

Report of the Director of Governance and Partnerships

Decision to be taken after:
20 December 2017

NORTH LINCOLNSHIRE COUNCIL

PUBLIC ENGAGEMENT AND ASSURANCE CABINET MEMBER

CUSTOMER SERVICE: REVIEW OF COMPLAINTS FUNCTION

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To seek approval to create a new role for managing customer contact and relationships.

2. BACKGROUND INFORMATION

- 2.1 Historically the management of customer feedback including complaints was undertaken at service level in line with statutory and corporate complaint policy requirements. The arrangement generally served the council well, enabling:
- effective management of complaints that satisfactorily addressed the majority of customer issues and concerns
 - compliance with regulatory and policy requirements
 - scope for learning and improvement at service level
- 2.2 The council's recent restructure has created an opportunity to rethink and redesign our approach to customer feedback and complaints management and to develop an enhanced capability for managing customer feedback that supports organisational learning and enables continuous improvement. The review establishes the structure upon which to develop our plans to transform customer service.
- 2.4 In order to realise this opportunity a redesign of the complaints management and contact centre management structure is proposed.

3. OPTIONS FOR CONSIDERATION

- 3.1 Option 1 – to approve the proposal as follows.

The following in scope posts are proposed for deletion:

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Post No.	Post Title	Grade	FTE
PLCU4832	Customer Service Manager	8	1.0
PECL3300	Advocacy & Representations Manager	10	1.0

The following posts are proposed for creation:

Post No.	Post Title	Grade	FTE
tba	Customer Contact & Relationship Manager	10	1.0

An organisation chart is attached at Appendix 1.

3.2 Option 2 – not to approve the proposal.

4. ANALYSIS OF OPTIONS

4.1 Option 1 is the preferred option. This will create a customer-focused role to take forward the identified improvement opportunities and ensure that complaints are dealt with in accordance with policy and statutory requirements and will strengthen opportunities to:

- recognise and establish customer relationship management as a key customer service function
- integrate customer contact centre and complaints management providing an end to end process from receipt of customer feedback to resolution, enabling a council-wide picture of customer issues to be formed and associated learning and improvement opportunities to be identified
- introduce more efficient complaint management processes and improve timeliness of responses
- improve training of service managers and provide quality assurance of complaint responses to resolve issues at the earliest opportunity
- improve intelligence on customer service issues and trends both in real time and over time

4.2 Option 2 – this would provide a continuation of the current arrangement and loss of associated opportunities identified in the report.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 Financial

5.1.1 The proposal will achieve a saving of £37,658 which will support the council's financial plans.

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5.2 Staffing, Property and IT

5.2.1 A staffing review is being undertaken in line with the council's Review Protocol. No adverse staffing impacts are anticipated.

5.2.2 There are no implications for property and IT.

6. **OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)**

6.1 The statutory requirements relating to the management of Adults, Children and Information Governance complaints will be maintained.

6.2 The proposal will assist in strengthening the council's engagement and customer service capabilities.

7. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

7.1 Consultation has taken place with the staff in scope and Trade Unions for the review and have considered their comments in line with the council's review protocol.

8. **RECOMMENDATIONS**

8.1 That the Cabinet Member approves the proposal to implement the proposal outline in Option 1, in accordance with the structure outlined at Appendix 1 with effect from December 2017.

DIRECTOR OF GOVERNANCE AND PARTNERSHIPS

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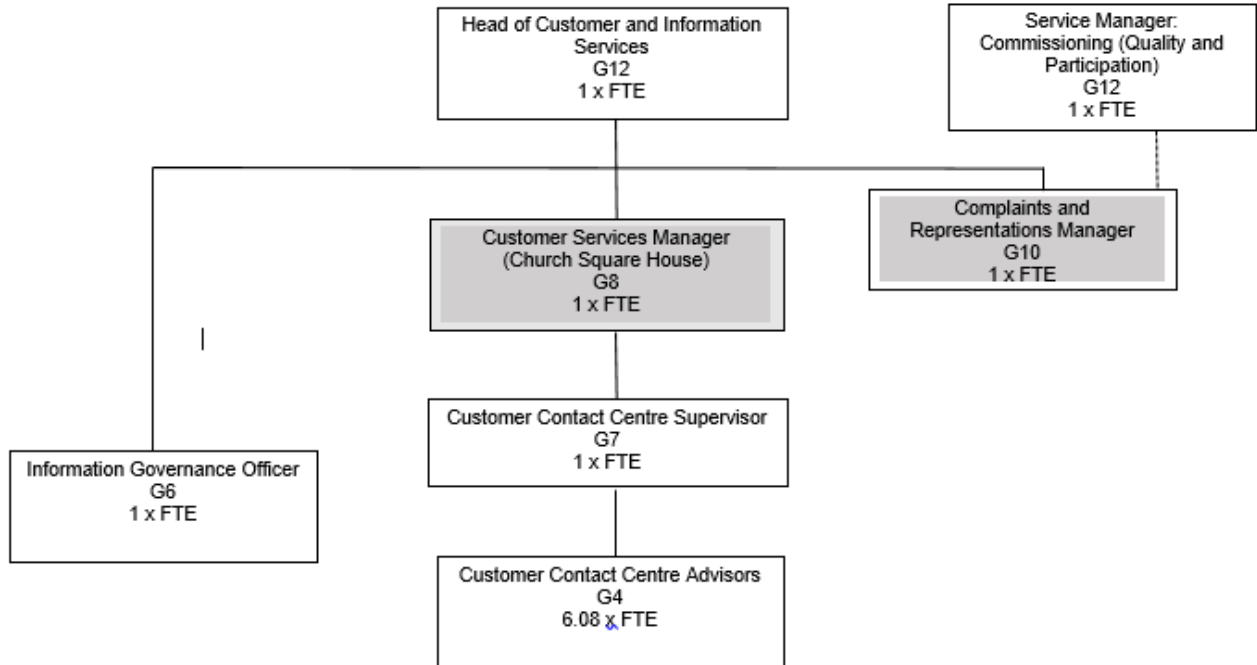
Date: 3 November 2017

Background Papers used in the preparation of this report:

Corporate Complaints Policy
Relevant statutory requirements

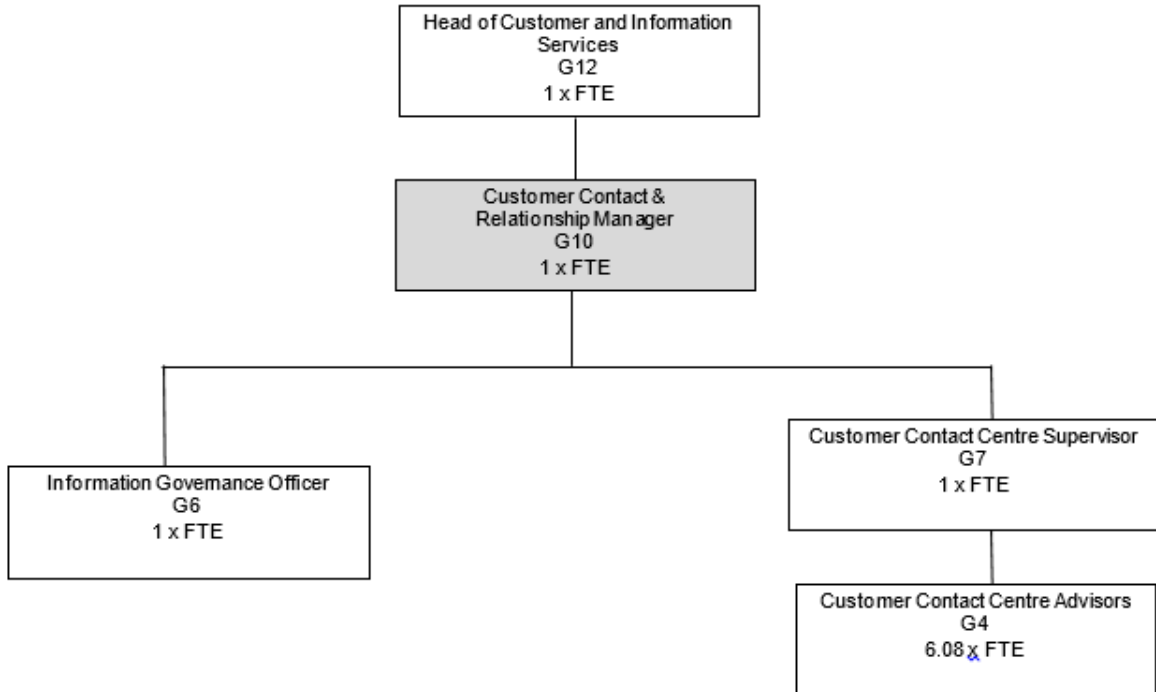
Appendix 1

Current Structure



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Proposed Structure



**in-scope posts are highlighted