

4. Radically Digital

Programme: Radically Digital

Portfolio lead: Citizen Focus and Engagement - with all Portfolios

1. What this programme includes

Our vision is to offer the best customer experience to residents and service-users, ensuring all those who need support can access it.

We will do this by maximising all our digital capabilities, focusing on enabling services to operate more efficiently and effectively through increased access to service online, self-service and automation, providing good quality information and clearly signposting our customers to enable them to access the services and support they need.

We will focus on the customer journey, engaging with local communities and creating a joined-up view of our customers to provide the right services at the right time and provide support to those who need it to increase digital skills across the borough.

We will be a data led authority, aligning our datasets both internally and with partners, using business intelligence to make informed decisions and continuously improve our services, supported by our transparent, ambitious transformation programme to help meet the challenges of future years and support the delivery of our Medium-Term Financial Plan.

Our digital workstreams and areas of focus include;

1. Process improvement/ efficiency (internal)

- Reviewing and improving (making more efficient) end to end processes.
- Automating processes wherever possible to reduce manual intervention.
- Reducing failure demand and duplication in our systems and processes.
- Exploiting all our systems and digital tools to maximise capabilities.
- Developing our case management systems and ensure all services have suitable case management systems for accurate recording, reporting and management of work.

- Ensuring that our workforce is trained and confident in utilising these capabilities and tools.

2. Process improvement/ efficiency (external)

- Reviewing and improving (making more efficient) end to end processes focusing on the customer journey.
- Automating processes wherever possible to reduce manual intervention.
- Reducing failure demand into our services.
- Improving access to our services online – report, request a service, track status and pay online.
- Ensuring all our services are accessible to all.

3. Digital inclusion

- Support the residents of Stockport to live, work and play in a digital era, to help them increase their skills and confidence to use technology to help them find advice and guidance and self-serve with services and employment opportunities.

4. Digital infrastructure

- Wi-Fi in public spaces.
- Super-fast fibre network to all council and schools' locations, increasing the reach of high-speed digital connections.
- Greater Manchester One Network, providing new collaboration and cooperation capabilities for our digital network.

5. Robust technical foundations

- Sustainable technical architecture.
- Sustainable and supported systems.
- Clear approach to technical procurement (build or buy).
- Systems maintained to enable us to maximise capabilities and continuously develop and improve.

6. Improved data / intelligence

- Implement a more structured data governance framework, exercising more authority, control and shared decision making over the management of our data assets, improving the quality of our data, reducing risks and building additional resilience.

- Further develop our single source of the truth data foundation, making it easier to join up our data providing additional insight into the citizen journey, improving customer experience and processes, support system inter-operability, automation and digital tool development.
- Help develop an empowered, skilled and informed data-led workforce able to make the most of data and digital opportunities.
- Promote insight driven decision making, sharing intelligence across the organisation and with partners, using data to evidence outcomes and impact.
- Making the most of open data, including our new Big Stockport Picture open data platform, to support transparency, collaboration and innovation.
- Use our data foundation to promote innovation and accelerate transformation, with quicker turnaround times for analysis, automating manual data processing activity and generating new insight.

7. Improved information advice and guidance online – our Stockport.gov site

- Improve the quality of information online (internally and externally).
- Focus on providing clear information and guidance online to our customers, ensuring they are signposted easily to be able to access the services they need to access.
- Signposting and connecting people with their communities and other organisations/ voluntary sector to access support.
- Ensure our services online are easy to access and jargon-free so that people can easily find the information they need when they need it.
- One 'front door' into the council - reduce the number of microsites/ front doors into the organisation. One corporate website to reduce any confusion or concern over genuine v fraudulent information plus additional costs.

For our residents and customers this will mean;

- Accessing our services online, 24 hours a day, 7 days a week. For those who can't self-serve, we will ensure there is an assisted digital approach available. We also have a workstream focused around digital inclusion and improving digital skills.
- Accessing services online will include;
 - Clear information on our website about what services are available and how to access them.
 - Being able to report issues in the borough across all our services, including things like flooding, noise nuisance and fly tipping.

- Online application and payment for all services.
- Accessing service information and finding support when it is needed.
- Tracking issues that you have reported to see what is being actioned.
- Tracking the status of an application you have made.
- Viewing all billing information online at any time, such as your Council Tax bill.

Programme savings modelling			
Programme	Savings modelling (£000)		
	22/23	23/24	24/25
Radically digital	765	1,250	1,500

2. Key projects within programme – Cashable savings

Summary of key projects within the whole programme

Key project/ workstream	Cashable savings (£000)			What it will involve (what will stop/ change, staffing/ contracts/ service delivery)	Lead Portfolio
	22/23	23/24	24/25		
1. Automation and self-service/ digital first approach to accessing services and for service provision	755	1250	1500	<p>Reviewing all services for automation opportunities, reducing manual handling and intervention. End to end process review important. This will be delivered across the whole organisation.</p> <p>Will look to further automate manual processes and reduce demand into contact centre and all front-line services. Moving to 'digital first' approach.</p>	Citizen Focus and Engagement / All
2. Increase income target of Oxygen Finance	10	-	-	<p>Aim to increase income potential by actively promoting Oxygen's priority service to suppliers and ensuring service managers consider Oxygen when procuring outside STAR remit as well as within STAR remit.</p>	Resources, Commissioning and Governance

3. Programme consultation and engagement

Stakeholders	Engagement method	Engagement period	Projects included
Members	A range of methods will be utilised	November 2021 – January 2022	All
Public		November 2021 – January 2022	Automation and self-service

Appendix - Detailed proposals specific to this Scrutiny Committee

Project	1. Automation and digital first approach to processing and accessing services
Lead portfolio	Citizen Focus and Engagement with all Portfolios
Senior responsible officer	Michael Cullen
Summary of proposal	<p>Reviewing all services for automation opportunities, reducing manual handling and intervention through end to end process review. This will be delivered across the whole organisation.</p> <p>Will look to further automate manual processes with an aim to improve efficiency and effectiveness across the organisation and reduce demand failure into public facing services (such as contact centre and front line services). The ambition is that by moving to a digital first approach in designing processes and services the organisation can ensure that processes are joined up and automated, freeing up time and resources (public facing and back office corporate and support services) to better support those with complex needs or requirements. This work will also ensure that accessible options remain available and prioritised for those who need them.</p> <p>Detail around proposals identified;</p> <ul style="list-style-type: none"> • Children's restructure and review of service delivery - £65k secured and £45k ambition - look across further vacancies to identify opportunities. • Digital mailroom - review and reduce usage of printing. Review incoming and outgoing mail to identify alternatives such as hybrid mail and the use of customer and provider portals. • Centralised printing costs - reducing the number of printers and the scope of the contract • Consolidating IT services - telephony based savings related to non-renewal of contracts • Electronic documents and records management system (EDRMS) saving related to non-renewal of contracts • Further digitisation of services and staffing management in libraries including: <ul style="list-style-type: none"> ○ Increasing access to our library buildings through installation of Open Plus technology (some minor reductions to staffed hours) ○ Books, publications and other media – review of spend

Project	1. Automation and digital first approach to processing and accessing services
	<ul style="list-style-type: none"> ○ Further automation in libraries - for example shift and rota management, online payments for customers for library fines and fees. ○ Merge of management positions/restructure <ul style="list-style-type: none"> • Review registrars certificate deadlines – payment for priority service • Citizen Services - vacancy management • Taxi licensing - through digitising the service we are able to reduce costs and therefore the subsidy of licensing from the general fund without increasing fees over and above inflation. • Providing digital first approach into services/ self-service – online forms, payment, tracking. • Automating processes – internally and externally wherever possible, removing manual intervention.
Outline dependencies on other programmes	One Stockport One Team Ways of Working Programme Council transformation programme Borough Plan
Outline any staffing changes	<p>Citizen Services - vacancy management.</p> <p>A management restructure directly affecting two employees is proposed in the Libraries service.</p>
Outline any changes to service delivery/ provision	<p>Changes in service delivery/ provision as we move to a digital first approach to accessing services include:</p> <ul style="list-style-type: none"> • Open Plus in libraries – increasing access to library buildings in unstaffed hours. • Further automation in libraries – improving the customer journey through digital access. • Taxi licencing will take a digital first approach in order to reduce in-person enquiries. • Digital mailroom - staff will have their systems configured and will be trained to use hybrid mail instead of local printing, enveloping and sending in the internal post for franking and organised pick-up and drop off of bulk postage. <p>The management restructure in Libraries will have no impact on the frontline service delivery</p>

Project	1. Automation and digital first approach to processing and accessing services
	We will be reviewing all services for automation opportunities and reducing manual handling and intervention. Once this review is completed, further changes in service delivery may be identified.
List key milestones and delivery dates	<p>If approved, proposals will be implemented from April 2022. Details of delivery/ planned delivery on projects within this proposal are set out below:</p> <ul style="list-style-type: none"> • Open Plus in libraries – continuing to install across libraries and will go live in April. • Books, publications and other media – review of spend with GM partners early in 2022. • Further automation in libraries – continuing to improve the customer journey through digital access, associated savings being realised. • Review registrars certificate deadlines – already achieved. • A management restructure in the Libraries Service would mean notices being served after Cabinet in February with a new structure implemented from May 2022. A consultation started on 13th December. • Digital mailroom – to reduce reliance on paper-based processes including printing, incoming and outgoing mail. This will include a new hybrid mail contract starting in January 22. • Centralised printing costs – the required printer reductions have been made. • Consolidating IT services – migration plan for move to Teams Telephony and the shutdown of Cisco VoIP telephony is underway completion expected Q2 2022. Savings already made by non-renewal of contracts. However, mobile phone costs expected to increase in the short term. • Electronic documents and records management migration completed 2022. Saving already realised by non-extension of support contracts. • Automation – Robotic Process Automation (RPA). We are working towards launching a pilot in early 2022 which will inform development of an internal “automation foundry” to tackle a prioritised list of tasks, aligned to MTFP and transformation. This initial phase will scope out the return on investment and potential savings for 22/23 as well as 23/24 and 24/25.
Is a separate equalities impact	Yes, where proposals have an impact on service delivery.

Project	1. Automation and digital first approach to processing and accessing services
assessment needed?	We will be reviewing all services for automation opportunities. An EqlA will be completed where any proposal has an impact on service delivery following this review.
Is a separate environmental impact assessment needed?	Yes, EIA will be carried out at the relevant stages. Going paperless helps to reduce CO2 (carbon dioxide) emissions due to the process of manufacturing, printing, delivery and decomposition.
Key stages of consultation and engagement	Consultation will be carried out where required during in January 2022.
Risk to delivery and mitigating actions	<p>As part of the robust corporate governance programme we are proposing a reduction in staffing within Corporate Support Services.</p> <p>Risk that these services/ teams are integral to the success of change and transformation and delivery of the radically digital programme and delivery of the wider medium-term financial plan proposals.</p> <p>Will continue to monitor capacity to support this. Likely to need to explore options around temporary time limited resourcing to increase capacity to enable delivery of the transformation programme.</p>