

Service Transformation and Digital Agenda

The Council's vision for the borough as a whole continues to be 'A Community Council' and to deliver this vision in the rapidly changing environment in which the Council must operate, this paper sets out a high level design of the Dudley Digital Framework to:

- enable the Council and the borough's citizens, businesses and visitors to work in new ways that are technologically enabled, and
- ensure we deliver services to our customers that are sustainable, efficient, cost effective, local and available when they are needed.

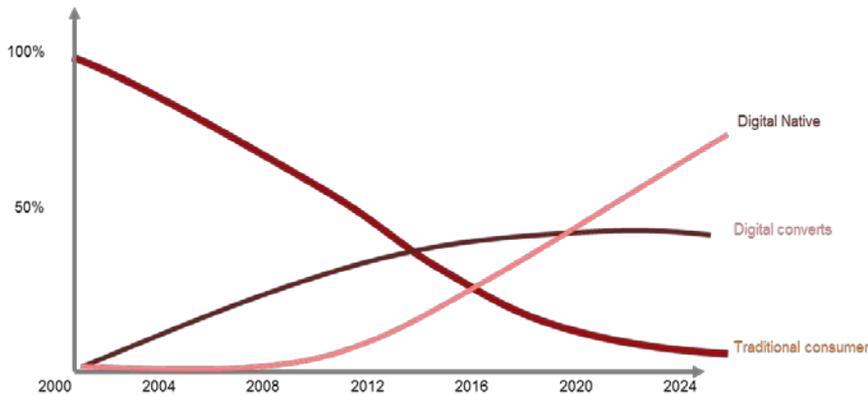
Our digital world – why we need to change

The "Digital Revolution" is upon us. The rapid adoption across all areas of society of mobile technologies and their expanded use in all aspects of daily lives, from shopping, to banking and social media is widely identified as starting in 2007, with the development of smartphones. This technology has driven dramatic changes in the way we communicate with businesses and with each other that is increasingly replicated across all channels.

We have moved from local networks based on the business organisations of the early 1900s to global networks connected via the internet and in particular now on a day to day, always connected, basis via smartphones. This period of change is having a profound effect on existing businesses and public sector organisations, which are embracing the advent of completely new ways of interacting with their customers.

The number of traditional consumers who are used to and prefer transacting via phone, letter and face to face is on the decline, not just in Dudley but across all developed and developing economies. 2013 national research stated that those who preferred to access services by traditional methods were outnumbered in the population by people who have either become used to using digital channel (known as "digital converts") or have organically grown up using digital devices (so called "Digital By Birth").

Chart 1: Increase of Digital by birth



Digital by birth are future customers and employees who have far higher expectations of the role that digital plays in the way they live and work. Meeting these expectations is the challenge that businesses and public sector organisations face now: Digital Converts will exceed Traditional Consumers by 2016; and Digital by birth will exceed Digital Converts by 2020. By 2017, the combination of Digital Converts and Digital By Birth will represent over 80% of the population – some 4 out of 5 people.

Dudley Transformation

The Council's transformation will be about working in new ways that are technologically enabled to ensure we deliver services to our customers that are sustainable, efficient, cost effective, local and available when they need them. The focus remains on working with communities and not doing it for them - we have been saying this for a long time, and have made positive steps in this direction, for example, the volume of transactions via website. Now it is time to increase the speed of that change and bring the aspirational vision to reality.

The Council has successfully adapted to meet the demands placed on us by a changing world and the rising expectations and ambition of our residents and will continue to do so.

Digital Inclusion

Digitisation has enormous power to transform our economic, social, and civic worlds. Just as electricity transformed business and people's quality of life a century ago, the internet and greater digital capability offers significant benefits from economic growth, educational outcomes, employment, connecting communities, and social inclusion to better public services.

Unlocking this potential requires local and central government, business and the community to work together to ensure people do not get left behind, and, instead, get the benefits as soon as possible. Already digital exclusion is entwined with social exclusion. As society changes, the digital have and have-nots will become more polarised and those without the access and skills to

participate may be marginalised. By playing a leading role in our community, Dudley Council has the opportunity to prevent this happening in our Borough.

The Dudley Transformation vision includes a digital inclusion strategy that seeks to address these key barriers so that everyone has the chance to benefit from the opportunities offered by the digital world. A key principle within this proposal will be the creation of models of delivery and technology enablement that ensure maximum suitability for both assisted access (either via face to face contact, telephony or on-line support) as they can for direct access by individuals.

No one will be prevented from accessing services, either by choice or by digital exclusion. By careful implementation, access will be improved. We will also conduct an Equalities Impact Analysis which will ensure that any potentially disadvantaged group is identified and action taken to overcome any exclusion. A person-centred approach will be taken in service design with early involvement of users

Design Principles

Based on the emerging Digital Framework there could be a number of design principles that, together with the Council's values, will drive the improvements and changes across the organisations. They are:

- Do it once – and in one place
- Only do the things that make sense for us to do (e.g. we won't take on things that we are not specialist in)
- Automate and self-serve nearly all transactional activity
- Consolidate teams and create smaller, more focussed centres of excellence
- Empower our customers to help them resolve their own issues and thus managing demand more effectively
- Continue to partner with other organisations and agencies to help deliver better services at a reduced cost
- Maximise income where it is cost effective to do so.

To provide an example of how this will determine the experience of the service user it is worth looking at similar organisations who have designed the components of their Customer Pathway (this is the design of how customers will interact and deal with the Council):

Self-service through digital...
 Conscious choices encouraging digital customer interaction channels

Informing decision making...
 Customer profiling enables more informed decisions regarding investments and service offerings

Community collaboration...
 Customers working together to resolve their queries and share knowledge

Agility...
 Creating an agile and innovative environment for developing IT solutions which improve customer services

Knowledge sharing and collaboration...
 Improved tools to facilitate collaboration and sharing customer data

Anticipating demand...
 Utilising big data and predictive analytics to predict future service demands

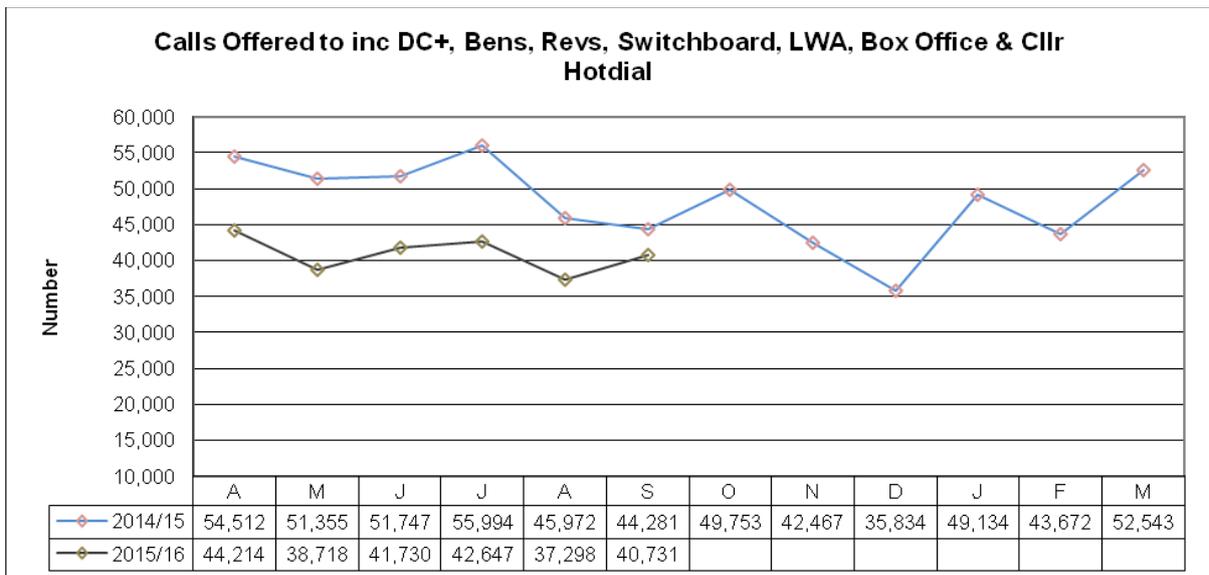
Consolidation...
 Consolidation of disparate assessment teams into pools of resource

Always within reach...
 Access to council services anytime and anywhere, as well as providing a safety net for vulnerable customers

Progress to date:

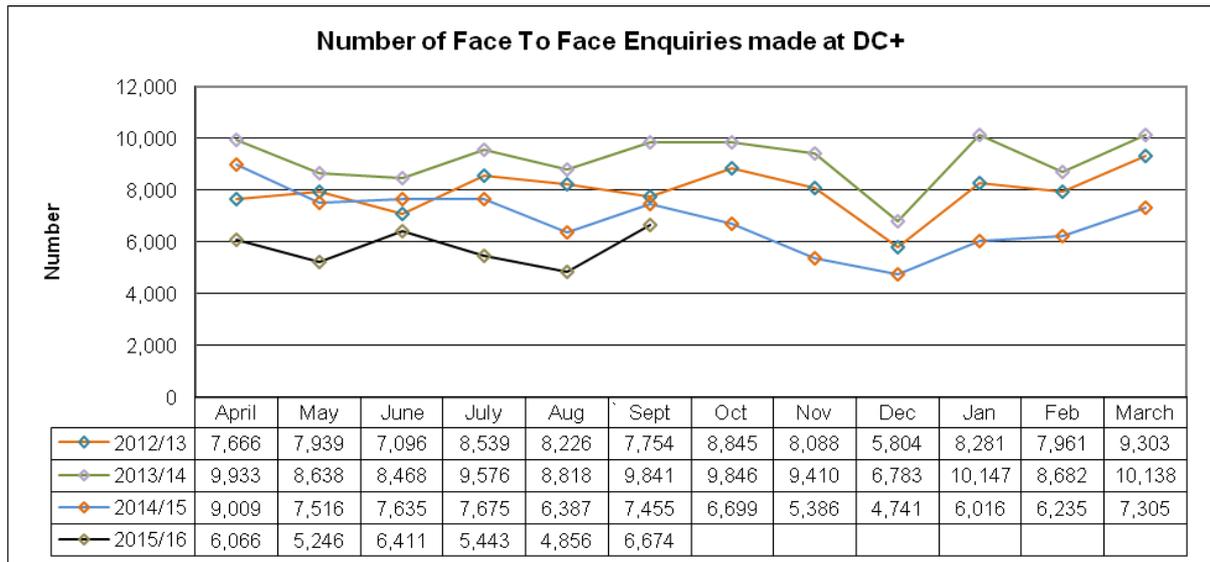
Dudley Council has a sound platform from which to build a robust Digital Framework and progress to date has been in the 'Channel Shift' space so pushing citizens and businesses from traditional ways of communicating with the Council to more efficient, speedier and cost effective ways.

Dudley Council Plus (DC+) – innovative when established, the objective has been to provide a 'channel shift' from traditional more expensive means (direct calls to professional staff) to a central telephony and face-to-face contact centre.



Call volumes remain at a lower level compared to last year, for these reasons:

- Revenues calls in 2015 have reduced due to the introduction of new online forms and customers successfully self-serving.
- The majority of customers making “manual” payments have now been successfully persuaded to pay via the Council’s automated payment phone line or the website.
- Switchboard calls are now merged in with DC+ calls, thus reducing double-handling.



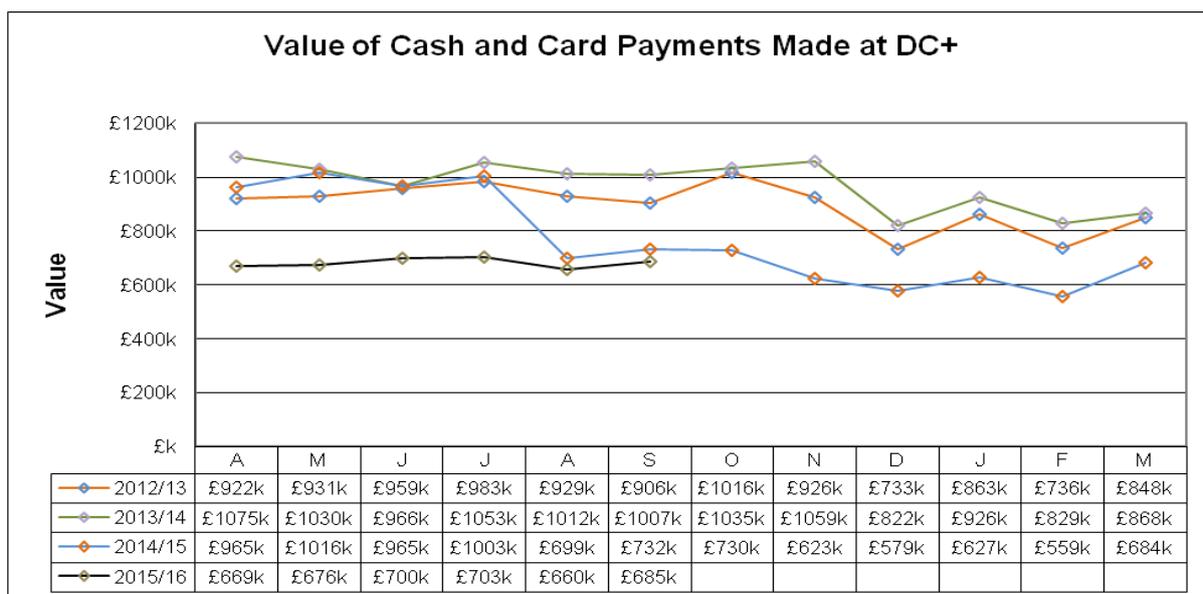
Face to face customer volumes see continued reductions and the quietest ever August as the promotion of self-service, introduced during 2014/15, continues and customers seem to be getting used to following self service options and staff continue to encourage all customers to use these wherever possible.

www.dudley.gov.uk and Dudley Mobile – predominately the ways to channel shift has been by building more user friendly websites. More information, links to line of business applications (those business systems which have a user interface) and so providing a ‘Pay It’, ‘Report It’ and ‘Apply for It’ facility. This has been successful in so much as you have reduced the level of incoming calls, the amount of incoming post and the number of face to face transactions.

Generally this has not driven new ways of working or delivered significant cashable benefits as there has not necessarily been a end-to-end process improvement where the transaction the user has undertaken triggers the system change. This is because the majority of these transactions through www.dudley.gov.uk or the mobile app is by the completion of an e-forms and that form then needs a person to update a stand along system to complete the transaction.

A good example of 'channel shift' in its simplest form is the volume and way people make payments to the Council. The key achievements to date have been:

- Cheque payments have been virtually eradicated – indicating people are more than satisfied with making payments by card either on line or by the Council's automated telephone line (Callpay).
- Most card payments are now paid via Callpay rather than by calling DC+.



With significant improvement for Revenues Customers:

- During 2014/15 callers phoning to make routine payments were re-directed to Callpay or the Council's website.
- A new system (Govtech) was introduced which enabled a number of transactions to be undertaken online. These online transactions also update the back office systems without further manual intervention saving two aspects of work; the initial phone call and then the system updating by the back office.

Revenues call centre	April	May	June	July	Aug	Sep	Oct	Nov	Dec
2013/14	9,518	7,229	7,119	8,286	6,716	7,781	7,739	7,385	5,695
2014/15	8,519	7,961	7,940	7,825	7,371	8,102	7,889	7,753	5,794
2015/16	6,880	5,998	6,715	6,618	6,059	6,124	6,770	6,001	4,374

Dudley Council ICT Strategy 2015-2019

Implementing a digital framework does not mean that certain members of the community are disadvantaged and in fact the provision of 'digitally assisted' points of contact can enhanced the ways the Council delivers its priorities.

The direction of travel for the digital agenda sets out the ways these can be delivered:

