Staffordshire
County Council

Customer Experience

In Staffordshire

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April 2024 – Overview & Scrutiny Committee

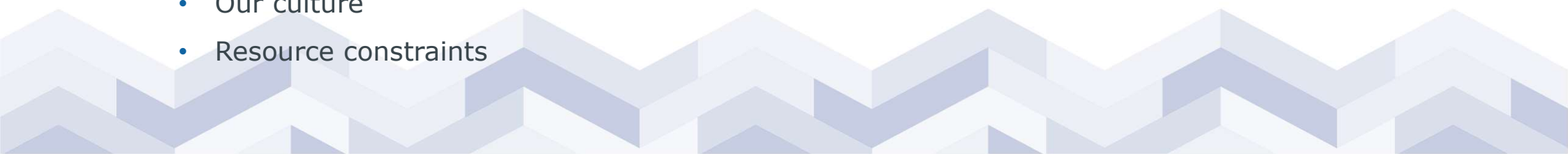# Customer: The journey so far…

The work to understand the customer experience started in November 2022 – with the commission of a customer survey tool. We recognised that improving the customer experience was a key indicator for many teams but they lacked the ability to measure and monitor such an important metric.

In October 2023 we were asked to commission an assessment of the council's **approach**, **culture**, and **responsiveness** to the customer and as required, develop a programme of improvement activity.
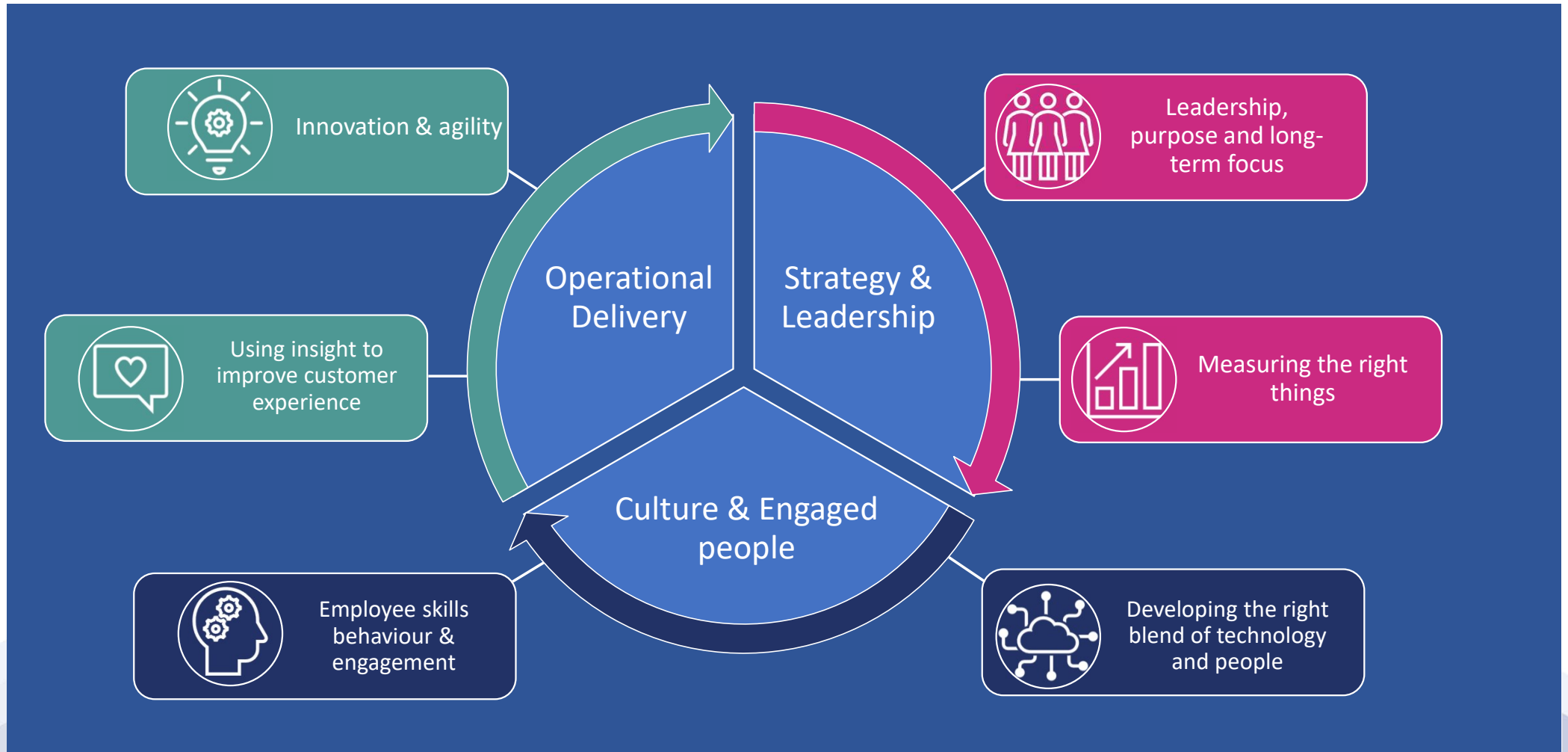
This is difficult because:

- The way we operate is complex

- Variety of customers we serve, whose interests might not align

- The 'Customer Voice' is not consistently collected

- Our culture

- Resource constraints

Customer Experience (CX) Strategy approach

- Explore how we can **differentiate ourselves** and our **customer service proposition** to:
  - Win customer trust and earn customer advocates.
  - Reduce demand and complaints.
  - Increase customer satisfaction.

- Engage with and listen to our customers to design and implement **customer centric pathways** and **processes** by assessing **customer effort**, **sentiment** and **satisfaction** at important stages of their customer journey.

- Identify current **customer focused** delivery to spot:
  - Potential quick wins e.g. highways.
  - Complex longer-term activity e.g. vulnerable adults.

- Use **existing data and insight** to pinpoint and prioritise:
  - Customer experience touchpoints (**opportunities to wow**).
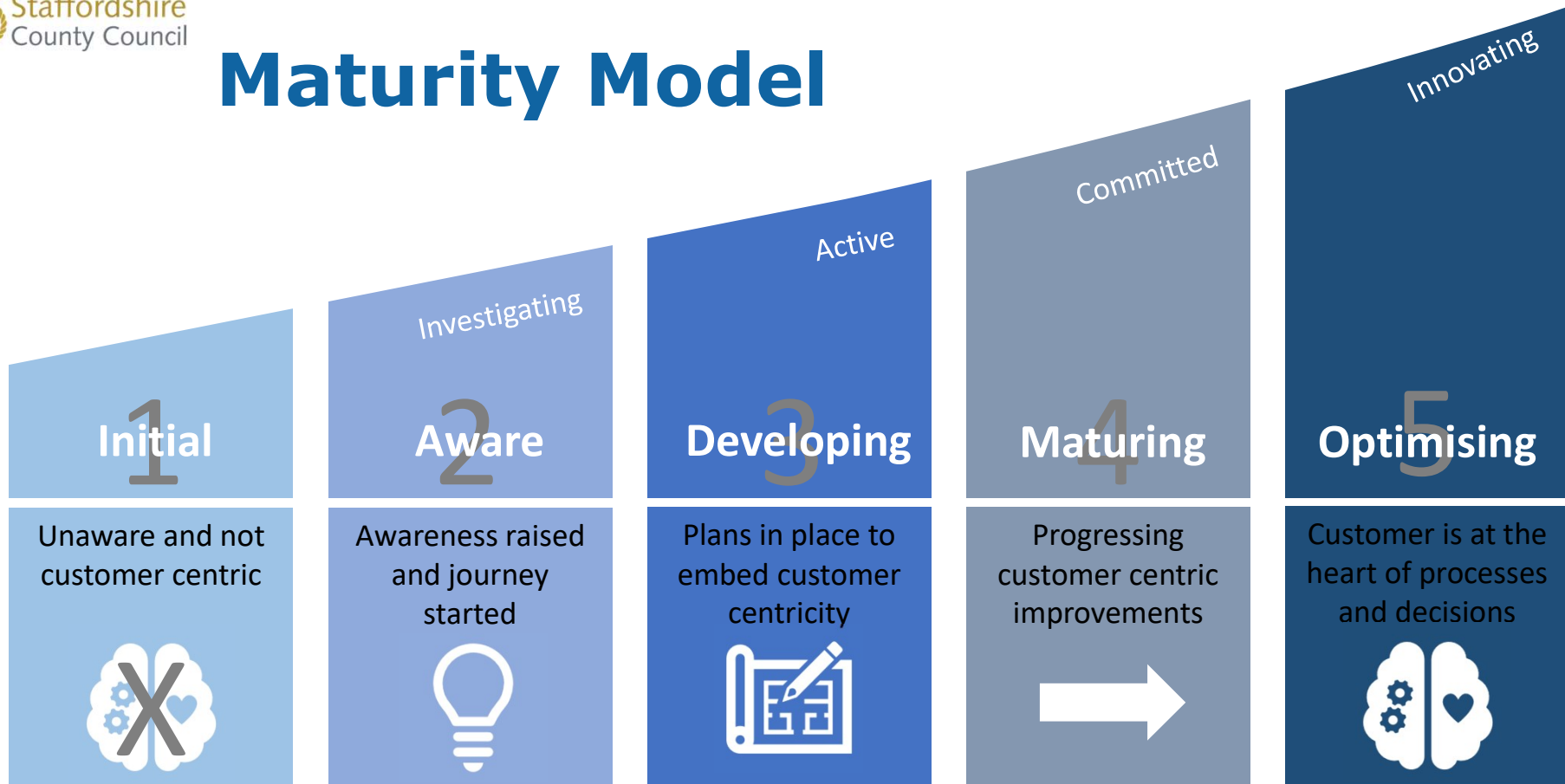 - Improvement opportunities (**pain points**).

CX Maturity Model cont.

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1. Initial	The area is unaware of our Customer Experience (CX) Strategy and currently does not consider the customer in their processes or their decision making.
2. Aware	The area understands and supports our Customer Experience (CX) Strategy and have shown a desire to be more customer centric in their processes and decision making.
3. Developing	The area has developed a plan to deliver customer centric change and embed the principles of the Customer Experience (CX) Strategy . Activities are underway and the workforce is engaged in delivering the strategy.
4. Maturing	Customer experience actions plans are well developed and embedded in practices and approaches. The workforce have the necessary skills to prioritise customer centricity and are making decisions with the customer at the heart.
5. Optimising	The area is working seamlessly with colleagues in other areas to deliver our Customer Experience (CX) Strategy. The workforce are unconsciously competent in putting customers first/at the heart of everything they do.

Assessment

Action Planning & KPIs

Re-assessment

Quality Framework

Training

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CX Maturity Model cont.

There will be a strong focus on:

1. Specifying what values are desired by customers and how these are to be delivered

2. Removing processes/activities that do not contribute to the **'value stream**'.

3. Standardising processes where possible to free up time for further improvement.

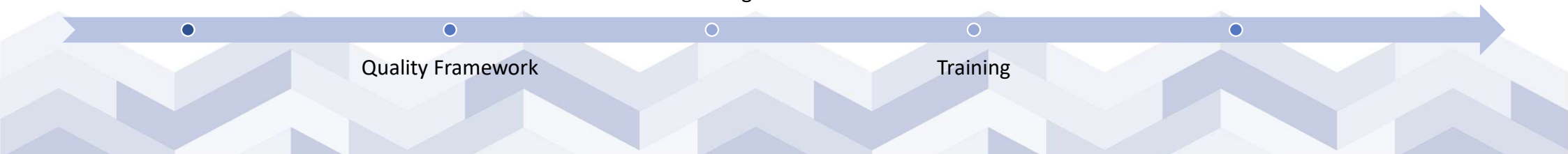4. Introducing processes that drive work to meet customer needs

Assessment   Action Planning & KPIs   Re-assessment

Quality Framework   Training

Roadmap

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Transitional State 1 – Apr – Jun 2024	Transitional State 2 – Jul – Sep 2024	Transitional State 3 – 2025 (dates to be agreed)	Transitional State 4 – 2026 (dates to be agreed)

VOC

VOB

Serv Check

QUICK WINS

ICS

- Design, develop and draft:
  - CX Strategy.
  - CX Quality Framework.
  - Target Operating Model (TOM).
  - CX Roadmap.
  - CX Architecture.
- Delivery of business benchmarking.
- Delivery of ServCheck

- Document approval.
- Delivery of:
  - CX Architecture.
  - Quick tactical wins.
  - ICS Action Plan.

- Delivery of:
  - Medium-term Target Operating Model (TOM) – detail to be agreed.

- Delivery of:
  - Long-term Target Operating Model (TOM) – detail to be agreed.

Benefits Realisation

KPI's & Performance Dashboard

Comms Plan

Institute of Customer Service (ICS)

Your ServCheck Journey

Business Benchmarking

Measure customer satisfaction, identify strengths and areas for development

ServCheck

Analyse your team's views on your company's strategy, culture and processes

Assessment

Independent assessment to verify you meet the benchmarks and implement action plans

ServiceMark

National standard recognising your achievement in customer service and commitment to upholding those standards

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Customer Scorecard

The following have been identified as foundational CX benefits following the successful delivery of the above programme.

Benefit	Measure	Method
Increased Customer Satisfaction (CSAT)	%	• GovMetrics CSAT Survey • Business Benchmarking results (ICS)
First contact resolution rates (FCR) – *right first time, at first point of contact.*	%	• Business Benchmarking results (ICS)
Better customer engagement – *taking an omnichannel approach.*	Number	• Offered Calls • Unique website hits
Increased net prompter score (NPS).	NPS	• Business Benchmarking results (ICS)
Improved customer effort score (CES) – *low-effort customer experiences.*	Number	• Business Benchmarking results (ICS)
Increased levels of organisational commitment to Customer Service	Score	• ServCheck Results (ICS)
Achieve ServiceMark status*, a national standard*	Accreditation	• ServiceMark (ICS)

Questions/Reflections

Thank-you

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With pride. With purpose. With you.

Appendix: CX Programme Framework

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Customer Experience (CX) Programme.

Existing Change

Single Front Door

An innovative Single Front Door that is easy to access and simple to use, using inclusive digital solutions, responding to individual needs in a timely way and delivers an excellent 'Staffordshire experience' – *supporting our residents and businesses to prosper, be healthy and happy*

- **Highways Transformation – Customer Journey**
- **Institute of Customer Service (ICS)**
- **Gov Metrics Implementation**
- **Corporate Delivery Plan**

DISCOVERY
- 'Customer Framework' developed
- Understand how customers feel

DEFINE
- Customer experience strategy created

DEVELOP
- 'Customer Journey' designed
- Workstreams identified

DELIVER
- New customer experience embedded

Data

Culture

Customer

Digital

Customer Centric Culture

Customer Centric Tools

Removal of pain points

Deliver a wow experience

ServiceMark

Appendix: Programme Governance