

Resources Information and Scrutiny Committee

4 March 2021

Report of the Director of Organisation Development & Policy**Channel Shift programme progress**

1. Purpose

This paper provides an update on the council's Channel Shift programme, its current position, next steps and makes recommendations for the Committee's further involvement.

2. Channel Shift programme objectives

The Channel Shift programme began in September 2019 with the clear objectives of:

- Achieving a significant proportion of Derbyshire's residents engaging, communicating and transacting with the Council through a single online portal, significantly improving the resident experience.
- Achieving a 'single view' of the customer, improving their experience of the council and our 'one council' response.
- Delivering significant organisation efficiencies in terms of processes, feedback response, service improvement, reporting and data use.

Significant work has taken place to understand the scope of the programme, its potential impacts and benefits, the level of investment required both financially and in terms of officer time, and to create a Channel Shift strategy.

This work led to a significant broadening of the scope of the project to create a cross-council programme, delivering the above plus enabling a revised approach to complaints and resident feedback (as reported to Resources I&S in September 2020) and introducing a new booking and events system to the organisation. This expansion, also including the introduction of a Customer Relationship Management (CRM) system to the council and associated investment was approved by Cabinet in March 2020.

3. Channel Shift programme objectives

The Channel Shift programme will achieve -

Resident benefits:

- Tangible improvements in the resident experience and an increase in customer satisfaction
- Offering more services via modern communication channels, meaning the Council is genuinely 'open all hours'

- Reductions in inbound call volumes
- Reductions in complaints volumes and an increase in the number of compliments and comments, with better access to feedback from residents
- Demonstrable reductions in known cost to serve, improving value for money.

Organisational benefits:

- Process optimisation via extensive business process re-engineering
- Improvements in job satisfaction by giving colleagues tools to reduce administrative effort and focus more exclusively on 'value add' activities
- Greater consistency in service provision across Council directorates
- Improved business intelligence and reports for demand management by starting to predict service usage using analytics, rather than simply responding to incoming work
- Potential reduction in the number of ICT applications, supporting commitments outlined in the Council's five-year ICT Strategy
- The new systems could be used extensively for colleague-facing processes, as well as resident-facing processes which are the primary focus of the Channel Shift Programme. For example, HR could use and benefit from the new systems
- The new systems could be used to accelerate Council responses to FOI (Freedom of Information) and Subject Access Requests (SAR)
- Significant potential support to other council initiatives through process improvement and a single view of the customer: Future Highways Model, Thriving Communities, Better Lives, Climate Change).

4. Programme overview

The Channel Shift programme contains the following elements:

4a) Introduction of a Customer Relationship Management system.

This involves -

- Working with the IT system supplier.
- Working with directorates to move services onto the system and background system mapping.
- Working with Call Derbyshire and web team to manage changes to resident's contact with the council.

4b) Creation of a new complaints and resident feedback approach, as reported to this Committee in September 2020.

This involves -

- Working with the IT system supplier.
- Working with directorates – to move services on to system and background system mapping.
- Working with Call Derbyshire and web team to manage changes to resident's contact with the council.
- Ensuring statutory compliance.

- Wider project aspects – training, finance etc.
- Planning future phases – feedback and FOI / SARs.

4c) Introduction of a new booking and events system.

This involves –

- Working with the IT system supplier.
- Working with directorates – to move services on to system and background system mapping.
- Working with Property, ICT and internal comms to ensure smooth transfer.

The programme is governed by the Corporate Management Team, a Channel Shift Governance Board, Delivery Groups and this Committee.

Programme management is carried out through a number of established project management approaches including Prince 2, Agile and Lean Six Sigma and, in brief, involves:

- Stakeholder engagement and communication
- Contract negotiation and management
- Programme phase planning and implementation
- System implementation ensuring appropriate data management compliance
- Privacy and equality impact assessments
- Hearing the resident voice and modelling the new approaches to meet resident expectations
- Financial management and benefit release.

5. Recent progress

The programme has gone through a significant procurement process, one of the largest the council has undertaken, and has established a preferred supplier for the required software systems. Contract negotiations are currently underway.

Customer relationship management system

The programme phases have been established with 71 officers having been involved in preparing services to be made available to residents through the new systems and 25 services either currently being reviewed or having recently completed their reviews.

Whilst there will inevitably be changes to the planned programme as new opportunities arise, currently it is planned to make 208 council services available through the CRM system in the three phases of the programme, with this being complete by December 2022. Past this date, the CRM system will be embedded in the council's 'business as usual' approach and will continue to develop and offer new opportunities to residents.

Complaints and resident feedback

Work is currently underway to:

- Implement the new software system (subject to contract negotiations, as the system is part of the wider CRM)
- Understand the council's 'as is' processes in detail
- Ensure statutory compliance of new system and processes
- Establish new reporting processes, focusing on statutory compliance and Local Government Ombudsman best practice initially
- Work with staff to develop the new approach and ensure they fully trained to use the new system
- Introduce continuous improvement processes to ensure complaints and feedback and learnt from and changes are made to the way the council operates where needed.

Following the above, which is aimed to be in place in the summer 2021, integration with Freedom of Information and Subject Access Requests will be explored.

Booking and events system

This system will improve how the council arranges events and how residents book on to them, will enable online payments for event attendance and will significantly improve how both staff and residents book rooms in county council properties.

Work is currently underway to:

- Implement the new software system (subject to contract negotiations, as the system is part of the wider CRM)
- Train staff and communicate the changes internally and externally.

6. Next steps for the Channel Shift programme

As mentioned above, final contract negotiations are currently underway with the preferred supplier. Whilst these take place, significant work is underway with colleagues across departments to prepare services to go on to the new systems.

Once a contract is agreed there is a significant period of working with the supplier to develop the system to our requirements, to train staff and to make the services available to residents through the Derbyshire County Council website. This stage will also involve detailed analysis of the benefit opportunities on a service by service basis to ensure the council achieves return on its investment.

7. Role of Resources Information and Scrutiny Committee

The Committee is asked to provide ongoing challenge and support through:

- Receiving regular progress reports on the Channel Shift programme
- Supporting the 'resident voice' work, ensuring that the needs and voice of Derbyshire's people are truly embedded in the project as it develops

- Paying particular attention to the development and implementation of the complaints and resident feedback approach, ensuring that improvements are delivered and receiving regular updates.

8. Recommendations

- That Resources Information & Scrutiny Committee notes the progress of the Channel Shift programme.
- That the Committee receives regular reports on the programme's progress, paying particular attention to the complaints and resident feedback approach.
- That the Committee supports the 'resident voice' work, noting progress and recommending ways in which the needs of Derbyshire's residents can be truly represented.

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