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| Title of spending review/service change/proposal | Customer Relationship Management System Replacement and Channel Shift Programme. |
| Name of division/service                         | Finance, Revenue & Customer Support  |
| Name of lead officer completing this assessment  | ██████████, IT Business Manager / ██████████ Senior Project Manager              |
| Date EIA assessment completed                    | 14/12/2015 / Revision see below.   |
| Decision maker                                   | Caroline Jackson   |
| Date decision taken                              |  |

| EIA sign off on completion: | Signature        | Date                                |
|-----------------------------|------------------|-------------------------------------|
| Lead officer                | ██████████       | 14/12/2015                          |
| Equalities officer          | ██████████       | 18/12/2015 / (Revised sign off TBC) |
| Divisional director         | Alison Greenhill |                                     |

|                          |   |            |
|--------------------------|---|------------|
| Revised / updated        | ██████████  | 12/07/2016 |
| Revision / update reason | Update between launch of Firmstep Service platform (CRM) in March 2016 and Firmstep Self platform |            |

|                   |   |  |
|-------------------|---|--|
|                   | <p>(self-service) September 2016.</p> <p>Update required as the authority now has a better understanding of what the future digital offering will be and therefor an increased awareness of equality impact considerations. <u>Equally updated to encompass a wider channel shift agenda.</u></p> |  |
| Revision sign off |   |  |

**Please ensure the following:**

- (a) That the document is understandable to a reader who has not read any other documents, and explains (on its own) how the Public Sector Equality Duty is met. This does not need to be lengthy, but must be complete.
- (b) That available support information and data is identified and where it can be found. Also be clear about highlighting gaps in existing data or evidence that you hold, and how you have sought to address these knowledge gaps.
- (c) That the equality impacts are capable of aggregation with those of other EIAs to identify the cumulative impact of all service changes made by the council on different groups of people.

## 1. Setting the context

Describe the proposal, the reasons it is being made, and the intended change or outcome. Will current service users' needs continue to be met?

The Customer Relationship Management (CRM) system replacement programme, has a primary objective of replacing the Belfast CRM, which is a system used within Customer Services to capture and record customer contact into the authority.

The Belfast CRM had come to the end of its contractual life and was therefore no longer supported. On this basis the authority has made the decision to replace it.

This project coincides with a wider 'Channel Shift' strategy, whereby the authority seeks to redistribute customer contact across new as well as traditional contact channels.

The purpose of this assessment is capturing the associated equality impact with these two pieces of work.

Currently most customers predominantly interact with the authority via traditional contact channels such as the telephone and face to face and though the Council does offer access to services via their website, the Belfast CRM offers limited scope to fully supply the customer with a complete digital experience.

There is an increasing customer appetite for digital access and with this in mind the authority has identified the replacement of the CRM as an ideal opportunity to review the way in which our customers interact with the council, with a clear view that the product of the replacement programme should give a the customer a robust, digital communication channel.

A key project consideration has been around channel matching to transaction type, in the that the authority recognises that certain transaction are suited to certain channels, for instance a low complexity, high demand service such as Waste Management is ideal to be self-serviced at home via an online channel. However the customer reporting a safeguarding concern or homeless declaration may well be best served via a capable Customer Service Officer on the phone or face to face. The ethos behind this, being to mirror the customer need to the available channel.

Current and anticipated contact channels are as below:

**On line forms (e-forms)**

Transaction cost from £0.07 per transaction – dependant on platform and integration level.

**Current position & Limitations:**

If the customer has the digital knowledge, this option enables the Customer to self-serve at a time convenient to the customer, as the website is available 24/7.

However, there are limited numbers of online forms available for Customers to use and to date, not all Council services can be accessed on line.

Completing an e-form does not improve customer response times as a completed e-form just generates an email to Customer Services, who then manually log the enquiry onto the existing CRM, and either log the enquiry onto the service database (for example Biffa), or email the service directly, for the service to log the enquiry – on a Monday for instance there will be a queue of emails waiting for processing, from the weekend.

An on line form provides a method of contact, but there is no functionality to track an enquiry, or provide progress reports for the customer unless the customer contacts Customer Services again by phone, F2F or by emailing.

**Future Provision & Proposed Improvement**

Current provision would be maintained, however the new CRM is a more digital offering that includes improved e-form functionality. Work is already underway with Council services to improve existing and create additional e-forms, to be able to offer more on-line services to the customer, and deliver cost savings for the Authority.

As well as additional e-form provision, customers will also be able to create an online account, which will enable them to raise enquiries themselves, track their cases and amalgamate a range of council services (or accounts) in a single 'space'.

More importantly, the new system also offers automation between existing Council systems, and the ability to 'feedback' enquiry updates to the

customer account directly – this will be a major improvement for the customer, who will not have to revisit, ring in again, resubmit an e-form or email to find out the progress of the enquiry.

The CRM new system will also be available via mobile devices, as well as being fully accessible at all public serving Council buildings, where self service is provided - Customer Service Centres , Libraries etc.

It is recognised that a % of customers are either :-

- Not digitally aware at all or
- Not confident in accessing services electronically

Customer Services Centres currently employ ‘floor walkers’ to help customers, and library staff also provide advice. As an additional measure, there is scope for the new corporate bank; Barclays to offer all staff the opportunity to train as ‘digital eagles’ to champion, and help customers access on line services, and create on line accounts. This could incentives to include helping the customer to access social media etc. to promote social inclusion.

### **Email**

Transaction cost – variable

#### **Current position & Limitations:**

Some customers prefer to email Customer Services to report an enquiry, however for the authority emails can be challenging contacts to handle, in that unlike an online form the customer is not guided to provide the information that is required to complete the transaction, and so in some instances, a chain of correspondence can be generated from a single request, representing inefficiency and a convoluted customer experience.

The authority notes the value of email to some customers, particularly for formal or complex communication, a social service complaint to information request perhaps, where the email, similarly to the posted letter allows the customer to prescript the exact message and request. However longer term, the project aim is that once the new CRM is fully operational, is that customer’s use of email for simple transactions will decline proportionally

to an increase in online form submissions.

### **Phone**

Transaction cost £2.12 (average)

### **Current position & Limitations:**

The Customer Service phone line is open Monday to Friday 8-6 and for Housing calls only, Saturday 8-1. The phone line is the most popular communication channel for customers, but due to the volume of calls, and limited opening hours, there are varying call wait times dependant on the service enquiry.

Certain services provided by the City Council are very 'seasonal' – a large influx of calls at this time results in further problems for a customer getting through to the Council i.e. Child school place allocation, or Electoral Registration deadlines.

This coincides with an already very high static demand level for the full range of council services through the call centres. Around 750,000 calls per annum are handled through the contact centre, the vast majority of which are simple transactions or requests for services. This huge demand has resulted in an overloaded contact centre, where customers, potentially with transaction of consequence, are unable to connect to agent and terminate their call before connecting.

The internal enquiry logging process is exactly the same as above as online forms or emails, and therefore the same limitations for the customer apply.

A project aim is that once the new CRM is fully operational, the number of customers that need to ring in would naturally decrease, as customer confidence in using the online channels increases.

The new CRM solution is fully demand scalable to handle peaks in internet traffic, which means that even at times of expected increases in customer contact; the customer should not experience delays when logging their enquiry, as they would when using the phone.

The net result of this will be to free up Customer Service Agent time to handle those customers transaction which require human handling.

## **Face to Face at Customer Service Offices throughout the City**

Transaction cost £6.79 (average)

### **Current position & Limitations:**

There are various Customer Service Centres located throughout the City which Customers can visit.

There is a queueing ticketing system in operation, and waiting times vary depending on the nature of the enquiry.

At certain times of the year the queues and wait times can increase i.e. beginning of the financial year when the Council Tax, or Housing benefits letters are posted. High demand and a finite supply of staffing resource means that there is a need to prioritise urgent, statutory or otherwise necessary contact over more routine, adhoc transaction. One cost effective way in which this can be achieved is through channel shift, allowing customers to self-serve, which is already achieved to a degree through Banking Automation Machines and static PC kiosks, however the Belfast CRM offered limited scope for further migration.

As the same CRM system is used to log enquiries and therefore, as above, the same limitations for the customer apply.

### **Future Provision & Proposed Improvement**

A face to face offering will remain as is but all offices will also use the new system. The aim of the project is to eventually reduce the amount of face to face contact needed by the Customer by improving accessibility and Customer confidence in using the online channel.

### **Post CRM (Service launch)**

The Service CRM was successfully launched in March 2016, replacing the aforementioned Belfast CRM. The initial launch has catered for the face to face and telephony environments, and as the project purely concerned the Customer Service Office process, it is equality impact neutral.

However the launch has provided the necessary prerequisite platform to move into the next stage of the project; the online and self-service environments. The project is now focused around the commissioning of an online 'MyAccount' portal, set to go live September 1<sup>st</sup> 2016. The portal

will allow customers to create an LCC account and manage their transaction with the authority. Initial focus will be around a suite of 40 forms or processes, but this will rapidly expand over the subsequent periods to encompass a wider suite.

Once the platform has been made live, a strategy of migration will occur, driven by cost effectiveness and customer need, the focus will be to move as many customers as possible that are able to self-serve, to the online channel.

To understand the needs and feedback from customers, user acceptance testing, including targeted demographic groups is being employed.

Where particular strategies of significance are employed, such as hard IVR migrations in the telephony environment, a further EIA consideration will be made, in the form an appendix to this document.

## 2. Equality implications/obligations

Which aims of the Public Sector Equality Duty (PSED) are likely be relevant to the proposal? In this question, consider both the current service and the proposed changes.

|   | <b>Is this a relevant consideration? What issues could arise?</b>   |
|---|---|
| <p><b>Eliminate unlawful discrimination, harassment and victimisation</b></p> <p>How does the proposal/service ensure that there is no barrier or disproportionate impact for anyone with a particular protected characteristic</p> | <p>The aim of the project is to increase service accessibility for all Customers of Leicester City Council.</p> <p>The Authority provides key community access points for online services with free access to computers for residents who do not have their own home PCs or mobile device to ensure that they are not digitally excluded from engaging with the council via</p> |



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|  | <p>the internet. These are provided at the Customer Service Centre, Libraries, Leisure Centres and the Pork Pie Library and Community Centre.</p> <p>The service will provide face to face support for local residents who are not confident in accessing online information as well as provide them with training to increase their confidence in accessing web based information and ensure that there are no barriers in place to their accessing information or services on this basis.</p> <p>Existing and additional staff will be offered training to enable them to support residents on their digital journey. Barclays Bank has recently become the corporate bank for the authority, and have offered help and support for our staff to become digital eagles and champion the “on-line” cause.</p> <p>This is in keeping with the City Mayor’s Delivery Plan neighbourhood and community priorities of:</p> <ul style="list-style-type: none"> <li>• Providing a more joined-up service to residents so that people can get the information and services they need when they need them.</li> <li>• Providing as many routes as possible for people to receive services – through a building, by telephone or over the internet.</li> </ul> |
| <p><b>Advance equality of opportunity between different groups</b></p> | <p>As customers are helped on their digital journey, customer empowerment will follow,</p>   |

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| <p>How does the proposal/service ensure that its intended outcomes promote equality of opportunity for users? Identify inequalities faced by those with specific protected characteristic(s).</p> | <p>allowing those that currently do not digitally engage the opportunity, knowledge, tools and confidence to be socially included. While our focus is on their engagement with the Council, the development of these skills and confidence in accessing information digitally, will also empower them to access other non-council services that they use (such as Universal Credit which will operate online) and also social media enabling them to become more socially connected as well.</p> <p>Our main aim is to improve the range and accessibility to Council Services for all service users. Information on what they can do to help themselves will also be available, signposted, enabling them to further empower themselves to address issues that may affect them. Service users will continue to be served by ensuring local access to services is provided and accessible to all and additional staff will be available so that they continue to receive support/provision.</p> <p>The new CRM system with its additional self-service offer and increased range of services available, together with the City Mayor’s neighbourhood and community delivery plan will improve accessibility for all customers.</p> <p>The self-service offer , and additional services will be communicated.</p> |
| <p><b>Foster good relations between different groups</b></p> <p>Does the service contribute to good relations or to broader community cohesion objectives? How does it achieve this aim?</p>      | <p>As mentioned above, increased confidence in accessing the internet will enable users to expand the information of opportunities for social and community engagement available to them that could otherwise be missing if they don’t read local papers or follow local stories on television or radio. Engaging in broader social activities being promoted by the council and other local groups will encourage them to interact with local people who are themselves diverse, thus promoting good relations between different groups.</p> <p>Also, as part of the Communication plan for the CRM project, there is an initiative to</p>  |

offer interested service users the opportunity to test and provide feedback to the project team designing the new system. This initiative is to ensure that the customer offering is as Customer friendly and clear as possible. It also provides them with an opportunity to engage with and understand the views of different people.

**3. Who is affected?**

Outline who could be affected, and how they could be affected by the proposal/service change. Include current service users and those who could benefit from but do not currently access the service.

All residents who currently access Council services could be affected by the project (Approximately 260,000 Source OPCS forecast figures). Detailed analysis has been carried out of Granby Street Customer Service contact between April 2015 and March 2015

**Face to Face Transactions**

**Phone Lines**

**Online Contacts (Email & Eforms)**

Arrived excluding Casual callers

85,043

Calls offered

727,906

Total Online Contacts

44,777

% Served

94.6%

Calls answered

639,933

Average wait time (mm:ss)

10:00

Calls abandoned

87,973 (12%)

Longest Wait Time (hh:mm:ss)

02:04:18

Average Handling Time(mm:ss)

04:38

#### 4. Information used to inform the equality impact assessment

What **data, research, or trend analysis** have you used? Describe how you have got your information and what it tells you. Are there any gaps or limitations in the information you currently hold, and how you have sought to address this, e.g. proxy data, national trends, etc.

As part of the corporate Transformation Agenda detailed analysis is regularly carried out , and the cost per transaction is :-

Face to face transaction £6.79

Phone contact £2.12

On line transaction £0.07

Bench marking with other Authorities has proved that channel shifting customers to online has increased customer satisfaction and achieved considerable savings for the Local Authority.

#### 5. Consultation

What **consultation** have you undertaken about the proposal with current service users, potential users and other stakeholders? What did they say about:

- What is important to them regarding the current service?
- How does (or could) the service meet their needs?
- How will they be affected by the proposal? What potential impacts did they identify because of their protected characteristic(s)?
- Did they identify any potential barriers they may face in accessing services/other opportunities that meet their needs?

Consultation will take the form of communicating the aims of the CRM project and explaining its benefits to service users so they will become aware of the options available and how they can access the different channels.

A soft launch of online channels is being used, but as momentum increases the external campaigns may include:-

- Link and Face articles
- Posters in all Council Buildings including Libraries, Leisure Centres, Community Centres
- Posters in non-Council Buildings (Doctors Surgery for example)
- Street advertising (including JC Decaux - responsible for Outdoor advertising, including promotional posters on Bus stops, advertisement hoardings etc)
- Promotion via Social Media - Facebook & Twitter
- Promotion via Councillor Surgeries
- Information to be included on Council correspondence
- Briefings to Resident & Tenant associations
- Opportunity to join a testing /feedback group to ensure on-line offer is as user friendly as possible

Work has already started on internal communication – Senior Management and Internal Stakeholder meetings have been underway for a few months to raise awareness of the project. More detailed meetings are now being held with current business users of the system – most of their current interaction with the CRM system can be improved by using the workflow capabilities of the new system, and also by direct system integrations to back office systems, negating the need for manual intervention and having an impact on the existing business processes.

Update note – a range of stakeholder communications were completed in the run up to the March go live. Focus is now being given to communication

around the Sept 'MyAccount; go live.

## 6. Potential equality Impact

Based on your understanding of the service area, any specific evidence you may have on service users and potential service users, and the findings of any consultation you have undertaken, use the table below to explain which individuals or community groups are likely to be affected by the proposal because of their protected characteristic(s). Describe what the impact is likely to be, how significant that impact is for individual or group well-being, and what mitigating actions can be taken to reduce or remove negative impacts.

Looking at potential impacts from a different perspective, this section also asks you to consider whether any other particular groups, especially vulnerable groups, are likely to be affected by the proposal. List the relevant that may be affected, along with their likely impact, potential risks and mitigating actions that would reduce or remove any negative impacts. These groups do not have to be defined by their protected characteristic(s).

### Protected characteristics

#### Impact of proposal:

Describe the likely impact of the proposal on people because of their protected characteristic and how they may be affected.

Why is this protected characteristic relevant to the proposal?

How does the protected characteristic determine/shape the potential impact of the proposal?

**Age#** Age: Indicate which age group is most affected, either specify general age group - children, young people working age people or older

Moving to self-serve provision may have an impact on older users who are more likely



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| <p>people or specific age bands#</p>   | <p>to be unfamiliar with digital technology.</p> <p>Users may not be able to use a PC and this would be a negative impact due to their inability to access the service options.</p>   |
| <p><b>Disability#</b> Disability: if specific impairments are affected by the proposal, specify which these are. Our standard categories are on our equality monitoring form – physical impairment, sensory impairment, mental health condition, learning disability, long standing illness or health condition. #</p> | <p>Disabled customers with physical impairments that use a wheelchair or crutches, have a sensory impairment, learning disability, long standing illness could have difficulty accessing the building or accessing service information that they cannot understand because of their impairment.</p> <p>Disabled people reliant on assistive technology such as Dragon, Zoomtext, Jaws, etc will require PCs to have computer software that is compatible</p> <p>However in contrast for those customers with certain impairments, for example mobility difficulties, a greater range of self-service tools and processes available online represent a positive equality impact, in that this will produce better access to our service.</p> |
| <p><b>Gender Reassignment#</b> Gender reassignment: indicate whether the proposal has potential impact on trans men or trans women, and if so, which group is affected.#</p>   | <p>At this stage none known</p>   |
| <p><b>Marriage and Civil Partnership</b></p>   | <p>At this stage none known</p>   |
| <p><b>Pregnancy and Maternity</b></p>  | <p>No anticipated impact on this group.</p>   |

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| <p><b>Race#</b> Race: given the city’s racial diversity it is useful that we collect information on which racial groups are affected by the proposal. Our equalities monitoring form follows ONS general census categories and uses broad categories in the first instance with the opportunity to identify more specific racial groups such as Gypsies/Travellers. Use the most relevant classification for the proposal. #</p> | <p>Customers whose first language is not English may have difficulty understanding online information.</p> |
| <p><b>Religion or Belief#</b> Religion or Belief: If specific religious or faith groups are affected by the proposal, our equalities monitoring form sets out categories reflective of the city’s population. Given the diversity of the city there is always scope to include any group that is not listed. #</p>   | <p>At this stage none known</p>  |
| <p><b>Sex#</b> Sex: Indicate whether this has potential impact on either males or females #</p>  | <p>At this stage none known</p>  |
| <p><b>Sexual Orientation#</b> Sexual Orientation: It is important to remember when considering the potential impact of the proposal on LGBT communities, that they are each separate communities with differing needs. Lesbian, gay, bisexual and transgender people should be considered separately and not as one group. The gender reassignment category above considers the needs of trans men and trans women. #</p>        | <p>At this stage none known</p>  |
| <p><b>Summarise why the protected characteristics you have commented on, are relevant to the proposal?</b></p>   |  |

Age, disability and race influence whether or not a person would be able or comfortable enough to use digital technology to access information or online services, as explained above.

**Summarise why the protected characteristics you have not commented on, are not relevant to the proposal?**

The other protected characteristics cited do not appear to directly influence a person’s ability to use digital technology to access information on online services. The service will monitor take up of the range of channels on offer and also any other customer feedback to determine if any of the other protected characteristics (sex, sexual orientation, gender reassignment, religion or belief, pregnancy or maternity and marriage and civil partnership) influence take up of channels of communication.

|                                   |   |
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| <p><b>Other groups</b></p>        | <p><b>Impact of proposal:</b></p> <p>Describe the likely impact of the proposal on children in poverty or any other people who we consider to be vulnerable. List any vulnerable groups likely to be affected. Will their needs continue to be met? What issues will affect their take up of services/other opportunities that meet their needs/address inequalities they face?</p> |
| <p><b>Children in poverty</b></p> | <p>Speedy access to service contacts if problems in delivery arise is particularly important for families with children in poverty. The availability of free phones locally and support to signpost them to who they need to speak to is crucial to those who could otherwise not afford to contact services by phone otherwise or travel to the city centre to sort out</p>        |

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|                                | problems which may arise.   |
| <b>Other vulnerable groups</b> | Speedy access to service contacts if problems in delivery arise is particularly important for people who are vulnerable, particularly because of safeguarding reasons. The availability of free phones locally and support to signpost them to who they need to speak to is crucial to those who could otherwise not afford to contact services by phone otherwise or travel to the city centre to sort out problems which may arise. |

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| <b>7. Monitoring Impact</b>   |  |
| <p>You will need to ensure that monitoring systems are established to check for impact on the protected characteristics and human rights after the decision has been implemented. Describe the systems which are set up to:</p> <ul style="list-style-type: none"> <li>▪ monitor impact (positive and negative, intended and unintended) for different groups</li> <li>▪ monitor barriers for different groups</li> <li>▪ enable open feedback and suggestions from different communities</li> <li>▪ ensure that the EIA action plan (below) is delivered.</li> </ul> |  |
| <b>8. EIA action plan</b>   |  |
| Please list all the equality objectives, actions and targets that result from this Assessment (continue on separate sheets as necessary). These now need  |  |

to be included in the relevant service plan for mainstreaming and performance management purposes.

| Equality Outcome  | Action  |
|---|---|
| Ensure EIA is kept up to date   | Repeat this exercise at key checkpoints i.e. as each module is rolled out and by using feedback measures with customers to gain feedback on the new provision |
| Ensure users across all protected characteristics are engaged and feed in views | Ensure these groups are supported to access all relevant services   |

## Equalities Monitoring (including impairments)

In order to meet your needs and improve service we need to know a bit more about you. Please help us by completing this form which describes how you see yourself. This information will be kept confidential and is for our monitoring use only.

**1 Ethnic Background:** How would you describe your ethnicity?

)

**a Asian or Asian British**

- )
- Bangladeshi       Indian       Pakistani

Any other Asian background (please write in).....

**b Black or Black British**

- )
- African       Caribbean       Somali

Any other Black background (please write in).....

**c Chinese**

) Any other Chinese background (please write in).....

**d Dual / Multiple Heritage**

- )
- Asian & White     Black African & White       Black Caribbean & White

Any other Heritage background (please write in).....

e  
)  
  
f  
)  
  
g  
)

**White**

- British                       European                       Irish

Any other White background (please write in).....

**Other ethnic group**

- Gypsy/Romany/Irish traveller

Any other ethnic group (please write in).....

- Prefer not to say**

**2 Gender: How would you describe your gender?**

- Female                       Male                       Trans woman                       Trans man

- Other .....  Prefer not to say

**3 Age**

)

Date of birth (day/month/year).....

Age in years .....

Prefer not to say

**4 Disability**

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The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment, which has a substantial and long term effect (i.e. has lasted or is expected to last at least 12 months) and has an adverse effect on the person's ability to carry out normal day to day activities.

**Do you consider yourself to have a disability, or a long term illness, physical or mental health condition?**

Yes       No       Prefer not to say

If you have answered YES to the question above, please state the type of impairment that applies to you. People may experience more than one type of impairment, in which case tick all that apply. If none of the categories apply, please tick 'Other' and



describe your impairment.

- Physical impairment (e.g. difficulty using your arms or mobility issues which means using a wheelchair or crutches)
- Sensory impairment (e.g. being blind/having a serious visual impairment, being deaf/having a serious hearing impairment)
- Mental health condition (e.g. depression, schizophrenia)
- Learning disability (e.g. Down's syndrome or dyslexia) or cognitive impairment (e.g. autism, head injury)
- Long-standing illness or health condition (e.g. cancer, HIV, diabetes, chronic heart disease, epilepsy)
- Other, such a disfigurement (please write in).....
- Prefer not to say

**5 Sexual Orientation:** How would you describe yourself?

- )  Bisexual                       Gay/Lesbian                       Heterosexual/straight
- Prefer not to say                       Other (please write in).....

**6 Religion or Belief: How would you describe your religion or belief?**

- )  Bahai                       Buddhist                       Christian                       Hindu
- Jain                       Jewish                       Muslim                       Sikh
- Atheist                       No religion                       Prefer not to say
- Other (please write in).....

**7 Postcode**

- ) \_\_\_\_\_ First 4 digits only
- Prefer not to say

Thank you for completing this monitoring form. The information you have provided will be kept in accordance with terms of the Data Protection Act 1998 and will only be used by Leicester City Council for the purpose of monitoring. Leicester City Council is the data controller for the information on this form for the purposes of the Data Protection Act.