

Melton Borough Council

Delivering "high-performance" customer service

The mission:

- In line with the National Strategy for Local e-Government, Melton Borough Council is using leading edge technology to completely transform the way it works internally and the way it interacts with its citizens in order to become more customer focused.

The solution:

- Through the strategic partnership agreement to deliver a complete e-Government solution for the Welland Partnership, Melton Borough Council is working with Software AG to provide an innovative XML-based solution that is enabling the Council to re-engineer its business processes.
- Melton Borough Council has implemented Software AG's Integrated Electronic Service Delivery (IESD) framework as a platform to deliver services from its new purpose built Customer Service Centre and Telephone Contact Centre. The IESD framework already supports the Melton on Line Community Portal website (<http://www.meltononline.co.uk>) and is being developed to support the Council's own website (<http://www.melton.gov.uk>).
- Software AG's Customer Relationship Management (CRM) solution will enable Melton Borough Council's Customer Service Advisors to have better access to information, enabling them to operate more efficiently and effectively and focus on the needs of the individual customer.
- The CRM solution works across the whole of the Council and is providing useful management information that is being used in decision making processes, therefore enabling services to be shaped and improved to meet the needs of the citizen.

The result:

- Embracing the Office of the Deputy Prime Minister guidelines, a major Business Process Re-engineering initiative has been embarked upon with cost efficiencies immediately being achieved and more anticipated to follow in the future.
- Melton Borough Council's new Customer Service Centre has enabled the Council to interact with its citizens more efficiently in a friendly, open and welcoming physical environment, delivering an improved level of service.
- Melton Borough Council is on course to hit a 2005 target of ensuring that 80% of public enquiries about council services are resolved at the first point of contact.



The customer:

"Software AG's leading edge technology has enabled us to re-structure the Council and re-engineer our business processes to work more effectively and efficiently and become more customer focused. Melton Borough Council's new Customer Service Centre is a prime example of how we have transformed the way in which we interact and provide services to our citizens. Our aim is to ensure that by 2005, 80% of public enquiries about council services are resolved at the first point of contact – whether that be a face-to-face contact, telephone contact or even a contact over the Internet."

Keith Aubrey, Corporate Director Community Support,
Melton Borough Council.

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New targets and high standards

Melton Borough Council is located in north-east Leicestershire and is the 9th smallest district in England with a population of 47,899 and a staff of 200.

Back in 2001 the Council adopted the Welland Partnership vision for e-Government. This vision was based around providing better access to services, re-engineering of processes and support functions, and promoting stronger engagement and participation through the use of modern technology.

With this vision in mind, Melton Borough Council, together with its partners in the Welland Partnership, turned to Software AG. Software AG's proven track record, customer references and XML-based Integrated Electronic Service Delivery (IESD) framework, including a CRM system, Workflow, Electronic Records Management (ERM) and Content Management solutions, were important factors in defining a fully automated business process management solution for the Council.

It is exactly this approach and vision that the Government is aiming to achieve from their investment in e-Government.

A recent consultation paper 'Defining e-Government Priority Services and Transformation Outcomes in 2005 for Local Authorities in England' described the complete automation of business process management, through the integration of CRM systems with back office technology, as a 'stretch' target for high performing councils.

Software AG's CRM system is fundamental to the Council's business process re-engineering. "By 2005 we are looking to fundamentally challenge and re-engineer all of our business processes to work more effectively and efficiently," comments Keith Aubrey, Corporate Director Community Support, Melton Borough Council. "CRM has become a focal point and is a key corporate system for the Council. It works across the whole of the Council and is providing us with

useful management information that is being used in the decision making processes within the Council, thus enabling services to be shaped and improved to meet the needs of citizens."

Back office functionality enhances the customer experience

The most visible result of the project has been the creation of the Council's new Customer Service Centre which is linked to its Telephone Contact Centre.

Melton Borough Council has employed a dedicated team of Customer Service Advisors with decision-making responsibilities to deliver these front-end services. "What we are trying to create is an open and welcoming environment in a purpose built facility," explains Aubrey. "The significant aspects of the Melton project are the physical building and its link to the re-structuring of the Council. We have invested in an impressive purpose built facility and have re-structured the Council around the initiative, changing its culture and reputation. Melton staff have been incredibly supportive and morale has remained high throughout a period of significant change."

Melton Borough Council and Software AG drew many synergies from their involvement in The Welland Partnership. The Welland Partnership involves five Local Authorities - East Northamptonshire Council, Harborough District Council, Rutland County Council, South Kesteven District Council and Melton Borough Council.

Software AG's IESD framework provides a common platform for not only Melton Borough Council but also for all five councils that form the Welland Partnership. Christine Marshall, Corporate Director Resources and Support, Melton Borough Council, comments, "We are now at the stage whereby the solution developed for Melton Borough Council is also being delivered across the rest of the Welland Partnership, enabling shared service delivery, such as extended hours and an 'overflow' service."

The benefits of working with the Welland Partnership

Melton Borough Council has leveraged from the success of the Welland Partnership and has progressed strategically by undertaking a complete re-structure built around their e-Government initiatives. Melton has succeeded in becoming more citizen focused by applying the Welland Partnership's philosophies and implementing them in a radical way.

Transformation and change management processes have enabled the Council to generate additional posts to tackle its priority service areas. "We have used the benefits of the new technology to help us provide seventeen additional posts. This clearly illustrates that the transformation approach has generated an additional capacity to tackle other service areas that are a priority for the Council. We are using e-Government as a means of helping us to achieve that," explains Delwyn Burbidge, Chief Executive, Melton Borough Council.

Looking to the future

"Software AG's solution has always been a strategic consideration as it is scalable and future-proof. XML provides us with the opportunity to work with other organisations which is something that we are actively looking to do to further improve the services we can deliver, such as a primary care trust, the police or the pension service," concludes Marshall.

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