Wiltshire Council

Where everybody matters

Asking good questions – the first step to good answers

Using Systems Thinking in Wiltshire's digital programme

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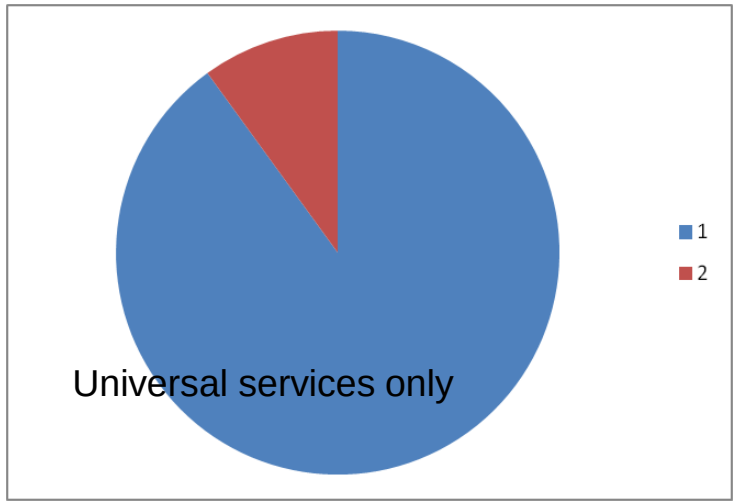
What we mean by Systems Thinking

- Using good information and good sense to design transactions, services and systems that are **aligned to customer purpose**, to deliver the maximum value to customers, across the system.
- In Wiltshire, that means multi-service and multi-agency work, and aiming always to understand and **address root causes** (of demand/presentation) as a means to improved effectiveness and better prevention.
- Two horizons: Better for Now, and Right for the Future.
- Good humour, persistence and patience….

Beginning with our customers

Who uses which services – some numbers

- 90% use universal services *only* – approx 450,000 people; revenue spend about £270/person/year.
- Libraries, leisure, highways and streetscene, development control, public protection, waste and recycling, transport, parking, schools...
- Often (not exclusively) high volume services; often transactional.

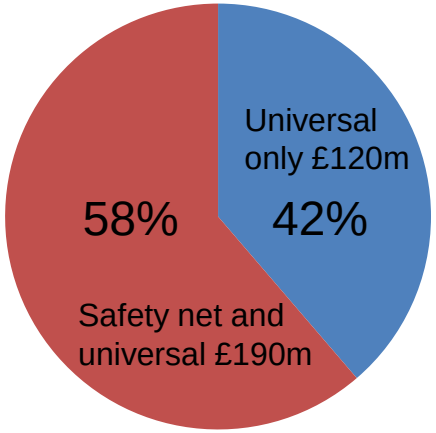


Beginning with our customers

Who uses which services – some numbers

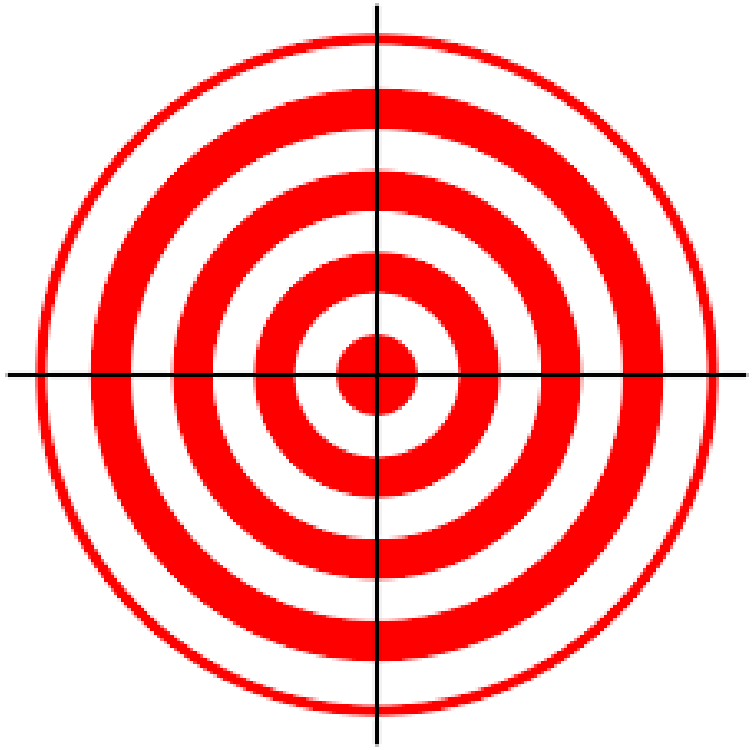
- 10% use universal services *and* safety net services – approx 45,000 people; revenue spend about £4200/person/year.
- Range: up to £100K per year for some individuals.
- People who are affected by one or more of:

❑Low/no income
❑Insecure housing
❑Older people with long term condition(s)
❑Learning disability or SEN
❑Mental health condition
❑Physical disability including visual/auditory impairment
❑Substance misuse
❑Domestic abuse
❑Risk of harm or exploitation, especially children



Load, fire, aim?

- With lots of possible targets…
- And people waving… “this one”, “this one here”, or “THIS ONE!!”,
- You start to think “just fire you’re bound to hit SOMETHING”
- What could possibly go WRONG?



Initial customer contact/demand "heat map"

- Analysed incoming demand …
- by channels…
- and by service.
- A 'heat map' – where to look

Service	Txns	F2F	Phone	Email	Web	Post	Phone to CT	Phone via CS	Email/post
Libraries	1,113,296	253,078	30,015		273,474				
Leisure Services	917,726	319,805	597,921						
C/Tax	245,000	16,000		38,000	4,000		129,000	20,000	38,000
Parking Services	212,745	76	1,545		211,124				
Housing Options and Allocations	212,056	9,652		3,768	198,636				
Waste	137,825	8,122	50,014	102	79,587				
Housing Benefit	119,501	29,897	75,742	12,736	1,126				
Street Works	93,030	500	2,530	900	89,100				
Highways & Streetscene	35,000							24,000	
Housing Management	31,668	3,974	21,900	4,388					
Registration Services	26,809	1,337	17,159	159		227			
Consessionary Fares	13,965					5,759			
Planning	12,696		600			1,167			
Education Transport	10,128	50	4,628	950		4,500			
School Place	10,108	1,300			8,700				
Building Control	9,960								
Blue Badges	8,376		3,888		4,488				
Licensing	5,831			5,831					
Electoral Services	5,821		5,821						
Freedom of Information	1,688			1,364	253	71			
Food Safety	551				551				

Building the baseline (2.5M transactions)

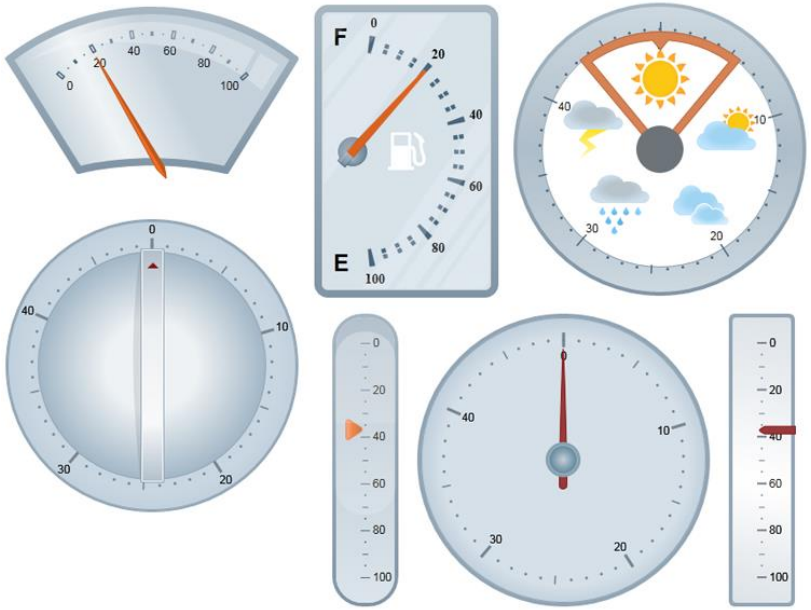
Key measures, by service and transaction:

Volume measures

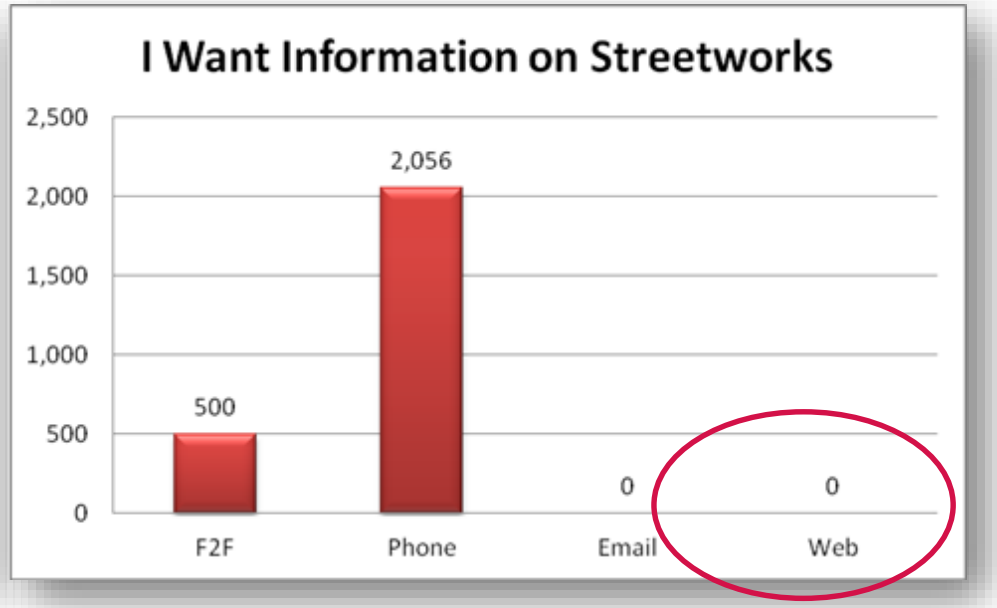
1. Annual volume of transactions, by channel
2. % annual transactions, by channel

Process measures (also by channel):

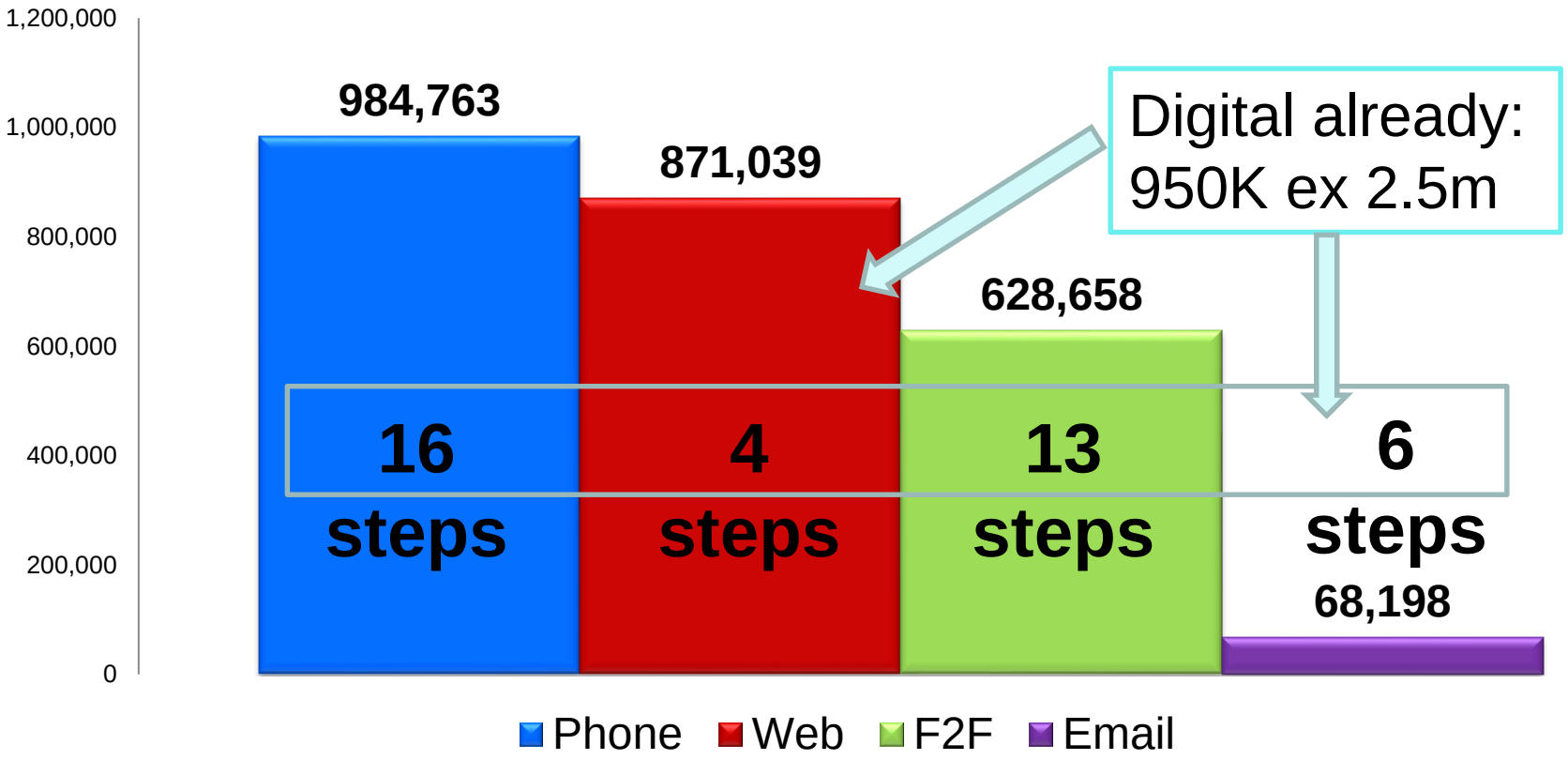
3. Operationally automated
4. Hand-offs
5. End-to-end times
6. Steps in the process
7. Number of IT systems used [manually]… nb also *mapped*



Some surprises…(I can still be surprised)



Channel shift is not a customer issue…



As of January 2017.
The picture continues to evolve…

Wiltshire Council
Where everybody matters

Total Transactions For Top 8 Services 3,051,179
Leisure 917,726 Transactions 30% of total
Not Automated 100%
Self-Serve 0
Web 0
F2F 319,805 Transactions 35% of total
Phone 597,921 Transactions 65% of total
Email 0
Council Tax 245,000 Transactions 8% of total
Not Automated 100%
Self-Serve 0
Web 4,000 Transactions 2% of total
F2F 16,000 Transactions 6% of total
Phone 149,000 Transactions 61% of total
Email 76,000 Transactions 31% of total
Libraries 1,113,296 Transactions 36% of total
Fully Automated 57%
Not Automated 43%
Self Serve 364,578 Transactions 33% of total
Web 273,474 Transactions 24% of total
F2F 353,278 Transactions 23% of total
Phone 222,166 Transactions 20% of total
Email 0
Parking 212,745 Transactions 7% of total
Self-Serve 0
Web 211,124 Transactions 99% of total
F2F 76 Transactions 0% of total
Phone 1,545 Transactions 1% of total
Email 0
Fully Automated 99%
Not Automated 1%
Street Works 93,030 Transactions 3% of total
Not Automated 100%
Self-serve 0
Web 89,100 Transactions 96% of total
Email 900 Transactions 1% of total
F2F 500 Transactions 0% of total
Phone 2,530 Transactions 3% of total
Housing Options 212,056 Transactions 7% of total
Self-Serve 0
Web 198,636 Transactions 94% of total
Not Automated 100%
F2F 9,652 Transactions 4% of total
Phone 0
Email 3,768 Transactions 2% of total
Housing Benefits 119,501 Transactions 4% of total
Self-Serve 0
Web 1,126 Transactions 1% of total
F2F 29,897 Transactions 25% of total
Phone 75,742 Transactions 63% of total
Email 12,736 Transactions 11% of total
Not Automated 100%
Waste 137,825 Transactions 5% of total
Self-Serve 0
Web 79,587 Transactions 58% of total
F2F 8,122 Transactions 6% of total
Phone 50,014 Transactions 36% of total
Email 102 Transactions 0% of total
Not Automated 100%
created with www.bubbl.us

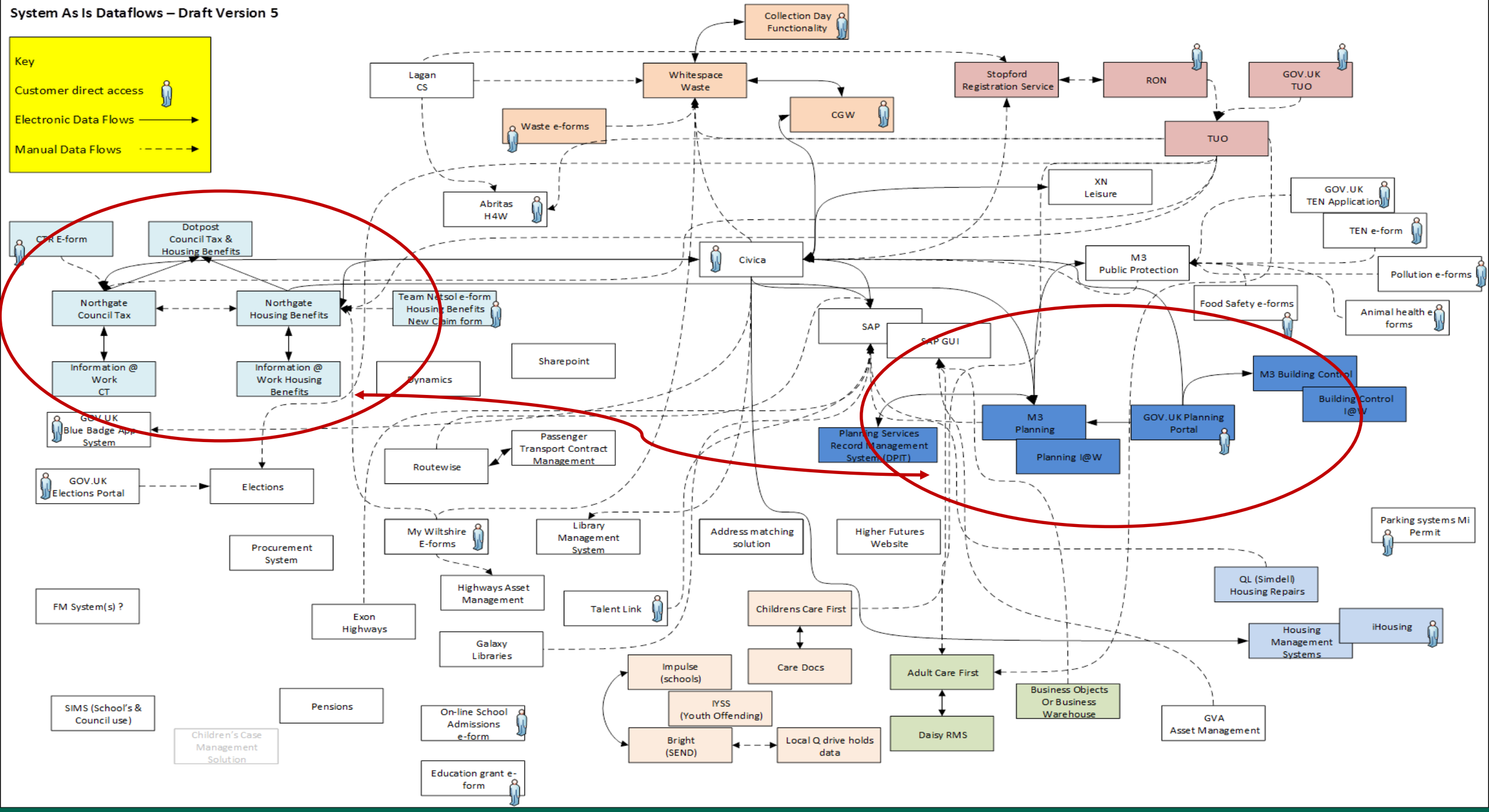
Focusing in…

Customer Transaction	Volume	Customer Transaction	Volume
Book a leisure class/facility	700,000	Apply/Enquire for housing benefit	6,500
Pay/Query council tax	100,000	Apply for housing options	6,000
Housing benefit enquiry/change of circumstances	100	nt query	6,000
Council tax moving house notification	55	ueries	6,000
New sales order request (AR)	29		5,000
Report a highways issue	24,000	Apply for school transport	4,000
Apply for leisure/club membership		formation on school transport	4,000
Request a repair to my council house		pply for bus pass	4,000
Apply for school place		pply for a Licensing Act licence	4,000
Report a missed bin	10,000	Information on bus passes	3,000
Request a new bin	10,000	Cancel a bus pass	3,000
Request a building control inspection	10,000	Set up a new customer (AR)	3,000
Apply for planning permission	8,000	Apply for building regulation applications	3,000
Request a replacement bin	7,000	Request a pest control treatment	3,000
Provide evidence to housing benefit	6,500		

Both are Council Tax

Linked – and labour intensive

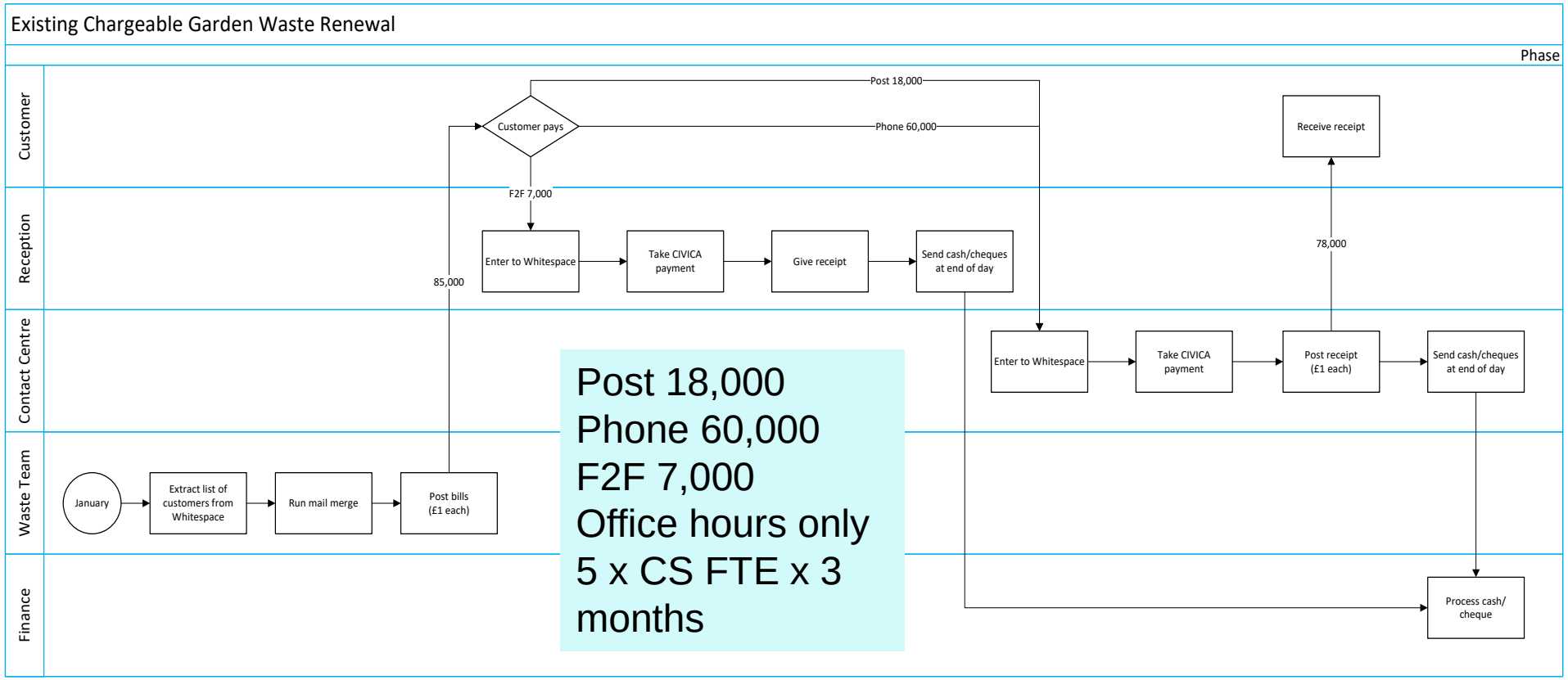
System As Is Dataflows – Draft Version 5



Three examples – and six lessons

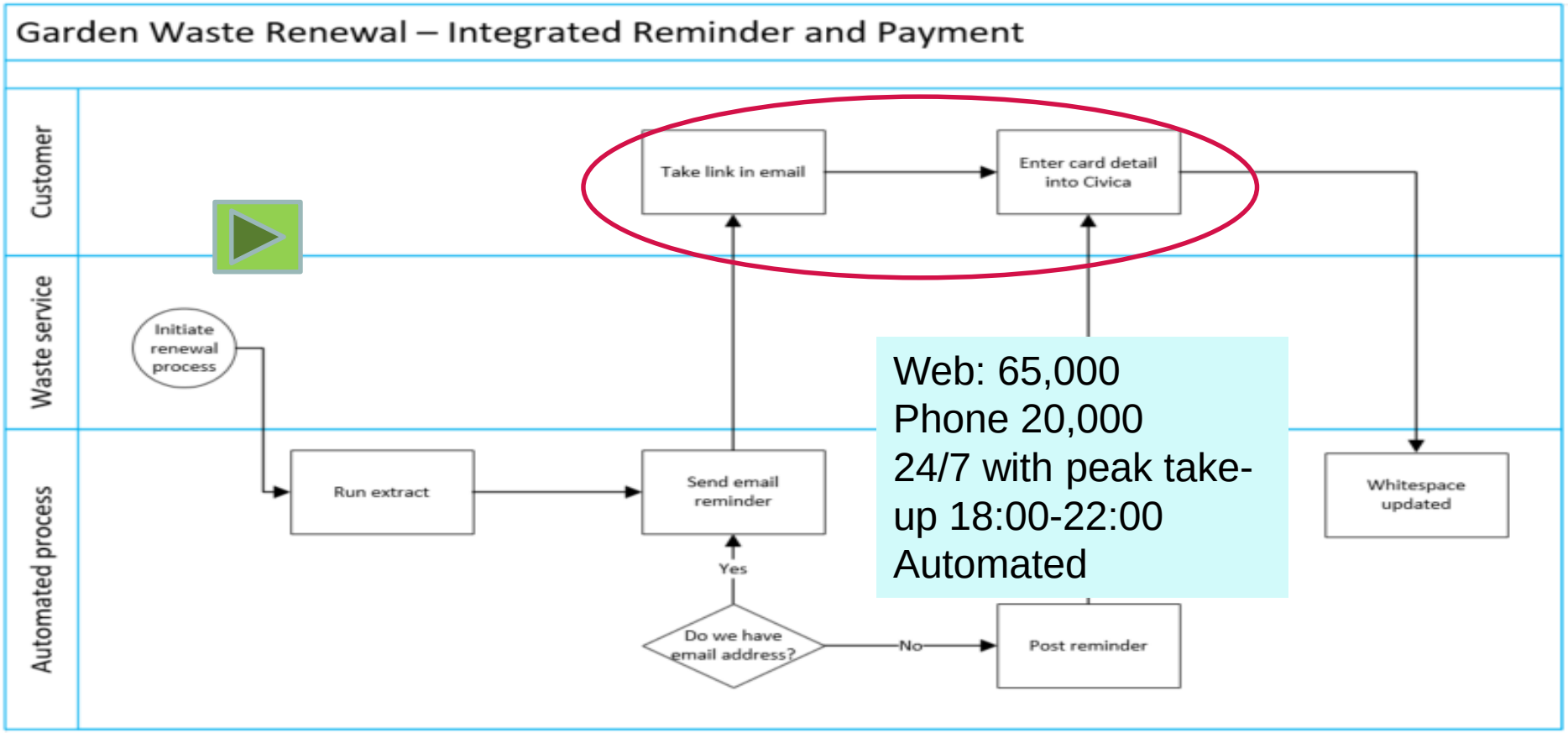
- Garden waste renewals
  - Sometimes it’s complicated to make it simple
  - If you give customers what they want and make it easier, they will ‘pull your arms off’
- Council Tax
  - Understanding what matters to customers (purpose) is critical
  - Many improvements are not reliant on technology
- Development Control (aka Planning) and related
  - Minutes are as important as volumes
  - ‘Gravity’ exists: get over it

Garden waste renewal process (2016)



Post 18,000
Phone 60,000
F2F 7,000
Office hours only
5 x CS FTE x 3 months

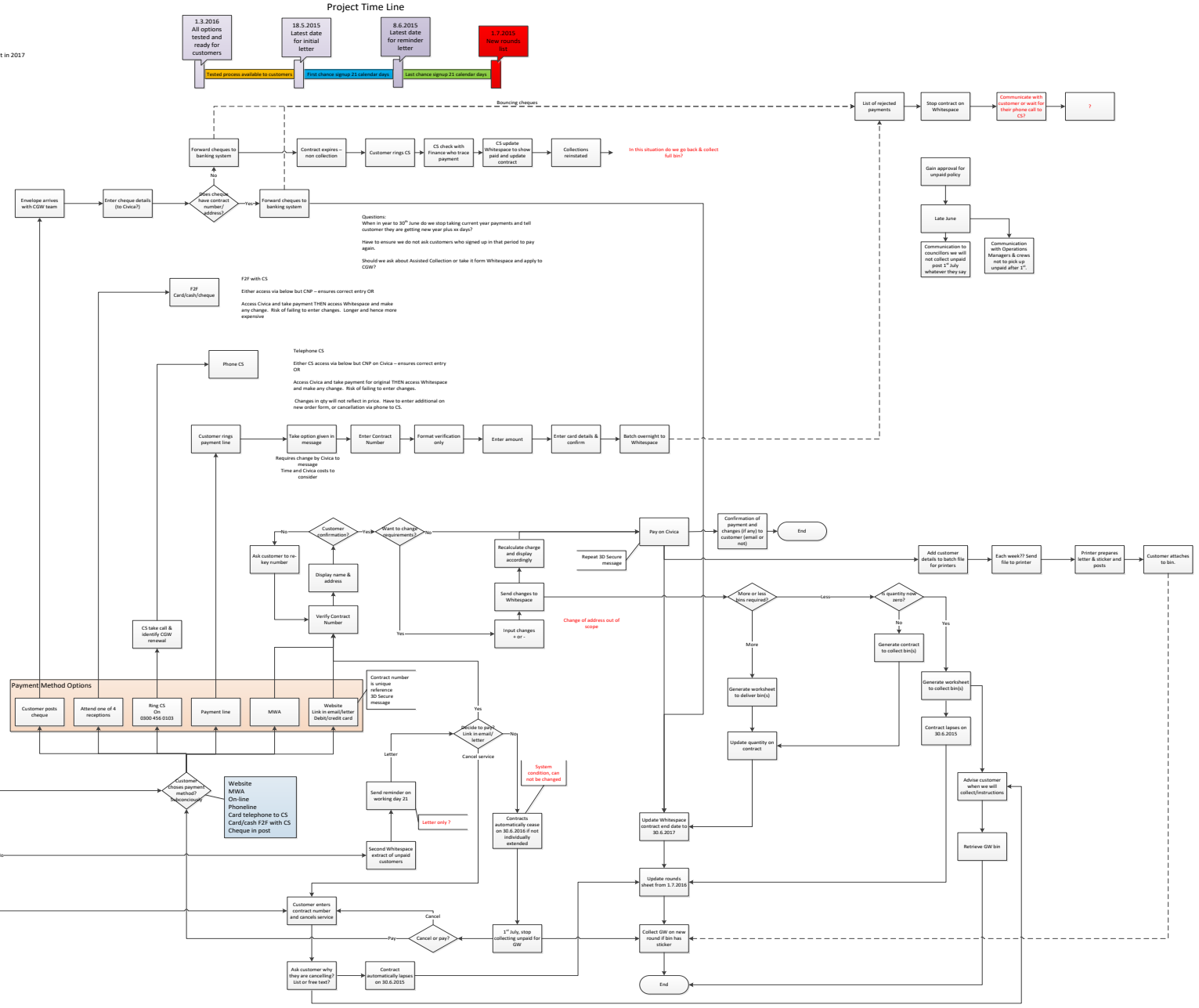
Garden waste renewal process (2017)



Web: 65,000
Phone 20,000
24/7 with peak take-up 18:00-22:00
Automated

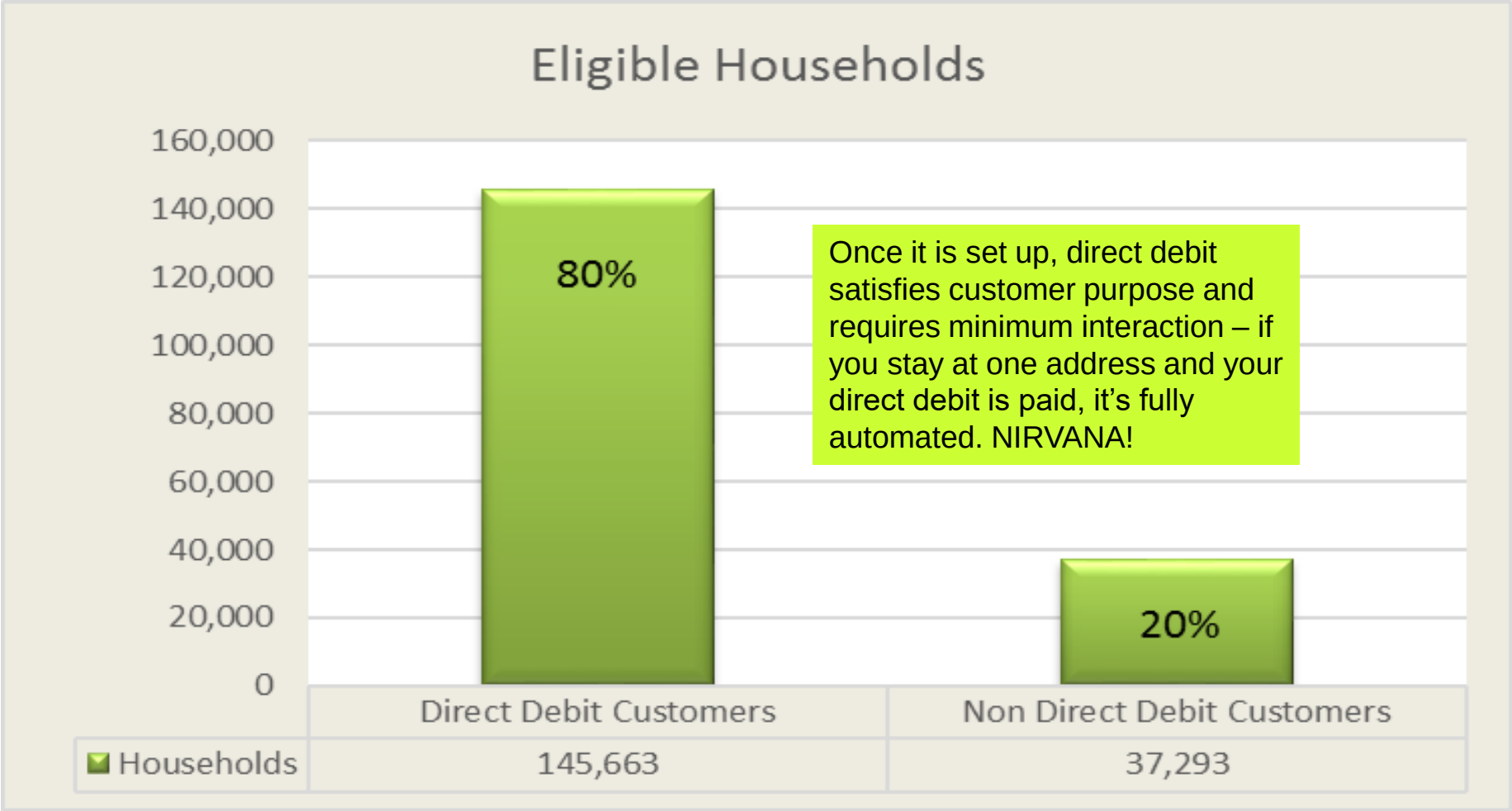
Proposed Chargeable Garden Waste Process V4a

Possible payment Methods (preferred order):
DD - Long term aspiration – not available for 2016
CC/DC via website or MyWiltshire App
Repeat DC payments – possible set-up in 2016 benefit in 2017
Telephone Payment Line ?
Telephone CS with CC/DC
F2F card
F2F cash
F2F cheque
Post a cheque
Post Office – not viable (no barcode arrangements)



Customer Purpose for Council Tax

“To pay my Council Tax
and know it has been paid”



Once it is set up, direct debit satisfies customer purpose and requires minimum interaction – if you stay at one address and your direct debit is paid, it's fully automated. NIRVANA!

Demand split by means of payment

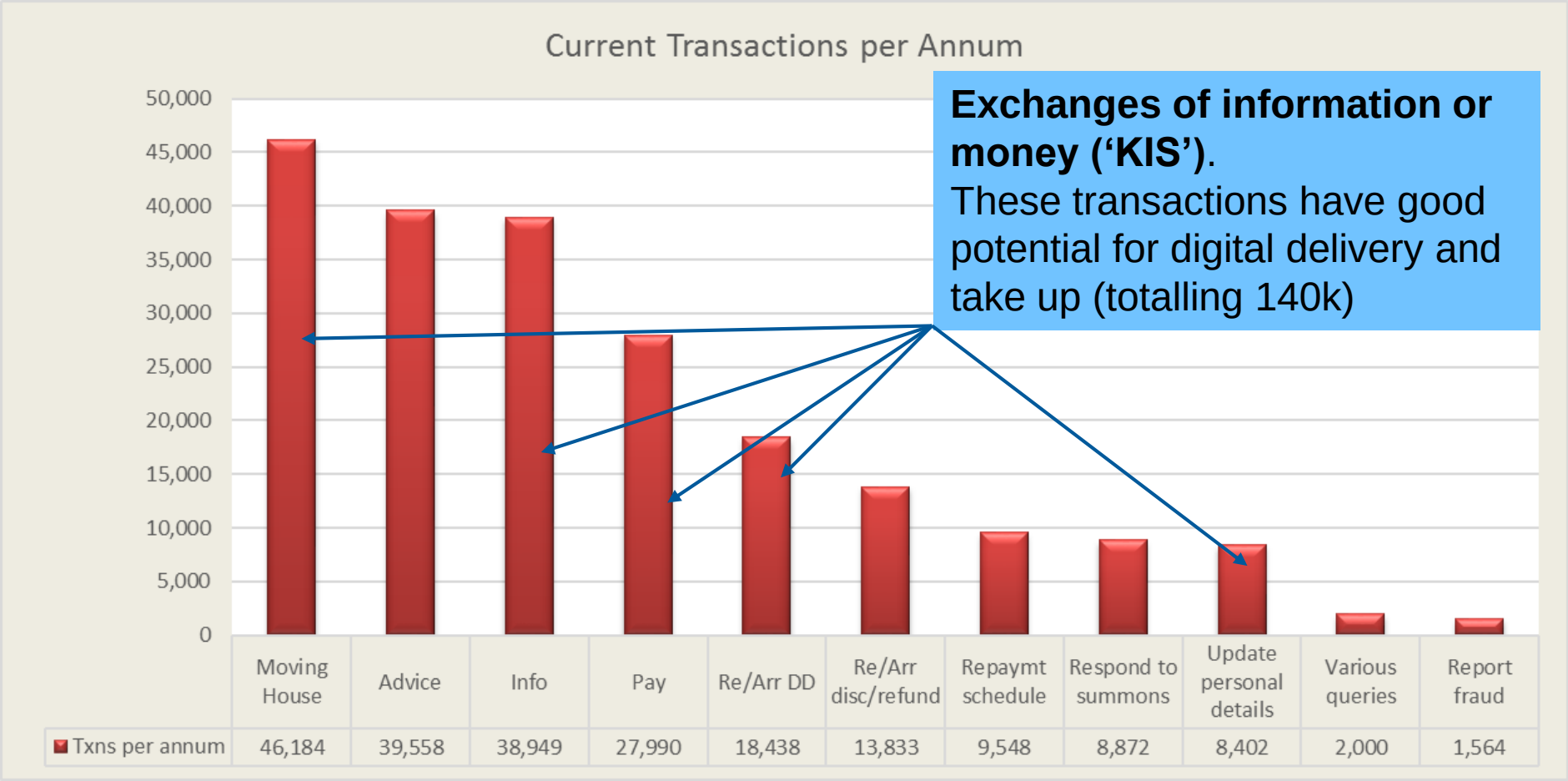
Customer payment method	% of customers	# of transactions	% of transactions
Direct debit	80%	53,469	20%
Other	20%	191,531	80%

This group generate 80% of the CT team's work. Where can digital delivery make it easier and faster for them, and cheaper for us?

Why do direct debit customers contact us (at all?) What could be automated?

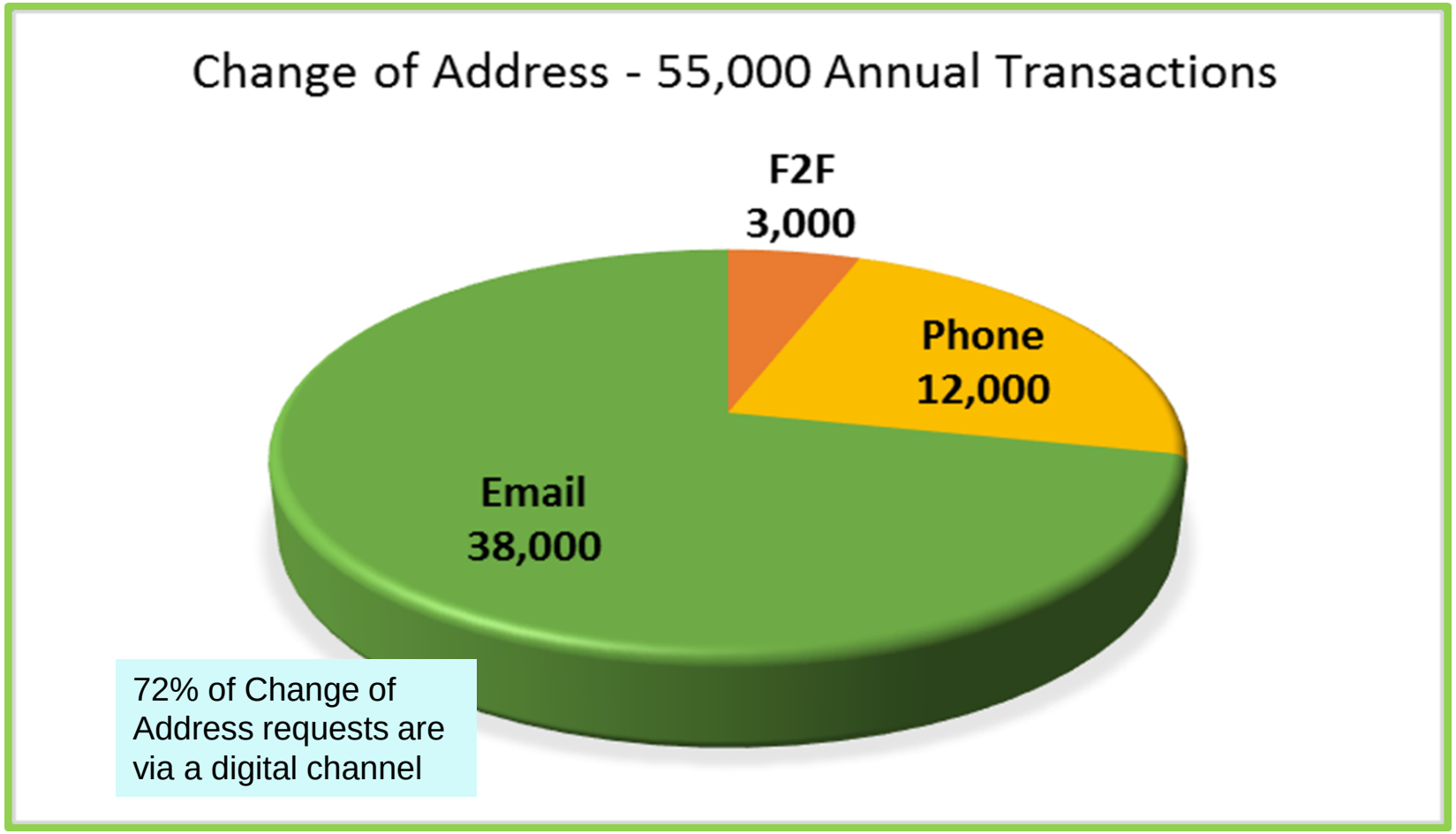
Customer purpose and behaviour – what they do and why they do it (that way)

- Analysing web searches/hits/journeys and incoming emails.
- Talking to customers at reception.
- Listening to what customers say or ask for in phone calls.
- NB: people always take the easiest way (for them).
- Thinking: what does this mean for the potential for digital delivery for this service?



Exchanges of information or money ('KIS').
These transactions have good potential for digital delivery and take up (totalling 140k)

Change of Address



72% of Change of Address requests are via a digital channel

Capacity required for Change of Address

- Demand capture identified 7 minutes on phone plus 4 minutes wrap up total 11 minutes for each transaction* (much the same for emails).
- Total = 10,700 staff hours per annum.
- Metric of 1,200hrs service delivery per FTE = 9FTE of capacity in Council Tax team alone – and then the rest of the organisation….

* NB:

- Analysis of email inboxes identified 35% of Change of Address emails as having data missing, resulting in an email back to the customer and then processing their reply.
- This additional effort/cost has not been included in the figures….

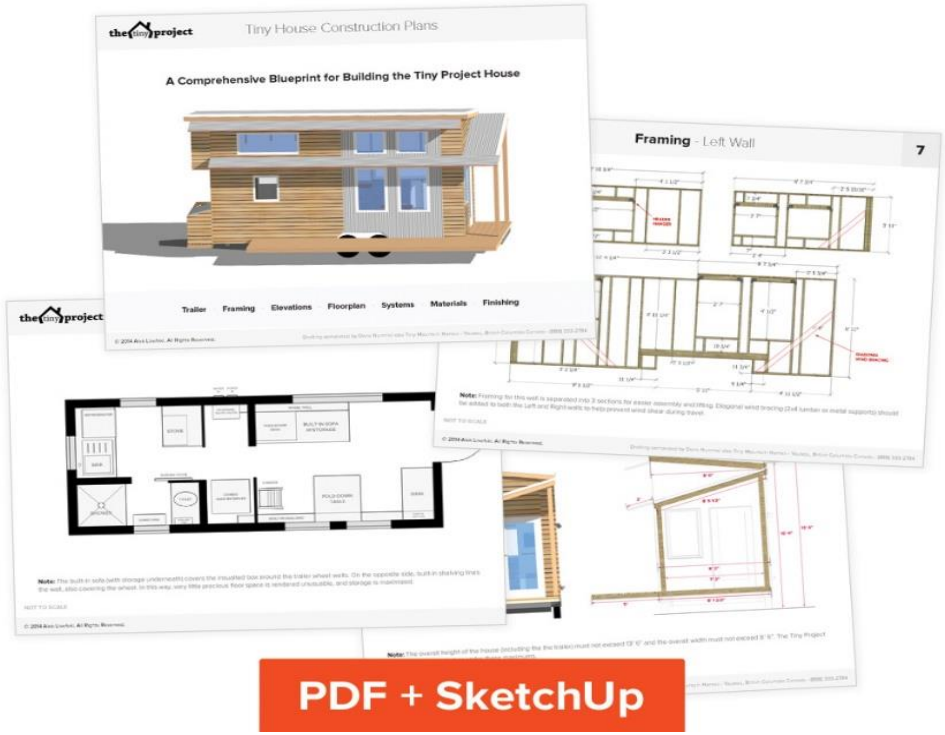
The other CT ‘transactions of interest’

- Updating personal details (8,400pa) – direct into CT application?
- Requests for information (as opposed to advice) (38,900pa)
  - Account balance/amount due to be paid
  - Date of payment
  - Reference number
- Arrange/amend direct debit (18,400pa) – digital options?
- Payment – F2F (10,000pa) – options to change?
- Total work for all CT readily digitisable = 16-20,000 hours pa = 15FTE approx.

Development Control and Building Control

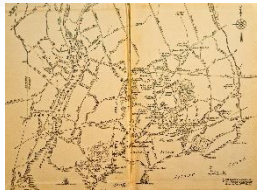
Effort versus volume…

- Around 8,500 planning applications and 7,000 building control applications a year.
- Predicted capacity gain from digitising processes = 24,000 hours = 20FTE of effort.



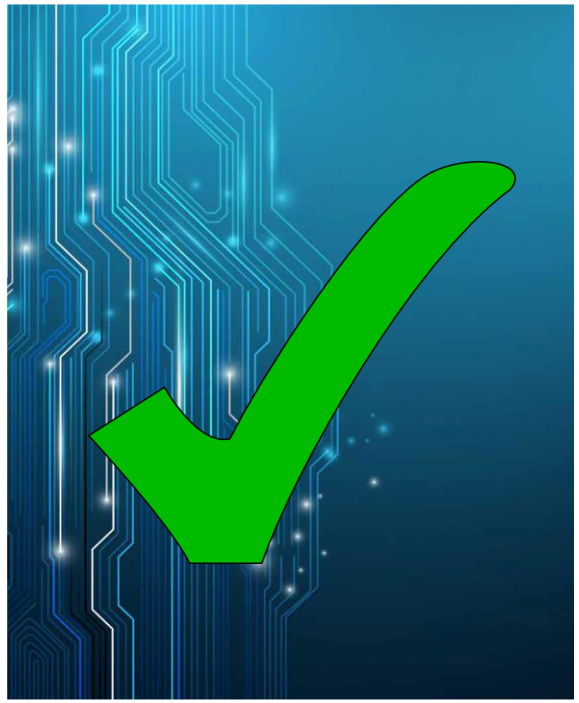
Gravity exists (aka System Conditions)

- ‘No choice’ service
- National systems interface
- Shared applications
- Procurement and contracts
- Old media: paper maps, microfiche



Some mantras (which work for us)

- Properly understand the customer transaction, and <u>especially</u> customer purpose.
- Redesign for value…
- … and only then automate.
- Do more than ‘bake in’ what you currently do.
- Reality is as it is, not as we would like it to be.
- Accumulate gains: better is better.
- All gains depend on changes to behaviour: it’s all about people and why they do what they do.
- Keep going – persistence is priceless.



Any questions?

Thank you

For further information, contact John.rogers@Wiltshire.gov.uk

- Slides and content, and applying the systems thinking approach to digital work and to public services.
- Wiltshire partnership's three-day Systems Thinking 'immersion' course (course places or on-site delivery).