

Leeds City Council Customer Strategy

Date: 11th December 2024

Report of: Director Communities, Housing & Environment

Report to: Executive Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report provides an overview of the new Leeds City Council Customer Strategy and proposed approach to wider engagement. Customers here meaning anyone who has a reason to engage with Leeds City Council including Citizens, Businesses and the third sector.

The Customer Strategy aims to enhance customer engagement by understanding customers' needs and designing services around them. In addition to delivering customer-centric services, it focuses on embracing digital and data and embedding a customer-first leadership and culture. The strategy outlines the current challenges and identifies opportunities to address them. Key themes include increasing customer choice, improving services based on feedback, developing integrated and person-centred services, empowering staff and fostering partnership working. We aim to provide a consistent experience for everyone who engages with the Council. By offering more user-friendly digital self-service options customers can access and manage services at their convenience, which will also help reduce costs for the organisation.

Recommendations

The Executive Board is requested to note and endorse:

- a) the key points of the Customer Strategy as outlined in this report and set out in the Plan on a Page at Appendix 1.
- b) the proposed approach to wider engagement on the Customer Strategy both internally within Leeds City Council and externally with the people of Leeds, as set out in Appendix 2.
- c) the Customer Strategy being referred to the Environment, Housing and Communities Scrutiny Board for consideration, oversight and monitoring.
- d) that a detailed Invest to Save Business Case will be presented to Executive Board in Spring 2025 for approval to deliver a 3.5-year programme of transformation to deliver the change set out in the Strategy.
- e) that the Director of Communities, Housing and Environment will be responsible for overseeing and implementing any actions arising from this report.

What is this report about?

1. This report provides an overview of the Customer Strategy and the high-level estimated timelines to implement it. The Customer Strategy Plan on a Page is set out at Appendix 1. You can also view the Executive Summary of the Customer Strategy on Leeds City Council's website: <https://www.leeds.gov.uk/plans-and-strategies/customer-strategy>.
2. The vision of the Customer Strategy is to put customers at the heart of everything Leeds City Council does. The strategy aims to deliver modern, accessible services designed with the input of those who use them. These services will be easy to use, efficient, and convenient, providing valued customer-focused service. The goal is to deliver the best customer service for Leeds by ensuring that services are designed to meet customer needs and deliver positive outcomes using a customer-focused approach, which are digital-first in nature.
3. Over the past two decades and more, the council has consistently endeavoured to enhance customer experience. This journey began with the implementation of One Stop Centres in the 1990s, followed by the establishment of our first corporate Contact Centre in the 2000s. In the 2010s we introduced a sector-leading approach to integrated and accessible services through Community Hubs and Libraries. These hubs integrated Contact Centres, Libraries, Job Shops and Housing Offices into single, multi-skilled teams.
4. Leeds City Council has complimented these efforts with the digital delivery of some 'end-to-end' services, such as those in Environmental Services, enabling residents to check their bin collection days or report missed bins online.
5. We have recently invested in our Contact Centre's telephony system, bringing our offer up to date with a modern platform that integrates with our web and social channels whilst supporting live chat.
6. These foundational investments prepare Leeds City Council for a period of transformational work to implement the ambitions set out in our Customer Strategy by delivering a customer-first culture, with a focus on empathy, skills, and tools to meet customer needs efficiently.
7. The new Customer Strategy aims to enhance the Council's digital presence and improve engagement by delivering customer-centric services, embracing digital and data, and embedding a customer-first leadership and culture.
8. The strategy provides an overview of the current challenges with customer interactions and identifies opportunities to address these challenges through improved service delivery and digital enablement.
9. The specific challenges identified include:
 - **Disjointed Technology and Limited Knowledge Management:** Staff find it difficult to manage customer queries effectively due to fragmented technology and insufficient knowledge management systems.
 - **Lack of Alignment Among Leaders:** There is no unified council-wide approach to customer service, leading to fragmented service delivery and disconnected customer experiences.
 - **Slow Digitisation and Transformation:** The pace of digitisation and service transformation is slow, with no consistent approach to service design or delivery.
 - **High Contact Costs:** Customers are not able to self-serve online effectively, resulting in 91% of contact being made through more expensive telephone and face-to-face channels.

- **Multiple Contacts Required:** Customers often need multiple contacts to complete a request, with follow-up contact costing the Council an estimated £190k per month.

10. To combat these challenges, the strategy proposes:

- implementing a unified customer service offering across the Council to align services and improve customer experiences.
- enhancing technology and knowledge management systems to enable staff to manage customer queries more effectively.
- accelerating the digitisation and transformation of services to provide a consistent and efficient service delivery approach.
- promoting self-service options to reduce contact costs and improve customer satisfaction.
- streamlining processes to reduce the need for multiple contacts and follow-up interactions.

11. The strategy outlines the customer principles that will guide the Council in delivering customer-centric services, including increasing choice, improving services based on feedback and developing joined-up, person-centred services.

12. The strategy emphasises the need for a continuous, sustainable transformation journey that embraces opportunities to improve and modernise services for the communities served by the Council.

13. There is a recognition that the lack of digital skills, self-assurance, necessary tools, or willingness to interact with the council through digital channels poses a risk to the successful implementation of the strategy. We will proactively address these issues with communities and service users to facilitate a digital-first approach to service delivery where appropriate.

14. As part of our broader engagement efforts on the customer strategy, we will be implementing a multifaceted, inclusive approach to gather feedback from a diverse range of stakeholders, including staff, residents, businesses, and other interested parties. Engagement and feedback will ensure any assumptions being made are challenged and it begins the cycle of “customer centric design” that the strategy has at its heart. Feedback mechanisms will be established to communicate actions taken based on stakeholder input and support ongoing dialogue on the implementation of the strategy. The proposed initial groups of stakeholders are set out in Appendix 2 and the aim is to start this process in January 2025. This feedback will also inform our Equality, Diversity, Cohesion and Integration (EDCI) Impact Assessment. For more information on the initial EDCI screening, including current assumptions, please refer to Appendix 3.

What impact will this proposal have?

15. The Customer Strategy is expected to deliver several key outcomes and benefits, including:

- a) **Improved Customer Satisfaction:** By providing more efficient and user-friendly services, we aim to enhance customer satisfaction and reduce the number of complaints.
- b) **Increased Digital Engagement:** The strategy will promote digital self-service options, leading to increased online engagement and reduced reliance on traditional contact channels. There is an acknowledgment that there will need to be a multi-targeted approach to improve the digital inclusion of our customers, which will be considered in the programme plans and the EDCI Impact Assessment.

- c) **Cost Savings:** By streamlining processes and promoting self-service, the strategy is expected to reduce contact costs and generate significant savings for the Council.
- d) **Enhanced Staff Efficiency:** Improved technology and knowledge management systems will enable staff to handle customer queries more effectively, leading to increased productivity and job satisfaction.

16. It will contribute to the prevention agenda as follows:

- a) Enable a single view of our customer and create a unified approach to how the council works to support customers. This will significantly enhance the capability of the council so that it can better address both community-wide matters and issues that individuals may present with.
- b) By consolidating data from multiple sources and services into a single, unified view, the council can ensure that the information we use is accurate and up to date. For sensitive data, appropriate security measures and data protection protocols will be implemented.
- c) A single customer view provides a comprehensive understanding of an individual's interactions with different services. This holistic perspective enables more informed decision-making, enabling the council to identify patterns and trends that may indicate emerging issues.
- d) With a unified view, the council can identify at-risk individuals or communities earlier and implement targeted interventions. For example, if data shows a pattern of missed school days combined with other risk factors, the council can intervene to provide support before the situation escalates.
- e) Understanding the unique needs and circumstances of each customer allows for more personalised and effective service delivery. Tailored support can lead to better outcomes for individuals and more efficient use of resources.
- f) A single customer view facilitates better collaboration between different departments and agencies. By sharing relevant information, services can work together more effectively to address complex issues that span multiple areas, such as housing, health, and education.
- g) By identifying and addressing issues early, the council can prevent problems from becoming more severe and costly to manage. This proactive approach can lead to cost savings and more efficient allocation of resources.
- h) Demonstrating a commitment to understanding and addressing the needs of wider communities or individuals can help build trust and improve relationships, supporting our Best City Ambition's core pillars of improving the Health and Wellbeing of all residents, promoting economic growth that benefits everyone, reducing inequalities and committing to tackling climate change by promoting sustainable practices across the city.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

17. The Customer Strategy will have a positive impact on the three pillars of the Best City Ambition as set out below:

- **Health and Wellbeing:** By improving customer services and making them more accessible, the strategy will contribute to better health and wellbeing outcomes for

residents. Enhanced digital services will enable residents to access health-related information and services more easily, reducing barriers to care and support.

- **Inclusive Growth:** The strategy aims to ensure that all residents have access to high-quality customer services, regardless of their background or circumstances. By promoting digital inclusion and providing more opportunities for residents to engage with the Council the strategy will support inclusive economic growth and help tackle poverty and inequality.
- **Zero Carbon:** The strategy includes measures to reduce the Council's carbon footprint by promoting digital services and reducing the need for physical interactions. By encouraging residents to use online services the strategy will help decrease the environmental impact of Council operations and contribute to the city's goal of achieving carbon neutrality by 2030.

What consultation and engagement has taken place?

Wards affected: All

Have ward members been consulted? Yes No

18. The Customer Strategy has been shared with the Council's Corporate Leadership Team, the Best Council Team – Customer, nominated service representatives across all directorates and Executive Members. The intention is to engage more widely on the Customer Strategy with Executive Board's approval, as set out in paragraph 9 and Appendix 2.

What are the resource implications?

19. The implementation of the Customer Strategy will require significant resources, including dedicated project teams to manage the implementation, staff training, communication efforts and investment in modern technology and systems to support the strategy's objectives. To obtain the funding a detailed Invest to Save Business Case will be presented for approval to Executive Board in Spring 2025.

What are the key risks and how are they being managed?

20. The implementation of the Customer Strategy and the wider engagement on it carry certain risks. The key risks and their mitigation strategies are as follows:

- **Risk of Low Engagement:** There is a risk that the engagement may not attract sufficient participation from stakeholders. To mitigate this, we will employ a comprehensive communication plan to raise awareness and encourage participation through various channels, including social media and community outreach groups.
- **Resistance to Change:** Some stakeholders may resist the changes proposed in the Customer Strategy. To address this, we will engage with stakeholders early in the process, provide clear and transparent information about the benefits of the strategy and address any concerns through open dialogue.
- **Digital Exclusion:** Some customers may not have the digital skills, confidence, equipment, or motivation to interact with the council through digital channels. To mitigate this, we will work with the 100% Digital Leeds team in the council's Integrated Digital Service. 100% Digital Leeds works with hundreds of partners across the city to strengthen the digital inclusion infrastructure in communities to increase digital access, engagement and participation. The team works closely with

colleagues in Libraries and Community Hubs. They also have strong relationships with third sector organisations that support people who are more likely to be digitally excluded including older people, disabled people, people with long-term health conditions, and people living in priority neighbourhoods. We will also ensure digital inclusion and potential exclusion is a key feature of the EDCI Impact Assessment based on feedback from the public engagement, if approved.

- **Insufficient Resources to Implement the Customer Strategy:** The implementation of the Customer Strategy requires significant resources. There is a risk that these resources may be insufficient, leading to delays and reduced quality of service. To mitigate this, we will ensure we adopt thorough resource planning, engage stakeholders to secure support, implement the strategy in phases, invest in staff training and establish a monitoring mechanism to track resource utilisation and address any shortfalls promptly.
- **Implementation Delays:** Delays in the implementation of the strategy could impact its effectiveness. To mitigate this, we will establish a clear programme delivery timeline, assign dedicated resources, and monitor progress regularly to ensure timely delivery.

What are the legal implications?

21. The Customer Strategy and all engagement activity on it must comply with relevant legal and regulatory requirements, including data protection and privacy laws. Legal advice will be sought to ensure that all aspects of the strategy and public engagement are compliant with applicable legislation.

Options, timescales and measuring success

What other options were considered?

22. The following options were considered before deciding on the current approach:

- a) **Do Nothing:** This option was rejected as it would not address the existing challenges and would result in continued inefficiencies and high contact costs.
- b) **Incremental Improvements:** This option involved making small, incremental changes to existing processes within services. While it would provide some benefits, it was deemed insufficient to achieve the desired transformation as set-out in the Strategy and would not deliver significant financial savings in the medium to long-term.

How will success be measured?

23. The success of the Customer Strategy will be measured using the following key performance indicators (KPIs) and objectives and key results (OKRs):

- **Customer Satisfaction Scores:** Regular surveys will be conducted to measure customer satisfaction with the services provided.
- **Digital Engagement Metrics:** Metrics such as the number of online transactions and website visits will be tracked to assess digital engagement.
- **Cost Savings:** Financial reports will be used to monitor cost savings achieved through the implementation of the strategy.
- **Staff Productivity:** Performance metrics will be used to evaluate staff productivity and efficiency improvement.

What is the timetable and who will be responsible for implementation?

24. A detailed Invest to Save Business Case will be presented for approval to Executive Board in Spring 2025. This Business Case will set out a 3.5-year programme of transformation to deliver the Customer Strategy. The Best Council Team – Customer will be responsible for the delivery of the strategy and will have strategic oversight of the transformation programme, once agreed. Beyond the initial 3.5 years, it will be essential to foster a culture of continuous learning and improvement, embracing further opportunities to modernise services.
25. To ensure continuous improvement after the strategy is implemented, we will adopt the following measures:
- **Regular Reviews and Updates:** The Customer Strategy will be reviewed and updated regularly to reflect changing customer needs and emerging best practices.
 - **Performance Monitoring:** performance indicators will be monitored regularly to assess the effectiveness of the strategy and identify further areas for improvement.
 - **Feedback Mechanisms:** Ongoing feedback from customers and staff will be collected through surveys, focus groups, and other channels to inform continuous improvement efforts.
 - **Training and Development:** Staff will receive ongoing training and development to ensure they have the skills and knowledge needed to deliver high-quality customer services.
 - **Innovation and Best Practices:** We will actively seek out and implement innovative solutions and best practices to enhance service delivery and customer satisfaction.

Appendices

- Appendix 1 - Customer Strategy on a page
- Appendix 2 - Proposed Customer Strategy Engagement Plan
- Appendix 3 - Equality, Diversity, Cohesion and Integration (EDCI) Screening

Background Papers

- None.



“ We will make it easy for all customers to interact with us by delivering an excellent customer experience ”

Our Customer Strategy



We will transform across nine focus areas

We need to deliver customer-centric services, embrace digital and data, and embed a customer-first approach to leadership and culture to address the gaps in achieving our vision. This strategy outlines how we will do this against each of those core areas.

Deliver customer-centric services

- 01 Provide consistent access to services across channels
- 02 Deliver a consistent experience of services across channels
- 03 Deliver personalised services to customers

Embrace digital and data

- 04 Provide end-to-end digital resolution
- 05 Standardise and automate processes
- 06 Develop a single view of customer

Embed customer-first leadership and culture

- 07 Enable effective decision making and risk management
- 08 Grow cross-council alignment to customer vision and values
- 09 Equip colleagues with skills, knowledge and tools

Customers will experience services differently in the future

We have developed a set of customer design principles to support delivery of the Council's customer vision and address the frustrations our customers face. These will help guide decision making throughout the transformation programme and provide a test of customer-centricity when we redesign services.

EASY ACCESS
Information and services are easy for customers and colleagues to access

DIGITAL FIRST
Customers can transact digitally with services

CONSISTENT EXPERIENCE
Service patterns are used to provide a consistent customer experience across all channels

PERSONALISED DELIVERY
The needs of different types of customer are considered

FIRST CONTACT RESOLUTION
Customer queries are resolved at the first point of contact, whenever possible

MANAGE EXPECTATIONS
Customers understand what they need to do, what will happen, and are kept updated

TELL US ONCE
Customers only need to tell us and give us information once

MINIMISE STEPS
Customers take the minimum amount of time and effort required to achieve resolution

SEAMLESS EXPERIENCE
Technology is used to reduce manual effort between stages of the journey

How we will know we have achieved our vision

We have developed a set of outcomes which capture what success looks like in delivering this strategy. We will measure progress throughout the lifetime of this strategy on their delivery.

CUSTOMERS

- Increased digital self-serve
- Higher customer satisfaction
- Fewer complaints to services
- More first contact resolution

COLLEAGUES

- More time spent on value-adding activity
- Improved skills maturity
- Improved job satisfaction
- Empowered colleagues

THE COUNCIL

- Customer-first culture
- Increased speed of transformation
- Reduced cost of managing contact
- Improved and established customer maturity scores

For more information please see our [Best City Ambition](#) and [Being our best - our organisation plan](#)

Appendix 2

Engagement on Strategy		
Purpose	To test assumptions from the early KPMG work, understand concerns and opportunities with the people of Leeds and the Council, plus to set the stage for the rest of the planning and early delivery stages of the Customer Contact Transformation programme.	
External		
Group	Coverage	Purpose
Citizen Panel	The Leeds Citizens Panel is a large group of adults of different ages and backgrounds from across the city of Leeds. The panel help us to measure public opinion by taking part in several types of consultation and engagement activity, like surveys or focus groups. It is a way local people can get involved to help us understand their views, ideas, and opinions.	Testing assumptions made in strategy, early thoughts, and concerns, plus establishing a user group for future engagement.
Equality Assembly	It is a forum made up of Equality Hubs, which helps ensure Leeds City Council is engaging with and involving the full range of citizens that live in Leeds in the decisions it makes. It offers all equality groups the opportunity to meet and work together to let the council know the issues that affect them.	Equality considerations and engagement
100% Digital Leeds	We work with partners across the city in many different settings – third sector, public sector, health, and care – to strengthen digital inclusion infrastructure in communities to increase access, engagement, and participation.	To collaborate on their purpose of "making Leeds the most digitally inclusive city for everyone"
Access and Usability Group	Sub-group of the Equality Hubs, a citizen focused group that informs design for Leeds City Council	Equality considerations and accessibility engagement
Equality Hubs (LGBT+ Hub, Religion and Belief Hub, Older People's Forum, Disability Hub, Culturally Diverse Hub, Women's Lives Leeds)	Engagement across protected characteristics with citizen groups in the city.	Equality considerations and engagement with groups less likely to engage.
Social Media engagement through corporate channels	All citizens of Leeds	To increase visibility of the work, working to create a wide engagement base.
Internal		

Appendix 2

Group	Coverage	Purpose
Unions	Trade Unions (Unison, Unite, GMB, TUC) who represent staff	Statutory engagement function for proposals that impact staff
Elected Members with organisational portfolios	Corporate portfolios that cover the organisation	Visibility and joined up messaging, support at scrutiny boards, transparency
Be Your Best Manager channels	Approximately 2500 managers which cover the organisation	Temperature checks, joined up messaging, engagement and reflection/coming on the journey
Staff Networks	Representing the diversity of staff in the Council	Critical friend or check and challenge, diversity of voices
EDI Boards	Coverage across the whole organisation	Impact on programmes of work on EDI plus engagement across corporate and internal agendas
Extended SLT	Whole organisation and key influencers	Engagement, joined up messaging and drivers for change
Statutory Services (HR, Legal and IG)	Statutory areas that will be impacted by the CCT proposals (need to be engaged with and part of the wider programme groups)	Statutory engagement function for proposals that impact staff and citizens
Non-city centre teams	Ensures full coverage for services that are more "front-line" based	Ensure all staff feel part of the transformation and increased visibility

Equality, Diversity, Cohesion and Integration (EDCI) screening

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Strategy and Resources	Service area: Strategy and Performance
Lead person: Lee Hemsworth	Contact number: 0113 378 2477

1. Title: Delivery of the Customer Contact Transformation programme
Is this a:
<input checked="" type="checkbox"/> Strategy / Policy <input type="checkbox"/> Service / Function <input checked="" type="checkbox"/> Other
If other, please specify: Engagement piece on our Customer Strategy

2. Please provide a brief description of what you are screening
<p>As part of the financial challenge, Leeds City Council (LCC) is planning to transform our current “Customer Contact” offering that will drive efficiencies and ensure consistent, joined up and accessible customer services across the whole organisation.</p> <p>For screening purposes, because the transformation that we are proposing will impact people within the organisation and the customers of the Council, we need to ensure that due regard for equality is considered right from the early planning stages and in conjunction with our report to Executive Board for the approval to engage on the Customer Strategy.</p>

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also, those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	x	
Have there been or likely to be any public concerns about the policy or proposal?	x	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	x	
Could the proposal affect our workforce or employment practices?	x	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	x	

If you have answered **no** to the questions above, please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

As part of the wider Customer Contact Transformation programme, we will be undertaking a full EDCI assessment over the end of 2024 and early 2025 when we are finalising the business case.

Through the programme, we are drafting an engagement strategy for key organisational touchpoints (like the staff networks, the Be Your Best managers group, 100% Digital Leeds who work on accessibility) as well as external groups such as the Community Hubs, the Access and Use-Ability Group and the Citizen Panel. The key thoughts behind these engagement groups are to ensure that we are testing our assumptions behind the proposals, engaging the citizens of Leeds and the staff of Leeds City Council on this transformational journey and also implementing a 360-degree feedback loop for the new changes.

As part of the formulation stage for the EDCI we have reached out to the corporate Equality Team to identify key dates to engage with stakeholders represented under our Equality Assembly, collaborating with corporate communications team to ensure consistency of messaging and a fully developed communication plan and produced a stakeholder engagement map to be presented to Executive Board for ratification. The next steps, following approval at Executive Board, will be to create an engagement plan covering the first quarter of 2025.

- **Key findings**

There are no key findings at this moment in time, because we have not commenced with engagement.

The potential impact on equality characteristics will relate to their engagement with the Council, and various user journeys that they might take. At the moment, the project is working to gain oversight about the user journeys people might take within the Council (for example, there are over 870 journeys a person can follow just on Leeds.gov.uk), and then working to tie that back to equality characteristic data that we might have in services is not something that currently exists.

We believe that there are some broad assumptions we can make about the customer strategy and the kinds of concerns that might be raised by the customers of Leeds which include:

- Inaccessibility for our disabled communities with the movement to more digital channels which have not been designed with their needs in mind.
- People who might not speak English as a first language might have concerns about digital channels if the language is not in “plain English” which would allow them to translate using their chosen software.
- People who are digitally disconnected (either by wealth inequalities or by exposure) might have concerns about using new channels and prefer to continue using face-to-face or telephony channels.
- People of any equality characteristic might have concerns about new technologies being implemented and that it leads to a detrimental impact on their experiences engaging with the Council.
- People of any equality characteristic being concerned about potential sharing of data with various Council departments
- People of any equality characteristic being concerned about the capturing of personal and sensitive data (and how they feel that might impact on their receipt of services).

With these concerns, these also present opportunities within them to engage with all equality characteristics and ensure their views are present in providing appropriate check and challenge on the strategy or voicing the questions they have about the strategy which

can then inform the development and delivery of the Customer Contact Transformation programme.

It is also worth stating that there may be aspects of the work that we cannot mitigate against, but those will be explored during the Impact Assessment and during the lifecycle of the project to ensure transparency and visibility of decisions that might be made.

The overwhelming desire, as part of the engagement piece, is to positively impact customers experience of interacting with the Council and creating more resilient and robust cycles of feedback to benefit all equality characteristics and identify further improvements through a customer-centric lens.

- **Actions**

On the assumption that the identified map of key stakeholders is approved by the Executive Board, the next actions will be to draft out a timeline of engagement with key groups through approved mechanisms.

The reduction of negative impact has been considered and will be mitigated by approaching the customers of Leeds to ensure that any assumptions we have made in the creation of the Customer Strategy can be challenged by them in a number of mechanisms.

We are currently contemplating a number of avenues in which customers can contribute their views and opinions on this work, which include in-person attendance at Community Hub meetings, the creation of a Common. Place to collate feedback and also respond to feedback, surveys or sessions held with the Citizen panel and the internal Council workforce plus meetings with stakeholder groups.

We will also be engaging with 100% Digital Leeds to ensure we can reduce negative impact on those people of Leeds who might not be as digitally connected but might have appropriate forums for us to attend to ensure their voice is heard.

The positive impacts that we want to promote are codified within the Customer Strategy – the intention of the work is to deliver customer-centric, data-driven services in the Council which therefore will reduce barriers in accessing services, allow the customers of Leeds to self-serve to a greater degree.

As part of the next steps to carry out the impact assessment, the scoping and planning is forecasting to start after the Executive Board on the 11th December to ensure any comments or actions are factored into the planning of this. Due to the time of year, the scoping and planning will extend over the Christmas period until mid-January, accounting for staff leave and appropriate time to get resources in place to support with the assessment.

The assessment will also be directly informed by the Customer Strategy Engagement work, so will align to the plan for that piece of public engagement if it is approved by the Executive Board.

Due to the intention of the programme to take the full business case to Executive Board in June 2025, we intend to finish the impact assessment by mid-May if not earlier, to allow inclusion within those board papers.

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.	
Date to scope and plan your impact assessment:	12 th December 2024 – 17 th January 2025
Date to complete your impact assessment	16 th May 2025
Lead person for your impact assessment	Kat Denvir, Senior Project Manager

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Kat Denvir	Senior Project Manager	21.09.24
Date screening completed: 14/11/2024		

7. Publishing	
Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision .	
A copy of this equality screening should be attached as an appendix to the decision-making report:	
<ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. 	
Complete the appropriate section below with the date the report and attached screening was sent:	
For Executive Board or Full Council – sent to Governance Services	Date sent: 18.11.24
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: