Customer Experience NWLDC

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Executive Summary

- We are transforming the way that we interact with our customers.

- The technology landscape and our customers' preferences are changing at an ever accelerating pace.

- The resources available to Local Government are decreasing.

- We need to find new, innovative and efficient ways of enabling our customers to interact with the Council.

- The strategy builds upon previous work and enables customer experience to become part of our core vision and values framework that each and every officer subscribes too.

- Its adoption will enable the systemic change required to transform the organisation's customer experience offer over the period 2018 – 2021.

Our Business

Volumes

- Calls to the Customer Services Team   116,835
- Number of letters the Council sent out (Council wide)   178,148
- Number of face to face interactions   22,792

- 11,000 users signed up for an online account (July 2018)

Estimated average costs of customer interactions:

- Face to face interactions - £8.62
- Telephone interactions - £2.83
- Digital (online) interactions - £0.15

Current Customer Experience

- Customers wait unacceptable periods of time to contact the contact centre by phone.

- The reception area and customer services facilities require improvement.

- Customer services standards are unclear and, where they do exist, are not always consistently followed.

- In most areas, the Council does not have a comprehensive picture of customers' needs – nor does it have the ability to track and record these.

- Corporate customer service performance indicators have a low profile and do not receive sufficient scrutiny.

- There is an uneven culture of customer service across the organisation and we cannot demonstrate how we learn from complaints.

Our Customers

- **Age** -19.7% of adults in North West Leicestershire are **over 65**
- **Education** - 39.20% of adults in North West Leicestershire have **no qualifications and/or no Level 1 qualifications**
- **Health** - 18.1% of adults in North West Leicestershire have **long-term illness or disability**.

- **Infrastructure** – Broadband 2mbs - 0.00% of households in North West Leicestershire **do not receive broadband speeds of at least 2 megabits per second (Mbps)**.
- **Infrastructure** – 4G Mobile Data - 21.48% of households in North West Leicestershire **do not receive 4G mobile data from all providers**.

- **Offline** - 11.7% of adults in North West Leicestershire have **not been online within the last 3 months**.
- **Basic Digital Skills** - 78% of adults in North West Leicestershire have **all five Basic Digital Skills**.
- **Basic Digital Skills Used** - 46% of adults in North West Leicestershire have **used all five Basic Digital Skills in the last three months**.

Digital Customers

- The likelihood of overall digital exclusion in North West Leicestershire is **Medium.**

- This compares negatively against the digital exclusion likelihood in neighbouring Local Authorities

- This highlights some of the challenges or barriers that our customers may face when interacting with us.

- Our plans as we move forward need to proactively consider these challenges and barriers, to ensure that the services we provide do not exclude.

Local Authority Area	Likelihood of Digital Exclusion
North West Leicestershire District	Medium
Hinckley & Bosworth Borough	Low
Blaby District	Low
Oadby & Wigston Borough	Low
Harborough District	Low
Melton Borough	Medium
Leicester City	Medium

- 'Digital by default', placing a greater emphasis on customer choice, and offering seamlessly integrated digital experiences.

- Our call centre and face to face environments will have released capacity that will enable our skilled officer time to be reinvested.

- Our customer environments, will be safe, modern, accessible, welcoming and fit for purpose.

- Staff will be invested in, understand what good customer experience means and the expectations upon them.

- Our plans will be customer insight led, in a cycle of continuous internal improvement.

North West Leicestershire District Council will offer a modern, efficient, customer experience that the organisation and its customers can be truly proud of.

![North West Leicestershire District Council logo]

Principles of Customer Experience

The strategy presents seven key principles of customer experience:

- **Customer First:** Placing customers at the heart of the organisation.
- **Customer Access:** A modern, fresh approach to customer experience and spaces.
- **Customer Choice:** Contact channels matched to the needs and preferences of the customer.
- **Digital by Default:** Digital experiences so good that they are the channel of choice.
- **Inclusion:** Recognising our customers' unique circumstances.
- **Customer Insight:** Establishing our customer data sources and learning from this to improve our services.
- **Value for Money, Efficiency and Return on Investment:** Business minded decision making.

Customer First

- Putting the customer first or at the heart of the organisation.

- Our purpose is to provide public services - every decision, business action or procedure should be in support of this.

- Staff and managers will be empowered to provide their very best level of customer service.

- Support, training and guidance to staff around our customer values

- Understand and map our customer journeys to improve them - getting things right, on time, first time.

![North West Leicestershire District Council logo]

Customer Access

- Provide modern, fit for purpose environments, whether they are face to face, or digital.

- Review and redesign our customer service environments and front door offer.

- Customer Service Team - review the structure, role and functions to reflect customer demand.

- Online environments that are safe, easy to use and fit for purpose, with a clearly identifiable brand.

- Benchmark with our peers and other organisations.

Customer Choice

- We will provide our customers with choice.

- We will understand our customers' needs and match them to the most appropriate contact channel.

- We provide a variety of contact channels such as face to face, telephone, online, self-service and post, and will continue to offer a comprehensive range.

- A preferred hierarchy of contact channels, dependant on the need, circumstance, capability, and the cost of delivery.

Self Service (Digital)	This is a preferred channel for most contact. Ideal for noncomplex, high volume or routine contact or applications. Allows access 24/7/365 and gives customers the most efficient route through to our services.
Assisted Self Service (Digital)	For those customers who want to or should access our services digitally but need support in doing so. This may be through new contact channels such as web chat, or assistance provided from floor walkers in face to face environments.
Telephony	At present this is the primary contact channel, offering convenience, rapid access and a human touch. However telephony demand can overwhelm our contact centres and a channel shift needs to occur for those that are able to self-serve.
Face to Face	The traditional contact channel of face to face is expensive to provide and is inconvenient for many customers. It is best reserved for those customers with complex, urgent needs or vulnerability that render other channels undesirable .
Post, email, fax and Other	Written correspondence is used widely but creates delays for customers in resolving their enquiry. The authority should promote other channels over this, and where written submission is required, explore the use of technology to automate contact handling.

Digital by Default

- Customer experience will be increasingly digital by default.

- Our default channel will be digital, providing access 24 hours a day 365 days a year.

- Processes are designed with the customer in mind, so that the digital channels offer a better, faster and improved experience to traditional contact channels.

- To access a service online should feel like an added convenience - a better, easier way of engaging with us.

Take charge of your world!
Welcome to North West Leicestershire District Council's service request site. On this site you can manage your accounts with us and request and keep track of your services.

Inclusion

- Our services will be inclusive.

- Fair, open access to our services to prevent those that need us, from being excluded.

- We will treat our customers as individuals and be flexible in how we deliver our services, empowering our staff to make human decisions to provide adjustment and support.

- We will address digital exclusion and identify barriers to accessing our services upfront, and work hard to support our customers in overcoming these.

Customer Insight

- Review customer data, satisfaction and feedback to deliver customer led service improvements.

- Review our sources of customer data and seek to generate a consistent measure of customer experience across the authority.

- Actively obtain customer feedback, complaints and explore the opportunity to continually measure satisfaction through technology.

- Talk to our customers and involve them in our plans, through direct engagement, survey or consultation, providing truly customer centred decision making.

- Review the way in which we manage our customer complaints, treating them as opportunities to learn, reviewing the trends and patterns to identify areas of focus and development.

Value for Money, Efficiency and Return on Investment

- We are not immune to the financial pressures upon Local Government and the authority has a duty to manage public funds wisely.

- Technology offers an opportunity to reduce our cost profile for some types of customer contact.

- Redistribute our resources to those customers, service areas or transactions that have the greatest need.

- Other benefits: increase in customer satisfaction, a greater use of digital services and a more responsive, easier to access call centre.

- Success criteria's with clear, time linked and measurable outputs of what is to be achieved.
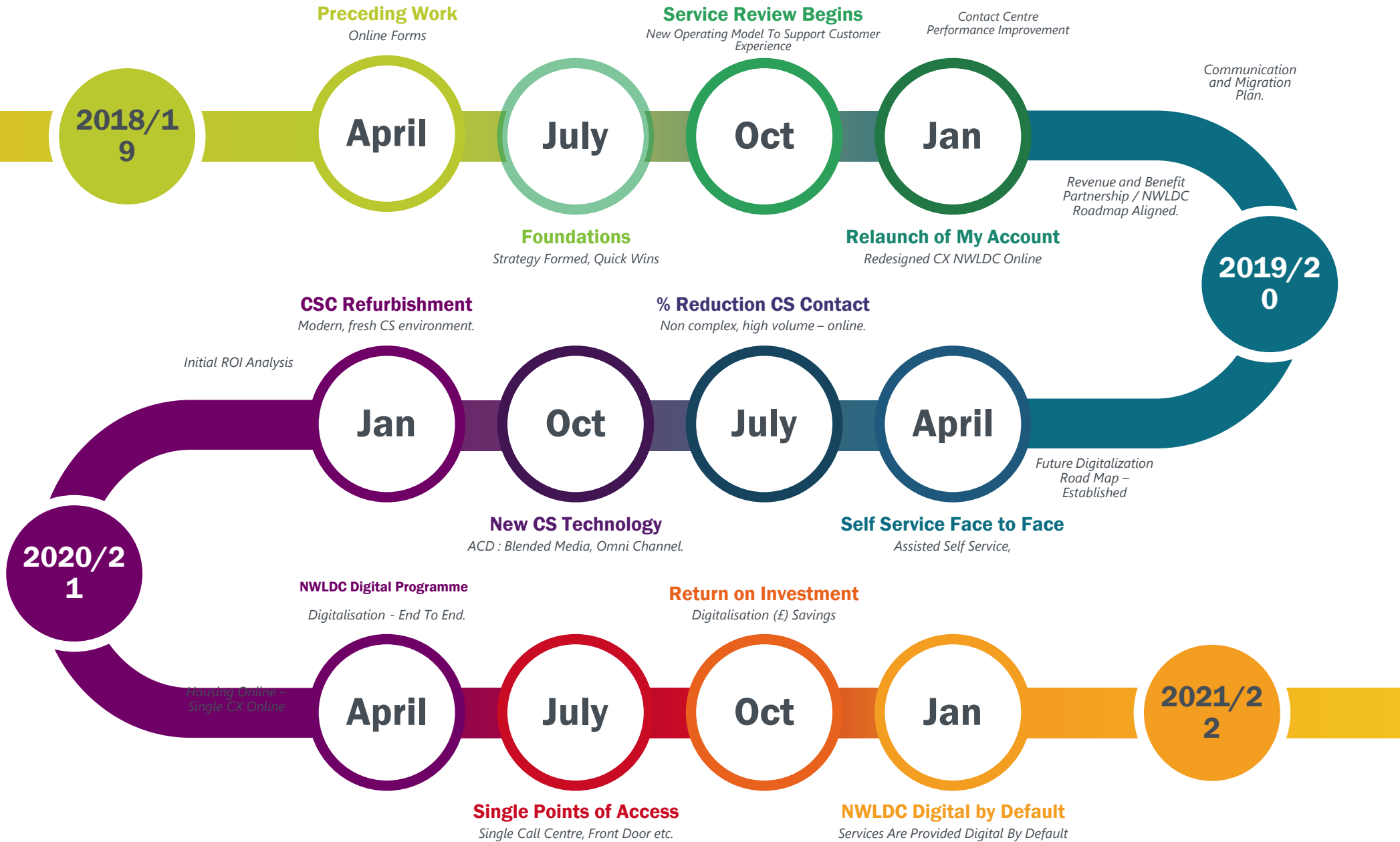
Delivery

- Lead officer - Tom Shardlow Head of Customer Services.

- Series of principle linked work streams, led by senior officers.

- Sponsor - Glyn Jones, Strategic Director for Housing and Customer Services

- Report into the Corporate Portfolio Holder – Cllr Richard Blunt (Leader).

- Where spend, investment or significant decision occurs this will be made in line with the Council's constitution / delegation of power.

- Reporting into a Customer Experience Board chaired by Glyn Jones, Strategic Director for Housing and Customer Services.

Questions and comments?