

Exert from a report of the Policy Review & Performance Scrutiny Committee report 'Customer Leadership' published May 2018

RECOMMENDATIONS

The task group has identified opportunities for placing the customer at the heart of Council service delivery. It will require raising the profile of customer service both politically and operationally. Members consider this step change is well within the organisations reach.

The Cabinet is recommended to:

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 1; (KF1,4,5)*
- A Customer Service Strategy to deliver customer focussed service both internally and externally. *(KF1,4,5)*

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)

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:

Appendix 1

- 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)*

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)*
- 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)*
- 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)*
- 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)*

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)

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)

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)

Appendix 1