

# Response to the Overview and Scrutiny Management Commission Task and Finish Group Report on the Customer Journey

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	21 September 2023
<b>Portfolio Member:</b>	Councillor Jeff Brooks
<b>Date Portfolio Member agreed report:</b>	1 September 2023
<b>Report Author:</b>	Gordon Oliver
<b>Forward Plan Ref:</b>	EX4378

## 1 Purpose of the Report

To provide a response to the recommendations made in the report from the Overview and Scrutiny Management Commission (OSMC) Task and Finish Group on the Customer Journey, which was presented to Members of the OSMC in March 2023.

## 2 Recommendation

For the Executive to agree the proposed action plan that has been developed in response to the recommendations raised by the Task and Finish Group.

## 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	There are no financial implications arising directly from the recommended actions at this stage. Some actions may have financial implications if implemented and these would be considered as part of any future decision making processes.
<b>Human Resource:</b>	There are no HR implications arising directly from the recommended actions at this stage. Some actions may have HR implications if implemented and these would be considered as part of any future decision making processes.

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<b>Legal:</b>	There are no Legal implications arising directly from the recommended actions at this stage. Some actions may have Legal implications if implemented and these would be considered as part of any future decision making processes.			
<b>Risk Management:</b>	The recommended actions do not introduce any significant new risks for the Council at this stage. Some actions may affect risks to the Council if implemented and these would be considered as part of any future decision making processes.			
<b>Property:</b>	There are no Property implications arising directly from the recommended actions at this stage. Some actions may have Property implications if implemented and these would be considered as part of any future decision making processes.			
<b>Policy:</b>	There are no Policy implications arising directly from the recommended actions at this stage. Some actions may have Property implications if implemented and these would be considered as part of any future decision making processes.			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		There are no inequality impacts arising directly from the recommended actions at this stage. Some actions may have implications for inequalities if implemented and these would be considered as part of any future decision making processes.
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		There are no impacts for people with protected characteristics arising directly from the recommended actions at this stage. Some actions may have implications for inequalities if implemented and these would be considered as part of any future decision making processes.

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<b>Environmental Impact:</b>		X		There are no environmental impacts arising directly from the recommended actions at this stage. Some actions may have environmental impacts if implemented and these would be considered as part of any future decision making processes.
<b>Health Impact:</b>		X		There are no health impacts arising directly from the recommended actions at this stage. Some actions may have environmental impacts if implemented and these would be considered as part of any future decision making processes.
<b>ICT Impact:</b>		X		None.
<b>Digital Services Impact:</b>		X		There are no impacts on Digital Services arising directly from the recommended actions at this stage. Any impacts associated with individual actions would be considered as part of any future decision making processes.
<b>Council Strategy Priorities:</b>	X			<p>The proposals outlined in this report support the following outcomes under the 'Building Public Services for the Future' priority in the draft Council Strategy:</p> <ul style="list-style-type: none"> <li>• Good quality public services for all (compared to all local authorities in England)</li> <li>• Continually improving customer experience and enable digital access option to services for the residents that want and can access them in this way</li> <li>• Successful implementation of our new Customer Charter</li> </ul>
<b>Core Business:</b>	X			If implemented, the recommendations would deliver benefits across a wide range of services involved in delivering the core business of the Council.

<b>Data Impact:</b>		X		None
<b>Consultation and Engagement:</b>	<p>Relevant officers have been consulted, including:</p> <ul style="list-style-type: none"> <li>• Paul Coe (Interim Executive Director – People)</li> <li>• Eric Owens (Service Director – Development and Regulation)</li> <li>• Jon Winstanley (Service Director – Environment)</li> <li>• Andy Best (Acting Head of ICT)</li> <li>• Gabrielle Mancini (Acting Service Director - Transformation)</li> <li>• Martin Dunscombe (Communications Team Manager)</li> <li>• Susan Powell (Building Communities Together Team Manager)</li> <li>• Carolyn Richardson (Service Manager – Joint Emergency Planning Unit)</li> <li>• Phil Rumens (Digital Services Manager)</li> </ul>			

## 4 Executive Summary

- 4.1 The Customer Journey Task Group was created in March 2022 to look at the customer journey across both office hours and out-of-hours services.
- 4.2 The OSMC received the final report in March 2023 and requested that this be referred to the Executive for consideration. An action plan has been developed against each of the Task and Finish Group’s recommendations, which sets out the proposed responses to the Task Group’s recommendations.
- 4.3 It should be noted that some of the report’s recommendations have already been implemented, and in some cases, the issues identified in the Task and Finish Group’s report have been addressed through other mechanisms, such as the outcomes of services reviews / transformation, or through contract retendering.
- 4.4 For some of the Task Group recommendations, further work is required in order to test the business case, or else it is recommended that proposals should not be implemented due to the lack of a clear business case or due to other legal or practical considerations.

## 5 Supporting Information

### Introduction

- 5.1 At its meeting on 22 March 2022, OSMC established a Task and Finish Group to look at the customer journey across office hours and out-of-hours services. Terms of reference were drafted with the help of senior officers, and the scope was broken down into four main parts as follows:
  - Part 1: Out of Hours Emergency Contact Centre and Response

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- Part 2: Office hours customer contacts
- Part 3: Office hours customer contacts (other local authorities)
- Part 4: Good practice and recommendations

5.2 The full Terms of Reference are provided in Appendix A.

5.3 The Task and Finish Group met 12 times between April 2022 and January 2023. An initial interim report on the Out of Hours Contact Centre was presented to the OSMC meeting on 24 May 2022. A second interim report was presented to the OSMC on 29 November 2022, which set out the Task and Finish Group's preliminary findings, with the final report presented to the OSMC on 7 March 2023.

5.4 The report set out a series of 42 recommendations. Although the Task and Finish Group considered that all of these recommendations were important, an indicative prioritisation system has been used to highlight the actions that the Task and Finish Group considered most important.

### Proposals

5.5 Following a review of the recommendations, a proposed action plan has been prepared to respond to the points raised. This is set out in Appendix B of this report.

## 6 Other options considered

6.1 The Executive could choose not to approve some or all of the proposed action plan, however, it is important to respond to Member concerns about the customer journey where action has not already been taken in respect of the issues raised.

## 7 Conclusion

7.1 The proposed Action Plan responds to the Task and Finish Group's recommendations, taking account of any actions that have already been implemented, as well as alternative courses of action that respond to the issues identified, which have been developed in response to recent service reviews and transformation activity.

## 8 Appendices

Appendix A – Customer Journey Task and Finish Group Terms of Reference

Appendix B – Proposed actions in response to the Task and Finish Group recommendations

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### Background Papers:

Customer Journey – Out of Hours, OSMC, 24 May 2022

Customer Journey Task Group – Interim Report, OSMC, 29 November 2022

Customer Journey Task Group – Final Report, OSMC, 7 March 2023

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**Subject to Call-In:**

Yes:  No:

The item is due to be referred to Council for final approval

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

**Wards affected:** All wards

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