

# Customer Strategy Plan

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## 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  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 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 Improved web forms 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 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 Log of issues and opportunities Design principles for TOM	Insight into the strengths and weaknesses of the current approach to delivering customer services	Improved customer Experience  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 compactors	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 - Customer satisfaction based on contact type and channel			