed and applied the One B&D Model and design principles to their services. Customer Services is using the experience gained to develop a detailed model for all services delivered by them on behalf of other service areas.

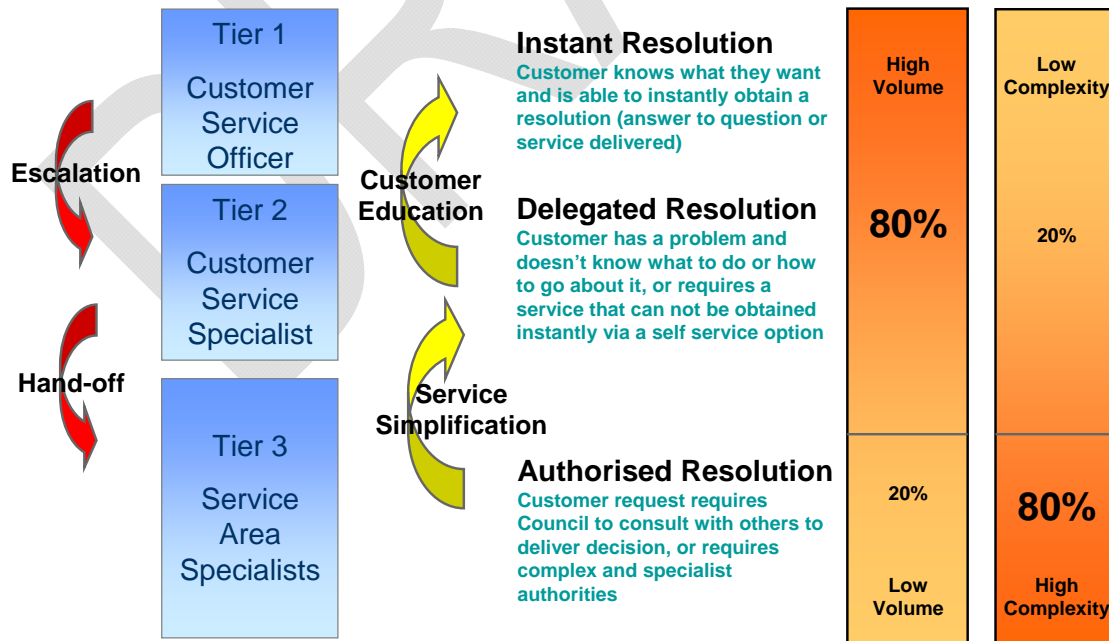


Our Golden Thread - How our values deliver the benefits we need

## 8. Service Migration and the Three Tier Model

The three tier model applied to Customer Services is being developed for the full scope of council services. This will require us to review services in consultation with service providers and customers and to use a common customer contact resolution model. The model uses a design approach aligned to the reason for the customer contact. Service migration, improvement and re-design will drive the efficiencies achievable from this model.

### Customer Contact – Resolution & Migration



Agreement as to which services will be delivered by each tier in the One B&D Model is reached through agreement with the service owners and management teams. Design principles are agreed with service areas and contact reasons identified. Contact reasons fall into one of the following; information provision, signposting, book and appointment, make a payment, simple assessment or complex case assessment.

The contact resolution tiers are as follows:

Tier 1 - to handle high volume, simple transactions that require little if any detailed service expertise and can be defined within clear process rules which can be automated within technology, either CRM for front line agents or self service within the web.

Tier 2 - to handle lower volume transactions that can be defined and automated, supported by a agents with a level of service expertise.

Tier 1 and tier 2 contacts would be handled within the front office of the council. Tier 1 contacts will be handled by a multi skilled operational team, with tier 2 teams being established around customer need, to be defined. Whilst the tier 2 teams are being agreed the initial teams will be established around functional requirements, i.e. for customer services around Housing, E&E or Revs and Benefits.

Tier 3 - to handle contacts requiring detailed technical / professional expertise. The tier 3 teams will remain within the service areas.

Meeting the customer need with an appropriate level of resolution will be supported by the migration of customers to channels that are both most effective for the customer and the service provided. This will maximise our ability to resolve customer queries at the earliest point, at the access point or using the channel most appropriate and effective for our customers. This will make a significant impact on improving transaction times and so drive efficiency.

## **9. CRM**

The choice and implementation of our CRM is critical to the success of our strategy as it is critical to the relationship between the council and our customers. CRM can have a major impact through:

- shifting the focus from product to customer;
- streamlining what is offered to what the customer requires, rather than what the organization can provide;
- highlighting the competencies required for an effective delivery of our strategy;
- logging and tracking all key customer interactions across all access channels;

- providing customer business intelligence and customer insight;
- providing the engine for a common, universal and coherent view of how to manage customer interactions for all staff.

Delivery of the CRM requirement will be central to the delivery of the customer strategy, enhancing customer service across the authority and supporting the contact centre business deliver the transformation and efficiencies required by the One B&D programme.

## **10. Equalities and Diversity**

Equalities and Diversity is at the core of how we plan to deliver excellent services. and is a main thread running through every element of this strategy. The Council has longstanding commitment to equality and diversity and has worked hard to progress to Level 5. We need to understand who our customers are and how they compare with the borough population in terms of age, gender, disability, ethnic background, faith and sexual orientation breakdown (i.e. the established 6 equality theme groups). We will consider any other issues unique to each of our services not covered by the equality theme groups in order to provide a more responsive service (i.e. such as low levels of literacy or low income) and assess how are we responding to these needs. We will need to ensure that we reach all potential customers, groups we are not currently reaching and ensure our services contribute to community cohesion. In order to inform our decisions we will use Equalities Impact Assessments and monitor information about service take-up, with data broken down by equality theme group. We will examine customer satisfaction survey data, analyse it with reference to equality theme groups and customer consultations to identify and assess needs. Our service plans will identify these needs and be specific about how their needs are being met and the improvements planned.

Annexes:

- A. Delivering Customer Service Excellence
- B. Strategy Action Plan and Projects 2010 - 2012
- C. One B&D Programme – Customer Strategy Transformational Activity

# Annex A: Delivering Customer Service Excellence

## A1. Criteria 1: Customer Insight

This criteria means: Customer Identification; Engagement & Consultation, and Customer Satisfaction

Understanding customers in this way is essential for us to deliver our services. It is not just about being able to collect information, it is about having the ability to use that information, and developing a culture that values this kind of understanding and constantly looks to improve.

### Our outcomes from this criteria:

|     |   |
|-----|---|
| 1.1 | services the customer accesses and needs most often are identified                    |
| 1.2 | improved understanding of customer satisfaction and other sources of customer insight |

### The design principles we will apply to deliver these outcomes:

| Design principle                            | How achieved  |
|---|---|
| design services around customer needs       | business intelligence used to inform and anticipate needs   |
|   | customer insight used to prioritise and map services into our front office                            |
| deliver personalisation of service delivery | service demand compared with community demographics and like authorities to inform delivery provision |
|   | existing customer insight used to inform service delivery   |

## A2. Criteria 2: Leadership, Policy & Culture

This criteria means: The Culture of the Organisation, and Staff Professionalism & Attitude

In building a customer-focused culture, we will look at how our staff demonstrate the necessary values and understanding as well as how our operations and procedures meet customer needs and expectations.

### Our outcomes from this criteria:

|     |  |
|-----|--|
| 2.1 | improved key drivers relating to staff behaviour: our professionalism and attitude   |
| 2.2 | internal customer service understood, recognised and promoted                        |
| 2.3 | culture transformation fully supported by our leadership team                        |
| 2.4 | customer-focused culture that supports improved service delivery built and developed |

### The design principles we will apply to deliver these outcomes:

| Design principle                                     | How achieved  |
|--|---|
| customer service understood, recognised and promoted | a clear link between individual and corporate objectives          |
|  | our values championed and realised both internally and externally |
| develop, value and reward staff                      | staff trained in the basic principles of customer service         |

### A3. Criteria 3: Service Information and Access

This criteria means: Range of Information; Quality of Information; Access, and Working with Others

We see that putting customers first will be an important step towards providing more effective communication. We know that information is vital to customers. They particularly value accurate and detailed information and we will make sure that we have this in mind in everything we do. Our communication planning will ensure we consult and involve customers as we know that one of the most frustrating parts of public services is not being kept informed about what is happening.

#### Our outcomes from this criteria:

|     |   |
|-----|---|
| 3.1 | services are easily accessible to all customers   |
| 3.2 | services evaluated against how customers interact with the council  |
| 3.3 | consultation with customers to plan and support channel migration   |
| 3.4 | access to our services based on customer need   |
| 3.5 | technology used to manage customer contacts in the way that is both most effective for our customers and efficient for our services |
| 3.6 | a single view of the customer where appropriate and achievable  |

#### The design principles we will apply to deliver these outcomes:

| Design principle   | How achieved  |
|--|---|
| a range of alternative channels provided   | a single approach to customer access to the council                             |
| information over all our contact channels is up to date and fit for purpose            |   |
| information used to identify possible service improvements and to offer better choices | preventative actions built into service processes                               |
| customers use channels that are most cost effective                                    | customers enter their details once  |
| organisational complexity removed from the customer experience                         | the 20% of enquiries that require service area support established              |
| design services with the customer  | only complex advice handled by the service area                                 |
|  | customers contacted proactively   |
| map our main customer services into the front office                                   | customers engaged in service design   |
|  | self-service opportunities through web, telephone and mobile channels maximised |
| deliver customer contact through the front-line  | complexity removed and technology solutions implemented                         |
| facilitate delivery through the cheapest channel                                       | the web used as the default channel to market                                   |
| build in measures to control & contain cost  |   |

#### A4. Criteria 4: Delivery

This criteria means: Delivery Standards; Achieve Delivery & Outcomes, and Deal Effectively with Problems

Research shows that many customers are satisfied with the outcome of their contact with us, but fewer are satisfied with the way the service kept promises and handled problems. We understand that the way we handle problems in particular often receives one of the lowest ratings out of all the different areas measured.

#### Our outcomes from this criteria:

|     |   |
|-----|---|
| 4.1 | coordinated learning from our mistakes so that we gain trust from our customers and listen to, and ask for, comments, feedback and complaints                 |
| 4.2 | service delivery designed around life events, like births, deaths and changes in circumstances, so that they are understandable and relevant to our customers |
| 4.3 | services grouped to deliver outcomes for our communities, like better health and well being   |
| 4.4 | customer feedback managed as a positive influence in designing our services   |
| 4.5 | design ensures that customers do not need to contact us more than once with the same information  |
| 4.6 | services have delivery standards  |

#### The design principles we will apply to deliver these outcomes:

| Design principle  | How achieved  |
|---|---|
| services allow feedback to drive adjustments to the way we work   | utilise customer feedback and complaints data to drive continuous improvement                     |
| services are understandable and relevant to our customers   | service level agreements and seamless handover between front office and service areas established |
| complexity of the customer journey assessed and challenged  | 80% of enquiries in the front office resolved   |
| services are fit for purpose and meet both the needs of our customers and the obligations of our services | workflow managed electronically   |
| focus upon resolution at first point of contact   | customers kept informed on progress   |
| develop technology to support service delivery  |   |
| simplify, standardise and share organisational E2E processes (removing process failure)                   | consistent service provided regardless of access channel  |
| standards are challenged, monitored and reported as to how well they are being met                        |   |

## A5. Criteria 5: Timeliness and Quality of Service

This criteria means: Standards for Timeliness and Quality; Timely Delivery, and Timely Outcomes

Having timely, accurate and appropriate standards has been identified as the most important factors in excellent customer service.

### Our outcomes from this criteria:

|     |   |
|-----|---|
| 5.1 | timely, accurate and appropriate standards relating to how we deliver against customer expectations |
| 5.2 | simple, better and clear customer service standards   |
| 5.3 | reports on how well we are meeting our standards for customers and staff                            |

### The design principles we will apply to deliver these outcomes:

| Design Principle  | How achieved   |
|---|--|
| the need for setting and monitoring standards is highlighted to staff | staff procedures and policies simplified                                       |
| these standards are separated from main business standards            |  |
| standards are provided to customers and staff                         | service delivery managed using key performance indicators for cost and quality |
| consistent quality of service delivered to customers                  |  |
| standards benchmarked against other similar organisations             |  |

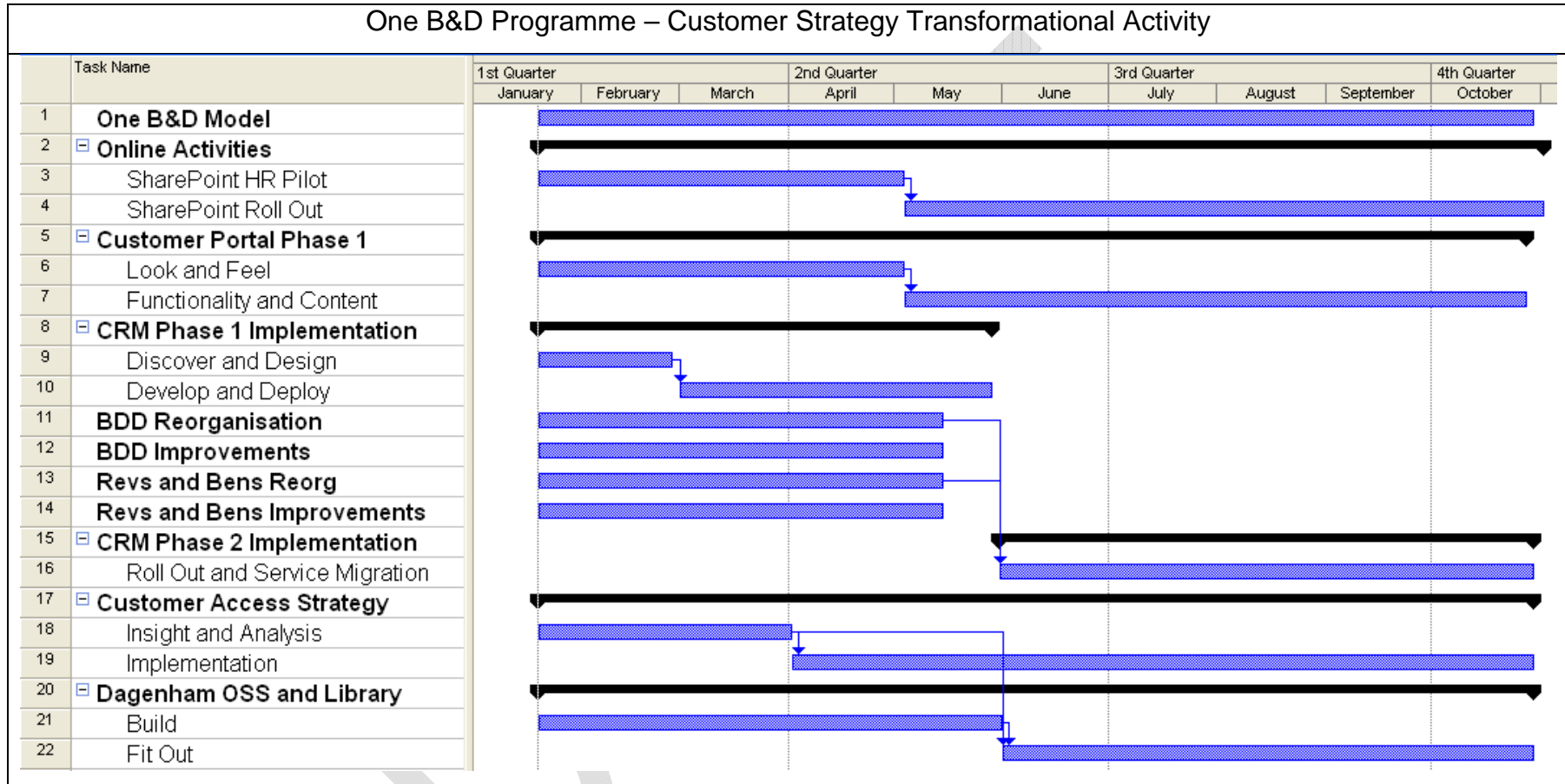


## Annex B: Strategy Action Plan and Projects 2010 - 2012

| Ref                                     | Action  | Projects   | Delivery Plans  | Lead                                    |
|---|---|--|---|---|
| <b>Customer Insight</b>                 |   |  |   |   |
| 1.1                                     | services the customer accesses and needs most often identified  | Customer Service Implementation, One B&D Model, Customer Insight; Experian                                     | One B&D & Service Plans   | Customer Services Customer Insight      |
| 1.2                                     | improved understanding of customer satisfaction and other sources of customer insight   |  |   |   |
| <b>Leadership, Policy &amp; Culture</b> |   |  |   |   |
| 2.1                                     | improved key drivers relating to staff behaviour: our professionalism and attitude  | ICS; OD; One B&D Values; Standards; NCSW   | One B&D & Service Plans   | One B&D Programme OD                    |
| 2.2                                     | internal customer service understood, recognised and promoted   |  |   |   |
| 2.3                                     | culture transformation fully supported by our leadership team   |  |   |   |
| 2.4                                     | customer-focused culture that supports improved service delivery built and developed  |  |   |   |
| <b>Service Information and Access</b>   |   |  |   |   |
| 3.1                                     | services are easily accessible to all customers   | CRM; Customer Portal; One Stop Shops; Sharepoint; Localities and Access review; One B&D Model; B&DD Transition | One B&D & Service Plans; Customer Access Strategy; ICT Strategy | One B&D Customer Service Implementation |
| 3.2                                     | services evaluated against how customers interact with the council  |  |   |   |
| 3.3                                     | consultation with customers to plan and support channel migration   |  |   |   |
| 3.4                                     | access to our services based on customer need   |  |   |   |
| 3.5                                     | technology used to manage customer contacts in the way that is both most effective for our customers and efficient for our services |  |   |   |
| 3.6                                     | a single view of the customer where appropriate and achievable  |  |   |   |

| Ref  | Action  | Projects   | Delivery Plans           | Lead   |
|--|---|--|--------------------------|--|
| <b>Delivery</b>                            |   |  |                          |  |
| 4.1  | coordinated learning from our mistakes so that we gain trust from our customers and listen to, and ask for, comments, feedback and complaints                 | Customer Service Implementation;   | One B&D & Service Plans; | Customer Services                              |
| 4.2  | service delivery designed around life events, like births, deaths and changes in circumstances, so that they are understandable and relevant to our customers | Complaints; Members Casework; Tell Us, Mystery Shopping, Ni14; CRM Service Improvement; BPR Projects, HMP Implementation; CRM Strategy | Customer Access Strategy | Customer Service Improvement                   |
| 4.3  | services grouped to deliver outcomes for our communities, like better health and well being   |  |                          |  |
| 4.4  | customer feedback managed as a positive influence in designing our services   |  |                          |  |
| 4.5  | design that ensures that customers do not need to contact us more than once with the same information   | CRM Strategy; One B&D Model; Tell Us Once  |                          |  |
| 4.6  | services have delivery standards  | Service Directory & CRM  |                          |  |
| <b>Timeliness &amp; Quality of Service</b> |   |  |                          |  |
| 5.1  | timely, accurate and appropriate standards relating to how we deliver against customer expectations   | Customer Service Implementation CRM; Customer Standards; SLAs  | One B&D & Service Plans  | Customer Services Customer Service Improvement |
| 5.2  | simple, better and clear customer service standards   | Customer Standards   |                          |  |
| 5.3  | reports on how well we are meeting our response standards for our customers and staff   | PPP; Customer Insight; CRM   |                          |  |

## Annex C:



You can find out the detail of these projects through the One B&D programme and in service plans.

# Enclosure 1

## Customer Strategy

Customer Access and Channel Insights

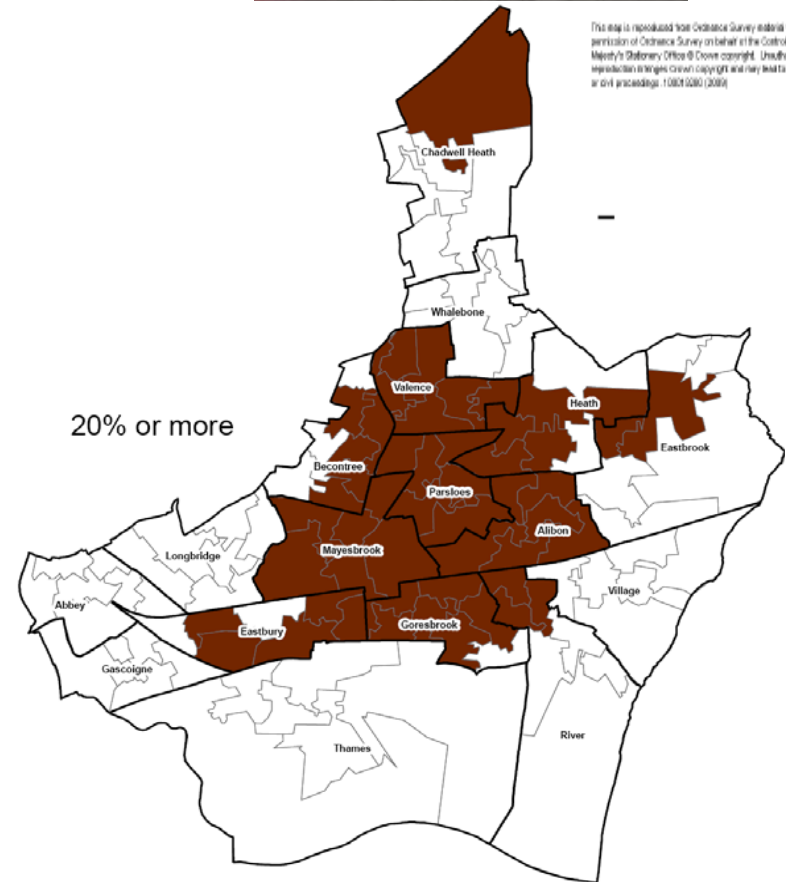
# Customer & Channel Insights for LBBD

## Group 1: Younger married couples, former council housing



### Summary:

Mainly younger couples and long term residents who have bought their council homes situated largely in the centre of the borough. Limited educational attainment but have reasonable employment prospects in manually skilled jobs. Not likely to spend leisure time in the borough. High car users. Are moderate consumers of many council services, and do not tend to 'over-consume' specific services over any other.





### Main Indicators

- Predominantly white English
- Mainly 1 & 2 people households
- Own homes outright or with mortgage
- Connected to the internet

### Main Areas

- Central wards
- Northern Marks Gate
- Northern Eastbrook

# Group 1: Younger married couples, former council housing – Implications for LBBD

| Main Services Consumed  | Channel Preferences<br>(the following statements are based on national studies of this group)  | Communication Preferences<br>(the following statements are based on national studies of this group)   |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Council Housing</li> <li>• Taxi Card</li> <li>• Alcohol admissions</li> <li>• Disabled Blue Badges</li> <li>• Respiratory related health problems (COPD)</li> <li>• Land and Property Improvement</li> </ul> | <ul style="list-style-type: none"> <li>• Average for being connected to internet</li> <li>• Average preference to use internet to receive information and to access services</li> <li>• Slightly above average preference to interact face to face</li> <li>• Not amenable to post as an access channel</li> <li>• Receptive to information in the local press</li> <li>• Moderate likelihood to pay rent and council tax by direct debit</li> </ul> | <ul style="list-style-type: none"> <li> • Receptive to television, radio and posters</li> <li> • Unreceptive to magazines and newspapers</li> </ul> |

**Tier 1**

## Drivers of Satisfaction

- Moderate contact with council. Services tend to be ‘subconsciously’ consumed, e.g.:
  - Borough wide property based services such as waste collection and local environment
  - Statutory registration and payment of council tax
- Information around housing, environment, and council tax should be obtainable via the internet to reduce avoidable contact.
- As this group is the largest group and many are already connected to the internet, effort should be focussed on targeting web based services at them.
- There is probably opportunity to increase direct debit bill payments within this group, with the focus being on convenience.
- More should be done to make leisure, arts and heritage activities attractive to this group.

# Customer & Channel Insights for LBBD



## Group 2: Older working ages, former council housing

### Summary:

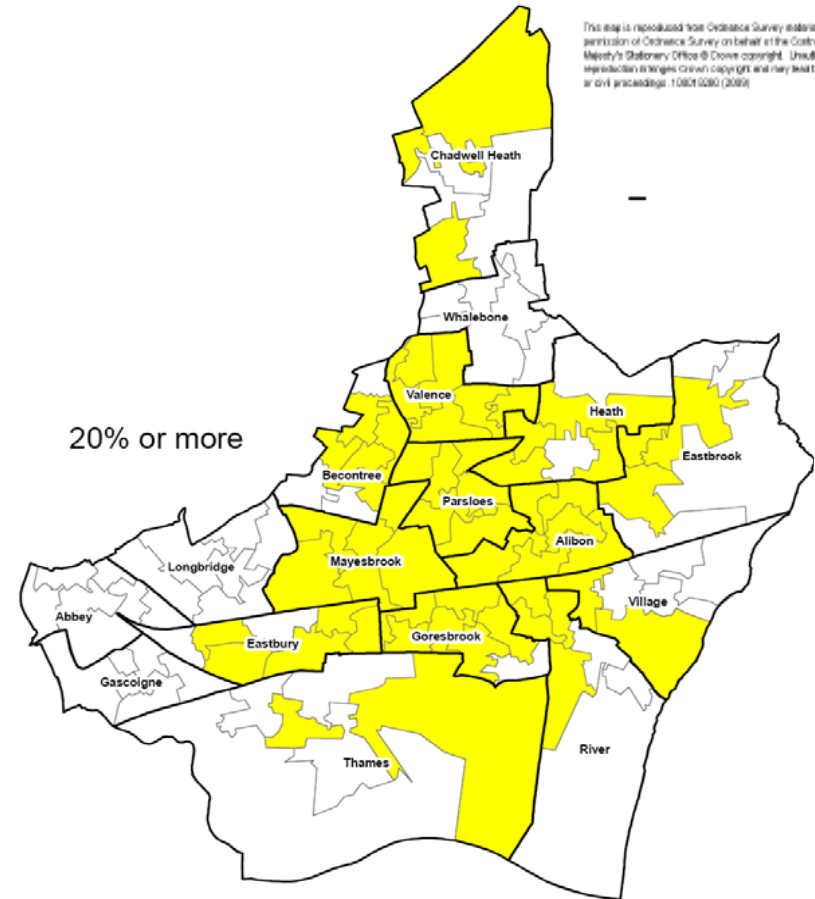
Predominantly people of older working ages who live in council properties and young couples who have bought their council homes. Tenant participation activists and high users of 'Tell Us'. High levels of overall contact with the council.

### Main Indicators

- Long term residents
- Largely older working age
- Limited qualifications among adults
- Low incomes
- Low value terraced and semi detached housing
- Ex council housing
- Some children

### Main Areas

- Northern Marks Gate
- High Road & Chadwell Heath Road
- Central Wards
- Leys Estate
- Scrattons Farm



## Group 2: Older working ages, former council housing - Implications for LBBDD

### Main Services Consumed

- Council housing and housing waiting list
- Leaseholders
- Benefits
- Disabled blue badges and freedom passes
- Taxi cards
- Leisure Centre's
- Libraries

### Channel Preferences

(the following statements are based on national studies of this group)

- High preference for face to face contact above all other channels
- Not likely to use internet to receive information or access services, although average levels of internet connectivity amongst this group
- Unlikely to use the telephone to access and engage with the council including SMS facilities

### Communication Preferences

(the following statements are based on national studies of this group)



- Receptive to television, posters and newspapers



- Unreceptive to magazines, internet and broadsheet newspapers

**Tier 1**

### Drivers of Satisfaction

- Due to the size and channel preferences of group 2, this group will form a substantial percentage of the council's overall face to face contact. Consideration may be given to engaging this group on to telephone channels initially to reduce cost.
- Special attention should be given to the way health and adult social care services are consumed (high consumers of these)
- Possible likelihood is that the high relevance of council housing in this group actually relates to adult children still living at home.
- Focus on increasing direct debit among this group should be targeted around saving money



# Customer & Channel Insights for LBBD



## Group 3: Young singles and families, some ethnic minorities

### Summary:

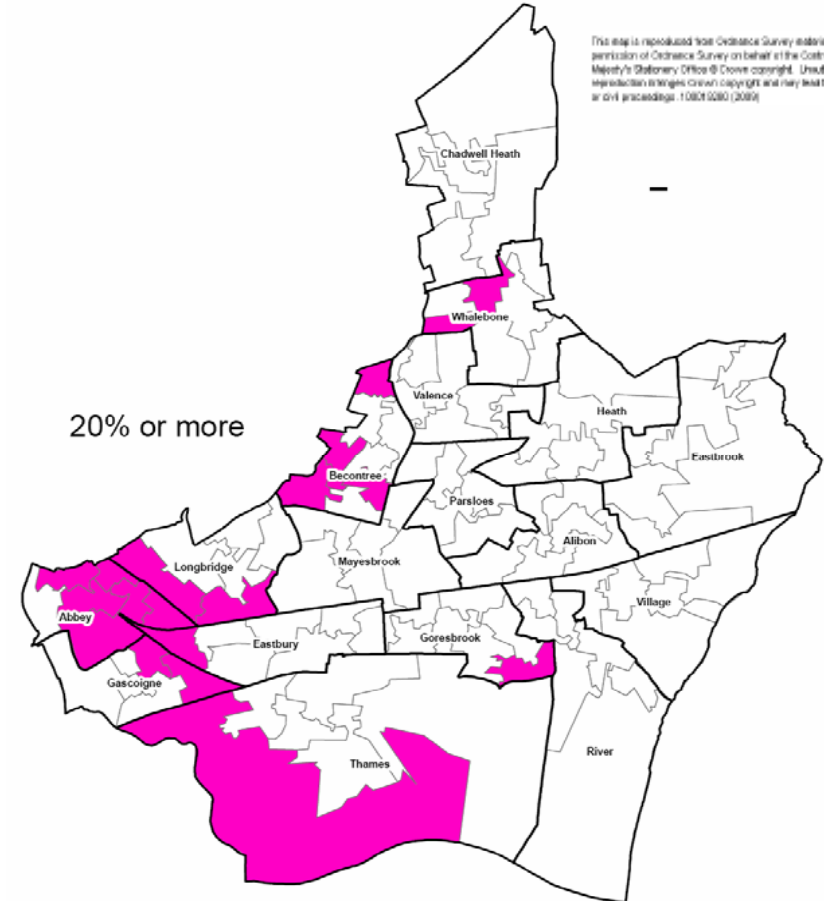
High salaried, well educated professionals seeking affordable housing away from inner city life. Tend to spend leisure time in the borough and enjoy cinema, films and art. Have moderate overall levels of contact with the council. Have an above average fear of crime especially around being a victim of personal attack.

### Main Indicators

- Young families and singles
- Ethnically diverse
- English not home language
- Well educated
- Professional, service sector jobs
- High incomes
- Privately renting older flats and houses
- High fear of crime

### Main Areas

- South of Chadwell Heath High Road
- Housing West of River Road – (Barking)
- Victorian / Edwardian housing in central Barking
- Goodmayes Park Area



# Group 3: Young singles and families, some ethnic minorities - Implications for LBBD

## Main Services Consumed

- Children’s Centre’s
- Leisure Centre’s
- Libraries
- Tell Us
- Mental Health Services

## Channel Preferences

(the following statements are based on national studies of this group)

- High internet users
- Like text and mobile phone contact
- Much less likely to use face to face channel
- Some preference for using post channel

## Communication Preferences

(the following statements are based on national studies of this group)



- Receptive to internet, telephone and newspapers



- Unreceptive to tabloid press and television

**Tier 1**

## Drivers of Satisfaction

- This group make good use of the borough’s community infrastructure.
- There is a big opportunity to communicate with this group by SMS, whether it be to confirm appointments or remind them that their library book is returned on time.
- Housing advice, housing waiting list communication and services should also be accessible electronically to reduce avoidable contact.

# Customer & Channel Insights for LBBD



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 in many cases to pass on

## Group 4: Middle aged couples, middle incomes

### Summary:

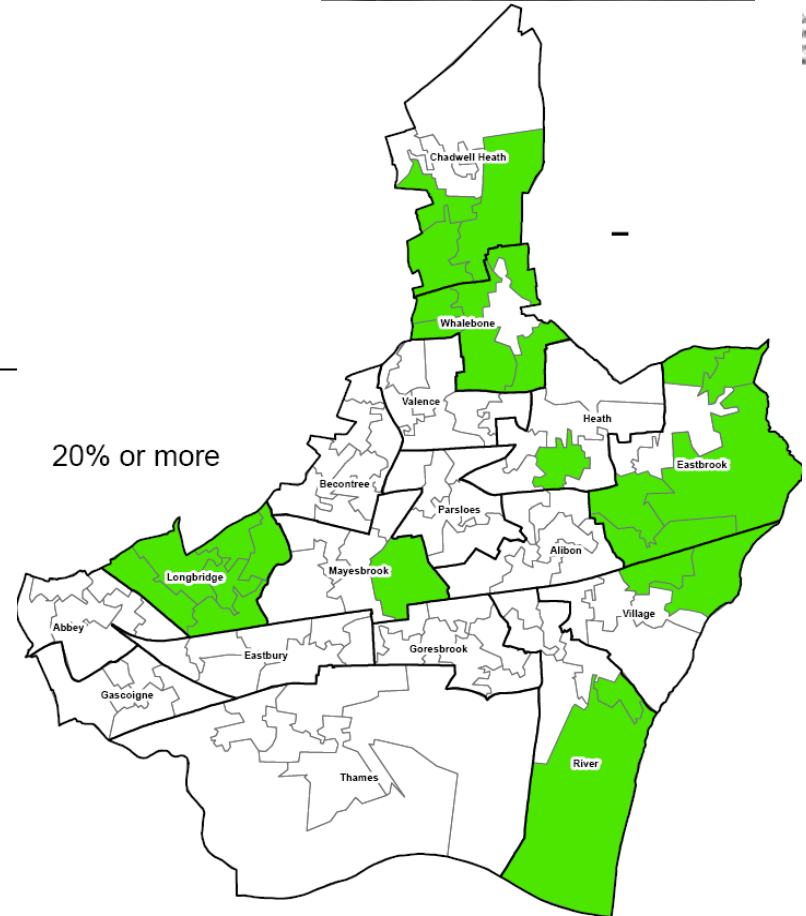
Middle aged house owners, many with children, living on large developments of semi-detached housing. Some work in manufacturing industries. Spend an average amount of time using the borough's leisure facilities. Medium levels of overall contact with the council.

### Main Indicators

- Middle aged families with children
- Middle incomes
- Low unemployment
- Predominantly white British
- Large, privately owned semi detached houses
- Savers rather than borrowers
- Strong sense of community
- Low fear of crime

### Main Areas

- Longbridge
- Rylands Estate
- Dagenham East – Western Ave / Auriel Ave
- Wykeham Green (Mayesbrook)
- South of Heath Park Estate
- Chadwell Heath



## Group 4: Middle aged couples, middle incomes - Implications for LBBD

### Main Services Consumed

- Further education – likely to be for their children at home
- Long term health conditions
- Leisure centre's
- Diabetes related health services

### Channel Preferences

(the following statements are based on national studies of this group)

- Like Internet and telephone to receive information and access services
- Less likely to use face to face channel
- Prefer to write letters and use the post channel to interact
- Not likely to use mobile phone or SMS
- Likely to pay the council by direct debit

### Channel Preferences

(the following statements are based on national studies of this group)



- Receptive to internet, telephone and newspapers



- Unreceptive to television, telemarketing and posters

**Tier 1**

### Drivers of Satisfaction

- This group have relatively small amounts of contact with the council, as tend to pay their bills on time and by direct debit, and are unlikely to be on benefits.
- There is an opportunity to migrate this groups' letter writing preference to email channels rather than using physical post channel.
- This group has a particularly strong sense of community, so information and registration relating to community activities should be accessible on the web, as well as information about volunteering and neighbourhood watch.

# Customer & Channel Insights for LBBD

## Group 5: Young couples, prosperous lifestyles

### Summary:

This group have low levels of overall contact with the council and are typically young professional couples living in new starter homes of attractive terraced housing. They tend to be co-habiting or married and sometimes with young children.



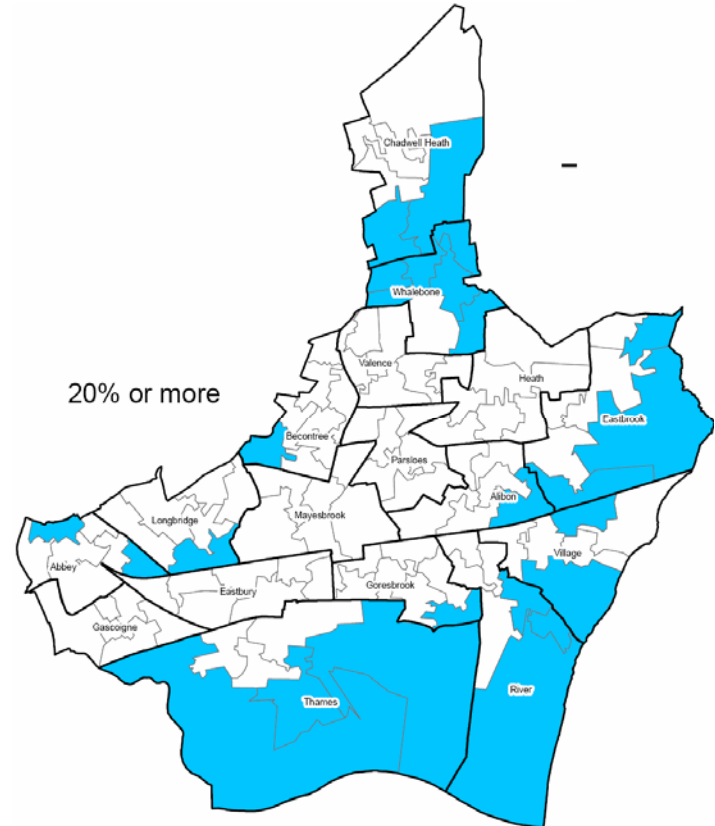
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### Main Indicators

- Well educated
- Own homes or privately renting
- Young couples
- Internet savvy

### Main Areas

- Mayfair Estate & Whalebone
- Chadwell Heath
- Rush Green
- Pondfield Park
- South of Dagenham East
- Leys Estate
- Rylands Estate
- Barking Riverside
- North of Harts Lane
- Fairview Estate (Abbey)
- Barking Hospital area (Upney)
- North of Mayesbrook Park



## Group 5: Young couples, prosperous lifestyles - Implications for LBBD

### Main Services Consumed

- Children's Centre's
- Housing waiting list
- Babies and young children's related health services
- Leisure centre's
- Community Safety

### Channel Preferences

(the following statements are based on national studies of this group)

- Heavily favour the internet for accessing services and information finding
- Above average preference for telephone channels, including interaction via mobile phone and SMS
- Unlikely to use face to face contact
- Higher than average preference for post channel
- Tend to pay council via direct debit

### Communication Preferences

(the following statements are based on national studies of this group)



- Receptive to internet, radio and telephone



- Unreceptive to television, telemarketing and local shops advertising

**Tier 1**

### Drivers of Satisfaction

- The lives of this group tend to be quite busy, juggling the demands of their career with that of their family and so forced face to face contact with the council is likely to annoy them.
- More should be done to personally communicate with this group via SMS whilst they are 'on the go'.
- The majority of these customer's needs and issues should be able to be resolved the first time round.
- Moderate contact with council. Services tend to be 'subconsciously' consumed, e.g.
  - Borough wide municipal property based services such as waste collection and local environment
  - Statutory registration and payment of council tax



# Customer & Channel Insights for LBBD



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## Group 6: Disadvantaged families, low educational attainment

### Summary:

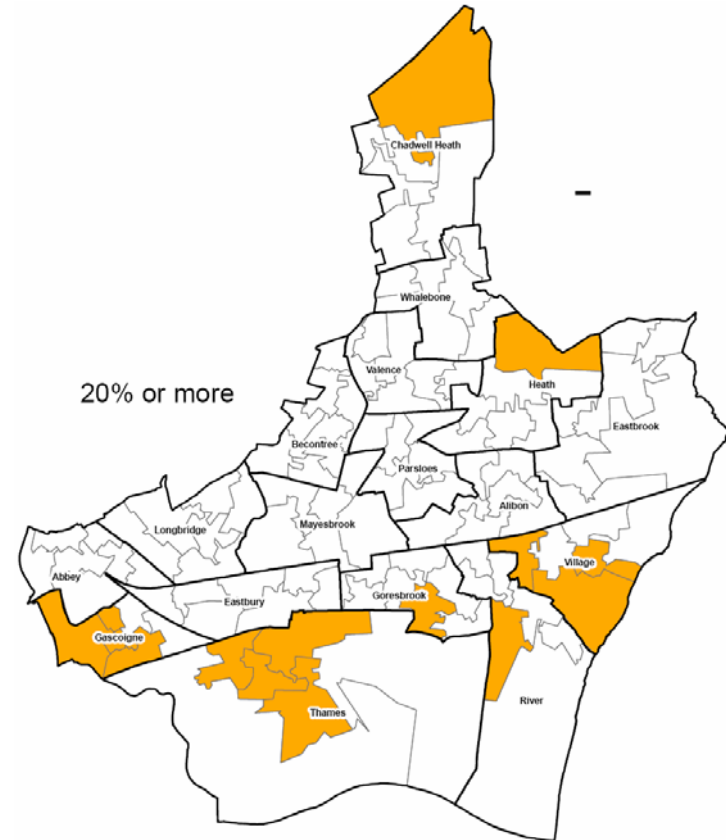
Generally this group is made up of low income young couples and single parents with children. Typically they are social housing tenants experiencing high levels of unemployment and are in receipt of benefits. They tend to experience Anti-Social Behaviour and crime in their neighbourhoods. Low levels of overall contact with the council

### Main Indicators

- Single parent families
- Heavy smokers and drinkers
- Poorly educated
- In receipt of benefits
- Social housing tenants
- Teenage pregnancies

### Main Areas

- Marks Gate
- Becontree Heath
- Leys Estate & North of Rainham Road South
- Heathway – The Mall
- Marsh Green (River)
- Goresbrook Village
- Flatted Thames view Estate
- The Gascoigne



# Group 6: Disadvantaged families, low educational attainment - Implications for LBBD

## Main Services Consumed

- Council Housing / Tenant
- Domestic violence
- Mental health
- Disabled freedom passes
- Tenant participation



## Channel Preferences

(the following statements are based on national studies of this group)

- Prefer face to face contact over all other channels
- Not likely to use the internet, although moderate levels of connectivity amongst this group
- Less likely to use telephone channel
- More likely to be receptive to SMS to receive information but NOT to interact with services

## Communication Preferences

(the following statements are based on national studies of this group)

-  • Receptive to Posters, telemarketing and television
-  • Unreceptive to Magazines, internet and broadsheet newspapers

**Tier 2 & 3**

## Drivers of Satisfaction

- This group tends to have complex needs, meaning that the face to face contact that they prefer is likely to take up a lot of officer time.
- There is a possible opportunity to encourage service access via SMS, as the group are receptive to information communicated to them in this way.
- Consideration needs to be given to the lack of interaction via telephone and internet, which are probably due to low household incomes and having 'pay as you go' mobile phone contracts. Being put 'on hold' for long periods of time when making telephone contact is likely to antagonise this group because it will eat up their credit.
- Face to face contact for this group is probably the cheapest method of contact for them.





# Customer & Channel Insights for LBBD



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## Group 7: Young ethnic minorities, social housing tenants

### Summary:

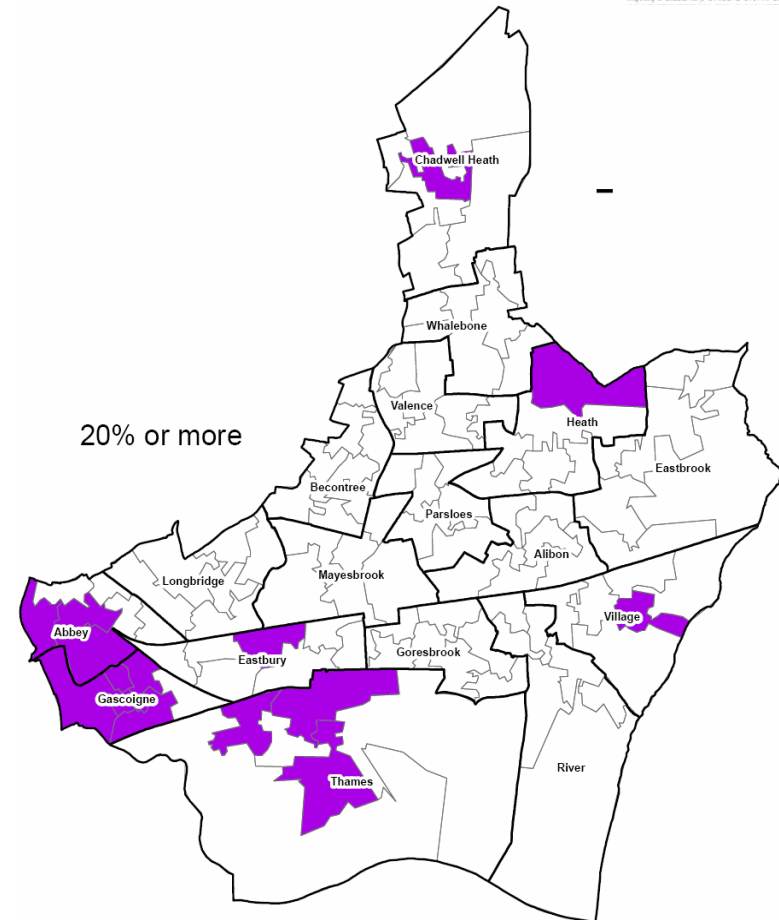
Concentrated in the younger working age groups from 25-45, a large proportion are from non white populations. This group does not tend to interact with the council very much at all. Are typically not without qualifications but don't have employment, or are in low paid service sector jobs.

### Main Indicators

- Ethnically diverse
- Young adults
- Single Parent families – check?
- Social housing tenants
- In receipt of benefits and Job Seekers Allowance
- Fear of crime proportionate with actual crime

### Main Areas

- Marks gate – Padnall Road area
- Becontree Heath
- Ibscott Close
- Goresbrook Village
- Eastern End of Bastable Avenue
- Gascoigne Estate
- Whiting Avenue / The Lintons area
- Harts Lane Estate



## Group 7: Young ethnic minorities, social housing tenants - Implications for LBBD

### Main Services Consumed

- Council housing / tenants
- Council tax and rents (arrears)
- Leaseholders
- Children's Centre's
- Libraries
- Tenant participation
- Adult social care
- Further education

### Channel Preferences

(the following statements are based on national studies of this group)

- Likely to use internet to receive and find out information but less likely to use to access services
- Unlikely to use telephone channel
- Small preference for face to face contact
- Tend to pay their rent with cash
- Like to receive information by SMS but are not likely to use to access and interact with services

### Communication Preferences

(the following statements are based on national studies of this group)



- Receptive to Posters, telemarketing and television



- Unreceptive to magazines

Tier 1 &  
2

### Drivers of Satisfaction

- There is an opportunity to engage this group in accessing services via the web, as they use the web to find out information and therefore, clear information relating to their main services should be clearly accessible on the internet.
- Consideration should be given to the possibility of a language barrier being a reason for low levels of contact with the council.
- There is a possible opportunity to encourage service access via SMS, as the group are receptive to information communicated to them in this way.
- This group should be migrated from paying their rent with cash to a cheaper channel

# Customer & Channel Insights for LBB



## Group 8: Low income pensioners, reliant on benefits

### Summary:

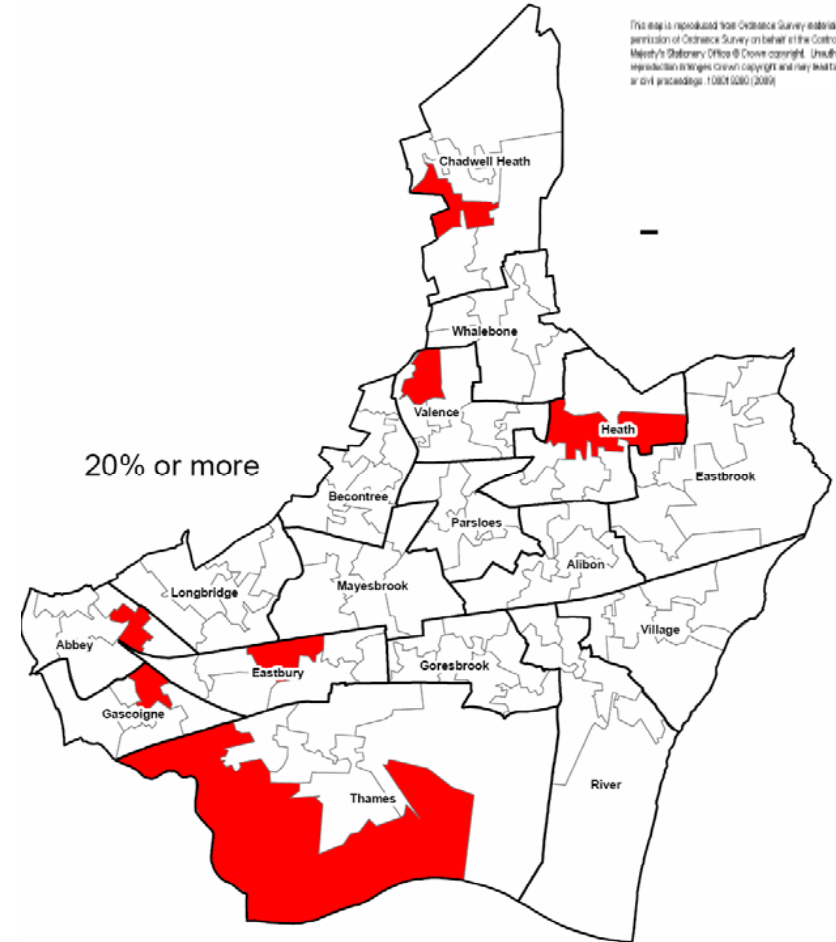
Tend to be elderly people, with large reliance on state benefits to get by. They tend to live in neighbourhoods of small, socially rented flats and spend money only on the basic necessities. High levels of overall contact with the council.

### Main Indicators

- Long term health conditions
- Single person households
- Low incomes
- Smokers
- Low incomes
- In receipt of benefits

### Main Areas

- South west of A12 – Chadwell Heath
- North of Green Lane (Valence)
- Heath Park Estate
- Mayesbrook Meadow Estate (Bevan Road area)
- Housing west and east of River Road (Thames)
- Westbury (Gascoigne)



## Group 8: Low income pensioners, reliant on benefits - Implications for LBBD

### Main Services Consumed

- Benefits
- Blue badges / taxi cards
- Leaseholders
- Adult social care
- Council tenant
- Emergency inpatient

### Channel Preferences

(the following statements are based on national studies of this group)

- Very high use of face to face contact channel
- Very low likelihood to access information and services via the internet.
- Less likely to use the telephone
- High preference for finding out information through the local press

### Communication Preferences

(the following statements are based on national studies of this group)



- Receptive to television and tabloid newspapers



- Unreceptive to Internet and magazines

Tier 1 &  
2

### Drivers of Satisfaction

- It must be recognised that some elderly people will rely on face to face contact for their social interaction and will choose it over any other channel.
- Although there are relatively low levels of internet access within this group, the access via association with younger family members should not be underestimated
- The local newspaper should not be underestimated as a vehicle for communication with this group.

# Enclosure 2

## Customer Strategy

Customer Personas – customers and their triggers for their scenarios

## Gill

Gill is disabled elderly woman who's mother has recently died. Gill lived with her mother and is trying to arrange for the single person's discount to be applied to her council tax. She has already been to Stour Road in person with a death certificate which was photocopied and signed but the full council tax amount has been taken from her bank account. Gill has tried to deal with the issue on the telephone but doesn't feel that her situation is being dealt with. So she makes another journey to Stour road to deal with the issue in person.

*Gill arrives at Stour Road with all the relevant documents. She explains to the floorwalker that she wants to speak to somebody about council tax and is told to take a ticket and wait to be called. She is seen by a CSO who explains that they have not received Gill's single person's discount form. Gill explains that she wasn't sent one, so the CSO gives her one to complete and post to the Council Tax department. As a safety measure, the CSO advises her to phone to check that the Council Tax department have received the form. The CSO also amends the direct debit but explains that he will have to go and see somebody in the Council Tax department to get Gill's refund sorted out.*

- 2 visits - £9.34
- 3 phone calls - £4.32
- 2 letters £1.12
- TOTAL COST: £14.78**

→ • **Internet offers accurate and robust information to sign post customer accordingly.**

→ • **Service Level Agreements determine resolution times**

→ • **CSO owns the customer enquiry**

→ • **CRM links the front desk to the back office with 2-way feedback completed**

## New Journey

Gill is able to find out on the internet what she needs to do to notify the council tax department of her mother's death and receive her single person's discount.

From this information, she understands that she will have to supply a hard copy of the death certificate in person, but is able to complete an online form of the relevant details and book an appointment with a Customer services officer in 2 days time.

Gill visits the Dagenham One Stop Shop and is seen by the CSO who scans the death certificate and authenticates the information Gill provided in the online form. The CRM system automatically sends the information to the Council Tax back office department where the discount is applied in time for the next month's council tax payment.

- 1 online form
- 1 visit
- TOTAL COST: £4.82**



## Kay

Kay called the contact centre to report a late rubbish collection and that fly-tipping is occurring as a result. The CSO cannot transfer Kay to the refuse department and can only email them on her behalf. After many calls to the contact centre, and numerous emails to the refuse department nobody calls Kay back and her rubbish is still uncollected and street not cleaned. She feels ignored.

Kay contacts her local councillors by email and telephone in the hope of solving the issues. Eventually she receives a call from an officer in the contact centre who is helpful but is unable to speak to anyone in the E&E department other than contact them by email.

Kay is eventually visited by an Environment and Enforcement Officer who gives assurance that the problem will not recur and gives Kay his mobile number to get in contact directly with him.

Kay's bin is collected the following week but the street isn't cleaned. The week after Kay's bin is missed again and she calls the mobile number she has been given. Nobody answers so she calls twice more and leaves three messages in total. Nobody calls her back. Kay then phones the contact centre again to report the problem and the contact centre email the refuse department. Nobody calls Kay back and a number of follow up phone calls ensue.

Kay writes to the Dagenham Post about the wheelie bins being too small, which leads to fly tipping and the ongoing late collections.

- CRM offers structure to enquiry management.
- • Service Level Agreements determine resolution times →
- CSO owns the customer enquiry
- • CSO is the "face" of the council and offers one stop to all enquiries →
- CRM links the front desk to the back office with 2-way feedback completed
- • CRM analysis fed in to Service Improvement Plans →

- 15 telephone calls made to 3 council departments - £21.60
- 6 emails sent - £9.00
- 10 calls un-responded to
- 5 calls back to customer - £7.20
- 2 Councillor's involved
- 1 phone call £1.44
- 3 week resolution time
- One Newspaper written to
- TOTAL COST: £39.24**

## New Journey

Kay calls the contact centre to report a late rubbish collection. The IVR system automatically routes Kay to the most appropriate person who can deal with her issue.

When Kay's call is answered, the CSO validates her personal details and takes details of her complaint / enquiry. The CSO is equipped with the information to be able to advise Kay exactly how her issue is going to be resolved and within what timescales.

The CSO captures details of the issue on CRM which is dispatched to the back office as a job sheet.

At any point during the time it takes to resolve her issue, Kay can phone the contact centre for a progress update

When the bin is collected Kay receives an email confirming that that the job has been closed.

- 1 phone call
- 1 internal email
- TOTAL COST £2.00**

## Tom

Tom is an elderly man living in a council property which has no running water. Tom contacts the Council via Tell Us to make the experience he had trying to report the problem known.

Tom rang B&D Direct to report the problem of no running water. The customer service officer placed him on hold and he was left waiting for quite some time. Tom was eventually told that he would need to call the Enterprise contact centre, but when he got through he got an automated message saying that the office was closed. He was annoyed because on the website the operating hours are 8am-6pm and he called just after 4pm.

- 2 telephone calls - £2.88
  - 1 Tell Us enquiry £2.80
  - 2 council departments and 1 Partner organisation Contacted
- TOTAL COST: £5.68**

→ • CRM offers structure to enquiry management. →

• Service Level Agreements determine resolution times

→ • CSO owns the customer enquiry →

• CSO is the “face” of the council and offers one stop to all enquiries

→ • CRM links the front desk to the back office with 2-way feedback completed →

• CRM analysis fed in to Service Improvement Plans

## New Journey

Tom calls B&D Direct to report his issue of no running water. He doesn't press the correct IVR number for housing repairs and therefore is not automatically directed to Enterprise. Instead Tom comes through to a Customer Services Officer in B&D Direct.

The CSO takes details of his issue, logs it on to the CRM and gives Tom a CRM reference number. An email is then sent to the appropriate team in Enterprise who contact Tom within the agreed Time.

The CSO also gives Tom the telephone number for Enterprise and tells him that they operate a 24hour telephone service should he need to contact them in the future.

- 1 telephone call £1.44
  - 1 internal email £1.50
- TOTAL COST £2.94**



## Jagjit

Jagjit is an 69 year old man who has recently been widowed, he is struggling to cook his meals as this is the first time in his adult life he has been responsible for these tasks. He also suffers from mild arthritis is struggling to take care of his garden.

Jagjit contacts his GP for some advice about where to get help and is given a contact for the Intake Team in Adult and Community services Department. Jagjit contacts the Intake Team and is told that he does not meet critical or substantial needs.

He is directed to a voluntary sector agency who may be able to help with his gardening and is offered advice on where he can buy meals on wheels.

- 1 phone call and one visit to GP
  - 2 phone calls to council £2.88
- TOTAL COST: £2.88**



- **Children's Centre offer internet access facility for public**



- **Online assessment facility set up to give instant feed back on eligibility.**



- **Outcome of assessment is linked to up to date information on details of other support agencies that can assist.**



## New Journey

Jagjit reads an article in The News which prompts him and his daughter to look on the council's website at his local Children's Centre.

He completes an on-line self assessment with the help of his daughter and at the end of it is notified immediately that he is not eligible for local authority funded services. However, he is informed of equipment which can assist him with his arthritis, details of voluntary sector agencies who can provide a gardening service and advice on private companies who can provide him with a meals on wheels service.

In addition, further information is provided about local social groups he may want to join.

- 1 online form
- TOTAL COST: 15p**