READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF ECONOMIC GROWTH AND NEIGHBOURHOODS AND THE DEPUTY CHIEF EXECUTIVE

TO:	POLICY COMMITTEE		
DATE:	12 JULY 2021		
TITLE:	CUSTOMER EXPERIENCE PROGRAMME ANNUAL UPDATE		
LEAD COUNCILLOR:	CLLR MCEWAN	PORTFOLIO:	CORPORATE RESOURCES AND CONSUMER SERVICES
SERVICE:	CORPORATE IMPROVEMENT AND CUSTOMER SERVICES	WARDS:	BOROUGHWIDE
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1. **PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

1.1 The Council's Customer Experience Strategy (2020-2024) was adopted in January 2020. The Strategy sets out a vision to achieve the best possible experience for customers, whoever they are (residents, businesses, partners or suppliers) and whenever they deal with us. It also sets out our plan to achieve the vision by putting customers at the heart of everything we do as a Council, using innovative thinking, technology and data to achieve customer service excellence whilst also delivering savings to support the Medium Term Financial Plan (MTFP).

1.2 The purpose of this paper is to update Members on the successes achieved in year 1 of the programme, lessons learned and plans for year 2.

1.3 Appendix 1 - Service Reviews outputs
Appendix 2 – Data Dashboard

2. **RECOMMENDED ACTION**

2.1 **The Committee are asked to note the progress made in year 1 of the Customer Experience Programme, and the work to be progressed in year 2.**

3. **POLICY CONTEXT**

3.1 The Council's Customer Experience Strategy (2020-2024) was adopted in January 2020. The strategy sets out our vision to achieve the best possible experience for our customers, by putting customers at the heart of everything we do. The strategy included a high level roadmap of transformation over the next 4 years and was proposed to be delivered in 1 year phases of activity.

3.2 Underpinning the Customer Experience Strategy are 6 core themes:

- Achieving Customer Service Excellence
- Adopting a mindset and promise
- Involving the organisation

- Putting the customer at the heart of service and process design
- Harnessing digital technology
- Realising the power of data.

3.3   Ultimately, the Strategy will facilitate a culture and channel shift, by providing a 24/7 online service, designed around the customer, where customers can connect with as and when it suits them. The majority of queries that cannot be resolved online will be answered at first point of contact by a central Customer Fulfilment team. This will be comprised of customer service experts from across the organisation, who will be bought together into a highly skilled team, with refined processes and ways of working. Only complex specialist queries will be transferred to other teams in the Council.
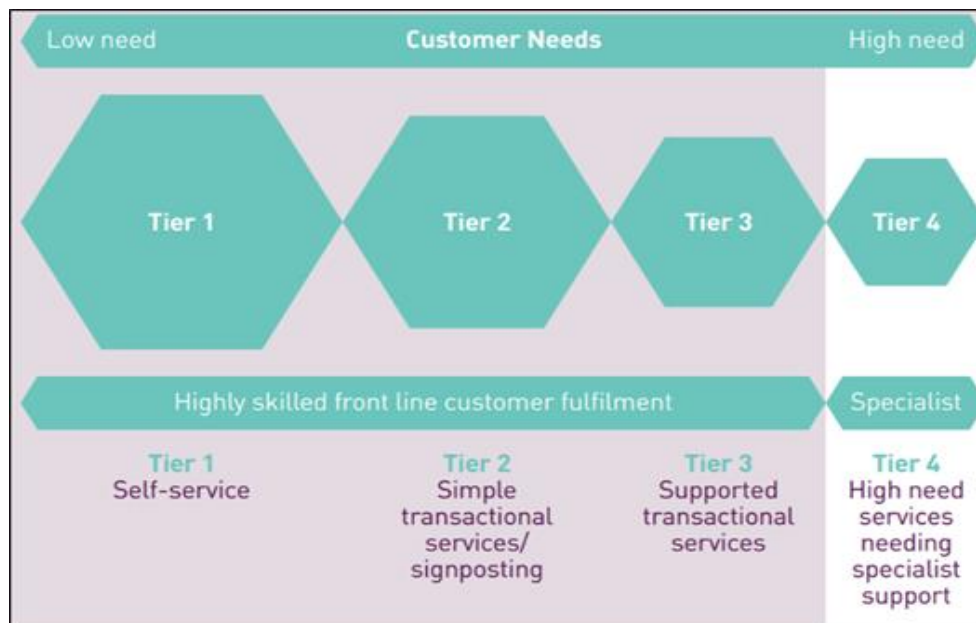

Figure 1 – Customer Fulfilment Model

3.4   When the Civic Offices closed in March 2020, our reception and face-to-face appointments were also closed down. During the year we saw footfall into the reception fall from nearly 84k per year (74K in the hub, 10k counsellor / officer services) to a few thousand. In response, the programme rapidly developed an internal-facing booking form, so that when a customer called up who needed further support, then the contact centre could book time for them to come in face to face. This illustrates how customers shifted to using new channels to transact with us, interacting with us online at a time that suited them, while phone / face-to-face channels are open to those with complex queries / needs.

3.5   This shift in customer behaviours has given us the opportunity to review the space required to deliver face to face services, and provide enhanced targeted services to customers that require additional support or have additional needs.

3.6   The Customer Fulfilment Model and the shift to digital will result in fewer customer "hand offs" between teams, and will reduce demand into the contact centre, allowing the realisation of financial targets. The programme has ambitious savings targets against it as set out in the table below.

Table 1 – Savings schedule

21/22 (£000's)	22/23 (£000's)	23/24 (£000's)	TOTAL (£000's)
257[1]	368	295	986

4.   YEAR ONE OVERVIEW

4.1   Against the backdrop of the Covid-19 Pandemic, the Programme has made significant progress on discovery and foundational work in year 1, despite members of the delivery team being re-deployed to work on the Council's response to Covid-19 for part of the year. This section covers the Programmes achievements to date, and initiatives not progressed in the first year of the Programme.

4.2   **Year 1 - Service Reviews**
A key aspect of year 1 was the delivery of service reviews. These involved working with service areas with customer contact functions (e.g. responding to emails, answering calls) and reviewing opportunities to enhance the customer experience. Reviews have two purposes:
   a. To review processes through a customer lens, looking for opportunities to enhance self-service, improve our processes and streamline interactions, "leaving every customer with a positive impression of the Council and feeling their day is just a little better."
   b. To bring customer service teams and functions together into one highly skilled Customer Fulfilment Team, equipped to deal with a range of issues.

4.2.1   To date, reviews have been completed in Facilities Management, Parking Services and Environment and Commercial Services. A review of Planning is about to complete. Further details on the outputs and opportunities from the review are in Appendix 1.

4.2.2   Two service areas moved to the new Customer Fulfilment Centre in April 2021. The transition to the new team and ways of working has been supported by a programme of training and mentoring. Additionally, detailed Service Level Agreements have been agreed between 'back office' services and the Customer Fulfilment centre to ensure that service delivery is uninterrupted and standards of work are specific and measured. A period of data gathering will enable us to demonstrate improvements in the service delivery around key aspects such as: telephone wait times, faster response to enquiries and applications, customer satisfaction, reduction in manual tasks etc. This will be monitored and reviewed at intervals as necessary.

4.3   **Year 1 – Data and Insight**
A core element of the Customer Experience Strategy is "Realising the Power of our Data." This means using data to better plan the shape and size of our services according to need and demand. Whilst there are still gaps in our customer data, in year 1 of the Programme we have made good progress against this element of the Strategy.

4.3.1   The Data and Insight Team have been working closely with the Programme to improve the quality of customer data, and to support the organisation in its move towards data and insight driven decision making.

4.3.2   The Team have developed performance dashboards using data from Granicus Firmstep (our system which holds information about a large proportion of customer transactions). The aim is to provide this information monthly to service managers, so they can address issues around repeat calls (failure demand) or look to set standards for response

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[1] The 21/22 figure includes savings of £66k carried forward from 20/21

times. As we develop our dashboards we will begin to see trends and demands, so that we can capacity plan or tackle tricky issues. See figure 2 in Appendix 2.

4.3.3   The digital team also used customer insight to refine and streamline the website look and feel prior to its launch. Customers were asked to carry out some key transactions or to find information on the website and their experience (the number of clicks to arrive at a page, the pages visited, search words etc) were analysed to improve the customer   journey.

4.4   Year 1 - Building Digital Foundations
A quality online "tier 1" offer is central to realising the Customer Experience Strategy. A quality self-service offer will enable customers to resolve their queries more quickly and easily, as well as reducing demand on the Customer Fulfilment Team. Significant progress has been made in this area, as outlined below.

4.4.2   **Website Design -** The corporate website (www.reading.gov.uk) was redesigned to offer a user centred design with a fresher more modern look and feel for customers. The new look is optimised for accessibility and the Council now ranks highly in the Silktide Index (92% accessibility score – putting the site in the 90th percentile for the Local Authority Sector). The new responsive design also works seamlessly across both mobile and desktop.

4.4.3   **Technical Platform** The front-end of the website uses the latest digital technology to enable rapid development and ensure the website is fit for the future. An example of application development using the new platform is the new Bin collection date service. This service has been very well received by customers and already used 340k+ times since its launch at the end of 2020. The website moved hosting location from a private data centre to Amazon Web Services (AWS) Cloud. This hosting offers better resilience (fail-over speed and uptime SLA's) and a future proof technology environment for website   development.

4.4.4   **Customer Account Portal (MyAccount) design and development** - The MyAccount portal was designed to provide a seamless transition from the corporate website to MyAccount. A number of new core features were launched on the MyAccount portal this year, including a new address lookup service (allowing more accurate searching within and outside the Borough) and improved customer notifications (with increased resilience for situations where the Council suffers poor or no network access).

4.4.5   **Digital Content Strategy.** Our refreshed Content Strategy was launched. This covers guidelines on:

- Our Content Strategy for the website
- Content Governance
- Continuous Content Review Programme
- Writing Style Guidelines

4.4.6   **Continuous Content Reviews**. A programme of work set out to make sure all website content is up to date, useful, usable and used. This work started independently of the Customer Experience Programme but now is embedded into its service review process.

4.4.7   **Reading API**. Reading API is a layer which allows business systems to talk to customer-facing web services. We have successfully built a number of services using this platform so far, including missed bin reporting and the bin collection date service. More applications are under development including facilities management booking, new bin ordering and bulky waste bookings (part of year 2 work, see section 6).

4.4.8   **Robotic process automation** is a form of business process automation that allows us to define a set of simple instructions for a robot to perform. This enables repetitive, time-intensive tasks, such as copying information from one system to another, to be

completed automatically in a quick and error-free way. This frees up staff to do more complex, emotive and interesting tasks.

4.4.9 In year 1, RBC commissioned support from a company called Blue Prism to run a proof of concept pilot. The pilot, is looking to test how the tech can help us cleanse data, share information and find efficiencies. It is due to run over the next few months, automating the following processes:

- Indexing incoming customer contacts into the information @ work system – this will remove a large administrative task from staff in Revenue and Benefits, freeing them up to address more complex customer queries that require human intervention.
- Automating the addition of new members of staff on to the intranet, intranet management (when staff move within the council) and deleting users from the intranet (when they leave the Council). This will improve processes for staff and will support quicker resolution of customer enquiries when they have to be passed onto back office service Teams.

4.4.10 Initial processes for RPA were intentionally internal, to minimise the risk of trialling new technologies. The findings of the pilot will inform a business case, which will set out the options for how we might use RPA in Reading going forward.

4.4.11 **Booking Forms -** A corporate booking system (bookinglab) has been procured to reduce the number of different ways customers can making a booking with us – streamlining the customer experience and allowing us to rationalise multiple booking systems.

4.4.12 In November 2020, the Programme launched its first new booking form on the platform, allowing customers to book a slot at refuse sites. When the first lock down started the Bracknell refuse site was receiving 1,500 visits a day (a new visitor every 24 seconds), which made social distancing a challenge and resulted in long queues for the site. In response, we launched a new self-serve form for RE3 which allowed customers to book time slots to visit the refuse sites seven days in advance. The new form has been positively received by customers.

4.5 **Year 1 - Customer at the Heart**
The Customer Experience Strategy states:

"We will embed an exemplary customer experience philosophy that shapes the way all our staff across the Council deal with customers, whether they are residents, businesses, partners or suppliers and we will also adopt this approach when working with our colleagues and delivery of our internal services"

4.5.1 This philosophy is being embedded through targeted culture work, which is a core element of the delivery Programme. Work to date in this area has included:

- Launching the "Customer Promise" (internally) which sets out our commitment to customers. Communicating and embedding the promise will form part of year 2.
- Working closely with Occupational Development and the Team Reading project to incorporate customer experience principles into organisation-wide initiatives, such as performance management, recruitment, leadership development and training
- Working with Customer Fulfilment to baseline performance data and introduce performance measures to create a gold standard across our customer service delivery.

4.5.2 A new Accessible Information Policy is currently going through informal consultation with Voluntary and Community Groups to help us shape and inform the policy. The

policy will be brought back to Policy Committee for adoption in Autumn 2021. Following adoption, the programme will support the embedding of best practice across the organisation. The aim of the policy is to provide a clear, consistent, transparent and fair approach to the provision of accessible and inclusive information for:

- People who are disabled
- People who do not speak or read English at all or very well
- People with low literacy
- People in digital poverty or who don't have access to IT

4.6 Year 1 initiatives not completed
Whilst the Programme has made significant progress in year 1, there were some delays due to the pandemic which have held us back from delivering against all of the initiatives set out in the Strategy. An update on what we have not completed can be found in the table below.

Table 2: Outstanding initiatives

Initiative	Update
One Council Phone Number	This has been pushed back to later in the programme as there were a number of risks/considerations including: Changing the existing telephone systems contract due to the new IT contract, changing the telephony strategy during the pandemic when this had become our primary channel for vulnerable customers and moving to one phone number before moving customer service teams together ran the risk of increased calls to the central Customer Fulfilment Team, which could have become a switch board.
Customer Experience Training all staff	This has not been progressed in year 1 due to the pressures of Covid, however an options appraisal is now being worked up as part of year 2.
Service and process redesign phase 1	Whilst reviews have been completed in some areas of the Council, there have been delays due to the pandemic. Year 2 is restructuring the existing model to focus in on the delivery of process redesign which will slow progress but should enhance the impact on staff and customers. Due to the delays to the programme only £66k of year 1 savings have been realised. A further £66K has been carried over to Year 2.
Closure of unstructured data	Linked to the above, phase 1 of redesign was delayed with the pandemic and pressures on resources. We will continue to work on consolidating inboxes and closing unstructured email through year 2.
RPA proof of concept	This work is underway, however has been delayed. A business case setting out options for year 2 is now expected Autumn 2021.

4.7 The first year of the Customer Experience Programme has been challenging. The Programme is being delivered by new teams, establishing new ways of working during a pandemic. Despite this, good progress has been made and foundations put in place for year 2 of the Programme which should enable us to progress at pace.

4.8 **Year 1 Lessons Learned -** As the first year of activity came to an end, the delivery team, Board and stakeholders have taken time to reflect on progress made, and opportunities for the coming year.

- *Lesson 1: Slow down discovery to free up time to deliver.* In year 1, the Programme spent a lot of time understanding service areas and identifying

opportunities for service redesign. This has left us with a backlog of opportunities for enhancing the customer experience. In year 2 we are going to slow down "discovery" work to give the team a chance to deliver against opportunities identified. This approach will help us build momentum and will support the realisation of savings.

- *Lesson 2: Role model best practice.* As a programme, we are championing the "customer at the heart" philosophy. In year 2, we want to work more collaboratively with services to understand and design processes around customer needs. We will also increase our engagement with customers, using tools such as data, personas and workshops to understand customer requirements as the basis for process redesign.

- *Lesson 3: Be agile and use data to inform work.* The Programme now has access to data which shows us why and when customers are contacting us. We will use dashboards to understand trends and, where appropriate, will adjust the focus of work to concentrate on customer pain points / high demand areas.

5 Year 2 | What are we looking to achieve?

5.1 Going in to the second year of the programme, we have taken the opportunity to reflect and adjust ways of working to support the delivery of impactful, sustainable change. The table below summarises the Outputs, Outcomes, Benefits and Impact we will make in Year 2 of the programme.

Outputs (what will we deliver?)	• An expanded and stable online self-serve offer (tier 1) • Optimised key customer journeys, as well as better understanding of user-centred design across the organisation • Embed the customer promise and "customer at the heart" philosophy • More automation of online forms • Data strategy in place, and an understanding across the organisation of data-driven decision making • Make the case for continued funding for RPA • Implement Accessible Information Policy • Delivery of improved customer journeys and embedding new ways of working
Outcomes (why? What are we looking to achieve?)	• Customers are empowered to self-serve, allowing them to interact with the Council easily at a time and place that is convenient for them • When customers contact the council, they are given clear, concise information. Issues are heard and resolved at pace. • The customer is put at the heart of everything we do and is heard. Work is adapted to fit around evolving expectations. • As an organisation, we value data. We handle it securely, strive for accuracy and use it to make decisions that support continuously improving services for our customers. • A customer centric philosophy extends across the organisation; who are engaged, and keen to be part of this transformation. • Adopting a test and learn approach, ensuring we include the customers voice and experience in process design.
Benefits	• Increased customer satisfaction – with more processes putting their requirements first

(How do we measure progress?)	• An increase in website activity and a reduction in telephone enquiries (more self-service); leading to lower demand on the contact centre and creating an opportunity to realise savings • Better ways of working across customer facing teams mean fewer hand overs and fewer return calls, reducing demand and creating an opportunity to reduce FTE

Impact
(How does it fit with bigger picture?)
	• Realisation of savings to support the MTFS (target £986k)
	• Supporting strategic goals:
	  ✓ Thriving communities – supporting more people to interact with us online, means staff are freed up to support people with more complex needs. The programme is also about meeting the enhance digital requirements of a population who has become more accustomed to interacting with businesses and each other online.
	  ✓ Proud of our public services – focusing on making services simpler, faster and better through enhancements to the website, streamlined processes and online services available 24/7/365

Table 3. Outputs, outcomes, benefits and impact

5.2 **Year 2 | What does this look like in practice?**

5.3 **Customer at the heart**
Work on embedding a "customer at the heart" philosophy will continue into year 2, and throughout the duration of the programme. Focus for coming months will include:

- Linking in with the Team Reading delivery plan, to embed the philosophy in planned activities (e.g. recognition, recruitment, training, induction)
- Planning a programme of Customer Experience specific activity (e.g. external speakers, workshops)
- Role modelling new behaviours and ways of working through programme activity by consulting with customers and using data / personas to inform service redesign

5.4 **Service Reviews**

5.4.1 Work will continue to complete the Planning and Regulatory services reviews, and the review findings will be added to our pipeline of opportunities. Service reviews will then be paused and resources reallocated to the delivery of process improvements that had been identified in the services reviews carried out to date and outlined in section 5.5. These process or digitisation improvements contribute to the savings delivery. See table in section 5.9.

5.4.2 Following up reviews with tangible improvements to processes also has the benefit of building staff buy-in to the programme, as they can see the ideas put forward materialise and feel listened to in how best to improve their area of work.

5.4.3 The programme has talked to Unions about this change, and it has been positively received. Working together, we have worked through necessary changes in the consultation approach. Consultation with staff will go from mini-consultations with service areas, followed by a larger consultation at a later date to two larger consultations, one in January 2022 and one in January 2023. This approach sticks to the 18-month consultation period flagged for transitioned staff, while allowing the programme to implement process changes to reduce demand coming into the Customer Fulfilment team.

5.4.4 In six months, the programme will reflect on the progress on delivery the process / digital improvements and available data to review whether further reviews will be carried out or additional improvement opportunities implemented.

5.5 Delivery of Process and Digital Improvements

5.5.1 The refocusing of resource will enable the Programme to rapidly drive forward with delivery. An opportunity pipeline has been built, and opportunities have been prioritised looking at potential benefit and complexity of implementation. The following opportunities will be progressed in the next six months of work:

5.5.2 **Booking Forms and Payments -** work will be done to further roll out our corporate booking solution. Opportunities identified to date including bulky waste booking, Council facilities booking form (booking Council spaces) and reception booking form (including a check-in station in reception). Frequently booking forms require a payment (e.g. you pay for a bulky waste pick up), so these two key customer interactions will initially be considered together.

5.5.3 **Fly Tipping and Fixed Penalty Notices -** The current process involves multiple systems and hand offs between members of staff. To improve the customer journey, we will reduce the number of touch points to enhance the customer experience.

5.5.4 **Missed Bin Reporting process -** In 2020 there were circa 7,000 waste enquiries to the Customer Fulfilment centre that could have been avoidable, had there been a fully digitised process for reporting missed bins. Significant work has been done in this area, including enhancing online information available to customers and the allocation of a dedicated resource to reduce complaints. Savings generated from this work relate to a reduction of calls into the contact centre.

5.5.5 **Resident Parking Permits (scoping only) -** Following the review in parking, this short piece of work will scope what activities and timescales might be involved in progressing in this area. Proposals will be discussed with members before being taken forward. Savings will be generated from reduction in postage costs and a reduction of enquiries into the Customer Fulfilment Service

5.5.6 **Website Content -** A continuation of work already underway to review online content and to allow customers to self-serve information. This work will focus in on why customers contact the Council in key areas and ensure that important information is readily accessible on the website. This piece of work includes the Single Sign On to My Account pipeline of work.

5.5.7 **Robotic Process Automation (RPA)** - Work will continue on the RPA proof of concept pilot, with a business case detailing options and next steps due in the Autumn.

5.6 **Customer Fulfilment Team Build** - Staff moving across to the Customer Fulfilment team will continue to be supported through the transition. Work will look to up and cross-skill the team, refine processes and implement consistent performance metrics. Work will also cover reviewing the tools and systems used by the team, to enable them to deliver excellent customer service.

5.7 **Customer Services Reception Hub -** Planning for the 'reopening' of reception is underway. Work has been separated into two phases; Phase 1 focusses on 'reopening' post-COVID restrictions, Phase 2 will design and implement a full revamp of the Reception space. Savings have already been built into the base budget outside of the programme and are expected from the encouragement of self-serve and digitisation

5.8 Comms and Engagement

5.8.1 Externally, communications to date have been limited since the launch of the strategy. It is proposed that year 2 takes an "engage, listen, learn" approach engaging with existing forums including the citizens panel and housing / social care forums to identify pain points for customers and test ideas. Changes to processes, teams and the online offer will be soft launched, as we build momentum on delivery. Moving into year 3, we will consider more proactive communications to drive up online transactions and reduce demand on Customer Fulfilment.

5.8.2 A detailed communications plan has been developed for internal staff. Regular communications rhythms are being set up, including a monthly email to Assistant Directors and impacted Managers, open-invite show and tells, blogs and engagement with front line teams (e.g. Customer Fulfilment).

5.8.3 For Members, the recommendation is that quarterly updates are given to lead members and an update comes to committee every six months.

5.9 Implementation of this plan would deliver the following estimated savings for the first 6 months activity:

Opportunity	Saving Identified
Planning Services Review	To be finalised – Early estimates suggests opportunities equating to £35k once delivered
Regulatory Services Review	To be determined
Missed Bins Reporting	To be determined
Residents Parking Permits	To be determined
Booking System Process	£60k - £67k
Flytipping and Fixed Penalty notices process	£115k - £165k
Total for first 6 months	**£175k – 232k**

6. CONTRIBUTION TO STRATEGIC AIMS

6.1 The Customer Experience Strategy supports the Council's vision and Corporate Plan priorities. The Council's vision is:

To help Reading realise its potential – and to ensure that everyone who lives and works here can share the benefits of its success.

6.2 The Customer Experience Strategy sets out how we will support our communities to interact with us online, this means staff are freed up to support people with more complex needs. The programme is also about meeting the enhanced digital requirements of a population who has become more accustomed to interacting with businesses and each other online through the Pandemic.

7. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

7.1 There are no direct impacts as a result of the Customer Experience Programme as the programme deals with Culture and Channel shift. Indirectly a reduction of people visiting the civic centre to transact with us may contribute to a reduction in journeys to the town centre.

8. COMMUNITY ENGAGEMENT AND INFORMATION

8.1 Both customer insight (using the citizen panel or through user testing) and customer transactional data has been used to inform the year 2 plan. The implementation of the new digital processes are being directly tested with customers to ensure the process are designed with the lens of the customer.

8.2   The Accessible information Policy is currently being consulted on through Voluntary and Community Sector organisations that specialise in support customers with Accessibility needs. Further information will follow when the Policy goes to Policy Committee in the Autumn.

9.   EQUALITY IMPACT ASSESSMENT

9.1   *Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to—*

- *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

9.2   An Equality Impact Assessment has been completed to inform the Accessible Information Policy. This will be included in the report tracking to Policy Committee in the Autumn.

9.3   Where appropriate further EIA's will be completed for individual projects such as the reconfiguration of the Reception. The Customer Experience Strategy recognises that not all customer can self serve digitally, this may be due to having additional needs, language barriers, or being digitally excluded for example. All the programmes activities are shaped to ensure where feasible and appropriate customers self serve as the primary channel for customers to transact to us and additional provision is then made for those where this is not possible.

10.   LEGAL IMPLICATIONS

10.1   *none*

11.   FINANCIAL IMPLICATIONS

11.1   In 2020/21 the Council agreed a £2.5 million capital investment programme to deliver the outcomes of the Strategy. Revenue savings attached to this investment are as follows:

21/22 (£000's)	22/23 (£000's)	23/24 (£000's)	TOTAL (£000's)
257[2]	368	295	986

11.2   A further £418k of savings were identified as a contribution to the Housing Revenue Account. These savings are in the main being delivered through the Housing Services new technology platform implementation.

12.   BACKGROUND PAPERS

12.1   *The Customer Experience Strategy 2020 - 2024*

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[2] The 21/22 figure includes savings of £66k carried forward from 20/21

Appendix 1 Service Reviews

Introduction
Customer Experience service reviews have currently been undertaken in Facilities Management, Parking and Neighbourhood Services, with a Planning review due to complete shortly. The aim of each review is to identify process improvement opportunities which align with our new 4-tier operating model; transforming our self-serve and digital offer, bringing together our customer transactions into one Customer Fulfilment function, and enabling our services to focus on specialist, technical activity. For each review, a multi-disciplinary working group is created to understand the current 'as-is' customer journey and brainstorm ideas on how to transform the service. Ideas and opportunities are then further detailed to understand the benefit to our customers and the organisation.

Recommendations made as a result of the reviews are prioritised for delivery as part of the Customer Experience programme.

Parking
The following recommendations were made following detailed analysis with Network and Parking Services:

Opportunity	Status
Transfer all Civil Enforcement roles (equivalent to 12.9 FTE) into Customer Fulfilment to harmonise processes and create a consistent customer experience	Following a consultation, all identified roles have now fully transferred into Customer Fulfilment
Remove outstanding Civil Enforcement vacancies (equivalent to 3 FTE)	All roles deleted and savings attributed to MTFS
Customer Fulfilment to work with Parking to agree service measures for customer-facing activity	Service measures agreed, pending final Director sign off
Undertake a service webpage review, using customer behaviour knowledge to reduce unnecessary phone and email contacts	Prioritised as part of Year 2 Web Programme delivery
Replace unstructured email with automated webforms	Prioritised as part of Year 2 Web Programme delivery
Work with the RPA project team on identified opportunities for automation, including PCN processing and concessionary pass issuing	Future RPA opportunities being reviewed as part of RPA business case
Implement a web chat function for Parking	To be resourced following 8x8 implementation
Review outstanding opportunities from the Parking fundamental service review and prioritise based on new Customer Fulfilment structure	To be reviewed between Customer Fulfilment and Parking
Undertake a digital permits pilot	Resourced as part of proposed CX Year 2 delivery plan

Facilities Management
The following recommendations were made following detailed analysis with Facilities Management:

Opportunity	Status
Transfer all Facilities Support and Lettings roles, (equivalent to 7.4 FTE) into Customer Fulfilment to harmonise processes and create a consistent customer experience	Following a consultation, all agreed roles have now fully transferred into Customer Fulfilment

Customer Fulfilment to work with Facilities Management to agree service measures for customer-facing activity	Service measures agreed, pending final Director sign off
Work with the RPA project team to continue evaluating identified opportunities for automation, such as regular and one-off bookings and Fees for Projects	Future RPA opportunities being reviewed as part of RPA business case
Implement BookingLab booking solution for regular and one-off bookings, with integrated payment solution	Underway
Undertake a service webpage review, using customer behaviour knowledge to reduce unnecessary phone and email contacts, including video building tours	Prioritised as part of Year 2 Web Programme delivery
Replace unstructured email with automated webforms	Prioritised as part of Year 2 Web Programme delivery
Implement a self-serve Facilities Support customer portal	Requirement captured as part of wider review of Planet FM

Neighbourhood Services

The following recommendations were made following detailed analysis with Neighbourhood Services:

Opportunity	Status
Customer Fulfilment to work with Neighbourhood Services to agree service measures for customer-facing activity	Service measures to be drafted
Redefine processes to remove the handoffs between service experts and support staff through system integration and access	To be resourced as part of pipeline delivery
Extend the use of Love Clean Reading Solution (or similar product) to manage all environmental reporting. Additional functionality will include detecting duplicate reporting, map layers, public/private land identification, task management	To be resourced as part of pipeline delivery
Develop an Enforcement Case Management module on Firmstep, the customer digital platform. The module will manage the lifecycle of any Fixed Penalty Notices issued (issue, payment, reminder and interviews etc.)	Resourced as part of proposed CX Year 2 delivery plan
Extend the use of Love Clean Reading to all mobile/remote officers, removing the dependency on paper and enable real time progress updates	To be resourced as part of pipeline delivery
Use Power BI dashboard to improve reporting between Customer Fulfilment and the service by making data available on demand	Relevant licenses to be obtained
Redesign the process for issue reporting on Love Clean Reading, putting the customer at the heart of the process	To be resourced as part of pipeline delivery
Review all waste related calls to Customer Fulfilment and redesign each resolution	Resourced as part of proposed CX Year 2 delivery plan

path, to reduce the number of contacts received and encourage self-serve	
Undertake a detailed review the current Clinical Waste operations; explore the opportunity to bring back in-house to improve customer experience, communication and ways of working	To be resourced as part of pipeline delivery

Appendix 2 – Data Performance Dashboard

Team Reading

May 2020 - May 2021

2020								2021				
Q2		Q3			Q4			Q1			Q2	
May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May

15/05/2020   03/05/2021

Fiscal Year
All

Purpose of Enquiry
All

Channel
All

Service Area
All

Directorate
All

● Telephone Enquiries ● Online Self Serve ◌ Online / Telephone Ratio

● Telephone Enquiries ● LY Telephone Enquiries

● Online Self Serve ● LY Online Self Serve

All Enquiries	Telephone Enquiries	Online Enquiries
229K	177K	52K
	77.44%	22.56%

Service Area	Telephone	LY Telephone	Diff %	Online	LY Online	Diff %
Council Tax	34,747	33,365	4.0%	11,616	11,294	2.8%
Wrong No.	23,087	25,864	-12.0%			
Neighbourhood Services	20,202	14,375	28.8%	25,199	20,266	19.6%
Benefits	18,858	19,515	-3.5%	281	238	15.3%
ASC	17,175	18,633	-8.5%			
Registrar Enquiries	15,379	10,262	33.3%			
Repairs	12,654	10,253	19.0%	542	399	26.4%
Housing	11,861	9,766	17.7%	1,314	1,108	15.7%
Switchboard	7,893	8,877	-12.5%			
School Admissions	4,111	7,740	-88.3%	9,942	10,277	-3.4%
Planning	3,152	3,824	-21.3%	230	190	17.4%
Electoral Reg	2,201	4,212	-91.4%			
One Reading Hub	1,428		100.0%			
Env Health	1,134	1,314	-15.9%			
Highways	953	1,126	-18.2%	2,098	2,080	0.9%
Parks	871	1,058	-21.5%			
Network Mgmt	851	783	8.0%			
Chasing early	475	547	-15.2%			
Total	**177,032**	**171,514**	**3.1%**	**51,573**	**46,262**	**10.3%**