

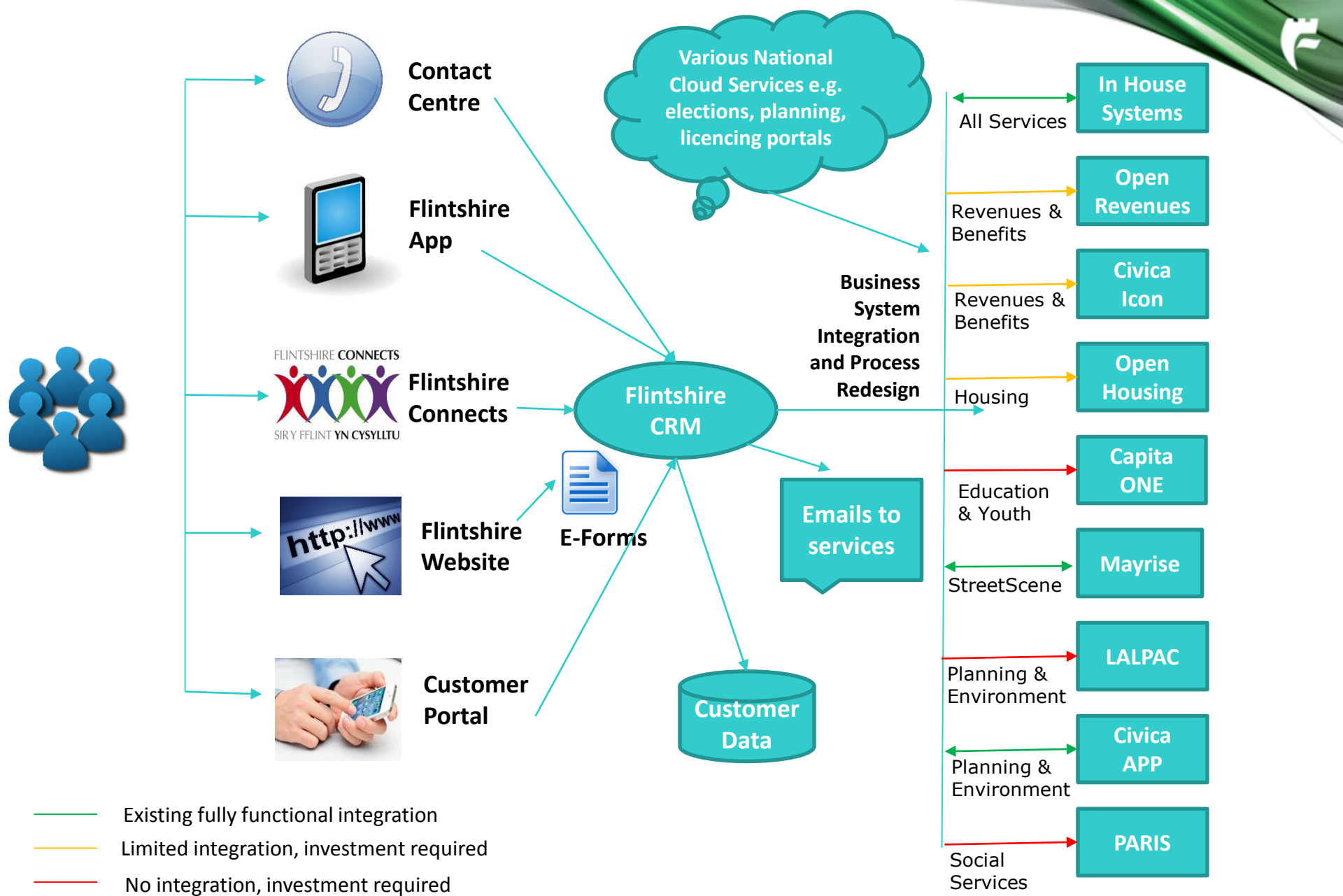


Digital Strategy – Focus on Digital Customer

Appendix A – Organisational Change Overview and Scrutiny Committee Monday 14th may 2018

The benefits of a 'digital customer' focus

- Improved customer experience
- Increase in speed of resolutions
- Better and targeted service for vulnerable customers
- Increased digital contact
- Reduced back office processing
- Reduced telephone contact
- Reduced avoidable contact
- Increase in upfront payments and reduction in debt
- £ savings associated with Contact Centres and Connects and back office processing



A preview of our Customer Portal

Flintshire County Council

Flintshire's Digital Account is a single area for you to see all of your contacts and accounts with Flintshire

My Details

Mr Jason Snead (Manage profile)
 12 Pant Glas, Sychdyn, MOLD, CH7 6SY (Change address)

Next Collections
 Friday 08/12/2017 - Friday Domestic Crew 07

Rearrange home screen

- # Planning Applications
- # Waste Rounds
- # Councillors
- # Housing Rent
- # Document Vault

Customer Enquiries

Ref	Created on	Service	Date closed
1803-0043285	24/03/16	Housing Solutions - First Contact	
1802-0043254	25/02/16	Housing Solutions - First Contact	
1802-0043255	25/02/16	Housing Solutions - First Contact	
1802-0043256	25/02/16	Housing Solutions - First Contact	


Planning Applications

Appl ref	Date Valid	Appl type	Appl status	Decision
057540	18/09/2017	Planning-Full (Building Works)	Under Consideration	
054548	22/02/2018	Planning-Full (Building Works)	Decision Issued	Approved
054549	14/01/2018	Planning-Full (Building Works)	Decision Issued	Approved
041199	24/03/2008	Advertisement Consent	Decision Issued	Refused

Waste Rounds

Date of round	Day of week	Round type	Missed
24/11/2017	Friday	Friday Domestic Crew 07	Log Missed
08/12/2017	Friday	Friday Domestic Crew 07	
22/12/2017	Friday	Friday Domestic Crew 07	

Councillors

Councillor name	Phone number	Ward	Photo
Cllr Marion Bateman	01352 754510 / marion.bateman@flintshire.gov.uk	Northop / Llaneurgain	

Current Integrations:

- CRM enquiries
- Planning applications
- Waste collection information
- Elected Member contact details
- Document vault e.g. proof of ID



Developing our payment portal

- Subject to investment online payments to be developed to provide a professional portal to collect payment for all services.



The screenshot shows the 'Council Tax Payment' page. At the top, there is a 'New Accepting PayPal' badge and 'Page shortcuts' for 'Payment Entry' and 'Payment Review'. The main heading is 'Council Tax Payment' with a note: 'Please note - information on this page will time-out after 15 minutes of inactivity * = Mandatory Field'. Below this is a table with two columns: 'Payment Type' and 'Payment Entry'. The 'Council Tax' row is highlighted in green and contains the text: 'Please enter the reference of the account you wish to pay.' Below this are input fields for 'Reference *', 'Amount (£) *', and 'Amount (£) *'. There are also buttons for 'Add to List', 'Cancel', and 'Back To Top'. At the bottom, there are logos for PayPal, VISA, American Express, VISA Electron, and Mastercard, and a 'Back To Top' link.

The screenshot shows the 'Shop Directory' page. It features a search bar with 'Showing All Items. Use the Shops, Categories and Search box below to refine your options.' Below the search bar are dropdown menus for 'All Shops' and 'All Categories', a search input field, and 'Search' and 'Reset' buttons. The page lists two items: 'Council Tax' and 'Council Housing Rent'. Each item has a house icon with a currency symbol (£ or R), a title, a description, and input fields for 'Reference *' and 'Amount *'. There is an 'Add To Basket' button for each item.

Developing Live Chat

Start A Live Chat - Google Chrome

Secure | <https://support.lmsupporting.com/welcome3/index.php?siteid=7920160114120&dept=General>

 Welcome to Live Chat
Croeso i Sgwrs Fyw 

Welcome to Live Chat,
Please tell us your name and email address to start.

Croeso i Sgwrs Fyw,
Rhowch eich enw a'ch cyfeiriad e-bost i ddechrau.

Name/Enw:

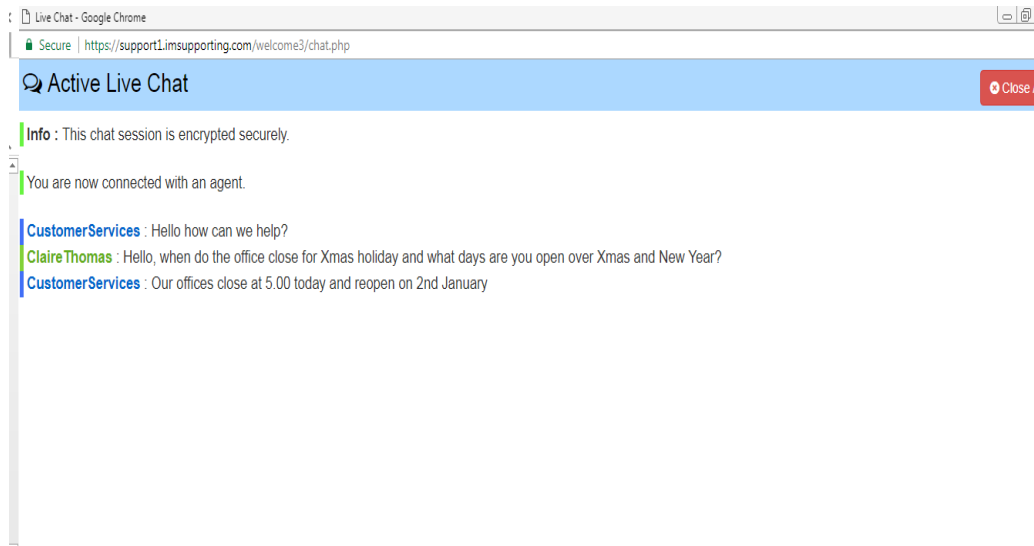
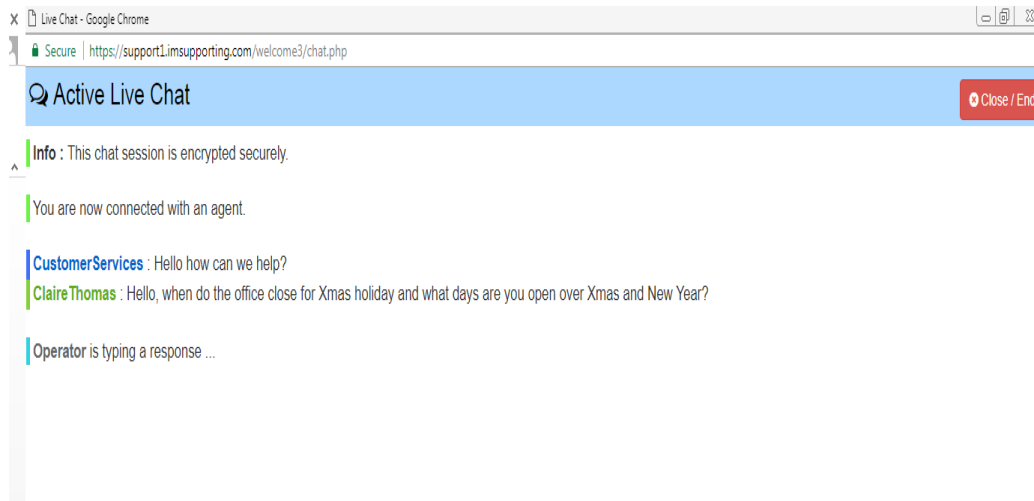
Email/E-bost:

Please Select A Department

General

Chat/Sgwrs

- Live conversation between website users and staff.
- Avoidable contact by telephone.
- Supports people to use our web services.



- Short messages that are responded to quickly.
- Opportunity to develop Live Chat as digital services develop e.g. guiding customers through a housing triage.

Key Decisions – early 2018

- Focus on Digital Customer building on ICT work completed.
- Go live with Customer Portal, Payment Portal, further development of Live Chat.
- Resource development of Web Content, Business Process Change and Back Office Systems (£550k).
- Agree one team to co-ordinate development and assure quality of Web Content.
- Agree one telephone Contact Centre at Ewloe.
- Connectivity between back systems in Streetscene, Planning and Environment, Housing, Revenue and Benefits, Social Services, Education.
- Long term work on links to Community Resilience and Customer Trends.
- Governance by COT and Cabinet work co-ordinated by IB/NC and championed by GO and CB.

Approach to efficiencies

- Service improvements and digital access the priority.
- As a result savings associated with Contact Centres and Connects and back office processing will follow.
- Proposed initial requirement that these efficiencies payback the level of investment proposed (£550k).
- Proposed that these efficiencies are not budgeted for additionally as like ADMs much of the saving will be achieved through service changes that these support (Connects) or through other change projects (County Hall) e.g. Pension scheme move to self serve.
- Efficiency tracker developed and reported regularly to COT/Cabinet.

Resourcing

- **Programme management and support**
 - Programme Manager £64K per annum – 3 years
 - Review existing Customer Services roles to incorporate web content and BPR – additional £15K per annum
 - New Digital Officer post (web content and BPR) £33K per annum – 3 years
- **Software licencing and integration costs**
 - Capital/one-off investment requirements - £135K
 - Revenue requirements - £20K
- **3 year costs estimated to be £550,000**

Our approach

- **Phase 1**

In principle decisions and quick wins early 2018

- **Phase 2**

Digital customer model in place with the majority of services during 2018/19

- **Phase 3**

Sensitive and complex service changes and future proofing customer contact, 2019 onwards



Annexe 1 – Outline Action Plan

Contact Centre

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Contact Centre	<p>First Stage: Single Contact Centre for high volume telephone contact, based at Ewloe. Single contact number for the Council and service contact numbers retained. Move to single Housing Contact Centre in Flint (Housing and Housing Solutions.)</p> <p>Second Stage: Merge Housing, Streetscene and Transportation Contact Centres at Ewloe – third quarter 2018.</p> <p>Third Stage: Move to one, single Contact Centre in phases (aim to complete by April 2020) to also include:</p> <ul style="list-style-type: none"> • Revenues and Benefits • Social Services • Planning and Public Protection • Education and Youth 	<p>Principle Principle</p> <p>Agree</p>		
	<p>To plan for one Contact Centre and to enable a shift to digital:</p> <ul style="list-style-type: none"> • provide statistics about levels of contact in high volume services • the type of enquiries with the aim of identifying those that could be dealt with digitally or avoided. 	Principle	Agree Jan 2018	Agree Q3 2018 to 2019
	Prioritise recruitment of staff with appropriate Welsh Language skills	Agree	Report back on potential savings March 2018	

Flintshire Connects

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Connects	Agree the strategic purpose is to support vulnerable people through face to face contact.	Principle		
	Reassess appropriate enquiries for face to face contact in vulnerable areas.		Review March 2018	
	Prioritise Connects in the following vulnerable locations: <ul style="list-style-type: none"> • Connahs Quay • Flint • Holywell 	Principle	Budget decisions for 2018\19	Budget decisions for 2019\20
	Where appropriate, move face to face contact in Planning, Social Services & Licensing to Connects.	Principle		Agree October 2018

Flintshire Website

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Website	One team to coordinate development of web content.	Principle	Review of how this will operate March 2018	
	Complete content review: <ul style="list-style-type: none"> • Redesign Customer Services team • Information on high volume queries – target for digital delivery • Do-it-online – improvements to transactions • Do-it-online – Payment portal, subject to investment • Housing, Housing Solutions, Street Scene, Revs and Bens, Social Services, Planning and Education 	Principle		
	Improved Live Chat for Contact Centre staff (subject to investment), by time of Contact Centre move to Ewloe.	Principle		

Customer Portal

	Outcomes – Customer Portal	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Customer Portal	Translation and brand existing capabilities into an account for use by customers on the customer portal ready to promote with Council Tax billing.	Principle		
	Launch Customer Account by March 2018 for use by customer that includes: <ul style="list-style-type: none"> • All online enquiries • View of planning applications • Member information • Waste and recycling 	Principle		
	Customer Portal expanded, subject to investment, to include: <ul style="list-style-type: none"> • Revenues and Benefits integration by March 2019. • Streetscene and Transportation by March 2018 • Housing and Housing Solutions by March 2019 • Payments by October 2018 	Principle		
	Development of internal reports and analysis based on information held in the customer account: <ul style="list-style-type: none"> • Identify priority areas for reporting by March 2018 • Prototype first reports by May 2018 	Principle		

Flintshire App

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Flintshire App	Maintain current provision (approximately 700 enquiries in a year) and review future development after other digital channels including the website have been developed further.	Principle		Review further use and development January 2019

Timetable

- **Phase 1**

Principle decisions agreed by COT and referred to Cabinet (January 2018) to achieve quick wins and budget allocation.

- **Phase 2**

Digital Customer model in place with the majority of services:

- Series of Business Cases to be brought forward between December 2017 and April 2018

- Programme of work to implement approved business cases during 2018/2019

- **Phase 3**

Sensitive and complex changes and future proofing customer contact 2019 onwards

System integration and process redesign 1 of 3

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Streetscene	<p>Core Business System – <u>Mayrise</u> Integration already exists between CRM and <u>Mayrise</u>. Further BPR and Service integration required for:</p> <ul style="list-style-type: none"> • Waste • Highways • Grounds maintenance • Etc. <p>Implementation from January 2018</p>	Principle and agreement of investment pot		
Planning & Environment	<p>Core Business System(s) – <u>Civica</u> APP, LALPAC, National Planning and Licensing portals. Reduced telephone contact. Improved access to services through digital channels. Service currently reviewing use of <u>Civica</u> APP. Decision required with timescales for implementation. (Service bid for funding going to Capital Asset group on 8th December 2017) Potential implementation from 2019 to 2020.</p>	Principle and agreement of investment pot		Agree - Q4 2018/19

System integration and process redesign 2 of 3

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Housing	<p>Core Business System(s) – Open Housing. Reduced telephone contact Improved access to services through digital channels Potential implementation of a range of tenant related interactions from 2018 to 2019</p>	Principle and agreement of investment pot	Agree - Q1 2018/19	
Revenues & Benefits	<p>Core business system – Open Revenues for Council Tax, NNDR and Benefits Reduced telephone contact Improved access to services through digital channels Upgrade to current system with associated investment requirements to allow integration with CRM and Single Customer Account. Potential implementation from 2018 to 2019</p>	Principle and agreement of investment pot	Agree - Q1 2018/19	
	<p>Core business system – <u>Civica</u> ICON. Reduced telephone contact. Improved access to services through digital channels. Additional functionality for existing solution with associated investment requirements to allow integration with Single Customer Account and to provide a more flexible and commercial payment solution for customers. Potential implementation from 2018 to 2019.</p>	Principle and agreement of investment pot	Agree - Q4 2017/18	



System integration and process redesign 3 of 3

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Social Services	<p>Core business system – PARIS</p> <p>Reduced telephone and email contact.</p> <p>Improved access to services through digital channels for customers and partners.</p> <p>Additional functionality for existing solution with associated investment requirements to allow online referrals and integration with CRM and Single Customer Account.</p> <p>Will support work of Early Help Hub.</p> <p>Potential implementation from 2018 to 2019.</p>	Principle and agreement of investment pot		
Education	<p>Core business system – Capita ONE</p> <p>Reduced telephone and email contact.</p> <p>Improved access to services through digital channels for customers and partners.</p> <p>Additional functionality for existing solution with associated investment requirements to allow full integration with back office solution, CRM and Single Customer Account.</p> <p>Pending Education decision on back office system</p> <p>Potential implementation from 2019 to 2020.</p>	Principle and agreement of investment pot		Agree - Q4 2018/19

Back office integration

- **Integration method procured from back office supplier**
 - Often Called SOAP or Web Services
 - Secure 2 way connection
 - Initial cost and ongoing revenue
 - Preferred option but can vary in quality from supplier to supplier
- **Integration method developed in house**
 - Variety of methods
 - Does not impose system based security
 - No Cost (other than development overhead)
 - Not preferred option but used when no supplier option available