CITY OF WOLVERHAMPTON COUNCIL

Confident Capable Council Scrutiny Panel

28 June 2016

Report title	Future Works - ensuring that we have the right IT infrastructure and business processes
Cabinet member with lead responsibility	Councillor Andrew Johnson, Resources
Wards affected	All
Accountable director	Mark Taylor, Corporate Services
Originating service	Information and Communication Technology (ICT)
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Report to be/has been considered by	C3 Scrutiny Panel

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Note the progress of the Future Works programme with regards the provision of IT solutions to enable business change through digital transformation.

1.0   Purpose

1.1   The purpose of this report is to provide the Panel with an insight as to how the Future Works Programme, which is responsible for the provision of ICT solutions, is enabling digital transformation which in turn is supporting the transformation of Customer Services, changes to working practices and locations and the delivery of the Confident, Capable Council portfolio.

2.0   Background

2.1   Future Works is an enabling programme. The programme is responsible for ensuring that the right technology solutions are commissioned to support the Council's business change ambitions. As with all transformation programmes, the focus should not be on the technology but the desired business or customer outcomes. Generally speaking, these outcomes result in the rationalisation and automation of existing business processes, but sometimes they provide a real opportunity to do something very different, especially if the technology is readily available.

3.0   Business process improvement

3.1   As an example, consider the process for a member of the public to report their bin has not been emptied. Anecdotally something similar to the following occurs:
- The citizen calls the Council's Customer Contact Centre to report that their bin has not been emptied. Calls can only be received between the hours of 0800 and 1800 Monday to Friday.
- The Customer Contact Centre captures the details and then contacts the relevant person in the Waste and Recycling Service.
- Someone in the Waste and Recycling Service contacts the contractor to understand why the bin was not emptied.
- The contractor contacts the crew responsible for the bin collection to understand why the bin was not emptied.
- The contractor provides the information to the Waste and Recycling Service.
- The Waste and Recycling Service provides the reason to the Customer Contact Centre.
- The Customer Contact Centre informs the citizen.

3.2   Technology can be utilised to rationalise and automate elements of the above process:
- The citizen could submit an electronic web form with the relevant details about their address and the missed bin collection via the Council's web site. This can be submitted at any time as the form will be available 24 hours a day, 7 days a week.
- The request can be captured automatically in the Customer Contact Centre's request logging system and routed automatically to the Waste and Recycling Service and the contractor at the same time.
- The contractor contacts the crew responsible for the bin collection to understand why the bin was not emptied.

- The contractor responds electronically to the automated request received from the Customer Contact Centre's logging system.
- The Customer Contact Centre's logging system is automatically updated and an automated electronic response with the information supplied by the contractor is sent to the citizen via email.

3.3 Whilst technology has automated and improved the process, there is potentially a better outcome that could be achieved for the citizen by considering the desired customer outcome in a different way:

- As the bin crew come across a bin that can't be emptied because it contains contaminated waste they can take a picture of the contents of the bin and send it electronically, there and then, to the Customer Contact Centre's logging system along with the address of the property.
- The information will be captured automatically in the Customer Contact Centre's request logging system.
- The Customer Contact Centre's request logging system can use the address to locate the house owner's details which may include an email address and a mobile phone number.
- The Customer Contact Centre's request logging system can automatically email or text the householder to inform them that their bin has not been emptied, providing the picture taken by the bin crew and a link to information about how to deal with a contaminated bin.

3.4 The business process is now focussed on the customer outcome and technology has been utilised to match known facts about the bin and the address to identify the householder, obtain their contact details and to inform them proactively. The householder may still not be happy that their bin has not been emptied but they have been provided with a reason why, the evidence and the information on how to rectify the situation.

4.0 Technology as an enabler

4.1 At first glance the suggested citizen focussed process appears fanciful, however the technology required to make the proposed process viable is well proven and readily available:

- A simple smartphone with a camera and 4G connectivity can take a photograph. An App on the smartphone can allow the household address to be captured and sent with the photograph, very similar to the Council's existing Report IT App.
- There are many customer contact centre request logging solutions that accept electronic requests and based on some simple workflow rules can initiate actions / activities automatically, including the sending and receiving of emails and texts.
- Addresses and householder names are held in the Council's Council Tax database.
- Datasets containing addresses, householder names, email addresses, mobile phone numbers etc. are available from commercial organisations such as Experian.

- Solutions are available to match and merge datasets to enrich the quality of information held about an individual.

4.2 Technologies such as these have been harnessed to enable business process and customer service transformation in local government at the London Borough of Newham, City of Peterborough Council, Coventry City Council and Telford and Wrekin Council amongst others, as well as the City of Wolverhampton Council.

5.0   Digital Transformation Programme

5.1 The Future Works programme established the Council's Digital Transformation Programme. The Digital Transformation Programme's vision is to deliver better customer outcomes, customer experience and customer service utilising, where appropriate, technology. The Digital Transformation Programme is a business change programme not a technology implementation programme.

5.2 The Digital Transformation Programme has three streams of delivery:
- Customer Engagement Platform: the Council's Customer Contact Centre's request logging system using the latest technologies from Microsoft. The platform went live in the Council's Customer Contact Centre towards the end of March 2016 and is being used by approximately 140 Customer Service Operatives. The platform is currently being enhanced to deliver the first set of digital enabled citizen services, such as bulky waste collection, accessible through a citizen self-service portal via the Council's web site.
- Single View: a platform that allows data from different sources to be brought together, matched, merged and cleansed to provide a single version of the truth. A single view of the citizen is the initial focus with data being matched from the Housing Management system, Social Care system and the Revenues and Housing Benefits system to create 200,000+ unique citizen records for the Customer Engagement Platform.
- Business Intelligence: enhanced reporting capability to improve management information for managers and to provide predictive analytics i.e. 'what if' scenario modelling for strategic decision makers. A report to aid and support the Council's 250+ Budget Managers with their budget monitoring and forecasting responsibilities was made available during May 2016. Further reporting requirements for HR, Customer Services and Children's and Adults Social Care are currently being developed.

5.3 An overarching activity of Business Change operates across the Digital Transformation Programme to understand existing business processes, and with the support of employees in the service areas and in Customer Services, develop new citizen focussed digital services utilising the technologies that are available.

5.4 The Digital Transformation Programme is enabling the delivery of further benefits of the Customer Services Transformation Programme. The automating of previously manual activities such as the sending of confirmation, progress update and closure emails using the Customer Engagement Platform is a simple example of efficiency improvements.

5.5   Web Chat will be introduced in the current phase of development which will not only facilitate the uptake of the new citizen focussed digital services, but will also further increase the productivity in the Customer Contact Centre as Customer Service Operatives may be able to handle 3 to 4 customer interactions simultaneously. Further technology enablement of the Customer Engagement Platform will also provide social media integration through Social Listening. Social Listening allows the Council to interrogate and understand what is being raised on social media about the Council and the City of Wolverhampton, enabling the Council via Customer Services to respond in a proactive manner.

5.6   Opportunities to enrich the matched citizen records are being explored, adding email addresses and phone numbers to information already captured and matched. This will enable the provision of personalised citizen services, assist with the authentication of users of the new citizen portal and provide the Council's Communications Team with enhanced marketing and contact information.

5.7   Enriched cleansed data combined with powerful business intelligence tools can provide revealing insights. A key area where these insights can deliver benefit to the Council is in the detection of fraud. As an example, people who claim a single person's discount for Council Tax can be matched by address and occupier with other Council and external datasets containing address and occupier information resulting in a report identifying households with more than one adult occupier. Further interrogation may be able to establish any other benefits the person or persons may be claiming.

5.8   The Digital Transformation Programme is a disruptive and an enabling programme, challenging current working practices and ideas, delivering better customer outcomes through business change, by adopting 'digital by design' principles rather than 'digital by default'; the programme is not a 'channel shift' programme.

6.0   Better ways of working

6.1   The Future Works programme is also transforming the way Council employees work. As a workforce, there is a need to be more mobile with the capability to work from almost any location, whether it be in a resident's home, a business premise, a building site, the car or from home. The requirement is to be able to securely access all the Council's data and services from these locations using an appropriate device, just as though the data and services were being accessed at the Civic Centre.

6.2   The Future Works programme is piloting a number of mobile and tablet devices with different worker types from across the council. These worker types range from standard desk bound employees, to mobile employees within a corporate centre, to employees working across a number of Council sites to a fully-fledged field worker whose work place is in client's homes or businesses.

6.3   The introduction of a standard operating platform of Microsoft Windows 10 across all devices, i.e. desktops, laptops, tablet and smartphones, will enable the interoperability of functions and data with a consistent approach to look, feel, operation and security. The

continued rollout of Microsoft Office 365 containing collaboration tools such as Skype for Business for presence, instant messaging and video conferencing capabilities and SharePoint for the sharing of documents, as well as the normal Office products of Word, Excel, email etc. facilitates the introduction and operation of 'virtual teams'.

6.4   Employee self-service portals with integration to the Customer Engagement Platform and reporting dashboards, underpinned by a single view of data will be securely accessible from any location and any council device.

6.5   As the council continues to rationalise and consolidate its property portfolio through the Future Space programme the exploitation and adoption of mobile and agile working practices and technologies becomes an integral part of the delivery strategy. When mobile and agile working practices and technologies are fully embraced better ways of working are achieved with greater empowerment of employees, increased productivity, improved moral and reduced costs.

7.0   Data, privacy and security considerations

7.1   Data is the key component which binds business processes to technology. A significant proportion of data is considered to be personal data, therefore it is imperative that the use and security of this data is given proper consideration.

7.2   Privacy Impact Assessments (PIAs) are completed to ensure compliance with the Data Protection Act with regards the storing, processing and use of the data and thus reduce the risks of harm to individuals through the misuse of their personal information.

7.3   Data will be used to verify individuals who access the Council's digital services through the citizen portal. A number of services won't require any authentication as they can be accessed anonymously while others will require an email address and password. There will be some digital services which will require a higher level of authentication or verification and this is where other known facts held about an individual can be used to provide that extra level of assurance, for example, the confirmation of their National Insurance number and/or date of birth to gain access to social care information.

7.4   In the digital world personalisation and profiling is used to target specific services to certain demographic groups. Data is key to enabling this personalisation. The data held by the Council may not be sufficient by itself to enable personalisation or profiling and may need to be enriched with data from other sources such as other local authorities, central government agencies, health, third sector bodies and the private sector. Future Works is delivering the practices and technology to enable the matching, merging and cleansing of the data whilst ensuring its integrity, security and accessibility.

7.5   The challenge for many public sector organisations now is not only to keep their data secure but also to make it publically available for anyone to reuse and redistribute. This concept is known as Open Data and has been used to great effect by Transport for London. Transport for London have made travel information available and encouraged other organisations and community groups to develop applications that can be used by

others. Many of the London journey planning applications have been developed in this way.

7.6 As the quality of Council's data improves through matching and cleansing activities, data will be prepared to be publically published. Some data may need to be anonymised or consolidated to ensure no specific individual or organisation can be identified from the processing of the data. Once the data is made publically available it may be possible for individuals or groups to combine the Council's published data with similar information across the Black Country or the Combined Authority to provide a greater insight into an area of interest to them. This may result in applications being developed and made publically available for others to consume the information.

8.0 Financial implications

8.1 The Future Works programme is intended to deliver transformation, improve efficiency and increase the quality of services and will, therefore, directly contribute towards the delivery of the Medium Term Financial Strategy, including challenging savings requirements.

8.2 A £3.5 million capital budget has already been provided for the Digital Transformation Programme. There will be financial implications from the future investment in Future Works initiatives. These investments will be subject to the Council's procurement and governance arrangements.
[GE/10062016/P]

9.0 Legal implications

9.1 There are no legal implications in implementing the recommendations in this report. Future investments in Future Works initiatives will need to be considered by Information Governance in relation to the impact on policies, information risk, information security and information sharing protocols and statutory legislation concerning the storing, processing and disclosure of data and information.
[Legal Update: TS/13062016/l]

10.0 Equalities implications

10.1 An equality analysis is completed at the commencement of each Future Works initiative. There are no equalities implications as a consequence of this report.

11.0 Environmental implications

11.1 There are no environment implications in implementing the recommendations in this report.

12.0 Human resources implications

12.1 There are no HR implications in implementing the recommendations in this report.

13.0   Corporate landlord implications

13.1   There are no direct implications in implementing the recommendations in this report. The Future Works programme supports the rationalisation of the council's property assets.