WARWICK DISTRICT COUNCIL	**EXECUTIVE** **8th March 2017**	**Agenda Item No** **9**

Title	2017/18 ICT Services Digital Work Programme
For further information about this report please contact	Tass Smith (01926) 456693 Tass.smith@warwickdc.gov.uk
Wards of the District directly affected	All
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No
Date and meeting when issue was last considered and relevant minute number	
Background Papers	Executive Report 2nd December 2015 – Digital Transformation of Council Services

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes (ref 845)
Equality Impact Assessment Undertaken	No
Not applicable.	

Officer/Councillor Approval		
Officer Approval	**Date**	**Name**
Chief Executive/Deputy Chief Executive	09.02.17	Andrew Jones
Head of Service	09.02.17	Andrew Jones
CMT	14.02.17	Andrew Jones
Section 151 Officer	09.02.17	Mike Snow
Monitoring Officer	09.02.17	Andrew Jones
Finance	09.02.17	Mike Snow
Portfolio Holder(s)	20.02.17	Cllr Mobbs
Consultation & Community Engagement		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. Summary

1.1 This report seeks approval from the Executive for the 2017/18 ICT Digital Work Programme.

2. Recommendations

2.1 That Executive notes the progress made in 2016/17 towards the ongoing Digital Transformation programme as set out in the 2nd December 2015 Executive Report, including a number of learning points.

2.2 That Executive agrees the 2017/18 Digital Transformation Work Programme at Appendix 1 which is based on the Business Cases at Appendix 2.

2.3 That, subject to the approval of recommendation 2.2 above, the Executive notes that the 2017/18 Budget Report has made available up to £200,000 for the Programme's delivery.

2.4 That, subject to the approval of recommendation 2.3 above, the Executive notes that the release of funds for this Programme will be subject to a detailed financial review of each Business Case and will require sign off by the s151 Officer.

3. Reasons for the Recommendation

3.1 Recommendation 2.1

3.1.1 A number of projects, including those listed in the table below, have been successfully completed from the 2016/17 Digital Transformation programme:

Project	Benefits realised
Updated Jadu website Content Management System, website forms software and new website design	• New or improved online forms • Responsive design optimised for mobile devices (50% of website traffic) • Improved prioritisation of information that customers want
Improved Capita Internet Payments	• Responsive design optimised for mobile devices (50% of website traffic)
Various Officer mobilisation projects	• Full Council Housing stock condition survey carried out with resulting data loaded back into our Housing System • Waste Contract Officer visit data is now digitally captured and automatically updated into the relevant back office systems.
iPad mapping application	• Mobile solution providing secure access to geographical data sets • Enables constituents' queries to be handled more efficiently at Councillor Surgeries
Improved sort code and account checking solution	• Annual saving of £2,016 as data no longer provided by an external

	supplier • Allows officers to check that we hold accurate sort code and account information when setting up new Direct Debit or Bankers Automated Clearing System (BACS) payments.
Improved website access to Council Tax, Benefits and Non Domestic Rates accounts	• User-friendly web interface • Improved self-service options for customers wishing to manage their own accounts

3.1.2 The main learning points from the 2016/17 Digital Transformation programme are:

- With limited staff resources, it has been challenging for Service Areas to maintain their business as usual service while also releasing sufficient staff to design and test their transformational solutions. A further complication has been aligning resources between the ICT and Service Area teams for the duration of each project.
- When implementing our mobile working projects, Service Areas have had to make some significant back office process changes to realise the full benefits.
- Project timelines can be adversely affected by third-party software supplier availability and lead times.
- For transformational projects, which often require iterations based on feedback and learning, capturing all the functional requirements for projects upfront may not be the most efficient method to use. The project teams will experiment with using Agile methods for some of the 2017/18 programme projects.

3.2 Recommendation 2.2

3.2.1 Appendix 1 contains the 2017/18 Digital Transformation Work Programme which reflects, in the main, the Business Cases at Appendix 2.

The remaining projects have either been carried forward from the 2016/17 Work Programme as a result of supplier delays, or already form part of the Digital Transformation Business Case that was agreed on the 2nd December 2015.

The Work Programme is based on project urgency and importance, internal staff resource / third-party availability and any anticipated procurement requirements.

3.2.2 The following table summarises each Business Case and its anticipated customer and business benefits. Please refer to the individual Business Cases in Appendix 2 for the full list of identified benefits.

Business Cases 2017/18	Customer benefits	Business benefits
Neighbourhood Services data capture exercise	Open space survey data to be surfaced via the Council's website to enable customers to check areas maintained by the Council and planned maintenance activities. Additional functionality will enable customers to report issues spatially and for feedback to be given on work progression / completion.	Removes manual processes to identify land ownership. Improves contract management processes.
Self-serve Council Tax forms (OPENChannel)	Ease of reporting changes in circumstances.	Improved and largely automated processing, releasing staff resources to deal with more difficult cases and increased workload as the district expands.
Revenues visiting officer mobilisation	Home visits should take less time to complete using online application forms. Secure storage for photographic evidence supplied by the customer.	Improved accuracy of information reported to the Valuation Office. Removes time spent manually rekeying visit information and uploading photographic evidence.
Replacement crematorium system	Crematorium processing will be less distressing for bereaved families. Improved access to facilities. Potential to deliver new services to funeral directors and families.	Removes a major service risk. Reduction in manual processing.
PCI DSS Compliance centralised logging system	Achieving compliance will reassure customers that we take their card data security seriously	Removes additional bank charges.
Leisure centre contract management system	Effective contract management will allow the Council to reassure customers and Members that the contract is delivering services to the standard required by the Council. This will have a financial impact on the operator and on the Council through the "profit share" model included in the contract.	Effective management and monitoring of this contract. Ease of producing contract monitoring reports.
Self-serve car park season ticket requests	Faster application processing, including the ability to make online payments.	Improved and largely automated processing, releasing staff resources

Business Cases 2017/18	Customer benefits	Business benefits
	Increased choice of start dates and locations. Automatic renewal notifications.	to deal with more difficult cases. Reduction in manual handling of customer cheques / cash payments.
Self-serve pest treatment requests and officer mobilisation	Provide assurance for customers with automated progress updates, preventing the need for follow up calls to check progress. Ability to pay by credit/debit card.	Removes time spent manually rekeying visit information and uploading photographic evidence. Reduction in manual handling of customer cheques / cash payments.
Improved planning committee speaker requests	Provide assurance for customers with automated progress updates, preventing the need for follow up calls to check progress. Manage customer expectations by providing automated updates of the number of other speakers attending. Improve access to information for the 55% of visits to the website made from mobile devices.	Potential reduction in printing / postage costs Reduction in manual rekeying of requests into back office system.
Barcode generation system for miscellaneous payments	Increased number of payment outlets as no longer need to post cheques or attend our offices to make cash payments.	Reduction in bank processing charges. Reduction in manual handling of customer cheques / cash payments.
Improved building control register & officer mobilisation	Currently 1000 interactions per month which should increase with improved functionality. Alleviate the need to contact the office and the costs of printing/photocopying/ postage. Improve access to information for the 25% of visits to the website made from mobile devices.	Potential reduction in printing / postage costs. Reduction in manual administration tasks.

Projects carried forward from 2016/17	Anticipated customer benefits	Business Benefits
Online card payment refunds (Capita)	Ease of refunding card payments, whether full or partial without having to make further contact with the customer.	Confidence that online Charge-back fraud is mitigated. Reduction in manual administration tasks.
Taxi inspections officer mobilisation	On completion, the Licensee can be emailed a transcript of each inspection.	Removes time spent manually rekeying visit information and uploading photographic evidence.
Online forms to replace generic service email addresses	Ability to deal with some requests at the point of demand, rather than waiting for an officer response. Consistent and seamless response to customer enquiries.	Improved routing of requests to enable responses to be given more quickly.
Mobile payments SmartPay360 (Capita)	Ability to pay for services in the comfort of the customer's own home. Convenience of no longer needing to make cash or cheque payments.	PCI DSS compliant card payments. Reduction in manual handling of customer cheques / cash payments.

3.3 Recommendation 2.4

3.3.1 The Business Cases at Appendix 2 include anticipated Capital and Revenue costs based on the information that we currently hold about each project. To protect the funds made available for this Work Programme, each Business Case will be subject to a detailed financial review to ensure all costs have been identified, before agreement to release the funds is made by the s151 Officer.

4. **Policy Framework**

4.1 At its meeting of the 2nd December 2015, Members agreed to approve the ICT & Digital Strategy which outlined our approach to developing and deploying digital technologies that support service delivery, ensuring that these solutions work for our customers.

The 2016/17 programme focused on implementing enabling technologies on which future digital solutions could be built; a responsive web site to work with mobile platforms, new payment solutions and technology to mobilise our workforce. The 2017/18 Digital Transformation Work Programme further enacts our ICT & Digital Strategy by utilising the above technologies.

4.2 The 2017/18 Digital Transformation Work Programme contributes to all three strands of the Fit for the Future programme. Examples include:

- Service:

  The Digital Transformation projects will provide improved customer services: Customers will be able to access information and log requests via our website. Evidence to support requests may no longer need to be posted or delivered to Council offices. Automated status updates will be provided, where possible, to reassure customers that their request is being processed.

- People:

  Many of the Digital Transformation projects will reduce the volume of service requests that staff currently manually re-key into their back office systems. By automating this aspect, staff will have time to deal with more complex customer service enquiries.

  Mobile officers will be able to plan their working days better, avoiding unnecessary office visits and time spent manually uploading photographic evidence to their back office systems.

- Money:

  The Crematorium system replacement project will save approximately 15 hours per month in staff processing time which will instead be used to extend service provision to 6 days per week.

  Mobile officers would no longer need to print out case-related papers as this information will be made available on their mobile devices.

  Mobile working will also contribute to the council's objective of having a more flexible workforce. This is a key requirement if the council wishes to realise the financial benefits associated with the proposed office relocation.

5. Budgetary Framework

5.1 The Executive should note that the 2017/18 Budget Report includes a budget of £200,000 for delivery of the 2017/18 Digital Transformation Work Programme.

5.2 The estimated upfront costs of the projects are shown in Appendix 3. These costs will be managed within the £200,000 budget, with the release of funds agreed by the s151 Officer.

6. Risks

The major risk to the programme continues to be resources in both ICT and service areas.

In respect of the individual projects, the table below sets out the main risks identified for each of the Business Cases at Appendix 2. Please refer to the individual Business Cases for the full list of identified risks and their likelihood, impact and mitigation.

Business Cases 2017/18	Please refer to the Business Cases at Appendix 2 for the Likelihood, Impact and Mitigation for each Identified Risk
Neighbourhood Services data capture exercise	Data capture costs are greater than anticipated. Captured data is still inaccurate or is not adequately maintained after project completion. Captured data leads to an increase in current Grounds Maintenance contract costs.
Self-serve Council Tax forms (OPENChannel)	That the expected channel shift is not realised and subsequently the processing backlogs are not reduced.
Revenues visiting officer mobilisation	The proposed solution isn't an improvement on the current one. The mobile technology fails in the field.
Replacement crematorium system	Existing Crematorium System fails before the replacement system is fully operational. Project delivery is dependent on adequate staff resource made available from proposed service restructure. Unexpected costs may arise owing to data cleansing or system interface requirements. Broadband link may not be available, restricting product choice.
PCI DSS Compliance centralised logging system	The solution isn't fit for purpose and we are not able to provide sufficient evidence to satisfy PCI DSS compliance. The solution isn't available to schedule and HSBC fines continue to be charged.
Leisure centre contract management system	Insufficient time available pre-contract for Council officers to get the system fully functioning for the start of the contract.
Self-serve car park season ticket requests	Business Service Area resource availability.
Self-serve pest treatment requests and officer mobilisation	The mobile form/payment technology fails in the field.
Improved planning committee speaker requests	The proposed solution isn't an improvement on the current one. That we are unable to integrate the solution into our Committee Management system.
Barcode generation system for miscellaneous payments	Payment reconciliation cannot be made to the customer's request for service. Business Service Area resource availability.
Improved building control register & officer mobilisation	The proposed solution isn't an improvement on the current one. Captured data is still inaccurate or is not adequately maintained after project completion.

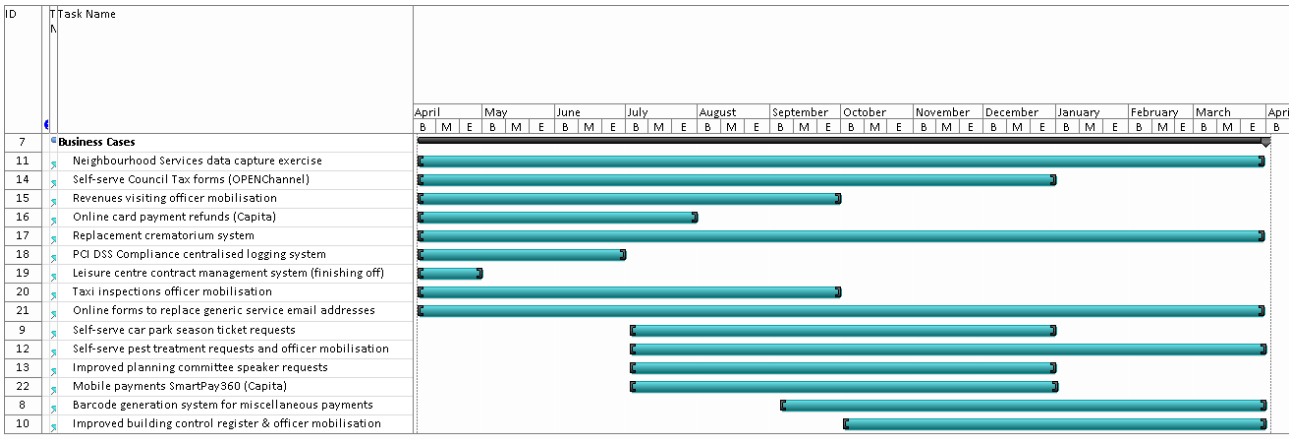
Projects carried forward from 2016/17	Identified Risks

Online card payment refunds (Capita)	ICT and Business Service Area resource availability. Third-party project resource availability.
Taxi inspections officer mobilisation	Dependent on back office process reengineering and staff availability.
Online forms to replace generic service email addresses	Business Service Area resource availability.
Mobile payments SmartPay360 (Capita)	ICT and Business Service Area resource availability. Third-party project resource availability.

7. Alternative Option(s) considered

7.1 The option not to continue down the 'digital route' was discussed in the 2nd December 2015 Executive Report and it was accepted that while there will always be situations when it is entirely appropriate for a customer to transact with a member of staff, many of the Council's services do not need to be delivered in this way. Continuing with the proposed Digital Transformation Programme advocated in this report will be financially efficient and will provide an improved customer experience.

Appendix 1 - 2017/18 Digital Transformation Work Programme



Appendix 2 – Digital Business Cases

- **Neighbourhood Services data capture exercise**
- **Self-serve Council Tax forms (OPENChannel)**
- **Revenues visiting officer mobilisation**
- **Replacement crematorium system**
- **PCI DSS Compliance centralised logging system**
- **Leisure Centre contract management system**
- **Self-serve car park season ticket requests**
- **Self-serve pest treatment requests**
- **Improved planning committee speaker requests**
- **Barcode generation for miscellaneous payments**
- **Improved building control register and officer mobilisation**

Appendix 3 – Estimated up-front costs by Business Case

Business Case	Estimated up-front cost £
Neighbourhood Services data capture exercise	50,000
Self-serve Council Tax forms (OPENChannel)	48,380
Revenues visiting officer mobilisation	600
Replacement crematorium system	49,400
PCI DSS Compliance centralised logging system	300
Leisure Centre contract management system	300
Self-serve car park season ticket requests	0
Self-serve pest treatment requests	600
Improved planning committee speaker requests	0
Barcode generation for miscellaneous payments	2000
Improved building control register and officer mobilisation	3900
TOTAL	**155,480**