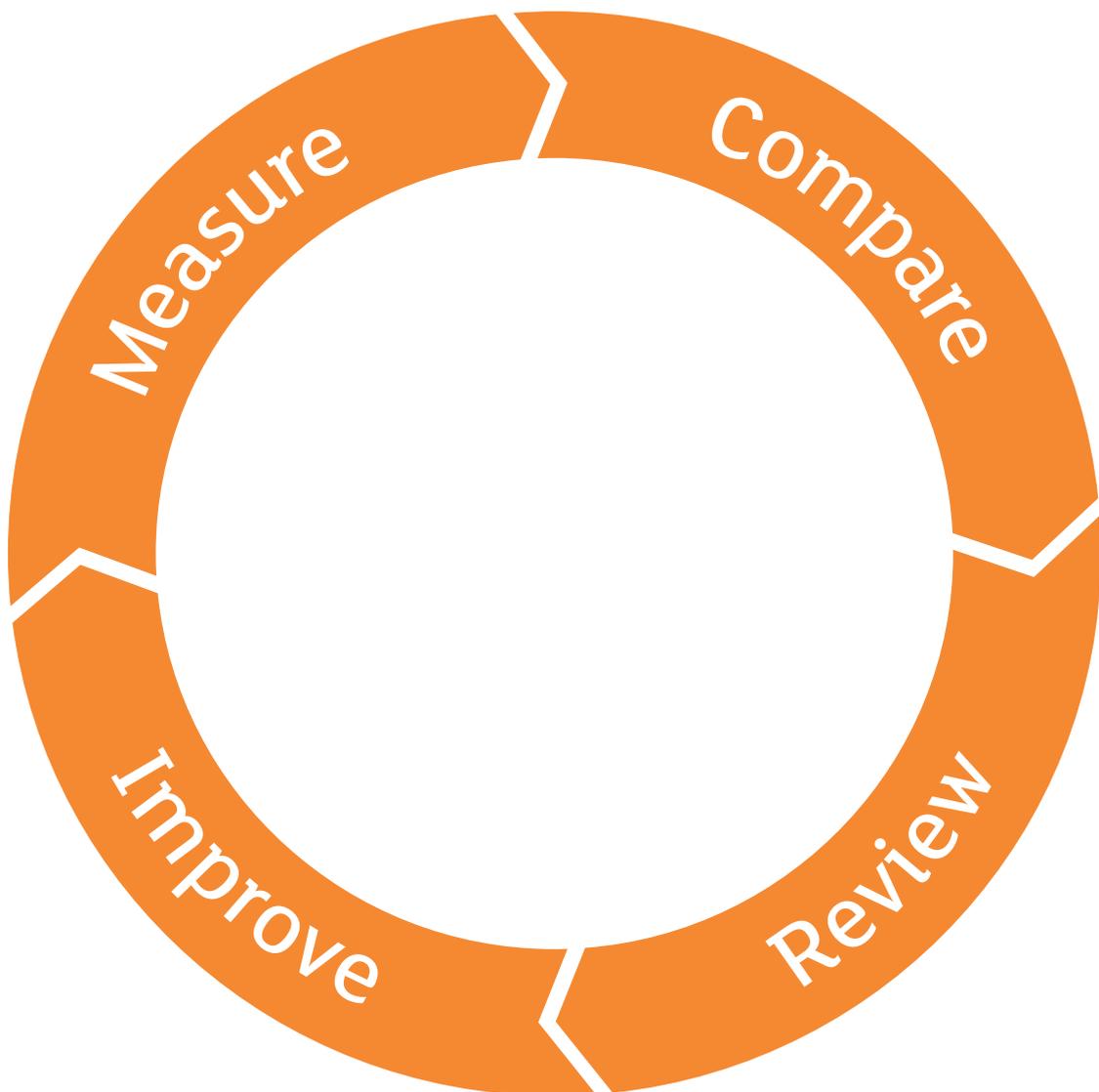


CIPFA Information Services

digital transformation analytics

2016



drive transformation and improve quality and efficiency

CIPFA and RedQuadrant are delighted to announce the re-launch of the highly successful analytics service for Customer Contact.

The service was launched in 2014 and was very well received with over 50 local authorities taking part in the first annual exercise. CIPFA and RedQuadrant are looking to build on this success and carry the momentum established into year three of the service.

CIPFA is already recognised as the market leader in local government benchmarking and analytics, and the partnership with RedQuadrant brings unrivalled expertise in the field of customer focus and transformation.

RedQuadrant is an innovative efficiency and transformation consultancy for the public sector, with a track record of supporting clients to actively grasp the potential of change, and focus on producing robust, useful, and well-evidenced strategy and delivering effective transformation.

RedQuadrant has proven expertise in benchmarking and has wide-ranging comparative data across customer contact models.

Two RedQuadrant associates – Gerald Power and Sarah Fogden – were instrumental in designing and implementing the highly successful government national benchmarking Performance Management Framework for telephony and web channels for Cabinet Office as part of the Service Transformation Programme which Sarah led.

Who is Digital Transformation Analytics for?

This service has been specifically designed for anyone in a local authority with responsibility for transforming contact.

Whether you are a chief executive, chief information officer, chief financial officer, responsible for business transformation, a contact manager, customer services manager or IT manager, Digital Transformation Analytics offers you a unique means of:

- understanding your customer contact,
- learning from current and future strategic models of customer contact,
- comparing your performance with that of your peers and best practice, and
- identifying where you can improve service delivery, reduce costs, and transform services in tough economic times.

What the service offers you

Digital Transformation Analytics is based upon two separate but complimentary streams:

- An annual strategic-level survey, aimed at senior stakeholders, and
- A ground-level contact and channels performance framework with metrics covering telephony, face to face and 'self-service' via automated channels including the web and automated telephone systems.

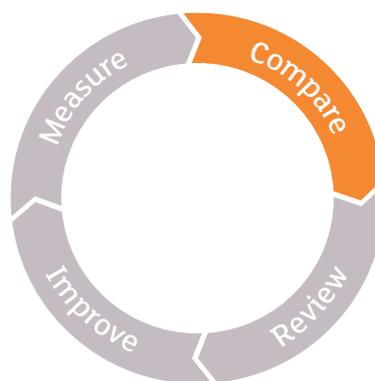
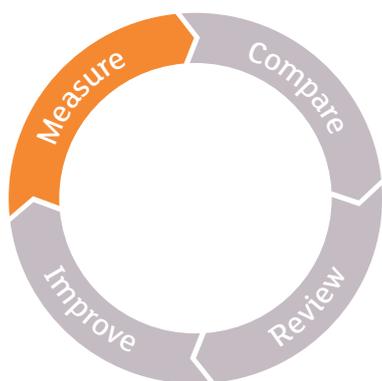
'The data has been shared with important stake holders in the customer service team and I believe it has helped give us more direction and understanding of how other authorities are managing similar changes to us.'

Nicola Hughes, South Kesteven District Council

the benefits of service membership

We have developed our service with a real collaborative ethos. To benefit from the huge advantages on offer, all you need to do is pay an annual membership fee and complete the relevant questionnaires. The service is run to a timetable that ensures that you can benefit from the outputs when they are the most useful to you.

CIPFA services follow the well established improvement cycle:



Measure

Questionnaire: User-friendly questionnaires are circulated to nominated contacts with detailed definitions and guidance to aid completion. A telephone and email helpline is also available to answer any queries. You will typically have a six-eight week period in which to return data.

Data Analysis and Validation: The returned data is subject to extensive analysis and validation to ensure that data is as accurate as possible. A draft report is then issued providing you an opportunity to revise data if we reveal any inconsistencies before final reports.

As we are benchmarking the customer contact function from the point of view of your organisation, it doesn't matter how the function is delivered, whether in-house, via shared services, contracted out or a mixture of these.

Compare

Graphical Reports: Members receive detailed reports that will identify your specific authority in a series of easy to understand tables and graphical visualisations that collectively build up a detailed view of your service and provide actionable insights.

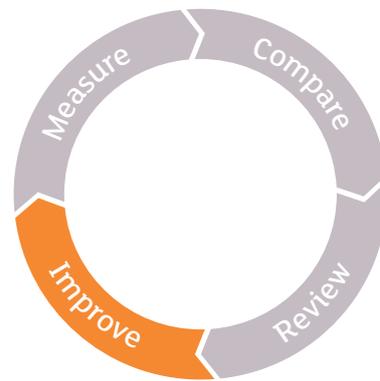
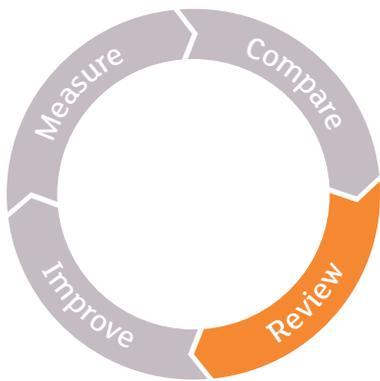
Narrative Reports: Additional written reports are composed which draw out the salient themes and conclusions from the exercise, and highlight areas of best practice.

Having access to good quality information from your organisation and from your peers is only part of the cycle.

Digital Transformation Analytics will allow you to review your processes and practices and to improve your efficiency

‘One instant change, is that we have used the data to make a case for changing some of our service KPIs that are out dated, but have been seen as ‘not to be touched’ by senior figures. The benchmarking data has helped make the case.’

Andrew Fellowes, Sheffield City Council.



Review

Review Events: At the end of the exercise, we will run a series of bite-sized webinars that are recorded and available for later viewing.

Themed webinars and workshops: The service includes many local authorities with a wealth of experience and there are a lot of new ideas emerging on the digital delivery landscape. This year we will be looking at creative ways of getting people talking and networking on what we identify as hot topics.

Improve

You use your learning to make changes in your organisation. We can also offer additional support interpreting and utilising your benchmarking results to support organisational transformation and improvement through our expert advisory service.

We work to constantly improve the benchmarking service and so at the end of the process we assemble a steering committee, formed of experienced practitioners from the service area to ensure the scope of the exercise and the questionnaire meets your needs.

This exercise is guided by you so we can collect information that will continue to help you in the delivery of your service.

So from taking part you will receive a suite of graphical and narrative reports, an interactive reporting tool and the opportunity to attend a review meeting. All within the club price.

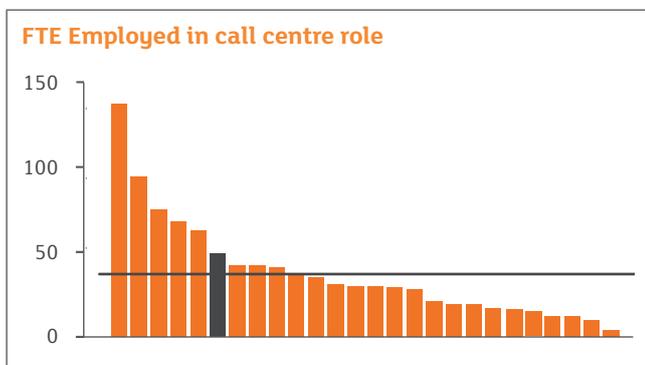


Fig1: Example graph with median line inserted.

digital transformation analytics

The strategic survey

The strategic survey, with around 60 easy to complete short questions, focuses on establishing current and future models of customer contact, and identifying the critical factors for the improved management of customer service functions. It aims to identify key challenges and patterns of good practice, with a question set covering how local authorities are:

- driving channel shift to automated channels of service delivery,
- encouraging customer self-service, and
- achieving optimal levels of digital inclusion;

as well as:

- trends in shared services,
- customer services outsourcing and procurement,
- and ICT infrastructure, including CRM systems.

We believe the survey's annual findings provide a key source of insight for strategic planning and direction-setting for customer-led transformation.

The contact analytics tool

Alongside this survey, the contact analytics tool focuses on measuring the organisation's customer contact as well as the services and channels that are used, in comparison with peers

The contact analytics tool is entirely complementary to the strategic survey and offers a way of quantifying actual current customer contact, the potential benefits

of change, and testing whether change is delivering the anticipated benefits.

This information is invaluable in supporting the case for change or investment. In cases where changes have already been made, but benefits are not being realised, it offers insights into what and where the blockers may be and how to remove them.

Learning to use such actionable insight is part of the benchmarking club objective and membership provides access to guidance and regional meetings aimed at developing these skills.

The contact analytics tool provides the following benchmarking data:

- Information about contact resourcing that will enable like for like and accurate comparison.
- Key information about the volume of contact via the various key channels
- How channel usage compares to peers in terms of organisation type and size.

What the potential savings may be from increasing self-service by residents and which service areas have the most obvious potential to realise benefits through increased self-service and reduction of avoidable contact.

This data then allows participants to review their performance against the best of their peers and explore how and where there is potential to improve quality and efficiency. It also offers the potential for participants to track their own progress against internal channel shift and contact cost reduction targets.

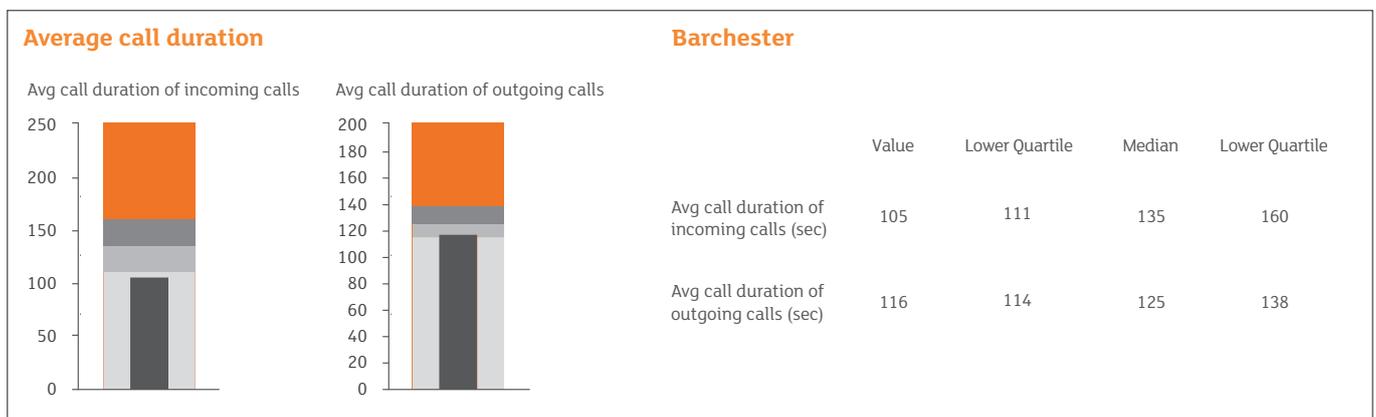


Fig2: Example data represented in tabular and graphical format

how to take part

In order to take part or to find out more, please visit: www.cipfa.org/benchmarking
or contact **Andrew Hill** on T: **020 7543 5711** E: andrew.hill@cipfa.org

we also do...

Corporate Services Benchmarking Clubs

Clubs are grouped into the following themes:

- Finance
- Audit and risk
- Revenues and benefits
- Staff
- Legal and democratic
- Supplies

For more information visit: cipfa.org/corporateservices

Social Care

We offer clubs in:

- Children's Care
- Adult Care
- Public Health

For more information visit:

cipfa.org/services/benchmarking/social-care

VfM Indicators

- Communications
- Estates Management
- Finance
- Human resources
- ICT
- Legal
- Procurement

For more information visit:

cipfa.org/services/benchmarking/vfm-indicators



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