

## CUSTOMER STRATEGY DELIVERY PLAN 2024/25 (Year 1)

## Appendix 2

This plan provides a high-level overview of the work, which will take place over the coming year.

It is structured around 3 key outcomes

1. Create a better **customer experience** by delivering customer-focused, accessible, easy to use services.
2. Create a by **customer centric culture** and new more efficient ways of working
3. Deliver **effective, efficient and value for money** customer service

Outcome	Key Deliverables	Target Delivery Date	Measures of Success
Create a better <b>customer experience</b> by delivering customer-focused, accessible, easy to use services.	Agree and publish a Customer Charter to be clear what customers can and cannot expect.	Sep 2024	Customer Charter in place.
	As services and policies are reviewed, develop or refresh customer service standards and reporting arrangements	Mar 2025	Service standards in place and reported on.
	Options appraisal for delivery of a single Customer Relationship Management (CRM) to inform future technology requirements	Jan 2025	CRM options appraisal complete.
	Options appraisal for delivery of a single customer customer account' function to inform future technology requirements	Jan 2025	Single Customer Account options appraisal complete.

Outcome	Key Deliverables	Target Delivery Date	Measures of Success
<p>Create a better <b>customer experience</b> by delivering customer-focused, accessible, easy to use services.</p>	<p>Standardised service patterns in place for digital transactions and a rolling programme in place for digital form consolidation using Government Digital Service standards, linked to new service patterns, the organisation's programme of service redesigns and policy changes</p>	<p>Mar 2025 and ongoing</p>	<p>Single set of key service patterns developed and single set of online forms.</p> <p>Increase in range of transactions available online.</p> <p>Increase in online transactions being undertaken.</p>
	<p>Migration of content from 4 legacy websites linked to single W&amp;F website via a phased programme of service and policy harmonisation.</p>	<p>Mar 2025 and ongoing</p>	<p>2024/25 Prioritised legacy pages decommissioned.</p> <p>Increase in number of service areas with content migrated.</p>
	<p>Ongoing web improvements based on customer feedback, working to best practice Government Digital Services (GDS) standards and working on accessibility standards.</p>	<p>Mar 2025 and ongoing</p>	<p>Website accessibility standards met and improving.</p>
	<p>Options explored for introduction of assisted digital offer including chat bot and web chat functionality linked to plans for future technology.</p>	<p>Jan 2025</p> <p>Mar 2025</p>	<p>Assisted digital options appraisal complete.</p> <p>Phase 1 delivery plan drafted for assisted digital offer.</p>

Outcome	Key Deliverables	Target Delivery Date	Measures of Success
<p>Create a better <b>customer experience</b> by delivering customer-focused, accessible, easy to use services.</p>	<p>Assisted self-service for customers introduced into anchor buildings at Voreda House, Barrow Town Hall, Kendal Town Hall.</p>	<p>Site specific target dates linked to capital programme</p> <p>Aug 2024</p>	<p>Supported digital access to services available in anchor buildings.</p> <p>Voreda House self-service for customers available.</p>
	<p>Single customer service telephony solution introduced.</p>	<p>Sep 2024</p>	<p>Customer service telephony on single system.</p> <p>Call drop rates reduced.</p> <p>Call handling times improved.</p>
	<p>Options appraisal to explore how social media can be further used to share information proactively, receive feedback, engage with particular communities of interest, linked to future technology requirements.</p>	<p>Jan 2025</p>	<p>Social Media options appraisal undertaken.</p>
	<p>Develop a programme of activity across all face-to-face customer access points to ensure a joined up, consistent front of house experience; effective signposting and access to a wider range of information.</p>	<p>Jan 2025</p>	<p>Consistent branding in place.</p> <p>Customer access to information and support from a range of customer access points.</p> <p>Customer satisfaction improved.</p>

Outcome	Key Deliverables	Target Delivery Date	Measures of Success
<p>Create a better <b>customer experience</b> by delivering customer-focused, accessible, easy to use services.</p>	<p>Customer access operational in Voreda House, Penrith.</p>	<p>Spring 2024</p>	<p>Customers access a wider range of council services from a single location in the Eden area.</p>
	<p>Customer improvements works commence for Kendal Town Hall and Barrow Town Hall customer service points</p>	<p>Works start by end of Oct 2024</p>	<p>Works start on site with business continuity in place.</p>
	<p>Engage and agree approach with Parish and Town Councils about how we can best support them with signposting residents to council services.</p>	<p>Sep 2024</p>	<p>Parish and Town Councils feel confident to signpost to council services.</p> <p>Customers access council services more easily.</p>
	<p>Develop organisational approach and guidance to use customer design principles.</p>	<p>Jan 2025</p>	<p>Customer service design principles in place.</p>
	<p>Approach and guidance in place about using customer insight and information to improve services, linking to the Community Power Programme</p>	<p>Dec 2025</p>	<p>Customer insight guidance in place.</p> <p>Customer insight evidenced in service redesign and community power programme.</p>

Outcome	Key Deliverables	Target Delivery Date	Measures of Success
<p>Create a better <b>customer experience</b> by delivering customer-focused, accessible, easy to use services.</p>			<p>Suite of metrics and sources of customer insight developed.</p> <p>Improvements to services based on learning from compliments and complaints.</p>
	<p>Ongoing engagement with advocacy groups and customers to ensure feedback loop and lived experience informs council activity.</p>	<p>Mar 2025</p>	<p>Customer insight evidenced in service redesign.</p>
	<p>Development of organisational approach to understanding customer experience and customer effort.</p>	<p>Dec 2024</p>	<p>Customer experience and where improvements need to be made is understood.</p>
	<p>Single corporate complaints and compliments policy and process in place incorporating a new unreasonable customer policy.</p>	<p>Jul 2024</p> <p>Mar 25</p> <p>Mar 25</p> <p>Mar 25</p>	<p>New complaints and unreasonable customer policy and process in place.</p> <p>Establish targets for dealing with complaints.</p> <p>Improved Stage 2 complaints performance maintained.</p> <p>Number of complaints upheld by Local Government Ombudsman remain low.</p>

Outcome	Key Deliverables	Target Delivery Date	Measures of Success
<p>Create a better <b>customer experience</b> by delivering customer-focused, accessible, easy to use services.</p>	<p>Single system and harmonised processes in place for logging and managing all</p> <ul style="list-style-type: none"> <li>• Freedom of Information (FOI),</li> <li>• Subject Access Requests (SAR),</li> <li>• MP correspondence.</li> </ul>	<p>May 2024</p> <p>Mar 2025</p> <p>Jul 2024</p> <p>Mar 2025</p> <p>Jul 2024</p>	<p>Single FOI and MP recording system in place.</p> <p>90% of FOIs responded to within target timescales.</p> <p>Single SAR recording system in place.</p> <p>75% of SARs responded to within target timescales.</p> <p>Standards for responding to MP correspondence established.</p>
	<p>Approach to learning from complaints and compliments embedded in all directorates with cross-organisational opportunities to share practice established.</p>	<p>Mar 2025 and ongoing</p>	<p>Service improvements made, lessons learnt, visibility of trends informing change.</p>

Outcome	Key Deliverables	Target Delivery Date	Measures of Success
Create a <b>customer centric culture</b> and new, more efficient ways of working	Develop programme of “customer” learning and support opportunities for Elected Members, working with Member Development group	Dec 2024	Customer learning programme in place for Members.  Member survey results show they feel confident signposting customers.
	Implement programme of training and development for customer facing staff on creating a good customer experience for all customers and those customers with specific considerations relating to lived experience for example Disability, Equality, Dementia, Domestic Abuse Veterans, Trauma, Poverty, and other Lived Experiences.	Dec 2024  Jan 2025  Mar 2025 and ongoing	Training Programme developed.  Training feedback shows employees feel supported and confident in their role.  Establish baseline to measure customer feedback and impact.
	Set up learning exchange forum for staff to share experiences and ideas for customer improvements and training opportunities.	Jul 2024	Learning Forum in place leading to improved culture to discuss customer improvements and greater staff confidence.
	Develop an organisation wide programme of learning and development to support a customer-focused culture.	Mar 25	Customer centric approach adopted and staff feel confident to provide a good customer experience.

Outcome	Key Deliverables	Target Delivery Date	Measures of Success
<p>Create a <b>customer centric culture</b> and new, more efficient ways of working</p>	<p>Work with the change champions network and task groups to implement Customer Strategy and develop innovative ways of working to support our aspirations.</p>	<p>Mar 2025 and ongoing</p>	<p>Customer Experience session held with Change Champions Network.</p> <p>Evidence of employee involvement to support creative and innovative practice and test new ways of working reported to DMTs and CMT.</p>
	<p>Strengthen focus on employee health, safety and wellbeing into customer promise and engage regularly with staff groups and Trade Unions to understand staff experience and any changes to practice required.</p>	<p>Aug 2024</p> <p>Oct 2024</p> <p>Oct 2024</p> <p>Mar 2025 and ongoing</p>	<p>H&amp;S risk assessments reviewed for all high risk customer-facing services.</p> <p>Control measures reviewed for higher risk service teams.</p> <p>Representatives from customer facing services involved in Health &amp; Safety ICT system options appraisal.</p> <p>Number of reported Health &amp; Safety incidents involving customers reduced from March 2024 levels.</p>



Outcome	Key Deliverables	Target Delivery Date	Measures of Success
<p><b>Deliver effective, efficient and value for money customer service.</b></p>	<p>Agreed model, structure and implementation plan in place for a single customer service centre.</p>	<p>Dec 2024</p>	<p>Plan in place to identify and rationalise number of published phone where required.</p>
	<p>Functionality of the service centre expanded as part of priority redesign projects.</p>	<p>Mar 2025 and ongoing</p>	<p>Appropriate elements of customer journeys moved into Service Centre.</p>
	<p>Service Level Agreements (SLAs) in place between services and customer services for single, harmonised customer transactions.</p>	<p>Sep 2024</p>	<p>Customer Service SLAs in place.</p>
	<p>Undertake a phased review of opportunities to reduce manual management of processes utilising automation and emerging technology to support customer access and experience.</p>	<p>Mar 2025</p>	<p>Phase 1 Process Automation review completed with opportunities identified that will support speed and streamlining of processes.</p>

Outcome	Key Deliverables	Target Delivery Date	Measures of Success
Deliver <b>effective, efficient and value for money</b> customer service.	Put in place a programme of digital solutions to streamline and simplify customer journeys	Jan 2025  Mar 25 and ongoing	Digital programme scoped and resourced.  Phase 1 of process redesign commenced.
	Develop and implement a benefits realisation process, so that investments in customer experience potential future efficiency options, helping to ensure the and digital solutions inform Council is financially sustainable.	Mar 2025	Benefits realisation process in place.  Potential efficiencies tracked and inform Strategic Planning and Financial Sustainability programme.
	Develop a suite of Key Performance Indicators (KPIs) and baselines for the Customer Strategy to be tracked from 2025/26 onwards including an agreed approach to understanding and measuring customer experience.	Mar 2025	Suite of Customer KPIs developed with baselines in place.