



Improvement

**Customer led transformation programme**  
Case study – Association of Greater  
Manchester Authorities  
**Families with young children**

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## The Customer Led Transformation programme

The work of the Association of Greater Manchester Authorities (AGMA) has been funded under the Customer Led Transformation programme. The fund aims to embed, at a strategic level, the use of customer insight and social media tools and techniques across the public sector to support place-based working.

The programme is overseen by the Local Government Delivery Council (supported by LG Improvement and Development).

The fund was established specifically to support collaborative working between councils and their partners, focussing on using customer insight and social media to improve service outcomes. These approaches should improve customer engagement by gathering insight into preferences and needs, the evidence and intelligence needed to redesign services to be more targeted, effective and efficient.

## About Greater Manchester

Greater Manchester has a diverse population of 2.5 million and is one of the largest metropolitan areas in Britain. Ethnic minorities comprise nine per cent of residents.<sup>1</sup> The population recently increased for the first time in 30 years.<sup>2</sup> The local economy boasts a major international airport; high-performing universities; regional television headquarters; and a strong private sector, especially in financial services, manufacturing and communications.<sup>3</sup> It is the largest sub-regional economy outside London.<sup>4</sup> Greater Manchester has a higher rate of unemployment than the average – 4.4 per cent of resident working age population is on Job Seekers Allowance, versus 3.5 per cent for the United Kingdom as a whole<sup>5</sup>.

Five local authorities in the Greater Manchester Region are in the worst third in indices of deprivation; Manchester (3rd most deprived), Salford (15th), Bolton (51st), Rochdale (25th) and Oldham (42nd) have the highest rates of deprivation.<sup>6</sup> Social housing uptake in Salford and Manchester is increasing, though uptake is declining in other areas of the region.<sup>7</sup> Poor educational attainment, unemployment and economic inactivity remain challenges for the city-region.<sup>8</sup>

1 Fire and Rescue Corporate Performance Assessment – Greater Manchester Fire and Rescue Authority. Audit Commission. July 2005

2 Greater Manchester Strategic Housing Market Assessment. Association of Greater Manchester Authorities. December 2008

3 Accelerating the Economic Development of the North – City Region Development Programme Manchester City Region. Moving Forward – The Northern Way 2006

4 Greater Manchester Economic Development Plan 2004/05–2006/07. Manchester Enterprises

5 Office of National Statistics via NOMIS, September 2010 figures.

6 Indices of Deprivation 2007 – Results for Greater Manchester. Department for Communities and Local Government. December 2007

7 Greater Manchester Strategic Housing Market Assessment. Association of Greater Manchester Authorities. December 2008

8 Greater Manchester Economic Development Plan 2004/05 – 2006/07. Manchester Enterprises

Bolton Metropolitan Borough Council is the lead authority for the project. The Borough of Bolton is one of ten metropolitan districts that make up Greater Manchester. Just over 262,000 people live in the borough. Bolton is a borough of contrasts, with some of the most and least deprived areas in the country. Bolton's population is changing, with the number of older people expected to increase in the next ten years.

Much of the project work was undertaken by Rochdale Metropolitan Borough Council. Rochdale has a population of 206,500 people. Although it is close to Manchester city centre, two thirds of the borough is open countryside. Nearly a quarter of residents are aged 15 or younger – the highest proportion of young people in Greater Manchester.

## Background

Greater Manchester's Total Place pilot focused on an in-depth look at services for children aged 0 to 5 years and their families. To support this work, the Association of Greater Manchester Authorities (AGMA) commissioned a supporting project to collect data and profile the needs of young families (see text box below).

In anticipation of Greater Manchester's Total Place pilot, AGMA funded a project during the first half of 2009 which focused on:

- obtaining postcodes from data already held by public sector organisations and external data to identify households of young families
- obtaining profiles of the families identified, including their social and demographic profiles and their preferred communication and engagement methods
- mapping the customer journey / circle of need for each identified population group with customers and a range of partner organisations to provide a picture of who is responsible for various services and to inform a more joined-up approach to delivering services
- measurements of the take-up of services by the group across the region.

The resources and timescales for this project were limited, but the interest and appetite from the partners for better data and insight grew and was developed as an application for further funding for the Customer Led Transformation (CLT) programme. The CLT programme funded the project on which this case study is based.

The CLT funding has helped AGMA generate insight and understanding into the needs and aspirations of young families with low incomes, their experience and perceptions of services, and how this can most effectively be supported (see 'Objective' below).

## Objective

AGMA's objective for the Customer Led Transformation programme funded insight project was to:

**“Develop customer insight to improve take-up of entitlement to services and benefits by low income families with young children across the Greater Manchester area.”**

Following on from the Total Place pilot, the insight work sought to understand young families' needs from services and benefits, in order to:

- communicate and engage customers more effectively regarding existing services
- improve the way services are designed going forwards
- identify and realise efficiencies.

The ambition is to engage young, low income families and increase their participation in services that help raise their aspirations and improving outcomes and those of their children. The insight work undertaken for the

“We hope to deliver everything but the baby at the children’s centre, from immunisation to job training for parents.”

**Sue Johnson, Deputy Chief Executive of Wigan Council, discussing Manchester City-Region’s Total Place pilot**

Total Place pilot identified children centres as potential hubs for both promoting and providing services to families (see figure entitled 'Deprived Families with Young Families – Proximity to Children’s Centres' below).

Hence, the CLT-funded project specifically sought further evidence to support their thinking on how low-income families could benefit from their local children’s centres, and to understand how best to use the children’s centres to promote other supporting services that address their needs. As well as childcare, these services could include providing or promoting back-to-work training such as IT training or CV writing courses, as well as advice about their benefits entitlements.

In order to begin to deliver against these objectives, the councils involved needed to understand how many families were on low incomes, where they lived, and what services they are currently using – and what they needed from services.

## Approach

The project comprised the following stages:

Developing a segmentation map of families in the region. This involved:

- identifying and refining the low-income family segment
- analysing the distribution of the segment across the region, and which councils were most representative of the region.

Mapping services for the low income family segment. This involved:

- identifying low-income families' 'Circles of Need'
- working with customers to understand their aspirations and needs, and the barriers they face in improving their lives and those of their children.

Focusing further in-depth analysis on a council that the analysis showed was 'representative' of the wider region. This involved:

- mapping take-up of local services to the expressed needs of young families on low incomes
- mapping the journey that local customers take through local services to understand their experience.

Rochdale Metropolitan Borough Council was chosen as the pilot for the in-depth analysis as the initial stages identified the borough as representative of the other Greater Manchester authorities and with a high concentration of families with low incomes and pre-school age children. Rochdale had also already obtained agreement to share a range of data with key partners.

For a description of the findings from this work, and how it has contributed to service improvements, see 'Findings' and 'Outcomes' below.

## Developing a family segmentation

The project created a custom segmentation of families across the Greater Manchester area, comprising 13 segments (as seen in the table below). The segmentation was based on:

- age of the youngest child
- household income levels
- number of people living in the property
- nature of tenure and ownership
- typical living costs.

	Children in Early Years	Younger school children	Older school children	Non-families
Deprived families	28,069	18,294	18,792	
Challenged families	36,179	24,613	26,705	786,323
Comfortable families	29,314	21,596	22,984	
Affluent families	56,037	41,922	42,655	



The project have then augmented this segmentation with information drawn from CACI to create pen portraits of each segment, including information on their behaviour in terms of what their interests are, what they read and watch, how they travel, where they shop and what kind of accommodation they live in (see figure for a ‘pen portrait’ of the ‘Deprived Family with Early Years Children’ segment).

**Figure 1. Deprived Family with Early Years Children**

Age and gender	Slightly more female (60%); fairly young – 18 to 34 year olds account for 80%
Income	Very low: under £20,000
Families	Young children at home, just over half have two or more children
Housing	Frequent movers – 56% lived in same place less than three years Renting: private (18%), social housing (65%)
Social grade	Lowest: D (28%), E (59%)
Transport	Mostly public, 80% have no car
Health	11% smoking – much less than average
Papers and magazine	The Sun, Daily Star, women’s glossy and celebrities
Communication	Internet users, mobile users less likely to have land line; social media uptake high
Finances	Likely to have been refused credit (77%), more likely to make minimum credit card payments, likely to have one or more loans (56%) Very likely to be struggling to manage debts Will transact online, 51% bank online
Shopping	Small spenders: Asda, Aldi – often less than £25 per week
Health service	Frequent users

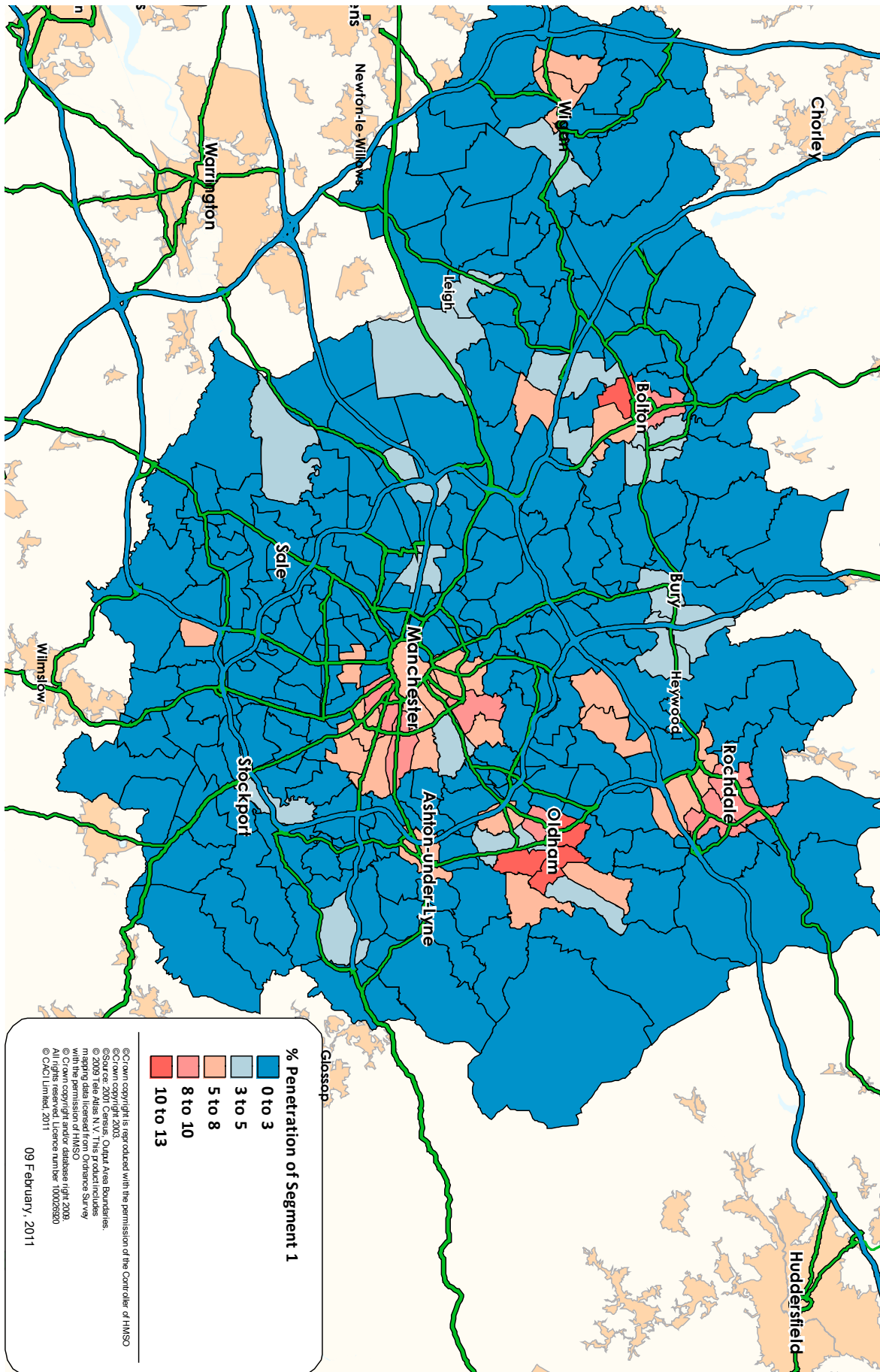
The figure overleaf illustrates how the population of deprived families is distributed across the region. Areas where more than 4.11 per cent of the population is part of a deprived family are shaded in red.

Having mapped the areas with the highest proportions of low income families, the project focused further in-depth analysis

on families in Rochdale borough since the area was representative of the socio-demography across the wider region and so it is reasonable to assume that any findings or successes arising in Rochdale would be replicable elsewhere across the region. The following figure illustrated the distribution of deprived families across Rochdale, and the location of ‘Sure Start’ Children’s Centres.

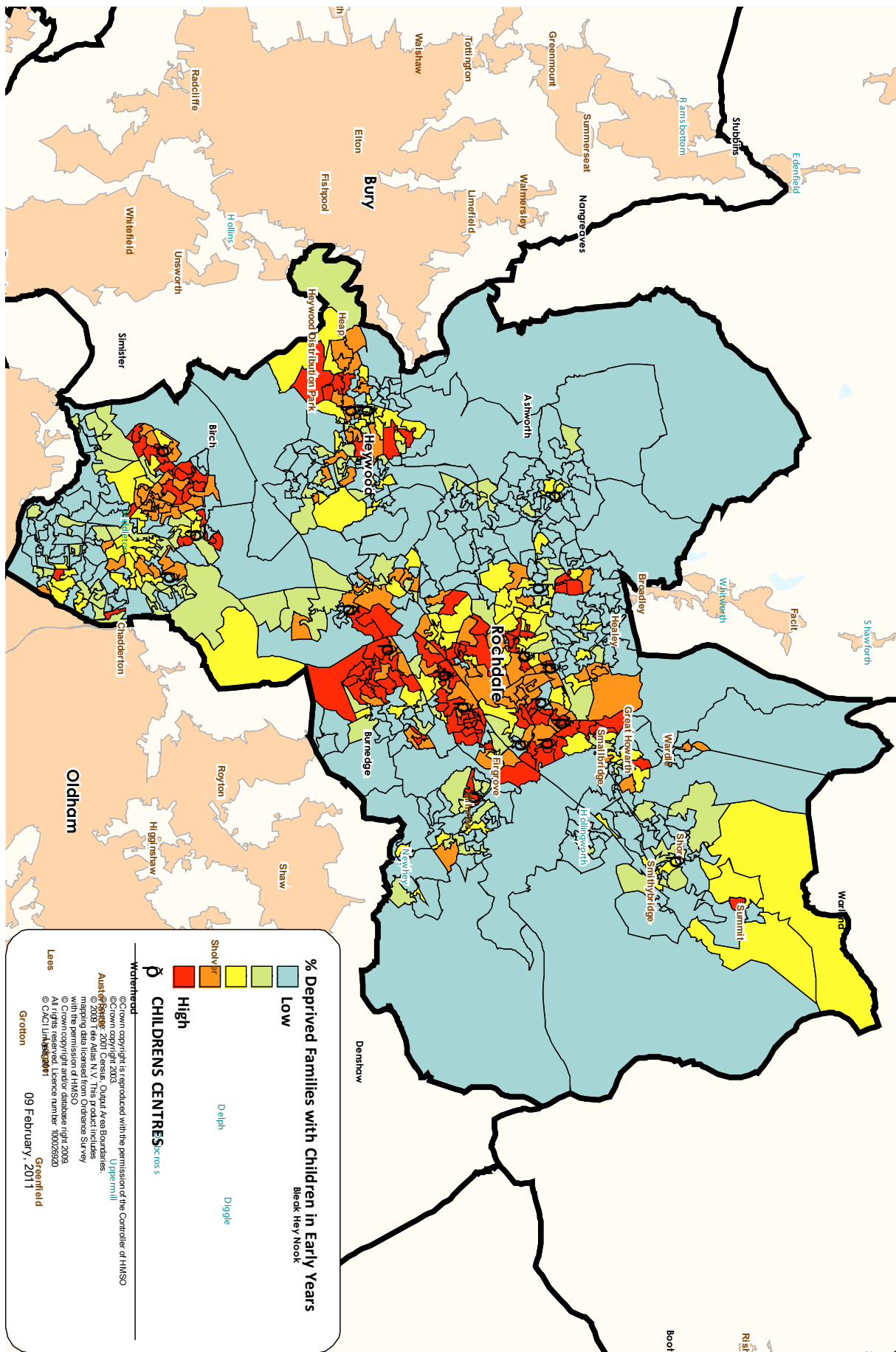
**Figure 2. Deprived Families with Early Years Children**

Source: CACI Limited, 2009





**Figure 3. Deprived Families with Young Families – Proximity to Children’s Centres**  
 Source: CACI Limited 2009



## Mapping services

Having identified the location of the low income family segment, the project then worked with services to identify families' Circles of Need and understand the service-side's current capacity and role in meeting that need.

The project invited a range of service providers (including Sure Start and Council Tax services from the council, the local adult education college, Job Centre Plus, the Citizen Advice Bureau, and HMRC), and asked them how they support young families to communicate, work, move around, acquire goods, and learn.

An example of the resulting Circle of Need service map is given on pages 10 and 11.



## Circle of Need

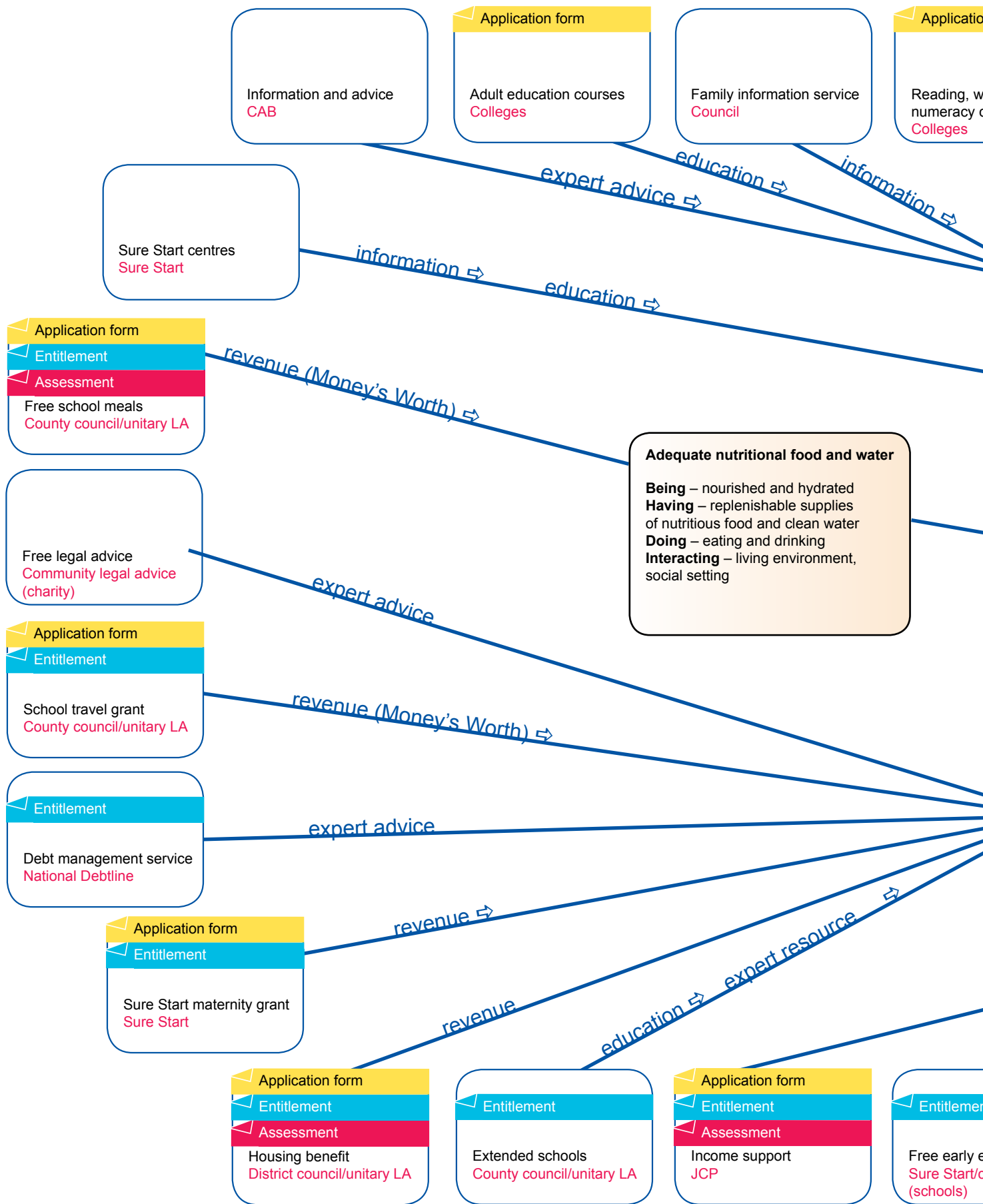
The Circle of Need model aims to give senior managers an understanding of how 'customer need' can be modelled to help them improve service provision and generate efficiencies. First developed by Chorley Borough Council in 2007, the Circle of Need model stemmed from A.H.Maslow's 'Hierarchy of Needs' but was simplified into a non-hierarchical model, which grouped together issues related to the same aspect of life.

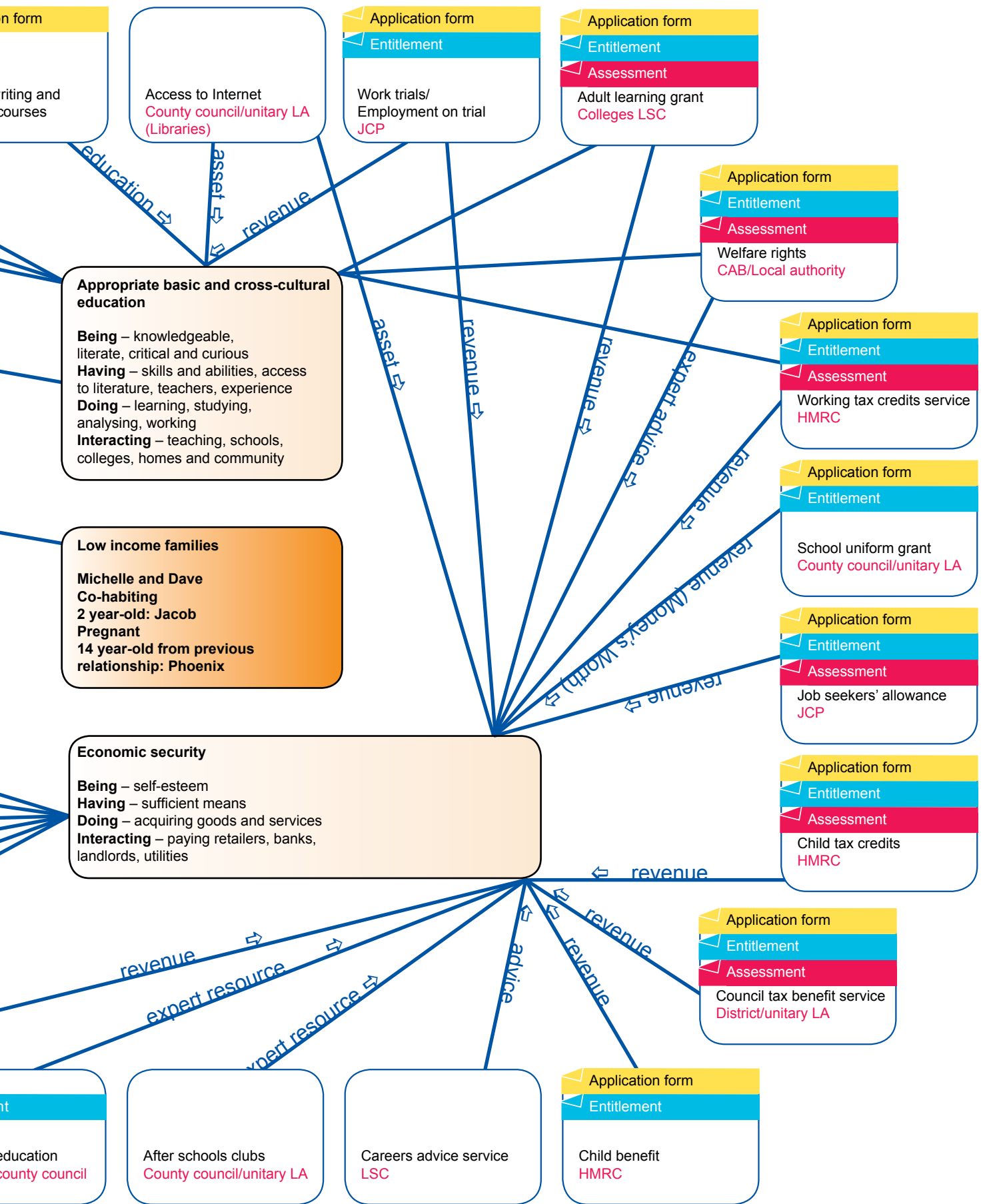
The model identifies a list of needs, including:

- economic security
- physical security
- significant relationships with others
- education
- access to justice and democracy
- healthcare
- housing
- nutrition.

The circle concept focuses on a particular need and shows how other needs, which are likely to be also held, and the services, which contribute to meeting the need, fit with that particular need. The circle also incorporates relationships with the council's other customers (citizens, businesses, neighbourhood and public interest groups). Plus, it is also possible to map service providers to services and customer profiles to needs to create a circle of need focussed on a particular customer profile or a particular service provider. In this case, the profile used was "families with low incomes and young children".

**Figure 4. Mapping Services for Low Income Families**







**Figure 5. Customers' Aspirations and Barriers**

Discounts on insurance	Ludicrous extra fees if you're late (ASC)	Computer and internet for whole of school life	Changes in benefits/support can take up to six months to resolve	Transparency and information on child tax credits	No incentive to return to work
Takes too long to get income support sorted out	Increase the limit on working tax credit childcare vouchers	Claiming back overpayments lands you in debt	Greater financial incentives to get back into work	Funding for extra-curricular activities	More care not to overpay benefits
Education vouchers	Price of food is too high	Improve application process for benefits	Process benefits claims quicker	Can't afford to live together	Cheaper school uniform
More benefits	Easier access to jobs information	More help with CVs and interviews	Flexible jobs		

More childcare in the workplace	Allow parents to bulk hours of free 15 hour childcare	No access to private childcare	Make breastfeeding more socially acceptable	Not enough information about get-fit schemes	Getting colleges to visit Sure Start centres to provide information on college courses
Centres not well-equipped (toy library)	Good company	More flexible hours covered for childcare	The advice given can be hard to understand	People who promote services don't know local detail	More use of school facilities
Better holiday cover/availability	More subsidised nursery places	Not enough after-school activities for older kids	Patronising public service	Don't know what I'm entitled to	Help parents to be volunteers
Expensive childcare	More funding for toy/play library		Help in improving my self-confidence	Advice and information provided in a more personal way	Knowing which service to apply for
			Help with budgeting	Help to access services	Leaflets on various schemes
			Training	Professional provides a follow-up	Information in local paper

**Aspirations**

**Barriers**

## Understanding customers

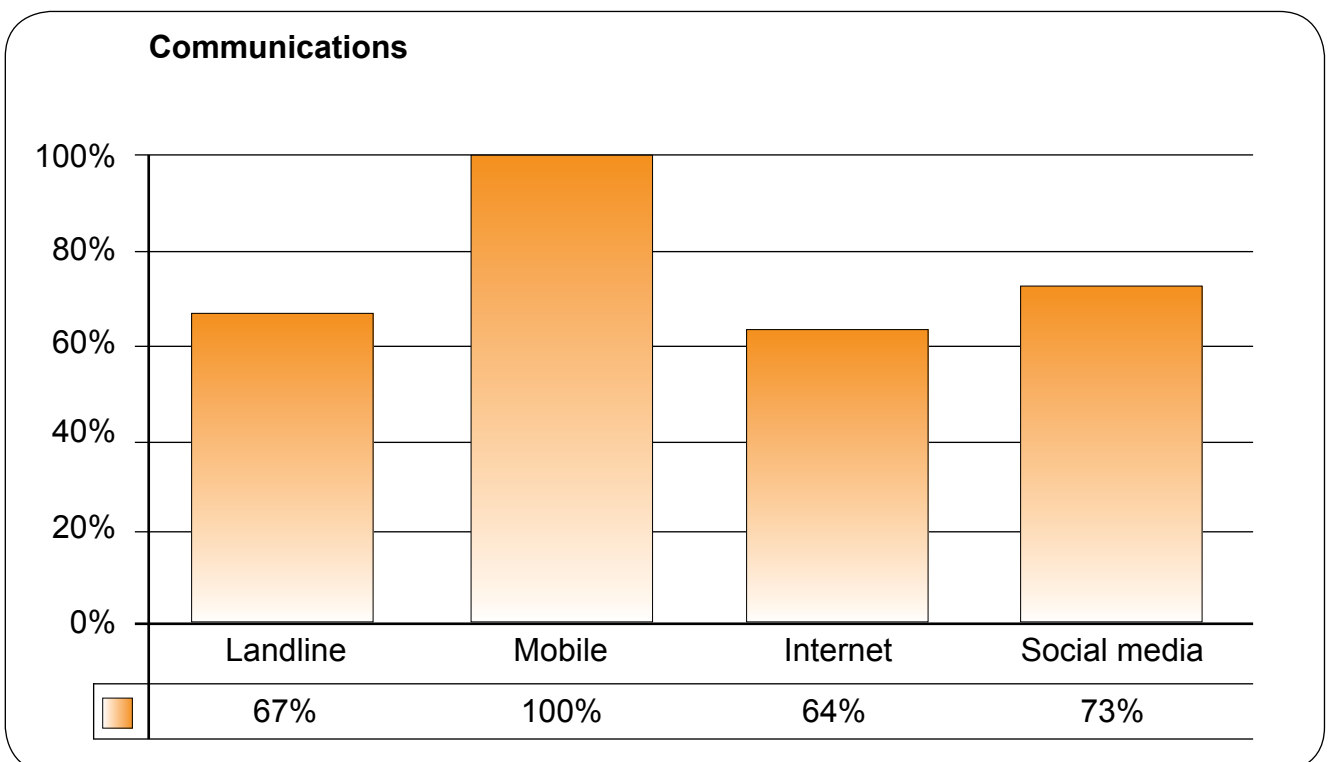
Having identified the target segment, the areas in which they live, and the range of services (and providers) available, the project then sought to hear the perspective of the customer, see Figure 5 on page 12. The project invited 16 parents to participate in a three-hour focus group at the Newbold Sure Start Children’s Centre in Rochdale. To encourage them to attend, the project provided child care in the form of a crèche, free transport to the venue, and a £10 Tesco voucher. Twelve parents attended – eleven mothers, and one father. This illustrates the challenge in engaging customers (particularly Dads) in these projects.

Customers were asked to articulate their aspirations as parent for themselves and their families, and the barriers they see to achieving these aspirations. Customers’ comments are depicted in Figure 5 opposite – their aspirations are in yellow boxes, and the barriers facing them are in orange boxes.

Three key themes emerged from the customers’ comments. The comments grouped in the top half of the figure relate to customers financial situation and their need for financial support. Customer feedback grouped in the lower left side related parenting and childcare issues, while the remaining group on the right-hand side concern customers need for information, advice and skills.

The project also surveyed the group’s age, size of household, age of children, use of services, and use of communication media. The project was surprised to find a higher percentage of the group used social media regularly than had a land line or internet connection. Many members of the group reported accessing social media using their mobile phone (Figure 6 below).

**Figure 6. Use of communications media**



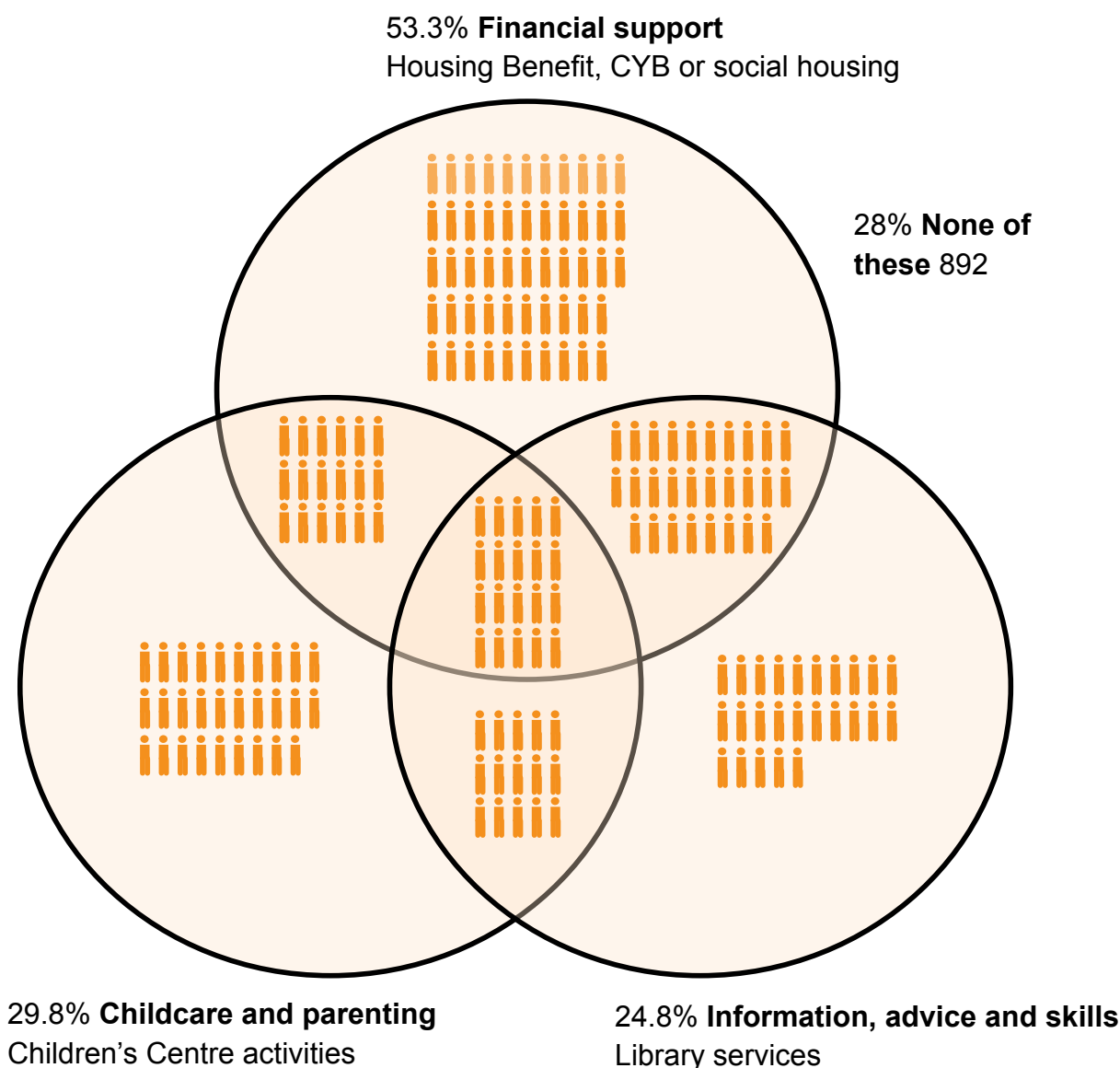
## Mapping customer take-up of local services

The project then embarked on an in-depth analysis of deprived families with young children in Rochdale, having counted 3,188 such households. The project analysed data from a range of services to understand the proportion of the segment that:

- lived in social housing
- used children centres
- used libraries
- received Housing Benefit
- received Council Tax Benefit.

The service take-up data revealed that nearly 900 deprived families with children in early years used none of the services at all. It also revealed that 26 per cent of deprived families were only receiving financial support – indicated by the red population in the diagram below. There represents an opportunity to transition these to services and develop their capacity and resilience and in the long term potentially reduce their financial dependency.

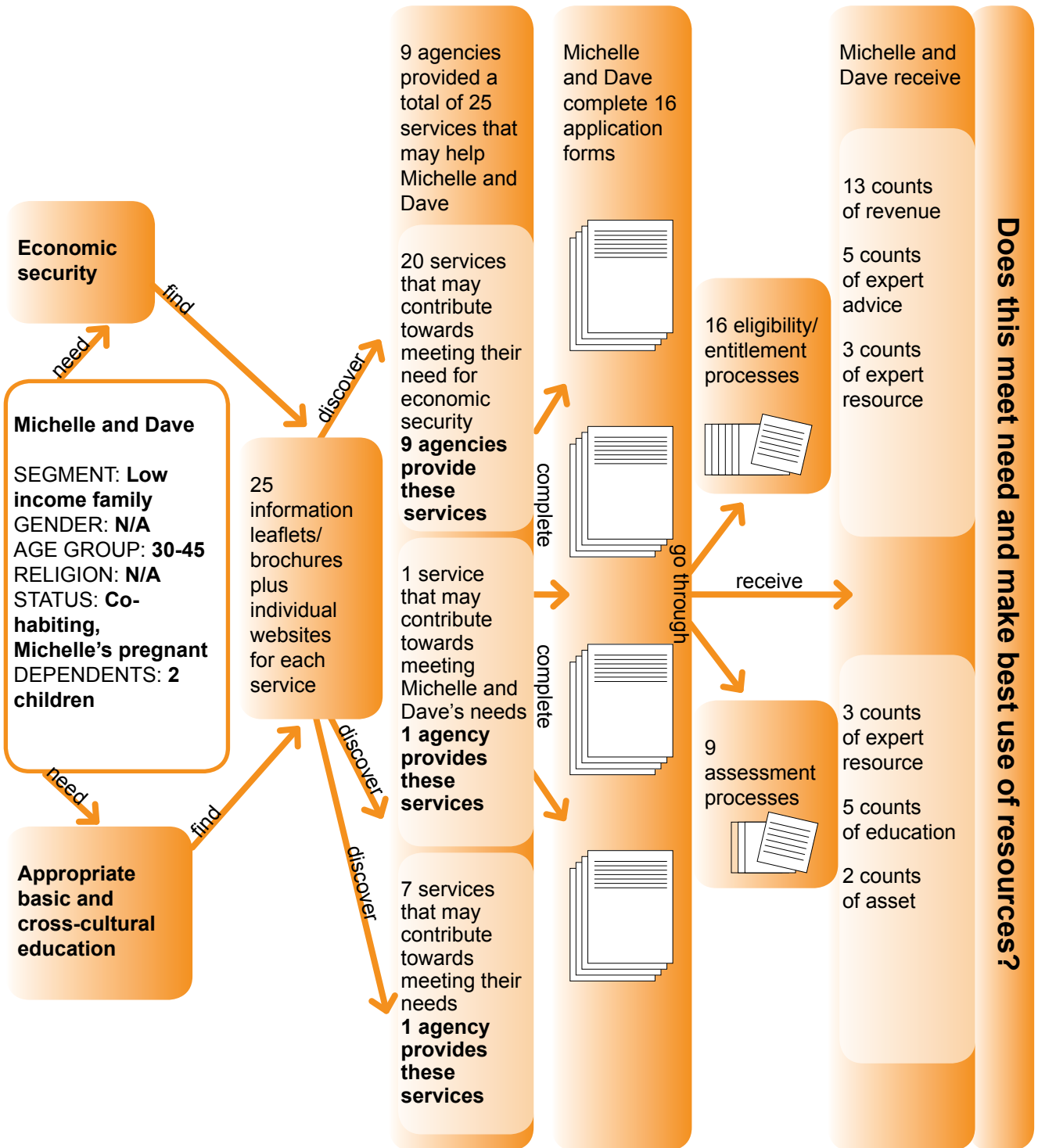
**Figure 7. Deprived Families with Children in Early Years – Rochdale**



# Customer journey mapping

The project then worked with one household that map their experience of accessing services relating to financial and education support. A summary of the journey is depicted below (see also 'Summary of findings' overleaf).

**Figure 8. Customer Journey Map**



## Summary of findings

The customer service journeys and circles of need for deprived young families illustrated very clearly the amount of duplication between services and repeated assessments with application forms. The couple modelled in the Journey Map are faced by nine different agencies, offering a total of 25 different services which would require them to complete 16 application forms.

The analysis of take-up illustrates the reluctance of young families on low incomes to take up financial support. Little over half the households with income under £10,000 per annum access financial support they were entitled to. This supports the idea that many people would more readily use social networks to help them rather than take-up statutory support.

The take-up services aimed at helping families get off benefits and into work was lower still even though the mutual advantages are massive (reduction in the benefits bill for government and escape from the poverty trap for deprived young families). Although a reduction in the benefits bill would be the result of families moving into work, this does not obscure the need to engage with the large number of families who access neither financial support nor support with child care or skills. Better signposting of services from local authority call centres and by frontline staff may prove part of the solution, but not the whole answer.

The prevalence of mobile phones among the group over land lines was surprising, and their enthusiasm for accessing social networks online was recognised as an opportunity (see Outcomes) below.

## Outcomes

### Facebook

The key outcome that the project has delivered is an initiative that uses social media – specifically a Facebook group based around the Sure Start children’s centres – to both promote appropriate services to low-income families and seeks to develop the capacity and resilience of parents and families themselves.

“If you are living in Rochdale on a low income, who better to help you than other people who have done it and have some tips budgeting, shopping, navigating public services, etc and who want to help folks who are in the same situation.”

**Lindsay Noble, Communications Manager, Rochdale Council**

The aim is to pilot using social media to communicate with low income families with children who are under five years. The campaign is to try and build an online community to encourage these families to get more assistance around financial issues and increase their use of council services.

The insight research showed that 50 per cent of the target group have access to the internet, probably through mobile phones, and that 28 per cent of deprived families do not engage with any services and miss out on financial help.

The audience profile is as follows:

- 60 per cent female
- aged 18 to 34
- earn under £20,000
- frequent house movers (18 per cent private, 65 per cent social)



- 80 per cent have no car
- read The Sun, Daily Star and glossies
- 11 per cent smoke
- 77 per cent have been refused credit and 56 per cent have got one or more loans.

As the target audience is families with children under five years, the project felt that the ideal way to reach these people is through Sure Start Children's Centres. The children's centres offer services for children under five and for parents including financial help, back to work advice, etc. The centres would help kick-start the campaign and hopefully promote the Facebook group to their friends and family who do not attend any of the centres. The Facebook page has been promoted via:

- an email campaign
- 150 posters distributed to GPs, nurseries, libraries, information centres and housing offices
- hyperlinks to other groups in Rochdale including Netmums, Rochdale Observer, Bounty, churches, mosques and a permanent link from Rochdale Council's website.

The project has articulated two potential benefits to creating a vibrant community online.

- Firstly, as a medium it is a softer way of getting people to engage with additional support and services than conventional council marketing.
- Secondly, and possibly more exciting, are the opportunities for co-production and co-support that an online network offers families.

The Facebook group now has 126 members, and numbers are rising steadily. Parents are using the group as a forum to discuss their responses to issues such as the removal of child benefit, and the effects of the spending review on their lives.

Some parents have also written at length about their stories. One parent, Diana, explained how Sure Start had made a great difference to her life, enabling her to join the young parents group and helping her to progress her studies to a degree which resulted in gaining and holding employment in the area. Parent Empowerment Workers have also found the group to be useful in promoting events, leading to an increased number of phone calls from parents and increased engagement.

The Facebook initiative has also been instrumental in generating a lot of learning within the council on the use of social media, and has opened many eyes regarding its functionality and availability. The council are committed to continuing to use the site and are exploring the opportunities to generate efficiencies in the future by:

- Reducing the number of adverts and leaflets. Rochdale Sure Start estimate that by engaging customers using Facebook to market and communicate Children's Centres they can save nearly £900 per year.
- Moving to an electronic newsletters and linking to them.
- Reducing the need for face-to-face meetings with clients by:
  - giving pre-emptive advice to parents
  - using online chat with parents about issues like benefits.

**Figure 9. Sure Start poster promoting the Facebook group**



## Customer relationship management

Arguably the most significant conclusion drawn by the AGMA partners from the findings of the insight work was that, in order to address the major shortcomings of current service provision, major redesign and transformation of services and the systems that support them are necessary. However, change of the scale and nature required to deliver the improvements that meet the needs identified by customers requires substantial investment of time and resources.

Bolton Metropolitan Borough Council has taken the first step in using the customer journey mapping and the service mapping to design their new Customer Relationship Management (CRM) system. The new CRM

system went live in the benefits service in September 2010.

The council have also built propensity models to identify the needs of particular customer segments using a range of data including housing and Council Tax benefits and education benefits. The objective is for the insight into the customer needs provided by the segmentation to be available to customer service agents when dealing with customers. This will encourage them to look at customer 'in the round' and prompt and inform a wider conversation with benefits recipients with the aim of moving them onto other benefits and ideally towards support services that ultimately may help them to become financially self-sufficient over time.

## Benefits

A significant outcome of the Comprehensive Spending Review will be the need for local authorities to develop more cost effective ways of delivering quality services to their customers. The view in Bolton Council is that understanding customer needs will be key to achieving this.

In Bolton Council the Customer Insight project ran alongside the implementation of a new CRM system (LAGAN). By working closely with CACI on the development of LAGAN, work completed as part of this project is helping to inform a new customer strategy aimed at improving the customer experience whilst at the same time realising efficiency savings.

The development of propensity models within LAGAN to identify services relevant to specific customers will, over time, enable the council to move customers to more efficient channels that will continue to provide a quality service provision but at a reduced cost.

In 2009/10 it cost the council approximately £45,000 to accept debit card and credit card payments. This does not take into account the associated staff costs which, based on a total of approximately 125,000 transactions, will be considerable. Currently approximately 69 per cent of customers liable to make Council Tax payments pay by Direct Debit. By using customer insight to target the remaining 31 per cent that are making a combination of cash, debit card and credit card payments it will be possible to significantly reduce the cost to the council whilst providing customers with a more convenient way to make payments.

Development of the CRM system will also enable officers to target services at the right customers to help reduce multiple and avoidable contacts with the council that represent poor service to the customer and high cost.

In Access Bolton the average cost of a telephone transaction is £3.45 whilst the average cost of a face to face transaction is £8.38. Access Bolton receives approximately 96,000 contacts per year in relation to the benefits service.

By building a propensity model aimed at young families on low incomes we can identify these customers at the first point of contact and where appropriate make referrals to the Family Information Service (FIS). The range of advice offered by FIS covers:

- child benefit
- child care
- Direct Gov
- family support
- health and safety
- legal
- Ofsted

- OneParent
- recruitment
- school related issues
- tax credits.

The range of services offered to customers by FIS will inevitably reduce the instance of repeat and avoidable contacts if we make the referral at the first point of contact. It will also ensure that we provide a rounded service to the customer whilst reducing the cost of multiple contacts.

## Governance

Bolton Council was the lead authority for the project, and was responsible for reporting the projects progress and outputs to AGMA's Customer Insight Steering Group. Bolton also provided regular progress updates to the Customer Led Transformation programme. Bolton's Assistant Director of Corporate Resources acted as Project Sponsor. The Facebook group that has resulted from the work has been overseen by Rochdale Metropolitan Borough Council's Communications Manager.

## Resourcing

The project received £75,000 from the Customer Led Transformation programme to deliver the project. This has been invested in consulting support for the segmentation and customer journey mapping, as well as supporting the marketing of the Facebook group.

The project has been delivered by the following staff:

- Project Sponsor – Assistant Director of Corporate Resources, Bolton Council
- Project Lead – Principal Benefits Manager, Bolton Council
- Customer Insight Analyst – Rochdale Metropolitan Borough Council
- segmentation and customer workshops – CACI
- ‘Circle of Need’ and customer journey mapping – Aperia Government Services
- Corporate Communication Manager – Rochdale Metropolitan Borough Council
- marketing managers – Sure Start.

## Challenges and lessons learnt

### Partnership working

AGMA has a network of established relationships and a track record of working together. However, one of the challenges for the lead authority has been to keep the other authorities engaged. Working with partners other than councils has also been a challenge. Due to the scale of the organisation, the representative from the Department for Work and Pensions that attended the project steering group meetings did not have the same level of autonomy in making decisions and commitments as colleagues from councils. The lesson for other projects is to think carefully about what partners to invite to participate in a project and understand the value they will contribute and how best to maintain their engagement.

### Data sharing

The main challenge the project encountered related to data sharing. One of the surprises that the project presented was that the authorities had different approaches to data sharing. So although all organisations had a data sharing policy, and these were often similar sounding documents, their internal interpretation differed according to the people involved. Some authorities were happy to share certain types of data, while some were not.

“Data sharing does depend on the personalities and the people that you’re dealing with within your local authority, and how risk averse they are. It’s only when you share data, see the benefits and also realise that there have been no problems data sharing that people feel more comfortable with the idea.”

**Phil Rimmer, Principal Benefits Manager, Bolton Council and Project Lead**

### Using social media

The proposal to use Facebook initially encountered some resistance from staff and management as it was not regarded as a “professional” method for council communication. The project overcame these challenges by showcasing best practice from across the public sector, and highlighting the target segment propensity to use social media. There was also the practical challenge that, although using social media has become the preferred method for networking and finding information for many residents, council staff at the children’s

centres did not have permission to access a site like Facebook. Staff needed to be granted access to the site in order to be able to post information and promote the group.

### **Safeguarding children and staff privacy**

The project has developed a protocol providing guidelines for council and children centre staff on using the Facebook group. The protocol was developed over the course of the project following queries from staff regarding hypothetical risks to the privacy of staff and parent information. For example, children centre staff originally joined the Facebook groups using their existing Facebook profile – which meant service users who joined the group would be able to see information they posted in a private, non-professional capacity. The protocol also includes advice on using Facebook’s privacy settings.

## **Next steps**

Rochdale Metropolitan Borough Council is seeking to widen the range of services that participate in the site. The National Childbirth Trust is now represented, and they hope to add members from Job Centre Plus and Connexions. The vision is for a customer to be able to post a question and receive a response from an appropriate agency. Rochdale’s communication team are also monitoring and categorising posts and comments to see if trends emerge overtime regarding the information that people seek and respond to.

In Bolton Council work is underway to develop a range of propensity models that will enable their Customer Services Division (Access Bolton) to deliver targeted services to specific customer groups.

Phase 1 of this project will be completed in 2010/11 and will aim to:

- encourage customers to pay Council Tax by Direct Debit
- encourage customers to pay Council Tax using Allpay
- encourage customers to make payments online
- offer Assisted Bin Collection to relevant customers.

Phase 2 will begin in April 2011 and will aim to:

- identify harder to reach groups (including young families on low income) and develop a referral system to the Family Information Service
- identify customers that receive or provide care to ensure they are offered appropriate advice and services
- identify customers who may benefit from particular health messages working in partnership with Bolton Primary Care Trust
- identify residents who would be most likely to respond positively to particular messages via the website and outbound communications.



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