

Customer Intelligence at Exeter City Council

RedQuadrant Report

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1. Executive Summary

Exeter City Council (ECC) is developing an organisational wide approach to improving customer experience, through the digital customer strategy, building a new operating model for customer experience, and bringing a focus on customer intelligence.

ECC's understanding of customer interactions and experiences is fragmented, with current datasets primarily encompass phone and web-based interactions, providing partial insights into reasons for contact and satisfaction. However, there is no holistic view and oversight of ECC's customers' journey and responses across all engagement channels. A key challenge is the presence of multiple access points for our customers. Each service has a distinct point of contact, leading to possible inefficiencies and inconsistencies in the customer experience.

Our in-depth consultation with Exeter City Council (ECC) involved a variety of methods: a systematic three-sprint approach, regular interactions with the project team, data collection and synthesis, and stakeholder surveys. The objective was to understand ECC's current customer experience maturity and provide actionable insights.

Key Findings:

1. ECC's customer experience operating model boasts strengths in digital transformation and a commitment to data-driven improvements. However, clearer governance and role definitions, along with explicit service design principles and outcome measures, are needed.
2. ECC's data maturity has room for growth. There are gaps in demand data recording, particularly in non-digital channels. Enhanced data literacy and improved data management practices are pivotal.
3. Digital inclusion is vital. While Exeter's risk of digital exclusion is slightly lower than regional and national figures, 10-15% of residents still face barriers.
4. ECC's customer experience maturity score stands at 2.7 (on the cusp of 'emerging' to 'developing'). This underscores potential across all four pillars of customer maturity.

Recommendations:

- Develop a customer intelligence model and a data accountability framework.
- Invest in digital inclusion, with strategies like a digital champions programme and connectivity solutions.
- Cultivate customer-centric strategies, rooted in deep customer insights and co-design.

- Elevate the organizational culture, linking employee experience to customer experience.
- Drive a strategic vision for customer experience, underpinned by clear standards and robust governance.

This comprehensive review illustrates ECC's foundation in customer experience, while also highlighting avenues for considerable enhancement. By acting on these insights, ECC can foster a more connected, responsive, and resident-focused council.

2. Project Scope

As part of One Exeter, ECC are embarking on an ambitious organisational wide programme of transformation including development of a Digital Customer Strategy. This sets out ECC's vision to put the customer first which means constantly looking to improve the user experience and ensuring that customer's needs guide how services are developed and delivered.

This project is a critical underpinning phase of exploration to help us understand what data we already have about our customers and their experiences of using our services, and how to translate this data into intelligence and insights that we can use to design and deliver on our customer first ambitions. The project has identified gaps in data, and we have made recommendations on how to enhance customer intelligence in the context of our digital customer strategy ambitions. This includes understanding the scale and characteristics of those who may face digital access and exclusion is an important focus of this work.

The objectives were:

1. **Mapping and Identifying:** Identify and map existing data on customer demand and experience across all access routes and channels
2. **Analysis:** Analyse our existing data to uncover insights about customer demand, experience, and outcomes
3. **Data Gap Identification:** Highlight gaps in data gathering and insight across the organisation
4. **Digital Exclusion Assessment:** Understanding the digital accessibility challenges our customers face and the demographic specifics of the digitally excluded in Exeter.
5. **Customer Experience Maturity Assessment:** Evaluation was designed to gauge the council's current capabilities, systems, and strategies in delivering customer-centric services.

3. Method and Approach

To ensure we delivered on the requirements, the following methods and approaches were used:

Three-sprint approach

- Building on the rapid mobilisation, we delivered the requirements across three sprints moving from understanding the current state of play, exploring the insights we collated and building the findings and recommendations.

Regular engagement with the 'Project Team'

- Our weekly check-in sessions enabled transparent conversations each week to discuss progress, challenges and findings so far. This connected two-way partnership enabled us to continually understand the context and developments within ECC.

Data collection and analysis

- Develop a data model that can accept data from any level in the organisation
- Develop a quality framework to assess source data
- Identify sources of data on customer demand and assess their quality
- Compile acceptable data into an analytical dataset to develop insight

Document review

- Collect all relevant and appropriate documents to review, including digital customer strategy, customer experience target operating model and customer insight

Survey delivery and insight development

- The customer experience maturity assessment was completed by 42 staff at ECC, across SMB, OMB and the Staff Sounding Board.
- Insights were both quantitative and qualitative, with qualitative comments being tagged and synethised to produce the insights findings pack.

4. Key Findings & Recommendations

We have developed our findings and recommendations, across **four key themes**:

1. Proposed Customer Experience Operating Model
2. Customer Insight, Access, and Demand Data
3. Digital Inclusion
4. Customer Experience Maturity

4.1 Proposed Customer Experience Operating Model

In addition to the requirements and scope, we reviewed your ‘customer experience’ operating model, and have detailed our high-level findings and recommendations below:

Key positives:

- Strong emphasis on digital transformation and customer-centricity
- Recognition of the importance of continuous improvement and data-driven decision-making

Key Recommendations for Improvement:

- **Now vs Future:** Describing the current ‘operating model’ and how it compares to the ‘target operating model’. Articulating this will enable the organisation to understand the journey ahead and how it compares to the existing model. If you don’t have an existing documented operating model, then describing the components within the current state of play would suffice.
- **Clear Governance Structure:** A more detailed governance structure would be beneficial, clearly defining roles, responsibilities, and decision-making processes. This might include if the operating model will include things like a design authority, customer experience board and resident involvement group. Developing the right level of governance for ECC will be critical, ensuring organisational wide oversight, while empowering and enabling services to understand and develop customer experience.
- **Service Design Principles:** These principles, ideally developed through both customer insight and strategic direction, will enable services to translate the strategy and what customers need into designing services.
- **Measures and Outcomes:** An effective operating model should clearly articulate measures and outcomes, ensuring they are directly linked to strategic objectives. Measures must be specific, actionable, and encompass both quantitative and qualitative data for a comprehensive view of the customer experience. Outcomes should reflect desired end-states and be tied to business impact.

4.2 Customer Access and Demand Data

Exeter City Council's (ECC) assessment reveals a critical need for structured data management and customer engagement. A ‘Customer Access Data Model’ was introduced, categorising demand from the enterprise level down to demand sub-types. However, significant gaps in demand data recording were identified, notably in non-digital channels, with notable discrepancies in phone and email recordings.

To address these challenges, recommendations include developing a customer intelligence model, creating a data accountability framework, enhancing data literacy, and integrating qualitative feedback within transactional surveys. These steps aim to strengthen ECC's data maturity and improve customer-centric service delivery.

Introducing the 'Customer Access Data Model'

We applied the following scheme to the structure of the organisation:

1. Whole enterprise
2. Directorate (e.g., Culture, Communications, Leisure, and Tourism)
3. Service (e.g., Environmental Health and Community Safety / Licensing)
4. Demand type (e.g., Housing Benefit and Council Tax Support)
5. Demand sub-type (e.g., Assisted Waste Collection)

The data quality assessment framework

Data to be included had to have the following features:

- Data representing customer access over at least one continuous calendar year
- The customer access channels must be identifiable, i.e., phone, online form, etc.
- The directorate, service and/or demand (sub)type can be identified in the data

Summary of additional findings from the data review:

- The most data can be found within the Finance Directorate which has **€**Customer Service Centre under it which has the main amount of demand.
- The majority of all demand we looked at is non-digital. 42.8% is digital, 57.2% is non-digital.
- There was a small amount of data available to us for Culture, Communications, Leisure, and Tourism. A total of 452 Contacts.
- The highest contact by channel was for phone which was 54,159 contacts – this number is still very low to what we know it should be.
- The second highest was Firmstep – self which had 53,540 contacts.
- The service with the highest demand recorded is Waste. A total of 49,339 Contacts.



Customer demand across channels



Customer demand split between digital and non-digital, across departments

Demand data use findings:

- Critical gap: No reports produced routinely had individual customer numbers, so were based on service not customer measures.
- 54,159 phone calls, compared to 299,897 showing on the ECC Telephony dashboard (excludes 50% of services and direct dial calls)

- 5,683 emails, but from the one-off demand audit there are 85,000 emails per year from the ten highest-volume services
- No or little demand data for Housing Assets, Leisure, Culture and Tourism, Facilities & Markets, Port Authority, Revenues and Benefits, Payment & Collections, Environmental Health, and Housing Needs

Demand data use insights:

- Phone demand is very poorly recorded outside of Customer Service
- Email demand is very poorly recorded across all service areas
- Recording demand is currently very service-focused and does not make the customer visible
- It is impossible to identify issues like failure demand and unavoidable contact using current customer demand recording processes
- The channel mix analysis is heavily skewed towards digital transactions and only reflects a fraction of actual customer demand

In appendix 5.1 and 5.2, we list the data and reports used, and not used within the customer access analysis.

Building on these findings, we have developed the following recommendations to enhance ECC's data maturity:

- **Use data to better understand your customers, not just your services**
You should move towards recording service activity through a customer lens, i.e., that any data recorded can be expressed in terms of unique and repeat customers, not just types of service interaction. This will help to develop an understanding of the proportions of your customers who prefer accessing council services via different access channels such as phone, email and digital self-serve and the different levels of need or demand among customer groups.
- **Use data standards to align and combine your data for better insight**
Aligning your data on common standards will allow you to combine service-level data to generate greater insight about your customers and their needs. You will need to consider customer privacy in this process, and you may need to consult customers and update published privacy notices.
- **Develop a customer intelligence model and embed this into operational datasets**
A customer intelligence model is a set of attributes and patterns that when combined enable predictive ability for customer needs and demand. Such models might include attributes like age, disability, household composition and patterns like combinations of service interactions such as channel preference or accessing two or

more specific services (e.g., housing and employment & skills) or specific activities, such as cancelling a council tax direct debit.

- **Develop a data accountability and ownership framework**

All datasets that you generate and maintain in your data store should have a named sponsor/owner and accountable lead who has good operational knowledge of the data collected and stored. The content of each dataset and its uses should be recorded as part of this framework. This might be incorporated into your Record of Processing Activity (RoPA).

- **Develop a corporate data dictionary**

This data dictionary should show which datasets you currently store, who owns and is accountable for them, what items they contain (e.g., personal identifiers, attributes, and service access data) so that data projects can easily discover what data is available when needed.

- **Develop and maintain a corporate metadata framework**

Data from different sources should be expressed using the same metadata standards, such as a date of birth format (e.g., 'dd-mm-yyyy')

- **Develop a business intelligence process**

You should operate a model process for establishing new business intelligence. A high-level business intelligence model process has been provided as an example.

Appendix 5.3 – high-level business intelligence process model visual

- **Develop the right data skills and knowledge**

You should take a proactive approach to assessing the data skills that you need. These skills are likely to include:

- Understanding the importance of data in individual staff's work
- Understanding when data can be shared
- Being able to link data management practices to organisational outcomes
- Data and analysis skills and expertise in senior leadership roles

- **Allocate resources to improving data literacy**

You should take steps to systematically understand the data skills requirements of all roles and invest in the data skills of all staff who work with data and data specialists.

- **Develop a community of practice or centre of excellence for managing and working with data**

You should identify where in your structure data skills would best be stewarded and develop this into a community of practice or centre of excellence and resource this area to support other parts of the council to develop their own data skills.

- **Make data interpretable for different users**

Consider the different audiences at an early stage in planning your use of data and how analysis should be presented to be of most value in decision making. Data and

analysis should be presented in ways that can quickly and easily be interpreted by non-specialists without additional support.

- **Ensure you have the right tools for organising, accessing, and analysing data**
You should think about whether real-time or periodic analysis is needed for any given task, ensure data and analysis tools are aligned with wider organisational needs and outcomes and are appropriate for both data specialists and non-specialists.
- **Break down silos by increasing interlinking between data storage systems**
You will be able to generate significantly more insight from your data if your analytical systems and tools are able to draw from multiple data sources (with appropriately managed user access controls).
- **Use data tactically, strategically, and ethically**
You should develop repeatable processes for using customer data to improve service delivery, using demand and outcome data to plan future services, and understanding how your use of data affects the communities you serve, particularly those who are vulnerable or excluded.
- **Integrating Qualitative Feedback within Transactional Surveys**
ECC should enhance its customer insight by embedding open-ended questions within transactional surveys. This dual approach captures immediate service experience while gathering deeper qualitative feedback. Encourage residents to share stories and suggestions, ensuring their voices shape service improvements. By blending quantitative metrics with qualitative insights, the council can understand the customer voice, design services around this, ensuring they resonate with the diverse needs and expectations of the Exeter community.

Appendix 5.4 – shares the difference between perception and transactional surveys

Appendix 5.5 – shares the benefits of qualitative customer insights

- **Exeter City Council needs to establish a clear operating model and designed architecture for customer listening**
Implementing a structured framework for surveys and engagement is crucial. By doing so, ECC can systematically capture, analyse, and act on feedback, ensuring residents feel heard and valued. This foundation will foster better decision-making, more tailored services, and enhanced trust between the council and its constituents.

4.3 Digital Inclusion

We define digital exclusion as: ‘individuals who face barriers to accessing digital services leading to inequality of outcome’.

There are four main causes of digital exclusion:

1. Digital Skills

2. Data and Connectivity
3. Devices
4. Motivation or Attitude

Appendix 5.6 – definition and causes of digital exclusion visual

Digital Inclusion – the key headlines:

- The population of Exeter is at a slightly lower risk of digital exclusion than that of the Southwest region and England
- 10-15% of the local population are likely to face some barriers to digital engagement
- A significant majority of customers are likely to move to digital channels to access services as they are introduced, delivering benefits to both customers and the council
- Some digital inclusion support or alternative access channels are needed, particularly for targeted services such as social housing

Exeter is low risk for digital exclusion

The average digital exclusion risk index (DERI) score for all areas (LSOAs) in Exeter is 3.395 out of ten, compared to 3.649 in the Southwest region and 3.597 in England.

Only two areas in Exeter have a DERI score above 5, indicating a higher risk of digital exclusion, which are in the Priory and Mincinglade and Whipton wards. These areas contain 3,891 residents (3% of the local population).



Exeter City's Digital Exclusion Risk Index

Exeter residents likely to not have internet access at home

Appendix 5.7 – internet access at home visual

- 9.9% of Exeter households (5,193) due to their age (compared to 11.4% in the Southwest region and 10.2% in England)
- 4.0% of Exeter households (2,075) due to their social grade (compared to 3.7% in the Southwest region and 4.1% in England)
- 5.1% of Exeter households (2,661) due to being unemployed (compared to 3.1% in the Southwest region and 4.0% in England)

(Household numbers are not cumulative)




Exeter residents likely to have not used the internet in the last three months, by digital exclusion risk factor:

Risk factor	Number of Exeter residents	% of local population	South West Region	England
Age (65+ years old)	6,465	4.95%	6.59%	5.37%
People with disabilities	4,424	3.38%	3.45%	3.22%
Economically inactive	958	0.73%	0.80%	0.95%
Retired	5,941	4.55%	6.15%	5.06%
Living in social housing	2,537	1.94%	1.59%	2.06%

Resident numbers are not cumulative

Exeter residents likely to have not used the internet in the last three months

Exeter residents likely to not have basic digital skills:

- 3.5% of Exeter residents (4,524) due to their age (compared to 4.5% in the Southwest region and 3.8% in England)
- 1.2% of Exeter residents (1,563) due to their social grade (compared to 1.2% in the Southwest region and 1.3% in England)
- 3.4% of Exeter residents (4,484) due to being unemployed (compared to 4.0% in the Southwest region and 3.5% in England)

(Resident numbers are not cumulative)

Source: Lloyds Digital Consumer Index 2022

Other digital exclusion headline statistics for Exeter:

- 7.2% of 2021 census returns from Exeter were made via non-digital channels (equivalent to 3,718 households) compared to 7.0% in the Southwest region and 5.9% in England
- At least 2.75% of connected households in Exeter (1,302) have an internet connection slower than 10 MB/s
- Up to 19.7% of households in Exeter (10,437) cannot get an internet connection of 30 MB/s or faster
- Average download speeds offered by internet providers in Exeter range from 44.0 MB/s to 106.3 MB/s

We have developed the following recommendations to enhance ECC's digital inclusion capability:

Recommendation 1

Develop a digital champions programme for *very low skilled residents*

- Digital champions can be volunteers who work informally with others who lack the skills or confidence to access digital services. This model works well in community settings like sheltered housing or community centres
- Digital champions can be embedded into service delivery teams, particularly those that are likely to have more digitally excluded customers. This is a low-cost way to enable customers with more complex needs to access council services
- There are a range of digital champions development programmes available, for example, the programme operated by Digital Unite: <https://www.digitalunite.com/products/what-we-do> and from Citizens Online: <https://www.citizensonline.org.uk/digital-inclusion/digital-champions/>

Recommendation 2

Commission digital skills training for low skilled residents

- Residents in low-skilled work, many of whom also have low levels of education, may benefit from some formal training to enable them to access digital services.
- There are a range of free services and resources available to help residents develop their digital skills, for example We Are Digital's Vodafone digital skills helpline: <https://info.we-are-digital.co.uk/vodafone-digital-skills-line>
- Free resources include "Learn my way": <https://www.learnmyway.com/>
- More substantial digital skills training programmes are also available at cost, for example this offer from We Are Digital: <https://www.we-are-digital.co.uk/training>

Recommendation 3

A common approach to helping customers with data and connectivity is to develop a SIM card loan/gift scheme that is low cost or free for service users who are struggling to access the council's digital services due to a lack of access to internet connectivity

- Some mobile network providers have offers for charitable organisations to offer SIM cards to those who need data or connectivity, for example this programme from Vodafone: <https://www.vodafone.co.uk/mobile/everyone-connected/charities-connected> and this example from the Good Things Foundation: <https://www.goodthingsfoundation.org/databank/>
- Working in partnership with local voluntary sector organisations that are both able to reach those who are digitally excluded and access schemes like that offered by Vodafone is likely to enable a significant proportion of digitally excluded residents' access ECC digital services

Recommendation 4

Address both general device needs, e.g., for customers on low incomes and specialist device needs for those with specific disabilities

- Many councils operate device recycling schemes, either operated via third party suppliers or their own waste management functions. See this LGA case study: <https://www.local.gov.uk/case-studies/refurbishing-it-devices-opportunity-tackle-digital-poverty-norwich>
- Example 1, Merton Council: <https://news.merton.gov.uk/2021/11/23/connecting-merton-digitally-is-a-success/>
- Example 2, Bristol City Council: <https://www.bristol.gov.uk/residents/jobs-and-training/digital-inclusion-scheme>
- Example 3, Barnet Council: <https://www.barnet.gov.uk/barnet-digital-inclusion/refurbished-laptops-and-tablets>

Recommendation 5

Develop a digital champions programme for digitally disengaged residents

- Digital champions can be volunteers who work informally with others who lack the confidence or motivation to access digital services. This model works well in community settings like sheltered housing or community centres
- Digital champions can be embedded into service delivery teams, particularly those that are likely to have more digitally excluded customers. This is a low-cost way to enable customers with more complex needs to access council services
- There are a range of digital champions development programmes available, for example, the programme operated by:
Digital Unite: <https://www.digitalunite.com/products/what-we-do>

Citizens Online: <https://www.citizensonline.org.uk/digital-inclusion/digital-champions/>

4.4 Customer Experience Maturity Assessment

In our engagement with Exeter City Council, we undertook a comprehensive Customer Experience Maturity Assessment. This pivotal evaluation was designed to gauge the council's current capabilities, systems, and strategies in delivering customer-centric services. The findings provide a clear benchmark of where the council stands and offer insights into potential areas for improvement, ensuring that residents receive the best possible experience.

The overall customer experience maturity score for Exeter City Council is **2.7**. This score sits towards the upper part of 'emerging', and very close to move into 'developing'. This signals that the council has a real opportunity to develop all capabilities across the four pillars. Each pillar scored a similar maturity, with small variance between highest and lowest; therefore, all capabilities need strengthening to enable Exeter City Council to deliver its customer experience aspirations.



Slide from the customer experience insights pack, visual sharing the maturity score

As within the 'Customer Experience Maturity Insights' pack developed, we recommend the following, across the **four maturity pillars**:

Pillar 1 – understanding your customers

- Create a corporate wide approach to customer insight and turning insight into action continually. With a specific focus on developing more qualitative customer feedback.
- Develop expertise and mechanism for co-designing services with residents
- Define and embed an organisational approach to customer journey design
- Create a data collection and management framework for customer access and demand data

- Develop easily understandable and clear customer personas to increase customer centricity and designing for all customers in different contexts
- Develop a set of Service Design principles that enables the organisation to design services for customers

Appendix 5.8 – pillar 1 maturity insights overview

Pillar 2 – culture and engagement

- Build an employee experience blueprint from recruitment, on-boarding, training, and engagement
- Deeper employee engagement insights to understand the link and drivers with customer experience
- Review the customer experience capability and capacity gaps including the customer insight and service design
- Create organisational-wide customer service training to support and enable front-line staff with service delivery
- Build on the existing culture within ECC, by ensuring effective performance management to uphold the values and behaviours

Appendix 5.9 – pillar 2 maturity insights overview

Pillar 3 – customer experience strategy

- Continue to develop your customer experience and digital strategy, engaging the organisation in the design and delivery to ensure understanding and buy-in
- Clearly articulated standards and corporate wide approach to customer experience
- Develop an organisational blueprint and Operating Model for customer experience either with the strategy or as one of the key priorities from the strategy
- Review customer experience measures to ensure effective monitoring and reporting on what matters most to ECC customers

Appendix 5.10 – pillar 3 maturity insights overview

Pillar 4 – organisational architecture


- Develop stronger governance on customer experience – service design and technology to ensure stronger alignment, co-ordination and prioritisation in resources and investments
- Corporate wide approach to service and process design to enable consistency and joined up services
- Develop a structured approach to defining the ‘return on investment’ for customer experience initiatives
- Develop executive alignment on customer experience, through a co-designed vision and strategy.

Appendix 5.11 – pillar 4 maturity insights overview

5. Appendix

5.1 Customer access analysis – reports included:

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Data that was included in the dataset:

- Most data included was sourced from the ECC Power BI dashboards maintained by Strata Service Solutions and other data was included if it did not duplicate these reports
- Reports included were:

Demand Logger - Customer support	Firmstep Overview	Assisted Waste Collections
Bin Reminders	Bulky Waste	Fly Tipping
Graffiti	Homelessness	Litter and sharps
Mixed Bin Escalations	Mixed Bin	Noise Complaints
Sharps Collections	RANM Dashboard	

5.2 Customer access analysis – data that is not included

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Data that could not be included in the dataset:

Data source	Reasons why it could not be included
Cleaning Contact Us	Not enough data – only six months of demand data
Contact us	Not enough data – only one week of demand data
Contact us - March 2023	Not enough data – only three months of demand data
ECC Telephony Dashboard	Not enough data – only average calls and whether they were accepted or missed, service information partial/missing
Building Control	Not enough data – focused on fee charges and locations
Planning web stats	This dataset is focused on website usage not service access
EnCS final	This dataset is focused on internal processes not customer requests
RANM Visits	Focuses on visitor numbers and footfall but not customer interactions

5.3 High-level business intelligence model process



5.4 Customer Insight – Perception and Transactional

Customer insight can be broadly split into **two categories**:

Perception Surveys

Aim to understand how customers view the council as a whole

Transactional Surveys

Aim to understand the customer's experience during a specific interaction or transaction

Perception customer surveys focus on understanding the general feelings, beliefs, and attitudes that customers have towards a brand, product, or service. These surveys often target a broad range of topics and aim to capture the overall sentiment and image of the brand in the minds of the customers.

Key Features:

1. Broad Topics: Can cover topics like Council awareness and perception of the Council
2. Less Time-Sensitive: These surveys are not necessarily tied to a specific interaction or purchase.
3. Target Audience: Might target both current customers and potential customers to gauge market perception.
4. Examples of Questions: "How likely are you to recommend Exeter City Council to a friend?", "What words come to mind when you think of Exeter City Council "How do you perceive the quality of our services?"

Transactional customer surveys are focused on gathering feedback about a specific interaction or transaction that a customer had with the business. This could be after a purchase, a customer support interaction, or any other specific touchpoint.

Key Features:

1. Specific Interaction: Directly related to a recent transaction, interaction, or experience with the council.
2. Time-Sensitive: Typically sent out shortly after the transaction or interaction to capture fresh feedback.
3. Target Audience: Targets customers who have recently interacted with the business.
4. Examples of Questions: "Were you satisfied with your recent interaction?", "How would you rate the assistance you received from our customer service representative?", "Was the service smooth and easy?"

Both types of surveys can provide invaluable insights for ECC, enabling the council to refine services, improve customer service, and enhance the overall customer experience.

5.5 Benefits of qualitative customer insights

While quantitative data provides numerical metrics and statistical analysis, qualitative insights provide a deeper understanding of customer experiences, perceptions, contexts, and needs.

In-depth Understanding

Qualitative insights will enable Exeter to gain a nuanced and in-depth understanding of customer behaviours, contexts, and needs. It helps uncover the "why" behind customer actions, going beyond just "what" they do.

Gaining the genuine 'Voice of the Customer'

Qualitative enables Exeter to gain authentic words, voices of customers – which can act as a powerful enabler of change, through using customer stories and quotes to influence change or prioritisation of resources.

Understanding Customer Pain Points

Qualitative research can reveal specific pain points and challenges that customers face. Identifying these pain points enables businesses to address them effectively, leading to improved customer satisfaction.

Identifying Opportunities for Improvement

Qualitative insights can highlight areas where products, services, or processes can be enhanced. This information is valuable for making strategic improvements and staying competitive.

Developing 'Customer Personas'

Understanding customers on a deeper level allows for better segmentation based on preferences, behaviours, and needs.

Building 'Service Design' Principles

Understanding what matters to customers through the qualitative insights enables ECC to translate this into 'guiding' principles that everyone in the organisation can understand and embed within their services and ways of working.

Building Customer Empathy

Listening to customer stories and experiences fosters empathy within the organization. This empathy helps teams align their efforts to better serve customer needs and improve customer relationships.

Emerging Themes/Early Warning Signs

Qualitative research can serve as an early warning system for emerging issues or negative sentiment among customers, allowing Exeter to proactively address concerns.

Validating Quantitative Findings

Qualitative insights can provide context and validation for quantitative data. They help interpret statistical results and provide a richer understanding of the numbers.

5.6 Definition and causes of ‘Digital Exclusion’



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Exeter
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The definition of digital exclusion:

"Individuals who face barriers to accessing digital services leading to inequality of outcome."

The causes of digital exclusion:

<h3>Digital Skills</h3> <p>Those who do not have the skills or confidence to access digital services</p> 	<h3>Data and Connectivity</h3> <p>Those who do not have access to an internet connection</p> 	<h3>Devices</h3> <p>Those who do not have the devices needed to access digital services</p> 	<h3>Motivation or attitude</h3> <p>Those who are unwilling to use (or not) digital services</p> 
<p>More likely for those who have never used digital services for work (e.g. older and low-skilled)</p>	<p>More likely for those in low-income households and those living in rural areas</p>	<p>Driven by affordability and disability, e.g. those on low incomes and visually impaired</p>	<p>More likely for older people and those who have experienced inequality/disadvantage</p>

5.7 Internet access at home visual

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Exeter City Council

Internet access at home

Do not have internet access at home

Category	Percentage
15-24	1%
25-34	+1%
35-44	3%
45-54	2%
55-64	3%
65-74	8%
75+	26%
A8	2%
C1	3%
C2	3%
DE	14%
Working	2%
Not working	13%

Source: Adults' Media Literacy Tracker 2021, CATI Omnibus Survey (2021).

Risk factors for a lack of internet connectivity at home are age, social grade and employment status.

5.8 Pillar 1 – customer experience maturity insights





Pillar 1: Understanding your customers

Overview
This pillar is focused on how effective your organisation has mechanisms and cultures of listening, analysis, data and insight to customer insights

The Data	Themes & Questions	Actions to take to increase maturity
<p>How Maturity Score: 0.0</p> <p>How do the Customer: 0.0</p> <p>Customer Stage: 0.0</p> <p>Customer Insights Stage: 0.0</p>	<p>"We don't have a consistent approach to customer engagement and we don't use data. Any insights we do come through chat, but we don't really have a consistent understanding of this"</p> <p>"I don't really have a consistent approach to customer insights and we don't use data. Any insights we do come through chat, but we don't really have a consistent understanding of this"</p> <p>"We don't really have a consistent approach to customer insights and we don't use data. Any insights we do come through chat, but we don't really have a consistent understanding of this"</p> <p>"We don't really have a consistent approach to customer insights and we don't use data. Any insights we do come through chat, but we don't really have a consistent understanding of this"</p>	<p>1. Create a consistent data approach to customer insights and using data to inform customer insights</p> <p>2. Develop consistent and consistent data to inform customer insights</p> <p>3. Develop consistent and consistent data to inform customer insights</p> <p>4. Develop consistent and consistent data to inform customer insights</p> <p>5. Develop consistent and consistent data to inform customer insights</p>

5.9 Pillar 2 – customer experience maturity insights

ONE EXETER
ONE COUNCIL - ONE TEAM



Pillar 2: Culture and Engagement

Overview
This pillar is focused on how your organisation provides tools and environment for your people to thrive, and enable them to deliver for customers

The Data	Themes & Quotes	Actions to take to increase maturity
Pillar Maturity Score: 2.8 Customer Centre Culture: 3.8 Value of the Employee: 1.8	<p>"...there doesn't appear to be any organisational understanding, this is left to the King message to customer excellence at these stations will have a different experience based on which department they work in. This results in different versions of organisational values and behaviours."</p> <p>"...I feel that there are underlying our values and behaviours are allowed to contradict with behaviours that can be disruptive to getting things completed. It is positive that there are strong colleagues who do embody our values and behaviours, and that they should be recognised and rewarded more."</p> <p>"...this understanding is limited to an email and upcoming course like to see HR actually take an active role."</p> <p>"...lots of inconsistencies throughout the internal and experience offers."</p>	<ol style="list-style-type: none"> 1 Embed "customer" within the DNA and culture 2 Build an employee experience blueprint from recruitment, onboarding, training and engagement 3 Develop employee engagement insights to understand the fit and align with customer experience 4 Review the customer experience capability with reports from the customer insight and service design 5 Create regular internal-wide customer service training to support and enable front line staff with service delivery 6 Build on the existing culture within EEC, by ensuring effective performance management to capture the values and behaviours <p>EEC need to adopt a more consistent joint approach to building a customer service culture, providing clearer direction and enabling more consistency across EEC</p>

5.10 Pillar 3 – customer experience maturity insights

ONE EXETER
ONE COUNCIL - ONE TEAM



Pillar 3: Customer Experience Strategy

Overview
This pillar is focused on how you align your vision, with your strategic direction and measurement of customer experience

The Data	Themes & Quotes	Actions to take to increase maturity
Pillar Maturity Score: 2.8 Strategic Direction: 3.8 Milestones: 2.7	<p>"Customer experience isn't overlooked. Having standard KPIs for the customer experience would be useful. Subsequent to staff satisfaction (and) to staff those who aren't performing to standard, so we can improve that in training, so the complete customer experience. This results in different levels of customer experience from staff to staff."</p> <p>"The Council's decision making processes provides a clear being objective and transparent. The corporate strategy is more about what the council wants for citizens rather than being informed by the customer experience."</p> <p>"...complaints are the only measuring stick many and most have not accurately and there is no active learning from their experience."</p> <p>"...The link between the Council's corporate strategy and customer experience feels clarity and consistent application."</p>	<ol style="list-style-type: none"> 1 Continue to develop your customer experience and digital strategy, engaging the organisation in the design and delivery to ensure understanding and buy in 2 Clearly articulated standard and corporate wide approach to customer experience 3 Embed an organisational blueprint and governing board for customer experience with the strategy in mind of the key priorities from the strategy 4 Review customer experience measures to ensure effective monitoring and reporting of what matters most to EEC customers <p>Key success factor for the customer experience & digital strategy will be ensuring all staff have a clear understanding, train and engagement in the design and delivery</p>

5.11 Pillar 4 – customer experience maturity insights

ONE EXETER
ONE COUNCIL - ONE TEAM



Pillar 4: Organisational Architecture

Overview
This pillar is focused on how your organisation effectively utilises people, policy, processes, and technology to deliver for customers

The Data	Themes & Quotes	Actions to take to increase maturity
Pillar Maturity Score: 2.7 Technology & Digital: 3.8 Process & Policy: 2.7 Roles & Governance: 2.7	<p>"...2020 is moving to a new focus in strategic perspective and customer experience. Technology is not the full, often perceived to be and with the role of being delivery rather than the customer experience or how it needs to perform as culture, insight and for the most effective for customer and staff working customers."</p> <p>"...there are no differences behind the scenes when it comes to design the user and digital systems. Our entire journey, clarity and customer go up and there is a strong ability to find what they are looking for. I know for the future projects may have more in the past, but will then the customer, aligned and successfully make significant steps in this area."</p> <p>"...there needs to be a greater focus on technology that works across the Council, don't create silos, the different departments which is important. Department appear to work in isolation rather looking at it systems. The role of technology comparison that makes an assessment from an open to be fully successful."</p>	<ol style="list-style-type: none"> 1 Develop stronger governance on customer experience - service design partnership to ensure strategic alignment, co-ordination and prioritisation in resources and investments 2 Collaborate with approach to service and process design to ensure consistency and joined up delivery 3 Develop a structured approach to defining the "future as designed" for customer experience solutions 4 Review customer alignment on customer experience, through a co designed vision and strategy <p>To make the step up to maturity EEC needs to continue it's focus on strategically using its customer technology and culture. A central customer experience team with responsibility and capability would support ensuring that join up and alignment consistently across EEC</p>