Report To:	CABINET	Date:	14TH JUNE 2018
Heading:	DIGITAL AND SERVICE TRANSFORMATION PROGRAMME		
Portfolio Holder:	COUNCILLOR CHRISTIAN CHAPMAN – CABINET MEMBER (JOINT FOCUS))		
Ward/s:	ALL		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

The purpose of this report is to present to Cabinet the intended Corporate Digital and Service Transformation programme with indicative costs, benefits and timelines. A further detailed business case will be presented to Cabinet in September 2018.

Recommendation(s)

Cabinet is requested to:-

- **Consider the proposed Digital and Service Transformation programme, intended vision and benefits, and give outline approval for the progression of the programme, subject to a more detailed business case to September Cabinet.**
- **Consider the indicative Digital and Service Transformation programme schedule in accordance with priorities for improved customer service and organisational transformation.**
- **Note provision of further external support will be determined by the Digital and Service Transformation Board to facilitate development of the final detailed business case, Customer Access Strategy and future operating model.**

Reasons for Recommendation(s)

Demand for public services and expectations of levels of service are ever increasing. Residents and businesses expect the same levels of access, ease of use and customer service that they see online from large private sector organisations. They expect to be able to access their services from multiple locations and in ways that suit them.

Many organisations and councils have moved towards customer centric 'digital first' approaches which provide convenient and accessible services in order to match customer expectations. Future local authority success will rise and fall by the degree of satisfaction with access to services and information as the self-service generation conducts more and more aspects of their life online and are currently enjoying digital services through their banks, retailers and even some central government service such as vehicle tax and voter registration.

ICT is no longer just a support service; it has become a critical service. It has the ability to transform the way services are organised and delivered. It has a fundamental role to play in improving efficiency, reducing costs across the organisation and underpinning organisational change. However, ICT development is not digital transformation unless we improve the way we do things through ICT as an enabler of that change.

Our technology landscape is outdated, most systems are at end of life and we have no real online 'offer'. The organisation is therefore already incurring costs in the replacement of systems due to potential de-support from existing suppliers or lack of functionality. ICT developments occur in an ad-hoc manner resulting in a silo-based technical architecture rather than a corporately focussed and driven architecture which considers the most advantageous and effective application landscape.

This report presents to Cabinet a vision and blueprint for a digital and service transformation programme, indicating how technology can potentially be a catalyst for improving the way the Council will work with and support local residents, partners and businesses on the journey to becoming a digital Council and digital Place. It should be noted that the Council will always retain face to face service and other channels to help those that cannot make use of digital access.

The Council faces future challenging financial targets in order to maintain a balanced budget. We are confident that the programme will deliver future savings and efficiencies as demand for services and residents' expectations of the quality of front-line services continue to rise. The digital programme will assist with addressing the joint challenges of the need to continue to make savings with the increasing expectations of customers for a high-quality service.

Alternative Options Considered

Doing nothing is not considered an alternative option. The organisation is already incurring significant additional costs to replace out of date systems, however this is being undertaken in an ad-hoc, silo-based manner, limiting the ability of effective, joined-up transformation which is focussed on the customer, delivers value for money, and enables a slimmer more efficient and productive organisation. The core element of the digital transformation programme is to have organisation wide customer focus, putting the customer at the heart of everything we do, challenging our approach to delivering services, as well as looking at how we can use digital technology and new ways of working to improve how we operate, delivering an improved customer experience.

Detailed Information

1.   Challenges facing Ashfield and the Case for Change

1.1   Customer Services Review 2017

In 2017 a cross organisational customer services review was undertaken to understand customer demand and activity, how customer information is stored and used, whilst identifying key opportunities for transforming customer services across the whole organisation. This review started to inform the development of our digital and service transformation vision.

Summary of Findings 2017

- Two-thirds of customer demand is received via telephone, estimated to cost the organisation £593k per annum based on demand data and SOCITM channel costs. Face to face contact is also estimated to cost the organisation around £452k per annum.

- Visitor levels to the website are still increasing, highest levels of visits are on weekdays.

Percentage of types of contact with the Council

- Face to Face: 19%
- Phonecall: 65%
- Web: 16%

- Paypoint and post office transactions in September 2017 had also increased by 45% with estimated transaction costs well within the cash office closure business case estimates.

- 60% of council tax payers and 39% of tenant rent payers use direct debits. A move from paypoint/ post office to direct debit or online would save 40-45p per transaction, approximately £12 per tenant per year paying rent fortnightly.

- Call answering (not abandoning) rates in 2016/17 were reasonably good (greater than 95%), however with a silo based approach the organisation doesn't work corporately to deal with peaks in call demand, only for specific projects such as changes to bins in 2016.
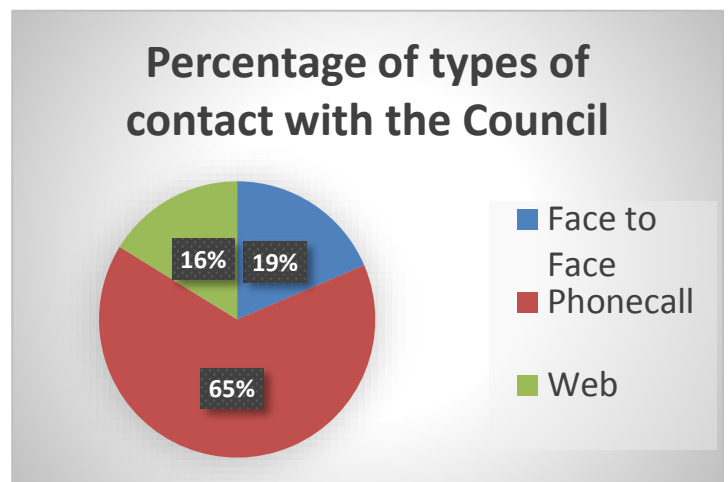
- Several demand touchpoints exist across the organisation, based on service silos, dealing with various levels and types of demand (complex and transactional). 71% of calls answered by the customer services team are passed on with more than half of these being diverted to the direct dial numbers, thereby passing the customer on.

- It is estimated that 80-90% of demand relates to residents who are 'in balance'. The remaining 10-20% having complex needs which may take 80% of our capacity to deal with. We do not have a robust means of understanding transactional and complex demand levels.

- Service areas receiving the most demand are waste and environment, housing and revenues and benefits.

- Two-thirds of services hold customer data in spreadsheets. Systems are not joined up and are therefore ineffective as a means of the organisation understanding our customers, response capability and whether we are delivering quality services. See Appendix 1 'Spaghetti Systems Map'

- There is no single view of the customer, the customer is dealt with by the service in relation to that service function alone. Our current 'spaghetti' systems map and associated processes are inefficient, costly and confusing for the customer, requiring the repeat of information when accessing services. Customers don't have a single log on where they can see progress on applications and requests, update their information or make new applications. Customer information is not joined up and therefore very often our customers are being passed around, or have the need to chase us for information. Many customers attempt online services and when these fail they resort to contacting us via telephone or face to face. Customers are attempting to be more digital however we are not set up to respond.

  Most of our customer journey mapping scenarios identified opportunity to reduce failure demand through more effective and efficient processes facilitated by digital technology to enable the customer the ability to self-serve.

- There is no joined up corporate customer service approach or consistent use of service standards.

- Many services are using outdated software/ back office systems with suppliers being in control. There has been a lack of challenge, negotiation and going to market and we therefore have many inappropriate, ineffective and expensive systems. We currently buy systems in silos. Each system typically requires two or three server environments, database licences and support staff to keep the system running and applying long, complex upgrades. This also leads to departments not working together because the systems are different and data cannot be shared.

  Current methods of integration cost the authority with many bespoke connectors and support burden to keep systems running. This has left us with a 'spaghetti' mess and an architecture that is very 'flimsy'. Changing one system or connector could have lots
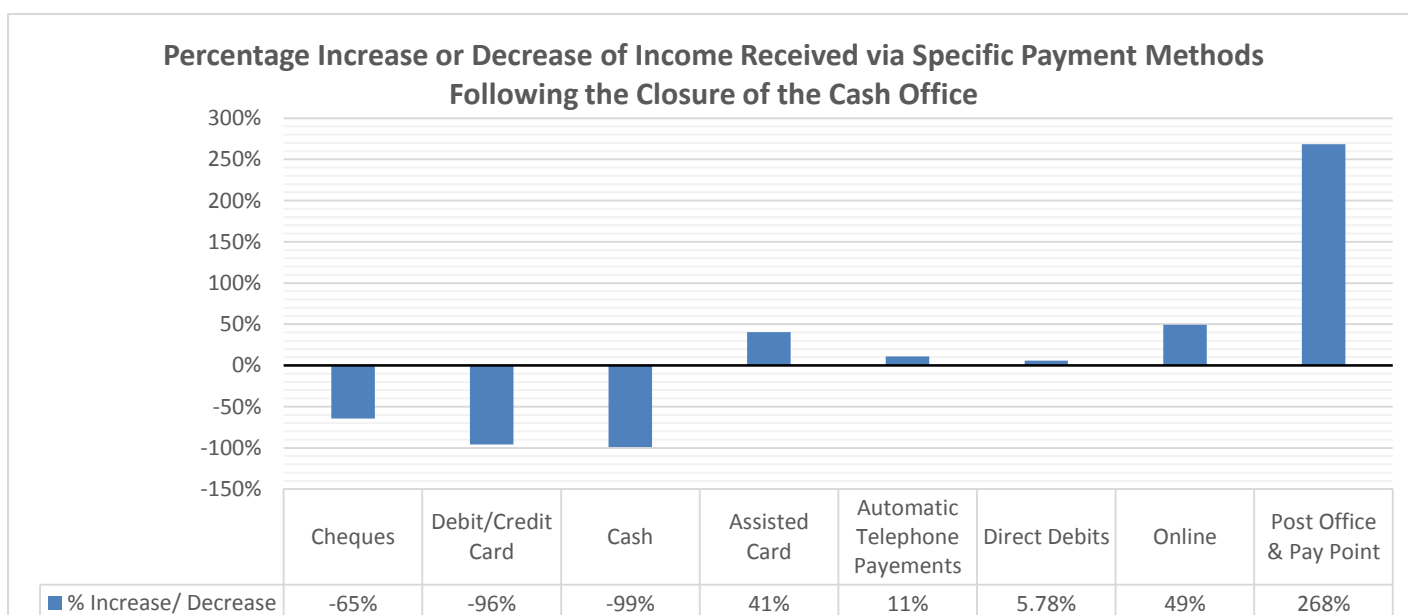
of knock on effects and become very expensive. It represents a significant risk to the authority. A previous attempt at using a CRM system failed, due to limitations with the system and its lack of 'real time' connectivity to back office systems such as flare. Many customer service roles were later moved back to where the work was, following a systems thinking approach, resulting in the corporate customer service team being limited in their ability to deal with customer demands across the organisation.

A digital platform built around customers and their requirements will enable organisational and cultural change, and will deliver self-service requirements, providing real-time interactions for a host of services. The platform will provide a single view of the customer journey for the Council, as well as a single point of access for that customer, reducing failure demand and frustration.

- The ability to work in a more agile manner is being impeded by the lack of investment in the most appropriate technology to support this. For example, Housing Management Officers spend a great deal of their time in the office dealing with telephone calls and administration. The potential for tenants to self-serve or use other access channels would facilitate the release of HMO time to working within the patch resolving problems for tenants with more complex needs.

1.2   Updated Position 2018

- 72% of households who have some council tax to pay are now on direct debit.

- The majority of visits to the website are now via smartphones, followed by tablet devices then PC's, see 1.3 below.

- Less than 10% of businesses are signed up for business rates e-billing and few use BACS

- Following successful implementation of cashless payments in 2017, cheques are still issued by the Council to pay refunds to businesses and residents. However, comparing the 8 month period September to April 2016/17 to 2017/18 (post cash office closure) direct debit payments have increased by 5.8% and online payments by nearly 50%.

Percentage Increase or Decrease of Income Received via Specific Payment Methods Following the Closure of the Cash Office

	Cheques	Debit/Credit Card	Cash	Assisted Card	Automatic Telephone Payements	Direct Debits	Online	Post Office & Pay Point
% Increase/ Decrease	-65%	-96%	-99%	41%	11%	5.78%	49%	268%

- For the period April 2017 to March 2018 our call abandoned rate across all lines increased to 6.5%, from less than 5%, with average call waiting of 45 seconds. Housing and Revenues services abandoned rates were the best at 3.8% and 3.5% respectively and call waiting times of around 30 seconds, whereas average call waiting times to waste and environment were just over 90 seconds and the worst abandoned call rates averaging 14.8%.

1.3 Digital Savvy Customer

Ashfield Position

Through the Place Survey in 2016 85% of our residents stated they have access to the internet, and of those 15% of residents without access 50% of those stated they were aged 65 plus.

Residents also told us that the most common device used to access to the internet was through laptop/ desktop or smartphone (81% and 80%) with younger residents most commonly accessing the internet via smartphone (98%). When asked which type of activity is undertaken online the most common were:-
- Emails 86%
- Info about goods or services 88%
- Booking things 69%
- Online banking 74%
- Online shopping 75%
- Social networking 71%

The above data supports the opportunity to both channel shift customer demand but also the channels we use as an organisation to inform or market services to our customers.
In Newcastle-under-Lyme, the council's insight research based on Experian (Mosaic) identified that nearly 40 per cent of the population may take up the opportunity to self-serve if appropriate online tools were available, and a further 30 per cent may do so with encouragement. This was based on customers' propensity to use internet banking services and purchase goods online.

Much as the number of unique visitors to the council's website has fallen by 10% over the last 12 months, the number of online payments has doubled whilst direct debit payments have also increased by 6% (2016/17 compared to 2017/18).

We have also noticed a significant increase in the proportion of visitors using a mobile device to access our website, which indicates further potential opportunity to encourage our residents, customers and businesses to engage with us via digital means.

May 2017	May 2018		May 2017	May 2018		May 2017	May 2018
44.05%	35.46%		41.24%	52.32%		14.71%	12.22%

National Position

The Ofcom Communications Marketing Report 2017 provides a high level indication of the national picture compared to our Ashfield residents:-

- The internet is essential to the way in which people in the UK communicate, find information, seek entertainment, shop and participate in society. Eighty-eight per cent of adults now have internet access at home. Reach is highest among younger age groups, but over half (53%) of over-74s are internet users.
- More than eight in ten (82%) households now have a fixed broadband connection, compared to 79% in 2016. Most households have both fixed broadband and a smartphone, and consumers are moving seamlessly between fixed and mobile connections.
- For most people, mobile devices are their most important device for accessing the internet. Consistent with high take-up, more than four in ten (42%) UK internet users, including nearly two-thirds of 16-34 year olds and 44% of 35-54s, regard their smartphones as their most important device for accessing the internet. For those aged 55 and above, fewer (13%) consider smartphones their most important device for internet access. Just under a third of over-54s consider laptops to be their most important device (31%), followed by tablets (27%) and desktops (22%).
- In 2012 text messages were the most-used method of everyday communications with friends and family. But five years on, the landscape has shifted, with images becoming an increasingly central method of communication. There have been reports that emoji's are now the fastest-growing language in the UK, Snapchat is now used by more than 158 million people worldwide every day.
- Total addressed letters volumes continued to decline in 2016, falling by 4% between 2015 and 2016 to 11.8 billion items. This decline reflects not only ongoing substitution away from letters to electronic communications, but also significant declines in advertising mail volumes.
- On average, apps in the social networking category (such as Facebook and Twitter) were used on average 12.61 sessions daily per user. Analysis of individual app use showed that Facebook was the most frequently used single app, with an average of 11.73 sessions per user per day.

1.4   In Summary

- Limited choice of customer access channels
- Lack of integration between services

- Limited digital and self-serve offering
- Limited offering for agile working via front line services
- Limited multi-channel interaction
- Customer dissatisfaction
- Limited first time resolution
- Not always easy to get right person first time
- Limited clarity for the customer around what is required or what to do, leading to failure demand
- Limited communication and engagement, lack of progress information, causing the customer to recheck things, therefore further failure demand
- Services designed around the organisation not the customer
- Delays in decision making
- Silo based service and customer information

2.   Our Digital Transformation Vision and Ambition

We want to deliver council services consistently and reliably, simplifying and standardising basic transactional processes, enabled by digital technology, to transform the way we do things, whilst encouraging people who can access services online to do so. This will create capacity for us to support the people who need us the most and also mean we can put our resources into things that really matter. Online services will be cheaper for us to deliver, reducing costs over the medium term through service redesign and restructures, so we can get things right first time more often avoiding expensive follow ups. Without this investment we won't be able to achieve further savings and will be able to do even less in the future.

The core element of the digital transformation programme is to have organisation wide customer focus, putting the customer at the heart of everything we do, challenging our approach to delivering services, as well as looking at how we can use digital technology and new ways of working to improve how we operate, delivering an improved customer experience.

Subject to the final business case development the objectives of the Transformation Programme are to:-

- Deliver a faster, better service to citizens and businesses through enabling technology and business process change.
- Enhance customer experience and create a modern and relevant organisation, by enabling technology that is used elsewhere, every day, by many residents. Enabling customer independence, encouraging customers who can self-serve to self-serve
- Deliver services to customers more efficiently, in a more joined-up way, using data more effectively to make critical business decisions.
- Create a sense of energy and momentum, using innovative thinking to bring new, more radical ways to delivering Council services.

Digital transformation has significant potential to facilitate more effective resident and business engagement with the council, improving service delivery through redesign that stretches the boundaries of how we operate, being efficient, agile and making a real difference.

Benefits to the residents and businesses of Ashfield will:

- Be using smart phones and tablets securely to book, access and pay for all Council services, at a time and place of their choosing and will be able to track progress online.
- Be asked to provide information once electronically, the information will be stored safely and used by the Council when assessing eligibility across its functions.
- Be able to fully access and engage with various Council departments to get quicker responses and track the progress of issues.
- Experience the benefit of seamless, joined up customer services streamlined mid and back office functions in the Council, using the same technology, as back office services, to access their customer information, ensuring consistent levels of customer service and an improved customer journey
- Have access to a digital Gateway for business that enables them to receive effective back office support, and ensure they comply with regulatory requirements.
- Be supported where digital channel shift may be difficult given individual circumstances, for example with low levels of literacy or digital skills.

The digital transformation programme intends to design the future operating model for Ashfield District Council, aligning with our place agenda, with a focus not only on Digital Council, but also Digital Place and Digital Customer. It is important to recognise that digital transformation of our customers, residents and tenants firstly requires digital transformation of the organisation.

Intended Benefits to the Customer
Our ambition is to improve services to customers in the following ways:-

Make it Easy – being more responsive, getting more things right first time, being more reliable, make things easier to understand, use language that people understand 'don't make me think'

Keep Me Updated – explain how we will keep customers updated and offer digital options such as text message updates, enable a customer to get information easily about where any their requests are,

Give Me Effective Online Services – have a website which is a good as any bank or supermarket website that allows the customer to request and pay for services online and, if the customer wishes to, to log in and see their interactions with us

Design Processes from a Customer Perspective – involve customers and staff in designing and testing new ways of working, consider the customer journey in everything we do. Investigate feasibility of cross government platforms where relevant eg verify

Manage my Expectations – tell customers clearly what we can and can't help with, be clear from the start what services we charge for and those we provide for free, explain how long requests are likely to take (Customer Service Standards)

3. **Our Journey So Far**

- Implemented revised website, self-development platform and web development capacity
- Completed a review of Customer Services organisation wide to understand customer demand, channel usage and service provision from the view of the customer via mystery shopping and customer journey mapping.
- Following the Customer Service Review we engaged support from SOCITM in order to support us to explore our current 'digital opportunity' and potential priorities for transformation, define a high level indicative digital and technical architecture, financial model and roadmap to inform a more detailed future business case
- Held cross organisational open workshops to discuss the digital transformation programme and to develop 'benefits maps' – see Appendix 2
- Established a Digital and Service Transformation Programme Board to oversee the whole future programme both prioritisation of transformation projects, monitoring delivery to timescale and assessment of delivered outcomes/ benefits.
- Engaged with the Citizens Panel to introduce the purpose of the transformation programme and gauge support for this.
- Established a cross organisational Customer and Digital Services working group to identify and develop new ways of working which support customer-centric digital services, including collaboration and co-design.
- Established a cross organisational working group to consider and understand how we can support our employees to become more digital savvy, being digital ambassadors and having the tools they need to help them to help customers and do their jobs efficiently.
- Established General Fund and HRA earmarked technology reserves to support funding the Programme
- Developed a new tenant portal, in consultation with the tenant gateway, which will be launched in June, and will enable tenants to access information and request services through will self-serve.
- In partnership with the DWP, the council will shortly be providing assisted digital support to vulnerable universal credit claimants.

4. Design blueprint – proposed operating model

4.1 Principles of the programme to drive business change and achievement of the vision are:-

Customer experience	Enhanced customer experience through the 'digital front door', creating a customer "Account" and accelerating the pace of channel shift and end to end process integration. This includes innovating in new technology (mobile, GPS, GIS, AI.) Where the Citizen interacts with us by telephone or face to face they should receive a service and experience that is consistent with the online service and where we assist them to become digitally savvy. Promote self-service and automation at every opportunity
Customer Access	Make it easier for customers to access services, information and support, providing a range of access channels that allow choice and flexibility, simple to use, ability to self-serve, receive assistance when required depending on personal circumstances, preferences time of day etc.
Service improvement and efficiency	Creating a more digital council by thinking more radically about how technology enablement can create simpler, cheaper and better services to customers, reducing demand by developing new service delivery models and business processes that are streamlined and efficient and effective. Being responsive, customer centric, pro-active, and empathetic to customer needs, redesigning services around the customer, with the customer journey and outcomes being key, standardisation of processes for simple repetitive demand and bespoke where need arises for complex demand
Single view of the customer	Customer data and intelligence with improved reporting capability to create richer data, a single view of the customer, and the ability to drive decision-making, enable early service intervention and proactive response to reduce demand and long terms costs on the Council and be able to respond to changing trends in service needs, the data should tell the Council which interventions and which processes are achieving the best outcomes.
Technology enablement	Further developing customer engagement through investing in technology that better integrates and automates customer transactions through self-service and by harnessing new technology with the capabilities of platform solutions Automate routine tasks
Digital savvy workforce	Skilled employees who are empowered, resolution focussed, and customer focussed to be able to handle enquiries at first point of contact and source of data to support this, with improved information and procedures. Potential for higher performing individuals accessing the right tools to make their job easier.

Commercial transformation	Improved use of assets, enabled by digital transformation, agile and mobile working. Radically transforming the way we work – including how we are organised internally and manage resources, to become open, innovative and collaborative

4.2 The diagram below represents a proposed future target technology architecture and applications environment:
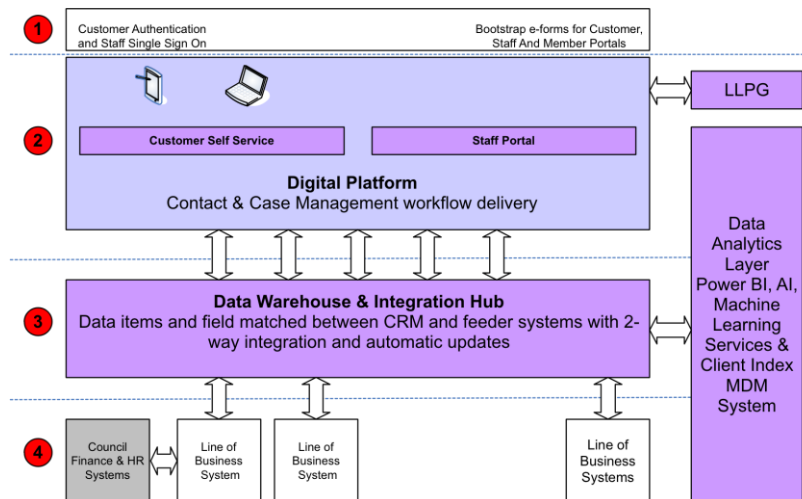
Layer 1 – Portal - the customer, employees (staff) and Elected Member portal. This is a custom-built access portal that will enable employees, customers, and Members to intuitively access the services and information that they need in a quick and easy fashion. Sitting alongside the Portal would be a forms solution, which is able to capture information directly from customers and workflow it into Layer 2 for a back-office user to pick up.

Layer 2 – Digital Platform & Contact Management - this is the front and back office digital platform which integrates seamlessly with the portals to take structured information and create the work and process flows required to fulfil customer and tenant service requests. Employees will be able to undertake service workload within the Case Management and workflow modules.
Members of staff will be able to complete requests on behalf of customers in the back-office, filling in the same forms that a customer would complete on the portal.

Layer 3 – the staging and integration environment ensures that all data is mapped and passed between the reduced number of core systems and the Contact Management / Workflow architecture. A staging environment will be used to integrate with a new reporting system, Integrations and data exchanges between multiple line of business systems will also be enabled by the new environment.

Layer 4 – Information will be passed through workflows and through the staging and integration environment to Line of Business systems, and any updates made in Line of Business systems can also be passed back through to the customer portal. The To-Be technical architecture typically has a reduced number of applications and integrates with EDRM.

4.3   Our Roadmap for Change

- A Customer Access Strategy is being drafted which will provide a framework from which service re-design can be facilitated from a customer centric perspective, providing a set of Design Principles.
- A Digital Strategy has also been drafted which will provide a framework from which ICT developments and transformation can be facilitated.
- An indicative digital and service transformation programme is planned to deliver the implementation of key technology 'core' component building blocks for digital service transformation followed by prioritised redesign of service area processes end to end, particularly customer facing services, starting with those that have the most non-digital processes first (ie housing), where most impact on improving services to the customer might be achieved, or where the customer is likely to be encouraged to become more digital as a result of impending change from other Government Departments (ie Revenues and Benefits)
- Consider the restructuring of teams and roles, particularly customer contact, technology and transformation roles, in alignment with the transformation vision and future operating model for Ashfield, whilst also ensuring adequate training and development in new technology and Customer Service Skills.

5. Outline implementation plan

Over the last 12 months we have considered and implemented ICT developments where these were urgently required, for example due to legislative changes like GDPR, or end of life systems:-
  o Planning system upgrade
  o Choice based lettings system upgrade
  o New Housing document management system
  o New LLPG/ mapping system
  o New Legal case management system
  o E-billing system upgrade

In development of the transformation programme we have also considered more urgent future digital and transformation requirements. These are projects indicated in the programme below, and are also separate reports to this Cabinet:-
  o Finance system upgrade – urgency due to notice of de-support from current supplier and requirement to upgrade to web based version of software
  o Income Management/ Payments Solution – requirement for additional functionality to facilitate ease of payments and provide more payment access channels for residents and customers, urgency due to forthcoming window of opportunity to test the market and potentially give notice to current supplier in advance of contract end in January 2019.
  o Housing Tenancy Management agile working solutions – significant transformation opportunities across the whole of housing services to improve services to tenants and also improve the ways services are delivered, increasing productivity and reducing costs. A review of housing repairs is currently underway which is considering digital transformation, service re-design and re-structures. A full business case will be reported to Cabinet in September seeking funding approval for the ICT development costs required to facilitate the proposed digital transformation.

Several ICT developments have either been implemented or in the process of being implemented in accordance with the vision for housing service transformation – choice based lettings upgrade, right to buy module and currently the new housing document management system. The separate report to this Cabinet seeks funding for mobile solutions to enable full more effective agile working through ability to access information from the back office system and document management system whilst on site.

The intended transformation programme has been indicatively scheduled over a three year period, as shown below.

YEAR 1

- understand required digital transformation and business case
- Upgrade Finance and NEW payments solution
- Housing transformation
- NEW Core solutions - CRM, booking system, data warehouse

YEAR 2

- Revenues and Benefits transformation
- Waste and environment transformation

YEAR 3

- Licensing and environmental protection transformation
- Planning transformation

More detailed 'Programme on a Page' is shown in Appendix 3

6. Outline business case

6.1 Costs and Efficiencies

Investment in a programme of change and technology enablement is needed to deliver the digital transformation and create a digital council where technology is used to improve how we operate, delivering an enhanced customer experience. We recognise that this investment will be a mix of replacing and upgrading existing key line of business systems, for example finance and planning systems, as well as investment into new 'core' systems which will facilitate digital transformation, such as a new customer self-service portal.

Although significant overall investment will be required (up-front costs and additional annual maintenance or licensing costs) we are confident that this level of investment will payback over a four year period, whilst also enabling the delivery of improved customer service through a slimmer more efficient organisation. Due to an outdated system architecture, the organisation is already incurring costs in the replacement of systems, therefore, some level of future investment will be required nonetheless.

The option to capitalise any of these costs will be considered as part of the Capital Strategy refresh scheduled for the autumn of 2018. The Housing Revenue Account (HRA) will also

meet its relevant share of the Transformation Programme costs over the four year period.

We also recognise that there may be requirements to identify and fund short and long term capacity and expertise to support process redesign, implementation and embedding of the new model. An indicative estimate of support to implement 'core' digital functionality, such as a new CRM, are included in the above costs.

The digital programme will work with services to determine where the new digital technologies can deliver improved customer experience, better outcomes, and benefits through savings, new income or through protecting income streams or reducing demand.

The most significant areas of savings opportunities are:

- Saving achieved through the investment and deployment of a customer digital and workflow platform (eg. Case Management and Workflow) that enables similar processes around the Council to be streamlined and automated and uses a single view of the customer, enhancing data insight, and saving time and cost by reducing the number of applications and manual processes that use multiple spreadsheets and standalone applications.
- Cost avoidance savings, either in the immediate term by less or earlier interventions through the intelligent use of data, or future cost avoidance by better managing demand.
- Savings achieved through channel shift and redesign of the end-to-end process, for example digital self-service that automates or integrates services and removes or minimizes human effort in the mid/back office.

In SOCITM's experience savings come from:

- Headcount Savings following service redesign and technology deployment and headcount is typically reduced by 20-30% particularly for back office administrative and support roles
- Reduction in spend with technology suppliers in areas such as support and maintenance following application rationalisation and moving of some applications to Cloud based Software as a Service
- Reduction in Estates costs

More robust funding implications will be incorporated into a future report to Cabinet in September 2018, including the findings of the current housing repairs transformation review which will provide an example as to the level of efficiencies which can be expected as a result of digital and service transformation.

7. What Next?

Officers will use internal and external expertise to develop a more detailed and costed business plan which will be brought back to Cabinet in September 2018.

- Customer Access Strategy development – through engagement with Members, customers and employees we will finalise our intended vision and customer focussed operating model which will provide a high level framework for future service redesign and digital transformation. This will be based on a comprehensive layer of information and views regarding access to services in the future, processes we will follow, technology we will use,

and the way in which our employees will operate and behave, aligning with customer and digital related competencies. The launch of the tenant portal will also serve as a pilot project to inform the development of the Customer Access Strategy.

- Finalisation of a detailed digital strategy and target architecture which will provide a key framework to inform future ICT development, selection and implementation, ascertaining a future high level plan of how we envisage solutions will fit together, seeking to reduce duplication, ineffective ways of working and system maintenance. Prioritised redesign of service area processes end to end, from a customer and digital transformation perspective, throughout the programme, will facilitate more detailed understanding, project by project, of the most effective application architecture.
- A key element of the digital transformation programme engagement plan will be a 'Hearts and Minds' campaign to encourage residents and businesses to support our transformation programme (count me in) to help reduce demand on our services which can then be focussed on greatest need.
- Development of a detailed business case with proposed implementation plan and savings profile to September Cabinet incorporating phasing of digital transformation activity. This will be informed by outcomes of the housing repairs transformation review.
- Subject to Cabinet approval, procurement and implementation of urgent transformation projects for the finance system upgrade, a new income management/ payments solution and housing tenancy management agile working solutions
- Development of a digital skills competency framework in order to identify required support for employees, building and increasing confidence in new ways of mobile and agile working.

Implications

Corporate Plan:

We are committed to putting customers at the heart of all we do, delivering high quality customer services across all functions to all local residents and businesses, across all access channels. This is reflected in our drive to provide responsive, high quality and continually improving standards of customer service, informed by customer engagement.

The Council's Corporate Plan 2016-2019 sets out a number of core values with the aim of making a real difference to people's lives. Our intended digital transformation programme supports Ashfield District Council's Corporate Plan and our Core Values particularly being 'Community and Customer Focused, Putting People First' making it easier for customers to contact and access Council services

Legal:

There are no significant legal issues associated with the recommendations contained in this report. Legal issues will be identified in relation to each specific aspect of the programme and appropriate advice will be given on an ongoing basis throughout the life of the programme. Any new systems or processes will need to be GDPR compliant. Procurement of systems must be in compliance with the Council's Contract Procedures Rules.

Finance:

Budget Area	Implication
General Fund – Revenue Budget	The costs of the Transformation Programme will be met from some or all of the following funding sources:
General Fund – Capital Programme	Cashable savings from the investment in technology
Housing Revenue Account – Revenue Budget	- Revenue funding from the Technology Investment Reserve - HRA IT Reserve - HRA revenue funding contribution
Housing Revenue Account – Capital Programme	Prudential borrowing (if any elements of the project are capitalised)

Risk:

Risk	Mitigation
Inability to meet customer needs and expectations. Customers are attempting to be more digital however we are not set up to respond.	Move towards customer centric 'digital first' approaches which provide convenient and accessible services in order to match customer expectations
ICT development which takes place in service silo's in isolation of service re-design	Improve the way we do things through ICT as an enabler of that change. Technology being a catalyst for improving the way the Council will work
Outdated technology landscape, most systems are at end of life and we have no real online 'offer'. Significant additional costs to replace out of date systems, in an ad-hoc, silo-based manner.	Joined-up transformation which is focussed on the customer, delivering value for money, and enabling a slimmer more efficient and productive organisation.
There is no single view of the customer, the customer is dealt with by the service in relation to that service function alone. Customer information is not joined up and therefore very often our customers are being passed around.	Digital transformation which enables customers to have a single log on where they can see progress on applications and requests, update their information or make new applications., or have the need to chase us for information.

Human Resources:

We recognise that the digital and service transformation programme will result in new ways of working and the development of new skills for our employees. The change required will be organic as we change the way we do things, our focus will be on making sure we have 'the right tools for

the right people at the right time', both in respect of electronic devices but also timely and accurate information to enable people to work effectively.

We will be focussed on supporting and growing our people through a digital competency framework and the encouragement of digital champions or ambassadors in the workplace. It will be important that we supporting our employees through the change, providing opportunity for upskilling, as we recognise that not all employees will find it an easy process.

Equalities:

The intention of the Digital and Service Transformation programme is to enable the ability for the organisation to have an enhanced understanding and awareness of customer needs including those within the Protected Characteristics such as disability and age. A new CRM system will give us the ability to flag needs up on customer accounts and tailor service preferences, with enhanced use of data management to assess impact. The new customer portal will also enable enhanced functionality to support our customers with protected characteristics such as auto use of translation services etc.

Our focus will also be to support our most vulnerable customers, particularly those for where digital channel shift may be difficult given individual circumstances, for example with low levels of literacy or digital skills.

Each individual element or project within the overarching programme will consider a full detailed equalities impact assessment prior to service re-design in order to fully consider potential negative impacts and how we can mitigate or remove e.g. if we remove channel options such as face to face-consider how this would impact on vulnerable tenants

Other Implications:
(if applicable)

Reason(s) for Urgency

Not applicable

Reason(s) for Exemption

Not applicable

Background Papers

Equalities Impact Assessment Screening

Report Author and Contact Officer

Jo Froggatt - Service Manager – Corporate Services and Transformation
01623 457328
j.froggatt@ashfield-dc.gov.uk

Appendix 1 – Current Ashfield Systems 'Spaghetti' Map

ADC Systems Map

Key
- Service
- Software
- Interface
- Pipeline system
- Explanatory Text
- ★ Customer Info Held
- Δ Customer can access / view
- □ Customer Input

Appendix 2 – Benefits Maps

Enabler

Case Management System

Benefits

Flexible, business-owned and driven

Customers and Officers can see progress on a request/transaction

Notification to customer when case is progressed via their preferred contact method. Similarly, notifying the allocated owner of the transaction when updated by the customer

Mobile-ready! No need to be in the office to pick this up

Customer will know that they don't have to repeat information

Consistency of information

Saves time as information is captured at entry point

Integration with external contractors & updated status at work stages posted to the contractor

Reduce need for emails

Service requests – one entry point

Know of progress being made

Apply for skips, hedge cutting service = informed exchange & this will ensure that all information is provided

All information on visits & outstanding actions to hand

Consistency between sections

Interact with other systems

Contractor access to update system and jobs assigned

An enquiry will be sent to the correct department for a response

Reduce duplication (Housing & Technical Services)

Reduced telephone and email traffic

Housing will have repairs information at hand when visiting tenants

Permission requests will be directed to Housing/Technical Services without coming to Housing initially

Seamless workflow across all departments to enable updates to be given to tenants/ residents

Speedy resolution of issues

Reduced paper

Outcome (s)

Create services within Case Management System, providing a working platform for digital services where no existing line of business system exists currently, and enable replacement of Line of Business systems

Create central place to assemble information on citizens for staff use and any alerts specific to the user (eg. Gas service is due)

Enabler

Digital platform

Benefits

Contractor information shared back to system

Less "clicks" for the customer to access information

Agree appointments
Change appointments
Target information i.e. PHE/SC or Repair

Customer is at the heart of service delivery

Update contact details

Information is easy and accessible to the customer

Access to customer details across services

Consistent information for customers & satff

One point of access for customers

Allows the Council to learn about our customers

Better customer service

Systems that integrate & save time

Reduced time on the phone

Allows self-serve = less demand

Ability to share data across the Council

Outcome (s)

A single access point, provides customers with better information from Line of Business systems and reduce the need to call us, personalisation of content

Personalise data presented to customers (eg. Bin collection dates, planning applications nearby)

Business Intelligence and Analytics

Booking functionality

Enabler	Benefits	Outcome (s)

Enabler

Low-Code Forms engine with workflow

Benefits

Less wasted processes & duplication = more efficient

Speed for customers

Reduced footfall

More paperlight organisation

Reduced email traffic

Closer interaction between services

Tailoring of forms

Integration with other systems

Joint forms across work areas = customer completes one form

Outcome (s)

Allow staff to build their own digital services with 'drag and drop' functionality

Increase speed digital services can be created/iterated/ deployed – re-use forms and workflows and adapt

Enable 'omnichannel' approach, a single form can be used by officers in back-office and placed on the website – consistency of customer service across all channels

Appendix 3 – Programme on a Page

Transformation Programme – Plan on a Page

	17/18 Qu 4	18/19 Qu 1	18/19 Qu2	18/19 Qu3	18/19 Qu 4	19/20 Qu1	19/20 Qu2	19/20 Qu3	19/20 Qu4	20/21 Qu1	20/21 Qu2	20/21 Qu3	20/21 Qu4	21/22 Qu1
Prog and funding	Prog set up; Business case		Funding approval											
Cust Service		Proj set up / As-is / Re-design; Customer Strategy and consultation			Impl									
ICT Core	Payment system business case / Funding approval		Proj set up/ procure / Procurement and Impl	CRM and workflow	Bookings system	Data warehouse? / reports								
Revs & Bens					Proj set up / As-is / Re-design	System req/ BCase / Impl								
Waste &Env						Proj set up / As-is / Re-design	System req/ BCase / Impl							
Licensing & EP (Flare)									Proj set up / As-is / Re-design	System req/ BCase / Impl				
Hous	Repairs As-is; Tenancy Mgt business case / Funding approval; Implement housing EDRM	Re-design / Restructure review; System req/ BCase / Funding approval	implement / Impl; Procurement and Impl											
fin	System req/ Bcase upgrade / Funding approval / Impl											Proj set up / As-is / Re-design / Impl		