

<b>BRIEFING</b>	<b>TO:</b>	Overview and Scrutiny Management Board
	<b>DATE:</b>	4 November 2020
	<b>LEAD OFFICER</b> <i>(Full name, title and Directorate)</i>	Luke Sayers Assistant Director Customer, Information and Digital Services Finance and Customer Services,  Helen Barker Head of Customer Services Customer, Information and Digital Services Finance and Customer Services
	<b>TITLE:</b>	Customer and Digital Programme Progress Report

### Programme Overview

**1.1** At the heart of the Customer and Digital programme is a Customer Service model that provides high quality services in a modern, efficient and joined up way so that all customers, regardless of circumstance, have access to the services they need and receive a consistently positive experience.

**1.2** This will be delivered by:

- Consolidating departmental customer service functions into the corporate customer service team and creating a single point of contact for telephone enquiries;
- Implementing wholesale digitally enabled services that are redesigned and re-engineered to deliver single end to end multi-channel processes;
- Delivering underlying digital technology; such as customer experience management system, and contact centre telephony platform.
- Redesigning the Council's website to deliver a more task focused and user friendly customer experience;
- Increasing digital inclusion, working closely with customers and communities to increase their online interest, confidence and skill.

**1.3** Budget Option Papers FCS5 & RE1 have been developed to focus on Customer & Digital, Back Office Efficiencies, and identify savings that can be achieved through the Customer Service & Efficiency work programme; contributing £2.465m savings over 2 years:

**1.4** The allocation of approved budget savings required across the programme is set out below:

	2019/20 £,000	2020/21 £,000	Total
FCS5 - FCS	563	563	563
FCS5 - ACX	252	252	252

1.5		RE1	0	1,650	1,650
	The purpose of this report is to provide OSMB members with an overview of the progress of the Customer and Digital programme and achievements to date.				

### Savings Summary

2.1 The table below provides an overview of the savings achieved to date as a result of Customer and Digital improvements:

	Indicative Saving (£k)	FTE equiv	Savings to date (£k)	FTE equiv	Actual FTE reduction	Outstanding Saving (£K)	FTE equiv	RAG Rating
FCS5 - F&CS	563	19.8	563	19.8	8.7	0	0	Green
FCS5 - ACX	252	8.9	100	3.5	0	152	5.4	Yellow
RE1	1,650	69.5	0			1,650	69.5	Red

2.2 The methodology applied to date involves a collaborative working style with service experts involved in both reviewing current processes and designing future ones.

2.3 To date, no employees have been put at risk as a result of Customer & Digital improvements. Only 8.7FTE posts have been deleted; achieved through robust controls and tight vacancy management.

2.4 The key focus of the programme in 2020/21 will be the £1.65m to be delivered from Regeneration and Environment.

### Programme Headlines and Key Updates

#### 3. Underpinning technology

##### 3.1 Website Redesign and CXM Case Management system – implemented 29.10.19

- The Customer Services digital team worked closely with service representatives from each directorate to ensure their website content was current, relevant, appropriate and accessible prior to migrating it to the new website. This was a significant piece of work involving the review of thousands of pages of content, documents and forms.
- The redesigned website is more transactional, has fewer web pages, and has been styled to reflect the new Council branding.
- Over 1,000 old web forms and documents were reviewed, restyled or replaced.
- All web forms are designed to ensure they follow a single digital process so that regardless of access channel, the customer experience and information remains consistent.
- A new search facility was added to make it easier for people to find the information they need when searching on Rotherham.gov.uk website.

- A new style 'Your Account' was designed to enable customers to have a simple overview of services they have requested; all in one place.
- As a result:
  - Website visits have increased by 100% when compared to 2018/19
  - During April to September 2020:
    - over a million customers visited the website
    - 92k digital forms have been completed (76% self-serve online, 24% assisted access through contact centre)
    - 72k customers have made payments online
    - 26k customers have signed up to Your Account
    - The new site search has had a success rate of 98% for the last six consecutive months. The Customer Service team continue to use the search analytics software to better understand the words and phrases customers use for searching.
  - In 2018, rotherham.gov.uk was identified as one of the 10 worst council websites in the UK as assessed by SOCITM following a review of 412 local authority websites. Since the new website went 'live' rotherham.gov.uk has been one of the top 10 local authority websites in 7 out of the 8 months between February and September 2020.
- The new website and reporting tools make it easier for us to understand customer behaviour and find out what they want to know/do. For example we can:
  - Find out how our customers came to our website. I.e. the 'source' that brought them to our website:

<b>Method</b>	<b>1<sup>st</sup> – 30<sup>th</sup> September</b>	<b>1<sup>st</sup>- 31<sup>st</sup> August</b>
Search engine (e.g. Google, Bing, Safari)	76,632	74,657
Typed in the web address/ accessed from own bookmarks	33,176	27,380
Referral from another website	14,209	17,242
Social Media prompt	3,227	4,532

- Identify the most popularly viewed web pages. In September the most popular pages viewed by customers related to:
  1. Your Account
  2. Apply for or renew a Blue Badge
  3. Contact Us
  4. Jobs and Careers
  5. NHS Test and Trace Service
  6. School term dates and holidays
  7. Coronavirus (COVID-19)

8. See your next bin collection dates
9. Apply for free school meals
10. Report a council housing repair

- Use the search analytics software to better understand:
  - **Trending search terms** – useful for monitoring response to topical events, news, campaigns.
  - **Ineffective searches or search words where no results are found** – For example, customers who used the search term ‘tpo’ did not receive a search result. Using this information, the team can review metadata of a particular webpage to increase the accuracy of the search facility to ensure a customer can locate content they require, in this instance customers were likely referring to a tree preservation order which can now be added as a new search term.
- Find out which online transactions customers are completing online. The table below provides an overview of the top 20 most submitted requests in September, and how this compares with results from August.

Top 20 transactions 1st September to 30th September 2020				
Ranking	Service	Forms completed	Change Indicator	Ranking in last period
1	Report a council housing repair	795	➡	1
2	Contact us	740	⬆	3
3	Apply for or renew a Blue Badge	624	⬆	5
4	Get a new bin or request a bin removal	537	⬇	2
5	Report a missed bin collection	501	⬇	4
6	Application form for temporary parking permit for keyworkers du	493	➡	6
7	Report fly-tipping	448	⬆	9
8	Bulky waste collection	408	➡	8
9	Apply for free school meals	357	⬆	n/a
10	Council Tax Direct Debit (Amend DD and New DD)	303	⬆	13
11	Sign up for a new garden waste collection	294	⬇	7
12	Pay for a disabled person's parking badge	265	⬆	14
13	Upload supporting information for a Blue Badge application	260	⬆	15
14	Report a problem with your neighbours	252	⬆	12
15	Apply for benefit	233	⬆	16
16	Request a School Transfer	215	⬆	n/a
17	Report a faulty street light, bollard or sign	207	⬆	n/a
18	Compliance Test.	166	⬆	19
19	Report a problem with a tree	165	⬆	20
20	Libraries Order and Collect Service	159	⬇	11

- Importantly we need to make sure our website and digital processes continue to meet the needs of our customers and communities. Feedback and improvement ideas are actively encouraged through:
  - Volunteer testers – these are members of the public who have volunteered to put new processes through their paces. Pre Covid, we had around 10 customers who attended a session at Riverside House to test some of the new web forms.

- Young Inspectors – who were previously asked to review the redesigned website. They made a number of suggestions from which a number of quick wins were implemented. For example, the Young Inspectors felt there were too many ‘clicks’ to get into a service to make a payment. Following discussions with Finance, a payment button was added to the top tasks on the homepage.
- Attendance at Community Reference group meetings – where members can be provided with updates and encouraged to provide feedback on new initiatives
- Focused feedback – the recent implementation of the online taxi vehicle application process was initially tested out by the taxi driver community. Due to Covid-19, volunteers could not be invited into the building so a YouTube video tutorial was created instead, the link for which was shared by email. These volunteer taxi drivers provided some really valuable feedback which resulted in some minor changes to the process and clearer labelling of information.

## 3.2

### Covid-19

As a result of the Covid-19 crisis, demand for digital access has increased and the Customer Services digital team has seen an increase in work requests. The new case management system is being used by a number of services to support them more effectively and efficiently manage customer journeys, workflow and decisions making.

Examples include:

- Council Tax payment deferral
- PPE stock levels
- Request for support or to volunteer to support
- Crisis food provision via a member referral form
- Various grant forms. For example, the process for Discretionary Grants was established to help those business who were unable to access the original Covid-19 Business Support Grants. This needed an online application but a robust process for managing the process steps, with stringent controls, comprehensive reporting, and the ability for businesses to appeal against a decision.
- Skills Academy – This is Adult Care initiative to support direct care providers to recruit front line staff. The service was previously reliant on email and spreadsheets, but the new digital process allows:
  - care providers to complete an online form to indicate the number of vacancies they have, the type of work this involves and the training/experience required
  - potential applicants to complete an online form which collects information about the type of work they are looking for, experience/qualifications, ideal locations and working hours etc
  - use of case management which tracks cases through different process stages. e.g. job matching, proceed to interview, DBS check required

### 3.3

## Budget Saving options FC5 and RE1

### FCS5 – Finance & Customer Services

**Savings to date: £563k. Savings still to achieve: £0**

#### Savings

- Finance and Customer Services have now achieved the full savings required; as agreed in the original business case
- Work will continue on projects that create process efficiencies and improve customer services; both of which may generate additional savings in excess of those in the original business case

### FCS5 – Assistant Chief Executive

**Savings to date: £100k. Savings still to achieve: £152,000**

#### HR & Payroll

- It is anticipated that the majority (if not all) the remaining Assistant Chief Executive savings can be found following the service redesign of HR & Payroll processes.
- Work began in January but was paused due to Covid-19 before being restarted in July.
- 'As Is' and 'To Be' process mapping is continuing and detailed data analysis.

### RE1 – Regeneration and Environment (Customer and Digital)

**Savings still to achieve: £1,650,000**

A number of projects are underway to support the realisation of RE1 savings, which is a key focus of the Customer and Digital programme for 2020/21.

These include:

- **Building Control**

- Quick wins identified – Creation of online forms underway to replace existing paper forms.
- Further development phase under discussion
- Migration of content from galaxy site to corporate site in progress

- **Highways:**

Street Lighting:

- Process mapping underway and being benchmarked with Doncaster Council.

Parking Services:

- Process mapping underway
- Quick wins identified: Resident Permit – move to online process.

Highway Delivery:

- Potholes - quick win identified to remove rekeying and cross referencing onto a database.

	<p>Network Management</p> <ul style="list-style-type: none"> <li>○ Process mapping underway but awaiting imminent implementation of new central government system before completing the 'To-Be' design.</li> </ul> <ul style="list-style-type: none"> <li>● <b>Markets – 1st phase COVID 19</b> <ul style="list-style-type: none"> <li>○ Implemented ability for traders to make contactless payments</li> </ul> </li> <li>● <b>Pest Control - progressing</b> <ul style="list-style-type: none"> <li>○ New digital process including appointment booking currently in a design phase</li> </ul> </li> </ul> <p><b>Other R&amp;E service redesign work currently at an early stage:</b></p> <ul style="list-style-type: none"> <li>○ Registrars Service</li> <li>○ Waste</li> <li>○ Transport</li> </ul> <p><b>Work that has been paused due to Covid-19 but planned to resume:</b></p> <ul style="list-style-type: none"> <li>○ Zonal working</li> <li>○ Community Safety</li> <li>○ Regulatory Services</li> </ul>
<p><b>3.4</b></p>	<p><b>Rothercard</b></p> <ul style="list-style-type: none"> <li>● A digital process has been created based to replace the previous paper only version.</li> <li>● Customers can use the online form or be supported via assisted access through the contact centre.</li> <li>● The process includes the ability to upload eligibility evidence and attach a photograph.</li> <li>● The customer journey from beginning to end is captured in the case management system.</li> </ul>
<p><b>3.5</b></p>	<p><b>Year Ahead Plan</b></p> <ul style="list-style-type: none"> <li>● The Customer Services digital team are working with all directorates to encourage new ways of working that deliver efficient and accessible high-quality services.</li> </ul>
<p><b>Recommendations</b></p>	
<p><b>4.</b></p>	<p>It is recommended that:</p> <ul style="list-style-type: none"> <li>● The projects and activities associated with the deliverables of the Customer &amp; Digital programme continue.</li> <li>● The programme plan continues to be regularly reviewed to ensure the identified timelines and priority order satisfy Council objectives and stakeholder needs.</li> </ul>