Brentwood Borough Council
Customer Access Strategy 2015 – 18 (Draft)

Brentwood Borough Council has committed itself to modern and effective customer services that meet at least 80% of our customers' needs at the first point of contact. The key aims of this objective are to improve the customer experience and satisfaction; and drive down costs through economies of scale and joined up processes. The Customer Access Strategy provides the framework for delivering this objective.

We want our services to:	Be open to all	Provide Choice	Meet Needs	Deliver First Time	Provide Satisfaction
Our outcomes….	• All customers have fair and equal access to services.	• Customers have greater input to, and choice over, the services they receive and how they will access them.	• Customers influence the design and delivery of the services available to them.	• Wherever possible, customer needs will be resolved at the first point of contact.	• Customer satisfaction drives service improvement.
Our headline target(s)….	• Increased service take-up among under-represented and vulnerable groups. • Increased consultation with residents in relation to preferred access channels.	• Replace enquiries made via face to face and telephony channels with opportunities to interact via self-service channels. • Reduce the number of inappropriate/little used channels.	• More service redesign projects that include customers directly in their delivery. • Increased service satisfaction levels.	• Reduced avoidable contact. • Reduced service failure.	• Performance met on service standards. • Increased customer satisfaction across all service delivery channels.
What we hope to achieve….	• Improved understanding of customer diversity issues to remove barriers to access for under-represented and vulnerable groups. • Increased targeting and take-up of services for under-represented and vulnerable groups.	• Customer choice on how they interact with the Council. • Seamless service delivery across a broad range of channels. • Maximise opportunities for residents to interact with the Council via mobile and social network platforms. • Withdraw channels that residents do not use.	• Customer insight is consistently used to profile our communities, determine service delivery and market services to the people of Brentwood. • A clear and consistent approach to the identification of customer pathways/journeys. • An ability to respond quickly to demands for new ways of interacting with the Council.	• A single view of customers and how they interact with services. • Consistent information, advice and tools provided across all channels. • Resolution at the first point of contact.	• Customer satisfaction at the heart of our performance management framework. • Customer satisfaction at the heart of our commissioning framework.
What we're going to do….	• Maximise the use of existing customer service assets – the Contact Centre, Town Hall and the website, taking into account local needs. • Provide information in accessible formats across channels. • Use customer insight to develop channels to increase service take-up. • Ensure fair and equal access is key to our performance framework.	• Develop a more transactional website providing self-service options for service delivery. • Increase online booking and pay facilities and enable resident's to track application requests. • Continually review channel usage to ensure the most cost-effective channels for service delivery.	• Implement a clear and consistent approach to gathering customer insight. • Redesign services around the customer and provide/commission them on this basis. • Improve locally based service delivery through streamlining processes, having a more flexible workforce, and making more efficient use of our assets. • Develop further self-service opportunities for citizens to access services giving priority to areas of greatest demand.	• Maximise the depth of enquiry handled at the first point of contact. • Have a unique and consistent view of the customer. • Ensure that appropriate Customer Services training is readily available to support the delivery of this strategy. • Use customer feedback to drive content on the Council's website. • Exploit the benefits of using multi-media content on the Council's website to help customers wishing to self-serve.	• Ensure that the Council's performance management framework incorporates the measurement of customer outcomes across all service channels. • Publish annual measurable customer service standards. • Publish satisfaction levels against those standards.

Brentwood Borough Council

Customer Access Strategy - High Level Implementation Plan

Date	14/01/15					

Ref	Theme(s)	Description	Outcomes	Owner	Target date	Comment
CAS 1	All	Develop a Channel Shift Strategy and Action Plan.	Channel Shift Strategy and Action Plan including plans for each channel with fixed targets.	Head of Customer Services/Contact Centre Manager	May-15	Linked to CAS 2.
CAS 2	All	Service Improvement Programme	Efficient and effective Customer Services.	All Heads of Service	Dec-15	On going programme for all services.
CAS 3	All	Investigate and implement a Customer Relationship Management (CRM) system, booking system and other technology requirements.	Deliver cost reductions and efficiency savings.	Head of Customer Services/Contact Centre Manager	Oct-15	
CAS 4	All	Monitoring and reviewing of the Council website.	Website Improvement Plan.	Contact Centre Manager	Feb-15	Monitoring of Council website and reviewing where appropriate.
CAS 5	Meet Needs	To increase the number of online customer transactions based on demand.	Alternative means of accessing customer services.	Contact Centre Manager	Dec-15	Linked to CAS 2.
CAS 6	Provide Choice	Expand the Text Message service to other areas of the Council, checking customer demand and feedback and any impact on other channels.	Alternative means of providing customer information and reporting to the Council.	Contact Centre Manager	Dec-15	Linked to CAS 1 and 2.
CAS 7	All	Development of Customer Portal.	Provides customers with online access and a personalised view of their relationship with the council.	Contact Centre Manager	Oct-15	Dependent on development of CRM.

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CAS 8	All	Development of Customer App.	Alternative means of customer reporting to the Council.	Contact Centre Manager	Oct-15	
CAS 9	Provide Choice Meet Needs	Develop the Town Hall to be a single reception area for services.	Customers dealt with in a single visit	Head of Customer Services/Contact Centre Manager	Mar-16	Dependent on Town Hall refurbishment.
CAS 10	Provide Choice Meet Needs	Introduction of kiosk facilities in the Town Hall.	Alternative means of making payments.	Contact Centre Manager	Apr-15	
CAS 11	Meet Needs	Monitoring of local websites, twitter etc. to identify issues and problems.	Issues and problems passed to departments for action . Feedback to online community demonstrating willingness to resolve issues.	Senior Communications Officer	Jan-15	Ongoing process.
CAS 12	Deliver First Time	Review of customer services standards.	Statement of Customer Service Standards acknowledging local variations. Clear internal standards for Customer Services.	All Heads of Service	Dec-15	Linked to CAS 2.
CAS 13	All	Review of complaint handling.	A standardised and streamlined complaints handling system.	Contact Centre Manager	Feb-15	
CAS 14	Provide Satisfaction	Carry out Customer Service Benchmarking to identify customer usage, satisfaction and costs.	A comprehensive set of figures against which the success of the strategy can be measured.	All Heads of Service	Dec-15	Linked to CAS 2.
CAS 15	Provide Satisfaction	Review how the customer satisfaction is measured and what is learnt from the feedback.	Uniform measurement of customer satisfaction across all delivery models. Targets set to improve targets.	Contact Centre Manager	Jun-15	