# Digital Transformation

## OSMC Presentation on Digital Exclusion

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**Proposed Agenda**

1. **Current issues and resolution**

2. **Digital strategy**
   - Addressing inclusion
   - Future strategy

# Inclusive Contact Channels

- There is no plan to remove channels  or methods by which the customer can contact and interact with our operation.
- Our plan is to modify and enhance the relevant channels as  we see the shift occur

| Contact Channel | Today | Tomorrow |
|---|---|---|
| Web | ✓ | ✓ |
| Voice | ✓ | ✓ |
| Letter/email | ✓ | ✓ |
| Face to Face | ✓ | ✓ |

Channel Shift

**As more digitally aware customers shift their interactions to the web our short, medium and longer term plans need to focus upon the customers that remain as users of the traditional contact channels**

**Short term**
- Tactical change e.g. customer feedback

**Medium term**
- Requires analysis and project based activity

**Long term**
- Driven by the digital strategy

# Our lessons to date

- Voice
  - We have made several changes in our voice channel specifically in the IVR and also call handling
  - Customer feedback and escalated complaints has told us we failed to identify the Housing Repair call type as having a significant volume of vulnerable customers.  Short term tactical changes have been applied to mitigate the issue
  - Other call types have seen positive moves to increased online traffic and reduction in the need for agent interaction through the IVR signposting.
  - Agent training has been enhanced to recognise vulnerable needs on the housing repair line
- Letter
  - We have learned that our written communication needs a thorough review
  - Letter reversals albeit correct, need modernising and clearer call outs to point the customer to the most expedient method of response (e.g. payment) that suits their needs.
- Face to face
  - We continue to learn every day in the face to face interaction we have with customers in the Gateway.
  - We have seen acceptance in the change to the opening hours as customers are now willing to arrange their schedule accordingly.

# Case Study – Mrs 'W'

Scenario

Unfortunately Mrs W recently suffered a bereavement.  This led to her notifying us of her change of circumstance

Events

- The single person notification came through to the revenue and benefits team for processing
- The single person discount was applied to her account and a revised bill was issued
- Mrs W received the revised bill a day or two after 27th October.
- Confused by the bill and notification she elected to call.
- After navigating the IVR options Mrs W came through to switchboard
- Our advisor who took the call failed to deliver the empathy and understanding required
- Mrs W escalated to Cllr Fitzhenry

Actions taken

1. Mrs W was called in the next 24 hours and her query resolved
2. A direct bereavement option has been added into the call flow that routes the caller to an advisor
3. Our advisor is being managed through a disciplinary process (full re-brief to entire team
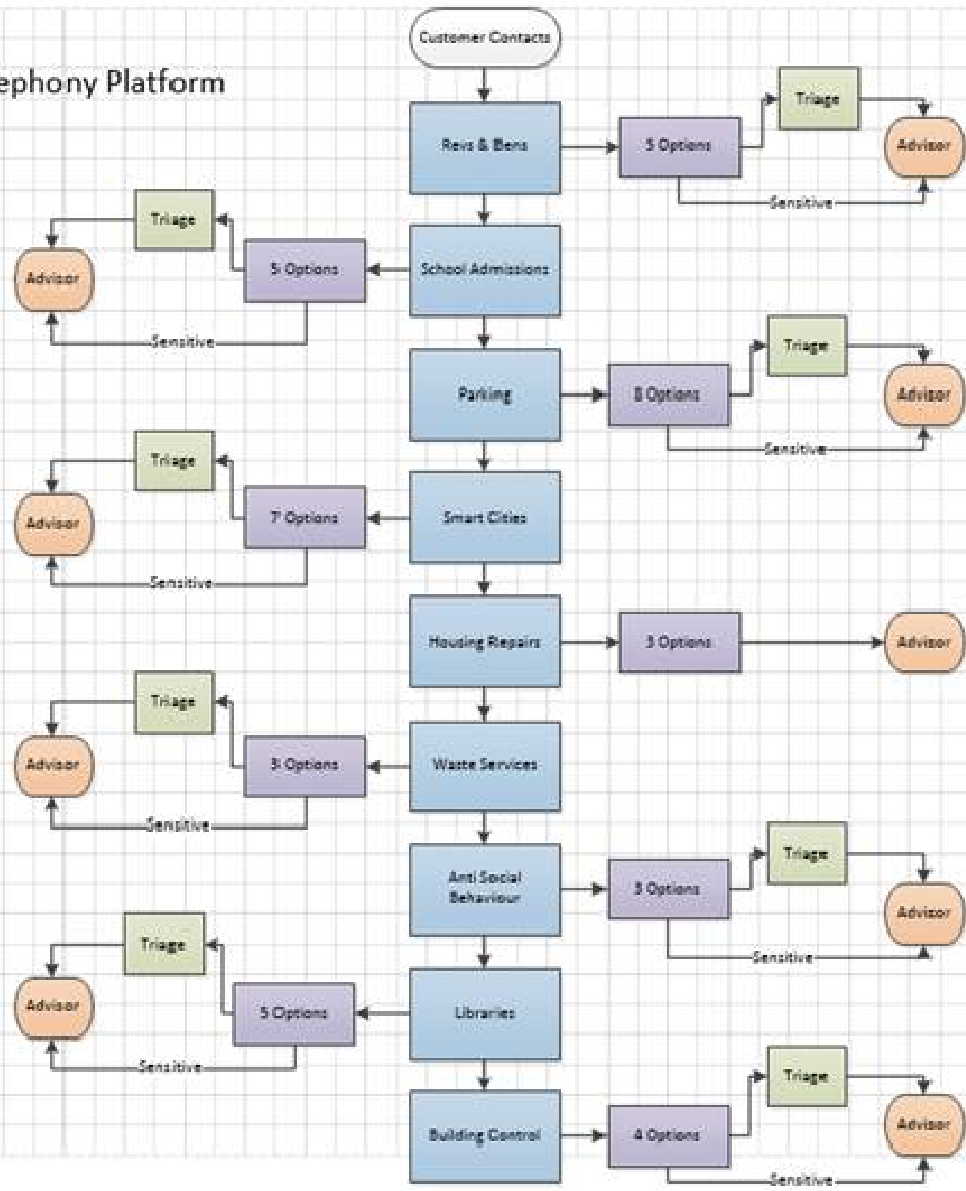4. Activity commenced to build the plan for bill redesign and layout.

Learnings

Bill Unclear

IVR options

Agent Skill

Southampton City Council Telephony Platform

Our IVR

# Sensitive calls – direct to advisor

**Anti-Social Behaviour**
**To report further anti-social behaviour.**

**Building Control**
**Report a dangerous structure**
**Request a site inspection**
**Fees and regulation charges**

**School Admissions**
**Information on waiting lists**
**General enquiries**

**Parking**
**Parking Bay suspensions (pay for road cones or reserve a space for 24 hours for emergency building work for example)**
**Parking Permits**
**Residents**
**Visitors**
**Business Permits**
**Decrementing cards**
**Medical practitioner parking permits**
**Pay and display bays**

**Parking fine**
**Automated payment line**
**Pay a fine in person or by post**

**Waste**
**Report a missed bin**
**Report a lost damaged or stray bin**
**Commercial waste**
**Clinical waste**

**Housing Repairs**
**All options to report a repair**
**Gas leaks has the option to route straight to Gas provider**

**Council Tax and Benefits**
**Bereavement**
**Benefits**
- **Housing Benefit chasing update outside of timescales**
- **Notice seeking possession**
- **Overpayments automated payment line**
- **Payments and notification letters**

**Recovery**
- **Automated payment line**
- **Received a reminder but have already made a payment**
- **Summons liability orders and arrangements**
- **Enforcement Officers – Routes to Equita / Ross & Roberts**

# How does our IVR work?

| Council Tax | Make a payment | Direct | ⟶ | | Automated |
|---|---|---|---|---|---|
| | Arrears | 2 | ⟶ | | Advisor |
| | | 1 | ⟶ | Announcement ⟶ | Advisor |
| | General Enq | 5 | ⟶ | Announcement ⟶ | Advisor |
| | Benefit Enq | 2 | ⟶ | | Advisor |
| | | 4 | ⟶ | Announcement ⟶ | Advisor |
| | Landlord and H/A | 1 | ⟶ | Announcement ⟶ | Advisor |
| | Bereavement | Direct | ⟶ | | Advisor |

From Monday next week:
- Announcements will be repeated a maximum of two times
- At the end of the second play the customer will be able to chose the option to speak to an advisor.
- This is an enhancement to the triage in place today

# Impact upon voice traffic

| Customer Query | Baseline Average Daily Volume | Initial impact | Initial Reduction % | Steady state Daily Volume | Reduction % |
|---|---|---|---|---|---|
| Totals | 1075 | 661 | -38.5% | 727 | -32.3% |
| Benefits | 228 | 187 | -17.8% | 196 | -14.2% |
| Council Tax | 249 | 195 | -21.9% | 192 | -22.9% |
| Libraries | 42 | 6 | -85.8% | 4 | -91.4% |
| Refuse | 87 | 43 | -49.8% | 41 | -53.1% |
| AntiSocial Behaviour | 3 | 1 | -74.6% | 1 | -74.6% |
| Building Control | 28 | 15 | -45.5% | 12 | -57.0% |
| School Admissions | 63 | 42 | -33.4% | 31 | -50.4% |
| Housing Repairs | 262 | 139 | -46.9% | 219 | -16.6% |
| Parking | 84 | 21 | -75.4% | 21 | -75.4% |
| Smartcities | 29 | 12 | -58.8% | 12 | -58.8% |

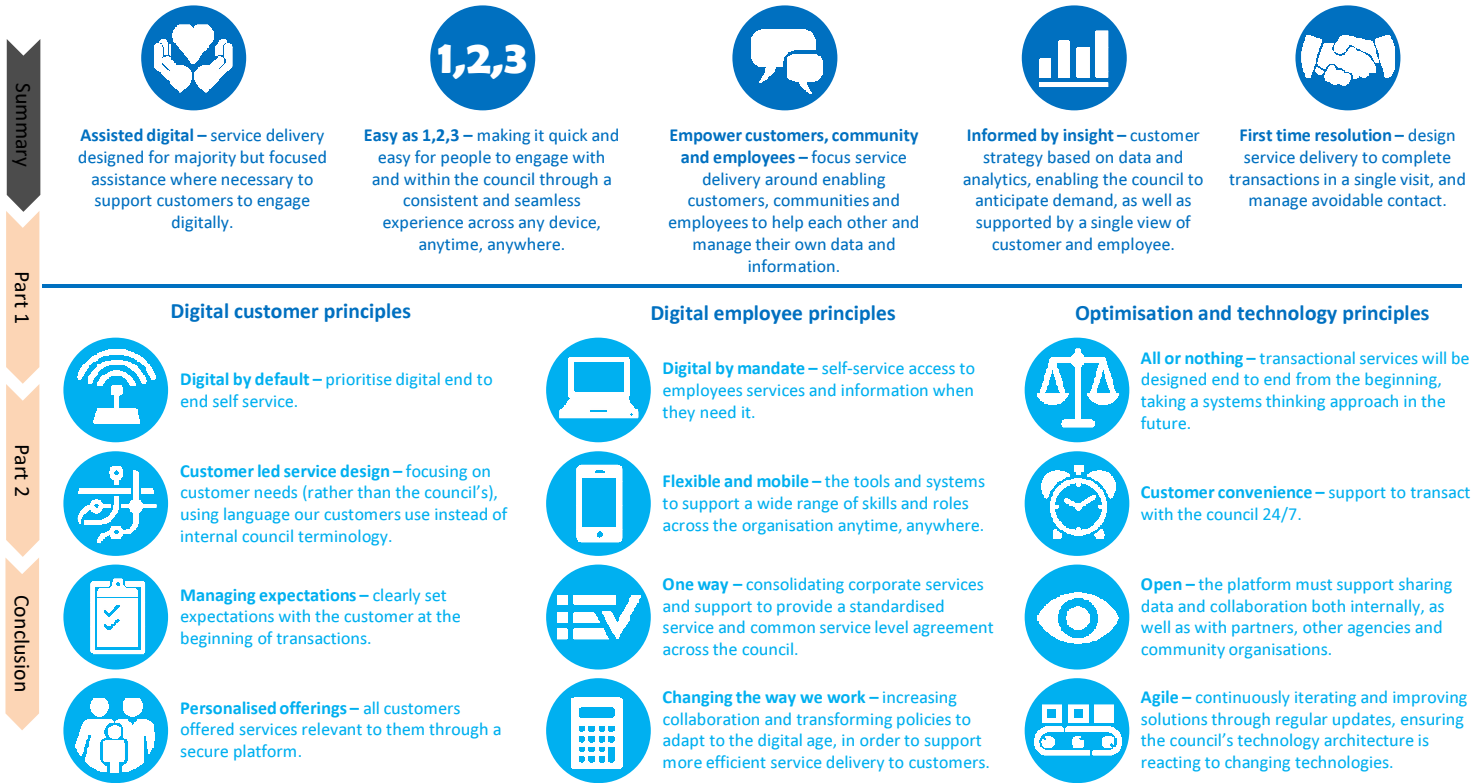**This 32% reduction in voice traffic across the query lines above has:**

- Enabled us to meet the upfront commitment of a £450k per annum reduction in overall cost to serve.
- Reduced the peaks in call traffic smoothing the demand and hence we are serving more customers first time.
- Been complimented by a20% increase in traffic on our web site for the pages corresponding to the customer query lines above.

# Current issues and resolution

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# Digital strategy

- Addressing inclusion
- Future strategy

# Our design principles are focused on ensuring enhanced customer service and access to council services for all citizens

**Assisted digital** – service delivery designed for majority but focused assistance where necessary to support customers to engage digitally.

**Easy as 1,2,3** – making it quick and easy for people to engage with and within the council through a consistent and seamless experience across any device, anytime, anywhere.

**Empower customers, community and employees** – focus service delivery around enabling customers, communities and employees to help each other and manage their own data and information.

**Informed by insight** – customer strategy based on data and analytics, enabling the council to anticipate demand, as well as supported by a single view of customer and employee.

**First time resolution** – design service delivery to complete transactions in a single visit, and manage avoidable contact.

## Digital customer principles

**Digital by default** – prioritise digital end to end self service.

**Customer led service design** – focusing on customer needs (rather than the council's), using language our customers use instead of internal council terminology.

**Managing expectations** – clearly set expectations with the customer at the beginning of transactions.

**Personalised offerings** – all customers offered services relevant to them through a secure platform.

## Digital employee principles

**Digital by mandate** – self-service access to employees services and information when they need it.

**Flexible and mobile** – the tools and systems to support a wide range of skills and roles across the organisation anytime, anywhere.

**One way** – consolidating corporate services and support to provide a standardised service and common service level agreement across the council.

**Changing the way we work** – increasing collaboration and transforming policies to adapt to the digital age, in order to support more efficient service delivery to customers.

## Optimisation and technology principles

**All or nothing** – transactional services will be designed end to end from the beginning, taking a systems thinking approach in the future.

**Customer convenience** – support to transact with the council 24/7.

**Open** – the platform must support sharing data and collaboration both internally, as well as with partners, other agencies and community organisations.

**Agile** – continuously iterating and improving solutions through regular updates, ensuring the council's technology architecture is reacting to changing technologies.

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# Our approach preserves non-digital channels for our most vulnerable customers

While we are not turning any channels off our digital principles make it clear that we want to preserve non-digital channels and where possible help people thrive online.

We will make sure that we meeting the needs of the people who *can't* get online while continuing to work to change the behaviour of the people *who choose* not to transact with us online.

As we work towards this we have made some mistakes which we have now understood learned from.

We have now amended our implantation process to reflect this.

We have used our insight capability to identify our three main digitally vulnerable groups:

- Older people
- Low income households
- Residents with either a learning of physical impairment

We are able to map where these most likely to be located in the city and can also identify which services they are most likely to be using.

Reaching these people, often with complex needs, can be difficult.

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# We have a small but significant number of digitally vulnerable citizens



Pie chart data:
- 5.33%
- 29.73%
- 30.21%
- 21.46%
- 13.30%

**Digital Group**
- Digital do it alls
- Digital do a lot
- Digital do a bit
- Digital do the basics
- Do the least digital

The digital groups have been created by the Council insight team using social variables found in Mosaic. Households are scored on behaviour, attitude, and availability of resources. The social groups are then split into the 5Ds based on their score banding. Where most of Southampton are more digitally active, the lowest scoring group of "Do the Least Digital" may require help channel shifting to digital. Knowing who they are will help us reach them.

In this work we are terming this group as being '**digitally vulnerable**'.

*Of the "Do the least Digital" households, some still have digital tendencies with one of more member of the household being active:*
- *78% pay utilities online*
- *76% use online banking*
- *59% use Facebook*
- *75% Own a Laptop*
- *93% use internet roughly every day or more*

There are approximately 13,000 digitally vulnerable households in Southampton as characterised by the 'do the least digitally Mosaic segment. Of which up to 78% already use the internet for utilities or banking.
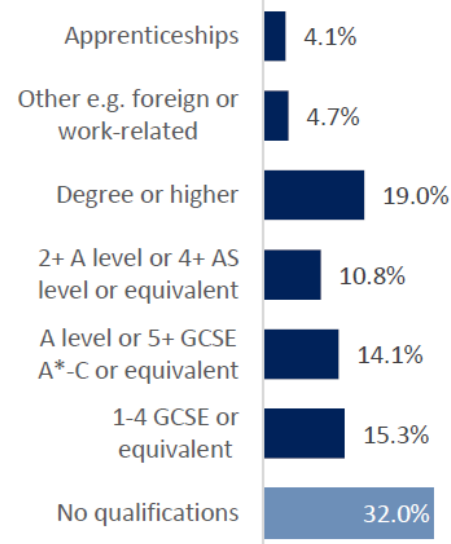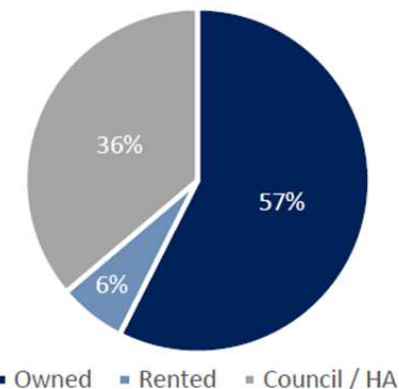
# Looking at the 'do least digital' demographics:

**Age:**

| Age | % |
|---|---|
| 18-25 | 0.7% |
| 26-30 | 0.5% |
| 31-35 | 0.5% |
| 36-40 | 0.7% |
| 41-45 | 1% |
| 46-50 | 2% |
| 51-55 | 3% |
| 56-60 | 4% |
| 61-65 | 7% |
| 66-70 | 19% |
| 71-75 | 19% |
| 76-80 | 19% |
| 81-85 | 13% |
| 86-90 | 7% |
| 91+ | 3% |

**Household income:**

| Income | % |
|---|---|
| £150k+ | 0.1% |
| £100k-£149k | 0.3% |
| £70k-£99k | 0.8% |
| £60k-£69k | 0.6% |
| £50k-£59k | 1.3% |
| £40k-£49k | 2.8% |
| £30k-£39k | 8.2% |
| £20k-£29k | 24.3% |
| £15k-£19k | 13.6% |
| <£15k | 48.0% |

**Highest qualification:**

| Qualification | % |
|---|---|
| Apprenticeships | 4.1% |
| Other e.g. foreign or work-related | 4.7% |
| Degree or higher | 19.0% |
| 2+ A level or 4+ AS level or equivalent | 10.8% |
| A level or 5+ GCSE A*-C or equivalent | 14.1% |
| 1-4 GCSE or equivalent | 15.3% |
| No qualifications | 32.0% |

**Tenure:**

- Owned: 57%
- Rented: 6%
- Council / HA: 36%

Building on the Council insight work we have further explored the 'do least digital' group. This provides us with two main digitally vulnerable cohorts:

- **Older people**
- **Low income households**

We can assume that residents with either a learning of physical impairment but also be considered to be digitally vulnerable.

The equalities and safety impact assessment supports this conclusion.

# Where are the "Do the least digital" households in Southampton?
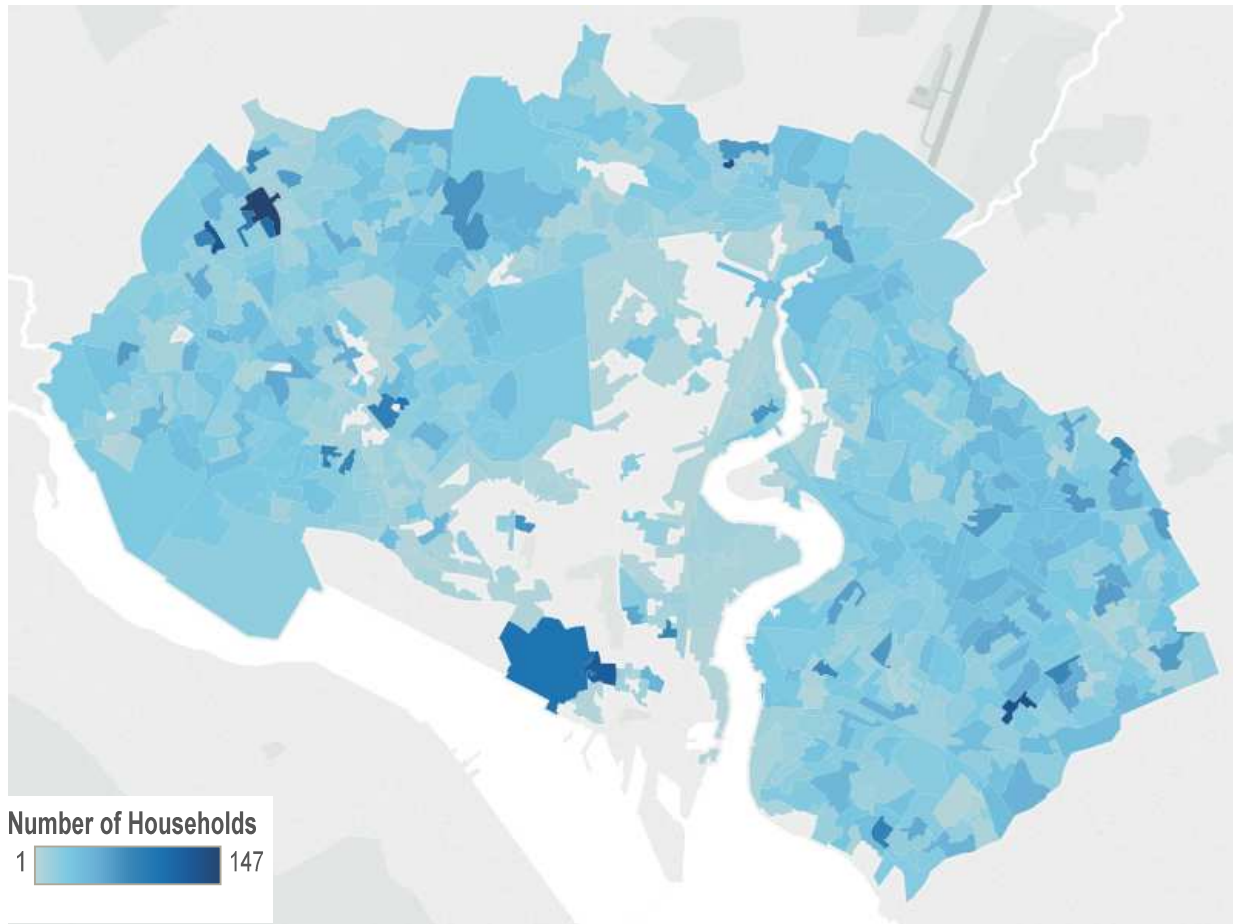


There is high density of "Do the least digital" households in Southampton council housing areas which fits with the identification of digital vulnerability in lower income households.

**This diagram shows the "do the least digital" households in Southampton mapped according to the mosaic catalogue.**

**Working with other data we can start to explore some of the underlying factors:**



Number of Households

1                    37
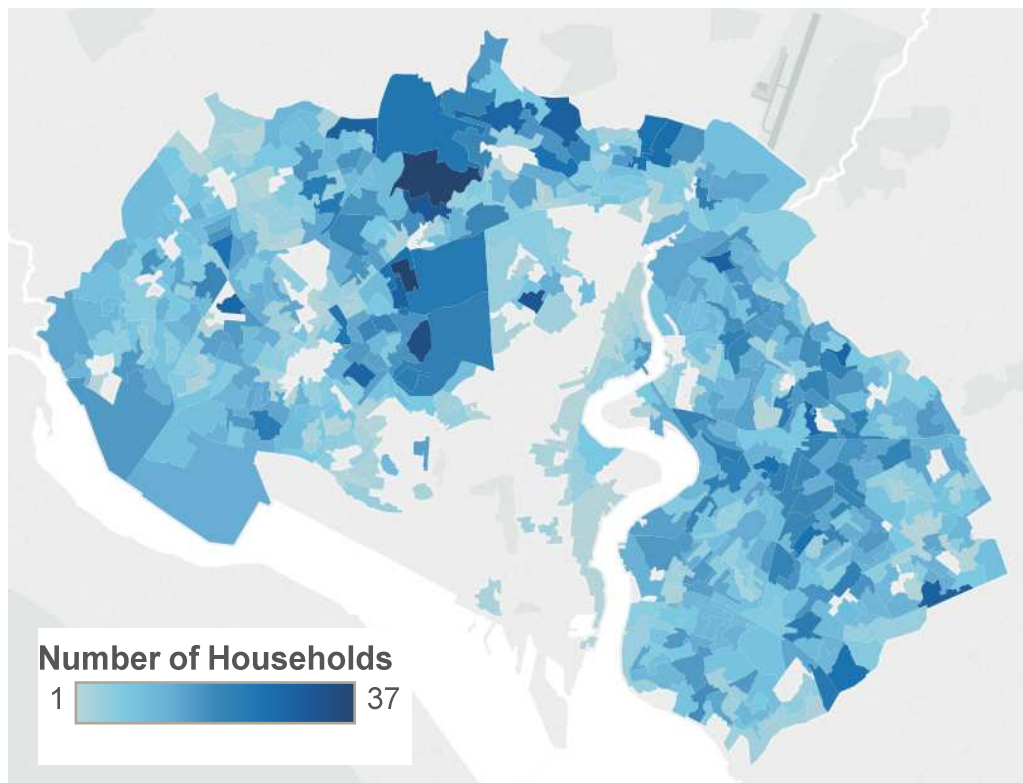
A subset of the "Do the least Digital" group will also have a higher probability of experiencing social isolation. These households represent around 5% of Southampton and may create a double barrier by potentially being harder for the council to reach out to and channel shift:

In comparison to the rest of the do the least digital group, the double barrier households are generally privately owned houses in less densely populated areas of the city.

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# What are the barriers preventing people from getting online?

The National Digital inclusion strategy provides a used analysis of digital exclusions. It names 4 main kinds of challenges that people face to going online:

- **Access** - the ability to actually go online and connect to the internet
- **Skills** - to be able to use the internet
- **Motivation** - knowing the reasons why using the internet is a good thing
- **Trust** - a fear of crime, or not knowing where to start to go online

Work by organisations such as the Tinder Foundation and DotEveryone who are experts in this space highlights the fact that while affordability and access remains an issue for many people we now need to focus on issues or trust and motivation to ensure that people are able to thrive online.

References:
- Government digital inclusion strategy:
  https://www.gov.uk/government/publications/government-digital-inclusion-strategy
- Tinder Foundation:  http://www.tinderfoundation.org/
- Doteveryone digital exclusion heatmap:  https://doteveryone.org.uk/resources/heatmap/

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# The council & partners are already working to remove these barriers:

| This is a summary of digital inclusion work already happening in the city | Older Residents | Residents with a learning disability or a communication disability | Lower Income families and individuals for whom affordability |
|---|---|---|---|
| **Digital Literacy & Skills**<br><br>Confidence<br>Security Skills | • Libraries<br>• Community Centres<br>• Third Party Community Projects running training courses | • Third party training courses specific for those with disabilities; Southampton Sight IT Support<br>• Libraries<br>• Community Centres<br>• Local Schools with IT facilities and training courses | • Housing association Workshops<br>• Jobseekers Workshops<br>• CLEAR project- Targeting refugees and Asylum seekers - IT skills<br>• Job Centre drop ins |
| **Accessibility**<br><br>Location<br>Technology<br>Infrastructure<br>Language | • 16 amenities available where customers can access online facilities within the vicinity of Southampton<br>• Frequent and multiple training courses : Weekly courses run by RISE Cyber Café | • Libraries with disabled access<br>• Community hubs with disabled access<br>• Gateway Hub= face to face support open 5 days a week within the council offices | • Communal areas to log onto to free WiFi within Housing Association homes.<br><br>• Jobcentre`s with IT facilities<br><br>• 16 amenities where customers can gain access online |
| **Affordability**<br><br>Cost at using the internet | • Multiple free training courses (19 locations that provide workshops and courses around Southampton)<br>• Free IT facilities around Southampton (Over 16 around the city)<br>• Multiple (Over 100) access points onto public WiFi including free options, within Southampton<br>• Free access to IT support and maintenance groups within Southampton e.g. SCC Supported Services Computer Friends | | |
| **Motivation**<br><br>Financial Benefits<br>Social Benefits<br>Health and Well | • Courses that centre around popular usages of the internet e.g. Social media, Skype, highlight the advantages of being online – motivating customers to use online services more if they can see the benefits associated with being online . | | |
| **Trust**<br><br>Security<br>Reputation | • High Priority calls dealt with immediately by a Customer Service member- e.g. Adult & Child Services – reassuring, building trust with customers that SCC are aware of the importance of certain council services<br>• FirmStep – our new Digital Platform will enable customer service staff to see the same interface as the customer. | | |

# Where is digital support in Southampton?

**While there is good correlation between the location of the digitally vulnerable and IT facilities and training this could be improved in the future**
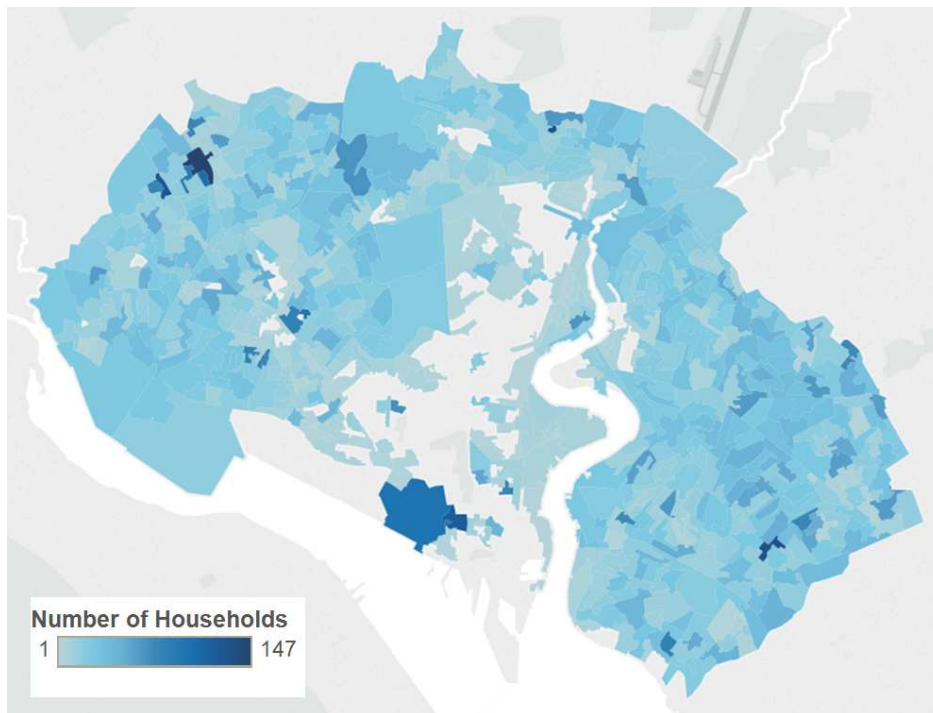


Location of Digital do the Least Households
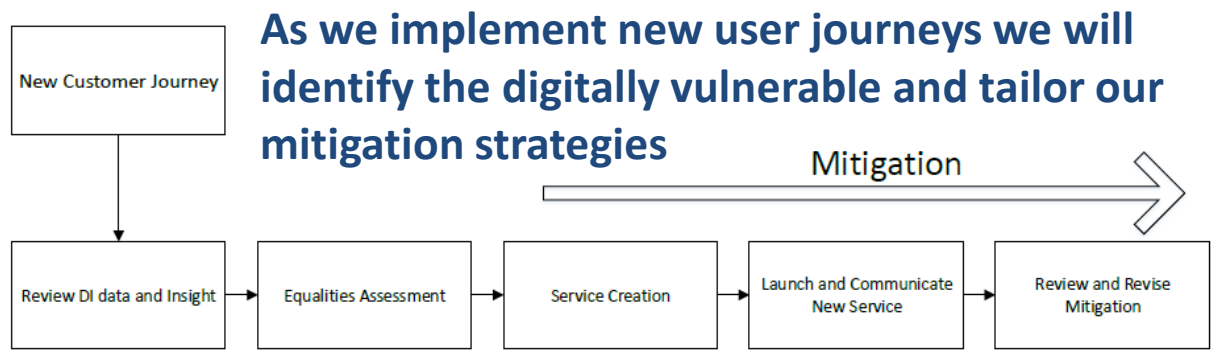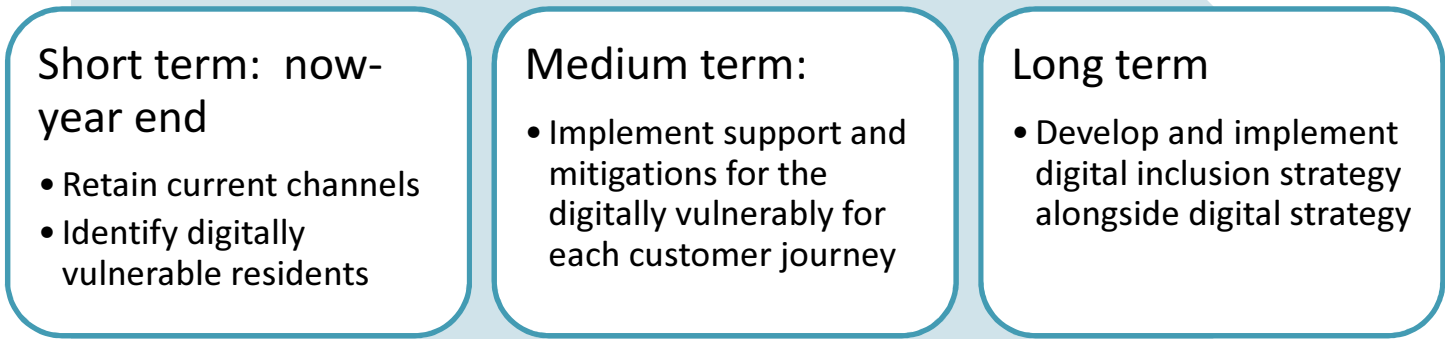
Number of Households
1 — 147
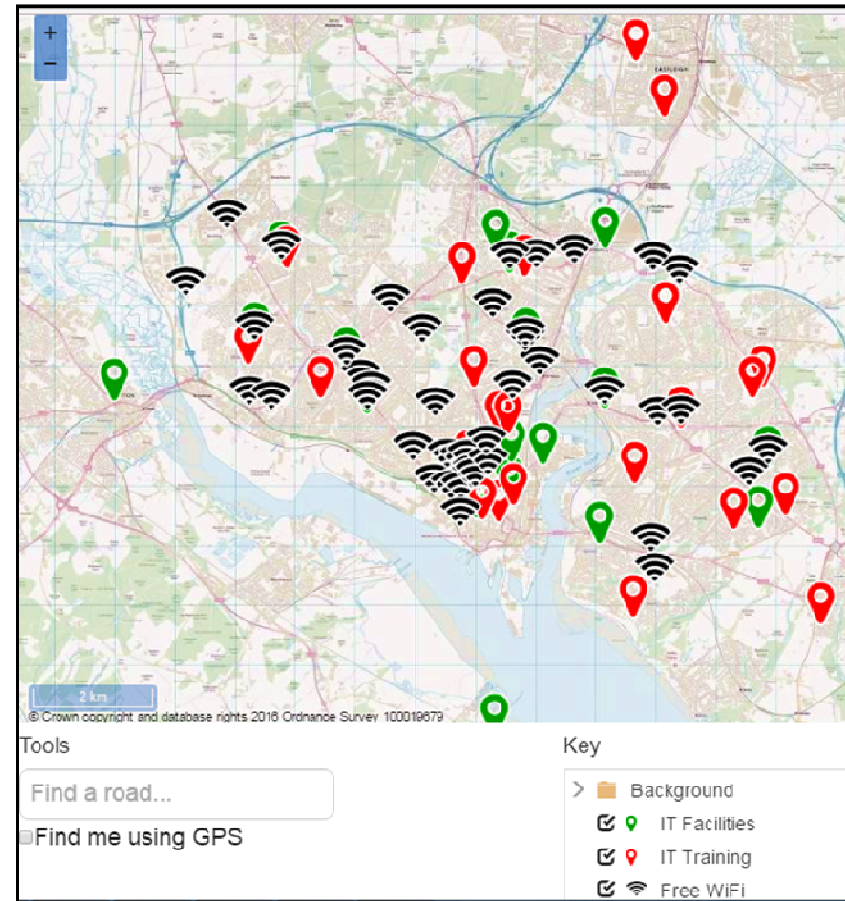


Southampton City Council's virtual map of IT Facilities and Training in Southampton and the surrounding area. Each point on the map represents a different form of provision.

# As we develop this process we are learning and improving our approach:

**In supporting the digitally vulnerable we are considering:**
- **People who need directing to support**
- **People who need more active interventions**
- **People who we cannot expect to engage with us online**

### Short term: now-year end
- Retain current channels
- Identify digitally vulnerable residents

### Medium term:
- Implement support and mitigations for the digitally vulnerably for each customer journey

### Long term
- Develop and implement digital inclusion strategy alongside digital strategy

**As we implement new user journeys we will identify the digitally vulnerable and tailor our mitigation strategies**

New Customer Journey

Mitigation

Review DI data and Insight → Equalities Assessment → Service Creation → Launch and Communicate New Service → Review and Revise Mitigation

# Potential future mitigations:

**Developing the voice channel:**

- Training and cheats for call handlers to help them 'nudge' callers to use the online channels
- Voice recognition in the telephony system to 'speak' your query e.g. housing repairs. This avoids the need for an IVR so simple, easy to use;
- Dedicated telephone line offered only to registered users. Registered 'vulnerable' users have a dedicated number that has no IVR supported by a switchboard type service;

**Ensuring support is located in the right places:**

- Work with partners to target digital inclusion training and support more closely to the digitally vulnerable groups we have identified
- Proactive issue of Paypoint cards to help vulnerable cash payers. Paypoint can be used at most local newsagents, avoiding the need to travel into town;
- Examine commercial opportunities with partners for free wifi and/or devices in city / council housing areas

**Using data and analytics:**

- Use our knowledge of who the digitally vulnerable customer are to create fast track routes though our customer experience in order to provide specialist support
- Place a flag on the customer CRM account that gets recognised by the telephony system so when they call their call bypasses the IVR and goes straight to the top of the queue for the next agent;
- Use insight to identify where these groups are exiting our customer experience in order to keep refining our process to support them
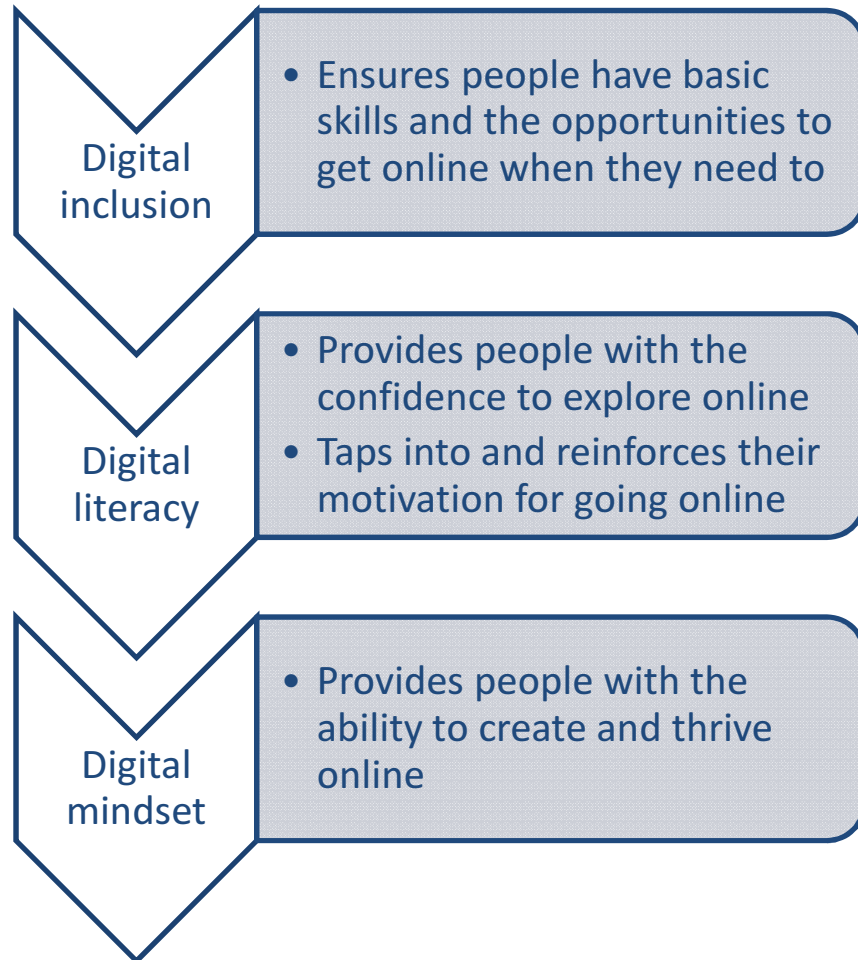
**Developing advocacy:**

- Creating a network of digital champions from staff who can support service users
- Design services in order to support informal advocates, such as family members, in order to make it easier for them to support the people they care for

# Moving towards a digital mindset?

- **The digital transformation will continue to ensure that the basic needs of the digitally vulnerable are met. However there are a number of areas for consideration where the council could consider committing resources to move beyond digital exclusion and create a digital inclusion strategy in the future:**
    - Working more closely with **the third party organisations** who can support the "Digital by default" transformation - connecting in with community groups across Southampton. Making sure that these groups have access to our data and insight as to where the digitally vulnerable are located is a good starting point for this
    - Increased **attention to the motivating factors** to interact online with SCC – Evidence from stakeholders suggests this is a area that needs attention to make sure we capture all customers (only 5 out of the 16 training courses identified specific focus on motivation)
    - Development of the planned **digital Savvy Squad** of staff champions will provide further opportunities to support the digitally vulnerable
    - **Partnering with a national body** such as the Tinder foundation would provide access to tools and materials for people to support their own learning and supplement content already available


- **Digital exclusion remains a central concern of the digital transformation programme – ensuring that in taking services online we are ensuring that we protect out most vulnerable citizens**

# "This is for everyone" *Tim Berners Lee*

- Digital inclusion is the starting place for a journey which enables people to thrive in a digital and networked world
- As we take more services online we have the opportunity to ensure that our residents have access to these basic skills
- Where people can't go online we have to have mitigations in place to support them
- To support this objective we have looked at who are most digitally vulnerable citizens are so that we can target our efforts and mitigations
- Digital inclusion is a core element of assisted digital

**Digital inclusion**
- Ensures people have basic skills and the opportunities to get online when they need to

**Digital literacy**
- Provides people with the confidence to explore online
- Taps into and reinforces their motivation for going online

**Digital mindset**
- Provides people with the ability to create and thrive online

# Digital strategy

- Addressing inclusion

- Future strategy

# Outline roadmap

- **Collectively define the Council's strategic goals around digital service delivery such that they are continuously designed to meet the service user needs.**

- **How we deliver a better IT service ?**
- **What's next after digital transformation ?**
- **How do we align out telephone service to our online service ?**
- **How do we get more aligned to partners and business in Southampton ?**
- **What does all this mean for our vulnerable users ?**
- **How much is this going to cost us ?**

- **The strategy paves the way…..**