

WEST LOTHIAN COUNCIL ON TRACK TO ACHIEVE 25% CHANNEL SHIFT

With a target of moving 25% of face-to-face and phone interactions to online channels over 3-5 years, West Lothian Council needed internal buy-in and a new, modern website. GOSS helped the council to engage senior management around Channel Shift, while a new self-service website based on GOSS intelligent Content Management (GOSS iCM) went live in mid-2014.

With site visits and total users both increasing by 13% year-on-year and West Lothian now consistently ranked in the top 10 for customer service out of the 92 UK councils in SOCITM's monthly online survey, the council is moving steadily towards its goal.

“ GOSS understands the business and has a huge wealth of experience working with other local authorities. They bring that experience to the table. ”

**Karen Cawte, Customer Services Development Manager,
West Lothian Council**



Changing mindsets, rebooting technology

West Lothian Council saw an opportunity to reduce customer interaction costs through a Channel Shift programme. But cultural and technological roadblocks stood in the way of realising the vision. Management needed new ways to think about how services could be delivered, and this could only be achieved with better insight into the requirements of the council's 173,000 residents. A new, fully responsive website was also required to accelerate Channel Shift

The challenge

For West Lothian to achieve its 3-5 year cost reduction targets, Channel Shift had to be made real for senior managers, rather than being simply an abstract idea. A fully-engaged senior management would be ideally placed to motivate staff to carry out the plan for moving a greater proportion of customer interaction online.

The solution

- ▶ Implemented the first two of the GOSS 'Six Steps to Channel Shift Success' programme – Leadership Engagement and Customer Insight
- ▶ Created customer personas to better understand the needs of West Lothian residents, using the expertise of West Lothian's public-facing staff and the experience GOSS has accumulated from similar exercises with other local authorities
- ▶ Presented personas through role-play workshops with senior managers, to demonstrate the importance of Channel Shift to the council and its residents
- ▶ Used the workshop experience to increase staff awareness throughout the organisation. This was critical in driving the data collection underpinning individual council unit Channel Shift targets
- ▶ Undertook extensive research into customer feedback, user data and service feedback to ensure the new site met expectations
- ▶ Developed a new, fully responsive and user-centred website using the GOSS intelligent Content Management (iCM) system
- ▶ Organised user-testing of the new website with a range of customers. Insights from the accompanying report were incorporated in the final version of the site

The results

The new, self-service website went live in July 2014. By December 2014, the council had achieved the following improvements from the previous year:

- ▶ **13% year-on-year increase in both visits to the website and in total numbers of website users**
- ▶ **A 15% increase in mobile traffic since its launch in comparison with same period the previous year**
- ▶ **67% of customers accessing the website from a mobile device were 'very' or 'quite' satisfied with the service, up from 38% in 2013**



“GOSS helped us through the process of creating personas and the workshop challenged us to think about our customers. I could have stood and talked to the managers for two hours and I wouldn't have got the understanding and reaction we achieved by doing it as a role-play and challenging them.”

Karen Cawte, Customer Services Development Manager, West Lothian Council

Why GOSS Interactive?

Leading edge web technology from GOSS Interactive powers some of the UK's leading websites, including the Met Office, Brittany Ferries, BBC, Berkeley Group, Virgin Trains and over 70 public sector organisations. Built around the multi award-winning GOSS iCM content management system, our customer experience management tools and consultancy empower you to deliver web strategies that provide enhanced revenues and superior customer service.

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