

RISUAL LTD

DIGITAL SERVICE DESIGN

SERVICE DEFINITION DOCUMENT

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THE CHALLENGE

In recent years many public sector organisations have embarked on digital transformation initiatives that aimed to provide better customer experience and more cost effective service models, achieved through moving existing services online. Whilst some have found success, many have not, leaving customers frustrated by a lack of progress against a backdrop of global on-going digital acceleration.

Despite these efforts, it is not unusual for public sector services to have over 40% failure demand (*customer contact that was caused by something going wrong because the service wasn't designed around the customer*), which only upsets customers, increases costs and negatively affects staff morale.

This is in part due to traditional approaches to delivering savings and service improvements which often focus on areas such as:

- Streamlining processes, embedding technology and restructuring teams.
- Ensuring staff are motivated and have the right skills.
- Enabling customers to self-serve and looking for ways to reduce calls into their contact centres.

Whilst all these things are important they are the wrong place to start.

The public sector is facing an unprecedented challenge with reducing budgets, increasing customer expectations, and evolving needs. Organisations must realise the value of user-driven digital services, reimagining the services they offer to customers, and reassessing how they meet user needs.

For the most effective transformations, the starting point needs to be ensuring that services are designed around customer needs.

User-centric digital services are widely understood to provide significant benefits such as cost reductions and resource efficiencies, but the key to this focus is its ability to provide greater customer experiences and operational agility.

It is vital for the public sector organisation of the future to keep pace with increasing and changing demand, building on the work they've completed to date, to maximise the positive impact they have on their customers and staff through digital transformation.



The service is delivered as a 5 step process that aims to strategically address the challenges faced by the public sector, reducing frustration with stumbling transformation programs, harnessing the benefits of user-centric digital services to reduce costs and improve experiences.

1 - Agree the scope - We agree the scope of the rDSD with the client, understanding what the service does, the challenges faced and the desired outcomes from its transformation. This includes forming the 'Redesign Team'.

2 - Objectives and Outcomes - We work with the client Redesign Team to review the rDSD scope, defining what the public wants from the service along with organisational objectives.

3 - Define the Service - Understand how the service is set up and performs. Assess current performance against agreed objectives, review service demand, map processes and capture service costs.

THE PROCESS

4 - Analyse the Why - Understand why the service behaves the way it does. Analyse what impacts on performance, opportunities for its transformation, and the time/costs associated with failure demand and waste.

5 - Reimagine and Redesign - Production of redesign proposals and business cases that enable the service to meet objectives, remove failure and waste, identify continual improvement, and opportunities to transform.



PUTTING IT IN CONTEXT

Sally is the Head of Environmental Services for a district council. She has been given targets to generate income as well as reducing operating costs. She is responsible for a range of services such as refuse collection and recycling, Parks and Open Spaces, as well as services such as Pest Control.

To meet budget targets, she has cut down staff headcounts which has led to a reduced service for residents, particularly in rural locations. Some of the services within the department have the potential to generate income, such as Pest Control, but currently are failing to cover their running costs.

The Head of Customer Services informed Sally that since the cutbacks she'd made, the Customer Services team have had a sharp increase in the number of calls it is receiving and is struggling to deal with the demand. Sally's team is also struggling to respond to the volume of work and the number of customer complaints is increasing. To exasperate the situation, morale across the Customer Service and Environmental Service departments is at an all-time low.

Sally appoints risual to work closely with her department to review 3 of her services: Pest Control, Fly Tipping and Public Litter Bins (focusing on rural areas).



risual ran three rDSDs working closely with representatives from across the service delivery chains. This included defining the key objectives of the service (with an emphasis on the customer), reviewing how the service is performing and developing proposals for change.



risual brought a pragmatic approach and hands-on experience of successful public sector transformation, supporting Sally and the wider Environmental Services department to form a redesign team, taking them on a journey from assessment, through to vision and the reimagination of their services.

PEST CONTROL ASSESSMENT

1 - Customer Objectives

- Pest removed promptly with minimal disruption.
- Reasonable cost.

2 - Performance vs Objectives

- 80% of customer contact was avoidable (related to failure demand or waste).
- The high volume of repeat calls from customers.
- Multiple visits often requiring the customer to be in.
- Top-end cost compared to competitors.

3 - What is impacting Objectives?

- Customer Services targets moved to focus off customers to completing the call quickly.
- Insufficient information received by Pest Control from customer services to understand the issue (due to rushing call, lack of training, limited handover).
- Difficulty updating pest control officer with new appointments and changes whilst out and about.
- Late/missed appointments due to lack of travel time given between destinations by Customer Services.
- Traps checked daily to see if rodents caught, high fuel costs and significant officer time travelling.

FLY TIPPING ASSESSMENT

1 - Customer Objectives

- Fly-tipping removed promptly.

2 - Performance vs Objectives

- 60% of customer contact was avoidable (failure demand).
- Significant delays in removal of fly tipping.
- High volume of repeat calls from customers.

3 - What is impacting Objectives?

- Customer Services targets moved focus off customers to completing the call quickly.
- Insufficient information received on location of fly tipping due to customer description / rushed call.
- Fly tipping incident incorrectly closed as officer unable to locate it based on description and driven by targets to get job closed asap.
- Calls from multiple customers reporting fly tipping in similar locations can lead to some being incorrectly ignored or the same issue visited twice.



LITTER BINS ASSESSMENT

1 - Customer Objectives

- Always room in public litter bins for litter.

2 - Performance vs Objectives

- 100% of customer contact was avoidable (failure demand).
- High volume of calls reporting overflowing bins in rural locations.

3 - What is impacting Objectives?

- Due to cutbacks the frequency of visits to rural locations to empty litter bins has reduced.
- Officers are reluctant to increase the frequency of visits as it is a long way to travel if the bins are not full.



Defining their digital strategy and undertaking the assessment of current services required wide-ranging capabilities and a deep understanding of digital service development and delivery. Utilising all of this experience enabled our collective team to accurately understand current service objectives and define future service delivery, detailing suitable ways to reimagine those services using cloud and digital technologies.

Our key design proposals were summarised into three areas, which collectively contributed to a number of key benefits for the organisation:

- Resetting the Focus of the Service,
- Accurately gathering all of the service request information, and
- Removing non-productive work/waste.

1 - Resetting the Focus of the Service

- Objectives changed to providing good service without rushing.
- Support continuous improvement by developing dashboards and reports showing performance data, types of demand and demand location on maps – supporting proactive planning.

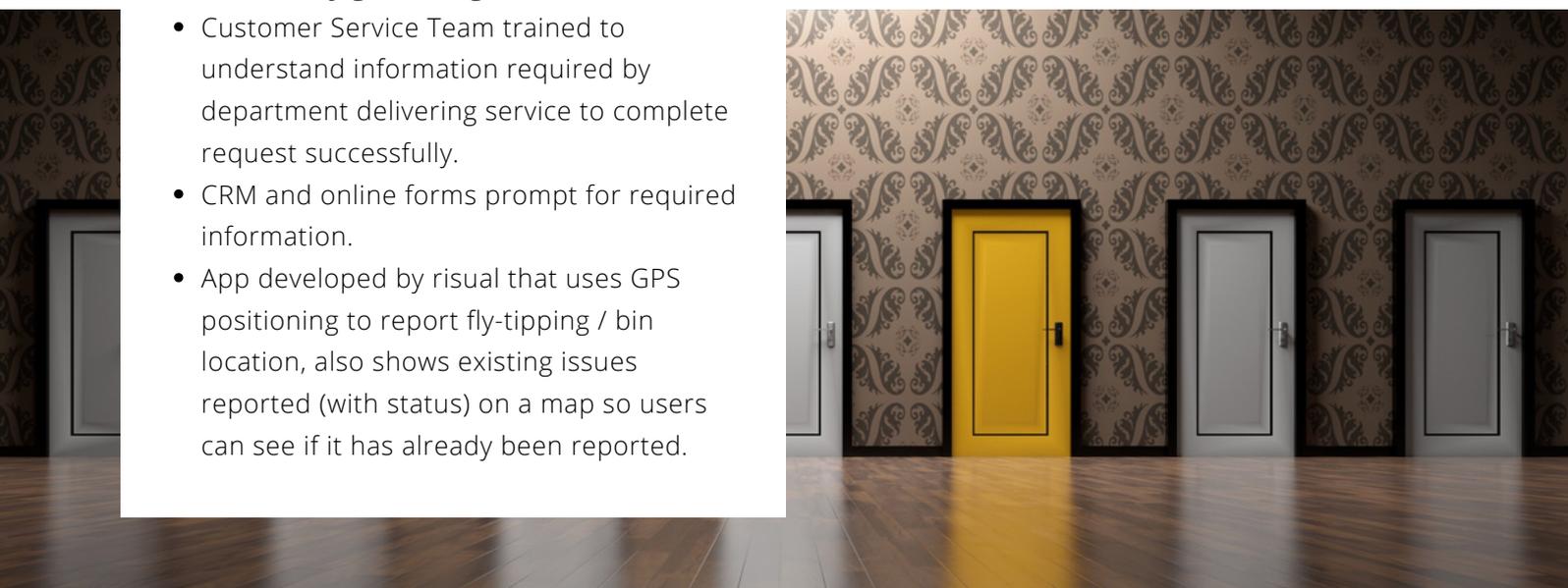
2 - Accurately gathering service info

- Customer Service Team trained to understand information required by department delivering service to complete request successfully.
- CRM and online forms prompt for required information.
- App developed by risual that uses GPS positioning to report fly-tipping / bin location, also shows existing issues reported (with status) on a map so users can see if it has already been reported.

KEY DESIGN PROPOSALS

3 - Removing non-productive work/waste

- Integrate IT systems to remove manual work and double keying.
- Introduce mobile technology enabling officers to automatically be routed to next job and have access to all information – removing need for office visits and ensuring have up to date information / changes.
- Move from scheduled to demand based working using sensors on rural litter bins and rodent traps (removing need for 24 hr checks on traps).
- Reduce mileage by introducing cross-functional area based teams i.e. officers that can empty litter bin whilst carrying out pest issue close by.



KEY BENEFITS

Happier customers

- The service now meets customer needs and objectives.

Reduced workload and financial savings

- There is a significant reduction in customer failure demand, increased customer online self-service, reduction in non-productive time (travel, manual processes), and subsequently a reduced fuel bill.

Improved staff morale

- Staff now feel empowered to provide good service, have fewer complaints, have confidence in the service being provided, and are able to use team meetings to review service performance and suggest improvements.

Increased income generation

- The organisation are able to offer a better service at a lower cost.

Stronger governance

- Dashboards have been set up to report key service information to understand performance and empower teams to drive continuous improvement



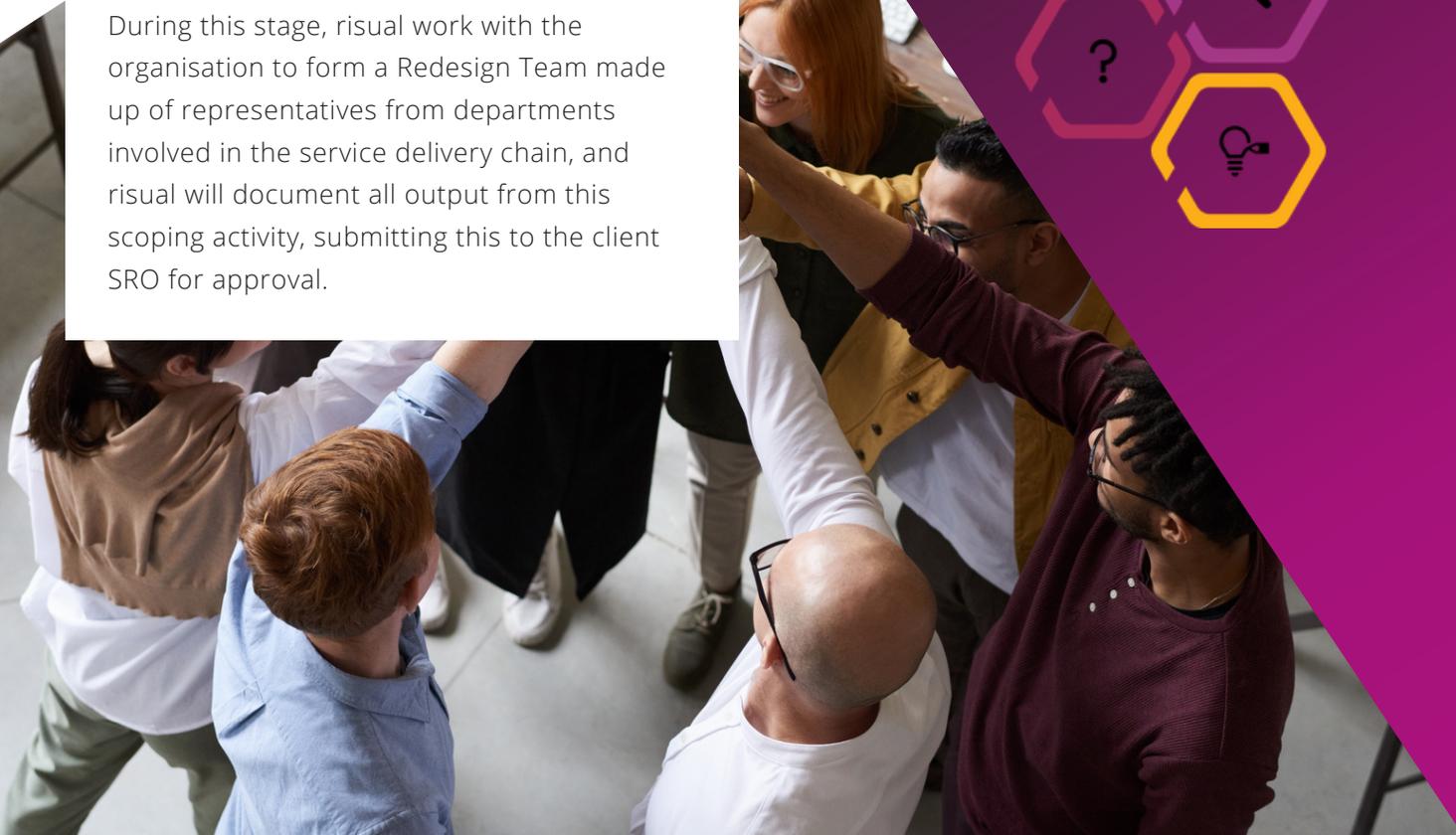
AGREE THE SCOPE

Once a service has been identified to carry out a rDSD on and a client SRO has been identified, risual will work with the SRO to agree the scope. This will include risual gaining:

- A high-level understanding of the service, what it does, key challenges and any connected services.
- Who the customer of the service is, what they expect from the service and what pain points they have raised with it.
- An understanding of the desired outcomes of the rDSD, including any alignment to existing strategies or operating principles.
- An understanding of what departments and staff have an involvement in the service delivery chain and their level of involvement (including staff structure charts).
- An overview of key IT systems and any work that has been contracted out or delivered by partners.

During this stage, risual work with the organisation to form a Redesign Team made up of representatives from departments involved in the service delivery chain, and risual will document all output from this scoping activity, submitting this to the client SRO for approval.

STAGES IN DETAIL





OBJECTIVES AND OUTCOMES

risual will present an overview of the rDSD and its benefits to the client's Redesign Team, then:

- Discuss why the service was selected for a rDSD.
- Review the output of the "Agree the Scope" stage.
- Define the key service outcomes that the service's customers care about. These will form the key drivers for the service.
- Identify any additional service objectives that are important to the organisation.
- Check the accessibility of the service data required for the next stage "Define the Service", and confirm how long it will take to gather the data and whether support is required by risual to do it.

A project plan with predicated costs will be produced, taking into consideration the availability of the client's staff and the level of support required by risual to collate the "Define the Service" data requirements. The output of this stage will be provided to the client's SRO for approval.



DEFINE THE SERVICE

This stage will involve talking with members of staff involved in the service to understand how the service currently performs along with areas requiring improvement. As well as discussions with staff, the following data will be gathered:

- Key issues with the service.
- Service performance against the service objectives defined in the previous stage and against current KPIs.
- Customer demand in a format that enables the Redesign Team to evaluate whether it was value or failure demand.
- Process maps displaying the current way of working and how current IT systems are used.
- How staff time is spent – to evaluate how busy staff are and to enable staff costs to be associated with failure demand.
- Service delivery costs such as materials, contracts and licences.

The output of this stage will be provided to the client SRO and Redesign Team for approval.





ANALYSE THE WHY

Having gathered data on the current performance of the service, this stage is focused on understanding why it behaves in the way it does. It will involve risk and the Redesign Team continually asking “why?”. It will involve analysing:

- How is the service performing against the new service objectives – what is affecting performance negatively and why?
- Review the customer demand – identifying what is value and failure. Explore what is generating failure demand and why? - Is demand predictable or unstable?
- What opportunities are there to transform the service to eliminate waste from processes?
- How can technology be used to transform the service e.g. self-service?
- High-level effectiveness of any contracts associated with the delivery of the service.
- Staff time and overall costs spent on failure demand and waste that could be eliminated.



REIMAGINE AND REDESIGN

This final stage involves producing the redesign proposals along with the business case for change. Having analysed the current performance of the service, risual will work with the Redesign Team to develop:

- Service redesign proposals to enable the service to meet its objectives, removing failure demand and waste whilst also aligning it to agreed principles and strategies.
- Training and development requirements.
- Performance measures and proposals to support continuous improvement.
- Proposal and high level business case to utilise technology to transform the service.

The proposals will be presented to the client's SRO. The organisation will have the option to deliver any of the proposals themselves or contract risual to develop plans and deliver the redesign.



ABOUT RISUAL



risual are a UK based business & technology services organisation, offering consultancy, managed services, training, adoption, and apprenticeships.

We work in partnership with our clients, through the principles of co-working, co-design and co-delivery, and have over 15 years of experience transforming organisations through the introduction, adoption and strategic management of cloud and digital technologies.

We're a Microsoft Gold Partner across 15 categories and an Azure Expert MSP, placing us in the top 0.05% of MS partners globally and are a Microsoft Fast Track Ready Partner.

We have Microsoft advanced specialisation in Windows Server and SQL Server Migration to Azure, Teams Calling, and Change and Adoption validating our extensive capabilities in these solution areas.

**We are experts in transformation and see transformation in three ways;
Cloud, Business, and Digital.**

Cloud Transformation is about tools and technology, often IT-led, it focuses on the platform with Azure, and Modern Work through Microsoft 365 services. Cloud Transformation is an enabler and in order to deliver real value, business transformation is required.

Business Transformation is about re-engineering internal services to better serve the business, focusing on business applications, processes and productivity, through Dynamics 365 and the Power Platform.

Digital Transformation relates to external interfaces with clients/citizens/students and enters the domain of disruptive innovation focusing on replacing or complimenting existing services through digital product development.

All three service portfolios span: business and technical consulting, managed services, training & adoption, and apprenticeships, underpinned by our security and data & AI services.

We live by our values of honesty, openness and trust, and we embed these values into everything we do, from delivering new and exciting business and technology services/solutions, through to the charity work we regularly undertake within our communities.

For over 10 years, we have worked across the public and private sector, solving complex challenges through development of digitally engaging, user-centric and socially impactful solutions and services. Providing innovative thinking and insight, we help organisations not only transform their services, but also their people and culture, helping to address the growing demand for digital skills and agile mindsets.

Discovery

As the first step in defining a digital product or service, our approach will uncover and look to fully understand you and the needs of your users, helping you to understand how digital technologies can address those needs.

Alpha

Alpha phase development is underpinned by our DevOps methodology, it seeks to design and develop your service/product, ensuring it satisfies business and user needs, and is technically feasible.

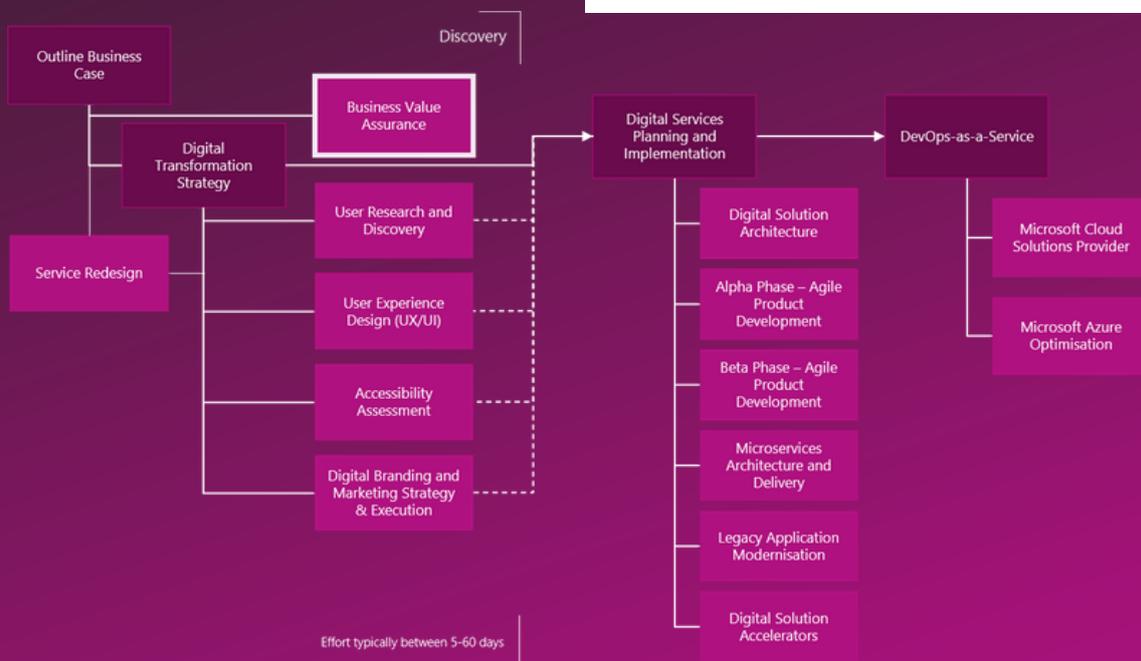
DIGITAL TRANSFORMATION SERVICES

Beta

Beta phase development, underpinned by our DevOps methodology develops a minimum viable product (MVP) through incremental development and testing both technically and with users in private and public Beta.

Live

Live focuses on the on-going support and continual improvement and development (CI/CD) of the product/service. It provides proactive optimisation and improvement, measuring performance against KPIs and regular feedback.



CONTACT DETAILS

Please send any questions or requirements to bidmanagement@risual.com.

Alternatively, if you wish to discuss your requirements or anything about this service in more detail, please contact us with the following information and we will gladly come back to you:

1. The name of your organisation;
2. State the name of this service;
3. Your name and contact information;
4. A description of your requirement(s) and your business situation; and
5. Any specific timescales you are working to.

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