

# Cabinet Meeting

## 22 July 2015

<b>Report title</b>	Customer Service Strategy	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Customer Service	
<b>Accountable employee(s)</b>	Sue Handy Tel Email	Head of Customer Service 01902 553053 sue.handy@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Place Leadership Team Corporate Leadership Team Strategic Executive Board Executive Team C3 Scrutiny Panel Cabinet	18 May 2015 18 May 2015 19 May 2015 3 June 2015 16 June 2015 22 July 2015

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### Recommendation(s) for action or decision:

The Cabinet is recommended to:

Review and approve the proposed Customer Service Strategy 2015-18.

## **1.0 Purpose**

- 1.1 To seek Cabinet approval of the refreshed Customer Service Strategy 2015 – 2018.

## **2.0 Background**

- 2.1 The current customer service strategy was approved for delivery by Cabinet on 10 October 2012. The strategy set out the Council's ambitions for the future delivery of customer services to the citizens of Wolverhampton, partner organisations and existing or potential business partners.
- 2.2 The strategy also identified the need to look inward and evaluate how services within the council can improve the way in which they work together to provide resolution at first point of contact for our customers. In order to achieve this aspiration 14 projects were outlined for delivery; all 14 projects were completed in October 2014.
- 2.3 The outcome of delivering the 14 projects has been the development of a customer service transformation programme which is transforming Wolverhampton's customer service offer. Cabinet endorsed delivery of this programme of work in April 2014.
- 2.4 The primary focus of the customer service transformation programme is to create a single front office for the Council through the migration of customer facing activity from all service areas into customer services. During this process work flows are streamlined and using a "Digital by Design" ethos more cost effective channels are opened up through "channel shift" for customers to use whilst existing channels remain for those who are not digitally enabled. The customer service transformation program also includes a wider channel shift program and this is currently being delivered in accordance with the schedule agreed by Cabinet in October 2014.

## **3.0 Current Position**

- 3.1 The present customer services strategy is no longer fit for purpose and needs to be refreshed in order to reflect:
- I. Customer services updated values "Delivering excellent customer service first time, every time, by providing smooth and efficient access to council services through the maximum number of channels"
  - II. Customer services inherent link to the Council's C3 transformation programme which supports delivery of a confident capable council through the "Future Customer" workstream
- 3.2 The refreshed customer service strategy, attached, sets out the current position within customer service, our savings targets and the five principals of customer service that we are committed to delivering as an organisation;

- I. Customer needs -: We will put the user at the heart of service design and delivery to ensure that we provide responsive, joined-up services that are inclusive and customer focussed.
  - II. Access to council services -: We will provide easily accessible services and information promptly and in a way that reflects our customers' choices, needs, and circumstances. This will include as a priority the development and implementation of a Channel Management System for the Council's website to facilitate channel shift when this is desired by our customers.
  - III. First time resolution -: We will reduce the need for customers to repeatedly contact us because we have failed to deliver a service or information by getting it 'right first time'.
  - IV. Employees -: We will ensure that employees have the skills and abilities to deliver effective, customer focussed services, are encouraged to work in a collaborative way and have a role in identifying and developing improvements.
  - V. Improvement -: We will use customer and staff feedback, business intelligence and performance reporting to achieve continuous service improvement.
- 3.3 Implementation of the refreshed strategy will be supported through delivery of a five point action plan. Progress against delivery of this plan will be reported to the customer service transformation board on a monthly basis.
- 3.4 The refreshed strategy will expire in 2018 which is in line with the completion date for delivery of the customer service transformation programme. At this point a new strategy will be developed to ensure that customer services remains current and strives to achieve continued improvement.
- 3.5 Delivery of the current customer service strategy was corporately reported through the Programme Office; the current customer service transformation programme is monitored and reported through the council's project management system, Verto.

#### **4.0 Financial implications**

- 4.1 All costs associated with the internal Customer Service Transformation Programme will be met from within existing resource.
- 4.2 There is a savings target of £1.5 million attached to this programme, savings to be achieved by the end of 2017/18. Savings against this target are monitored and reported to the Customer Service Transformation Board on a monthly basis.  
[MF/21052015/V]

#### **5.0 Legal implications**

- 5.1 There are no legal implications arising from this report.  
[RB/21052015/U]

## **6.0 Equalities implications**

6.1 An Equalities Analysis was completed in 2012 as part of the implementation of the existing customer service strategy; an analysis of the proposed strategy is currently being progressed.

## **7.0 Environmental implications**

7.1 There are no environmental implications arising from this report.

## **8.0 Human resources implications**

8.1 There are no legal human resource implications arising from this report.

## **9.0 Corporate landlord implications**

9.1 There are no corporate landlord implications arising from this report.

## **10.0 Schedule of background papers**

10.1 Report to Performance and Governance Scrutiny Panel 2 February 2012.

10.2 Report to Cabinet on 10 October 2012 – Development of a Customer Services Strategy for the Council.

10.3 Report to Corporate Delivery Board and senior Executive Board October 2012 – Proposals for Customer Service Improvements in the Civic Centre.

10.4 Report to Performance Governance & Support services Scrutiny Panel 11 April 2013.

10.5 Report to Cabinet 23 April 2014 – Customer Services Review

10.6 Report to Senior Executive Board (SEB) 20 January 2015 Channel Shift – Progress to date.

10.7 Report to SEB 14 April 2015 – Customer service transformation Programme Update

10.8 Report to SEB 14 April 2015 - Customer service transformation – Channel Shift Update

10.9 Report to SEB 19 May 2015 – Customer Service Strategy

10.10 Report to C3 Scrutiny Panel 16 June 2015 – Customer Service Strategy