



Cabinet Member for Service Transformation & Business Operations

Cabinet – 19 October 2017

Digital Strategy Implementation Update

Purpose:	To provide Members with an update on the implementation of the Digital Strategy and associated projects.
Policy Framework:	Transformation & Future Council
Consultation:	Access to Services, Finance and Legal.
Recommendation(s):	It is recommended that: 1) Cabinet note the progress being made and endorse the continued implementation of the digital strategy
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1. Introduction

- 1.1 In November 2015, the Council's new Digital Strategy '**Aspiring to a Digital Business 2020**' was approved. It set out the vision and aspirations towards becoming a digital business
- 1.2 This report highlights the great efforts that have been made to deliver better outcomes for local residents, businesses and communities. It details the work undertaken to move towards building a digital workforce and workplace. It shows how digital services have built and improved the Council's core architecture and the improvements that have been made to the Council's infrastructure and technology in order to support this vision.
- 1.3 The Digital Business vision is:
"To transform ourselves into a leaner digital business by 2020, ensuring the right Council services are Digital First while being universally accessible, especially for the most vulnerable"



2 Progress Overview

- 2.1 The vision for becoming a digital business is taking shape and becoming a reality as a number of projects have already started delivering benefits.
- 2.2 Over the past 18 months, there has been a strong focus on delivering the high priority projects on the ICT roadmap, which align to the four layers of the digital strategy.

3. People Communities and Business Layer

- 3.1 *The ambition is for Swansea residents and businesses to be able to do more online, quicker and with less effort*
- 3.2 Digital services gives customers' access to the Council 24 hours a day from anywhere and more of our residents are turning to the Council's website to do business with us at a time and place that suits them.
- 3.3 Over 200 visitors to the contact centre each month are helped to get online and self-serve in the e-zone.
- 3.4 Get Swansea Online free computer and tablet courses have helped hundreds of residents to use the internet safely in libraries and other venues across Swansea – 415 residents attended courses last year. Swansea has now achieved a low likelihood of digital exclusion rating on the Get Digital Heat map (down from medium in 2015). This is a good achievement for the council and our Digital Strategic Forum partners. The heat map indicator is made up of metrics that indicate digital exclusion. Swansea scores well for infrastructure and digital skills but has a low score for social indicators, especially average income and health.

- 3.5 Improvements to the Council's website include:
- A more user-friendly site, task focused and mobile / tablet responsive.
 - Ability to report, request, apply and pay for a huge number of services online e.g. apply for a virtual residents parking permit (no need to visit contact centre to collect it) and apply and pay for bulky waste collection. Online bulky waste payments have been available from November 2016, and over 22% of customers now choose to book online. More services can be seen on www.swansea.gov.uk/doitonline
- 3.6 We are giving customers a choice so they can decide how they communicate and interact with the Council. On Swansea.gov.uk, there have been 13.6 million page views in the past 12 months (1/8/16 to 31/7/17). This is an increase of 26% from the same period in the previous year, while more expensive face-to-face contact in the Civic Centre steadily decreases – down 17% from April to August 2017 compared with the same period in 2016.
- 3.7 A new Customer Relationship Management (CRM) system is now live in the Contact Centre giving our customers a single contact centre record. This has reduced Contact Centre software costs by 90%. It provides:
- Streamlined customer service function, simplifying the customer experience
 - Ability to survey customers via email using the 'Voice of the Customer' survey and providing CCS with important customer insight
 - Better Data quality and less duplication.
- 3.8 The Council is using social media to inform, consult and feed back to residents, with residents using the channels as a customer services contact point. Twitter (42k followers) and Facebook (regular reach of over 25k users) are among the most followed of any local authority in Wales. Instagram is used as part of promotional campaigns and to highlight promote the council in a positive light.
- 3.9 Digital services are currently working on developing a single digital identity for citizens, visitors and businesses. In the future, this means a single login for the customer to many council services, saving time and allowing for the dynamic provision of services and support. For the council this will allow customer data to be joined up where appropriate so that we can analyse the demand from customers and try to provide better services and perform more pro-active interventions that reduce demand.
- 3.10 Digital Services are also in the process of developing a new Information Request Management System which will replace the existing processes for Freedom of Information (FOI), Subject Access (SAR), Continuing Health Care (CHC) and Environmental Information Regulation (EIR) requests. The new system will streamline the existing process by introducing a managed workflow, status notifications and predefined

responses. This will go some way to improve the turnaround of a request from submission to response and will provide the requestor with a means to view the status of their request throughout the process. The solution also includes the development of a Disclosure Log which will enable public access and interrogation of all FOI responses which have been approved for the public domain...

3.11 Digital services is also supporting and delivering service based improvement projects and change proposals where technology is the enabler such as:

- All Wales Community Care Information System (WCCIS)
- HWB rollout to schools which is a platform that hosts a national collection of digital tools and resources to support education in Wales
- 21st Century Schools which is a Welsh Government programme from which Swansea has its own QED2020 (Quality in Education) running alongside. Digital Services addresses all the ICT requirements associated with those new builds and refurbishments

4. Organisation and Delivery Layer

4.1 *The objective is to build a digital workplace and utilise a digital workforce to enable Swansea Council services to increase the pace of change and transformation and realise savings*

4.2 Using technology, Digital Services have enabled smarter working. This is essential to support the transformation of the council and contributes to overall performance. Agile working is being rolled out across the Council and the appropriate technology to support this is allowing staff to work from any location. It supports the delivery of savings for the Council, promotes flexible working for staff supporting health and wellbeing and more efficient ways of working.

4.3 New technology includes:

- **Skype for Business (SFB)**. This allows instant messaging, internet voice calls, video conferencing and virtual meetings. This new technology allows the Council to improve efficiency and effectiveness, reduce travel time and costs and contribute to less traffic and pollution.
- **Office 365**. This allows staff and members to access their mailbox and documents from any location and enables collaboration between teams and the secure sharing of documents, whilst improving efficiency and complying with data security.
- **Office 2016** – staff and members having the latest version of the Microsoft software is an important step in moving towards a digital workforce. It is an enabler for the roll out of O365 and ensures that Swansea Council are at the forefront of latest technology when dealing with businesses, Councils and other agencies.
- Staff and Members can now do **more online** such as:

- apply for an eye test, leave and parking permit
- online appraisals
- Submitting expenses

4.4 Increased self-service capability supports managers and staff by providing them better accessibility to important data. This in turn provides better **management information** and supports the move to paperless, which leads to savings and is a key move to becoming a digital business. By providing our workforce and elected members with access to these innovative technology solutions, the Council will transform the delivery of its services to support increased productivity and improved service to our customers.

5. **Platforms and Interfaces Layer**

5.1 *A key element of the strategy is to introduce digital platforms that enable a consistent approach to delivering digital transformation across the business.*

5.2 The digital architecture is built around four core platforms.

5.3 **Customer Relationship Management (CRM)**

When the CRM project was delivered in March 2017, it not only reduced the software cost of contact management by 90%, but also provided a platform that can be used to support the rationalisation of other case management tools over time, building towards a single customer record and reduced software costs.

5.4 **Enterprise Content Management (ECM)**

We are currently in the procurement phase of the ECM project. ECM provides a total digital document and knowledge management solution that is key to delivering the Council's vision of a truly agile workforce. Not only will the ECM platform make all knowledge and documentation available anywhere but also help shrink our carbon footprint by reducing paper and energy consumption, and enabling more effective remote working. It will provide a structured, secure and standardised approach for records management within the Council that reduces the need for paper storage, and exploits the digitisation of existing paper assets that will further enable access to information in the field. Having documentation held electronically will allow the Council to manage and retrieve data on demand which is crucial for General Data Protection Regulations (GDPR) compliance.

5.5 **Business Intelligence (BI)**

One of the tools available as part of the Office 365 suite is a platform called Power BI. Power BI enables the organisation to take multiple sets of data and combine them easily to gain new insights and improve decision-making. Power BI has a good pedigree within public sector of helping to reduce benefit fraud as well as a range of other excellent case studies. As the rollout of Office 365 progresses, departments will be able to self-serve around reporting and intelligence in a way that simply was not possible before.

5.6 Unified Comms

Modernising the Council's telephony infrastructure by implementing a unified communications platform. This will also support our customers and agile working. By collaborating with ABMU to implement a new modern telephony system, we have been able to introduce cutting-edge telecoms that will future proof the organisation without adding vast amounts of new infrastructure into the civic centre. Integrating with other solutions such as skype and exchange, the eventual outcome will be a system that seamlessly links voice, chat, email and calendars into a truly intelligent communication platform while also achieving savings.

6. Infrastructure and technology Layer

- 6.1 *Identifies the new infrastructure that is needed that will maximise resilience and lower running costs and introducing a cloud solution.*
- 6.2 We need a first class, sustainable digital infrastructure. It needs to be flexible and adaptable so we can better respond to the changing needs of our residents, businesses, learners, workers and visitors. Building a digital infrastructure that is fit for purpose means making technology a key enabler and a key component of our delivery.
- 6.3 Technology can fundamentally change the way we work. It enables us to be mobile rather than fixed to locations or offices allowing more time serving our community.
- 6.4 A significant amount of work has been undertaken in relation to our infrastructure. This work is not always visible to Members, Officers and Staff but is particularly important as it is an enabler for all the other elements of the strategy.
- 6.5 We have improved the Council's underlying core ICT infrastructure to provide a robust and resilient platform to enable business operations and our digital improvements by:
 - Refreshing and upgrading internet broadband connections via Public Sector Broadband Aggregation (**PSBA**) at Council's sites. PSBA is a Wales-wide private and secure network which connects public sector organisations. Over 20 sites have already been migrated and rollout will continue across the Council.
 - A **new internet circuit** has been installed which will support an increase in digital working. In order to ensure that the Council can support the increased digital business agenda a review of the entire network is being undertaken. This includes the schools, corporate, library and public access network.
 - **Installing public accessible Wi-Fi to Council buildings** throughout the authority. Accessing Wi-Fi on the go is now part of daily life for many residents and businesses, therefore installing public access Wi-Fi across a range of council buildings is part of our commitment to help residents and service users get online on the go and support digital Inclusion.

- The expansion of **corporate Wi-Fi** throughout the Civic Centre and the Guildhall has been completed which is enabling users to work anywhere in the buildings. This is part of a digital drive for customers and staff in delivering Council business and promoting a digital vision.
- A new **Unified Treat Management (UTM)** system is being implemented which is a **state of the art security product**. This will transform the way Digital is delivered, away from many traditional separate solutions including anti-virus, anti-spam and filtering. This will provide a greater level of efficiency in the delivery of Digital Services and enable savings whilst providing high-level security for the Council's network.
- All Council services that were running on ageing equipment have been moved to a **state-of-the-art storage solution**. It increases resilience and performance while reducing running costs and administrative support.
- A new **cloud data centre** has been built. This allows the council to securely, efficiently store, and access more data and systems via the internet rather than through our own data centre. This provides the Council with more flexibility, agility and resilience. The cloud centre will grow as we investigate further systems as part of the rationalisation work, determining those that can be hosted effectively in the cloud. This work will enable the move from Civic centre.
- Digital Services are working on **increasing automation within ICT** so that changes can be implemented quicker and on a larger scale – due diligence has been completed on the current set up. Training for Digital Services staff in this new technology has been completed. These have been important steps to automation. Progress on mapping current processes to automate is being evaluated.
- The **first Internet of Things** project has gone live with the Glynn Vivian Art Gallery's new environmental system, hosted in the cloud.

6.6 The rationalisation project has seen the development of an information asset register that captures information on all ICT systems. A contract register is also in development to support this and the next step is to review and agree the process for managing rationalisation going forward. Key systems have been prioritised with a view to producing a detailed plan by March 2018. This will reduce third party spend and improve business intelligence and refresh major systems to ensure the council is utilising the best products for its services as part of the cross cutting and regional agenda.

6.7 Current Enterprise Resource Planning (ERP) solution (Oracle) will need upgrading, an options paper is being produced to consider options including cloud and will be brought to Cabinet in the coming months.

7. Digital City

7.1 Digital Services are supporting the City of Culture bid and the vision to provide an integrated, inclusive and accessible cultural experience

through digital technology. This will be underpinned by the work already in progress in delivering the strategy.

- 7.2 The Department for Digital, Culture, Media and Sport (DCMS), are inviting bids from local authorities and other public bodies (local bodies) for funding to help build full fibre networks. Swansea Council has also put in an Expression of Interest for funding to procure the full fibre network, with an implementation partner for the installation and maintenance of the Fibre through a Joint Venture. The aim is to increase access for residents, visitors and SMEs, as well as leveraging additional investment from the implementation partner and stimulate more competition around telecoms providers. This infrastructure enables carriers to put up more and faster cellular masts, improving connectivity to both business, resident and visitor use.
- 7.3 Digital services are also supporting the City Deal implementation, which will transform our digital infrastructure and revolutionise the way sectors like energy, technology, health and social care are delivered. Key projects within the Swansea City Centre include the Digital Village, Digital Square and Innovation Precinct. These projects will rely on a high-speed fibre network that will provide a backbone to allow a collaborative environment for both organisations and locations – linking The Digital Village to The Digital Square and universities and is essential to create the environment for Tech businesses to flourish.

8. Equality and Engagement Implications

- 8.1 Due to the large number of projects involved within the Strategy, it has been agreed that Equality Impact Assessment (EIA) screenings will be carried out for any project that has the potential to impact on staff and/or members of the public.

9. Financial Implications

- 9.1 As detailed earlier in the report, the roll out of the digital strategy is well underway. The main areas of spend have been on: the new telephone system as part of Unified Communications (UC) project; state of the art storage; the rollout out of equipment as part of the Agile working programme; and license costs to rollout skype and O365.

Project	Cost (000)
Unified Communications	360
Equipment to support agile working	116
Licenses for new digital systems	400
State of the art storage	460

- 9.2 New infrastructure and system changes highlighted earlier in this report have resulted in licence savings for some systems, e.g. the CRM has saved £75k. However, there has been an increase in licence costs in other areas as the market reacts to Brexit. This picture is constantly changing.
- 9.3 The Unified Communications project is still in progress however benefits are already starting to be realised including: The ability for both staff and

Councillors to work from anywhere, secure access to email, larger mailbox capacity, and greater resilience and security. In addition, this has been a significant enabler for the agile working project and ultimately the selling / renting of Council buildings and space as occupancy has reduced.

- 9.4 The new state of the art storage has already reduced downtime. Several power outages have impacted the Council since the installation and there has been no downtime, compared to November 2015 where systems, staff and Councillors' productivity were impacted for almost two weeks. Therefore, the investment has already demonstrated significant value.
- 9.5 Initial phases of delivery require the investment in technology and new solutions and it may take time for the full benefits to be fully realised. However, benefits are being tracked across the programme and will continue to be reported, including savings held across Directorates as a result of new digital ways of working.

10. Legal Implications

- 10.1 There are no specific legal implications arising from this report.

Background Papers: None

Appendices: None