

MEETING TITLE AND DATE:

Cabinet – 12 September 2018

REPORT OF: Mr James Rolfe

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Experience & Change

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| Agenda - Part: 1 | Item: 7 |
| Subject: Corporate Customer Experience Strategy 2018-2022 | |
| Wards: All | |
| Cabinet Member consulted: Cllr Mary Maguire | |

1.0 EXECUTIVE SUMMARY

1.1 Enfield Council seeks to place its vision '**Delivering a positive customer experience**' at the heart of service design and the organisational culture.

1.2 There are many customer services strategies and statements, but this piece of work goes beyond seeking improvements to the council's 'front door' favouring a root and branch review of services provided to all customers - internal to the council and from our community – irrespective of the access channel that is currently used.

1.3 The strategy seeks to create

- A new customer experience vision and Customer Promise
- a customer focused service review methodology, which is 'silo busting' in its approach
- a baseline against which improvements will be measured
- new measures to capture what is important to customers
- a learning and development programme to equip staff and managers with the skills to generate improvement
- changes to the organisational culture to ensure that thinking about the customer becomes part of the DNA of the organisation

1.4 This strategy sits nested as part of a suite of other strategies -

- the ICT and Digital Strategy, which sets out how customer centric Council services are underpinned and supported by ICT and digital services.
- the Digital Infrastructure Strategy which will address the need for a high performing and secure digital infrastructure to support residents and businesses.
- the Medium Term Financial Plan (MTFS) which annually, each February, sets the funding parameters within which the organisation must work, and the risks it faces in doing so.

These strategies have significant interdependencies, which will be highlighted and cross referenced in the associated action plans

It is acknowledged that the experience of receiving services across the Council can be variable, and it is the intention over the lifetime of this strategy to create a positive customer experience across all service areas

2.0 RECOMMENDATIONS

2.1 This report recommends the adoption of the Customer Experience Strategy 2018-2022, which sets out;

1. the customer experience vision “**Delivering a positive customer experience**”
2. the Customer Promise which sets out the behaviours expected when dealing with customers as –
 - **friendly and helpful,**
 - **honest and respectful,**
 - **professional and courteous**

The Strategy also recommends;

3. The exploration and further development of the service improvement methodology and manager’s toolkit by undertaking three customer experience reviews
 - “**I want a repair to my Council home**”
 - “**I want to make a planning application**”
 - “**I want to recruit and induct a new member of staff**” (internal customer).
4. Lessons learned from the initial Customer Experience reviews will adapt the methodology and toolkit used for baselining and delivering continuous improvement.
5. Develop a Customer Experience programme plan, including a further series of “customer journey reviews” (to be chosen and agreed)
6. Embed the philosophy and ethos of the customer experience vision and the Customer Promise through a series of activities set out in the strategy.
7. Cabinet are also requested to note the draft minutes of the Overview and Scrutiny Committee which will be tabled at the Cabinet meeting.

3.0 BACKGROUND

3.1 Against a background of significant changes in the way that the Council transacts business - both externally with the local community, and inside the council between teams and services – it is timely to review the customer experience associated with all service transactions.

Members and senior officers have identified the need for a whole council focus on improvements to the customer experience, this is key strategy identified within the Council's corporate plan – ***Creating a Lifetime of Opportunity***.

3.2 The organisational cultural audit has also identified the opportunity to harness the energy and enthusiasm from both staff and managers, to improve the customers experience and bring about positive change.

3.3 This piece of work goes beyond seeking improvements to the council's 'front door' favouring a root and branch review of services provided to customers both internal to the council and those in the community, via whatever channel is currently used. Referencing both the vision and customer promise, the strategy seeks to establish

- *the use of a customer maturity model and corporate performance dashboard to assess the Customer Experience both for individual service areas and across the Council, establishing a baseline from which to measure improvements*
- *A 'silo busting' service review methodology, which – using customer journeys - looks at service delivery from the customer perspective.*
- *A learning and development offer which underpins and enables organisational culture change*

3.4 A key part of the Corporate Plan, this strategy has interdependencies with:

- *the Digital Infrastructure Strategy which will address the need for a high performing and secure digital infrastructure to support residents and businesses*
- *the Medium Term Financial Plan (MTFS) which annually, each February, sets the funding parameters within which the organisation must work, and the risks it faces in doing so*
- *the forthcoming ICT and Digital Strategy*

3.5 Within the context of this strategy, customers are defined as everyone who lives, works in or visits the borough of Enfield, businesses, partners, staff and Councillors.

3.6 The Vision and Customer Promise

The strategy sets out the Council's new vision statement, developed in consultation with 140 local people and agreed with staff Customer Experience 'champions' and Members -

“Delivering a positive customer experience”

This vision will be used as both a statement of purpose and a strapline for Council publications.

3.7 Alongside the consultation on the vision, 178 colleagues and local people were asked about behaviours they wish to see when they are interacting with the Council's staff. The following top three were identified as the preferred behaviours

- ***friendly and helpful,***
- ***honest and respectful,***
- ***professional and courteous***

These now form **The Customer Promise** and set the standard when interacting with customers.

3.8 Customer Experience Review Methodology

The strategy proposes development of an Enfield centric approach to the development of a customer experience review methodology and toolkit. Work has already started to develop this by reviewing 3 'customer journeys', which cut across a number of service areas. The refinement of this methodology is the focus of year 1 of the programme.

This allows for a use / learn / refine approach, gaining the confidence of the services involved, while embedding a 'silo busting' approach which identifies and unifies all of the services involved in improvement to the customer journey.

These services will then be supported to make changes and improvements.

3.9 Establishing a Baseline and Measuring Improvement

To evidence improvement, the Council is establishing performance baselines across key service areas. The development of a corporate dashboard will draw together a number of measures and performance indicators which will allow managers and staff to understand current performance using a range of metrics.

3.10 Mystery shopping and customer satisfaction fieldwork has also been commissioned to establish a baseline for inclusion in the corporate dashboard. Additional waves of fieldwork will measure improvements over time against this baseline.

Supporting this dashboard, a further set of performance metrics will evolve as part of the customer journey reviews. These will capture key information relating to the customer experience and support improved monitoring across both qualitative, quantitative and financial measures.

3.11 The use of a Customer Maturity Model to evaluate service delivery against a 5 level - bronze, silver, gold - customer experience maturity standard also establishes a service baseline against which improvement will be measured, the learning from the use of this maturity model will be used to inform the year 2 plan and beyond.

3.12 Learning and Development

Alongside a wide based and refreshed approach to improved customer experience learning and development activity across the workforce, the Council will also take targeted and specific action using the resources available from Institute of Customer Services, as part of the learning from the reviews of customer journeys.

3.13 Organisational Culture Review

The organisational culture audit identified that staff and managers placed a high value on the quality of the customer experience, believing that this is an important part of delivering services, both internally and outside the Council. However, the audit also identified that there was an opportunity to improve the sense of ownership of systems and processes for service delivery, that would be welcomed by those staff.

3.14 It is imperative that the next steps taken are owned and driven by the service managers, as this will be a vital next step in embedding the customer experience in the DNA of the organisation. This strategy, emerging methodology and toolkit support this ambition and there is total synergy between the emerging organisational culture values and behaviours and those set out in the Customer Promise.

3.15 Delivering the Strategic Objectives – Governance

Regular reports on the development of the strategy and progress on actions, are tabled at the Strategic Delivery Board (SDB). This is a decision-making body which will both receive the recommendations of the Customer Experience Board and offer direction for future actions.

3.16 The Customer Experience Board is chaired by the Executive Director of Resources, with service representation supporting the delivery of the improvement plan. This decision-making body, which will provide updates on progress and receive direction from, SDB, will also seek input from a Customer Experience Staff Engagement Board, to ensure that there is understanding and input from staff across all services. It is recommended that the governance arrangements are reviewed periodically to ensure they remain fit for purpose.

3.17 Scrutiny of the Strategy

The Overview and Scrutiny Committee, will receive the strategy on the 5th September 2018, their comments will be advised at the Cabinet meeting on 12 September 2018.

4.0 REASONS FOR RECOMMENDATIONS

4.1 The ambition to improve the customer experience, and the delivery of services to customers both internal and external to the Council, is articulated within this strategy. This document will provide clarity and direction for the organisation, in keeping with the objectives set out within the Corporate Plan.

As this is an innovative and whole organisation approach, the programme to implement the strategy will be kept under review.

5.0 COMMENTS OF THE EXECUTIVE DIRECTOR OF RESOURCES AND OTHER DEPARTMENTS

5.1 Financial Implications

The cost of the delivery of this strategy will be met from by realigning workstreams where appropriate, and from within existing resources. Where additional resources are required to support an individual workstream or activity, such as investment in the IT that supports customer service provision, this will be requested via a business case which clearly identifies the financial benefit and savings of the additional resource requirements.

5.2 Legal Implications

None

6.0 IMPACT ON COUNCIL PRIORITIES

6.1 Communicate with You / Work with You / Work Smartly for You

The Council provides both universal services and targeted services for local people, both through direct provision and contracted arrangements. The focus on the customer experience, across all service delivery channels and through all types of provision will clarify and enhance access to services for the benefit of the local community.

7.0 EQUALITIES IMPACT IMPLICATIONS

These will be considered as part of development of the customer journey review methodology and as part of the year 1 action as the recommendations from the customer journey reviews come forward.

8.0 PERFORMANCE MANAGEMENT IMPLICATIONS

A new series of measures and performance metrics will emerge will from the customer journey reviews forming a new corporate dashboard.

9.0 Background Papers

None