

**PERFORMANCE AND FINANCE SCRUTINY
COMMITTEE**

**Customer Experience & Digital Portfolio
Update**

Portfolio	Customer Experience & Digital
Ward(s) Affected:	All

Purpose

To provide a progress report on the Customer Experience & Digital Portfolio

1. Background

1.1 The Customer Experience & Digital Corporate Portfolio covers the services and functions as set out below:

- Digital & ICT
- Communications and Marketing
- Contact Centre & Post Room

2. Digital & ICT

2.1 2019 has been a year of **rapid technology change** as usual for Surrey Heath and has seen us continue with our overall strategy of reducing our reliance on Surrey Heath House, leveraging our investment in cloud services and technology and modernising and simplifying our IT estate. We are actively pursuing hardware and infrastructure modernisation which facilitates a more agile and mobile approach to how work is done. Additionally, our progressive agenda has seen us move into new areas such as building management technology and Internet of Things (IoT) and we are working up a project in close liaison with Economic Development to deliver a 5G retail test bed to the centre of Camberley.

2.2 Our **new cloud telephony solution** is fully implemented for all staff. Old telephony hardware situated in Surrey Heath House was switched off in November. All old desk phones have been removed and staff can now access their phone calls via various means. Most staff have headsets connected to 'softphone' clients on their computers. Some staff have replacement desk phones. Quite a lot of staff now access their work calls either on their personal or work mobile phones. We also have spider phones (teleconferencing) phones located in some meeting and committee rooms to make it easier for staff to host telephone meetings. The upside of this means that (other than the emergency phones in the lifts) all SHBC telephony is cloud based and not dependent on physical infrastructure in Surrey Heath House. This means that our telephony solution is portable, should the Council decide to relocate. Staff working at home or out on site have access to work calls.

2.3 Microsoft is deprecating support for **Windows 7** in January 2020 and we have been working hard to replace all Windows 7 machines with Windows 10 machines. This is nearly complete. All staff bar 15 contact centre staff now have Windows 10 user profiles and Windows 10 PCs. With regard to hardware, 30 new PCs were purchased to enable us to phase out some of

our very old stock. However we have recycled over 50 PCs by cleaning them, swapping old hard drives for new solid state hard drives and doubling the memory capacity.

- 2.3 Capital funding has been secured to allow us to replace our ageing network **switch infrastructure** and a network re-design has been completed to facilitate their installation. These switches form the backbone of our physical network in Surrey Heath House and their replacement will improve resilience and connection speeds for staff and equipment. New switches will also enable us to separate out various functions to different parts of the network. For instance, our cloud telephony will have its own dedicated network resource so call quality is not disturbed by other heavy network use. Other functionality which will receive its own network resource will be photocopiers and printers and building management systems such as new lighting systems and potentially the door access control system should a decision be taken to replace and modernise this.
- 2.4 After a successful bid, we have been awarded a sum of £5k under the **Local Government Association Cyber-resilience programme**. We will be utilising this for consultancy work to ensure our information security policies touch all areas that they should be.
- 2.5 Our **network storage** became end of life at the end of 2019. This storage contained our servers, staff member personal drives and departmental 'gen' drives amongst other things. Network storage is extremely expensive and our strategy to replace this equipment has been playing out over the last year or so. All staff personal drives have been migrated to our Box cloud content platform and deleted from the network storage. Most departmental 'gen' drives have been bulk lifted to the Box cloud platform. Any new servers (like the 9 servers required for the Uniform project) are 'virtual' these days and these are either hosted with Proact, our infrastructure partner or on Amazon's AWS service. Some network storage is still required but we have purchased a much smaller and cheaper resource which will host some of the virtual servers. Due to the way in which Windows networks work, we have had to provide staff with new personal drives on this new storage, but these are limited to 100mb in size (ie very small) and staff are instructed to use Box for everything else. We have not yet finished decommissioning the old storage so this is now under 'break-fix' maintenance until it is switched off.
- 2.6 We continue apace moving services to the cloud. In August, we will be working with Civica to move our **Civica Financials** system onto a fully hosted cloud service from Civica. This means we will have two less servers to manage and patch on premise. All future upgrades to the platform will be undertaken by Civica. Staff who use Civica (many staff around the building use Civica for ordering) will be able to access the financials system from anywhere through a web browser. Authentication (log-in) to our cloud services is controlled in the most part by our single sign on system called Okta. This will be integrated with Civica to enable staff one click access to the financial system. This year we will be looking to move the system that Legal Services use for case management (Iken) to a fully hosted cloud service. This too will mean less servers for ICT to manage and update on premise. It will also mean that legal services will then be able to work from home efficiently as if they were in the office. All their services such as Office 365, email, telephony and their case management system will all be cloud based.

- 2.7 We are working with Plan Alpha (who built and host our web sites and intranet) to replace the Kana Lagan **CRM system**. We hope to have a minimum viable product live by the end of March 2020 which will also be fully cloud based. The new CRM system will be integrated with our Okta single sign on, the land and property gazetteer, the telephony system (for caller identification) and our Box content platform. In addition to having a robust new cloud platform to use which staff can access from anywhere, this will also mean we have 3 less on premise servers to manage and pay for. We have provided Kana with the required 3 months contract termination notice which will remove a commitment of around £25k per annum from our software licensing budget.
- 2.8 Production tape backup services have been totally decommissioned and we now operate a cloud backup platform for all servers and data which backs up both on premise equipment and servers located with our infrastructure partners, Proact.
- 2.9 Migration of key business platforms from Acolaid to **Idox Uniform** has been on-going since 2018. Development Control is now live along with the new Public Access web portal. Public Access replaces the old Planning Publisher web service which has now been switched off. The new Idox Document Management System (DMS) is also live and holds all documents associated with any business areas using Uniform. The old OnBase document management system which the DMS replaces in part was decommissioned in December 2019. OnBase decommissioning has been proceeding for the last two years with most content migrated to the Box cloud content service. OnBase decommissioning will remove a £13k per annum commitment in the software licensing budget. Building Control, Enforcement, Land and Property Gazetteer, Tree Preservation, CIL, Contaminated Land and Land Charges are all also live in Uniform. Environmental Health will be moving to Uniform in April 2020 at which point the old Property server and Acolaid will be switched off.
- 2.10 **The Box cloud content platform** continues to go from strength to strength. We now have 278 user accounts with 3.6 terabytes of (in excess of 2 million items of content) data stored in Box and average between 300 and 400 logins to the platform daily with people uploading, downloading, previewing, editing, sharing and creating content. Box truly is changing the way work is done and staff interact with the platform via web applications, Microsoft Outlook, their mobile phones and via integration with desktop Microsoft Office products such as Word and Excel. Quarter 2 of 2019 saw 125,066 uploads, 53,491 downloads, 63,740 document previews and 12,368 pieces of content shared with others.
- 2.11 Despite a difficult year accommodating staff shortages, our Service Desk ploughed through 5948 tickets lodged by staff for assistance during 2019 and our apprentices have attended numerous training courses.
- 2.12 In 2019 the **Uniflow system** was upgraded. This controls our MFD photocopiers. The upgrade means we now support wireless printing from any device such as smart phones and iPads, guest printing so visitors to the building can use the MFDs and Google Cloud Print, so staff with Chromebook devices can also print directly to the MFDs. We will be replacing 6 more of our MFDs in 2020 with the latest Canon equipment.

- 2.13 In 2019 both the ICT Conference Room and the ICT Build Room have been refurbished after 15 years of heavy use. Both rooms have been repainted and fitted with highly energy efficient Arcadian lighting systems which are now controlled from our network. As a demonstrator feature for the rest of the building the emergency lighting units are self-testing (this is a mandatory compliance function and one which is extremely time consuming for members of the facilities team throughout the rest of the building). The ICT Conference Room has also been equipped with video conferencing equipment which is already saving us travel time and expense.
- 2.14 **IoT technology** has been implemented at Surrey Heath House to automate legionella compliance testing. This is a mandatory function to ensure all our hot and cold taps fall within compliant temperature ranges to avoid legionella outbreaks. We have IoT sensors fitted to 18 outlets now which monitor temperature and flow frequency for these taps. Reporting and recording is automated via the SigFox IoT network with results delivered to facilities staff via a cloud dashboard. Legionella compliance testing usually takes a staff member a significant amount of time, but we can now automate this function with the additional benefit to carbon footprint reduction as staff members will not need to drive to other SHBC premises to carry out testing.
- 2.15 The '**My Surrey Heath**' application on the Surrey Heath website has been in use for ten years and will be decommissioned during Q2 2020. We have a cutting edge project on the go called 'Locus' which will replace My Surrey Heath and will provide the Council with much enhanced capacity to serve relevant, current and highly localised information to Surrey Heath residents.
- 2.16 Four editions of 'What does ICT do all day?', the **ICT newsletter**, were published during 2019 at quarterly intervals. Each issue has a focus on cybersecurity on the front page to keep this issue current and relevant to staff. The content is designed to be visually appealing with a range of news, a look at behind the scenes at ICT operations and more general articles about our technology strategy and agenda to try and provide staff with the 'bigger picture'.

3. Marketing & Communications

- 3.1 The Marketing and Communications team is responsible for all marketing and communication content across multiple customer facing channels. The objective is to improve and maintain the brand, image and reputation of the Council, communicate with residents, visitors and businesses and deliver sales and marketing for all revenue generating services provided by the Council and Camberley Theatre. The team manage and deliver a number of events throughout the year.
- 3.2 The team is led by a Marketing Manager with 6.3 permanent FTE staff following a restructure in Nov 2018.

2019 Projects and Campaigns

- 3.3 To promote revenue generating services, share information, improve the safety, health and wellbeing of residents and engage with residents, the following projects, campaigns and initiatives have been delivered over the past year.

- #TalkSurreyHeath – ‘Our Place’: A live stream Q&A panel debate with SHBC, County Council and Surrey Police. **Result:** video views 5,100 with 76 questions/comments answered in one hour.
- Promoted Walks programmes across the Borough; including Walking for Health, Diabetes Walks and Dementia Friendly Walks. **Result:** continued promotion has helped to double the number of walkers each walk and led to new walks leaders being recruited.
- A number of campaigns have been delivered which promote Surrey Heath.
 - i) Wildflower verges campaign in late spring **Result:** High levels of positive engagement by linking to the trending topic and engaging with high profile individuals and organisations on Twitter and Facebook to boost the campaign eg; Caitlin Moran retweeting our content to her 800k+ followers. Equivalent Facebook post reached over 35,000. Camberley/Surrey Heath featured in Daily Mail/Mail-On-line feature on the subject, including gorgeous photos of the A30 wildflower verge.
 - ii) #lovewhereyoulive campaign promoting greenspaces and parks across the Borough **Result:** reached a total audience of approx 25,000 with each image reaching an audience of just over 2000 on average.
 - iii) Promotion of Frimley Lodge Park and Lightwater Country Park Green Flag Awards.
- Surrey Heath Lottery; launched, regularly promoted and results announced. **Result:** pre-first draw promotion reached an audience of more than 8000 (with an average of 1000 audience reach per post). The lottery promotional campaign has contributed to 54 good causes registering to participate and £27,300 total projected money raised for good causes for the year.
- Events: Civic, Arts/Culture and community celebrations delivered this year. **Result:** Camberley Comedy Festival (sold out), White Elephant Film Festival (received more than 1000 entries) Camberley Carnival (more than 2000 attended) and Camberley’s Remembrance Parade (c. 300 cadets and uniformed organisations paraded along the A30, attended by c.1000 people)
- Promotion of a number of annual events and programmes such as; Surrey Heath Sports Awards, Triathlon, Surrey Youth Games, #ourday, pantomime, all shows held at Camberley Theatre together with Frimley Lodge Live and theatre in the park, regular promotion for Community Services products and services, Community Fund & Revenue Grant Awards.
- Consultation sharing and engagement for Lightwater Country Park Playground **Result:** A single post sharing 4 designs reached an audience of over 12,000 and more than 250 votes were cast. Playground opening announcement reached an audience of over 15,000. Other consultations shared and promoted include; Old Dean playground consultation and vote, Community Governance Review and Statement of Community Involvement, plus consultations affecting local residents being delivered by other organisations such as Heathrow Expansion and Esso Pipeline.

Social Media

- 3.4 A hugely effective channel to develop SHBC brand, inform residents and manage reputation. Social media is increasingly becoming a significant face and voice of the Council as well as a popular channel for customer service. The team monitor feedback and reactions of residents on our channels as well as groups across the Borough (often out of hours) so any issues can be immediately managed.

Media Relations

- 3.5 SHBC has issued 113 press releases/news statements in the last year (up 20% on previous year), averaging 9.5 each month. In addition the team managed (on average) 12 media enquiries per month (up 40% on previous year) from print and online news outlets, TV, radio and trade publications.

Camberley Town Centre

- 3.6 To showcase Camberley to commercial and local audiences in order to attract and retain current businesses and customers. We continue to share key project milestones and communicate regeneration project plans for the town centre with businesses and residents by visits/meetings, forum events, printed materials (vinyls, fliers and posters) press and social media as well as promoting retail and leisure activities in an effort to drive footfall and increase dwell time. Highlights include;
- Reducing costs of marketing campaigns for the town centre by creating artwork in-house (saving £22K in 10 months)
 - Supporting an extensive events programme in the town centre and trade exhibitions. Also supporting development of the theatre brand to local audiences.
 - Coverage achieved in The Guardian, BBC News, The Evening Standard as well as property trade press and regular coverage in local newspapers and on radio.

Heathscene

- 3.7 Distributed three times a year across the Borough. It continues to be an excellent way to reach those in the community who are not online and has been improved with a more consistent editorial voice, more up to date content which now strongly compliments digital and print campaigns. Editorial space is sold to partner organisations (Surrey Heath CCG and Surrey County Council).
- 3.8 The rising costs of print and distribution mean that HeathScene now costs 21p per copy to produce (up 1p from 2018). **Results:** regular promotion of the Community Services offer has led to a continued increase in new customers for Meals at Home (following a 24% increase in 2018). Surrey Heath is one of the highest performing Boroughs for Meals at Home in Surrey with 12,000 meals served each quarter. The Social Prescribing service was launched in 2018 with an emphasis on self-referral. March-November 2019 resulted in 250 referrals and 246 wellbeing surveys completed.

Website

- 3.9 Following the team restructure, the administration of web queries has been streamlined. The team has received more than 2000 emails since February 2019 and deals with most enquiries in 1-3 days (agreed timescale is 7 days). In 2019, the SHBC website had 794,404 visits (up 13% year on year) and nearly 3.5 million page views. More visits to the website are made via mobile, up 5% on previous year, to 40% of all visits.
- 3.10 Due to the forthcoming public sector website accessibility regulations, the team will be ensuring all 2000 plus pages of our website are reviewed and updated to ensure those with additional needs are able to access all information.

Business Breakfast

- 3.11 The Business Breakfast continues to attract businesses from across the Borough. Once again, two Business Breakfasts took place in 2019 with 280 attendees from businesses across the Borough and £1700 generated from exhibitors.
- 3.12 The Business Awards continue to be successful. 2019 saw an increase in applications for Awards and following a successful launch in 2018 *The Business Star of the Year Award* was again decided by public vote. 1200 public votes were cast, up 71% on 2018.

4. Contact Centre and Post Room services

- 4.1 The Contact Centre and Post Room remains the first points of contact for Surrey Heath residents, businesses and visitors. It shares its location on the ground floor of Surrey Heath House with the Job Centre Plus, to provide more joined up and cost effective public services.
- 4.2 The Contact Centre is staffed by a Customer Relations Manager, a Team Leader and 9.5 FTE customer service advisors, a mixture of permanent and fixed term staff.
- 4.2 From February 2019 to the December 2019 the Contact Centre managed 39,675 telephone enquiries and 2851 face to face interviews. In addition 8385 emails were answered and 623 web enquires resolved.
- 4.3 The Centre is also responsible for complaints management across the Council. The number of people seen at 'Meet and Greet', the initial Reception Desk was 24,805. Some customers need to be booked in for an in-depth appointment however, wherever possible we triage enquiries at this desk and resolution stands at 74%.
- 4.4 Of all the telephone and email enquiries handled, 87% were dealt with at the first point of contact. This represents a 2% increase on the previous year. This means that the customer is not referred on to other departments across the Council, enabling staff in the service areas to concentrate on more detailed/complex areas of their business and providing a quick and efficient service to our customers. 100% of customers rated the service they received from the Contact Centre as being either good or excellent.
- 4.5 At the time of the last report to this committee, the Contact Centre identified where it had continued to extend the scope and level of complexity of work that it delivered. For example administrative support being offered to services such as Noise Pollution, Corporate Enforcement, Trees and Building Control.
- 4.6 Pitch Bookings, previously a very manual process is now streamlined and undertaken effectively within the Centre. This expansion continues and the team now directly input to the Uniform computer system on behalf of Planning Enforcement, Trees, Anti-Social Behaviour and Housing Enforcement. This service will be further expanded to incorporate Environmental Health in April 2020.
- 4.7 The Contact Centre also reported on a new initiative, whereby Customer Service Advisors had begun to manage the Housing Duty Desk, following

new homelessness legislation introduced in April 2018. Assisting customers with Housing Applications, undertaking document checks, scanning and making appointments for Homelessness cases.

- 4.8 This initiative is now fully embedded and the level of complexity of enquiries managed at this first point of contact continues to develop. Between February and December 2019, 1704 customers have been assisted by the Contact Centre team at the Face to Face Housing desk as well as 3355 telephone enquiries. Legislation changes once again in April 2020 and the Contact Centre staff will commence a retraining programme shortly to meet the new requirements.
- 4.9 A trial has been underway within the Contact Centre to improve the way Councillor Email enquiries are managed. Historically Councillors may have emailed officers directly with enquiries which, on occasions, could be subject to delays in response if officers were not immediately available. Such enquiries are now managed through the Contact Centre. Identification of duplicate enquiries and early resolutions are frequently achieved at this point. This speeds the response to the Councillor and saves officer time in the service areas. Where an enquiry has to be sent through to a specific officer, the enquiry is tracked and monitored for adherence to service standards. Between October 2018 and December 2019 258 enquiries have been managed through this initiative.
- 4.10 A new telephony system, '8 x 8' was introduced to the Contact Centre in February 2019. The functionality is similar to the previous telephony system and is particularly effective in assisting with agile working.
- 4.11 It is now planned to replace the existing Customer Relationship Management System, 'Lagan', with a more flexible, cost effective and robust CRM solution. This new system will have the ability to interact with the 8x8 telephony system, identifying customers who have contacted us before, presenting the Customer Service Advisor immediately with the name, contact details and previous enquiries of that customer.
- 4.12 Work is already underway within the Contact Centre to design the system and implementation is planned for April 2020. This is an opportunity to streamline processes, improve communication with the service areas and further enhance the customer service offered at first point of contact. Of particular benefit will be improved management information, reporting and opportunities for enhanced self-service.
- 4.13 The Post Room is staffed by a part time Team Leader and 3 FTE post room assistants.
- A total of 111,397 letters were sent during 2019 at a cost of £52,255.39
 - 4072 cheques processed to a value of £1,584,252. A reduction from last year of 28%.
 - 2478 transactions took place via the Kiosk amounting to £369,356. A reduction from last year of 19%.
 - The Post Room also prepare and scan all Revenues and Benefits post, a total of 52224 documents.
 - 16042 emails managed on behalf of Revenues and Benefits.
- 4.14 The Post Room team have been keen to expand the variety of work they undertake. A relatively new role for them is the triage of Revenues and

Benefits emails, responding where possible or re-indexing for the service area team to complete.

- 4.15 Building on the success from scanning Housing post at the point of entry, the Post Room continues to encourage other service areas to explore opportunities to scan documents upon receipt. A key benefit being that original documents are scanned at the point of entry to the Council and returned to the customer without ever leaving the Post Room.