



Stockton-on-Tees
BOROUGH COUNCIL

Digital Customer Services

Delivery Plan 2018

Introduction

In recent years, there have been rapid developments in digital technologies and increasing levels of access to cheaper devices and tools in the population. As a result more of our citizens, businesses and employees expect to carry out their business online.

Increasing digital provision allows for better customer service, and offers 24 hour-7 days a week access. This can enhance the customer experience by providing greater interaction between the Council and its residents.

The cost of delivering services via telephone or face to face is challenging in the face of ongoing cuts to finances and increasing levels of demand. The use of technology and digital tools and approaches enables the Council to deliver services more efficiently and the ability to provide timely information through digital channels helps to reduce customer enquiries.

By providing those residents capable of self-serving with the means to do so, Councils can focus precious resources upon those in greatest need.

Digital exclusion is a legitimate concern, and traditional channels still need to be provided to ensure that customers who are not online are not excluded from services.

The Council has done a great deal to provide information and services via the web and social media. This includes the citizen portal, My Stockton which provides a personalised experience of the Council. Take up is gradually increasing year on year reaching 11,400 My Stockton users in May 2018.

The telephone continues to be the channel of choice, representing 66% of customer contacts in the year ending March 2018, with 23% of contacts via face to face visits to the Customer Service Centres. This presents the Council with a clear opportunity to increase the delivery of services through digital channels.

To realise the opportunity of digital service delivery requires the Council to:-

- maintain a clear understanding of the role of technology in service delivery placing a positive customer insight and experience at the heart of design decisions;
- recognise that digital service delivery is not always the most appropriate method for customer engagement, and there will be a requirement to maintain contact with those who are most vulnerable or have complex needs;
- identify potential opportunities to apply digital solutions to services in ways that will make a real difference to customers;

- understand customer needs and digital capability to ensure that services meet the needs of all customers, including those for whom digital services are difficult to access;
- understand the marketplace for services and technologies in order to take advantage of opportunities and to ensure value for money in procurement;
- appreciate where investments in digital have already been implemented successfully and delivered tangible benefits to customers;
- recognise what resources, including appropriate skills, are required to implement digital tools and approaches in a public sector context and develop or procure the appropriate capacity;
- actively raise awareness and promote self-serve options for customers;
- consider and plan for the impact on resources and customer service during the transition towards increased digital service delivery.

This document describes the objectives, guiding principles and delivery plan for the next phase of Stockton Council's Digital engagement with customers.

Key Objectives

1. Deliver high quality, Customer Services that are designed to reflect customer needs and to provide a positive customer experience.
2. Deliver services through a set of customer access channels that are appropriate to customer needs and are designed to be efficient and effective.
3. Embed a strong and consistent set of customer service standards across all Council services in accordance with the principles of Customer Service Excellence.
4. Develop, implement and maintain a toolkit of processes and digital technologies to enable the efficient and effective delivery of service through the defined customer access channels.
5. Work in partnership across the range of Council services in order to provide a holistic and seamless service to customers.
6. Ensure that processes and systems are designed to capture data and intelligence in ways that add value to customer interactions across the council.

Guiding Principles

1. Providing a positive experience for the customer is at the heart of service delivery solutions
2. Council services work in partnership to ensure that we provide a positive customer experience throughout end to end service delivery
3. Services are designed to incorporate the perspectives of customers, workforce (people), processes, technology and workspace ensuring that the relationships between them are understood and optimised to improve service delivery
4. Services and customer access channels are designed to take full advantage of relevant technologies to improve efficiency and customer experiences
5. Customer information and relevant technologies are shared across services to improve the efficiency and effectiveness of interactions with customers.
6. Technology considerations and decisions are made in accordance with Xentrall's ICT Strategy.

Digital Customer Delivery Plan 2018

Action ID	Dependency	Actions	Outcomes and Success Criteria	Timescale	Owner	Resources	Key Partners
CUSTOMER FOCUSED SERVICE DESIGN							
C01		Develop customer profiles based upon needs and life events, including identifying the most vulnerable and those with multiple or complex needs.	Clear set of profiles defined to help to inform the design, development and delivery of services.	Sept 2018	LD	Customer Services Team TBD	All Council Services
C02		Develop Mosaic overlay to CRM and property data to better understand customer needs, probable use of technology and potential for self-serve.	Mosaic Profiles understood and used to inform service design considerations and scale of opportunity for self-serve.	Sept 2018	LD	Customer Services Team TBD	Information and Improvement Services
C03	C01	Develop customer experience scenarios to describe service delivery, including channels, processes and services.	Customer experience designs are used to inform decisions on access channels, processes, technologies and interfaces between internal and external services.	October 18 – March 2021.	LD	Customer Services Team TBD	SWIS Infrastructure Team All Council Services
C04		Establish a focus group of customers to contribute ideas and to test design scenarios and delivery solutions.	Customer experiences are captured and understood and are used help to develop effective solutions.	October 18 – March 2021.	LD	Customer Services Team	SWIS Infrastructure Team All Council Services

Action ID	Dependency	Actions	Outcomes and Success Criteria	Timescale	Owner	Resources	Key Partners
							Customer Group
ANALYSE CUSTOMER PREFERENCES							
C05		Identify current channel usage levels, broken down by service, to include; <ul style="list-style-type: none"> • Daily profile (peak times) • Weekly profile • Monthly profile • Full year review (previous year) • 3 year trend 	Current usage understood across all channels and services. Problems and issues identified.	September 2018	LD	Customer Services Team	
C06		Carry out baseline Customer Satisfaction Surveys. Carry out regular Customer Satisfaction Surveys	Customer satisfaction rating captured and used to measure success of the programme. Customer satisfaction surveys are used to measure the success of service improvements.	September 2018 Ongoing	LD	Customer Services Team	Comms Team
DEFINE AND IMPLEMENT SOLUTIONS							
C07		Develop a catalogue of services and their proposed optimum access channels including face to face facilities, telephone contact, e-mail and self-serve.	Proposed Service catalogue in place and linked to Accommodation, Information and	October 2018	LD	Customer Services Team	SWiS Infrastructure Team Xentrall ICT

Action ID	Dependency	Actions	Outcomes and Success Criteria	Timescale	Owner	Resources	Key Partners
			Technology work programmes.				All Council Services
C08	C07	Map proposed catalogue of services against current service provision including access channels and volumes.	Gap analysis understood and development activities identified.	January 2019	LD	Customer Services Team	All Council Services
C09	C03; C08	Develop and prioritise a delivery programme of customer solutions, informed by customer scenario designs and including digital services as a priority where appropriate.	Delivery programme defined and established with a clear plan for implementation.	December 2018	LD	Customer Services Team	SWiS Infrastructure Team Xentrall ICT All Council Services
C10	C09	Implement the customer solutions delivery programme.	Delivery programme implemented in accordance with the agreed plan.	TBD	LD	Customer Services Team	SWiS Infrastructure Team Xentrall ICT All Council Services
C11		Review options and develop business cases for replacement or upgraded solutions to facilitate an Omni channel approach including <ul style="list-style-type: none"> ○ CRM ○ Telephony ○ Customer self-serve ○ Social Media 	Customer systems identified; costs and benefits understood and implementation plan defined.	November 2018	LD	Customer Services Team Xentrall ICT Web Team Comms Team	Xentrall ICT Darlington BC Newcastle CC Gateshead BC Northumberland CC Software solution providers

Action ID	Dependency	Actions	Outcomes and Success Criteria	Timescale	Owner	Resources	Key Partners
C12	C11	<p>Implement solutions identified in options appraisals to facilitate an Omni channel approach including</p> <ul style="list-style-type: none"> ○ CRM ○ Telephony ○ Customer self-serve ○ Social Media 	<p>Omni-channel management facilitates the efficient deployment of customer service agents.</p> <p>Customers experience more balanced wait times.</p> <p>Contact via e-mail and social media are structured and managed.</p> <p>Outgoing channels are used to manage avoidable contact.</p> <p>Management information is relevant, reliable, timely and efficient, including dashboards, reports and queries.</p> <p>Customer information is used to provide intelligence to inform</p>	TBD by C09	LD	<p>Customer Services Team</p> <p>Xentrall ICT</p> <p>Web Team</p> <p>Comms Team</p>	<p>Xentrall ICT</p> <p>Darlington BC</p> <p>Newcastle CC</p> <p>Gateshead BC</p> <p>Northumberland CC</p> <p>Software solution partners</p>

Action ID	Dependency	Actions	Outcomes and Success Criteria	Timescale	Owner	Resources	Key Partners
			service designs and decisions.				
C13	C03; C12	Work in partnership with Council Services to develop and deliver customer solutions, incorporating channel solutions and customer processes, thereby enabling a cohesive and efficient approach to customer engagement across the range of Council services.	Consistent approach to customer contact and management Joined up view of customer profile and contacts Information used to inform timely interventions and to improve the customer experience	TBD by C09	LD	Customer Services Team Council Services Xentrall ICT Web Team	Software solution partners
CUSTOMER SELF-SERVE AND AUTOMATION							
C14		Increase the availability of self-serve options for Council Tax within the My Stockton portal, i.e. Change of Circumstances; Council Tax Bill; Change of Address and Direct Debit.	Solutions in place. Year on year % increase of total transactions relating to Council tax account via customer online self-serve.	January 2019 January 2019- Ongoing	LD	Customer Services Revs & Bens Xentrall ICT Services	Software solution partners
C15		Increase the availability of self-serve options and automated processes for	Solutions in place.	Ongoing	LD	Customer Services	Software solution partners

Action ID	Dependency	Actions	Outcomes and Success Criteria	Timescale	Owner	Resources	Key Partners
		services as identified by Service level SWIS reviews.	Year on year % increase of total transactions relating to identified services via customer online self-serve.			Xentrall ICT Services Relevant Council Services	
C16		Integrate GIS mapping element for geo spatial online applications, i.e. Report Fly Tipping; Report Pot-hole; Planning applications	GIS map integrated within relevant applications enhances the customer experience and provides accurate location information into the workflow system.	March 2019	LD	Customer Services GIS Team Xentrall ICT Services GIS Solutions partner	Community Services GIS Team Xentrall ICT Services All Council Services
C17	C14; C15	Do it Online campaign	Year by year % Increase in take up of services included in campaign	Ongoing	LD	Customer Services Comms Team (EC	All Council Services
C18	C16	Implement current programme of online self-serve projects:- <ul style="list-style-type: none"> • Land Charges • Fly Tipping • FOI • Street Lighting 	Year by year % Increase in take up of services included in programme	March 2019	LD	Customer Services GIS Team Xentrall ICT Services	Community Services Legal Services GIS Team Xentrall ICT Services Software providers
C19	C12	Automation of forms by sending text message via telephone system	Customer feedback and confirmation via text message.	September 2019	LD	Customer Services Team Xentrall ICT	Software solution providers

Action ID	Dependency	Actions	Outcomes and Success Criteria	Timescale	Owner	Resources	Key Partners
							Council Services
C20	C12	Automation of direct debits over the telephone	Automated direct debits in place for telephony customers.	September 2019	LD	Customer Services Team Revs and Bens Xentrall ICT	Software solution providers

Monitoring and Evaluation

Action ID	Date	Outcomes achieved	Follow on Actions	Resources	Status (RAG)