

Customer Access Strategy

Workstream 1 - Service Catalogue

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Background and context, where are we now?

- We have identified a need to create a modern relationship with citizens who access our services currently through a number of channels of varying quality
- In order to create a modern relationship we need to plan exactly how we will achieve this through the formation of a working group and ensure that CLT/ Labour Group are engaged and bought into the design principles to drive a momentum for change
- We would propose that a revised Customer Access Strategy would be the vehicle to use to improve customer access across the Council
- So how do we plan to do this?

Design Principles

- In order to understand the direction of travel we must seek agreement to a set of clear Design principles regarding how we want to manage our customer contact in the first instance
- The design principles should ensure that all customers have access to the right channel, right Service, right price at the right time
- As an organisation we should fully understand what the customer experience is at present and what good looks like
- Strong performance data should be informing how well or not customer access channels are working, is it optimised and automated where possible, does it need to be high touch and what evidence and insight do I have to confirm what needs to be high touch, where does the customer insight
- The customer is not interested in how you are structured to get a good service, they just want the job done!

What do we need to consider?

- What do we know now? Some services are already in the contact centre and are on an improvement journey
- Some services are not engaged and is that acceptable if they have been through no customer review work, what is the customer experience like for each of these services? Is it as good as it can be at his time?
- Every service needs to have been through an end to end customer journey review
- What is the customer journey associated with each service?
- Is the customer journey mapped and clear? How can we improve the customer journey? Can we automate to take 100% online?
- What services are already operated through the contact centre and what is the performance of those that are not?
- Which services are operated through BRUM account?

Service Catalogue

- Customer Services have carried out an initial review of all local authority services using a list created by The Local Government Association
- The data so far consists of circa 1,500 activities that may be undertaken by local government or other governmental agencies
- An Initial sift of the data eliminated 455 activities as not relating to BCC
- That leaves over 1000 remaining activities have been through a desktop assessment and each activity has been assigned to a Directorate. In some cases, a department and the URL of relevant content which is on the BCC website has also been identified and the result of this work is as follows:

Service Catalogue - Breakdown of activities by Directorate:

Directorate	# Activities	# With BCC Web Content
Neighbourhoods	411	287
Inclusive Growth	206	108
Education & Skills	135	54
Finance & Governance	76	41
Digital & Customer Services	63	29
Adult Social Care	59	23
Children's Trust	57	4
Human Resources	49	5
Partnerships, Insight & Prevention	42	20
More Than One Directorate	13	9
Chief Executive's Office	10	9
Council-Wide	1	1
Total	1,122	590

Neighbourhoods activities with web content

Directorate	Department	# Activities	# With BCC Web Content
Neighbourhoods	Animal Welfare	3	3
	Anti-social Behaviour Team	19	13
	Bereavement Services Division	8	7
	Birmingham & Solihull Coroner Service	3	3
	Commercial Waste	1	1
	Cultural Development	11	3
	Environmental Health	52	27
	Environmental Protection Unit	3	3
	Events Commissioning	1	1
	Home Options	3	2
	Housing	56	39
	Housing Options	5	4
	Housing Tenancy and Estates Management	1	0
	Infection Control Team	1	1
	Landscape Practice Group	1	1
	Licensing	84	52
	Markets Service	4	3
	NAIS	1	1
	Neighbourhoods	13	8
	Parks Services	31	26
	Pest Control Services	1	1
	Private Rented Services	10	9
	Registry Office	18	15
	Sports & Leisure	1	1
	Street Scene	36	29
	Street Trading	2	2
	Tenancy & Estates Management	2	1
	Trading Standards	15	13
	Waste Enforcement Unit	3	2
	Wellbeing Programme	22	16
	Total	411	287

Inclusive Growth activities with web content

Directorate	Department	# Activities	# With BCC Web Content
Inclusive Growth	Air Quality	1	1
	Birmingham Property Services	2	1
	Conservation	2	2
	Development	5	4
	Environmental Health	1	0
	European Affairs	2	1
	Highways & Infrastructure	65	40
	Operational Property Management	1	0
	Parking Services	8	6
	Parking Services	2	2
	Planning	72	41
	Planning Policy	4	3
	Property Services	32	3
	Transportation & Connectivity	1	0
	Transportation & Traffic	1	0
	Transportation & Traffic Service	7	4
	Total	206	108

Education and Skills activities with web content

Directorate	Department	# Activities	# With BCC Web Content
Education & Skills	Birmingham Adult Education Service	1	1
	Birmingham Careers Service	1	1
	Business & Learner Services	8	6
	Early Years	12	1
	Education & Early Years	40	21
	Education & Skills	1	1
	Educational Psychology	2	2
	Elective Home Education	1	1
	Exclusions Team	1	1
	Full Participation	1	0
	Library Services	32	12
	Schools Admissions & Fair Access	1	0
	SENAR	2	2
	Skills & Employability	3	1
	Spurgeons	1	1
	Travel Assist	1	1
	(blank)	27	2
	Total	135	54

Finance & Governance activities with web content

Directorate	Department	# Activities	# With BCC Web Content
Finance & Governance	Audit	1	1
	Birmingham Audit	2	1
	Birmingham City Laboratories	5	5
	Civic Catering	1	1
	Corporate Procurement Services	3	2
	Electoral Services	14	8
	Legal & Democratic Services	33	16
	Lord Mayors Office	1	1
	Procurement Services	4	2
	Scrutiny Services	1	1
	Service Finance	11	3
	Total	76	41

Digital & Customer Services activities with web content

Directorate	Department	# Activities	# With BCC Web Content
Digital & Customer Services	Corporate Information Management	7	3
	Corporate Information Management Team	1	1
	Customer Services	4	4
	ICT & Digital	13	0
	Rent Service	4	4
	Revenues & Benefits	34	17
	Total	63	29

Adult Social Care activities with web content

Directorate	Department	# Activities	# With BCC Web Content
Adult Social Care	ACAP	22	9
	Adult Social Care	22	3
	Commissioning	1	1
	Customer Journey	1	1
	Delivery	1	1
	Occupational Therapy	7	4
	Quality & Practice	3	2
	Shared Lives	2	2
	Total	59	23

Children's Trust activities with web content

Directorate	Department	# Activities	# With BCC Web Content
Children's Trust	Adoption & Fostering	1	1
	Children's Trust	1	0
	Youth Offending Service	3	1
	(blank)	52	2
	Total	57	4

Partnership, Insight & Prevention activities with web content

Directorate	Department	# Activities	# With BCC Web Content
Partnerships, Insight & Prevention	Corporate Communications	3	3
	Improvement & Change	3	0
	Insight & Performance	1	1
	Partnerships, Insight & Prevention	1	0
	Policy Executive	1	0
	Policy Team	3	3
	Prevent	2	1
	Public Health	8	5
	Public Health Services	1	1
	Resilience & Operations	18	6
	(blank)	1	0
	Total	42	20

Every Service Manager should understand and know what their customer experience is? Telephone, online, email?

- What is the customer journey associated with each service and we should prioritise work based on volumes? How do we get volume data?
- What's online volume for each service - online traffic?
- What are the phone numbers associated with each service?
- How many telephone numbers do we advertise on the website?
- Is the customer journey mapped and clear? How can we improve the customer journey? Can we automate to take 100% online?
- Are any of the services operated through contact centre?
- Are any of the services operated through BRUM account?
- Web journey/IVR journey/BRUM can we review and approve what we have already got?
- HR / IT / Finance / Customer Services pages, do they need to be on the external customer facing pages? Or should they be on an internal/intranet page?

Next steps

1. Validate data obtained with service areas and check all inclusive. What does the 7 year old service list contain that it shouldn't, what doesn't it contain that it should with each service area.
2. What do our Web page volumes tell us? How many times visited in the last year
3. Understand the Telephony data, Call volumes and quality
4. BRUM account data and volumes
5. Map current customer facing channels and locations
6. Who is best placed within the Directorate to validate services within each area

How will you support this improvement initiative?



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