

## CWB PDG Briefing paper on Digital Transformation

### What we are doing at MDDC

A small project group has been set up to work on digital transformation, it is a big agenda that covers all customer contacts and our internal working practices with a long term objective of transformation by 2017. The Customer First project is now included in this larger programme.

### Why we are doing it

Reducing budgets inevitably means we need to change how we work, with reducing staff numbers we still have to provide public services and to respond to increasing demands and expectations from customers who increasingly want to use a range of new contact channels.

We need to be more efficient and save money, and that is also what the customers want from us.

### Customer contacts in 2012-13

- Face to face 48,609
- Phone call centre 112,991 (external only)
- Direct dial circa 225,000
- Email circa 800,000
- Post circa 235,000 items
- Payments at our offices 54,846
- Electronic payments (not DD) 26,692 (increasing year on year)
- Online forms 18,912 (page views)
- Plus site visits...social media....

### Reasons for the change of contact method

Many customers still use traditional contact methods and we need to continue to provide this but demand is changing as customers expect instant access and the ability to contact us **from home** and **on the move** using a PC, tablet or mobile and smart phone.

The cost for transactions made to us is currently estimated (national figures) as face-to-face = £8.62 per visit, telephone = £2.83 per call online = £0.15 per visit to a website.

We currently contact customers by phone, email and letter and postage is 47p for first class letter and 33p for a second class letter, saving could be made by moving to digital methods such as text or email.

Social and economic reasons for customers are equally as important as for us, digital contact saves money on fuel, bus fares, postage and can bring the council to people in their home. However for some rural communities the lack of good broadband connections may stop or delay take up of new access channels.

Customer surveys have indicated that in the future customers continue to want to be able to contact us in person at our offices, by phone and email, but also want to be able to contact us or receive contact from us by text, social media and to use on line applications. Electronic payments are increasing year on year as more people pay over the phone and on line and expect to be able to pay for services as they book them.

## **Encouraging channel shift**

Even if we have the best website in the world, people won't just flock to it, we need to ensure we design digital transactions that people find easy to use. If transformation is to succeed we need to understand our customers and provide services they want and will use!

### **What will we need to do to make this change happen?**

Look at what we do now and plan for change, this will involve a range of projects to transform how we work and how we transact with customers. Such as:

- SMS (text messaging)
- Electronic working, scanning, workflow.(to enable mobile working and customer self service)
- Payment kiosks at our offices (self- services)
- Live chat (to assist with completing on line forms)
- On line application, contact and booking forms
- Customer portal/supplier portal (ability to create and view your own account)
- Social media
- Channel shift (helping customer understand changes and use new systems)

We need to understand where we are now, what our customers want and what we want to achieve. Service reviews are part of the digital transformation project and will help to inform changes to working practices that improve the customer experience, save time, resource and/or money.

Digital transformation will mean change for customers and staff delivering services.

Customer feedback and consultation will be used to help design new digital services that customers want and will use.

New services must be efficient and cost effective and make transacting with the council as easy as possible.

Services will need to plan changes and keep customers informed, the secret to success will be understanding our customers and providing digital channels that are simple to use, efficient and trusted. If customers feel confident to use new on line forms or other digital channels they will use them again and this will replace older more expensive contact methods

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