REPORT TO SCRUTINY COMMITTEE

REPORT OF: **Strategic Lead – Programme Delivery**

REPORT NO: **SLDP011**

DATE*:*   14 March 2017

TITLE:	Customer Relationship Management, the website and our roadmap
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	No
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Frances Cartwright – Executive Member Governance
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INITIAL IMPACT ANALYSIS: **Equality and Diversity**	Carried out and Referred to in paragraph (7) below Not applicable	Full impact assessment Required: Not applicable

FREEDOM OF INFORMATION ACT:	This report is publicly available via the Your Council and Democracy link on the Council's website: www.southkesteven.gov.uk
BACKGROUND PAPERS	The Constitution

1. RECOMMENDATIONS

1.1 It is recommended that Members note the content of the report and provide feedback on achievements to date as well as future plans.

2. PURPOSE OF THE REPORT

2.1 The report provides Scrutiny Committee with an overview of activities to date relating to the implementation of a replacement Customer Relationship Management System and the tools that are now available to support improved access to services. The report also provides an update on the ongoing improvements to the authority's website and the future roadmap for this initiative.

3. DETAILS OF REPORT

3.1 The work to deliver the replacement Customer Relationship Management System and website improvements is managed through the Flexible Organisation Programme. This programme is delivering transformation across three streams:

- Customer
- Property
- People

3.2 For reference, a Customer Relationship Management System is effectively a powerful computer system that enables the authority to manage customer transactions across a wide range of services in one place. This enables the creation of a single view of the customer, which benefits both customers and the organisation. Customers can see everything that relates to them in one place. They can see the status of any service requests and receive updates as work items move forward. They also get a consistent experience irrespective of the activity that they are seeking to undertake.

3.3 Officers benefit from a holistic view of customer interactions, enabling improved customer service and better business intelligence. The system can provide reports based on activities or geographical locations, which can feed directly into future initiative or business planning. The Customer Relationship Management System also enables customer transactions to be completed in a face to face setting, over the telephone, and via the website, giving the customer increased choice and improved access to services.

3.4 The current Customer Access Strategy places an increased focus on online access. This recognises a significant shift in customer behaviour, both when accessing services in the public sector and those elsewhere. However, there is the understanding that one size does not fit all. The provision of online services seeks to enable those who can, to transact online at a time and place that suits them. The shift in demand has enabled resources to be directed to those in the greatest need.

3.5   A number of work strands were agreed to transform the way services are delivered. They seek to deliver the benefits of automation and process redesign wherever possible. The work strands included:

- The redesign of the SKDC website
- The replacement of the Customer Relationship Management System
- The introduction of new technologies to support improved working practices
- The reduction of space requirements, with the ability to generate income from council buildings.

3.6   The delivery of the work programme has been targeted towards high volume transaction areas where evidence has shown that customers are comfortable with completing transactions online. This is based on evidence from other local authorities, and from engagement with the Citizen's Panel. In addition, the redesign of the website aimed to support both the provision of information to customers and enable customers to transact with the authority with confidence through digital channels.

3.7   The project implemented electronic solutions for a number of business areas, including:

- Street Care Services
- Licensing
- Neighbourhoods
- Customer Services
- Legal and Democracy

3.8   The programme has also standardised provision on the website to provide consistent branding across all areas. A range of electronic forms are now available to support 24/7 access to services. The content of website was reviewed and rewritten as part of the redevelopment work. This has resulted in the site being rated as one of the best local authority websites in the country for ease of access and the readability of information.

3.9   The activities to date have generated annual savings of over £114k for the authority. Customers and teams are also benefiting from improved process automation. This is most visible through the Garden Waste solution which enables a customer to subscribe to the service via the website and requires no officer interaction until the bin is collected. The solution now also enables customers to renew automatically through direct debit, making it even easier to continue to access services.

3.10   The authority is seeing good levels of take-up for online services. For those transactions that have already been enabled, almost 60% of demand now comes through the website instead of through the call centre or customer service centres.

3.11   Through improved working practices, supported by new technologies, the amount of office space required by the authority has reduced by 29%. This space has been rented out to other organisations, generating an annual income of over £100k.

3.12　The developments to date have enabled over 95,000 transactions to be managed through the website, rather than being through face to face and telephone channels. The project team has directly engaged with customers to improve user experience and continuously improve the online offer.

3.13　Work is currently underway within Revenues and Benefits to offer further services online such as electronic billing, the ability to apply for discounts and exemptions, as well as improving communication with customers. The first iterations of these developments will be seen through the annual billing process in March 2017 with customer receiving a redesigned Council Tax bill.

3.14　The roadmap for future developments will see the project developing new and innovative solutions for areas such as housing, repairs, environmental health. The activities will improve customer experience in each of these areas, whilst delivering further reductions to ongoing operating costs.

4.　OTHER OPTIONS CONSIDERED

4.1　All other options were considered as part of the formulation of the work programme and original business case.

5.　RESOURCE IMPLICATIONS

5.1　The ongoing delivery of the work programme is resourced through a dedicated project delivery team and appropriate resource from business areas where necessary.

6.　RISK AND MITIGATION

6.1　Risks are managed in accordance with the authority's project management framework.

7.　ISSUES ARISING FROM IMPACT ANALYSIS

7.1　Equality impact assessments were completed as part of the initial project scope and redesign of the website. This has ensured that the solutions being developed meet legal requirements. The project team proactively seek out opportunities to work with customers and their representatives to ensure that solutions meet customer needs.