



Digital Strategy 2020-2025

Re-imagining services



“Our Digital Transformation is about changing business models and organisational culture, the digital technology that is used is a side effect of the decisions we make, and this is further emphasised when we look at becoming more outcome focused so we can deliver the right services for our Customers.....”

Building on Success



The successful completion of the first phase of Brentwood Borough Council's digital transformation moved our technologies into the Cloud. We set out to deliver these digital platforms with one main principle in mind *"high availability by design"*.

This has created a solid foundation to *"re-imagine"* how we deliver services across also the Council.

Our Digital Transformation Strategy (DX) will now focus on the re-imagining of 3 key areas:

 **Customer Experience**

 **Data, Security and Process**

 **Employee Experience**

Using an outcome focused approach to ignite innovation and using agreed digital principles, our digital roadmap will deliver key service changes across all parts of the Brentwood 2020-25 Corporate Strategy and will leverage the power of partnerships and a wide range of digital technologies to ensure the best outcomes across all sectors.



Governance & Delivery



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Our Digital Principles

- ✓ be Digital first
- ✓ be Data Driven using actionable metrics
- ✓ be Outcome focused
- ✓ be Innovative, agile and adaptive
- ✓ be Collaborative
- ✓ use emotional intelligence
- ✓ use Data Security by design
- ✓ use Process Automation
- ✓ Deliver VfM
- ✓ Plan, Transform, Learn, Repeat

The strategy will be realised using the 5 pillars of delivery



Technical
Support



Digital
Change



Programme &
Project
Framework



People Side
of Change



Business
Intelligence

Our Digital Ambition



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Customer



"I know what services are available and I can get access to those services or information, how & when I want to"

Member



"I can carry out my elected role effectively with access to up to date information efficiently, timely and digitally"

Officer



"I can work each day knowing what I need to do, why I'm doing it and how I'm going to carry out work tasks"

 "By becoming outcome focused and not process focused we allow more innovation"



Our Digital Building Blocks



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Customer Experience

Themes

- ✓ Understand our Customers
- ✓ Digital First
- ✓ Keep the Customer informed
- ✓ Be open to All

"Time is one of our most important commodities. By using digital technologies, machine learning and automation we aim to release Officer time back into customer services to support those that need our help the most"



Data, Security & Process

Themes

- ✓ Service Planning
- ✓ Data Management
- ✓ Digital Innovation
- ✓ Integration

"Each digital building block has several themes grouping together outcomes to deliver effective change in the way we support and deliver our services to residents, customers and business."



Employee Experience

Themes

- ✓ The Digital Councillor
- ✓ The Digital Officer
- ✓ The Digital Platforms

Customer Experience

2020-2025



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Quality customer services for all

Our vision for the next 5 years is to provide personalised, easy to access and easy to use services for all our customers.

What is digital first?

“Digital first” is not digital only, its about choice. This principle is to provide adaptable service delivery so our customers who are able, can contact us using digital methods.

This will release valuable Officer time allowing us to prioritise contact with those who are most in need and on the most appropriate channel.



Where are we now?



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MyBrentwood
customer self-serve
Portal launched

2019
Community Hub
opened in the Town Hall



£37,051
savings within
Customer Service



Face to face
visits to
Reception
DOWN
5.6%



Website
sessions
UP 8.3%



5 self serve tablets in
our Community Hub

Online forms
available
UP 36%



Telephone
calls to the
Contact Centre
DOWN 9.3%

800+ new
MyBrentwood
users per month



A **record number**
of customers self
scanning



Online payments
UP 24%



Online form
submissions
UP 49%

*all figures reflective of the period 2016-2019



Understand our customers

- Monitor and report on complaints, identifying associated trends and driving improvements
- Encourage resident feedback through consultation and engagement
- Reduce avoidable contact by monitoring and acting on trends identified on the CRM
- Use information about how people use our website to tailor and improve our digital services
- Develop a customer focused organisation by equipping staff with skills and knowledge to enable them to understand their role in delivering good quality customer service



Digital first

- Provide an improved digital experience for customers that is appealing to use
- Further invest in technology which enhances the customer experience and prioritises usability and design
- Explore digital solutions to handling incoming and outgoing post
- Redevelop the Council's website
- Increase registrations to the customer self-serve portal



Keep the customer informed

- Enable customers to track and receive updates on their enquiries digitally
- Provide a more personalised service with the use of a single digital solution
- Ensure all our information is consistent, up to date and easy to access
- Install modern audio-visual technology in the Council Chamber to connect residents with Council meetings
- Develop social media platforms as an effective form of communication with our communities



Be open to all

- Provide support for all residents, focusing on equality, understanding and respect
- Implement website improvements to meet latest accessibility standards
- Provide advice for specific vulnerable groups on the Council website
- Utilise external translation services, where necessary
- Simplify contact with the Council, particularly via the use of less generic and shared email inboxes

Data, Security & Process

2020-2025



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Data, Security & Processes



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Maximising the power of data

Our vision for the next 5 years we will transform our use of data and use this knowledge to redesign business process using our digital platforms.

We will expand and invest in our cyber security technologies and knowledge and work with partners to protect our data. We will ensure data privacy and security is high on the agenda by using the principle of *“data security by design and default”*.

Where are we now?

The Council has built a solid foundation using cloud technologies such as Azure and Office 365.

Digital technologies are improving at pace, and our digital landscape will evolve as we implement our digital transformation.



Our 2020-2025 priorities:



Service Planning



Data Management



Data Innovation



Integration



Priorities 2020 - 2025



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Service Planning

- Create business intelligence platforms and embed in the organisation
- Create strategic dashboards to provide access to KPI's, service and project delivery metrics
- Continuously improve services based on data and evidence
- Use traditional and agile methodologies to manage and implement change



Data Management

- Develop and exploit corporate-wide information repositories, using data warehouse and related technologies. Provide access to corporate datasets to support data analytics, business intelligence and enhance decision making processes
- Data Protection by Design and Default
- Expand and invest in our cyber security technologies and knowledge and work with partners to protect our data
- Provide access to data transparency in a modern and accessible way



Data Innovation

- Improve process efficiency, quality and cost effectiveness by use of Robotic Process Automation (RPA) i.e Digital Post room
- Exploit emerging machine learning knowledge resources to support customer and officers 24x7 through 'intelligent chat bots' and related technologies
- Explore and exploit emerging techniques in use of A.I to enhance customer service delivery



Integration

- Extend the use of Application programme interfaces (API's) to promote collaboration with partners
- Develop automated processes to connect customer-facing systems to 'back-office' systems to improve speed, efficiency and enrich customer experience and service
- Explore the use of Omni-channels to support Customer and Employee Experience

Employee Experience

2020-2025



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Employee Experience



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Enabling smart working

Our vision for the next 5 years is to equip our Employees and Council Members with the right devices, systems and skills to fully leverage the power of our digital platforms.

Where are we now?

Over the last 4 years we have moved our infrastructure and telephony to the Cloud and developed the “Cloud Desktop”. This allowed agility for the workforce when re-locating for the modernisation of the Town Hall. We are now in a position to build upon this to expand the use of collaboration and unified communication platforms to move from agile working to smart working by maximising their use to provide efficient working practices.

The following outcomes will provide direction as we work across all services with our “digital champions”. New opportunities for smart working will present themselves to expand these outcomes over the life of this strategy.



**Our 2020-2025
priorities:**



**The Digital
Councillor**



**The Digital
Officer**



**The Digital
Platforms**

Priorities 2020 - 2025



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The Digital Councillor

- Provide modern devices to allow Council Members to work digitally
- Review and redevelop the Council Members online portal providing more access to data
- Provide digital online collaboration tools to support virtual and hybrid meetings
- Support Council members with developing digital skills



The Digital Officer

- Understand the different working styles and provide modern devices to allow officers to work from anywhere
- Continue to develop our digital workspaces inline with the re-imagining of the council services
- Provide digital tools to promote online collaboration and virtual and hybrid meetings
- Combine multiple communication channels into a unified communication platform
- Provide a digital case management tool to support Officers to manage their workloads
- Support Officers with developing digital skills



Priorities 2020 - 2025



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The Digital Platforms

- Continue to improve our Cloud infrastructure
- Develop a modern Intranet
- Ensure technologies are supported and maintained using appropriate frameworks such as ITSM, ITIL
- Upgrade the virtual desktop to Cloud Desktop 2.0 to support the changing workstyles



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