



Improvement

Customer led transformation programme Case study – East Riding of Yorkshire

A local strategic partnership approach to understanding our customers

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The Customer Led Transformation programme

The East Riding of Yorkshire's work has been funded under the Customer Led Transformation programme. The fund aims to embed, at a strategic level, the use of customer insight and social media tools and techniques across the public sector to support place-based working.

The programme is overseen by the Local Government Delivery Council (supported by LG Improvement and Development).

The fund was established specifically to support collaborative working between councils and their partners, focussing on using customer insight and social media to improve service outcomes. These approaches should improve customer engagement by gathering insight into preferences and needs, the evidence and intelligence needed to redesign services to be more targeted, effective and efficient.

About East Riding

The East Riding of Yorkshire is home to just over 335,000 people; its population is growing faster than most other places. People moving into the area are the over 50s choosing to retire there, families moving to enjoy a rural or coastal lifestyle, migrant workers, and benefit claimants who are attracted to living on the coast. This increases demand for many public services, like health and social care, and for housing.

Whilst generally the area appears affluent, parts of Bridlington, Goole and South East Holderness have high levels of deprivation. The difference between the most deprived areas and the most affluent areas is striking. Job Seeker's Allowance claimant rates range from 7.8 per cent in Bridlington South to 1.4 per cent in Pocklington Provincial, South Hunsley, Willerby and Kirk Ella (compared to the national average of 3.5 per cent). There is a gap of up to nine years for men and seven years for women in life expectancy.

The council, NHS, other public services such as police, fire and probation, voluntary organisations and businesses, are working together to improve the quality of life for people in the area. These partners have a vision for the area which is outlined in 'Our East Riding', the shared ten-year plan which provides the blueprint for the area. They have agreed the priorities they will tackle and have set targets for improvement.

Background

Recognising the potential of customer insight to transform service delivery and help realise efficiencies East Riding Local Strategic Partnership (LSP) established a partnership approach to understanding customers.

The insight work comprises segmentation and customer journey mapping, and the first application of the outputs focuses on improving levels of public confidence in how crime and anti-social behaviour (ASB) are dealt with. Anti-social behaviour is defined in the Crime and Disorder Act 1998 as “when a person has acted in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as himself”.

The project used the following techniques to develop a deep understanding of customers:

- **customer segmentation** to identify groups of customers with shared characteristics – this will enable services to be tailored according to need
- **customer journey mapping** to improve handling of customer contacts to improve services and identify potential efficiencies (eg for the reporting of ASB)
- **analysis of the cost of serving customers** through different channels to identify where savings could be made.

The customer segmentation developed by the project is bespoke to the area and will be used to inform service redesign and transformation across the partnership. The East Riding’s segments are drawn from local and national data and built on Mosaic Public Sector classification at household level.

The local data is provided from police, fire, council and health.

Objective

The project set out to provide the insight that would inform changes in service delivery, identify potential efficiencies and support transformation across the partnership – focusing initially on services relating to community safety and crime reduction as a proving ground to demonstrate the value of service redesign based on insight. The first ‘client’ and end-user of the outputs is the LSP’s Safer and Stronger Communities Action Group (SSCAG), who are using the insight to deliver a reduction in crime and an increase in public confidence, while making more efficient use of resources.

The project envisaged that bespoke customer segmentation would tell them:

- what type of customers lived in the area
- where the different types were located
- how they preferred to interact with local services
- how best to communicate with specific customer groups
- which customer groups had a low or high demand for certain services.

Building on this insight, customer journey mapping aimed to highlight where improvements could be made in services’ handling of customer contacts, eg how customers prefer to report ASB. A model for measuring the cost of delivering services through certain access channels would then enable the LSP to see the real cost of each customer journey – the aim is for this to lead to efficiencies through channel migration and service redesign.

Approach

Developing a partnership approach to understanding customers involved pulling a wide range of people, partners and skills together. Broadly speaking the project had four main phases of work – set-up; data extraction; segmentation; and planning for service improvement. The specific steps are shown below.

Set-up

The project aimed to deliver a number of customer insight tools or ‘products’ in a short space of time. As a partnership project, the outcomes and objectives were agreed by the LSP with a focus on priority indicators for the area (ie NI21 – see text box, p4).

A Project Board was set up comprised of partners from health, fire, police, council and probation. Two project teams were set up, reporting to the Project Board:

The Data Intelligence Team – comprising ICT officers and data observatory staff from the council as well as partners from health, fire and police – was responsible for data extraction and analysis

The Project Delivery Team was tasked with most of the other project outputs, for example customer journey mapping. Again, this was a multi-agency team.

The project teams were comprised of a mix of people from across the partnership with skills in community engagement,

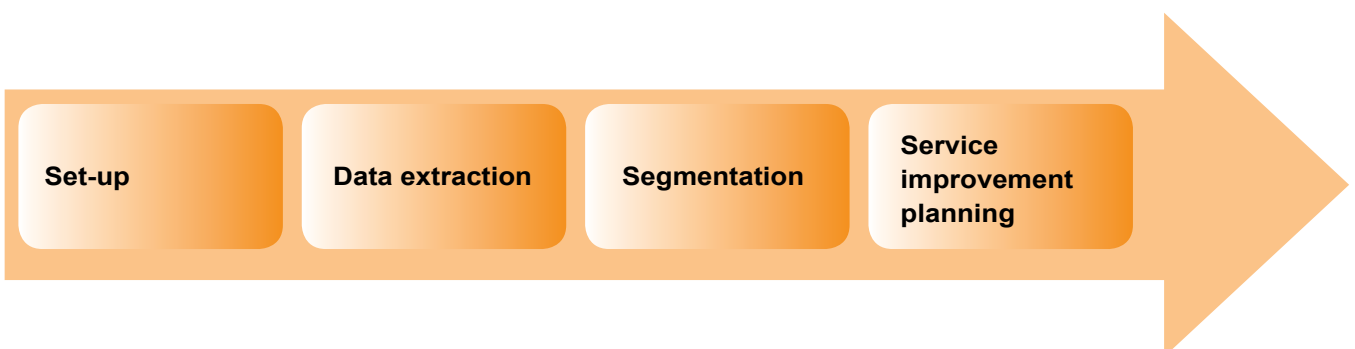
communications, service redesign, ICT and data analysis. Crucially, people representing the specific priorities – such as the Crime and Disorder Reduction Manager for NI21 – have been involved as ‘key users’ of the insight the project has delivered.

Data extraction

East Riding’s customer segmentation shows the likely needs, preferences and behaviours of each household. To get to this point, over eight million attributes of local data were extracted from across partners’ systems. Amongst other sources, the segmentation includes data from the partners on:

- social care
- education
- highways
- the reporting of anti-social behaviour, graffiti, noise nuisance incidents.

The ICT programme manager worked with systems administrators in the service areas to collect the data. The Data Intelligence Team used a pro forma which asked each service area about the type of data the service held. For example, regarding anti-social behaviour, the Police have figures for burglaries and car crime, the local authority figures for graffiti, vandalism and noise nuisance, and the Fire Service figures for hoax calls, fireworks and bonfires.



Definition of National Indicator

(NI)21 – Dealing with local concerns about anti-social behaviour and crime issues by the local council and police.

This is the proportion of the adult population who say they ‘tend to agree’, or ‘strongly agree’ that the police and other local service providers are successfully dealing with anti-social behaviour and crime in their local area.

The indicator is based on responses to the following question:

“It is the responsibility of the police and other local public services to work in partnership to deal with anti-social behaviour and crime in your local area... how much would you agree or disagree that the police and other local public services are successfully dealing with these issues in your local area?”

The options for responses are: strongly agree; tend to agree; neither agree nor disagree; tend to disagree; strongly disagree; don’t know. ‘Don’t know’ responses are included in the calculation.

Agreeing and extracting datasets was a time-consuming challenge. The project’s Data Intelligence Team established its own Data Protocol for the project that explained how information was collected and processed in line with Data Protection requirements. Agreeing what data could be shared, and identifying the people who could physically provide it, was one of the most time consuming and challenging parts of the

project (see text box “Data challenges” under “Lessons learnt”).

The project also developed safeguards to ensure that no personal or personally sensitive information would be shared.

The following extract from the project’s Data Protocol explains how issues around sharing information were managed. This includes processing the data through iCoder software to strip out any information that would allow customers to be identified.

Segmentation

This data was then combined with Mosaic to create 12 semi-bespoke segments. National Mosaic data was appended to the local data to create the final product. The process of segmenting customers in the East Riding harnessed the vast amount of data available into a coherent picture of needs, preferences and behaviours. Along with the segmentation the project also produced Pen Portraits that give detailed information on each segment. The 12 segments were then back loaded into East Riding’s GIS system via the Land and Property Gazetteer (LPG).

For example, the Data Observatory Team can use the segmentation to compare how many instances of a particular sample or source of data – such as reported instances of anti-social behaviour – appear in specific segments (ie are these instances underrepresented, or overrepresented in these segments).

Though the project procured consultancy to create the segments, the Data Intelligence Team undertook analysis and data profiling. This helped to contain the costs of the project, while developing the capacity of the partnership to sustain the work in the long-term.

How should the data be collected?

It was recognised at the beginning of the project that one of the major barriers to overcome would be the concerns about data confidentiality. To address these concerns a data model was created that demonstrates how the personal data would be anonymised, so individual identities would not be stored or released to any third party.

In order to give further assurance to partners that extracted data would not be stored on a network, an encrypted laptop was purchased and used specifically for the insight project. This enabled project team members to visit the individual organisations to process their data on site.

The process involved loading partner data onto the secure laptop, processing the data through the Experian iCoder solution resulting in an output which categorised service information against Mosaic type, removing all aspects of personal information. Once the process had been completed any residue files were deleted from the laptop and removed from the recycle bin.

To allow the information to be shared with Experian the information was loaded onto a secure document transfer website. Whilst no personal detail was shared with Experian and there was a very low risk of any data incidents the project team felt it necessary to ensure that all data was managed and shared within a secure control environment.

The project also produced Communications and Service Delivery Frameworks. The Communications Framework highlights preferred communication and service access methods by segment. The Service Delivery Framework shows key issues by segment (for example, where fear of crime is high but recorded crime low).

East Riding's bespoke segmentation provides a baseline of customer need against which service transformation can be planned and implemented. It is the depth of insight and the bespoke, locally relevant nature of that baseline that has the potential to add value to partners' services. For examples of how the insight is being applied to reduce crime and improve community safety, see "Outcomes" below.


Customer journey mapping

Customer journey mapping of anti-social behaviour incident reporting was undertaken with the police and council specifically to collect data around anti-social behaviour relevant to NI21. To begin, the project developed a template to facilitate gathering data on the partners' access and contact points (an example template is included below).

For example, the template records what access channels residents currently use to report instances of anti-social behaviour, and collects data on what portion of their contacts are via the web, by telephone, or face-to-face.

The project then worked with services to help them track and map the customer journey of a member of the public reporting anti-social behaviour. These maps were then used in a workshop with partners to generate common customer journey maps.

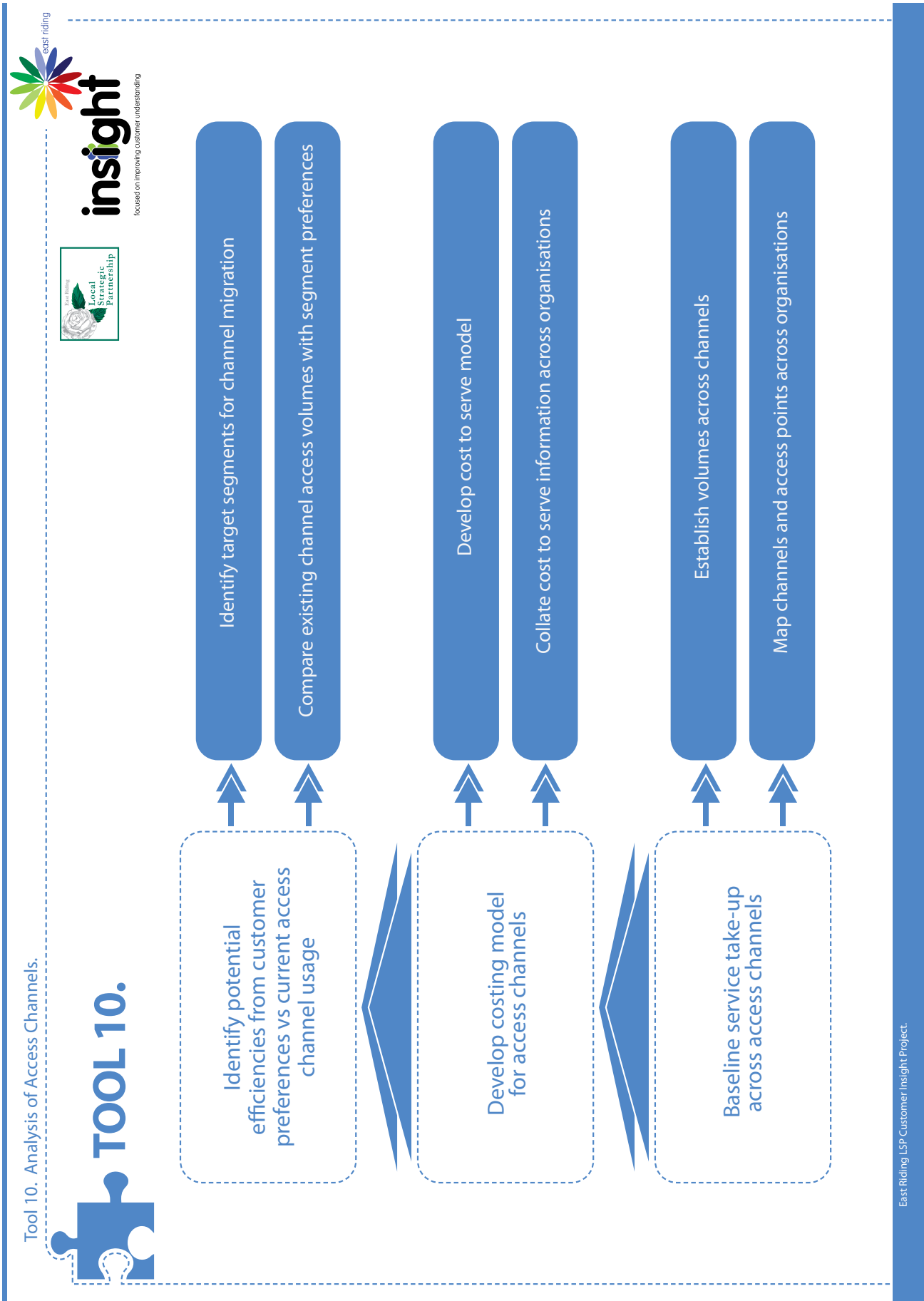
Figure 1. Customer journey mapping template



TOOL 09.

Ref number:	If applicable	Customer segment		
Ward:	Geographical area or postcode	Age:		
Case:	Brief outline of case but keeping customer anonymity			
Day number or date – <i>Insert number or date as this allows you to track the length of journey in days.</i>	e.g. Day 1 – To be clearly defined at the start	e.g. Day 6	Day 9	Day 10
Key journey steps – <i>Write here details of each interaction between the customer and the organisation (insert below):</i> e.g. Council ASB team e.g. Council housing e.g. Police e.g. Fire services	e.g. Customer telephoned Council ASB team to report incidents.	e.g. Customer contacted by team to arrange visit	e.g. PCSO visited customer	
Actions/thoughts and feelings at each step. <i>Write here the customer's thoughts and feelings at this step.</i>	e.g. Customer happy that enquiry taken seriously and given expected timescale for delivery of the new service.	e.g. Customer unhappy as promise not kept and not informed of reasons for delay		
Type of contact – <i>Write here the type of access channel used.</i>	e.g. Telephone	e.g. Face-to-face		
Customer experience chart – <i>rate here using the scale provided. When a volume of journeys is mapped an 'average' rating can be extracted from the analysis.</i>	Happy 10 9 8 7 6 5 4 3 2 1 Unhappy			
Moments of truth – <i>To be identified only if particularly disappointing or satisfying. To evidence at a glance the peaks and troughs of 'emotions' using traffic light rating too.</i>				
Touch points/evidence – <i>Write here where the evidence can be found to show where this step is recorded or logged. Can also be communication evidence e.g. letter</i>	e.g. Call logged on CRM system or service are specific data systems.			
Could this step have been avoided? Yes or no? <i>Can also be used to identify any unnecessary steps in the process</i>	e.g. No – we need customer to inform us of the need for this service.			
Customer improvements/suggestions – <i>Write here suggestions received via any source from customers or observations of how you would feel as a customer at this point.</i>	e.g. Customer would like to have been able to report this by email.			
Learning/improvements/suggestions <i>Write here from a service point of view any details relating to potential improvements based on all of the above.</i>	e.g. Investigate the option of allowing reporting through other access channels.			

Figure 2. East Riding’s process for analysing access channels to inform channel migration



Findings

Planning for service improvement

Analysis of the East Riding's customer segments in relation to perceptions of crime and anti-social behaviour has highlighted new issues. For example, the wealth of intelligence now available at household level has shown that there are clusters of customer groups who are affected by anti-social behaviour (or are concerned by it) that were not previously on the radar of the police and council.

The LSP's Safer and Stronger Communities Action Group (SSCAG) is taking the lead for implementing changes in services informed by the insight the project has developed around crime and anti-social behaviour. SSCAG's ownership of the implementation plan ensures that the partnership approach to understanding customers is maintained.

The project's Data Intelligence Team undertook further analysis around local data to highlight which customer segments to target in which areas. This work was summarised in recommendations made to the project on how to improve confidence in local agencies dealing with crime and anti-social behaviour. Linked to this work, the project also commissioned a Social Marketing Strategy. This will advise on **how** to approach the targeting of key customer groups to change perceptions and behaviour. Again, this work has a focus on perceptions of crime and anti-social behaviour and customer's confidence in how the police and council are dealing with it.

Outcomes

The project has developed an LSP model for customer insight, and the partnership's first application of this insight is an understanding customer's perception of crime and anti-social behaviour.

East Riding of Yorkshire Council's Neighbourhood Action Team is an example of an individual service using the insight in the service planning and delivery. The team, comprising two council officers and a seconded police officer, have 67 projects planned in the next 12 months and are modelling their costs before and after the application of the customer insight work. One project currently underway is using the segmentation and customer journey mapping to reduce car crime (see text box, pages 10 and 11.) For this one project, the council has identified nearly £6,500 in customer engagement and promotional costs that could be saved (with more potential savings arising from staffing efficiencies). The initiative aims to reduce theft from cars by 3.5 per cent between October and December 2010 and reports to the SSCAG and NI21 Implementation Group.

Figure 3. Using insight to reduce theft from cars

Outcome population/target group

Neighbourhood Action Teams will work with local car owners and visit target groups to make them more vigilant in locking their cars and removing belongings.

Key outcomes

Reduction on theft from a motor vehicle.

Increased awareness.

Parked cars check for items on display and record vehicle registration details if appropriate.

Write to vehicle owners who have left items on display.

Increased Neighbourhood Watch schemes.

Identify hotspot car parks that suffer from vehicle crime.

Leaflet drops in identified areas.

To encourage/promote park mark scheme.

To use talking sign in areas of repeated vehicle crime for items on display and record vehicle registration details if appropriate.

Reframe the perpetrator as an opportunist who doesn't care about their actions or the consequences rather than a clever criminal (Home Office campaign).

“It would be wrong to think that you can pick up the segmentation and think ‘just look at this, it tells us what we need to do.’ It doesn't work like that. It's a tool, and you have to think about what you are trying to achieve and review the data and draw some hypotheses to test your assumptions about service users.”

Gillian Bailey, Programme Manager



Customer insight

Which customer insight techniques will you use? (segmentation, customer journey mapping, engagement, social marketing, other)

Segmentation techniques will be used to identify which segments the victims of theft from a vehicle fall within. Engagement and social marketing will then take place with the identified segments.

Are there any gaps in current intelligence which you are trying to address?

Currently the data used identifies the location of the crime and not the victim of the crime. Steps have been taken to try and narrow down the crimes to locations where the crime has taken place outside the victim's address. Steps will be taken to see if the victim address data can be gathered next year.

How will customer insight techniques be applied? (By who, in what context, to find out what?)

The techniques will be applied by the Safe Communities Team applied to each of the East Riding and individual Neighbourhood Action Teams. Officers will then be able to target those segments which are most likely to be victims of theft from a vehicle. Engagement and marketing will also be tailored to the method which best suits the segments identified.

How will the impact of specific customer insight tools and techniques be evaluated?

The impact will be measured by monitoring the number of thefts from vehicles. Residents and partners will be asked about the success of the project along with any good news stories developed from the project.

How will you incorporate the customer's perspective?

The customer insight work carried out for NI21 will be transferred where possible into tackling the problem of theft from a vehicle. The target customers identified in both the NI21 work and the theft from a vehicle work are the same.

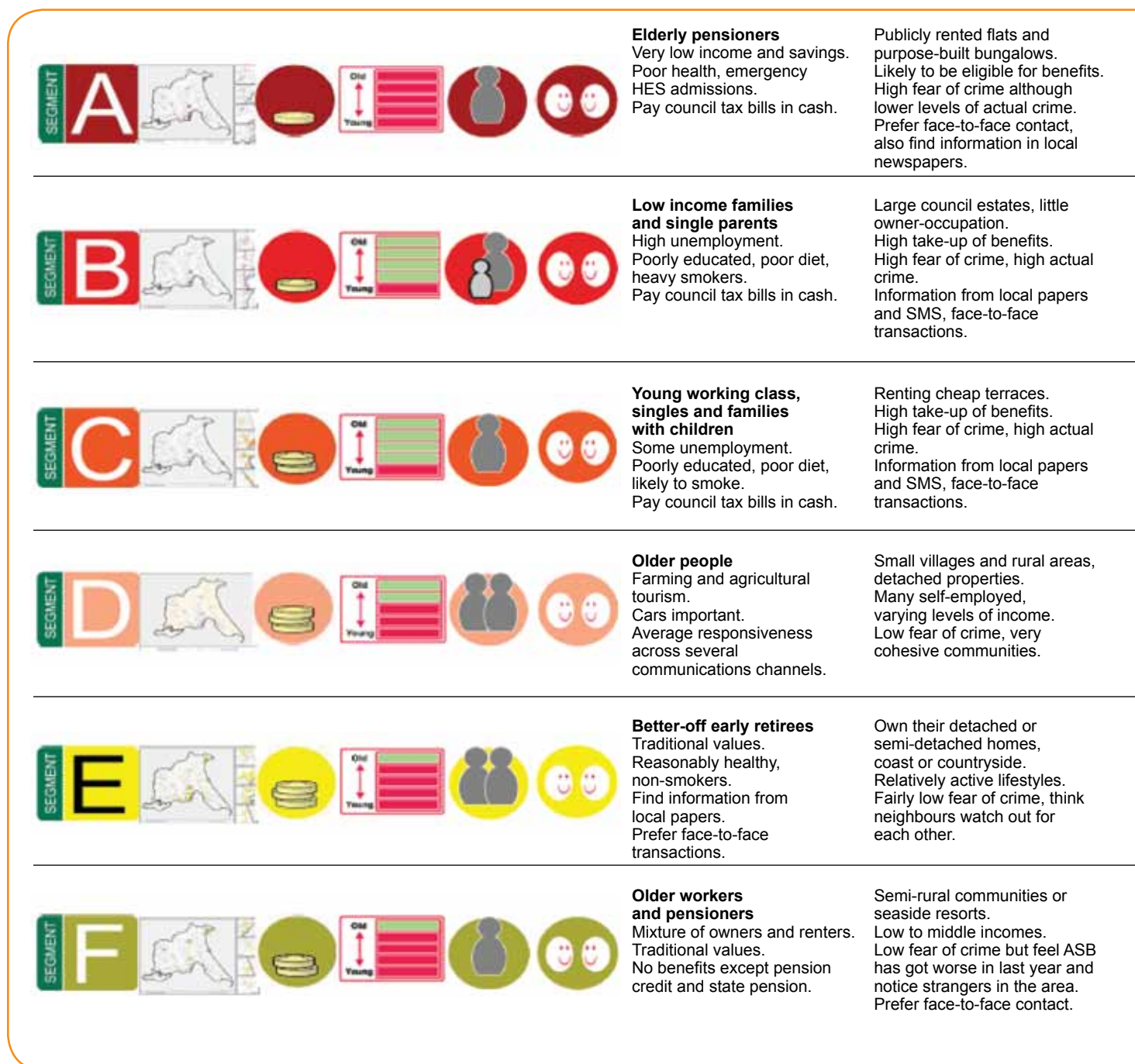
The partners have also identified an opportunity to improve their approach to managing neighbourhood disputes. The segmentation and customer journey mapping identified customers' preferred contact points across the partnership. The Crime Reduction Manager has used this information to model the costs of proactively engaging residents involved in neighbourhood disputes. The costing model has indicated that by proactively advising residents and

issuing appropriate self-help guidance when a dispute emerges – rather than posting residents a diary sheet – the partners can avoid significant amounts of time, effort and money dealing with the later consequences of a dispute.

The segmentation also enables the council to answer questions such as “are these residents likely to have access to a car or not?” Or “are these residents likely to need a blue badge, or go to a leisure centre?” This segmentation will help the council target services, and also how to communicate with different groups of people.

The project has developed in-depth customer information but recognise that this is the beginning of a journey. The project has built a rich understanding of customers but it is the translation of the insight into action – and how they realise efficiencies – that will be key.

Figure 4. Customer segmentation and pen portraits



Outputs

The project has produced a customer insight toolkit that offers other councils and partnerships advice, guidance and practical tools and templates for pursuing customer segmentation. The toolkit can be accessed at: www.customerinsight.eastriding.gov.uk

The principal output from the segmentation of the pen portraits of the 12 semi-bespoke segments. Each pen portrait is accompanied

by a 10 to 15 page document outlining the subsets of data that underpin each segment.

The project also produced a matrix mapping each segment to the 26 wards in East Riding. The matrix illustrates which wards have issues with anti-social behaviour, and in which wards anti-social behaviour is absent – thereby providing an evidence base to the council and partners to focus their attention and resources in the more needy areas.

	<p>Older workers and pensioners Low income, eligible for benefits. Majority pay council tax in cash but some use direct debit. Find information from local papers.</p>	<p>Council housing, some exercised right to buy. Likely to smoke and don't exercise. High fear of crime and believe ASB has got worse in the last year. Prefer face-to face contact.</p>
	<p>Middle-aged, full-nest families Middle income. Heavy smokers. Average responsiveness across several communications channels.</p>	<p>Own semi-detached or terraced house. Working class. Traditional values. Working family credit.</p>
	<p>Young singles and couples Few children, professionals. Well-educated. No need of benefits except JSA. Internet or SMS messaging.</p>	<p>Own or rent privately. Library users. Reasonably low fear of crime, but higher levels of reported crime.</p>
	<p>Families with children Good incomes, well set in their careers. Pay council tax by direct debit. Internet or telephone, especially SMS.</p>	<p>Detached houses, two-car families. Good health. Low fear of crime. Prefer face-to-face contact.</p>
	<p>Well-off families and couples Local professionals, close to retirement. Higher incomes. Pay council tax by direct debit. Internet or telephone.</p>	<p>Own detached houses. Grown-up children. Well-educated. Likely to smoke and don't exercise. Low fear of crime.</p>
	<p>Middle-aged or older families Very affluent. Well-educated. Pay council tax by direct debit. Internet or telephone.</p>	<p>Own expensive houses. School age or older children. Professional occupations. Good health. Low fear of crime.</p>

Resourcing

The contribution of partners in the project board was largely through steering the work, providing data when requested, and providing contacts to the customer journey mapping and costing exercise. However, the council undertook the vast majority of the work (such as offering support from their service review team to the partners to conduct the customer journey mapping).

The project manager role became full time between September 2009 and January 2010. The project estimates that the data extraction – undertaken by the Data Intelligence Team – required approximately 15 person days over a four-month period. The data analysis work for NI21 was undertaken by the council's Data Observatory Team, and took at least 20 person days. The project delivery team contributed a further eight person days, and the head of the crime and disorder reduction partnership has devoted approximately 10 per cent to 20 per cent of his time to his work since its instigation.



Governance

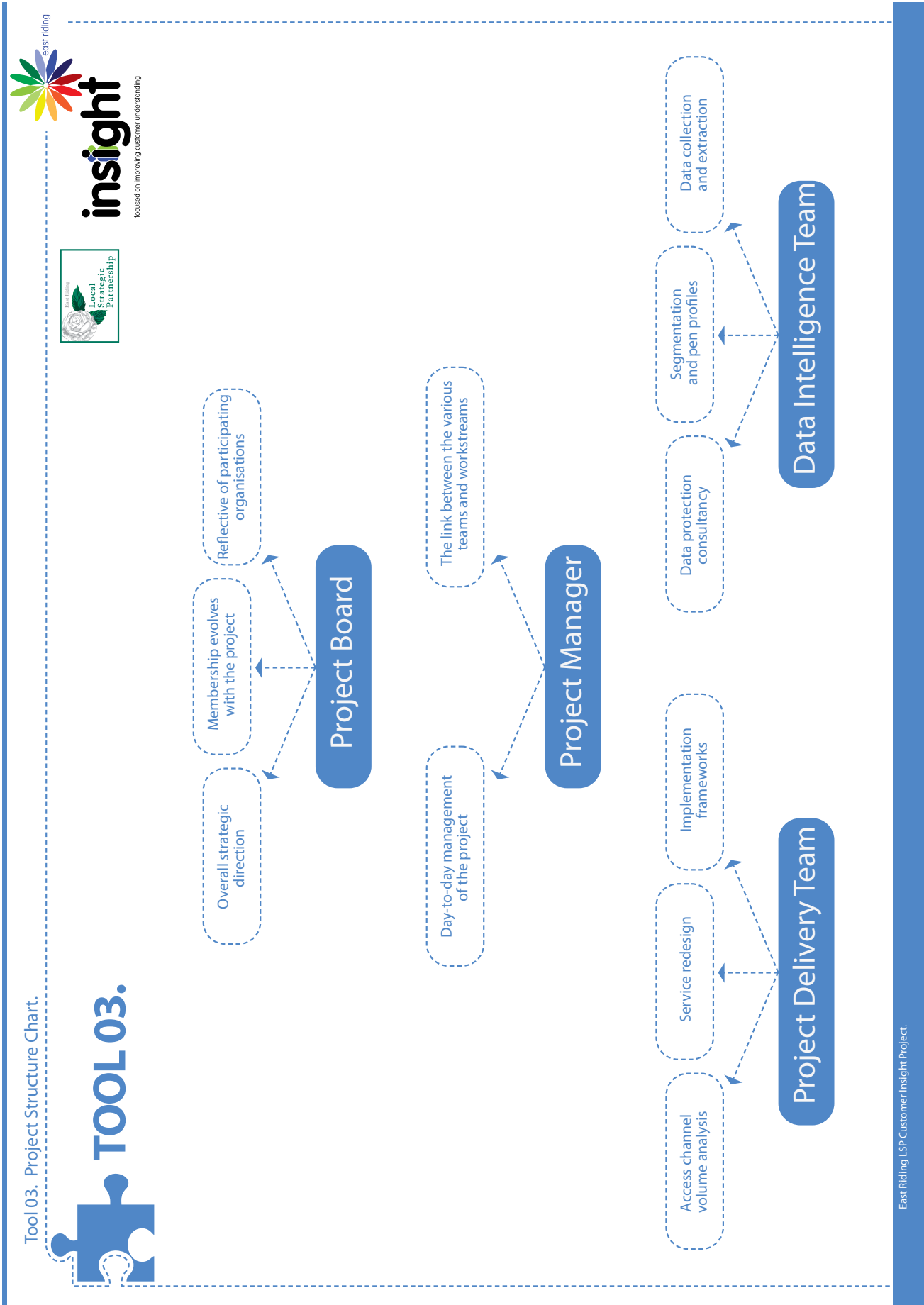
The graphic below depicts the governance structure and related roles for this work. The project board comprised representatives from:

- East Riding of Yorkshire Council
- East Riding Primary Care Trust
- Humberside Fire and Rescue Service
- Humberside Police
- Humberside Police Authority
- Humberside Probation Service
- Avarto Government Services.

Both the Project Delivery Team and the Data Intelligence Teams were lead by the council but included representatives from the partner agencies. The projects were managed by the Council's Performance Group Manager (who was internally seconded to focus on these projects), with project management support from the Humberside Innovation Partnership.

The Project Board were responsible for the overall strategic direction of the work. The Project Board met monthly during the project and their commitment was essential in enabling the project to gain access to the key people and information to develop the segmentation. This senior-level sponsorship proved crucial to the successful delivery of the project (see "Lessons learnt" p.16).

Figure 5. Governance structure



Lessons learnt

Buy-in from the top level of the organisations involved was critical.

The project also gained commitment from all strategic levels of partner organisations. This was critical in securing the time and effort required from a large number of people. A key learning point was that communication below strategic or corporate level is also crucial to keep momentum in the project.

Operating in a single tier local authority area, and with the backing of a strong LSP, were also critical factors. Having the right resources available at the corporate centre of the council, for example research and ICT, meant that officers could be focused on delivering the project.

“It was far more time consuming to find out who held the data, get to the right person, and agree you could have it, than it was to physically extract it. Physically extracting the data was quite simple and quite quick when compared to how long it took to negotiate and find out who the relevant people were. But once you get to the right person who holds the data and can share it then it’s very quick.

But the whole stage took far longer than we anticipated.”

**Kevin Woodcock,
ICT Programme Manager**

“Whenever we’re dealing with information sharing issues you can take the time that you think it’s going to take and multiply it by two at least.”

Max Hough, Head of the Crime and Disorder Reduction Partnership



In the text box below are some comments from attendees at a customer journey mapping workshop delivered during the project:

“Excellent for understanding and shaping future service delivery to citizens.”

“Hopefully [we would use it] to integrate service provision and ensure that the customer does not fall down the gaps.”

“[We would use it] to help drive service redesign around the needs of the customer by considering their emotional responses in addition to the processes we operate.”

“This appears to be a useful exercise but that will have to be supported by an adequate sample in order to be considered worthwhile.”

“I believe it has huge potential, my only concern is whether we will have the capacity and time to truly develop its potential.”

“Needs to be consistently applied across the organisation for real value and for like for like comparisons.”

Below is a summary of the project’s key learning points:

- Consideration should always be given to developing new skills and specialisms rather than buying in expertise – in the long-term this will support your partnership in embedding customer insight.
- A project of this scale delivered for a partnership requires resources, particularly to support project management.
- Agreeing and capturing data from across a partnership is a time-consuming and complex process that requires good project management, communication and buy-in at all levels of partner organisations. This became a highly iterative process that took longer than expected.
- Capturing efficiencies and impact on outcomes is key to evidencing the value of customer insight – however, to get from insight to outcomes requires the engagement of senior and service managers and a system for monitoring and evaluation.



Data challenges

The major challenge was the access to partner data. East Riding LSP developed a Data Collection Protocol and Guidance specifically for the LSP Customer Insight Project (see Tool 6 of the Toolkit).

1. Data quality – whilst the data collected supports the operational requirement of the business some of the data was not of an appropriate quality, that meant data could not be matched against the Mosaic data. The main reason for this was incomplete address recording. As an example the Police record incidents at address level, however if the incident is a general street related issue the Police Officer may just record the postcode.

2. Release of data – this element of the project can not be underestimated. The effort, by all partners, to resolve the understanding of how the information was to be used took more time than the extract and analysis of the data. There were concerns expressed by partners related to the protection of personalised data. However as no personalised information was used in the analysis process the project did not contravene the Data Protection Act. The data processed can not be related back to any individual or household.

3. Outside of area – whilst the council primarily provides services to residents of the East Riding there are a number of services which cross boundaries with neighbouring authorities including leisure, libraries and education. The additional information on households outside of the East Riding was removed from all the datasets.

4. Duplication of information – some information was recorded by several of the partners. One example of this is the Anti-social Behaviour Orders which are recorded in the council's Housing System, Social Care System and Public Protection System, and also stored within the Police System. Early in the project a number of decisions had to be made on which would be the primary record where duplicate information was available.

5. Single dataset per system – at the start of the project it was believed that a single dataset was required from each of the systems, however during the process it was identified that as the information is aggregated at household level multiple data extracts could be taken out of a single system. For example it was first considered to extract all Street Scene information for a household into a single line within the dataset holding multiple attributes. Collecting the information in this way proved time consuming therefore multiple datasets were extracted splitting the attributes across these files.

6. MS Excel – although the data cleansing was outside of the scope of the project there was a need to edit some of the extracted files as a number had erroneous characters or commas which invalidated the import into iCoder. Whilst some of this could be done using MS Excel there were a number of data files which exceeded Excel's row limit. To resolve this MS Access was used on the encrypted laptop.

Benefits

The project highlighted the following benefits of the segmentation:

- segmentation brings all the information together in a similar presentable format
- the characteristics and attributes presented by the dataset are highly representative of the local area, (rather than being merged or flattened by characteristics of people living in London or Cornwall, etc)
- the segmentation is helping the partners target limited resources in the most appropriate way, thereby streamlining services while improving outcomes (see work on car crime and neighbourhood disputes)
- the project has also developed the capacity of the council. Following training from Experian, the council can now code the data and produce comprehensive data sets themselves
- the segmentation offers insight at household level, where formerly precision was limited to postcode or area.

“Once we got the segments back and the pen portraits back you start to think about how you can potentially use it. How you could use it for service re-design, changing your engagement processes.”

Lewis Etoria, Project Manager

“There are too many areas in my limited experience of local and central government, too many areas where we’ve created a service that’s centred around us as in the edifice of the public sector rather than thinking about the chap on the end of the telephone who just wants something doing or wants some information. ...this has helped us to really focus and our thinking on thinking.”

Max Hough, Head of the Crime and Disorder Reduction Partnership

The segmentation provides a platform to enable improvement across the partnership. The first area of application is in East Riding Council’s Neighbourhood Action Team, which has 67 projects planned for this year. In one campaign focused on reducing thefts from vehicles the insight informs better targeting of both messages and the media used, thereby potentially saving nearly £6,500 in communication materials (with further staff savings possible) – among to a saving of over 50 per cent of typical marketing spend. Hence, applying insight to other campaigns from the service, as well as across other services and partners, could produce potentially substantial savings in communication costs.

Next steps

Crime and disorder, in relation to other LSP areas of business, represents a small cost to partners. It is therefore a good testing ground for implementing change from customer insight. In the first instance, the insight developed around crime and anti-social behaviour will be translated into a plan of action that seeks to improve customer perceptions. Including their work addressing car theft and neighbourhood disputes, the Council's Neighbourhood Action Team have numerous projects either underway or in development and are applying the insight generated by this project to each project.

Following the development of the segmentation, and journey mapping, the partnership has convened a Customer Insight Implementation Group, reporting to the Safe and Strong Communities Action Group. The Implementation Group will also:

- work with the LSPs Communications Sub Group to coordinate communication messages and to develop and refine partners' communication activities relating to crime
- review partners customer engagement plan to identify opportunities to use insight
- review individual service plans across the council to ensure the use of insight is embedded in decision-making.

East Riding is now in the process of rolling out the approach in applying the same techniques to a range of other LSP priorities including:

- benefit take-up
- children living in poverty
- smoking cessation
- childhood obesity
- alcohol admissions to hospital.

A model for measuring efficiencies is being developed that will be used to monitor the success of customer insight in service transformation.

More specifically, East Riding are developing a virtual customer service centre website, and using the insight both to specify and design the site, and also to drive take-up and promotion.

East Riding have taken the decision for the Data Observatory to lead on future data analysis. This was to ensure a consistent approach in the application of customer insight techniques.

East Riding LSP has now agreed a set of protocols that will enable the tools and techniques developed through the project to be used widely across the partnership. Part of these protocols includes an agreement that outcomes and efficiencies will be captured in a uniform way.

The ultimate ambition is for insight is to become embedded as an accepted part of individual service planning going forward.



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The Local Government Group is made up of six organisations which support, promote and improve local government.



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We consider requests on an individual basis.