

Citizen Access Strategy Overview for Coordinating O&S

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Structure for Today

- Context – Modern Council design principles
- Original Citizen Access Strategy - 2016
- Citizen Contact – where are we today?
- Draft Design Principles
- Further Work

Modern Council – Design Principles (draft)

These are Design Principles that will guide us on the journey as a Council. We will:

1. Operate within a robust and sustainable strategic planning, financial and risk management framework
2. Take a whole system approach, collaborating with partners, to place citizens and communities at the heart of our decision making
3. Promote the independence and resilience of service users and communities
4. Use our assets to leverage growth and investment across the City
5. Make best use of customer insight and business intelligence to ensure we make informed decisions and prioritise our resources appropriately
6. Embed the principles of prevention, prediction and early intervention into everything we do
7. Create a more agile and responsive Council through the use of technology and utilising new delivery models and commissioning. We will do this by simplifying and standardising our business, consolidate common capabilities and operate with more nimble processes;
8. Develop an inclusive and diverse workforce which is supported to develop new skills and capabilities and empowered to be creative, innovative and solution focussed.

Original Citizen Access Strategy - 2016

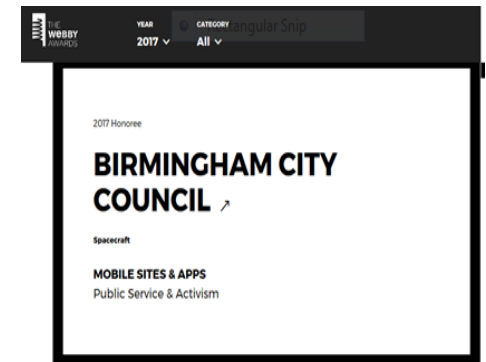
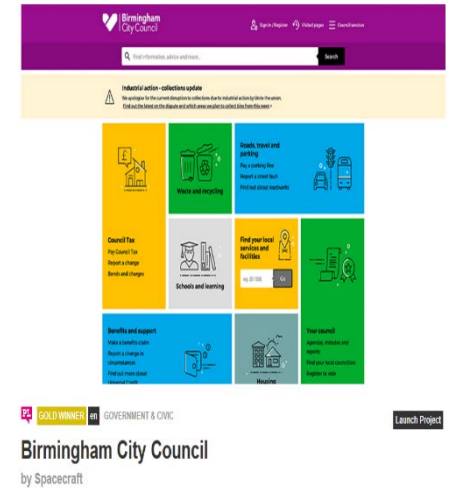
- The objectives of the strategy was to:
- Develop citizen access arrangements that are designed to meet the differing needs of our citizens, focused on the citizen, not internal service boundaries and proactively sharing information to eliminate the need for it to be provided multiple times.
- Develop a consistent, dynamic and excellent experience for our citizens whenever and however they contact us, building in continuous flexible change made rapidly in a controlled manner
- Improve the efficiency of citizen access arrangements by reducing failure demand – designing service delivery to get it right first time, every time so as to , remove duplication and failure and prevent demand arising in the first place
- Develop an improved digital offer, better citizen confidence in digital access channels and significantly increase take up and use of digital access channels
- Reduce demand by changing the relationship with citizens so that those that are able do more for themselves
- Sharing the burden of access and delivery with partners

How did it meet the challenge?

- Citizen Insight - strong data-driven insights about citizen satisfaction
- Culture and Leadership – How we behave
- Service Delivery– what services we provide, where and how
- Effectiveness of End to End Service Delivery

Notable successes

- Website – complete re-design; award winning
- Mobile ready – up to 70% contact via mobiles
- Contact Centre – more services are covered
- Launch of the Brum Account
- New Omni-channel & New Chatbot capabilities



The state of digital exclusion in Birmingham & UK

- 88.6% of Birmingham's residents have used the internet in the last 3 months (up from 76.1% in 2012)
- 11.1% of the population of West Midlands are not internet users
- 76% of the population of West Midlands have the 5 basic digital skills
- The homes and businesses with download speeds in excess of 24Mbps (superfast broadband) has gone up from 93.3% in 2014 to 97.3% in 2019.
- Over half of all adult internet non-users were over the age of 75 years in 2018. This reflects the pattern of the younger generations becoming more likely to be frequent internet users – only 1% of 16-24 year olds are classed as internet non-users in 2018 and this figure has stayed the same since 2012.
- Across all age groups, disabled adults make up a large proportion of adult internet non-users.
- Across ethnic groups the proportion of people who have either never used the internet or have not used it in the last three months came down between 2011 and 2018 across the UK.
- Smartphone usage in the United Kingdom has increased across all age ranges since 2012, most noticeably among those aged 55-64 years of age. Whereas just 9 percent of those aged 55 to 64 years of age used a smartphone in 2012, that number rose to 71 percent by 2018

Citizen Contact – where are we today?

- 61% of our citizens return back to our website for Information, advice, guidance and request for services
- 900,000 website visits per month
- 220,000 online brum accounts
 - Handles 93 different service types (with further 15 to come)
- >£1m taken in payments per month
- 18,000 paperless billing signups for council tax
- Contact centre operates with 20 different services (gone up by 33% since 2014)
- Moving services online has reduced calls by 50%

Percentage of online transactions in comparison to telephone calls to the contact centre - Overall (Channel Shift)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year End
2017/18 actuals	28.10%	24.20%	27.10%	40.50%	38.92%	28.20%	29.24%	27.05%	34.00%	38.62%	21.43%	23.61%	31.61%
2018/19 actuals	26.40%	27.37%	26.18%	26.29%	26.82%	28.03%	28.81%	28.34%	30.38%	32.80%	43.05%	36.52%	30.08%
2019/20 Target	35.00%	35.00%	35.00%	35.00%	36.00%	37.00%	37.00%	38.00%	39.00%	39.00%	38.00%	40.00%	40.00%
2019/20 actuals	37.40%	34.80%	35.30%	35.00%	34.40%	35.90%	37.50%	37.30%	34.50%				
Difference	2.4%	-0.2%	0.3%	0.0%	-1.6%	-1.1%	0.5%	-0.7%	-4.5%	---	---	---	---

Housing Benefits, Council Tax, Housing Repairs & Waste only

Calls answered	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year End
2017/18 actuals	146,706	163,178	173,508	170,416	159,112	164,654	165,540	168,253	128,518	191,619	158,895	184,255	1,974,654
2018/19 actuals	167,643	163,217	155,920	155,252	140,443	147,130	166,631	147,947	115,983	165,405	149,810	293,388	1,968,769
2019/20 actuals	146,621	142,715	143,674	172,058	164,686	196,458	176,057	153,538	147,299				
Difference	- 21,022	- 20,502	- 12,246	16,806	24,243	49,328	9,426	5,591	31,316				

Volume of Online transactions	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year End
2017/18 actuals	175,658	205,718	179,983	211,269	200,593	192,052	226,174	223,315	196,626	271,033	192,772	214,932	2,490,124
2018/19 actuals	221,553	228,570	207,903	218,665	206,704	236,845	278,237	273,647	217,855	278,928	282,070	298,100	2,949,077
2019/20 actuals	279,139	282,798	271,224	292,686	282,376	303,051	319,444	339,306	292,939				
Difference	57,586	54,228	63,321	74,021	75,672	66,206	41,207	65,659	75,084				

On average online transactions are increasing by 500k transactions per year
Contact centre volumes may appear static but this masks the movement in & out

Citizen Contact - Weaknesses

- We have no limited data on face to face contact
- We have still have multiple channels of web-based citizen contact e.g. Adults have 8 web-based contact points
- We operate with multiple service based telephones and messaging services e.g. Travel Assist
- We have inconsistencies in the Customer Journey e.g. Housing
- Many services are using manual processes and expect Citizens to phone us to engage e.g. Pest Control
- Customer Satisfaction – where measured – is only around 60%
- Learning from complaints to reduce additional demand and ultimately improve service delivery and reduce failure
- Lack of accurate performance data in respect of customer facing services outside of the contact centre
- We still send a lot of paper to Citizens – can that be replaced by more effective means

How we might look to Citizens

- Customer Services have carried out an initial review of all local authority services using a list created by The Local Government Association
- The data so far consists of circa 1,500 activities that may be undertaken by local government or other governmental agencies
- An Initial sift of the data eliminated 455 activities as not relating to BCC
- That leaves over 1000 remaining activities have been through a desktop assessment and each activity has been assigned to a Directorate. In some cases, a department and the URL of relevant content which is on the BCC website has also been identified and the result of this work is as follows:

Service Catalogue - Breakdown of activities by Directorate:

Directorate	# Activities	# With BCC Web Content
Neighbourhoods	411	287
Inclusive Growth	206	108
Education & Skills	135	54
Finance & Governance	76	41
Digital & Customer Services	63	29
Adult Social Care	59	23
Children's Trust	57	4
Human Resources	49	5
Partnerships, Insight & Prevention	42	20
More Than One Directorate	13	9
Chief Executive's Office	10	9
Council-Wide	1	1
Total	1,122	590

Are Citizens only able to see 52% of our services on the web?

Every Service Manager should understand and know about their customers experience and how they can improve quality, performance and accessibility

- Who is my customer? What do I know about those customers and how they are best served by us?
- What is the customer journey associated with each service?
- What is the volume of interaction for my service – phone/face to face/online?
- What are the phone numbers associated with my service?
- How do I advertise my service e.g. website, social media?
- Can technology be used more effectively
- Is the customer journey mapped and clear? How can we improve the customer journey? Can we automate to take 100% online?
- Are any of the services operated through a contact centre?
- Are any of the services operated through BRUM account?
- Is there any seasonality of demand and utilising their resource effectively

Draft Design Principles - 1

1. Use of quality evidence on citizen insight for decision making
2. Greater engagement and empowerment of citizens
3. Citizens should help themselves wherever possible
4. Investment in expertise and skill building, right people in right place doing the right job
5. Sharing of personal information across services, reducing the need for citizens to provide the same information more than once
6. Not constrained by service boundaries and not expect citizens to have to navigate the Council's organisation structure
7. Closer collaboration with the private and third sectors including continuous learning



Draft Design Principles - 2

8. Customer service is about the contact and outcomes e.g. end to end service delivery, not just the initial contact and request
9. Equality and equity of access regardless of income or background
10. We want to get it right first time and reduce un-necessary contact
11. To design cost effective, efficient and user friendly means of contacting the council and then encourage our customers to use the channels that work best for them
12. To make the most of our existing face to face services, focussing on key areas of most value to customers & encouraging use of cheaper channels where appropriate
13. Online access to services will be designed so that it is straightforward, convenient and the channel of choice for the majority of our customers who are able to access services online, while ensuring that those who cannot are not excluded

Leadership

Customer Insight

Channel Insight

Behaviour Change

**Channel
Improvements**

**Process
Improvements**

Citizen Access & Channel Shift

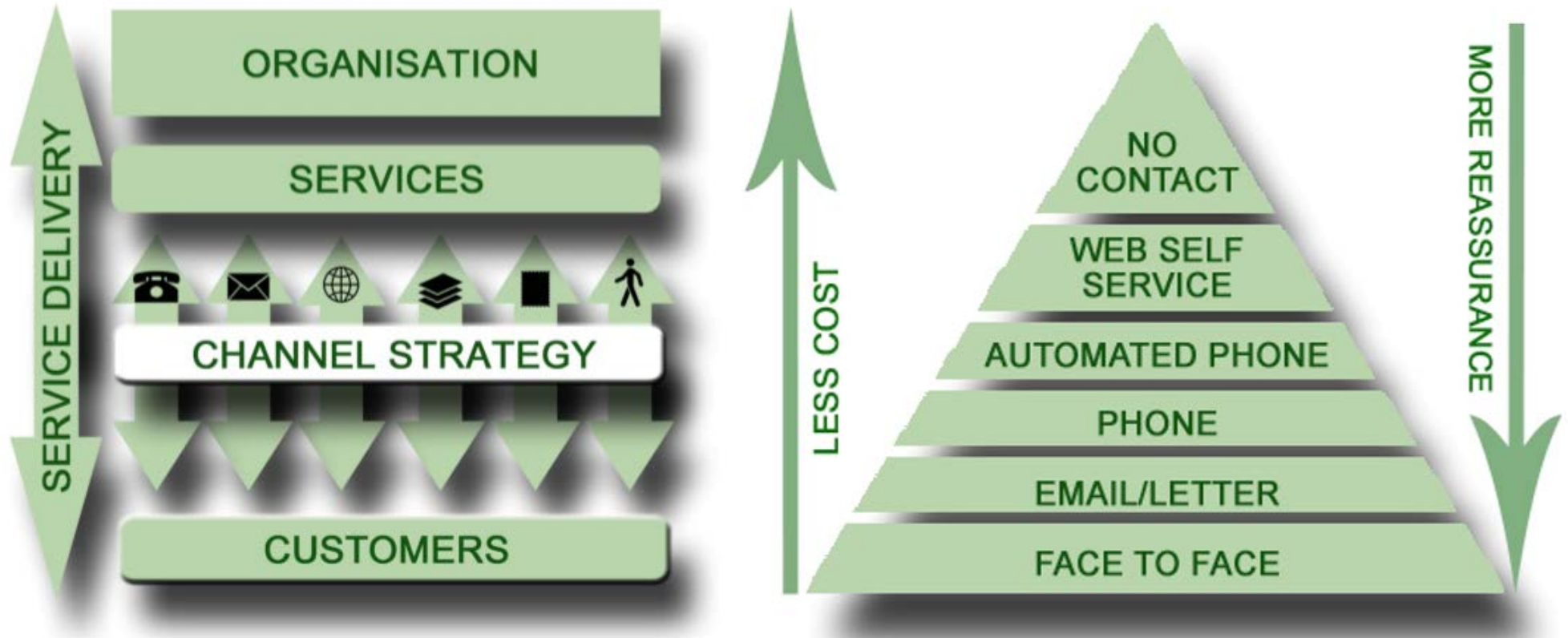


DECREASING TELEPHONE CONTACT

INCREASING ACCESSIBILITY

DECREASING COST

Citizen Access & Channel Shift



“We need the right service for the right customer using the right channel at the right price”

Further work – to scope and scale the opportunity

1. Validate Service Catalogue data. What opportunities does it present to improve the Citizen experience?
2. What do our Web page volumes tell us? How many times visited in the last year?
3. Understand our Telephony data, Call volumes and quality across the Council? What does it say about how Citizens contact us?
4. Are we clear what the customer journey is for all those services?
5. Are we clear about the other channels we manage? Print, email, Social Media etc.
6. Map current customer facing channels and locations. What is the face to face offer?
7. What is the status of digital exclusion in the City? What interventions are or could be used?
8. How do we measure customer satisfaction end to end? How do complaints feed into our insight? What learning do we take?



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