

Select Committee Task and Finish Group Scoping Document

The process for establishing a task and finish group is:

1. The Select Committee identifies a potential topic for a task and finish group
2. The Select Committee Chairman and the Scrutiny Officer complete the scoping template.
3. The Council Overview and Scrutiny Committee reviews the scoping document
4. The Select Committee agrees membership of the task and finish group.

Review Topic: Customer Experience Transformation
Select Committee(s) Resources & Performance
<p>Relevant background</p> <p>The council is undergoing a major programme of transformation and the Resources & Performance Select committee has previously scrutinised specific programmes that sit within its remit. One of these programmes is Customer Experience, which has already delivered a range of capabilities and benefits including a Single Point of Access for Children's Services, webchat functionality and improved highways defect reporting.</p> <p>The council's wider transformation programme is being refreshed and refocused to ensure that it is adaptable and continues to meet the organisation's evolving objectives and priorities. Customer experience is a critical element of this work given the links and dependencies it has with other programmes such as Digital, Adult Social Care, Children's and Highways Transformation which all have work streams focusing on improved customer experience and access to online services. It is therefore an appropriate time for Members to contribute their knowledge and perspectives in order to help shape the future direction of the programme and ensure that it supports the next phase of transformation.</p> <p>Members agreed that the most effective means of doing this would be via a deep dive of the Customer Experience programme, using a creative and practical approach to scrutiny beyond formal committee meetings. It is proposed that a Task Group be formed in order to achieve this.</p>
<p>Why this is a scrutiny item</p> <p>It is envisaged that Members will play a key role in the successful delivery of the Customer Experience programme by becoming champions for this work. There are a range of opportunities to explore around the concept of customer and Members will be able to provide valuable insights as to what residents want us to deliver.</p>
<p>What question is the task group aiming to answer?</p> <ul style="list-style-type: none"> • How do residents prefer to interact with the council? • What do residents expect and value when they interact with the council as customers?

- How can both Members and Officers understand and develop the concept of Customer to improve insights into customer wants and needs?
- How is our relationship with customers changed and enhanced by being an agile council?
- How can Members become champions for this work?
- How can we effectively link an improved customer journey with benefits to communities 'on the ground'?
- How can this work improve community capacity, capability and participation?
- What best practice or learning can we gather from other local authorities?

Aim

That the Task Group completes a deep dive review of the Customer Experience programme in order to support and champion its successful delivery going forwards.

Objectives

1. To understand and quantify the work on Customer that has been completed as part of the transformation programme to date and the impact it has had on residents, services, staff and the wider organisation
2. To help shape and define the future direction and priorities of the Customer Experience programme
3. To ensure that work both being designed and delivered supports an overarching ambition that we are providing what matters to residents and creating an enhanced customer experience
4. To consider the role of Members and approach to scrutiny in this and other transformation programmes

Scope and approach to the work

The Task Group's remit will be work streams within the Customer Experience programme (business case available separately). As the programme moves into a new phase as part of the transformation refresh it is the intention that Members provide support and insight to ensure that it delivers what residents want and need.

Regular operational activity and the day to day running of the service will not be in the scope of the review.

It is envisaged that Members will be supported to use a wide range of tools and approaches to deliver this work, including:

- Site visits
- Evidence gathering from other authorities
- Feeding-in their knowledge of residents' views, perceptions and expectations
- Hands-on testing of new portals, systems and processes
- Interaction with service staff to better understand the service, its outputs and current pressures (e.g. use of Children's' Single Point of Access)

Outcomes for Surrey / Benefits

- Clearer understanding and definition of the concept of Customer
- Improved insights of customer demands and expectations

- Supporting achievement of the Community Vision’s strategic principles, including enabling people to ‘help themselves and each other’ and ‘get the information they need at the right time and place’
- Improved perceptions and feedback of customer interactions as a result of new approaches and systems
- Effective demand management by redirecting residents to self-help resources
- More cost-effective and efficient means of communication and service delivery
- Positive changes to residents’ behaviour – i.e. greater use of the council website, online and automated systems and reduced reliance on direct contact
- Potential to achieve financial savings as a result of the above
- Supporting delivery of the wider transformation programme’s ambitions, including those related to agile, digital and moving closer to residents

Proposed work plan

It is important to clearly allocate who is responsible for the work, to ensure that Members and officers can plan the resources needed to support the task group.

Timescale	Task	Responsible
Mid-January	<ul style="list-style-type: none"> • Review the work done to date through various work-streams to transform customer experience and understand the impact of this work. • Develop key lines of enquiry to scrutinise customer experience 	Programme Managers, Scrutiny Officers
February	<ul style="list-style-type: none"> • Learning from site visits to council services providing an enhanced customer service (e.g. Contact Centre, Adult Social Care) • Learning from other Local Authorities including interviews and site visits 	Heads of Service, TSU, Scrutiny Officer
March	<ul style="list-style-type: none"> • Collate and review findings from research and experience • Draft task group report for select committee 	Task Group, Scrutiny Officer
April	<ul style="list-style-type: none"> • Final report to Select Committee • Recommendations to Cabinet as necessary 	Task Group, Scrutiny Officer

Witnesses

Cabinet Member for Corporate Support
Cabinet Member for Children, Young People and Families
Cabinet Member for Adults and Public Health
Executive Director - TPP
Director – Transformation
Transformation Programme Managers
Customer Services Group Manager
Customer Relations & Service Improvement Manager
Relevant Service Directors in Children’s, Adults and Highways
Neighbouring Local Authority Cabinet Members and Officers (East Sussex, West Sussex, Brighton & Hove, Hampshire)
Residents/customers

Useful Documents

- Customer Experience transformation programme business case
- Transformation Programme update to Resources & Performance Select Committee (18 October 2019)
- Community Vision for Surrey 2030

Potential barriers to success

- Officer and Member availability
- Member awareness/visibility of the programme’s role in the wider transformation programme (i.e. understanding of interdependencies etc.)
- Engagement with, and capacity for, site visits and testing of new processes
- Resource within the service to facilitate/support Member evidence gathering
- Willingness/availability of external partners to participate in this work

Equalities implications

The Task Group recognises that there are a number considerations around equalities when conducting its work, and there are many people with various needs that will be contributing to this process. It will be mindful of how it conducts its work in order to ensure people are provided the opportunity to contribute, and that any barriers to doing so are mitigated.

Although there are no major equalities implications identified at the outset of this work, the Group will monitor the equalities implications emerging from its recommendations with officers, and will work to identify mitigation measures for those with a potentially negative impact.

Task Group Members	TBC
Co-opted Members	
Spokesman for the Group	
Scrutiny Officer/s	