



Digital Dacorum: A New Vision and Strategy

Working in partnership, to create a Borough which enables the communities of Dacorum to thrive and prosper

Affordable Housing ♦ Regeneration ♦ Building Community Capacity ♦ Safe and Clean Environment ♦ Dacorum Delivers

Introduction

The use of digital services provision offers enormous opportunities for both residents as well as DBC more widely.

However if we are going to realise these benefits we need to create a long term vision that brings together the various elements of a digital business model to create a comprehensive 'road map' for our online experience.

The following strategy therefore sets out our new vision, objectives and overarching approach to delivering a long term model for digital services.

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I. Strategy

Our Vision

Our vision is to create an online experience that is engaging, responds to the needs of the individual and is the primary way that people access and interact with key services.

In particular we will seek to reduce the use of traditional channels and contact methods and respond to the 24/7 lives of residents by significantly increasing the level of self service.

To do this we will develop a digitised approach across all elements of the organisation as well as promoting a culture of virtual communication and dialogue.

Our Digital Business Model – Digital First

In order to deliver channel shift this new vision is based around a ‘digital first’ business model that emphasises four key concepts:

- where ever possible we will make services or transactions available online
- if a service or transaction is available online it should be the principle method of contact for 70-80% of service users
- our preferred model for digital contact is self-service
- we will actively seek to reduce non-digital forms of communication

It’s Cultural and Technological Change

Digital first is not just about an improved website or new technology.

It is about moving the whole organisation from traditional models of delivery (i.e. face to face, phone calls, letters etc.) to a model where a large part of contact will be conducted online.

This has the potential to fundamentally change the relationship between services and users as well as altering the way that staff works. As a result the new digital vision is as much a cultural change as it is a change of delivery.

Digital Objectives

In delivering this vision we would have a number of key objectives (and aims):

Objective 1: Develop an engaging online experience

- the website is transactional and encourages residents to undertake services online
- it is modern, visually engaging, simple to navigate and designed to reflect user preferences
- the content is up-to-date and regularly refreshed
- the platform is responsive to different digital devices (i.e. tablet, smart phone, TV, PC etc.)
- there is a tailored experience for each individual based around a residents portal

Objective 2: Digital as the contact method of choice for residents

- all core transactions are available online (starting with those that are high volume)
- end to end processes are re-engineered to make them lean and digital ready
- where a transaction is online, it becomes the primary method of contact for 70-80% of residents

Objective 3: Promoting channel shift

- significantly reduce the number of phone calls and face to face visits
- savings will also be made from lower volumes of letters
- initiatives will be developed to promote channel shift including the use of incentives and disincentives
- promoting direct debits or online payments and reducing cash handling

Objective 4: Supporting digital inclusion

- a dedicated strategy will be in place to support those who are digitally excluded
- the default position will be to assist excluded residents to go online

Objective 5: Supporting the use of digital media

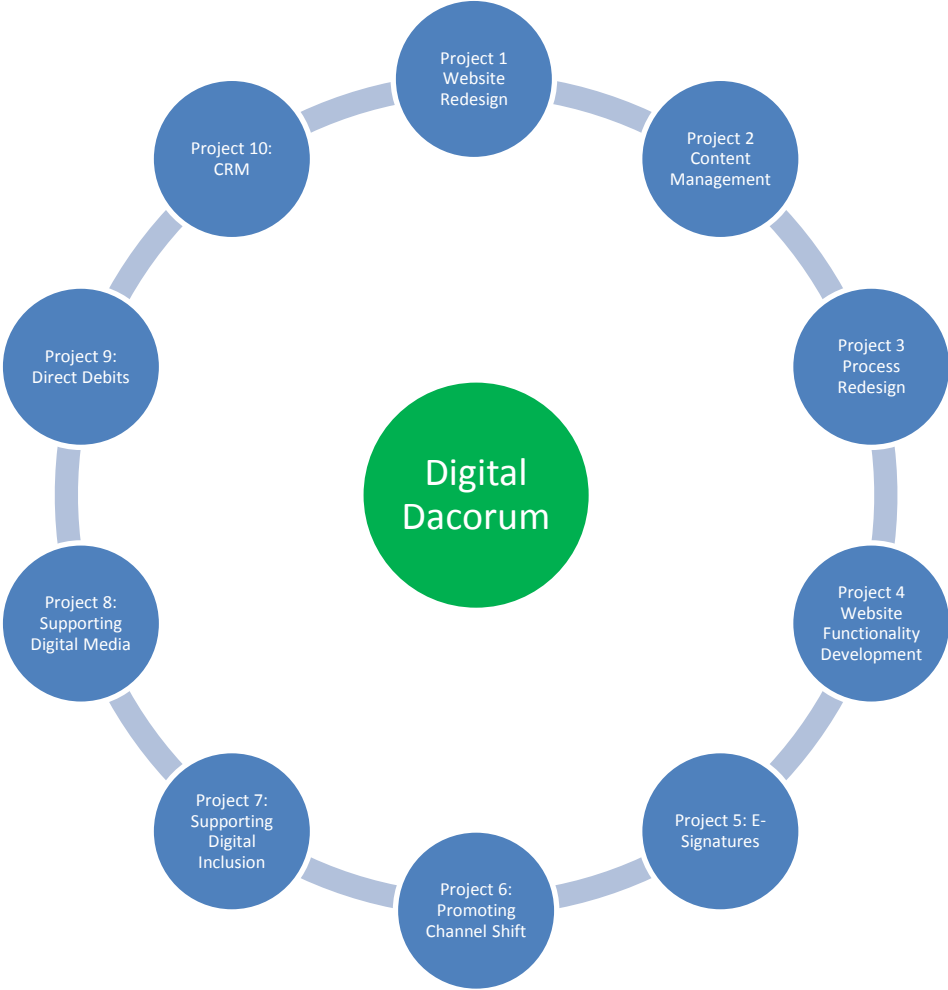
- increase the use of social media channels to promote the work of services and DBC more widely
- reduce the use of hard copy communications

II. Project Delivery

Approach to Delivering Digital

In order to deliver our vision and objectives we created a comprehensive programme of **10 digital projects** under the banner of Digital Dacorun.

Each of these projects addresses a different objective, but taken together they form a whole system approach.



Digital Projects

Project 1: Develop an engaging online experience: Website design (9 Months)

- This project focuses on improving the design and layout of the website as well as making sure it is accessible to different digital devices
- Crucially it would make the website transactional to encourage residents to go online
- It would also create a process for gathering continuous user feedback as a mechanism for guiding future improvements

Project 2: Develop an engaging online experience: Content management (ongoing)

- This project develops a new approach to managing content and ensuring that we have information which is relevant and up-to-date
- It will also work with teams to ensure they focus on the customer experience

Project 3: Digital as the contact method of choice for residents: Getting services ready to go online (24 months)

- This project identifies services that can go online and re-engineers them to make sure they are 'digital ready'
- The process for getting services 'digital ready' also considers way to reduce the use of printing and postage
- The project will be phased focusing on high volume, high impact services first

Project 4: Digital as the contact method of choice for residents: Website Functionality Development (24 months)

- This project takes the 'digital ready' processes and develops them into an online solution
- The priority is to integrate directly with systems to ensure that the digital process is as self-serving as possible

Project 5: Digital as the contact method of choice for residents: E-Signatures and digital authentication (24 months)

- This project has two elements. Firstly the project will develop an e-signature solution to allow online signing of documents.
- It will also develop a digital authentication solution as part of our approach to CRM.

Project 6: Promoting channel shift (12 months)

- This project develops initiatives, ideas and inducements to encourage residents to go online
- We have received funding from the LGA to work with Hull University to develop new ideas to channel shift
- In addition it will undertake specific work to reduce the use of letters and hard copy communications

Project 7: Supporting digital inclusion (ongoing)

- This project develops and implements a digital inclusion plan which sets out how we will help people to get online. In doing so we will set out actions in a number of areas:
 - promoting and supporting digital skills training
 - promoting access to affordable equipment and areas with free internet access
 - targeted support for individuals
 - Links to broader digital inclusion campaigns
- We will also ensure that ‘analogue’ solutions are working effectively for residents who cannot or will not go online

Project 8: Supporting the use of digital media (ongoing)

- We have a social media plan and work is currently underway to update this. This project will reflect the actions and objectives of this strategy which are:
 - Channel shift – to support the move to encourage online transactions and achieve savings
 - Reputation management – to minimise any risks to the Council while embracing the opportunities of social media channels
 - Proactive communication – to integrate social media with offline communication channels and engage with our local community about our aims, services and achievements, ensuring key messages are still heard as local paper readership declines.

Project 9: Direct Debits (6 months)

- This project aims to modernise the Councils current online card payments facility and improve the customer experience including schedule payments and paperless facilities
- It also considers measures to increase the number of direct debits for routine and relevant payments

Project 10: CRM: Phase 2 (20-24 Months)

Aim

- This project aims to develop our existing CRM capacity and to develop a future vision (CRM Phase 2) for an 'amazon' style citizens portal that manages all resident contact in one place
- It will also develop a business intelligence module to allow for the generation of insight and reporting

III. Governance

Governance and Oversight

- The Digital Project Board provides strategic oversight and governance to the group.
- In addition the OT-CWG provides corporate advice and support to help drive the individual projects forward.
- The performance of individual projects will also be scrutinised by the Performance Board alongside Dacorum Anywhere.

IV. Achieving Channel Shift

Channel Shift Potential

- 86% of UK adults accessed the internet in Q1 2015 and highest usage was in the South East
- 11% of people have never used the internet (compared to 17% in 2011)
- Research by Northgate (using MOSAIC) shows that Dacorum residents are more likely to be online (compared to the UK as a whole)
- Analysis of internet usage also identifies a propensity to use government websites (compared to the UK as a whole)
- All this suggests strong potential for channel shift amongst DBC residents

Monitoring Channel Shift

- Research from other LA's has shown that a broad spectrum of between 25-70% of services can be put online
- We are currently developing a series of targets and indicators based around:
 - increasing the number of transactions that are available online
 - increasing the number of transactions that are conducted online
 - reducing the number of transactions undertaken on the phone
 - reducing the number of transactions undertaken face-to-face
 - reducing the number of letters printed and posted