

# Digital First

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RHONDDA CYNON TAF

# DIGITAL FIRST

## Objectives

### (i) Improve Customer Service

Access wide range of digital services, any device, any location, at anytime ....private sector has raised the bar

### (ii) Support the Organisation

Processes 'Customer In' not 'Service Out' = Less re work

## Outcomes

- Measurable channel shift
- Resolve and Reduce Costs to Serve

# GOVERNANCE MATTERS!

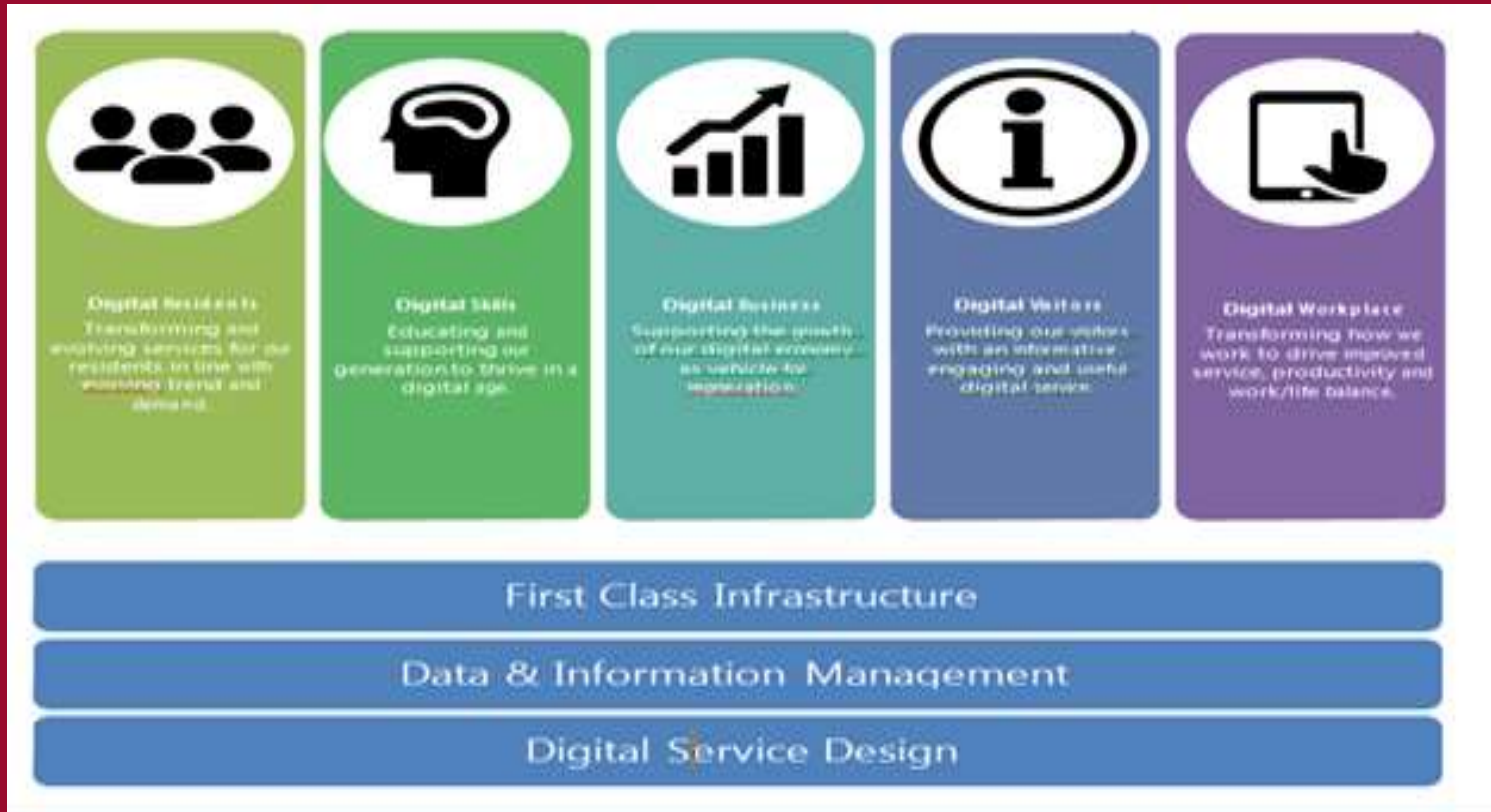
- Corporate Plan – The Way Ahead
- Risk Register
- Digital Plan
- Transformation Pillars (overlap)

# CORPORATE OBJECTIVES MET..

Corporate Plan Objectives Being Met	KPI Results – 2017-18 Q1 & Q2		
By 2020 the majority of customer interaction with the Council will be via the web and other self-service channels which will be quicker, bilingual and more flexible.	Interactions – 82.4% via web v other channels		
	Transactions – 182,000 online (50% of volume)		
The majority of enquiries raised will be resolved at the first point of contact, and customers will be satisfied with the customer service they receive.		<b>Resolution</b>	<b>Satisfaction</b>
	One4aLLs	98.3%	99.1%
	Contact Centre	90.0%	97.8%
	Web	85.1%	88.1%

***RISK - If the Council's agenda for modernising its on-line customer service provision is not supported by a programme of up-skilling citizens and re-designing its internal processes then citizens could be indirectly excluded and they may also receive an inefficient service***

# DIGITAL PLAN



# BUSINESS CASE

- 78% households 'on-line' – Customers Expect and Take Up
- 83% payments/98% jobs/72% transport/53% street care.

Channel Demand Q1 & 2 2017/18 - Pro-rata			
Website Visits	Telephone Calls	One4aLL Visits	Mail
2.4 million visits	777,216 calls	83,092 visits	Mail 828,000 (outbound)
64% Mobile/Tablet 36% Desktop	357,396 (45.9%) Advice key numbers 419,820 (54.0%) Switch	35,670 (42.9%) advice 31,484 (37.9%) reception 15,938 (19.2%) kiosk pay'ts	1st = 186,384 (34%) 2nd = 361,008 (66%)
Unit Cost £0.07	Unit Cost £2.23	Unit Cost £6.32	1st 50p/ 2nd 31p avge
INCOME PROCESSED - 189,384 payments (83% self-served) annual value £25.9m (pro rata).			

# HOW - A SINGLE FRONT DOOR

Channels inter-relate/can't manage in isolation.

- Web - Primary Focus.
- Advisors where necessary
- Paper inconvenient / expensive
- Bilingual Challenges met.

Demand Managed by:-

- 'Shift' customers 'who can' to self-serve ...
- Leave no one behind - advisor support
- Minimal interruption to specialists, to focus on delivery



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# REPOSITION TRADITIONAL ACCESS

- 40% FTE in 3 years

- CALL CENTRE 24/7  
Private Sector have lowered the bar
- Secondary channel
- Dialogue required / essential
- New Role - Promote Self Service  
Reducing standards



- FACE TO FACE ADVICE
- Within Library
- Complex only (3)
- Appointment Only



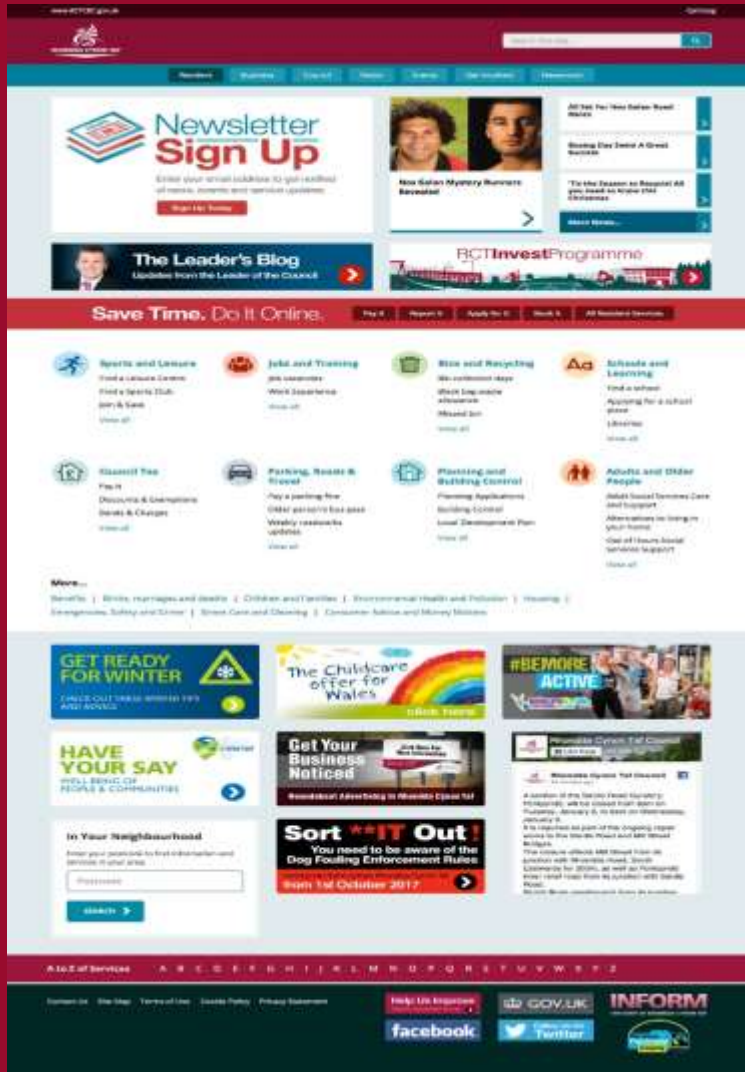
# WEB –Our Driving principles

- GOV.UK approach/standards
- Data entered once by Customer ( minimal).
- Target Audiences – Volume services/Parents / Traders
- Upload evidence (shallow or deep)
- Incentivise – Service Standard better online (can be!)
- New Services e.g. Home to School
- New Brands – Lido Ponty / Leisure for Life
- New Policy e.g. Dog Fouling/Bin changes
- Income – Book & Pay (all hours)
- My Account drip fed at process level – benefits understood?



# DIGITAL FIRST—EASY ACCESS

[www.rctcbc.gov.uk](http://www.rctcbc.gov.uk)



- Our window for all Council Services 24/365
- Mobile Friendly
- Responsive Design
- Any location and time
- Latest stats 80% mobile, 20% Desktop

# RESULTS

- Baseline commenced in 2016-17, increased from 36% to 50% year on year, accounting for 360,000 transactions - as high as the contact centre.

Online transactions	2016/17			Q1-2, 2017/18		
	Online Volumes	Total Volumes	% Online	Online Volumes	Total Volumes	% Online
Leisure Services	69,751	410,547	17%	68,503	205,679	33%
Self-Service Payments	116,405	152,341	76%	78,515	94,859	83%
Frontline Services	29,817	58,718	51%	16,938	31,781	53%
Education * (schools admissions 2016/17)	9,800	12,576	78%	6,742	8,582	79%
Council Tax and Benefits	6,830	24,053	28%	4,952	16,191	31%
Jobs	4,019	4,139	97%	2,436	2,483	98%
Parking and Transport	1,928	4,520	43%	1,821	2,515	72%
Traders	2,649	2,649	100%	1,328	1,328	100%
Complaints	372	1,519	24%	418	726	58%
<b>Total</b>	<b>241,571</b>	<b>671,062</b>	<b>36%</b>	<b>181,653</b>	<b>364,144</b>	<b>50%</b>

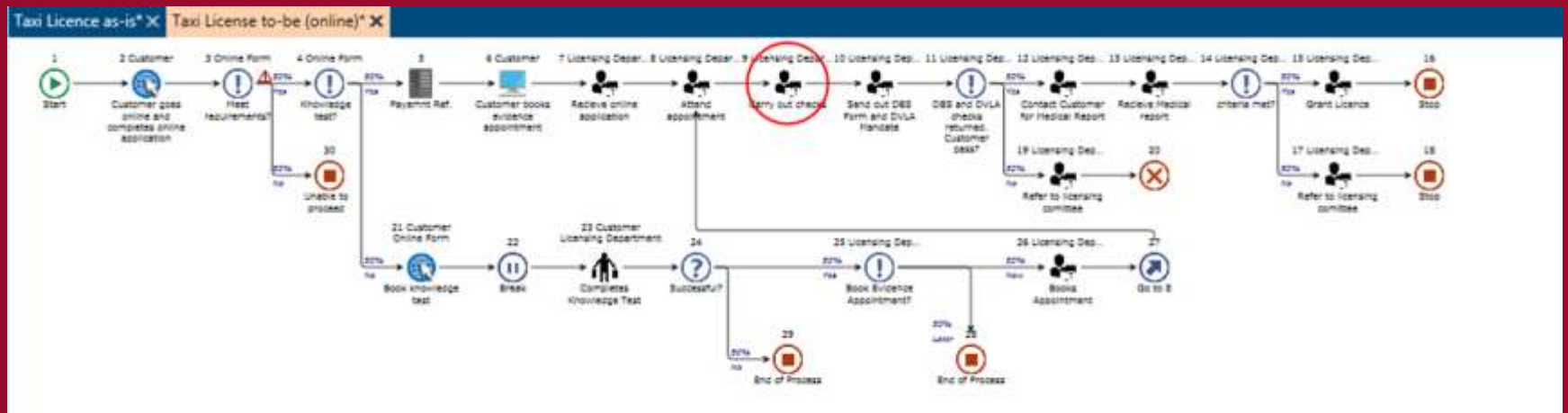
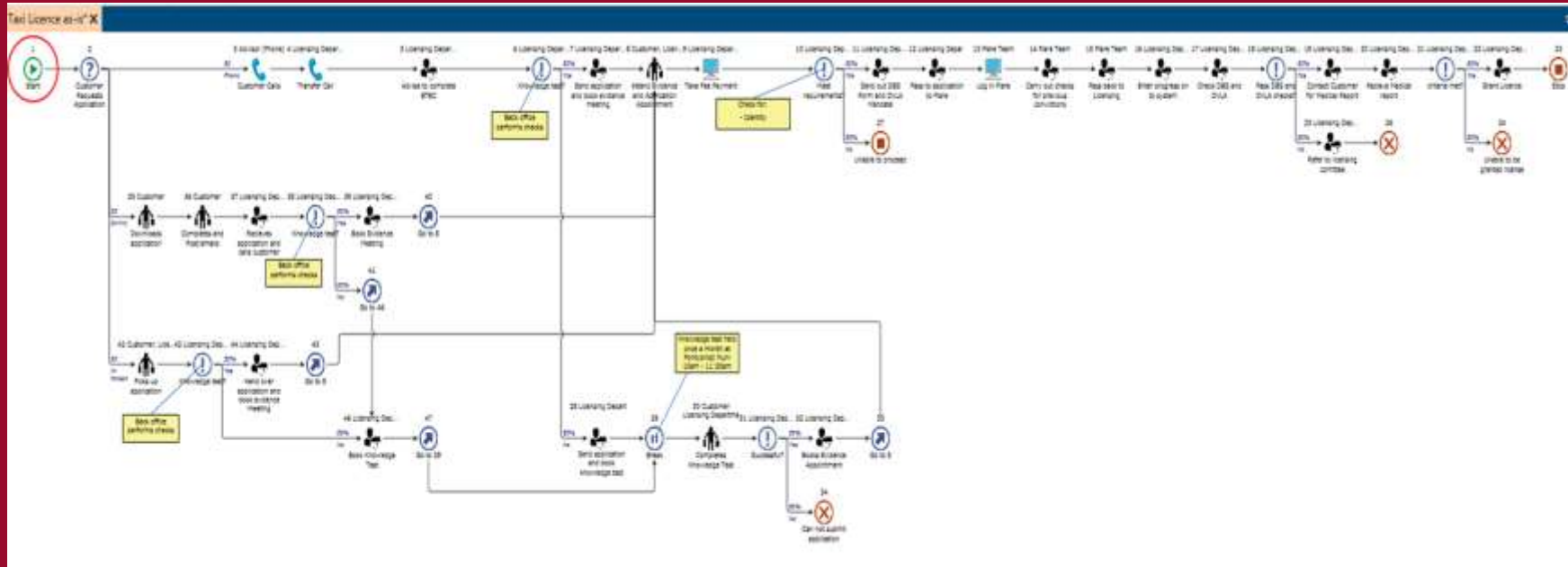
# HOW - 'LEAN' INTO SERVICES

## Citizen Centred/ Automated Design :-

- Pragmatic – prioritise 'new'/top hitting services
- Support and Challenge service - quick review/rebuild/reduce
- End-to-end design for value
- Automate where possible.
- Win-win approach
  - easy for customer
  - less 're-work'.
- Customer Data (CRM) proves SHIFT/Heat maps etc.



# Engage Process Modeller



## Measures



Compare **Taxi Licence as-is** with opened process **Taxi License to-be (online)**

	<b>Taxi Licence as-is</b>	<b>Taxi License to-be (online)</b>	<b>Diff.</b>	<b>%</b>
Processing time	0d 04h 04m	0d 01h 28m	0d 02h 36m	-63.87
Lead time	24d 05h 21m	14d 07h 46m	9d 05h 35m	-39.31
Break time	24d 02h 50m	14d 06h 41m	9d 04h 09m	-39.08
Total cost	31.35	12.97	-18.37	-58.61
Relative throughput %	100	100	0	0.00

OK



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# GOING FORWARD

## Customer & Business Support Service

- Business Development - Further automate all processes
- Self Service Drive – both external and internal customers
- Customer Contact – integrated, accessible, right first time
- Business Support – Admin ‘HQ’, standardised, VFM, right size
- Aligned to Agile (self service in the field)
- Aligned to accommodation reductions.



