

The Agile Council

Becoming an agile council is about being change-ready – being able to respond to complex and ever-changing environments.

Agile councils think and act differently – they break down existing models in favour of new approaches that centre on the customer, they base decisions on strong business intelligence and operate through simpler, standardised organisational structures and processes.

PWC who have developed the model believe that to succeed in the current and future economic climate, the creation of the agile council is critical. By embracing a change-ready culture Council's remain one step ahead of whatever social, economic or political environment is thrown at them, continuing to deliver exceptional outcomes for their citizens. The model looks at the environment councils are operating in and five steps to becoming an agile organisation. These five steps are considered in this document.

It involves 'The Right outcome/services by the right providers using the right processes' – pwc

The Benefits of an Agile Council include

- Reduced Costs
- Enhanced Customer Experience and Better Outcomes
- Better Performance
- Increased Employee Satisfaction

1. Reducing Complexity

Achieved by consolidating, simplifying and standardising operations, thereby reducing complexity and enabling clearer organisational choices.

Background

Reducing complexity creates an organisation that is agile and can respond efficiently and effectively to market changes. They also have a clear view of how the skills and capabilities of their people deliver the most value to customers and the business.

That means their corporate structure, customer channels, processes, systems, organisation and data are simplified, standardised and aligned in an operating model designed to deliver the business strategy and priorities. Thereby reducing complexity and enabling clearer organisational choices.

This can be challenging, but the benefits are significant and will ultimately lead to improved business resilience and growth that outstrips the market.

The key to removing complexity can be summarised in 5 key points

- Do customers have difficulty finding their way round your business? Do you have a single view of how your customers are interacting with you?
- Does the Council have too many IT systems, with little consistency across the business?
- Does the Council get a good return on investment from your projects and do they deliver against business priorities?
- Do all processes run seamlessly from end to end?
- Can core front line staff focus on their primary task in the most efficient and effective way?

Melton Borough Council

Understanding the complexity within the Council and the impact this is having on our performance, helps us begin to develop new and innovative ways in which we can change.

The principles of 'simplify, standardise and share' will help to identify opportunities for improvement and show how customer interactions can be improved to increase customer loyalty and grow revenue:

- **Simplify:** Identify complex processes and systems by challenging how they're delivered and comparing them to leading practice.
- **Standardise:** Identify what processes and systems can be standardised to deliver the most benefits.
- **Share:** Make sure new models of working are shared to improve performance across the organisation.

The Council is embarking on a 3 year transformational change programme. The overriding aim is to develop services that are recognised by people and businesses as being outstanding whilst at the same time securing efficiencies over the longer term against the revenue budget. The proposed changes can be aligned under the principles of 'simplify, standardise and share':

Simplify

- Waste will be eliminated from processes with excellent customer experiences resulting- “right first time every time with timely outcomes”.
- People and businesses will choose electronic self-service options as their preferred way of contacting the Council because they work and they always meet expectations - 24 hours a day, 365 days a year.
- Use of electronic self-service will mean no re-keying of data by our staff because the electronic channels are fully integrated with back office systems, including electronic documents management and storage of all used by the Council in a single repository.
- The introduction of an Electronic Document Management system (EDM) referred to above will create a central document system; creating simplified filing/indexing of documents/information, improved information sharing and quicker access to information on the website.
- The welfare reform and business rate changes will be implemented smoothly and effectively in a way that attempts to secure better outcomes for vulnerable people.
- Through the use of customer insight we will ensure that services are designed to be more personalised, more pro-active and better meet the needs of different groups of people, such as elderly people living in priority neighbourhoods.
- More value will be delivered to the customer from the flexible and efficient ways of working of our staff, such as home visits

Standardise

- Opportunities for fraud and error will be minimised because they will be designed out.
- People and businesses will be able to access services from their own computers or from mobile devices whilst on the move.

Share

- Assisted access will be focused on vulnerable people with staff helping people to access electronic channels and join services up across the Council and other partners.
- Where assisted access is facilitated, staff will use the Council’s website, thereby effectively helping people to self-serve. Whilst assisted self-service could be by Council staff, it could also be provided by others such as relatives or the voluntary and community sector.
- By working with partners we will progress towards attaining a single view of vulnerability across agencies, understanding more about how customers are interacting with different parts of the public sector, all with a view to improving outcomes and solving complex issues.

Transformation Principles

The guiding principles of our transformational change programme also all fall under the headings of simplify, standardise or share. For instance, “customer centric contacts and history held in CRM” (customer records management) and “property centric history logged with UPRN” (unique property

reference number) are both examples of sharing data and processes to reduce complexity. Similarly, “documents held and reside in the EDM” and “information with customer need – held on CMS” (content management system - part of the new website) are examples of reducing complexity by standardising our approach across the whole organisation.

The Transformational Change Programme

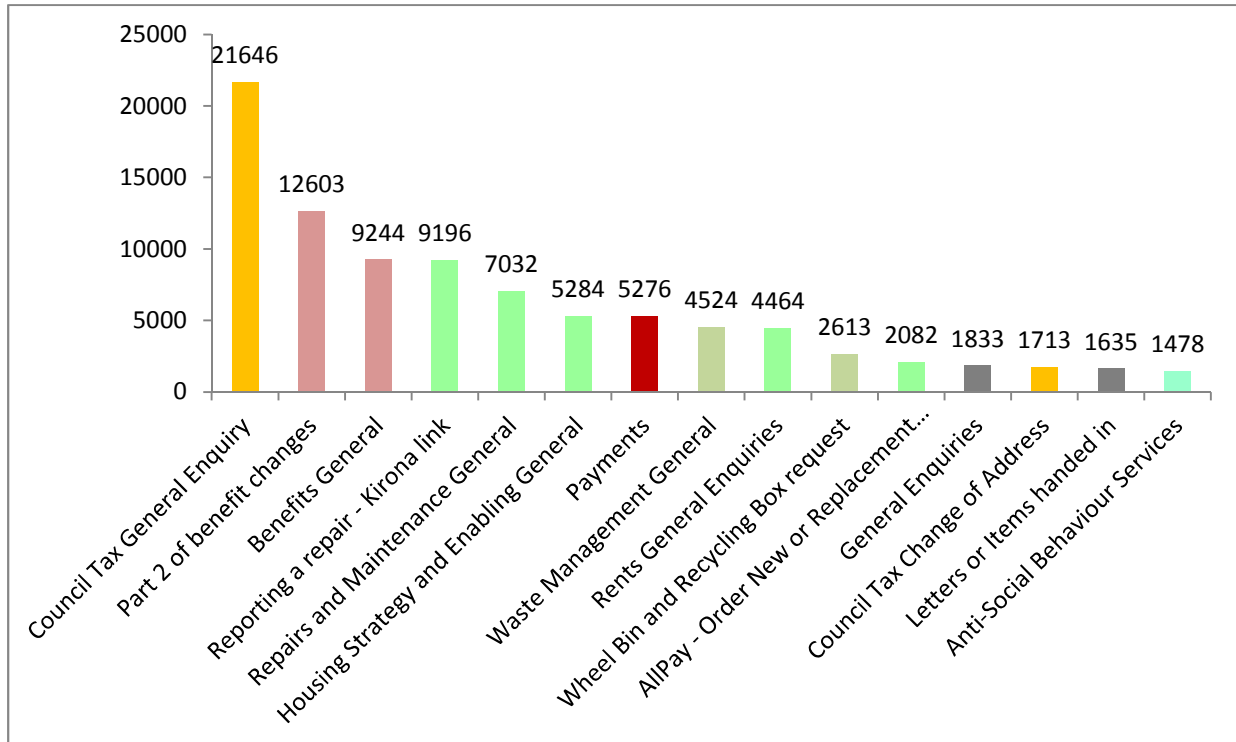
The projects in Phases 1.5 and 2 of the programme will deliver changes which will continue to significantly reduce complexity.

2. Enhancing Customer Intelligence

Achieved by greater customer/area insight and foresight achieved through improved business intelligence, use of technology and integrated data management.

Customer Insight Project

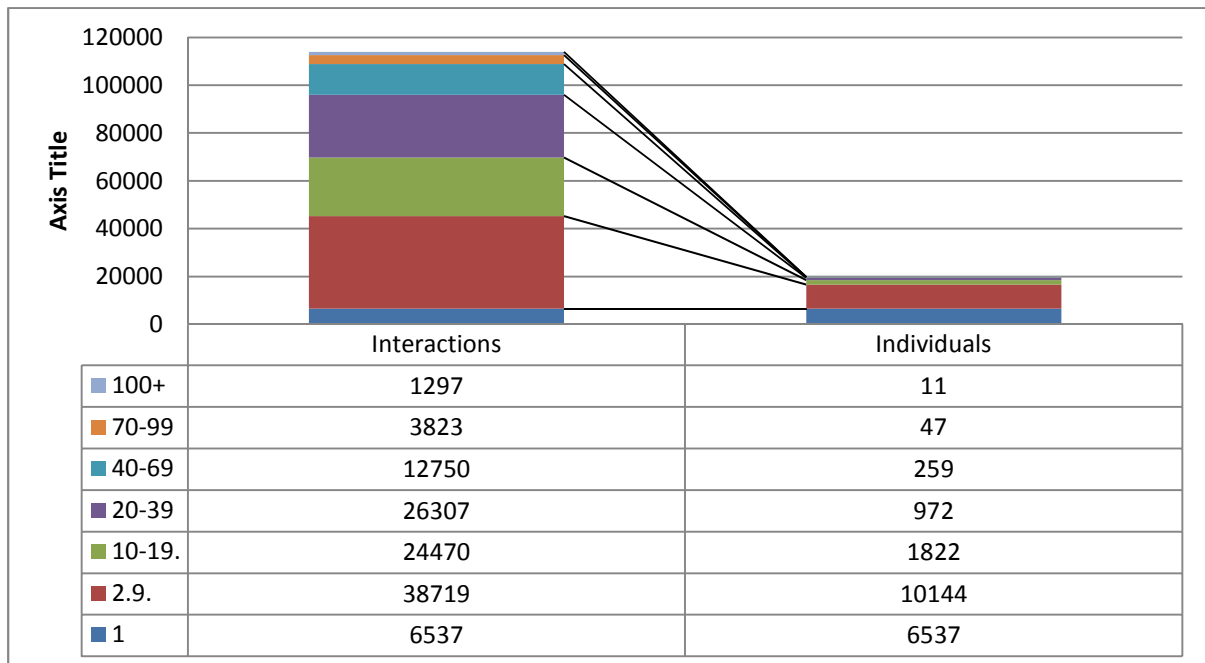
Analysis has been carried out of interactions through the CRM (Customer Records Management) system. This is initially utilised by Customer Services for recording requests for service by customers and is then rolled out to service areas to action requests as necessary.



TOP 15 Customer Request for Service

Further analysis of the top request (Council Tax) identified the reason for their contacts, see Section 3 Managing Demand.

This work has enabled the Council to amend the telephone system to encourage callers to self-serve on the website where appropriate. Further analysis will be carried out in future to determine the success of channel shift.



The above table shows the number of interactions with the Council from individuals. So the bottom line shows that 6537 individuals contacted us on one occasion. The top line shows that 11 individuals contacted us on over 100 occasions, accounting for 1297 interactions. Mid table shows that 972 individuals contacted the council between 20 and 39 occasions accounting for 26307 interactions.

Appendix A

1	2.9.	10-19.	20-39	40-69	70-99	100+	Grand Total
Council Tax	Council Tax	Benefits and Grants	Housing	Housing	Housing	Housing	Housing
Bin Recycling and Rubbish	Benefits and Grants	Housing	Benefits and Grants	Benefits and Grants	Benefits and Grants	Payments	Benefits and Grants
Housing	Bin Recycling and Rubbish	Council Tax	Council Tax	Council Tax	Payments	Benefits and Grants	Council Tax
Benefits and Grants	Housing	Bin Recycling and Rubbish	Payments	Payments	Council Tax	All services, not in use and others	Bin Recycling and Rubbish
All services, not in use and others	Payments	Payments	All services, not in use and others	All services, not in use and others	All services, not in use and others	Council Tax	Payments
Planning and building control	All services, not in use and others	All services, not in use and others	Bin Recycling and Rubbish	Bin Recycling and Rubbish	Bin Recycling and Rubbish	Anti-social behaviour and crime	All services, not in use and others
Pests, pollution and food hygiene	Planning and building control	Anti-social behaviour and crime	Anti-social behaviour and crime	Anti-social behaviour and crime	Anti-social behaviour and crime	Bin Recycling and Rubbish	Anti-social behaviour and crime
Payments	Pests, pollution and food hygiene	Pests, pollution and food hygiene	Pests, pollution and food hygiene	Pests, pollution and food hygiene	My Council	Pests, pollution and food hygiene	Pests, pollution and food hygiene
Anti-social behaviour and crime	Anti-social behaviour and crime	My Council	My Council	My Council	Pests, pollution and food hygiene	Parking, Streets and Transport	Planning and building control
My Council	My Council	Planning and building control	Parking, Streets and Transport	Parking, Streets and Transport	Parking, Streets and Transport	My Council	My Council
Parking, Streets and Transport	Parking, Streets and Transport	Parking, Streets and Transport	Planning and building control	Planning and building control	Events, the arts and tourism	Planning and building control	Parking, Streets and Transport
Businesses - Support, services and advice	Businesses - Support, services and advice	Businesses - Support, services and advice	Businesses - Support, services and advice	Events, the arts and tourism	Planning and building control	Events, the arts and tourism	Businesses - Support, services and advice
Jobs and Careers	Events, the arts and tourism	Events, the arts and tourism	Jobs and Careers	Businesses - Support, services and advice	Businesses - Support, services and advice	Businesses - Support, services and advice	Events, the arts and tourism
Events, the arts and tourism	Jobs and Careers	Jobs and Careers	Events, the arts and tourism	Jobs and Careers	Jobs and Careers	Jobs and Careers	Jobs and Careers
Health, sport and fitness	Health, sport and fitness	Health, sport and fitness	Health, sport and fitness	Health, sport and fitness	Health, sport and fitness	Health, sport and fitness	Health, sport and fitness

Additional analysis determined that the most common reason for contacting MBC for all of those contacting the Council on more than 20 occasions was HOUSING. Further detail determined it was primarily repairs (followed by choice based lettings). Work is now on-going with determining a better process to minimise the number of contacts in future.

However the primary change to managing demand has been to identify the eleven individuals who have contacted the Council more than 100 times, then to develop mentors for these individuals to

carry out trials in their case management. This will work towards early intervention to assisting individuals to deal with multi-stream issues and minimise the number of further contacts.

Business Intelligence

Business Intelligence Survey

A Business Intelligence Survey was distributed to every business in the Borough in August 2013, in response to the Economic Development Officers need to build a picture of and understanding of the business community in the Borough of Melton.

The aim of the survey was to seek qualitative data, as well as gather perceptions in relation to matters such as the Borough of Melton as a business location, key business support areas, growth aspirations, recruitment and skills challenges and technological issues facing local businesses.

Alongside the Economic Development Strategy, the findings of the survey will provide a basis to consider how Melton Borough Council can ensure it provides a business support service that meets the requirements of the local business community. The conclusions of the report will help to shape how we, with support from our partners, deliver targeted outcomes in the future to ensure we stimulate economic activity and support business growth.

Businesses Operating from Home

The Economic Development Officer felt it is important to support those businesses operating from home, as well as those operating from business premises. With this in mind, there is now a link on the MBC website which enables home workers to provide their business contact details. Each business will be added to a distribution list so they can be informed of any business support events, workshops, funding opportunities and also receive the Business Matters Newsletter that is distributed twice a year.

Business Support Networks

Melton Business Forum

Melton Borough Council and The Rotary Club of Melton Mowbray are launching the Melton Business Forum.

The forum has been devised to support local SME's and will offer an opportunity to network with other local business owners and provide information in relation to business matters (business planning, marketing, funding, social media). It will also include an element of mentoring, which has been incorporated to provide businesses with specific information and guidance i.e. understanding VAT or considering taking on an employee. Many Rotary members have kindly offered to give their time and expertise to assist local businesses to ensure they are sustainable during the economic downturn and are supported to grow their business.

Events and Workshops

Melton Borough Council routinely facilitate events and workshops to support local businesses i.e. Job Fairs, Business Support Events, Information Workshops (i.e. marketing, social media, self-employment).

We currently use the Northgate CRM system in Customer Services to monitor and enquire on customer needs, however this is not being used throughout the authority which does mean that we may miss out on the full picture of the customer. Our backend systems are not integrated into the CRM and therefore to enable a “single view of the customer” we would be required to double or triple key in information. The aim is that the outcome of the transformation programme and the introduction of the “My Account” solution (see below) will support the bring together of the main systems and enable a roll out of other services, but also beyond just our services with the potential to link with partners systems as well.

‘My Account’

The ‘My Account’ initiative was borne out of a business need to automate the authentication of customers and provide a coherent digital offering to them. Enabling transactional services (such as Revenues, Benefits, Housing and Planning) to be provided online in a joined up way, driving adoption of digital services and allowing end-to-end integration to deliver efficiencies through providing a means for those people who are able to access Council services online, rather than through traditional methods of contacting the Council which will enable a focus on those vulnerable customers who need personalised contact.

We are also making use of the Mosaic segmentation tool for the purpose of understand our customer’s needs and how they are best served. We have been able to identify which customer are likely to self-serve digitally and target them with the introduction of new digital services but also to identify and plan where assistance may be required for those that are less likely to self-serve with our new digital transactions.

We have recently purchased a new Content Management System for a new Melton Borough Council website with the plan to go live and test the new website in April ready for its full launch in September 2014. The new platform will increase with number of digital transactions available to the citizens of the Borough but also improves the links through to social media channels including Twitter, Facebook and Google+. The Council Twitter account has over 1500 followers and is seeing an increase in its use from local people and more interactions with the tweets. In addition to the main account there are service specific accounts for example for sports and the Children’s Centres. Social media has been used successfully as the main tool for recent engagement with a group of young people who have now formed the “Skate Board” tasked with influencing the new skate park. In addition to our own accounts soft intelligence is picked up through other local sites and feeds which give us a valuable insight to the perceptions, needs and demands of our customers.

Customer focus groups and customer journey mapping are tools that have been used in the “discovery” stage of our projects to understand the customer need and ensure that digital services are designed to deliver the best service possible to the customer. Using analytical tools, customer feedback and reporting systems have helped us to develop baseline information in order to measure our success especially regarding channel shift and reducing costs. These tools will continue to be developed and rolled out as part of the service review process.

Planning Policy is piloting Delib (going live April 2014) which is community engagement software to electronically engage on the Local Plan. The software provides interactive web based consultation which can be embedded into the website. It allows engaging public consultation on complex

documents, provides the opportunity to run and operate online forums, links directly to social media and provides a range of other tools to gather public views beyond traditional methods of consultation. If successful for use in Planning Policy it will be extended for wider corporate use.

Reference Groups comprising in excess of 200 people have been established to work with the Council on the development of a new Local Plan for the Borough. The Groups have participated in a number of innovative workshops to develop their understanding and gather their views into the process. This is relatively unique to Melton and is being more effective than traditional consultation methods. It is hoped the Reference Groups involvement will provide a greater customer insight and achieve a more fit for purpose locally specific Development Plan for the Borough.

Next steps

Developing Customer insight to understand the demand across other services. (EH & Waste are currently being analysed).

3. Managing Demand

Managing demand should help to create the environment for economic prosperity. This can be achieved utilising customer intelligence to become more sophisticated in interpreting need and demand which can then drive innovation to achieve results. It will also require more sophisticated commissioning, procurement and contract/supplier management.

Delivering multi agency services at Parkside has enabled the customer to access a full range of services under one roof, these services have been further enhanced by extending shared use of the Children's Centres.

Managing Demand - Now

Statutory Services/Tradition

Through successive transformations and structural changes the notion that things can't change has been successfully challenged.

Demand Analysis

Analysis of what is supplied and to who has been undertaken within the confines of the Transformational Change Programme and demand within Customer Services.

Intervention

Activities within the children centres focused on early years of 0-5 are beginning to demonstrate improvements but there will be a substantial time lag in delivering the maximum potential. An example is within the proactive delivery of financial advice through third parties such as Money Advice.

Service Failure Demand

Levels of overall demand for services and the multiplicity of contacts from a core of customers indicates failure demand exists within the system.

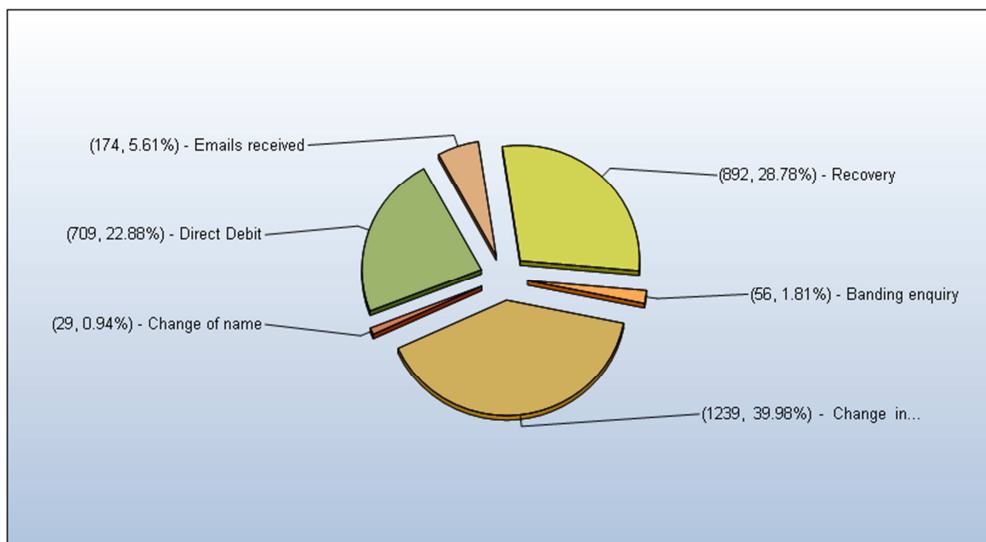
Dependency

Through analysis it is clear a core of customers have a much higher propensity to demand services. But how much of this is down to failure or expectations is unclear at this stage.

Examples:

Customer Insight Project – Managing Demand

Analysis has been carried out of customer interactions through the CRM (Customer Records Management) system. This determined that the most common request was Council Tax. Further analysis of this identified the reason for their contacts.



This has enabled the Council to amend the telephone system to encourage callers to self-serve on the website where appropriate. Further analysis will be carried out in future to determine the success of channel shift.

Additional analysis determined that the most common reason for contacting MBC for all of those contacting the Council on more than 20 occasions was HOUSING. Further detail determined it was primarily repairs (followed by choice based lettings). Housing is now initiating a Discovery phase within phase 2 of the Transformational Change Programme to define a development roadmap for the services provided.

In advance of the wider cultural change and service enhancements which impact the broader picture of demand focus has been given to identify the eleven individuals who have contacted the Council more than 100 times, then to develop mentors for these individuals to carry out trials in their case management. This will work towards early intervention to assisting individuals to deal with multi-stream issues and minimise the number of further contacts.

Me & My Learning

European Social Fund (ESF) bid will enable Melton Borough Council to support our residents in developing skills to enhance:

- Social independence
- Financial independence and
- Digital independence.

Melton Borough Council will do this through a project called 'Me and My Learning'. We wish to transform the lives of local residents, working with residents in the Borough and turning Phoenix House into a Learning and Support venue, focusing on providing services that break down the barriers to unemployment. This commenced on 1st April 2014 to bring together skills, training and advice in one place. Combining providers and local employers we intend to support residents to get the advice, training and job they need to maximise their potential.

Where we are now?

MBC has several recent examples where more sophisticated commissioning and procurement routes have added value and managed demand, the Waterfield Leisure Centre procurement of a leisure operator is an example where three local authorities pooled resources and undertook a joint procurement exercise, achieving savings in officer time, administration, legal and project management fees.

Property are procuring facilities management contracts for longer periods up to 5 years, covering HRA and general fund properties, the contracts have been reviewed by insurers, Welland Procurement to minimise risk and maximise competition for the award of contract. Output based specifications are used where appropriate.

Managing Demand - Future

Statutory Services/Tradition

A cultural shift to a 'digital first' customer centric approach

Demand Analysis

Mainstreaming the analysis of demand for services into day to day operations, alongside engaging customers in co-creating services which are needed.

Intervention

Learning and developing the Triage pilot and its link to the delivery of solutions to a customer's root causes of service demand and the proactive delivery of skills through the ESF Me & My Learning project and support from discretionary services.

Service Failure Demand

Through the 'Digital First' projects simplify processes in co-creation approaches and the systematic rooting out of service failure.

Dependency

Learning and developing the Me & My Learning pilot in order to provide customers with more digital, financial and social independence, reducing the reliance and dependency on the state.

What next steps might look like

Developing Customer insight to understand the demand across other service areas and applying this knowledge to drive focus and delivery of what the customers need when rolling out digital processes. Waste services and Environmental health are currently being analysed.

INSPIRE is a DEFRA (Department of Environment, Farming and Rural Affairs) project to enable customers to access similar data across the country about the environment they live in. Melton Borough Council is working towards compliance with this initiative.

4. Developing New Delivery Models

Develop new delivery models by increasing diversity in delivery arrangements. The expectation is to see more co-design of service delivery arrangements with customers involved in shaping services.

What have we done?

During the past 10 years Melton Borough Council has co-designed a number of services with strong input from our residents. This has led to services being delivered in more forward thinking and diverse ways. There are a number of examples of this;

Delivering multi agency services at Parkside has enabled the customer to access a full range of services under one roof. Many of these services have been further extended by shared use of properties like the Children's Centres.

Housing Services – Our tenants and customers are heavily involved in shaping services and jointly agreeing how they work and operate. With the creation of a number of new services and contracts tenants have shaped service standards and agreed priorities and policies. An example of this is the new repairs and maintenance contract.

Children's and Community Centre Services – with the creation of the Sure Start offer in Melton we co-designed buildings and services with our customers. Customers helped shaped the Sure Start offer by helping Melton Borough Council and Leicestershire County Council build our core offer of health and child development services. They review services with us using data compiled with local knowledge as to how best we can engage the right families who need our services. Recognised in a recent Ofsted as being ground breaking.

Money & Debt Support, over the last 3 years the Council has brought the CAB, Money Advice & Credit Union into the Council Offices to ensure each resident can access free face to face financial assistance. This has resulted in the CAB seeing more customers at Parkside than they had previously seen at their previous office.

Universal Credit Pilot - Recently the Council undertook a review of customers who are currently in receipt of Council Tax benefit. Using customer insight data and engaging customers in how the new service review would look like, customers help design forms, work through access points and helped the Council implement the review. 65% of our customers successfully completed the process above the target of 50% we had set.

Me & My Learning: The European Social Fund (ESF) bid will enable Melton Borough Council to support our residents in developing skills to enhance;

- social independence
- financial independence and
- digital independence.

Melton Borough Council will do this through a project called 'Me and My Learning'. We wish to transform the lives of local residents, working with residents in the Borough and turning Phoenix House into a Learning and Support venue, focusing on providing services that break down the barriers to unemployment. This commenced on 1st April 2014 to bring together skills, training and

advice in one place. Combining providers and local employers we intend to support residents to get the advice, training and job they need to maximise their potential.

Parish Council Enforcement Pilot – Melton Borough Council liaised with all Parish Councils with regard to a Parish Council led approach to enforcement issues in their Parish. In the first instance the pilot would deal with planning matters but other areas like alcohol licensing, could be rolled out later if deemed suitable. Initially seven parishes successfully engaged in the process and were fully trained to deal with initial complaints regarding planning issues. With turnover of staff at Parish Councils the number of participating authorities has dropped, but it is still a valuable resource. It is hoped that engagement will be extended in the forthcoming year.

The above initiatives involving new delivery models shows that we have used new approaches which sets the Council up to be at the forefront of the Agile Council agenda.

How is Melton set for the future?

In order to prepare Melton Borough Council for the future and make the organisation even more agile we will build upon the work around delivery of current services by engaging further with our customers, communities and partners to shape services that are robust, resilient and fit for purpose.

With the current economic challenges in local government and with our partners there are opportunities that need to be taken to deliver services that are needs led based on robust data but fully engages our customers and are easy for our customers to access.

In addition to this Melton Borough Council may want to ask our residents to run and operate services themselves. Doing this may take the strain on priority services. An example of this could be residents delivering community based services such as sport, arts or low level health support.

5. CREATING NEW SUPPORT MODELS

Achieved by improving the way in which the organisation is supported through back office and support functions.

Overview

One of the key 5 steps that councils are taking to respond and change in the way they operate in order to create an agile council is the creation of new support models. These are achieved by improving the way in which the organisation is supported through back office support functions.

Councils are under increasing pressure to make sure back office and support functions are adaptable to changes in demand for different delivery models and accommodate the demands on the business in times of significant change in the approach to service delivery.

Where are Melton currently?

Melton has been pro-active in meeting the agenda for change around the requirements for the range of business support activities to function on a more standard basis which applies common service standards.

A number of different models have been introduced by the Council which have focused on the way it delivers its back office function with the development of a number of shared service initiatives including:

- Internal Audit
- Legal
- Procurement
- IT

The shared services have helped to deliver a number of benefits such as:

- Reduced costs through economies of scale / reduced headcount
- Sharing expertise and offering greater resilience.
- Standardisation of contracts and shared processes / procedures

Alongside this there are the other support functions of Finance and HR which whilst are delivered in house still deliver a wide range of activities and functions through professional service delivery. There is an integrated HR and Payroll system which provides a joined up system, prevents 'double keying' and standardisation of processes.

Finance have developed a number of online forms and workflows which enable electronic transfer of data in an efficient manner which in conjunction with the current system upgrade is developing reporting capability to provide improved service delivery to its customers.

The Way Forward

The Council has clearly embraced the need to support the Organisation through back-office and support functions from the actions described above.

To meet the challenges through the current economic situation and the increasing demands from customers for services and services delivered that suits their modern needs, the Council needs to continue to work more effectively with customers, suppliers and partners as the focus on delivery of services continues to grow.

The 'demand' on services requires Councils to identify quickly the changing circumstances and respond rapidly. This is actioned through identifying and defining demand through careful analysis of what is supplied and what is needed.

To create an organisation that meets the demand on services it has to release capacity and to help improve productivity, contact time with vulnerable customers and enhance professional service delivery, Councils need to take a more strategic approach to IT and develop a much clearer view of how IT can operate and integrate more effectively across not only its own organisation but also partner organisation. Melton Borough Council has already taken this step through the review of IT services and the Transformation Change programme.

The review of the IT service also demonstrated Melton as an 'Agile' Council. Recognising the changes brought about by the fire, changes to our infrastructure, ways of working, the relocation to Parkside as a building shared with a number of key partners, the review gave an opportunity to have a IT service capable of supporting the Council to meet these challenges. This is to be achieved through the benefits of having a more resilient service from having a larger team and access to a wider range of professional resource. Although cost was secondary some savings have been achieved.

It is recognised that to move this process still further that a significant shift towards web-based self-service and personal IT integration removing the need for double-handling of data and information and to reduce costs further is required. Again the Council is well placed to respond to these challenges through the Transformation Programme.

Having just completed Phase 1.5 of the Digital by Default part of the Transformation Programme, we are now moving into Phase 2 which will focus on

- My Account
- Digital Services – Revenues
- Digital Services – Benefits
- Digital Services – Housing (resources permitting)
- Digital Services – Planning
- Digital take-up

We will continue to work to the definition of digital by default which is "digital services which are so straightforward and convenient that all those who can use digital services will choose to do so, while those who can't are not excluded". As part of our work with the universal credit pilot we will be looking at a range of ways in which we can assist those who cannot use digital services, including face to face support.

The 'My Account' initiative was borne out of a business need to automate the authentication of customers and provide a coherent digital offering to them. Enabling transactional services (such as Revenues, Benefits, Housing and Planning) to be provided online in a joined up way, driving adoption of digital services and allowing end-to-end integration to deliver efficiencies through providing a

means for those people who are able to access Council services online, rather than through traditional methods of contacting the Council which will enable a focus on those vulnerable customers who need personalised contact.

The Transformational Change Programme has moved from data matching all customer records we hold in key systems to enabling customers to access the data the Council holds on them in the back-office systems. This will allow us to break the historical and existing silos of service delivery, providing a more coherent service offer with integration into back office systems. This will deliver a single point of access, co-ordination across platforms or portals and access for customer to view their online activity using a 'device' of their own convenience.

All of which drives up confidence in the digital by default process and provides further benefits in the form of:

- Provides a single sign on for customers and allows links to a number of back-office systems to support integration developments
- Simplifies the digital offering for customers by delivering a single platform from which customers can undertake transactions without a need to understand the Council's organisational structure and removes organisational and supplier silos
- Encourages the Customers to utilise their personalised 'My Account' for future engagement with the Council and drive through efficiency targets
- Provides an assisted route to support customers in accessing digital services
- Provides a 'digital' transaction history viewable by Customer and Officers alike and through the authentication enables a customer to access sensitive information such as Council Tax Support details at a time that is most convenient to the customer
- Enabling integration into back-office systems, supporting automation and avoiding dual keying
- Aligns to the wider Transformational Change developments, initiatives and investments
- Supports the delivery of channel shift and efficiency savings associated with the Transformational Change programme

The timescales for the next phases of the Digital by Default services are:

- Phase 2.0 (Apr14 – Sept14 (6m))
 - Core Digital Offering –Top 3 functional areas of Revs, Bens & Planning
 - Structured release of My Account components
 - Enhance digital Self-Serve access
 - Beta test in live environment
- Phase 3.0 (Oct14 – May15 (8m))
 - Extend core offering (e-forms i.e. Waste, Regulatory & Payments etc)
 - Planning Portal Federation – Business Case
 - Promote digital & drive channel shift
 - Review technical architecture i.e. CRM – Business Case
- Phase 4.0 (Jun15 – Mar16 (10m)) - Business Case x 2 – possible move to Phase 2
 - Housing My Account –
 - Digital Services Repairs
 - Choice Based Lettings (CBL) Federation

6. Conclusion

Melton Borough Council needs to build on its customer insight work and use it to build more robust services which fully utilise the knowledge and skills of our customers who know best how they will access services at the same time trying to create behaviour change within our customers who access our services the most and cause most demand.

Reducing complexity in the development of new delivery and support models should enable the Council to better manage demand and create a drive toward better economic prosperity.

Although Melton Borough Council can demonstrate a great deal of success to date, there is still more that can be achieved. As an Agile Council, Melton Borough Council has the will and determination to progress this agenda.