

Using data in transformation and change programmes

Alex Shiell

Service Manager – Policy, Strategy, and Transformation

Rushmoor Borough Council



Achieving Best Value

- North Star
- Local Government Act – Best Value Duty
- Continuous improvement in effectiveness, efficiency, and economy



Effective, Efficient, Economical

- Effectiveness
 - Customer and Digital services – quicker, cheaper, easier
 - Focus on human assistance where most needed
 - Learning through research and feedback
 - Service design – good service design principles
- Efficiency and Economy
 - Automation – from manual to automated
 - Channel shift – from in person to phone to online; post to email
 - Process redesign - 'stopping the nonsense'
 - Spend / value for money review – transfer/reduce/stop expenditure

Maturity Model

Traditional

- Paper based
- Human processing

Online

- Meets some good service principles
- Paper form on website
- Web form that produces email
- Human processing
- Bolted onto traditional service design

Electronic

- Meets most good service principles
- Web forms integrated with case management system
- Partial automation or calculation
- Partial human processing
- Still paper based, but stored in document management system
- Manual offline channels
- 'Digitised' traditional service design

Digital

- Meets all good service principles
- Web form that provides an instant outcome
- Automated processing
- Humans focussed on adding value, rather than processing information
- Information stored in databases, not in documents
- Mediated offline channels
- Modern service design

Traditional	Online	Electronic	Digital
Call transfers Bereavement Services Town Centre Markets Private Sector Housing	Benefits Moving in/out/within borough Licensing Housing Environmental Health	Building Control Planning applications	Missed bin collection Replacement bins Theatre bookings Council Tax balance and payments

Constraints

- Scale
- Policy
- Structure and governance
- Confidence and imagination
- Technology

Scale and Prioritisation

- District Councils are responsible for:
 - 31 functions with...
 - 109 services responsible for...
 - 3,535 duties and powers.
- Transformation activity is prioritised by the return on investment
 - Demand - volume of throughput - number and time
 - Impact - reach of service, strategic alignment
 - Risk - what if we do nothing?
- Research - Design - Build - Improve
 - What problem are we trying to solve?
 - Have we learnt enough to justify the investment in the next step?



Hunting for the red flags

- Where we find our next opportunity:
 - Audit reports
 - Performance monitoring reports
 - Budget monitoring reports
 - Customer service & website analytics and feedback
 - Service specific case management software
 - Councillor case work
 - Referrals and enquiries
 - 'The Grapevine'
- Spotting things that don't seem right
- Curiosity and tenacity



Lightning Research and FOIs

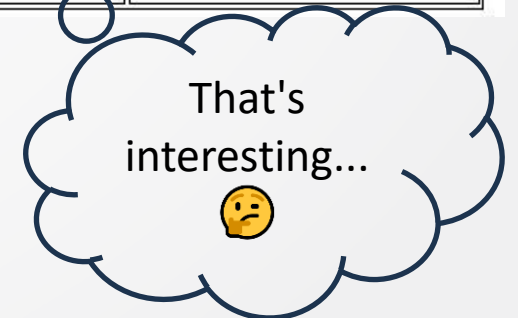
Quantitative Data – Red Flag

Year	Number	No. on time	% on time	Late/OD
2020	607	408	67%	199
2021	577	400	69%	177
2022	544	311	57%	233
2023	650	463	71%	187



Qualitative Data - Indicators

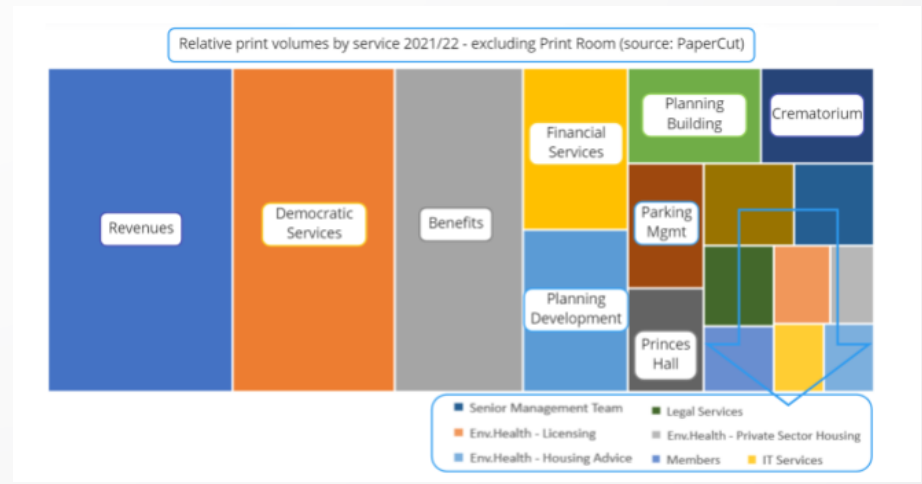
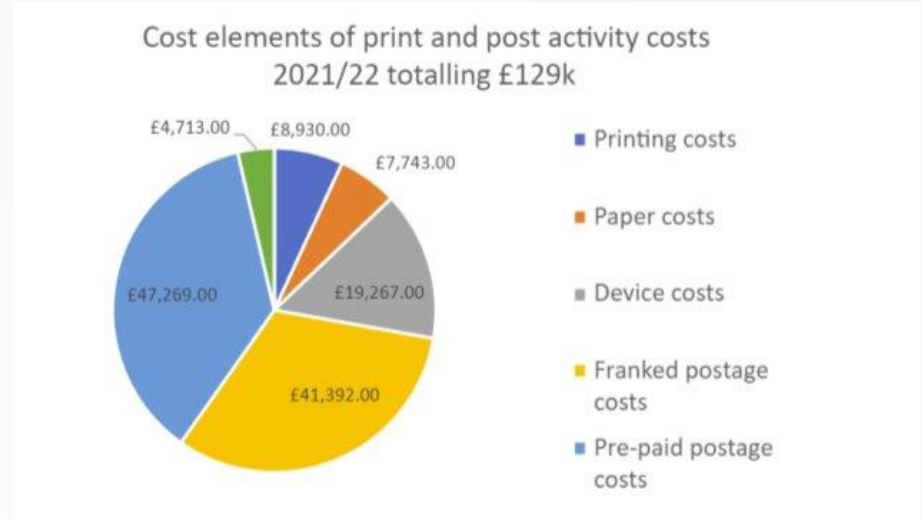
<i>Problems with Responsibility</i>	Strongly Disagree 1	Strongly Agree 5
<i>Responsibilities in the FOI process is clear and work well</i>	2.3	
<i>It's easy to track and manage the progress of FOI responses</i>	2.1	
Good	Not so Good	Not so Good
<i>Colleagues providing oversight</i>	<i>Unclear accountability/responsibility for requests with multiple contributors</i>	<i>Lack visibility of other FOIs and their progress</i>
<i>Service successfully using their own 'tracker'</i>	<i>When requests are passed around it can be unclear who is leading the response</i>	<i>Lack clear time frames and reminders</i>
		<i>Progress is not updated/shared/visible</i>





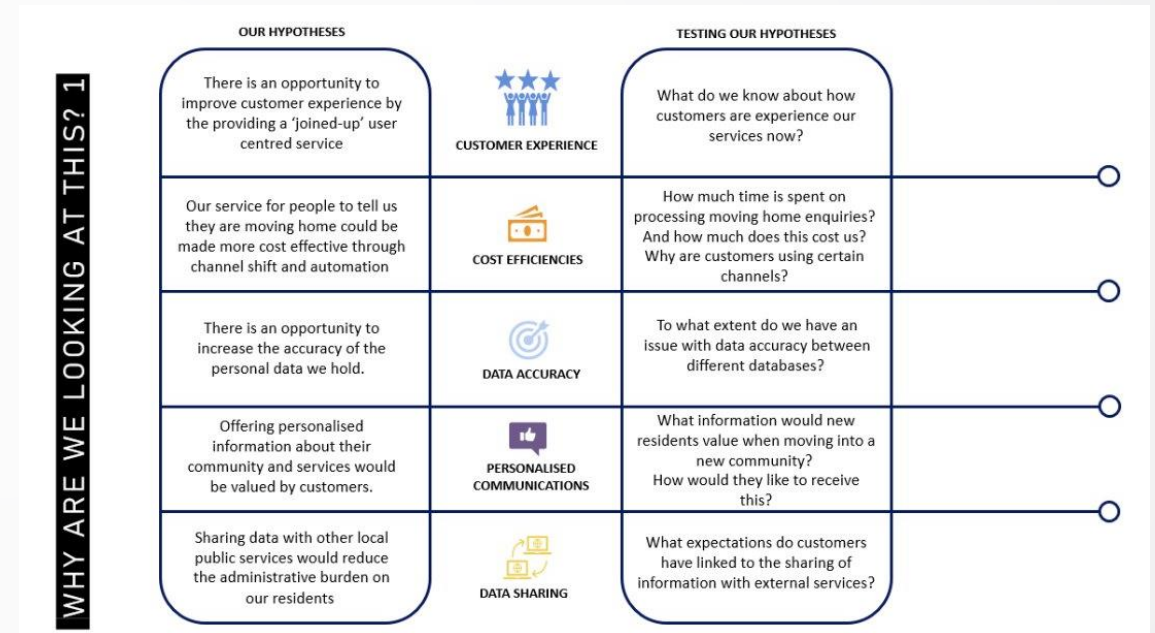
Data Exploration and Print and Post

- In 2021/22, we printed 1.3 million pages and sent out 194,000 letters. This cost us around £129,000 which is about 1% of the net cost of delivering our services.
- Found that:
 - Mostly post
 - Mostly a few big services
 - Some things hard to change
- Design specific interventions with ROI
 - Council tax e-billing
 - Garden waste
 - Behaviour and marginal process change



Deep Dive and Tell us you're moving

- Hypothesis driven research
- Sparked from:
 - analysis of customer service and website data:
 - 29% digital takeup of existing tell us you're moving home form
 - Published discovery report from Local Digital project



CUSTOMER BEHAVIOUR 1

Sept – Nov 2023 phone demand

814 different phone numbers contacted us regarding a CT move

1,104 calls
re: CT move
Av. 1.3 per #

921 other calls
Av. 2 per #

47 Bin orders
31 Bulky waste contacts
21 Garden waste enquiries
19 Electoral Registration
13 Clinical waste
5 Benefit enquiries
2 Assisted collection

54% of customers contacted more than once

Feb – Dec 2023 email demand

918 different email addresses contacted us regarding a CT move

1,370 other emails
Av. 3 per @

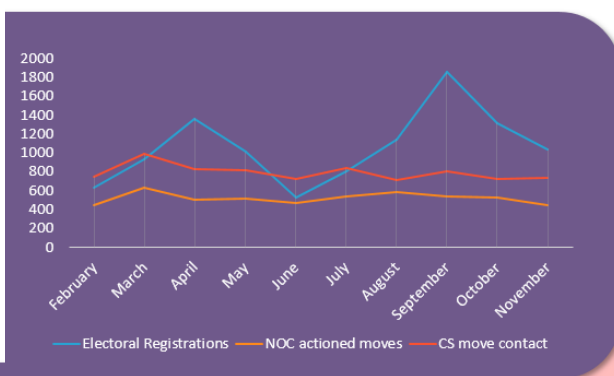
1,489 emails
re: CT move
Av. 1.6 per @

3 waste enquiries
4 Benefit enquiries
Already aware, other CT related enquiries, request more info

26% of emails received from 5 companies (1,410)
(SSE, Good lord, I am moving, Tenant shop, help the move)

75% of customers contacted more than once

CUSTOMER DEMAND



Average monthly customer demand

791

518

1,060

CT moving home interactions (within CS) New occupier actions within i-world* Electoral Registrations

Council Tax Demand

- Demand data does not align with customer moves
- Peaks in Electoral Registrations attributed to Council correspondence (Election/Canvass)
- Majority of Electoral Registrations processed through the gov.uk site

1,033 Move within
Av. 14 mins per enquiry

5,643 Move In/out
Av. 12 mins per enquiry

1,383 Already aware
Av. 4.5 mins per enquiry

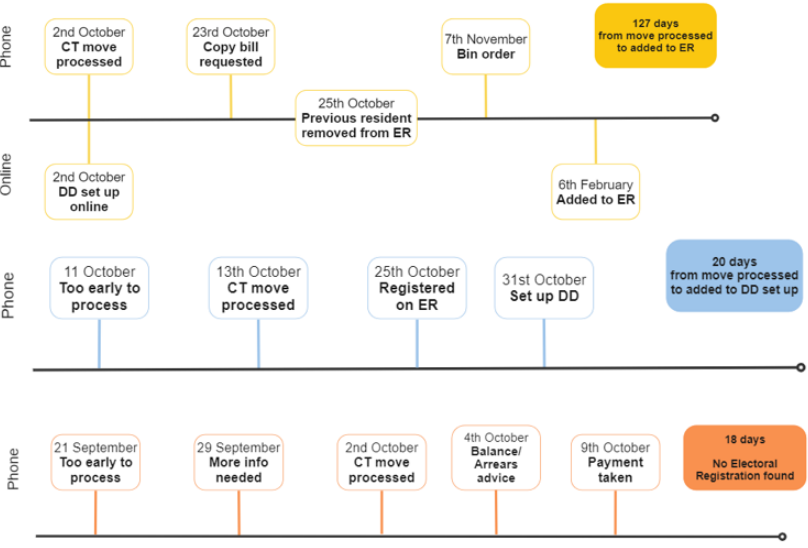
587 Too early
Av. 5.5 mins per enquiry

Over £27k in CS time

Register to vote

GOV.UK

* Duplicate accounts removed



- Customers are often contacting us multiple times to resolve matters arising from their move.
- Many of the services that customers are contacting us about can be resolved by Customer Services or via a digital service
- Customers tend to address council tax matters first, before other issues like Electoral Registration (ER) or bin orders.
- Internal processes don't always meet user needs – customers may be unknowingly removed from ER following CT weekly report and are required to re-register.

USER RESEARCH 2

Why they contacted us via their chosen channel?

Webforms

- More convenient to me, can do it in my own time
- Easier to do it online if it's a straightforward process
- Was online completing other move related matters

"I would always choose to use the internet, its normal part of life now"

Phone

- Quicker response, dealt with immediately
- More clarity over the phone, with money related things it's important to speak
- Went online first, was directed to contact via phone






"[phone] gives me a quicker response... usually get an automated response and then get a reply 2-3 days later if you email"

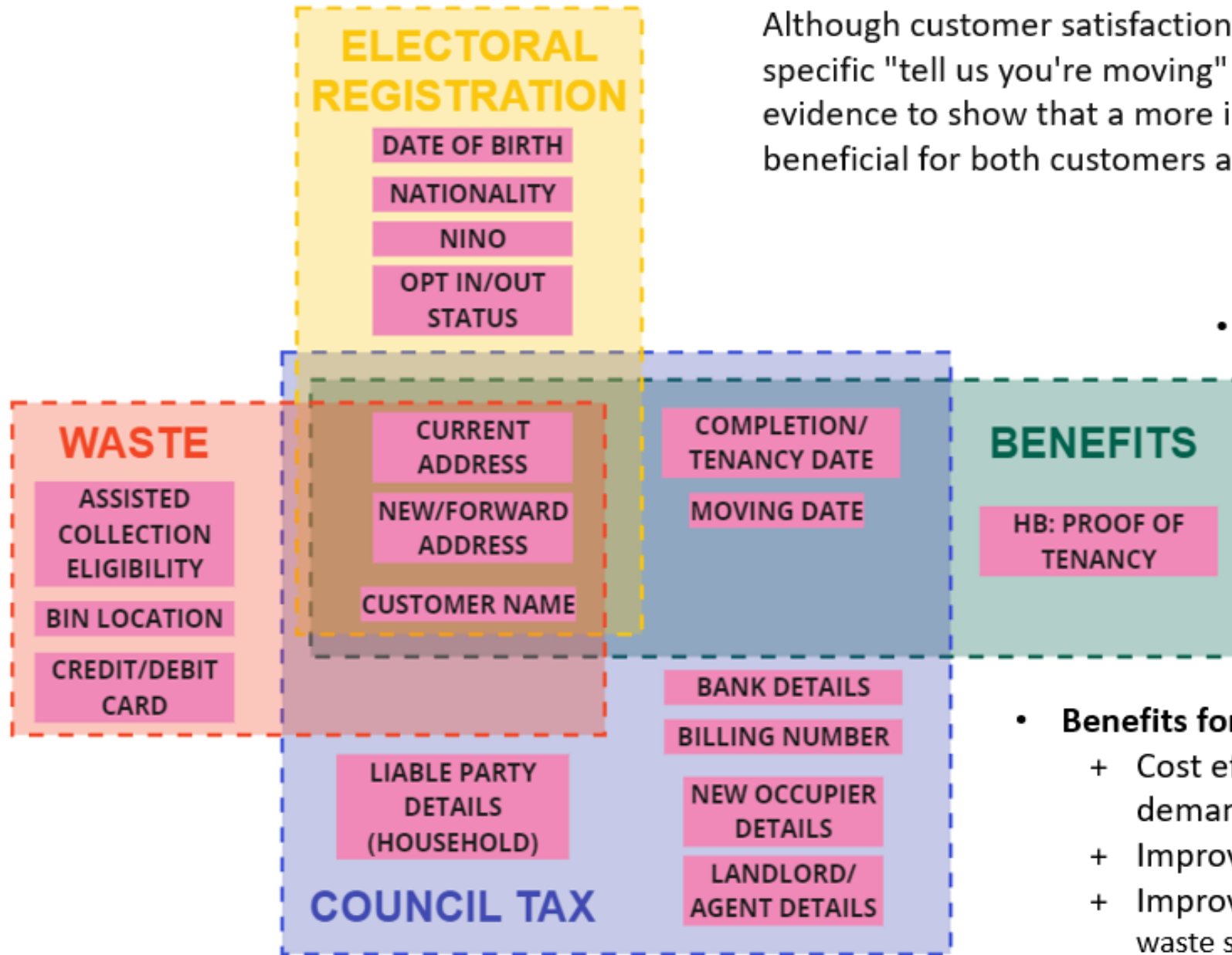
Email

- Tried to do it online but couldn't

"I had a look around on the website but couldn't work out where to do so I emailed"

CUSTOMER BEHAVIOUR 2

OUR HYPOTHESES		HIGH LEVEL FINDINGS
<p>There is an opportunity to improve customer experience by the providing a 'joined-up' user centred service</p>	 <p>CUSTOMER EXPERIENCE</p>	<p>Customers are mostly happy with the service. They appreciate helpful customer service staff, and we have high uptake and satisfaction on many digital services. But they would value services being more connected.</p>
<p>Our service for people to tell us they are moving home could be made more cost effective through channel shift and automation</p>	 <p>COST EFFICIENCIES</p>	<p>Potential to improve the web offering in terms of site navigation and service design which could increase uptake.</p> <p>Further work is needed to determine if it's possible and worthwhile to automate work, initially considering CT work.</p>
<p>There is an opportunity to increase the accuracy of the personal data we hold.</p>	 <p>DATA ACCURACY</p>	<p>Staff are working hard to ensure data accuracy across systems – this is dependent on customer input and is not managed at the point of transaction.</p> <p>Opportunities to improve data management relating to our waste services.</p>
<p>Offering personalised information about their community and services would be valued by customers.</p>	 <p>PERSONALISED COMMUNICATIONS</p>	<p>Customers have different preferences. Some say they can find everything online themselves, others want recycling info, and some need safety or parking updates. They also differ on how they want to get this info: some prefer email, others like letters.</p>
<p>Sharing data with other local public services would reduce the administrative burden on our residents</p>	 <p>DATA SHARING</p>	<p>Most customers did not expect the Council to be involved in information sharing with external organisations. Many felt it was their responsibility and not the Councils. But they thought signposting would be helpful.</p>



Although customer satisfaction doesn't indicate a need for a specific "tell us you're moving" service, there's potential and evidence to show that a more integrated service would be beneficial for both customers and us.

- **Benefits for customers**

- + Improved handling of broader Council Tax related matters
- + Consistency in customers electoral registration
- + Efficient handling of waste related enquiries

- **Benefits for us**

- + Cost efficiencies in automation of Council Tax demand
- + Improved Electoral register accuracy
- + Improved data management (ER & CT data sharing, waste services retention)

Reflections on our journey

- Moved from story led to data led narratives of performance and change - count the things!
- Moved from officer perspective to customer perspective - feedback helps, user research is better
- Built data analysis skills and confidence – started central and upskilled service teams through project work
- Worked in multi-disciplinary teams – the power of diverse perspectives and skills
- Put in place foundational technology
 - Phone and email volumes - contact centre software
 - Website and digital - analytics software
 - Cases - service specific software

Some advice...

- Start with what you have - month long demand captures can give you 80% of data if you correct for seasonal variances.
- Work with the coalition of the willing - whoever and whatever they are
- Build the case for better
- Move towards best practice over time

- Build your own team
- Ignore data lakes/warehouses and AI
- Don't be afraid to stop
- Say No
- Balance robust and rigorous data led approach with kindness and compassion - You are going to upset people by overturning their strongly held beliefs, give them space to experience the change curve.
- Multi-disciplinary teams - data tells you what the problem is, not how to solve it - that's a team effort

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