

31 January 2017

Report of	Executive Director – Customer and Partnerships	Author	Pamela Donnelly ☎ 282293
Title	Digital Challenge		
Wards affected	All Wards		

The Panel is invited to review this report and the progress made to date to deliver the Digital Challenge transformation programme

1. Action required

- 1.1 The Panel is invited to review this report and associated documents and comment on the progress made to date and the planned activity.

2. Reason for scrutiny

- 2.1 The Council is continuing to invest in technology and with that comes new ways of working for Customers, Members and Staff. The views of the Scrutiny Panel are sought upon the progress and planned activity.

3. Background information

- 3.1 The Business Case as previously presented is attached as this sets out the vision and the detail behind this programme of work.

4. Supporting Detail

4.1 Purpose and Scope

The over-arching vision for the Digital Challenge is to change the way we work by making our next technological leap.

The pace of technological innovation is relentless. New technologies already exist to allow us to be more effective, to improve customer service and to make efficiencies. At the same time customer expectations in general, and particularly for 24/7 access to services, are increasing. And our need to become more efficient continues with further pressures on local government funding.

4.2 Executive Summary – Digital Challenge Implementation

In recent years, the Council has made major investments in ICT which have improved the way we work and delivered significant savings. This has impacted three key areas:

Customers - who have seen the development and subsequent refurbishment of the community hub facility. The development of the hub and spokes network. Increased opportunity to interact with the authority using the medium that suits them best and increased collaboration with partners allowing delivery of a more joined up approach

Staff – have benefited from the investment in technology, both hardware and software, allowing more flexibility in how and where they work whilst also improving their ability to deliver in improved working environments. Upskilling and cross training has occurred.

Members – Delivery of an improved and more integrated customer experience - right information at the right time. Provision of the new members CMIS portal

We cannot be complacent as the pace of technological change is relentless and this programme of work has identified further opportunities for improvements to the way we work, and the ways we serve our customers and communities. By optimising existing and harnessing new technologies we will further increase the availability of our systems, files and data online and on mobile technology. These changes will further improve our productivity and effectiveness through new ways of working for all our people and further culture change. These changes will also help us achieve our ambition to earn more income from commercial trading.

4.3 Digital Challenge Business Case Summary

The Digital Challenge Business Case was presented to Members in early 2016. The summary of change included in that report is outlined below:

“This business case proposes introducing new technology and making better use of existing systems so that:

- Customers benefit from convenient 24/7 access to all our appropriate services by electronic self-serve
- Correspondence with customers and partners is shifted from mail to e-mail by default; any residual mail is handled by a bulk mail supplier
- Customers can supply evidence for claims and applications more easily
- Customers no longer need to provide the same evidence more than once for different transactions
- Customers are offered more convenient electronic payment methods and encouraged to adopt paperless electronic billing.
- Councillors and staff can work on any type of device and from any location
- The public can use our website to search a wide range of our datasets
- The need for ‘Freedom of Information’ requests reduces
- All councillors and staff have the confidence and ability to adopt paperless and self-serve techniques
- Councillors and staff attending meetings view ‘papers’ electronically
- Councillors and staff can serve themselves for notifications and claims
- All our people can access appropriate data and files much more readily
- Staff can collaborate and share information more simply
- Managers can oversee recruitment processes using a paperless system
- Field workers have ICT kit that enables tasks to be ‘served’ to them most efficiently; and allows them to complete more tasks without the need to return to an office desk
- The full range of functionality from our applications is enabled
- By optimising our use of core systems, we can decommission others (for example, by using Outlook for room bookings, we would no longer need a separate system for this function). “

4.4 The current and continuing financial climate means that there is a continuing requirement to deliver financial savings and income streams over the coming years

This financial pressure requires staff, members and the public to work in new ways to maintain the delivery of services. Whilst there are challenges in delivering the savings / income targets identified as part of this programme, work is underway in all areas to meet the agreed targets and progress is being regularly monitored.

4.5 Resilience and sustainability is required with services consistently delivered at the appropriate time and of the right quality

Building upon the work started as part of the Council's whole organisation 'Universal Customer Contact Fundamental Service Review' (UCCFSR), this programme of work will deliver greater self-service opportunities and sets the foundation for further transformation.

4.6 Capacity

By encouraging new ways of working, including greater self-service both internally and externally, resource will be available to focus upon areas of greatest need where value can be added.

4.7 Digital Investment

The ICT "Technology 2018" strategy builds upon the significant investment and change made in recent years. The UCCFSR ICT investment was over £2.0 million. The current Technology 2018 programme is £1.3 million over 3 years.

Areas of focus include:

- Document and File Management
- Application Refresh – Delivering core applications using modern and forward thinking technology and approach making use of cloud services
- Wireless Network Refresh – ensuring connectivity within corporate buildings is sufficiently robust
- Mobile Working – New contract with enhanced and essentially unlimited connectivity whilst out and about
- Bringing the Capita ICT support contract in-house.

This investment has already seen the implementation of MS O365 technology, as part of Cloud Working, allowing staff and members' access to their email and documents from any device anywhere. The rollout and adoption of Sharepoint has commenced and this will deliver significant flexibility in respect of how and where documents are stored and shared. 2016 also saw the delivery and implementation of our new intranet site "Colin".

4.8 Delivery Status Summary (as at January 2017)

STRANDS	STATUS	ANTICIPATED OUTCOMES	ACTUAL OUTCOMES
Smarter Working	Open	<p>Change the way all our people (Councillors and staff) work and further change how we serve our customers.</p> <ul style="list-style-type: none"> • Processes to be digital by default • Outbound contact digital by default • Increase in customer in numbers adopting electronic billing and payments • All non-sensitive data searchable by the public • Fully electronic working for councillors and staff • Open access for all councillors and staff to all files by default • Organisation wide document management / storage system • Duplication in processing and storage removed • Reduced number of software applications • Principle of “capture once and re-use” is instilled • Free from confines of locality allowing us to work more easily with partners and open up wider commercial opportunities 	<p>The following are examples of outcomes that have been achieved to date as part of this far-reaching programme:</p> <ul style="list-style-type: none"> • Implementation of the new HR & Payroll solution • Implementation of MS O365 • Delivery of later versions of office suite • Start of development of MS Dynamics solution for customer • Procurement of and start of development of Arcus solution primarily for Professional Services • Review of many internal processes to enable digital delivery following solution implementation • Similar review of external processes to enable digital delivery following solution implementation • Development of the library / community hub • Development of hub and spokes network in the community • Community enabling (Go-online) initiative • Redesign and build of intranet (Colin) • Redesign and build of some external websites / pages • Behaviour change such as utilising text messages to encourage debt recovery • A “touch once and deal” approach to customer contact

Paperchase	Open	<p>To significantly reduce our use of and reliance on paper, print and postage:</p> <ul style="list-style-type: none"> • Greater use of mobile technology reducing print • Reduction in MFDs (printers / copiers / scanners) • Greater use of bulk / hybrid mail solution • Reduced reliance on Royal Mail 	<p>Considerable research and background work has been completed with the following outcomes delivered:</p> <ul style="list-style-type: none"> • Increase in staff using mobile technology resulting in reduction of printing particularly for meetings / workshops • Analysis of printer usage with a proposal developed to reduce the number available • Detailed investigation into options to utilise bulk mail / hybrid mail solutions. This is ongoing with a view to reducing reliance on Royal Mail and reducing the unit cost.
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4.9 Financial Summary – Savings and Income Projections (£'000)

	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20
Smarter Working	(0)	(520)	(775)	(850)
Paperchase	(100)	(150)	(200)	(200)
Totals	(100)	(670)	(975)	(1,050)

4.10 Next Steps

There are many individual projects making up this programme of work. They are all at different stages of development and will begin to deliver benefit at different stages of the programme's lifecycle. In recent months, we have seen the deployment of the new HR & Payroll system, O365 and Dynamics365. Some of the key functionality has been implemented but there is further development work to do to reap the rewards of the investment. What is clear is that they all impact on our customers, staff and members. Real and ongoing cultural change and changes to the way we work will be required to maximize the effectiveness of these changes and deliver the anticipated savings and / or additional income – some examples of the anticipated impact is outlined below:

Customers – will see continued improvements to their customer experience through more streamlined and effective processes delivered through a variety of media including more intuitive and easy to use online and mobile options

Staff – through newer, more modern and task specific applications we will see improvements in the way they work. Improved processes and data capture will mean more relevant information is available at the point of contact. Greater self-service and workflow mechanisms will see work more quickly directed to the right people in the right team.

Members – will see changes and improvements to the way meetings are structured, run and recorded allowing for, where possible, greater public involvement and contribution. The planned move to paper free meetings will see significant savings to the print budget. Continued improvements and greater integration of services will see further ongoing improvements to the customer experience.

Delivery of this programme will see improved ways of working, savings and income opportunities for Colchester Borough Council.