

Digital Transformation

December 2015



Customer First - lessons

There Have been successes;

- Overall 1687 transactions online last month
- Over 30% of highways reports from customer are now via the portal
- 172 housing benefits forms were started by customers last month

But – **too slow.**

- Internal lack of 'buy in'
- supplier difficulties throughout,
- IT in recovery, methodology

Customer First 1 now finished – some services never addressed. Customer First 2 never started – replaced by Care Act.

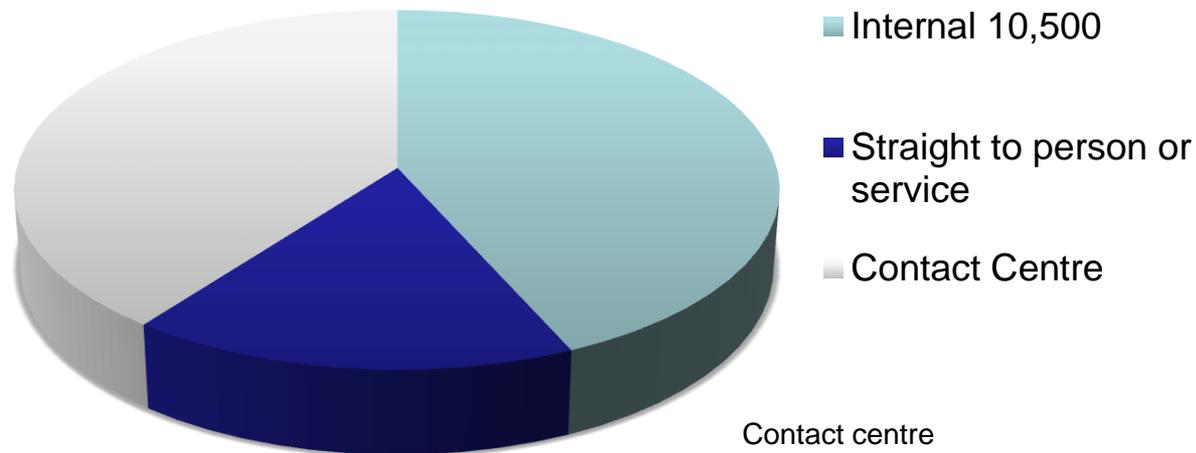
Result: less online than anticipated and slower development = less savings

Chosen method was CRM centric. This has changed to Service centric – using existing supplier software to provide services to CBC residents rather than developing for CRM.

Development scope has been broaden to include all Council Digitisation needs.

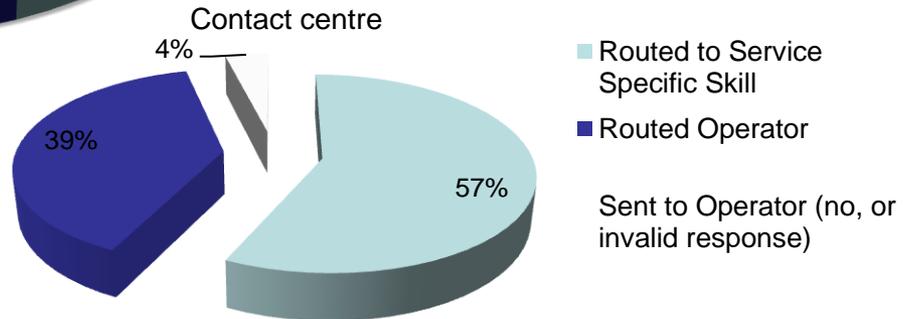
Voice dial

25000 calls a month

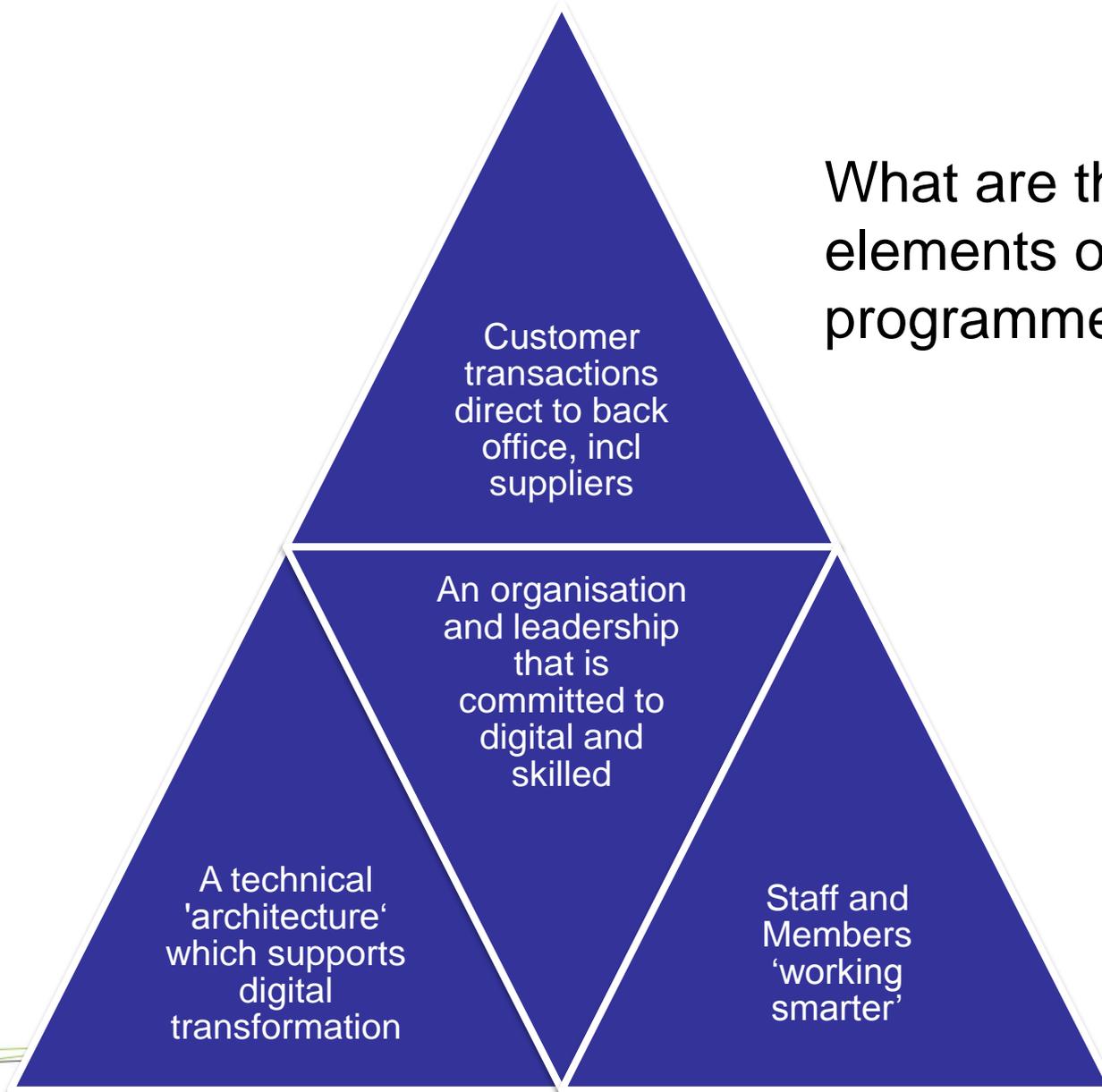


Top Five

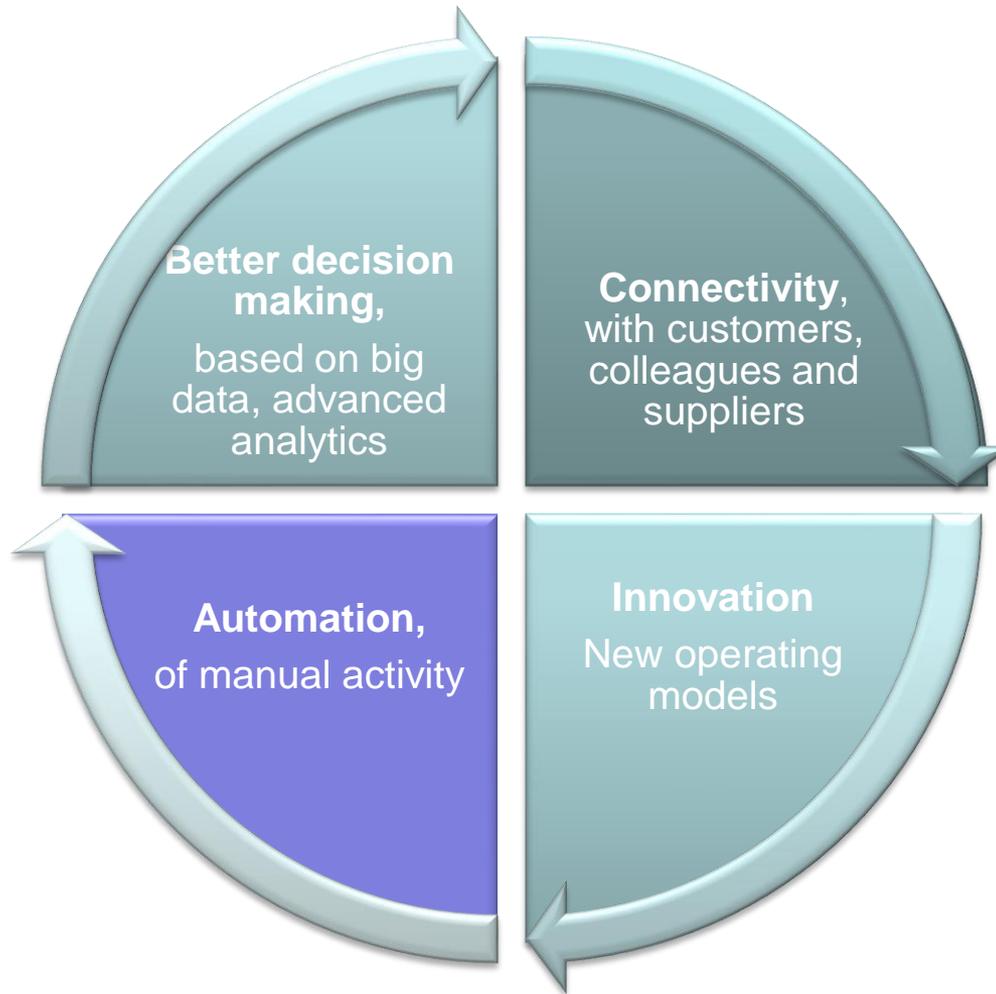
1. Housing
2. Council tax
3. Household recycling
4. Housing Benefit
5. Social services



What are the elements of the programme?



The benefits ...



While becoming more efficient...

Why are we doing it?

Customer Service

- any time, any where, self service preferred by majority of residents
- consistent service
- more and better information

Lower Costs

- lower cost transactions
- fewer service staff required
- potential to combine operations through shared services

Better working arrangements

- eliminating the 'paper chase'
- more flexible working
- less fixed accommodation needed

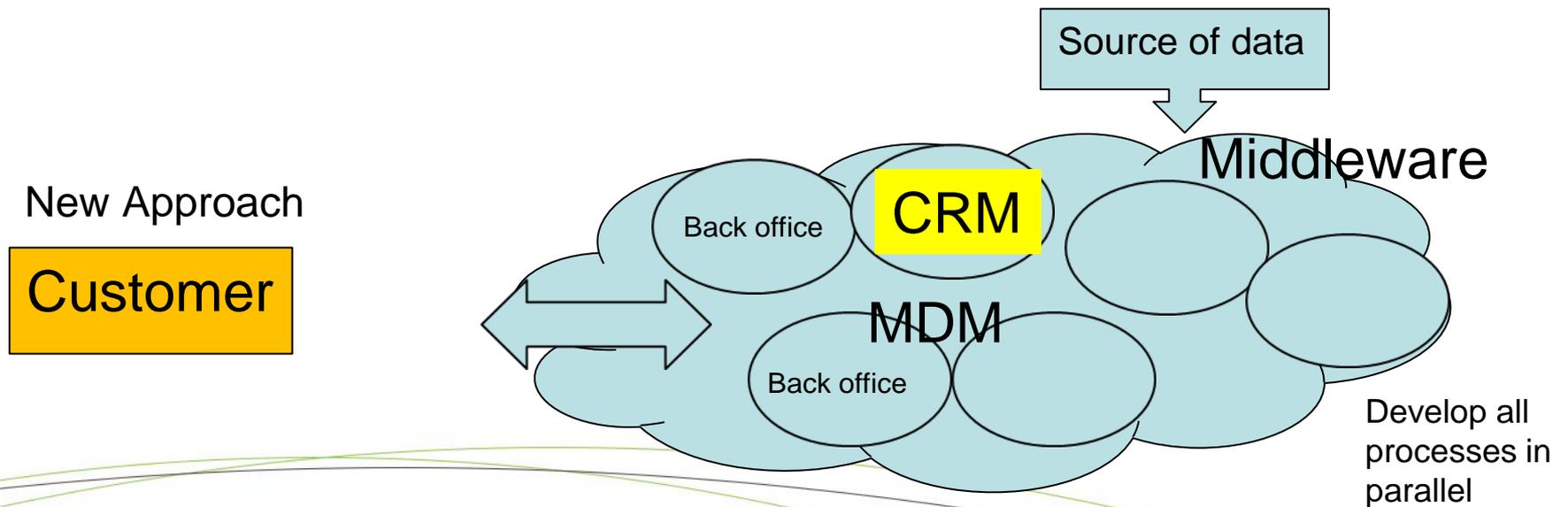
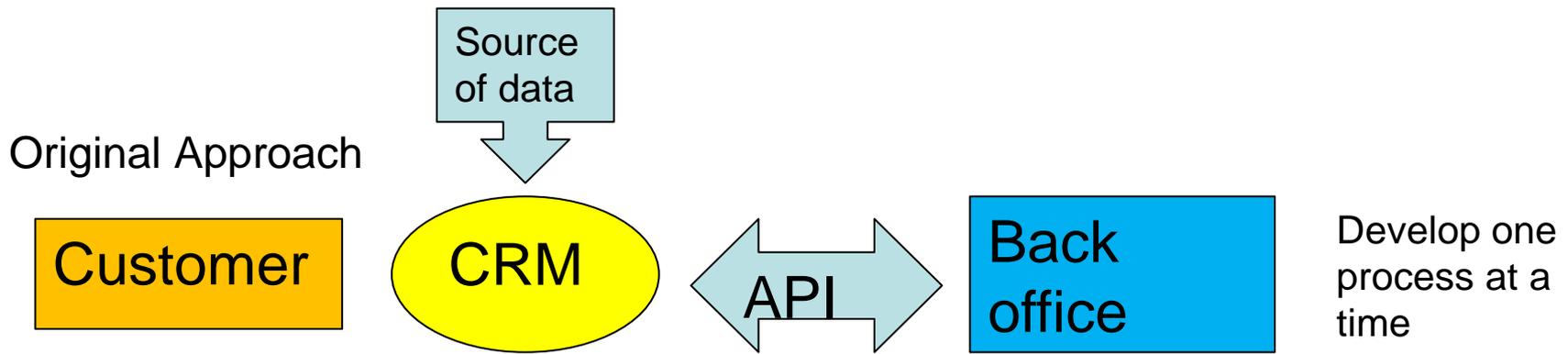
The change for customer service...

Most CBC line of business service providers now have on line Resident self service modules available that can be used by the Council.

The plan is to present the functionality that already exists in the market place for each of our services, to our Residents, branded as a CBC offering, and brought together in one easy to understand Council offering.

- The approach requires the minimum 'new development' by CBC.
- Is the fastest path to having the functionality in place.
- Will provide the best support arrangements through the service suppliers.
- Provides existing and user tested solutions rather than 'special arrangements

Change in technical approach



Which back office systems?

CBC On Line Offering for Residents

Childrens' services to be determined

CBC Data Observatory
Astun Technologies

Waste Management
WhiteSpace-
Biffa

Complaints
Apteam,
Respond

Housing,
Aaeron First
Touch

Licensing,
iDox, Top Level
Forms

Highways
Reporting
Ringway
Jacobson

Revenues &
Benefits
IEG4 Forms

Planning
Applications
National Portal,
Idox

Adult social
care – waiting
National
Guidance

Registrars
Ziporrah

Range of
Smaller
Services
Misc Vendors

The CBC website as the 'front door'

CBC Back Office Systems

The Timelines

Available documentation provides details of each aspect of the delivery.

For Childrens' and Adults' services we are in dialogue about requirements – some of it driven by national agenda e.g. adults' and NHS links.

The approach to rapid delivery is running many independent processes in parallel.

Each one of the processes is mostly independent of the others and can proceed at its own pace.

Each one generally requires both capital investment (buying the software and implementing it, and getting the infrastructure in place) and revenue (see next slide). Hence the MTFP capital allocation.

The Approach – Internal Processes

‘PaperLite’ works with individual services to eliminate unnecessary processes reduce print, move internal processes on line and right-size paper storage.

73 process either completed and digitised or in hand.

Need to go further and faster to achieve target by 2017. Now prioritising highest ‘value’ rather than low hanging fruit

Related Developments

In addition to the Resident facing developments there is a range of digital improvements underway that will impact internal CBC operations. These include:

- **Single View of the Customer / Client Index** – A development to bring together all of our knowledge about our residents to allow us to improve service, detect fraud and focus social services on the most vulnerable.
- **Learning Management and eRecruitment** – We currently have multiple systems for recording training and development, organising places on courses etc., and an inadequate corporate one. We need one solution across the board. Our online recruitment system is woeful and out of support – we need a new one.
- **Extensive Upgrades and Improvement to IT Services** – Better, more secure services across CBC including Wi-Fi in all CBC buildings.
- **Development of Mobile Working Technologies** – Enabling easier, more productive working while away from the office.

The Investment

Digital Transformation is tied into virtually all aspects of development work at CBC – resident facing services, IT infrastructure upgrades and improvements, new mobile working arrangements, new telephony, improved desktop offerings.

We have agreed a root and branch review of the way IT is funded both capital and revenue across the council which will be underway shortly.

Capital pays for change as well as IT – over MTFP investing

16/17=£2m, 17/18=£3m, (break point) 18/19=£2m, 19/20=£1.5m

The direct investment above is supplemented by directorate and grant funding and by the ICT infrastructure programme.

Not all development can be capitalised – each programme generates about £30k in revenue costs, sometimes more. Hence the need for revenue support £500k pressure.