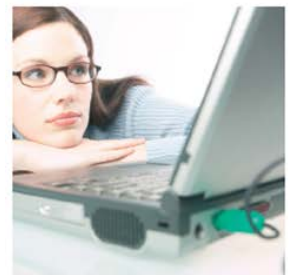# Customer Access and Digital Strategy

2016 - 2020

Craven District Council

Mission Statement:
*"To provide an excellent digital service which fulfils the needs
of all our customers"*

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Craven District Council

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1 INTRODUCTION

1.1 Purpose

This document sets out the Council's strategy for customer access and digital engagement over the period 2016 to 2020. Digital facilities are essential to the delivery of all of the Council's services and are fundamental to the business transformation programme across the organisation.

The vast majority of the UK adult population (91% in the Yorkshire & Humber Region - SOCITM, 2014) now uses the Internet and access from mobile devices is rapidly growing. Nowadays there is an expectation for more and more services to be available online with digital tools rapidly developing in the public sector to help satisfy this need.

The Customer Access and Digital Strategy 2016 – 2020 will be an emerging strategy to ensure we take advantage of technological improvements and on-going customer and organisational needs; making digital our customer's access channel of choice. Where appropriate, we need to adopt a digital media approach to service delivery. This is vital when engaging with customers and is an important part of any service design moving forward.

According to the Transformation Challenge Panel, convened by the Chief Secretary to the Treasury and the Secretary of State for Communities and Local Government '**digital**' is 'widely used shorthand for the improved use of technology, digital resources and data management to improve access to information, transform services and communication'.

1.2 Customer Access and Digital Vision

The Customer Access and Digital Strategy vision for the Council is that "The Council will be recognised as a digitally exploiting organisation and where digital solutions are provided they will operate to the following principles:
- secure
- easy to use
- aim to save both the customer and the organisation time
- aim to save both the customer and the organisation money
- informative
- accessible

The Council intends to achieve both the Corporate and Digital visions following the above principles. This will help our customer's engage in our digital service provision with confidence.

2 CONTEXT

2.1 National

The Digital Strategy has been informed by national research conducted by a number of organisations:

- Deloittes "Making digital default: Understanding citizen attitudes" (April 2014)
- Government ICT Strategy (Updated February 2015)
- OFCOM (2014)
- Society of Information and Technology Management (SOCITM) "Do you do digital?" (2014)

2.2 Local

Key to the local picture is alignment with the Council's published Council Plan and ICT Strategy. The Customer Access and Digital Strategy should be read in the context of the Council Plan and underpinning ICT Strategy, Information Governance Strategy, Long Term Financial Strategy, People Strategy and the Customer Services Charter. Including the above the strategic themes highlighted in this document have been informed by a number of other sources including:

- Alignment with service based strategies
- Consultation with CLT & SLT members
- Member consultation via the Lead Member for Internal Services
- ICT Governance arrangements

3 COMMUNICATION, CONSULTATION AND ENGAGEMENT

Communications will be achieved through the Communications Plan as described in the ICT Strategy. This will ensure a consistent and seamless approach, and ensure convergence between the two Strategies.

Consultation will be achieved through engagement with key groups consisting of CLT, SLT and Lead member for internal Services.

4   STRATEGIC OBJECTIVES

The Council's Customer Access and Digital Strategy includes a broader scope than Central Government's Digital by Default Strategy focusing on more than just channel shift and associated service redesign.

It will look to enhance the customer experience, generate service insights by exploiting data, leverage benefits from social and digital media such as online content and create a digital culture within the organisation.

In addition we will create digital services that our customer's view as their access channel of choice.

4.1 Strategic Themes

Our focus will cover the following six strategic themes:
- Website Presentation: the customer experience
- Website Presentation: the mobile customer experience
- Digital Engagement: digital and social media
- Digital Engagement: channel shift and service redesign
- Enable a digital culture
- Service Insights: exploiting data / open data / big data

These themes have been selected for;
- Their importance as key transformation drivers for the Council; and
- Their alignment to the Council Plan and core strategies; and
- Their alignment with the vision for customer access and digital services

4.2 Website Presentation: the customer experience

Strategic aim:

To create a secure, easy to use website that our customer's view as their access channel of choice.

How this will be delivered:

- Providing a top (ten) service panel that is refreshed regularly to promote easy access to the most popular digital services
- Enhance navigation to promote a maximum of three clicks to reach a given destination
- Proactively market digital services to drive digital take up
- Ensure accessibility standards are maintained
- Ensure content is relevant by documenting ownership of web pages and introducing a service manager led review process
- Seamless integration with third party systems

Progress monitoring:

- Use analytical tools to monitor successful / failed user journeys
- Service manager content reviews completed
- Monitoring reports shared with CLT/SLT

4.3 Website Presentation: the mobile customer experience

Strategic aim:

To create a secure, easy to use mobile website that our customer's view as their access channel of choice.

How this will be delivered:

- Mobile enabling the Council's website to provide an enhanced experience to mobile device users
- Deliver a responsive website in order to give the best user experience, on any device
- Ensure accessibility standards are maintained

Progress monitoring:

- Increased percentage of digital activity emanating from mobile devices
- Monitoring reports shared with CLT/SLT

4.4 Digital Engagement: digital and social media

Strategic aim:

To enhance engagement with citizens and customers via digital and social media resources.

How this will be delivered:

- Improve links used on social media platforms to enhance navigation
- Advertising to target markets in order to enhance digital service take up
- Explore income opportunities with partners as appropriate
- Utilise more still and moving images to enhance engagement and increase digital take up

Progress monitoring:

- Increased number of views
- Increased number of followers / likes / subscriptions
- Increased digital services take up
- Monitoring reports shared with CLT/SLT
- Monitor income generated

4.5 Digital Engagement: channel shift and service redesign

Strategic aim:

To increase the number of secure digital services available, designed to save both our customers and the organisation time and money.

How this will be delivered:

- Analysing channel data over the duration of this strategy to inform development decisions based, for example on volume and impact

- Align activity with the Council's Transformation activities to capture opportunities for service redesign
- Working with service departments to leverage functionality from existing technology and redesigning services taking advantage of digital technologies
- Creating business cases that demonstrate opportunities to generate savings, income and service efficiencies from digital services take up
- Proactively deliver a channel shift programme designed to move interactions to the more cost effective digital channels
- Digital inclusion to ensure no-one is disadvantaged

Progress monitoring:
- Ongoing analysis of channel activity
- Increasing digital services take up with reducing telephony and face to face transactions
- Improve the digital engagement of the most vulnerable in society
- Monitoring reports shared with CLT/SLT
- Monitor income generated

4.6 Enable a Digital Culture

Strategic aim:

To enhance digital awareness and digital skills of employees and members to drive digital service redesign adopting digital techniques for working practices.

How this will be delivered:
- Put the customer at the centre of service design
- Produce material that promotes 'Thinking Digitally'
- Awareness raising sessions for both employees and members to enhance digital skills
- Providing management data to inform decision making
- Promoting the Customer Access and Digital Strategy vision
- Drive and promote digital take up for both customers, employees and members
- Encourage and support employees to adopt a digital media approach to service delivery

- Introduce improvement plans to enhance digital services content

Progress monitoring:

- Employees and members demonstrate greater digital awareness and digital skills
- Improved quality of website content monitored through take up of services
- Increased digital services take up by customers, employees and members
- Monitoring reports shared with CLT/SLT

4.7 Service Insights: exploiting data / open data / big data

Strategic aim:

To extract service insights from data in order to inform decision making, to publish 'open data' sets to improve transparency.

How this will be delivered:

- Analyse data to inform our approach to customer service provision
- Identify and publish 'open data' sets to enhance current 'open data' provision
- Identify opportunities to work with partners to 'mash' data sets in order to obtain service insights (i.e. 'big data')
- Ensure that any activity is complimentary to other requirements including for example the Local Government Transparency Code.
- Ensure future software procurements allow for relevant data extraction to support 'open data' principles

Progress monitoring:

- Increased number of 'open data' sets published
- Increased number of opportunities to engage with partners in relation to the use of 'big data'
- Monitoring reports shared with CLT/SLT

5 RISKS

The delivery of the Customer Access and Digital Strategy will be through a portfolio of managed activities linked to the strategic components within the CDSI (Craven District Service Improvement) Portfolio (as described in the ICT Strategy) and will be subject to ICT & Transformation Governance arrangements.

Risks associated with the implementation of this strategy will be reduced through the use of structured techniques for programme and project management.

Some of the key risks associated with the delivery will be:

- Funding constraints, if the resources allocated to the delivery of the Customer Access and Digital Strategy are not continued during the period of the strategy.

- Loss of skilled resource to lead on the implementation activities, and also loss of key resources in other parts of the Council providing support.

- Failure of individuals (officers and members) to understand their responsibilities and application of the principles defined within this strategy.

- Lack of support from the Council's leadership team, including support of the Service Managers.

- Changes in scope of any resulting projects which may impact on cost, quality, timescales and resourcing.

- Resource constraints associated with running significant concurrent work activities.

- Important and urgent organisational business priorities emerging which require significant assistance outside of the planned activities associated with this strategy.

6   CRITICAL SUCCESS FACTORS

Although the successful implementation of this Strategy obviously depends on the Implementation of the principles defined herein, success will be measured by the following (in no particular order):

- The **strategy is embraced by the whole organisation** and the delivery of action plans are facilitated by appropriate communications, skills development, training and the application of best practice;

- Creation of a **secure, easy to use website** with enhanced mobile facilities that our customer's view as their access channel of choice;

- To enhance digital awareness and digital skills of employees and members to **drive digital service redesign** adopting digital techniques for working practices;

- **Business change management** is strengthened through clear governance by the Craven District Service Improvement Programme Board made up of CLT and the Portfolio Manager (ICT & Transformation Manager) and by making effective use of key business resources;

- **Channel Shift** is achieved by moving simple enquiries and transactions away from Face to Face and Telephony to other digital channels to create capacity and efficiencies initial targets are proposed as 70% Digital, 20% Telephone, 10% Face to Face;

- To **extract service insights from data** in order to inform decision making, to publish 'open data' sets to improve transparency;

- To enhance customer engagement by increasing the number of secure digital services available, designed to **save time and money** for both our customers and the organisation.

Recognising the importance of and the benefits derived from an effective customer access and digital strategy, the Council is investing to ensure that public facing services continue to meet the needs of citizens and customers. The likely levels of additional investment required for the period of this strategy have still to be finalised and will form part of the annual budget process and the development / approval of appropriate business cases.

7 GOVERNANCE

The programme of activities resulting from this strategy will be managed in accordance with good practice governance arrangements highlighted in the ICT Strategy made up of the five golden strands namely: -

- *Value Delivery*
- *Strategic Business Alignment*
- *Resource Management*
- *Risk Management*
- *Performance Management*

Web enhancements will be managed as part of the broader web development programme included in the CDSI portfolio.

APPENDIX A   GLOSSARY

Term	Description
Big Data	Big Data defines the multitude of high volume information assets owned by the council which used collectively can provide unique insights into service delivery through a process known as Business Intelligence.
Business Intelligence	Business Intelligence, or BI, is an umbrella term that refers to solutions or processes used to analyse an organisation's raw data to help inform business decisions.
Channel Shift	Channel Shift is a term used to describe moving service provision to cheaper and more effective online channels, recognising that Face to Face services are more costly than Telephone services which in turn are more expensive than online Digital services.
CLT	Corporate Leadership Team.
Digital	Digital in the context of this strategy refers to electronic delivery of services typically through online web facilities, but also includes other electronic methods of communication such as Email and SMS.
ICT	Information & Communication Technology.
Open Data	Open Data is any data of a non-sensitive nature that can be freely used and distributed subject to provenance being maintained.
SLT	Senior Leadership Team.
Social Media	Typically websites and applications that enable users to create and share content or to participate in social networking.

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Purpose

The purpose of this document is to define the Customer Access and Digital Strategy for the period 2016-2020.

Distribution

Copy to	CLT
	SLT
	Lead member for Internal Services
	ICT and Transformation Team
	File

Document History

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