



# Digital Transformation Strategy



# Contents

Foreword	3
Introduction and Vision	5-6
Policy Drivers	7-8
Context	9-12
Delivering the Strategy	13-17
Action Plan	18-21



# Foreword

**Customer needs and expectations have changed. Technology capability and availability is exponentially increasing and it is essential that we exceed the evolving demands of customers through the adoption and exploitation of technology.**

Led by the private sector, retail in particular, the expectations of tech-savvy service users has evolved and will shape the future of public sector demand. 94% of UK adults now carry a smart phone (data from Dec. 2018), this is up from 82% in 2005; add to this that fast internet connectivity enables the use of smart phones anywhere, at any time.

The first generation to be completely immersed in digital life from birth, Generation Y, also known as Millennials (Born mid 1980s – mid 1990s), has expectations of local government and the services it provides, that are distinctly different from Generation X (Born mid 1960s –mid 1980s) and the baby boomers that preceded them. Generation Z (mid 1990s to mid 2000s) have never known a world without technology due to being born at a time of fast paced digital growth. Generations Y and Z are the self-service generations comfortable conducting all aspect of their life online and are currently enjoying digital services through their banks, retailers and central government service such as vehicle tax and voter registration.

The development of a 'digital first' approach to public services has been championed by central government for a number of years with the formation of the Local Digital Declaration in 2018 which is supported and funded by the Ministry of Housing, Communities and Local Government (MHCLG). Local Digital aims to deliver more user-centred, cost-effective local public services through open, collaborative work. Their mission is to support a national digital movement that brings together everyone required to make local public services excellent for users and tax payers.

Whilst digital services are demanded by customers, the channel shift that follows will create more capacity for customer facing services to improve the service offer, for example allowing more time for diagnostic discussion which in turn, is likely to save officer time in a site visit further down the line.

Digital services, when registration is required, allows for targeted communication to improve customer service, for example emailing planning notices to customers in the locality or targeted marketing, promoting the local successes of the Council or upcoming events. It also allows us to pre-empt customer contact, providing information to customers in advance of issues arising e.g. text messages to let customers know that their Council Tax bill is due or letting them know when refuse collection has been delayed due to adverse weather conditions.

# The Digital Strategy at a glance:

## Digital Workforce

- All stakeholders have the requisite skills and awareness to deliver digital services.
- Manage multi channels as one.
- Work smarter, reduce carbon footprint, release office space.
- Support adoption of mobile working for staff.
- Digitise internal and outbound mail.
- Review full capability of current software and maximise potential.
- Seek opportunities with service partners for rationalisation and common solutions.
- Stop printing meeting papers.
- Deliver e-training for frequent events (Safeguard).



## Digital Citizens

- Fully responsive website on all devices.
- 'One Stop Portal' for all citizens digital transactions.
- Promote online self help as a primary channel.
- All transactions to be 'digital by default'.
- Review existing online selfserve to ensure intuitive self service.
- Maintain high profile social media presence.
- Cashless contact centres.
- Chequeless council.
- Seamless links to partner services.



## Digital Business

- Provide more open data sets to assist business, developers and third sector.
- Support LEP's and Digital Growth Strategy.



## Digital Inclusion

- To access digital services and provide guidance (eg. security).
- Fully accessible website.
- Support community training.
- Clear and simple digital transactions.
- Help lobby for better rural broadband.
- Democratic engagement.



## Digital Security

- Maintain and develop security best practice.
- Maintain 99% availability levels to ensure service to citizens is not disrupted.



# Digital Strategy



# Introduction and Vision

Digital Connectivity enables customers to access the Council's services when and where they choose, whilst allowing us to deliver in more innovative, effective and efficient ways. Service design and delivery can be data driven in a way that is targeted and to be tailored to the needs of the customer. Electronic access channels can be both time efficient for the customer but perhaps more importantly for the Council, more cost efficient than traditional access channels such as face-to-face and telephone.

The benefits of digital service delivery are described below:

- Enables public sector partners to share information and to deliver joined up services to simplify the customer journey, reducing 'double handling' and breaking down traditional organisation silos.



- Enables customers to access services electronically at any time in any place with internet connectivity.
- Delivers cost efficiencies through online channels. The 2016 LGA 'Engaging Citizens Online' report estimated that on average costs per transaction are face-to-face contact at £8.21, £2.59 for a telephone contact and £0.09 for an online transaction.
- Meets ever increasing expectations of customers, driven by technological advances of large private sector organisations such as retail, banks and utility companies.
- Drives down the demand for physical space and subsequently reduces the cost and carbon emissions of the Council by reducing the physical footprint.



## Transformation Plan

The Council's Transformation Plan, together with other initiatives, will equip Council departments with the skills and tools required to deliver consistent, flexible and efficient public services, responsive to the needs of customers.

The Council wants to ensure that however a customer enquiry is received, their enquiry is dealt with on first contact and they are provided with appropriate updates in relation to any arising actions.

Whilst there is significant opportunity to provide better service delivery through the use of technology, there will always be complex matters or circumstances that require face-to-face or telephone contact. The aim is to reduce demand for the more expensive access channels, utilising that resource to resolve more complex issues within the Contact centre rather than potentially a very expensive site/home visit.

The Council's key digital transformation aims to be achieved by 2021, as set out in the Transformation Plan, are:

- Created access to all services wherever internet access is available, irrespective of the type of device or time of day.
- An organisation where digital channels are the primary gateway to access Council services.
- Investment in digital infrastructure to rationalise systems, reduce paper usage, maximise staff flexibility to improve efficiency and reduce travel related costs.
- Digital inclusivity for our customers and service users by ensuring ease of access and supporting the development of skills, motivation and trust to confidently go online.

## Our vision

Our Digital Strategy vision goes beyond how customer access services, it is transforming how we operate as an organisation. The vision is to:

***“To effectively utilise digital technologies to improve customer service whilst improving the efficiency of Council services for the benefit of residents and businesses alike”***





# Policy Drivers

## Government Digital Strategy - Nov 2012

The initial Digital Strategy which coined the phrase 'digital by default'. The vision is to design digital services that are so straightforward and convenient that all those who can use them will choose to do so whilst those who can't are not excluded.

The strategy estimates that moving government services from offline to digital channels will save between £1.7 and £1.8 billion a year.



## Government Transformation Strategy - 2016

Building on the 2012 Digital Strategy, the next stage of digitally-enabled transformation has three broad components, which together form the scope the strategy:

- Transforming whole citizen-facing services - to continue to improve the experience for citizens, businesses and users within the public sector.
- Full department transformation - affecting complete organisations to deliver policy objectives in a flexible way, improve citizen service across channels and improve efficiency.
- Internal government transformation, which might not directly change policy outcomes or citizen-facing services but which is vital if government is to collaborate better and deliver digitally-enabled change more effectively.

## Government Transformation Strategy 2017 to 2020

The strategy sets out how the government will use digital to transform the relationship between the citizen and state.

## Local Digital Declaration

The Council has signed up to the Local Digital Declaration, a joint endeavour initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG) and the Government Digital Service (GDS).

The declaration affirms our collective ambition for local public services in the internet age, and our commitments to realising it. It commits us working on a new scale to:

- Design services that best meet the needs of citizens.
- Challenge the technology market to offer the flexible tools and services we need.
- Protect citizens' privacy and security.
- Deliver better value for money.

## The Corporate Plan 2015 – 2019

Unlocking our growth potential.

Providing our customers with excellent service.

Supporting our communities to be healthier, safer, cleaner and greener.

Transform our organisation.

## Transformation Plan

With a vision of 'A self-sustaining Council, delivering excellent services to the community, when and how they want them' the Transformation Plan outlines how the Council will pursue transformation and its aims broken down into five main transformation themes of:

- Service Transformation
- Transforming Finance
- Digital Transformation
- Organisational Transformation
- Transforming Our Environment







# Context

In recent years, the Council has made good progress in embracing the digital agenda which has seen the introduction of more flexible working, online channels such as chat and self-service and investment in telephony and contact centre software. A range of services have been successfully moved online, with positive customer feedback.

The use of Digital Services and the internet is growing and shows no sign of decline at this time.



**250+** online transactions per month



**89%** of adults in Great Britain used the internet at least weekly in 2018, up from 88% in 2017 and 51% in 2006.



**1 million** website visits



The proportion of adults aged 65 years and over who shop online trebled since 2008, rising from 16% to **48%** in 2018.



**2000+** online accounts created



**9 out of 10** households have internet access.

**78%** of adults use mobile phones or smartphones to access the internet.

## The Opportunity

We are living in a technological revolution. Our customers already receive high quality digital services from other organisations and they rightly expect the same quality of services from us as well. Delivering on the digital expectations of our customers requires a transformation in how the Council works, especially how front line services are delivered and back office reporting is managed.

Understanding how digital usage is evolving around us highlights the opportunities that digital transformation offers the Council in both reducing operating costs and improving customer service.

## Customer Research

In early 2019 the Council took part in a collaborative project along with 9 other local authorities, funded by Local Digital which looked into the potential uses of technology to improve services for customers. The project looked into four local authority functions (Planning, Waste & Recycling, Revenues & Benefits and Highways).

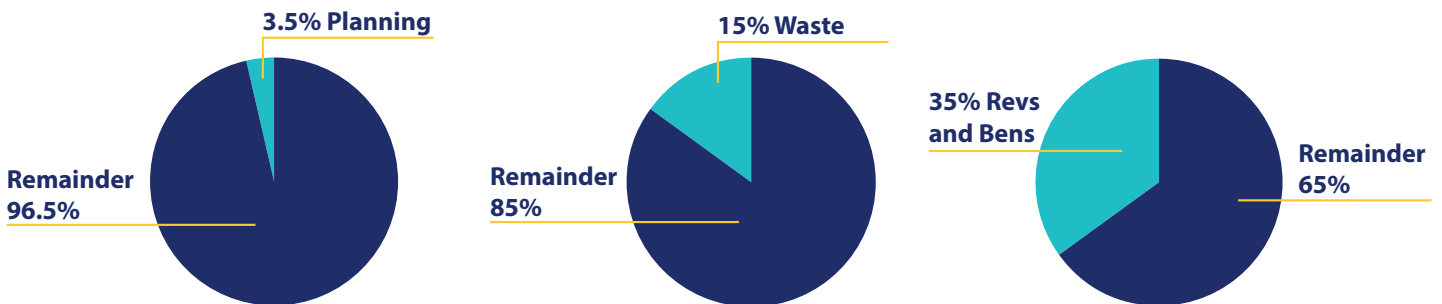
The project concluded that there was a definite need (across all 10 authorities) to provide better online access to customers and there was an expectation from customers of all age groups that they should be able to find information and carry out basic transactions online.

- Most of the tasks were simple information or service requests - all users who called the Council said that the calls were dealt with quickly and easily.
- 99% of Waste and Recycling calls can be handled by a first line operative.
- Waste & Recycling makes up a significant proportion of inbound calls (14.5%).
- Cost of provisioning inbound Waste and Recycling calls across the four Councils (Bolsover District, Doncaster, North East Derbyshire and Rotherham Metropolitan Borough Councils) in that research area is more than £1.1m annually
- The majority of users defaulted to mobile use - a reflection of the simplicity of task at hand.
- All users had difficult web experiences on the Council website - resulting in going back to Google for a better search functionality or calling the Council directly.
- All users voiced a preference to self-serve where possible - if this is not possible, or if it is difficult, they would not hesitate to call.
- These are paying customers - but they can't switch if they have a bad or unsatisfactory service. If their issue is not resolved, they usually have to adopt inconvenient alternative solutions.
- Users would like to self-serve, but not all Councils have a full range of Waste & Recycling services available online (e.g. Missed Bins).
- Pre-empting customer needs (e.g. proactively informing them if a bin collection wasn't possible) is an obvious way to reduce the need for users to make contact.
- Text messaging was preferable to email in most cases.
- More complex enquiries (e.g. Planning) still require direct communication with service areas.
- Social media and websites were the main go-to areas for information.
- Pre-empting customer contact and contacting them by text, email etc is welcomed.

### The key recommendations to meeting these expectations were:

- Internal structures reflected on customer-facing services.
- CRM Integration wherever possible.
- More transactions need to be made available online, including payments.
- Paperlessness – to enable effective digital services.
- Good control of changes to information that can be reflected across all Council systems.
- Clear contact strategy if self-service isn't sufficient.
- More/better information needed on websites.
- Efficient search engine optimisation for websites.
- Easy internal search experiences on websites.
- Clear website information architecture.
- No user experience dead ends.
- Quick links to human assistance for specialist service areas.
- Relevant labels and taxonomy – avoid jargon.
- Effective data tracking and analytics.

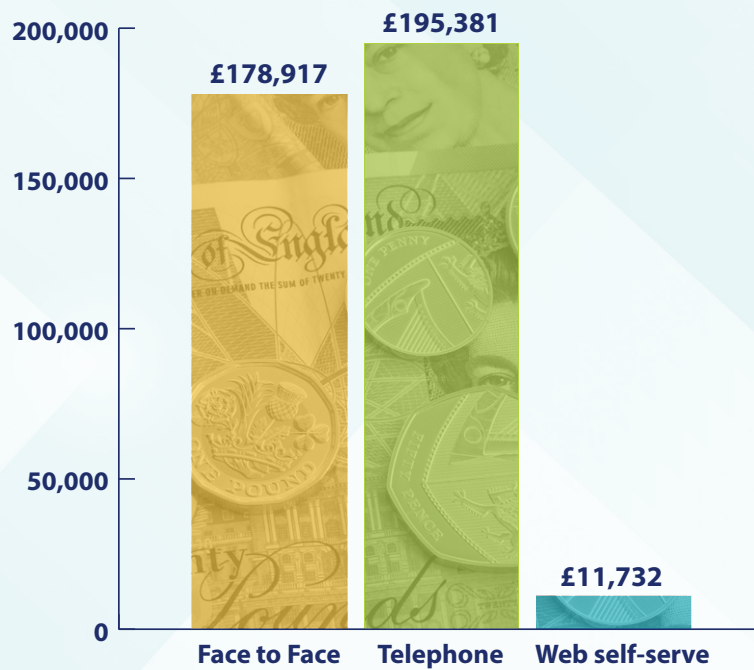
### Share of call centre volumes:



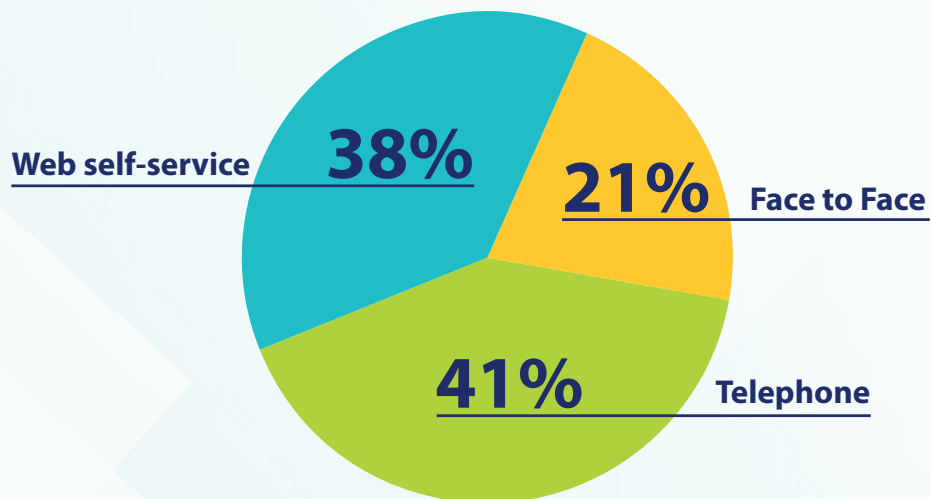
### Call Centres ability to handle:



## Cost of providing those channels (across the four authorities):



## Methods of contact to authority (for waste and recycling enquiries):





# Delivering the Strategy

The digital strategy consists of five key themes:

## Digital Workforce:

The Government's digital strategy predicts that within 20 years 90% of all jobs will require digital skills and we need to ensure that we support staff to cultivate an environment of digital self-confidence and capability.

In order to build our digital capability and create a digital workforce we will build a culture that embeds digital ways of working at all levels of our organisation. Each staff member will be encouraged to work flexibly and provided with devices and technology to support agile service delivery. An agile workforce can not only bring service improvements but allow rationalisation of buildings and back office functions and increase productivity through new ways of working.

Digital transformation and the opportunities it provides will become a key consideration in service planning and policy development across the Council and all services will actively identify opportunities to implement digital technology as part of the service planning process.

### Aims for 2023:

- To provide training on digital skills and agile.
- To provide all staff and members with a choice of corporate devices to best enable flexible/agile working.
- That digital transformation targets to be 'as standard' in all service plans.



## Digital Citizens:

The Council has a track record of channel shift and introduction of new digital channels such as online 'Self Service' and online chat, delivered through previous transformation initiatives.

We currently (October 2019) offer over 50 services online via e-forms and self-service with over 2700 online transactions taking place annually. We have an established 'Self Service' portal offering customers the opportunity to report issues online and set up accounts to manage their own data.

We have all the building blocks in place, now the challenge is to 'scale up' our digital offer ensuring the all services are accessible online and work with customers to demonstrate and promote digital channels.

The Council will move to a principle of 'Digital by Default' across all services. Delivering services through the channels that customers and businesses want to use and are most appropriate to their enquiry. We aim to increase



the number of services made available online and as a result, see a significant increase in the number of online transactions taking place. Digital channels will be promoted as the primary access channel, not only to reduce more costly access channels but also reduce more costly payment options such as cheques and cash.



The customers understanding of a three tier local authority structure is understandably limited. We should provide digital and self service channels with access to 'Council' services, irrespective of which tier of Council delivers them. At the very least there should be seamless online links to the most common

enquiries on partner websites such as gritting, bus stops, street lights, etc. Our digital service design should be based upon accessing 'Council' services in the widest sense.

#### Aims for 2023:

- That annual digital transactions to be 50% of total transactions.
- To establish digital access channels for all service areas.
- Reduce the need for cash and cheque payments by offering and promoting a wider range of payment methods.
- Provide seamless online redirection to town, parish and county services.
- Undertake a digital review of each service area and agree an action plan.
- Develop a seamless multi-channel system that enables customers and staff to track customer transactions regardless of how they were submitted.
- Through the planning function, strive for all new build residential developments to be equipped with full fibre digital connections.

## Customer contact methods with the Council:

Access Channel	Current Percentage	Aims for 2023
Online	5%	50%
eMail	10%	5%
Telephone	73%	40%
Face To Face	12%	5%

## Digital Inclusion

Digital inclusion is about having the right access, skills, motivation and trust to confidently go online. We can invest in world class technologies to ensure we have the best digital access channels in the county but without ensuring our communities have the skills and ability to access the services, then they will never be fully utilised.

Accessibility is important when considering digital inclusion, particularly for residents with disabilities. Implemented correctly digital inclusion also means making accessing services easier, for everyone. Users of online services should be able to use their existing devices and software to access the services we provide. We are continually working towards ensuring that our websites and online services are fully accessible and built to meet public sector accessibility standards and best practice. This process includes a regular review of the accessibility of our websites to ensure they remain accessible to all and to identify potential improvements.



Digital inclusion is not only important for accessing Council digital services. The reality that faces our customers is that more and more services such as banking, estate agents, travel agents and post offices are disappearing from the high street. In addition, many job vacancies and application processes required digital skills to find the position and apply. The Council's role is to provide community infrastructure, allowing access to devices and internet connectivity, along with the opportunity to learn new skills, to support the community in the transition to digital service users.

### Aims for 2023:

- Provide access to digital services in all of the Council's public buildings.
- Train staff to 'digitally assist' customers who lack confidence and skills to access digital services.
- Always ensure that there is an alternative to digital access in the Council's contact centre.
- Encourage more people to try digital services by providing friendly advice and assistance to customers.
- Lobby for investment in areas without residential digital infrastructure.
- Continually review the accessibility of online services and meet required standards and best practice.
- Deliver digital confidence building sessions in the community.



## Digital Business

Ofcom's report 'The economic impact of broadband: evidence from OECD countries – April 2018' concludes that investment in broadband has had a positive impact on economic growth, increasing UK GDP by 0.37% pa from 2002 to 2016 (a cumulative increase of 5.3% over the period). Investments in coverage, speed and take-up are each proven to increase economic growth. The report establishes a basis for how broadband has impacted on the UK economy and supports a strategy of continuing to encourage broadband investment, improving coverage and speed, and increasing take-up.

The benefits to businesses of having good digital infrastructure and connectivity are:

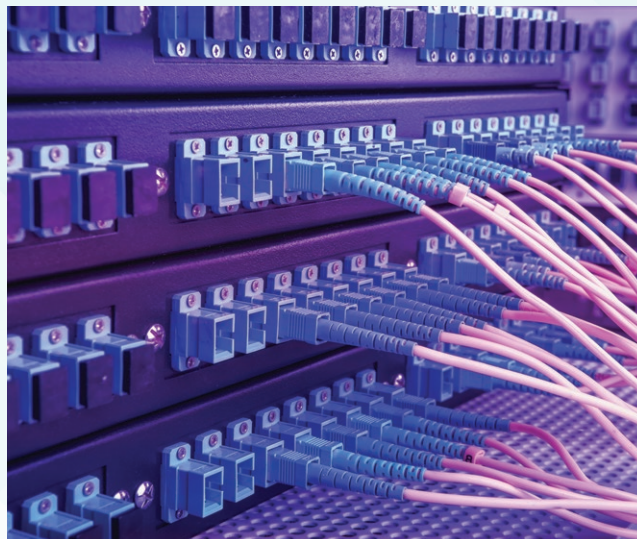
- Access to, and use of, products, services and resources that are increasingly digitally enabled.
- Increased efficiency and effectiveness, increasing productivity and reducing costs.
- Growth of existing markets and entry to new global markets.
- Innovation and the creation of new products and services.
- Workstyles that attract skilled employees.

As a District Council the role in delivering key infrastructure to business is direct communication with business to fully understand local issues and lobbying and influencing strategic partners to secure investment where it is required.

Key Strategic Partners are:

**Digital Derbyshire** - Digital Derbyshire is a £34 million partnership led by Derbyshire County Council and BT, and is supported by the Government, D2N2 Local Enterprise Partnership and the European Regional Development Fund.

[www.digitalderbyshire.org.uk](http://www.digitalderbyshire.org.uk)



**D2N2 LEP** – The Local Economic Partnership (LEP), amongst other things, runs The Digital Growth Programme which is a £7.25 million project, part-funded by the European Regional Development Fund (ERDF), which provides dedicated support to enterprises located in Derby, Derbyshire, Nottingham and Nottinghamshire.

[www.d2n2lep.org](http://www.d2n2lep.org)

**East Midlands Chamber** – Offers direct support to businesses on a range of issues but specifically on digital they offer an array of awareness-raising seminars, strategic action-planning workshops and conferences available for SME all designed to help enterprises embrace new technology, learn about new software and gain digital skills.

[www.emc-dnl.co.uk](http://www.emc-dnl.co.uk)

In addition to digital infrastructure, the Council and its partners have access to a wealth of data which would support the strategic decision making of businesses in our area, enabling growth and investment. Providing businesses with easy access or links to the most relevant data on matters such as skills, flooding, land ownership, contamination, historic buildings, employment statistics, etc will support our businesses but in addition should reduce the number of enquiries and Freedom of Information Requests.

### Aims for 2023:

- Understand the digital infrastructure investment needs of our business community to support future growth and develop an action plan.
- Ensure business interests of our business community are understood by strategic partners and feature in forward planning.
- Publish more data online which is easily accessible to businesses to support their strategic decision making.

## Digital Security

Digital transformation and the integration of technology presents huge opportunity to improve how the Council operates but it doesn't come without risk. From ransomware attacks on the NHS, to cyber-attacks on parliamentary email accounts, we need to be aware and vigilant against cyber-attacks and the results of poor digital security. In this digital era, it's critical that cyber-security is understood and remains of high priority.

The reputational and financial damage caused by data breaches is considerable but understood. We should also consider that it is a

barrier to some customers channel shifting too. Through publicity of scams and online safety campaigns, customers are more frequently becoming concerned about being hacked, in particular loss of personal data and payment details.

For our business customers, the risks could be even greater. They may be concerned about the loss of intellectual property, confidential designs, security details, all of which could be worth vast sums of money to a competitor or held ransom by cyber-attackers.

We need to reassure customers that we work to the highest standards and regard cyber-security as a high priority, giving our customers the confidence to use our digital services with confidence.

### Aims for 2023:

- Ensure staff and members are aware and up to date on cyber-security risks.
- Invest in training of key staff and security infrastructure.
- Obtain and maintain PSN Compliance, or any successor.
- Review and obtain 'accreditation' which can be promoted to customers.







# Action Plan

The following is a high level list of actions or projects that link with the delivery of the digital strategy. The list isn't exhaustive and will continue to evolve through the Transformation Programme. Time frames are indicative and subject to change due to resource and priority.

The delivery of each action will be a balanced decision based upon the merits and risks. We should avoid investment in digital projects which don't add value to our services/community, improve efficiency or reduce cost.

## Action

### General

D1	Ongoing redevelopment of the Council website and online services to improve improve information and access to service and to ensure they are multi-device compatible and accessible to all.
D2	Roll out of video calling solution to staff and members.
D3	Continually develop the digital customer services platform(s)
D4	Introduce systems, integrated with the digital customer service platform to facilitate electronic methods of communication.
D5	Email subscriptions for Council news.
D6	Digital notifications for updates to Council services (email, text, etc).
D7	Continue the move to 'paper light' with the exploitation of functionality of existing systems and through new ways of working.
D8	Online consultations, surveys and engagement as the norm.
D9	Reduce print outputs through a move to automated responses, improved web information, introduction of customer portal and other digital methods.
D10	Create and maintain Digital Inclusion plans addressing the key barriers to take-up.
D11	Continually review digital KPI's to measure service performance against digital strategy objectives.
D12	Refresh the procurement guidelines with a view to procuring the right digital systems.



## Action

D13	Maintain and update our privacy policies and data sharing agreements to facilitate the sharing of information between departments and possibly partners.
D14	Maximise insight from the data we hold and publish in an easily accessible format where appropriate.
D15	Implement electronic payment software that is fully compliant with the banks' Payment Card Initiative (PCI).
D16	Explore the use of AI, and voice activated services.
D17	Digitise or otherwise deal with paper files to reduce storage requirements.

## Revenues and Benefits

D18	Purchase and implementation of additional Capita/Civica digital modules including online forms and automation processes.
D19	Link online service requests and transactions to corporate digital customer service platform.

## Communications

D20	Explore potential for e-newsletters and video content to replace or compliment Local magazine.
D21	Campaign to promote Self Service.
D22	Promotional campaign to increase the take up of e-billing and e-notification for benefits.

## Planning

D23	Programme of work to increase the proportion of applications submitted electronically.
D24	Explore options for electronic notification of nearby planning application consultation.
D25	Transfer existing processes for service to new corporate Self Service platform..
D26	Review how 'all new build residential developments to be equipped with full fibre digital connections' can best be secured through planning.

## Finance

D27	Ensure all software, ATP lines, etc are updated and supported.
-----	--

## Policy & Performance

D28	Set challenging corporate 'channel shift' and digital targets.
D29	Identification of opportunities to implement digital technology as part of the service planning process.
D30	Implement improved complaints handling system.
D31	Implement an improved FOI handling system.
D32	Make more information easily accessible online to reduce FOI requests.

## Action

### Democratic Services and Governance

D33 Implement Modern.gov and Webreg to reduce printing and maximise digital 'self-service'.

D34 Explore webcasting options for Council meetings including the potential to use YouTube.

### Customer Services

D35 Continue to develop web chat across the Council, where appropriate.

D36 Trial the use of bots for simple web enquiries.

D37 Upgrade current telephony to 'Multi Channel System', streamline contact monitoring and reporting performance / channel shift.

D38 Development of Real-Time customer satisfaction on all channels.

D39 Contactless payment devices (PCI DSS).

### Streetscene

D40 Improve the provision of customer report tracking to keep customers informed of progress with reports.

D41 Implementation of workforce tracking.

D42 Project to enable street cleansing data to be presented publically on the Councils website.

D43 Introduce targeted outbound messages and reminders to reduce the number of missed bin reports.

D44 Introduction of online customer accounts.

### HR

D45 Build the digital skills of our workforce and Councillors.

D46 Embed the need for digital skills in to all job roles.

D47 Build a recruitment mini site.

D48 Electronic New Starter Pack.

D49 Provide a service to enable internal communication with non-office based staff.

### Environmental Health

D50 Develop fully online service requests, integrating into Idox Uniform.

### Partnership Team

D51 Work with Partners to deliver Digital Skills training for the community.

## Action

### Economic Development

D52	Engage with businesses and other service areas to ensure services they access (Commercial Waste, Licencing, Planning, NNDR, etc) are designed to meet/exceed expectation.
D53	Regularly consult with businesses to see what digital technologies they are using and if we can match their connectivity.
D54	Develop an action plan for digital infrastructure investment to support future growth of businesses.
D55	Explore a range of technologies to enhance experience and support town centres, such as: <ul style="list-style-type: none"><li>• Town Wi-Fi.</li><li>• Electric vehicular charging points.</li><li>• Install technologies to improve town centre 'management' (CCTV, congestion and parking, environmental quality).</li></ul>

### Leisure

D56	Ensure all bookings, payments and programme enquiries are available online.
-----	---