Customer Excellence Programme Update

5 year Organisational Change Programme

February 2023

What do we mean by ‘Customer Experience’?

Be more human
Empathy, understanding and recognise individual need

+

Request Communicate **Resolve**

Make it easy
Design services with the customer in mind

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A better customer <u>experience</u>

Reduces avoidable contact and failure demand

Cost reduction

Less repeat contact means reduced cost to serve, because experience has improved

*“If you want people to do something, make it **easy**.”* *Richard Thaler*

Current picture and future aspirations

	From	To
Customer Experience	Inconsistent customer experiences. Pockets of excellence but confusion around who owns the customer experience.	Improved and consistent customer experiences across services, and ownership to be organisation wide.
Website	Feedback from customers and employees tell us that it is not always easy to navigate our digital services.	New website centred on the needs of our customers.
Customer Data & Insight	Customer feedback gathered on an ad-hoc basis, so unable to use it to drive improvements.	Customer insight used proactively as part of a customer centric strategy to drive continuous improvement across WBC.
Customer Journey Management	Customers tell us that it is not always easy to navigate council processes.	Easy access to services for all, focused on customer need. Clear organisation wide accountability for the success of customer journeys.

CUSTOMER EXCELLENCE

We role model customer excellence by putting the customer at the heart of all we do, and champion their needs as if they were our own.

Customer Excellence Strategy

1	2	3	4	5	6	7
Customer Excellence Strategy development Customer Delivery Jackie Whitney	**Communication** Communication Engagement and Marketing Dave Allen	**Procurement, commissioning and contracts** Procurement Rob Bradfield People Commissioning Wes Hedger	**Listen and Learn from our Communities** Neighbourhoods & Communities Mark Gwynne	**Performance Monitoring, Data and Insight** Insight, Strategy & Inclusion Emily Higson	**Digital** Digital Delivery Sarah Zama	**Workforce Development** Human Resources Louise Livingstone

Gov Metric | Voice of the Employee | Root causes complaints | Website User Data | Borough Demographic | Town & Parish Feedback

Website User Data | ONS Data | Service Intelligence | Voice of the Customer | Accessibility EDI

Data and Insight

Communities & Partnerships | Business Intelligence | Contracts & Procurement | Assets | Workforce

Organisational Foundations

Listen | Learn | Improve

Organisational Foundations | Customer Excellence Programme Governance

CLT Portfolio Board
Monthly
CLT, Jackie Whitney

Programme Board
Monthly
Sally Watkins, Jackie Whitney

Steering Group
Monthly
Workstream Leads

Project Group
Individual workstreams

Customer Excellence Programme

Customer Excellence and Strategy Development	Communication	Procurement, Commissioning & Contracts	Listen & Learn from our Communities	Performance Monitoring, Data & Insight	Digital	Workforce Development
Jackie Whitney	**Dave Allen**	**Rob Bradfield** **Wesley Hedger**	**Mark Gwynne**	**Emily Higson**	**Sarah Zama**	**Louise Livingston**

Workstreams

CX KPI Project Group 4-6 weekly

Sarah Kerr
Jim Frewin
Adrian Mather
Stephen Conway
Pauline Jorgensen
Kim Jakubiszyn
Zufiqar Mulak
Baljinder Reyatt
Jackie Whitney
Will Roper

Task and Finish Group - when required

Jim Frewin
Adrian Mather
Pauline Jorgensen
Mark Gwynne
Emily Higson
Will Roper
Shahid Younis
Chris Johnson
Graham Ebers
Jackie Whitney

Listen | Learn | Improve

Headline activity in the last 12 months	Aspiration	Ultimate outcome
Designed and launched a Customer Experience learning programme		Positive cultural change in the way our workforce views customers, with individual action plans to ensure reflection on practice continues and learning is applied
Designed and launched Communication training around the language, manner and tone that we use – 3 C's		Communication to customers is written with *care*, giving them *clarity* on what's happening and *confidence* in us as a Council
Developed and launched a Customer Charter, with customer input and validation		Manages expectations around standards of behaviour, and provides key indicators that allow measurement of customer experience as a result of our behaviours
Discovery worked completed around the design and development of a new website		New website centred on the needs and feedback from our customers, improving accessibility and designed for easier customer journeys, aiding channel shift
Started procurement of a new Customer Relationship Management system		Simple, intuitive and accessible online forms, giving customers confidence in using our digital services – reducing costly avoidable and failure demand as a result
Proactively capturing voice of the customer, employee and member to inform strategy and direction		Increased buy in as Customers feel that improvements have been created with their needs in mind – they feel involved and listened to
Officers and members working together to design Customer Experience KPI's – for all services		Increased focus on performance around the *customer experience*, leading to better service ownership
Starting to map key customer journeys across service areas, completed Highways and Housing		Service improvement plans in place to fix customer pain points, improve ease of access to services and reduce costly failure demand

Spotlight on corporate website improvements and microsites

Completed

- 1st round of qualitative and quantitative user research
- Competitor and data analysis
- ‘As is’ review
- Stakeholder content audit
- Accessibility review
- Hosting solutions
- Migration evaluation
- Comms plan/delivery of internal comms plan
- Information Architecture review
- User testing on prototypes
- ‘Tree’ testing (user testing) & results
- Refining prototypes
- Content audit review
- Design review including brand colours
- Technical investigation: content migration/database copy
- Investigation for contingency database (hosted internally)
- Page template designs signed off (website and microsites)
- Content migration planning
- Website form audit and rebuild framework

In progress

- Medium/High fidelity web form design
- Stakeholder collaboration for migration
- Further review /policy creation of accessible documentation
- Test plan for contingency database
- Test plan for new website
- Build of infrastructure
- Internal comms

Coming up

- Build of page templates
- Build of website forms
- Content migration
- Analytics integration
- Build phase
- Testing
- Internal comms

What is planned | Next 3-6 months

Headline	Planned activity
Bring together Customer Excellence with Community and Partnerships OFP	Draft business case including drivers, vision and objectives. Governance structure and programme management remains the same.
Customer experience KPI's	Finalise a service reporting dashboard for Housing, and add level 1 and 2 KPI's to the performance monitoring report for quarter 4
New Website	Design and develop new pages for the corporate website and 6 service specific sites - launch July 2023
New Customer Relationship Management System (CRM)	Receive training on the new system, begin to review existing digital customer journeys and build improved ones – launch spring 2024
Customer Strategy	Public consultation, with a view to launching early summer 2023.
Customer journey mapping	Children's (SEND), Council Tax and Digital journeys ready for new CRM development
Library offer	Outputs of discovery phase and engagement with library teams and customers, to inform a Community Strategy during 2023