



Customer Experience

Strategy 2020-2025

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Foreword



Councillor Izzi Seccombe OBE

Leader of
Warwickshire County
Council



Monica Fogarty

Chief Executive of
Warwickshire County
Council

Welcome to the Customer Experience Strategy which sets out our commitment to enhancing the services we provide for our customers.

It includes our vision to achieve a step change in the customer experience the county council delivers to its customers. By aspiring to be as good as the best customer service organisations across the private, voluntary and community sector and public sectors, we will embed across the council, a more consistent customer experience based on a clear, simple customer promise.

We will benefit from investment in technology to streamline and simplify our services, enabling us to manage demand effectively and releasing capacity for those with more complex needs.

We will embed a 'digital by choice' culture across the Council in recognition that our customers want a more immediate, personalised service and expect to be able to contact us 24 hours a day, seven days a week. We will ensure that all customer channels including telephone and face-to-face enhance the customer experience.

We have already begun to respond to this through our improved website (www.warwickshire.gov.uk) enabling our customers to access a range of council services, information and advice they need on-line, anytime as well as signposting to other services in Warwickshire.

We will work collaboratively with our partners, local communities and individuals to deliver a positive customer experience.

We will seek out and use customer insight and feedback including compliments and complaints to quickly improve our services,

putting the customer experience at the heart of what we do.

Our staff are critical in ensuring our customers receive the best possible experience and we will train our staff to deliver our customer promise maximising the value they provide to our customers at each interaction.

In delivering our Customer Experience Strategy, we will raise the profile of the "customer" throughout the organisation and ensure that our plans, decisions, actions and overall culture, are customer centric and by working together, we can ensure that we make Warwickshire the best it can be.

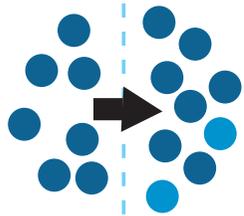


Our county our people

For the purpose of this strategy, our “customers” are businesses, partners and anyone who lives, works and visits Warwickshire and it is important to understand and predict how these demographic changes will impact and subsequently inform the way we provide our services in the future.



Reflecting on our customer needs, these changes will pose a number of specific challenges that will need to be collectively addressed if we are to ensure a positive customer experience:

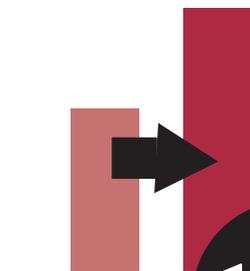


By 2041 it is projected that Warwickshire will be home to **612,240** residents. An increase of 53,249 or 9.5% from 2016

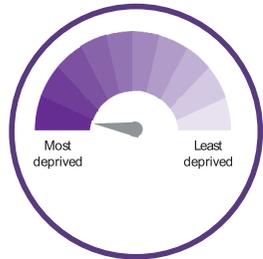
Across Warwickshire **4%** of residents do not have English as their first language

Hello Halo
 डेलो मड म्हीभव
 नम स्कर Olá
 Bonjour

Additionally more than **70** different languages are used as a first language



By 2041 it is projected that the population of those aged 85 and over will increase by **116%**

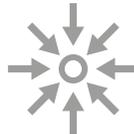


The 2015 Index of Multiple Deprivation highlights **8 LSOAs in Warwickshire** that feature in the most deprived communities in the country

By 2041 there will be **75.8** dependants (those aged 0-15 and 65+) to every 100 adults of working age



providing an excellent customer service across an increasingly diverse community



maintaining the customer experience when a growing population is increasing demand for our services



a rapidly aging population and increasing dependency means many need our services and extra help to live independently



ensuring there is enough capacity to tailor our services to the different needs of our most vulnerable individuals and communities



Given the increasing number of complex, cross cutting issues that individuals and communities need our help to address, our customer facing staff need to move beyond the purely transactional to support early intervention, prevention and help manage demand.

as an organisation, we need to look towards multi agency prevention and demand management initiatives to help deliver solutions together

What do we know about our current customer experience?

Delivering services to local businesses and residents, enabling people to report and request services, dealing with enquiries across all service channels and enabling people to access information, is a significant part of our core purpose.

The following information about customers and customer transactions gives a flavour of the number of interactions handled by the Council during financial year 2018/19 and the feedback given by our customers:

Our Customer Service Centre responds to around

300,000

Customer contacts per year, via:



Last year Family Information Service received
3,530
enquiries via phone and email...

...and supported over
900
families on a face to face basis.



Our libraries have over
1,400,000



visits per year

He didn't doubt me, he just listened to what I said with a fair attitude and respect

Exemplary service, staff were extremely helpful and knowledgeable. Cannot thank them enough for the help provided.

Connection was a bit of a problem, but was resolved. Otherwise everything was great, the staff were lovely

The ability to transact easily and effectively with the Council is an **organisational priority**, getting it right provides the opportunity for efficient service delivery, but getting it wrong consumes resources and **impacts on satisfaction** with the Council and its services.

By adopting a 'values based' approach, we have set out the **behaviours expected from our staff and contractors**, in which the step by step interaction – from the first point of contact to resolution – **delivers our promise** and a satisfactory outcome for our customers.

Why do we need a strategy?

The way public services and how the public sector work together in Warwickshire needs to change significantly over the coming years. The need for us to provide a high-quality customer experience in the age of digital, machine learning and artificial intelligence is even more important to help us meet increasing demand for services, tackle complex problems and work within our resource levels. We need to drive a new way of working and transform how we deliver our services focused on understanding and examining customers' experience, expectations and choices, our systems and processes and the individual behaviour of our staff.

This strategy sets out our commitment to

Make it easier for our customers to access information and advice and services and enable them to help themselves

Reduce demand and cost through innovative and effective redesign of our services

Prioritise capacity to support those with complex problems or vulnerability

Embed our Customer Promise across the whole Council in a consistent joined up way

We must develop **more cost-effective ways** for our customers to contact us. We need to **manage demand** for our services, supporting our customers to self-help wherever possible by embracing technological solutions when they can and thereby enabling the council to provide more tailored/ value added services for those who need it.

We recognise the need to raise our aspirations and be much better at **learning from the best**, marrying the best of public service values in terms of customer service and adopt the best practices from digital service providers and private, voluntary, community and public sector organisations.

This strategy will ensure that going forward, we will provide responsive, high quality and continually improving standards of customer service informed by customer engagement and feedback. We will use data about demand for our services, including understanding and addressing the causes of **'failure demand'** to better understand customers' needs and experiences and, critically, to drive rapid learning and improvement.



Our vision

The way forward – achieving our vision: We believe that there is a way this can be achieved through an integrated whole council offer, with consistent standards, excellent use of digital technology, a customer experience focused culture, well trained, knowledgeable staff and a flexible approach to designing services around customer demand.

We recognise that for your customer experience to 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.

“Your customer experience with Warwickshire County Council will be as good as the best”



Our Customer Promise

We promise to:

Always take responsibility

- We will take ownership for resolving your problem with you
- We will set out clear expectations about our services
- We will aim to resolve your question the first time you contact us
- We will take responsibility for innovating and redesigning services with the customer at the forefront

Listen and learn

- We will understand your point of view and continually seek feedback to improve the customer experience
- We will seek to earn your trust so you feel confident your views will be heard and addressed
- We will study customer demand to identify the things we need to do differently and respond accordingly

Be open, honest and respectful

- We will treat you with dignity and respect
- We will be understanding, approachable, open and honest
- We will actively listen and respond empathetically and professionally to your concerns, complaints or queries
- We will have 'new conversations' with you that identify and enable you to build on your strengths

Look for solutions and make best use of everyone's time

- We will work with you to identify solutions to your issues
- We will seek to provide a seamless and joined up service between the council and our partners
- We will work in a way that ensures you do not waste your time
- We will maximise selfhelp and early intervention to resolve problems early
- We will ensure our staff are highly skilled and trained

Be clear with you

- We will do things when we say we will
- We will ensure you feel well informed and able to engage positively with us
- We will provide our information, advice and signposting to services clearly, consistently and up to date
- We will provide you with opportunities to be actively involved in shaping our services

Help and support you to use our on-line services

- We will make it easy for you to undertake simple tasks through our website and from smartphones
- We will respond to complex enquiries in person or video appointments if you prefer
- We will give you access to your data and keep the information you give us safe and secure
- We will help and support you and your local community to use our on-line service

Our framework for success

To bring about the changes required to realise our ambition for this strategy, we have identified three key outcomes. Beneath these are three ambitious objectives that we aim to deliver over the next 5 years. Our focus on the promotion of self help, managing demand and digital solutions underpins all elements of the strategy.

To make a real difference, these outcomes and objectives will have to be pursued together and we will build on the wealth of the good practice already in place. In consultation with our partners, our customers and our staff, we will develop robust performance measures to measure the impact of what is being delivered on the customer experience.

Our Vision

"Your customer experience with Warwickshire County Council will be as good as the best"

Our Outcomes

Positive customer experience and outcomes

Enhanced Customer Focus and Engagement

Clear Customer Support Service Offer

Our Objectives

To provide customers with a comprehensive and consistent experience, irrespective of channel

To enable our customers to support themselves, build supportive communities and help people and communities to find their own solutions

To Improve customer experience by embedding our customer service promise, measuring what matters to customers and training our staff to meet people's needs more consistently

Promoting Self-help

Digital Solutions

Managing Demand

Delivering the Strategy

To deliver the strategy we will implement an action plan. Our outline action plan has been developed under the three outcomes and objectives identified to deliver our vision:

Outcome 1	Positive customer experience and outcomes To provide customers with a comprehensive and consistent experience, irrespective of channel
How we will achieve this	<ul style="list-style-type: none"> • Promote council wide the Council’s Customer Promise • Review and redesign all customer pathways across all channels • Review the provision of information and advice through all channels including arrangements for keeping it up to date • Develop and implement a customer experience performance framework • Review and refine our customer feedback processes • Develop community digital education programme aimed at getting communities and individuals on-line
Outcome 2	Enhanced Customer Focus and Engagement To enable our customers to support themselves, build supportive communities and help people and communities to find their own solutions
How we will achieve this	<ul style="list-style-type: none"> • Set up a Citizens’/People’s panel • Develop and implement an action plan with partners including the voluntary and private sector • Deliver a county-wide programme about the principles and importance of customer engagement, participation and co-producing services • Develop a corporate approach to asset-based working and connecting staff with their communities

Outcome 3 **Clear Customer Support Service Offer**
To Improve customer experience by embedding our customer service promise, measuring what matters to customers and training our staff to meet people's needs

How we will achieve this

- Undertake benchmarking review with public and private sector organisations considered to be best in class including in the use of digital technology
- Undertake comprehensive 'customer experience' engagement activity to inform the action plan and the route map
- Develop and implement a clear Customer Service Offer
- Review and consider where services could be delivered more effectively and/or efficiently by the voluntary and community sectors
- Develop and deliver a customer excellence training programme for all Warwickshire County Council staff
- Embed staff behaviors at all tiers of the workforce that enable staff to offer innovate and creative solutions to deliver excellent services
- Develop business requirements for technology investment (App, website, artificial intelligence, chatbots, etc)

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.