Estimating digital service uptake rates and digital inclusion needs

G-Cloud 14

RedQuadrant service description

Introduction

We are a dedicated public service consultancy working to build capacity, reduce costs, and improve outcomes for the public. We provide both strategic transformation resourcing for long-term delivery, and project-based consultancy services. This is supplemented by our training, coaching and leadership development capabilities. Our offerings have a wide range of applications for cloud-based services and can provide extensive benefits in areas such as improving internal processes or coaching your business leaders. We see cloud services in the context of the whole, end-to-end service: always co-created with the citizen or customer and there to enable the social process of service, reduce transaction costs, and improve convenience and service outcomes.

Both as a transformation partner and through project based consultancy, we have extensive experience of working closely with public service organisations including local authorities, central government, and clients from NHS and mental health trusts to police and probation services – to support innovation, enable in-house learning, and ensure long-term, sustainable results.

We have particular experience within the following areas:
- Change, business analysis, project and programme management
- Capacity building, coaching and training
- Specialist local government services including adult care, wellbeing, public health, children's services, education, housing, and planning
- Corporate policy and finance
- Customer led transformation
- New models of service delivery
- Service design, demand management, and systems leadership

We were set up in 2009 to transform the public services consultancy market by providing more for less, and are growing steadily because our clients keep finding new challenges for us. We've delivered over 200 successful projects for over 70 clients, with 96% of our clients coming back for more.

Our approach to small change interventions and major transformation programmes – whether transitioning to Cloud services or developing other elements – is to focus on making change happen whilst ensuring that that change is sustainable – we work with our clients, building capacity through skills and knowledge transfer and making ourselves redundant in ensuring change can continue after we have left. We start from a different place to most – with the positives and what works well.

Our prime aim is to ensure that the results and quality expected by our customer is achieved – or exceeded – within the engagement, and that the results extend beyond the delivery activity. We are well versed in project and programme methods and we apply these consistently in our work. We see our job as delivery to the client's specification, based on a deep understanding of context, drivers, requirements and strategic risks and issues.
We act either as coach (supporting clients to get the job done, ensuring that they build and acquire the skills and experience they need) or as implementer (ensuring delivery of real

business results that are embedded and sustainable). These values are built into all our work, whether or not the brief explicitly includes skills transfer and capacity building.
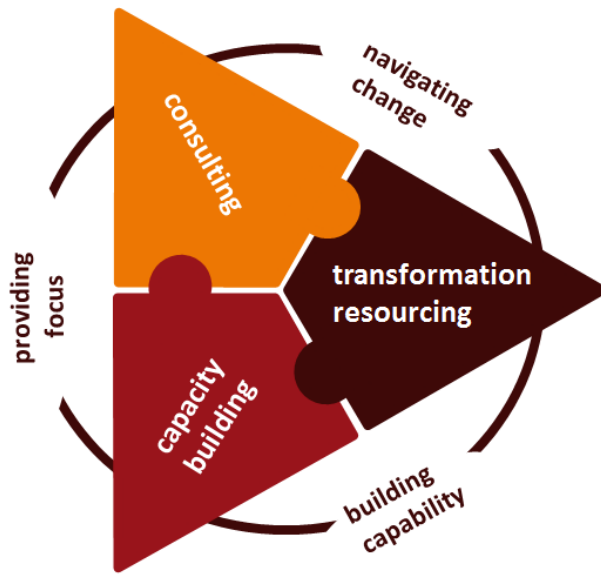
Service description

This is a short package of work to provide quantitative evidence of likely uptake of digital self-service options using techniques that have been developed over the last 3-4 years working with Experian Mosaic and Local Authorities. Its envisaged use is to provide key data to support the case for digital service transformation and to identify and mitigate the risks that may be associated with it. In particular it allows a Local Authority to rapidly establish if its targets for channel shift and digital self-service are realistic or need to be revised.

It uses Experian Mosaic data at the level of the Local Authority area to classify households according to their propensity and ability to access the internet and transact online and provides quantitative and qualitative data regarding:
- The proportion of households online and capable of transacting online.
- The dominant household types in the area, their willingness/ability to transact online and the communication channels most likely to influence them.
- The proportion of households offline or who are online but may struggle to interact and transact online in the context of benefits and council services.

It then uses open source data on the claims levels for key state benefits to determine:
- Absolute levels of claims for key benefits (JSA, HB, Pensions Credit, DLA).
- The geographic locations of claimants at LSOA level.
- Where 'hot spots' exist in terms of high numbers of state benefit claimants and the implications of this in terms of digital exclusion.

The output of this analysis is a short report that is designed to inform a digital service delivery business case on what the realistic maximum uptake levels would be and offer 'pen pictures' of the predominant groups that need to be influenced to go online.

It also starts to identify many of the issues that will be of concern to councillors by identifying those at highest risk of exclusion and providing some maps that show this at the sub-ward level. It does not attempt to address the issue of how to best support the digitally excluded, but will provide evidence of the scale of the challenge and provide maps of digital exclusion using open source benefits claim data.

In our experience this is a very cost effective approach as it rapidly provides quantitative evidence in forms that can be shared with stakeholders and is much easier that service user survey type approaches which can be time consuming and struggle to get sufficient numbers of responses.

Service management
This is primarily a piece of 'desk based' research and analysis using data available as open source and proprietary Experian data sets. However, it would be desirable to have a lead contact within the client organisation capable of identifying and sharing any relevant work they had carried out prior to this analysis taking place. This would help focus the work on areas the client was unsure of rather than duplicating work they may already have completed. It would also help focus the narrative report on the areas that are most relevant to the client organisation.