

CUSTOMER FOCUS SERVICE PLAN - 2022/23 Head of Service: Sarah Higgins																			
Team: Customer Focus Version No: 1 Date: 6th December 2021																			
Corporate Objectives																			
1) North Devon Futures 2) Financial Security 3) Customer Focus 4) Environment																			
Business as usual core function (brief bullet points only)																			
1) Administration, collection and recovery of Council Tax & Business Rates 2) Administering and determining claims for Housing Benefit and Council Tax Support 3) Provision and maintenance of IT and Telephony Infrastructure, desktop management and service desk support 4) Website and Insite development and support 5) GIS development and support, mapping services, street naming and numbering and Local Land Gazetteer (LLPG) Custodian role 6) Corporate and business systems development and installation, upgrades and support for third party systems 7) Information Security advice and support 8) Analysis of business functions 9) First point of contact for the majority of customer interactions 10) Strategic communications 11) Design, print and postal services 12) Corporate complaints service																			
ACTIONS AND OBJECTIVES										Resources									
Action No.	Corporate Plan	What you aim to achieve				Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments	
	Corporate Objective Number (see above)	Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial		ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)				
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 22/23	Yr 2 23/24	Yr 3 24/25	Yr1 22/23	Yr 2 23/24	Yr 3 24/25	
New Action for 22/23	2 & 3	NDC website to be hosted off-site	Website re-written in house. Engage with an external web hosting provider.	The NDC website will be hosted off-site. A lesson learned from the Redcar cyber attack was the media enquiries ended when the website was visible to the public.	In the event of something happening at BEC (fire, cyber attack) we would still have a live website which we could use to display information to our citizens and stakeholders	Parts of the NDC website may be unavailable for 1 to 2 days. We would have no control over that period of time.	Andrew Hughes	Stephen Wilkinson	Communications Procurement	01/04/2022	01-Jun-22	01-Sep-22							If we did lose BEC and the website was hosted externally much of the functionality we currently have would not work, however, we could post links that our citizens could follow ensuring as little disruption as possible. The Communications Team could also deliver messages to stakeholders. Early investigations indicate that if we de-scoped our current support package with Moriyama and moved to a hosted solution this would be cost neutral and a smarter use of resources
New Action for 22/23	2 & 3	Implement E-Secure & develop self-service portal (Phase IV)	Implement E-Secure to increase avenues to interact with customers including Text & Email and C/S & R/B Teams to work together to increase customer base for self-service	Improved customer service and ability to self-serv. Access to more Revs/Bens services 24/7	Usage of self-service; reduced number of telephone calls, improve turnaround times thereby getting information out quicker. Savings on postage	Public & staff awareness of changes; how to complete and submit information. Risk of ICT failure	Revenues and Benefits Manager	Ass't Revenues Manager / Ass't Benefits Manager / Customer Services Team Manager	ICT COMMS CUSTOMER SERVICES		01-Apr-22	31-Mar-23		6,500	6,500	14,500			E-Secure already purchased. Costings added for additional forms to add to the suite of online forms available for customers. The one-off cost of implementation, £14,500, to be funded by the Digital Transformation Finance System reserve.
New Action for 22/23	2 & 3	Move from On-Site to Cloud Civica / Comino	Civica W360 are ceasing to support our image servers from August 2022 and therefore we are required to transfer our images to a cloud digital image store (DIS)	All images, which need to be immutable (unable to change) incase needed in evidence in a court of law, will be fully managed by Civica and will be protected from Ramsonware	Project completed prior to support being removed for the current solution (Civica Digital360 EDM)	The timetable to for the project falls behind and the images not moved across prior to support being removed	ICT	Revenues and Benefits Manager & ICT Infrastructure Lead	ICT		31-Mar-22	31-Aug-22	3,963	4,042	4,123	30,760			One off implementation cost of £30,760 to be funded by the Digital Transformation Finance System reserve. Ongoing annual licence cost of £3,963 plus 2% annual increase.
Set out below are those Service Plan Actions from prior years that are still live and being carried forward																			
C&C C&C 03 21/22	3	Roll out hybrid mail across the authority	Introduce hybrid mail where staff send standard mail to an external supplier to print, stuff and post	Saves on officer time	Extra capacity created	Issues over security of mail	Claire Holm	Claire Holm/Simon Fuller/Nick Hallam	Legal, Procurement, all services	April 2021-December 2022	Apr-21	Dec-22							Should be cost neutral or provide savings unquantifiable at present. The trial in Revs and Bens was successful and the procurement complete with cft docmail

C&C C&C 06 18/19	3	Review internal communications	Survey all staff, followed up by focus groups.	Improved communication and engagement channels with staff to help them feel more valued, engaged and part of the organisation.	Follow up survey to test whether improvements have increased staff satisfaction	Staff don't engage in the exercise and don't feel it has any value	Claire Holm	Helen Morse / Comms Team		Comms	April 2018 - March 2019	Jan-22	Oct-22						Originally on the 2018/19 service plan. Request revised due date: 31-Oct-2022
ICT.02 21/22	2 & 3	Cyber Security Improvements	Deliver all aspects of NDCs cyber security improvement plan. Implement as many National Cyber Security Centre Mitigation Actions as we can to mitigate this Tier 1 Risk	Increased security measures. Finish Phase 1 of the Backup Project. Phase II Recovery capabilities.	No significant attack on NDC	High	ICT Manager (From BIS Manager)	Paul Shears	Infrastructure Team			Mar-21	Mar-23						The following tranches are in scope: Review cyber incident response plan, Cyber security internal audit, PEN tests, remote sites, password complexity, improved backup solution, replace legacy systems, recovery options, firewalls, VPN client review, Virus guard review, Virtual environment review. Cyber training for staff and stakeholders, Security Incident Event Manager, Public DNSLogging Made Easy introduced. Phishing exercises. Exercise in a Box : SMT Scenario Planning. Attend NCSC & LGA events.
ICT 03 20/21	3	Establish all functionality of Microsoft 365 & prioritise elements to meet the needs of the business. [Old Description: Feasibility of using Share Point & One Drive.	To further utilise our O365 E3 Subscription Licence to get maximum return from our Microsoft Licences.	Phase I: Delete all documents on the Corporate & Team Drives that have not been accessed for > 10 years. Most SMT members have approved, so unless objections raised during this process we will proceed.	Potentially an improved DR position. Ability to more easily share information / data with partners.	This would require a co-ordinated housekeeping session of our Corporate & Team Drives. Phase II: DPIA required	BIS Manager	Paul Shears	Data Protection			Aug-21	Phase 1 Aug 21 Phase II Mar 23						With our new backup solution in place, we will now be backing up Office 365 that only went live Dec 2020. We have carried out very limited testing of Share Point and One Drive. But before any further work is carried out we need to be clear on categorisation of data, data retention schedules, appropriate policies and rules with associated DPIA to understand our data suite. We also need to re-tender our Microsoft Subscription Contract with a re-seller.
ICT 06 19/20	3	Work with services to move away from Legacy systems.	* CAT (Corporate Assets Terrier) work with teams to move to Technology Forge. (Now decommissioned) * TIME move information to iKen. (Now decommissioned) * GreenSweep work with W&R so they understand the enormity of the 'Services' managed by this database and plan to move these to the most appropriate existing or new systems.(Project being managed by CCC) * Collective look at the feasibility of Active Directory replacing profiles plus additional functionality that Modern.gov may provide.	In many cases teams are using 2 systems to manage 1 area of work, so double entry is taking place, the ICT have to manage 2 systems.	The legacy systems de-commissioned.	Our Principal Analyst (Projects) who developed many of these legacy systems is planning to reduce his hours and/or leave. It is essential we cease using these systems as they will eventually become unsupported.	Development Team	Andrew Hughes	Legal Estates W&R C&C		Now	Now	Oct-22						Greensweep is being tested now. The assets system will require a new system, likely to incorporate a new Service Desk system. CAT Systems decommissioned. TIME system decommissioned. C&C leading a project to decommission Greensweep. Need to now add in BankRec and Asset System. Dependent on Finance for BankRec. Request revised due date: 31-Oct-2022
CF 20 G 17 R 04 19/20	2 & 3	Investigate Document Retention disposal modules for Core Financial Systems	To remove historic information held within IBS & Comino (Open Revenues & W360)	Ability within current core finance systems to be able to remove 'historic' information that sits outside of retention policy	IBS & Comino (Open Revenues & W360) to be able to remove data no longer required under retention policy. Compliance with GDPR	Potential disruption to service levels through testing and implementation. Risk of non compliance with GDPR	Revenues and Benefits Manager	Ass't Revenues Manager / Ass't Benefits and Revenues Managers	ICT		01-Apr-19	31-Mar-22	Comino August 2022 IBS - Dec 2022						One off £42,000 for IBS Revenues & Comino was funded from Digital Transformation FS reserve.. Software purchased March 2020 Revised due date requested: 31-Dec-2022
CF 19 G 15 R 03 18/19	2 & 3	Upgrade of Revenues and Benefits ICT software to improve customer experience	Upgrade of current ICT system (Civica OpenRevenues) and review of customer processes	Self-service; eg. change of circumstances electronically; payment plans; facility to text information; Improved customer service & reduce number of telephone calls to team.	Usage of self-service; reduced number of telephone calls, improve turnaround times thereby getting information out quicker. Savings on postage	Public & staff awareness of changes; how to complete and submit information. Risk of ICT failure	Revenues and Benefits Manager	Ass't Revenues Manager / Ass't Benefits Manager	ICT COMMS CUSTOMER SERVICES			01-Jan-18	31-Mar-22						Phases I & II (single occupier changes and change of address) is now live; Phase III (customer portal - self serve) starting May 2021 aim to be live March 2022. Request date extension to March 2022.

C&C 03 20/21	3	Streamline feedback process	Process review. Re-engineer process. Seek software solution to implement new processes.	Cutting out wasteful processes such as cutting and pasting between systems. Complaints management contained within one system. Speeding up processing time of complaints to allow the team to work on monitoring improvements and recommendations.	Increase in speed of processing complaints.	Software unable to deliver all process improvements. Lack of capacity in development team to develop new system.	Helen Owen	Feedback	All services	Apr-20	Apr-20	31-Aug-22								The work regarding integration with Firmstep and Pentana continues. This action has now increased in scope as a recommendation of the AGS 21/22 recommends a review of the Complaints process New due date: 31 Aug 2022
C&C C&C 01 19/20	3	Review the Design Print and Post service	A review to establish the impact on the service of several new paper-free systems being implemented which are likely to significantly affect the amount of printing needed.	A fit for purpose service that reflects the needs of the business.	Post savings and efficiency savings.	Review shows a continued need and therefore no savings made	Claire Holm	DPP	DPP, Finance, Admin leads in service areas	Dec-18	Dec-18	31-May-22								The data has been passed to the new H of S for review. Meeting with JT, SH and CH to then take place to agree next steps. Request revised due date: 31 May 2022

On current Service Plan but requesting cancellation

Code		Headline Action	Detail	Reason for request for cancellation
CF 01 C&C 01 20/21	3	Increase the number of people using Self-Service	Increase the number of services available on self serve. Analyse customer data to tackle high volume transactions. Promote. Investigate restricting other channels. User research into barriers. Investigate going cashless. Integrate Granicus and Firmstep to encourage sign up. Introduce self scanning in LH. Increase social media presence. Integration with back office services or single sign on. Make website accessible. Investigate use of AI and chatbots. PID	The App was procured but not renewed as it was not fit for purpose. Alternatives are being looked at. SSO with Assure is now live but roll out is slow. Likely not to pursue self-serve options for F2F at this time. New incentives will be rolled out - Increased opportunities with EStore2 payments, launch of self-serve portal for Revs & Bens, work with services to understand opportunities. This will form part of the Digital by Design Programme as this is an overarching objective / measure and therefore request cancellation
CF 06 C&C C&C 01 21/22	3	Introduce offline reporting tool	Implement Firmstep offline solution so officers can update notes on site that will feed directly back into the back office system when mobile phone signal is available this enabling advisors to give customers live updates and not wait for the case notes to be added to M3.	Firmstep/Granicus software, following testing by Officers, proved unfit for purpose and therefore has not been renewed. Richard Fowler has submitted a successful business case to purchase Whitespace for this function. Initially for use by Environmental Health with the view to further roll out throughout the authority. Request cancellation
CF 04 C&C 04 20/21	3	Implement all features of the new contact system	Phase in use of web chat, social media messaging and investigate use of AI and chatbots to deal with high demand, low quality transactions.	Request this to be cancelled as we will be looking for an alternative supplier when the current contract ends in 2023. A new action relating to this will be added to the 23/24 Service Plan.
CF 07 C&C C&C 02 21/22	3	Implement recommendations of Print Room review	Deliver digital solutions identified, encourage more self sufficiency and explore commercialisation of the service	Request cancellation as this will form part of the overarching Digital By Design programme

CF 09 C&C C&C 04 18/19	3	Train investigating officers on the new Pentana feedback module	Train officers in how to process and respond to customer feedback using Pentana	Request cancellation of this action as this element will be picked up in the overall review of the Feedback process
ICT 02 20/21	3	Improve Remote Working. Feasibility of Corporate WiFi vs Always on VPN.	Ability of mobile / agile users to securely access our network and associated applications and data greater ease.	Request cancellation as we are not looking to change our VPN solution in the next 12 months. A new action relating to this will be added to the 23/24 Service Plan if this changes.
ICT 02 20/21	3 & 4	Move towards One Site		Request this action is cancelled; it is anticipated one site will be a natural consequence of hybrid working as opposed to needing additional office space at BEC.