

Transformation Programme

Challenge

The challenge from the Corporate Peer Challenge - develop an internal transformation programme reimagining the customer experience.

Opportunity

The Covid-19 pandemic has changed how we work and how we deliver some of our services to our community. This creates an opportunity to build on the channel shift work and Artificial Intelligence work that has already taken place, to take it further and faster than previously thought possible. In addition, the Council can take the opportunity to review its working practices to bring about efficiencies and/or opportunities to invest more in priority areas.

Outputs

Changing how services and information are accessed and used, delivering modern online and other digital solutions. This is quicker and more convenient for our customers as services can be accessed at a time convenient to them and crucially it makes us more efficient and responsive. Consider how residents can be supported, assisted, and upskilled to use digital solutions as part of our wider agenda to promote digital channel shift.

Enable the Council to be agile, responsive, and data-enabled.

That the transformation workstreams become Business As Usual by the end of the programme.

Supporting the Council priority of "Continuing to be a welcoming, inclusive and efficient Council".

Initial Workstreams

Continue with the current Artificial Intelligence/Bots work. Proof of concept has been established, now needs to be expanded and delivered

Investigate and establish the opportunities for better use of data and data analytics to improve the basis for our decision making and service delivery

Expand and speed up the channel shift work, reduce reliance on face to face and telephone contacts to self-serve and online

Deliver the councillor and customer portals with the customer portal being added to the Council's website, co-ordinating with the upgrade of the Council's website as required

Corporate Peer Challenge Action Plan actions identified for the transformation programme

Linking with the Shaping Our Future programme to Identify the specific and general skills developments that are required to embed a customer transformation approach.

Identify and scope further workstreams to achieve the required outputs from the transformation programme

Resources

Full Council has approved that the Special Reserve be used to fund a small transformation team for a period of 18 months from October 2020, with an estimated total cost of £150k (£50k in 2020/21 and £100k in 2021/22). This is based on a part-time (0.4WTE) Service Director Transformation and two supporting officers for a period of 18 months from October 2020.

This post will ensure that the customer journey remains the focus of the technical developments that are taking place.

Additionally further resource will be seconded to the project as required (likely part time whilst continuing existing duties). Potential admin support has been identified if required, additional IT resource is likely to be required. Any additional resource above the SD and two supporting officers will fall outside the approved budget and will essentially need to be 'borrowed' from the service areas alongside existing duties.

The SD Transformation will need to work closely with the new SD Customers, as many of these initiatives fall within that area and will need to become business as usual by the end of the programme.