

CYNGOR CAERDYDD

CARDIFF COUNCIL

POLICY REVIEW AND PERFORMANCE

SCRUTINY COMMITTEE

16 May 2018

CUSTOMER LEADERSHIP

Reason for the Report

1. To present Members with an opportunity to consider the final draft report of the Committee's inquiry into Customer Leadership.

Background

2. As part of its 2017/18 work programme the Committee agreed to undertake a review of customer leadership across the Council.
3. The terms of reference for the inquiry were agreed at the Committee's meeting on 20th September 2018, as follows:

To explore opportunities for embedding customer culture and leadership across the Council by:

- Clearly defining the challenges, such as diverse services, multiple touch points, and a large number of staff.
- Reviewing existing best practice internally and externally
- Identifying mechanisms for improvement such as customer charter, customer "champions" across the Council, and corporate customer service training.

To examine Council policy (guidelines) for supporting the digitally disadvantaged (Digital inclusivity)

To make recommendations for improvement in Customer Leadership.

4. Members of the Task & Finish group were:
 - Councillor David Walker (Chair)
 - Councillor Rodney Berman
 - Councillor Stephen Cunnah

5. The Task & Finish Group received evidence from a wide range of internal and external witnesses as follows.

Internal Witnesses

Paul Orders Chief Executive;
Isabelle Bignall; Assistant Director Customer Services;
Matt Wakelam, Head of Infrastructure and Operations;
Rachel Bishop, Operational Manager, Customer Services;
Lowri Morris, Assistant Contact Centre Manager, C2C;
Mike Pope, Customer Service Trainer, Cardiff Council.

External Witnesses

Mike King, Head of Claims, Admiral Group;
Mike Mullins, British Gas;
Alun Shurmer, Director of Customer Strategy & Communications, Welsh Water;
Frances Ball, Business Development Manager, Institute of Customer Services.

Way Forward

6. Attached at **Appendix A** is the final draft report of the task group. Members are particularly referred to the Key Findings (*pages 5-10*) and the 7 Recommendations (*pages 11-13*). These are based on the evidence heard throughout the Task & Finish Group Inquiry.

7. Members may wish to consider the report, raise any matters for clarification with the task group, and agree whether to approve the report and refer it for consideration by the Cabinet.

Legal Implications

8. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

9. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

1. Consider the Customer Leadership report of the Task and Finish Group.
2. Agree the report, subject to any comments the Committee wishes to make, and agree that it is forwarded for consideration by the Cabinet at the earliest opportunity.

DAVINA FIORE

Director of Governance and Legal Services

10 May 2018