Report to the Transport, Environment and Communities Select Committee

Title:	TfB Customer Journey Project
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Purpose of Agenda Item

Following an update on the TfB Progress at the Environmental, Transport and Locality Services Select Committee in February 2015 Members requested an update on TfB Contract and customer focus improvements: specifically TfB staff structure, Key Performance Indicators, and Customer Journey. This report provides members with an update on the Customer Journey Review.

Background

Successive reports and audits have highlighted the scope for significant improvement in the TfB customer journey. At its January 2015 meeting the TfB Strategic Board approved a detailed review of the end-to-end TfB customer journey: to map the "as is" journey and to make recommendations to improve upon it in a revised "to be" for all customer channels. The joint BCC Client – TfB project team has been supported in its work by a Members' Working Group, comprising Cllrs Bendyshe-Brown, Blake, Chapple, Gomm and Teasdale.

Summary

The project team has reported to the TfB Strategic Board on its "as is" findings and made recommendations for improved "to be" processes. The team have also been engaged in the implementation of a key system enabler for the customer journey: to replace the existing customer request management system ("Symology") with a more flexible one ("Confirm") with effect from 29th June 2015. A number of the observations for improvement below will be enabled through the implementation of Confirm.

Key issues

The following high level issues with the current situation were identified during the project team's work:

- There is no centralised process in place to record, monitor and manage all customer requests regardless of channel. Regular volumetric information is incomplete.

- There is no comprehensive, centralised, transparent reporting of management information.

- Symology does not enable users to log customer requests and generate CRNs quickly and efficiently. This was cited by some interviewees as the reason for their reluctance to log all customers' requests on system.

- The VIP Mailbox seems ineffective, with no clear definition of what is a VIP request, unclear management or escalation processes, and lack of resilience. The agreed SLA for resolution within 3 days is met approximately 65% of the time. Some interviewees told us that requests from VIPs that are sent to them directly are not logged, and therefore are not managed, monitored or reported.

- Processes for handling customer requests are inconsistent across the different channels and TfB teams/depots.

- There is little or no training of staff on handling customer requests or in the use of Symology. When tablets were provided to LATs there was no effective training, support or monitoring of use.

- There is no effective means to keep customers informed, either directly or via web self-service. Expectation management is informal, where it exists at all.

The team has developed a number of proposals that will result in fundamental improvements in all of these deficiencies.

Resource implications

There is significant investment being made in the Confirm system, but the business case approved by the TfB Strategic Board in February 2015 indicated that this investment would pay back in under two years.

Next steps

The forward work programme for the Customer Journey Project, Confirm and related corporate initiatives is shown as an appendix to this document. Crucial needs going forward are for:

- the TfB customer journey to be more efficient and well-managed;

- for customers to feel they and their requests are dealt with in a professional and timely manner; and

- in doing so, TfB and BCC make best use of available technology.

Confirm will support more effective, simplified, standardised and managed customer interactions (as well as the area-based approach to delivery), and enable more effective tracking of queries. Much needs to be done, both to make best use of Confirm and to

redesign key processes. Specifically in terms of the customer journey, important next steps now under way are:

- Implement automated management reporting from Confirm with associated process changes; and support tailored dashboard reporting for Members.

- Overhaul web/Service Information Centre pages to simplify the information presented, enable self-service within four "clicks" or fewer, and support online payment for services.

- Review/revise standard templates used in customer communications.

- Centralise receipt of incoming post/email/fax to the Contact Centre, where they are scanned, recorded on a central system and assigned to a workflow.

- Centralise all enquiries via the Contact Centre. This will enable consistent handling, prioritising, management and monitoring, and reduce the potential for queries to "fall between the cracks".

Provided the implementation of Confirm goes smoothly, and TfB management maximises the benefits it will enable, the project team expects to see considerable improvements in customers' experience by the autumn. The team will remain in place to focus on ensuring that benefits are tracked and realised.