

REPORT TO: POLICY AND RESOURCES COMMITTEE – 25 FEBRUARY 2016

REPORT ON: CHANNEL SHIFT PROGRAMME

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 58-2016

1 PURPOSE OF REPORT

1.1 This report summarises the proposals detailed in the Channel Shift business case. The business case was carried out to review what the Council currently does to provide our communities with online access to our services and outline service areas which can be enhanced and developed to increase our digital provision to our customers.

The business case considers the options available to further develop Council services which can be made available and easily accessed for the benefit of our citizens.

2 RECOMMENDATIONS

2.1 The report recommends that a Channel Shift Programme of work is established to improve our online service which includes procuring a new platform, enhancing digital service provision throughout the Council and carrying out an extensive improvement and efficiency review of existing services (including non-digital processes). This would include:-

- Reviewing the services we offer and what opportunities there are to enhance and improve these to reduce waste or waiting times.
- Reviewing Council IT systems and working to develop a clear and simple customer platform which ties all systems in to one simple citizen dashboard through the website.
- Launch an enhanced website which focuses on providing great service to our citizens.
- Engaging with our citizens to build communities which are empowered to embrace digital services within their day to day lives.

2.2 Appropriate branding and marketing is developed to promote the Channel Shift Programme.

3 FINANCIAL IMPLICATIONS

3.1 The Council receives over 440,000 contacts every year, the majority of which, around 70%, are telephone contacts.

3.2 It is estimated that cumulative savings of £1.26m per annum will be achieved after an 8 year period primarily through a reduction in staffing costs and £152k will be realised in 2016/17.

The initial cost of the project of £776k will be funded through the Council's change fund whilst savings are realised.

4 BENEFITS

4.1 In delivering this project the Council will provide customers of Dundee with a full choice of digital service options along with feeding into Scottish Government strategies, helping to build Scotland's digital future.

In year 1 and 2, the primary focus will be on Corporate Services and Neighbourhood services, shifting to review other service areas in the latter half of year 2 and into year 3. It is anticipated that at the end of year 3, the majority of the process improvement work will have been achieved allowing the focus of the project to switch to marketing and campaigning to encourage citizens to make the shift to online.

The main benefits associated with the channel shift project are:-

- Citizens will be empowered to embrace digital in their day to day lives
- Citizens will have greatly enhanced options for accessing the Council's services in a manner convenient to them

- Dundee's communities will be engaged with the Council in shaping how we deliver their services
- With more citizens actively choosing digital channels, the Council will realise savings as citizens move away from the substantially more expensive channels offered through face to face and the telephone
- As we encourage more citizens to go digital, the volume of citizens seeking face to face or telephone contact will decrease, resulting in faster service times and fewer queues for those remaining on traditional channels
- The Council will have a strong social media presence and a clear content strategy to match allowing us to have stronger two way communications with our citizens through channels which are strongly embraced by our citizens
- Numerous financial benefits can be realised through the digitisation of a number of existing services reducing the amount of manual work and time taken to process service requests.

5 BACKGROUND

- 5.1 The UK is going through vast and rapid digital growth. A recent report by Deloitte, commissioned by the Scottish Futures Trust, highlighted that by 2030 as many as 99% of Scottish people could be using the internet, there could be up to 130 million digital devices in Scotland.
- 5.2 There are a number of programmes and strategies that the Scottish Government have created which focus on Scotland's place on the world's digital stage, including:-
- Scotland's Economic Strategy
 - Open Data Strategy
 - Smart Cities programme
 - Local Government Digital Transformation Strategy
 - Scotland's Digital Future Strategy
- 5.3 All of these set their sights on the same target date for building Scotland's digital future – 2020. Dundee City Council are an integral part of delivering this vision along with other transformational projects due to be delivered in Dundee within this timescale.
- 5.4 In the past few years Dundee City Council has delivered some key improvements to our website and the MyDundee account in an attempt to make our digital service options more accessible to our citizens. Initiatives such as 'Digital on the Move' have actively engaged our communities to help build IT skills in advance of welfare reform.
- 5.5 While the Council does offer services through our website and the MyDundee account, a large number are not linked to our main IT systems and take the form of online email form and those which are linked to IT systems do not have a consistent look and feel for our citizens.

6 DIGITAL USE AND LITERACY

- 6.1 The Council's 2014 Annual Survey shows that of those who recently contacted the Council, 91% called, 6% visited in person and 1% went online. In contrast, the survey highlights that over 90% of under 55s have access to the internet.
- 6.2 This is only one survey and cannot stand alone as the true picture of access within Dundee. Other factors need to be considered when discussing digital literacy such as the fact that mobile use doesn't necessarily mean online access, a PC, laptop or tablet would be required for more complex online interactions and while Dundee has a strong network of access points within communities, not everyone would associate this as having access to the internet.
- 6.3 Even if it is assumed that Dundee's digital literacy is lower than the UK average, our citizen's lives are still being increasingly lived out online or with access to the internet through many routes including smartphones and it is impossible to ignore the need for a stronger online service offering for Dundee City Council. To ensure that our citizens have accessible services available to them at their convenience, the Council needs to ensure it embraces digital services with enough pace and priority to get out in front of the digital revolution and drive the Council forward as a leading Scottish digital Council.

7 CURRENT POSITION

- 7.1 The Council has multiple options for its citizens to make contact, offering face to face, telephone and online channels. Satisfaction with all channels has remained consistent across the past 3 years with telephone receiving very high satisfaction (avg. 95%), face to face with good levels of satisfaction (avg. 74%) and online below satisfactory levels (avg. 49%).

Customer Satisfaction Data		
	Satisfied	Dissatisfied
Face to Face	74%	26%
Telephone	95%	5%
Web	49%	51%

- 7.2 The Council are currently working on a number of different IT improvements which will feed into the Dundee Digital Community programme. These improvements span a number of different areas of the Council but are all focused on some of the main customer facing services that the Council provide and include:-

- Customer Relationship Management System (CRM)
- Improvements to QNet – queuing system used in Dundee House and East/West Housing Offices
- Recently updated telephony in the Customer Contact Centre
- Neighbourhood Services IT system
- Social Care IT System
- Digital on the Move
- MyGovScot Authentication

8 OPPORTUNITIES FOR CHANGE – 2020 VISION

- 8.1 In the present environment which seeks to encourage and support smart and digital programmes of work, Dundee City Council has a unique opportunity to embrace this and focus on developing Dundee as a leading Scottish digital Council by 2020, feeding into the Scottish Government's vision of Scotland digital future.
- 8.2 By providing our citizens with the skills, confidence and resources to access online services, alongside a greatly enhanced digital service offering from the Council which is delivered both through an enhanced website and at the heart of the communities with a primary focus of delivering a great and engaged customer experience.
- 8.3 The vision for Dundee by 2020 would be to that all of our citizens have the option to choose the right service channel for them, giving our citizen's maximum choice, regardless of age, background or technical ability.

9 POLICY IMPLICATIONS

- 9.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty and Risk Management. There are no major issues.

10 CONSULTATIONS

- 10.1 The Chief Executive, Head of Democratic and Legal Services have been consulted and are in agreement with the report.

11 BACKGROUND PAPERS

- 11.1 None

MARJORY STEWART
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

Date:



PRESENT INTERACTION

- Visits housing office to pay:
- Council tax (monthly)
 - Rent (weekly)

PRESENT DETAIL

- Visits in person because she enjoys the social element and wouldn't go online as she lacks confidence with computers

CHANNEL SHIFT INTERACTION

- Visits housing office to pay:
- Council tax (monthly)
 - Rent (weekly)

CHANNEL SHIFT DETAIL

- Still visits in person but now self serves at a digital access point after being assisted by an advisor. With increased confidence she has bought an iPad and through a local IT class has learned how to use it for further self serve options. She also uses Skype to communicate with her grandchildren

PRESENT INTERACTION

- Pays council tax online each month
- Calls to report housing repairs
- Calls to buy monthly parking permit

PRESENT DETAIL

- Is very busy and would like to make these things simpler but hasn't the time to navigate a complicated website
- A reactive user of the Council's services



CHANNEL SHIFT INTERACTION

- Pays council tax by DD
- Paperless council tax bills
- Reports housing repairs via mobile
- Buys monthly parking permit online

CHANNEL SHIFT DETAIL

- Received a flyer promoting the Council's new online services. Registered and within 10 minutes had set up a direct debit and gone paperless for council tax. Uses her phone to access her account which allows her to report her housing repairs online, taking pictures of the problem and receiving updates direct to her account



PRESENT INTERACTION

- Uses website to find local services
- Reports road faults online

PRESENT DETAIL

- Uses his laptop to find out about services near him as it doesn't work on his mobile
- A keen cyclist, he often spots problems on the road which he reports via the website

CHANNEL SHIFT INTERACTION

- Uses mobile to find local services
- Reports road faults online
- Uses waterfront Wi-Fi

CHANNEL SHIFT DETAIL

- Cycles into the city centre regularly, making use of the waterfront Wi-Fi zone while enjoying a coffee. With the find local services feature now mobile enabled, he can access information instantly and whenever he spots a road fault when cycling, he stops, takes a photo and reports it straight away from his mobile

PRESENT INTERACTION

- Pays school dinners in cash

PRESENT DETAIL

- Is given school dinner money by his mother weekly
- Spends a lot of time online every week but has had no reason to interact with the Council



CHANNEL SHIFT INTERACTION

- School dinners online
- Tweets queries
- 'Checks in' on social media
- Submitted questions through WhatsApp

CHANNEL SHIFT DETAIL

- When the council relaunched their social media offering, he started following them and tweets any questions he has directly to the Council. He recently attended an event at the Caird Hall and 'checked in' on Facebook, sharing it with hundreds of his friends. For a school project, he used WhatsApp to submit questions directly to the Chief Executive and his local councillor