

OFFICER DECISION NOTICE



Reading
Borough Council
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This notice is to be used for the following types of officer decisions. (Select one option).

☐ **A.** Decisions taken by officers under a specific express delegation from Council or a Committee.

☒ **B.** Decisions taken by officers under a general delegation from Council or a Committee, which relates to (i) a permission or a licence, or (ii) the rights of an individual, or (iii) a contract or expenditure over which materially affects that relevant local government body's financial position.

1. Title of decision:	SOW20 Customer Journey Optimisation
2. Date of the decision:	17 March 2024
3. The decision maker:	Martin Chalmers, Chief Digital and Information Officer

4. Decision details:

To mobilise a Customer Journey Optimisation (CJO) programme to focus on improving key, end to end customer journeys and customer facing digital public services. Reading Borough Council wishes to use the CJO programme as an opportunity to achieve three main objectives working with Price Waterhouse Cooper (PWC):

1. Improving the overarching methodology used at Reading Borough Council
2. Realising monetary savings
3. Transferring skills and knowledge to Reading Borough Council staff

This ODN covers the align phase only for phases 1 and 2 of the programme.

CJO Phase 1 and 2 of the programme will focus on optimising a set of customer journeys from within the following services areas:

- Regulatory Environment – Licensing, Building Control and Planning
- Housing – Housing Advice and Homelessness
- Revenue and Benefits
- Parking Services.

The Align approach within the methodology will be used to determine which customer journeys will be selected for optimisation in phase 1 and 2 of the programme.

5. Reasons for the decision:

Reading Borough Council is entering a period of significant change. Over the next 2-3 years the scale of the digital and cultural transformation activity we need to deliver to both modernise and streamline services to deliver and safeguard the Council's future budget position is significant.

The CJO programme will improve access to services for citizens, reduce avoidable contact and shift customer demand to cheaper digital contact channels allowing the council to make more efficient and effective use of resources, both within customer contact and service delivery teams.

The entire CJO programme (across phases 1 - 4) will need to create capacity within service delivery and customer contact teams making a material contribution of approximately £700k of savings as identified in the buyer's medium term financial plan. This statement of work focuses on phases 1 and 2 which are expected to make a contribution of approximately £595k savings, although the total contribution will not be fully understood until the completion of the align phase.

We have engaged PWC (who is our procured Digital Transformation Partner) to support on this activity and have commissioned phase 1 and 2 of the Align stage.

Over the 4 weeks of the align stage PWC will work with the council to:

- Mobilise the team
- Develop the scope
- Create the roadmap for the innovate and release stage
- Provide the knowledge transfer and capability build into the change delivery and service teams.

At the end of Align there will be a decision required on how to proceed. This decision will be the responsibility of the Council.

6. Alternative options considered (if any) and rejected:

- 1) Do nothing – this was rejected as the changes and expertise to support the identification of the savings and create the capacity to deliver what is needed.
- 2) Procure advisory support for this work separately – this would have created a delay (months) and lost the economies of delivery/management scale that we have from using our Digital Transformation Delivery Partner.

7. List of open Background Papers:

None

8. List of confidential or exempt Background Papers:

None

9. Any other matters taken into consideration:

<input type="checkbox"/> Legitimate expectation of consultation	<input type="checkbox"/> Procedural requirements
<input type="checkbox"/> Public Health implications	<input type="checkbox"/> Environmental or Climate Change
<input type="checkbox"/> Health and Safety	<input type="checkbox"/> Risk Management implications
<input type="checkbox"/> Transparency of Information (FOI etc)	<input type="checkbox"/> Privacy Impact Assessments
<input type="checkbox"/> Human Rights Act Duties	<input type="checkbox"/> Equality Impact Assessment

<input type="checkbox"/> Corporate Parenting	<input type="checkbox"/> Community Safety
<input type="checkbox"/> Regulatory duties	<input type="checkbox"/> EU withdrawal
<input type="checkbox"/> Armed Forces Covenant	<input type="checkbox"/> Other
Details of the matters taken into account: None	

10. Legal considerations Statement of works has been drafted and signed to commence the work under the PWC Digital Transformation Partner contract.
11. Financial considerations This activity is heavily related to digital transformation and funding from the Universal Digital Systems fund (which can be used for one-off revenue as well as capitalisable expenditure) has been identified for it. Cost for work is: £103, 764
12. Internal consultations None.

Sections 13- 18: To be completed only for Decision A (express delegation from a Committee)	
13. The name of the Committee:	
14. Date of the meeting:	Click or tap to enter a date.
15. Minute number:	
16. The delegation given by the Committee:	
17. The name of any member of the committee who declared a conflict of interest in relation to the decision:	
18. Any councillor or officer required to be consulted prior to the exercise of this delegation and details of their response.	