CUSTOMER EXPERIENCE STRATEGY
2018-2022

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ENFIELD
Council

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APPENDICES

EXECUTIVE SUMMARY

Enfield is committed to putting customers at the heart of all Council business.

A strategic approach to Customer Experience will empower enable and track the Council's ambition to deliver a consistently positive customer experience by 2021 and beyond.

Determining customer needs, delivering services and solving problems quickly will lead to a good lasting impression and satisfied customers.

Reducing unnecessary enquiries (failure demand) will ensure that resources can be directed to achieving a more positive customer experience.

Our assessment of where we are will include the establishment of an organisation wide baseline, an improved set of measures and the promotion and use of the customer experience maturity assessment framework.

Assessing maturity identifies the step changes required to improve and reach the level 5 – Gold rating, which will evidence an organisation with a fully embedded ethos of a positive customer experience:
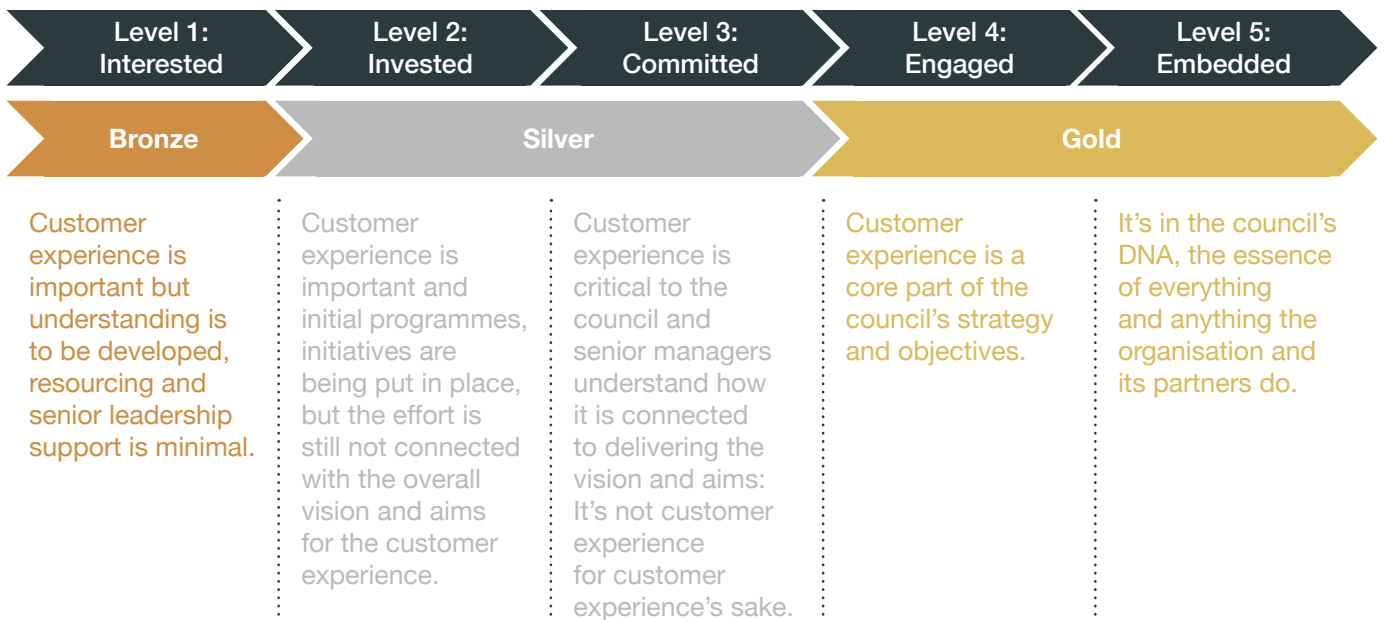
Level 1: Interested	Level 2: Invested	Level 3: Committed	Level 4: Engaged	Level 5: Embedded
Bronze	Silver		Gold	
Customer experience is important but understanding is to be developed, resourcing and senior leadership support is minimal.	Customer experience is important and initial programmes, initiatives are being put in place, but the effort is still not connected with the overall vision and aims for the customer experience.	Customer experience is critical to the council and senior managers understand how it is connected to delivering the vision and aims: It's not customer experience for customer experience's sake.	Customer experience is a core part of the council's strategy and objectives.	It's in the council's DNA, the essence of everything and anything the organisation and its partners do.

Diagram 1

This strategy articulates one of Enfield's top priorities and aligns with the new corporate vision of *"creating a lifetime of opportunities in Enfield"*.

This strategy sets out the Customer Experience vision and demonstrates how the Council will develop – through practical application – a methodology and approach to service improvement which will continue from now until 2021.

It will inform and influence other strategies that drive our business and goes hand in hand with the launch of The Customer Promise.

This strategy challenges the traditional approach to managing a Council as it aims to "disrupt" Council silos and test customer experiences across a range of customer journeys from the customer perspective. This approach complements the findings of Cultural Audit and the aspirations of both Councillors and staff.

Within the context of this strategy customers are defined as anyone who lives, works or visits the borough of Enfield – residents, businesses, partners, Councillors and internal Council service users.

During the "discovery" phase of this strategy, we established:

1. The intention for a positive customer experience to become embedded as part of the DNA of the organisation applying it to all transactions both with local residents, businesses partners and internal services. It will be tightly woven into the organisational culture and fully embedded by user-friendly technology, co-designed with its customers. From a Customer Experience Staff Engagement Board, we intend to promote a "golden thread" enabling the customer experience to be woven from the high level corporate vision, through current services, teams and onwards to individuals behaviours.

2. The Council knows its approach needs to be more targeted towards tackling some of the borough's more complex demand led issues and future budget pressures, particularly on high-cost services for vulnerable residents.

3. The complementary strategies for ICT & Digital and the ICT Infrastructure enable the Enfield customer to access world class digital infrastructure, stimulating our economy and making Enfield a prime destination for businesses.

4. This strategy, whilst building on behavioural and cultural change within the Council, must also support existing initiatives in service delivery, e.g. the emerging use of customer insight. The suggested continuous improvement model captures both the organisational culture and behaviours, linking directly to the findings of the Cultural Audit and the use of the resources provided by the Institute of Customer Service (ICS).

Recommendations:

1. Explore and develop the service improvement methodology and manager's toolkit by undertaking three customer experience reviews which will examine in depth, three "customer journeys". The first two areas have been chosen as a priority, as there is high volume demand for these services from local residents. The third area presents an opportunity to review the experience of new Council employees in terms of application, welcome, induction and key messages:

   - "I want a repair to my Council home"
   - "I want to make a planning application"
   - "I want to recruit and induct a new member of staff" (internal customer).

2. Learn lessons from the initial Customer Experience reviews:

   - Implement any changes to the suggested methodology and the emerging toolkit used for baselining and delivering continuous improvement.

3. Specific application:

   - Develop and agree an initial one-year customer experience action plan, developing forward plans for a series of other "customer journeys" (to be chosen).
   - Lessons learned will inform the plans for 2019-2021.

4. Embed the philosophy and ethos of the customer experience vision and the Customer Promise:

   - Communicate this strategy across the Council, service delivery partners and contractors so there is a level of awareness and education about how it impacts at a corporate, service, team and individual level.
   - From April 2019 – agree to implement the golden thread of customer experience through the Council's service planning mechanisms.
   - Use a Customer Experience Staff Engagement Board to champion the Customer Experience Strategy; contextualised within the new corporate vision, communicate the Customer Experience vision, Customer Promise and help the Council to realise its ambition.

WHO ARE OUR CUSTOMERS?

The Council's borough profile highlights that with our rich heritage and diverse community, customers (in any sense of definition) come to Enfield from many different places.

A London borough with a proud history, great architecture and open spaces, a lively cultural offer and links to national motorway routes make Enfield an appealing place to visit. The borough is about 12 miles by road from the centre of London and has good transport links in to and out of the capital. The borough's population is estimated to be 331,395 (Office for National Statistics - 2016), making Enfield the 5th largest of the 33 London boroughs, whose combined population is 8.6 million people.

The Council's community is distinguished by the comparatively high proportion of young and older people living in the borough. Children and young people, make-up 23% of the population, the 4th highest proportion in London, while older people aged 65 or over make-up, nearly 13% of residents, the 11th highest in London.

The Council's community is richly diverse, with an estimated 35% from White British backgrounds, with Other White groups at 25%, Other Ethnic Groups at 6%, Mixed Groups at 5%, Asian Groups at 10% and Black groups at 18.%. Over 178 languages or dialects are being spoken by pupils who live in Enfield. The proportion of pupils whose first language was known or believed not to be English was 46%. In 2015 the estimated percentage of adults who speak English at home was 69%.

Customer statistics along with the emerging use of customer insight and data analytics, will inform the themes chosen to explore and improve the customer experience.

The borough's profile[1] highlights the various groups and varying needs and solutions we must explore with our community and customers, to meet their needs and deliver a positive customer experience. We are working with our partners to address the issues and problems our residents face; providing employment and skills opportunities, as well as affordable child care, housing solutions and support in other related issues.

From a customer experience perspective, we have invested in the tools to have sufficient customer insight to understand both how and why our customers access services and interact with us and to build a responsive picture to meet the needs of our residents, during 'single issue service requests' or 'life event' needs. **Within the context of this strategy customers are defined as residents, businesses, partners and internal Council services.**
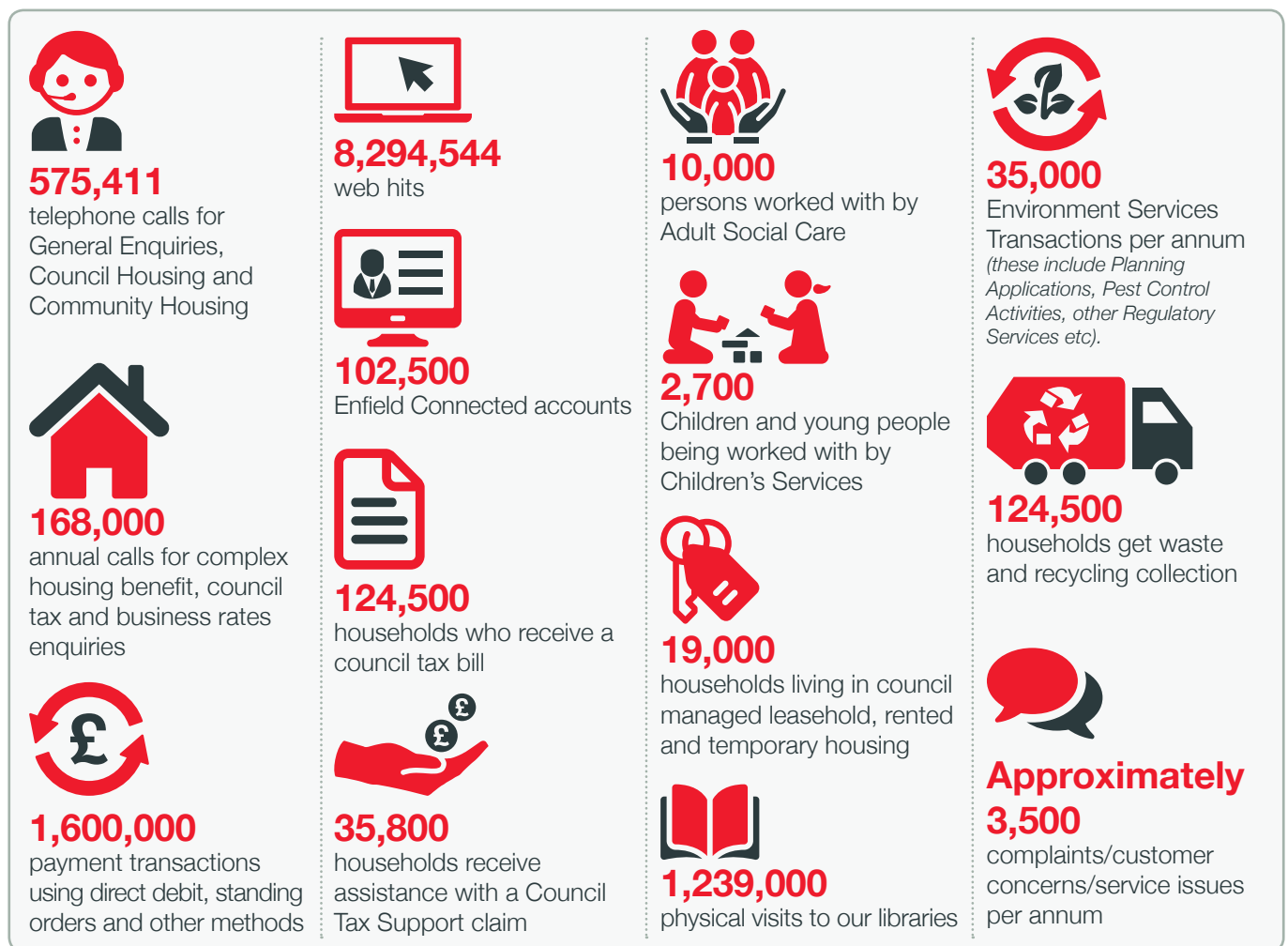
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1   https://new.enfield.gov.uk/services/your-council/about-enfield/borough-and-wards-profiles/about-enfield--information-borough-profile-2017.pdf

WHAT DO WE KNOW ABOUT OUR CURRENT CUSTOMER EXPERIENCE?

Delivering services to local businesses and residents, enabling people to report and request services, dealing with enquiries across all service channels and enabling people to access information, is big business for the Council.

The following information about customers and customer transactions gives a flavour of the number of interactions handled by the Council during financial year 2017/18:

575,411
telephone calls for General Enquiries, Council Housing and Community Housing

168,000
annual calls for complex housing benefit, council tax and business rates enquiries

1,600,000
payment transactions using direct debit, standing orders and other methods

8,294,544
web hits

102,500
Enfield Connected accounts

124,500
households who receive a council tax bill

35,800
households receive assistance with a Council Tax Support claim

10,000
persons worked with by Adult Social Care

2,700
Children and young people being worked with by Children's Services

19,000
households living in council managed leasehold, rented and temporary housing

1,239,000
physical visits to our libraries

35,000
Environment Services Transactions per annum *(these include Planning Applications, Pest Control Activities, other Regulatory Services etc).*

124,500
households get waste and recycling collection

Approximately 3,500
complaints/customer concerns/service issues per annum

Council managed housing, council tax, benefits and waste services are identified as areas the highest customer demand.

The ability to transact easily and effectively with the Council is an organisational priority, getting it right provides the opportunity for efficient service delivery, but getting it wrong consumes resources and impacts on satisfaction with the Council and its services.

By adopting a 'values based' approach, we have set out the behaviours expected from our staff and contractors, in which the step by step interaction – from the first point of contact to resolution – delivers our promise and a satisfactory outcome is achieved for our customers.

Good internal customer service between teams within the Council, sets the context for colleagues who deal directly with the public and local businesses. It also links with the findings from the cultural audit, and should improve staff feelings of being listened to and wanting to enact change.

CORPORATE VISION AND GOLDEN THREAD

'Creating a lifetime of opportunities in Enfield'

This strategy is a key delivery component of the Corporate Vision. The diagram below highlights the parts of the Vision articulated through the Corporate Plan, in which 'the people and the place' are supported by three headline strategic priorities and have inputted into this strategy.

THE PEOPLE AND THE PLACE
Delivering for everyone in Enfield over the next four years:

Good homes in well-connected neighbourhoods

- Deliver regeneration to create thriving, affordable neighbourhoods and places.
- Increase the supply of affordable housing including ownership, private rent, council housing and other social rent.
- Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development.
- Create an enterprising environment for businesses to prosper with world-class digital infrastructure and access to the right skills and networks.

Build our local economy to create a thriving place

- Work with local businesses and partners to develop a strong and competitive local economy and vibrant town centres that benefit all residents.
- Support residents to take more responsibility and play a greater role in developing active communities.
- Enable people to reach their potential through access to high quality schools and learning; and create more opportunities for training and employment.
- Embrace our diversity, culture and heritage and work on reducing inequalities to make Enfield a place for people to enjoy from childhood to old age.

Sustain strong and healthy communities

- Protect those most in need by continuing to deliver the services and safeguarding measures they rely on.
- Work smartly with our partners and other service providers so that as many people as possible are able to live independent and full lives.
- Build measures into all our strategies and projects that will help improve people's health.
- Work with partners to protect the local urban and green environment and make Enfield a safer place by tackling all types of crime and anti-social behaviour.

OUR GUIDING PRINCIPLES
We will:

Communicate with you

- Be responsive, effective and consistent in our communications with residents.
- Listen carefully to what our residents need and use this information to improve our services.
- Promote Enfield widely to ensure that the Borough receives the maximum benefit from national, regional and sub-regional programmes.

Work with you

- Be open and transparent about what we are able to deliver.
- Engage with residents to measure and evaluate our services.
- Collaborate across the Borough and beyond to develop new ways of working.
- Value the workforce across the Borough and enable them to deliver services effectively and efficiently.

Work smartly for you

- Target resources smartly and reinvest income wisely to deliver excellent value for money and reduce inequality.
- Develop new partnerships across the public, private, voluntary and community sectors to deliver better outcomes for residents.
- Increase access to digital services and transactions and make better use of data to understand the needs of our residents.

Diagram 2

The Corporate Plan Guiding Principles highlight key customer experience outcomes which underpin our strategic priorities, specifically:

- Our communication with our customers will be two way - we will be responsive, consistent and effective in our communications but we will also establish mechanisms to listen carefully to our customers and use this information to continuously improve our services.
- We will be open and transparent about what is available, what our service standards are and where advice can be sought, we will also engage and work collaboratively to evaluate services to achieve improvement in our customer experience.
- Working smartly with our customers, valuing the workforce and developing new partnerships to deliver effective and efficient services, we will deliver better outcomes.

The council has three strategies that define a coherent approach to the delivery of these aspects of the corporate plan. These strategies – Customer Experience, Digital and ICT, Digital Infrastructure – all aligned to produce a coherent and integrated strategic approach.

A golden thread will tie the corporate aspirations through business planning to teams and individuals delivering services, this will enable and deliver a positive customer experience across the whole Council.

CUSTOMER PROMISE

Originating from work undertaken with 178 colleagues and customers, the Council set about developing a Customer Promise, which will support the achievement of the Customer Experience Vision. Following on from this, a further 140 local people were canvassed on their views and the following statements of intent / preferred behaviours were finalised. Once formally launched, this Customer Promise commits us, as a whole organisation to be:

1. friendly and helpful,
2. honest and respectful,
3. professional and courteous.

This will be reviewed after a year of operation.

A DIGITAL AND ICT STRATEGY 2018-2021

The Council's Digital and ICT Strategy sets out how customer-centric council services are underpinned and supported by ICT and digital services. Its purpose is to improve the customer experience of individual customers, businesses, and employees through enabling a digital workforce, operating seamlessly through systems that meet our customers' needs. Its three main strategic themes are:

- **Empowered/Self-sufficient Customer** – supporting initiatives within the Council, which enable users to succeed the first time they engage with services, including through the use of assisted technologies, encouraging and enabling self-service options which is particularly important at this time of stretched resources.
- **Enabled Employee** – providing staff with the tools, skills and capabilities that improve efficiency, flexibility and productivity.
- **Capable Organisation** – investing in core underpinning ICT infrastructure, and in the data tools that enable the organisation to extract the intelligence needed to inform strategic decision-making.

A DIGITAL INFRASTRUCTURE STRATEGY

A Digital and Infrastructure strategy is in development and represents a key strategy which will complement both the Customer Experience Strategy and the Digital and ICT Strategy. By addressing the need for a robust, high performing and secure digital infrastructure for the borough. This will make sure that local people, existing and new businesses will benefit from accessing the latest digital technology, creating 'Digital Enfield', improving the customer experience, increasing the quality of life and helping to transform the local economy. The strategy will aim to:

- Create 'the right environment for businesses to prosper with world class infrastructure and access to the right skills and networks'.
- Provide opportunities for our communities to gain new skills and benefit from high quality digital services.
- Support our ambitions to provide for a positive customer experience.

LINKS TO THE CULTURAL AUDIT

The Cultural Audit was undertaken in late 2017. Staff across the organisation identified an ideal culture they believe will help them maximise their contribution to the organisation and improve their work efficiency levels. They believe it will enhance the quality of services provided and is consistent with the organisation's corporate aims and values.

There is recognition that it will require teamwork and also that the change is practical and realistic. This strategy gives a framework that will enable some changes that staff wish to see across the organisation.

This strategy will help to address the largest gaps in behaviour identified between the 'Actual' and the' Ideal' cultures which are:

- **Self-actualising (we need to increase):** gain enjoyment from our work and personal development; take on new and interesting activities
- **Conventional (we need to reduce):** don't be afraid to challenge the status quo and embrace creativity and new ideas
- **Humanistic-Encouraging (we need to increase):** being supportive, helpful, and interested in the suggestions and ideas of others.

The thematic recommendations of this Customer Experience strategy will disrupt silo working, encouraging and enabling cross service and inter-departmental working.

Building on the findings of the Cultural Audit, staff believe the organisation has the opportunity to further improve services to external customers, and residents. Harnessing this feedback from staff, and working across the Council, action will be taken to:

- Improve the Council's reputation for superior customer services.
- Create consistency around the quality of products and services provided.
- Work to achieve a better fit regarding customer expectations.
- Improve staff confidence in the services that they are providing services.

A finding from the Cultural audit is;

"Customer Experience Focus: *staff 'think that they are relied upon to provide information about customers' needs. Most, but not all, feel that their department is responsible for ensuring customer satisfaction."*

This provides a clear and welcome opportunity for:

- A more clearly defined and articulated vision, mission and values for the services provided by the organisation.
- The opportunity to reward and reinforce behaviours that are consistent with the organisation's values.
- Creation of mechanisms that enable staff throughout the organisation to constructively change and improve it.

The governance that we have put in place for the customer experience programme while looking at specific customer journeys, is working across silos. A Staff Engagement Board will drive this from the bottom up, and the new ICS self-managed learning modules will also support people championing the changes – the intention is to gain understanding and input from staff across all service areas.

CUSTOMER EXPERIENCE VISION

140 local people were presented seven vision statements and asked to state a preference. From this consultation the following statement drew a strong preference; **'Delivering a positive customer experience'**.

Positive customer experiences reflect good customer service interactions; the vision sets the context for colleagues who deal directly with the public and local businesses. If we can't help, then we will tell our customers and offer alternative solutions or direct them to where they may get assistance, if available. This requires us to draw on our 'knowledge' by creating a knowledge base of what is available both within, across services and in the community and by other providers. Great communication and partnership working with the third sector and other public and private sector partners in Enfield is also essential for accurate and up to date signposting and advice. It is not the intention of the strategy to build unrealistic expectations for our customers, rather to encourage and enabling self-help wherever possible.

The Council will develop a single resource directory to support this intention, ensuring that up to date and relevant information is available, wherever it is requested.

We are working continuously to realise the Customer Experience vision by putting customers at the heart of everything we do. We have developed a set of customer experience values which articulate the behaviours and expectations we expect of our staff towards all our customers. These are integral to the Customer Experience "golden thread", and address some of the findings from the cultural audit.

Take Responsibility	Open, *Honest and Respectful	Work Together to Find Solutions	Listen and Learn
• Accept responsibility for service delivery • Set out clear and complete information about our services • Fulfil our customer promises • Set clear expectations about service delivery • Deliver what has been promised • Make available quality information about services • Keep information clear, relevant and up to date	• Be open and honest in dealings with customers • Act morally and ethically • *Be friendly and helpful • *Be professional and courteous • Be clear and concise • Be transparent in communications	• Identify solutions to address customer concerns • Actively seek to resolve customer concerns • Review and expand communication channels	• Enable customers to give feedback on processes and services • Listen to and reflect on customer concerns • Acknowledge customer concerns • Understand the customer's point of view

*The Customer Promise

Table 1

The golden thread will ensure that these values are integrated into the Council's service delivery plans to improve the customer experience.

These commitments deliver the Council's principles and enable us to measure our performance using both the customer experience dashboard and individual service metrics (where appropriate) against the Customer Promise that we have adopted.

IMPLEMENTATION APPROACH AND METHODOLOGY

The Council will adopt an agile approach to implementing this strategy.

The establishment of organisation wide performance measures, which will capture relevant performance indicators across a range of service areas, will enable key stakeholders to have access to up to date performance information 'at a glance'.

The use of industry standard Customer Experience Maturity Assessments will be promoted to create the baseline against which improvement will be measured. Maturity Assessments will enable the Council to understand where we are on our journey towards providing a positive customer experience.

Using the Maturity Assessment model, a series of standards and questions are applied across a service area, or segment of services associated with a 'life event' or customer journey theme.

This will be a self-assessment, informing the level services are at, from an award of Bronze, Silver or Gold level.
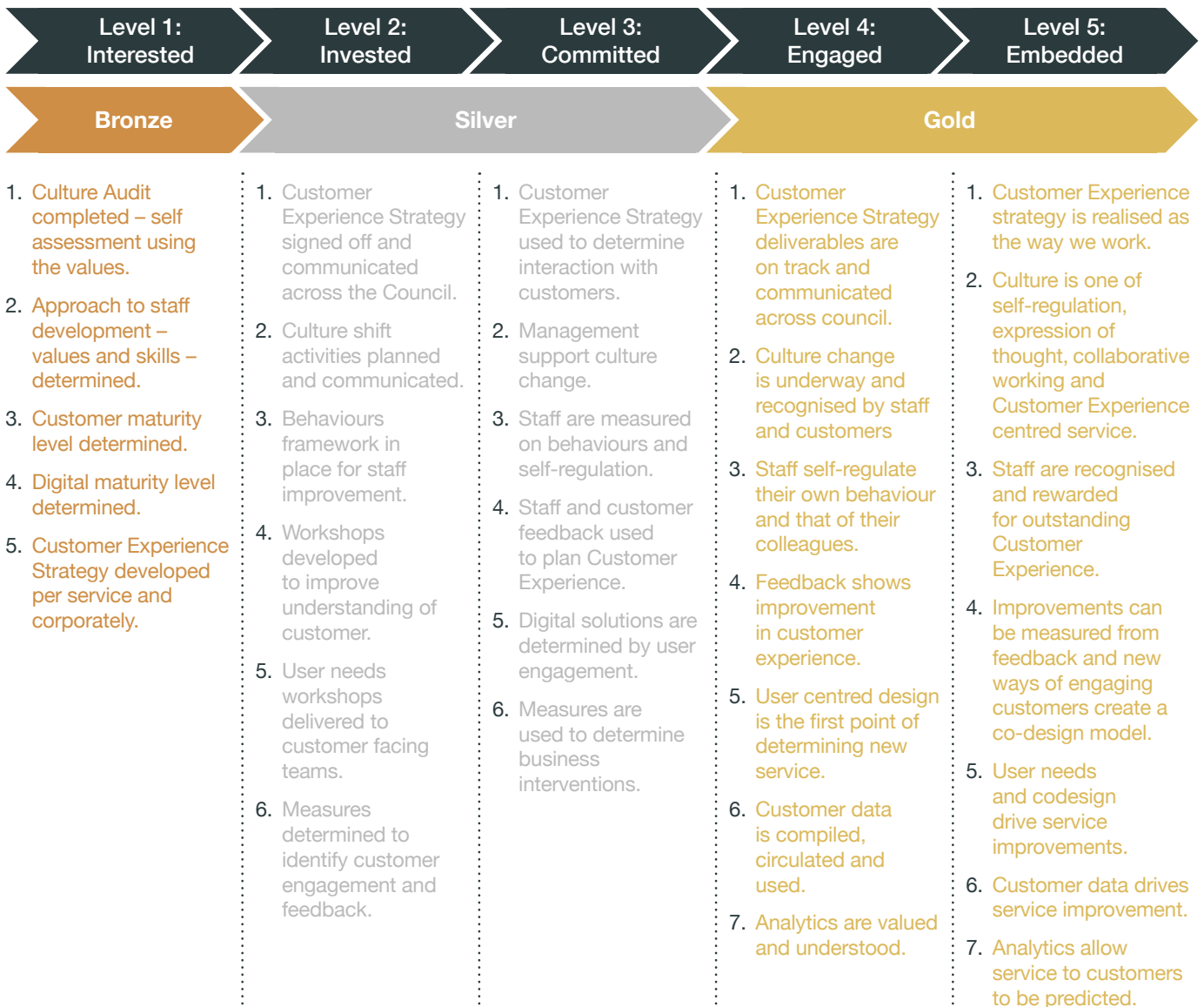
Level 1: Interested	Level 2: Invested	Level 3: Committed	Level 4: Engaged	Level 5: Embedded
Bronze	**Silver**		**Gold**	
1. Culture Audit completed – self assessment using the values.	1. Customer Experience Strategy signed off and communicated across the Council.	1. Customer Experience Strategy used to determine interaction with customers.	1. Customer Experience Strategy deliverables are on track and communicated across council.	1. Customer Experience strategy is realised as the way we work.
2. Approach to staff development – values and skills – determined.	2. Culture shift activities planned and communicated.	2. Management support culture change.	2. Culture change is underway and recognised by staff and customers	2. Culture is one of self-regulation, expression of thought, collaborative working and Customer Experience centred service.
3. Customer maturity level determined.	3. Behaviours framework in place for staff improvement.	3. Staff are measured on behaviours and self-regulation.	3. Staff self-regulate their own behaviour and that of their colleagues.	3. Staff are recognised and rewarded for outstanding Customer Experience.
4. Digital maturity level determined.	4. Workshops developed to improve understanding of customer.	4. Staff and customer feedback used to plan Customer Experience.	4. Feedback shows improvement in customer experience.	4. Improvements can be measured from feedback and new ways of engaging customers create a co-design model.
5. Customer Experience Strategy developed per service and corporately.	5. User needs workshops delivered to customer facing teams.	5. Digital solutions are determined by user engagement.	5. User centred design is the first point of determining new service.	5. User needs and codesign drive service improvements.
	6. Measures determined to identify customer engagement and feedback.	6. Measures are used to determine business interventions.	6. Customer data is compiled, circulated and used.	6. Customer data drives service improvement.
			7. Analytics are valued and understood.	7. Analytics allow service to customers to be predicted.

Diagram 3

The categories for maturity assessment have been developed to support an 'Enfield centric' approach and create a baseline against which improvements to the customer experience can be evidenced.

The following table demonstrates the approach to gain a high level understanding of the assessment, with the attributes looked for in each "service" level:

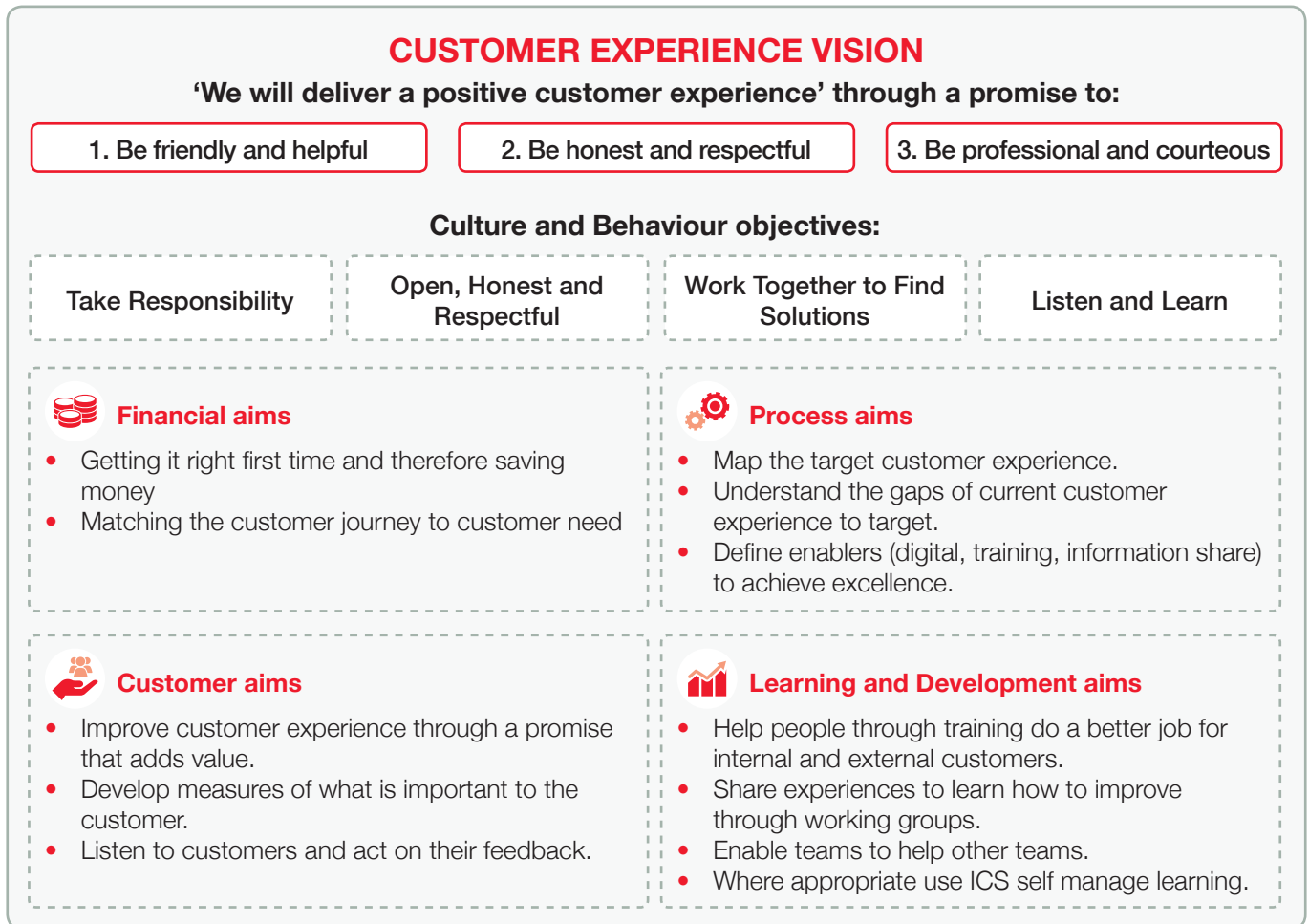| Core aspect of Customer Experience	Articulated by
Customer Understanding	Holds an accurate picture of the target customers and sets out the experience that they expect.
Measurement	Measures and tracks the customer experience to identify new problems and point out areas to continuously improve.
Management	Analyses the customer experience metrics and makes decisions that drive customer improvement projects and customer experience design.
Design	Follows a standard design process to develop and improve customer experiences.
Process	Understands, maps and improves the processes that impact on a positive customer experience.
Technology	Constantly seeks out, evaluates and implements new technology to improve the customer experience.
Culture and Organisation	Hires and trains employees to deliver a positive customer experience, recognising and rewarding good performance against agreed customer experience metrics.

Table 2

Each service area will gain an initial 'score', with a set of actions to progress to the next level.

Once adopted, implementation will require a multi-disciplinary approach encompassing a cross service business analyst skillset, subject matter experts, external benchmarking where available and sufficient prioritisation from the relevant management team to make time within the work programme for change to happen.

MEASURING IMPROVEMENT

To create a roadmap for improvement, it is important to understand where the council is now and to provide a framework by which improvement outcomes can be defined and measured. We will use elements of the maturity model and performance measures to identify the starting points for the various strategic components.

CUSTOMER EXPERIENCE VISION

'We will deliver a positive customer experience' through a promise to:

1. Be friendly and helpful	2. Be honest and respectful	3. Be professional and courteous

Culture and Behaviour objectives:

Take Responsibility	Open, Honest and Respectful	Work Together to Find Solutions	Listen and Learn

Financial aims

- Getting it right first time and therefore saving money
- Matching the customer journey to customer need

Process aims

- Map the target customer experience.
- Understand the gaps of current customer experience to target.
- Define enablers (digital, training, information share) to achieve excellence.

Customer aims

- Improve customer experience through a promise that adds value.
- Develop measures of what is important to the customer.
- Listen to customers and act on their feedback.

Learning and Development aims

- Help people through training do a better job for internal and external customers.
- Share experiences to learn how to improve through working groups.
- Enable teams to help other teams.
- Where appropriate use ICS self manage learning.

Diagram 4

Specific and meaningful customer experience measures relevant to the service areas will need to be developed, linked to delivery of the overall objectives. This approach will enable us to demonstrate improvement in customer experience at corporate and service level, as well as evidencing improvements across the whole Council.

We will develop user and customer experience testing protocols with all of our software and digital development. This will help us to make the smartest use of our investments. We will also continue to automate customer transactions and develop easy to use self- service options wherever possible, within existing and new systems.

Measures will apply to both internal and external services, as well as contractors or other models of service delivery funded to provide services to customers.

This approach will he Council to develop the "golden thread" from the Corporate Vision right through the organisation. This approach will enable us to:

- Improve our understanding of each element of a customer journey
- Create a baseline for department / team / service
- Agree targets and terms for measurement annually (SMART)
- Set out timescales for improvement

We will also need to ensure that other strategically important areas (such as HR, ICT and digital) are focused on enabling a positive customer experience for our internal customers.

MEASURING THE CUSTOMER EXPERIENCE – INTERNAL AND EXTERNAL

The council is interested in knowing and measuring the customer experience. To truly know what type of experience our customers are having we need to qualitatively measure the experience by:

- Capturing customer satisfaction levels
- Using the 'net promoter score' where appropriate
- Assessing the ease of effort to access services.
- Establishing qualitative measurement against the elements of the Customer Promise.

The measures proposed as the Customer Experience reviews roll out across the organisation must align with the vision and behavioural objectives. Engaging residents in defining and developing services through focus groups, phone surveys etc. will give us a rounder richer understanding of the customer experience. The following table sets out some examples of Customer Experience measures.

Example: Customer Experience Vision Culture and Behaviour Objectives					
Examples of Customer Satisfaction questions	Measure	Net promoter question (where appropriate)	Measure	Customer effort question	Measure
How satisfied were you with the overall experience?	Satisfaction / Dissatisfaction levels	On a scale of 1-10 how much better (or worse) was your experience of our service/s compared to what you expected? Would you recommend our services?	1 being lowest and 10 being the highest score	How easy was it for you to resolve your issue?	1 being lowest and 10 being the highest score
How would you rate your overall experience today?	Poor / Fair/ Good / Excellent				
How flexible were we at providing an answer to complex questions?	Satisfaction / Dissatisfaction levels				
Were you able to complete the purpose of your visit today?	Yes / No / Partially				

Table 3

PILOTING THE APPROACH – MATURITY ASSESSMENT

In the Discovery phase, a pilot review of HR Recruitment was trialed with the Head of Human Resources and Operations and internal customer experience observations were captured from the Executive Director of Resources.

The write up for this piece of work is extensive and can be found as background paper number 1.

The recommendations from this pilot work carried forward into the implementation of the Council's Customer Experience strategy are:

- Continue the use of 'life events' / 'customer journeys' to assess the maturity of different services.
- Development of assessment measures where improvement can be achieved but recognise the constraints of financial pressures, e.g. 'level 3 – accepted'; and 'level 4/5 – only possible with significant investment'.
- Change the order of the maturity assessment model whereby future workshops are conducted with the assessment of easily understood elements first; such as process, technology, management and measurement. This recommendation is made in the context of the delivery of the Customer Experience Strategy still being at a comparatively early stage.
- Identify service standards which describe a 'good' and 'excellent' customer experience.
- The development of specific actions to state what the required improvement level would look like and what needs to happen to achieve it.

In future Customer Experience reviews and the implementation improvement work should consider the use of classic service review techniques, with the following steps used to understand the 'As Is' customer experience:

No	Step
1	Collect relevant data on customer satisfaction, complaints, service specific surveys etc. and use this to understand the current service position (As Is).
2	Map the customer journey from start to end for the "life event" (For example; the schools admissions process, adult social care services avenues, advice and information routes and alternatives service offers etc.).
3	Undertake a 'life events' service maturity assessment to establish the level of maturity of the council in delivering the 'life events' needs of the customer – as a 'peer' review self-assessment with the relevant services.
4	Establish what excellent looks like; evidence of core requirements, policies, procedures, standards, accreditations, awards etc. and how each score for the relevant service in the customer journey contributes to an overall score for the way in which the council responds to the "life event". A score out of 1-5, with a rating of Bronze/Silver/Gold.
5	Identify the gaps in reaching 'excellence' in the customer experience for the "life event" being assessed.
6	Translate this in to what excellence looks like. Identify improvements for the whole organisation – department, service, teams and individual and;
7	Develop an action plan for achieving an 'excellent' maturity rating, with timescales and owners identified across the organisation.

Table 4

APPENDIX 1: SUMMARY OF CORPORATE PLAN

THE PEOPLE AND THE PLACE

Delivering for everyone in Enfield over the next four years:

Good homes in well-connected neighbourhoods

- Deliver regeneration to create thriving, affordable neighbourhoods and places.

- Increase the supply of affordable housing including ownership, private rent, council housing and other social rent.

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- Support residents to take more responsibility and play a greater role in developing active communities.

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- Listen carefully to what our residents need and use this information to improve our services.

- Promote Enfield widely to ensure that the Borough receives the maximum benefit from national, regional and sub-regional programmes.
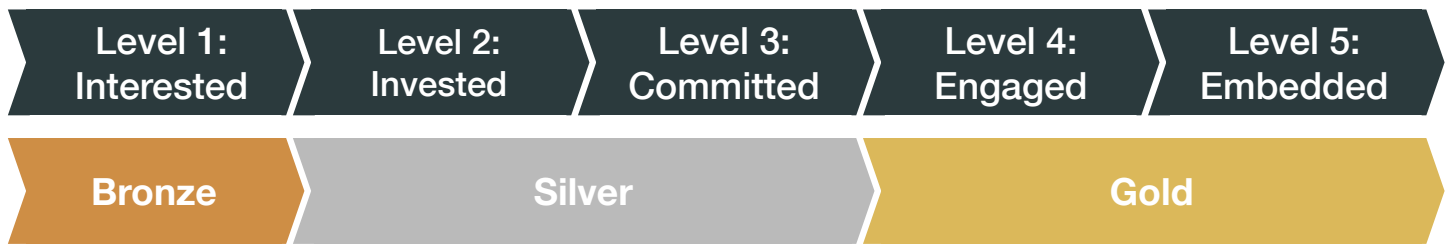
Work with you

- Be open and transparent about what we are able to deliver.

- Engage with residents to measure and evaluate our services.

- Collaborate across the Borough and beyond to develop new ways of working.

- Value the workforce across the Borough and enable them to deliver services effectively and efficiently.

Work smartly for you

- Target resources smartly and reinvest income wisely to deliver excellent value for money and reduce inequality.

- Develop new partnerships across the public, private, voluntary and community sectors to deliver better outcomes for residents.

- Increase access to digital services and transactions and make better use of data to understand the needs of our residents.

APPENDIX 2: MATURITY MODEL

Level 1: Interested	Level 2: Invested	Level 3: Committed	Level 4: Engaged	Level 5: Embedded
Bronze	**Silver**		**Gold**	

Bronze	Silver	Committed	Engaged	Embedded
1. Culture Audit completed – self assessment using the values.	1. Customer Experience Strategy signed off and communicated across the Council.	1. Customer Experience Strategy used to determine interaction with customers.	1. Customer Experience Strategy deliverables are on track and communicated across council.	1. Customer Experience strategy is realised as the way we work.
2. Approach to staff development – values and skills – determined.	2. Culture shift activities planned and communicated.	2. Management support culture change.	2. Culture change is underway and recognised by staff and customers	2. Culture is one of self-regulation, expression of thought, collaborative working and Customer Experience centred service.
3. Customer maturity level determined.	3. Behaviours framework in place for staff improvement.	3. Staff are measured on behaviours and self-regulation.	3. Staff self-regulate their own behaviour and that of their colleagues.	3. Staff are recognised and rewarded for outstanding Customer Experience.
4. Digital maturity level determined.	4. Workshops developed to improve understanding of customer.	4. Staff and customer feedback used to plan Customer Experience.	4. Feedback shows improvement in customer experience.	4. Improvements can be measured from feedback and new ways of engaging customers create a co-design model.
5. Customer Experience Strategy developed per service and corporately.	5. User needs workshops delivered to customer facing teams.	5. Digital solutions are determined by user engagement.	5. User centred design is the first point of determining new service.	5. User needs and codesign drive service improvements.
	6. Measures determined to identify customer engagement and feedback.	6. Measures are used to determine business interventions.	6. Customer data is compiled, circulated and used.	6. Customer data drives service improvement.
			7. Analytics are valued and understood.	7. Analytics allow service to customers to be predicted.

ENFIELD
Council