

# Customer Case Study

## Channel shift & CRM

Torfaen County Borough Council

Richard Edmunds



# **The Torfaen journey**

July 2015

**TORFAEN  
COUNTY  
BOROUGH**



**BWRDEISTREF  
SIROL  
TORFAEN**



# **This is me....**

**Richard Edmunds**

**Head of Strategic, Democratic & Customer Services**

- **Corporate Performance**
- **Customer Services**
- **Communications and Engagement**
- **Digital Transformation**
- **Plus some other stuff....**

# This is us...



- 90,000 people
- Ageing Population
- 24 Wards
- 44 Councillors
- Labour Controlled
- Good mix of new
- and old guard

# **This is what's happening...**

In Wales:

- Ministerial drive for collaboration
- Expansive policy environment
- Significant budget reductions (health protection)
- Increasing levels of demand
- Local Government Reorganisation:  
Independent Williams Commission (12)  
Minister for Public Services (8 or 9)

Latest position would make us part of the 4<sup>th</sup> Biggest Council in the UK



# **This is what's happening...**

In Torfaen:

- 86 Formal Partnerships / Collaborations
- Set up an RSL (Bron Afon) and transferred Housing Stock
- Established a Leisure Trust
- Set up Education Achievement Service
- Community Asset Transfers
- Shared IT Services with three councils and Gwent Police
- Annualised WG Budgets not aligned with stated forecasts

# The challenge

In a nutshell....change the organisation...

Deliver highly efficient and high quality services with less money, less people, less buildings, higher levels of demand and greater expectations in an environment with multiple public providers of the same service....

...And survive.



# The start of the journey

- Central cross cutting position
- Alignment of Customer Services, Communications, Engagement and Performance (the key ingredients)
- Some willing participants, some resistance
- Some building blocks, some more stuff required
- The intent to provide customer insight and business intelligence and through this to drive improvement



**...and an app**



# 18 months ago

# 2/10

- An ageing bespoke CRM system
- Working practices tied to buildings / high cost and specific channels
- A smaller staff base than had existed previously
- Rising levels of sickness
- More calls / contact than we could manage
- Staff very busy populating systems with service failure
- A primary PI geared to highlight that failure
- Service Areas frustrated by our inability to manage their demand in a timely manner
- Separate customer care, communications and engagement teams



# Today

# 6/10

We have:

- Multi channel, location independent staff base
- MCS Smart Phone App / MCS Contact Centre
- Abavus Mobile worker pilots under development
- A clean database of 25,000 customers, 8,000 app users
- Civica e-Payment Store / Abavus integration underway
- Responsive, customer focused website

# The benefits

- Around 40% of our traffic is now online and self service
- Abandoned rates at the call centre are now <8%
- Some Service Areas managing their own call interfaces
- Real time data / intelligence being used to identify issues
- More responsive, reactive customer care service
- Not just managing demand, but managing causes of demand



# In 18 months time

9/10

We will have:

- Single sign on to web services
- Mobile Worker running across front line services offering end to end contact / resolution (and pilots with some partners)
- Cisco Call Centre / Abavus integrated at the front of house
- A customer portal that enables calls to be logged and monitored, balances to be accessed, debts to be paid
- 60% of our traffic will be self serve
- Live service performance information on our web/app

# The challenge of collaborating part 1

## Council 1

- Access channels
- Service specific
- Common information
- Business Process

## Council 2

- Access channels
- Service specific
- Common information
- Business Process

## Council 3

- Access channels
- Service specific
- Common information
- Business Process



# The challenge of collaborating part 1

## Council 1

- Access channels
- Service specific
- Common information
- Business Process

## Council 2

- Access channels
- Service specific
- Common information
- Business Process

**SILO**

## Council 3

- Access channels
- Service specific
- Common information
- Business Process

# The challenge of collaborating part 2

## Council 1 Education

- Access channels
- Service specific
- Common information
- Business Process

## Council 1 Social Care

- Access channels
- Service specific
- Common information
- Business Process

## Council 1 Neighbourhood Services

- Access channels
- Service specific
- Common information
- Business Process



# The challenge of collaborating part 2

## Council 1 Education

- Access channels
- Service
- Information
- Business Process

## Council 1

### Social Care

- Access channels
- Information
- Business Process

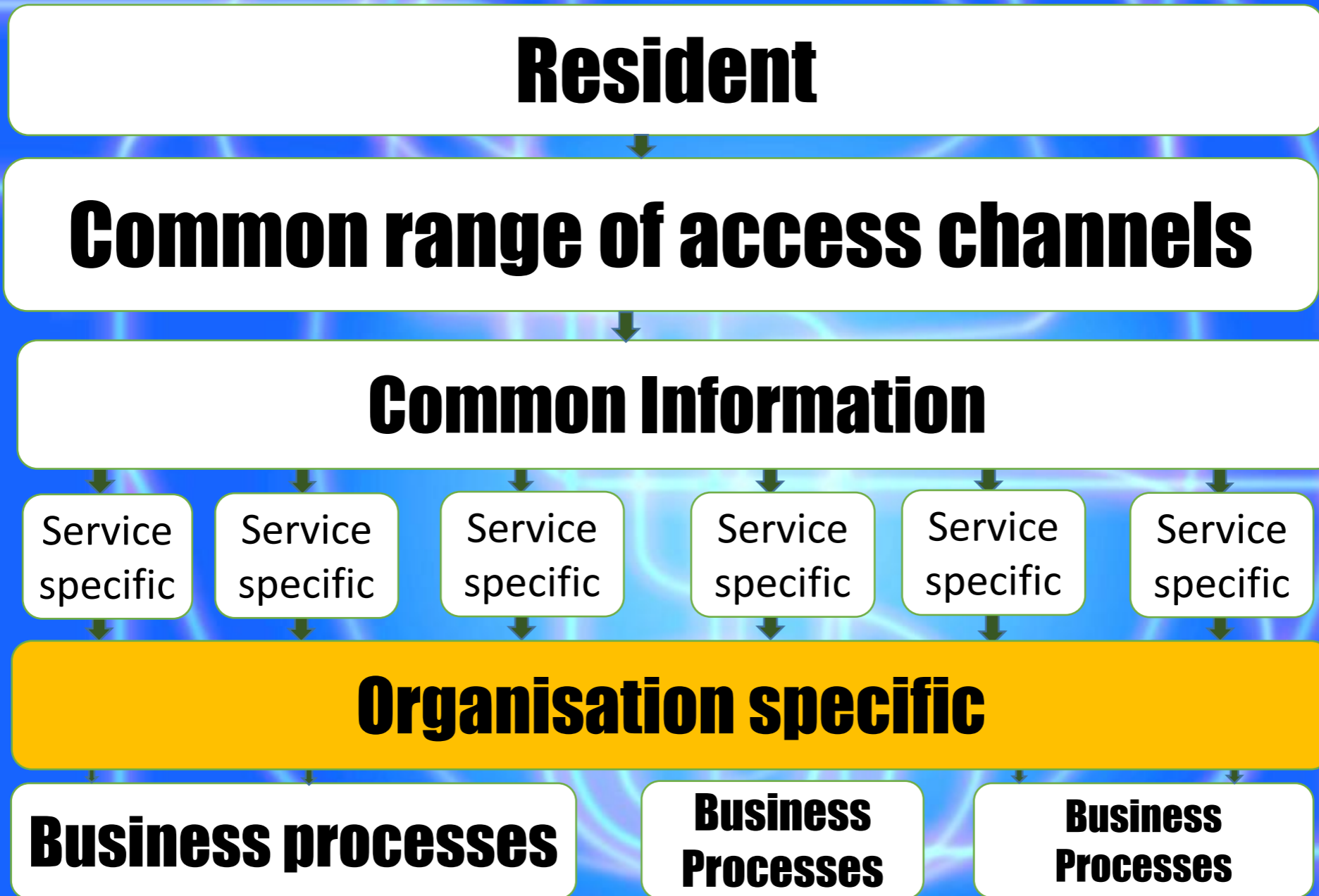
## Council 1

### Neighbourhood Services

- Access channels
- Information
- Business Process

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# A networked public service solution?







# QUESTIONS?

*“ Let’s go invent tomorrow instead of worrying about what happened yesterday. ”*

*Steve Jobs - Co-Founder \$APPL*