

# Customer Strategy Plan

## Customer Experience

| Need  | Activity  | Channel / approach   | Outputs   | Outcomes   | Impact   |
|---|---|--|---|--|--|
| There is a need to develop our employees and help them deliver good quality customer services | Create a customer charter (dependent upon creation of customer advocates) | Consult with customers on what they expect from LCC when engaging with us, and what behaviours and customer service standards they would like to see. Consult with staff on what they think constitutes good customer service and how they would like LCC to operate | A Customer Charter with clear expectations of how LCC and CSC will interact with customers. | Clarity on the standards LCC want to set when interacting with customers | Improvement in customer service communications<br><br>Improvement in customer experience |
|   | Communication of customer charter   | Briefings, corporate communications  | Communication messages, and instructions for managers and leaders on                        | Awareness of customer charter  |  |

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|      |   |  | disseminating and promoting the customer charter |   |        |
|      | Carry out recommendations identified within Customer Service Excellence Standard Report | In collaboration with Serco, address any recommendations through training, process changes and system changes. | Maintained Customer Service Excellence Standard  | Improved and consistent customer service delivery   |        |
|      | Training on customer service best practice  | Blended approach of e-learning and workshops with back-office services that interact directly with customers   | Training programme                               | Improved customer service delivery and consistency in approach between LCC and CSC. Increased customer satisfaction and reduction in number of complaints |        |
|      | Regular CSC training on LCC processes and technologies                                  | In collaboration with Serco, develop regular training packages and assess the impact the training              | Training programme, Updated training materials   | Improved and consistent customer service delivery   |        |

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|---|--|--|---|---|---|
|   | Nominate a senior officer to be responsible for customer experience across the Council, who can champion good practice and can address services that do not meet the expectations of the charter | To be decided by CX or discussed by CLT  | Nominated officer   | Clarity over leadership and direction for improving customer services |   |
| Review how services are delivered in order to make it as quick and easy as possible to get to the right outcome | Undertake end-to-end service design activity to review how customer needs are met  | This should be done as part of the process design workshops and digital implementation | Updated process designs, and changes to policy where applicable   | A modernised customer journey that meets the customer's needs         | Improved customer experience<br>Quicker resolution of cases |
|   | Develop user research skills   | Training through GDS Academy or online channels  | Completed training  | Increased knowledge of user research best practice                    | Process design techniques will embed user perspective       |
| Enhance digital solutions to enable self-service  | Utilisation of digital technologies to improve take-up of online services  | Through form building, web development, content changes and use of robotic technology  | Improved web content<br>Improved web forms<br>Automated responses | Improved online experience  | Higher proportion of contacts to come from online channels  |

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|  | Regular reviews of web structure and page content                                       | Review the website to ensure information is accurate and timely and links are working.                                     | Improved web content  |  |  |
|  | Review of forms and contact details   | Review the website and decide where to make it easier to find forms and harder to find contact numbers and email addresses | Online content that makes it easier to self-serve   | Increased take up of online channels                               |  |
| Review all correspondence to ensure that it directs people towards digital channels to interact with the council | Political support for making digital channel of choice                                  | Political consultation and sign-off for the Digital Strategy   | Agreement that digital should be the preferred channel for customer contact wherever possible and desirable | Clarity for all services that they should be designing for digital | Higher proportion of contacts to come from online channels |
|  | Review all correspondence to ensure digital channels are promoted in the first instance | Corporate communications   | Correspondence promoting digital channels   | Increased take up of online channels                               |  |

## Voice of the Customer

| Need  | Activity  | Channel / approach   | Outputs   | Outcomes   | Impact  |
|---|---|--|---|--|---|
| To create a body of customer advocates to embed the voice of the customer in all that we do | Select customer advocates internally                                    | Promote the position, recruit staff to the customer advocate group and work with managers to ensure there is time for the advocates to do their jobs | A group of customer advocates, with clear role description and set of expectations for managers | A passionate group of staff that represent the organisation and who have time allocated to improving customer experience | Voice of customer embedded in process design work |
|   | Involve customer advocates in Customer Digital Delivery team            | Involve customer advocates when conducting process mapping workshops. The advocates feed information to and from the service areas.                  | Drafting processes to meet customer's needs   | Processes designed to improved customer experience   |   |
|   | Engage with external customers to test and support and process redesign | Utilise existing channels in the Community Engagement team   | A network of customers that customer advocates can engage with                                  | Quick access to user perspective when required   |   |
| There is a need to ensure that customers are represented in the                             | Involve Customer Advocates in testing and refining processes and        | Develop testing strategies and plans that require customer advocate involvement  | Clear approach for engaging customers and customer advocates                                    | Improved voice of customer in testing and review   |   |

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| testing process  | procedures  |   |  | processes                              |                              |
| As an organisation we need to focus on generating feedback proactively, then respond to it | Collate and review intelligence on all channels of customer feedback across the authority | Collating and analysing all data sources to understand customer feedback enabling us to gain insight into customer needs  | Customer feedback is used to inform service provision and improve processes that are customer focussed | Customers feel engaged and listened to | Improved customer experience |
|  | Include customer feedback as part of process redesign                                     | Ensure there is sufficient capacity and capability to include customer feedback when reviewing and implementing processes<br>Iterative approach to digital product development so small changes can be made to meet customer need |  |  |                              |
|  | Utilise Hotjar, Google Analytics and Elastic Search                                       | Set up automated reports using software such as Power BI that show how users are using the website, including drop-offs, page hits  | Reports that show patterns of user behaviour when engaging with website                                | Insight into customer behaviour        |                              |

## Our Future Offer

| Need                             | Activity  | Resources                          | Channel / approach  | Outputs   | Outcomes  | Impact   |
|----------------------------------|---|------------------------------------|---|---|---|--|
| Develop a Future Operating Model | Review Current Operating Model                      | CSC Future Workstream (CSC Review) | Build a clear picture of the COM by looking at the constituent parts of the current model. Map current capabilities and evaluate the strengths and weaknesses   | Current Operating Model<br>Log of issues and opportunities<br>Design principles for TOM   | Insight into the strengths and weaknesses of the current approach to delivering customer services | Improved customer Experience<br><br>Confidence that LCC will be operating the most effective customer service centre |
|                                  | Develop a Target Operating Model                    | CSC Future Workstream (CSC Review) | Review best practice elsewhere, conduct a mini-discovery to understand what could be possible and what ideas there are for improvements – from both staff and customers. Establish a design authority that can agree an ideal future state that LCC should target | Target Operating Model – a blueprint for the future state of customer services with key functions, processes, information, technology and resource requirements | A future vision of customer services that all stakeholders can understand                         |  |
|                                  | Conduct Gap Analysis, and set out Transition States | CSC Future Workstream (CSC Review) | Map the difference between the COM and TOM, and set out a series of transition states that will help LCC iteratively get to the TOM   | A set of transition states that show how the organisation priorities it's activity over the next few years  | A clear way forward for achieving the TOM   |  |

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| Future Innovation | Periodically review latest technology being used to deliver customer services (through research bodies, such as Gartner, and interacting with other authorities), and assess feasibility of usage and implementation at LCC. | Solutions Architect, CSC Client Lead       | Undertake research to inform opportunities to improve customer experience through promoting greater technological innovation | Input into backlog of ideas  | Insight into potential new models and mechanisms for the delivery of customer services                 | Confidence that LCC's approach to customer services stays relevant |
|                   | Create a catalogue of ideas that could be included either in the TOM, or in future improvements to the customer contact operating model  | CSC Client Lead                            | Establish a catalogue of ideas for continuous improvement that contributes to the technology roadmap                         | A roadmap of ideas, with varying levels of detail and deliverability                                     | A constant pipeline of new ideas for future innovation   |  |
| Collection        | Develop an architectural model and implementation plan for future management of customer Data  | Solutions architect, Performance Team, IMT | Link through data into the Business Intelligence Team  | Prediction of customer future needs. Increased targeted approach to service provision. Data Architecture | An agreed technical direction for management of customer data, that can inform systems procurement and | Insight into the success of customer service delivery at LCC       |



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|------|------------------------------------|---|--|--------------------------|--|--------|
|      |                                    |   |  |                          | integration decisions  |        |
|      | Define Data Needs and Requirements | Business analyst or data analyst, solutions architect | Establish a set of prospective data requirements, through analysis of commercial best practice and through user research and discovery work with customer service centre   | Set of Data Requirements | A shared understanding of what a future customer contact centre needs to deliver to meet requirements of LCC and customers |        |
|      | Establish Benchmarking             | CSC Client Lead, Performance Team                     | Find comparative data from similar County Councils to assess how successful LCC's customer services are against comparators  | Benchmark of performance | Confidence in comparative quality of customer service delivery at LCC  |        |
|      | Develop predictive modelling       | Data analyst  | Data science and analytical frameworks that can forecast demand based on: <ul style="list-style-type: none"> <li>- Volumes of contact types at different times of the year/day/month/week</li> <li>- Volumes based on weather</li> </ul> | Analytical models        | Insight into potential patterns of customer behaviour  |        |

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|------|----------|-----------|---|---------|----------|--------|
|      |          |           | conditions<br>- Customer satisfaction based on contact type and channel |         |          |        |