Digital Innovation and Efficiency Committee

Report title:	NCC Digital Offer – progress to date
Date of meeting:	12 October 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services

Strategic impact

The redesign and digitisation of customer facing transactions will help Norfolk County Council to make the best use of customer access channels and resources, provide better intelligence to support decision making and demand management, and ultimately improve the experience for our customers.

Digital transactions and processes are also significantly cheaper to operate and will enable council wide efficiencies.

Executive summary

The Customer Service Strategy was approved by Communities Committee in March 2015, then by Full Council in April 2015.

The strategy aims to deliver against three main themes:
- **Improved customer experience**
  o services designed around customer need
  o enabling technology to provide an excellent self-service offer
- **Efficient customer access model channel shift and single front door**
  o consolidated web platforms and systems
  o reduced cost to serve
- **Better customer insight**
  o end to end visibility of customer interactions
  o and better management information to support planning and decision making

There was also an aspiration that the majority of customers use digital "self-service" channels as their preferred option and, therefore, resources for vulnerable customers are protected.   The strategy relied on the development of some key technical enablers to achieve the above goals including a new web content management solution (Sitecore) and a new Customer Relationship Management system (Microsoft Dynamics CRM).

Since April 2015 significant progress has been made. In addition to the new online platform and "my Norfolk" customer account, we have been able to implement CRM / automated processes for the following business areas:

- Complaints (Corporate, Children's Act and Adult Social Care cases)
- Member Enquiries
- Information Management (Freedom of Information requests, Subject Access Requests, Information Shares, Data Breaches, Police Requests and general information management enquiries)
- Copy birth, death and marriage certificate requests
- Contact logging for all customer contact into the Customer Service Centre (by phone or email)
- Museums new website (live from 08/09/2017)

1. The Background and Context

1.1. The underlying principles of the customer service strategy were to improve service and reduce cost simultaneously; this can be achieved by encouraging the majority of customers to "self- serve" using cost effective digital channels and reserving the use of more expensive specialist staff for the most vulnerable customers.

The enabling technologies required to deliver the strategy were a web content management solution, SiteCore, and a Customer Relationship Management, (CRM) system, MSDynamics these were purchased through the HP DNA partnership.

In order to make significant progress in developing and utilising the CRM system, Norfolk County Council entered into a joint development partnership with the London Borough's of Newham and Havering. The joint development partnership offered significant benefits in terms of cost and time to deliver versus other options, providing access to an MS Dynamics CRM solution, pre-configured for local authority use which was tried and tested for a number of years by the London Boroughs. In addition, it continues to provide access to experienced MS Dynamics technical resource through a pooled arrangement. It also enabled delivery in around 9 months, versus a number of years.

CRM (MS Dynamics 2011) was initially implemented in April 2016 and we upgraded the platform to the cloud based Dynamics 365 solution last month (July 2017).

The new content management system for the corporate website, Sitecore, was implemented with a redesigned look, feel and navigation in April 2016. The design was "user-led" which means our customers decided what was most important and how the site should be organised and named. We used leading edge technology, such as eye tracking software, to ensure the pages were well designed and customers had the best chance of finding what they were looking for. The introduction of the "my Norfolk" customer account also went live with the content management platform in April 2016. For the first time residents are able to log-in to a main account, record their details and start to track their transactions and requests. At present, only Highways defects and Registrars copy certificates are available within the account, but new services will continue to be added over time.

The technology available within the new content management platform means that we can start to present "personalised" information to people based on the things we think they will find most relevant. A trial is currently underway which identifies parents of young children, based on pages they visit within the Children's Services childcare section of the site, and then provides them with "personalised" pages when they visit library pages, such as "bounce and rhyme" or other child related library events.

Better management information is already available and starting to be shared with departments to be used proactively. A bespoke Highways defect map has also been developed for Members to help them gain better visibility of the Highways issues and status within their electoral divisions.

2. Evidence

2.1. In order to measure the effectiveness of the Customer Service Strategy, we have developed a performance target around channel shift – this means the number of people moving to an online channel as their main preference. As this is relatively difficult to measure across all services we used a proxy measure of "number of online customer accounts". The targets set for the number of online accounts were are follows

- Year 1 5,000 (fy 15/16) – Achieved
- Year 2 20,000 – (fy 16/17) On track
- Year 3 and 4 up to 200,000 (fys 18/20)

The graph below shows the number of online accounts has steadily increased and had hit already 10,000 by August 2017. The graph also demonstrates the increasing proportion of highways defects being reported online which is now around the 70% mark. This channel shift has enabled savings within the customer service centre as well as the Highways area itself (however it should be noted that these are enabling savings and there are often other factors involved).

Number of Self-Service Customer Accounts created (cumulative)
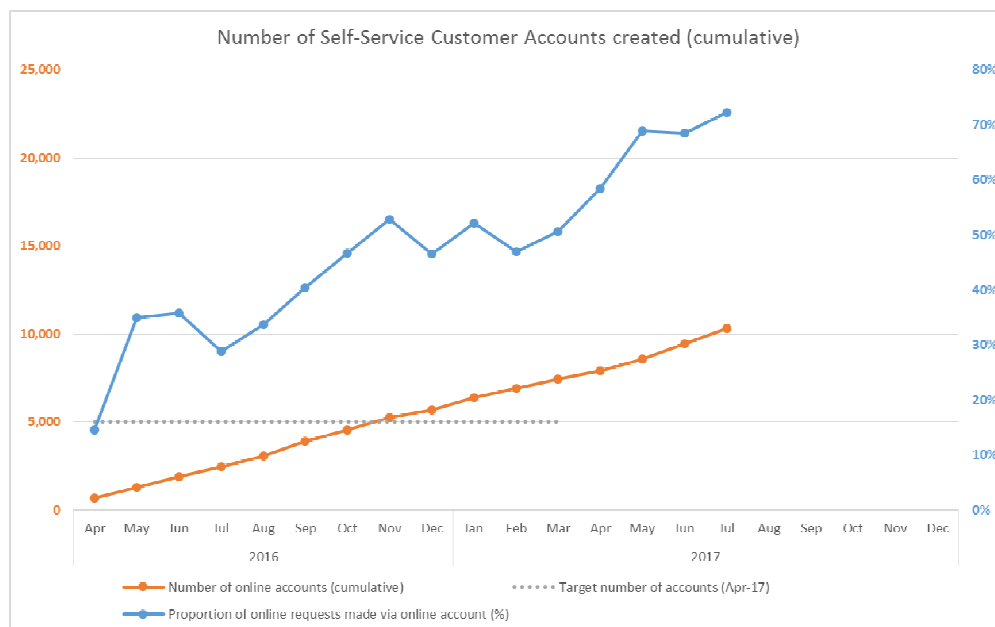
Other benefits

In addition to this channel shift, the new technology has also delivered a rise in satisfaction of over 10% with the Corporate website, with the majority of customer journeys now being rated as 4 star by SocITM (the society of IT managers). The main corporate site has also passed the SocITM accessibility testing for the first time.

2.2. **Future development**

The Customer Service Programme defined a basic principle around transformation to ensure that high volume, low risk areas were developed first. As a general rule this mean that CES and Corporate services will be transformed first, Adult Social Care will come later, and Children's Services will be delivered when the technology is all in place and proven.

This will continue to be the approach for future development, along with increasing the capability and functionality of the enabling technology. As an example the

"apply and pay" capability is next to be developed across a number of services. There will be some exceptions to this principle where enablers are needed for business critical systems, for example we are hoping to deliver a "single sign on" for the customer account to coincide with the replacement of the social care system in April 2018.

3.   Financial Implications

3.1.   The initial phase of the work totalled £540k which included the delivery of all the CRM processes and the SiteCore implementation and portal development. In terms of pay back, the table below show the savings which have been enabled by the digital transformation to date. A return on the initial phase 1 investment has already been made.

Budget reference	Efficiency	Saving £mil
Savings for FY 16/17		
RES079	Review and reduce staffing in customer services to reflect changes in communication practise and business requirements	0.042
CMM017	Customer Service teams – reshape some service delivery teams	0.059
P&R	Review mail team operations	0.065
EDT018	Highways street works delivery redesign	0.050
Savings for FY 17/18		
EDT042	Rationalise our highway depot provision and change inspection frequency for main roads	0.473
EDT036	Service re-design - introduce a locality based structure for the Community and Environmental Services directorate (total of 1.038)	0.400
CMM018	Customer Service delivery re-design - further re-shaping and re-design of some customer service teams -0.200 (includes bringing forward £100k originally planned for delivery in 2018/19)	0.200
Total of savings to date		**1.289**

The second phase of the project for CRM development is funded through the capital programme to cover the 2016 – 18 programme of work (which included a pre-agreed upgrade of the MSDynamics 2011 to MSDynamics 365 at a total cost of £970k. Savings related to the programme have already been identified in Customer Services and will continue to be identified as work progresses.

The development of the Museums website also formed part of this phase of the programme and was integral to ensuring the ongoing Heritage Lottery Funding for the Castle Keep Development (worth over £8million).

3.2.   The E-commerce and Employee Digital platforms have received capital funding of £170k and £350K respectively and are currently being scoped and developed.

4.   Issues, risks and innovation

4.1.   The major risk for future development, at present, is lack of resource capacity within IMT. As Sitecore is a leading edge content management system it is relatively difficult to secure staff. This is currently hindering the speed of development and is continuing to be addressed by IMT. We are also still reliant on

external developers for the majority of CRM development.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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