

Date: Thursday, 27 June 2019

Time: 1.30 pm

Venue: Shrewsbury Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire,
SY2 6ND

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AUDIT COMMITTEE

TO FOLLOW REPORT (S)

5 First Line Assurance: Digital Transformation Update (Pages 1 - 14)

The report of the Director of Workforce and Transformation is to follow.
Contact: Michele Leith(01743) 254402

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**Committee and date**

Audit Committee

DATE: 27.06.2019

Item No

Digital Transformation Board Update

Contact: Michele Leith
Email: michele.leith@shropshire.gov.uk

1.0 Summary

- 1.1 The first stages of all of the systems within our Digital Transformation Programme are now live.
- 1.2 This report gives an update on each project within the programme. From an overview perspective and whilst we acknowledge that there are some issues there have been some significant achievements within the programme.
- 1.3 Some of the biggest challenges have been around Business World, this is in part because of the scale of the project and the difference between previous legacy systems and the new way of working. We are still in a transition from old system to new and are not yet experiencing the true processes within Business World.
- 1.4 Other factors which relate to using our new systems are around our levels of IT literacy and our capacity to change everything at the same time.

2.0 **Background**

- 2.1 The Digital Transformation Programme consist of 4 core projects
 - Social Care
 - Business Transformation
 - Customer Experience
 - Infrastructure and Architecture

Each project reports monthly to Programme Board which has oversight of the whole programme.

- 2.2 The Programme which was approved by Council in July 2016, has a stated desire was to deliver services at the highest quality and lowest cost compared to other authorities,

in everything that it does. This included transforming IT systems, reshaping services and 'back-office' functions, reducing costs, improving business continuity, removing duplication, improving efficiency and enabling more effective service delivery across a rural geography.

3.0 Social Care Project

3.1 Adults Services:

The migration of all adults social care cases from Care First to LiquidLogic Adults System (LAS) has now been completed. The new LAS system went live in December 2018 following a comprehensive classroom based training programme to ensure all Social Care staff were up to speed with the new system and more streamlined business processes. The new system has already proved to be popular with the operational teams who are finding it saves them time compared to their previous system.

3.2 Children's Services:

Migration of Children's social care cases have also been successfully completed and the new system went live in February. There were no major issues during transition and all staff have received classroom training on the new systems and processes.

3.3 Social Care Finance:

Social care finance system was also migrated from Care first to ContrOCC which went live for Adult Services in December 2018 and for Children's services in February 2019. This has also now been integrated with the Business World corporate finance system.

3.4 Early help:

The project also continues to deliver an updated Early Help system which will fully integrate with the children's social care system which will provide further service efficiencies.

3.5 Next phase:

The Social Care project continues to build on the delivery of the case management systems and will deliver a simple shared health and social care record and additional, enhanced self-service capabilities for Shropshire citizens and further enhancements which will streamline and support the social care provider market. These further developments will capitalise on the achievements so far and provide further efficiencies.

4.0 Customer Experience Project

- 4.1 Release 2.5 of My Shropshire is built and testing is complete, go live has been delayed due to issues with the confirm integration, this is under investigation. Release 3 build is nearing completion, functional testing is scheduled to take place in the next sprint, UAT will be scheduled in June for signoff. Release 4 workshops are complete and user stories created for all processes, functional analysis and build for the CRM is underway. Initial members portal analysis has taken place, further analysis is required and planned for the next sprint to establish requirements.
- 4.2 Progress has been demonstrated for Performance Management Scrutiny. In particular the development of an omni channel approach to customer contact including the progress of the My Shropshire Portal, Members Dashboard and Member Portal. A similar demonstration could be arranged for Audit Committee if that would be helpful. Details of usage of the new software and impacts of since go live are attached at appendix 1.

5.0 Infrastructure and Architecture Project

- 5.1 **Master Data Management (MDM) / Data Lake / Reporting** To achieve our aspirations around single view of the customer and use of predictive-analytics we need to ensure a consistent set of conventions around how information is stored and retrieved. The MDM work within this project is helping to ensure that teams develop and apply appropriate data quality rules within core/line of business systems. The I&A team are currently supporting Revs and Bens team with this work.
- 5.2 **Data Lake** The first stage of development using demographic data has been completed and will be published on the internet shortly. Consideration of the next data sets to be developed is underway and is expected to include data around delayed transferred of care data.
- 5.3 **Equitrac Multi Function Devices (MFD)** Phase 3 of these MFDs have now been installed, this is the final phase of this project. We have removed standard photocopiers deployed fewer Multi Function devices around the organisation not just in Shirehall. This has significantly reduced the cost of having the devices and enables reporting on levels and costs of printing across the organisation.
- 5.4 **Procurement of Wide Area Network (WAN).** This process has reached preferred supplier stage. Part of the procurement included the option for NHS sites to be incorporated on to our WAN. This has numerous, benefits such as reduced cost, shared assets, simplified access, breaking down barriers. It will also be an enabler to closer work through the STP.
- 5.5 **ICT Training** To ensure that we are able to maximise the usage of our new suite of systems and to address the clear training need in our workforce, we have introduced a range of IT course designed to upskill staff. These courses are both face to face class

room based training and online through leap into learning. The courses cover a range of applications and offer beginner to advanced learning.

6.0 Business Improvement (Business World)

There was a presentation made to Audit Committee Training on Monday 24th June 2019.

7.0 Conclusion

- 7.1 The Committee are asked to note the progress of the Transformation Programme to date.

Appendix 1

Omni Channel Contact Centre

New Contact Centre software has been deployed to a number of Contact Centres across the Council. The software introduced Webchat as a method of contact for our customers and allowed for better management of incoming calls/emails. Contact centres and channels listed below:

- Customer service centre
 - Voice
 - Quality management suite/call recording
 - Webchat
 - Email
- Revenues and benefits
 - Voice
 - Quality management suite/call recording
 - Webchat
- Theatre Severn
 - Voice
- IT Services
 - Voice
 - Quality management suite/call recording
- Regulatory services
 - Voice
 - Quality management suite/call recording

Benefits to our customers

- Citizens can contact the Council via multiple channels – channel shift
 - Webchat statistics

	Nov -18	Dec- 18	Jan- 19	Feb- 19	Mar- 19	Apr- 19	May- 19	Total
Benefits Webchat	1	1	10	30	38	32	34	146
Council Tax Webchat	8	23	36	162	290	240	150	909
Customer Services Webchat	N/A	N/A	82	228	270	244	290	1114
Business Rates (NDR) Webchat	1	0		3	1	4	3	12
Revenues Recovery Webchat	2	6	7	6	9	4	7	41
Welfare Reform Webchat	N/A	N/A	10	54	20	4	7	95
Total	12	30	145	483	628	528	491	2317

- Greater visibility of call data statistics to identify trends/staffing issues – improved customer experience
- Calls are managed better via specifically designed queues and messages – improved customer experience
- Agents are managed better as availability of visible – improved customer experience
- Emails managed more effectively – better customer experience as response time is quicker and staff time is saved
- Quality Management allows customer calls to be recorded and reviewed and used to improve service to customers

CRM and My Shropshire

My Shropshire Accounts

Since go live on the 26th February 2019 there have been **249** My Shropshire accounts created. Customers also have the option of logging queries anonymously or as a guest if they don't wish to create an account.

Online Transactions since Go Live

On the 26th February 2019 we went live with Highways and Customer Feedback. The tables below show the number of queries logged since go live by contact channel.

Highways

The Service Requests highlighted in green are available for customers to report online. The requests that are not available online yet are scheduled to go live July 2019.

Since go live Feb 26th - May 28th	Channel								Total
	Email	Facebook	Face-to-Face	Letter	Phone	Twitter	Portal	Web Chat	
Barrier / Bollard	1		4		35		13	1	54
Electronic Signs					4		n/a		4
Flooding on Highway	18	4	5		233	1	n/a		261
Herbage	56	4	6		241		n/a	1	308
Ironwork	2		2		52		30		86
Kerb / Studs			1		16		17		34
Markings	3		2		25		20		50
Potholes / Surface Problems	79	2	31	1	620	1	722	2	1458
Signs	8	3	3		65		69	1	149
Spillage / Debris	2		2		103		22		129
Streetlights / Illuminated Signs	17	5	10	1	211		101		345
Structures	1	1	1		29		n/a		32
Traffic Signals			1		55		n/a		56
Winter Maintenance	4				12		n/a		16
Total	191	19	68	2	1701	2	994	5	2982

Customer Feedback

Feb 26th - May 28th	Channel							Total
	Email	Facebook	Face-to-Face	Letter	Phone	Web	Web Form	
Comment	96	1		7	9	11	48	172
Complaint	112		9	31	69	68	43	332
Compliment	55	1	2	8	8	10	7	91
Total	263	2	11	46	86	89	98	595

Cost of Transactions

There needs to be an exercise to fully cost transactions by channel, a full analysis would include the total operational expenditure for Customer Services and for any team supporting online transactions.

For the purpose of this report we have based the cost of phone call, face to face, email and post transactions on staff costs for customer services and online costs on staff costs for the development team plus system support and licence costs.

All costs below are estimated.

The formulas used are below

Phone Call, Face to Face, Email, Post

Cost per Transaction = Staff Costs/Number of Contacts

Online

Cost per Transaction = Staff Costs + Support Cost + Licence Cost/Number of Contacts

We used staff costs and contact volumes from March 2018 to calculate the cost per transaction.

Phone Call, Face to Face, Email, Post

Customer Service Staff Costs = £112,000

Number of Contacts = 20,500

Cost per Transaction = £5.47

Online

Development Team, Support and Licence Costs = £38,000

Number of Contacts = 20,500

Cost per transaction = £1.85

Processes live

The objective of the CRM and My Shropshire work streams is to replace the Darwin CRM system which is due to be retired mid 2021 and give customers the ability to request council services online.

Processes live in CRM (To replace Darwin used by Customer Services)

- Customer Service Signposting
- Inspire to Learn
- Comments, Compliments and Complaints
- Highways (See below for full list of Highways processes)

1. Streetlights and Illuminated Signs

- a. Hanging Bowl/ Luminaire
- b. Water in lantern/bowl
- c. Streetlight column knockdown
- d. Streetlight column damaged
- e. Illuminated signs knocked down
- f. Illuminated signs damaged
- g. Zebra Crossing Post Damaged
- h. 3 or more consecutive lights out (100m)
- i. Wires Exposed
- j. Doors Off
- k. Smoking/ Sparking of street furniture
- l. Illuminated Bollard knocked down
- m. Illuminated Bollard Missing
- n. Illuminated Bollard Top Missing
- o. Burning red
- p. Day burner
- q. Streetlight out
- r. Illuminated sign out
- s. Illuminated bollard light out
- t. Zebra crossing light out
- u. Flashing / Flickering Light
- v. Other

2. Potholes

- a. Footway potholes
 - b. Footway surface problems
 - c. Carriageway Potholes
 - d. Carriageway Surface Problems
3. Barriers, Bollards, Signs, etc.
- a. Defective Vehicular Barrier
 - b. Defective Pedestrian Barrier
 - c. Loose chippings/debris in carriageway
 - d. Fuel Spillage
 - e. Missing or defective Sign
 - f. Obscured Sign
 - g. Dirty Sign
 - h. Missing or defective bollard
 - i. Dirty Bollard
 - j. Defective Ironwork
 - k. Missing Ironwork
 - l. Raised or sunken ironwork
 - m. Kerb problem
 - n. Missing or defective stud (cat's eye)
 - o. Missing or defective road markings
4. Structures
- a. Bridge
 - b. Cattle Grid
 - c. Retaining Wall
 - d. Other Structure
5. "Herbage"
- a. Dangerous Tree
 - b. Overgrown tree impeding the footway
 - c. Overgrown hedge or shrub impeding the footway
 - d. Grass problem impeding the footway
 - e. Overgrown weeds impeding the footway
 - f. Overgrown hedges and shrubs impeding the carriageway
 - g. Grass problem on the carriageway
 - h. Verge Problem
 - i. Ragwort along the Highway
6. Traffic Signals and Electronic Signs
- a. Signalised Crossings and Pedestrian Crossings
 - b. VAS, VMS, Cattle Crossings, Wig Wags, SID
 - c. Vehicular Charging Points
7. Flooding on the Highway

- a. Blocked Ditch or Culvert
- b. Blocked Drain or Gully
- c. Burst Pipe
- d. Overflowing Watercourse
- e. Other

8. Winter Maintenance

- a. Treatment Request on carriageway
- b. Treatment request on footway
- c. Refill a Salt Bin
- d. Request for a new Salt Bin
- e. Information on Winter Maintenance

Processes Live Online (Customers can report through their My Shropshire Account, some processes allow anonymous or guest reports)

- Comments, Compliments and Complaints
- Highways (See below for full list of processes)

1. Streetlights and Illuminated Signs

- a) Hanging Bowl/ Luminaire
- b) Water in lantern/bowl
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- d) Streetlight column damaged
- e) Illuminated signs knocked down
- f) Illuminated signs damaged
- g) Zebra Crossing Post Damaged
- h) 3 or more consecutive lights out (100m)
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- j) Doors Off
- k) Smoking/ Sparking of street furniture
- l) Illuminated Bollard knocked down
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2. Potholes

- a) Footway potholes

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- c) Carriageway Potholes
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- a) Defective Vehicular Barrier
- b) Defective Pedestrian Barrier
- c) Loose chippings/debris in carriageway
- d) Fuel Spillage
- e) Missing or defective Sign
- f) Obscured Sign
- g) Dirty Sign
- h) Missing or defective bollard
- i) Dirty Bollard
- j) Defective Ironwork
- k) Missing Ironwork
- l) Raised or sunken ironwork
- m) Kerb problem
- n) Missing or defective stud (cat's eye)
- o) Missing or defective road markings

4. Structures

- a) Bridge
- b) Cattle Grid
- c) Retaining Wall
- d) Other Structure

5. Traffic Signals and Electronic Signs

- a) Signalised Crossings and Pedestrian Crossings
- b) VAS, VMS, Cattle Crossings, Wig Wags, SID
- c) Vehicular Charging Points

Scheduled for Go Live July 2019

- Improvements to Comments, Compliments and Complaints
- Highways Online Processes (Full list below)

1. "Herbage"

- a) Dangerous Tree
- b) Overgrown tree impeding the footway
- c) Overgrown hedge or shrub impeding the footway
- d) Grass problem impeding the footway
- e) Overgrown weeds impeding the footway
- f) Overgrown hedges and shrubs impeding the carriageway
- g) Grass problem on the carriageway
- h) Verge Problem

- i) Ragwort along the Highway
- 2. Traffic Signals and Electronic Signs
 - a) Signalised Crossings and Pedestrian Crossings
 - b) VAS, VMS, Cattle Crossings, Wig Wags, SID
 - c) Vehicular Charging Points
- 3. Flooding on the Highway
 - a) Blocked Ditch or Culvert
 - b) Blocked Drain or Gully
 - c) Burst Pipe
 - d) Overflowing Watercourse
 - e) Other
- 4. Winter Maintenance
 - a) Treatment Request on carriageway
 - b) Treatment request on footway
 - c) Refill a Salt Bin
 - d) Request for a new Salt Bin
 - e) Information on Winter Maintenance
- 5. RTC or Major Incident

Scheduled for Go Live October 2019

- Street Scene – Portal and CRM (Full list below)
- Abandoned Vehicle
- Anti Social Behaviour
- Dangerous Dog/ Dog Attack
- Dead Animal
- Lost Cat
- Dog Lost
- Dog Fouling
- Dog Found
- Dog Stray
- Fly Posting
- Fly Tipping / Hazardous Waste
- Graffiti
- Litter / Broken Glass
- Litter Bin Overflowing/New
- Off Street Parking Problem
- Offensive Graffiti

- Pay Display Machine Problem
- Property Flooding Issue
- Land Drainage Flooding
- Public Convenience Problem
- Removal of Bonfires
- Roadsweeping
- Street Furniture Problem
- Street Name-plate Issue
- Urination in a Public Place
- Members Portal
- Veolia waste portal (Full list below)

PER SERVICE:

- Report Missed Collection *
- Make Complaint
- Order Additional Garden Bin (Chargeable)
- Order Bigger Container *
- Order Additional Container*
- Report Spillage *

PER PROPERTY:

- Bulky Waste (Chargeable)
- Assisted Collection Request
- New Property Request