

Lancashire County Council

Customer Focus Staff Handbook

Organisational Development – Customer Focus

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Introduction to the Customer Focus Staff Handbook

At Lancashire County Council, we deliver a wide range of services to diverse customer groups and always aim to deliver and develop services to meet our customers' needs. Our Customer Focus Staff Handbook has been developed to explain Lancashire County Council's Customer Focus Values and principles. These principles and values have also been translated into examples of how they can be applied in your day to day work environment; however, you are still advised to refer to your own service processes and procedures as and when required to fully meet any service specific and statutory requirements.

You will also be able to find 'hints and tips' and guidelines to help you deliver better customer services. These include;

- Effective Face to Face Communication with Customers
- Effective Telephone Communication with Customers
- Effective Written (Letters and E-mails) Communication
- How and When to say 'No'
- Dealing with dissatisfied customers and complaints
- Dealing with difficult and confrontational situations
- Glossary
- What support is available and useful links?

Our Customer Focus Principles

At the Lancashire County Council, we put the needs and expectations of our customers at the heart of what we do to ensure that we are able to provide high standard of service at all times.

- Promise what you can deliver and deliver everything that you promise
- Treat customers as individuals to meet or exceed their expectations
- Take ownership to get it right first time, every time

And always remember that the reputation of Lancashire County Council is in the hands of every individual employee.

Our Customer Charter

The charter captures in one place the things our customers can expect from us, and what we need from them to serve them well. Our promise to customers; We're committed to giving our customers a high standard of service at all times.

- We'll make it as easy as possible for our customers to contact us.
- We'll make sure our staffs are well trained and easy for our customers to identify.
- We'll always be polite, show respect and be sensitive to our customers' needs and wishes
- We'll do our best to answer our customers' questions and sort out our customers' problems first time.
- We'll make sure the information we give our customer is useful, accurate and easy to understand.
- We'll provide information in large print, Braille and other languages if our customers ask us to.
- We'll make sure everyone can access our services.

Our customers can help us by

- Giving us all the information we need to help them;
- letting us know if they have any special needs;
- being polite to our staff and showing the same respect they will show to our customers; and
- letting us know how we're doing, so we can improve the way we help them.

Our customers' opinion counts

Our customers' comments, compliments and complaints are important to us. They help us improve our services. Our customers can tell us what you think by;

- filling in the feedback form available on our website at www.lancashire.gov.uk;
- phoning our Customer Service Centre on 0845 053 0000; or
- filling in the feedback form available from our reception areas and public access points.

We have an official complaints procedure which is on show on our website and in our reception areas. This sets out the standards we'll meet when we deal with our customers' complaint and rights if our customers are not satisfied with the results of their complaint. If our customers want to make a formal complaint about the services they've received, they can send an email, fax or letter using the addresses shown below.

Monitoring our Performance

Every year we set targets to help us monitor our performance against the standards we've set in this charter. We publish these targets and our performance against them in an annual report. The report also explains:

- what we're doing to improve in areas where we haven't met our standards;
- how many comments, complaints and compliments we've received about our services and the actions we've taken as a result;
- what members of the Living in Lancashire residents' panel say about how we're performing against our standards; and
- how we've used customer feedback, surveys and mystery shoppers to find out more about their experience of dealing with us.

Our customers can contact us

- through our website at www.lancashire.gov.uk;
- by emailing enquiries@lancashire.gov.uk;
- by phoning 0845 053 0000;
- by writing to us at Lancashire County Council, County Hall, PO Box 78, Fishergate, Preston, Lancashire PR1 8XJ; or
- by visiting one of our local offices or access points between 9am and 5pm Monday to Friday (except public holidays).

Our Customers – We are all customers

At Lancashire County Council, we define our customers as “anyone and everyone who is affected by the work we do”. With this definition in mind, we group our customers into two specific groups;

Internal Customers are individuals in your team, people in other teams and services.

External Customers are those people outside the organisation who use or are affected by the product or service you provide.

Effective Face to Face Communication with Customers

General Information

Even though more and more customers are using online, e-mail and telephone communications, some customers still receive services on a face to face basis. When communicating with customers on a face to face basis you should;

- Be welcoming and friendly
- Be competent, professional, efficient and polite
- Have a smile on your face and reflect this in your voice
- Use positive body language to show your interest
- Avoid interrupting or showing boredom or impatience
- Look at your customer's face and have an eye contact with them at all times and use facial expression and natural gestures
- Speak clearly and without shouting
- Re-phrase what you are saying if it isn't understood
- Be aware that customers may have different needs from you.
 - The customer may have severe hearing loss/hearing difficulties. The customer will take clues from watching your lips and expressions. When talking to people who have difficulty hearing or understanding;
 - ask if they'd like to use a quieter meeting room to reduce the background noise
 - look at the person's face, use facial expression and natural gestures
 - never turn away, while you are speaking
 - never cover your mouth
 - The customer may have learning difficulties. You will need to ensure you maintain your eye contact with the customer, even if they brought a friend, family member or carer to help. Ensure the customer understands you, if not re-phrase what you are saying if it isn't understood.
 - The customer may be blind, partially sighted or have difficulty reading. At the beginning of the conversation with the customer, you should introduce yourself and ask them how they would like you to help them. If the customer would like to have the information in writing, we are able to produce information on a **large print or Braille**.
 - English may not be customer's first language. At the beginning of the conversation with the customer, you should introduce yourself and ask them how they would like you to help them. You should remember that people speaking English as a second language can sometimes communicate in ways that may lead to

misunderstanding. This may be because the customer has limited knowledge of English, or because of literal translations of phrases from their first language. When talking to people, whose English is not their first language;

- Use plain English and check to see whether your customer understands what you say
- Get help from work colleagues, who speak a second language
- **Arrange for a translator** to be present if required
- Identify what their first or preferred language is
- Use language line on 01772 534420
- When you are dealing with children and young people, please refer to your own service processes and protocols.

Face to face in the customer's home

It is especially important to treat customers with respect, sensitivity and courtesy when you are in their home. If appropriate, always let your customers know that you intend to visit and make an appointment.

- Try to arrive on time – if you are delayed and you have a telephone, call and let them know
- Always introduce and identify yourself (using your identity card)
- Don't enter the person's home unless you are invited
- Treat everyone with respect and be sensitive to their circumstances.

Lone Workers

Lone workers should be provided with a communication system suitable for maintaining regular contact. Refer to the council's **personal safety policy**.

- Make sure someone knows where you are going and when you'll be back
- If you come up against aggression try to diffuse the situation by talking calmly
- If a customer starts to be violent or verbally aggressive, then withdraw from that situation where possible and seek assistance from your manager
- If immediate assistance is required, contact the police. You should contact your line manager and appraise them of the situation as soon as possible.
- Once the situation has been resolved then you should review the arrangements and control measures that were in place.

Effective Telephone Communication with Customers

Answering the Calls

- Try to answer within 7 rings (20 secs)
- If no one is available, always answer a ringing telephone in your area and take responsibility for the call, take a message from the caller with their name and number and get someone to call them back
- Answer telephone calls with a greeting “Good morning, good afternoon or hello” followed by the name of your service and your name. (e.g. Good morning, Organisational Development, Helen speaking)
- Always speak clearly, audibly and slowly to ensure your caller is able to understand what you are saying
- Listen carefully and use open questions (what, who, when, where, why, how) to get the information from your caller
- Always be pleasant, polite, courteous and as helpful as possible. Always remember your attitude on the phone represent your team’s and Lancashire County Council’s reputation
- Always use appropriate language and avoid slang, impolite, politically incorrect and negative language
- If you need to ask a colleague something in regard to the call, advise the caller of this and ask them if they are ok to be placed on a hold. If you don’t place the customer on hold and start shouting across the office it will make you, your team and Lancashire County Council look unprofessional
- If you receive a wrong number call, don’t just say it is a wrong number, make every effort to transfer the caller to the service area or person they want, also ensure that you tell them the extension or full telephone number you are transferring to.
- End the conversation by asking if there’s anything else you can help with and always thank your customer for their call.

Making Calls to Customers

- Prepare in advance what you would like to say to the customer
- List any questions you would like to ask
- Introduce yourself to your customer for example “Good morning/afternoon, I am calling from Lancashire County Council, Customer Focus team, and my name is Helen”
- Follow by stating the purpose of your call “I am calling to find out...”
- Make any required notes, and summarise what has been discussed and agreed
- Close the call in a polite and courteous manner by thanking for your customer for their time.

If You Need to Put a Call on Hold

- Advise the customer that you will place them on hold and check if they are happy to be held on the line. If they are not happy, then advise that you will call them as soon as you have the relevant information and take their name and telephone number.
- If they are placed on hold, do not keep them on hold more than 1 minute. You will need to go back to your customer and apologise for keeping them waiting and ask them if they are still ok to hold.
- Once you have the information available then thank the caller for waiting.

If You Need to Transfer a Call

- If possible, give the person about to receive the call a brief description of the caller's need
- Always advise your customer who they will be talking to, and which team they are from
- If the caller has already been passed to you by mistake, do not pass your customer on a second time. Apologise for the inconvenience, make every effort to transfer the caller to the service area or person they want, also ensure that you tell them the extension or full telephone number you are transferring to.

When Away from the Office and Using Voicemail

- Always respond to your voicemail promptly
- Create your personal greeting and update your voicemail regularly (i.e. if you are going to be away from the office on an annual leave, put this in your voicemail and provide your customer's with an alternative contact).

If you received a call from the media, please transfer your caller to Lancashire County Council's Media team on 01772 536002.

Effective Written (Letters and E-mails) Communication with Customers

Use correct Lancashire County Council logo (Letters Only)

Our logo is unique. It's our visual identity's most important element and should feature on all our communications without exception. The logo is made up of two components – the words 'Lancashire County Council' in its specialist font and the Lancashire rose. We do not separate these two components or use either of them in isolation. Always put the logo on the front page of the document on the top right hand corner. In the case of publications with a front and back cover, we put the logo on both. For further information, refer to [Corporate Communication Toolkit](#).

Use clear subject headings (E-mails Only)

A concise subject heading will help your e-mail to capture your customers' attention without your customer looking through your e-mail to understand what it is all about. Subject line should be brief, simple and should give a clue to the contents of the e-mail's main body.

Use of correct typography and type size (Letters and E-mails)

Our core font family is Arial, which is very legible at all sizes and presents a clear typographic style which will increase flexibility. The minimum point size for a general audience is 12pt. Where space is limited, this may be reduced to 10pt or 11pt, but always try to adjust your design to accommodate 12pt rather than reverting to a smaller point size. Remember that the words of your message are more important than the images. For further information on letters, please refer to **Corporate Communication Toolkit** or refer to **ICT Guidance Notes** on e-mail guidance notes.

Include your and customer's details (Letters only)

You will need to include your name and your team's postal address details, telephone number, e-mail address and webpage information on the top right hand corner of the letter you are composing by aligning text right. Once you put your information include a date and reference number if required.

The customer's address details will need to be included after your address information; however, this time the text will need to be left aligned. Before the address information, you will need to include the customer's full name including title.

Use correct greeting (Letters and E-mails)

Letters: If you know the name of the customer you are writing to, then you should insert the name after "Dear" (e.g. "Dear Basar Ozerkayi", "Dear Dr. A. Coulson"). If you do not know their name, then your letter should start with "Dear Sir/Madam".

E-mails: This is depending on how informal you would like your e-mail to be to your customers. For an informal start you should use "Hello", "Hi", "Good morning", "Good afternoon" etc. followed with the name of person (or all if more than one recipient) (e.g. "Good afternoon John", "Good afternoon all").

For a formal e-mail, if you know the name of the customer you are sending the email to then you should insert their name after "Dear" (e.g. "Dear Basar Ozerkayi", "Dear Dr. A. Coulson"). If you do not know their name, then your email should start with "Dear Sir/Madam"

Opening lines are also important when writing a letter or an e-mail to explain why you are writing to the customer. Most common ones are “I am writing to enquire about...”, “We recently wrote to you about...” and “I am writing to ask you...”.

Compose your letter or e-mail carefully (Letters and E-mails)

Letters and e-mails do not convey emotions such as body language, pauses in speech or tone of voice that we are able to take account of in face to face or telephone conversations and very often this is why misunderstanding of letters and e-mails occur. Sarcasm and humour can translate badly in a letter or an e-mail, especially if your internal or external customers do not know you very well.

When you compose your letter or e-mail, read it back a couple of times or even ask one of your colleagues or managers to read it, as if you or they are the recipient of the letter/e-mail that you are about to send to ensure it doesn't sound too technical (no abbreviations is used and written with **plain English**). Check your letter/e-mail to ensure it does not sound too friendly, or familiar, also ensure you made yourself clear without sounding abrupt. Always ensure that your letter/e-mail contains an introduction paragraph, main body and conclusion.

Check your spelling, grammar and punctuations (Letters and E-mails)

When you send a letter or an e-mail to your customers, you always need to remember that you represent Lancashire County Council and your service area that you work in. Therefore, it is important for you to check your spelling, grammar and punctuations, before you send it to your customer. If you are handwriting the letter, you will need to give extra care and check correct spellings in a dictionary. If you are preparing the letter in Microsoft Word 2003 and 2007 or an e-mail on Outlook 2003 and 2007, there is a spell checker option available.

If you would like further help with spelling or grammar, or to brush up your language skills, please refer to the Skills Pledge link or contact the Skills Pledge team on 01772 536196.

Use correct closure (Letters and E-mails)

You should use your closure paragraph to make a reference to a future event or to offer help. Some examples are; “Should you need any further information, please do not hesitate to contact me”, “If you require any further information, feel free to contact me”, “I look forward to your reply”, “I look forward to hearing from you in the near future”. Also remember to include a closure line before your name and signature. Commonly used for informal letters are “Thanks”, “Best Wishes”, “Kind Regards”, and “Regards”.

For formal letters, you should use “Yours sincerely”, when you know your recipient’s name or “Yours faithfully”, when the recipient’s name is unknown to you.

Use a signature (Letters and E-mails)

Letters: Before finalising the letter, place your name under your closure line and place your signature (if required) between your closure line and name.

E-mails: Before sending, insert your signature at the end of your e-mail. Your e-mail signature should include, your name, your job title, your team name, Lancashire County Council, your phone number, your mobile phone number (if required), your e-mail address and www.lancashire.gov.uk. If you have your team’s website, then you should also include your team’s website address details

Out of Office Assistant (E-mails Only)

Finally, remember to use your Out of Office Assistant, when you know that you will be out of the office for most of the day or if you are going away on annual leave. The content of the message on your Out of Office Assistant should include a thank you for the e-mail, an indication of when you will be back, an alternative point of contact, if appropriate, who will be able to assist your customers in your absence.

Confidentiality (E-mails Only)

E-mail sent over the public Internet can be easy for hackers to intercept and read or change without detection. Consequently, basic e-mail is not appropriate for communicating personal or sensitive information unless additional security measures are put in place. Consider using the County Council’s Zix Secure e-mail service if your e-mail includes personal or sensitive information. Emails can be encrypted by adding the keyword **zixencrypt** into the subject of the email. Please see the [Secure Email Facility](#) guidance on the intranet.

How and When to Say ‘No’ to Customers

When to Say ‘No’ to Your Customers

There are many different reasons, why you may not be able to say ‘Yes’ to your customers and their expected solutions. Some of these situations are;

- Lancashire County Council’s or your service specific policies and procedures, rules or regulations will not allow you to do what your customer wants to do. For example to help a customer progress an application, they need to sign and return a form and they have either sent the form back unsigned or want to apply over the phone which we are not able to do.

- Law will not allow you to progress with what your customer would like to receive (e.g. in order to apply for this benefit, you will need to be over 18 years of age or Data Protection Act).
- Sometimes, what you are being asked to do is just not possible due to the system and/or process capabilities. For example a customer would like to know the results of their query now, however the system or process has not yet been fully applied and so you are unable to confirm the result at this moment of time.

How to explain what you cannot do

When saying 'no' to your customers, you will need to be friendly, show understanding and empathy, be fair and treat everyone equally. You will need to help customers feel they have some influence over the outcome and provide any relevant information why you are not able to say 'Yes'. You will need to provide alternative options to turn the situation into a 'win-win' position for the customer and Lancashire County Council. There are two different 'No's'. The 'flat no' is where there is no explanation following it and is the one that is most likely to upset the customer. Wherever possible the 'flat no' should be avoided.

Using 'the service no' always creates a better understanding between you and your customer. To successfully use the 'service no' you will need to listen to what your customer is saying and rephrase it to ensure they know you understand them. When you have done this you then need to explain why you are not able to say yes and wherever possible offer other options or signpost the customer.

Dealing with Dissatisfied Customers and Complaints

Dealing with Dissatisfied Customers

The LEAP model always works successfully when dealing with dissatisfied, complaining, difficult, angry and upset customers. The LEAP stands for Listen, Empathise, Apologise and Problem Solving. All explanation below has been created with the LEAP model in mind.

- Listen carefully and give them your complete attention and focus to ensure you are able to understand what the problem is.
- Write down the key information and confirm that you understood their problem and/or issues. If you think the problem is very complicated, ask the customer to put their complaints in writing and send it to you directly. If you discuss this option with the customer you should explain to them that it will help you to understand their complaint and try to resolve it more quickly.

- Let your customer express their frustration. Research shows that, most complaining customers only want to be heard and listened to, so do not interrupt, explain, defend or justify, as this will only make the situation worse.
- Be prepared to 'apologise', even though this may not be your fault. You are apologising for example the customer having a bad experience from you as the service provider or from misunderstanding of the service that you were providing. This shows empathy with their problem or query.
- Ask and understand what the customer expects from you in order to resolve their complaint. You have to be polite and professional at all times, while you are using open and closed questions to identify a satisfactory resolution.
- If you are able to resolve issues, assure your customer that you will take ownership of their problem, and resolve it as quickly as possible. If you are not able to deliver what your customer expects you to, please refer to guidelines on **How and When to Say 'No'**.
- Keep your customer up-to-date with the progress to ensure they are aware where you are up to with resolving their issues and where possible, set your customer's expectations.
- Thank your customer for bringing their issue to your attention, as without any customer complaints, Lancashire County Council would not know, if we are delivering the services that our customers need. This information is vital for us to identify how we can improve our services for our customers.

Please note, if a customer is having difficulty explaining their complaint, or needs additional help, you might tell them that they can get help from an advocacy service such as the **Lancashire Children's Rights Service** and **Lancashire Advocacy for Carers**. If a complaint is about safeguarding issues, please refer to **Children and Young People or Adult Safeguarding** processes for further information.

Dealing with Complaints

Now you followed the '**Dealing with Dissatisfied Customers**' model, you can follow below processes to deal with your customers' complaints effectively.

- Screening and logging: Where possible, all complaints should be recorded in detail. A full record will allow efficient handling of the problem and will allow you and any of your colleagues to deal with your customers more effectively.
- Gather the facts: Gather information from the customer by asking open and closed questions to understand what caused your customer to complain. Once you gather the facts, complete a root-cause analysis to identify, what caused the problem.
- Keep the customer informed: Immediately acknowledge their problem and advise the customer that you are dealing with it. If you are not able to resolve the complaint

straight away due to various reasons, inform the customer to ensure they are up-to-date with the latest progress and set their expectations when they are likely to hear from you.

- Finding a solution: This is sometimes the most difficult part of the complaint handling. You will need to consider a variety of areas, before you suggest your solution to your customer. You will need to understand your customer's expectations and will need to think about the cost and impact of the solution. You will need to consider your ability to deliver the solution and prepare yourself for what you will do, if the customer rejects it.
- Responding: Identify how your customer would like to be communicated with to ensure you are using the most appropriate channel. For example; your customer may choose to hear from you by letter, phone or e-mail.
- Follow-up: The customer should be contacted following your response to establish whether the matter has been resolved satisfactorily. If your customer is still not happy with the actions you have taken, you will need to refer to your own service escalation processes to seek to resolve the issue before resulting to follow formal processes.

If the customer is still not happy with the way their complaint was handled, you should explain our **complaint processes** and how they can use it to make a complaint against Lancashire County Council.

Dealing with Difficult and Confrontational Situations

How to Avoid Confrontation

- Always be polite, whatever the circumstances may be.
- Listen to your customers and what they say.
- Explain the circumstances and the reasons behind why this happened to ensure your customer is able to understand.
- Keep calm, even if your customers don't.
- Explain yourself, repeating in a different way if necessary, to ensure the customer can understand your response.
- If on face to face;
 - Adopt non-threatening but not submissive body language and behaviour, and a clear, calm tone of voice.
 - If you are not getting anywhere, if the customer is reacting badly to you, or they want to speak to someone else, please follow your service processes

- If on the phone;
 - If you need to gather more information, explain this to your customers and arrange to phone them back at an agreed time and do so.
 - If you are going to need to contact the person again, make sure that you have the necessary contact details, and read them back to your customer to check that they are correct.
 - If you are not getting anywhere, if the customer is reacting badly to you, or they want to speak to someone else, please follow your service processes
 - In some cases it may be necessary to say that you need to draw matters to a close. This needs to be done smoothly and courteously. Do not terminate the call without any explanation, as this will only make matters worse. You should advise “I am sorry but as we cannot continue the conversation in a calmer (or less abusive) manner, I am going to have to terminate this conversation.”

When You Begin to Sense Confrontation

In most cases a polite and professional service will enable confrontation to be avoided; however, sometimes this is not possible. Often there will be warning signs that the situation is becoming heated and potentially out of control, these signs are raised voice, staring eyes, aggressive body language and gestures etc. If this situation should happen, please follow steps below;

- Never argue back: You have to face a confrontational situation by calming the irate customer with your positive and professional behaviour. You must stay calm and aim to satisfy the customer even in the most difficult situations. Always show empathy and assure that you or one of your colleagues will be able to resolve their issue.
- Listen more than you speak: If you try to respond forcefully when your customer is angry, then the situation will certainly get out of control and you are unlikely to succeed in resolving the situation. More importantly, by listening carefully, you will be able to understand why the customer is complaining, so that satisfactory steps can be taken to resolve their issues.
- Show that you care: Once the anger subsides, there will be an opportunity to express your empathy and understanding. You have to show that you care and that you will do everything within your power to try and resolve the situation. You may see a significant change in their behaviour and you will be able to use this to turn the situation around.
- Be patient: Although it is not easy to control one's emotions when a customer is being unreasonable in their behaviour, you will have to remain professional and friendly in order to successfully resolve the issues.

- Be positive in your approach: Even in the worst of circumstances, try to overcome all negative tendencies and adopt a positive approach and mindset. This will also help you to manage your stress effectively so you are not weighed down by the hostile attitude of the customer.
- Learn to control your anger: Relax and calm yourself so that you can express your anger in a subtle way without showing any negative emotions towards your customer.
- Always de-stress yourself before moving onto the next customer, as this may be reflected in your voice and body language.

Glossary

Citizen(s): Member of the public, customer or collectively as people or audience.

Comments: A proposal or a suggestion for change or improvement from a customer.

Complaints: An expression of dissatisfaction by one or more members of the public about the Council's action or lack of action or about the standard of service, whether the action was taken or the service provided by the Council itself or a person or body acting on behalf of the Council.

Compliments: An unsolicited expression of praise, admiration thanks or satisfaction from a customer.

Customer: Anyone who is affected by the work you/we do (Internal & External Customers).

Customer Charter: The charter captures in one place the things our customers can expect from us, and what we need from them to serve them well.

Customer Experience: What a customer feels and remembers about the customer service that he or she has received from Lancashire County Council. This also affects the customer relationship and influences customer expectations for the future.

Customer Focus: Putting the needs and expectations of customers at the heart of everything we do to drive strategic and policy decisions.

Customer Insight: A process that begins with knowing and understanding what our customers want, and ends with evidence of their satisfaction with our organisation.

Customer Service: All activities that are being carried out internally to meet Lancashire's customers' needs to create satisfaction and confidence.

Customer Service Excellence: The UK Government's national standard for excellence in customer service. It is a positive force for change and customer service improvement.

Hard to Reach Group (Under represented): Groups that may be (or feel) excluded from access to services that they need due to their personal circumstances and/or previous experiences.

Mystery Shopping: An evaluation, measurement and reporting of customer service standards through the use of mystery shoppers, acting as if they were customers.

Segmentation: Subdividing a target audience into homogeneous and reachable groups based on shared needs and characteristics such as, who they are (socio demographics), what they do (their behaviours), how they think and feel (their attitudes and needs).

Service User: An individual, who uses Lancashire County Council's services.

What Support is Available?

Corporate Communication Handbook

<http://lccintranet2/corporate/web/view.asp?siteid=4180&pageid=29113#anchor135000>

Corporate Communication Toolkit

<http://lccintranet2/corporate/web/view.asp?siteid=4180&pageid=17582&e=e>

Corporate Learning and Development

<http://lccintranet2.lancscc.gov.uk/corporate/web/view.asp?siteid=3825&pageid=13601&e=e>

Corporate Research and Intelligence

<http://lccintranet2/corporate/web/view.asp?siteid=2660&pageid=3543&e=e>

Customer Access Strategy

<http://lccintranet2.lancscc.gov.uk/corporate/web/view.asp?siteid=2738&pageid=4094&e=e>

Customer Charter

<http://lccintranet2/corporate/web/?siteid=5196&pageid=30816&e=e>

Customer Focus Intranet Page

<http://lccintranet2/corporate/web/?siteid=5196&pageid=27362>

Customer Focus Blended Learning Tool

<http://lccintranet2/corporate/web/?siteid=5196&pageid=28451&e=e>

ICT E-mail Guidance Information

<http://lccintranet2/corporate/web/view.asp?siteid=4305&pageid=29511&e=e>

Interpretation and Translation Services

<http://lccintranet2/corporate/web/view.asp?siteid=3818&pageid=13457&e=e>

Mystery Shopping

<http://lccintranet2/corporate/web/?siteid=5196&pageid=27375&e=e>

Plain English

<http://lccintranet2/corporate/web/view.asp?siteid=4180&pageid=17585&e=e>

Publications in Other Formats

http://lccintranet/office_of_the_chief_executive/corporate_communications/what_we_do/publishing/index.asp

Safeguarding Adult Group

<http://lccintranet/acs/groups/safeguarding-adults/>

Safeguarding Children and Young People

<http://lccintranet2/corporate/web/?Safeguarding/22909>

Skills Pledge

<http://lccintranet2.lancscc.gov.uk/corporate/web/?siteid=4900&pageid=24706>

Whistle Blowing

http://lccintranet/corporate/enewsviewer/index.asp?news=146&issues=3847&articles=18871&_

Compliments, Comments and Complaints

All Compliments, Comments and Complaints

http://www3.lancashire.gov.uk/corporate/atoz/a_to_z/service.asp?u_id=966&tab=1

Compliments, Comments and Complaints about Adult Social Care

http://www3.lancashire.gov.uk/corporate/atoz/a_to_z/service.asp?u_id=2993&tab=1

Compliments, Comments and Complaints About Children Social Care

<http://www3.lancashire.gov.uk/corporate/web/?siteid=4787&pageid=26930>

Compliments, Comments and Complaints about Children Young People (Incident at the school)

http://www3.lancashire.gov.uk/corporate/atoz/a_to_z/service.asp?u_id=1040&tab=1

Compliments, Comments and Complaints – Welfare Rights

http://www3.lancashire.gov.uk/corporate/atoz/a_to_z/service.asp?u_id=768&tab=1

Complaints about a county councillor

http://www3.lancashire.gov.uk/corporate/atoz/a_to_z/service.asp?u_id=2713&tab=1

Complaints about street lighting

http://www.lancashire.gov.uk/environment/env_highways/lighting.asp

Complaints about highways defects

https://eforms.lancashire.gov.uk/AF/an/default.aspx/RenderForm/?F.Name=FY26qap_66j

Complaints about footpath obstruction

http://www.lancashire.gov.uk/corporate/complaints/footpath_obstruction.asp

Complaints about public transport services

http://www.lancashire.gov.uk/corporate/complaints/public_transport.asp

Complaints about quality of goods

http://www.lancashire.gov.uk/corporate/complaints/quality_goods.asp

Your Notes

