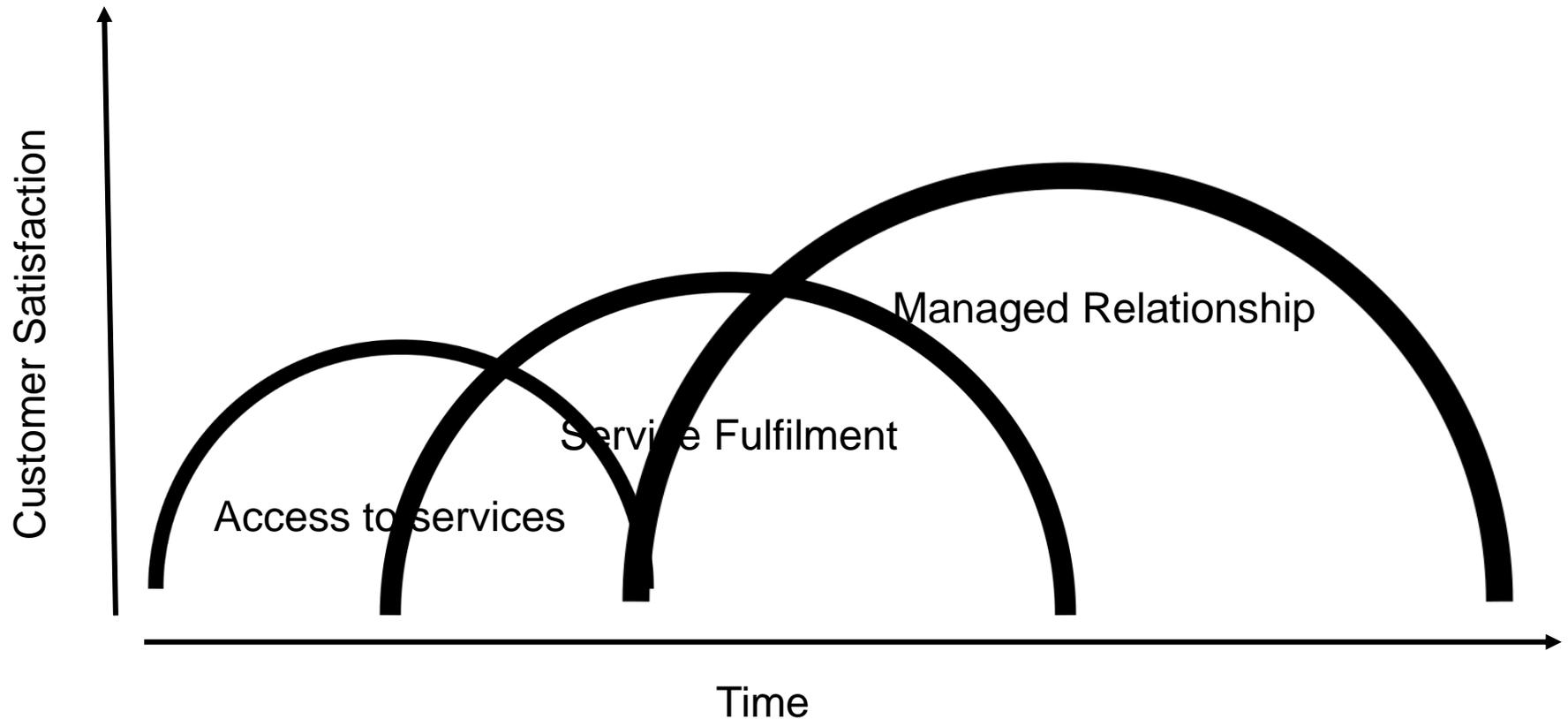


Customer Satisfaction – the moving challenge



Workshop learning points



- A proposed model for developing and improving customer experience
- Lessons and best practise for each of the phases of customer experience improvement in the model
- How to win and maintain the trust of our customers in order to master the relationship phase of the model

Workshop Summary



This workshop is proposed as an interactive session seeking feedback from participants to build collective learning on the following:

- Successes and learnings from attempts to improve accessibility for customers
- Successes and learnings from initiatives to improve delivery for customers
- Challenges, successes and learnings from work to develop relationships with customers

The workshop will start with an overview of the model suggesting that to deliver sustained customer satisfaction requires: convenient access, reliable delivery and ultimately a meaningful relationship with customers.

Workshop Summary - continued



Access, this used to be a problem of how to “answer the phone” and resolved itself in addressing opening hours/staffing levels for contact centres and location/opening hours for shops. But these are expensive choices and increasingly digital is being offered as an alternative 24/7 channel. We are now considering reducing face to face and phone opening hours in order to further encourage digital take up, what experience do other organisations have in applying this type of strategy to encourage channel shift?

In our increasingly digitised council **delivery** challenges are about adoption of common processes and technology. Converting staff who have entrenched (analogue) ways of working to digital processing is the big challenge particularly where management oversight of the work historically has been limited. We are using service level standards to set expectations between customers, staff and Members for delivery. Our experience is that this needs to be coupled with much greater performance and management

Workshop Summary - continued



oversight than has historically been the case. Have other organisations found this to be the key challenge to digitising delivery? How have they overcome these challenges?

In order to sustain customer satisfaction we believe that it has become necessary to create a meaningful (digital) **relationship** with our customers. Using data and patterns of their demand to make other things they want to do with the Council simpler for them and for us to prompt them on matters that might be helpful to them. This makes trust a vital and valuable asset to be built and sustained between Councils and their citizens. Unfortunately we have a cohort of customers who don't have trust in us and will cease their direct debit payment method for Council tax in months 11 and 12 of the year, equally some customers are reluctant to create an account on our web site for us to stay in touch with them. Are other councils also believe this is a necessary point of focus for them and if so, what are they finding works or doesn't work to build trust and relationships with their customers?