NWeGG Conference
Excellence in customer service delivery

Designing and delivering public services around the needs of users, citizens and community

Siobhan Coughlan

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www.idea.gov.uk

Background

Customer experience of public services

- Front line **services organised departmentally** for specific service areas
- **Multiple contact points** on the high street
- **Different** office **opening hours**
- **Different telephony & IT**
- **Different customer data** & information management systems
- **Different training & development opportunities for staff**, (different uniforms)
- **Different feedback and response timescales**

The real customer experience……..

Cartoon kindly provided by www.francartoons.com

Key challenges

- Understanding shared customers using **customer insight,** to re organise and deliver services
- **Joining up related services**, provided by different organisations, around different customer groups
- **Leveraging assets** through sharing frontline and back offices
- **Managing and sharing data** across the partners to make it easier for the customer to carry out their transaction
- **Exploiting technology** as an effective tool
- Removing duplication and wastage to drive out efficiency savings through **business process improvement**

Drivers for Service Transformation

- Local Government Act LSP, LAA, MAA – **partnership approach**
- LGR and Two Tier Pathfinders – **reorganisation of local services**
- Local Government **new performance framework CAA**
- National indicator **NI 14 'Reducing avoidable contact'**
- **CRS 07** – efficiency savings 3% p.a.
- **Service Transformation Agreement** – Varney Review
- **Customer expectations!**

Designing and delivering public services around the needs of users, citizens and community

Requires a strategic approach:

- Whole organisational approach
- Understanding & engaging customers
- Multi channel delivery
- Empowering & enabling staff
- Customer centric service redesign
- Working effectively with partners

Whole organisational approach

- Not just the responsibility of the contact centre!
- An **agreed vision for the customer** experience
- **Leadership from the top** – Chief Executive and Leader
- **Part of everyone's job**, i.e. part of JD, training and appraisal process
- **Clear standards and polices in place** to support customer centric services
- **IT systems to support** not hinder staff do their job
- **Services designed around the customer** not the deliverer

Understanding & engaging customers

- **Customer insight – range of different sources collected across different services:**
  - Compliments, comments & complaints
  - Consultation & focus groups
  - Service take-up and channel usage
  - Demographic data
  - Mystery shopping & customer journey mapping
- **Need to collect, analysis and use corporately**
- **Share with partners to meet the needs of shared customers!**

Multi channel delivery

- **Engage and involve customers in how services delivered –** 'You said, we did'
- **Work with partners to join up related services** – e.g. Age Concern & PCT re older people
- **Different channels co-ordinated** – needs & preferences
  - Web
  - Face-to-face
  - telephone

  'create once, use many'
- **User testing** – range of customer groups

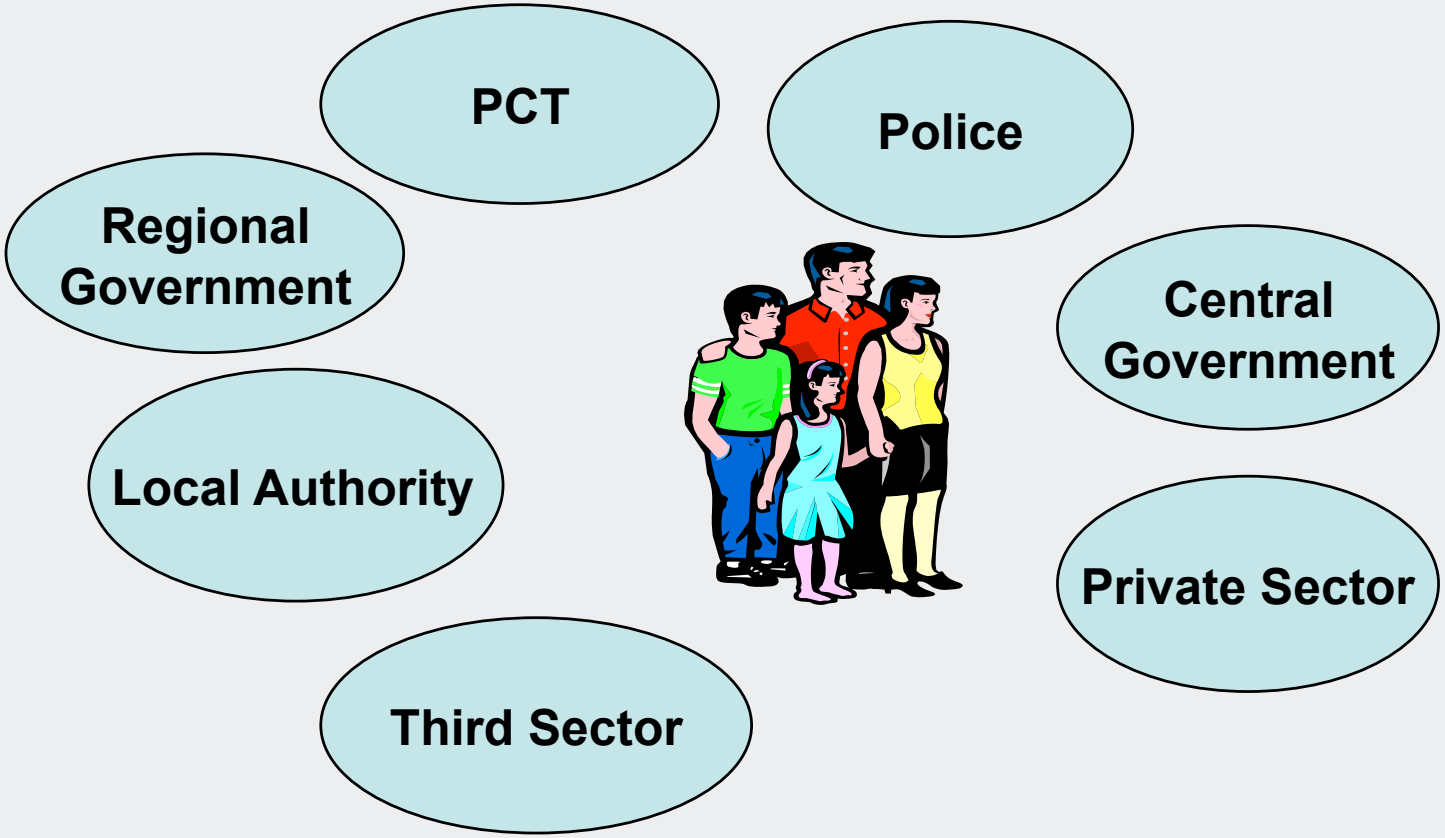
Empower & enable staff

- **Training & development** – recognised professionals
- **Clear roles & responsibilities**
- **Frontline staff as the Customer's champion**
- **Access to systems & information**
- **Process/systems designed to support frontline role**
- **Opportunity to feedback** to help improve services
- **One and done!**

Customer centric service redesign

- **Customer centric V service deliverer**
- **System thinking** e.g. BPR, BPI or Lean etc., - to redesign the process
- However, **remember the customer experience** so end-to-end journey mapping and mystery shopping too!
- **NI 14** – understand the underlying causes of avoidable contact
- **Learning from feedback** – *complaints, compliments and comments*

LSP & LAA as the driver for joined up local services



Partnership working

- Clear **agreed vision & priorities** – via LSP/LAA
- **Governance arrangements** – officer & member
- **Customer centric v shared services approach**
- **Collaboration around shared customers**
  - Sharing data & customer insight
  - Joint teams
  - Shared accommodation
  - Joint training
  - Agreed redress processes

Tools & support

- **IDeA Knowledge**
  - FOSS – ‘Delivering public service transformation’ & case studies
  - Workforce – ‘Developing the workforce to support transformation’
  - Customer insight – guidance for LAs
  - Data handling guidelines
- **CoP’s – online communities**
  - NI 14
  - Customer Services
  - Customer Insight
- **ESD Toolkit**
- **Customer Service Peer Review**

In summary – Key Factor for success

- **Clear Leadership** – political & managerial
- Agreed **shared vision** across partners – outcomes focused on customers
- **Understanding** the needs **& engagement of customers**
- **Engaging staff** – particularly frontline staff
- Partnership working – **governance arrangements**
- **Exploiting technology** & sharing infrastructure
- **Project management** process
- **Innovation & creativity!**