

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 19 December 2018

Councillor Chris Weaver,
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Dear Councillor Weaver,

Policy Review & Performance Scrutiny Committee: 12 December 2018

As Chair of the Policy Review and Performance Scrutiny Committee, thank you for attending Committee to update Members on the Cabinet response to the recommendations of our inquiry into Customer Leadership in the Council. Members were delighted to welcome the new Head of Customer Services, Rachel Bishop, together with Isabelle Bignall in her capacity as Chief Digital Officer with the corporate remit for customer standards. Please pass on our appreciation for their clear presentation of progress. We offer the following comments and observations for your consideration as you progress the Customer Leadership agenda.

Project management

The Committee was pleased to hear that responding to its inquiry has taken the form of a project, with clear milestones and responsibilities set out for each of the seven recommendations. We note you have already made progress in sharing the expertise of contributors to the inquiry, Admiral and British Gas. We offer our congratulations at the positive way you have embraced the work of the task and finish group.

Motivating staff

Members welcomed clarification that the new strategic suite of customer focussed documents will be the starting point for a customer roadshow, with which you aspire to motivate the workforce. We commend your intention to launch the Customer Charter at the commencement of the 2019/20 personal review cycle. We consider it important to ensure that staff across the range of service areas are behaving in a customer friendly manner, and agree that delivering the launch to teams 'in person' will make all the difference.

Customer focussed training

A key recommendation of our inquiry was the importance of ensuring each member of staff understands who their internal or external customers are, and re-enforcing such understanding through the Personal Review conversation. We are therefore pleased to hear that Level 1 customer training will focus on internal customers and relating the Council's values to an employee's internal colleagues and customers. We look forward to monitoring your mission to uncover pockets of excellence in customer leadership across the organisation.

The Committee welcomes the proposal for robust training for all, including mandatory online training, and by working collaboratively with the Cardiff Academy. We endorse a training plan comprised of different level modules. However Members are concerned as to how well resourced the Council is to support customer training for all staff. We wish to stress how important it is to take all staff through training. We will therefore be looking to monitor coverage as we support you in taking this agenda forward in the future.

Customer metrics

We acknowledge the importance of selecting a customer metrics system that can be consistently applied across all Council services, recognising that consistency is important. This will allow the Council to undertake a follow up assessment of how much effort the request for service required, acknowledging that good customer service might be considered to be no interaction with the Council.

Professional body membership

Members take on board your view that in selecting an independent professional body to support the customer journey you must compare offers and identify the right one. We are pleased to hear investigations and comparisons are already underway. Clearly the opportunity for benchmarking our customer performance as members of such a body is valuable, and we look forward to you reporting back to committee on this.

Finally, as Councillors, Members have considerable experience of accessing the Council's frontline services, and we urge you to engage with all Members. We feel

that an opportunity exists to focus on the child as a customer, extending a customer perspective to the child's experience of Council services over time.

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee to deliver the Cabinet's response to the Committee's inquiry. I intend to programme regular updates on how the corporate focus on customer leadership is progressing, and as such look forward to an update of progress early summer 2019.

Yours sincerely,

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Isabelle Bignall, Chief Digital Officer
Rachel Bishop, Head of Customer Services
Joanne Watkins, Cabinet Office Manager
Heather Warren, Cabinet Support Officer