DERBYSHIRE County Council

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DERBYSHIRE COUNTY COUNCIL

IMPROVEMENT AND SCRUTINY COMMITTEE – RESOURCES

1st December 2022

Report of the Assistant Director of Communications & Customers

Channel Shift Programme update

1. Purpose

To provide the Improvement and Scrutiny Committee - Resources with an update on the implementation of the Channel Shift programme, its achievements and next steps.

2. Information and Analysis

2.1 Channel Shift programme overview

The Channel Shift programme was approved by Cabinet in March 2020 with the aim of improving interaction and satisfaction with the council. This is delivered through an online portal (web access) for residents to interact with the council and request services, underpinned by significant work within council departments to review current processes, improve them for residents and staff and to make them available through the new system.

The above is enabled by a Customer Relationship Management system (CRM) which has the benefit of giving the council a 'single view of the customer' and enabling the delivery of complex and varied services to residents across Derbyshire.

2.2   Programme aims

The aims for the programme, as stated in the March 2020 Cabinet paper and in divisional service plans, are:

- Achieve a significant proportion of Derbyshire's residents engaging, communicating and transacting with the Council through a single online portal, significantly improving the resident experience.
- Achieve a 'single view' of the customer, improving their experience of the council and our 'one council' response.
- Deliver significant organisation efficiencies in terms of processes, feedback response, service improvement, reporting and data use.
- Phase 1 online, with approximately 80 services, by December 2021.

2.3   Expected benefits

The expected benefits of the programme, as stated in the March 2020 Cabinet paper, are:

For residents:

- A single, online 'front door' for interactions with the council, usable 24 hours a day
- The ability to check on a request / report and see progress
- Automated updates emailed to the resident, keeping them informed of progress on their issue
- Ability to see on a map where an issue like a pothole has already been reported
- Tangible improvements in the resident experience and an increase in customer satisfaction
- Council officers will have access to requests / reports a resident has made, so there is no need for the resident to repeatedly explain an issue and receives a high quality experience.

For the council:

- More efficient 'back office' processes introduced, saving time and money
- Consistent system used across the organisation allowing for better cross-department working
- Integration of the CRM with existing systems, improving process efficiency
- Reduced need for multiple systems – savings on software
- Reductions in inbound call volumes
- Reductions in complaints volumes and an increase in the number of compliments and comments
- Significant data received from the system, allowing for improvements based on customer feedback (complaints), analysis of performance, service demand prediction and management.
- A true measure of customer satisfaction – NetPromoter score

2.4 Timeline to date

An overview of the programme timeline is given below.
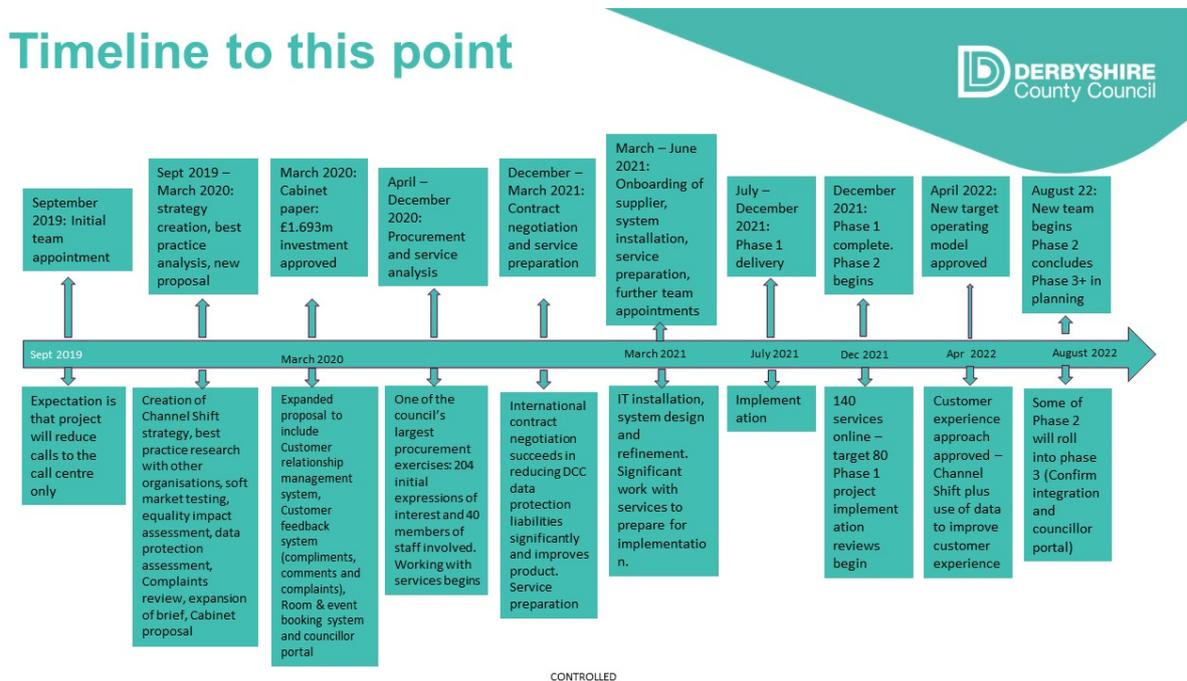
2.5 Programme achievements to date

After a significant period of procurement, contract negotiation and technical implementation, the CRM system went live in December 2021. The programme's achievements to date are:

- Over 140 services available online.
- 23,100 reports made by residents through the website (as of 1 November 2022).
- 60,000 reports using the system via Call Derbyshire (as of 1 November 2022).
- 4,226 accounts opened by residents.
- 42% of interactions rated 5 star by residents (as of 1 November 2022).
- Netpromoter score (a customer satisfaction measure) of 49 (with anything over zero being positive, and a score of 30+ being considered good) – as of 1 November 2022).
- Phase 1 delivered on time and on budget.
- Benefit tracking processes established and implemented.
- Additional services being included through a flexible approach – example being the Derbyshire Discretionary Fund.
- Programme held up by supplier as an example of best practice – featured in webinars and press activity, and now advising other councils on their implementation.

- Project implementation reviews have established learning of benefit to the council as a whole.

2.6   Next steps

The Channel Shift programme continues until March 2025 and there are a range of significant delivery points in Autumn and Winter 2022

- Launch of event booking functionality
- Launch of room booking functionality
- Derbyshire Discretionary Fund application process online – target January 2023
- Childrens' Services use of new Customer feedback process (complaints etc.) – from November 2022
- Launch of the Councillor portal – tbc: dependent on the implementation of the new highways asset management system.
- Place use of new Customer feedback process (complaints etc.) - tbc: dependent on the implementation of the new highways asset management system.
- Enhanced reporting established - Autumn 2022.

Some challenges are being experienced in the implementation and integration of complex IT systems which has led to the movement of intended timescales for Children's Feedback, enhanced highways issue reporting and the Councillor portal implementation. This is consistently monitored by the programme governance board and through performance monitoring.

2.7   Customer Experience activity

In August 2022 the Channel Shift team took on a new function related to customer experience and will now analyse the data from the CRM and selected other systems to identify areas where customer interaction is not optimal and could be improved. It will use this data to work with departments to improve the customer experience, leading to an enhanced service to residents.

3. Alternative Options Considered

N/A

4. Implications

The benefits of the programme and next steps are outlined above.

5. Consultation

Extensive Equality Impact Assessment and Data Privacy Impact Assessments have been completed and continue to be reviewed.

6. Background Papers

N/A

7. Appendices

Appendix 1 - Implications

8. Recommendation(s)

That the Committee:

a) notes the overview information provided by the Assistant Director of Communications & Customers.

9. Reasons for Recommendation(s)

To support the committee to consider areas for further scrutiny as part of its future work programme

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Implications

Financial

The Channel Shift programme as a whole has the potential to achieve significant financial benefits for the Council as outlined in the Channel Shift Cabinet Paper of March 2020.

Improved customer experience and processes will improve internal efficiency, leading to benefit release, and will reduce risk which in turn reduces the risk of fines imposed by the Local Government and Social Care Ombudsman.

Legal

As above, improved processes will reduce the referral of cases to the Local Government and Social Care Ombudsman.

Human Resources

There are no specific implications for HR resource as part of the Channel Shift programme.

Information Technology

The programme activity and delivery is based upon a Customer Relationship Management system which has been in place since December 2021. There are significant and ongoing ICT implications in the maintenance and enhancement of the system and integration with other council ICT systems. A thorough Data Protection Impact Assessment has been carried out and is regularly reviewed.

Equalities Impact

A thorough Equality Impact Assessment has been carried out and is regularly reviewed.

Corporate objectives and priorities for change

This programme delivers against the Enterprising Council priority and supports corporate transformation.