



Smarter Digital Services

Plus ça change.....

#lgdcnw



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The Grandad of Digital Transformation

- 20 Years since my first introduction to “Digital Government”
- 1999 - Bull launched “Connecting the Community” initiative
 - Joined up Working
 - Single Customer View
 - Integrated solution (as long as all the back office is from Bull!)
 - Fantastic presentations (all smoke & mirrors)



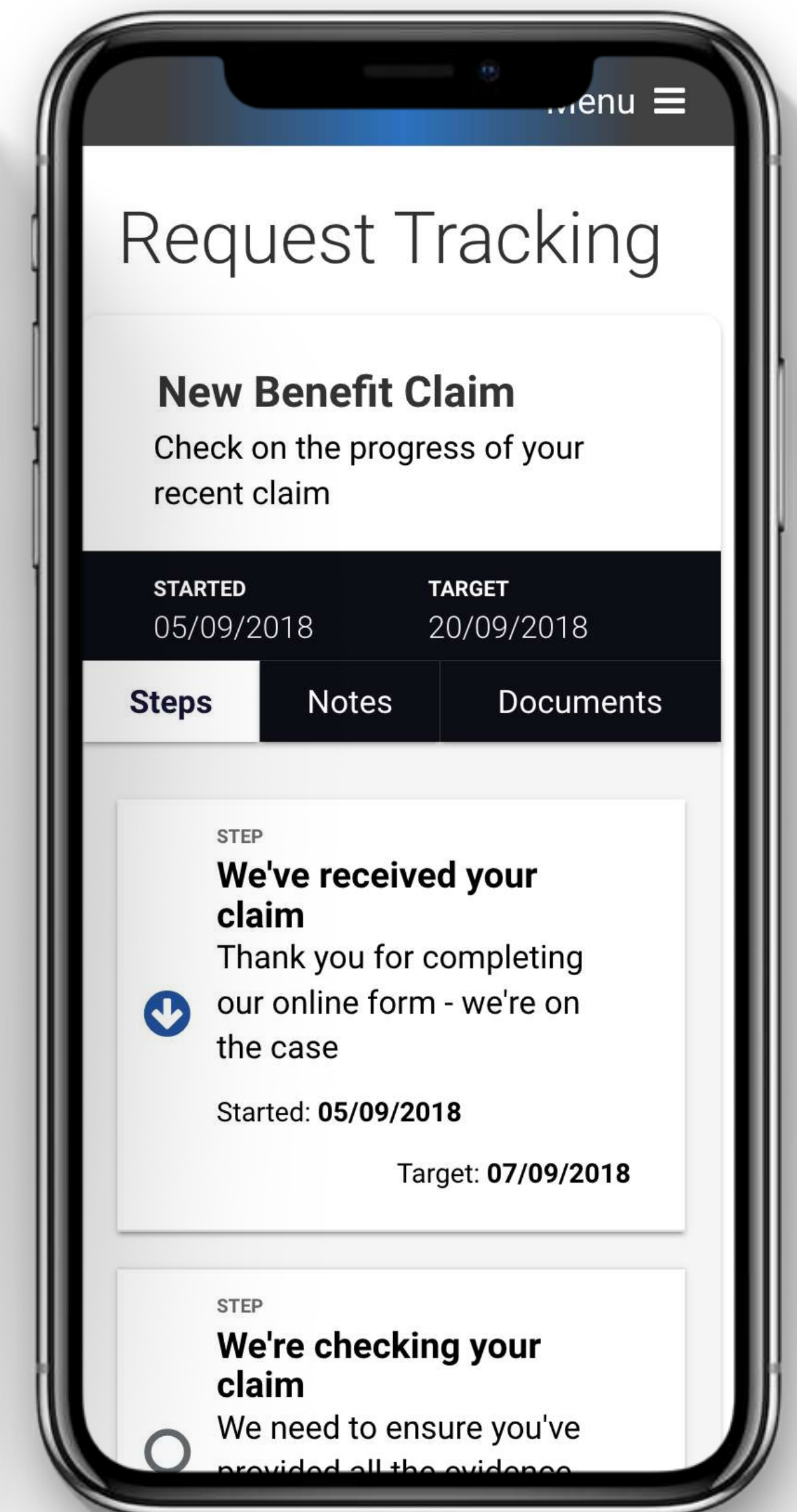
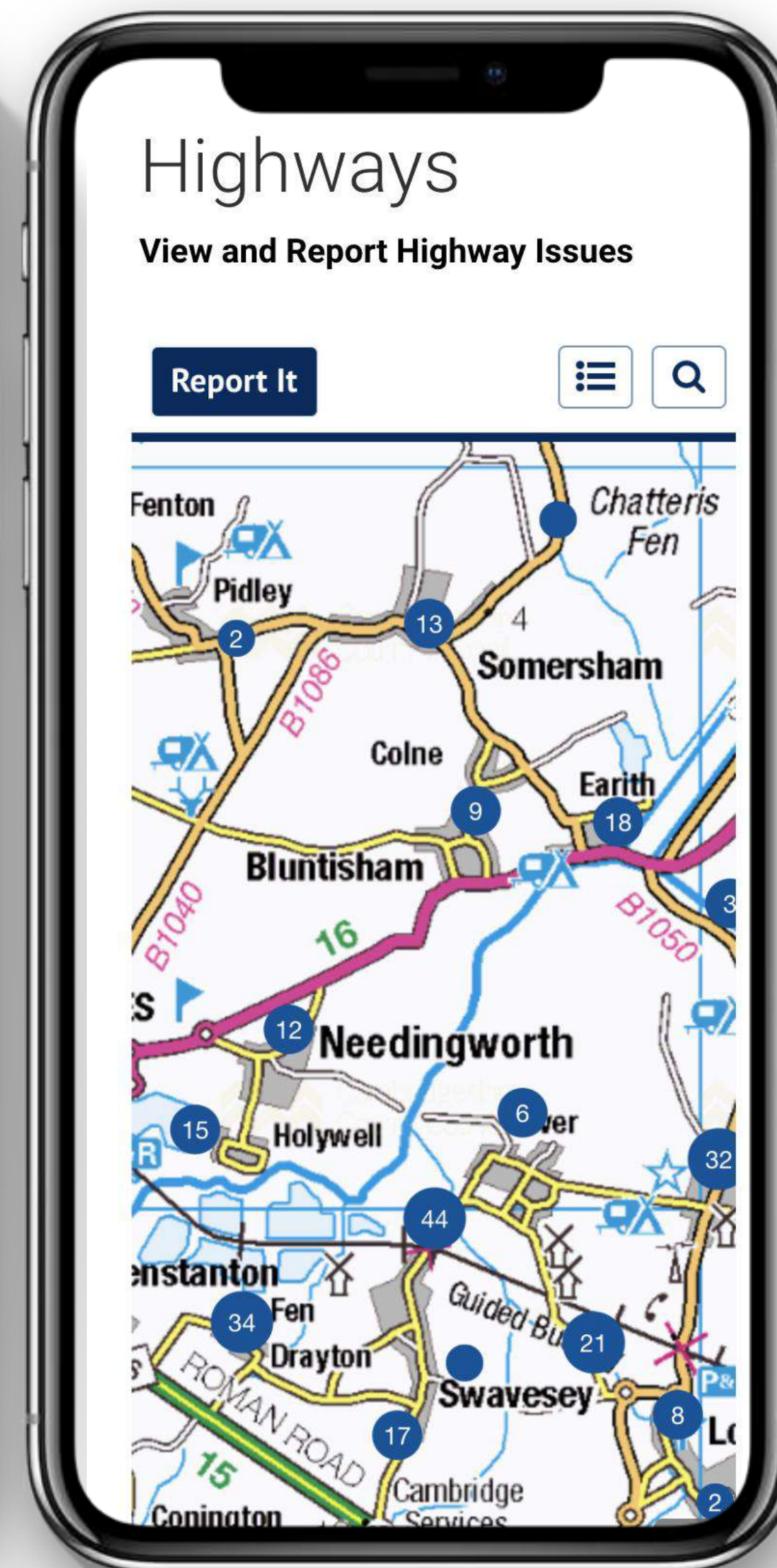
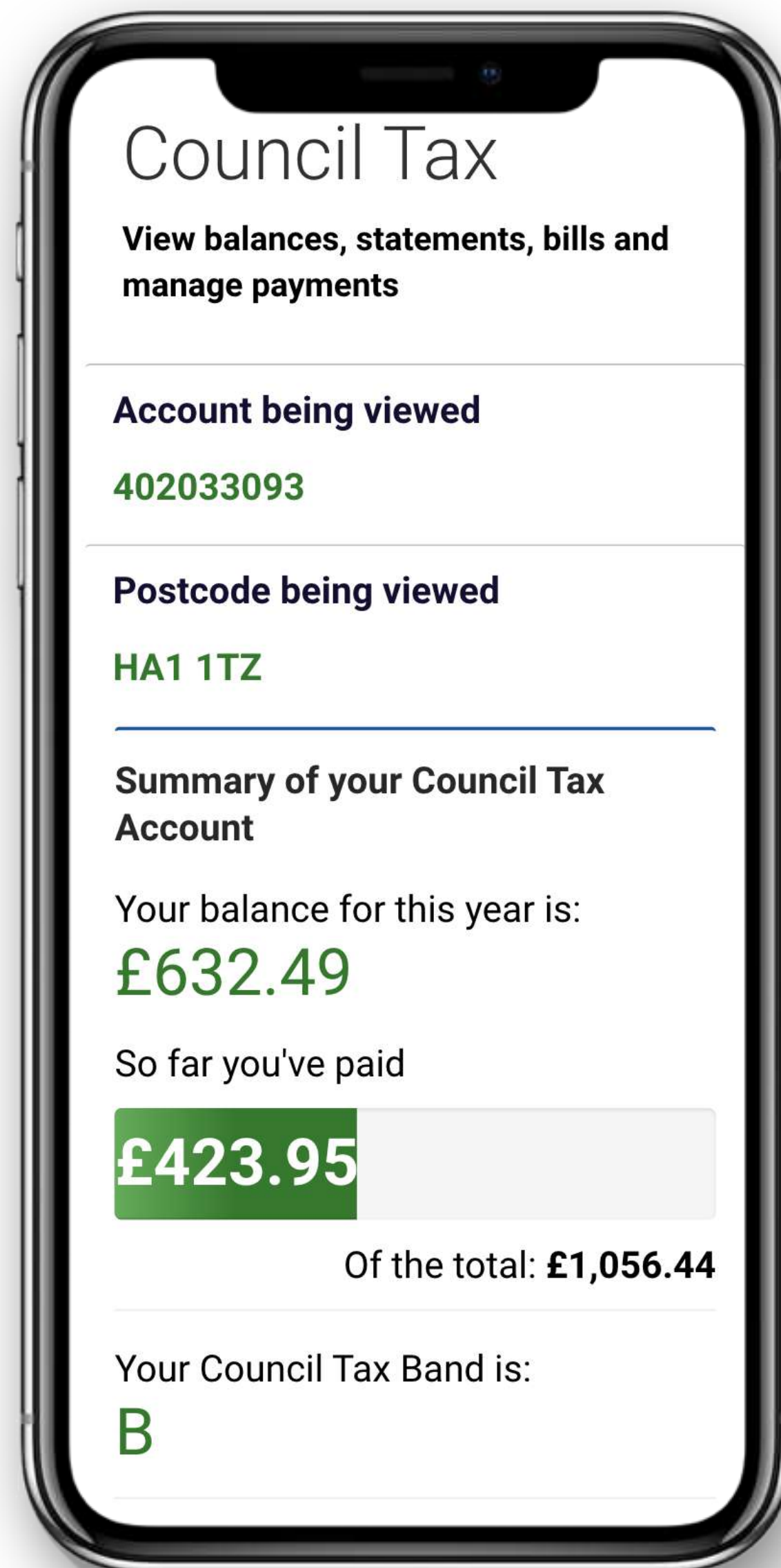
So what did the world look like in 1999?

Tablets were something for a headache



And mobile phones made phone calls!





Who could have imagined this back then?

Fast forward to 2001

- Working at Northgate as they enter the Local Government electronic service delivery market
- Implemented “Clarify” at Halton BC – commercial CRM solution
 - Not designed for local government – lots of bespoke needed
 - Commercial organisations want to sell more stuff to more people
 - Local Govt. delivers a massive array of services, often complex, to a defined client base
 - AND your most frequent visitors are typically the most challenging

Back to the drawing board

- Northgate took best bits of the Halton project and developed its own CRM
- In late 2002 Swale BC became the first “Front Office” client
 - Project was sponsored by Chief Executive
 - Dedicated Project team established
 - Services developed specifically for Local Government
 - Telephony integration enabled calls to be shared within the council
 - A single view of the customer was created

Project Objectives in 2002

- Enable customer focused organisational change
- Consistent handling of customer service requests
- Manage workload peaks and troughs
- Offer proactive services to customers
- Improve the handling of work between service areas
- Increased visibility of work status
- Allow the right people to do the right part of the job
- Remove duplication of effort

Arguably very little has changed

Because high level objectives are unlikely to change much

But other things constantly change

- Policies change
- People change
- Processes change
- Technology changes
- Back office systems change

Which means Digital Transformation is a
never ending project!

Which also means that...

↑northgate

Mrs Barbara Smith

Case none

Back Office Systems

123 Kent Road
Harrogate
HG1 2PP

Council Tax

8000011

Home Phone 01423 888245
E-Mail babs@aol.com

Contact Method : Telephone
Case Type :
Home Authority: orgA

dms

user data

home

help

favourites

log off



Harrogate Borough Council

search

A - Z



Administration



Chief Executives



Local Taxation



Education



Environment



Environmental Protection Service



Highways And Byeways

Abandoned Vehicles

Drain Gullies

Drop Kerb Request

Fly Tipping Report

Grass problems

Parking Information

Parking Fines (PCNs)

Public Convenience Report

Radar Key

Voluntary Surrender

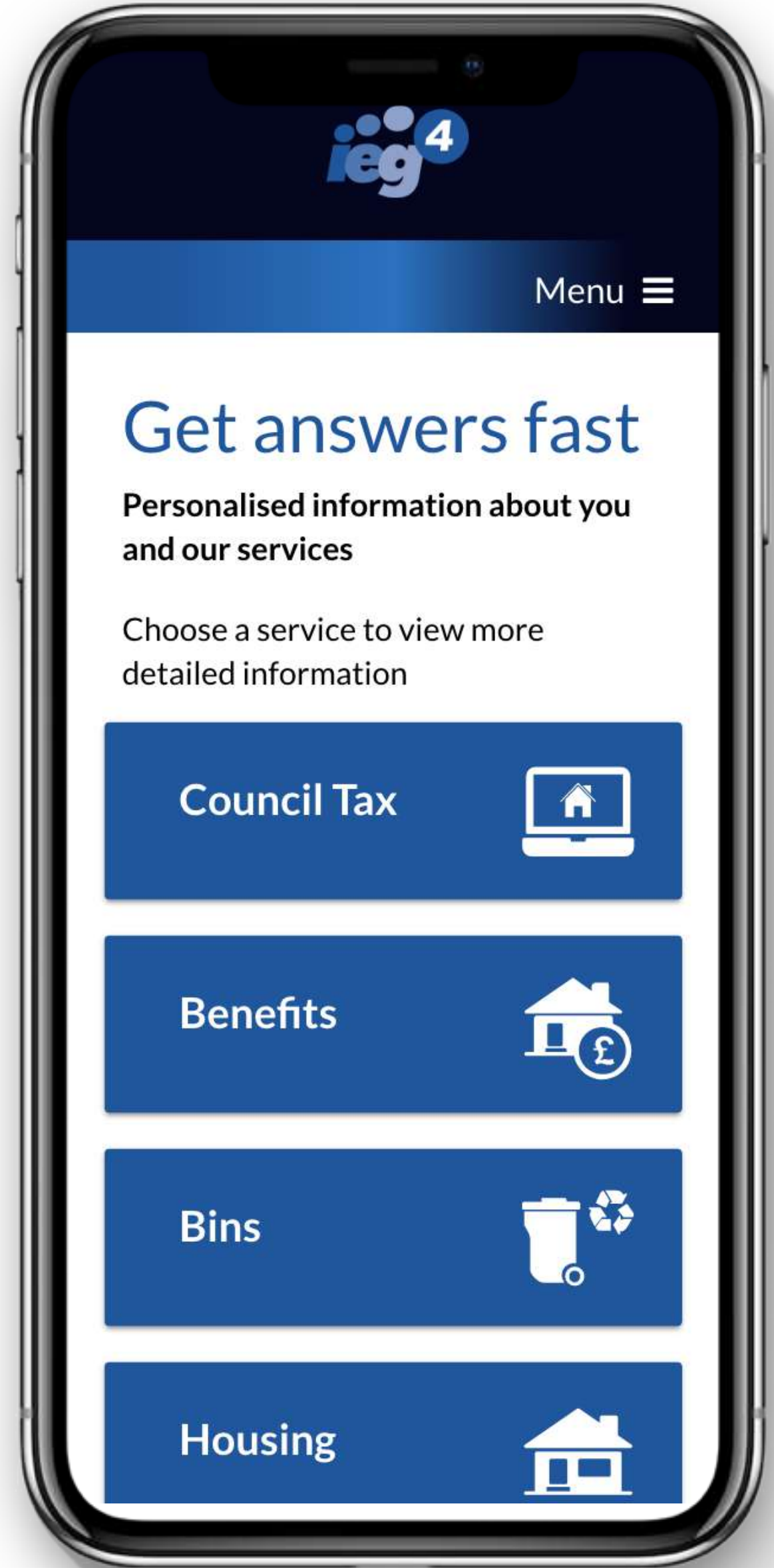
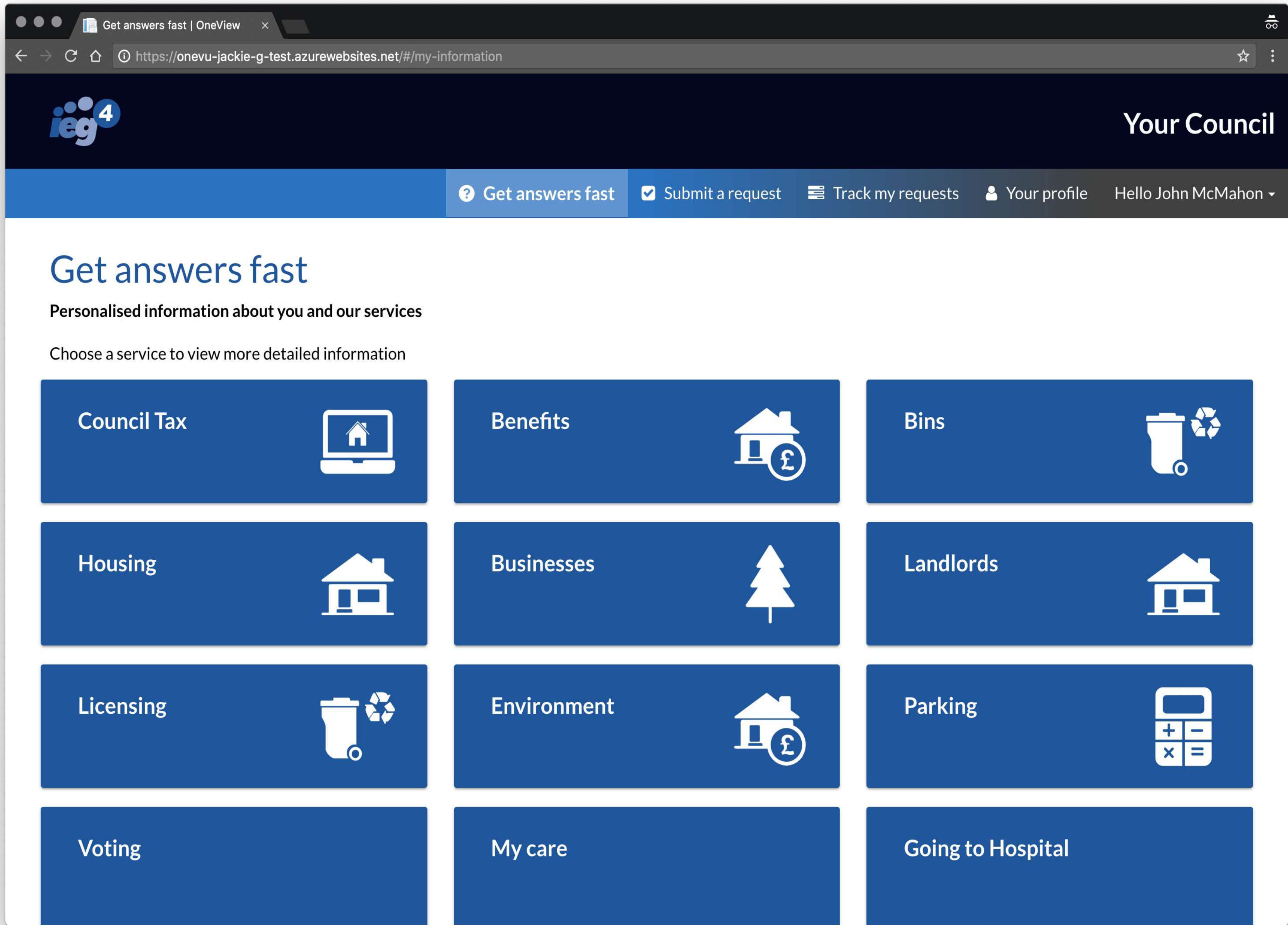


Housing



Leisure

Has turned into...



Fast forward another 5 years

- Northgate had established market leading position alongside Lagan
- 70+ clients have taken the system including Countywide partnerships
- Lots of good success stories
- BUT
 - Very few true “end to end” processes
 - Integration was a massive issue (even for own products!)

And now I've come back for more!

- After ten years doing other things, what has changed?

And now I've come back for more!

- In truth there has been lots of progress
 - No more phone directories with 2 full pages of council services
 - Not as many “Queue Management systems” in receptions
 - Web sites are more geared to what the customer is looking for
 - Integration is better (but still a way to go...)
 - End to end processing is being delivered

But the barriers to change seem very familiar!

Computing magazine May 2004

CRM lifts council efficiency

CRM tools can help councils streamline their services, but cultural and technical obstacles must be surmounted first

Much is being done to encourage local authorities to deploy customer relationship management (CRM) systems, to help them meet the 2005 deadline to put all central and local government services online. These initiatives highlight a number of obstacles to CRM that could affect companies as well as government bodies, while also indicating the possible rewards of successful CRM projects

The London Borough of Newham has recently launched a project to show how CRM technology can help authorities e-enable their services. And Onyx Software set up a CRM implementation centre last month, which is designed to let local authorities simulate CRM rollouts.

But recent research from integration software vendor NDL found many authorities were reluctant to install CRM technology. Of 247 local authorities questioned, over half had yet to install a CRM system. Difficulties of integration and cultural change were cited as the main barriers to successful CRM projects.

Whitepapers

Maturing a Threat Intelligence Program

The threat intelligence landscape is an emerging one. Where even the most sophisticated security organizations experience resource constraints. These often dictate threat intelligence (TI) to a sole Analyst sifting through incident alerts looking for patterns and trends which may indicate that a threat exists. Threat intelligence is more than that.

How disk-based databases are frustrating the instant

Mid 2000's Barriers to Change – my view

- Cultural issues
- Resistance to change
- Customers expect to deal with the experts
- Time taken to realise benefits from mega projects
- And the classic:
 - *“We’ve always done it this way”*

2019 Barriers to Change – council views

- Culture
- Cultural behaviour
- Culture, Behaviour, Decision Making, Financial Resource, Pace of delivery
- Speed of delivery, Benefit realisation, Decision Making, Culture/behaviours
- Changing the culture from 'fear of change' to embracing it as a good thing for all.
- Resistance to change from services areas to review working practices and change the way they work

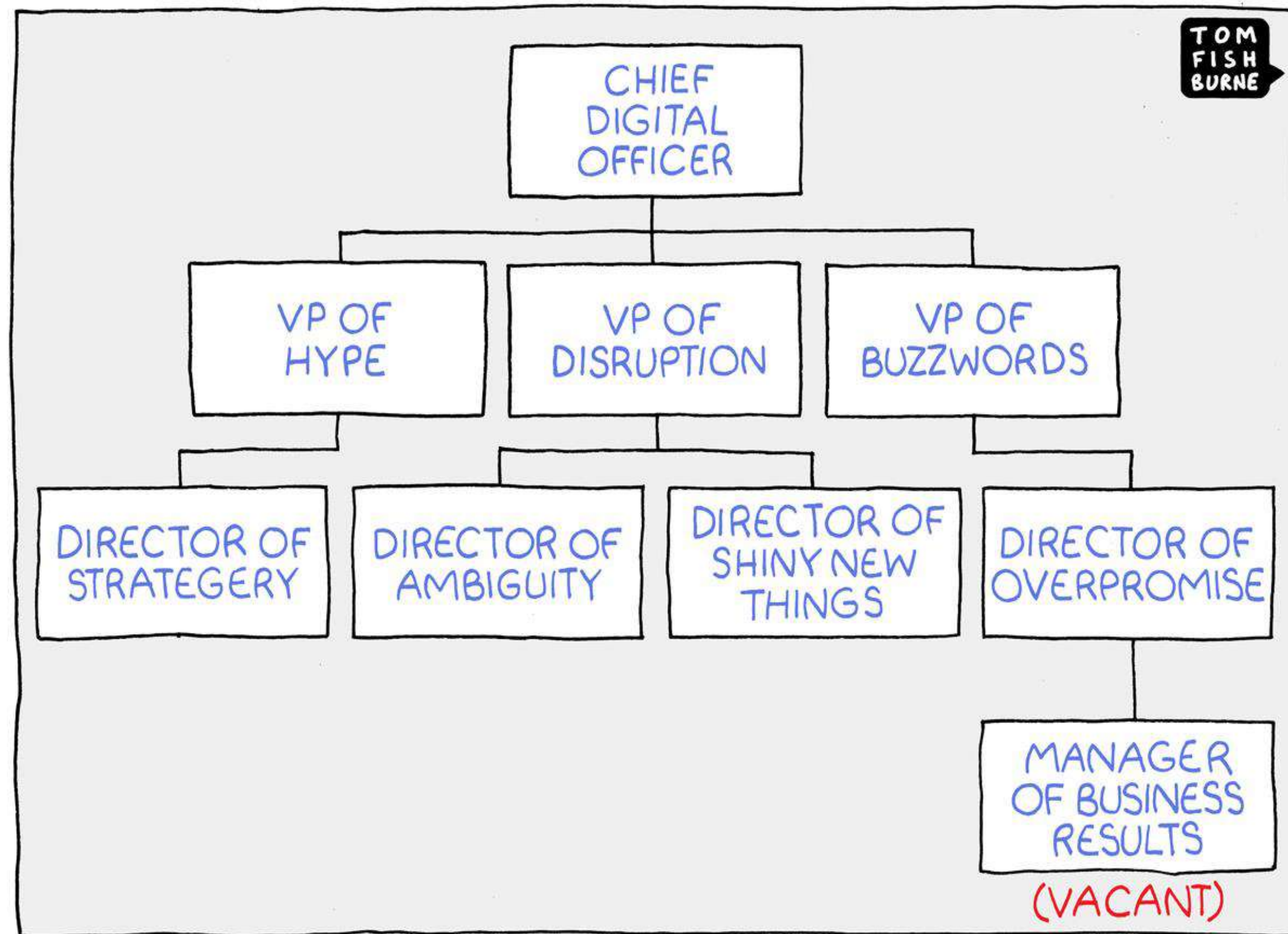
And some other issues don't change

- Executive teams with more pressing issues



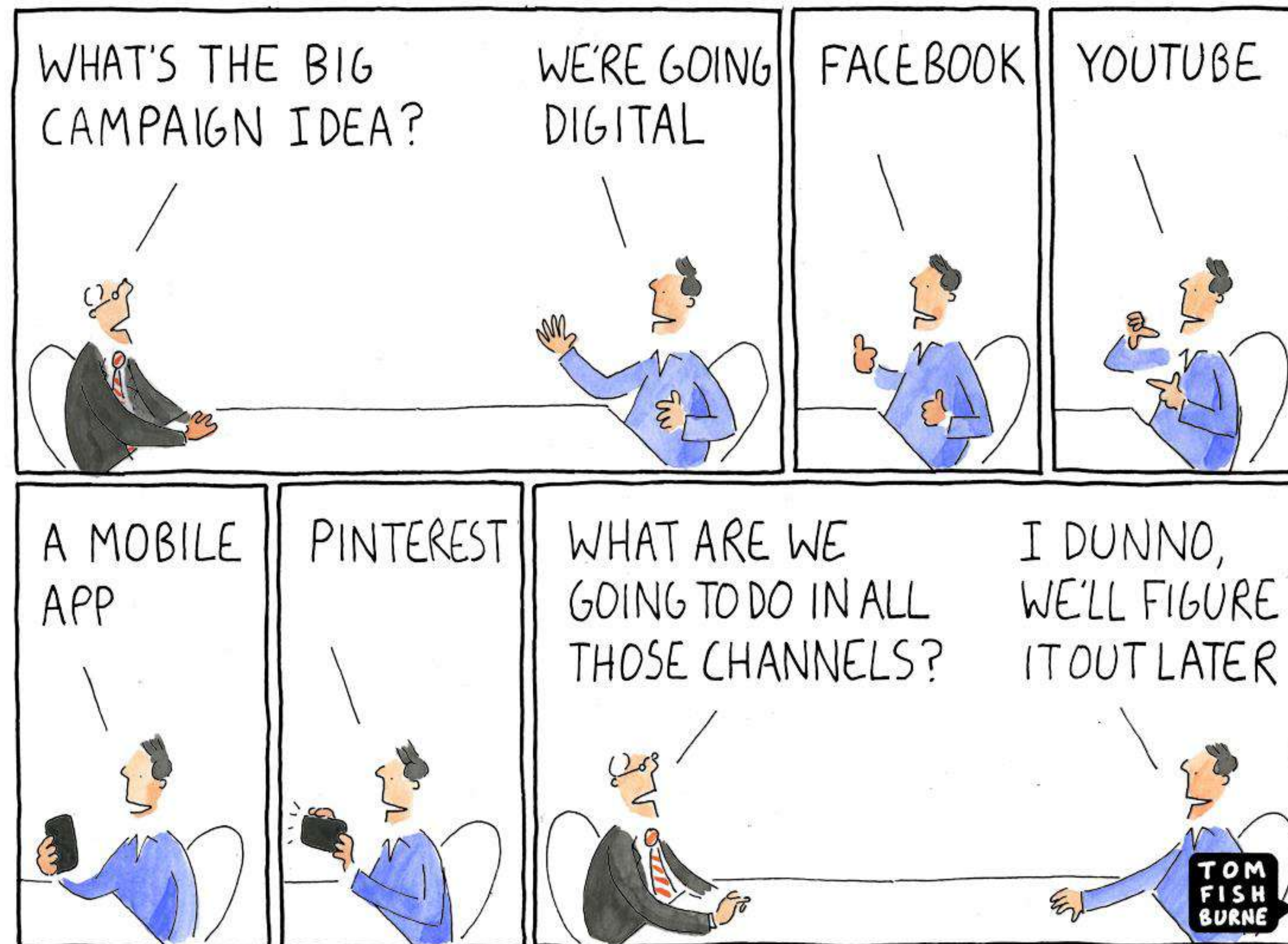
And some other issues don't change

- Inappropriate Project Groups



And some other issues don't change

- Focussing on solutions too early



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So what's my advice?

- Don't overcomplicate things
 - “Don't try to boil the ocean”
- Think big, start small
 - Focus on quick wins that prove the value
- Understand that not all citizens will/can engage digitally
 - But not as many as you might think

Success is based on People not Technology

- Recent article by Canadian consultant Cheryl Cran concludes that Workforce engagement is critical to ensure staff embrace new technology

Why?

- Because peoples natural reaction to change is one of:
 - Fear
 - Resistance
 - Position for Power

Success is based on People not Technology

- The question at the start of any project must be:

“How is this change going to impact people (both customers and employees)”

NOT...

“How fast can we implement this new technology”

Who to involve?

- Get a passionate Executive Sponsor
 - High level endorsement is a key to success
- Small dedicated Project team with input from Subject Matter Experts
 - Empower the project team to make decisions
- Involve staff that work “at the sharp end”
 - They are the ones that really understand the pain points & what customers need
- Use staff from other departments to challenge the status quo

Look to work with partners

- Common Objectives
- Economies of Scale
- Develop once deploy for many
- Equal Partners

And finally...

- Really understand current cost of service delivery
 - Future phases are typically driven by ROI evidence
 - Critical to enable the journey to be completed



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Teenage Sex – An analogy based on Dan Arieley's view of the world...

Local Govt. CRM is like Teenage Sex because

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Everyone talks about it,

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Everyone talks about it,

Nobody really knows how to do it,

Local Govt. CRM is like Teenage Sex because

Everyone talks about it,

Nobody really knows how to do it,

Everyone thinks everyone else is doing it

Local Govt. CRM is like Teenage Sex because

Everyone talks about it,

Nobody really knows how to do it,

Everyone thinks everyone else is doing it

So everyone claims they are doing it!

*** is like Teenage Sex

- Cloud computing
- Big data
- Machine learning
- AI

So remember that invariably you're not as far behind as you might think you are

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