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East Riding striding ahead? GI underpinning CRM produces improved service delivery

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The East Riding Geography

The East Riding is diverse in nature with three distinct types of area – the coastal strip, the Wolds and the hinterlands of the major urban areas of Hull, York and Doncaster. The coastal strip is 53 miles long and characterised by a number of sites of national importance including the heritage coasts of Flamborough, Spurn, Hornsea Mere and Bempton Cliffs. It includes the coastal resorts of Bridlington, Hornsea and Withernsea, the latter being located in the most physically remote area in the East Riding, south-east Holderness, where economic and social isolation is a key issue.

The Wolds stretch from Flamborough Head on the north east coastline to the River Humber in the south of the area. The market towns of Driffield, Pocklington and Market Weighton flank the Yorkshire Wolds and service the many villages and settlements scattered throughout area. Like the coastal strip, parts of the Wolds are peripheral in relation to major transport networks and suffer from remoteness and isolation.

The hinterlands of Hull, York and Doncaster are characterised by dormitory villages, closely linked economically to the urban areas; most are expanding to accommodate migration from neighbouring urban authorities which puts pressure on local services and traditional village life.

There are only three major urban areas in the East Riding. Goole in the south-west with a population of 19,000, is an inland port at the confluence of the rivers Derwent and Humber, which displays many symptoms of socio-economic deprivation. Bridlington with a population of 34,000 is on the north east coast and has suffered from the decline in the traditional seaside trade; it is characterised by an aging population and many residents dependent upon benefits. Beverley with a population of 25,000 is a historic market town and the administrative centre of the East Riding of Yorkshire Council, whilst the town is relatively affluent, one of its two wards exhibits high levels of deprivation.

Key demographic indicators highlight a number of challenges to the delivery of services in the East Riding including low population density, high inward migration and the percentage of the population of pensionable age. The area has a low percentage of the population from minority ethnic groups compared to many other areas.

	East Riding of Yorkshire	Yorkshire & Humberside	England
Population 1991	295,600	4,982,800	48,208,100
Population 2000	318,900	5,057,900	49,997,100
Pensioners 2000	66,200	926,900	9,020,600
Area [hectares]	241,617	1,538,187	13,038,209
Density per hectare	1.32	3.29	3.83
% increase in population, 1991 - 2000	7.88	1.51	3.71
%age pensioners 2000	20.76	18.33	18.04
Ethnic minority population 1991	0.54%	5.80%	7.10%

The East Riding Economy

The East Riding is an area of contrasts and falls within four travel to work areas. Generally the area appears affluent with a current overall rate of unemployment of 4.4%, but it rises to 6.9% in the Bridlington and Driffield travel to work area.

Very high levels of deprivation are found in certain parts of the East Riding; for example, Bridlington South, Bridlington Old Town, Bridlington North, Goole and South East Holderness are in the 33% most deprived wards in the country.

95% of the land area is in agricultural use. Farming is mainly arable but pigs and horticulture are also important. The economy is mixed with employment in tourism-related activity, distribution and the public sector predominant.

Overall, an analysis of the economy undertaken by the Council identifies a number of structural problems to be addressed in the long term:

- Shrinking levels of employment in the agricultural sector
- Local dependence upon vulnerable sectors e.g. tourism in Bridlington, public sector in Beverley:
- A mature industrial base
- Variations in deprivation levels in the East Riding.

The area has, however, a great deal of potential. Partnership working in Goole, Bridlington, Driffield, Withernsea, Beverley and Hornsea is enabling regeneration supported by external funding from Europe, SRB and the Market Towns Initiative. A major redevelopment of Bridlington is planned via the Yorkshire Marina project which will generate an estimated £9m in additional visitor spend and create at least 650 extra full and part time jobs by 2014.

The East Riding of Yorkshire Council

The Council was formed on 1st April 1996 from 5 former authorities. It is the largest unitary authority by area covering 241,000 hectares with a rising population currently at 319,000 (ONS mid 2000 estimate). Neighbouring areas include North Yorkshire, Scarborough and Rydale (to the North), York, Doncaster and Selby (to the West) and Hull, North Lincolnshire and North-East Lincolnshire (to the

South). The Council has 17,000 employees, a net budget of £282m and is the largest employer in the area. The East Riding is fully parished with 170 local councils with differing levels of engagement with the local authority.

Political Leadership

The Council has had a politically balanced leadership since its inception. This has led to the development of a consensual and deliberative style of decision making.

Corporate Management

From the outset the Council has adopted a highly corporate working environment built around a team working culture.

Working in Partnership

The East Riding of Yorkshire Council is a team player; since its inception it has sought to work closely with key local partners to improve the quality of life in the East Riding. Strategic joint working in the area is built upon foundations of shared Community Aims established in 1999.

Over 100 partner organisations including the Council, have now made a common commitment to:

- Improved Health – improved quality of life
- Greater Prosperity – higher living standards
- Lifelong Learning – improved educational achievement
- A Healthy Environment – for future generations
- Reduced Crime – reduced fear of crime

The Council has two further commitments to the community:

- Consultation and Participation – working with you
- A Well Managed Authority – working for you

Supported by the LSP the Council signed a Local Public Service Agreement with the Government in November 2001, building upon the priorities and needs of our citizens identified in the Community Plan and stretching our performance even further in key service areas one of which is ESD (Electronic Service Delivery) with a target of 100% ESD by 2004.

The Council's Strategic Direction

The Council has been built on a conviction that challenging convention, speedy and effective change and 'thinking outside the box' are key attributes for any authority which places 'citizens first' and strives for excellence in service delivery.

'Striding Ahead' – a Four Year Plan

Looking forward the Council has set itself a challenging 4-year ambition. This major strategic direction – Striding Ahead - will enable the Council to be recognised as:

- **Absolutely in touch with our residents** – based on excellent communication, consultation, community leadership and evidence that we act on what we hear.
- **At the leading edge of e-government** – using IT to promote internal efficiency and give improved customer access to what will be a virtual 24-hour a day service.
- **Attracting and keeping high quality staff** – whose time is dedicated to using their high quality knowledge and skills to best effect in meeting the community's needs.

- **Delivering better value services via imaginative and cost effective partnerships** – the partnerships will be proactively sought and built with other statutory, voluntary and private sector organisations, where this achieves better value taking costs and quality into account.
- **Delivering on tough performance targets** – a council which achieves top 10% performance in all areas against clear national and local indicators.
- **Attracting investment and using public money wisely** – a Council with a reputation for smart and prudent stewardship.

To deliver this ambition, action is being planned and delivered by the establishment of five cross cutting sub projects:

- Communication and participation
- Maximising electronic delivery of services and processes
- Income generation and strategic cost reduction
- Organisational development
- Delivering performance priorities

Each individual service will also review its own performance against national benchmarks and develop its own improvement plan in response to ‘Striding Ahead’ building on areas of strength and setting challenging targets to address areas of weakness.

Council Members are fully committed to and have taken the lead in realising these ambitions but every single employee will play their part in its success.

The East Riding Customer Contact

Over the last five years, the Council’s strategic focus has been on equality of access to services and first class customer care in this diverse and often remote area. This led to the development of the nationally acclaimed Customer Service Network with 11 centres opened across the East Riding, a Call Centre operational 18 hours a day and the emerging network of CitizenLink (virtual customer service centres) located in the more remote locations across the East Riding. Over 1.5 million enquiries have been dealt with to date (currently 400,000 enquiries per year) through this network which is now providing access to non-Council services through our partner organisations. This development has been supported by a robust and challenging e-government strategy committed to investment in the future.

The CRM (Customer Relationship Management) system used to provide front line staff with information has been developed in partnership with a software supplier over the last three years. This was done in three phases:

- The ACD (Automatic Call Distribution) telephony
- The CRM system
- The feedback system which includes Complaints, Comments and Compliments monitoring

The CRM system includes the standard modules i.e. people, property, customer history, incident tracking etc and a comprehensive A to Z of all services provided. There are a total of 460 services known as campaigns. Each campaign can have over 40 attributes and is owned by the relevant service area who is responsible for maintaining current accurate information.

As part of the ongoing improvement plan a number of focus partnerships have been established with internal service areas staff and external partners to establish service levels, information requirements and delivery improvements.

A Customer Service Centre Network Group of champions was established at the outset of the project. These front line service staff have contributed hugely to the overall improvements made not least in the area of Geographical Information (GI).

Each campaign has a GI link as part of its data set. It was felt ‘a picture paints a 1000 words’ and whilst many campaigns may benefit from integration to a geographical information system the question was which GI would benefit front line staff to help deliver improved services.

The East Riding Corporate Geographical Information

One of the main ongoing aims of this project is to improve accessibility of information, both to customers of the Council and to professional officers, no matter where they live and work in the East Riding.

The current manual storage systems for maps and plans use expensive office space and the data is not readily accessible to those officers working across the county, or in other offices. There is duplication of information through the lack of corporate systems, with consequent duplication of effort. Furthermore, a corporate geographic information system has improved accessibility to information, allowing greater levels of analysis of data for a variety of business needs. In addition, some of the information has been made available to the public via the Customer Service Centre/Call Centre and CitizenLink network where appropriate.

The geographic information project will assist in the speeding up of the processing of information and will help to ensure that all sections of the Authority use common data. Through the use of corporate information, such as a single gazetteer of properties and streets, there will be less duplication of effort, and increased consistency of recording. Professional officers will have access to up-to-date information from across the Authority, which will improve the process of decision-making, both in terms of accuracy and performance.

Geographical Information to be delivered through CRM

Leisure and Tourism	<i>Locations of leisure facilities Information about the facility (opening times, range of facilities).</i>
Passenger Transport	<i>Bus routes, timetables etc.</i>
Engineering Design	<i>Show planned works in the area</i>
Traffic Managemet	<i>Proposed schemes</i>
Street Lighting	<i>Allow street light asset number to be identified, so that faults can be logged accurately to ensure effective service</i>
Highway Maintenance	<i>National Street Gazetteer name of any street Adopted status of street Gritting routes Proposals for slurry sealing and surface dressing Show extent of highway ownership – enroachments/lost highways Show asset information</i>
Public Rights of Way (PROW)	<i>Definitive Map, linked to Definitive Statement Historical routes prior to diversion or extinguishment Claimed and provisional PROW’s</i>
Refuse Collection	<i>Refuse collection routes Bin and bulky item collection days</i>

Grounds Maintenance	<i>Areas of Council-maintained beds (as distinct from Town Council etc.) Grass-cutting areas and frequencies</i>
Housing	<i>Access to Council housing stock data</i>
Property Services	<i>A Local Land and Property Gazetteer to provide common corporate referencing as part of NLPG and BS7666 compliant Establishment list (all property and land that the ERYC owns or has an interest in), to include: Boundary details, Responsibility, Addresses, Tel/Fax no.s etc., Property Manager details, Emergency contact names (will form part of the metadata project) The Industrial and Commercial Property Register</i>
Democratic process	<i>Ward boundaries Parish boundaries Information about Councillors (ERYC and Parish/Town)-contact details, political party, surgery details etc.</i>
Development Control	<i>Planning applications: forms; advice; progress Planning history for sites Tree Preservation Orders Conservation Areas Development Plans (including Structure Plans, Local Plans and the Mineral and Waste Local Plans) Highway adoption information Future development proposals</i>
Social Services	<i>Old Peoples Homes Young Peoples Centres Home Care Clients Child Minders Register Day Nurseries Community Centres Hospitals Doctors Surgeries Member Area Panels</i>
PSD	<i>Census information Index of deprivation at enumeration district level Rural Facilities database (where the post office is and the community centre etc.)</i>
Education	<i>Schools information to include: Name of school, address and telephone number, Headteacher, Age range, Early admissions, Published Admission Limit, Number of applications received last year Pre-School Providers, to include: Name of provider, whether LEA, voluntary or private provider, address and telephone number, Age range, Number of places. (NB CSCs have access to the Children's Information Service which may include the above). Adult education, to include: Venue, address and telephone number, courses available, duration, time, fee, Creche, Family courses, Certificated course, Tax relief available. Youth Centres, to include: Name, address and telephone number, Age range,</i>

Session days and times, Activities available
Leisure Centres to include: Location, address and telephone number, facilities available, courses, opening times
Libraries, to include: Location, Opening times, route for mobile
School Bus Routes, to include: Bus number, Route, Bus Stops, Timetable, Fare-table
Links to National Grid for Learning (NGFL) and East Riding Intranet for Learning (ERIL) networks

As well as all the GI mentioned above it was extremely important that this project delivered a practical solution that would give added value to the Customer Service Centre staff. This resulted in a number of other project deliverables that had to be achieved as part of the GI project they included

- Establish standards including directory structures
- Identify the search mechanism that users would find to be the most useful
- Determine the most appropriate maps that users would wish to view, and print
- Determine what base level information is to be made available generally
- Determine Licensing demands for GI software, servers, etc.
- Develop a user training pack
- Determine practicality of training Customer Service Centre Network staff
- Develop the strategy for bringing new users on-board
- Develop the strategy for defining display properties and characteristics
- Determine the linkages between the presentation of information through GIS, CRM software, and the Web site. In other words, would there be acceptable duplication of systems, or should we only present information sets that can only be effectively accessed through GIS?

Conclusion – Improving Service Delivery through Geographical Information

Several of the Authority's Community Aims were supported directly by this project:

- **Greater Prosperity and Opportunity:** for example, by allowing better infrastructure, attracting business and visitors to the area.
- **Reduced Crime:** for example, by allowing thematic mapping of street lighting faults, and improved targeting of available resource.

In order to achieve the Community Aims it is accepted that we will: place customers first; enhance local democracy; and communicate and consult. The wide range of information that has been made available through GI will support each of these.

To support our goal of being a well-managed Authority, the GI will provide improved tools for planning and prioritising effectively, and allowing the efficient management of resources, and allowing mechanisms to help to achieve Key Performance Indicators.

The advantages from the development of geographically-based information are:

- Direct business benefits to individual Departments;
- Indirect business benefits to individual Departments by allowing the Call Centre/CSC network to answer more calls without referral;
- Consequential business benefits to internal customers through access to corporate information (other departments, teams, Members);
- Customer benefits through allowing the Call Centre/CSC network to answer calls with added information;
- Customer benefits for our external customers (charge-payers) through CitizenLink and the Web.

The continuation of the GI project to review where we can improve and integrate all services so that they are responsive to the needs of customers, helping the Authority to meet its commitment to the Modernising Local Government agenda.

The development of the next phase of the GI project will enable the Authority to make considerable progress towards meeting its objectives but to date the project has been successful in the following ways:

- It has assisted in speeding up the transfer of plans and supporting documents within the service areas and within the Council generally, reducing the time and cost involved in copying paper documents and helping to ensure that correct files are kept up to date.
- It has reduced the use of paper, helping to meet Local Agenda 21 objectives.
- It has ensured that relevant professional officers have up-to-date information available to them readily and at the earliest possible date, thus improving decision making both in terms of accuracy and performance.
- It has improved accessibility to information, helping to avoid situations where information is not available to officers and to customers especially in remote rural locations.
- It has assisted in improving linkages between the various parts of the Authority in terms of accuracy and consistency of information especially for officers not based at County Hall.
- It has improved accessibility to records and reduced the need to use valuable office space for storing archival files.
- It has made the service more responsive to customer demands by providing a facility for information to be view in a spatial way by customers and staff alike through-out the Customer Service Centres and CitizenLink network.

The Council has adopted Prince 2 project management methodology as the corporate standard and as such all major projects including the GI project have a programme board with various project boards working to it. The GI underpinning CRM for improved service delivery project still has a long way to run but has produced some excellent results so far however the lessons learned report from phase one on the project tells us whilst a picture paints a 1000 words ownership accuracy and up to date data of fundamental to a GI project of this nature.