

APPENDIX C

Opportunity for efficiencies from digitalisation

Throughout the range of services provided by the Council are a number of operational processes that have scope for greater efficiency and that do not provide the best possible service to residents. Several processes have multiple steps and handoffs from one group to another, while others may contain duplication of effort or a high element of manual intervention. The digitalisation of such processes therefore can deliver a faster, more efficient operation that not only can achieve savings but, moreover, can deliver better and more accessible services to our residents.

An analysis of three services is shown below. This small 'sample' represents only a very small cross section of the wider range of council services to which digital solutions would be applied. However, the indicative efficiency savings shown provide a sense of the **scale of benefits** – both cashable and non-cashable - that the implementation of the Digital Strategy would realise if it was implemented across all service areas.

Indicative examples of potential return on investment (ROI)

Shown below are three examples of service elements for which potential efficiency savings have been identified. Within these service elements enhanced digital processes would be introduced, improving services by reducing avoidable contacts and streamlining existing practices.

<u>Customer Contact Centre (CPBS)</u>	<u>Housing (Rent Account Management)</u>	<u>Taxi Licensing Process</u>
£123k	£76k	£7.26k

Customer Contact Centre

For the Customer Contact Centre the potential savings figure is the one set out in the CPBS Transformation Plan which is due to be presented to Council. The figure represents the 37% of the predicted savings that are attributable to South Holland. The potential savings figure is arrived at by calculating the annual volumes and "cost per contact" of telephone calls, face to face interviews and e-mails, and a knowledge of annual volumes in each category. Potential reductions in the overall transaction volumes are then calculated and the savings figure is derived.

Although this potential saving is attributable to (and would accrue to) the CPBS Transformation Plan, it is included here as it represents an example of the *scale of efficiencies* which can potentially be achieved through greater digitalisation. Furthermore with additional investment through the Council's Digital Strategy there is potential for this figure to be increased as it begins to deliver wider efficiencies within services which will further enhance capacity and throughput

within the Customer Contact Centre. (As has been highlighted elsewhere there is a close interface between SHDC and Compass Point.)

Whether these “savings” would be realised or reinvested would be for Members to determine in each case. For example it may be preferable to reinvest by, for example, redeploying staff.

In the case of Customer Contact Centre staff a redeployment of staff could support enhanced services such as:

- assisting face-to-face those customers who still choose to visit the Council office in person
- providing an assisted digital service to those customers who do not have the means or the experience to serve themselves
- dealing with more complex issues directly, resulting in fewer “hand-offs” and a simpler, less frustrating experience for the customer

Housing

This indicative efficiency saving was identified as a result of a process mapping exercise to identify how the existing process could be made more efficient. Analysis estimated that Housing Officers spend some 3 days per week administering rent accounts which could ultimately be avoided if appropriate digital processes were introduced. The figure of £76k per annum represents the cost (in staff time) that could be avoided. This could also potentially be reinvested more efficiently in other areas of the Housing service.

Taxi Licensing

A further example of a service where efficiencies can potentially be realised is the Taxi Licensing service. A specific process mapping exercise was undertaken to identify the impact of digitising the process. The fully redesigned process shows potential savings of 10 hours per week with a value of £7,260 per annum. This would allow officer time to be “re-invested” in the following priorities:

- Licensing’s commercial services
- EHT&C Training
- Better/more inspections
- Animal Welfare Risk ratings

An interim scanning solution, whilst making some efficiency savings for the Council, continues to put the emphasis on the taxi drivers to collect and scan the necessary documents themselves. However a complete implementation of this process, based on the full digitalisation of the licencing process (Tascomi) will deliver all of the benefits identified above and will also improve the customer experience by allowing them to apply on line, submit documents online and make an appointment on line without having to scan documents themselves or make several visits to Priory Road.