

Corporate Overview and Scrutiny Committee - Tuesday 09 April 2024

Customer Experience Strategy update

Recommendations

I recommend that the Committee:

- a. Consider and provide your comments on defining the 'Staffordshire Customer Experience'.
- b. Consider and provide your comments on the Customer Experience (CX) Maturity Model.
- c. Consider and provide your comments on the Roadmap.
- d. Consider and provide your comments on the anticipated deliverables.

Local Member Interest:

N/A

Report of Councillor Alan White, Leader of the Council and Councillor Ian Parry, Cabinet Member for Finance and Resources

Summary

What is the Overview and Scrutiny Committee being asked to do and why?

1. Consider and provide your comments on defining the 'Staffordshire Customer Experience'. As representatives of the Staffordshire Customer, you are in a key position to provide insight and overview on what is most important in this strategic plan.
2. Consider and provide your comments on the Customer Experience (CX) Maturity Model. Do you agree that this model will appropriately demonstrate how mature Staffordshire centricity is and is it the right mechanism to demonstrate where we want to be?
3. Consider and provide your comments on the Roadmap. Specifically does the roadmap reflect the pace you think is necessary to deliver such a complex piece of work?

4. Consider and provide your comments on the anticipated deliverable details below. Specifically do these benefits reflect the type of activity you feel should be monitored and measured? Are there any other benefits you think would be more appropriate or missing?

Report

Background

5. Staffordshire's vision is to be an "innovative, ambitious, and sustainable county, where everyone has the opportunity to prosper, be healthy and happy". One of the ways that we have pledged to do this is by "Encouraging and listening to our communities, partners and business, working together to improve our county".
6. Customer Experience (CX) encapsulates everything that we can do to deliver this pledge by putting our residents first, improving their journeys through the services that we offer and serving their needs.
7. Our CX should be purposefully designed reflecting the following considerations:
 - a. **Rational experience** – this accounts for half the typical Customer Experience, things like delivery times, how quickly calls are answered and how easy it is to 'do business with' us as an organisation.
 - b. **Emotional experience** – a well-designed customer experience goes beyond the rational attributes of the literal service (the 'what'). A resident will feel emotions undertaking all kinds of interactions with us and at the moment these are not deliberately designed.
 - c. **Subconscious experience** – we've all seen pens attached to chains in banks and whilst this might not register consciously, sub-consciously we're registering that the banks believe that we're going to steal the pens. This will not be the message that the banks want to give but it is an implication of their action.
8. A CX approach supports our desire to be **ambitious** for our communities and residents, it will provide a robust framework for us to be **courageous** and make courageous decisions and it will **empower** and support our people providing a solid platform for them to do their jobs well.
9. This strategy is built on three key pillars that are crucial to our success: operational delivery, culture & engaged people, and strategy & leadership. Our first pillar focuses on operational delivery, emphasizing the importance of efficiency, reliability, and consistency in our day-to-day operations using innovative thinking and insight to deliver this. The

second pillar relates to our organisational culture and the engagement of our people. A positive and customer-centric culture is essential for creating an environment where our employees are motivated, empowered, and committed to delivering exceptional service. The third pillar focuses on the overarching strategy and leadership within our organisation. Our leaders will play a crucial role in setting the vision, aligning teams, and driving the necessary changes to support our customer experience strategy.

- By integrating these three pillars into our customer experience strategy, we are laying the foundation for a customer-centric approach that goes beyond transactional interactions (Figure 1).

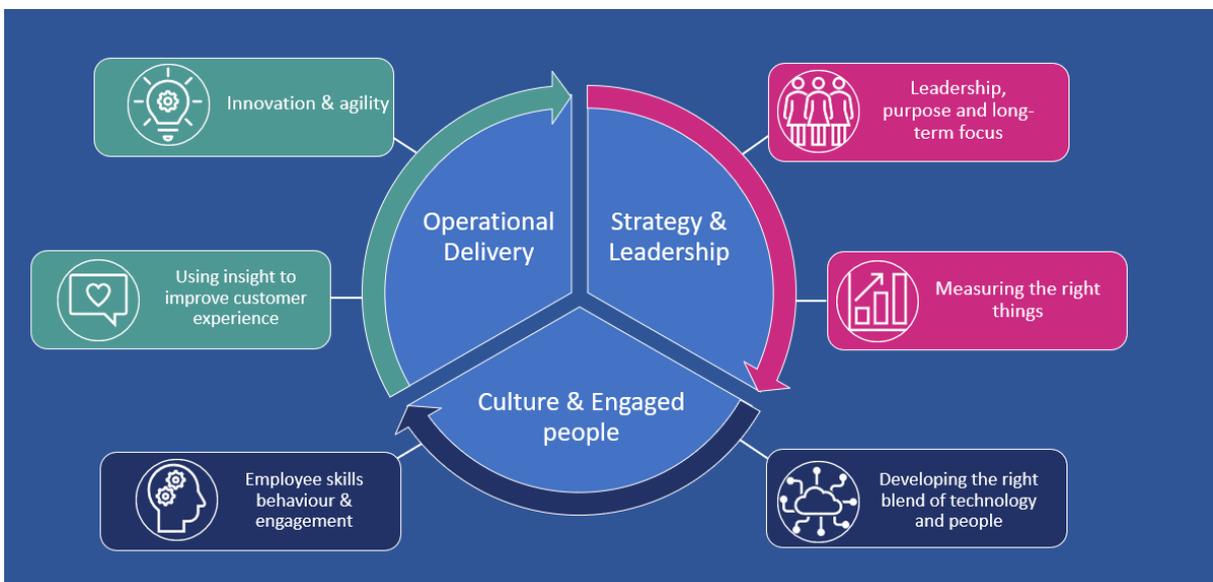


Figure 1

Aims & Objectives

- The first objective for this programme will be to define what we mean by the **Staffordshire Customer Experience** – what feelings and emotions do our residents want to experience when interacting with us and how will we evoke these in our services? We will create a consistent shared and empathetic understanding of who our residents are, their needs, wants, perceptions and preferences through the collection and analysis of the voice of the customer and business to generate real, actionable insight.
- It's crucial to recognise that the term "customer" can indeed mean different things to different people, but our goal is to establish a shared understanding and commonality in the experience we aim to provide. It could encompass residents seeking public services, businesses utilising our resources, or visitors exploring our community. Each group brings

unique expectations, needs, and priorities, and understanding these diverse perspectives is essential (Figure 2).



Figure 2

13. We will take this definition and create a **Customer Experience (CX) Strategy** that clearly articulates the experience that our residents want when they interact with us. This strategy will guide decisions and prioritisation for this programme as well as redesign our customer facing pathways and engagement mechanisms.
14. The **Customer Experience (CX) Maturity Model** provides a visual mechanism for illustrating the extent to which a service area has planned, defined, developed, measured and delivered its customer experience journey – to deliver the Customer Experience (CX) Strategy and Target Operating Model (the way we work) (Figure 3).

Maturity Model

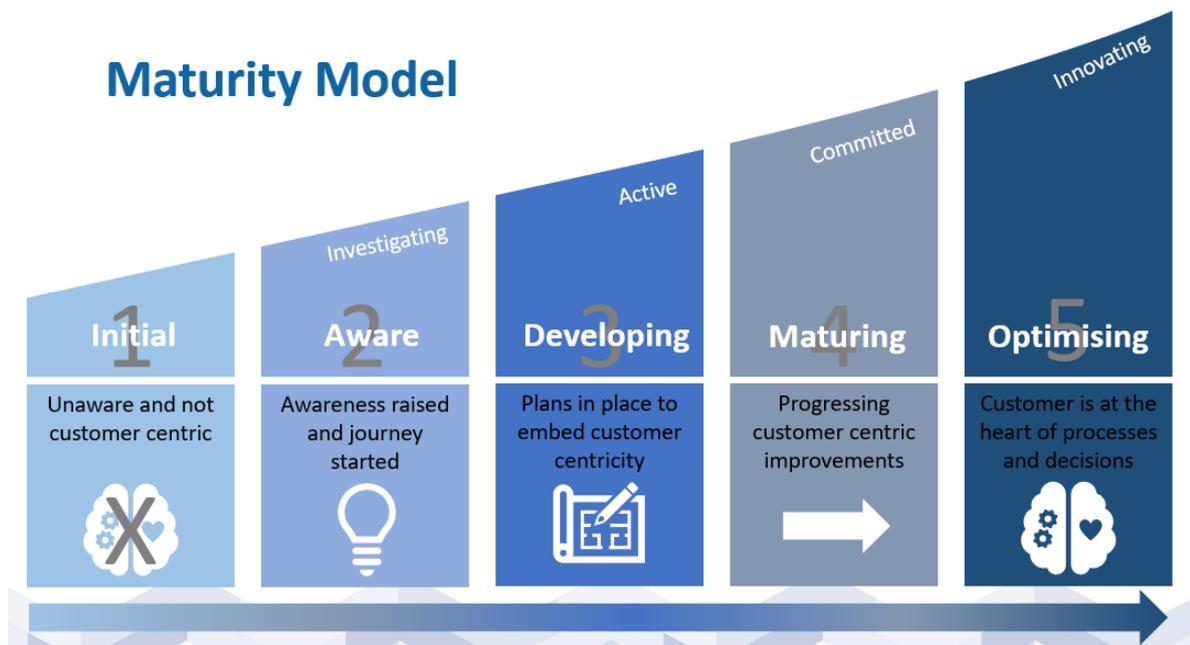


Figure 3

15. Services will be provided with feedback from their customers and employees to undertake a self-assessment, against the maturity model, highlighting what they are doing well and where they need to improve. They will be able to consult the **CX Quality Framework** to aid in the creation of service action plan and KPI identification – putting the customer at the heart of what they do. They will be able to access support and training to improve skills and supporting innovative problem solving. Finally, a reassessment will take place to evidence improvements and performance. There will be corporate oversight, but services will 'own' their improvement plan.

Roadmap

16. Medium-term and long-term transitional states will be more focused activity to deliver the following three key elements as covered in Figure 1:

- a. Operational delivery.
- b. Strategy and leadership.
- c. Culture and engaged people.

Incorporating:

- d. Data, insight, and business intelligence.
- e. Cultural and behavioural change.
- f. Digital innovation.
- g. Voice of the Customer/Business.

17. This work will align and complement the other corporate work being undertaken in other commissions.

18. The figure below demonstrates the activities noted above and provides a visual representation of the Roadmap (Figure 4). This is a long-term plan and will not be delivered overnight due to the scale.

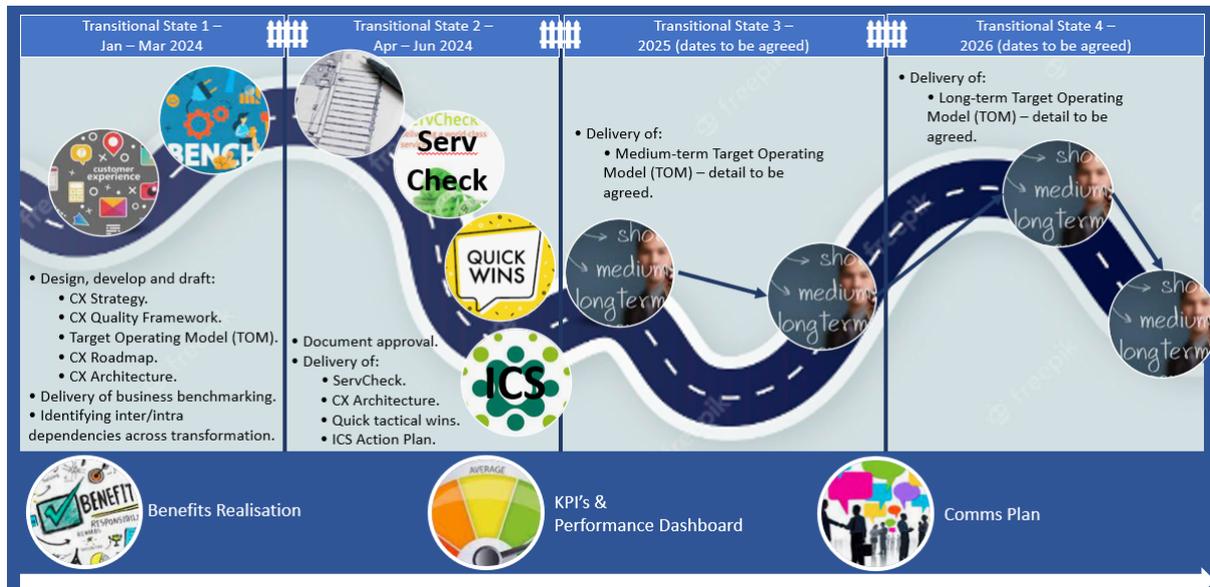


Figure 4

ServiceMark

19. ServiceMark is a national standard, independently recognising an organisation's commitment to customer service and to upholding high standards as part of a long-term embedded strategy, delivered by the Institute for Customer Services (ICS). The ServiceMark accreditation is awarded based on both customer satisfaction and employee engagement, helping SCC to understand the effectiveness of its customer service strategy from multiple touchpoints and identify areas for improvement.

20. Some of the benefits to achieving the ServiceMark include:

- national benchmarking
- demonstrates a commitment to customer service
- business performance improvement
- independent recognition
- improved employee engagement
- meaningful customer insights
- actionable feedback

21. The ServiceMark journey will underpin the CX Strategy and provide assurance of performance.

22. We will distribute the customer survey each March, followed by the organisational survey each April. The results from 2024 will be assessed and a comprehensive action plan established. These results will act as assurance that we are doing what matters and making a difference to the customer experience. It will also provide a framework for those services that need help and those that can act as role models in this organisation.
23. We have an aspiration to achieve the ServiceMark accreditation in 2025 – demonstrating Staffordshire’s commitment to excellence customer service.

Deliverables

24. Even though we know that there is real positive work being delivered in Staffordshire, to gather and measure the customer experience via the GovMetrics tool, we do not currently have a corporate view of the CX.
25. The following have been identified as foundational CX benefits following the successful delivery of the above programme deliverables. It should be noted though that some of these benefits will not be delivered immediately due to the cultural and behavioural shift that is expected as part of this programme of work

Benefit	Baseline	Actual	Measurement Method
What is the expected benefit to be achieved by achieving our deliverables?	What is the historic baseline for the benefit?	What have we achieved following delivery?	What mechanism/system have we used to collect this?
Increased Customer Satisfaction (CSAT).	Not currently in place	tbc	GovMetrics CSAT Surveys Business Benchmarking results (ICS)
First contact resolution rates (FCR) – <i>right first time, at first point of contact.</i>	Not currently in place	tbc	Business Benchmarking results (ICS)
Better customer engagement – <i>taking</i>	Offered calls: 2018: 359,574 2019: 311,158	tbc	Reduction in offered calls and increase in unique visitors online

<i>an omnichannel approach.</i>	2020: 201,024 2021: 207,605 2022: 199,120		
Increased net promoter score (NPS).	Not currently in place	tbc	Business Benchmarking results (ICS)
Improved customer effort score (CES) – <i>low-effort customer experiences.</i>	Not currently in place	tbc	Business Benchmarking results (ICS)
Increased levels of organisational commitment to Customer Service	Not currently in place		ServCheck Results (ICS)
Achieve ServiceMark status, a national standard	Not currently in place		ServiceMark (ICS)

Link to Strategic Plan

26. Excellent customer experience supports all of Staffordshire’s desired outcome in the strategic plan.

Link to Other Overview and Scrutiny Activity

27. None

Community Impact

28. Community Impact Assessment

List of Background Documents/Appendices:

Appendix 1 – Customer Experience in Staffordshire slide pack

Community Impact Assessment

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