

**CABINET RESPONSE TO THE REPORT OF THE POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE TASK & FINISH GROUP ENTITLED 'CUSTOMER LEADERSHIP'**

**FINANCE, MODERNISATION AND PERFORMANCE  
(COUNCILLOR CHRIS WEAVER)**

**AGENDA ITEM: 6**

**Reason for this Report**

1. To respond to the Policy Review and Performance Scrutiny Committee's recommendations outlined in the report entitled 'Customer Leadership', which was received by the Cabinet in May 2018.

**Background**

2. At its meeting on 20<sup>th</sup> September 2017 the Policy Review & Performance Scrutiny Committee agreed the Committee's 2017/18 work programme would include a task & finish inquiry in to Council's approach to customer leadership.
3. The agreed terms of reference for the inquiry were:
  - 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.
4. The Committee's report identified **94** key findings and made **7** recommendations.

## Issues

5. The Cabinet's response to the 7 recommendations is detailed in Appendix 1.

## Reason for Recommendations

6. To respond the Policy Review and Performance Scrutiny Committee recommendations.

## Financial Implications

7. There are no financial implications arising directly from this report. Any consequential initiatives involving additional expenditure will need to be considered at the time with the expectation that they are funded from within existing Council resources.

## Legal Implications (including Equality Impact Assessment where appropriate)

8. In making decisions and formulating policy the Council must have regard to its duties under the Equality Act 2010 to (1) eliminate unlawful discrimination (2) advance equality of opportunity and (3) foster good relations between groups, all in relation to the protected characteristics of race, sex, disability, age, gender re-assignment, sexual orientation, pregnancy and maternity, marriage and civil partnership, and religion or belief. The Council must not discriminate unlawfully in its provision of services.

## HR Implications

9. Senior managers within HR will work with the Head of Customer Services in order to deliver on the actions and commitments identified within Appendix 1 including the new customer service training.

## RECOMMENDATIONS

The Cabinet is recommended to agree the response to the Policy Review and Performance Scrutiny Committee as set out in Appendix 1 to this report.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTINE SALTER CORPORATE DIRECTOR RESOURCES</b>
	<b>9 November 2018</b>

*The following appendices are attached:*

- Appendix 1 – Cabinet Response to the Report of the Policy Review and Performance Scrutiny Committee Entitled 'Customer Leadership'
- Appendix 2 – Draft Customer Charter

**CABINET RESPONSE TO THE REPORT OF THE POLICY REVIEW AND  
PERFORMANCE SCRUTINY COMMITTEE ENTITLED 'CUSTOMER  
LEADERSHIP'**

The Policy Review and Performance Scrutiny Committee recommended that the Cabinet consider the following:

**R1 Evaluate then strengthen the customer focus of the Council's suite of strategic planning documents, introducing a clear customer centric line of sight by developing:**

- **A new Customer Vision Statement (KF1,4,5)**
- **A Customer Charter that embraces customer service values and behaviours, such as the draft attached at Appendix 2 (KF1,4,5)**
- **A Customer Service Strategy to deliver customer focussed service internally and externally (KF1,4,5)**

**Response: This Recommendation is accepted**

Appreciation of the Council's strong foundation in strategic planning processes is noted and a piece of work will be taken forward that will review the current strategic documents to assess what is in place to underpin robust customer centric outcomes and ways of working.

After evaluation of the current state a set of high-level customer focussed documents as listed above will be developed. A working group within Customer and Digital Services has drafted a Customer Charter for consultation and comment as attached in appendix 2. It is clear that a strong Customer Service Strategy that will link with our vision is a critical component to the success of the organisation. It is recognised that Service Leadership includes robust customer service standards both internally and externally.

**R2 Improve the Council's understanding of customer needs and expectations by involving the customer in business planning through customer research, engagement activity and use of customer insight data. Undertake a new Customer Service survey that provides a baseline as to the present consistency of the customer experience, service delivery and staff behaviours. (KF29, 31, 32, 34)**

**Response: This Recommendation is accepted**

This recommendation fully accepted working to a 12-month timeframe for full action. The Head of Customer Service will review all customer satisfaction and feedback that is available over the past 24 months working with both the CRC (Cardiff Research Centre) and directly with service areas. Work will be undertaken with our customers through a variety of channels, measures and surveys to gain customer insight and create action plans that feed into the strategic planning documents. Real time customer experience will be gained and this data used to shape services and make

recommendations. A timetabled series of internal mystery shopper exercises will be carried out.

**R3 Embrace the requirement for clear leadership of the customer service vision by facilitating a step change in customer service awareness and understanding across all management roles, but specifically:**

- **Giving the Chief Digital Officer a mandate and full authority to ensure council-wide consistency of customer service standards. (KF6,7,8,11,12,19,20,21)**

**Response: This Recommendation is accepted**

The Council has recently appointed a Head of Customer Service (OM1). This post holder has responsibility for driving the customer leadership agenda corporately and reports directly to the Chief Digital Officer. The post holder is able to escalate to the CDO (Chief Digital Officer) and to the Corporate Director Resources if required for full authority to implement and enforce change and standards.

**R4 Develop the culture, management accountability and customer training at all levels that will encourage consistency of service excellence by:**

- **Putting in place customer focussed training and development for all Council staff, frontline, back office, team leaders and managers to ensure staff behaviours reflect the Councils customer vision;(KF11,12,13,14, 24, 25)**

**Response: This Recommendation is accepted**

Work to review, invigorate and design new customer service training is already in progress. The Head of Customer Service is working with the Academy to design and deliver three levels of Customer Service as follows:

**Level 1 - How to give great Customer Service** - open to all staff via the academy at any time, however mandatory for new staff within 6 months of joining as part of corporate induction.

**Level 2 - How to be a Customer Service Professional** - aimed at staff who manage and take complaints

**Level 3 - How to lead Customer Service culture** - aimed at higher level management including management of staff practices (with link to strategic planning, mandatory for Grade 10 and above)

Online Customer Services Training Module delivered to ALL staff via the learning pool E learning/Academy.

- **Introducing a new senior management focus on customer service council-wide, in-line with the customer service charter, recognising that it is senior managers who hold the key to service improvement by breaking down silos;(KF2,13,15,19,26,33)**

**Response: This Recommendation is accepted (part of R4)**

This recommendation is accepted and a full communication strategy for senior management including relevant briefings and presentations will be developed.

- **Encouraging individual employee commitment to customer service by introducing a customer focus to the Council's statement of employee values; (KF20)**
- **Ensuring each member of staff understands who their internal or external customers are. This can be re-enforced through the Personal Review conversation; (KF16,20,25)**

**Response: This Recommendation is accepted (part of R4)**

The Head of Customer Services will work collaboratively with HRPS to review the current Council Core Values, Employee Charter and Recruitment process – the review will include assessing a sample of Job Descriptions and Personal Specifications across the organisation with a view to ensuring that customer competencies are considered.

The review will include elements such as the value of including a compulsory Customer Service question in Council Interviews; using the corporate performance review communication campaigns to reinforce the understanding of both internal and external customers.

- **Introducing customer service as a standing item at team meetings (KF13)**
- **Refreshing the Ambassadors network to share the customer service vision of operational managers; (KF10,17)**
- **Refreshing the corporate induction process to embrace a customer focus; (KF23,25)**
- **Evaluating the Council's recruitment policies to ensure they re-inforce the emerging customer culture; (KF22)**
- **Making the customer expertise of the Council's C2C contact centre widely available to provide training for customer facing staff across the organisation; (KF3, 9,18,26)**

**Response: This Recommendation is accepted (part of R4)**

The Head of Customer Service will amend the team-meeting template to include a Customer and Digital element as part of the roll out of this programme of work. This will include examples of what we would expect to see discussed and addressed under this standing item.

The Head of Customer Service will explore a new way of working with staff engagement, which will enhance customer service with staff at all levels including senior management.

The Head of Customer Service will work with the Academy to evaluate the current induction programme with a view to reviewing and refreshing where necessary to ensure it is customer focused. This will be in conjunction with Level 1 Customer Service Training.

C2C do not have current resource to be able to provide training; however, the C2C Trainer is developing the content and assisting in the delivery of the Customer Service training within the Academy and this work will continue.

**R5 Explore the invitation to experience Admiral and Welsh Water's customer leadership approach first hand, by spending time with the companies or inviting the company representatives into the Council. Secure opportunities for senior managers to spend time with these organisations to experience their customer service focus and culture. (KF27)**

**Response: This Recommendation is accepted**

The Head of Customer Services and the Customer Services Trainer will visit the named organisations and others before deciding how this would best work with other senior managers and how we could weave this potential exercise into the framework for senior managers. Customer Service staff in C2C have already visited Molson Coors (October 2018) to discuss and explore their culture and standards have the DVLA booked in as the next site visit.

**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.(KF30,31)**

**Response: This Recommendation is partially accepted**

The benefits and cost of securing membership with a professional body will be explored to see how this can add value to the Council's operations.

**R7 Facilitate central monitoring and direction of the customer service experience and other data by:**

- **Introducing the Net Promoter Score system to benchmark progress in customer satisfaction. (KF28)**
- **Driving out poor performance with better performance information informed by robust digital customer data. (KF34)**
- **Exploring and introducing data visioning to support customer service delivery and to improve consistency of service.(KF34, 35)**

- **Using the impartial ICS monitoring and rating system to evaluate the Council's customer service performance.(KF30, 31)**

**Response: This Recommendation is accepted**

The Head of Customer Services will consider a range of Customer Experience metrics such as:

Net Promoter Score  
Customer Satisfaction  
Customer Churn Rate  
Customer Effort Score  
Efficiency Related Metrics:  
Average Resolution Time  
First Contact Resolution

Once measures have been agreed; data visioning and analysis **will be carried out** to identify best practice customer service and pockets of poor performance. With the new framework in place, data will be used to introduce quarterly reports to feed into Corporate Planning documents. Impartial monitoring will be dependent on professional body membership.

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Customer / Citizen Charter

## **DO RIGHT BY YOU**

We promise to:

- ✓ Be polite, helpful and considerate and take time to listen to you / treat you with respect
- ✓ Offer a straightforward, personal and quick customer service experience
- ✓ Consult and engage with community and customer groups to identify customer needs
- ✓ Communicate with you in plain language and avoid using jargon
- ✓ Protect your personal information
- ✓ Treat you as an individual and according to your needs

## **GIVE YOU A CHOICE WITH HOW TO GET IN TOUCH**

We will:

- ✓ Clearly advertise all the ways you can access our services (including face to face)
- ✓ Design services that reflect the diverse make up of Cardiff
- ✓ Ensure social inclusion by giving you a choice in how you contact us
- ✓ Give you a voice on social media or improve / increase how we engage with you on social media
- ✓ Make more of our services available online to use at a time that suits you

## **GET IT RIGHT**

We will:

- ✓ Do what we say we will do
- ✓ Say sorry and put things right if we make a mistake
- ✓ Tell you what to do next if you are not happy with how you've been treated
- ✓ Use your feedback to shape our services
- ✓ Train our staff to the highest standards

## **HOW YOU CAN HELP**

We ask you to:

- ✓ Treat our staff with respect
- ✓ Tell us when something changes and give us the correct information at the right time
- ✓ Give us the opportunity to put things right first
- ✓ Provide us with honest feedback
- ✓ Like us on Facebook, follow us on Twitter, join our citizen panel and participate in surveys and consultations

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