

CSCG Customer Access Delivery Strategy



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Dacorum CSCG
Customer Access Delivery Strategy**

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Terms and Abbreviations	
Term/Abbreviation	Meeting
Customers	Refers to the Customer Services Unit Customers
CSC	Customer Services Centre

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1. Executive Summary

Dacorum Borough Council is committed to improving access to services for council customers. The principles of the Web and Customer Access Strategy [Ref: 1] describe the Council's vision for how the community will have improved choice on accessing and being informed about the range of services that the Council provides.

Northgate Public Services (NPS) as the Council's strategic partner in delivering operational customer contact centre services has jointly developed this customer access delivery strategy (this document) with the Council to define and govern the delivery of the Digital First programme for customers.

Expectations around the quality of the services that customers receive from the council and the ways in which they interact with customer services are growing and changing. It is vital to improve our understanding of the needs and preferences of the Borough's communities to realise the Northgate and Dacorum visions of:

“Leading the Field in Customer Services” And “Building Community Capacity”

Customer Insight is a significant driving factor in creating a clear understanding of how the community and citizens in Dacorum will have choice to access the Council's services. The “Digital First” approach will ensure that the right technology and tools are in available to best place the Customer Service Centre to deliver access to Council services through the most efficient channels.

The Vision for Customer Insight is:



It is only by understanding what is really important to local people in the local community that the Council can deliver responsive, efficient services to their customers. New tools,

techniques and sources of insight are now available and effective use of this insight will enable services to be targeted far more effectively to meet their needs.

The aim of this Strategy is to set out the Customer Services Centre (CSC) commitment to developing its understanding of the Dacorum borough, its community and citizens and how services will be aligned to this community. Ensuring that decisions taken by the CSC in conjunction with the Council will be based on a detailed understanding of local people and foster the approach of strong inclusive communities.

The Council's Corporate Vision "*Working in partnership, to create a Borough which enables the communities of Dacorum to thrive and prosper*" is fully supported by the CSC and in particular the main priorities of "Building Community Capacity" and "Dacorum Delivers" are core to the provision of all services from the customer services centre.

2. Objectives and Scope of the Strategy

2.1 Objectives

The objectives of the Customer Access Delivery Strategy are to:

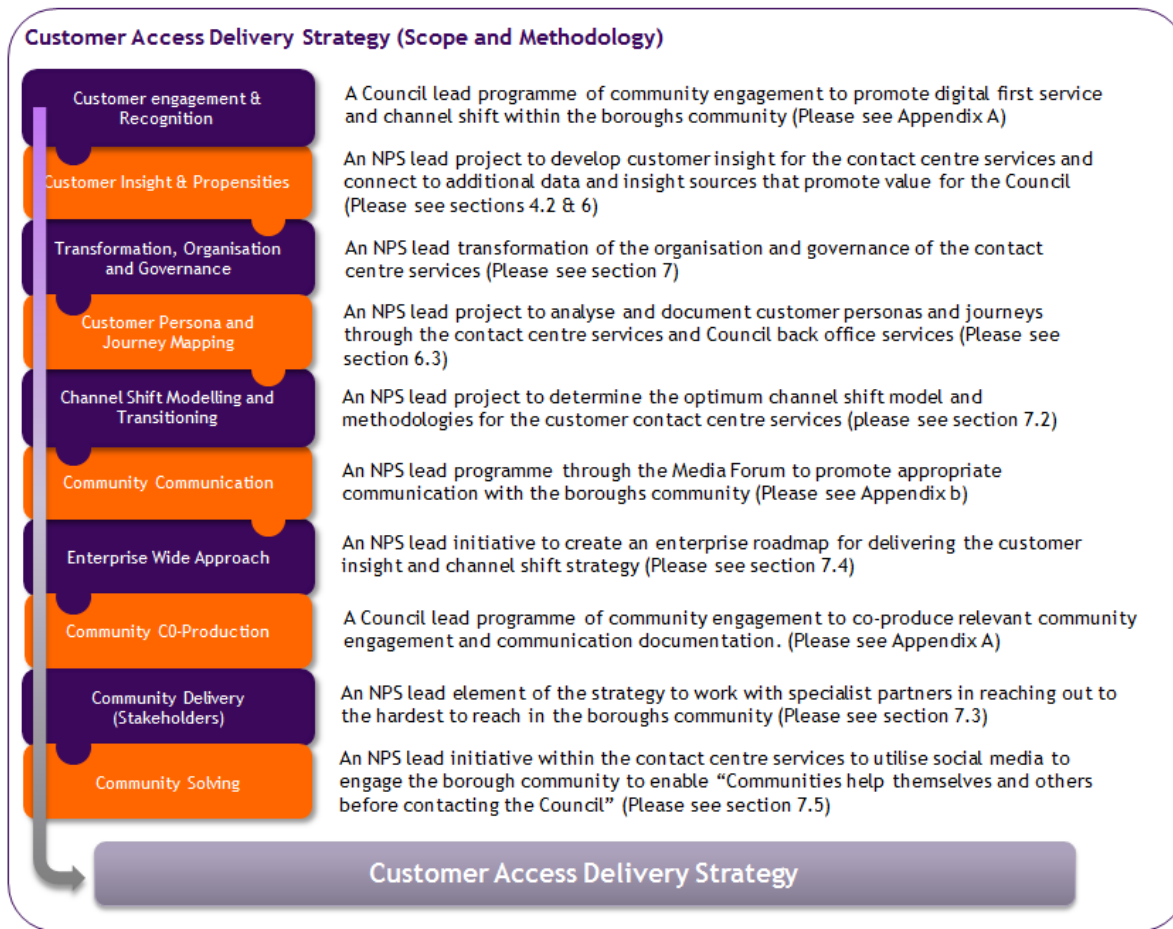
Maximise the channels available for customers to access the Council's Contact Services Centre (CSC) and to drive the uptake of online services.

This will be achieved through;

- Creating a clear understanding of the borough's citizen and community demographic and propensity relating to customer services through customer insight.
- Understanding how channel shift can be utilised to transition customers to more effective service channels.

2.2 Scope

The scope of the customer access strategy encompasses the following areas, which in turn identifies the methodology used to deliver the strategy.



3. Strategy Design Principles

"The proposed model is for service access channels to be built around customer needs and not organisational structures. A model where customers have choice and convenience in the way they interact with the Council, through a multi-channel delivery structure. This will help to ensure that all customers are dealt with quickly and to a consistent quality from any location.

Dacorum Web and Customer Access strategy (2nd Edition) 2014 [Ref: 1]

Customer access, engagement and satisfaction are cross-departmental activities - council wide undertakings. The design principles for the strategy must therefore reflect this approach.

We want Dacorum Borough Council to:

- Work as one organisation
- Be driven by evidence in its decision making
- Communicate effectively and engage with citizens and communities
- Flexible - Facilitate change in back office services
- Provide functionally effective web services aligned to the strategy as the primary digital contact channel for customers and the community
- Provide a consistent cohesive approach through the web and publication services

We want the Customer Services Centre to:

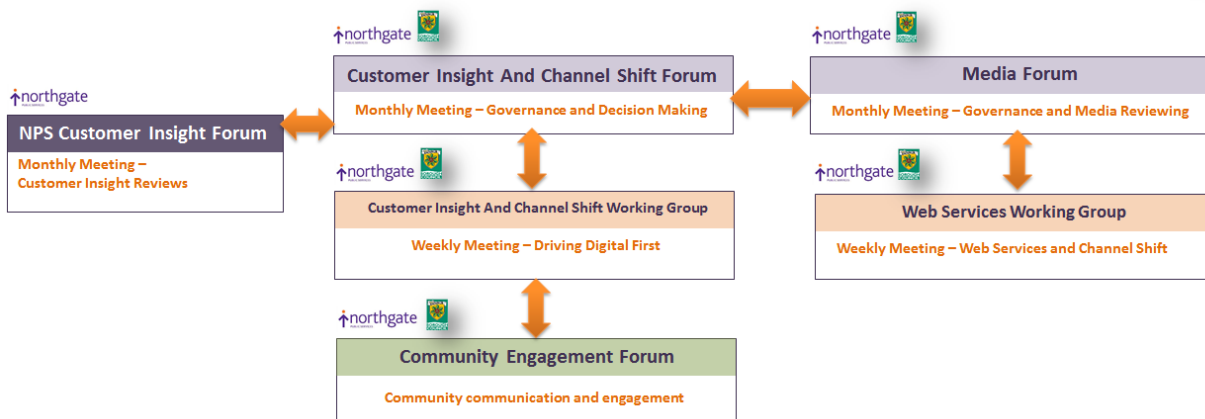
- View every customer as important
- Be customer focused, responsive, flexible and friendly
- Understand and respond to customer preferences through insight
- Provide effective customer service, resolving enquiries wherever possible at the first point of contact
- Be prepared to work differently, changing front office processes
- Invest in staff to deliver change

Both partners want those Customers who access services to:

- Be able to contact the CSC easily, when they want and choose to
- Use digital services first
- Have confidence in the information, advice and service they receive
- Get the right service first time
- Have a ‘great’ experience when they access CSC services

3.1 Strategy Governance

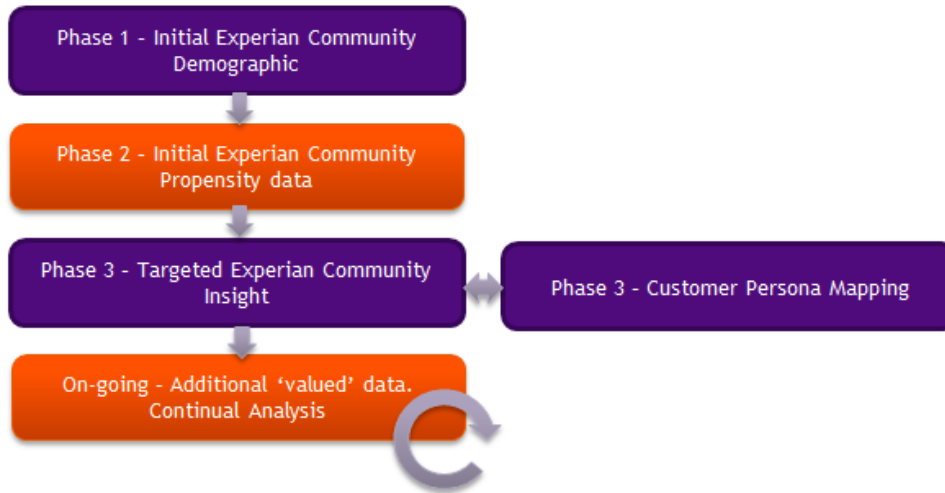
To realise the objectives of the strategy and to adhere to its design principles, Dacorum and NPS have created a Customer Insight forum to govern, shape and drive the programme in conjunction with a number of working parties engaged to deliver the overall programme streams as illustrated below.



3.2 Customer Insight Methodology

For the purposes of this strategy, Customer insight in its simplest form involves the use of rich customer data to profile and segment customer needs and channel behaviour into manageable groups which can then be used to target messages and drive service take-up and design.

The approach to delivering customer insight for the purposes of Digital First has been agreed by the customer insight and channel shift forum, namely:



(Section 7 below present detailed Dacorum customer insight information)

4. Customer Access Today

The council provides access to services through a number of existing channels:

- Face to Face visits in the Civic Centre in Hemel Hempstead and offices in Berkhamsted and Tring
- Telephony contacts
- Email services
- Web Services

Based on an assessment carried out in October 2013 from the Dacorum Contact Centre and web services teams, the following contact metrics have been identified as a measurement baseline for the customer access delivery strategy.

October 2013



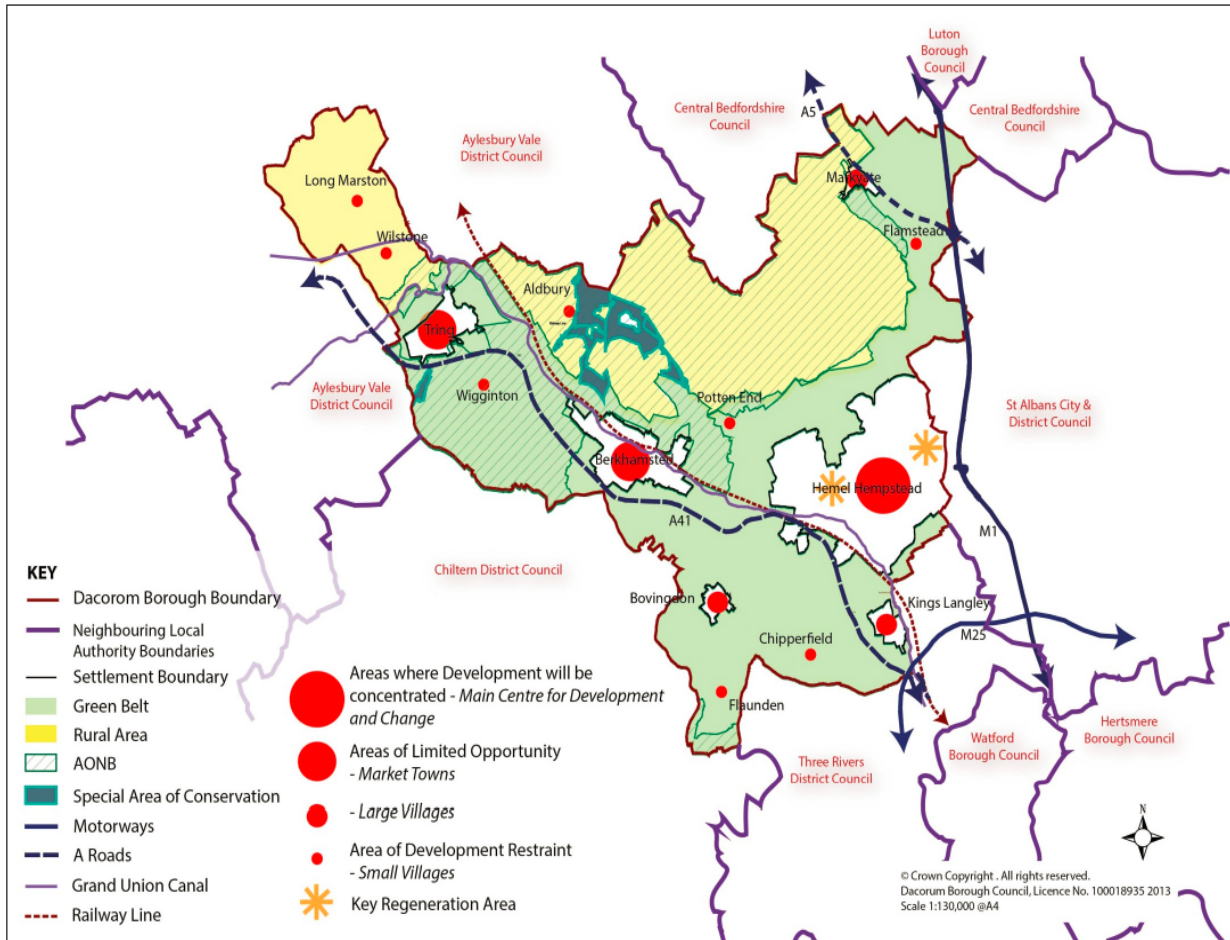
5. Transforming Customer Access

Moving citizens and communities to service channels that they choice to use, is a complex and strategic undertaking. Every Customer has a Voice, every Borough has a different demographic and every community has different needs and aspirations. Understanding this complex picture requires true and deep insight into customers.

Phase 1 insight (please see section 4.2 above) for Dacorum has initiated the formation of this complex understanding of the boroughs citizens and communities.

5.1 Dacorum Borough Demographics

The borough covers 81 square miles of West Hertfordshire extending almost from the outskirts of Watford, northwards to the Chiltern Hills. In 2011 it was home to approximately 144,800 people making it the largest district in Hertfordshire.

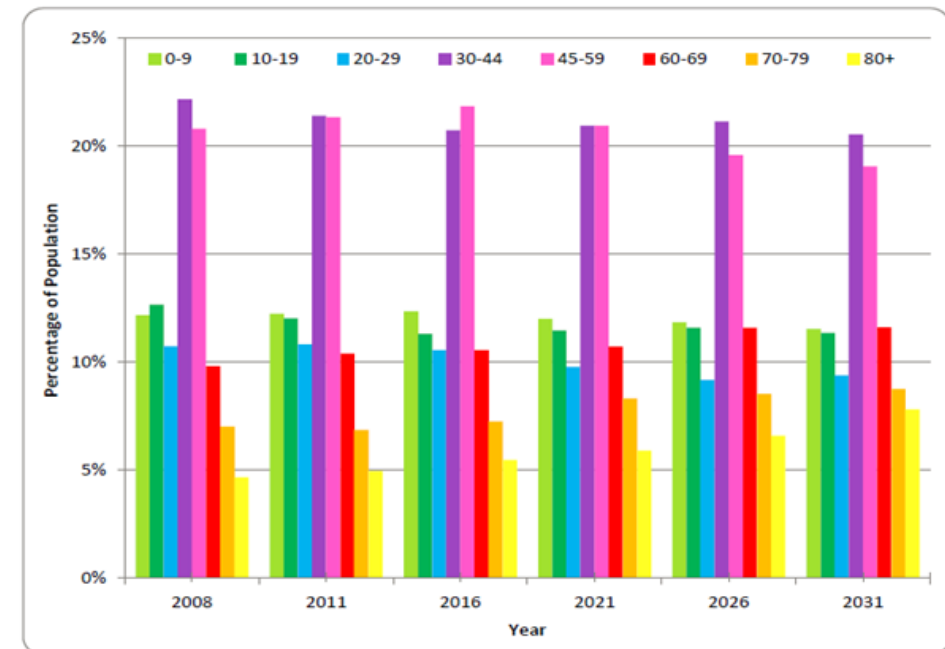


Dacorum Borough Demographics (Cont')

- The majority of residents live in the principal town of Hemel Hempstead
- Dacorum has more successful wealthy families, comfortably off suburban households and sufficient lower-income residents, compared to the South East. With fewer rural communities, well-educated young people, active elderly residents and families in social housing.
- The borough ranks at 267 out of 326 local authority areas, placing it in the 20% least deprived local authority areas in the country
- The borough's economy employs around 60,7000 people with 7,375 businesses
- Almost 85% of the borough is rural.
- Dacorum is home to the Maylands Business Park, one of the largest employment areas in the South East and home to over 600 businesses.
- There are 10 centres within 3km of the Dacorum Civic Centre offering community training programmes

- Council and Housing Association stock has 400-500 lets a year) In June 2013 the housing register had 5802 home-seekers, 1599 transfer applicants, and 77 homeless applicants.
- One sixth of households do not own a car
- Unemployment levels are low at 3%
- 7.5% of the adult working population having no recognised qualifications
- Housing tenants in Dacorum that have access to the internet, Leaseholder 75%, General Needs 56%, Supported Housing 24%
- Overall 98% of homes in the borough have access to broadband internet

Predicted Population Growth and Characteristics Change

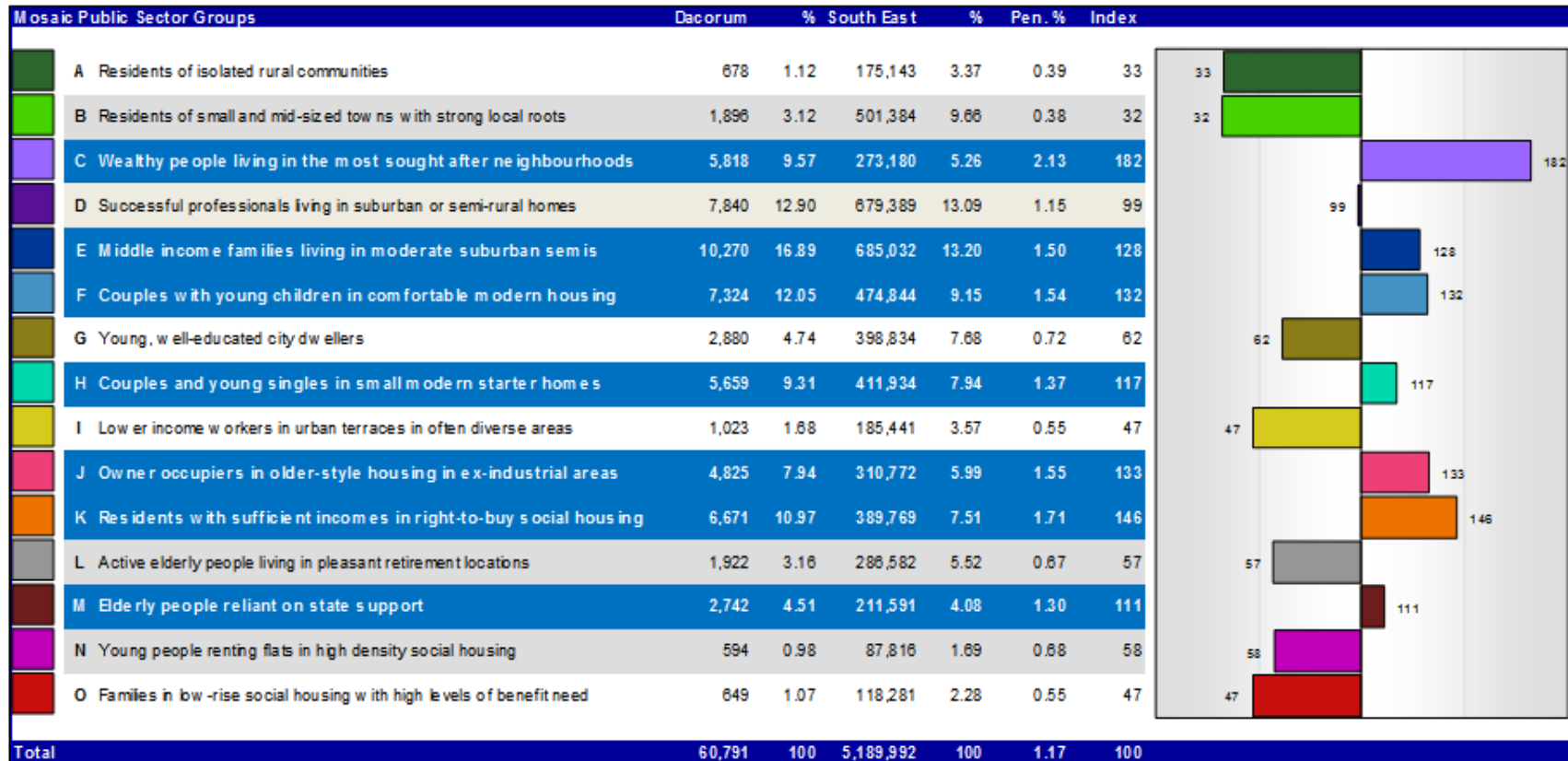


- 65.5% of the borough's population is of working age.
- 15.8% of the population is of retirement age
- 18.7% of the population are children

Information Sources: Census 2011, ONS, IMDB, data.gov.uk, Experian

5.2 Dacorum Customer Insight - Phase 1

The community in Dacorum can be segmented into a number of Experian MOSAIC groups as illustrated below:



Dacorum has more successful wealthy families, comfortably off suburban households and sufficient lower-income residents compared to the South East, with fewer rural communities, well-educated young people, active elderly residents and families in social housing.

Dacorum Phase 1 Customer Insight (Cont.)

Those groups over represented in Dacorum which make up 71% of the boroughs community can be summarised as follows, with the relevant access and service channel propensities identified:

Segmentation (Group)	Access Information	Service Channel Preference
Group C - Wealthy people living in the most sought after neighbourhoods	Internet, Telephone, Magazines Not Face to Face or Local papers	Internet, Telephone and Post Not Face to Face
Group E - Middle income families living in moderate suburban semis	Telephone, Internet, Interactive TV Not Face to Face	Internet, Telephone, Post, Mobile Phone Not Face to Face
Group F - Couples with young children in comfortable modern housing	Internet, Telephone and Interactive TV Not Face to Face or Local Papers	Internet, Telephone, Mobile Phone and Post, Not Face to Face
Group H - Couples and young singles in small modern starter homes	Internet, Telephone, SMS text, Interactive TV, Not Face to Face or Local Papers	Mobile Phone and Post, Not Face to Face
Group J - Owner occupiers in older-style housing in ex-industrial areas	Face to Face, Local Papers Not Internet, National Papers SMS text	Face to Face Not Post
Group K - Residents with sufficient incomes in right-to-buy social housing	Local Papers and Face to Face Not Magazines	Face to Face Not Mobile Phone or Post
Group M - Elderly people reliant on state support	Local Papers and Face to Face Not Internet, Telephone, Mobile Phone, Interactive TV	Not Internet, Telephone, Mobile Phone or Post

- **Access Information:** How the group likes to receive information
- **Service Channels:** The channels customer would prefer to use when interacting with the Council

Dacorum Phase 1 Customer Insight (cont.)

Analysis in October 2013 has shown that the community in Dacorum has a preference to receive information from the Council via the web site, publications and telephone, clearly demonstrated by the web services statistics where the councils web site had three times the number of visits compared to face to face and telephone contacts. With 27% of all web visitors using the Councils search facility and over one third of visits to the web site originating from search engines.

However, the web services statistics also demonstrate that only 54% of web visits are to service pages and only 1.5% of visits are to the 'Do It Online' pages, phase 2 of customer insight will investigate this as an issue.

- 51% of Dacorum residents show a preference for online service channels.
- 32% of residents show a higher preference for using the internet as a council service channel
- Potential targets for channel shift can be found in those groups that have an above average propensity to use the internet at home but do not currently prefer to use it as a service channel, namely MOSAIC groups:
 - A - Residents of isolated and rural communities
 - B - Residents of small and mid-sized towns with strong local roots
 - C - Wealthy people living in the most sought after neighbourhoods
 - D - Successful professionals living in suburban or semi-rural homes
 - L - Active elderly people living in pleasant retirement locations

These groups constitute 30% of the Dacorum borough population

Residents in Dacorum are more likely to:

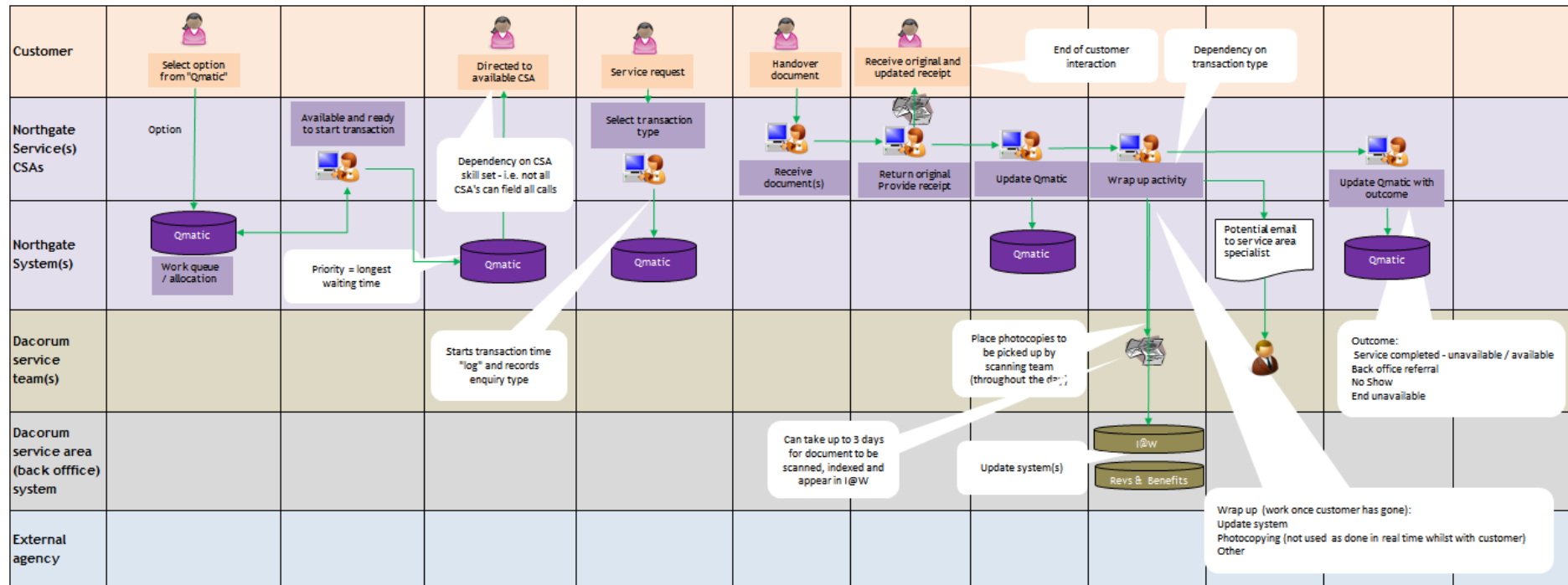
- Buy products or services online
- Use a mobile phone for traditional uses (calls, texts)
- Use a mobile phone for non-traditional uses (emails, games, photo messaging, video, downloads)
- Pay bills online
- Use email and messaging online
- Use internet at home for personal and administration purposes
- Use internet at work for personal and administration purposes
- Use internet outside home or work, e.g. coffee shops, airports
- Visit government websites
- Use web based email
- Use home internet for personal and administrative activities (rather than work or outside work e.g. coffee shops)
- Access government web sites

5.3 Understanding Customer Personas

Customer Persona mapping is based on understanding the full customer journey through the council services, going beyond interactions with the services centre to understand the requirements of back office services, hand offs to other organisations, community involvement and fundamentally the true impacts and outcomes for the customer. (As part of customer insight activity, customer persona mapping is being undertaken; please see below an illustrated example)

By utilising the analytics tools provided by CRM and combining customer insight information, it is possible to map out the reason for the customer's need to contact the Council through the CSC. It is by understanding the reason that the customer needed to contact the Council, we can look to reduce failure demand, such as chasing previous enquiries or needing to clarify information received from the Council. The focus on a Customer Persona, which includes service channel propensity analysis, will enable us to ensure we are delivering a great service

Face to Face Customer Service Centre Persona



5.4 Utilising Channel Shift

Initial Phase 1 customer insight has demonstrated that three particular groups within the community present a potential immediate audience for channel shift, namely:

Group D - Successful professionals living in suburban or semi-rural homes

- Have an above average propensity to use the internet at home but not currently using it as a service channel
- Constitutes 11% of website visitors
- 13% of residents in Dacorum are in this group

Group D - Analysis

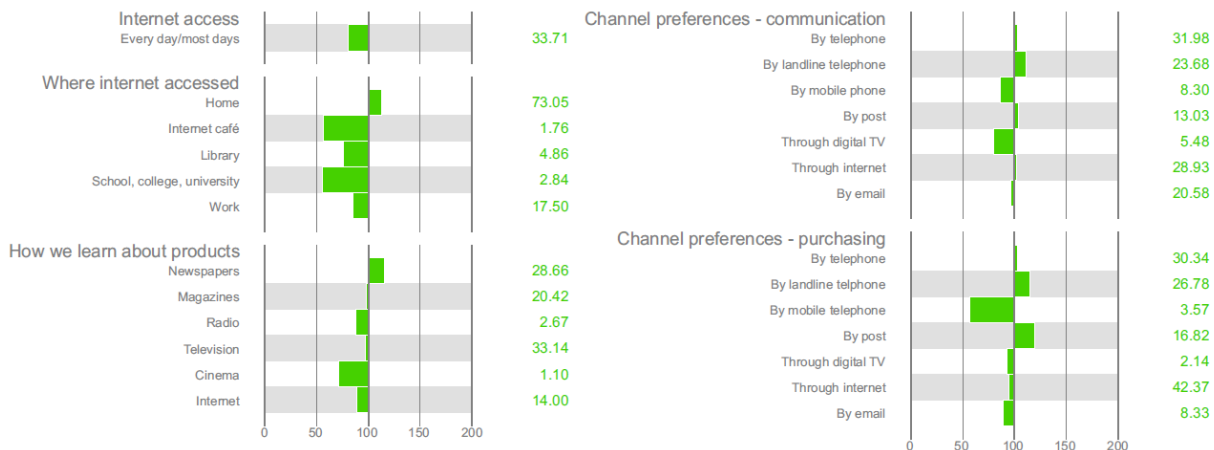
Successful professionals living in suburban or semi-rural homes

Residents of small and medium-sized towns who have strong roots in their local community

Key Features:

- Strong Roots
- Lower incomes
- Mostly Mature
- Home improvers
- Mixed ages and housing
- Small town residents
- Traditional
- Mid-Market papers
- Grandchildren

How do we communicate and use digital services:



Group F - Couples with young children in comfortable modern housing and

Group H - Couples and young singles in small modern starter homes

- Generally receptive to online communication and services
- Constitutes 15% of website visitors
- 21% of Dacorum residents are in these group

Group F - Analysis

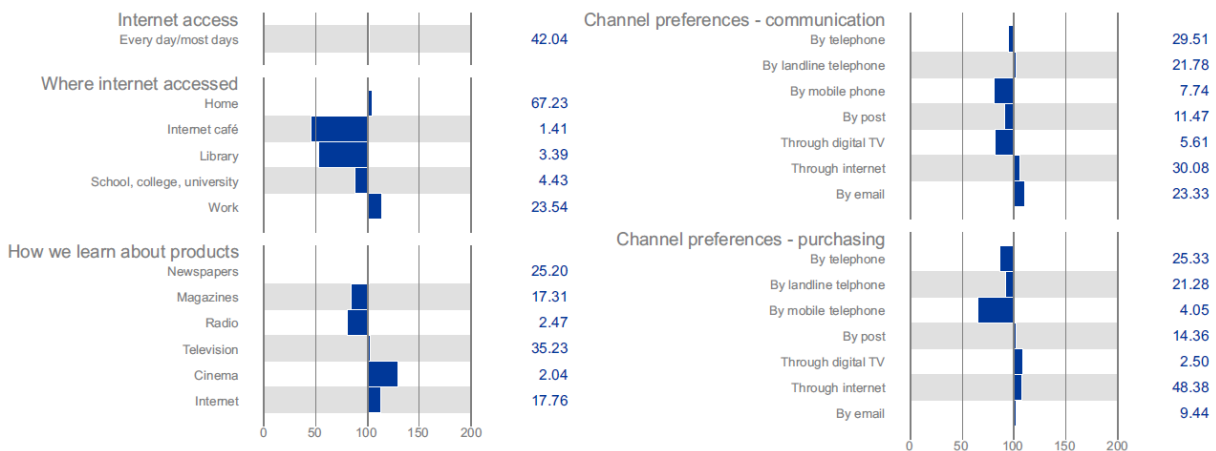
Successful professionals living in suburban or semi-rural homes

Maturing families on mid-range incomes living a moderate lifestyle in suburban semis

Key Features:

- Manual and white collar
- Married
- Middle aged
- Have Children
- Leafy Suburbs
- Comfortable Affordable housing
- Home improvers
- Family life
- Industrious
- Purchase mainstream brands

How do we communicate and use digital services:



Group H - Analysis

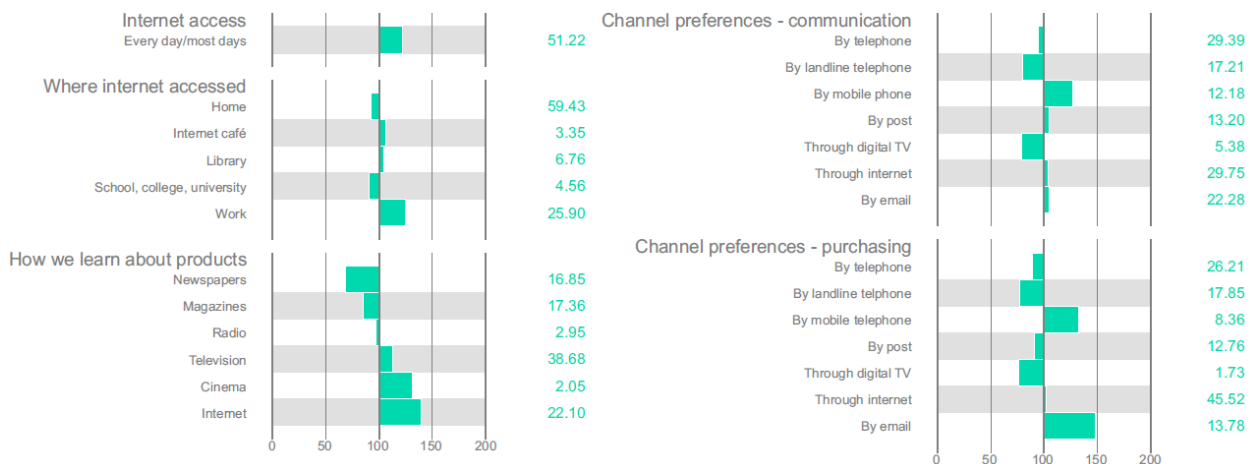
Successful professionals living in suburban or semi-rural homes

Young singles and couples in small modern starter homes

Key Features:

- Young people
- Single professionals
- Some couples with children
- Setting up home
- New starter homes
- Secure jobs
- Eating out and take away meals
- Car ownership
- Pubs and clubs
- Private rental

How do we communicate and use digital services:



This is an on-going area under development and is to be updated as agreed by the Customer Insight Forum

5.5 Web Services [Ref: 1]

The Council needs to ensure that services are delivered in a timely and efficient manner with consistent standards, using appropriate technology and processes to reflect both customer need and Council policy. The Council's web services strategy [Ref: 1] identifies that the primary technology that the Council will use to support the future customer access principles is the web.

Agreed Key Principles:

- A recognition that technology is moving quickly and the Council must be flexible in its approach to two-way information exchange and service delivery;
- Clear, regular and reliable two-way communication will improve services and reputation;
- Web transactions will be the Council's preferred channel for all direct customer interaction that can reasonably be undertaken electronically;
- Face to face resources will be freed up for customers who need more bespoke and/or multi-agency support;
- Avoidable contact will be reduced by opening up a wider range of customer access channels (SMS, Social Media, mobile apps, etc) by which customers can self-serve to find the answers to their queries quickly and at their first point of contact

The strategy signals the start of a 'journey', not the completion of it. It will be continually reviewed and updated in light of customer feedback, our experiences and national best practice.

Northgate and the Web Services Team have aligned the work package with the channel shift initiatives and have developed a plan (please see section 7.6) that includes the following projects:

- Web Content Cleansing
- Live Chat
- SMS system updates

6. Delivering a Transformed Customer Access

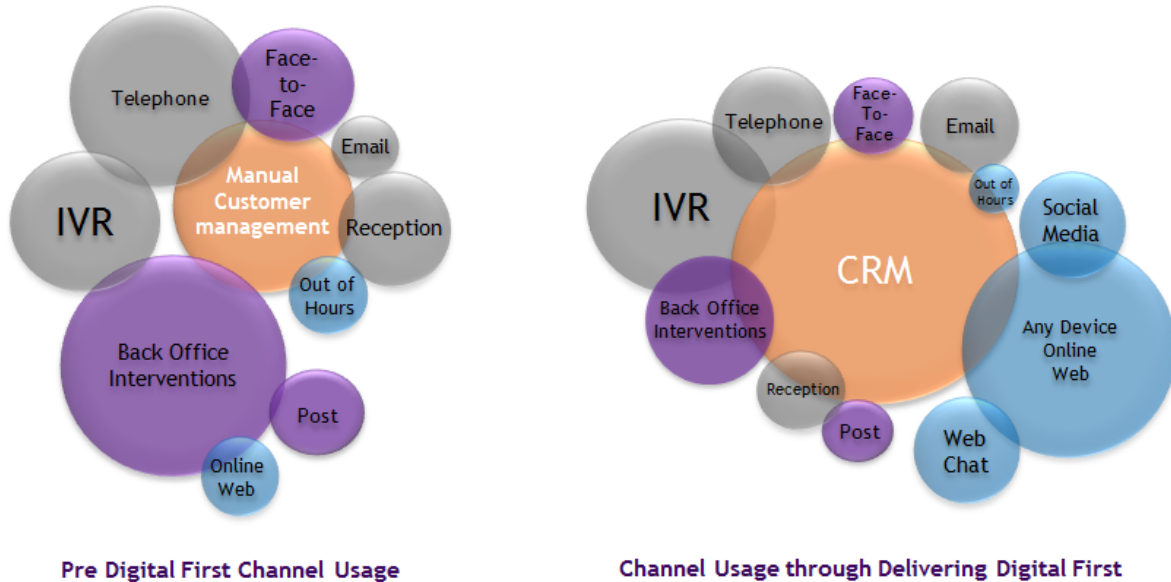
6.1 Target operating Model

This is an on-going area under development and is to be updated as agreed by the Customer Insight Forum



6.2 The Channel Shift Model

This is an on-going area under development and is to be updated as agreed by the Customer Insight Forum



The Digital First model introduces CRM and increased channels of access through Web Chat, Social Media utilisation and the ability to access Services from any device via the Council’s Website. In developing these channels of access, those customers with a propensity to use digital services (which amounts to 51% of Dacorum residents according to Experian Propensity data) can move from conventional telephony and face-to-face channels to digital means.

Email As A Service Channel:

Northgate, in partnership with the Web Improvement team have utilised the Customer Service Mailbox in order to encourage channel shift (please see Appendix C). The Web Improvement Team added the Customer Services email address to the Council “Contact Us” page and with further encouragement included in social media interactions.

Since the exercise began on 3rd March 2014, there has been an increase in emails to the customer service mailbox from 230 emails (Oct 2013) to 931 - in March alone.

Email us

You can email us at customer.services@dacorum.gov.uk

Customer Service Centre locations and opening times

- ▶ Hemel Hempstead Civic Centre (main postal address for Dacorum Borough Council)
- ▶ Berkhamsted Civic Centre
- ▶ Tring Victoria Hall

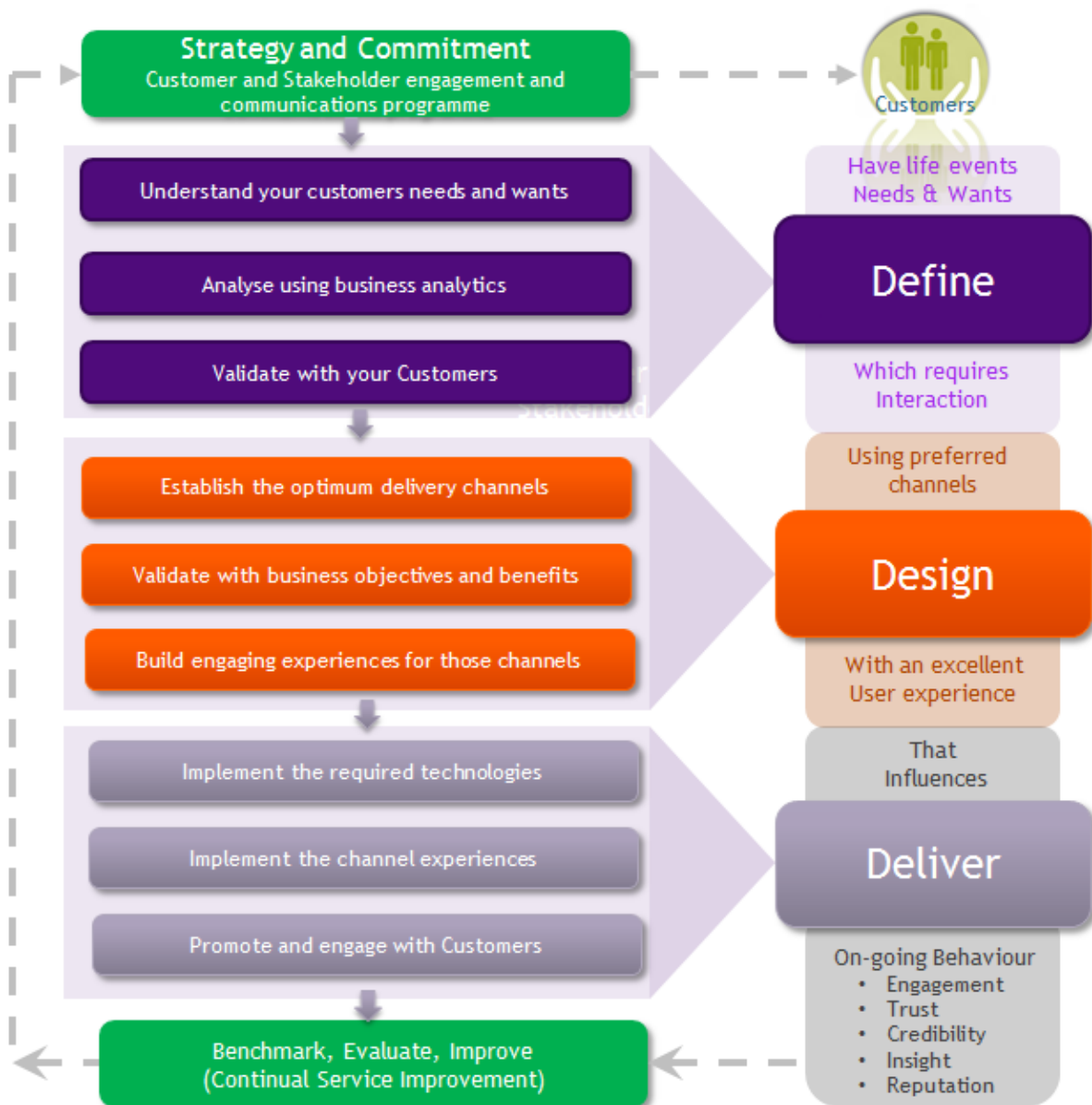
Figure 1 Web Improvement addition of CSC email address to Contact Us page

Live Chat:

Northgate has engaged with East Devon District Council, Kettering Borough Council and Leeds City Council regarding the implementation of Live Chat.

The next steps of the Live Web chat initiative will be to demonstrate the live chat products that East Devon District Council (Parker software) and Leeds City Council (LivePerson) which will be arranged for May 2014. At this demonstration, we will require representatives from Dacorum Web Services, Dacorum IT and Customer Services (Operations Management).

Channel Shift Delivery Model:



Using Customer Insight analysis and engagement through the working groups, Northgate have put together initiatives to encourage channel shift to digital means (see Appendices C and D

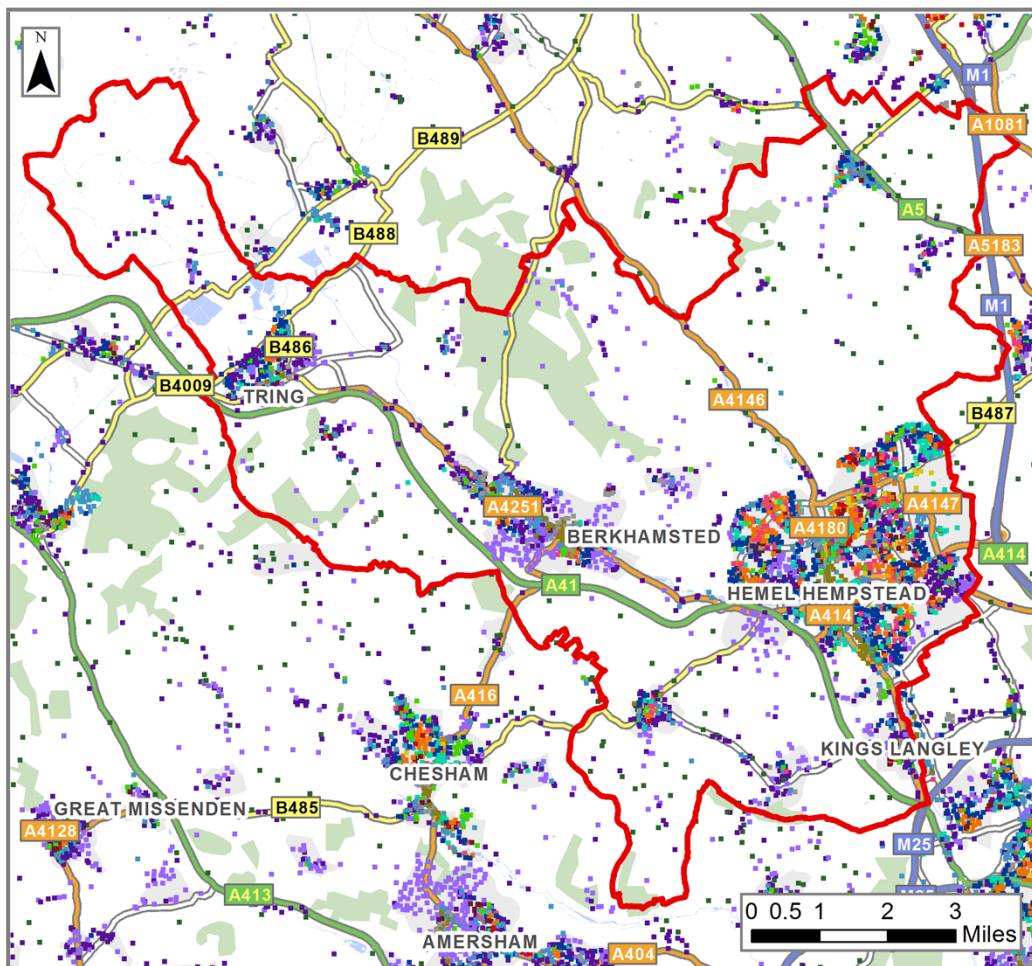
6.3 The In-Person Model

The proposed Public Services Quarter in 2016 and the re-development of the current Dacorum Civic Centre in 2014/2015 requires a thorough analysis of the community requirements to ensure the right council services are delivered in the optimum locations.

A combination of External and Internal data sets will be used to provide a full and holistic view of the customer contact across the Borough.

External Data sets

Layering and analysing community location demographic information is fundamental to understanding the optimum service delivery points for the community and which organisation are 'best to serve' a particular community group or requirement.



Note the concentration of the following groups, which are all over represented in Dacorum

- C Wealthy people living in the most sought after neighbourhoods
- E Middle income families living in moderate suburban semis
- F Couples with young children in comfortable modern housing
- K Residents with sufficient incomes in right-to-buy social housing



Dacorum Borough Council boundary

Internal Data sets

In addition to the use of customer demographic and propensity data which provides a picture of the borough in terms of how different customer groups prefer to do business, it is also important to use internal Authority data sets to understand the current demand from customers.

The following internal data sets are currently being provided by service areas:

Data set	Insight provided
Revenues. Current customers with arrangements in place	Current demand on the service in terms of postcode.
Benefits. List of current caseload and customers who have made a new claim or undergone a change in circumstances in the last 12 months.	Current demand on the service in terms of postcode.
Housing Options. Current customers who are bidding on the CBL system	Current demand on the service in terms of postcode.
Customer Services. Face to face and telephone data	Current demand on the service in terms of postcode and the reason for the contact (service requested and transaction)

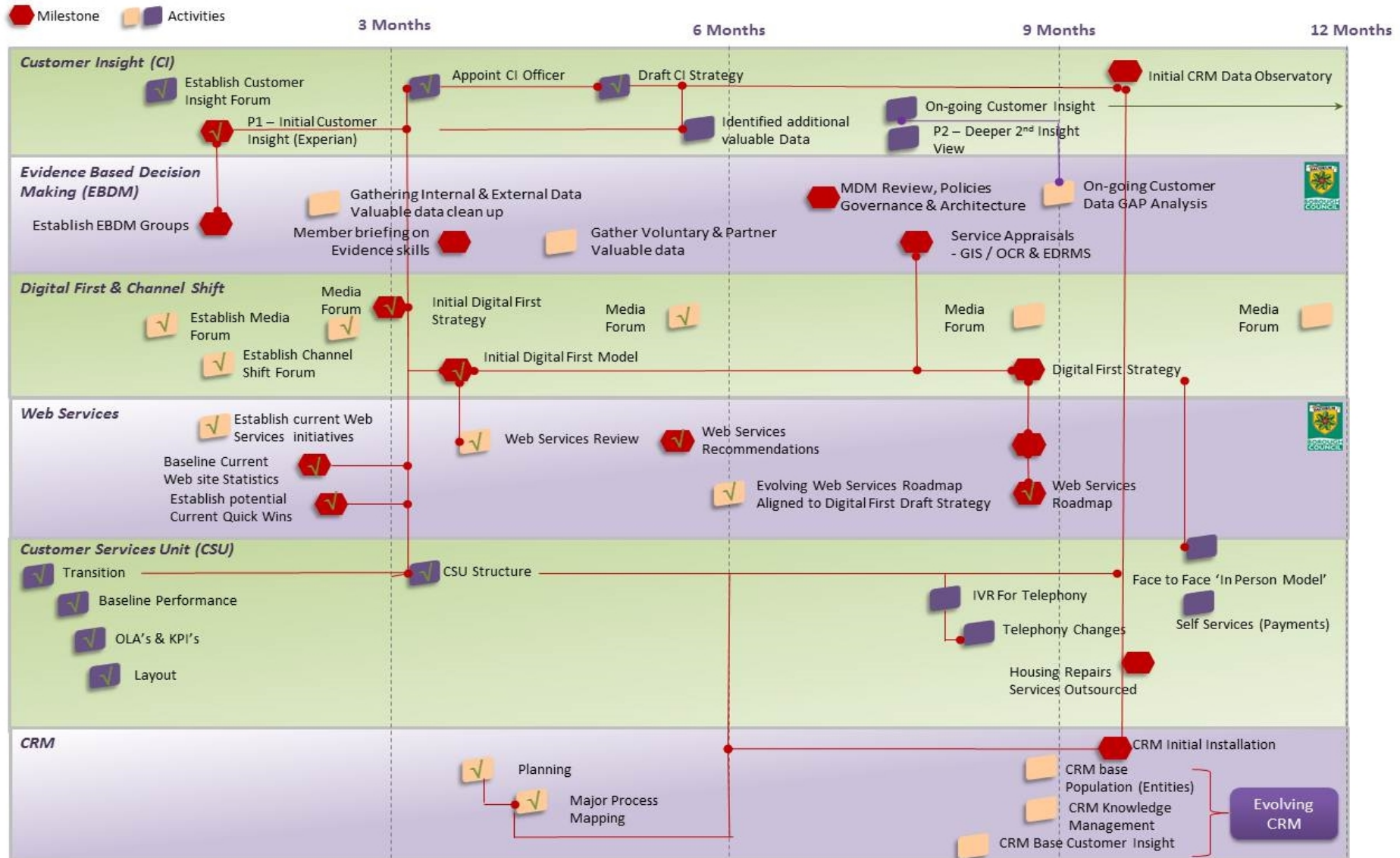
When the current customer demand is mapped and layered onto the demographic and propensity data significant opportunities will be identified:

- Migrating customers to more cost effective channels.
- Changing the method of contacting customers more cost effectively.
- Reducing over provision in areas where it is appropriate

Strategy

6.4 The enterprise roadmap approach

To promote a cohesive delivery approach for the Council across a number of programmes and to promote a clear understanding of the interactions between programme streams an enterprise roadmap has been documented as illustrated below, this is a continually evolving document and is included at the latest version for completeness.



6.5 Community Solving

The use of social media has spread dramatically over the last 5 years, demonstrated in increasing numbers of users, types of media, mobile applications, and connectivity. This has stimulated growth in applying social media to services provided by local government activity.

The focus for social media within the customer access delivery strategy is to build community capacity through:

***“Facilitate communities to help themselves and others
before contacting the Council”***

Community Solving is an emerging methodology for Local Government, many authorities employ social media as a conversation tool within the community harnessing the power of existing web services. However these conversations in many cases are generic, unmanaged and in some cases actually create additional contact with the authority as they become disruptive in nature.

Community solving takes a different approach, participation is about people, not the web. Social media may remove some barriers to participation, such as time, but it does not really affect more important determinants of participation; people motivations, values, desire to belong or have influence. These factors underpin the community’s sense of efficacy and if contributors believe that they can change things, they are much more likely to act.

Research has shown that targeting particular aspects of services to the community generates greater and more focused participation by communities, giving the audience and contributors a directed purposeful social interaction with positive outcomes leading to the social group self-managing participation in the conversation.

In addition, research found that email and SMS messaging should not be ignored in favour of newer social technologies. Email and SMS meet the needs of most residents, who want to regularly receive local information but do not want to use the web to make contact with others.

The primary social media channels envisaged for use by the customer contact centre are Facebook and Twitter based on current findings.

Social Media and the CSC

Northgate has worked closely with the DBC communications team and CrowdControlHQ, the Social Media Management software provider to establish a feasibility study for adoption of relevant social media interactions in the CSC (Appendix D).

Northgate CSC is set to go live with the monitoring of Social Media management on 1st May 2014.

This is an on-going area under development and is to be updated as agreed by the Customer Insight Forum

6.6 Web Services Roadmap

Below is a copy of the Web Improvement Channel Shift Plan. The plan consists of several projects that will be managed and delivered by the Dacorum Web Improvement Team. The concepts behind the projects in the plan have been aligned the original Dacorum Web Improvement plan with the channel shift initiatives required by Northgate for the CSC.



Web Improvement
CSC Channel Shift Pla

This is an on-going area under development and is to be updated as agreed by the Customer Insight Forum

7. Defined Next Steps

This customer access delivery strategy is a 'live' programme of activity and therefore this document will be continually reviewed and evolved. At Phase 1 of the programme, the following actions and next steps have been identified:

Action and Next Step	Owner	Review Date
Phase 2 Customer insight through the use of Experian data is to be commissioned by NPS	Customer Insight Forum	April 2014
Overlay added Data from Services to build on Demographic picture	Customer Insight Forum	April 2014
Community engagement - Lead by DBC Housing department	DBC Housing, Cross Council 'kick start' meeting	June 2014
CRM to be implemented	Northgate/DBC	July 2014
Channel Shift plan to be implemented	Northgate	December 2014
Turning Point to be introduced to Digital Inclusion project	DBC/Northgate	April 2014
Event Planner to maintain a presence at Media Forum meeting	Media Forum	September 2014
Face -to- Face service re-design	Northgate	September 2014
Social Media as a Service Channel to be adopted by CSC	Northgate/DBC Comms	July 2014
Telephony Upgrade to be implemented	Northgate/DBC/Netcall	July 2014

This is an on-going area under development and is to be updated as agreed by the Customer Insight Forum

8. Definitions and Abbreviations

8.1 Definitions

Definition	Meaning
Digital First	<p>“Digital services that are so straightforward and convenient that all those who can use them will choose to do so whilst those who can’t are not excluded.”</p> <p style="text-align: right;">Government Digital Services 2012</p>
Access Channel	The way in which citizens use services, e.g Face to Face, Web, Telephone, post etc.
Dacorum Delivers	<p>A priority within the Dacorum Borough Council Vision, through internal operations promote Efficiencies, Value For Money, Performance excellence, Reputation and profile delivery</p> <p>http://www.dacorum.gov.uk/home/council-democracy/vision-priorities-2010-2014</p>
Customer Insight	Customer Insight is the detailed understanding of customers based on analysis of information about them, and forms the essential foundation for responsive local public services.
MOSAIC	The current version, Mosaic UK 2009 is the Experian method for classifying UK households, classifies the UK population into 15 main socio-economic groups and, within this, 67 different types.

8.2 Abbreviations

Abbreviation	Meaning
CSC	Customer Services Centre
NPS	Northgate Public Services
PID	Project Initiation Document
IVR	Interactive Voice Recognition
F2F	Face to Face

Appendix A - Customer Engagement & Recognition

A Council lead programme of community engagement to promote digital first service and channel shift within the boroughs community. *[Extracts from the Dacorum Digital Inclusion PID]*

Project Objective

This project is aimed at encouraging more residents of Dacorum to get online, improve their skills, receive and access support and benefit from wider internet services. Getting online is an integral part of 21st century life and being able to confidently use the internet is essential for work today. The question is not how we can use technology, it's what we want to achieve and how can technology help us to achieve it.

Action is required in three areas:

- Access
- Motivation
- Skills and Confidence

Behaviour change is more important than the technology. This requires a combined top down approach with Council programmes, products and support and a bottom up approach with community action and innovation.

- That our residents expand their knowledge and IT skills though training. Example found here www.learnmyway.com / www.communityhowto.com
- That our residents access to and regular usage of IT technology and the web increases.
- This will improve and ease their access to council services and their ability to communicate with the housing service, council as a whole and the wider community.

Project Aims and Success Criteria

The aims of the projects and proposed success criteria will be measured through a range of indicators, including:

- Increase in the percentage of tenants with access to the internet at home
- Increase in the percentage of benefit recipients with access to the internet at home through smartphone, computer, laptop, iPad device.
- Improvements in the take up of automated credit (rent/benefit payments)
- Increase in online communications to and from residents (reporting issues, repairs, maintenance)
- Improvement in the percentage of tenants updating their accounts though the Customer Portal (receiving email alerts, viewing/making financial transactions, registering for and receiving services)
- Improvements in the percentage of housing benefit applications registered online.
- Improvements in the percentage of housing benefit updates done online (change of details, address, circumstances)
- Improvements in the percentage of council tax updates through the council tax self service module (change of details, address, circumstances)
- Improvements in the percentage of residents using the council website, logged through hits per page and reasons for contact.
- Improvements in the percentage of residents using social media to contact and interact with the council.

Appendix B - Community Communications (The Media Forum)

An NPS lead programme through the Media Forum to promote appropriate communication with the boroughs community.

For the Council, effective citizen and stakeholder communication is key to the delivery of community-focused, Digital-By-Desire collaborative services. It empowers citizen choice, enables citizens to shape and access the services they require using the device and channel they want to use, whilst enabling inclusion.

The citizens of a community have a mutual responsibility for that community's future. Local Authorities will need to focus on how to draw people into caring about their community and recognising their common goals. They should help citizens to understand the connection between individual self-interest and what is good for the community as a whole. Citizens will be more inclined to become involved if they believe that their efforts will make a difference and will also serve their own personal interests.

For the Council, this means keeping citizens and the community well informed of services, what the services mean and why they are important, how and where they can be accessed (encouraging citizens to use digital services first) and how to engage with the Council to get the correct outcomes first time. The Council will also need to reach out to those in the community that may not understand or be able to effectively use the Council services. These objectives will be delivered from within the digital first and channel shift approaches.

The Media Forum will consist of:

- Representatives from the relevant areas within the Council (to be agreed);
- Customers (community groups) - getting the community involved;
- Dacorum Borough Council Communications Team
- Northgate Public Services Customer Service Centre

The objectives of the Media Forum will be to promote:

- A greater customer understanding of the Council and its services;
- Strong corporate identity and clear branding;
- Consistency and quality of communications and publications;
- Accuracy of information and guidance;
- Increased channel shift take-up - by signposting and presenting information on documents to steer customers to on-line services, web, mobile, SMS and other channels;
- Compliance with relevant Council information policies;
- Compliance with relevant national policies.

Media Forum Assessments

On-going assessment and change implementation of documents and publications will be carried out by the Media Forum using best practice and known documentation standards, for example (but not limited to):

- Guidelines for official publications in local authorities (National Foundation for Educational Research).
- Codes of recommended practice on local authority publicity (Department for Communities and Local Government 2011).
- Making local councils more transparent and accountable to local people (HMG 2012).
- Local Government Communications New Reputation Guide (LG Communications).

Documentation and Publication Review Framework

Documentation and Publications will be reviewed using the ethos: ‘through the eyes of our customers’ in line with the standard process framework and governance matrix, fully documented as part of the Media Forum controls (Available on request)

Appendix C

Email as a Service Channel



Appendix D

