



Helping councils to help themselves

Channel Shift for Allerdale Borough Council



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In Confidence



Allerdale Channel Shift Report

Introduction

Aylesbury Vale District Council has been commissioned by Allerdale Borough Council through the LGA Productivity Expert Group to review their current channel delivery. There is also a separate report to identify potential commercial opportunities for the council. The purpose of this project is to make recommendations to speed up channel shift. AVDC has been engaged due to the success that it has been able to deliver within Aylesbury Vale through channel shift.

This report outlines our findings based on data provided by Allerdale and from a series of discussions and interviews completed with a range of staff across different departments May-June 2019. The recommendations outlined here are based on the evidence collated which could form the basis of a strategy to tackle channel shift. We recognise that the successful implementation of some of the recommendations here are likely to take significant stakeholder engagement and may require some organisational changes for optimum effectiveness. Where we have been able to, we have shared the AVDC experience as examples of how implementation could be taken forward.

About the AVDC Seed Team

The Seed team was created in 2017 to build on the experiences AVDC gained from its own transformation programme and to share the learning with other public sector organisations on a consultancy basis. Whilst recognising that councils are different, we firmly believe there is significant opportunity for councils to share experiences and learn from one another.

The Seed team became part of the rostered consultancies for the LGA Productivity Expert Group in January 2019.

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Background

Allerdale is a rural area in the north west of England encompassing part of the Lake District National Park. It has a population of in the region of 97,000 people which is aging faster than the national average across England. There is a lack of transport links mainly due to the sparse rural nature of the population. Allerdale is also recognised as one of the areas of poorest broadband connectivity in the UK although this has been improving and superfast broadband has been rolling out although no ultrafast is available.

The Council Plan 2019-23 has three priorities underpinned by Transforming the Council and in turn channel shift is a key part of the transformation strand from the 2018/19 Business Plan. Channel shift can contribute to the Council's aim to make the best use of resources, remain in a healthy financial position and to provide quality services.

Allerdale has already completed a significant amount of work in the digital transformation space to address the tough economic situation the council, along with most others, finds itself. The council has shrunk as budgets have been under increasing pressure and reduced from a 450 FTE to circa 250. Digital transformation has been recognised as an essential part of this ongoing process and Allerdale is planning to use efficiencies to deliver budget reductions that it needs to make. Despite the activity already completed there has been a stubbornly high reliance on face to face and telephone service from local residents. Residents have the option to complete a number of council activities online but it is believed that many "choose" not to do so. Anecdotally, face to face activity is seen as safeguarding jobs in the council.

The Channel Shift project working with AVDC is to focus on the continuing high level of demand that residents are placing on the council to develop a strategy to address it. This report sets out the findings of the work completed by AVDC and includes a set of recommendations to develop a strategy that we believe could work for Allerdale.

Why channel shift is crucial

Channel shift is not only required but inevitable. The latest data from the recent Ofcom Report* shows that:

- Mobile phone usage is now at 96% total population with Smartphone's at 78%
- 9 out of 10 have internet at home
- People averaged 24 hours per week per person online in 2017
- 84% of people agree online services such as shopping and banking make their lives easier

It is recognised that this isn't true for all of society:

- Lower income households and over 54's less likely to have smartphones, laptops, tablets
- 12% of adults say they don't go online

A report by the Tinder Foundation.org* outlines the main reasons people are not online:

- Not online at home but less than 1% say because of poor broadband
- 82% of those not online at home see no need
- Lack of skills

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This research indicates that whilst councils still need to be able to provide access to those that can't or don't go online the vast majority of residents readily use the internet and online services. By enabling channel shift for those that can, the council can free up staff to serve those that can't.

AVDC understand that particularly for many Allerdale stake-holders fears persist that moves to digital services will increase digital exclusion. Latest figures suggest that this is only a risk for a small minority and that these risks can be managed. Forecasts suggest that digital assistants will continue to increase and in addition to smart phones and stand alone devices such as Alexa are predicted to be within other products that most people already have in their homes such as TVs. In AVDC's experience digital solutions can actually help break down communications barriers. For example, we have more than 200 customers over 85 years old with a My Account and feedback has shown that digital channels such as webchat actually improve accessibility e.g. those with hearing loss or lack of mobility can use digital channels.

Changes to the way people use mobile

Contacting the council is not for most people a priority: only when something goes wrong such as their bin hasn't been collected and they want to report it, do they try. Data trends shows that increasingly people expect to do more on the move:

- 7/10 commuters use internet (over 18s)
- 42% agree that internet access is essential on their commute for personal life including accessing services such as online banking (20%)
- Most popular activity is sending/receiving text/instant messages (43%)
- The statistics are even higher in 18-34 age group

There are significant opportunities for councils to take advantage of these trends encouraging self-service or making information easier to access such as push text message updates. Any channel shift strategy does, however, need to allow for the fact that Allerdale has lower than average broadband access speeds, less than 6Mbps compared with UK average of 16Mbps (Which? Survey Sept 2018). However, to access most council services superfast broadband is unlikely to be required and therefore should not be a barrier to successfully implementing a channel shift strategy.

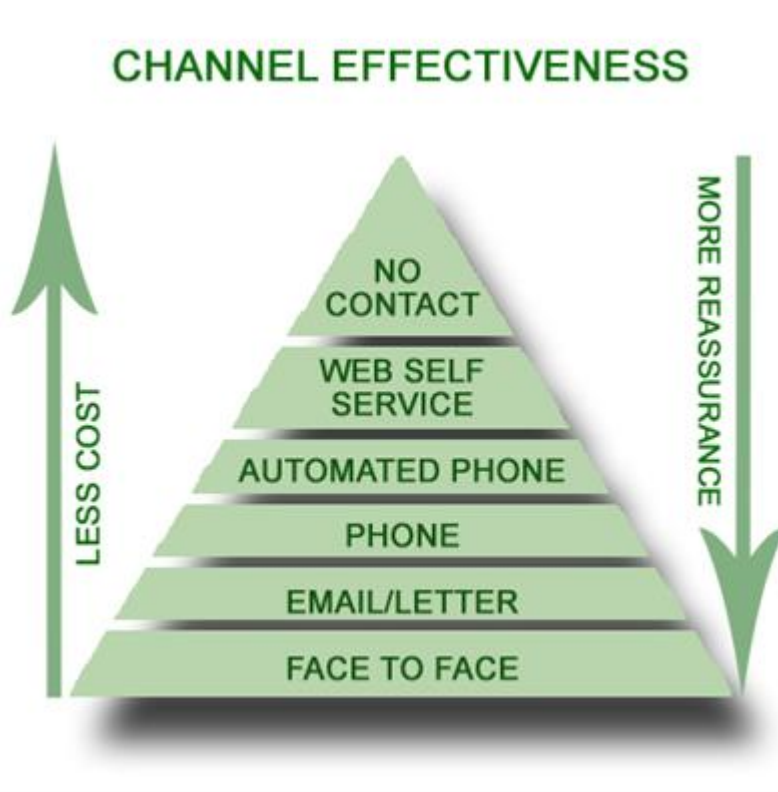
A Channel Shift Strategy for Allerdale

Trying to adopt a generic channel shift strategy is likely to fail; what is required is a well planned, concerted, cross organisation focus to enable channel shift. As part of this report AVDC will share experiences from implementing its own channel shift strategy to provide the foundations for Allerdale's own strategy.

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Channel options

AVDC based its own strategy on the following model:



By aligning services to the appropriate channel there will be opportunities to reduce costs to serve. However a word of caution is required:

- Calculating exact savings can be tricky – Up-front investment will be required including changes to service delivery that may, at least initially, obscure savings
- Uptake will depend on where different audiences are on the adoption curve. The high numbers of face to face visitors suggest that it is likely to take some effort to move certain customer segments online
- The right services need to be targeted for the less expensive channels. Trying to move either sub-optimal processes or the wrong services online will not be successful.

This final point is the most crucial. For either service or customer types that still require a high level of assessment or interaction trying to move these customers is likely to be time-consuming and ineffective. In AVDC's plan we specifically excluded customers for instance; where internet penetration was low, for the homeless or people who do not read or speak English. By focusing on the right services targeted at those customers who want and are able to do more self-service the efficiencies can be achieved. The more effort spent on influencing customers at different points of their journey the faster the return on investment.

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Considerations for Allerdale's channel shift

Organisational challenges

Culture

Although there is a detailed digital strategy there remains a significant opportunity for Allerdale to support staff with the culture change required to implement digital effectively. Evidence from our interviews suggests that not all departments share the same view of the importance of the digital first approach. This feedback included:

- Customers call because they get a better response than online
- Customers are either not made aware of the alternative or the view is that customers can't do this themselves – that they lack the ability
- There could be an element of self-preservation by not promoting self-serve the calls keep coming in
- Staff are aware that some customers still visit the offices because they believe that they are saving jobs and this is still seen as a service that some staff feel should be provided
- There is a view that certain residents won't change (and why should they have to) despite the contradiction that when alternatives are taken away customers will adapt their behaviour e.g. removing cash from offices
- Recent problems with the waste service have further undermined digital first as staff have stopped putting contacts onto MyAllerdale and instead focused on firefighting.

"I was involved in MyAllerdale and trying to push as much as possible. People aren't being made aware of alternatives – it's partly due to self preservation and also don't think people can do it themselves."

Departmental silos were a theme that came from the interviews as a potential stumbling block to effective end to end processes and therefore channel shift. Departments will have different and possibly even conflicting priorities which create a lack of consistency and therefore ownership for the digital delivery. Channel shift will be undermined if there is a lack of clarity across different teams as to how the digital first strategy impacts them. There is an opportunity to create a clear set of objectives for each team that will align them with a digital first approach.

Member engagement

The political climate appears to also be contributing to tensions within the council. Again feedback suggested that members remain as ambitious for Allerdale but are unwilling to make allowances for the fact that the council is now half the size it was. Digital exclusion concerns may also contribute to a lack of prioritisation of the digital first approach amongst members. Members need to be onboard and supportive of the digital first strategy. Their support will help with the communications process.

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Systems challenges

Allerdale's digital strategy is well underway but we have identified some potential issues that may reduce the effectiveness of channel shift in the short and medium term:

- Although in plan at the moment there is no single sign-on for customers; customers have multiple sign-ons to access different services. Anything that impedes ease of use is likely to be a barrier to take-up by customers.
- There is a lack of an integrated CRM sitting across departments leading to data issues
- There is a lack of visibility of the self service opportunities on the website and the promotion of council offices and ways to contact the council continue to give the impression that Allerdale prioritises visits in person. This is inconsistent with the channel shift objectives.

“CRM – Abavus – No integrations and can't email from the system.”

A more thorough analysis is required to identify and prioritise the main barriers to customers' ability to self-serve. Some of these will be process, some will be custom and habit and some will be technology. The insight should be used to scope changes to encourage channel shift.

AVDC recommendations

To address the challenges that Allerdale face we have a number of core recommendations to support the development of Digital First for Allerdale.

Channel shift principles

Our first recommendation is that Allerdale agree across the organisation a set of principles for implementing the channel shift strategy. This will need to include buy-in from all relevant departments including customer services, service delivery and communications.

Internal change

To support the internal behavioural change that Allerdale will need to undergo we would suggest that these principles could include:

- Make accessing services online easier than any other way interaction - which will mean service design is based on online/self-serve first followed by webchat, email, telephone and finally face to face;
- Services are designed from the customer's perspective not council's
- Those customers that can interact online will be encouraged to do so at all levels of contact
- Create empowered and appropriately skilled and equipped staff
- Agile services using new technology to meet customer expectations and lower service costs
- Online is not the only way – good service design will ensure that other means of contact are still available but for the right target audience.

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External

- Self-service is straight forward and available at a time that suits the customer rather than the council
- Where a service is available online it will be equal to if not better than contacting the council any other way
- Customers that need to meet face to face with the council can.

Once the principles are established these need to be communicated to all staff to create a shared understanding of the principles and the benefits to customers. In addition, these principles will then need to be adopted as part of department's objectives and targets with the ability to monitor progress at a team and senior management level.

AVDC developed a comprehensive communication plan which included all stakeholders, staff, members and customers. Wherever possible we aligned our aims across departments. Channel shift was a core part of this programme. Membership engagement in AVDC experience was crucial to the success of the channel shift programme.

When developing our technology strategy we also set out aims/principles which underpin the council's overall approach to new technology and delivery to support our channel shift aims. We would suggest that Allerdale review AVDC Connected Knowledge paper for more details.

Scope of the strategy

Allerdale will need to agree the scope of the channel shift strategy. Services provided by any council fall broadly into:

- Information provision – when is my bin day etc.
- Interactions – advice, consultations etc.
- Transactions – reporting a problem, paying a bill

A number of services are already available online but are not being utilised by as many customers as Allerdale would like. There is therefore the need to identify the priority of council services for the channel shift focus. This process will ideally require an understanding of the approximate cost of services by channel and targeting those that can most benefit from channel shift for instance:

- Simple, high volume transactions that are easily completed online/via self-service and therefore customers should be using
- Those that cause a disproportionate amount of avoidable contact e.g. missed bins that should be completed online.

Proof of concept – the AVDC experience

Prior to the relocation of the council to a single site, efforts were made to reduce footfall to the town centre offices. As an example 66 High Street had over 350 visits a week. The first phase consisted of installing self-service booths and phone lines to customer services which reduced this number by a half to around 170 a week.

The second stage included the removal of the local satellite offices but still with the option to make appointments to see officers at the main site. Today appointments are still available and drop in visitors are pointed to self-serve via ipads. We now average 35 visits a week - a 90% reduction.

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Size of the Prize

Cost savings are something that Allerdale wishes to target with the channel shift strategy and it has calculated £4 per contact ready reckoner for customer services. To calculate accurate savings more detailed data would need to be gathered ideally per channel. There are some generic figures available from other research which are shown below as illustrations although these are now older examples:

Table 1 Examples of channel delivery costs

Source	Face to Face	Telephone	Online
NAO*	£10.53p	£3.39p	£0.08p
SOCITM+	£8.62p	£2.83p	£0.15p

*National Audit Office - HM Revenue & Customers – Handling telephone enquiries, Jan 2010

+SOCITM Insight, Potential for channel shift in local government (England), 2012.

These figures can be used as examples of savings that may be possible by moving some service demand from one channel to another. To develop a fully costed and effective channel shift strategy would require detailed analysis of existing service delivery and costs. Ultimately service redesign will be inevitable to ensure the full benefits of channel shift can be realised. This would need to include developing new models for the service delivery per channel and marketing the most effective channel to the relevant customers.

Creating a proposition that works for customers

To develop new models for service delivery will require an understanding of what customers want. Customers will only channel shift if the proposition is easy and intuitive and this will only come from understanding what the services are like from the customer's perspective. To help develop this understanding we recommend customer journeys/experiences are mapped to highlight blockages and challenges internally within processes before the channel shift work is started.

Customer journey mapping will help to identify the start point for transactions, process failure points and specifically drop-out points from different channels. This is often hard to understand from merely looking at statistics. The mapping will, in turn, help inform what is driving some of the demand for certain channels e.g. people resorting to phoning because of failure elsewhere in the process. It will also help to understand where relevant messages and additional support can be provided to encourage or maintain channel shift. This may be, for instance, providing more support via the website or targeting certain audiences in particular. It also means ensuring customers are not disadvantaged when using the web process. Our interviews highlighted that accessing services online could actually take longer than phoning in, which is in turn driving more phone calls. This is clearly going to undermine channel shift attempts.

Once customer journey mapping is complete Allerdale will have a better view of some of the systems or service gaps that exist and it will highlight some quick wins to address failure demand.

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Service Demand

AVDC has reviewed the data from customer services, the local offices and our visit to the Wigton office all of which has allowed us to gain a better understanding of what customers are contacting the council for. The figures and the feedback from staff suggest that customers will need to be significantly nudged to move away from face to face. Depending on how quickly Allerdale wish to see these changes happen, either a more gradual approach or more radical one could be employed.

From the figures provided by Allerdale, the most common reasons for visiting are not unsurprisingly:

- Benefits
- Council Tax
- Bins
- Payments

“There is a silo mentality. Lots of departments exist in a vacuum.”

Although the categories were to be expected, the volume of cheque payments still being processed was a surprise. There were also a high number of visits categorised as “other” which are therefore difficult to advise on. The following suggestions are made based on the data we have access to for this report, but we would suggest a project to gain greater insight to these queries. This data which when added to customer journeys (see below) will help identify the best ways to channel shift these activities such as additional communications or adding forms/information to the website.

Targeting face to face services

Customer journey mapping will have helped to show barriers to online take-up and therefore what processes need addressing to help support channel shift. Based on the data we have for the offices we would recommend that cheque payments are the first activity to be phased out. The fact that cash payments were removed some time ago and customers adapted demonstrates that residents will change. This could be phased in using the computers at the offices as part of the move setting accounts up and walking customers through the first time to support the transition. Where customers are reluctant to fully self-serve then telephone payments could be taken. This should be done via a central number not within the office so that local offices gradually become a point of access only. This process would allow to gradually reduce the services provided in the local office, move customers online and to centralise the customer service offer if this is the ultimate aim.

Turning to the statistics, without more detailed information on the types of queries that benefits incur it is difficult to specifically address these here. A more detailed analysis of the data would allow further work to be completed to identify the best way to address the queries. At present as the waste service is under huge pressure we understand that this is unlikely to be a priority.

Implementation Plan

Whilst there is a comprehensive technology plan in place, AVDC can see the requirement for the relevant sections of Allerdale’s digital strategy to be translated into an operational implementation plan. This plan needs to address the impact that the digital first strategy will have on the different teams across the council.

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Starting to overcome silo working

Some of our feedback from different team members suggests that silo working is an issue and one that impacts cross-functional effectiveness when responding to customers. It will not be feasible to break down these departmental ways of working in the short term. We therefore recommend that Allerdale create a cross functional team to address the channel shift programme.

The plan, based on our successful implementation at AVDC, would be to take motivated individuals from the various functions involved in the channel shift delivery including customer services, service delivery teams along with marketing communications and supported by access to business transformation expertise to work on a channel shift approach.

This could be achieved either as a day a week secondment or if resources allowed a core team full time with experts drawn from the different relevant services area who are able to provide customer and service insight. Their role as well as working on the project would be to champion the new approaches back within their departments on a regular basis.

The remit of the team will include:

- Customer insight – delivering the customer journey mapping
- Making recommendations for service redesign to better enable channel shift. These may include some tough decisions such as not publicising telephone numbers, reducing customer services hours etc.
- Applying the principles agreed to the redesign process such as minimising human contact wherever possible, use of automation etc. to underpin and promote the channel shift
- Supporting the service areas with understanding the implications of the changes, reviewing the impact with the service area and taking on board feedback to make adjustments to optimise new processes
- Co-ordinate with marketing to deliver a communications strategy – some thoughts are set out below. This will need to incorporate both internal and external.
- Setting targets – services will need to be baselined on current delivery, targets put in place and monitored regularly against the requirements of the channel shift programme.

Operational Impact

The role of the cross functional team for sharing the proposed new ways of working with the operational area will be an important one to get right. Culture change takes time but by translating the principles into key actions that teams can gain buy-in to, deliver and monitor progress will help to start embed the changes required for channel shift. Each service area would be required to create its own local plan to support channel shift. Progress against plans would be reported back to the cross functional team and also a channel shift board – see Governance later.

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Right Here Right Now

AVDC created a programme called Right Here Right Now to take staff on the channel shift journey. A cross council team with representatives from core service areas was created to look at how customers could be taken on the channel shift journey. What became clear was that the programme would only work if the whole council was aligned to support the strategy. A set of principles were created that included:

- Designing services in the first place for web and mobile*
- No service was designed on the basis that it required face to face*
- Direct communication should be undertaken by email and documents or evidence required would be provided via the web or email*

These principles were applied across the council to ensure consistency of approach. Investment was made in a new website to support the delivery of services and information provision. An internal as well external communication programme meant teams were aligned in the channel shift strategy. Customer workshops ensured that this work met customer expectations and usability was paramount.

Customer Services

Customer services staff clearly will play a key role in this process and will need to be up to speed with new methods to prioritise channel shift. From our interviews it would appear that at the moment customer services may at times undermine channel shift. There is therefore an opportunity to work with customer services, identify their concerns and use their input and experience to understand barriers to channel shift and address these in the programme. Processes will need to be adapted to prioritise channel shift and targets put in place to monitor progress.

Customers should be segmented by need and the appropriate channel identified. For instance, those contacting the council for information available on the website should be directed to the website for the information. If a transaction is required this may mean making the customer aware there is an alternative and possibly taking them through the process to show them how to do this next time. This may mean in the short term taking more time with customers to get them online. If however, next time customers can find information or complete transactions themselves this will start to increase channel shift take-up.

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Service delivery areas

We didn't spend time with the service areas and we know work has been completed to take a lot of services online already. As part of the cross functional team the ongoing impact on the service areas would need to be taken into account. Information and transactional services should continue to be targeted by applying the channel shift principles and implementing service redesign. The implications of this are that self-service or online delivery will be at least the same if not a better service than other channels where appropriate. The cross-functional team may identify other barriers or other services that could be taken online to further strengthen the channel shift process.

Governance

We would recommend that a channel shift board is created which will meet regularly and consist of the senior team impacted by the channel shift programme. The board would review plans and actions and be responsible for deciding areas of conflict that may arise with BAU and channel shift work. There will be challenges and strong governance will be essential to ensure that the channel shift project is prioritised.

Communications

A comprehensive communications plan will be required to support the channel shift strategy. This should include support internally to help staff understand why the council is taking the approach it is, benefits to both customers and the council.

We were not asked to complete a review of the communications strategy and implementation plan but we have identified some opportunities:

- The website is dominated by a large image and a search bar. This area is a lost opportunity to use the homepage to encourage channel shift. We would suggest the space could be better used to promote self-serve first
- One quick win would be to reduce the places on the website that encourage residents to visit the council in person. The Contact Us page is dominated by how easy it is to visit including promoting free parking. To support a channel shift strategy we would recommend that the focus of the web changes is changed to encourage people to find information for themselves and to self-serve for transactions. The principle is that if they are already on the website then serve them there. We recommend the removal or at the very least a reduction in the dominant position of the contact us section on the website.
- AVDC chose to limit telephone access and only targeted this access at those customers unable to or less likely to self-serve. Allerdale could adopt a similar strategy prioritising self service customers first. This strategy would need to flow through the website all customer contact e.g. via customer services processes and face to face visits where customers are shown how to self-serve
- Where self-serve is more efficient and effective for customers this needs to be promoted to customers. Email communication with login details and reminders alongside easy 1-2-3 step instructions would help keep customers online rather than making them switch channels.

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Other opportunities to be explored

AVDC has identified other potential opportunities to make channel shift easier for customers based on its own experiences:

Website

The website structure may require some redesign to improve ease of use and thereby support the channel shift programme. System challenges outlined already such as separate logins to access different services will continue to be a barrier to channel shift unless addressed. If it is possible to create a digital front door for My Allerdale through which customers could access all online services this is likely to significantly improve take up of online services.

Email communications

Personalised email communications with links to customer profiles already set up are also likely to encourage customers to try online services. Currently Allerdale don't have an email communications tool set up but work is being done on this. AVDC use Dotdigital which we can recommend purely as an email tool but many others are available. The opportunity to proactively send out details to customers and monitor take-up would increase the impact of the marketing activities. Capturing email addresses in the first place is also an issue, the impact of the waste project on this would appear to be significant as customer services have stopped adding details.

Webchat

Allerdale is looking at the addition of webchat and in our experience this has significantly improved our customer services efficiency and effectiveness. Since its introduction at AVDC our customer contact centre staff have gone from handling one call and one webchat to five webchats and a phone call increasing our efficiency significantly. We can share more of experience in this area if of interest.

Social media

Many people don't follow their council therefore there are opportunities to use other popular social media pages/sites to send updates, pre-empt inbound queries and promote new self-serve options as they become available.

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Conclusions

Allerdale is well along its journey to improve the efficiency and effectiveness of its services using digital. To take its digital first approach forward and develop a channel shift strategy, AVDC recommends Allerdale:

- Agree digital principles that the whole organisation can buy-in and sign up to
- Engage all stakeholders – communicate the benefits and address concerns
- Work with departments to adopt the digital principles and make them part of their own teams plans and processes
- Create a cross functional team that can look at how to optimise council services and understand what process and business changes are required to implement channel shift
- Understand the customer journey to enable process and services redesign to promote channel shift
- Put in place the right governance to set targets and monitor progress
- Create a comprehensive communications plan that takes all stakeholders on the journey including departments and teams, members and customers.
- Be willing to take and follow through some tough decisions along the way.

Next steps

AVDC is happy to discuss this report further and take stakeholders through the implications of the changes required to successfully deliver a successful channel shift strategy. This could include a member from AVDC to share with Allerdale members how their own concerns were addressed. There are a number of areas that we could help Allerdale further including customer journey mapping, supporting customer services with channel shift, addressing the wider cultural issues of channel shift including governance. We would be happy to discuss any of these areas further if of interest.

Thank you.

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References:

Ofcom Communications Market Report 2018

Digital Nation 2015 by the Tinder Foundation.org

Visitors data to Allerdale offices as provided.

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Summary of interviews with Allerdale staff - 5th June 2019

Barriers to channel shift

Pain will be considerable – high satisfaction rate. Confident in the service when they ring up.

General problem – don't know the systems in detail (people have left the organisation had the information in their head). People don't feel they were trained on systems.

Quick response via the phone – got to have the same experience online otherwise people won't shift.

Reducing staff but not really shifted the volumes.

Digital strategy – still going ahead. Risk is financial - £2.8m waste will have an impact on this.

Data is a real issue.

Need seamless process – based on what tasks people want to do. Reduce pages and click thrus and build forms.

Unless customer services tell people they won't channel shift.

Website and communications

My Allerdale and Abavus system – taxi licensing system, benefits etc, need a different login. This is a barrier to using online but systems cost too much to upgrade this.

Like the My Allerdale to do more complicated forms – so at the moment its still forms. Making the system more efficient. End to end thinking. Linking the systems one single customer record.

Keep the website up to date and use the same the information. Send the link if required. Are customers shown how to use the computer/tablets to register?

Website – feel we have the basics in place but customers do not use website first.

Now not having access to the stats that they use to have. Stopped putting things into MyAllerdale.

CRM – Abavus –No integrations. Can't email from the system. System is poor, response times is poor.

Forms from the website. Needs to be changed. Haven't gone out to tender just done a soft market test.

Was a campaign to move people to paperless billing. Attention has been diverted away.

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Culture within Allerdale

Silo mentality. Lots of departments exist in a vacuum.

Transformation – talk about but not moving along at any real pace.

Ideas, opportunity. Execution problem – cultural blocking.

Silo working – does exist although getting better. This is my job, this is what I do. The cultural piece is important. Willingness to go above and beyond. There are people who will step out of the day job but it's the same 3rd tier managers that turn up (or don't).

Chief executive – not engaged in day to day operations. Background finance. Distant.

Project sponsorship – clarity required over programmes and project management.

Corporate director – had project team. Everything was a project. Paperwork, consistency. Took 12 months to procure a coffee machine using Prince2.

Costs are dictating e.g. programme manager £32k versus the market rate.

Silo-working frustration.

Members

Change of political make-up. Previously labour now independent working with Conservatives.

Massive ambitions for a local authority. Service delivery is the focus now. Now have half the staff they use to have but members still want the same level of responsiveness and have same level of ambitions.

Limit in terms of the resources. Day to day gets in the way.

Same membership – feeling that we are still a 450 person organisation and that have different priorities to the officers.

Finance

Sage 50 is payroll. 2 in payroll. Expenses still done on paperwork. Soft market testing for a replacement system but it will cost.

HR haven't got a system. Efficiency opportunities but cost will be an issue. Didn't get the best from the existing system. Ownership across the business an issue.

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Civica payments – shift towards electronic systems. Direct debit not implemented. Still handle a lot of cheque payments.

Electronic banking – what is the appetite for change.

Ordering and invoicing is through the system – trying to move to electronic invoicing. Invoicing for ground rent. Small amounts e.g. £2 pile of invoices still being sent out, what are the costs of that?

Document ends.