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11 September 2018

Dear Councillor,

A meeting of **SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY** will be held in the **COUNCIL CHAMBER** at these offices on **WEDNESDAY, 19 SEPTEMBER, 2018 at 7.00 pm** when your attendance is requested.

Yours sincerely,  
KATHRYN HALL  
Chief Executive

**A G E N D A**

	<b>Pages</b>
1. To note Substitutes in Accordance with Council Procedure Rule 4 - Substitutes at Meetings of Committees etc.	
2. To receive apologies for absence.	
3. To receive Declaration of Interests from Members in respect of any matter on the Agenda.	
4. To confirm the Minutes of the meeting of the Committee held on 18 July 2018	<b>1 - 4</b>
5. To consider any items that the Chairman agrees to take as urgent business.	
6. The Role of the Local Land Charges Team at Mid Sussex District Council	<b>7 - 12</b>
7. Digital Programme 2018/19 Progress - including overview of GDPR preparations	<b>13 - 30</b>
8. Scrutiny Committee for Customer Services and Service Delivery Work Programme 2018/19	<b>31 - 32</b>

9. Questions pursuant to Council Procedure Rule 10 due notice of which has been given.

To: **Members of Scrutiny Committee for Customer Services and Service Delivery:**  
Councillors John Belsey, Margaret Belsey (Vice-Chair), Liz Bennett, Michelle Binks, Anne Boutrup (Chairman), Pete Bradbury, Cherry Catharine, Sandy Ellis, Bruce Forbes, Ginny Heard, Anthea Lea, Howard Munding, Kirsty Page and Dick Sweatman

**Minutes of the Meeting of the Scrutiny Committee for Customer Services and Service Delivery held on 18 July 2018 from 7:00 p.m. to 8:10 p.m.**

**Present:** Councillors: Anne Boutrup (Chairman)  
Margaret Belsey (Vice-Chairman)

Liz Bennett  
Cherry Catharine  
John Belsey  
Howard Mundin

Michelle Binks  
Sandy Ellis  
Anthea Lea\*  
Kirsty Page

Pete Bradbury\*  
Claire Fussell\*  
Ginny Heard  
Dick Sweatman\*

\*Absent

**Also Present (Cabinet Members):** Councillor Thomas-Atkin and Councillor Marsh.

**Also Present (Members):** Councillor Wall, Councillor Llewellyn-Burke and Councillor Webster.

**1. SUBSTITUTES AT MEETINGS OF COMMITTEE - COUNCIL PROCEDURE RULE 4**

Councillor Jones substituted for Councillor Sweatman. Councillor Mockford substituted for Councillor Lea. Councillor De Mierre substituted for Councillor Bradbury.

**2. APOLOGIES**

Apologies had been received from Councillors Sweatman, Lea, Fussell and Bradbury.

**3. DECLARATIONS OF INTEREST**

Councillor Bennett and Councillor Jones declared a personal interest in Item 7 - Parking Services Annual Review 2017/18 as they are both Councillors of West Sussex County Council (WSCC) who are involved in the administration of parking enforcement across the County.

**4. MINUTES**

Councillor Catharine highlighted the incorrect spelling of her surname of the 13 March Minutes. The Minutes were amended and then both the Minutes of the meeting of the Committee held on 13 March and 9 May 2018 were agreed as a correct record and signed by the Chairman.

**5. TO CONSIDER ANY ITEMS THAT THE CHAIRMAN AGREES TO TAKE AS URGENT BUSINESS.**

None.

**6. LEISURE MANAGEMENT CONTRACT – ANNUAL REPORT FOR 2017/18**

Rob Anderton, Divisional Leader for Commercial Services & Contracts, introduced the report which provided Members with an overview of the Leisure Management Contract operated on behalf of the Council by Places for People Leisure (PfPL) for the period April 2017 to March 2018. He confirmed that the leisure centres have seen improved income

levels and have achieved a positive movement on site-inspection scores. It was also noted that the leisure investment programme is in the process of concluding with the final leisure pool improvements at the Triangle almost completed.

A Member enquired whether the £168k mentioned on P.14, Paragraph 14 needs to be returned if all of the money is not used up and whether Officers have a breakdown by reason for the visit to the leisure centres such as gym or swimming pool use etc. She also sought clarification as to why the Council only expected attendance level increases of 1% while PfPL are achieving around 10% increases.

Judy Holmes, Assistant Chief Executive, confirmed that the funds referred to were provided by New River Retail to facilitate the redevelopment of the town centre in Burgess Hill. She confirmed that there has been some take up however there are users that still have not confirmed whether they will be making a claim. It was confirmed that once the move has been completed, Cabinet will need to consider what to do with any remaining funds.

Councillor Gary Marsh, Cabinet Member for Service Delivery, explained that the attendance levels target was formulated at the start of the Contract and this has gone up incrementally since its formulation. He hoped that the attendance levels would pass the 2 million mark by the end of the year.

Robert Anderton, Divisional Leader for Commercial Services & Contracts, confirmed that he did not have the breakdown of the membership to hand, however he expressed that he would be happy to share it with the committee at a later stage.

The Member noted that a drop in customer satisfaction occurred during the 'Sep-17' month according to Appendix B and sought clarification on the cause.

The Divisional Leader for Commercial Services & Contracts explained that the drop during the 'Sep-17' period could be attributed to the improvement works across the 3 leisure centers which might have affected customer opinion.

A Member enquired whether the Council has considered developing the Lido swimming aspect at The Triangle. She also expressed her frustration with the Places for People Leisure App as it glitches quite frequently and makes it difficult to book fitness classes.

The Divisional Leader for Commercial Services & Contracts confirmed that the Lido is not used as much as other parts of the leisure centre and confirmed that PfPL may consider redeveloping after a period of consolidation. He added that there is a commitment in the Divisional service plan to develop and improve the IT aspects of the Leisure Management Contract.

A Member commended the staff who work at the leisure centres as she is a Member.. She suggested that the leisure centres could have a better advertising plan and she feels that they don't advertise as well as they could. She also suggested an improvement to the radiator in the baby changing area as it is noticeably hot which creates a smell during the winter month as it is located close to the waste bin.

A Member enquired whether there is an ongoing capital programme and how the programme is funded. He also alluded to a link between catering at the leisure centres and the frequency of the use of the leisure centres.

The Assistant Chief Executive drew Member's attention to Paragraph 50 on P.15 which details the capital programme and the following paragraphs detail what type of investment

is being made. She explained that the Council operates a partnership board with PfPL which the Cabinet Member sits on and they have discussed the revenue, trends and issues of food and beverage provision at the leisure centres.

A Member was informed at a recent School Council that he attended that after 5pm the Dolphin swimming pool is unavailable for the children to use. He sought clarification on whether this was a true statement or not.

The Assistant Chief Executive confirmed that the Council would look at the availability of the swimming pool after 5pm however reminded the Member of the need to balance structured activities and open activities.

A Member asked for elaboration on Paragraph 45, P.14 which contains a mention of refining the children's sport programme.

The Divisional Leader for Commercial Services & Contracts outlined how performance of the children's sport programme was not consistent across the district's three Leisure Centres and that a more consistent programme is being developed and implemented..

A Member enquired whether the excess land at the Triangle could be used for a facility like an ice-rink.

The Assistant Chief Executive confirmed that it would be something that Members would need to consider in the future but reminded the committee that every idea comes with costs.

A Member enquired when the ownership of the Martlets Hall will be handed over to New River Retail and sought clarification on the security arrangements for the Hall.

The Divisional Leader for Commercial Services & Contracts explained that the Council is in the process of removing the remaining items from the Hall over the month of July. He added that once the Hall had transferred ownership it will need to be decommissioned and the Council will assist New River with the security arrangements until the building is demolished.

The Chairman noted that no Member wished to speak so moved to the recommendation which was agreed unanimously.

## **RESOLVED**

The Committee noted the contents of the report.

## **7. PARKING SERVICES ANNUAL REVIEW 2017/18**

Claire Onslow, Business Unit Leader for Parking Services, introduced the report which provided an overview of Parking Services' activity in 2017/18, including the enforcement contract that the Council operates on behalf of West Sussex County Council. The report also highlighted service improvements.

A Member expressed that the main car parks in East Grinstead are at capacity.

The Business Unit Leader for Parking Services confirmed that they are looking towards 2020 when a refreshed Parking Strategy will be produced which, among other things, will review how the Council's assets are used.

A Member asked whether the Council has a strategy in place for electric car chargers.

The Assistant Chief Executive outlined that as the facility becomes more popular the Council would need to consider developing a policy on electric car chargers in car parks as part of the new Parking Strategy. She noted the potential loss of a car parking space when the electric car is charging which puts pressure on the overall car parking capacity.

A Member sought clarification on the progress of the Road Space Audit.

The Divisional Leader for Commercial Services & Contracts confirmed that the Audit is on track to be concluded in August, and that it will be presented to members once Officers have reviewed it and fully considered its recommendations and implications.

A Member expressed that the Taxi Voucher scheme is a wonderful idea. She also questioned whether charging in rural car parks would be considered in the future

The Cabinet Member for Service Delivery explained that the usual users of the town car parks are visitors from the villages who contribute greatly to parking income. He added that the idea was looked at years ago and it was met by great resistance; so it was decided at that time that there would not be a charge.

A Member recalled information told to her by a friend who owns an electric car. She was informed that the car chargers are unsuitable as they overcharge the car's battery. She therefore questioned the accuracy of the statement.

The Business Unit Leader for Parking Services confirmed that she will liaise with the Sustainability Officer and ask him to provide a response.

The Chairman noted that no Member wished to speak so moved to the recommendation which was agreed unanimously.

#### **RESOLVED**

The Committee noted the contents of the report.

#### **8. SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY WORK PROGRAMME 2018/19**

Judy Holmes, Assistant Chief Executive, confirmed that there will be two items on the agenda for next meeting; Land Charges Annual Report and Digital Programme Update.

#### **RESOLVED**

The Committee noted the Committee's Work Programme as set out at paragraph 5 of the report.

#### **9. QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE 10 DUE NOTICE OF WHICH HAS BEEN GIVEN**

None

Meeting closed at 8:10pm.

Chairman

## 6. The Role of the Local Land Charges Team at Mid Sussex District Council

REPORT OF: Tom Clark  
Contact Officer: Jacqui Steele Local Land Charges Business Unit Leader  
Email: [jacqui.steele@midsussex.gov.uk](mailto:jacqui.steele@midsussex.gov.uk) Tel: 01444 477235  
Wards Affected: All  
Key Decision No

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### Purpose of Report

1. The report is to inform Members of the work carried out by the Local Land Charges Business Unit. The report specifically focuses on the Local Land Charges function, the registration of Local Land Charges (LLC) and the time it takes to complete and return Local Authority Official Searches is an important element of achieving fast and efficient property transactions.

### Summary

2. The report focuses on providing Members with a better understanding of the Local Land Charges Service in delivering a fast accurate and value for money service to solicitors and conveyancers' that is self-financing. The service works within a competitive market with Personal Search Companies delivering an alternative search product to solicitors. The report sets out the methods and processes involved in providing the information required in a Local Authority Official Search, and the time taken to return completed Official Searches.

### Recommendations

3. **To be noted.**
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### Background

#### The Role of the Local Land Charges Team

4. The Local Land Charges Team sits within the Local Land Charges Business Unit which also includes the Planning and Building Control Service Support Team. Jacqui Steele leads the Business Unit, and Dan James is the Local Land Charges Team Leader. Tom Gardner is the Planning and Building Control Service Support Team Leader and Thomas Seccombe is Assistant Team Leader.
5. The Service Support Team receive, validate and process all incoming Planning and Building Control applications, ensuring all the required information is present and correct. Once the Application Officers have completed this process, applications go to the Planning and Building Control Officers to progress them further. The Service Support Team make a vital contribution to the overall efficient processing of Planning and Building Control applications, helping both teams to meet their Performance Indicators and sending information to consultees and near neighbours.

6. Whilst the Local Land Charges Team delivers an excellent Official Search service at Mid Sussex, it is unfortunate that recent newspaper articles have highlighted long delays being experienced in some Local Authorities. Where these problems exist it has resulted in slow problematic property sales that have proved to be frustrating for the public and solicitors.
7. Such reports give the impression that all Local Authorities provide a similar level of service. As this report shows this is not the case at Mid Sussex District Council. Over the last 5 years' the service has met the monthly/quarterly/annual Performance Indicator of processing 96% of Official Searches within 3-5 working days and indeed consistently exceeds this target processing 100% of searches within 5 working days. (Appendix A shows the percentage of Official Searches returned within five working days between August 2015 and August 2018. Appendix B shows the Official Searches received per month compared with Personal Searches carried out over the same period.)

**The Local Land Charges Team has two major functions.**

8. **To meet the statutory obligation of maintaining an up to date LLC Register for all properties and land in the Mid Sussex District.**
9. The Local Land Charges Register is divided into 12 parts; each part is dedicated to specific types of legal orders. The Register contains a range of restrictions, prohibitions and financial charges, for example conditions imposed by Planning Permissions, Tree Preservation Orders (TPOs), Enforcement Notices, Conservation Areas, Legal and Highways Agreements, Listed Buildings and more. It is therefore important for Local Land Charge Officers to be able to identify and interpret legislation contained in documentation received from both internal and external sources so that they are entered in the correct part of the Local Land Charges Register.
10. The current Local Land Charges target is to register 85% of new registrations within 3 working days from the date received. The target is monitored monthly as part of the service Performance Indicators and has been achieved since April 2013, with an average of 100% registered within three days over the last four years.
11. **To process and return Official Full Local Authority Searches and Con29 Partial Searches.**
12. An Official Search consists of two distinct parts. The LLC1 is a record of what is contained in the Local Land Charges Register relating to land or property. These are restrictive or prohibitive either in monetary or in the use of the land/property. Importantly, they are binding on successive owners or occupiers. The second part of the search is known as the Con29 and is made up of over 60 questions that cover Planning, Building Control, Environmental Health and Highways information, all of which may impact on the buyer's use and enjoyment of the intended land/property purchase.
13. The Local Land Charges Team completes the LLC1 by inspecting the Local Land Charges Register and cross referencing if required with the original documents and Orders. The team also completes most of the Con29 questions by the interrogation of other services' software modules with the



exception of Highways information, which is forwarded to West Sussex County Council to respond to the Highways specific questions.

14. The Official Search format was created by the Law Society in consultation with the Local Government Association and the forms are used nationally by solicitors and conveyancers.
15. Further information can be asked alongside a Full Search, for example if adjacent properties or land have pending or recently permitted Planning Permissions that may impact the property being purchased, such as a large extension or new housing.
16. The section also provides a selective service to Personal Search Companies as required under the Environmental Information Regulations 2004 for Con29 Partial Searches. These searches consist of selected questions from the Con29, rather than the entire set of questions as provided with a Full Search. These are typically requested by companies who require a LLC1 only, or visit the LLC office to inspect the LLC Registers. This is known as a Personal Search. These companies gather any further information for the Con29 they require from public registers held at Mid Sussex, either on campus or via our website. Information that cannot be inspected by third parties can be requested through the Freedom of Information Act as Con29 information is covered by the Environmental Information Regulations.
17. For both Full and Con29 Partial Searches, the service Performance Indicator is 96% turnaround time in 3-5 working days. In the period Aug 2017 – August 2018 we have returned 95% within four working days and 100% within five days.
18. The team consists of fully trained, local Officers, with extensive knowledge of Mid Sussex. Information is cross referenced with the original source documents, held within the council, ensuring a high level of accuracy with all information provided.
19. Search fees are calculated on a 'Cost Recovery' basis as laid down in Government Guidance; this ensures income funds the provision of this service.
20. As a responsive service it is our aim to reply to follow up requests resulting from an Official Search within 24 hours, whether this is clarification of an entry revealed or a copy of a certain document. For follow up requests of Personal Searches of the LLC Register, the customer is referred back to the search company as we have no record of what they may or may not have revealed.
21. In recent years, since the Local Land Charges and Service Support Team have been under the same Business Unit a stronger working relationship has developed. There is now a sharing of resources where possible and increased understanding across both teams of how much the work undertaken by Planning, Building Control and Local Land Charges overlaps, thereby increasing support and resilience across the Business Unit. The ability to achieve this greater understanding ultimately supports the local community from the submission of planning applications to the start of building projects; and ultimately the purchase of new homes, premises or land.

## **Policy Context**

22. The level of service delivery feeds into the Council's focus to deliver Effective & Responsive Services. The service aims to be self-financing. At the moment the service relies on hard copy records but by 2019 we will have completed a digitisation programme.

## **Other Options Considered**

23. The Council is required to provide a Local Land Charges Service

## **Financial Implications**

23. The provision of the service is cost neutral.

## **Risk Management Implications**

24. Once the digitisation project is completed the consequences of the deterioration and loss of historic paper records will be eliminated and efficiency savings should be achieved to help with the increasing population in the District.

## **Equality and customer service implications**

25. We seek to provide an efficient service for all our clients. Most applications are now received electronically but a postal/cheque service is still available.

## **Other Material Implications**

26. Data will need to be passed to the Land Registry pursuant to legal requirements to provide them with LLC1 data. This will be possible to do digitally by the end of 2019

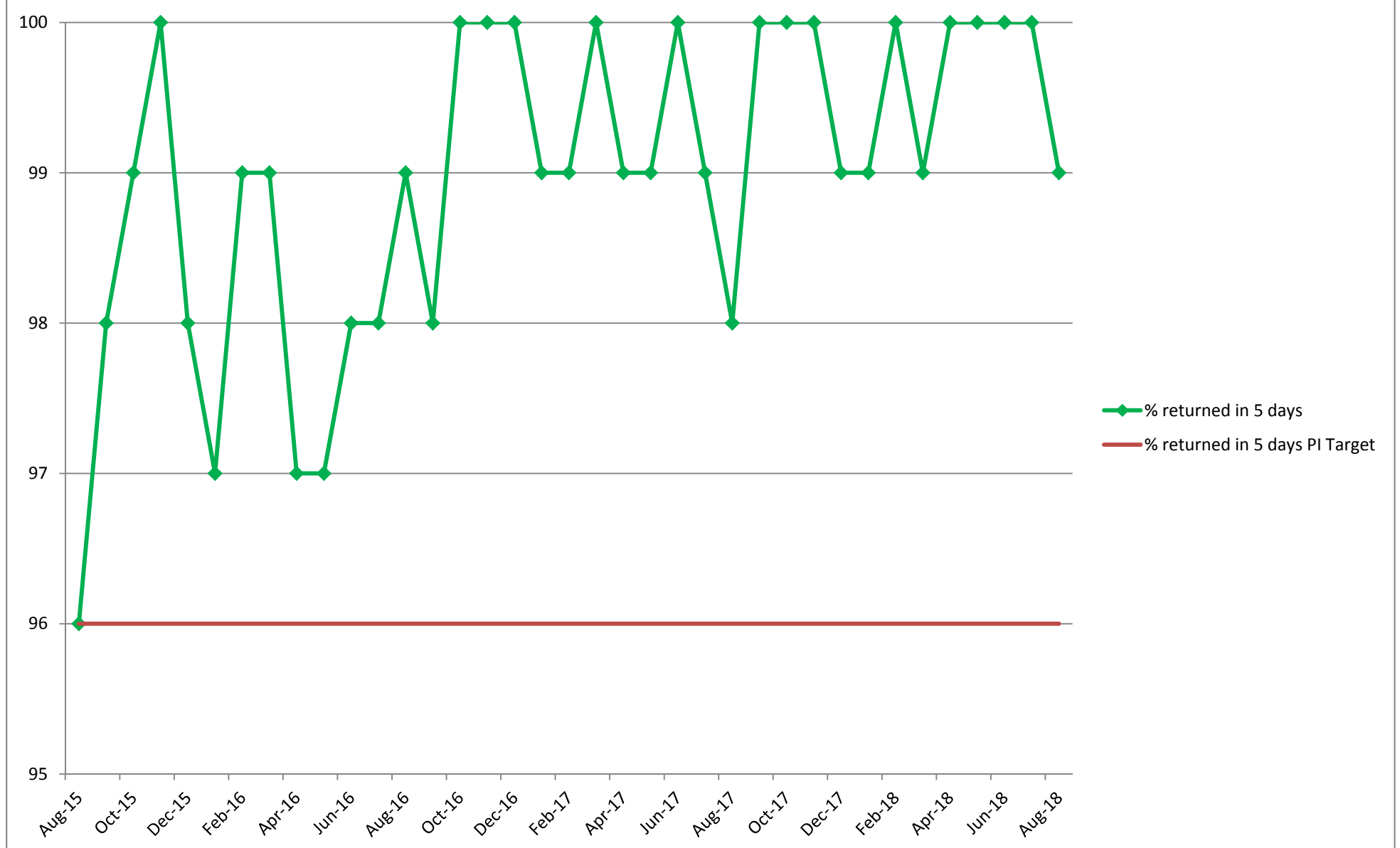
## **Background Papers**

Not for publication by virtue of Paragraphs 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

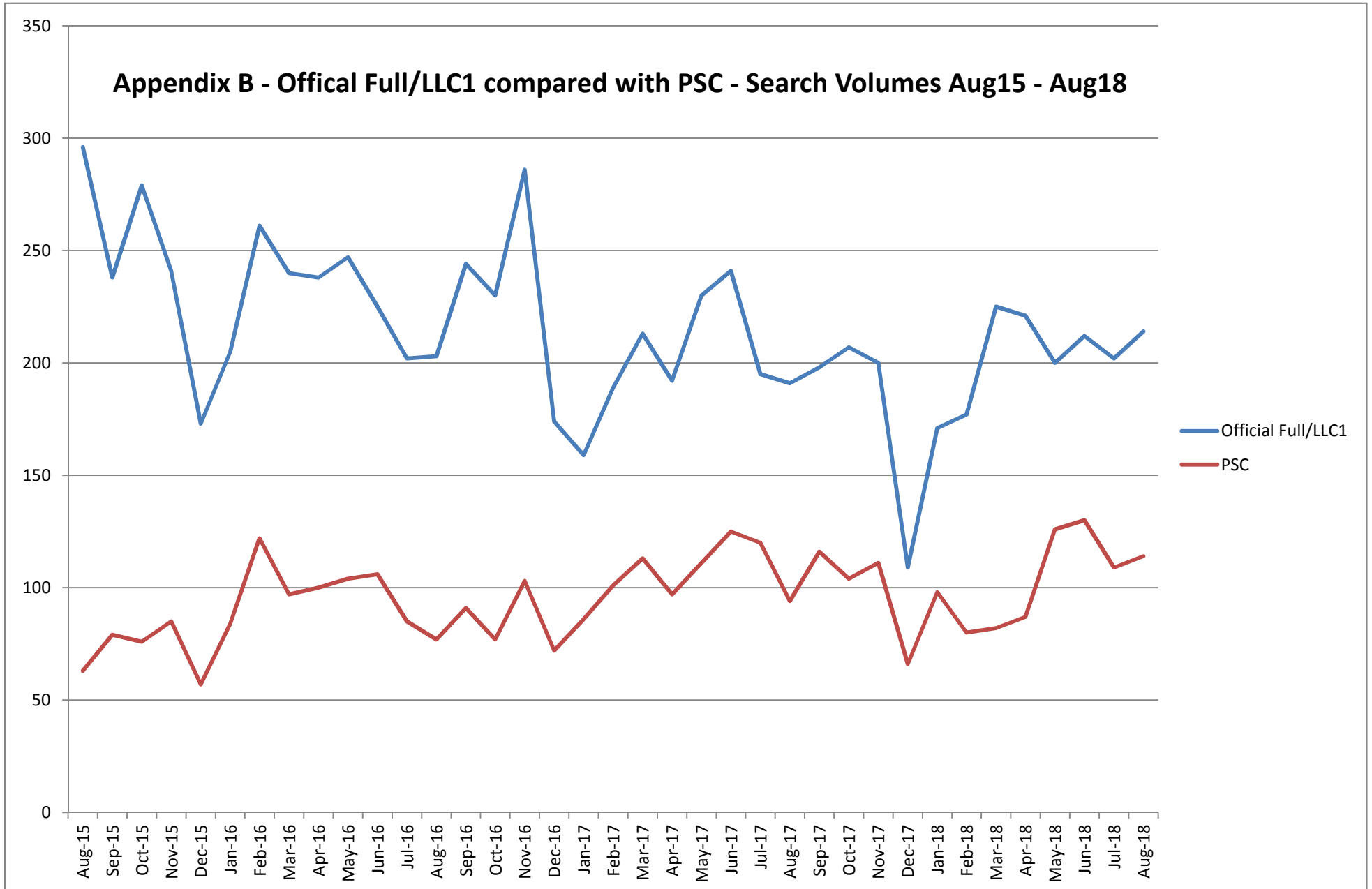
**Appendix A** shows the percentage of Official Searches returned within five working days between August 2015 and August 2018.

**Appendix B** shows the Official Searches received per month compared with Personal Searches carried out over the same period.

### Appendix A - Official Searches returned within 5 working days (PI = 96%)



### Appendix B - Official Full/LLC1 compared with PSC - Search Volumes Aug15 - Aug18



## 7. Digital Programme 2018/19 Progress - including overview of GDPR preparations

REPORT OF: HEAD OF DIGITAL, CUSTOMER SERVICES & HR  
Contact Officer: Simon Hughes, Head of Digital, Customer Services and HR  
Email: [simon.hughes@midsussex.gov.uk](mailto:simon.hughes@midsussex.gov.uk) Tel: 01444 477421  
Wards Affected: All  
Key Decision: No  
Report to: Scrutiny Committee for Customer Services and Service Delivery  
Date: 19 September 2018

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### Purpose of Report

1. This report provides Members with a progress report on the service design and digital programme endorsed by the Scrutiny Committee for Customer Services and Service Delivery on the 13th February 2018. It includes more detail on the delivery of the priorities and service improvements and efficiencies. It also highlights some of the challenges in delivering the programme including supplier and market development.

### Summary

2. Digital in its widest sense refers to an approach to change which is often, but not always, enabled by digital and networked technologies. This change is both social (culture and behaviours) for example the increasing use of mobile devices, as well as technical (process design and infrastructure) for example software that is internet based not needing such complex hardware on site (Software as a Service).
3. Digital is not the point of the change, but it can drive changes and support changes within services. Digital approaches and technology support the Council to use technology in innovation and improvement of service delivery. The focus of the Council's digital work is in improving the experience of our customers and creating efficiencies. For example, information on bin missed bins can be transferred from the contact centre to SERCO in real time so that they can be picked up more quickly therefore improving customer services. This reduces staff time spent on processing information and more time on delivering the service. Customers experience faster response times and staff activity can be redirected to focus on other priority areas, for example recycling.
4. While there have service improvements for customers the programme has also identified efficiency gains and areas where future costs have been avoided. These efficiency gains fall into two areas:
  - cost reduction and
  - cost avoidance.
5. Many of the changes to date have been used to increased capacity within services and updated hardware and software to support changes in how services can be provided to meet changing business needs.

6. Using digital technologies linked to service redesign has enabled the Council to increase both its effectiveness and efficiency. Succinctly, effectiveness is getting things done; efficiency is doing things right. For example, the development of the Waste System operated by the Council's Waste Team and SERCO that is now linked to the Customer Relationship Management System used by the Customer Services team, has allowed workflows to change. This has meant more customer service requests now go directly to SERCO and the Council's Waste Team can monitor progress and performance instead of processing service requests.

### **Recommendations**

7. The Committee is recommended to:
  - a) Note the progress of the service design and digital programme in the past year;
  - b) Consider the work for the service design and digital programme for 2018/19 into 2019/20; and
  - c) Consider any particular priorities that they would wish to see given within the service design and digital programme.

## **Background**

### **Digital and technology trends in the last year**

8. The past year has seen a continuation of the move of technology towards internet based, mobile accessible tools and systems. Microsoft continues to take a cloud services approach, wanting customers to use its applications on a whole range of devices, including those based on Google and Apple technology. It has also developed the flexibility of its applications enabling them to be 'connected' more easily to other systems. This trend of developing Application Programming Interfaces (APIs) that work like locks and keys to enable different types of software to more easily communicate with each other is also an increasing trend.
9. The software supplier market to government continues to change. Expectations of both staff and citizens using online Council services and digital tools matches those they have of using consumer services. Our customers demand an experience similar to that which they get using consumer services such as Facebook, Amazon, Google and so on. Increasing pressure is being put on suppliers to deliver software that is easy to use, straightforward to maintain and enables simple customer self-service. Increased pressure from across the sector will hopefully deliver results from software vendors however the challenge remains in key line of business systems where the market share of the incumbents is considerable. For example, in Revenues and Benefits and Planning. The Council is making use of new suppliers in the market where it is appropriate to do so.
10. The Government Digital Service has developed services such as Payments and Verify (for identifying customers online). GDS has been most successful in promoting approaches such as user centred service design and agile project delivery, resulting in quicker, better outcomes for citizens. MSDC is increasingly employing these techniques in our operations and this is most evident in the redesign of the Council's website.
11. Currency changes are resulting in increased licencing costs as software and hardware is typically priced in dollars. Therefore, the focus is to ensure we exploit functionality of the technology and digital tools the Council has in place.

### **The Council's digital and IT approaches**

12. Our approach to IT and digital continues to be to enable the Council's services to be redesigned to better meet our customers' needs, as efficiently as possible. This requires systems and hardware that are flexible, mobile, deliver on customer self-service, and manage data securely. Clearly this approach requires an understanding of how and why customers seek services. Simply, customers either contact the Council because of service failure, for example a missed bin, or to request a service, for example to seek planning permission., Effective service redesign requires the Council to understand not only online customer behaviour, but also how and why customers contact us, so we can reduce or eliminate contacts that are as a result of service failure.
13. We believe that cloud-based technology is the best way to deliver this future of flexible, mobile, customer-friendly and interoperable systems. We want to invest in and exploit a small suite of cloud platforms to deliver all the capabilities we need to help colleagues redesign their services.

14. We are already a fair way down this road. Salesforce is being used as a Customer Relationship Management System (CRM) and is used by the Waste team and SERCO. Salesforce is also used as the underlying Payroll and HR system and it also supports our Freedom of Information activity.
15. Supporting this approach has also involved replacement of network infrastructure at the Council. Much of this has involved replacing end of life hardware to ensure service can be maintained as well as installing new equipment that can help underpin new ways of working and faster more data intensive applications. For example, we are currently increasing the number of Wi-Fi points to cross the whole campus. This will support the roll out of mobile devices, including laptops, so that people can work more flexibly across campus. In turn this will reduce the number of workstations we deploy and support.
16. When assessing a requirement from a service area, our first approach is to consider whether existing capabilities can be used to meet that need. Where they can't, we look to buy a Software as a Service (SaaS) solution. SaaS has a much lower maintenance overhead than traditional, on premise systems, and should also deliver on mobility, self-service and data interoperability. Some of our requirements however cannot be met in either of these ways. Perhaps the requirement is too complex for existing capabilities, and there is no suitable SaaS solution on the market. In this case, we will look to host a more traditional application in the cloud, through Infrastructure as a Service (IaaS). With IaaS, we will have a cloud-based infrastructure available to us to host systems and data in the cloud, as if they were running in a local data centre. However, we will access the systems over the internet rather than a local network.
17. Our overarching aim is to limit the amount of on-premise infrastructure to the bare minimum, through the use of existing cloud capabilities, SaaS and IaaS. This enables us to free people up to help services redesign the way they do things, making the most of modern technology, to meet those challenges of increased demand and reducing budgets. However, there are significant challenges in deploying these approaches for two of the council's key line of business systems; Planning and Revenues and Benefits. The market for these systems is underdeveloped and incumbents' roadmaps for the development of these systems is unclear.

### **Dissolution of the Census ICT partnership**

18. The Census ICT partnership is now being wound down. Network infrastructure and two key line of business systems are being disaggregated and returned to the individual councils. The Council hosts Horsham's Revenues and Benefits system, Horsham host MSDC's Planning system and document management system. Projects are underway to disaggregate these and will be completed by the end of the year.



## **Section One: Headline Review of the Digital Programme 2018/19**

### **Themes and challenges - data architecture, migration and quality**

19. One of the aims over the phases of the digital programme has been to introduce a consistent approach to data architecture. This includes the policies, rules and standards that govern which data is collected, how it is stored, arranged, integrated, and put to use in data systems. This means that the Council knows what data it has and how it can be used across multiple systems. Done effectively this provides a number of single data sources where we know the data handling practices are highly effective and therefore data within them can be regarded as a definitive record. For example, the Council's Gazetteer complies with British Standards and is the standard for address data in the UK. It is updated through our Street Naming and Numbering Service.
20. This approach also means we are able to monitor the Council's compliance with the General Data Protection regulations (GDPR), including the Council's retention policy for information.
21. There continues to be significant challenges in migrating data from old systems to newer systems. This is because in many older systems suppliers make it difficult to extract data without substantial switching costs. This can mean taking advantage of newer systems with improved usability and functionality can be prohibitively expensive if only comparing licensing and support costs. Positively this is a one-off cost as once data is cleansed, rearchitected and placed in a system where it can be extracted easily via APIs, then it is easier for the Council to exploit developments in the software market as the cost of moving is significantly reduced.

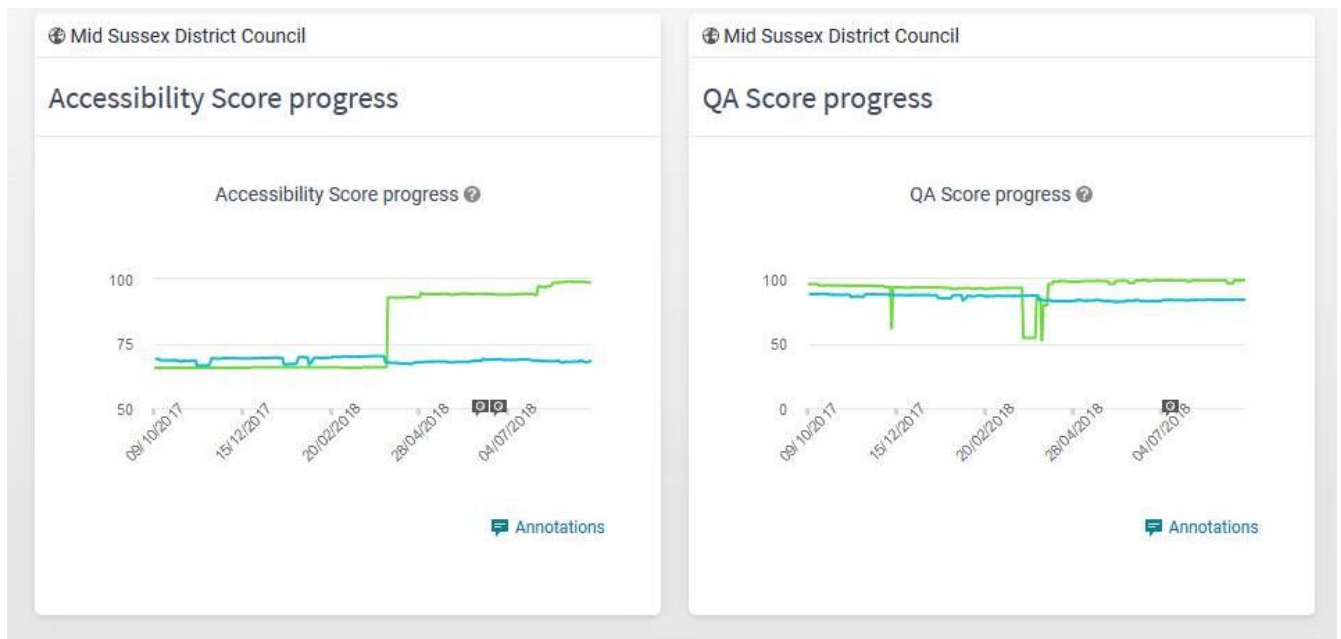
### **Mid Sussex website redesign**

22. The website redesign went live in April 2018 scheduled with its move to being hosted in the cloud. Its development involved significant user testing to improve usability, involving the highest number of customer's we ever have in its redesign. We have also improved the monitoring information across the site, so we are more easily able to adjust content according to use. This has significantly reduced the number of clicks for navigation, given more prominence to highly searched for pages and improved search results.
23. The problems were:
  - Problems accessing the site on tablets and smartphones.
  - Unclear information and structure because of new content being added without any rationalising, moving or amending old content.
  - Poor page ordering because of a lack in understanding priority tasks for customers.
  - Unclear technical language not aimed at customers.
24. Since being hosted in the cloud uptime has been 99.98% (the site has been inaccessible or 'down' for under two hours a year) compared to 99.80% for the same period last year (under 18 hours a year).

25. The website also only allowed a small amount of system integration. Most of the content guided users towards acting by either contacting the service by phone or printing out a PDF, filling it in and submitting it through the mail.

26. This redesign has delivered a number of efficiency gains. Website analytics for comparable periods pre and post redesign have assessed the effectiveness of the redesign. The Quality Assurance and Digital Certainty Index scores have all increased significantly when the website was updated and have continued to improve. These have resulted in reductions in calls to the contact centre in the first quarter of its launch.

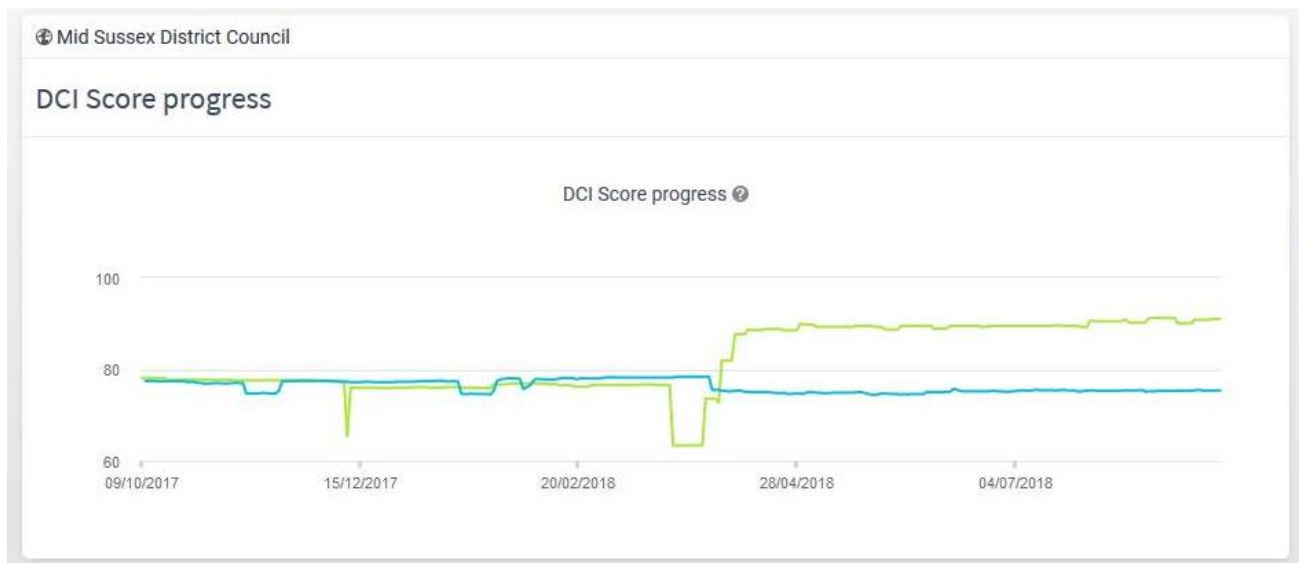
#### 27. Accessibility and Quality Assurance Scores old and new MSDC website



28. Digital Certainty Index is an industry standard measure of the quality and potential impact of a site's digital presence, including:

- A website's accessibility and usability;
- A website's credibility and trustworthiness; and
- How well-poised a website is to respond to Search Engine Optimisation (SEO) challenges.

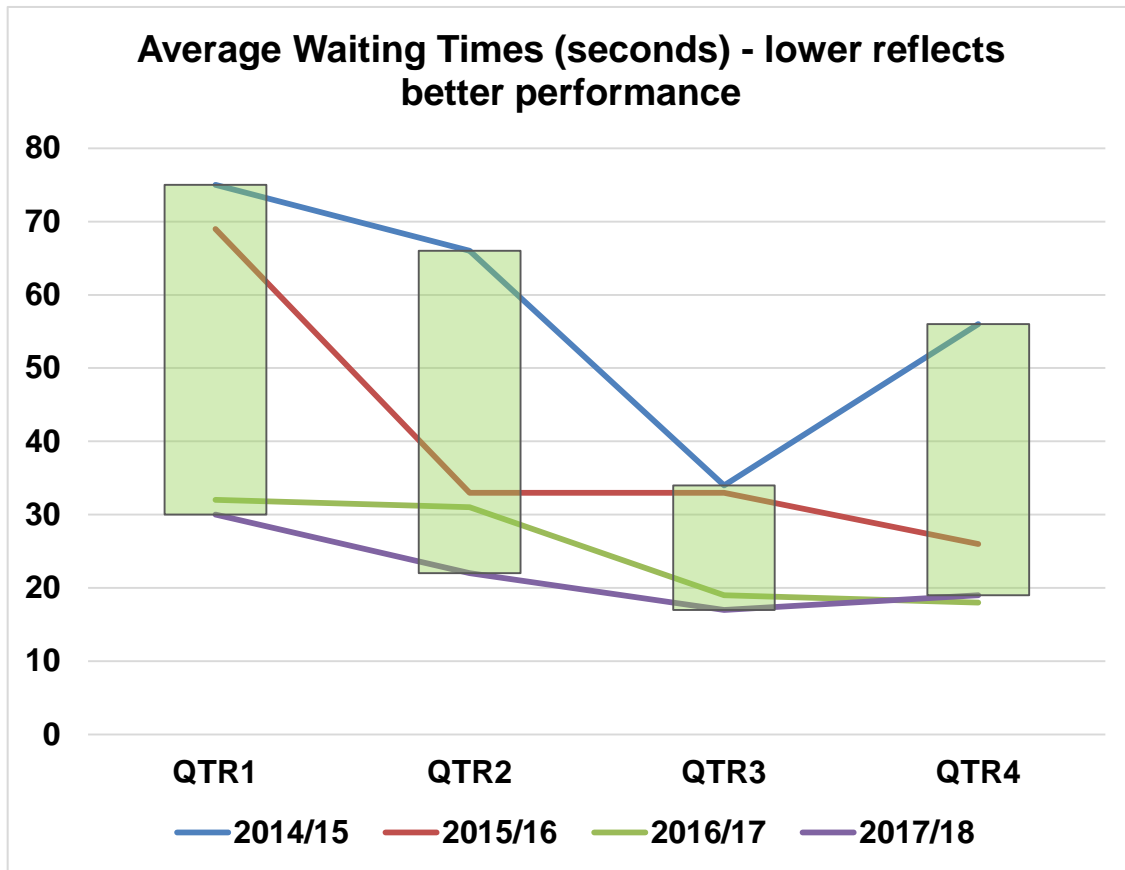
## 29. Digital Certainty Index scores old and new MSDC website



### Customer Relationship Management (CRM) development

30. The Council's Contact Centre had been operating a CRM system procured in partnership more than ten years ago. In 2015 the Council left the partnership following increases in costs.
31. The CRM had limited integration with other systems across the Council. This meant that data was not reused by other systems potentially reducing data quality and meaning many customer contacts took additional time to resolve. These issues meant that the Contact Centre was not meeting targets on call response times and calls were not reducing. The new CRM, as demonstrated in previous reports, allows easier technical redesign of business processes and integration with other systems.
32. As detailed in the reports; Service Design and Digital Programme 8th February 2017 and Service Design and Digital Programme 13th February 2018, the new CRM has enabled:
  - productivity gains by enabling new ways of working;
  - faster responses to service requests between customers and contractors;
  - resilience, process transparency and scalability to processes reducing marginal costs; and
  - Improvements in data quality, eliminating double-entry and duplication of data.

33. COMPARISON OF CONTACT CENTRE WAITING TIMES BY QUARTER 14/15 TO 17/18

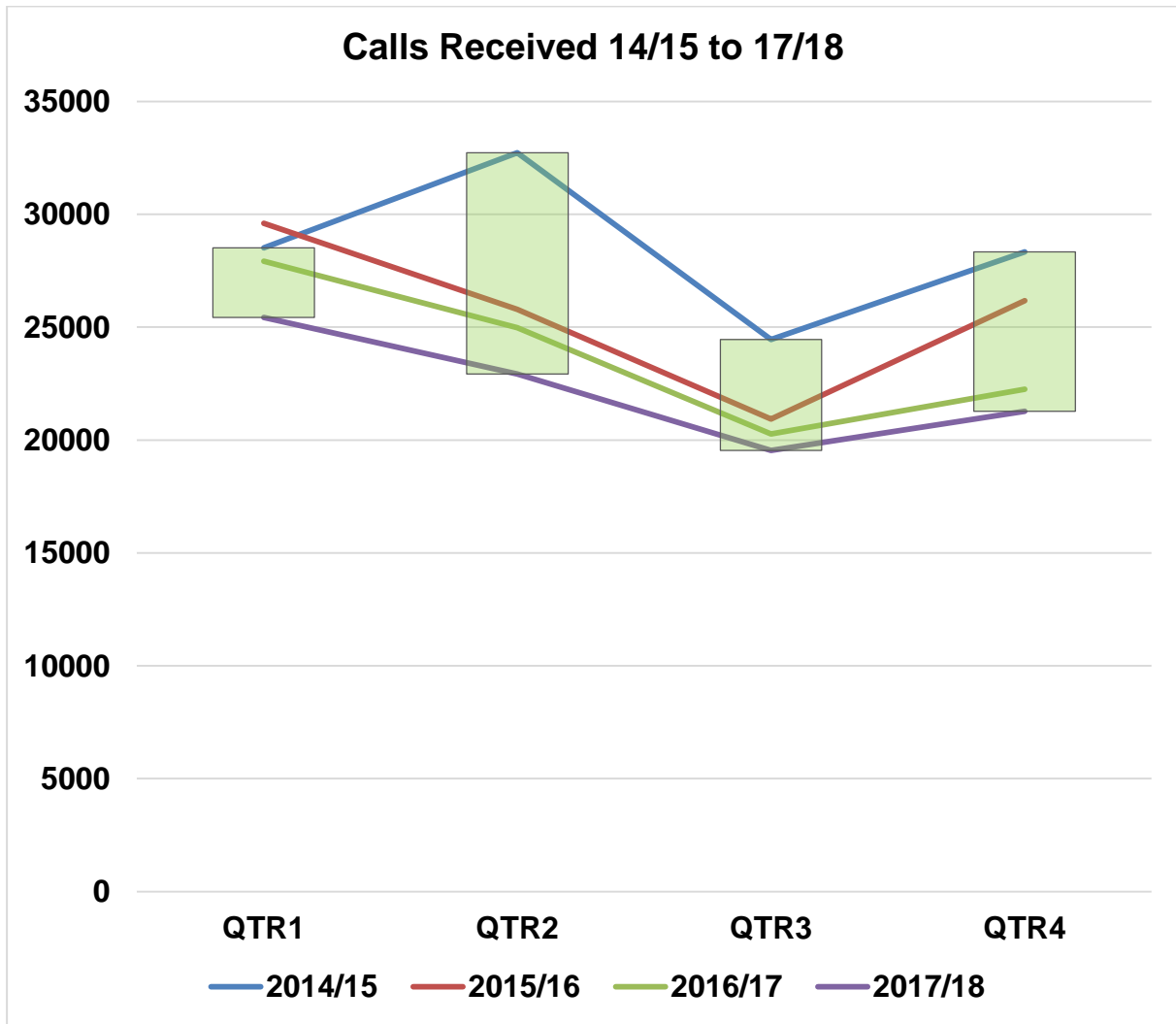


34. The green bars illustrate the overall reduction in average waiting times for each quarter from the years 2014/15 to 2017/18.

35. Response times in the contact centre are a function of the number of calls, the complexity of calls and the time taken to resolve service request. There are seasonal variations in the numbers of calls, for example the 4th quarter sees a rise due to annual billing, licencing and other year-end activities. Additionally, volumes increase during elections and other 'one-off' activity. The lines show a decreasing trend since the introduction of the CRM and as it has been developed based on the metrics provided on customer behaviour. The response time has reduced by almost two thirds since 14/15 from an average of 59 seconds to 19 seconds. This means the response time target of is now being exceeded and new services being incorporated with no additional contact staff being recruited.

36. Web forms have also been improved in two ways. Frequently used web forms have been simplified and placed more prominently on our webpages. The team have also enabled a number of key forms with 'web to case' functionality. This means that the web form creates a case in the CRM and this can follow the same workflow as if a customer contacted the Council by phone. This automation reduces the need for staff to extract information from emails created by forms and then enter them into the CRM. This has helped to reduce calls and increase the use of forms.

37. COMPARISON OF CALLS TO THE CONTACT CENTRE BY QUARTER 14/15 TO 17/18



38. The lines show calls decreasing since the introduction of the new CRM. From 14/15 baseline call volumes have decreased by over 23,000 calls. The green bars indicate reductions in calls when comparing quarters. This represents approximately a £68,200 recurring efficiency gain for the customer services team in reduced calls. There are also efficiency gains within other parts of the Council where services have been moved to the contact centre and 'web to case' has been implemented. An example of this is detailed below in the development of the Waste System.

39. The gains for customer services are being used to take in more lines of business and provide more customer channels. This includes using social media as a customer services channel (Social CRM) in line with customer expectations. Examples include notifications about the conditions of pitches, publicising events and health and wellbeing initiatives as well as responding to customer queries.

## **Customer Relationship Management (CRM) and Waste system integration and development**

40. The Waste Services System has been developed in tandem with the CRM and is built on the same software, Salesforce. The focus of this development has been to reshape the Waste Services System to reflect the shift of the Contracts team away from transactions to managing and developing the contract with SERCO. The Waste System allows service requests to flow directly from customer contacts online or through the contact centre directly to SERCO. Performance on these service requests can be monitored by the waste team with alerts and reports for any that fall outside or are getting close to exceeding completion targets. SERCO are now able to receive these service requests directly through Salesforce meaning response times are improving.

41. System developments include:

- Access Issues – these are now reported directly by Serco to the Customer Contact Centre. Previously these were emailed by SERCO (a photo) to the Waste Management Team who then emailed the Customer Contact Centre. Customer Contact staff can now immediately see if a customer rings up that there is an access issue on their street and explain why the Council was unable to pick up their bin. This has reduced the process time from one and a half hours to real time and significantly reduced process errors where the Contact Centre were not notified.
- Bin deliveries, upgrade/downgrades, replacements have now been amended on the system and all changes are dealt with on one report which SERCO use to deliver all new and replacement bins. This has enabled SERCO to respond more quickly to these requests by, on average, reducing response times by two and a half days.
- Assisted collections are now managed with workflows for new customers, changes, and cancellations. Additional functionality has also introduced a facility for people who go into hospital, so that the service can be paused. Customer details are retained so that staff do not need to add details again. SERCO are informed to pause the service for the duration of the hospital stay and resume collections when the customer returns.

### **HR system replacement**

42. A new HR and Payroll system is replacing the current range of systems. The system is cloud based, based on the Salesforce Platform and provides easy and secure access to information for staff and managers. Licencing costs are higher than the previous system, however hosting costs at the Council have been eliminated and the Digital and ICT teams are able to develop the product to provide efficiencies elsewhere. The Digital and ICT team are already familiar with supporting Salesforce (CRM and Waste) and are able to design workflows that work with the system. This is beginning to provide increased automation reducing manager time spent on collating information. Hardware has been retired and resources previously focussed on hardware support have been redirected.

43. Initial benefits analysis has shown:

- It is easier for staff to use resulting in reduced transactional times;
- Mobile functionality has been developed allowing remote authorisations, this has facilitated more flexible working;

- Maternity leave has been automated reducing the need for complex calculations;
- Increased visibility for staff and managers for HR records; and
- Expenses have been automated linking the Financial Management System with the HR system reducing transactional costs.

### **Infrastructure modernisation (Servers, Wi-Fi, cabling)**

44. Network infrastructure is a fixed cost for the Council of doing business. It provides services with connectivity to systems and the internet. As with all infrastructure, cabling, switches and servers have a lifespan. As the equipment gets older the costs of support, particularly for switches and servers becomes more expensive and parts harder to source. Cabling similarly ages. It is categorised according to the speed of data it can transmit and can oxidise over time meaning lost data and slower transmission speeds which in turn means systems can crash or timeout.

45. Over the last two years ICT have :

- consolidated 16 servers on more modern systems reducing support costs.
- replaced 5 servers by migrating web content server to cloud services for the same cost as the current licence with improved resilience, development and security updates.
- reduced the specification of 4 servers (reducing costs) in the cloud by SaaS (e.g. Office 365 and XCD) with improved resilience, security and updates for the same licencing costs.
- 15 removed entirely by the Council enabling decommissioning of 5 underlying infrastructure elements that supported all of the servers.

46. This has been enabled by moving to SaaS products, for example by replacing the SiDem parking system, which has also supported additional functionality such as cashless payments.

47. Efficiencies here relate to savings in the fixed costs related to the server room (energy), reductions in licencing costs, and efficiencies in IT staff time linked to supporting hardware and cost avoidance of more expensive support contracts for ageing hardware.

### **48. Cloud infrastructure as a service**

49. At the beginning of 2018, the Council is entering the implementation phase of our cloud infrastructure as a service (IaaS) project, which will see our data centre progressively move into the Microsoft Azure cloud.

50. The move to cloud IaaS provides several benefits:

- Increased resilience – the sheer scale of operation of large cloud providers such as Amazon, Microsoft and Google mean that the availability and uptime of their platforms cannot be rivalled by in-house offerings. Disaster recovery is a major risk for all Councils at present and the move to the cloud would also help mitigate this.

- Better performance – again, the scale available to cloud providers means that the latest technology is available and supported, meaning our technology will run quickly and efficiently.
- Access to skills and knowledge – as a relatively small organisation, with limited financial resources, it is difficult to recruit staff with skills and knowledge in the latest developments in IT infrastructure. Working with much larger, specialist organisations will ensure that niche and expensive skills will be available when the Council needs them.
- Information security – the Council can maintain an emphasis on excellent IT security by tapping into the greater resources and knowledge that partners will be able to provide. Utilising the guidance issued through central government on cloud security, the Council can ensure maximum flexibility is delivered in the technology stack whilst also ensuring data is as secure as it can be.

51. A managed service provider, Eduserv, will work alongside the Council's teams to plan migration where it makes sound business sense. Before each system and its related data is moved to cloud IaaS, a bespoke migration plan will be developed to identify the approach and manage related risks. The relevant service areas will be fully informed and any disruption to services will be kept to an absolute minimum.

#### **Revenues and benefits system migration and improvements**

52. The CenSus Revenues and Benefits system (Academy) has moved to a virtualised infrastructure running the more common and cheaper to support RedHat Linux operating system. This has also supported the disaggregation of the CenSus Revenues and Benefits service and will significantly reduce system downtime related to annual billing.
53. The system now has storage issues resolved. The server now has enough capacity to support future database growth, and can be easily extended if required which was not possible under previous system
54. Batch job run times, for example annual billing, have decreased between 25% and 75% depending on job type. This enabled the Council to complete annual billing in significantly fewer hours, reducing overtime cost, with reduced downtime for staff and customers. In previous years, annual billing had overrun from the weekend into Monday morning taking 39 hours, up until lunchtime / early afternoon. In 2018/19 billing was completed within 19 days.



## Section Two: Work programme 2018/19

### Work Prioritisation

55. The selection of service lines for redesign uses the following principles:

- high volume, high impact service lines where improvements will benefit a lot of customers rapidly;
- quick wins, where there is opportunity to do a short sharp piece of work to transform a service (or important aspects of it), for example ordering of the green waste collection service;
- breaks in contract provision, where a change offers an opportunity for a re-appraisal of what is delivered and how, for example the CRM and HR system replacement;
- a service line currently perceived as problematic or 'failing', where a service redesign will reduce customer frustration or operational inefficiencies; and
- opportunities and inter-dependencies within or between business units to provide more connected services to customers (internally and externally).

### CRM, Waste and HR systems development

56. Digital, ICT and service teams will continue to develop the systems in house. Developments underway and currently in test for the CRM and Waste Systems and shortly to go live are:

- A new way of working for missed bins is due to go live shortly. SERCO will take over the bin justification process (whether they were missed because of access issues, the customer not leaving them out or by mistake). This will save the Customer Contact Centre time in entering this data and also allow proactive contact with customers to alert them to access issues.
- Bulky waste e-form requests will soon create a case in the system, this will go directly to SERCO eliminating a separate spreadsheet which is emailed twice weekly. This will speed up the bulky waste process, reducing the amount of time the Waste Management Team spend and enable the service to shorten the time customers have to wait for a collection.
- Garden Waste subscriptions s in test. Teams have been cleansing the subscription data ready for upload. Previously this data was stored across four systems with no dynamic links and now will be on the Waste System with a link to the Councils Financial Management System.
- Clinical waste will soon be added to the system and be administered directly by SERCO. As with Bulky waste this will considerably reduce the amount of time the Council teams spend administering the service.

57. The next stages of development for the HR system include:

- Time and attendance module allowing staff and managers to record attendance on the system both on site and remotely. This will also eliminate the spreadsheets currently used and allow significantly improved analysis of work patterns, resourcing and productivity.
- Enhanced reporting – for example, attendance records and patterns, pinch point analysis for leave, ageing analysis for remaining leave to ensure it is smoothed across teams at times of high demand, outstanding leave alerts.
- Automated and detailed Sickness analysis.

### **Windows 10, workstation and laptop upgrades**

58. The current desktop operating system, Windows7, will go out of security support in January 2020. the majority of desktops will be upgraded or replaced before this to ensure security & PSN connection certification compliance. The windows10 operating system is more cloud based and this will enable staff to take full advantage of the additional web services available from the Cloud environment and ensure compatibility with software support after Windows7 goes out of support.

59. Over 200 desktops & laptops will be replaced and additional 200 will have memory upgrades to support the new operating system. There is also some desktop software that will need to be upgraded to a Windows10 compatible version. This will support mobile working capabilities for field staff including:

- environmental health
- building control
- estates

### **Office 365 GDPR Configuration**

60. Design work is imminently to start on implementing Information Rights Management for electronic data. This will provide the ability to control the copying, printing and forwarding of content based on user roles and responsibilities, ensuring greater control of information sharing both internally and with external parties. This is particularly useful for protectively marked emails that might otherwise be shared.

61. Similarly, implementing retention policies for Office data will introduced providing the ability to ensure data that must be kept is not deleted and data that must be deleted is identified. The latter is likely to apply to non-sensitive financial data held that may need to be kept for a long period of time for regulatory purposes.

### **Telephony Replacement**

62. Our current telephony system is over 15 years old and comes to end of life soon ere it will no longer be supported by its manufacturer or third-party suppliers. This means if there is a hardware failure it would not be replaced resulting in the Council being unable to make or receive calls. While the system is reliable, clearly this would represent a significant service failure and procurement of a telephony service following failure could take a matter of months and incur significant costs in order to meet an 'emergency' timescale.

63. The telephony systems inflexibility and limited/aging functionality also restricts the services the Council is able to offer staff and customers and the Council is falling behind customer expectations. Our Customer Services team is being adversely affected by these restrictions. A modern telephony system would enable us to:

- Provide alternative channels of communication to customers through channels such as email and chat;
- Integrate customer contacts over multiple channels being able to link emails, telephony and face to face. This means the Council will be able to prioritise incoming communications based upon the channel being used enabling us to interact with our Customers the way they want;
- Evaluate Customer preferences from the full reporting functionality;
- More tightly integrate into back office digital systems.
- Support more flexible ways of working.

64. For staff a new telephony system will help to deliver efficiencies from the extra functionality available which in turn will give better support to our customers. For example:

- Call Routing - automated call routing software allows the system to direct calls to the most appropriate team or customer service officer. It does this by detecting caller information such as familiar numbers or the information given by the caller. Intelligent call routing can help to streamline the flow of communication through the Council, increasing call handling efficiency and reducing costs. It also provides callers with a better service, removing the need for them to be put on hold and transferred until they reach an appropriate person or service.
- Mobile Twinning - mobile twinning allows calls to be forwarded to mobile devices, to be answered by staff working remotely. This significantly reduces the chances of important calls being missed, as staff will be able to answer them whenever and wherever they are. Mobile twinning can also be set up to ensure that specific telephone numbers are automatically redirected to a mobile device this is significantly effective for on-call numbers. This will also simplify the technical support required for out of hours arrangements.
- Multi-site Networking - this allows staff to contact colleagues free of charge, regardless of their location. Whether employees are working from home or a different location, all calls between them will effectively be internal as if they were working in the same building.
- Call Management - call management software provides a real-time view of all call activity and produces useful reports which analyse call activity. These can be used to compare the performance monitor call waiting times across all numbers, the length of calls and how long callers are waiting before hanging up. This will enable the Council to target specific areas for training and improvement in order to increase efficiency and productivity to improve our customer care standards across the Council.

- Computer Telephony Integration (CTI) - this links the telephone and computer systems, so that staff can dial a telephone number with one click. Customer Services staff will also be able to see who's calling and enhanced CIT features will allow "screen popping" a record on the CRM database triggered by an incoming call. This will give you great productivity benefits and help the Council improve customer service by greeting people by name and quickly having their account / call details in front of them.
- Unified Messaging - this can display voice and email messages in one inbox. Messages can then be accessed by telephone, mobile device or PC.

65. As part of the procurement suppliers will be required to investigate efficiencies across the Council by deploying particular features and this will form the detailed business case prior to award.

### **Network Hardware Replacement (Firewalls)**

66. Part of the firewall infrastructure installed in 2012 as part of PSN security requirements is coming to end of life support and will no longer receive updates. This will leave the Council vulnerable to emerging threats. It will also support the harmonisation of firewalls and anti-virus hardware and software. An up-to-date Next Generation Firewall will enhance the level of security to better deal with emerging threats, support the growing number of cloud-based systems (both MSDC and 3rd party), and enable real-time monitoring and analysis of network traffic.

### **Policy Context**

67. The Digital Programme is intended to support the Council in its aim of continuing to increase efficiency whilst protecting front-line services, in line with the Corporate Plan and Budget.

### **Financial Implications**

68. The work will be delivered through existing budgets and the IT reserve established for the digital programme. A number of projects require initial capital investment in order to achieve longer-term savings. Requests for such investment will be made in the usual way as a bid to the capital programme for approval by Cabinet each bid will be supported by a business case.

69. Under the GDPR the potential fines for breaches are discretionary, rather than mandatory. They must be imposed on a case by case basis and should be effective, proportionate and dissuasive. There are two tiers of fines that can be applied:

- Up to 10 million Euros or 2% of global turnover, whichever is higher
- Up to 20 million Euros or 4% of global turnover, whichever is higher

70. Infringements of the organisation's obligations, including data security breaches, will be subject to the lower level, whereas infringements of an individual's privacy rights will be subject to the higher level.

## Risk Management Implications

71. Making changes to services carries with it a risk of impacts on service quality. These risks are minimised by ensuring staff are fully involved in the development of any changes, and that proposals are prototyped and tested to ensure they result in a positive impact on the service and the customer. Customer involvement is also ensuring the changes reflect customer need and expectations.
72. A comprehensive ICT Risk Register is maintained. The current top five risks and associated mitigation strategies currently are:

Risk Description	Controls
Insufficient capacity to cope with workloads and unexpected demands (for example introduction of unforeseen legislation, significant system changes outside skills set of the team)	<p>Ensure that adequate resources are identified and included in project costs – ongoing.</p> <p>Monitor ongoing service capacity levels (weekly) and take appropriate action as necessary – ongoing action</p> <p>Procure more commonly supported hardware and systems to reduce support costs and take advantage of third-party suppliers supporting common technologies.</p> <p>Establish trusted suppliers with specific technology expertise.</p>
Failure to maintain service delivery in the event of disruption e.g. fire, flood, power failure, IT failure, Industrial action etc.)	Upgrades to ageing network infrastructure to ensure it remains supported by the market. Develop & maintain departmental business continuity plans in line with specific BCP/DR processes.
Penalties imposed due to failure to meet government agenda and or legislation	All ICT management to keep abreast of changes and report implications to the Head of Digital – ongoing review through monthly Management meetings.
Failure to implement and manage agreed security controls	Project in place to move, where possible, to IaaS to take bulk of patching processes & agree maintenance windows for patching & testing of servers. An ITIL compliant Change Control process has been in place for and has greatly reduced the risk (incidence) of errors & downtime.
Compromise of IT systems due to unknown vulnerability (software, hardware, physical and staff behaviour)	Training and awareness programme for staff. All non-essential administration accounts and servers have been deleted or decommissioned to minimise the potential for errors & introduction of vulnerabilities.

## **Equality and Customer Service Implications**

73. When making changes to services, those with 'protected characteristics' under the Equality Act are given particular consideration. Wherever possible the Council aims to maintain choice in how a service can be accessed (i.e. by phone, face-to-face, or via the web) to provide maximum flexibility to the customer. Service changes are also subjected to customer impact assessments prior to their implementation.

## **Background Papers**

Service Redesign report of the 14th September 2016;

Service Design and Digital Programme 8th February 2017; and

Service Design and Digital Programme 13<sup>th</sup> February 2018.

## 8. Scrutiny Committee for Customer Services and Service Delivery Work Programme 2018/19

REPORT OF: Tom Clark, Head of Regulatory Services  
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Wards Affected: All  
Key Decision: No

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### Purpose of Report

1. For the Scrutiny Committee for Customer Services and Service Delivery to note its Work Programme for 2018/19.

### Summary

2. Members are asked to note the attached Work Programme. The Work Programme will be reviewed as the final piece of business at each meeting, enabling additional business to be agreed as required.

### Recommendations

3. **The Committee are recommended to note the Committee's Work Programme as set out at paragraph 5 of this report.**
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### Background

4. It is usual for Committees to agree their Work Programme at the first meeting of a new Council year and review it at each subsequent meeting to allow for the scrutiny of emerging issues during the year.

### The Work Programme

5. The Committee's Work Programme for 2018/19 is set out below:

Meeting date	Item	Reason for Inclusion
7 November 2018	Annual Complaints Report	To provide Members with an update of the complaints the Council has received during the period of 1 <sup>st</sup> April 2017 to 31 <sup>st</sup> March 2018

### Policy Context

6. The Work Programme should ideally reflect the key priorities of the Council, as defined in the Corporate Plan and Budget.

### Financial Implications

7. None.

## **Risk Management Implications**

8. None.

## **Background Papers**

None.