

# **Cabinet**

**16 December 2019**

## **Customer Experience Strategy 2020-2025**

### **Recommendation**

That Cabinet:

- 1) approves the Customer Experience Strategy for 2020-2025 and,
- 2) authorises the Strategic Director for Resources to develop and implement the strategic delivery plan.

### **1.0 Purpose of Report**

- 1.1 This report seeks Cabinet's feedback and endorsement of the Customer Experience Strategy 2020-2025 (attached as an Appendix)

### **2.0 Background and Key Issues**

#### **Why we need a Strategy?**

- 2.1 As an organisation our core purpose is to "Make Warwickshire the best it can be" and ensuring that by doing so, Warwickshire's communities and individuals are supported to be safe, healthy and independent and Warwickshire's economy is vibrant and supported by the right jobs, training and skills and infrastructure.
- 2.2 Over the years, Warwickshire County Council (WCC) has invested significant resources into developing its customer service approach and ensuring it continues to achieve WCC strategic objectives. As demand for services increases and resources continue to be constrained, our approach becomes ever more important and the need for a clear and coherent Strategy for working with and for our customers, service users, partners is now paramount.
- 2.3 To date, our approach to customer services has seen us move from customer service to customer support as set out in the One Organisational Plan 2020. As we move to delivering a new operating model and the development of a new Council Plan for 2020-2025, it is pertinent to review and refine our service offer so that it helps us achieve our vision of making Warwickshire the best it can be.

- 2.4 The technology landscape and our customers' preferences are changing at an ever-accelerating pace and at the same time resources available to local government are decreasing. The Council needs to find new, innovative and efficient ways of enabling our customers to interact with us, whilst at the same time releasing capacity to support those customers in need and maintaining its own financial sustainability.
- 2.5 It is imperative that customer experience becomes part of the core vision and behavioural values that every employee is responsible for delivering and is held accountable to.
- 2.6 The draft Customer Experience Strategy sets out the Council's commitment to provide, high quality and continually improving standards of service that are informed by customer engagement and feedback.
- 2.7 The Strategy will ensure that going forward, the Council uses data about demand for services, including understanding and addressing the causes of 'failure' demand to better understand customer's needs and experiences and critically, to drive rapid learning and improvement.
- 2.8 In addition, the Strategy frames the Council's vision and commitment to providing fair and open access to services. The Strategy will link with other core strategies including:
- The Council Plan 2020-2025
  - Place Strategy
  - Our People Strategy
  - Digital and Technology Strategy 2018-2021
  - Voluntary and Community Sector Strategy 2020-2025
  - Heritage & Culture Strategy 2020--2025
  - Commercial Strategy
  - Communications Strategy

### **How the Strategy has been developed**

- 2.9 The Strategy has been informed by colleagues within the Council including the Senior Leadership Forum. Customer Engagement workshops were also held in Stratford Library and Nuneaton Library focusing on recent experience of accessing or using any of the council's services regardless of channel used.
- 2.10 Subject to Members approval, a process of wider engagement with key stakeholders will commence in order to develop an ambitious and creative strategy delivery plan.

## How the Strategy is structured

- 2.11 The Strategy sets out the following vision, outcomes and objectives which sit beneath the two overarching Council Plan outcomes:

<b>Vision</b>	“Your customer experience with Warwickshire County Council will be as good as the best “		
<b>Outcomes</b>	Positive customer experience and outcomes	Enhanced customer focus and engagement	Clear customer support service offer

- 2.12 Beneath this are interdependent and connected objectives upon which the Strategy will be delivered:

- **Positive customer experience and outcomes** – Our objective is to provide customers with a comprehensive and consistent experience irrespective of channel
- **Enhanced customer focus and engagement** – Our objective is to enable our customers to support themselves, build supportive communities and help people and communities to find their own solutions
- **Clear customer support service offer** – Our objective is to improve customer experience by embedding our customer promise, measuring what matters to customers and training our staff to meet people’s needs more consistently

- 2.13 **Promoting Self-help, digital solutions** and **Managing demand** represent golden threads throughout our approach.

### Our Customer Promise

- 2.14 We recognise that to ensure " Your customer experience with Warwickshire County Council will be as good as the best ", we need to become much more focused on the customer experience at each stage of the customer journey. In order to achieve this, we have developed a customer promise that will help us deliver our vision, improve our customers experience no matter the channel achieve the outcomes we have set out in this Strategy.

### We promise to...

Always take responsibility	Be open, honest and respectful	Be clear with you	Listen and learn	Look for solutions and make the best use of everyone’s time	Help and support you to use our on-line services
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- 2.15 Each promise sets out how we will work to deliver improvements to the customer experience and achieve the objectives set out in the Strategy.

### **Delivering the Strategy**

- 2.16 The Strategy will be supported by an ambitious and creative delivery plan covering the five-year strategy period. It will be reviewed annually to ensure it continues to be relevant and deliverable. An outline of the plan is available at the end of the Strategy. In order to develop a plan which is bold and innovative, we propose an engagement exercise with key stakeholders including representatives from our customer groups subject to approval of the Strategy by Members. Key performance measures will be developed across the delivery plan.

### **Governance**

- 2.17 The action plan will be reported upon six monthly to Corporate Board and annually to the Resources and Fire & Rescue Overview and Scrutiny Committee. Specific actions will be monitored by Business and Customer Services.

## **3.0 Financial Implications**

- 3.1 The Strategy is deliverable within resource projections, budget allocations and savings in the emerging Medium-Term Financial Strategy but will be subject to the final outcome of that process.

## **4.0 Environmental Implications**

- 4.1 There are no direct environmental implications resulting from this report.

## **5.0 Timescales associated with the decision and next steps**

- 5.1 Subject Cabinet approval of the Strategy, the engagement exercise with key stakeholders to develop the delivery plan will commence, concluding at the end of February 2020.

### **Background papers**

None

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This report was circulated to the following members prior to publication.

Councillors Kaur, Warwick, Singh Birdi, O'Rourke, Boad, Chattaway, Chilvers and Roodhouse