

**Cabinet Response to a Report of the Policy Review & Performance Scrutiny
Committee Inquiry – Customer Leadership.**

Purpose of report

1. To update Members on the Cabinet response to the recommendations made in the Policy Review & Performance Scrutiny Committee inquiry report, Customer Leadership, published in April 2018.

Background

2. As a part of the Policy Review & Performance Scrutiny Committee work programme for 2017-18, the Committee agreed to undertake an in-depth review of the Council's approach to customer leadership. The following terms of reference were used:
 - To explore opportunities for embedding customer culture and leadership across the council by:
 - Clearly defining the challenges, such a diverse services, multiple touch points, and 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

3. Membership of the task & finish group comprised:
 - Councillor David Walker (Chair)
 - Councillor Rodney Berman
 - Councillor Stephen Cunnah
4. Members received internal evidence from a range of sources, including the Chief Executive, senior management and staff of the Council's C2C contact centre. External evidence was received from Admiral Group, British Gas, Welsh Water, and the Institute of Customer Services.
5. The evidence was used to identify key findings from the Inquiry, and to develop recommendations based on the evidence heard throughout the Inquiry
6. The report for this task and finish inquiry was taken to the Cabinet meeting held on 12 July 2018.

Cabinet Response to Recommendations

7. The Cabinet agreed their response to the Customer Leadership Inquiry at its meeting on 15 November 2018. Attached at **Appendix A** is the report to Cabinet and a full copy of the Cabinet Response at **Appendix 1** to Appendix A. The Report outlines the recommendations made and the Cabinet response to each recommendation.
8. Overall, the Committee made 7 recommendations to the Cabinet. The Cabinet response (*Appendix 1, point 11, page 4*) shows that:
 - 6 of the recommendations are accepted – *R1, R2, R3, R4, R5, R7,*
 - 1 of the recommendations has been partially accepted:
 - R6 – Secure membership of the Institute of Customer Service as the professional body that could support the customer service development journey. The task group recommend Trusted Advisory Network membership as the Council has some of the building blocks for effective customer service in place but is facing a major set of challenges if it is to embed customer service throughout its operations.

Way Forward

9. Councillor Chris Weaver (Cabinet Member – Finance, Modernisation & Governance), Isabelle Bignall (Chief Digital Officer) and Rachel Bishop (Assistant Director Customer Services) have been invited to present the response to the inquiry and present any progress made in addressing the issues raised and recommendations approved.

Legal Implications

10. 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 of 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 on 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

11. 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.

Recommendation

The Committee is recommended to receive the Cabinet response and agree the way forward for receiving progress reports on the work required to implement the agreed recommendations.

DAVINA FIORE

Director of Governance & Legal Services

6 December 2018

Background Paper

Full Report of the Policy Review & Performance Scrutiny Committee

“Customer Leadership”, published in April 2018. Available on request.