

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – WEDNESDAY, 14 NOVEMBER 2018

Title of report	CUSTOMER EXPERIENCE STRATEGY
Key Decision	a) Financial No b) Community Yes
Contacts	Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk Head of Customer Services Tel: 01530 454753 tom.shardlow@nwleicestershire.gov.uk
Purpose of report	To present the draft Customer Experience Strategy to Cabinet members for review and approval.
Reason for decision	To mobilise a programme that delivers against the themes and principles of the Customer Experience Strategy to improve customer experience.
Council priorities	Value for Money / Customer First
Implications:	
Financial/Staff	The work arising from the strategy may have financial and staff implications. These are to be established and detailed separately as each work stream progresses. Where additional funding is required there will be a subsequent submission to cabinet as appropriate.
Link to relevant CAT	N/A
Risk Management	A risk register will be maintained in line with programme management methodology.
Equalities Impact Screening	Equalities is addressed as a theme within the strategy.
Human Rights	N/A

Transformational Government	The strategy if approved will give rise to an ambitious transformation / change programme, which is in line with the ethos of Transformational Government.
Comments of Head of Paid Service	Report is satisfactory
Comments of Section 151 Officer	Report is satisfactory
Comments of Monitoring Officer	Report is satisfactory
Consultees	CLT Extended Leadership Team Wider Organisation Customer Services Public Consultation Revenue and Benefits Partnership Policy Development Group 19 September 2018
Background papers	Customer Experience Strategy document
Recommendations	THAT CABINET APPROVES THE STRATEGY FOR DELIVERY TO TRANSFORM THE CUSTOMER EXPERIENCE OF NWLDC CUSTOMERS.

1.0 INTRODUCTION

- 1.1 North West Leicestershire District Council has made a commitment in its Council Priorities 2018/19 to establish a Customer First Programme. This was done to raise the profile of the customer and place the customer at the centre of the organisation.
- 1.2 This commitment was reflected in the establishment of the new post of Head of Customer Services. The draft Customer Experience Strategy is submitted by the Head of Customer Services, to provide; the vision, principle and a blueprint of the work required to deliver this commitment.

2.0 BACKGROUND / BASELINE

- 2.1 The customers of North West Leicestershire District Council currently experience varying degrees of customer service depending on how they access services. When contacting us by phone, customers may experience extended call wait times. When visiting us, they will experience outdated and tired face to face reception areas. Our corporate Customer Service department has a low profile within the organisation.
- 2.2 New technology has presented both a huge opportunity to streamline our customer contact and has also generated an increasing customer demand for digital self-service. Initial

progress has been made around providing services digitally via the Firmstep product but this is still in its foundation stages.

- 2.3 Organisationally, we do not always place our customers at the centre of what we do, and satisfaction and experience is not routinely or consistently measured across the authority. When we receive complaints, we cannot consistently demonstrate how we have learned from them, and there is more that we can do to analyse trends or patterns to deliver service improvement.
- 2.4 Some initial work has been done, with the Customer First concept being explored by the Corporate Leadership Team in late 2017, however this was paused, pending the Head of Customer Services being appointed. The Customer Experience strategy presented to Cabinet encompasses these previous concepts.

3.0 STRATEGY OVERVIEW

- 3.1 North West Leicestershire District Council is transforming the way that it interacts with its customers. This strategy provides the strategic vision and principles for this transformation.
- 3.2 To achieve this, the strategy gives recommendation to launch six principle linked work streams, reporting into a newly established Customer Experience Board. The board will be chaired by the Strategic Director for Housing and Customer Services.
- 3.3 Each work stream will be led by a senior manager or Head of Service. The strategy will be sponsored by the Strategic Director for Housing and Customer Services and will report into the corporate portfolio holder – Cllr Richard Blunt (Leader).
- 3.4 Where significant spend, investment or decision occurs, this will be made in line with the Council's constitution / delegation.
- 3.5 The strategy outlines the scope and ambition of a significant change programme that will transform the way in which customers interact with North West Leicestershire District Council.

4.0 CONSULTATION

- 4.1 Consultation has been completed both internally, through; Corporate Leadership Team, Extended Leadership Team and wider organisational engagement, as well as an external consultation for members of the public and partners.
- 4.2 Consultation has provided consistently positive feedback which has been carefully reviewed, and where appropriate reflected in the final version of the strategy.
- 4.3 A draft copy of the strategy was submitted to the Policy Development Group (PDG) on 19 September 2018. PDG members recognised the need to improve customer experience and were broadly supportive. An extract of the minutes has been enclosed.
- 4.4 As ideas are refined through the mobilisation of the various work streams associated with the strategy, then there will be further opportunity to gain customer feedback to inform new operating models. A key principle of the strategy, is using customer feedback and satisfaction data to shape service outcomes.

5.0 NEXT STEPS

- 5.1 If approved, the lead officer, the Head of Customer Services, will mobilise the various work streams and associated governance to support the delivery of the Customer Experience Strategy.