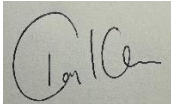


<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<b>REPORT TITLE</b> Improving citizen experience	
<b>REPORT OF</b> Chief Experience & Information Officer	
<b>FOR SUBMISSION TO</b>  Resources and Corporate Performance Scrutiny Committee	<b>DATE</b>  27th February 2024
<b>SUMMARY OF REPORT</b>  This report sets out the Council's ambitious vision to become a more relational organisation, our progress to date and the steps being undertaken to achieve this from a lens of citizen experience. It shows some of the challenges currently being faced in our Customer Service delivery and lays out our road map to addressing these through the development of our digital and analogue customer journeys and through the development of tools to standardise experience across the council.  <b>Local Government Act 1972 – Access to Information</b>  No document(s) have been used in the preparation of this report:  <b>Contact Officer:</b> Phil Quickenden, Head of Customer and Registration Services, 5 Pancras Square, London N1C 4AG, phil.quickenden@camden.gov.uk	
<b>RECOMMENDATIONS</b>  For the Resources and Corporate Performance Scrutiny Committee to note the contents of the report.	
Signed: Chief Experience & Information Officer  	
Date: 16th February 2024	

## **1. BACKGROUND**

- 1.1. In We Make Camden and the accompanying The Way We Work, the Council has set out an ambitious agenda for change to deliver better outcomes for citizens through a number of missions, challenges, and a set of five ambitions. Central to all was a commitment to make Camden a better borough – a place where everyone has a chance to succeed and where nobody gets left behind.
- 1.2. One of the key strands for delivering this change is the citizen interaction programme, a co-produced and design-led programme which supports services to change the way they work to be truly citizen centred, leveraging what we know about our citizens and their ambitions to help shape their experience through their interconnected journeys through Camden.
- 1.3. Our research has clearly demonstrated that providing an excellent, relational citizen experience is more complex than optimising individual journeys. It is about understanding the interconnectivity of these journeys, and the role the council plays simplifying the interface with its services. Simply put, citizens will interact with different elements of the council in different ways and at different times, and therefore to give the best experience the council needs to adapt for this, providing a consistency of experience whilst at the same time personalising individual journeys to meet individual preferences and needs.
- 1.4. This report provides an update on how the council is taking a unified and personalised approach to citizen experience across different contact channels, combining digital and analogue experiences. This includes details of the challenges currently faced, activity completed to date and our ambitious goals for the future as we align our customer, digital and data strategies. The paper explains how the investments the council has made into building a strong platform of transformation around the citizen experience coalesces in our Citizen Interaction Programme and is delivering tangible change to the experience of contacting and engaging with the council.
- 1.5. This report also provides an update on the introduction of a citizen experience standard, as a tool for supporting services to reshape around the needs of the resident. The experience standard provides a tool kit designed to support tangible, practical service development, built around a set of principles defined through citizen and staff research.

## **2. CUSTOMER SERVICES & CONTACT CAMDEN**

- 2.1 Contact Camden is the largest front door into council services, with circa 60 FTE being responsible for handling almost 540,000 telephone calls, approximately 190,000 emails across different services and inboxes, online form submissions, a small element of social media, some outgoing calls and face to face contacts through the council's front counter at 5PS. Contact Camden manages the first point of contact for 29 separate council services (listed in Appendix A). The only high-volume service that sits outside of Contact Camden is Housing Repairs which is managed within property services.

- 2.2 The Contact Centre operates from 0800 until 1800 Monday to Friday, with the Emergency Telephone Service (ETS) operating between 1800 and 0800 on weekdays and 24hours on weekends and bank holidays, dealing with emergencies ranging from urgent repairs, noise nuisance, homelessness, social care, dangerous structures, and emergency planning incidents.
- 2.3 Contact Camden has continued to experience changes in demand over the last 12 months in both positive and negative ways. The service seeks to continually balance providing a good quality relational service for those who need it with getting through the volume of more transactional calls. This is kept under regular review against our overall strategy to provide holistic and preventative support for those who need it. This means calls take longer to complete but the ambition is that need is addressed more quickly. We have seen fluctuation in volume for different types of call, with an overall reduction in transactional demand and an increase in relational demand which is inline with the economic conditions.

<b>Call Family</b>	<b>2022 Demand</b>	<b>2023 Demand</b>
<b>Council Tax</b>	79,136	73,748
<b>Housing</b>	150,725	158,849
<b>Parking &amp; Business</b>	85,281	60,122
<b>Supporting Citizens</b>	73,525	77,321
<b>Welfare Support</b>	37,821	32,364
<b>Emergency Telephone Service (ETS)</b>	65,026	69,993
<b>Overall Demand</b>	573,827	533,791

- 2.4 Where call volumes have dropped within the parking and business family, this is a result of effective channel shift with the implementation of a new parking self-service tool and the Fix My Street application for reporting highways issues, offering effective online self-service journeys which were not available previously.
- 2.5 As noted above, whilst overall call volumes have dropped, the average length of time taken to handle a call has increased. This is as a result of a combination of factors, most notable the move to working in a more relational way, which requires Customer Support Officers (CSOs) to ask more probing and in-depth questions to seek to identify the underlying causes of citizen need, rather than just addressing the presenting symptom. For example, a citizen might ask for help with paying their council tax arrears, but a broader conversation elicits they are also struggling to pay rent and to provide for their children. This allows the CSO to draw together multiple council services to support the citizen, but this interaction is necessarily much longer.
- 2.6 In 2023 Contact Camden completed an ambitious training programme for staff to develop a more relational way of working. At the centre of this was the launch of the new Customer Relationship Management (CRM) tool. This tool represents a significant step forward in our ability to improve citizen experience across multiple different journeys. As a repository of information regarding a citizens' interactions with Camden, the system proactively presents key information to a CSO, allowing them to personalise the way a service is delivered. As the system establishes, it will allow CSOs to initiate and monitor different service workflows, meaning a truly cross service

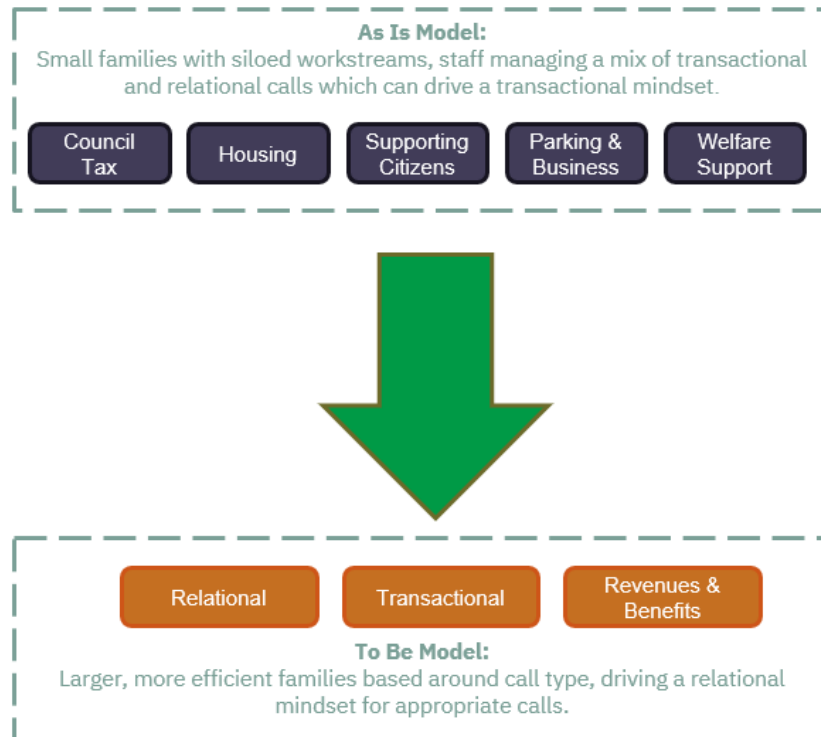
approach to contact can be achieved. For example, a CSO accessing a CRM record for a citizen who is seeking cost of living support would be able to complete an award application, but also notify council tax that a Council tax Support application is required. This will allow a holistic view of citizen need without requiring multiple touchpoints or contacts. This currently brings additional recording requirements for CSOs, however over time the system will provide many efficiency improvements including the introduction of Call Line Identity (CLI) the benefits of which are explained in section 2.13.

- 2.7 The average time per contact has increased from 8 minutes 3 seconds to 9 minutes 6 seconds, by a total of 63 seconds. Whilst this may seem like a small increase, scaled over the volume of contacts Contact Camden receives, this is the equivalent of an additional 8 FTE worth of work. In addition to this it should be noted that the 25,000 calls removed as a result of the positive channel shift around parking were generally calls that would have been short in length, therefore this factor will also have contributed to the increase in average handle time.
- 2.8 Demand patterns have changed significantly in 2023, with the peaks and troughs being experienced very differently to in previous years. This was particularly apparent during the annual billing cycle, which saw calls for housing services spike by over 32% against the previous year in the month of March. Much of this spike was linked to benefits claims, with new claims being up by over 200% in April. As a result of these emerging trends, we have given further thought to our operating model and will be making some further changes to ensure that we can respond in a more agile and way. This is covered further in the following section on the Improvement Journey.
- 2.9 Understanding and monitoring our performance is key. Contact Camden continues to monitor the quality of its services in both qualitative and quantitative ways.
- Departmental, service, and individual performance is regularly monitored through a suite of daily, weekly and monthly reports. A weekly operations meeting dissects performance information and forecasting information to spread our resource as effectively as possible, and to predict and mitigate challenges. Staff are provided with regular feedback on performance and best practices shared, whilst support is also provided where opportunities to improve are recognised.
  - As part of the new operating model described in section 2.12, a new performance management approach is being implemented, focusing on the real time response to peaks in demand. Frontline leaders have access to advanced tools to allow them to make constant tweaks to how our staff are deployed, and we have provided additional capacity to dedicate to this.
  - Customer Satisfaction rates are provided from post call text surveys. The overall take up of these is low, with around 3.5% of citizens responding to the survey, however the insight is useful and continues to be shared with the services for development purposes. Our current satisfaction rate has declined from the previous year from 75% to 69% which is largely linked to increased time to answer for Council Tax and Housing services. As highlighted in the later section, we hope the changes we have made and will continue to make will address some of this.

- Quality Assurance – We have developed a robust quality assurance framework with managers monitoring contacts for every member of staff each month. These are scored and moderated to ensure consistency across the services. Our target is to achieve an overall quality score of 85%, and we finished 2023 maintaining a high score of 89%.
- All feedback is reviewed by the leadership team and is discussed with individual members of staff are part of their one to ones and ongoing professional development.

## **Improvement Journey**

- 2.10 In July 2023 Customer & Registration Services moved into the Digital and Data Service as the customer service division was dissolved. This move offers excellent opportunities to align both digital and analogue citizen experience through the customer, digital and data strategies. This has proven to be a smooth transition, with minimal impact on transformation timelines.
- 2.11 Contact Camden is going through a period of significant change and improvement, with ambitious plans to improve the citizen experience when interacting with the council in person, by telephone and digitally. To achieve this the service has a transformation plan which has identified improvements across the domains of people, process, and technology.
- 2.12 To date, we have invested significant time, investment and focus on some key foundational work that will provide a strong platform for further developments and improvements. These are outlined below, but their importance in providing us with the capability to deliver on our ambitions around the customer experience and the use of data and digital products cannot be underestimated.
- 2.13 As mentioned above, the first of these plans is a new operating model in Contact Camden. This involves moving from our current five service families to three larger more flexible teams. These teams are built around the kind of conversations they have with citizens, providing broader ranges of services whilst allowing staff to hone their skills in dealing with relational or transactional matters. By moving away from traditional service boundaries, this reflects the wider way of working across the organisation which seeks to move away from rigid service structures, putting the citizen at the heart of what we do. In this approach, staff are empowered to support a citizen with multiple and complex needs, taking on the role of a navigator and being able to draw on multiple council services as required. This model is inherently more efficient, providing supervisors and managers with more flexibility to address the peaks and troughs of demand as they happen. The consultation for this new model is now complete and feedback is being collated to finalise the model. We hope to go-live with this new model in quarter one of the new financial year.



Fundamentally, the new model, in combination with some of our technology improvements provide us with the key building blocks to improving citizen experience when engaging with Camden.

- 2.14 The second critical element of our improvement journey is the implementation of a new omni-channel contact platform, scheduled to go-live in March 2024. An omni-channel platform has the capability to connect a citizen's journey over multiple contact methods, allowing contact centre staff to manage these through a single system.

This gives us the capacity to open new, more efficient methods for contact, including webchat and instant messaging which have been successful in the housing repairs arena. The new system also gives us a suite of new features to better understand and route our demand. This includes the option to request a callback rather than waiting in a queue and the ability to escalate calls which have been queuing for an unreasonable length of time to a wider group of staff to manage and more effective call routing.

The new system will allow us to target and improve specific customer journeys and use our system to more effectively recognise and prioritise vulnerable customers.

Crucially, the new platform provides native integration with our CRM. This means that CSOs will be presented with important information about a customer at the point of call which will allow them to personalise their response. For example, a CSO would be able to see at a glance at the start of call that a citizen had called the previous day and was waiting for a response from a service. The CSO can then proactively check the status of that request without asking the citizen to repeat their story.

The new system will be able to use incoming Call Line Identity (CLI) information to locate a citizen's record within the CRM system and will proactively present this at the time of the call. This will be a key mitigation for the increases we are seeing in call handling time.

The platform gives us better tools for the immediate real time management of contact demand, allowing supervisors and managers to instantly see

performance challenges and increasing the tools at their disposal to mitigate peaks and troughs as they happen.

- 2.15 The new omni-channel platform also gives us an improved 'auto-attendant'. The auto-attendant is a voice recognition module that allows citizens to request a specific service or area of the council. It connects to our menu system and is able to read our internal directory and route calls automatically based on the citizens' requested destination.
- The council already employs a basic version of an auto-attendant, however this comes at the end of the menu system and is used to capture callers who have been unable to locate a menu option which meets their needs. This is inherently a poor experience and as a result we see a high volume of requests to speak to an operator.

The new system gives us the opportunity to move the auto-attendant to the start of the journey. This will avoid citizens having to navigate the menus to reach the service they require, shortening their overall time to speak to a member of staff. This will be trialled on a pilot basis, with the data being monitored carefully as we migrate to this new approach.

- 2.16 Contact Camden has also recently launched a knowledge management tool, which will work in tandem with the new omni-channel platform. This tool will provide CSOs with 'just in time' access to procedural information to support them to serve a citizen. This is live for the services listed below with development of new content taking place constantly.

Services covered by the Contact Camden Knowledge Hub

Community Accessible Transport Solutions	Registrars	Adult Social Care
Building Control	Consumer Protection	Planning
Leaseholder Services	Rents	Pest Control
Emergency Telephone Service		

Our target destination is a point at which a CSO is presented not only with a contact, but also with key information about the citizen, previous contacts with the council and also relevant knowledge hub content to support them to handle and direct the call effectively.

This information not only improves service through the ability to personalise, but also supports more efficient methods of working.

### **3. CITIZEN INTERACTION PROGRAMME**

- 3.1 Camden Council has a strong purpose and commitment to deliver the best for citizens that live and interact with the borough. We would like our values and practical exemplars to be better expressed in the day-to-day work of staff and their relationship with citizens. The Citizen Interaction Programme gives us understanding and insight on which to act and, alongside the proposal for a Citizen Experience standard, give us (a) a principle-based framework anchored in 'The Way We Work' (b) a process and set of associated tools that can be developed and iterated to support teams through change. 'The Way We Work' is being mobilised as a programme and this will be a major catalyst that can serve as the overarching narrative for the organisation.
- 3.2 Tackling this means considering both the way we interact externally with citizens, and how we foster an environment internally where services can best

respond to their needs. These issues become more pressing as we navigate a challenging fiscal environment and respond to shifts in the nature and scale of demand amid the cost-of-living crisis. Our relationships with citizens are changing and our Citizen Interaction programme supports the council to react to this in a citizen centred way.

- 3.3 Last year, a multidisciplinary design team from across Corporate Services completed discovery research with citizens and staff from across the council. This research examined how to improve the experience of people who approach the council for information or support. The research found that, to properly meet citizen needs, services needed to collaborate across teams to improve full end-to-end journeys for citizens. It also highlighted that staff need to be supported by the right culture, ways of working, and tech/tools to behave in ways that truly support citizens. Services can be hampered in tackling these issues by the lack of a shared approach to understanding, measuring, and improving the citizen experience.
- 3.4 In response to these findings, the design team progressed to creating the first version of a tool called the "Citizen Experience Standard". They conducted further research with staff across directorates and drew on insight from other organisations. The Standard can be understood as an iterative framework to support citizen-centred design and continuous improvement within and across services, applicable to all citizen-facing services. It sets guiding standards to define what makes a good experience, and then includes operational guidance on how to deliver on this. A set of tools is in development to assist leaders and staff in making improvements. The Standard is being trialled within Camden services (see point 3.6, below). It will guide the work being led by Digital Products and Services and Contact Camden, as described elsewhere in this report, that will help create some of the conditions services need to deliver on the Standard (see point 3.5, below).
- 3.5 The Standard includes seven principles that cover different aspects of service delivery and together comprise a high standard of citizen experience. In addition to the team's design research with citizens and staff, they also draw on existing organisational commitments, such as those covered in The Way We Work. The principles in the current version are:



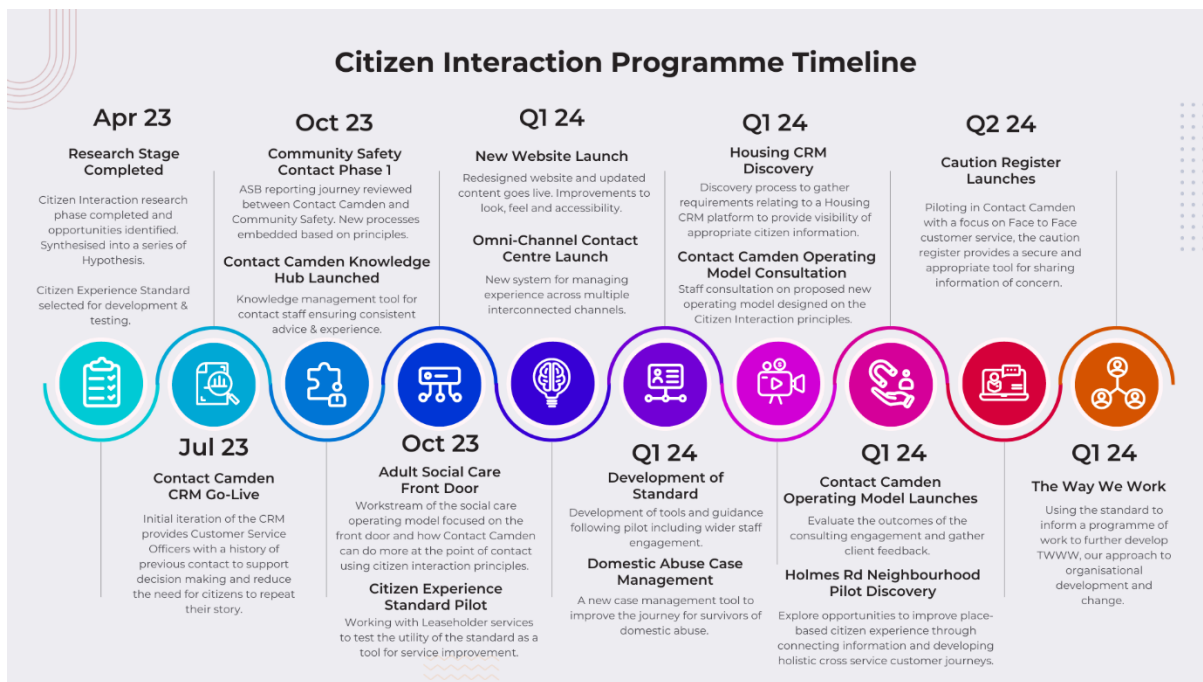
(N.b. this seventh principle underpins all the others – it asks what data and insight services are collecting from citizens; and how they are empowering all staff to act on it to suggest and trial changes in line with the Standard). The detail of how to implement these standards, and the culture of continuous improvement required to support them over time, will look different in different services. We want to develop them further in partnership with Camden services. The standards can therefore be seen as a tool to support improvement processes and reflecting on behaviours, rather than a simple "checklist". They can help services to identify where they may need to focus



their efforts, understand the ways they might look to understand or measure the citizen experience, and collaborate with other services on solving problems for citizens together. In addition to the standards, more detailed tools and guidance will be developed to help services think through the detail of implementation as they go through design.

- 3.6 This first version of the Standard is now being trialled in services. Workshops have been held in Contact Camden and within the complex issues workstream as part of the HR review. These identified potential areas for improvement related to Face-to-Face service delivery at 5 Pancras Square; and how staff are supported in a relational way by different HR teams. Meanwhile, a service design project with Leaseholder Services is using the Standard throughout, to support efficient research into existing problems and development of solutions for improvement throughout the end-to-end journeys that leaseholders take through our services. Experiments are ongoing but early signs are promising in terms of supporting the use of the Standard as a tool for prioritising and researching service improvements.
- 3.7 While the Standard and its accompanying tools should be useful in themselves, Corporate Services teams have capacity available to help services develop tools and platforms needed to create the conditions described in the Standard. Digital and data skills will be required to support priorities such as case management; performance measurement; and self-serve solutions for citizens. Meanwhile, creating the right culture and ways of working in services may draw on Strategy and Design, teams within HR, and many more. This will mean considering how different skills in Corporate Services can best be brought together to support different improvement work as needed.
- 3.8 Next steps for the Citizen Experience Standard design team will include:
- Completing experiments on the most effective ways to apply the Standard and capture learnings.
  - Developing an improved suite of products and tools supporting services to use the Standard.
  - Considering the most suitable governance arrangements that can sit around the Standard to bring together Corporate Services resource to help services deliver on it.
- 3.9 The wider programme continues by connecting a number of pieces of improvement work all centred around citizen experience, creating a strong foundational grounding for future service development. Even at this early stage we have developed strong relationships between Digital and Data Services, Customer Services and Strategy and Design which has improved our ability to jointly prioritise work effectively and based around the needs of the citizen. The development of the Customer Experience Standard is an extension of this, as we begin to provide services with the tools needed to operationalise changes to the citizen experience.

As shown in the timeline below, the programme has already delivered a number of initiatives for improving the citizen experience.



## Community Safety Contact – Phase 1

- 3.10 Contact Camden has worked with colleagues from Community Safety to reimagine the contact journey for citizen's reporting ASB to the council. Historically the community safety team managed a separate, dedicated telephone number and inbox for managing reports of ASB, however this had grown unwieldy and often attracted contact for a range of council services rather than the community safety team. Applying the Citizen Experience Standard principles, the journey was redesigned in a way which was empathic to citizen needs. Contact is now routed more efficiently to the appropriate service, reducing unnecessary administrative demand on the community safety demand. Implementing small changes to the triage process has enabled citizen to self-triage through the reporting tool and reduced the number of processing work items from over 500 a month to 150. As a result of the efficiencies created, we have been able to implement a 48-hour SLA for responding to ASB reports via the online tool and have reduced the call wait time to under 90 seconds. In short, the experience is smoother, shorter, and more efficient.

## Applying the Standard to ASB Reporting



## Adult Social Care Front Door

- 3.11 As part of the new adult social care operating model we are developing a new front door service which will streamline the customer journey. This will see more information and advice being delivered by Contact Camden staff at the earliest point in an individual's engagement with the council. This will be piloted through the development of an innovation team, with the model being based on the Citizen Experience Standard and the principles set out above. Similar to the approach taken to community safety contact, there are notable opportunities to improve the citizen experience through better routing of contact, for example where a resident contacts social care about a housing matter. By moving the decision-making for the customer journey to the earliest point of contact we minimise officer time spent on internal redirection of work. Where a citizen needs support from multiple services this can be best facilitated by front door staff, trained in relational working and with processes account for contact with multiple services to resolve an issue. Our new omni-channel contact platform also has a role to play, offering a more co-ordinated method of managing email contact with adult social care.

#### **4. DIGITAL EXPERIENCE**

- 4.1 One of the key benefits of moving these services into Digital & Data services is the ability to more closely align our digital and analogue experience. This will mean citizens can seamlessly move between channels which suit their needs whilst achieving a consistent outcome.

##### **Camden.gov.uk Redesign**

- 4.2 In the following weeks and months our citizens will experience the progressive rollout of a redesigned website. Extensive research has been undertaken and validated by a beta site and extensive user feedback. Alongside this, our content design team has been working hard improving the quality and accessibility of the information on the existing site by analysing high priority user journeys and the quality of the site search.

By redesigning [www.camden.gov.uk](http://www.camden.gov.uk) our aim is to better serve our citizens with faster, more efficient information and services, and gain a better understanding of their needs, problems and behaviours.

We will also improve and hope to exceed accessibility guidance as specified in Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.

This will result in:

- improving user satisfaction and efficiency by ensuring users consistently complete tasks successfully, quickly find the information they need, and easily understand the information provided.
- More citizens feeling confident to use the site for more reasons.
- Fewer support issues and a reduced environmental impact.

- A website that works for users with different needs.
- 4.3 Since the last redesign of [camden.gov.uk](https://camden.gov.uk) citizen needs, expectations and preference have changed in significant ways. For example, in 2019, 35% of all visits to [camden.gov.uk](https://camden.gov.uk) were made by a mobile device. Today, this number sits at 55% and continues to grow.
- We will continue to monitor overall usage of the site to understand the impact our content and design changes are having. In 2023 the current site received:
- 1.8 million visitors
  - million page views · The engagement rate of 55%. This measures how actively users are engaging with the website beyond just viewing the page they landed on
- 4.4 Our new website has been user tested through the use of a 'Beta site'. The primary objective of this was to gather feedback and to identify, improve and fix any issues before we apply new designs across the entire website.

We were also able to:

- Test in a real-life environment to learn more from data and insight.
  - Test rewritten and restructured content.
  - Assess updated development practices.
  - Set up development environments.
  - Use our new design system.
  - Shape improved content design processes and standards.
- Results of this approach have been positive, and we have seen:
- A reduction in the average time spent on the site which went from 03:12 seconds on the main site to 01:45 on the test.
  - The bounce rate dereduced from 45% on the main site to 10.63% on the test site. The bounce rate determines the percentage of people who visited our site and then quickly.
  - exited without interacting any further, which suggests more visitors were finding the information they needed without having to look elsewhere.
  - The satisfaction score through qualitative feedback rose from 1.7/5 on the main site to 4.4/5 on the test site.
- 4.5 As a significant part of our redesign efforts, we have changed the way we design our content. Ahead of visual design changes, we have been reviewing and updating the information pages on [camden.gov.uk](https://camden.gov.uk). We have been contacting services over the last year to work on key sections of the website and will continue with this work.

Our content redesign will:

- Reduce the reading age of our written content.
- Improve the SEO (Search Engine Optimisation) of our pages. This means making our webpages more attractive to search engines like Google, ultimately helping more people find the content they are looking for when they search online.
- Ensure content has clear focus and purpose.
- Design content with the whole journey in mind.

### **Homelessness Content Case Study**

4.6 Before embarking on redesigning the content on a section of our website we follow a process:

- Research and discovery
- Mapping out the user-journeys and identifying the user needs
- Co-creating the content.
- Testing
- Publish
- Measure and learn.

### **User research & discovery on our homelessness content**

4.7 Through insights from analytics, stakeholder interviews and user feedback we discovered the following about our homelessness content. The content did not:

- support self-service.
- explain the process.
- reflect the different user groups impacted by homelessness and their needs.
- signpost effectively to related content.

So, we decided to redesign the content for the entire category by doing the following:

- writing and editing content that best met the needs of the user.
- Made the service's website information work better on mobile.
- created content that works well with screen readers, translation tools and other assistive technology.
- restructured and labelled information to make it easier to find and search for
- wrote information in plain English and simple language, so people can easily understand it.

As a result of this change this made the homelessness content more findable on Google search and our internal search engine. By restructuring the information and creating specific user journeys we increased our engagement rate for the section from 55% to 83.9% with the industry average being 73%.

We were also able to identify areas that we didn't find relational and looked at a more lived-experience approach. An example of this was our approach towards rough sleepers. The initial content focused on encouraging citizens to report rough sleepers. This tone lacked empathy, so we shifted our tone to create content that focused on support for people rough sleeping and tailored the content on solutions to rebuild their lives. This change resulted in a reduction in calls to the Homelessness Prevention Team.

## **5. CITIZEN DATA**

- 5.1 Underpinning both the customer experience and the digital experience strands is Camden's new data strategy. This outlines how we collect, protect, maintain, use, and dispose of citizen data in a way which is ethical and allows us to be proactive in meeting citizen need. Our vision for data in Camden is "to be the pioneering leader in the use of data that measurably improves citizens' lives". This ambitious vision is based on pragmatic approach to the management of our resource and capability. We will strive to partner with external collaborators to test new methods and tools utilising external expertise and skill and combining it with Council's subject matter expertise.
- 5.2 One of the key objectives of the newly published data strategy is to improve our data foundations at Camden. One of the key cornerstones of that is how key data related to people, businesses, classifications, or places are managed across Camden's entire data estate. A Master Data Management (MDM), when designed and implemented properly, allows the organisation to target data quality issues, allow linkage of data for insights, enable secure and anonymous data matching services or implementation of data standards or data governance principles as well as serving as the single source of truth or the golden record.
- 5.3 Developing our MDM is a core tool for improving citizen experience. It ensures that information provided to the council can be accessed and shared where appropriate to allow journeys to be personalised.

## **6. LEGAL COMMENTS OF THE BOROUGH SOLICITOR**

- 6.1. The Borough Solicitor has been consulted and has no comments to add to this report.

## **7. FINANCE COMMENTS OF THE DIRECTOR OF FINANCE**

- 7.1. The Director of Finance has been consulted on this report and has no additional comments.

## **8. ENVIRONMENTAL IMPLICATIONS**

- 8.1. There are no proposals with environmental implications made in this report.

**REPORT ENDS**

## **Appendix: A**

### **List of Services covered by Contact Camden**

Adult Social Care  
Safeguarding  
Welfare Support  
Council Tax  
Benefits  
Rents  
Community Safety  
Pest Control  
Housing Needs  
Homelessness Prevention  
Leaseholder Services  
Housing Neighbourhoods  
Parking  
Licensing  
Building Control  
Consumer Protection  
Planning  
Highways  
Childrens Services  
Family Information Service  
Libraries  
Sports  
Electoral Services  
Trees  
Registrars  
Community Accessible Transport Solutions  
Tennant Engagement  
Emergency Telephone Service (ETS)  
Emergency Planning