



**IPSWICH**  
BOROUGH COUNCIL



# Customer Access Strategy 2018-21

Janine Last

Operations Manager – Customer Services

# INTRODUCTION

Our customers come first!

We deal with around 250,000 enquiries from the public every year and we are determined to deliver a high quality service for everyone.

We aim to provide our services in an easy to understand way and at a time that suits the people that really matter – our customers.

We have developed the [My Ipswich](#) self-serve portal, more efficient and up to date web content and increased the use of social media as we transform the customer experience through encouraging 'digital by default'. That will continue. We will also implement the use of a web chat facility to introduce a triage system of customer contact.

We also recognise that people might want to use different access channels for different enquiries – one size does not fit all. But for our customers the expectation should always be one-stop delivery and resolution.

Using technology helps us to deliver our services in a quick, efficient and cost-effective way. But we also want to offer the personal touch to people who need it. We must find out what our customers want and expect and that is why feedback is so important to us.

It all comes down to three steps:

- Discovering – understanding the needs of the customer;
- Shaping – making services more efficient and easier to access;
- Delivering – measuring, improving and learning.

This Customer Access Strategy 2018-21 builds on our existing good work and will help us to make further improvements to the services we provide to our residents, businesses, stakeholders and visitors.

The changes that we make will be led by the public – they are at the heart of everything we do.



Councillor Alasdair Ross  
Portfolio Holder for Customer Services  
January 2018

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## Section 1: THE JOURNEY SO FAR

Ipswich Borough Council's previous Customer Access Strategy 2013-16 focused on 'Changing the face of Customer Services'. Its aim was to identify how external customers accessed its services and its approach was to develop:

- A holistic view of every customer across all its services
- Proactive response and feedback to customers
- New emerging customer access channels that were preferable to the customer's choice of contact

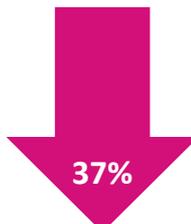
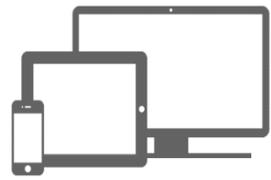
The Strategy was extremely successful in creating and implementing digital platforms, which will allow for continued customer channel migration and improved service efficiency. These included:

- Implementation of a new Customer Relationship Management (CRM) system
- [My Ipswich](#) customer self-serve portal
- Utilising self-serve functions within existing ICT systems
- Moving customer related services to a holistic customer service approach such as utilising Contact Centre telephony, maximising online capabilities and joining up front and back office processes

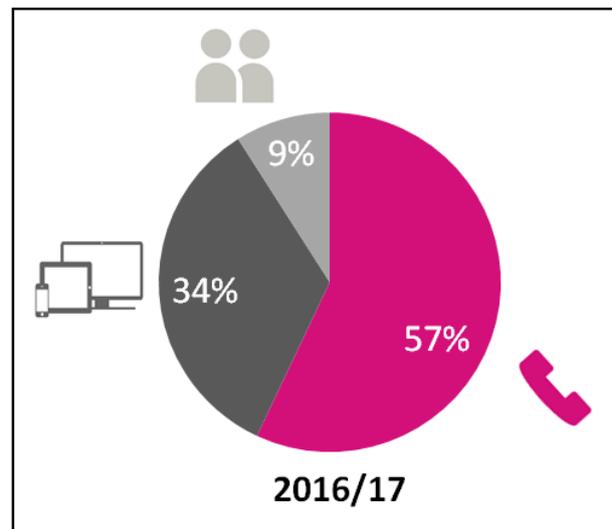
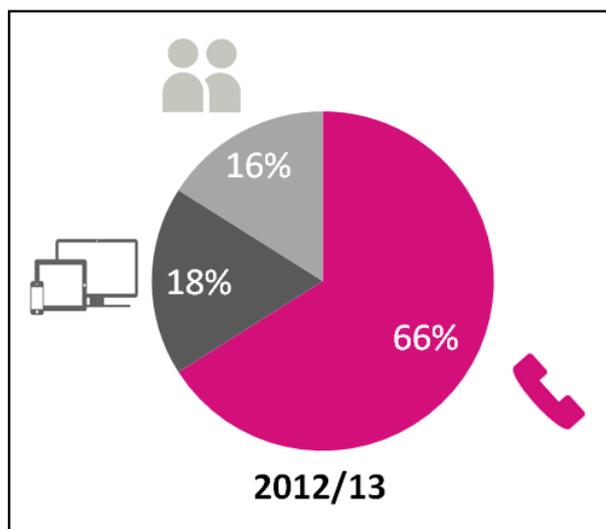
Since the implementation of the 2013-16 Strategy a redesign of the Customer Services operation was completed, which included the relocation of the Contact Centre from Grafton House to the Town Hall, so both face-to-face and telephone contact is now in one central location. This also involved reducing the face-to-face space by 75% and now having the ability to utilise staff across different contact streams, whilst maintaining performance.

2012/13	2016/17
5 x face-to-face desks	3 x face-to face desks
5 x interview rooms	3 x interviews room (Housing appts only)
Contact Centre based at Grafton House Customer Service Centre at Town Hall	Contact Centre merged into Customer Service Centre (Town Hall)
No scanning station	1 x scanning station
1 x public phone	12 x public phones
3 x public PCs (only for CBL use)	9 x public PCs
1 x reception desk	2 x triage lecterns

The measurements of the Strategy's success is evident when reflecting on the data of customer contact from 2012/13 to 2016/17:

Contact stream	2012/13	2016/17	Difference
 <b>Telephone</b>	<b>204,089</b>	<b>203,904*</b>	 <b>0.09%</b>
 <b>Face-to-face</b>	<b>49,492</b>	<b>31,316</b>	 <b>37%</b>
 <b>Online</b>	<b>55,079</b>	<b>121,304</b>	 <b>120%</b>

\* 2 additional service areas taken on by the Customer Contact Centre



As the data shows customer contact has shifted from the traditional method of face-to-face to increase take-up of telephone and online services. This has been possible through the development of easier and smarter systems focusing on the customer journey and their needs.

## Section 2: THE VISION

The 2018-21 Strategy will continue with the next phase of the Customer Access improvement work at Ipswich Borough Council. It defines how the Council will continue to transform service delivery; that it will provide excellent service to its customers and deliver value for money to the taxpayer. The previous Strategy was led by Customer Services and focused on their core services, the new Strategy will focus on the whole organisation adopting the approach for customer service delivery and service reviews.

The aim of the Strategy is to provide customers with a variety of access channels when contacting the Council and the different service areas within. Customers will not necessarily always want to use the same access channels to make contact, their preferred contact method will often vary depending on the type of enquiry and what access is available to them. Customers will be encouraged to self-serve when contacting the Council, whilst conscious of the fact that some customers will not always have accessibility, so telephony and face-to-face channels will still be made available.

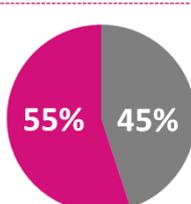
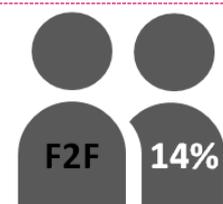
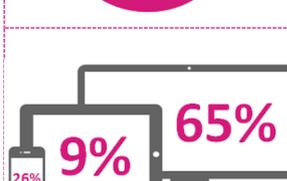
As further services become available online, the customer take-up will increase in line with customer expectations of accessibility; this will allow the Council to deliver a more efficient service. However, the Council must ensure that it continues to meet the needs of those who either do not have or are not willing to access the internet.

To develop access channels effectively, the Council will use customer feedback to identify customer contact preferences, and to recognise that these preferences will change dependant on the type of enquiry, interaction or transaction.

The Council aims will be digital by default; increasing online availability which will reduce service delivery costs through efficiency savings. Although the Council is trying to minimise face-to-face contact as this is the most expensive access channel, some customers still feel more reassured when using this method. Therefore, it will not be removed completely to ensure the needs of the demographic customer base are maintained.

When customers access services via face-to-face, staff will encourage and guide them using the online services available through the public access points. The Council will always ensure that their online availability is user friendly avoiding the use of Council terminology.

## Section 3: THE CURRENT ACCESS CHANNELS

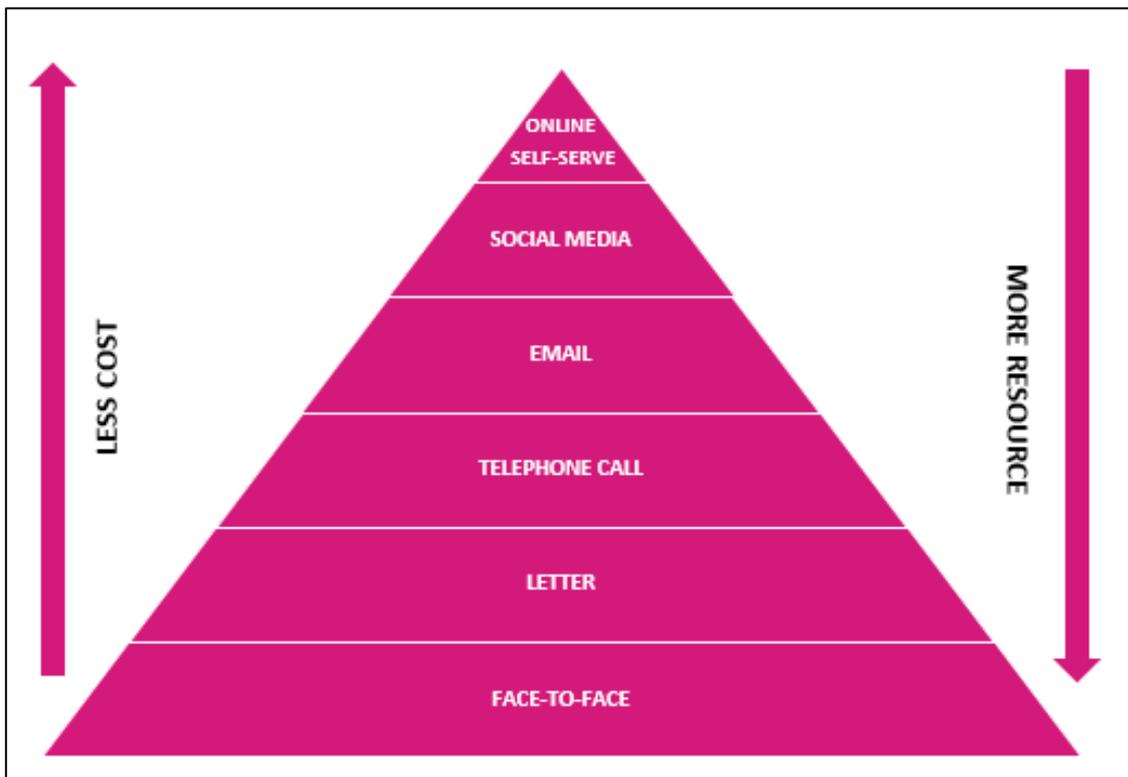
 <p><b>£900,000</b> average monthly payments</p>	<p>On average how much the Council receives in online payments across all services</p>		<p>The Customer Services Centre has 1 scanning station, 12 public telephones and 9 public PC's.</p>
 <p><b>£100</b> average transaction</p>	<p>The average amount of each online transaction</p>	 <p><b>17,500</b></p>	<p>On average the amount of calls received to the Customer Contact Centre per month</p>
 <p><b>9,000</b> average monthly transactions</p>	<p>The monthly average of online transactions per month</p>	 <p><b>39%</b></p>	<p>On average 39% of contact in Customer Services are telephone calls</p>
 <p><b>55%</b> 45%</p>	<p>55% of payment transactions are online and 45% are through automated/telephone calls</p>	 <p><b>F2F</b> 14%</p>	<p>On average 14% of all contact is via face-to-face in Customer Services</p>
 <p><b>195,000</b></p>	<p>The amount of visitors to <a href="http://www.ipswich.gov.uk">www.ipswich.gov.uk</a> on average per month</p>	 <p><b>47% online</b> 40% advisors 7% self service</p>	<p>7% is customer's self-serving and 40% is advisors completing on behalf of the customer</p>
 <p><b>1,800</b> monthly average web forms received through online</p>	<p>The average amount of online forms completed each month via the <a href="#">My Ipswich</a> customer portal</p>	 <p>700 a month <b>10,000+</b> sign ups</p>	<p>On average 700 customers sign up to the <a href="#">My Ipswich</a> portal per month with a total of 10,090 signed up</p>
 <p><b>7 in 10</b></p>	<p>7 adults out of 10 now use a smartphone</p>	 <p>9% 26% <b>65%</b></p>	<p>Devices customers are using to access the <a href="#">My Ipswich</a> customer portal</p>
 <p><b>4 in 5</b></p>	<p>4 adults out of 5 access the internet from their smartphone</p>	 <p><b>100%</b></p>	<p>100% of job applications are submitted online via the <a href="#">My Ipswich</a> portal per month</p>

## Section 4: THE PRIORITIES

Ipswich Borough Council will focus on 5 priorities to encourage channel shift:

1. Digital by default
2. First point resolution
3. Online access to Council services 24/7
4. Maximising the use of technology
5. Measuring customer experience and acting on feedback

The Council has identified the current customer contact streams as listed below:



CONTACT STREAM	COST PER TRANSACTION*
Face-to-face	£9.57
Letter	£4.33
Telephone call	£2.90
Email	£1.70
Social media	£0.62
Online self-serve	£0.13

\* Figures supplied from DWP, LA's & Adult Social Services

Starting with the most expensive and resource intensive contact stream, the Council will promote channel migration as follows:

### **FACE-TO-FACE**

- Improve online access channels for simple transactions.
- Provide multi skilled pools of staff that can assist with the channel migration, increasing customer self-service take-up.
- Developing digital platforms and tools that allow 24/7 access for customers.
- Improving Wi-Fi connectivity in all Council public spaces.
- Encouraging smarter working practices to avoid duplication of future work/contact to avoid customers visiting unnecessarily.
- Increased joined up working with back office services and data sharing with partners to improve customer processes.
- Continuous customer surveys to measure each customer access channel to identify areas of improvement.
- Removing the need for customers to provide hardcopy evidence.
- Develop a streamlined evidence upload process that is used across the Council.

### **LETTER**

- Reduce print and postage costs in line with ongoing services reviews, for reducing back office inefficiencies.
- Develop and expand the use of SMS to enable savings in print and postage in all services.
- Develop e-billing across the Council and this to be adopted by all services.
- Removing the need for hardcopy annual billing processes.
- Reducing the amount of letters sent out hardcopy and moving over to electronic solutions.

### **TELEPHONE CALL**

- Invest in an agile Contact Centre system, which will allow for intuitive responses to volumes of contact via different contact streams.
- Customer details are captured and updated in accordance with General Data Protection Regulation (GDPR).
- Capture customer data to promote and enable digital engagement and positive behaviour change.
- Continue to improve and streamline the use of the telephony Interactive Voice Recognition (IVRs) to route callers appropriately to the right service area or digital/automated information, transactions and promotion of online services.
- Develop the use of the Customer Relationship Management system to allow for enhanced workflows and improved access to customer data.
- Continue to provide a high quality Customer Service, by improving internal processes so the Council can achieve first point resolution.
- To provide consistent training to all customer focused staff so they have the knowledge and expertise to deliver comprehensive services.

## **EMAIL**

- Migrate incoming emails to integrated online forms and processes that capture all information required and automatically routed directly through to the relevant service area.
- Automates responses with timescales for customer.
- Introduce and increase the usage of internal dashboards, which will replace internal shared email inboxes, which will allow users to allocate and see a full audit history of tasks undertaken. This will also remove single points of failure.
- Reduce the volume of incoming emails.

## **SOCIAL MEDIA**

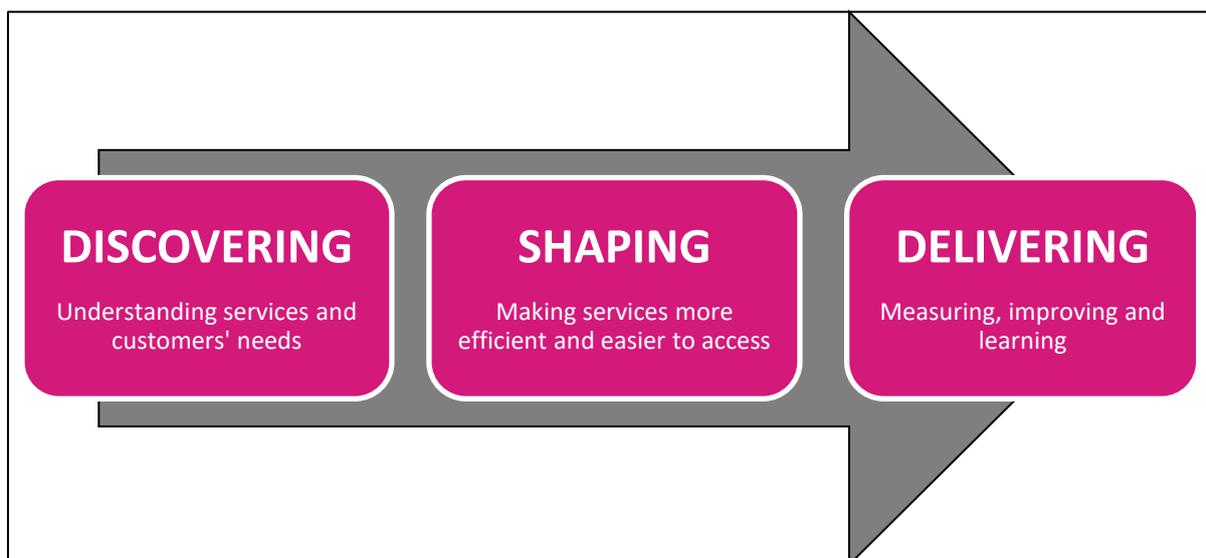
- Understand the customer's needs and opinions by engaging with them via social media, which will allow the Council to be proactive and prompt with responses.
- Use of new internal intranet, which will allow employees to communicate in a quick and efficient manner whilst accessing tools and guides to assist them in their roles.
- Ensure services receive monthly reports that allow them to analyse customer feedback, compliments, comments, general enquiries and complaints in order for them to make service improvements.
- Implement the use of web chat in the Council, using it as a triage for customer contact.
- All documentation is kept electronically for ease of access, version control and to reduce cost.

## **ONLINE**

- Integrate customer journeys across the Council optimising use of all systems and re-engineering or building new processes to ensure end-to-end digital services are available for customers whilst using the most efficient and effective use of resources.
- Using the Council's website and the My Ipswich self-service portal to offer online services. The self-service portal uses the customers profile to personalise services and improve access.
- Refine the Council's website and the My Ipswich portal to ensure content is kept updated to meet the business purpose and to enhance customers' digital access, improving the commercial offer and cross selling.
- Develop customer feedback mechanisms and user testing as part of the Council's redesign.
- Implement the use of web chat in the Council, using it as a triage for customer contact.
- Use of internal electronic online forms across the Council to improve efficiencies and internal dashboards.
- Increasing the availability of customer uploading their evidence online.

## Section 5: THE NEXT PHASE

To achieve the 5 priorities, Ipswich Borough Council will adopt the following Customer Access process when reviewing customer contact with the Council.

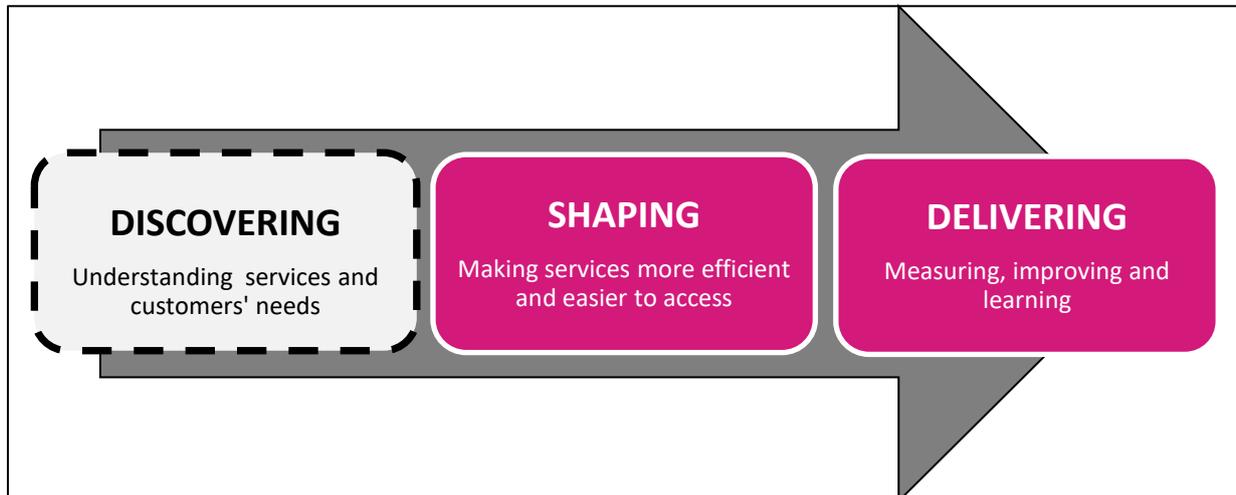


Throughout the Customer Access process all service areas within Ipswich Borough Council will ensure they incorporate the following:

- **Internal process rationalisation.** Engagement from services to change internal processes to increase customer satisfaction, which could be through technology enhancement, process changes and service reviews. This will reduce double handling, back office inefficiencies, service costs and increase first point resolution and income. Senior management to be at the forefront of delivery to ensure staff are engaged and encouraging the delivery and outcome of the Customer Access process.
- **Always put the customer at the heart of the business.** The Council will ensure that every customer is listened to and that their request/contact is dealt with first time and within any agreed timeframes.
- **Ensure a consistent and positive customer experience** is achieved irrespective of the access channel, and to deliver the service requested.
- **Obtain customer feedback** by monitoring and responding to customer usage, preferences, satisfaction levels, comments, compliments and complaints and use the information to improve service delivery.
- **Encourage customers to channel shift to online services**, by using current contact streams to promote this i.e. letters to promote online contact access points instead of telephone numbers or requesting hardcopy evidence, which will increase face-to-face transactions.

## DISCOVERING

Understanding services and customers' needs



### The rationale

To improve services the Council will require a better understanding of who their customers are and what their expectations are.

Particular methods of contact, such as face-to-face, a telephone call or letter costs more per transaction and officer time than other contact streams such as online and email. The Council needs to understand why customers prefer to use these contact streams and how to encourage them to migrate to online services.

In order to achieve this channel shift it is important to evaluate all aspects of the current customer journey and the associated cost to deliver each process. This then allows the Council to identify areas for improvement and where potential savings can be made.

In order for the Council to make informed decisions based on real data, they need a comprehensive understanding of its services and their customers. This will enable them to make decisions based on its customer needs and not assumptions or historic back office processes.

Customers are made up of various groups:

- Residents and Visitors to Ipswich
- Councillors, Government and Police
- Suppliers, Businesses and Landlords
- Other Local Authorities
- Multi Agencies such as Department of Works and Pensions (DWP) and HM Revenue and Customs

### **How this will be achieved:**

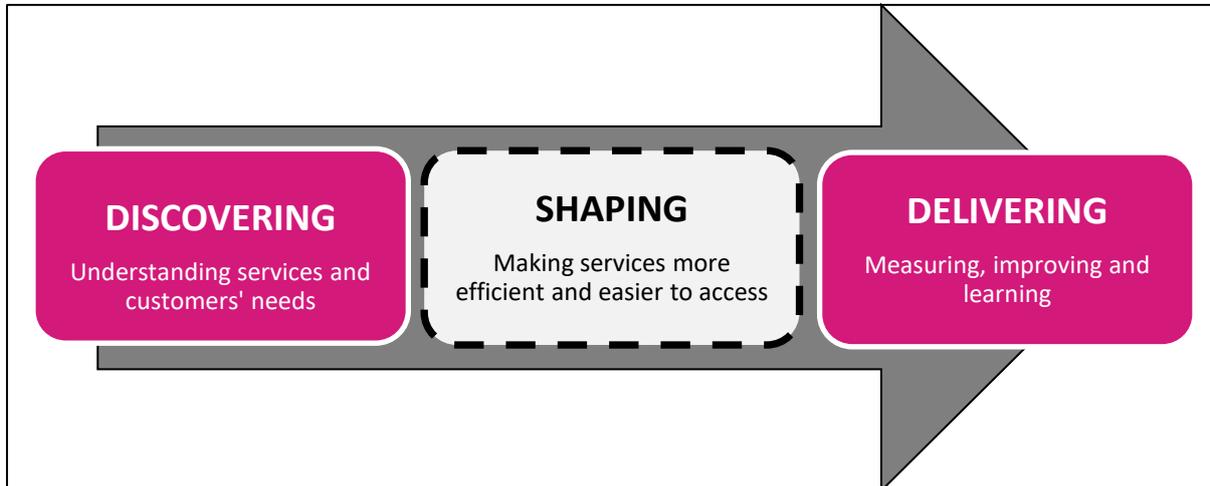
- Putting customers at the forefront of everything the Council does by embracing new technology.
- Increase back office integrations to deliver end-to-end services.
- Deliver dynamic and interactive services to meet customer expectations.
- Increase the number of customer email addresses and mobile phone numbers captured, ensuring they are correct in the Customer Relationship Management System and across the Council to enable digital engagement.
- Proactively using customer history as provided by the Customer Relationship Management System to develop services that respond to the needs of the diverse communities.
- Establishing costs of delivering services using the current contact streams and their current take-up.
- Monitoring customer feedback and satisfaction from all access channels and sharing this with all service areas.
- Reviewing Freedom of Information requests, complaints and compliments monthly.
- Using the data and feedback to reduce face-to-face contact.
- Understanding the current and future needs of customers, customer groups and identifying ways of meeting them.

### **How success will be measured:**

- Through service reviews using Business Process Reengineering (BPR).
- Developing a better understanding of who the Council's customers are, what their needs are and how they prefer to access services.
- Ensuring the Council's services and processes are reviewed regularly and changed as required so they are delivered effectively and efficiently.
- Helping customers to develop their skills so they can use online services but also providing suitable alternatives for those who cannot access them.
- Using new technology and contact streams to measure customer access and gather data.
- Using data and insight to ensure where possible all customer journeys are online end-to-end processes.

## SHAPING

Making services more efficient and easier to access



### The rationale

The shaping phase consists of evolving the way the Council delivers services and the contact streams they are accessed through. By utilising the information the Council collects in the discovery phase they can continuously develop online services and look to introduce brand new features such as a real-time web chat function.

Ensuring they make accessing services easier and quicker for customers by streamlining and improving the customer journey. This includes reducing internal duplication by reviewing internal processes and removing historic approaches. It is key that face-to-face remains to ensure the demographic are not alienated and in fact benefit from the changes that are made.

The Council will ensure customers can submit a request/enquiry and make payment without the need of having to contact the Council via face-to-face or by phone, through online transactions and viewing their accounts instead. They will need to clearly communicate, advertise and promote these options and ensure they are functional for the customer requirements.

The Council corporately are tasked with recording all customer contact so they can develop bespoke profiles for customers, listing all of their transactions and contact made with them via 'My Ipswich'. It is particularly important staff are skilled in being able to identify where customers may need additional support and how best to signpost them.

Services encouraging their customers to use more cost effective payment methods, such as e-billing, taking payment upfront and direct debit take-up. This will reduce the need for invoicing and service costs.

### **How this will be achieved:**

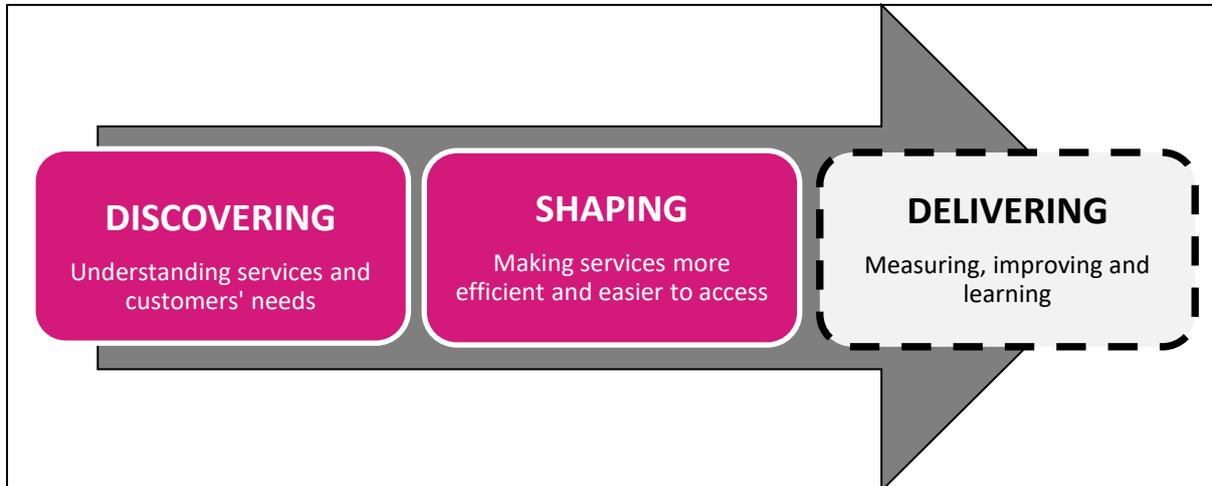
- Equipping managers and staff so the Council can be completely agile at work.
- Ensuring all new starters have an understanding of the Customer Access Strategy and the part they play within it.
- Retention of a professional customer focused workforce.
- Invest to improve as opposed to invest to save.
- Develop ICT capabilities to handle modern requirements.
- Front line staff to ensure first point resolution is achieved and to coach customers in the use of self-service.
- Removing the need for paper documents and printing.
- Corporate approach to encouraging customers to move to more efficient and effective methods of interacting with the Council.
- Encouraging customers to take a self-help approach and seek information online first.
- Redesigning services based on customer feedback.
- Increase online availability, which includes access to accounts, balances and payments.
- Enabling all customers to access services, whether they have technical skills.
- Providing secure and easy access to use online transactions.

### **How success will be measured:**

- All services that have the capability of being online are available.
- The Council has clear and consistent customer and staff standards across the authority.
- The Council will use new technology and customer preferences to provide better customer contact.
- Security governance will be compliant and up to date.
- Customer feedback and industry measures will rate the Council's website as comprehensive, simple to use and easily accessible.

## DELIVERING

Measuring, improving and learning



### The rationale

The delivering phase is about the Council consistently evaluating and the improving the customer experience. It is imperative that the Council follows up on the shaping phase and design processes utilising everything they have learnt in the previous two phases. This will give the Council a unique insight into customers' perspective and therefore a greater understanding of their needs. They will be able to see how effective the services are delivered by customer feedback and comparison of data to ensure the quality is maintained but delivered in a more efficient manner.

Senior management will need to lead by example and ensure their services are embracing this approach to improve customer contact streams. They will also be responsible for communicating to all staff within that service area the importance of the customer experience and transforming processes.

Corporate buy-in is paramount to the success of the Strategy. The Council will need to push positive change, as a team or the aims will not be achieved. Staff will work with customers to help them understand the benefits of moving to modern channels and to remove any barriers to them doing so.

A vital role in customer satisfaction is to ensure there are consistent customer standards across the whole Council. All staff will understand the level of service they are expected to provide and that they have the skills they need. They will monitor service levels and provide feedback on areas for improvement where required.

### **How this will be achieved:**

- Invest to improve as opposed to invest to save.
- Ensuring that all of services are accessible via a range of different methods by default and are available 24/7.
- Informing customers the standard of service they should expect and encouraging customers to make comments and suggestions.
- Maximising the use of technology across the Council.
- Ensuring all employees and Councillors are fully integrated into the digital workflow.
- Embedding a culture of self-service through automated processes.
- Providing skills to the workforce to promote a self-service culture.
- Consulting to better understand customer needs.
- Utilising customer information to continually improve processes and minimise service failure.
- More time dedicated to improving.

### **How success will be measured:**

- Improved customer journey, i.e. follow the customer journey themselves and see if improvement is required.
- Performance indicators of online take-up:
  - % increase in the number of online transactions
  - % increase in number of visitors to the Council's webpages
  - % increase in the number of online payments
  - % increase in the use of online forms
  - Number of My Ipswich visitors
  - Number of My Ipswich sign-ups
- Indicators for the Customer Contact Centre:
  - % calls dealt with at first point of contact
  - % of telephone calls answered within 30 seconds
  - % of calls answered
  - % of calls successfully meeting the quality standard
- Number of Complaints / Compliments
- Regular Customer Satisfaction reports
- Take-up and sales
- Reputation and publicity
- First point resolution
- Reduction in processing times
- Reduction in printing
- Reduction in postage
- Reduction in manual processes

## Section 6: THE SUMMARY

This Strategy sets out how the Council will develop customer access to its services from 2018-21.

New technology continues to emerge and customer preferences change, the Council must be willing to adapt to change customer contact streams and the way they deliver services based on this.

Key actions include that by 2021 the Council will aim to have implemented or developed:

- ✓ **Customers being able to access Council service requests by self-service**
- ✓ **Maximise advances in technology that directly help the customer. i.e. no wait times, instant access, works on all devices**
- ✓ **Create an agile workforce**
- ✓ **Improved cross selling of services, which will increase income**
- ✓ **Satisfied customers which will continue to build upon the Council's good reputation**
- ✓ **Digitise all existing hardcopy records and archived information**
- ✓ **Develop virtual and interactive access points to services**
- ✓ **Online access to financial information**
- ✓ **Reduction or removal of back office hand offs**
- ✓ **Increased efficiency through further ICT Integrations between all service areas**
- ✓ **All ICT systems to be on the latest version upgrade**
- ✓ **Online memberships and applications**
- ✓ **Online apps and customer portals**
- ✓ **Self-serve tablets available within the Councils outstation sites**
- ✓ **SMS used corporately as a contact method**
- ✓ **Implement and introduce a web chat stream**
- ✓ **ICT system rationalisation**
- ✓ **Single sign on to multiple online accounts**

## Section 7: THE ACTION PLAN

Priority 1 – Digital by default		
Action	Description	Success
Increase availability of online forms	<ul style="list-style-type: none"> <li>Transfer all internal and external paper forms online removing inefficiencies in processes.</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> <li>Increase accessibility for customers to self-serve</li> <li>Reduce avoidable contact</li> <li>Remove back office inefficiencies</li> </ul>
Increasing customer access online	<ul style="list-style-type: none"> <li>Undertake process reviews for each service area with the customer at the forefront of how services are delivered (i.e. payments and requests).</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> <li>Increase accessibility for customers to self-serve</li> <li>Increase first point resolution</li> <li>Reduce avoidable contact</li> <li>Remove back office inefficiencies</li> </ul>
Improve and increase information available for customers to self-serve online	<ul style="list-style-type: none"> <li>Review all the Councils webpages and FAQs to reduce the need of posting letters, distribution of leaflets and any other correspondence.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve first point resolution</li> <li>Improved customer satisfaction</li> <li>Reduce avoidable contact</li> <li>Reduce back office administrative tasks and costs</li> <li>Reduce customer contact via telephone and face-to-face</li> <li>Reduce transaction costs</li> </ul>
Customer to be provide documentation online	<ul style="list-style-type: none"> <li>Customer can upload evidence online, which will integrate into back office electronic filing systems.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve joined up working</li> <li>Improved customer satisfaction</li> <li>Increase accessibility for customers to self-serve</li> <li>Increase channel shift migration</li> <li>Reduce avoidable contact</li> <li>Reduce customer contact via telephone and face-to-face</li> <li>Reduce duplication</li> </ul>

Promoting online services	<ul style="list-style-type: none"><li>• Migrating telephone and face-to-face contact to online services through promotion (emails and URLs).</li></ul>	<ul style="list-style-type: none"><li>• Improved customer satisfaction</li><li>• Increase accessibility for customers to self-serve</li><li>• Increase channel shift migration</li><li>• Increase flexibility</li><li>• Reduce avoidable contact</li></ul>
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## Priority 2 – First point resolution

Action	Description	Success
Develop further end-to-end system integrations	<ul style="list-style-type: none"> <li>The customer will be able to fully self-serve online and be able to complete service requests with no back office intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> <li>Increase accessibility for customers to self-serve</li> <li>Reduce back office hand offs</li> <li>Reduce customer contact via telephone and face-to-face</li> <li>Remove back office inefficiencies</li> </ul>
Sharing of information across the council	<ul style="list-style-type: none"> <li>Service areas to share information so that the customer only supplies their documentation once.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve joined up working</li> <li>Improved customer satisfaction</li> <li>Increase first point resolution</li> <li>Reduce customer contact via telephone and face-to-face</li> <li>Reduce duplication</li> <li>Reduce repeat requests</li> </ul>
Remove the use of complicated terminology in correspondence to customers	<ul style="list-style-type: none"> <li>Review all letters, leaflets and correspondence to ensure that online access is promoted.</li> <li>Using electronic streams instead of letter correspondence.</li> </ul>	<ul style="list-style-type: none"> <li>Increase channel shift migration</li> <li>Increase the Councils reputation</li> <li>Reduce back office administrative tasks and costs</li> <li>Reduce printing and postage costs</li> </ul>
Reduction in back office hand offs	<ul style="list-style-type: none"> <li>Customer Services having the ability to implement and action customer requests at first point of contact, reducing the need for back office hand offs.</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> <li>Increase first point resolution</li> <li>Reduce back office administrative tasks and costs</li> <li>Reduce back office hand offs</li> <li>Reduce transaction costs</li> <li>Remove back office inefficiencies</li> </ul>

### Priority 3 – Online access to Council services 24/7

Action	Description	Success
Implement and embed the use of web chat	<ul style="list-style-type: none"> <li>Provide an additional online stream for customers to obtain real time information by using web chat.</li> </ul>	<ul style="list-style-type: none"> <li>Customers can obtain information out of hours</li> <li>Improved customer satisfaction</li> <li>Increase accessibility for customers to self-serve</li> <li>Increase first point resolution</li> <li>Reduce customer contact via telephone and face-to-face</li> <li>Reduce transaction costs</li> </ul>
Increased online access to services out of core opening hours	<ul style="list-style-type: none"> <li>Access to services available to customers during out of hours to contact the Council when it is convenient for them.</li> </ul>	<ul style="list-style-type: none"> <li>Customers can obtain information out of hours</li> <li>Improved customer satisfaction</li> <li>Increase first point resolution</li> <li>Increase flexibility</li> <li>Reduce customer contact via telephone and face-to-face</li> </ul>
Provide online payment options for all services	<ul style="list-style-type: none"> <li>Allow customers to pay upfront for services and to setup direct debits online.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce avoidable contact</li> <li>Reduce printing and postage costs</li> <li>Reduce transaction costs</li> <li>Remove the need to send paper invoices</li> <li>Reduce back office administrative tasks and costs</li> </ul>
Report a fault or service issue online 24/7	<ul style="list-style-type: none"> <li>For the Council to deliver a responsive service to resolve any issues reported online.</li> </ul>	<ul style="list-style-type: none"> <li>Customers can obtain information out of hours</li> <li>Customer needs are met</li> <li>Identify and implement resolutions</li> <li>Identify service improvements</li> <li>Increase the Councils reputation</li> </ul>
Access to multiple services in one transaction	<ul style="list-style-type: none"> <li>Allow the customer to purchase multiple services in one transaction such as a car parking ticket alongside theatre tickets and interval refreshments.</li> </ul>	<ul style="list-style-type: none"> <li>Customer needs are met</li> <li>Improved customer satisfaction</li> <li>Increase access of information in one location</li> <li>Increase flexibility</li> <li>Increase income generation</li> <li>Increase the Councils reputation</li> </ul>

<p>One account to access all Council services</p>	<ul style="list-style-type: none"> <li>• Allow the customer to access all of their individual accounts online through a single sign on as well as information relevant to their household.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve joined up working</li> <li>• Customers can obtain information out of hours</li> <li>• Improved customer satisfaction</li> <li>• Increase access of information in one location</li> <li>• Reduce customer contact via telephone and face-to-face</li> <li>• Reduce duplication</li> </ul>
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## Priority 4 – Maximising the use of technology

Action	Description	Success
Optimise the use off all social media streams to proactively engage with customers	<ul style="list-style-type: none"> <li>Promote and communicate the Councils services across social media (i.e. Facebook and Twitter).</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> <li>Increase accessibility for customers to self-serve</li> <li>Increase the Councils reputation</li> <li>Keeping the customer up to date</li> <li>Reduce customer contact via telephone and face-to-face</li> </ul>
Increase digital communication	<ul style="list-style-type: none"> <li>Transferring correspondence to customers by using other digital streams (i.e. SMS messaging, email, web chat).</li> </ul>	<ul style="list-style-type: none"> <li>Customers can obtain information out of hours</li> <li>Increase accessibility for customers to self-serve</li> <li>Keeping the customer up to date</li> <li>Reduce printing and postage costs</li> <li>Reduce transaction costs</li> </ul>
Virtual access points	<ul style="list-style-type: none"> <li>Install mobile devices at outstations to allow customers to interact digitally (i.e. online booking, surveys, requests).</li> </ul>	<ul style="list-style-type: none"> <li>Achieve joined up working</li> <li>Identify service improvements</li> <li>Improved quality customer feedback</li> <li>Increase accessibility for customers to self-serve</li> <li>Increase flexibility</li> <li>Increase income generation</li> <li>Reduce customer contact via telephone and face-to-face</li> </ul>
Maximise the use of the Councils ICT systems	<ul style="list-style-type: none"> <li>Services utilising existing ICT systems instead of purchasing new ones.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve joined up working</li> <li>Increase access of information in one location</li> <li>Reduce duplication</li> <li>Remove back office inefficiencies</li> </ul>
All Council ICT systems to have self-serve capabilities	<ul style="list-style-type: none"> <li>New systems need to have self-serve integrations capabilities with My Ipswich so the customer is able to access all services through one account.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve joined up working</li> <li>Customers can obtain information out of hours</li> <li>Increase accessibility for customers to self-serve</li> <li>Increase first point resolution</li> <li>Reduce transaction costs</li> <li>Remove back office inefficiencies</li> </ul>

## Priority 5 – Measuring customer experience and acting on feedback

Action	Description	Success
Provide a range of online streams for customers to engage and communicate with the Council	<ul style="list-style-type: none"> <li>Allow customers to provide feedback across multiple streams so services can be improved (i.e. online surveys).</li> </ul>	<ul style="list-style-type: none"> <li>Identify and implement resolutions</li> <li>Improved quality customer feedback</li> <li>Keeping the customer up to date</li> </ul>
Introduce customer surveys online for each service area	<ul style="list-style-type: none"> <li>To measure customer experience electronically which the service area can then use to implement improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a true measure of customer feedback Identify service improvements</li> <li>Identify and celebrate success</li> <li>Identify and implement resolutions</li> </ul>
Provide customer support and training	<ul style="list-style-type: none"> <li>Assisting customers who are unable to access online streams, giving them reassurance and training of how to access services digitally (i.e. e-learning).</li> </ul>	<ul style="list-style-type: none"> <li>Customer needs are met</li> <li>Increase the Councils reputation</li> <li>Reduce avoidable contact</li> <li>Reduce customer contact via telephone and face-to-face</li> <li>Reduce repeat requests</li> <li>Reduce transaction costs</li> </ul>
Consolidate online customer surveys across the Council	<ul style="list-style-type: none"> <li>A consistent approach to be able to report on service delivery online across the Council.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a true measure of customer feedback</li> <li>Customer needs are met</li> <li>Improved quality customer feedback</li> <li>Increase channel shift migration</li> <li>Increase the Councils reputation</li> </ul>