

DERBYSHIRE COUNTY COUNCIL**CABINET
16 March 2020****Report by the Executive Director of Commissioning, Communities and Policy****MODERNISING COUNCIL SERVICES THROUGH
DIGITAL TRANSFORMATION AND CHANNEL SHIFT
(Corporate Services)****1. Purpose of the report**

To seek Cabinet approval to progress a cross-council, digital transformation 'Channel Shift Programme' by moving to the procurement stage for new underpinning digital systems, as referred to below, for an initial four-year term, with options to extend for up to three additional periods of two years and to support this investment with the required change management processes. The implementation phase will last 2.5 years, with benefits being accrued over a five-year period.

2. Information and analysis**2a. Background**

Derbyshire County Council (the "**Council**") exists to enable its citizens to enjoy the best quality of life that they can achieve, supported by a modern, enterprising organisation that puts residents first. Being an efficient organisation that prioritises customer experience underpins this commitment, and an opportunity exists for the Council to deliver more effectively for its residents through digital transformation.

At a time of rising expectations about customer service standards, and when over 91% of the UK population are regular Internet users, we recognise resident expectations about:

- Accessing Council services through a diverse range of communication channels, including digital and mobile, more quickly than ever before and at a time convenient to them;
- Enjoying an intuitive, fast and easy experience from organisations that provide citizen-facing services; and
- Switching seamlessly between channels and services.

The 2019 Resident Survey demonstrated a public desire for more effective, digital customer services as part of creating an efficient Enterprising Council. When asked to 'rank the

options that the Council could use to save money or raise additional revenue', the second most popular option was to 'put more services online'.

The Ministry for Housing, Communities and Local Government also placed a clear expectation on local authorities to deliver digital services, with the 2018 creation of the Local Digital Declaration. This Declaration, which has over 150 local authority signatories, states: "This...affirms our collective ambition for public services in the internet age, and our commitments to realising it."

By embracing digital technology, which is now used by hundreds of councils across the UK, the Council can make a wide range of its services more accessible, more efficient and improve the experience that residents have when they interact with the organisation. A focused, digitally-driven approach will modernise many of our processes and support renewed focus on delivery and accountability as an Enterprising Council. It will also improve the perceptions that our partners, stakeholders and Derbyshire people have about the Council.

2b. Where we are now

Digital communication has become the norm following exponential growth in the use and ownership of desktops, laptops and smartphones. This is reflected in national statistics. For example:

- According to the ONS, in 2019, 91% of adults in the UK could be described as "recent Internet users", up from 90% in 2018 (Office of National Statistics, Internet Users, UK 2019);
- Recent Internet use in the 65 to 74 years age group increased from 52% in 2011, to 83% in 2019, closing the gap on younger age groups (Office of National Statistics, Internet Users, UK 2019); and
- Nine out of 10 households in Great Britain now have Internet access (Office of National Statistics, Internet Access – Households and Individuals, Great Britain 2018).

The Council does not currently have an online portal where residents can log-in to access a range of Council services. This means that residents are often required to complete separate online forms for related services (e.g. school admissions and free school meals). In some cases, people have separate logins for different Council services and it is difficult for residents to track the progress of individual cases. Our contact centre – Call Derbyshire – is, therefore, the natural "go-to" channel for many.

In future, we want a significant proportion of Derbyshire residents to engage, communicate and transact with the Council through a single online portal. This will allow residents to see status updates on the progress of queries, bookings or applications for a wide range of Council services in a single place, thereby improving citizen journeys and customer satisfaction.

Another key driver of the Channel Shift Programme is to enhance colleague experiences of working at the Council and, in turn, to improve service quality.

2c. What could be delivered

The objective of the Channel Shift Programme can be summarised as:

“To improve the resident experience through the introduction of three new corporate, citizen-facing systems to the Council in 2020, putting at least 50 services live on these new platforms by the end of 2020. An additional c.150 services will follow in 2021-22.”

Since September 2019, the Channel Shift Programme Team has worked with the Channel Shift Board to evaluate the introduction of a modern, corporate Customer Relationship Management (CRM) system, which includes the following integrated components:

- Self-serve portals for residents, Members and other stakeholder groups;
- Easy-to-build online forms;
- Integrated payments;
- Workflow;
- Pre-built application programming interfaces (APIs) for integration with the likes of Mosaic, SAP and Confirm; and
- Dashboards and reporting capabilities.

This has been considered alongside the introduction of two other corporate systems:

- A Compliments, Comments and Complaints system; and
- A Room and Events Booking system.

2ci. Resident benefits

Once procured, all three corporate systems would help to promote consistent resident and colleague experiences and drive significant efficiencies via integrated workflow. The new systems should ultimately lead to:

- Tangible improvements in the resident experience and an increase in customer satisfaction;
- Offering more services via modern communication channels, meaning the Council is genuinely ‘open all hours’;
- Reductions in inbound call volumes;
- Reductions in complaints volumes and an increase in the number of compliments and comments, with better access to feedback from residents;
- Process optimisation via extensive business process re-engineering; and
- Demonstrable reductions in known cost to serve.

2cii. Organisational benefits

The proposed new approach will also improve service quality and efficiency by and for colleagues. We expect to see:

- Improvements in staff well-being and job satisfaction by giving colleagues tools to reduce administrative effort and focus more exclusively on ‘value add’ activities. To achieve this, the Channel Shift Programme will seek to re-engineer existing business

processes wherever possible, rather than 'lifting and shifting' current ways of working;

- Greater consistency in service provision across Council directorates; and
- Improved business intelligence and reports for demand management by starting to predict service usage using analytics, rather than simply responding to incoming work.

2ciii. Longer-term benefits

If this transformation programme achieves its potential, towards the end of the five-year benefit period, the following improvements could also be delivered:

- There is likely to be a reduction in the number of ICT applications once the new corporate systems are procured, implemented and embedded within the Council through rationalisation of existing systems. This supports commitments outlined in the Council's five-year ICT Strategy;
- The new systems could be used extensively for colleague-facing processes, as well as resident-facing processes which are the primary focus of the Channel Shift Programme. For example, onboarding processes operated by the Shared Service Centre, HR or Finance could use and benefit from the new systems;
- The new systems could be used to accelerate Council responses to FOI (freedom of information) and subject access requests (SAR);
- The Channel Shift Programme is likely to support the Council's climate change agenda by supporting reduced printing and travel frequency. The Programme Team has started to engage relevant officers in the Council to quantify its anticipated contribution;
- The CRM system in particular is likely to support wider process improvement work within the Future Highways Model; and
- There may be strong alignment with other prominent Council initiatives (e.g. the Better Lives and Thriving Communities programmes). The Programme Team is in the process of engaging these teams to establish how the Channel Shift Programme can support these programmes' objectives, especially around culture and change management expertise which can potentially be shared and pooled as needed.

The Council does not currently have benchmark data in many of the above areas, so the Channel Shift Programme will work with colleagues from across the Council to establish suitable benchmarks for monitoring purposes.

2d. Best practice elsewhere

Many councils in the UK are now investing in the development of online services. For example:

- One customer-centric system supplier is working with more than 130 councils nationally;
- Other similar system suppliers are typically working with 50 to 100 councils;
- Lincolnshire County Council has recently put 77 services live on a new customer-centric platform in a six-month period;
- Nottinghamshire County Council uses a front-end resident-centric system to both improve customer experience and manage short-term demand for services.

Best practice examples can be found throughout the Channel Shift Strategy (Appendix 1) which references quality and efficiency savings realised by other councils through Channel Shift initiatives.

2e. Strategic fit

This Programme supports the Council's Enterprising Council approach, which includes a commitment to working as "One Council", replacing 'siloed' departmental working with coordinated, Council-wide transformational change.

It also aligns with the Council Plan, which commits to:

- Introducing digital platforms for service delivery to support more agile and flexible working;
- Measuring the number of services accessed on Council websites; and
- Delivering a five-year Information and Communications Technology (ICT) Strategy by 2023, which aims to streamline service delivery and embed modern working practices.

The Channel Shift Programme will help to achieve these objectives by introducing new self-serve options for citizens and colleagues.

2f. Programme requirements

As outlined above, the basis of the Channel Shift Programme focuses on the procurement and implementation of three corporate systems:

- A corporate Customer Relationship Management (CRM) system which will support and manage end-to-end interactions with the Council;
- A Compliments, Comments and Complaints system which can provide a 'single source of truth' for citizen feedback; and
- A corporate Room and Events Booking system which can be used by colleagues and citizens for booking Council events and facilities.

These systems may all be part of the same system or procured from separate suppliers, and will be implemented in a consistent manner across the Council to ensure maximum adoption and utilisation. They will be procured using the open tender procedure, for an initial four-year term with options to extend for up to three additional periods of two years.

3. Financial considerations

The anticipated total cost of this Programme over five years – including licences, professional services and backfill costs for directorates – is £1.639m. The breakdown of these costs is detailed in Appendix 2.

There is potential for the Channel Shift Programme to drive significant quality and efficiency benefits across the Council over a five-year period. There will be an amount of cash and non-cash releasing benefits which will support the Council in achieving its savings targets and driving efficiencies in terms of processes, roles and systems. Further details are given in Appendix 3.

It should be noted that the delivery and success of the Channel Shift Programme will be continuously monitored and regularly reported on, enabling the Programme Team, CMT and Cabinet to have strong oversight of both the likelihood and pace of delivering the predicted benefits over the short, medium and long term. To facilitate this, the Channel Shift Programme Team has budgeted for one full-time employee to join the team for 18 months to work with directorates to effectively track the benefits of digitisation at a service level.

The costs of the programme will be initially underwritten by Commissioning, Communities and Policy 2019/20 underspends. A benefits realisation case will need to be developed to determine how the costs of the programme can be recovered. This will be established as part of the Programme work.

4. Programme governance

As the Channel Shift Programme moves from procurement to implementation, it plans to adopt a Prince2 methodology to manage the implementation of the new digital systems. It will work in an agile way to ensure swift development, testing and implementation of new processes and systems.

In addition to the existing Channel Shift Programme Board (which will be reviewed to ensure appropriate representation and oversight of the Programme is achieved), the Programme Team plans to create a Delivery Board which will include many of the end-users who will ultimately use the new digital systems (for example, service leads within ACATT, Call Derbyshire, Trading Standards, School Admissions, Adult Education, Highways, Planning and other citizen-facing services). The primary purpose of this Board will be to ensure that the digital solution(s) are fit for purpose and to act as Digital Champions who will help drive adoption and utilisation across the directorates.

5. Legal considerations

The Channel Shift Programme Team has undertaken an Equalities Impact Assessment (EIA), which is attached at Appendix 4. Members are asked to note the content of the EIA and in particular the potential adverse impacts identified and the proposed actions to mitigate these.

The Procurement of the three digital systems referred to in this Report will be carried out in accordance with the Council's Financial Regulations and the Public Contracts Regulations 2015.

6. Other considerations

In preparing this report, the relevance of the following factors has been considered: human resources, human rights, equality of opportunity, health, environmental, transport, property, crime and disorder, and social value considerations.

6a. Inclusion and access

Despite the many benefits of Channel Shift for the Council and Derbyshire's residents, it is important that the Council actively considers digital inclusion and that it purposefully facilitates multi-channel access to services wherever possible. Residents who are not digitally-aware or digitally-enabled should not be disadvantaged by the growing trend to move private and public services online. This will be considered throughout the design and implementation of the Programme as individual services are addressed.

To support its digital inclusion approach, the Channel Shift Programme Team will work closely with the Council's Policy and Research Team which has developed a complex customer segmentation model to understand citizen behaviour and channel preferences. In areas where digital access may be an issue, we will build on digital inclusion work already being conducted in libraries across the county to ensure that no residents are left behind.

At this stage we do not envisage Channel Shift being appropriate for all residents but want to ensure that the digital infrastructure is in place to encourage more online transactions in future.

Digital inclusion is explored further in the Channel Shift Strategy (Appendix 2).

7. Key decision?

Yes.

8. Is it necessary to waive the call-in period?

No.

9. Officer recommendations

That Cabinet approves:

- The digital transformation programme, as outlined in this Report;
- A £1.639m budget for the Channel Shift Programme including backfill costs for directorate resources working on the Programme, supplier professional services, external change management support, software licences, middleware (if needed) and contingency at 10%;
- The procurement of three new corporate systems, as referred to in this report for an initial four-year term, with options to extend for up to three additional periods of two years, in line with the Council's procurement processes.

Emma Alexander
Executive Director of Commissioning, Communities and Policy

Appendix 1: Channel Shift Strategy

The Channel Shift Strategy was produced by the Channel Shift Programme Team between September and December 2019. Its contents are as follows:

(Note that some of this content has been partially replicated in the main Cabinet paper, reflecting continuity between the draft Channel Shift Strategy from Q4'19 and the planned Tender process of Q1'20).

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Please note that all dates referenced in this document relate to the calendar year *unless stated otherwise* (for example, Q1 2020 = January to March 2020, Q2 2020 = April to June 2020 etc.).

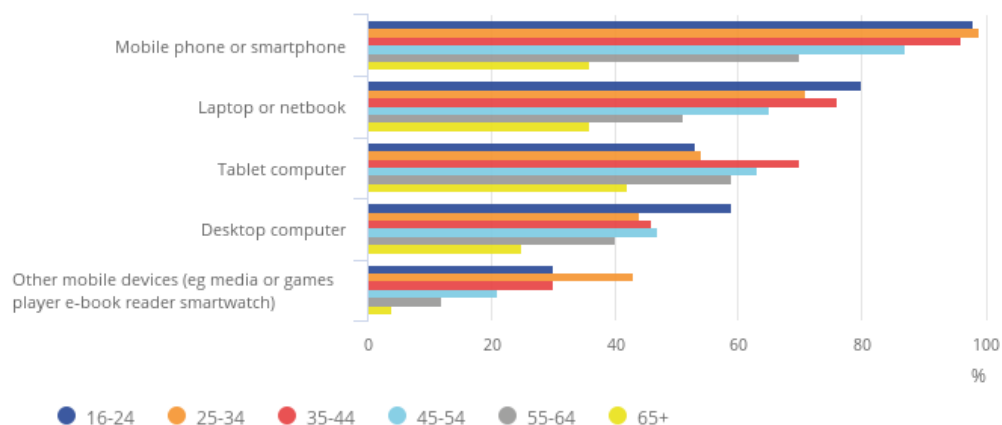
Derbyshire County Council’s Channel Shift Strategy

1. Context

For most people, digital communication has become the norm following exponential growth in the use and ownership of desktops, laptops and smartphones. This is reflected in national statistics:

- According to the ONS, in 2019, 91% of adults in the UK could be described as “recent Internet users”, up from 90% in 2018. *Office of National Statistics, Internet Users, UK 2019*;
- Recent Internet use in the 65 to 74 years age group increased from 52% in 2011 to 83% in 2019, closing the gap on younger age groups *Office of National Statistics, Internet Users, UK 2019*;
- Nine out of 10 households in Great Britain now have Internet access. *Office of National Statistics, Internet Access – Households and Individuals, Great Britain 2018*;
- Since 2006, the percentage of adults who use the Internet every day has grown from 35% to 86% (2018). *Office of National Statistics, Internet Access – Households and Individuals, Great Britain 2018*;
- In 2018, 78% of adults used mobile phones or smartphones to access the Internet. These were the most popular devices across all age groups *except* the 65+ age category which described “tablet computers” as its preferred device for accessing the Internet:

Figure 1: Devices used to access the Internet by age group in Great Britain, 2018



Source: Office for National Statistics

Although Derbyshire has a high percentage of residents aged 65+ (22%¹ compared to the UK average of 18%²), its residents are largely digitally-enabled. This is evidenced by the findings of a *Derbyshire Citizen's Panel* from 2016 which found that 86% of respondents had access to the Internet, and that 82% of respondents were able to access the Internet at home. Of these respondents:

- 95% used the Internet for emails;
- 94% used the Internet to find information;
- 74% used the Internet to research travel;
- 61% used the Internet for banking.

Three years later, in 2019, it is likely that these numbers have increased further.

(Further Derbyshire-specific data is likely to be generated over the next few months by the Council's Policy and Research Team (PRT) which regularly engages citizens on access-related topics. The Channel Shift Programme Team will continue to work closely with the PRT over the next few months as it refines and implements the Channel Shift Strategy.)

2. The implications for Derbyshire County Council

For Derbyshire County Council, digital usage data has far-reaching impacts. It means that our citizens:

- Expect to access Council services via a diverse range of communication channels, including digital and mobile;
- Expect to seamlessly switch between these channels;
- Expect to access Council services quicker than ever before, at a convenient time for them;
- Expect high levels of citizen experience and self-serve across all channels.

Councils cannot, therefore, predominantly offer high-quality, phone-centric services. This is no longer what citizens expect. Rather, in 2019, citizens want to access services via a mixture of communication channels including phone, email, online, SMS and social media (among others).

¹ <https://observatory.derbyshire.gov.uk/population-and-households/>

² <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/overviewoftheukpopulation/august2019>

However, councils cannot afford to simply open the “channel floodgates”. All communication channels must be managed effectively, with the intention of reducing cost to serve and offering better value for money to citizens. This requires the introduction of robust, modern technology and defined channel strategies for individual services.

Channel Shift best practice

Who: *Waltham Forest Council*

Situation: *Used outdated IT infrastructure, notably in its contact centre.*

Action taken: *Implemented a central **CRM system** and rationalised its core services. Also redesigned its website enabling 24/7 access.*

Result: *£3.8 million saved over five years.*

For councils like Derbyshire County Council, the changing technological and communication landscape presents significant challenges, following a decade of cuts to local government budgets. Maintaining pace with technological changes requires significant investment; and as time passes, without intervention, the scale and cost of the required investment inevitably increases. This is accelerated by continuous improvement and innovation in the private sector where artificial intelligence and augmented reality are increasingly the norm. This means citizen expectations are rising and councils – including Derbyshire County Council – are at risk of falling behind the curve.

This is reflected in recent research by Verinet Systems which found that only a quarter of councils offer more than 50% of their core services online, with 37%

Channel Shift best practice

Who: *North Yorkshire County Council*

Situation: *Received 6,000 highways emails a year from parish clerks.*

Action taken: *Introduced a **portal** which integrated with back-end systems. Users could see if faults had already been reported and proactively track their enquiries online.*

Result: *£58,311 saved in 2018/19 through reduced administration for highways inspectors. This is likely to increase to over £100,000 in 2019/20.*

of councils providing less than 25% of their core services online³. This is reflected in citizen expectations. In 2018, PwC’s annual local government survey found that almost two thirds (62%) of respondents hadn’t interacted with their local council digitally in the past month, and that 20% of respondents weren’t aware that councils offered digital services at all. The survey also found that only three in 10 survey respondents believed that their local council was

effectively embracing new technologies, despite 48% of respondents saying that they would like to see more online council services.

³ <https://www.localgov.co.uk/Most-councils-failing-to-offer-core-services-online-finds-research/38669>

Notwithstanding citizen perceptions, it would appear that most councils in the UK – including most of Derbyshire County Council’s neighbours – are now investing in the development of online services. For example:

- One customer-centric system supplier is working with more than 130 councils nationally;
- Other similar system suppliers are typically working with 50 to 100 councils;
- Lincolnshire County Council has recently put 77 services live on a new customer-centric platform in a six-month period;
- Nottinghamshire County Council uses a front-end citizen-centric system to both improve customer experience and manage short-term demand for services.

This is the context in which a Channel Shift Programme has been initiated by Derbyshire County Council. The Programme has approved funding for a small team of five people for two years alongside smaller projects. However, further funding is likely to be required for initiating broader corporate, transformational change. This is explained further in the rest of this paper.

3. The purpose of this document

This document sets out the core elements of Derbyshire County Council’s Channel Shift Strategy. It also sets out the principles for Channel Shift and provides insights into the proposed implementation approach.

At the heart of this strategy is the intention to focus on strategic, corporate change rather than smaller, tactical projects. There are lots of small projects that could be completed in the next six to 12 months to enable Channel Shift. However, these projects wouldn’t necessarily address underlying digital, technical and / or operational challenges. For example:

Channel Shift best practice

Who: Southampton City Council

Situation: Processed paper, phone and face-to-face parking permit applications with an estimated cost of £15 per transaction.

Action taken: Moved to an **online eForm** system, designed with input from members of the public who wanted more online functionality.

Result: 62% reduction in call volumes, with 2,700 online applications in Year 1. This has resulted in savings of c.£100,000 per annum.

- An online form could be built from scratch by ICT to facilitate online licence applications (e.g. for a new roadside skip). This project could be implemented within a few weeks. However, due to technical constraints caused by legacy ICT business systems, this form is unlikely to be

connected to end-to-end workflow which helps to deliver tangible operational savings. Should this project be initiated, it would achieve “CaSINO”: **Channel Shift In Name Only**. Behind the scenes, colleagues would still be required to “crank the handle” using a combination of email and manual interventions, minimising any benefits of the form being “online”.

The intention of this Channel Shift Strategy is to outline a long-term plan to enable digital transformation which, in turn, makes genuine and meaningful Channel Shift achievable. By doing so, Derbyshire County Council will be able to offer a wide range of cost-effective channels as well as 24-hour self-serve options that are (i) automated and (ii) effectively integrated into back-office systems. This will ultimately lead to:

- Tangible improvements in citizen experiences;
- Reductions in inbound call volumes;
- Reductions in complaints volumes;
- Process optimisation; and
- Demonstrable reductions in known cost to serve.

We expect a combination of the above, delivered over a five-year period, to more than cover the investment required to facilitate digital transformation and the associated Channel Shift.

At a high level, the Channel Shift Strategy proposes the creation of two workstreams which focus on different but related items:

- Workstream 1: strategic change via the implementation of a corporate customer relationship management (CRM) system. This system is likely to impact dozens of Council services with a full business case being produced by the middle of Q1 2020; and
- Workstream 2: directorate-led, tactical change via the implementation of smaller “quick win” projects. These projects will typically take between three and six months and will be supported by individual Project Officers in the Channel Shift Programme Team with directorate support.

Further information about both workstreams is referenced later in this document (section 12 onwards).

4. Fact-based strategy development

From the outset, the Channel Shift Programme Team has worked with colleagues across the Council to gather evidence and insights about citizen behaviour. This data has been used to develop and prioritise Channel Shift initiatives. Key sources of management information (MI) include:

- Call Derbyshire MI:
 - o We have analysed call volume data from Call Derbyshire over a 12-month period to identify potential areas for Channel Shift. Similar data has also been provided by The Highways Hub;
- Complaints MI:
 - o We have reviewed complaints data from 2017-18 which shows citizen painpoints across the Council;
- Derbyshire Citizens' Panel and Resident Survey:
 - o We have reviewed outputs from the Derbyshire Citizens' Panel and Resident Survey which consisted of c.4,000 residents from across the county;
- Derbyshire County Council's website:
 - o We have used Google Analytics to understand which pages are visited most regularly by citizens. This demonstrates citizen demand for services. We have also used Google Analytics to understand which search terms are used most regularly by citizens. Again, this demonstrates citizen demand for services. Finally, we have reviewed over 5,000 citizen emails about troublesome areas of the website which the Channel Shift Programme Team hopes to address;
- Upcoming surveys:
 - o We have provided input to the "Your council, your voice" survey which will be distributed to thousands of residents in Q4 2019. The Channel Shift Strategy will be updated based on these findings.

Channel Shift best practice

Who: Newcastle City Council (NCC)

Situation: NCC used manual processes to verify whether people using its recycling facilities were residents of the local authority.

Action taken: A new application system was created using an **SMS bot**. This system was developed in-house and significantly reduced processing times from 14 days to 90 seconds. All other contact methods were closed within one month of the launch of this solution.

Result: £25,000 has been saved through reduced administration time. This time is now used to analyse data and take enforcement action which generates income for the council.

The ongoing use of this MI to develop and prioritise Channel Shift initiatives will ensure that the citizen remains at the heart of Derbyshire County Council's Channel Shift Strategy.

5. Channel Shift definition

Channel Shift best practice

Who: *Elmbridge Borough Council (EBC)*

Situation: *EBC was spending lots of time writing letters and making phone calls to chase missing Council Tax payments.*

Action taken: *Implemented a new **SMS** system which sent reminders to residents a few days before payments were due. This was a preferred communication channel. The system also sent payment overdue notifications.*

Result: *Saved £40,000 in the first year of operation. EBC now plans to expand this channel to other council services.*

Channel Shift can be defined as “the process by which organisations seek to encourage customers to access or interact with services via channels other than those to which they normally choose” (*Abavus, The ultimate guide to channel shift*). In some cases, this may mean introducing new communication channels such as online, SMS and social media.

Derbyshire County Council's Channel Shift Programme will focus

on three main types of communication between citizens and the Council:

1. Interactions (e.g. obtaining advice, public consultations, petitioning);
2. Transactions (e.g. reporting potholes, paying for a blue badge);
3. Information (e.g. requesting library opening times, freedom of information requests).

Channel Shift is typically achieved through adopting a mixture of four approaches:

1. Improving and optimising technology. This is essential for Channel Shift to succeed;
2. Helping and training citizens (and colleagues) who can't use technology or particular communication channels;
3. Nudging and persuading citizens (and colleagues) who refuse to use technology or particular communication channels; and
4. Ultimately, *once suitable alternatives exist and are well-embedded*, closing some communication channels altogether to drive target behaviours.

In effect, Channel Shift is a complex change programme which aims to inform, educate and encourage end-users about channel availability, at the same time

as improving technology, so that more citizens feel empowered to use a range of contact channels and / or self-serve.

One of the key drivers for Channel Shift, internally, is reducing cost to serve. There have been several studies which show that the cost of “traditional” channels such as face-to-face, telephone and email are higher than more “modern” communication channels such as online, mobile and SMS. For example, in 2011, SOCITIM’s Channel Value Benchmarking service found that typical local government communication channel costs – per transaction – were: face-to-face: £8.62; phone: £2.83; online: £0.15.⁴

<p>Channel Shift best practice</p> <p><i>Who: Aylesbury Vale District Council</i></p> <p><i>Situation: Exceptional pressure on contact centre staff, leading to long call-waiting times.</i></p> <p><i>Action taken: Introduced web chat as part of a wider digital transformation programme.</i></p> <p><i>Result: Reduced call-waiting times and made overall savings of 2 FTE – the equivalent of 133 hours per month. AVDC saved £6m over 5 years as part of its digital transformation programme.</i></p>
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Derbyshire County Council is not alone in seeking to enact Channel Shift. Several core government services such as Universal Credit are now solely available via online channels (www.gov.uk). The Council plans to embrace and rapidly transition to this new reality, while respecting and planning for digital inclusion (see section 9 for more details on this topic).

6. The Channel Shift Programme’s principles

The Council is committed to exploring new ways of working to deliver high-quality, citizen-centric services which simultaneously reduce long-term expenditure. Innovative solutions will be required to meet these objectives.

When designing and implementing new solutions, the Channel Shift Programme will seek to consistently apply the following principles:

Figure 2: The Channel Shift Programme’s principles

Channel Shift principle	Principle description
1. Put online first...	Wherever possible and valuable for customers, we will move transactions and information online where cost to serve is lowest;

⁴ <https://www.wired-gov.net/wg/wg-news-1.nsf/0/BA2619CA7286E6B880257A0D003DD56F?OpenDocument>

Channel Shift principle	Principle description
	<p>We will ensure that the Council’s website and core systems are user-centric and facilitate self-serve;</p> <p>We will encourage as many citizens and colleagues as possible to self-serve online;</p> <p>We will seek to introduce processes which ensure that all online transactions are acknowledged and trackable.</p>
2. ...while not forgetting mobile	<p>More and more people are using iPads and smartphones in place of desktops and laptops. All initiatives must, therefore, consider mobile;</p> <p>We will optimise extensively for this channel;</p> <p>We will seek to introduce processes which ensure that all online transactions are acknowledged and trackable.</p>
3. Tailor by channel and service	<p>We will consider demand for each service and channel separately, and will employ a mix of integrated channels across high-volume services;</p> <p>We will redesign channels and services around citizen and Council needs;</p> <p>We don’t plan to make every service available in every channel.</p>
4. Make internal improvements	<p>We will integrate citizen-facing channels wherever possible for a seamless citizen experience;</p> <p>We will reduce printing and postage costs by moving high-volume services online;</p> <p>We will purchase and introduce new front- and back-end software to aid integration, encourage self-serve and reduce administrative overheads. Any such purchases will be supported by a robust business case.</p>
5. Lead by example	<p>We will encourage colleagues and Members to use the Internet to assist citizens as much as possible;</p>

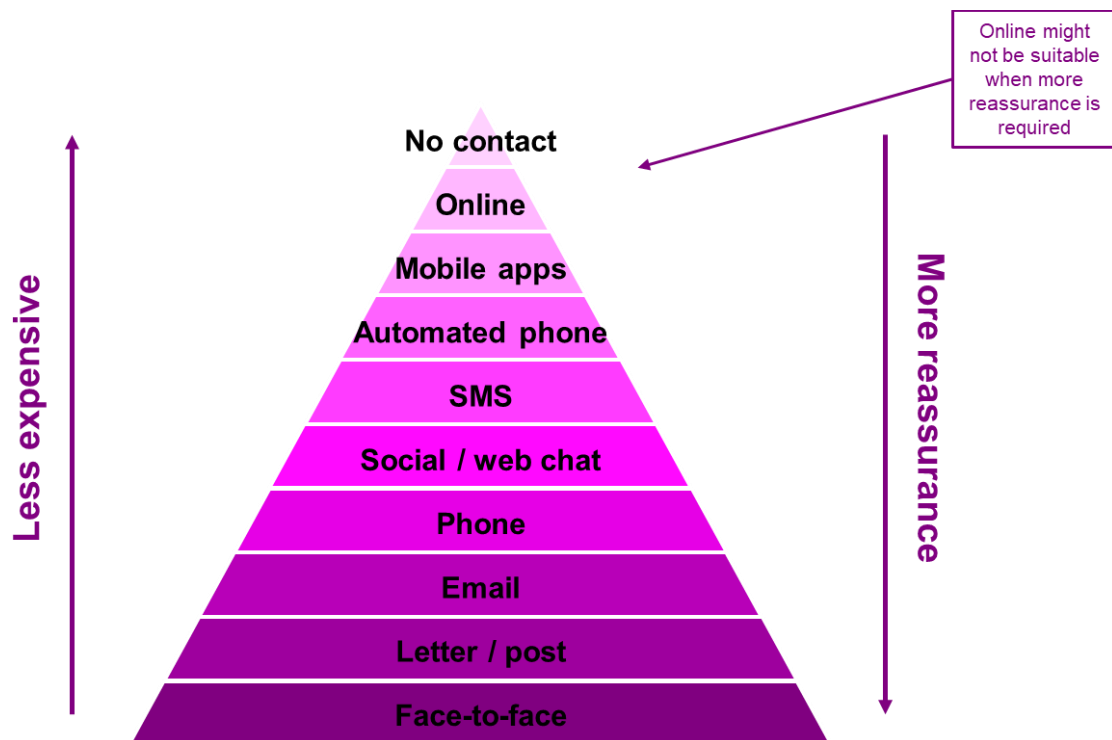
Channel Shift principle	Principle description
	We will increase social media signposting to help citizens who are struggling to use online channels.
6. Remain inclusive	<p>In most cases, we will allow citizens use their channel of choice. This will ensure that they have fair and equal access to all Council services;</p> <p>We will cater for various ages, languages and disabilities where cost effective to do so;</p> <p>We will continue to offer face-to-face and phone-based services while proactively promoting other channels;</p> <p>We will only close existing channel options with fair notice.</p>
7. Be cost effective	<p>Underpinning all Channel Shift principles is the desire to be cost effective and save money for Derbyshire County Council. This will be achieved through a combination of ICT rationalisation, reduced licence costs, reduced call volumes and process optimisation;</p> <p>All benefits will be tracked closely by the Channel Shift Programme Team which will be supported by Finance in this endeavour.</p>

Ultimately, Derbyshire County Council’s Channel Shift Strategy will encourage citizens, Members, colleagues, suppliers and communities to become more self-supporting and less reliant on individuals within the Council.

7. Derbyshire County Council’s channel strategy

Specific strategies are required to enable and / or maximise the use of *each* channel within Derbyshire County Council’s contact channel mix. This is reflected in the image and table below:

Figure 3: A typical council’s contact channel hierarchy



Note that this hierarchy will vary by service / customer segment

Figure 4: Derbyshire County Council’s high-level channel strategy

Communication channel	High-level channel strategy
Face-to-face	This will not be promoted as a channel for citizens to use regularly to access Council services due to the comparatively high cost of this channel.
Letter / post	Like face-to-face, this will not be promoted as a channel for citizens to use regularly due to the comparatively high cost of this channel.
Email	Significant overheads are currently incurred across the Council by teams who manually transpose citizen and member emails into back-end systems for processing. For this reason, over time, we envisage slowly phasing out the use of email as a channel. This will be replaced as a channel with an integrated customer relationship management (CRM) system and cloud-based citizen and member portals (explained in more detail below).

Communication channel	High-level channel strategy
Phone	Like face-to-face, this will not be promoted as a channel for citizens to use regularly due to the comparatively high cost of this channel. It will, however, continue to be a key component of higher-value services within Adult Care and Children's Services. We expect the "value add" from phone-based services to increase over time as a result of moving lower-value services online.
Social media	This will not be promoted as a primary channel for citizens to raise and resolve queries. All citizen communication will, instead, be pushed towards an integrated CRM system, giving the Council 360-degree traceability of citizen queries. In the context of the Channel Shift Strategy, social media will be used primarily to promote self-serve options and signpost citizens.
Web chat	This is not currently a channel offered by Derbyshire County Council. However, it is perceived to add value to most straight-forward, low-value transactions (for example, helping citizens who are struggling to find information on the Council's website) and has the advantage of being able to serve multiple citizens concurrently. We, therefore, plan to introduce this channel to Derbyshire County Council as part of the Channel Shift Programme.
SMS	Although this is already used as a communication channel by <i>parts</i> of the Council, SMS could and should be used more extensively across the board given the significant rise in mobile phone ownership over the past two decades. For this channel to be used more widely, it should be effectively assimilated into wider citizen communications. This is likely to involve integration with a central CRM system.
Automated phone	The Council doesn't currently offer any automated phone services. However, its current online payments system needs replacing and will be upgraded as part of the Channel Shift Programme. Automated phone services will, therefore, be considered in detail when reviewing and procuring a new platform to enable automated payments.

Communication channel	High-level channel strategy
Mobile apps	There is high demand to create mobile apps within Council departments. While these may be required in one or two unique cases, the Channel Shift Programme's primary focus is mobile optimisation, <u>not</u> app creation. We would like citizens to be able to use one or two mobile-optimised websites / portals for <u>all</u> services, rather than lots of different applications. This will also reduce development and ICT maintenance costs.
Online	Online will ultimately be promoted as the main communication channel for citizens due to the comparatively low cost of this channel. For this to be successful, however, it must be underpinned by digital investment which facilitates online self-serve. Genuine and meaningful Channel Shift is only achievable with appropriate, upfront investment.
No / avoidable contact	It is recognised that, in some cases, citizens use Derbyshire County Council as a "last resort" or because they are not sure where else to go. As part of the Channel Shift Programme, we will support the Digital Team in its independent efforts to optimise website content; review language; and signpost alternative services to ensure that the Council isn't inadvertently driving demand for services.

Targeted adverts are likely to be widely used online and on social media as part of the Channel Shift Programme to reinforce Council messaging about target channel behaviours. This will involve close engagement with the Council's Communications Team. Any targeted advertising of this nature will be compliant with GDPR and other data protection guidelines.

8. Alignment between the Channel Shift Strategy and the Council Plan

The Channel Shift Strategy is closely aligned to Derbyshire County Council’s “Enterprising Council” approach and its Council Plan, both of which recognise that innovation and transformation will help to accelerate the Council’s performance in the short, medium and long term.

“Enterprising Council”

Derbyshire County Council’s “Enterprising Council” approach includes a commitment to working as “One Council”, replacing siloed departmental working with coordinated, Council-wide transformational change. This will help the Council to achieve its ambition of being an efficient, high-performing local authority.

The Channel Shift Strategy aligns closely with this aspiration, as demonstrated by the Programme Team’s commitment to working across all Council directorates and avoiding “CaSINO” (**C**hannel **S**hift **I**n **N**ame **O**nly). The Channel Shift Strategy will also promote less expensive communication channels and enable ICT rationalisation. This aligns with the Council’s ambition to modernise, transform, innovate and collaborate more extensively, leading to improved outcomes and better value for money for Derbyshire’s citizens.

Channel Shift best practice

Who: Rochdale Borough Council

Situation: Received 300,000 calls per year from local residents, despite having lots of online services.

Action taken: Combined **project and change management techniques** to facilitate behavioural channel shift to drive efficiencies. The project looked at a wide range of areas including customer segmentation, IVR messaging, web messaging and call centre scripts. The project team also worked with residents to design revised processes and offered IT support in libraries and public buildings.

Result: 7,000 new online accounts were made in the first 12 months after Go Live, 40% more than the previous year. This led to savings of £178,703 (equivalent to 10.6 FTE).

Figure 5: The Council’s “Enterprising Council” approach, taken from Derbyshire County Council’s Corporate Plan 2019-2021



The Council Plan

In the Council Plan, the Council commits to delivering its five-year Information and Communications Technology (ICT) Strategy by 2023. This strategy will streamline service delivery and embed modern working practices. The Channel Shift Strategy will help to achieve these objectives by introducing new self-serve options for citizens and colleagues. Increasing self-serve optionality is one of the Council's key deliverables in the Council Plan for the next two years.

The Council Plan also includes a commitment to expanding the range of communication channels which citizens can use to access Council services. The Channel Shift Programme will play a key role in realising this ambition through the introduction of web chat and other new communication channels, as well as the delivery of a new CRM system. This goes hand-in-hand with the Council's plans to revise its existing Customer Care Charter. The Channel Shift Programme will also increase the volume of Council services that can be accessed online. This is described as a key measure for success in the Council Plan and is likely to improve citizen journeys, optimise back-end processes and deliver measurable savings.

Finally, the Council Plan makes a firm commitment to improving broadband capability and access to 5G across Derbyshire. This will support the Channel Shift Strategy in driving customer contact online. It will also increase confidence in both online and mobile as straightforward, reliable channels for accessing Council services.

9. Inclusion and access

Despite the many benefits of Channel Shift for Derbyshire County Council and Derbyshire's citizens, it is important that the Council actively considers digital inclusion and that it purposefully facilitates multi-channel access to services wherever possible.

Citizens who are not digitally-aware or digitally-enabled should not be disadvantaged by the growing trend to move private and public services online. This will be considered throughout the design and implementation of the Channel Shift Strategy.

To support its digital inclusion approach, the Channel Shift Programme Team will work closely with Derbyshire County Council's Policy and Research Team (PRT) which has developed a complex customer segmentation model to understand citizen behaviour and channel preferences. The PRT has split the

whole of Derbyshire (2,569 geographical output areas) into 18 sub-clusters using data from the 2011 census and has subsequently developed sophisticated insights into preferred and likely channel behaviours.

For example, residents in cluster 102 have been identified as being more likely than the average Derbyshire resident to make contact with Derbyshire County Council via Call Derbyshire. However, the 2016 Citizen's Panel found that residents in this cluster:

- have good access to the Internet (ranked 2nd out of 18 clusters) ;
- prefer to receive information from the Council via its website, email or social media (ranked 4th out of 18 clusters); and
- prefer to contact the Council via its website or email (ranked 5th out of 18 clusters).

This suggests that residents in this cluster already have the required access and skills for transacting online, and should be encouraged to use non-phone channels to contact the Council.

In contrast, the PRT's model shows that cluster 301 has a high proportion of people aged over 65, and that cluster 303 has a high proportion of residents who are unemployed and/or have no qualifications. Channel Shift is unlikely to be appropriate *to the same degree* for either of these clusters. Instead, we need to work with the Council's library network to promote targeted ICT assistance to these clusters. This will build on digital inclusion work which is already being conducted in libraries across the county.

To be clear, at this stage, we do not envisage Channel Shift being applicable to everybody but want to ensure that the digital infrastructure is in place to encourage more online transactions in future.

10. Internal cultural change

Implementing an ambitious Channel Shift Strategy will involve significant cultural change. Over the years, Derbyshire County Council's ICT Team has successfully introduced lots of new technology to Council departments but, in some cases, uptake has been slow. Colleagues need to feel confident using new technology and processes in their day-to-day jobs before they are widely adopted.

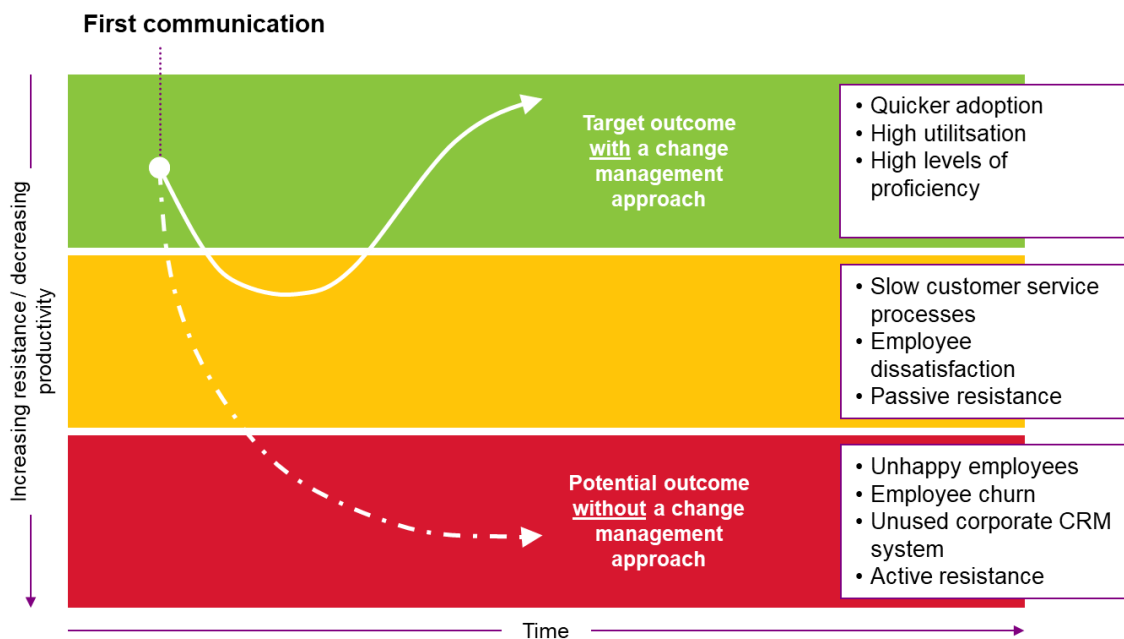
For this reason, change management will be placed at the heart of Derbyshire County Council's Channel Shift Strategy. Change management focuses on the adoption and use of great solutions. Within a programme or project

environment, it involves the application of a structured set of processes and tools for leading the people side of change to achieve a particular outcome. This includes:

- Communications plans (internal and external);
- Sponsor roadmaps;
- Coaching plans;
- Training and mentoring plans;
- Resistance management plans.

Without making appropriate investments in training colleagues and reinforcing desired behaviours, there is a genuine risk of achieving CaSINO (**Channel Shift In Name Only**).

Figure 6: The risks of not executing effective change management (credit: PROSCI ©)



If colleagues don't adopt target behaviours, it is unlikely that citizens, Members and other stakeholders will adopt target behaviours, undermining the business case behind Channel Shift. A willingness to adopt new ways of working is, therefore, required across all departments. This makes adequate investment in change management a critical success factor for both Channel Shift workstreams (workstream 1: corporate strategic change and workstream 2: directorate-led tactical change).

11. Lessons learned from previous CRM implementations

Derbyshire County Council has previously implemented CRM systems which, over time, have been phased out.

With this in mind, the Channel Shift Programme Team has purposefully reached out to colleagues who were involved with previous CRM implementations at the Council. The aim of this exercise was to identify key success factors for the Channel Shift Programme. We do not want to introduce a solution that isn't used and/or widely adopted.

The main findings are highlighted below:

Figure 7: Key success factors for the Channel Shift Programme

Key success factor	Explanations
1. Early focus on integration	Previous CRM implementations started well but the time required to integrate the CRM with other key systems was significant. This should be easier in a world where APIs are common. However, an early understanding about the number and complexity of integrations with a CRM would be helpful.
2. Early focus on authentication	Previous CRM implementations didn't succeed because, in many cases, DCC wasn't able to authenticate citizens effectively online. One-factor authentication wasn't secure enough to safely move most Adult Care and Children's Services services into a CRM. Without moving most services onto a corporate solution, its value / utility drops.
3. Secure top-down buy-in	Previous CRM implementations had significant top-down buy-in (for example, at CEO level). This helped to move key projects forwards, albeit slowly. Top-down buy-in across all four directorates will be important for the Channel Shift Programme Team to move at pace and for the solution to be widely adopted.
4. Agree – and stick to – your scope	Previous CRM implementations were victims of scope creep because the target services for the CRM weren't agreed and signed-off upfront. The Channel Shift Programme Team was encouraged to identify a narrow set of "wave 1" priorities and only expand the scope once these are "online".

Key success factor	Explanations
5. Think about continuous development	From the outset, there should be a plan for ongoing maintenance of the CRM solution so that it becomes firmly embedded in business processes as soon as possible. Process owners need to take ownership of the solution quickly. Lengthy project / programme timelines don't typically encourage this.

12. The Channel Shift Programme's implementation approach

The Channel Shift Strategy proposes the establishment of two workstreams which focus on different but related items:

- Workstream 1: strategic change via the implementation of a corporate customer relationship management (CRM) system. This system is likely to impact dozens of Council services with a full business case being produced by the middle of Q1 2020; and
- Workstream 2: directorate-led, tactical change via the implementation of smaller "quick win" projects. These projects will typically take between three and six months and will be supported by individual Project Officers in the Channel Shift Programme Team with directorate support.

This approach is being proposed after the Channel Shift Programme Team:

1. Reviewed citizen opinion, painpoints and other valuable MI (see section 4 of this document);
2. Mapped over 600 services which are referenced on Derbyshire County Council's website to identify Channel Shift candidates;
3. Reviewed departmental current and planned projects that require ICT solutions to facilitate customer engagement (c.130 projects across four directorates);
4. Engaged dozens of stakeholders from across the Council to prioritise Channel Shift candidates.

Workstream 1: Corporate strategic change

Many of the projects identified as part of the above analysis have common themes such as easier citizen access to records and information, online forms, integrated payments and enhanced self-serve functionality. For example, the Channel Shift Programme Team identified:

- x14 portal projects;

- x12 forms projects;
- x10 mobile projects;
- x7 access-related projects;
- x5 payments projects.

Given these common themes across Council projects, it makes sense to adopt a corporate approach to Channel Shift. This aligns with the Council's "Enterprising Council" approach which includes a commitment to working as "One Council", replacing siloed departmental working with coordinated, Council-wide transformational change.

The Channel Shift Programme Team, therefore, recommends the adoption of a modern, corporate CRM system which includes the following integrated components:

- Self-serve portals for citizens and Members;
- Easy-to-build online forms;
- Workflow;
- Integrated payments;
- Complaints, compliments and comments;
- Pre-built APIs for integration with the likes of Mosaic and Confirm;
- Dashboards and reporting capabilities.

This will help to streamline a range of ongoing and proposed ICT projects, and promote consistent citizen and colleague experiences.

Workstream 1: the potential of a corporate CRM

As stated in section 2, most councils across the UK have already adopted – or are adopting – CRM systems. For example:

- The biggest corporate CRM supplier is working with more than 130 councils;
- Its top five clients are using 1,006, 849, 833, 671 and 662 forms respectively;
- Other corporate CRM suppliers are typically working with 50 to 100 councils;
- Lincolnshire County Council has recently put 77 services live on a new CRM platform in a six-month period.

Having informally met c.10 corporate CRM suppliers, spoken to their clients and performed some analysis, we believe that between 35% and 45% of the Council's services could be accessed via a corporate CRM. Note that there

are also a number of “information only” pages spread throughout Derbyshire County Council’s website that wouldn’t be form candidates, so this percentage could arguably be much higher.

Using a corporate CRM, Derbyshire citizens would be able to log-in to one place and access hundreds of forms, underpinned by integrated workflow, which support dozens of services. This would be truly transformational.

Workstream 1: next steps

To fully understand the benefits of a corporate CRM which are likely to be substantial, the Channel Shift Programme Board has agreed to appoint a “Benefits Case Consultant” who started working for the Council for a 60-day period, w/c 18/11/2019. This consultant is tasked with building a full benefits case including expenditure. This will be brought to Cabinet in the middle of Q1 2020 for approval.

We anticipate being able to put dozens of services onto a corporate CRM by the end of 2020 (subject to procurement timelines).

Given a corporate CRM will touch dozens of services in all four directorates, to properly quantify the likely benefits of this system, all managers need to be adequately briefed about the project and prepared to talk openly and frankly about the likely impact. Briefing sessions took place at the Leadership Forum on 15/11/19 and the Senior Leadership Forum on 02/12/19, prior to a paper being shared with the CMT towards the end of Q4 2019.

Figure 8: High-level timelines for the implementation of a corporate CRM



Integration with a corporate CRM

As stated in Figure 7, previous CRM implementations at Derbyshire County Council have started well but the time required to integrate the CRM with other key systems was significant. We expect this to be easier in a world where application program interfaces (APIs) are common, and we are aware of some CRM suppliers who have integrated with in excess of 40 local government systems including Mosaic, Confirm and Flare using APIs.

However, an early understanding about the number and complexity of integrations with a CRM will be helpful. We, therefore, plan to work with ICT to produce an extensive list of Council systems in advance of procuring any system. This list will be included in the published Tender and potential suppliers will be asked to confirm (i) which systems that have historically integrated with and (ii), where applicable, how long this process took. This information will help the Channel Shift Programme Team to produce a realistic delivery and integration timeline for the subsequent 12 to 18 months.

Workstream 2: Directorate-led tactical change

It is important to note that Channel Shift, as a concept, isn't new to Derbyshire County Council; it is already alive and kicking within individual directorates. For example:

Department	Completed Channel Shift initiatives (not exhaustive)
Adult Care	Project 1: Introduction of a new system (CM) for managing and reporting care staff visit times; Project 2: Introduction of a new online assessment tool for Live Life Better Derbyshire.
Children's Services	Project 1: Creation of electronic Personal Education Plans (ePEPs) for children in care (virtual school); Project 2: Introduction of a new online payments process for school penalty notices.
Commissioning, Communities and Policy	Project 1: Transition to online assessments for blue badges using a central government platform; Project 2: Improvement of online messaging and functionality as part of a library renewals project.
Economy, Transport and Environment	Project 1: Introduction of an online spatial search capability for Council records (Con29s); Project 2: Introduction of new online forms within the "Do It Now" reporting suite (dropped kerbs).

Two examples of recent Channel Shift successes include:

- Library book renewals: in November 2019, the number of visitors to the Council's library book renewals page increased by 50% compared to an average four-week period. This coincided with a 79% reduction in call volumes to Call Derbyshire (from c.235 per week to c.50 per week) following coordinated on- and off-line communications campaigns. This helped to increase resource capacity within the call centre;
- Health and Wellbeing MOTs: Live Life Better Derbyshire created an online Health and Wellbeing MOT to encourage residents to complete MOTs themselves online. In 2018, c.8,000 residents used this service with around two-thirds of them transacting online. This reduced pressure on Public Health's face-to-face and phone-based services.

In addition to Channel Shift initiatives that have already been delivered, there are a number of Channel Shift initiatives that are in-train:

Department	In-train Channel Shift initiatives (not exhaustive)
Adult Care	Project 1: Improve occupational therapist ways of working to reduce travel and in-person visit volumes; Project 2: Introduce citizen and professional portals that integrate with Mosaic to aid self-service and referrals.

Department	In-train Channel Shift initiatives (not exhaustive)
Children's Services	Project 1: Introduce a new portal to facilitate parental access to free childcare (30 hours); Project 2: Promote mobile working via the roll-out of smartphones and Office 365.
Commissioning, Communities and Policy	Project 1: Enable password resets on mobile devices to facilitate remote working; Project 2: Improve end-to-end blue badge processes to facilitate self-serve and reduce call volumes.
Economy, Transport and Environment	Project 1: Introduce a real-time highways system (DHART) to display public transport information at bus stops; Project 2: Introduce more online forms within the "Do It Now" reporting suite (e.g. scaffolding permit applications). Merge these with Confirm.

In addition to developing and securing funding for workstream 1, the Channel Shift Programme Team plans to initiate and deliver a handful of "quick win", high-impact Channel Shift projects by the end of Q2 2020 (workstream 2).

In advance of a Programme Board meeting on 04/11/2019, a shortlist of 13 projects was produced by Channel Shift Programme Board members (from an original list of c.100 projects).

When these were reviewed collectively on 04/11/2019, the following projects were selected for immediate action by the Channel Shift Programme Team:

Lead department	"Quick win" Channel Shift initiatives
Call Derbyshire	Netcall phase 2 (including web chat and email blending).
Children's Services	Implementation of a council-wide complaints solution. Creation of a gateway / portal for healthcare professionals and c.400 schools (Mosaic).
CCP	Implementation of a Council-wide events and room booking solution.

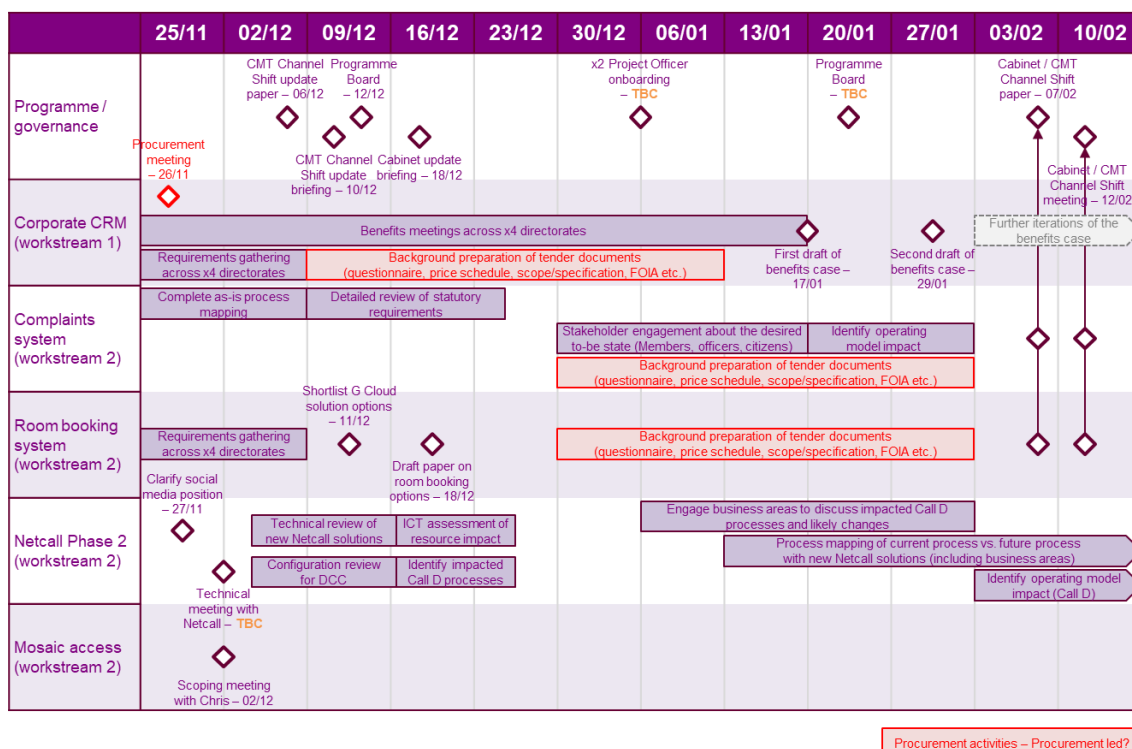
In addition to the above, it was agreed that a number of other "quick win" projects may be picked-up as part of workstream 1 (via the implementation of a corporate CRM). These include:

Lead department	“Quick win” Channel Shift initiatives
Adult Care	Implementation of a digital solution for finance and welfare rights.
Call Derbyshire	Improvement to processes associated with the Derbyshire Discretionary Fund. Reducing call volumes to the internal switchboard.
CCP	Implementation of a council-wide SMS solution.
ETE	Support for the ongoing eForms project across ETE. Initiation of demand management and Channel Shift interventions to reduce enquiry volumes.

Workstream 2: next steps

In light of the decision by the Channel Shift Programme Board to progress the “quick win” projects at the top of this page, the Channel Shift Programme Team arranged a number of kick-off sessions in November 2019 and has subsequently published the following 12-week lookahead for Q4 2019 / Q1 2020:

Figure 10: Plans for the implementation of directorate-led tactical change



13. Measuring the success of the Channel Shift Programme

As stated in section 3 of this document, there are five main ways that we expect to measure the benefits of Channel Shift for Derbyshire County Council and Derbyshire’s citizens. These are:

1. Tangible improvements in citizen experiences;
2. Reductions in inbound call volumes;
3. Reductions in complaints volumes;
4. Process optimisation; and
5. Demonstrable reductions in known cost to serve.

Targets will be attributed to each of the above as part of the full business case which will be produced towards the middle of Q1 2020. There may be several “sub themes” within each category which cover some of the broader benefits associated with Channel Shift (for example, tangible improvements in colleague experiences; improved management information (MI) to support decision-making; and potential ICT business system rationalisation).

The Channel Shift Programme Team has also met colleagues in the Council’s Policy and Research Team (PRT) to discuss how the Channel Shift Strategy will be able to support Derbyshire County Council’s commitment to becoming carbon neutral by 2032. Any significant, measurable findings will be reflected in the full business case for Channel Shift which will be produced towards the middle of Q1 2020.

14. Risks and issues for the Channel Shift Strategy

There are a number of high-level risks and issues which – if realised – may impact the development and implementation of Derbyshire County Council’s Channel Shift Strategy. The main ones have been included below for reference:

Type	Description	Owner
Risk	There is a risk that meaningful funding for the Channel Shift Programme won’t be approved due to limits on local government spending. This will limit the extent to which the Channel Shift	Assistant Director - Communications and Customers

Type	Description	Owner
	<p>Programme Team can deliver transformational change.</p> <p>Mitigation: we have approved the appointment of a “Benefits Case Consultant” to produce a credible end-to-end business case which secures appropriate funding.</p>	
Risk	<p>There is a risk that the Channel Shift Programme Team won’t be able to produce a substantive business case for Channel Shift due to the lack of MI across the Council. This will limit the chances of securing strategic, transformational investment.</p> <p>Mitigation: we have approved the appointment of a “Benefits Case Consultant” who has worked in similar environments and is familiar working with limited MI.</p>	Programme Manager – Channel Shift
Risk	<p>There is a risk that the Channel Shift Programme Team won’t be able to make quick progress due to typical Procurement timelines. This will limit the chances of securing strategic, transformational investment in a timely manner.</p> <p>Mitigation: we have engaged Procurement colleagues directly and they assure us that the timelines outlined above are achievable on the</p>	Programme Manager – Channel Shift

Type	Description	Owner
	basis of effective, joined-up working between the Channel Shift Programme Team and Procurement.	

Appendix 2: Costs and exclusions

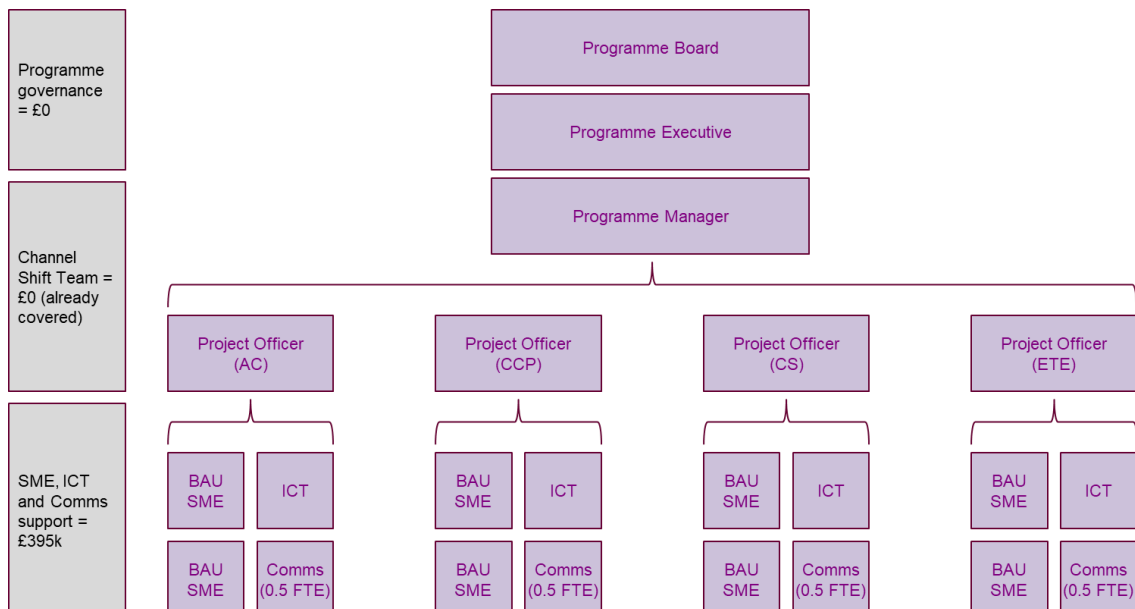
Total costs for the Channel Shift Programme are predicted to be £1.639m over 5.0 years, with the Programme Team finishing after 2.5 years and licence costs increasing gradually over the first two years as more services go online. For this reason, the benefits profile is also over 5.0 years with a delay incorporated to account for the initial implementation phase. All costs are revenue costs and include:

Internal resource costs

To realise the possible benefits over the next five years, the Channel Shift Programme Team (5.0 FTEs) needs to be supported by teams of dedicated resources who are able to work with suppliers, change management professionals and other stakeholders to drive and deliver meaningful change. For this reason, we believe that key individuals from each directorate should be seconded to the Channel Shift Programme for six-month periods, ensuring dedicated focus, buy-in and the embedding of skills within the organisation which will support wider cultural change. The total costs for internal resources would be:

- £0.395m in total:
 - £0m on Programme costs (for the Channel Shift Team which will exist through to the end of April 2022). These costs are already covered by the existing Channel Shift budget of c.£0.300m which was approved in 2019;
 - £0.213m on “subject matter expert” (SME) support from the four directorates;
 - £0.113m on ICT support;
 - £0.070m on Comms support.

The preferred *internal* implementation model is as follows:



Note that the total SME, ICT and Comms costs (£0.395m) **could** be absorbed by respective directorates *rather than* the Channel Shift Programme, if the effort is classified as “business as usual” and no backfilling is required. This would reduce the overall cost of the Programme to £1.243m but would heighten delivery risk through the utilisation of non-dedicated resources and is not recommended.

Licence costs

£0.600m on software licences (£0.150m per annum for three systems at full capacity (not until 2022/23 based on the phased Go Live of Council services)). These costs would continue at a similar rate if the Council chose to extend for up to six additional years.

External resource costs

£0.385m in total:

- £0.155m on supplier professional services for the implementation phase (Q3/Q4 2020) and any initial one-off costs associated with supplier engagement. These costs will be further refined once Tender responses are received and analysed;
- £0.230m on external change management support (see below). Again, these costs are associated with the implementation phase only.

Change management resources

Implementing an ambitious Channel Shift Strategy will involve significant cultural change. For this reason, change management will be placed at the heart of its implementation.

Change management focuses on the adoption and use of great solutions. Within a programme or project environment, it involves the application of a structured set of processes and tools for leading the people side of change to achieve a particular outcome. This includes:

- Communications plans (internal and external);
- Sponsor roadmaps;
- Coaching plans;
- Training and mentoring plans;
- Resistance management plans.

To ensure widespread adoption and utilisation of the new systems, the Channel Shift Programme has budgeted for four external change management professionals – one per directorate – to join the team for six months each (£450 per day). Although this is a significant financial commitment (£0.230m), we would anticipate all SME and Communications colleagues associated with the Channel Shift Programme to be trained in change management approaches, thereby upskilling the Council as a whole over the implementation period.

Contingency

- £0.258m in total:
 - £0.108m (based on 10% of the above costs);
 - £0.150m on middleware (if needed. See “Exclusions” below for more details).

Please note that some potential suppliers charge on a licence basis (e.g. per Council user) and some suppliers charge on a product basis (e.g. per software module). The procurement process will be designed to enable the evaluation of bids submitted using either method of profiling costs, and an update on the position will be shared with stakeholder following the evaluation of tenders and identification of preferred suppliers.

Exclusions

The following exclusions should be noted:

- The Channel Shift Programme will work collaboratively with existing Business and ICT projects but will not *initially* take over responsibility for any ongoing projects. Instead, it will focus on the procurement and implementation of the three new corporate solutions. In due course, however, once these projects are in-train, we expect some existing Business and ICT projects to be brought into the scope of the Programme and its new solutions, thereby reducing overall project effort within the Council. For example:

Business and ICT projects that are likely to come into scope of the Channel Shift Programme (not exhaustive)	
Directorate	Project description
Adult Care	Implementation of a digital solution for finance and welfare rights
Call Derbyshire	Improvement to processes associated with the Derbyshire Discretionary Fund Netcall phase 2 for the contact centre (including webchat and email blending) Reducing call volumes to the internal switchboard
CCP	Implementation of a council-wide SMS solution
ETE	Support for the ongoing eForms project across ETE Initiation of demand management and Channel Shift interventions to reduce enquiry volumes

This will be reviewed and agreed with directorates and ICT over the next few months, once preferred suppliers and Programme scope have been finalised. However, it is worth noting that at this stage, to the best of our knowledge, no new systems would need to be procured to facilitate these projects.

- As stated previously, the Channel Shift Programme will primarily focus on citizen-facing processes (for example, school admissions) rather than colleague-facing processes (for example, processes operated by the Shared Service Centre). In due course, however, we envisage an expansion of scope to assess the feasibility and benefit of bringing colleague-facing processes into the Programme. This may incur additional costs but would be supported by a full business case with projected benefits if agreed.
- The Channel Shift Programme will not, as things stand, introduce any middleware (software that acts as a bridge between an operating system or database and applications) to the Council, as this is a decision for which ICT is accountable. This Programme is focusing on the front-end citizen experience. However, a nominal amount of money has been included as contingency should this be required, once preferred suppliers have been selected and have engaged ICT about its preferred solution architecture.
- The Channel Shift Programme will not consider Internet speeds or anything associated with Internet/Broadband provision for citizens and colleagues. It should be noted that poor Internet/Broadband access may, in some cases, limit citizen engagement with the new systems and is a key prerequisite for Channel Shift Programme success. It emphasises the importance of the Council's "Digital Derbyshire" initiative.

Appendix 3: The benefits case for Channel Shift

1. Context

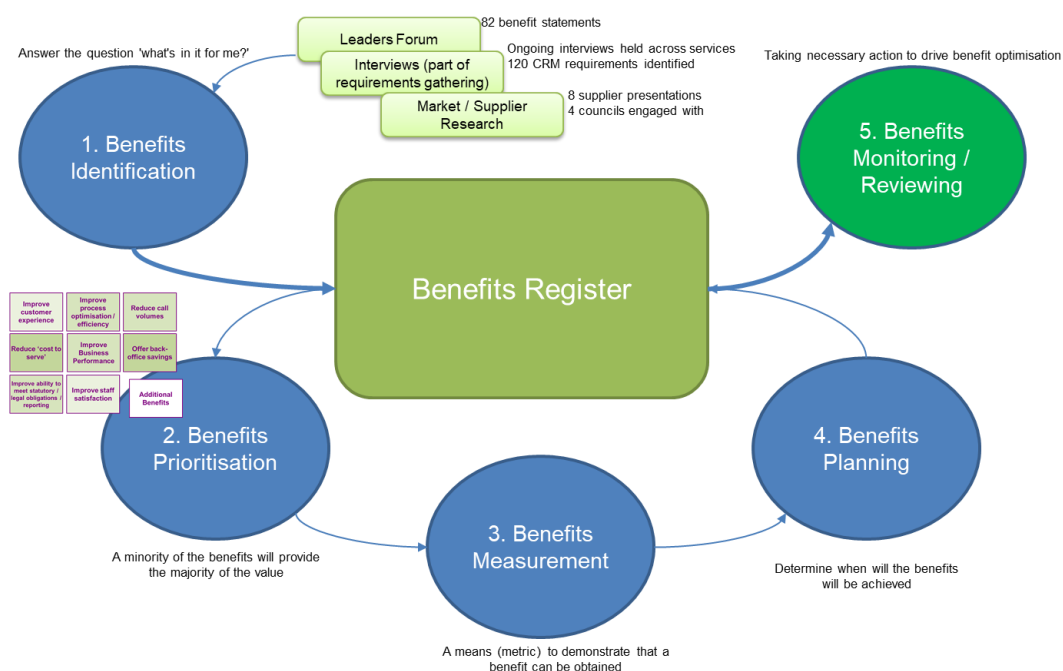
As stated in the Channel Shift Strategy, since mid-November 2019, the Channel Shift Programme Team has employed a Benefits Case Consultant to understand the likely quality and efficiency benefits associated with the Channel Shift Programme and, especially, the implementation of a corporate Customer Relationship Management (CRM) system.

The purpose of the Benefits Case Consultant’s role is to work across all directorates, and to ensure a consistent and robust approach to the identification and documentation of qualitative and quantitative benefits. This work has been taking place at the same time as requirements gathering in all four directorates, in preparation for the planned Tender in Q1 2020.

It should be noted from the outset that the Benefits Case is being updated daily based on directorate feedback, so the numbers contained in this paper are continuing to move. This is expected and should be expected throughout the lifetime of the Channel Shift Programme, as more information is known about likely solutions and the ways in which they impact individual services. The purpose of the Benefits Case at this stage is to identify the likely qualitative and quantitative benefits for Derbyshire County Council ("the Council"), to justify going to Tender and formally initiating a sizeable change programme.

2. The methodology employed

To understand the likely quality and efficiency benefits associated with the Channel Shift Programme, the Benefits Case Consultant has followed the first three steps in a standard five-step process, with all steps feeding into a detailed “Benefits Register” which contains a range of detailed calculations. The five-step process is reflected in the diagram below:



This methodology has been adopted to help structure the way in which system-related benefits are identified, captured, prioritised and measured.

3. Stakeholder consultations

More than 20 citizen-facing services have been engaged over the past two months, in addition to dozens of other ICT, Finance and other corporate stakeholders.

Engagements have typically started with an explanation about the new corporate systems which the Channel Shift Programme would like to adopt, followed by an overview from individual stakeholders about their role in the Council and the purpose of the service that they represent. Discussion has then turned to the potential benefits of the new corporate systems for the service in question.

At the end of each meeting, the Benefits Case Consultant has revisited the Benefits Register to enter key findings, before sharing the perceived qualitative / quantitative benefits with the service lead(s). Follow-up meetings have typically been arranged to discuss these figures in more detail before seeking approval of the identified quality and efficiency savings.

The following stakeholders have been involved in “deep dives” about their respective service areas. These deep dives were completed between mid-November and mid-January 2020:

Adult Care	Children's	ETE	CCP	Call Derbyshire
Debt management	School Admissions	Highways	Derbyshire Record Office	Call Derbyshire (Customer Service)
Shared Lives	Adult Education	Planning	Climate Change	
Welfare	ICT – Childrens Services	Waste Management	Libraries	
ICT – Adult Care		Highways Hub	Trading Standards	
		Flood Risk Mgmt	Digital Comms	
		Rights of Way	Risk Management	
			ICT	
			Finance	

4. Other consultations

In addition to the above, the Benefits Case Consultant has worked closely with ICT colleagues in particular to complete the following tasks which have supported some of the calculations in the Benefits Case:

- Reviewed and analysed the Council's websites, web forms and online application volumes;
- Reviewed and analysed the Council's ICT application inventory;
- Produced high-level process maps for key services (e.g. 'First Contact') to help directorates identify potential quality and efficiency benefits; and

- Worked closely with the Highways team to understand the relationship between the new Customer Relationship Management system and the Council’s Future Highways Model which is a key strategic initiative for ETE.

5. Progress to-date (“bottom-up” analysis)

This “bottom-up” approach – engaging individual services to understand the perceived benefits of the new systems – has been helpful for understanding, by service area, the relevance and opportunity costs associated with the Channel Shift Programme. However, the Benefits Case Consultant hasn’t been able to engage all services across the Council over the past three months.

We have, therefore, used findings from the service-specific deep dives to produce *assumptions* which underpin the wider Benefits Case. There are three main assumptions that underpin the benefits spread:

- A **low** efficiency saving of 0% could be applied across the Council at Grade 6 roles and below, resulting in £0m in staff efficiencies on top of deep dive findings;
- A **medium** efficiency saving of 2.5% could be applied across the Council at Grade 6 roles and below, resulting in £2.581m in staff efficiencies on top of deep dive findings;
- A **high** efficiency saving of 5% could be applied across the Council at Grade 6 roles and below, resulting in £8.995m in staff efficiencies on top of deep dive findings.

These assumptions have been modelled within the Economic Summary section below.

While we acknowledge that some Grade 6 roles do not deliver front-line citizen services (e.g. cleaners), there are also hundreds of colleagues in Grade 7+ roles who spend significant amounts of time executing low-level tasks that will be enabled and/or removed by the new corporate systems. We are confident, therefore, that the projected benefits can be realised upon implementation of the new corporate systems, provided benefits data is regularly, honestly and effectively captured both before and after key services go live.

6. Progress to-date (“top-down” analysis)

In late January 2020, the Channel Shift Programme Team was asked to also consider a “top-down” approach using the 2020-21 Budget Report⁵ from 23 January 2020.

Significant savings have already been captured in this report and, in some cases, technology introduced by the Channel Shift Programme will be a key enabler for already-identified benefits. A good example of this is £0.204m in cost avoidance that could be achieved by reducing non-Derbyshire waste disposal, something which ETE has already committed to delivering in the 2020-21 Budget Report. *Subject to a full feasibility assessment which will take place in Q2 2020*, the Channel Shift Programme will seek to help ETE realise this saving by introducing enabling technology.

This top-down analysis is underway and should be completed for review by mid-February 2020, and should give greater clarity about the balance between cash-releasing and non-cash-releasing benefits, and between “already-identified” and “newly-identified” savings. The

⁵ <https://democracy.derbyshire.gov.uk/documents/s2649/Item%204c%20Revenue%20Budget.pdf>

delta between the two is the “opportunity cost” of the Channel Shift Programme itself (i.e. new quality and efficiency savings that hadn’t previously been identified and/or publicly stated by directorates).

7. More benefits-related figures

The Cabinet paper contains a number of high-level figures which have been produced via “bottom-up” analysis conducted by the Benefits Case Consultant with individual service leads. Further information on these can be found below.

It is worth reiterating at this point that the Benefits Case is being updated daily based on directorate feedback, so the numbers contained in this paper are continuing to move. This is expected and should be expected throughout the lifetime of the Channel Shift Programme, as more information is known about likely solutions and the ways in which they impact individual services. The purpose of the Benefits Case at this stage is to identify the likely qualitative and quantitative benefits for Derbyshire County Council (“the Council”), to justify going to Tender and formally initiating a sizeable change programme.

Benefits are for five years and have been profiled as:

- 2020/21: 0% achievement. This assumes that there will be no benefits in the current financial year, despite c.50 services going live in Q4 2020;
- 2021/22: 50% achievement, following the Go Live of c.50 high-value services in Q4 2020 and more services going live over the course of 2021/22. This is ambitious but achievable if appropriate change management is put in place to drive service adoption and utilisation; and
- 2022/23, 2023/24 and 2024/25: 100% achievement, following the closedown of the Channel Shift Programme in April 2022 and the full embedding of new systems and associated processes into business as usual.

Please note that the following has been applied to the benefits calculations:

- All staffing costs include base salary costs *and* on-costs of 29.74% (covering NIC, pensions and other overheads).

a. Economic summary

With a low efficiency saving of 0% applied across the board:

In this scenario, we are suggesting that no additional efficiency savings (£0m) are realised across the Council at Grade 6 roles and below, beyond those already identified through the deep dive work conducted by the Benefits Case Consultant. This is considered to be the **least likely** of the three scenarios, given the appetite for dozens of services to use the new systems as part of the planned digital transformation.

ECONOMIC SUMMARY							
Costs and benefits	Project year	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	Financial year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
(1) COSTS							
Sum of Cashflows							
Capital	-	-	-	-	-	-	-
Recurrent revenue	600,000	50,000	100,000	150,000	150,000	150,000	-
Transitional & non-recurrent revenue	1,038,758	718,363	167,895	152,500	-	-	-
COSTS TOTAL	1,638,758	768,363	267,895	302,500	150,000	150,000	-
(2) BENEFITS							
Cash Releasing Benefits	451,837	-	32,437	105,100	102,100	102,100	110,100
Non-cash Releasing Benefits	4,066,223	-	451,803	903,605	903,605	903,605	903,605
BENEFITS TOTAL	4,518,060	-	484,240	1,008,705	1,005,705	1,005,705	1,013,705
Value for Money Ratio	2.8						

With a medium efficiency saving of 2.5% applied across the board:

In this scenario, we are suggesting that minor efficiency savings (£2.581m over five years) can be realised across the Council at Grade 6 roles and below, in addition to those already identified through the deep dive work conducted by the Benefits Case Consultant. This is **probable** given: (i) the appetite for dozens of services to use the new systems as part of the planned digital transformation; and (ii) the fact that in some deep dives, the perceived efficiency savings were higher than 5%. This suggests that 2.5% efficiency savings across the board are conservative and, therefore, achievable.

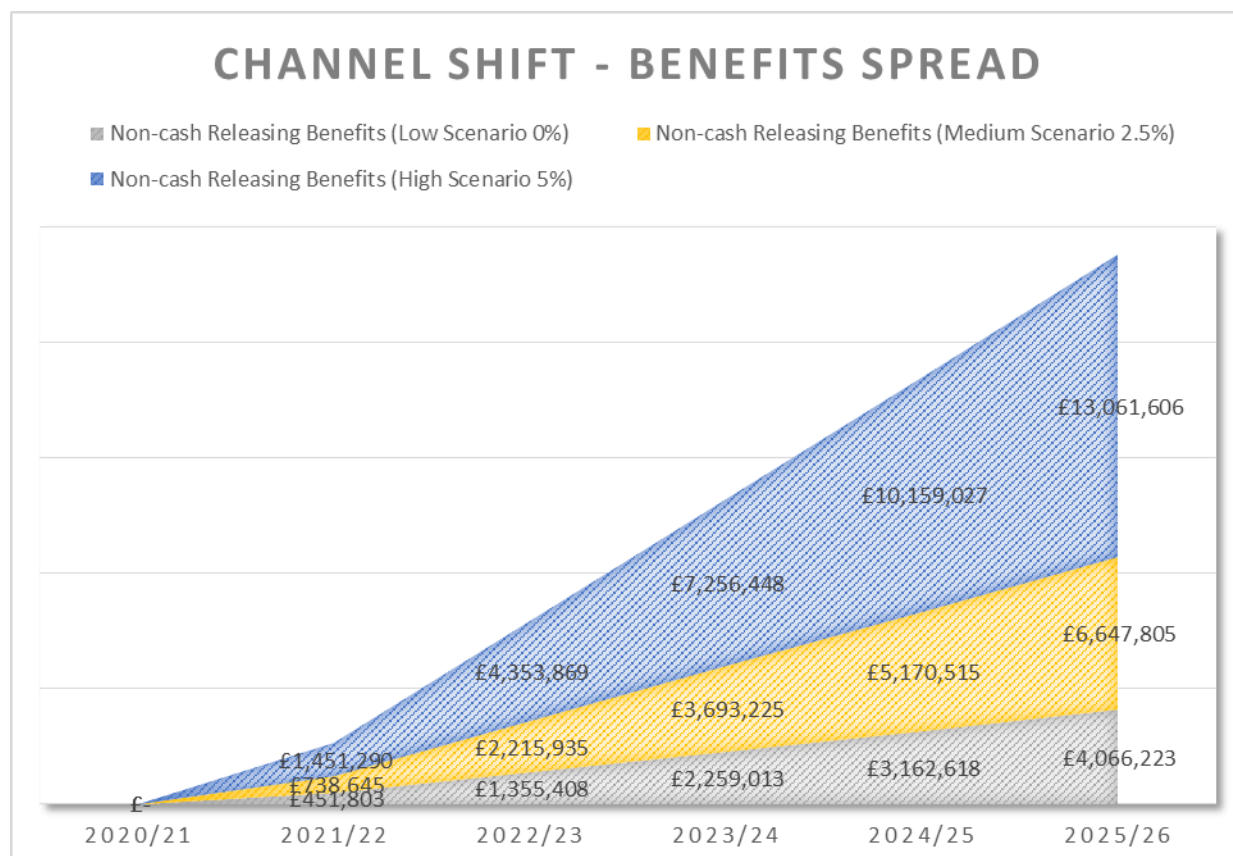
ECONOMIC SUMMARY							
Costs and benefits	Project year	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	Financial year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
(1) COSTS							
Sum of Cashflows							
Capital	-	-	-	-	-	-	-
Recurrent revenue	600,000	50,000	100,000	150,000	150,000	150,000	-
Transitional & non-recurrent revenue	1,038,758	718,363	167,895	152,500	-	-	-
COSTS TOTAL	1,638,758	768,363	267,895	302,500	150,000	150,000	-
(2) BENEFITS							
Cash Releasing Benefits	451,837	-	32,437	105,100	102,100	102,100	110,100
Non-cash Releasing Benefits	6,647,805	-	738,645	1,477,290	1,477,290	1,477,290	1,477,290
BENEFITS TOTAL	7,099,642	-	771,082	1,582,390	1,579,390	1,579,390	1,587,390
Value for Money Ratio	4.3						

With a high efficiency saving of 5.0% applied across the board:

In this scenario, we are suggesting that sizeable efficiency savings (£8.995m over five years) could be realised across the Council at Grade 6 roles and below, in addition to those already identified through the deep dive work conducted by the Benefits Case Consultant. This is **possible** given: (i) the appetite for dozens of services to use the new systems as part of the planned digital transformation; and (ii) the fact that in some deep dives, the perceived efficiency savings were higher than 5%. However, this would require widespread utilisation and quick adoption across the whole Council and should, therefore, be considered an ambitious stretch target rather than a realistic outcome.

ECONOMIC SUMMARY							
Costs and benefits	Project year	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	Financial year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
(1) COSTS							
Sum of Cashflows							
Capital	-	-	-	-	-	-	-
Recurrent revenue	600,000	50,000	100,000	150,000	150,000	150,000	-
Transitional & non-recurrent revenue	1,038,758	718,363	167,895	152,500	-	-	-
COSTS TOTAL	1,638,758	768,363	267,895	302,500	150,000	150,000	-
(2) BENEFITS							
Cash Releasing Benefits	451,837	-	32,437	105,100	102,100	102,100	110,100
Non-cash Releasing Benefits	13,061,606	-	1,451,290	2,902,579	2,902,579	2,902,579	2,902,579
BENEFITS TOTAL	13,513,443	-	1,483,727	3,007,679	3,004,679	3,004,679	3,012,679
Value for Money Ratio	8.2						

Visual representation of the benefits spread referenced above:



b. Financial summary

FINANCIAL SUMMARY							
Project year	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Financial year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
(1) COSTS	Sum of Cashflows						
Capital	-	-	-	-	-	-	
Recurrent revenue	600,000	50,000	100,000	150,000	150,000	150,000	
Transitional & non-recurrent revenue	1,038,758	718,363	167,895	152,500	-	-	
TOTAL	1,638,758	768,363	267,895	302,500	150,000	150,000	
(2) CASH RELEASING BENEFITS							
Cash Releasing Benefits, of which:	451,837	-	32,437	105,100	102,100	102,100	
Recurrent revenue benefits	451,837	-	32,437	105,100	102,100	102,100	
TOTAL	451,837	-	32,437	105,100	102,100	102,100	
UNDISCOUNTED TOTAL OF COSTS AND BENEFITS CHANGES	- 768,363	- 235,458	- 197,400	- 47,900	- 47,900	110,100	
RECURRENT REVENUE IMPACT	- 50,000	- 67,563	- 44,900	- 47,900	- 47,900	110,100	
Costs	- 768,363	- 267,895	- 302,500	- 150,000	- 150,000	-	
Savings	-	32,437	105,100	102,100	102,100	110,100	
Cumulative net impact	- 768,363	- 1,003,821	- 1,201,221	- 1,249,121	- 1,297,021	- 1,186,921	
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Revenue savings	-	32,437	105,100	102,100	102,100	110,100	
Initial Capex	-						
Average annual revenue saving 21/22 - 25/26	68,347						
Payback period	12						

c. Key cash-releasing benefits

Benefit Type	Benefit Description	Ongoing Annual Savings
Postage	Current DCC annual spend (£529,567) less 5% = £29,778.35 (Example: School Admissions 8,000 letters removed = £5,840)	£30,000
Removal of unnecessary ICT Systems	Known are - Room Bookings £9k - Car Share £5k (being procured, so not counted until year 3 onwards) - Highways Portrait Dialogue £5,773	£19,773
Rationalisation of websites	Current 28 hosted sites (cost £1k pa each)	£ -
Cost saving from non-Derbyshire waste disposal	Cost Avoidance of £204k related to the cost of waste disposal from non-Derbyshire residents	£55,000
Income Generation	Room Bookings Paid Advertising Future Highways model - Commercialisation of Services	£ -
Staff Savings	Processing Online Payments (5 min saving for 10% of trans, £5,327 PA)	£5,327
	CASH RELEASING BENEFITS	£110,100

d. Key non-cash-releasing benefits

Benefit Type	Benefit Description	Ongoing Annual Savings
Cost-to-serve savings	Call Derbyshire - Channel shift of Calls - 26% and emails - 78% (equivalent of 19 FTEs)	£492,908
Staff efficiencies	From deep dive covering: First Contact - Adults Adult Social care - rekeying info into MOSAIC Highways – rekeying info and checking Claims - rekeying from e-mails Floods - processing e-mails School Admissions - admin & chasing	£253,563
Cost saving from additional Placements	Shared Lives Derbyshire (2x additional placements PA)	£52,000
Income savings from Event Bookings	Currently Eventbrite charges £1 / ticket (opportunity to bring in-house)	£ -
Cost savings from nondefect visits	Cost of highway crews for non-defects (£105,134)	£105,134
	NON-CASH RELEASING BENEFITS (Excluding additional staff efficiencies)	£903,605
Additional staff efficiencies from automation – Low scenario	Overall efficiency savings (Band 6 and below) at 0% on top of the total non-cash releasing benefits referenced above	£ -
Additional staff efficiencies from automation – Medium scenario	Overall efficiency savings (Band 6 and below) at 2.5% on top of the total non-cash releasing benefits referenced above (and excluding the low efficiency scenarios)	£573,685
Additional staff efficiencies from automation – High scenario	Overall efficiency savings (Band 6 and below) at 5% on top of the total non-cash releasing benefits referenced above (and excluding the low and medium efficiency scenarios)	£1,998,974

e. Qualitative disbenefits

The following potential disbenefits have been identified by stakeholders while discussing the impact of introducing new corporate systems to the Council:

- Staff may feel threatened and concerned about their job security;
- Staff may be worried about changes to their jobs;
- Managers may be concerned about losing control and/or visibility if more work happens online;
- Service-level processes may not be ready for corporate solutions and/or able to handle online transactions (which may increase over time and be submitted 24/7);
- Call volumes may increase if the wrong customers are asked to self-serve online;
- The Council may not be able to support, maintain and develop the new systems due to known pressures on ICT;
- The Council's wider technology may not be ready for corporate solutions and greater investment may, therefore, be needed in ICT (e.g. mobile devices, software upgrades);
- Citizen expectations may rise as a result of new technology and become difficult (or even impossible) to meet;
- Citizens may be concerned about sharing more personal data with the Council, and the Council will need to handle such data in a safe and secure manner;
- The Council may be publicly criticised for promoting online services and be perceived to be excluding citizens who are less digitally-literate.

As stated in Appendix 1, implementing an ambitious Channel Shift Strategy will involve significant cultural change – both internally and externally. For this reason, change management will be placed at the heart of the Channel Shift Programme and change management experts will be employed to ensure that the above disbenefits are considered, planned for and managed appropriately.

f. Constraints

The following constraints need to be acknowledged at this stage of the benefits realisation process. They will directly impact on the size of the benefits realised by the Channel Shift Programme:

Constraint	Description
Service Rollout	The order and pace in which services are to go-live will determine the size and timing of associated benefits.
Activity Levels	An assumption has been made that the volumes of transactions, contacts, services provided etc remain constant. Sizeable changes in activity will impact on size and of associated benefits.
Change Management	The extent in which the benefit opportunities are achieved are reliant on associated change management activities, process redesign and changes in working policy etc.
Benefit Delays	While some benefits are achieved fairly rapidly, others are more complex and require more time to achieve the benefit level anticipated.
ICT Integration not Replacement	When profiling service efficiency, workflows, customer satisfaction etc many ICT applications currently exist and are not currently in scope for replacement e.g. CONFIRM.
New departmental systems	On engagement a number of new ICT applications had or were being procured. For Example; Tribal EBS for Adult Education, new Welfare system, new Claims system, MOSAIC portal. We recognise this and in-turn not accounted for benefits that have been recognised in the corresponding business cases or procurement documents.
Digital Exclusion	There is of course the requirement to identify those individuals/groups whom are digitally excluded and in-turn would not benefit from a Channel Shift.

Derbyshire County Council

Equality Impact Analysis Record Form 2018

Department	Commissioning, Communities & Policy
Service Area	Channel Shift Programme
Title of policy/ practice/ service of function	<ol style="list-style-type: none"> 1. Citizen-facing corporate Customer Relationship Manager (CRM) system 2. Complaints, Comments and Compliments system 3. Room and Events Booking system
Chair of Analysis Team	Nigel Halliwell

Stage 1. Prioritising what is being analysed

- a. Why has the policy, practice, service or function been chosen? (rationale)
- b. What if any proposals have been made to alter the policy, service or function?

Context

In September 2019, the Channel Shift Programme was launched to facilitate the achievement of these objectives by introducing new self-serve options for local residents. Increasing self-serve optionality is one of the Council’s key priorities over the next two years. The Council is also committed to expanding the range of communication channels (e.g. face-to-face, online, mobile, SMS, etc.) which citizens can use to access Council services.

The Channel Shift Programme will play a key role in realising this ambition through the introduction of webchat, email blending and other new communication channels, as well as the delivery of a new citizen-facing Customer Relationship Manager (‘CRM’) system. This will potentially be supported by the delivery of a new ‘Complaints, Comments and Compliments’ system covering a wide range of citizen services, and a new ‘Room and Events Booking’ system for both citizens and colleagues in relation to Council buildings and assets. All of this goes hand-in-hand with the Council’s revision of the Customer Charter.

The Channel Shift Programme will increase the volume of Council services that can be accessed online, something described as a key measure for success in the Council Plan. This will improve customer experiences, optimise back-end processes and deliver measurable savings for the Council whilst providing better value for money for Derbyshire's citizens.

Digital inclusion

Despite the many benefits of this approach for the Council and for Derbyshire's citizens, it is important that the Council actively considers digital inclusion and that it facilitates multi-channel access to services where required. Citizens who are not digitally-aware or digitally-enabled should not be disadvantaged by the growing trend to move public services online. Indeed, the Council has a statutory duty to make reasonable adjustments for disabled people. This has been effectively highlighted by the UK Consumer Digital Index 2018 (Lloyds Bank) which has identified that disabled people are 4 times as likely to be offline. The 2019 Index reports that only 11% of people with a disability use assistive technology (screen readers etc.) when going online and one-fifth (21%) say there is no suitable technology for their condition to help them go online.

Furthermore, on the matter of digital inclusion generally, the 2019 Digital Index notes that while 31.5 million people (62%) are *Digital First* (i.e. use multiple devices, shop and stream online, and prefer to manage money digitally) the following findings are of particular concern for the Channel Shift Programme:

- 12.7 million people (25%) are *Digitally Competent* (i.e. use digital but prefer face-to-face support);
- 6.1 million (12%) are *Digitally Disengaged* (i.e. have little or no digital behaviours);
- 4.1 million adults (8%) are offline altogether, 3 million of whom (75%) report having no interest in being online;
- Almost half of the offline (48%) are under 60 years old, challenging the assumption that the offline are mostly elderly;
- Nearly half of the offline people (47%) come from a low-income household;
- 11.9 million people (22%) do not have the Essential Digital Skills needed for day-to-day life in the UK;
- People with a disability are 35% less likely to have Essential Digital Skills for life (but in the workplace they are equally skilled);
- More than half of UK employees (53%) do not have the digital skills needed for work

To this end, a high-level Equalities Impact Assessment is being completed at an early stage to help evaluate and identify the likely impact of the Channel Shift Programme upon people (both employees and citizens) with protected characteristics as outlined in the Equalities Act 2010. Further analysis will be required as individual services are targeted for inclusion in the proposed CRM system.

Ultimately, some traditional channels may be 'switched off' for certain services. This was recently the case for our library book renewals service which, since November 2019, can

no longer be done over the phone with Call Derbyshire. Books can still be renewed face-to-face in branch, online and over the phone with local branches. This maintains a range of communication options to citizens while reducing the administrative burden on the Council.

c. What is the purpose of the policy, practice, service or function?

Today, online Council services are accessed in different ways and there is little consistency or visibility between them.

In contrast, the new CRM system will provide a single point of entry for members of the public to engage and interact online with many Council services. Ultimately, once the system is implemented, local residents will, for example, be able to use a wide range of services such as report a pothole, book a room and engage in the school admissions process online **from one and the same place**. They will be able to track the progress of each of these transactions and/or interactions **in the same place**, thus improving visibility, traceability and accountability.

As the Channel Shift Programme progresses from Year 1 (2020 – around 50 services aimed to Go Live) to Year 2 (2021 – approximately 100 more services may Go Live) and Year 3 (2022 – a further 50 services will Go Live), lots of key Council services will become available online. Our expectation is that online transactions will grow as an alternative to more expensive traditional channels.

d. Will the proposals lead to changes in staffing resources/ the organisation of staffing? If Yes, please outline.

Current colleague experiences

A key driver of the Channel Shift Programme is to enhance colleague experiences of working at the Council. It is difficult to get a 360-degree view of residents' needs and this prohibits proactive service provision and currently limits the ability of Call Derbyshire staff to address resident queries (for example, they are unable to respond to detailed questions about the status of some types of transactions). The lack of integration between online forms and back-end systems means that manual re-inputting of data is common. The monitoring and evaluation of complaints is also made more difficult because of inconsistent processes and systems across the Council's four directorates.

Future colleague experiences

The proposed digitisation will improve service quality and efficiency through:

- Improvements in staff morale, well-being and job satisfaction by giving them the tools to reduce administrative effort and focus more exclusively on 'value add' activities. To achieve this, the Channel Shift Programme will seek to streamline existing business processes wherever possible, rather than 'lifting and shifting' current ways of working;
- Greater consistency in service provision across the Council's different services / departments;

- Improved business intelligence, customer data and the ability to predict service need and usage rather than simply responding to incoming work.

The new systems could also be used extensively for colleague-facing processes, as well as the citizen-facing processes that are primary in view with the Channel Shift Programme. For example, processes around the integration of new employees operated by the Shared Service Centre, HR or Finance could use and benefit from the new systems.

As such, the impact on any colleagues with a protected characteristic (especially, but not restricted to, age and disability) and any negative effects or outcomes which might result could be sizeable. These will be understood in more detail as the project develops.

Stage 2. The team carrying out the analysis

Name	Area of expertise/ role
Nigel Halliwell (Chair)	Project Officer, Channel Shift Programme Team
Lee Gregory	Service Partner, Human Resources
John Cowings	Senior Policy Officer, Commissioning, Communities & Policy (Equalities)
Sharon O'Hara	Service Manager, Adult Social Care & Health
Chris Newton	Head of Children & Younger Adults ICT, Children's Services
David Massey	Performance & Engagement Manager, Economy, Transport & Environment
Kirstie Matkin	Access & Inclusion Manager, Libraries
Wendy Kurcewicz	Senior Librarian

Stage 3. The scope of the analysis – what it covers

Service scope

Increased digital usage by Derbyshire citizens for a range of services, including banking and shopping, means that many citizens expect:

- to access Council services via a diverse range of communication channels, including digital and mobile;
- to seamlessly switch between these channels;
- to access Council services quicker than ever before, at a convenient time for them; and
- high levels of citizen experience and self-serve across all channels.

As such a wide range of Council services are potentially in view for the Channel Shift Programme, such as:

- Make an online payment
- Disabled parking bays
- Pay a parking fine
- Vehicle access and temporary obstruction licences
- Highways permit
- Bus and train timetables
- Bus fares, tickets and passes
- Recycling centres
- Report fly-tipping
- Conservation – grant schemes
- Reporting flooding
- Reporting dog fouling
- Countryside events programmes
- Library events
- Adult care leaflets
- Services for adults with disabilities
- Help to live at home
- Adult Social Care – referral forms for professionals
- Adult Social Care – day services framework
- Apply for, renew or replace a Blue Badge
- First Contact signposting
- Shared Lives Derbyshire
- Funding and grants for older people's clubs
- Outdoor learning
- Apply for a school place / School Admissions
- Learner financial support (16-19s)
- Safeguarding children training
- Early years pupil premium
- Social care grants for voluntary groups
- Register births, marriages and deaths
- Trusted Trader
- Derbyshire Handy Van service
- Emergency planning
- Community safety
- Complaints procedure
- Derbyshire Discretionary Fund
- Work for us – ways to apply
- Work for us – apprenticeships

While this is not an exhaustive list of Council services, it serves to highlight the diverse range of services which the Council hopes to put onto the new corporate systems.

Service prioritisation

Firstly, the Programme Team will work with the Channel Shift Board, Directorates and individual services to prioritise candidates for Channel Shift. This will involve examining the following:

- Anticipated benefits (both to citizens and the Council);
- Perceived importance to citizens (informed by recent data from the Resident Survey);
- Estimated number of people using the service (informed by Google Analytics and web form volumes);
- Sensitivity: Adult Social Care, Children's Services and environmental services are generally deemed to be more 'sensitive';
- Complexity to change (with information-only pages generally being easier to bring into the CRM).

Anticipated change impact (colleagues)

For services that are already available online (e.g. ETE's reporting portal), there is unlikely to be substantive change to back-end / end-to-end processes. That said, there may be *some* changes to back-end processes to reduce re-inputting of data and to introduce workflow efficiencies. Where services are NOT already available online, there is expected to be more substantive change to back-end / end-to-end processes.

The impact of these changes on colleagues with any of the nine protected characteristics is considered in the scope of this analysis. As stated above, further analysis will be required as individual services are targeted for inclusion in the CRM system.

Anticipated change impact (citizens)

In the short- to medium-term, the new portal will be an optional extra, so traditional channels such as phone and email are likely to be retained alongside the CRM system. As such we anticipate that there will be little impact on citizens with any of the nine protected characteristics. In the long-term, however, it is likely that some traditional channel options will change and will potentially be "switched off". This means citizen choice and access needs to be constantly considered and discussed, both internally and externally, and is essential for embedding a digital-first mind-set wherever possible.

In addition to the nine protected characteristics defined under the Equalities Act 2010, it is important to consider the impact of the proposed changes on citizens who are socio-economically 'disadvantaged' and/or isolated geographically (i.e. rural communities) where uptake of services online is likely to be lower due to poor digital infrastructure. These groups will also be included in this impact assessment.

Stage 4. Data and consultation feedback

a. Sources of data and consultation used

Source	Reason for using
“Internet Users - UK” (ONS, 2019)	<i>Recent statistics on who uses the Internet</i>
“Internet Access – Households & Individuals – GB” (ONS, 2019)	<i>Recent statistics on Internet access by households and individuals</i>
Derbyshire County Council’s Customer Segmentation Model	<i>Data to inform citizen behaviour and potential channel preferences</i>
“Your Council, Your Voice” (DCC, March 2019)	<i>Recent citizen information</i>
https://www.derbyshire.gov.uk/	<i>Derbyshire County Council website</i>
https://observatory.derbyshire.gov.uk/	<i>Data and statistics for Derbyshire</i>
Derbyshire Library Service	<i>Experience of working with citizens who don’t have much experience or confidence in using a computer on jobs and benefits</i>
Derbyshire 50+ Forums	<i>Ilkeston and Long Eaton run computer / tablet training sessions</i>
UK Consumer Digital Index 2018 (Lloyds Bank)	<i>National digital trends</i>
UK Consumer Digital Index 2019 (Lloyds Bank)	<i>Latest national digital trends</i>
Building better websites - Developing for digital inclusion (Good Things Foundation Blog, July 2014)	<i>Best practice on building accessible websites</i>
https://www.sense.org.uk/	<i>Charity supporting people living with complex disabilities (e.g. deafblind)</i>
“Introducing another World: older people and digital inclusion” (Age Concern / Help the Aged / BT, 2009)	<i>Qualitative research on the barriers and enablers to tackling digital exclusion in later life</i>
Adults: Media Use and Attitudes Report 2019 (OfCom)	<i>Recent information on media use and attitude amongst adults</i>
“Digital Inclusion - The Vision, the Challenges and the Way Forward” (University of Edinburgh, 2015)	<i>Academic paper on digital inclusion</i>
Digital Inclusion Strategy & Action Plan (Tower Hamlets Partnership)	<i>Local Authority digital inclusion strategy</i>
“Future Digital Inclusion: delivering basic digital skills for those in need” (Good Things Foundation, July 2019)	<i>Future Digital Inclusion programme run by Good Things Foundation and funded by DfE is the largest digital inclusion programme in the UK. It uses the community reach of the Online Centres Network to support some of the hardest to reach groups in society, engaging them in digital and helping them to progress.</i>

Source	Reason for using
“A checklist for digital inclusion” (HMG 2014)	<i>HMG guidance and best practice around tackling digital exclusion.</i>
“Essential Digital Skills Framework” (HMG Department for Education, 2019)	<i>Government paper defining the essential digital skills needed to navigate the online world.</i>
https://www.ruralactionderbyshire.org.uk/digital-hubs	<i>Explores issues of access, skills, motivation and trust around rural communities engaging with the trend towards signing up for services via the Internet rather than by using more traditional methods.</i>
“Digital Skills for the Hardest to Reach: Literature review” (Reboot UK / Tinder Foundation / Homeless Link / Family Fund / Mind, Jan 2016)	<i>Reboot UK is an innovative digital inclusion project funded by Big Lottery Fund which aims to rebuild the lives of people in poverty through personalised basic digital skills training and community-based support</i>
“Government Digital Strategy: Action 15 – Digital Inclusion” (HMG Cabinet Office, Jan 2015)	<i>How HMG departments plan to carry out action 15 of the 2013 Government Digital Strategy. Action 15 is ‘Collaborate with partners across public, private and voluntary sectors to help people go online’</i>
“National Data Opt-out Equality Impact Assessment” (NHS Digital)	<i>Equality Impact Assessment carried out by NHS Digital on the National Data Opt-Out proposals.</i>
“Building Disability-smart Organisations” (Business Disability Forum)	<i>Disability Forum advice on accessible website construction</i>
https://deafblind.org.uk/what-we-do/digital-inclusion/	<i>Advice and best practice from a charity working alongside the deafblind community</i>
“Bridging the Disability Divide through Digital Technologies” (World Bank Group, 2016)	<i>World Bank paper on addressing the Digital Divide.</i>
“Mobile technology and inclusion of persons with disabilities” (K4D Emerging Issues report from Institute of Development Studies, May 2018)	<i>Report highlighting research and emerging evidence that shows how mobile-enabled services can help increase inclusion of persons with disabilities.</i>
https://www.onlinecentresnetwork.org/	<i>Website of the Online Centres Network which contains resources and articles on digital inclusion for those excluded on the basis of socio-economic, geographical, disability, language, health and well-being.</i>
“I am connected: new approaches to supporting people in later life online” (Good Things Foundation, May 2018)	<i>Advice and best practice around digital exclusion of older people.</i>

Source	Reason for using
“Connecting with Digital” (Good Things Foundation / Mind / Homeless Link, Nov 2019)	<i>The “Connecting with Digital” report is an evaluation of Good Things Foundation’s Community Connectors programme, run as part of the Reboot UK programme, which helps people experiencing homelessness, or mental health issues get online.</i>
“Get Online Week 2019: Post-campaign report” (Good Things Foundation, Jan 2020)	<i>Annual National Get Online Campaign</i>
“Designing Digital Skills Interventions for Older People” (Good Things Foundation, Oct 2019)	<i>One of a number of helpful handbooks produced by Good Things Foundation around digital inclusion for people with a protected characteristic.</i>
“Changing behaviour around online transactions” (Good Things Foundation / Money Advice Service / Toynbee Hall / University of Sheffield, Jan 2019)	<i>Report around value of assisted digital transactions to promote financial inclusion.</i>
“Digital Motivation: Exploring the reasons people are offline” (Good Things Foundation / BT /University of Liverpool, Nov 2018)	<i>Identifies reasons people actively or passively chose not to access online services.</i>
“The economic impact of Digital Inclusion in the UK” (Good Things Foundation, Sept 2018)	<i>Economic case for digital inclusion.</i>
“Helping Rural Businesses Thrive: A toolkit for supporting rural business with digital skills” (Good Things Foundation / Princes Countryside Fund, Apr 2018)	<i>Identifies issues and mitigating actions around digital skills faced by rural businesses.</i>
https://www.learnmyway.com/	<i>Free courses on getting online and how to use the internet (includes a section on using public services online)</i>
https://www.englishmyway.co.uk/	<i>Information and resources for working with adults with no or low levels of English</i>
“The real digital divide? Understanding the demographics of non-users and limited users of the internet: an analysis of Ofcom data” (Good Things Foundation / BT, June 2017)	<i>Understanding why people may not wish to access services online</i>
“Fuller lives, stronger communities: English My Way Phase 3 Evaluation Report” (Good Things Foundation, May 2017)	<i>Looks at those excluded from the life of their local community by supporting people facing significant language barriers and integration challenges, to improve their English language skills</i>
“English My Way Libraries Pilot: Summary of Centre Participation”	<i>Initial findings of the libraries pilot scheme</i>
“ESOL in libraries: A Good Things Foundation handbook” (May 2017)	<i>Includes experiences of delivering pilot schemes in Leeds, Derbyshire, Blackburn & Darwen and Redbridge</i>

Source	Reason for using
DigiLibraries Infographic (Good Things Foundation, Nov 2016)	<i>Infographic showing that there is a new role for libraries in supporting digital inclusion for those in our communities without digital skills,</i>
“Doing Digital Inclusion: Disability Handbook” (Good Things Foundation, Dec 2016)	<i>Helpful handbooks produced by Good Things Foundation around digital inclusion for people with a protected characteristic.</i>
“Doing Digital Inclusion: Libraries Handbook” (Tinder Foundation, Nov 2015)	
“Doing Digital Inclusion: Unpaid Carers Handbook” (Tinder Foundation, June 2016)	
“Doing Digital Inclusion: Rural Handbook” (Tinder Foundation, Dec 2015)	
“Doing digital inclusion with the most excluded: Older People” (Good Things Foundation / Talk Talk, Oct 2018)	<i>Further work by Good Things Foundation around digital inclusion with the most excluded groups.</i>
“Doing digital inclusion with the most excluded: People with Learning Disabilities” (Good Things Foundation / Talk Talk, Oct 2018)	
“Doing digital inclusion with the most excluded: Low income families” (Good Things Foundation, Oct 2018)	
“Connecting with Digital” (Good Things Foundation / Mind / Homeless Link / Family Fund, Nov 2019)	<i>The Community Connector project was the third phase of the four year Reboot UK programme - a significant programme undertaken by Good Things Foundation and partners Mind, Homeless Link and Family Fund to explore the best ways to support vulnerable people to improve their lives through digital.</i>
“Health & Digital - Reducing Inequalities, Improving Society: An evaluation of the Widening Digital Participation programme” (Tinder Foundation, July 2016)	<i>Tinder Foundation’s response to the “Widening Digital Participation” programme</i>
“Dementia and Digital: Using technology to improve health and wellbeing for people with dementia and their carers” (Tinder Foundation, Sept 2016)	<i>Builds on findings from the NHS-funded “Widening Digital Participation” programme to better understand of the role of basic digital skills and community-based support in improving the health and wellbeing of families affected by dementia</i>
“Building Digital Confidence: Evaluating Family Fund’s Digital Skills Programme for parents/carers raising disabled or seriously ill children” (Family Fund, Feb 2018)	<i>Research paper around building digital confidence for carers of disabled children.</i>
https://onedigitaluk.com/	<i>Knowledge Hub information on Developing a Digital Champion project</i>

Source	Reason for using
Web Content Accessibility Guidelines (WCAG) 2.1	<i>Defines how to make Web content more accessible to people with disabilities. Accessibility involves a wide range of disabilities, including visual, auditory, physical, speech, cognitive, language, learning, and neurological disabilities</i>
“Doing a basic accessibility check if you cannot do a detailed one” (HMG, Aug 2019)	<i>First step towards meeting the new accessibility requirements under WCAG 2.1.</i>
“Understanding New Accessibility Requirements for Public Sector Bodies” (HMG, May 2019)	<i>HMG guidance and advice</i>
Digital Nation Infographic 2019 (Good Things Foundation, Sept 2019)	<i>“The 2019 update of our Digital Nation infographic gathers together the facts and stats about non, limited and engaged users of the internet in the United Kingdom.</i>
“Make it Click” (Good Things Foundation)	<i>Derbyshire Libraries are participating in the Make it Click project which uses Learn My Way and other resources on the Make it Click Digital Skills Directory, and is designed to help people grow their digital skills as they get into work, develop their career or build their business.</i>
“Exploring the UK’s Digital Divide” (ONS, March 2019)	<i>This report addresses the implications of putting more public / government services online and argues for traditional channels to be retained for those who are not equipped to take advantage of this technology or are unwilling to do so. It those who have the five basic digital skills in the East Midlands is just below the national average.</i>
“Delivering on Universal Credit” (Citizen’s Advice, July 2017)	<i>A report which includes some discussion of the issues of the Universal Credit online application and account which need to be maintained online.</i>
The Get Digital Heat Map (The Tech Partnership, 2017)	<i>Online map showing the likelihood of digital exclusion in every UK district based on key digital (e.g. broadband / mobile infrastructure, internet use and digital skills) and social (e.g. age, education, income and health) indicators.</i>

Stage 5. Analysing the impact or effects

a. What does the data tell you?

Protected Group	Findings
Age	<p>Older people (aged 65+) constitute 22% of the population of Derbyshire and some Council services are specifically aimed at older people.</p> <p>Internet usage is increasing among older people (and has increased substantially over the past 5 or so years). It should not, therefore, be assumed that older people will not use digital systems, as many already do – particularly with assistance.</p> <p>However, digital exclusion is still an issue for many older citizens, and this should, therefore, be a key consideration of the Council. Lots of older people are not online, and those who are, tend to be online less frequently and/or are less digitally-skilled. From evidence it is known they can also be more prone to online scams than younger Internet users due to their lack of familiarity with technology.</p> <p>ONS data from 2019 says that of the 4 million adults who have never used the Internet, more than half (2.5 million) are aged 75 years and over. This is also the age group with the highest proportion of people who have stopped using the internet.</p> <p>It should also be noted that Internet usage by older people is less ‘transactional’ when compared to other age groups. For example, just 29% of users in the 65+ age bracket undertake weekly transactions compared to 50% of all Internet users in all age groups.</p> <p>This pattern is even more emphasised amongst older disabled people.</p> <p>Reasons for being offline</p> <p>National survey data shows that many older non-Internet users cite a lack of interest to explain why they don’t use the Internet. While this position <i>may</i> be part of a reasonable and well-informed choice, it often obscures an underlying lack of confidence or arises from misinformation about the risks and benefits of Internet use.</p> <p>Published data from Ofcom shows that more than two thirds of non-Internet users over 65 believe that there would be no benefit to going online for them personally, compared to only 40% of under-</p>

65's. Being made aware of the benefits of going online is not enough on its own to persuade someone to try the Internet; the fact that everything and everyone is moving online is a source of distaste and anxiety for some.

Furthermore, being offline is not always a disaster for an individual. In many cases, preferring to do things *offline* may indicate needs that are especially important to older people and cannot be reproduced online, such as the face-to-face interaction or the social aspect of talking to another person on the phone. Having led an offline life, some older people struggle to see how the Internet is relevant to their everyday lives and how it would benefit them.

Direct experience rather than second-hand experience is essential in changing attitudes. When major life changes such as bereavement, retirement and redundancy impact older people's wellbeing and social resources, the Internet can change from being an optional extra to be a vital lifeline to counter isolation and loneliness.

Age and mobile technology (including phones)

While smartphone ownership among adults runs at around 80% nationally, such ownership is unevenly spread. The UK Consumer Digital Report found that there is a clear downward trend in ownership as you approach the older age groups with only 28% of the over 75s owning a smartphone.

People currently aged 50-75 are more likely to use a smartphone and making services accessible by smartphone is likely to lead to more older people preferring such methods in the future.

Security and concerns over data usage

Two key concerns for older people when using online services are security and how their data will be used by others. According to the Tinder Foundation's report "Dementia & Digital" (Sept 2016), this is of particular concern amongst people with dementia as the condition appears to compound these anxieties.

Elderly carers

Age, disability and socio-economic status are big contributing factors to the likelihood of someone being digitally excluded. Many elderly carers also fall into these categories and cannot afford to be online at home. Like the people for whom they care, many lack confidence and are concerned about security online and/or lack personal time to access and develop digital skills.

	<p>If they have a partner, older people are more likely to use combined email addresses. This means security around a single log-in/sign-in needs to be considered by the Council, as do proxy sign-ins for people who either lack the digital skills to log-in themselves or don't have the physical capacity to register for services online.</p> <p>Age and rurality</p> <p>Old age and low income are more prevalent in rural areas, and standard digital awareness-raising strategies tend to be less effective due to the independent and dispersed nature of the population. Fewer services are available locally and reductions in the availability of public transport can reduce access to services. See below under "Rural" for more on these challenges.</p> <p>Young people</p> <p>Around 9% of people in Derbyshire are aged 16-24. The use of technology amongst younger people is huge and young people expect to be able to access information and services digitally. Young people below the age of 18 may also wish to access Council services online (e.g. youth grants / work experience / apprenticeships) so parental permission may need to be considered by the Council as part of the online sign-up process for accessing these types of services.</p>
Disability	<p>According to the Derbyshire Equalities Profile 2017, 20% of Derbyshire residents have a long-term health problem or disability, and 12% of the working age population have a physical disability or health problem which inhibits their mobility. This means disability is a key characteristic that needs to be considered as part of this impact assessment.</p> <p>Among people with disabilities who already use the Internet, according to Digital Nation 2019, 78% have the essential digital skills required to navigate the online world. Of these, 50% use the Internet to access local Council services (2019 UK Customer Digital Index).</p> <p>Positive disabled experiences</p> <p>For many disabled users, there are positives to shifting information and services online. The use of well-structured online forms can help to steer users through complex data entry processes at their own pace, thereby enhancing the user experience and helping to</p>

reduce pressure and/or a sense of being overwhelmed when using more traditional channels.

Website design and flow should, therefore, actively consider certain disability groups when being developed (e.g. people with autism and other cognitive disabilities).

Accessibility and use of technology

Whilst improving the range of services which can be accessed online can aid some disabled people, it can act as a further barrier for others. For disabled people, the lack of reasonable adjustments by service providers limits access to services and information.

Sign language

For Deaf people whose first language is British Sign Language (BSL) there is a general lack of instructions and advice videos. Adult Social Care already have a limited number of BSL videos on the Council's website. The Council is currently consulting with Deaf organisations to expand the amount of information in BSL and to improve ease of use of services and currently has a contract with SignLive to support contact via Call Derbyshire.

Usage

People with a disability are more than twice as likely to be offline than those without a disability, making up half of the 0.9 million lapsed Internet users (those who last used the Internet over three months ago and are significantly less likely to understand the benefits of the Internet (Doing Digital Inclusion – Disability Handbook, Good Things Foundation).

25% of disabled adults have never used the Internet, two and a half times more than non-disabled users.

In their report, Good Things Foundation identified that for many disabled people, common blockages to Internet use include website and device accessibility, financial constraints (it isn't a priority), reliance on proxy users, a lack of trusted support, limited knowledge about or availability of specialist equipment, and low digital skills among support staff.

Reasonable adjustments, aids and adaptations

While there is a wide range of assistive technology out there, one fifth of people with a disability say that equipment/technology is not appropriate to their condition. Those with a physical disability are

	<p>the most likely to agree with this statement and means 66% of disabled Internet users do not use assistive technology when going online.</p> <p>Learning disabilities and autism</p> <p>It is worth nothing that although 61% of people with a learning disability use a smartphone (Ofcom), carers, support workers and/or families often think that they are too vulnerable to use the Internet and, therefore, restrict their access and usage.</p> <p>People with autism may benefit from greater digital access, although this may vary from people to person.</p>
Gender or Sex	<p>According to the Derbyshire Equalities Profile 2017, 51% of Derbyshire residents are female. Anecdotal evidence suggests that more people who contact the Council are female.</p> <p>Any changes may therefore be expected to impact more on women, although this may not be an adverse impact.</p>
Gender reassignment	<p>There is no evidence which suggests that trans people will be additionally disadvantaged.</p>
Marriage and civil partnership	<p>There is no evidence which suggests that married people or those in civil partnerships will be additionally disadvantaged.</p>
Pregnancy and maternity	<p>A number of the Council's services, such as public health services support expectant mothers and new families. It is not anticipated that they will be additionally disadvantaged.</p>
Race	<p>There are differing rates of digital exclusion among ethnic groups. For example, ONS data shows that 10% of White, Pakistani and Bangladeshi ethnicities have never used the Internet, compared to just 2.6% of people of Chinese ethnicity. The NHS BME Network has also expressed the view that digital exclusion is high among elderly people in ethnic minority groups, suggesting that this is a key characteristic that needs to be considered as part of this impact assessment.</p> <p>Compared to other areas in the East Midlands and in England as a whole, Derbyshire has a relatively small population of people from BME backgrounds (4.2% as opposed to 14.6% and 20.2% respectively). Derbyshire residents from BME backgrounds are largely spread evenly across the whole county with statistically significant concentrations in Stenton Fields (18.1%) and an area of Long Eaton (8.5%). Although served by Derbyshire County Council, both these communities are on the outskirts of Derby City.</p>

	<p>Gypsies and Travellers</p> <p>According to NHS EIA on National Data Opt-Out, some Gypsy and Traveller communities distrust where online data is going and find it difficult to verify their identity online. Although reports suggest that Internet use is growing among these communities, Internet access on sites can be poor and many Travellers may have limited or no IT skills. Rates of Internet use in Gypsy and Traveller communities are lower than in the general population, particularly in older age bands who it has been shown are likely to mistrust technology or not have used it before to access services.</p> <p>Non-English speakers, asylum seekers and refugees</p> <p>In Derbyshire, the number of people who do not speak or understand English is small, usually concentrated amongst older people from the Indian sub-continent or amongst newly-settled refugee communities. Demand for the Council’s interpretation and translation services is very low, with Polish being the most requested language, reflecting the higher number of families / couples in some towns in Derbyshire.</p>
Religion and belief including non-belief	There is no evidence which suggests that people will be additionally disadvantaged on the basis of religion, belief or non-belief.
Sexual orientation	There is no evidence which suggests that people will be additionally disadvantaged on the basis of their sexual orientation.

Other

General	<p>In recognition of the complex nature of inclusion and the varying degrees to which residents are digitally included, the Government’s digital service created a digital inclusion scale in 2013 for the whole of the UK population, based on the “BBC Go On” UK survey. It put people into one of nine categories, six of which represent a significant degree of digital exclusion, namely:</p> <ul style="list-style-type: none"> • Never have, never will • Was online, but no longer online • Willing but unable • Reluctantly online • Learning the ropes • Task specific <p>The first three of these are unlikely to ever access Council services online (14% nationally), while the next three (7%) could be nudged</p>
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	<p>online. The remaining 79% considered themselves to have basic digital skills or were confident or expert in going online.</p>
Socio-economic	<p>Many families with children living at home have devices in the household already, including those on the lowest incomes. But whilst 77% of working-age adults in the lowest socioeconomic group (D & E) use a smartphone, this group is less likely to be confident Internet users compared to those on higher incomes. They are also more limited in the kind of things for which they use the Internet.</p> <p>Parents who are more confident in their own ability to carry out online tasks are more likely to have discussions with their children around online safety. Hence helping parents with <u>their own</u> confidence and skill levels can have a direct impact on children's online behaviour.</p> <p>Some poorer households may not be able to afford equipment and/or regular access to the Internet. For this reason, it is important that online Council services can be accessed via other channels as well. The DWP now requires people claiming benefits to register and manage their claim online. Evidence suggests that this can be difficult for some of the country's most vulnerable and excluded people. This has already had a significant impact on the Council's Library and Welfare Rights services.</p> <p>Finally, it is worth noting that life can be chaotic and unpredictable for young families, especially those on limited budgets. This means maintaining attendance on digital skills courses can be a struggle. Even if a parent says he/she will come in at a particular date or time, they may not be able to stick to this commitment if they have problems with sick children, unreliable public transport or demanding employers.</p>
Rural	<p>Nationally, rural areas have the highest incidence of non-Internet use. Only 80% of rural households in the UK have standard broadband availability (vs. 98% for urban areas) and only 21% have superfast broadband (86% for urban areas). The population in rural areas is older-than-average, dispersed and less-well-off than assumed. Mobile phone signals in rural areas can be weak or even non-existent.</p> <p>Rural communities also suffer from out-migration of young people with digital skills. This means peer-to-peer and family support for accessing online services is becoming less likely. Smaller rural settlements have fewer local opportunities for digital skills training;</p>

	<p>having to travel great distances for training - often with poorer public transport services - can reduce motivation to learn.</p> <p>Rural libraries often have shorter opening hours so access to publicly-available computers is limited. The current proposal to transfer the management of a number of libraries to being community-run should be considered in Council's proposals around Channel Shift.</p>
<p>Employees of the Council</p>	<p>The Economic Impact of Digital Inclusion report (Centre for Economics and Business Research) notes the following issues around digital transformation in the workplace:</p> <ul style="list-style-type: none"> • Technological change not only destroys and creates jobs, but it also transforms existing jobs; • there is a visible trend towards having a more digitised workplace and this process involves significant changes and adjustments for workers and companies; • Although the level of digital inclusion amongst Council employees is likely quite high, there are still some groups of employees that remain digitally excluded; • The negative impacts of technological change will be more prominent if workers do not have the necessary skills to adapt to these new tasks and new roles <p>Colleague behaviours and messaging are most likely to change in teams who deal with the public directly (for example, Call Derbyshire). While a general nudge towards self-serve will be expected from Customer Care Advisors (CCAs) when engaging with citizens, they will continue to deliver many services as they do today (for example, when taking adult care, children's services or domestic violence calls).</p> <p>In some cases, CCAs may be required to complete intelligent online forms and work with amended call guides and scripts to avoid duplication and re-inputting data while they are still on a call. This will likely require CCAs to prioritise use of digital and/or online systems rather than paper and pen to record information, necessitating a change in familiar working practices.</p> <p>Inclusion of additional channels like webchat will require additional training and may only be suitable for certain CCAs more comfortable working on digital channels.</p>

What does customer feedback, complaints or discussions with stakeholder groups tell you about the impact of the policy, practice, service or function on the protected characteristic groups?

Role of Derbyshire Library Service

Citizens who are helped in areas of digital exclusion by the Library Service are so wide ranging, that it is worth noting here before looking at each 'protected group' individually, for example:

- Those living on a low income;
- Those experiencing social isolation;
- Those living in rural areas with poorer digital infrastructure and/or limited transport;
- Those with learning disabilities;
- Those with physical and other disabilities including sensory impairment;
- Those living with long-term health conditions including dementia;
- Those with mental health problems including anxiety;
- Those who are homeless or facing homelessness;
- Those who don't speak English as a first language;
- Those with literacy difficulties; and
- Ex-offenders

This list is by no means exhaustive and the Library Service is not the only service working to tackle digital exclusion (others include the Council's Adult Education Service, the National Careers Service, other 'employability' organisations, etc.).

All 45 Derbyshire libraries are part of the Online Centres Network and provide bookable one-to-one computer sessions to help citizens develop digital skills and knowledge including the current "Make it Click" project by Good Things Foundation. In doing this the Library Service is helping to support citizens who may be vulnerable / disadvantaged and/or have no or at least very basic digital skills and knowledge. These sessions enable people to learn how to use digital, often in life critical areas, e.g. searching and applying for jobs, benefits and housing, maintaining Universal Credit accounts, completing online forms, buying goods and services online and assisted digital help that is badly needed by so many. As such, the Library Service's pivotal role in tackling digital exclusion should be highlighted since any move towards putting more Council services online will likely increase demand for the kind of one-to-one support they currently offer.

The Library Service receive feedback from their users to thank them for the one-to-one assisted digital support and access to computing facilities and/or Wi-fi. Anecdotal evidence has highlighted that many had or would have struggled to get things done online and improve their digital skills without their help. Ongoing consultation with library service users who have limited digital skills and/or who are vulnerable or disadvantaged during the process of Channel Shift will help and shape our understanding of how (and what) services can be offered online and ultimately whether switching off traditional channels for certain services will exclude some citizens.

Protected Group	Findings
Age	<p>In 2016, a survey asked 500 people who used Adult Social Care services how they would prefer to get their information and only 12% said online. When the same question was asked of the Derbyshire Citizen’s Panel (2,545 people), 21% said they would prefer information online. Clearly the former group are predominantly older and/or of higher needs.</p> <p>The Government’s Adult Social Care Outcomes Framework (ASCOF) survey asks people how easy they find it to access information about Adult Social Care. Over the past decade, the percentage of residents who said they had found it ‘easy’ or ‘very easy’ to find social care information in Derbyshire has averaged around 75%, rising to 79% in 2018/19 (notably higher than in comparator authorities). Any move to accessing Adult Social Care information online (<i>Digital First</i> rather than <i>Digital Only</i>) should take note of this figure going forward to ensure that performance does not decline.</p> <p>Additionally, alternative video- or chat-bot-based “Help & Guidance” media should be considered (rather than lengthy text-based explanations) to encourage use and uptake by young people.</p>
Disability	<p>Groups and organisations representing disabled people often raise concerns over difficulties in accessing services online. Within the Channel Shift Programme, the Council will need to ensure access for disabled people is easy and possible, such as providing information in accessible formats, additional BSL video assistive software whilst avoiding jargon and overtly technical information.</p>
<p>During consultation, few concerns have been raised by people from the other protected characteristics except for those already highlighted above.</p>	

Other

Socio-economic	<p>During consultation, no further concerns have been raised by people other than those already highlighted above.</p>
Rural	<p>Concern was raised around the reduced availability of broadband and mobile services in rural communities. It is noted in the “Modernising Council Services Through Digital Transformation and Channel Shift” Cabinet paper that the Channel Shift Programme will not consider Internet speeds, or anything associated with Internet/Broadband provision for citizens and colleagues. It should be noted that poor Internet/Broadband access may, in some cases, limit citizen</p>

	<p>engagement with the new systems and is a key prerequisite for Channel Shift Programme success.</p> <p>It also emphasises the importance of the Council’s “Digital Derbyshire” initiative, restating that the Council Plan makes a firm commitment to improving broadband capability and access to 5G across Derbyshire. This will support the Channel Shift Strategy in driving customer contact online. It will also increase confidence in both online and mobile as straightforward, reliable channels for accessing Council services.</p>
Employees of the Council	The Trade Unions have repeatedly highlighted with the Management of the Council the existence of a digital divide for some groups of employees.

b. Are there any other groups of people who may experience an adverse impact because of the proposals to change a policy or service who are not listed above?

None

c. Gaps in data

What are your main gaps in information and understanding of the impact of your policy and services? Please indicate whether you have identified ways of filling these gaps.

Gaps in data	Action to deal with this
<p>The “Your Council Your Voice” survey in 2019 (3,500 residents) demonstrated a public desire for more effective, digital customer services as part of creating a more efficient Enterprising Council. When asked to ‘rank the options that the Council could use to save money or raise additional revenue’, the second most popular option was to ‘put more services online’.</p> <p>Beyond this, little or no direct consultation with local residents has taken place and it is recommended that this begins within the next few months.</p> <p>Further data on the likely impact of putting services online for people with complex</p>	<p>Arrange specific resident survey(s) and/or focus groups about Channel Shift. This is deemed to be a top priority.</p> <p>Consult with subject matter experts in business areas dealing with people with high-priority characteristics. Some input has been provided by panel members from their own business areas as part of this EIA, however, further analysis will likely be needed as specific services are included in the proposed CRM, especially where that service is widely used by people with a protected characteristic.</p>

<p>disabilities (e.g. deafblind) may need to be gathered.</p> <p>Concerns about the potential of creating a two-tier system (online vs. traditional methods) should be further explored, especially if the Council's online offer proves to be more efficient and quicker than traditional channels. People shouldn't be able to effectively "jump the queue" by transacting online.</p>	
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Stage 6. Ways of mitigating unlawful prohibited conduct or unwanted adverse impact, or to promote improved equality of opportunity or good relations

<p>The Council collects a large amount of resident data which is currently held in a wide range of disparate systems. In future, we want to be able to share information across the Council quickly, in an appropriate fashion, to help frontline staff; and we expect the new corporate CRM system in particular to facilitate this. At the same time, the Council will need to meet its GDPR and data protection obligations, and to ensure that the right information is only shared with the right people with the right permissions, where legally and ethically acceptable. It is a core requirement of any CRM system that the chosen supplier will help the Council in this regard.</p> <p>Whilst we do not believe that the impact is likely to result in unlawful conduct, the Council will need to take account of the digital divide and the specific needs of older, disabled, young people, people whose first language is not English as well as issues such as rurality and exclusion due to socio-economic circumstances by working to the following principles laid down in the Government's Digital Strategy checklist on digital inclusion highlights best practice for Channel Shift. It recommends the following approach:</p> <ol style="list-style-type: none"> 1. Start with user needs, not our own. Throwing money at the problem and offering generic support does not help people go online for the long-term. People need tailored support to help them overcome their own particular barriers. Services need to be designed and built with customer needs first; 2. Improve access – stop making things difficult. Going online can be confusing, difficult and costly. Some people in the UK do not yet have access to broadband where they live even if they want to go online. The most digitally excluded are often the most socially and economically excluded and could benefit the most from going online. Making the practical steps of going online easy and affordable makes a huge difference to people who are new to the internet as is maintaining good access for disabled people. 3. Motivate people – find something they care about. Pushing people to do something that doesn't interest them doesn't work. Let's face it, doing government transactions online is not the most inspirational digital activity and is unlikely to be
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the motivator that gets someone to go online. In contrast, keeping in touch with your grandchildren who live abroad might be. Nobody wants to learn digital skills for the sake of it and having an Internet connection is useless unless you have a reason to want to use it.

4. **Keep it safe – build trust.** Going online can be a daunting experience for many as they open themselves up to new risks. To keep people online in the long term, it's vital that they can rely on trusted sources to get the help, support and assurance they need to build their confidence in a digital world. The Internet will never be 100% secure and staying safe online needs to be a basic digital literacy skill. Not enough people know how to look after themselves and others securely and not enough people trust the Internet in the first place.
5. **Work with others – don't do it alone.** Services to help people go online are not joined-up enough. Efforts are duplicated across providers, funding is sporadic and does not always align with users' needs. Better links and coordination are needed between the public, private and voluntary sector, so that their efforts add up to more than the sum of their parts.
6. **Focus on wider outcomes – measure performance.** Reducing digital exclusion is not about the number of people who simply log-on once; how we measure digital inclusion needs to become far better. Equally, being able to go online is not an end in itself, but it does offer one way to help improve wider social and economic outcomes like improved health, employment or reduced re-offending and loneliness.

It is recommended that these points are adopted by the Channel Shift Programme Team and the Council as a whole as it implements Channel Shift.

Building on the above, specific ways to mitigate unwanted adverse impacts and/or to promote improved equality of opportunity for citizens from the nine protected characteristic groups (and the three others identified above) are as follows:

Mitigating Strategies

A common theme in many of the reports reviewed for this analysis concluded the power and value of digital champions and peer mentors in helping and encouraging those who are digitally excluded to bridge the digital divide and become part of the online nation. Consideration should be given to how the Council might identify and recruit a wide variety of people to help in this regard.

Older People

Older people can be encouraged to access Council services online through:

- demystification and practical help to build both digital skills and confidence;
- increasing awareness of the benefits to build motivation;
- the recruitment / training of older-age role models / digital buddies / champions;
- addressing issues of affordability for people whose budgets may already be stretched.

The Council should identify both paid and unpaid carers, and work in partnership with them to promote access to online services both for themselves and for those for whom they care. This may require creative and flexible solutions to training and/or support for carers who themselves may lack the necessary digital skills or confidence and is likely to involve working in partnership with other organisations as part of a joined-up, holistic approach. This is especially important for people with dementia for whom access to online services can help to reduce isolation, to increase wellbeing and personal confidence, and be a lifeline for their carers.

While many people develop digital skills through their work or social groups, digitally-excluded older people are likely to need a compelling reason to find relevance and value in technology. It is important to identify the right moment when someone might be interested, and to be ready to provide appropriate support at that point. For older people with care and support needs, any introduction to digital skills is likely to include discussions about accessibility, ways to keep in touch with friends and family, staying safe online, and managing anxieties about going digital.

As a welcoming non-judgmental community space, libraries are ideally positioned to tackle digital and social exclusion. This means library and community staff should be trained to access a wide range of online Council services and given capacity to support older residents who want to try transacting with the Council online, in a safe space.

Significant thought needs to go into how to appropriately promote and deliver 'courses' to older learners, given that many potential learners may have had negative experiences of formal education. Delivery style could be small groups or even one-to-one, valuing social interaction and encouraging peer-supported learning.

Disability

For most disabled people, technology makes things easier. In Bridging the Disability divide, the World Bank concluded that "The use of multiple ICT channels to deliver services and multiple formats for the content delivered can allow persons with different disabilities to access information and communication in the manner in which they can comprehend and prefer. The Internet and ICT are becoming a key driver of inclusive development because of their growing pervasiveness in the delivery of public and private services coupled and the increasing ability to use everyday consumer ICT devices as assistive devices."

It is a requirement of all three systems being procured that they meet Web Content Accessibility Guidelines (WCAG) 2.1 'AA' standard.

People with a disability and their carers may need access to additional skills training in order to access services online. Whereas non-disabled people may be able to access this through their local library or online centre, consideration should be given to how this might best be achieved for people with a disability and/or their carers in an outreach model (either in homes or centres where people with a disability already gather), in partnership with other organisations (e.g. Online Centres Network founded by Good

Things Foundation) and/or linked in with events like Carer's Week, Disability Awareness events or the annual Get Online week.

Some work may also need to be done around ensuring that any systems we procure are compatible with accessibility equipment and software currently used by Derbyshire residents, particularly - but not limited to - people who are unable to use a mouse to point and click when required to identify the location of something as part of an online service (e.g. pothole, fallen tree, graffiti, etc.). The Council should also ensure that future changes to the design or operability of any digital systems should continue to be compatible with such equipment or software for users (both citizens and employees) with a disability.

Due consideration will also need to be given to the availability of disabled facilities when rolling out the new Room and Events Booking system.

Gender or Sex

The Council should recognise that more female residents engage with the Council than male residents, and this should be reflected in its use of language and inclusive imagery. This may be particularly important for services that protect women, girls and other vulnerable people from abuse.

Gender reassignment

Due consideration needs to be given to inclusive language (including pronouns) and images when providing and promoting services online.

Due consideration should also be given to the availability of unisex facilities when rolling out the new Room and Events Booking system.

Race

Review whether more interpretation and translation services may be needed as more services are moved online. Consideration needs to be given to how this might work to minimise the costs of translating written and printed information.

Culturally-sensitive and inclusive language and images could be used, and attention should be given to cultural norms and assumptions, particularly where services are culturally-sensitive. Derbyshire has a small but diverse range of BME groups who tend to be older, and any new arrivals may need additional help and support around language. Note that Derbyshire has large Italian and Polish communities as well as Syrian refugees who often use library ICT services to communicate with home.

Any Interactive Voice Response (IVR) system that is introduced may need to account for a range of accents.

The Council should consider how translations could be applied to emails that are sent in response to self-service transactions and/or telephony self-service, if introduced.

Socio-economic

Research by Good Things Foundation has shown that some families from the lowest socioeconomic group (D & E) may show little interest in 'courses' that require several weeks of commitment. They suggest running and advertising 'sessions' or 'workshops' which emphasise a less hierarchical environment, and which parents can drop into as and when they're available.

Consideration should be given to how digital-first (not digital-only) can be promoted to people from disadvantaged communities for whom regular or frequent Internet access may be problematic due to dependence on library or other support services. Embedding digital skills support within specialist (non-digital) services can be highly effective in creating positive outcomes. Peer mentoring is a powerful vehicle to supporting vulnerable people to develop digital skills where needed.

Rural

In their *Doing Digital Inclusion – Rural Handbook*, the Good Things Foundation recommends that any digital skills training should be done in partnership with other agencies and should be hosted at a logistically-practical venue with good connectivity, perhaps even using mobile connectivity (dongle / MiFi) where appropriate. Any advertising should prioritise word of mouth as this is a key communication channel in rural communities. Good Things Foundation also recommends targeting specialist groups at the same time as seeking to engage the whole community.

Employees of the Council

For employees who prefer to use paper and pen or who have lower digital skills, consideration should be given to any additional training and support needs to improve their digital skills and confidence in using them in a work environment. The impact on any colleagues from any of the nine protected characteristic groups (especially, but not restricted to, age and disability) should also be considered, especially where this might require specialist workstation adaptation or accessibility software.

Stage 7. Do stakeholders agree with your findings and proposed response?

The Equalities Impact Assessment panel were consulted on all the findings and recommendations and Stages 5 & 6 (above) have been updated to reflect their comments.

Further consultation is being sought with Policy & Research to assess whether the Council's Customer Segmentation model will further inform and shape the process of making more Council services available online or whether the model could be further developed once the next Census data is available.

It is likely that more direct public consultation / survey may be needed when services directly affecting those with a protected characteristic are made available online, although in the short- to medium-term the online channel will be to encourage a *Digital First* approach and not a *Digital Only* one.

Stage 8. Main conclusions and recommendations

In summary, whilst we know that increasing the number of Council services available online through a single CRM system can provide major benefits to the Council and citizens alike, it will be necessary to ensure that groups of people, especially older, younger, disabled, poorer and some BME groups, do not end up with more limited access to the information and services they need and that providing suitable alternative channels and support needs to be factored into how the Council implements the Channel Shift Programme.

Compliance with Web Content Accessibility Guidelines (WCAG) 2.1 'AA' standard is a statutory obligation so will be observed in the delivery of any client- or employee-facing portal or online service. This will need to be kept in view for all future updates to ensure compatibility with any software / hardware / physical adaptations currently in use by Derbyshire citizens. Data may need to be gathered about who uses what adaptations to inform this.

Given the diversity of the services being moved and that we currently don't know which services they will yet be, the following framework will be used to help assess the impact of accessing each Council service online as and when required:

- The potential number of people affected – based on current use / demographics;
- The impact on protected characteristics – are there any particular groups that will be affected?
- The geographical impact – will this affect people in a particular area?
- The non-protected characteristic impact – if it is going to affect people in a more deprived area, is there extra work we need to do on communications, access etc. to support people with the change?

Ongoing partnership should be considered with the Derbyshire Library Service, the Council's Adult Education service and other agencies / support groups to aid with digital skills training and identification/recruitment of digital champions and peer mentors to promote the wider uptake of a *Digital First* approach to accessing Council services. Consideration should be given to the potentially increased demand on these existing services and whether further resources will be needed to deliver this.

It is recommended that a Communications Plan around promoting the new citizen-facing portal be put in place and consideration given to how citizens are kept in the loop as increasingly more services are available online through this portal, including, but not limited to, the proposed citizen-facing Room and Events Booking and Complaints, Comments and Compliments systems in view in this Assessment. Customer experience feedback should be gathered throughout to enable the Council to fine-tune future service roll-outs online.

It is recommended that culturally and gender inclusive language and images be used throughout any new online services and that new interpretation and translation services be considered. It is also recommended that video-based training be commissioned to improve accessibility to online services by those with complex disabilities and/or improve uptake by young people who prefer this medium.

It is further recommended that investigations will need to be undertaken to consider the impact of any change in employee working practices in areas like, but not limited to, Call Derbyshire.

Stage 9. Objectives setting/ implementation

Objective	Planned action	Who	When	How will this be monitored?
All online systems provided by the chosen supplier must conform to Web Content Accessibility Guidelines (WCAG) 2.1 'AA' standard and all updates and/or upgrades assessed to ensure backward compatibility with any accessibility software, hardware or adaptations currently used by disabled people.	To be agreed or designed.			
Further impact analysis (as outlined in Stage 8) should be built into the process for adding each new major service to the Customer Relationship Manager (CRM). This should include a specific audit of access for disabled people where appropriate.	To be agreed or designed.			
Carry out further engagement with stakeholder groups for those with a protected characteristic.	To be agreed or designed.			
Produce a Communications Plan around roll out of different services to be included in the proposed CRM.	To be agreed or designed.			
Explore partnership opportunities with the Derbyshire Library and Derbyshire Adult Education services	To be agreed or designed.			

as well as other organisations already working in Derbyshire to tackle digital exclusion.				
Commission further equality impact assessment specifically around employees affected by changes to working practices brought about by digital transformation in areas like Call Derbyshire and/or Shared Services.	To be agreed or designed.			
Ensure that each implementation is monitored and reviewed in relation to maintaining access for all	To be agreed or designed.			

Stage 10. Monitoring and review/ mainstreaming into business plans

Please indicate whether any of your objectives have been added to service or business plans and your arrangements for monitoring and reviewing progress/ future impact?

This Programme supports the Council's Enterprising Council approach which includes a commitment to working as "One Council", replacing siloed departmental working with coordinated, Council-wide transformational change.

It also aligns with the Council Plan which commits to:

- Introducing digital platforms for service delivery to support more agile and flexible working;
- Measuring the number of services accessed on Council websites; and
- Delivering a five-year Information and Communications Technology (ICT) Strategy by 2023 which aims to streamline service delivery and embed modern working practices.

Stage 11. Agreeing and publishing the completed analysis

Completed analysis approved by _____ on _____

Where and when published?

Decision-making processes

Where linked to decision on proposals to change, reduce or withdraw service/ financial decisions/ large-scale staffing restructures

Attached to report (title): MODERNISING COUNCIL SERVICES THROUGH DIGITAL TRANSFORMATION AND CHANNEL SHIFT

Date of report: 16 March 2020

Author of report: Emma Alexander, Executive Director for Commissioning, Communities and Policy

Audience for report e.g. Cabinet/ date: Cabinet 16 March 2020

Web location of report:

Outcome from report being considered

Permission to move to procurement of three cloud-based systems for:

- Customer Relationship Manager;
- Complaints, Comments and Compliments; and
- Room & Event Booking

Details of follow-up action or monitoring of actions/ decision undertaken

Updated by:

Date: