

Report To: STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

Date: 14 March 2016

Reporting Officer: Tim Rainey – Assistant Executive Director, Digital Services

Subject: SMART TAMESIDE: DIGITAL BY DESIGN

Report Summary: This report sets out the funding requirements for the Digital by Design (DbD) program. The DbD program aims to transform how the council manages contact with the public through the better use of new technology and in so doing save time, money and improving levels of service.

As more and more people turn to digital channels to access services and information there is an opportunity for the council to modernise how it deals with customer requests and contacts across all its main channels.

By implementing an improved digital offer we can make the Internet the channel of choice for an increasing large majority of residents. Increasingly the new Contact Centre will deal with all telephone, social and other electronic media including webchat coming into the Council, freeing up the back office to focus on delivering services.

The website will be improved to become more focused on the top transactions and to provide users a more personalized experience. The site will be specifically designed with mobile devices in mind and a complimentary series of Apps for iOS and Android devices will be developed.

Specific projects are being undertaken with services that generate high call volumes to reduce and in some cases remove telephone demand altogether including Refuse and Revenues and Benefits.

In doing all this the on-demand face-to-face customer service channel will be closed, moving instead to an appointment based service for the small number of highly complex cases that still require 1-2-1 face-to-face attention.

Recommendations: That the Panel recommend to Cabinet that Capital funding for projects identified below are approved.

Description	2016/17	2017/18
Webchat Software	27,700	0
Website Content Management System	19,700	0
Refuse In Cab App & technology	10,290	8,250
Contact Centre System Upgrade	10,000	0
Capital Connect Citizen portal	29,625	0
Capita Revs and Bens eForms	27,000	9,000
	124,315	17,250

Links to Sustainable Community Strategy: There are no direct Community Strategy implications within this report.

Policy Implications: There are no direct policy implications within this report.

**Financial Implications:
(Authorised by the Section
151 Officer)** There is currently no funding identified for this project. The project cost of £141,565 requires approval to be funded and included within the Capital programme as follows:

£124, 315 - 2016/17

£17,250 – 2017/18

The ongoing revenue costs associated with the investment will be funded from existing Council budgets within the funding envelope for Digital Tameside.

It is envisaged that the investment of £141,565 will generate revenue savings of £250,000 per year. More clarity needs to be provided as to these savings namely:

- What they are
- The phasing
- Their cash-ability.

There needs to be some understanding of the invest to save nature of this bid compared with business as usual.

Consideration must be given to any revenue costs arising as a result of the capital financing, it is anticipated that these would be funded through the service area.

**Legal Implications:
(Authorised by the Borough
Solicitor)** Digital will play an important part moving forward in service redesign making services cheaper and more effective and accessible. It is important going forward there is a clear overarching strategy setting out what are the priorities and timescales for service delivery together with cost benefit analysis and how those savings will be captured to ensure they are not lost within service.

Access to Information: The background papers relating to this report can be inspected by contacting Tim Rainey, Assistant Executive Director, Digital Services:-

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1. INTRODUCTION

- 1.1. This report sets out the funding requirements for the Digital by Design (DbD) program. The DbD program aims to transform through the better use of technology both service delivery and customer contact.
- 1.2. The decant from the old TAC building meant the work force needed the ability to work in a more agile and flexible way. As part of the Vision Tameside project and managed ICT service over the last 2 years staff have seen their ICT desktop equipment completely refreshed. Over 1500 new laptops are now helping our work force working in different ways which along with an extensive Wi-Fi network in all main Council buildings and mobile phones, including 4G smartphones now enabling people to work seamlessly at home, on the move and across the Councils entire building Estate.

Case Study Mobile Working – Adults Social Services

In September 2015 a 3 month pilot project involving a group of volunteer Social Workers Home Care Assessment staff concluded. During the pilot the group were equipped with the latest mobile technology including laptop and 4G iPhone and encouraged and supported to use it throughout their working days to improve their own efficiency and improve the service they deliver to their clients.

There was no prescriptive approach to how the technology should be used and members of the pilot each developed their own approach to working differently. Some were happy to work from their car in between client visits, others worked from touch down points in nearby council buildings and some from local cafes and other Wi-Fi hotspots.

The group quickly began to see benefits to the use of mobile technology. Being able to access their back office systems remotely not only improved the service they delivered to their clients; it also changed the way they worked with partner organisations. Having direct on-line access to key information and services during meetings in partner's offices led to dramatic improvements in outcomes and decision making timescales.

During the pilot a typical mobile working day meant less "dead time" travelling to and from the office base. Instead of having to return to the office following each client visit to update paperwork and the back office system, this was now done whilst on the road. The time saved meant it was often possible to schedule an additional home visit into the working day – a 25% increase in capacity.

During the pilot each of the group members kept a daily log of their activities and benefits accrued. Analysis of these diaries showed the mobile technology was saving on average £2,461 per person for an additional investment of £246 per year. This mobile technology and new approach to mobile working is now being rolled out across wider groups of workers in Adults Social Care Services.

- 1.3. Alongside our work force transforming the way they work the Internet has also transformed how people access information and services. This change has seen a reduction in the need for face to face customer services. Whilst it is recognised that for some residents face to face is a necessary access channel, for the vast majority the telephone, internet and smartphone applications are channels of choice to access services. UK Government figures estimate that 85% of the population now have access to the internet either directly or via a friend, family member or advocate. Access is available via public computer facilities within our libraries.

- 1.4. As more and more people turn to digital channels to access services and information there is an opportunity for the council to modernise how it deals with customer requests and contacts across all its main channels.
- 1.5. By implementing an improved digital offer we can make the Internet the channel of choice for an increasing large majority of residents. Increasingly the new Contact Centre will deal with all telephone, social and other electronic media including webchat coming into the Council, freeing up the back office to focus on delivering services.

2. WEBSITE

- 2.1. The principle of digital self-service is already well established and well used in Tameside. During 2014/15 alone there were more than 3 million individual visits to the Council's website, with people looking at over 5.6m pages. This represents a 25% increase from the previous year. On top of this a further 1.8m transactions were carried out through the Council's Bin App. The website is not only important for those people who self-serve via the Internet, it also underpins the calls centre and customer services functions.
- 2.2. That said the current website is looking dated and needs investment to improve its functionality and integration with back office systems. The current site does not meet high levels of accessibility and needs considerable re-development to comply with new regulations around the use of cookies.
- 2.3. The website will be improved to become more focused on the top transactions and to provide users with a more personalized experience. It will be limited to around 1/10 of its current size. Pages will be regularly reviewed to ensure that as new one's are added or existing pages age, the site remains tightly focused on what visitors are accessing/using. The site will be specifically designed with mobile devices in mind and a complimentary series of Apps for iOS and Android devices for the top transactions will be developed.
- 2.4. A new **Content Management System** (CMS) will be required which will deal with the accessibility and cookie issues and also provide a simpler interface through which the website can be managed directly by the central team and also by individual services.
- 2.5. People's expectations around what they should be able to do on-line, and how the online experience is delivered are constantly rising. Shopping on sites like Amazon, eBay and Tesco's provide people with fast, intuitive and joined up online experiences. They have single secure online accounts – often linked to social media accounts to make the process simpler of shopping easier and customisable.
- 2.6. The implementation of the **Capita Connect Portal** will provide the website with secure customer account facility. The system is already used within Revenues and Benefits Service to provide access to information such as Council Tax billing. A corporate deployment will allow links into other key systems such as Planning and Libraries to be developed.

3. CONTACT CENTRE

- 3.1. A professional high performing Contact Centre is capable of effectively and efficiently dealing with all front facing public contact. It not only delivers economies of scale in terms of management overheads, but also enables the council to better deal with seasonal and one-off peaks in customer contact such as Bin Swap and Election time. It also frees up the back office from answering phones and instead focus on delivering services.

- 3.2. March 2016 will see the introduction of a single Contact Centre for the council that will begin the process of dealing with not only all customer telephone calls, but also electronic contacts and service requests including Social Media.
- 3.3. It is replaces the Council's existing call centre and through the use of newer and better **Contact Centre System** including **Webchat**, skills based call routing and integration with the website all direct back office, starting with Revenues and Benefits contacts will be systematically moved into the professional front office environment.
- 3.4. As part of the transition into the contact centre work to reduce or eradicate low value calls will also be carried out. This process is already underway in regard the refuse calls and Revenues and Benefits. The implementation of new **In-Cab Technology** in refuse vehicles linked to a new improved bin App, along with a replacement **Housing Benefits Application eForm** which will link into the Capita Connect Portal will all contribute towards shifting people from telephone the cheaper self-service digital channel.

Case Study: Demand Reduction – Refuse Collection Service

In order to dramatically reduce, or eradicate altogether, low value and repeat calls to the contact centre relating to request for new or replacements bins and to report missed bins a series of steps/actions was needed.

In March a pilot involving 6 refuse vehicles equipped with new In-Cab technology will get underway. Initially the pilot will be used to “road test” the iPad Mini’s that will be fitted into the vehicle cabs and to familiarise the drivers with the use of the equipment. The In-Cab App will provide the driver with real-time location based information on issues such as “pull and returns” and other reminders. Drivers will be prompted when an action is required as they approach a specific address and they will use the In-Cab App to confirm the action is complete.

Alongside this pilot, in April a new updated Bin App combined with new In-Cab functionality is being developed and tested. This will enable residents to request new bins, report missed bins and receive updates direct from the driver in the cab, contact centre or back office relating to their request.

Reports of missed bins within the vicinity of each vehicle will immediately be displayed within the cab. The driver will then be able to confirm that they are going to revisit and collect the missed bin through in-cab-app and a message pushed back to the individual who reported it to let the know. Outstanding reports of missed bins will automatically receive a message at the end of day informing the individual that the missed bin will not be collected until the next scheduled date. Whilst the resident may not like this answer, they know what is going to happen, and they know to move their bins back from the collection point.

The system will automatically flag where bin has been reportedly missed on successive occasions and depending on colour of bin and frequency of collection a crew will prioritise a revisit. (e.g. landfill bin missed on 2 or 3 successive occasions or a green bin missed on 3 successive occasions).

In conjunction with the In-Cab technology people ringing the Call/Contact Centre with regard to a missed bin or request for a new or replacement bin will be asked to select an option from a top level menu. They will then be told that if they are reporting a missed bin they should do so via the App, Social Media or via Webchat on the website. Otherwise the bin will be collected on the next scheduled delivery date. The call will then end unless they want to request a new or replacement bin in which case they will be automatically directed to voice messaging service and asked to leave name, postcode and house number and colour of bin required. The back office will then access these calls and schedule delivery. If people do not choose the appropriate option on the top level menu and get through to a call/contact centre agent they will either be put through to the voice message service to leave details for new/replacement bins or told that the bin will collected on the next

schedule date, and encouraged to use digital channels.

Key to success of this approach to demand management is a consistent message regarding the circumstances when a crew will return to a property to empty a missed bin must be in place. In all cases a bin will not be collected until the next scheduled collection date - the only exceptions being:

- Where a crew have been unable to access a street/road due to blockage or vehicle breakdown and they have time to go back and complete the round
- Where an individual has reported a missed bin via the App and crew via the in-cab technology have agreed to return and empty because they are still in immediate vicinity.
- Where a bin has been reported on successive occasions as being missed and has been flagged as priority and an appropriate crew is in the vicinity.

4. PROGRAMME OF ACTIVITY

4.1. The initial programme of activity is detailed in the table below along with current status and delivery dates. A systematic programme will be developed to ensure that the DbD deliverables and principles are applied to all areas of council services.

Website

Task	Status	Complete
Removal of direct telephone numbers from website	Complete	
Analysis of top transactions and webpages hits for new site design.	Complete	
Replacement Content Management System selection.	Complete	
Web page review process (top 10% of pages)	Underway	31 Mar
Website home page re-design	Complete	
Content Management System implementation		w/c 30 May
Website Content moved		w/c 27 Jun
Website Live		w/c 18 Jul
Top transaction Apps (iOS and Android) commissioned		w/c 18 Jul
Web Payment system development	Complete	
Web Payment system sign/off and go-live	Underway	31 Mar
Capita Connect Portal ordered	Complete	
Connect Portal Live		w/c 18 Jul
• Integration to Uniform (planning, Enviro and Licensing)		w/c 18 Jul
• Integration to Revenues and Benefits		w/c 18 Jul
• Integration to New Civica Libraries System		w/c 22 Aug

Contact Centre

Task	Status	Complete
MacFarlane Contact+ system upgraded and test/train system created.	Complete	
Webchat system integration	Underway	w/c 22 Feb
Webchat Training		w/c 29 Feb
Webchat Live		w/c 7 Mar
Stalybridge Civic Hall identified as location for Contact Centre.		
• IT cabling and room setup Stalybridge.		w/c 7 Mar
• Call Centre move to Contact Centre Location		w/c 14 Mar
Contact+ Social Media setup and training		w/c 21 Mar
Contact+ Social Media feed live		w/c 28 Mar

Revenues and Benefits Contacts

Task	Status	Complete
Orders Capital Connect Portal for Corporate Website	Complete	
Specification and order for additional eForms	Underway	
Call reduction work/Plan	Underway	
Identify staff to move to Contact Centre	Underway	w/c 14 Mar
Move calls to Contact Centre.		w/c 04 Apr

Refuse and Recycling Contacts

Task	Status	Complete
Plan agreed with Leader to reduce calls to Call Centre relating to refuse	Complete	
Phase 1 In-Cab technology in development		
<ul style="list-style-type: none"> Back office by internal web development team 	Complete	
<ul style="list-style-type: none"> In-Cab App development (external developers) 	Underway	w/c 21 Mar
<ul style="list-style-type: none"> In-Cab hardware 	Complete	
<ul style="list-style-type: none"> Phase 1 In-Cab testing 		w/c 28 Mar
Phase 2 In-cab technology Define/Specify	Complete	
<ul style="list-style-type: none"> Phase 2 development 	Underway	April

Uniform and Lalpac

Task	Status	Complete
Contracts for upgrade to Uniform signed	Complete	
Oracle and Uniform system upgrades (phase 1)	Underway	w/c 15 Mar
<ul style="list-style-type: none"> New Planning portal Live 		TBC
<ul style="list-style-type: none"> New Document Management System for Planning and Enviro. 		TBC
<ul style="list-style-type: none"> Back scanning planning applications for on-line search 	Underway	
Taxi Licensing (Phase 2)		
<ul style="list-style-type: none"> Begin Data Extract from Lalpc 		w/c 04 Apr
<ul style="list-style-type: none"> New On-line application process Live 		w/c 30 May

5. COSTS AND RETURN ON INVESTMENT

- 5.1. The Digital by design programme will support services as they move to new delivery models and will deliver both direct and in-direct cost savings for the organisation. It is envisaged that the initial programme (detailed above) will save £250,000 per year for the investment detailed in table 1 below.

Table 1.

Description	2016/17	2017/18
Webchat Software	27,700	0
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	124,315	17,250

6. RECOMMENDATIONS

- 6.1. See front page of report