

REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

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TRANSFORMATION UPDATE

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This report provides Members with an update on the implementation of digital channels and the take up of these processes by residents.

1. Budget and Policy Framework

1.1 The transformation programme supports the Council's strategic priority to:

Deliver value for money and improved services through transformation, alternative delivery models and new ways of working.

1.2 The council plan also sets out our ambition to "*make it quicker and easier for customers to access our services online, to suit their lifestyles and expectations, while delivering value for money.*"

1.3 The transformation programme therefore developed the following outline vision statement and objectives:

The journey to a smart Medway will transform the Council's processes to make it quicker and easier for customers to access our services online, to suit their lifestyles and expectations, while delivering value for money.

- Digital and "self service" channels will be so effective we will drastically reduce the number of telephone and face-to-face contact transactions.
- All Council services will be available online – including all internal and external forms.
- All relevant Council information will be accessible on the website where it will be easily found.
- The Council will constantly review and improve its processes and performance.

2. Project Delivery

2.1 The following RCET initiatives have been delivered by the transformation programme over the past 12 months:

Jan & Feb 2018

- Business case produced for a new Medway.gov.uk website.
- Review of transformation programme undertaken leading to a revised structure.
- Scope of programme extended from “digital” transformation to include all transformational change across the Council.
- Workshops held with Assistant Directors and Service Managers to identify transformation projects and savings for 2018/19.

March & April 2018

- New leadership and structure in place for the transformation programme to ensure effective decisions are made at pace based using a return on investment business case model.
- Medway.gov.uk website live and delivered within 3 months causing many other local authorities to contact us asking how we delivered this so quickly.
- Blue Badge online application process launched.
- RCET transformation roadmap of projects created.
- Bulky waste online application process implemented.
- Leadership Academy launched providing managing change training to managers to support the transformation process.
- Office 365 implemented across the council.
- JADU proof of concept successfully delivered and selected as the preferred front end development platform for online forms and case management processes.
- Full analysis of off-line forms carried out in preparation for JADU implementation.
- Outgoing communication reviewed by the apprentice academy to ensure it is easily understood and does not prompt unnecessary phone calls to the Council.

May & June 2018

- 2nd phase of adult education online enrolment launched for September term.
- Project launched to review the Customer Contact and BASS model.
- Medway Council awarded 3 stars out of 4 for this year’s Soctim (the society for IT managers in the public sector) review for Medway.gov.uk, up from 1 star the previous year.
- Process to sell leisure memberships online launched.

July & August 2018

- First online form launched using the new JADU system for Gillingham FC football tickets.
- Consultation underway for the Customer Contact and BASS review.
- Recruitment interviews conducted via SKYPE with candidates from abroad and across the UK.
- New Transformation section on Medway.gov.uk implemented to keep staff updated on progress and future projects.
- SMART Medway newsletter launched.

September & October 2018

- Customer Contact & BASS transformation completed achieving a £1.1m per annum saving.
- Transformation communications surge implemented using case studies to update staff on progress.
- Online resident parking permit service launched.
- Option to report illegally parked vehicles online implemented.
- All Council mailboxes transitioned to Office 365.
- All GOOD users transferred to Office 365 for mobile email access.

November & December 2018

- Incoming calls to the Council switchboard drastically reduced from 31,318 calls in November 2017 to 7,144 calls in November 2018, which was achieved through a combination of technological solutions and behaviour change techniques.
- Online form for birth, death and marriage certificates introduced.
- 'Medway the place' section created on Medway.gov.uk.
- New search tool developed for website.
- Programme of transformation briefings for staff completed.
- New secure email pilot successfully completed with positive results.
- Medway ICT achieved Public Service Network (PSN) code of connection compliance.

January & February 2019

- Restructure of transformation team commenced to create the new Business Change Team to support the Council with ongoing transformation projects.
- Business & Customer Account functionality of Medway.gov.uk launched.
- Draft Smart City strategy produced to support the HIF bid.
- New corporate complaints, comments and compliments workflow developed within the JADU system and implemented across the Council.
- Process maps and approach for integrating ICT with Medway Norse for the waste contract completed and agreed.
- Proactive measures implemented to minimise incoming calls when Council tax letters are issued such as including a "Frequently Asked Questions" leaflet and promotion of online channels.
- New online process for applying for bus passes launched.

3. Future Projects

3.1 The Business Change Team have worked with services to identify the following projects within RCET for 2019/20.

3.2 The following strategic ICT principles have been adopted:

- Cloud infrastructure and closure of the Gun Wharf Data Centre
- a desktop strategy that provides an agile and mobile workforce
- implementation of systems that support standardised business processes

A review is currently underway to identify accurate costs and business case for Medway to implement a cloud (Microsoft Azure) based environment.

3.3 The Council have recently approved an LED conversion project for Medway's street lights. This project provides an opportunity to fit additional devices to the street lights to take advantage of smart technology. Medway has already invested in Office 365 and Power BI, which will allow us to analyse and use this data to improve the lives of those who live, learn, work, and visit Medway.

3.4 The Business Change and Digital teams have commenced work on aligning ICT systems with the new supplier to ensure a seamless transition for the new waste contract. Transformation may be achieved by allowing Medway Norse to integrate other areas of work, such as grounds maintenance, with the new system. These options are being explored but the smooth transition of the waste contract remains a priority.

3.5 Following the appointment of a new Director for the South Thames Gateway Building Control Partnership an end-to-end review of the service will be carried out to identify efficiencies and opportunities to increase income.

3.6 The Business Change Team will also be working on the following corporate projects.

3.7 SMART Cities

The Business Change Team are laying the foundation to support Medway's journey to becoming a Smart City by 2035 by deploying and utilising a wide range of digital technologies to enhance the life of residents through innovation and knowledge. The evolution of cities into Smart Cities has gone hand-in-hand with the development of the 'internet of things', a network of physical objects embedded with technology that enables them to exchange data in real time.

3.8 Electric Vehicles

Electric vehicles provide an opportunity for the Council to reduce travel costs and actively contribute to reducing air pollution in Medway. The Business Change Team are currently evaluating the use of electric cars within Medway and plan to run a pilot project with the social care workforce.

3.9 Corporate Mobile Phones

Review of mobile phones and SIM enabled. Staff are now able to take advantage of Office 365 to allow them to have access to corporate emails and files via their own devices, which will lead to savings on corporate mobile phone charges.

4. Digital Roadmap

4.1 A digital roadmap has been produced to support the transformation projects.

4.2 The roadmap is prioritised on a quarterly basis using the following criteria:

- alignment with transformation projects
- volume of customer interaction
- opportunity to reduce incoming telephone calls & face-to-face contact
- whether or not there is already an online process in place
- any dependencies on other back office systems

4.3 The current roadmap is shown below:

18/19 Q4: Jan to March

Services currently scheduled for review and build:

- Apply for a blue badge (workflow)
- Report a child safeguarding concern
- Pledge to be a healthy workplace
- Make the customer account live
- Make a business account live
- Provisional: Apply for a daily visitor parking voucher
- Provisional: Apply for an older person's bus pass
- Renew an older person's bus pass
- Request a replacement older person's bus pass (stolen)
- Report a lost or damaged older person's bus pass
- Apply for a disabled person's bus pass
- Report a lost or damaged disabled person's bus pass
- Report a stray dog
- Report an abandoned vehicle
- Report illegal vehicle repairs on the highway
- Report illegal vehicle sales on the highway

19/20 Q1: April to June

Services currently scheduled for review and build:

- Make corporate complaints/comments/compliments live
- Roll out CXM (workflow tool) organisation-wide
- Prove you're a Medway resident (changes to accessing tips)
- Pay for visiting a tip (Kent resident)
- Provisional: Report flytipping
- Provisional: Report an obstruction on the road
- Provisional: Report a problem on the road
- Provisional: Request a new recycling bag
- Provisional: Request a new recycling bin
- Provisional: Report a problem with street lighting
- Provisional: Request dog poo bags
- Provisional: Report a missed waste collection
- Provisional: Book a bulky waste collection
- Provisional: Request a road/pavement cleaning
- Report untidy land
- Make a Freedom of Information request

5. Monitoring And Improving Processes

5.1 After launching a new JADU process the usability of the form is reviewed after 1 week, 2 weeks and 1 month before the form is moved in to “business as usual”.

5.2 This review includes:

- **Completion Rates** – at what point do customers drop out of the form.
- **Average Completion Times** – how long does it take customers to complete the form.
- **Channel Shift** – monitoring the shift from paper and downloaded forms to those being completed online.
- **Quality Of Information From Users** – how many forms get rejected for not having the correct information.
- **Time Of Day When Applications Are Submitted** – this allows us to plan upgrades at quieter times to minimise impact.
- **Customer Satisfaction** – customer surveys are carried out with questions linked directly to the form being used.
- **Staff Satisfaction** – feedback is gathered from staff processing the forms.
- **Reduction In Telephone Contact** – call volumes are reviewed to ensure telephone contact within the customer contact centre reduces as more processes go online.

5.3 The above information is analysed to identify and implement improvements that can be made to the usability of the forms.

6. Digital Channel Shift

6.1 The following table shows the impact of the digital take up of services implemented in Q3 2018/19:

Service	Blue Badges applications	Adult Education enrolments	Bulky Waste bookings	Total applications / enrolments / bookings
Total	1,345	935	2,624	4,904
Digital take up	1,100	143	1,218	2,461
Digital take up %	81.78%	15.29%	46.42%	50.18%
Telephone	245	65	1,361	1,671
Telephone %	18.22%	6.95%	51.87%	34.07%
Postal	0	0	0	0
Postal %	0.00%	0.00%	0.00%	0.00%
F2F	0	719	45	764
F2F %	0.00%	76.90%	1.71%	15.58%
Email	0	0	0	0
Email %	0.00%	0.00%	0.00%	0.00%
Other	0	8	0	8
Other %	0.00%	0.86%	0.00%	0.16%

6.2 The data shows that we have already achieved a 50.18% digital channel shift across the three key areas that have been given an online presence, with Blue Badge applications achieving 81.78% digital take up.

- 6.3 The Digital and Business Change teams are now able to use this data to focus efforts on achieving measurable benefits to services by taking advantage of the new digital capabilities delivered.
- 6.4 The Digital and Business Change teams have reviewed the existing e-forms and identified services that do not currently have an online presence at all. This list has been prioritised to ensure the areas that cause the most telephone contact are tackled first as detailed in the digital road map above.
- 6.5 The pace of creating and implementing e-forms has increased as components within forms already built can be re-used.

7. Legal Implications

- 7.1 This is an update report and there are no legal implications

8. Risk Management

- 8.1 Risks are managed separately for each project.

9. Financial Implications

- 9.1 The transformation programme has been a 3 year programme with a capital budget of £6m and target revenue savings across the Council of £0.430m in 2016/17, £1.57m in 2017/18, and £5m in 2018/19.
- 9.2 Due to the introduction of a ROI methodology, clear strategy and roadmap; alongside effective employee communication and engagement; all transformation savings have been achieved.

10. Recommendations

- 10.1 The Overview and Scrutiny Committee is asked to note the significant progress made in the transformation and digital journey for Medway Council.

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Appendices

None

Background papers

None