

**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE – RESOURCES**

**16<sup>th</sup> September 2021**

**Report of the Assistant Director of Communications & Customers**

**Customer Feedback / Complaints system update**

**1. Purpose**

To provide the Improvement and Scrutiny Committee - Resources with an update on the implementation of the new Customer Feedback system expected to begin delivery by 30 December 2021.

**2. Information and Analysis**

This information is provided in the attached slide presentation format. The presentation provides committee members with an outline of the new Customer Feedback system, its place within the Channel Shift programme and progress to date. The presentation also discusses the expected benefits of the new approach to both residents and the organisation.

**3. Alternative Options Considered**

N/A

**4. Implications**

The new Customer Feedback system is expected to begin to deliver for Children's Services and Place (initially) this year. Adult Social Care and Commissioning, Communities & Policy will follow in 2022.

## **5. Consultation**

A significant Equality Impact Assessment and Data Privacy Impact Assessment have been completed as part of the wider Channel Shift programme.

Focus groups will begin with residents in Autumn 2021 to better understand their experience of existing feedback systems and their potential use of the new system in order to help improve customer experience.

## **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 of Customer Feedback 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 feedback processes will both improve internal efficiency, potentially leading to benefit release, and will reduce risk which in turn reduces the risk of fines imposed by the Local Government Ombudsman.

#### **Legal**

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

#### **Human Resources**

Work is underway to create a target operating model for Customer Feedback management within the council that will optimise use of the new system, reporting and service improvement.

#### **Information Technology**

The new Customer Feedback approach relies upon the implementation of the Granicus Customer Relationship Management System. This process is being led by the Channel Shift team with significant support from ICT.

#### **Equalities Impact**

A thorough Equality Impact Assessment was carried out as part of the March 2021 Channel shift Cabinet paper and is regularly reviewed.

#### **Corporate objectives and priorities for change**

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

# Customer Feedback and Complaints

**Resources Information and Scrutiny  
Committee**

**16 September 2021**

# What approach are we taking?

Customer feedback is part of the Channel Shift programme:  
Improved customer service which improves interaction and satisfaction with the council.  
New ways of working which drive efficiency, improve services, give better data and save money



Online portal for residents to interact with the council



Review of current processes = change, improvement and customer focus



Customer relationship management system (CRM) – provided by Granicus

Council service access online	<b>Customer feedback (Compliments, comments and complaints)</b>	Room and event booking system	Councillor portal
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# Expected Customer Feedback benefits

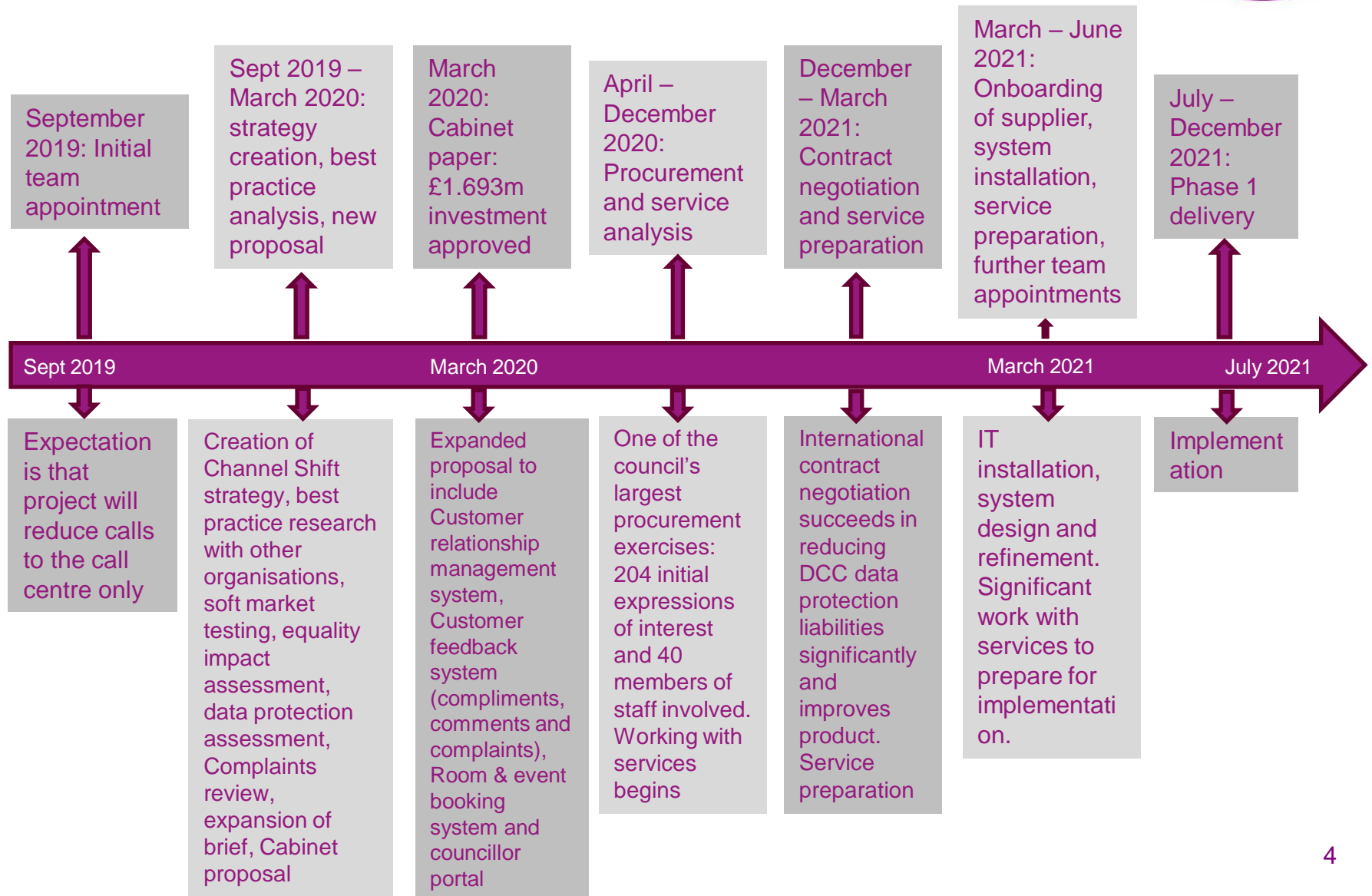
## Residents

- A single, online 'front door' for interactions with the council, usable 24 hours a day
- The ability to check on a complaint / comment / compliment and see progress
- Automated updates emailed to the resident, keeping them informed of progress on their issue
- Tangible improvements in the resident experience and an increase in customer satisfaction
- Council officers will have access to feedback a resident has given, so there is no need for the resident to repeatedly explain an issue and will receive a high quality experience.

## Organisation

- More efficient 'back office' processes introduced, saving time and money
- Reduction of risk (mishandling of complaints and subsequent escalation / reports to the Ombudsman etc.)
- Consistent system used across the organisation allowing for better cross-department working
- Integration with existing systems like Mosaic (used in Adult Social Care) improving process efficiency
- 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, analysis of performance, service demand prediction and management.

# Timeline to this point



# Phased delivery approach

Implement in 3 major phases, with releases during each phase

Focus on internal capability first with a small number of simple customer journeys on the website

Each phase includes a delivery project and discovery for the next phase

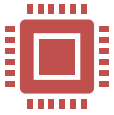
Phase one – low hanging fruit  
Stand alone activities

Phase two – more complex customer  
journeys. integration

Phase three – establish the continuous  
process to redesign service



# Why take this approach?



## Contains risk to resident experience

We 'learn' to implement the system working in phase one with internal customers

We can carry out detailed User Acceptance Testing which will be invisible to our residents

We do not risk damage to critical services such as School admissions or Fostering and adoption



## Establish an implementation methodology that can run indefinitely

Deliver approved scope from one phase whilst in parallel designing the content for the next phase



## Integration plan

Work to understand integration requirements during phase one, plan for staged releases in phase two and three

Avoid duplication or risk within the departments



## Engage and train staff to reach a level of capability to launch complex customer journeys

ICT

Channel Shift team

Departments

Granicus team

## Phase 1 delivery (July – December 2021)

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Do It Now – Move the existing on-line capability into the CRM

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Call Derbyshire - Use the CRM to record contacts

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Highways – Use the CRM to handle and record contacts, including Highways Hub

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**Children’s Feedback - Complaints, Comments and Compliments**

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**Place Feedback - Complaints Comments and Compliments**

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Reporting Design and Implementation

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Real Nappies – Managing the application process

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Business Centre – Managing internal requests

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Elective Home Education - Supporting the application process to home educate children

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Ordinary Water Courses Land Drainage Consent – Supporting the application process and allow for the payment to be made

# Current progress

- Discovery phase complete for Children's Services and Place – to be delivered in Phase 1 – higher volumes and increased risk
- Adult Social Care being looked at for delivery in Phase 2 (Jan – July 2022) requires some Mosaic integration
- Commissioning, Communities and Policy (CCP) to be looked at 2022 – more disparate processes and volumes are lower
- Basic reports should be available from October this year
- Focus to be on improvement, not just reporting

# Equality impact – making sure people aren't disadvantaged

- Important for us not to make assumptions – Ofcom Online Nation report 2021 shows 71% of people over 55 make regular use of the internet, spending an average of 2hrs 51 minutes online each day.
- But some people – economically disadvantaged, elderly, limited physical and mental capacity, elderly carers, rural areas etc. – may find online access difficult.
- Full equality impact assessment undertaken and continually reviewed.
- Implications for each service looked at and the best option for the resident taken



- Other options (phone etc.) present
- Data disclosure – residents will be able to use the system as a guest.

## 9. Q&A

