

What are the characteristics of customer focussed leadership and how can this be achieved in a climate where demand inevitably outstrips resource?

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Louise Lawrence (Sandwell MBC)

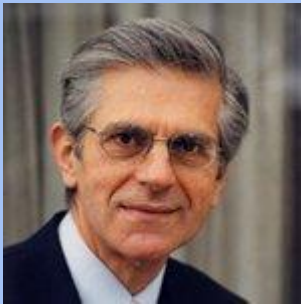
Ayub Khan (Warwickshire CC)



**CUSTOMER
SERVICE
EXCELLENCE**



The Government Standard



**Prof Colin
Coulson-Thomas**



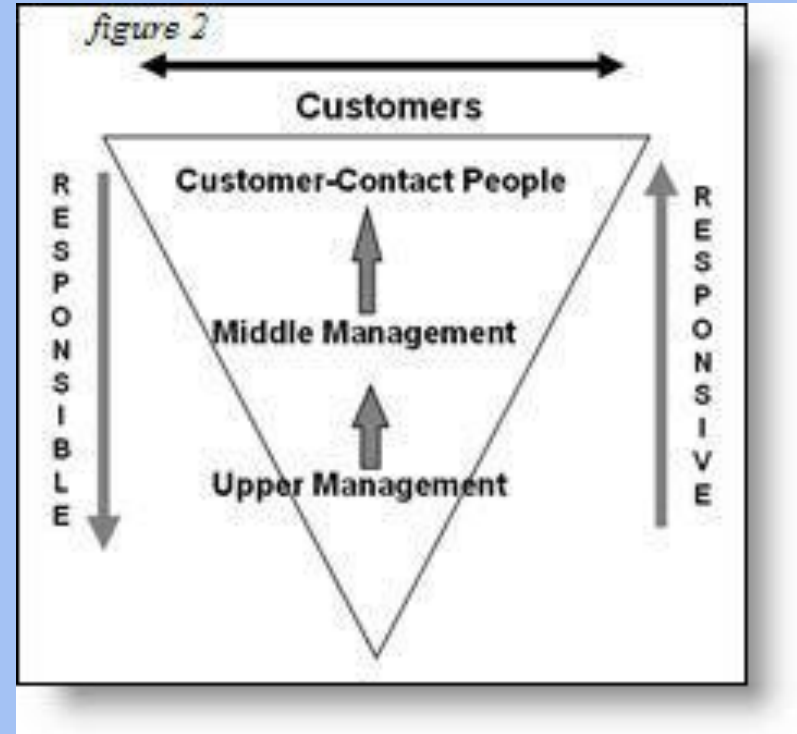
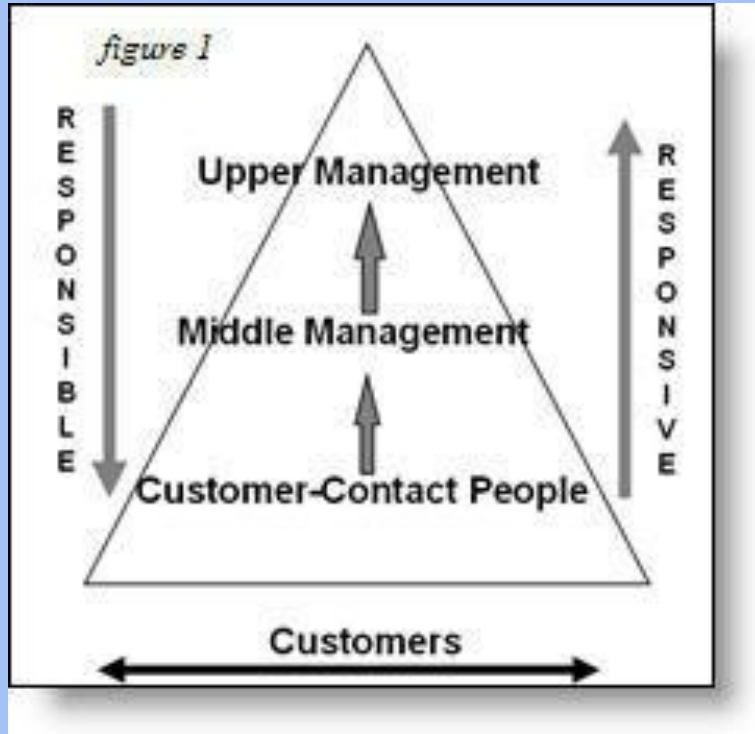
**Anne Franke
CEO, CMI**

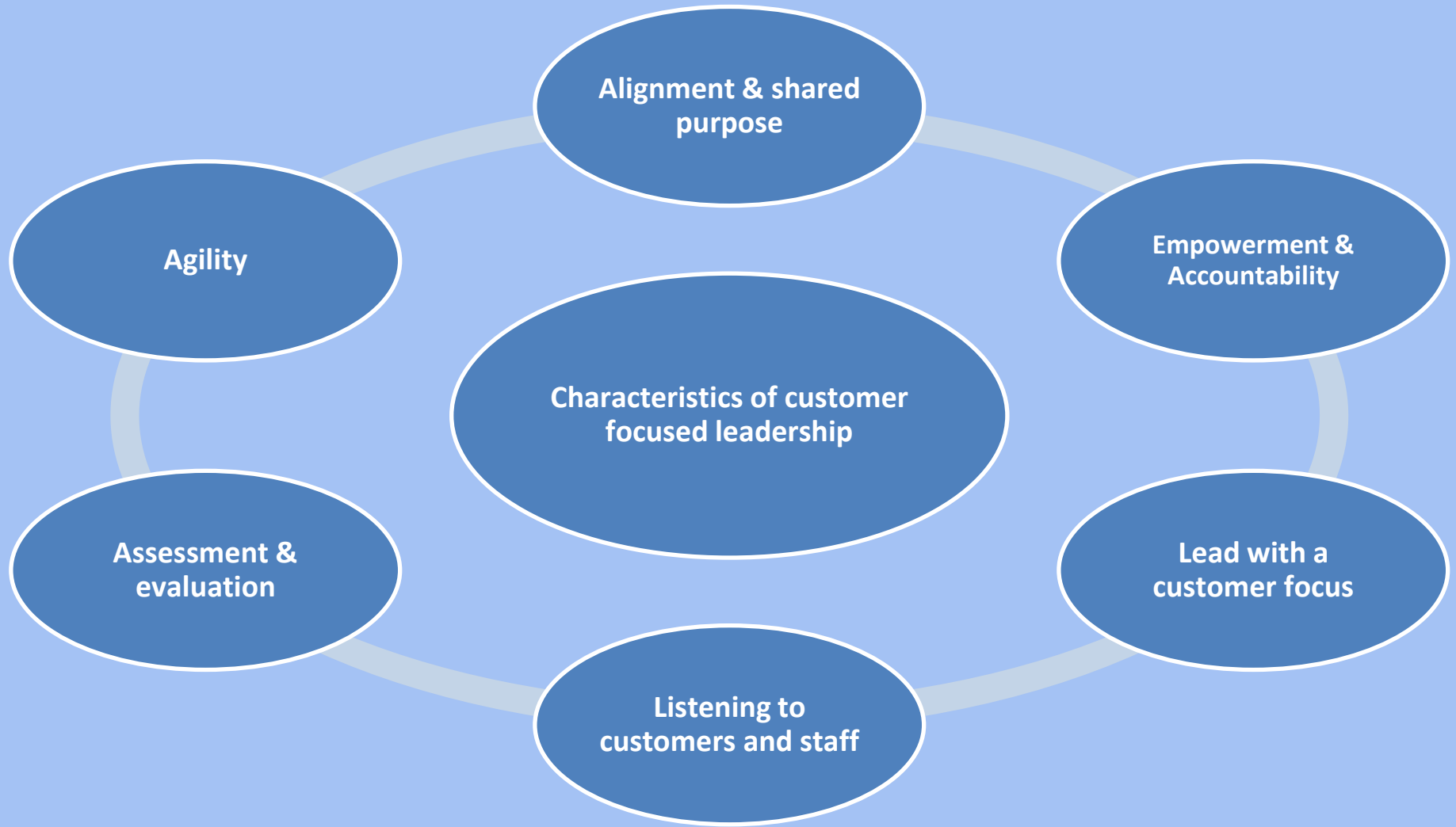


**Ray Miller
The Training Bank**



What is Customer Focussed Leadership?





Management merger

Bringing three face-to-face services together

- Libraries
- Registration
- One Stop Shops



One Organisation

focusing on services we can afford



- * Council must save £92 million by 2018
- * One Organisational Plan announced February 2014

'This means shaping the future of a very different
Warwickshire County Council' *Council Leader Izzi Seccombe*

Priorities:

- * Safe, secure, quality services that meet people's needs
- * Looking after the most vulnerable
- * Strengthening the local economy

One front door

convenience and cost-efficiency

Some of the things customers can do on one floor in Shire Hall:

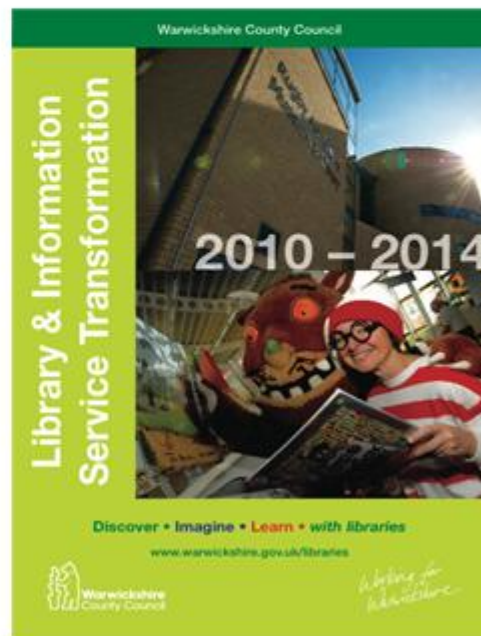
- register a birth
- apply for benefits
- make a police enquiry
- post a parcel
- borrow or return a book
- apply for concessionary travel
- book a wedding



Library transformation

Austerity - and big changes

- Transformation programme
- Accelerated by budget cuts
- Savings target over £2 million
- Proposals to Cabinet
- Three-year savings plan
- Biggest-ever consultation



Reshaped library network

A three-tier service

- Library Hubs in three main centres of population
- Local Libraries in 16 towns and neighbourhoods
- Library Direct - online, mobile and outreach services

We also support 12 community managed libraries



Good news for customers

Achievements over the past few years

- outlets refurbished and customer
- self-service installed
- online services expanded
- stock budget protected
- community-led libraries
- award-winning services



Good news for staff

continued investment in the people who deliver our services

- funding for apprenticeships
- investment in university education for professional qualifications
- all staff have received 'raising the bar' customer service training
- Customer Service Excellence Award achieved for all Face to Face services
- Customer Relations Management system
- SCL Digital Skills training



Vision

inspire, support and serve

mission

- inspire our customers to reach their full potential
- support them with a unique range of skills and facilities
- provide excellent service

priorities

- remain relevant to our wider customer base
- drive down costs and improve efficiency
- focus our reach on targeted services
- focus on designing services to meet those in need

Volunteers

local people supporting local services



- 400+ volunteers support Warwickshire libraries
- 12 clearly-defined volunteer roles
- More and wider roles will be developed
- National Occupational Standards for Managing Volunteers



Summary

the essentials

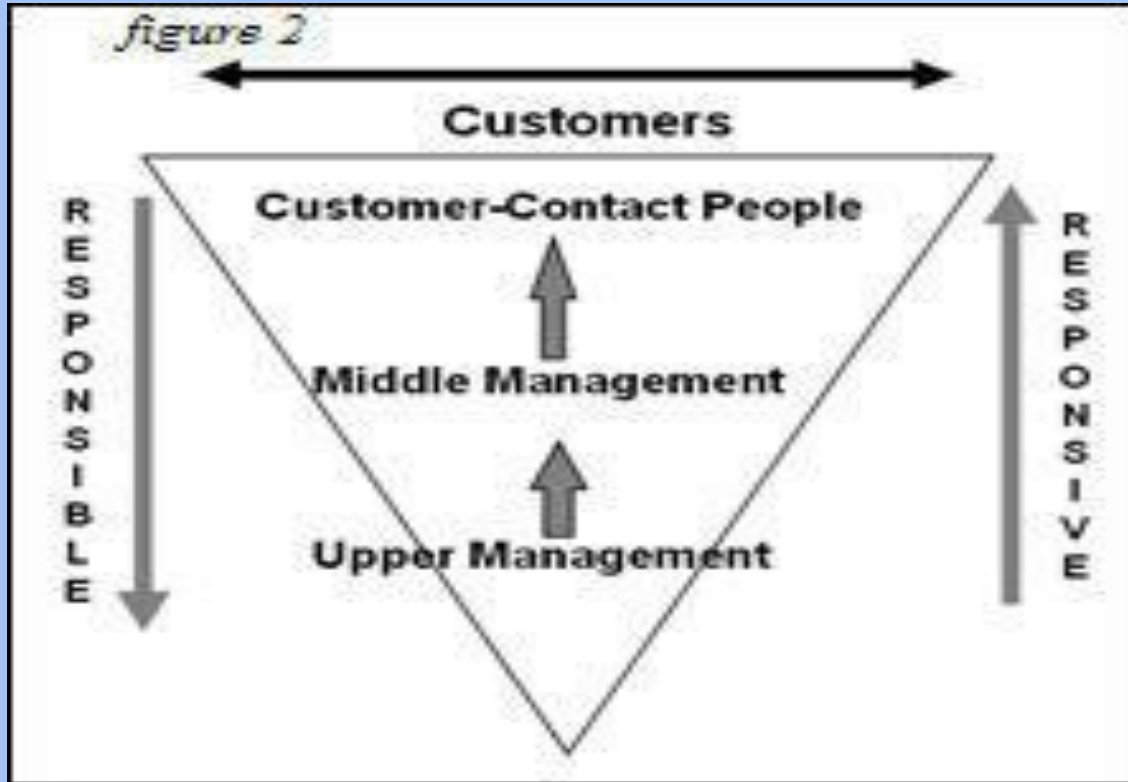
SHAPING THE
FUTURE

WARWICKSHIRE
2014-2018

partners evaluation
targeted **COSTS**
mainstream monitoring
technology customers
priorities workforce

Challenge

Are you ready to invert the triangle?



Questions

- Do you recognise these traits in your organisation and have examples from your LA?
- If not, what do you think are the barriers to having this in your organisation
- Is customer focussed leadership the answer?

Self assessment tool



excluding



involving



controlling



empowering



confusing



clarifying



blocking



evolving



competing



connecting