

**23<sup>rd</sup> September 2019****Agenda Item: 4****REPORT OF DEPUTY CHIEF EXECUTIVE AND CORPORATE DIRECTOR  
PLACE****AN UPDATE ON THE CROSS COUNCIL DIGITAL PROGRAMME –  
IMPROVING CUSTOMER EXPERIENCE THROUGH DIGITAL  
DEVELOPMENTS****Purpose of the Report**

1. To propose the scope and priorities of the newly established 'Improving Customer Experience through Digital Developments' cross-council programme.

**Information****Background**

2. 'Your Nottinghamshire, Your Future (2017-2020)' is an ambitious and bold plan for the council within which we commit to ensure that Nottinghamshire is:
  - A great place to bring up your family
  - A great place to fulfil your ambition
  - A great place to enjoy your later life
  - A great place to start and grow your business

Within the plan we outline our delivery aims, including:

- Be creative and work in new ways.
  - Spend money wisely.
  - Put local people at the heart of everything we do.
3. The digital age is rapidly transforming the way we live, work, do business and spend our leisure time. People expect to access information, pay bills, make bookings and buy things seamlessly, online. They also expect to be part of a modern workforce which supports digital transformation and provides them with the user experience they see in their everyday lives.

This ambitious new cross-council programme of work aims to support these important commitments.

4. The Council has made positive progress in the area of digital transformation in a number of service areas. However, the developments have often been approached in different ways and have not always been considered across the whole council to maximise the benefits for the workforce and local residents. It's important to acknowledge that there are also different levels of 'digital maturity' across the authority, with some individuals and service areas being more developed than others.
5. Responding to this, Committee Chairmen identified the need for a new cross-council programme of work – "Improving Customer Experience through Digital Developments".
6. This programme has now been initiated and scoping is underway to identify the key focus areas which will deliver maximum benefits for the workforce and local residents.

### **Progress to date**

7. In brief, the following activities have been undertaken:
  - a) Developed a comprehensive list of the 'Digital Development activity' that is already taking place or being considered within service areas across the council to create a 'single organisational view' of this activity.
  - b) Commenced work with senior leaders and managers across the council to identify which 'digital developments' will deliver maximum benefits to their teams/their partners and their service users/customers, with a view to joining this up across the organisation and to enable us to focus our priorities.
  - c) Gathered information into a monthly 'digital digest' to keep stakeholders informed about successful digital transformation programmes and projects across the Country, as well as new and innovative technological developments to benchmark our performance and learn from others.
  - d) Selected a preferred supplier and mobilised an internal project team to develop and deploy the first phase of the 'MyNotts App'.

### **Programme Scope and governance**

8. This is an ambitious and non-traditional programme. It will be iterative, requiring ongoing review. There will be a need to reconsider decisions in light of new and emerging digital development opportunities and/or new operational pressures.
9. The proposal is that this programme focuses on 'organisation-wide transformation that is enabled by digital development'.
10. A set of draft Principles for the Organisations approach to Digital Transformation have been established for consideration and approval. These principles are;

<b>Design and Redesign</b>	We will review the design of our services and processes against the needs of our customers/citizens developing these collaboratively, in ways which do not restrict access opportunities to the most vulnerable. Services will be designed with the future in mind to ensure they are flexible enough to adapt and grow (future-proof)
<b>Digital Leadership</b>	We will demonstrate digital leadership, promoting a culture that values, supports and expects digital ways of working from every member of our workforce, creating the conditions for genuine organisational transformation where the potential to "go digital" is maximised
<b>Collaboration</b>	We will, wherever we can, work collaboratively with other organisations to maximise the potential for shared/partnership working to improve services and increase efficiency. We will develop safe, secure and useful ways of sharing and accessing information across our partners, customers and citizens
<b>Digital Organisation</b>	We will ensure the organisation has the right tools to achieve our digital ambitions. Staff will be skilled and confident in the use of our solutions and be supported by the training, culture, equipment and infrastructure required to ensure this
<b>Whole Organisation Solutions</b>	We will identify and maximise, tools and systems for use across the whole organisation, avoiding duplication, increasing efficiency and ensuring maximum return on investment

11. It is proposed that the programme will comprise 5 key themes:

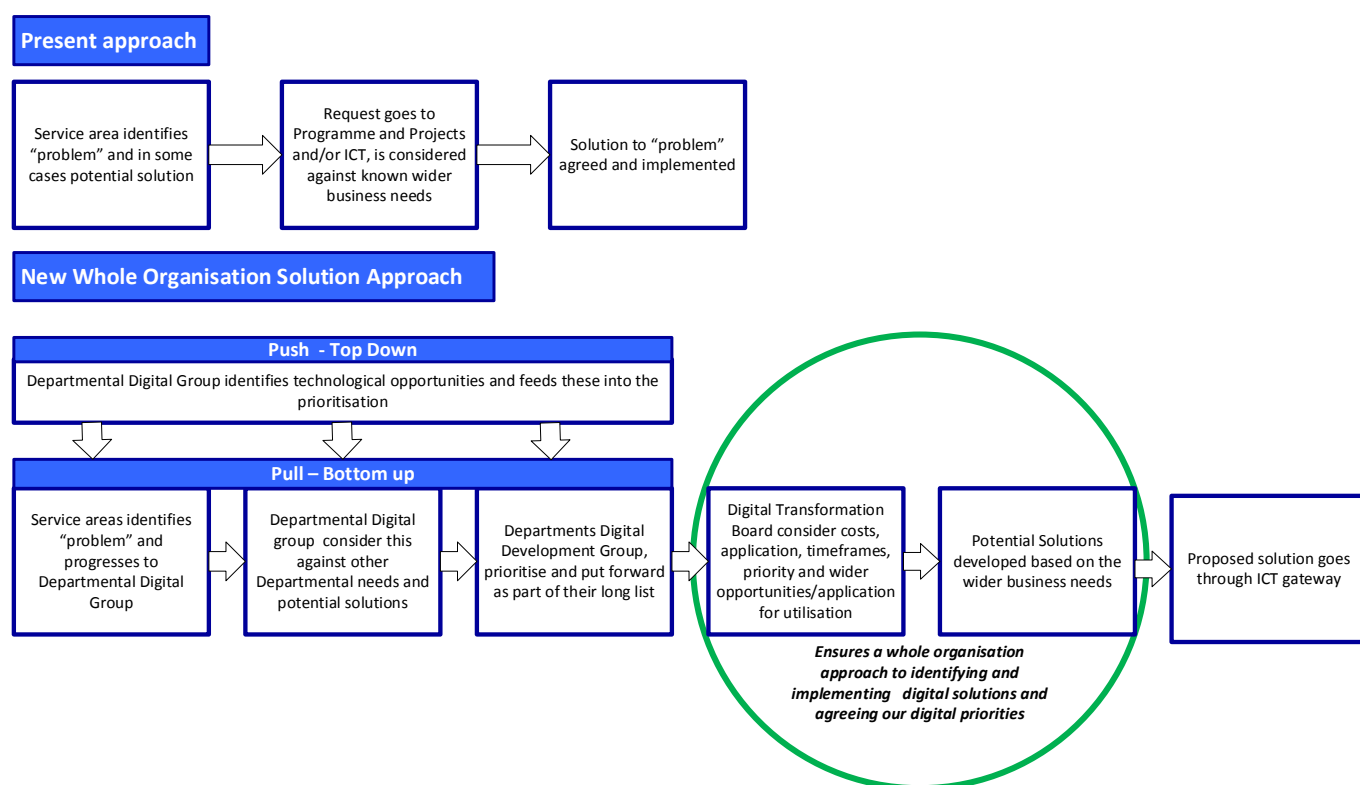
- a) **Theme 1 - Service Design and Automation** - this theme will focus on our processes, identifying where they could be improved, digitised, automated or re-designed; the main objective being to improve/enhance the 'customer experience'.
- b) **Theme 2 - Digital Workforce** – providing our staff with the right tools, skills and knowledge to get things done effectively and efficiently so that they can provide the best possible service to our service users.
- c) **Theme 3 - Digital Partnerships and Collaboration** – working with our partners to explore and pursue opportunities for better working together supported by digital tools.
- d) **Theme 4 – Digital Intelligence** – using our data and information to better inform our decision making, predicting forthcoming needs and to shaping how we will deliver services.
- e) **Theme 5 – Digital enabling technology** - ensuring our existing technology is used to its full potential; embracing new opportunities by introducing new technology which will help us to deliver the commitments laid out in the Council Plan.

## 12. Governance

13. As highlighted earlier within this report, although some good progress has been made in this area, there is a need to review, assess and prioritise our digitally enabled transformation

projects at an authority-wide level to ensure we select those that will deliver the greatest benefits to the residents of Nottinghamshire and support the needs of our changing workforce.

14. As part of the early phases of the Programme, the Council will independently review our progress and digital maturity. This will help us benchmark our current position and highlight any areas for development as well as provide Members with a measure against which to judge progress.
15. The programme will report into the Improvement and Change Sub Committee with day to day implementation by officer governance.



## Deliverables

16. As this is expected to be an 'iterative' programme the deliverables will be reviewed regularly to ensure we are focusing on the right things.
17. We will bring forward business cases and delivery plans for these priorities subject to Member approval.
18. The proposed initial deliverables suggested are:

Theme	Initial Deliverable	Purpose
Theme 1 – Service Design and Automation	The MyNotts App	Introducing a new, modern, digitally enabled way of engaging with our customers. Making the content available that is requested via the NCC website the

		most through a more user-friendly channel.
Theme 2 – Digital Workforce	Microsoft Office 365 Adoption	Providing the workforce with a consistent set of productivity tools which will help them connect more efficiently with customers, co-workers and partners.
Theme 3 – Digital Partnerships and Collaboration	MASH/Mosaic Partnership interoperability	Enabling partner organisations to collaborate and share information with us safely across systems, which will improve our services to customers.
Theme 4 – Digital Intelligence	Using data analysis to shape service delivery and predict demand for services	<p>Building on the work already underway within Adult Social Care and Health, broadening analysis across other Council services initially focussing on Children Families and Cultural Services to provide improved understanding of the end to end NCC customer journey.</p> <p>Ensuring opportunities to access and analyse partner data alongside our own are maximised, informing how we deliver services, how we predict future service needs and how we best target preventative services.</p>
Theme 5 – Digital enabling technology	An authority-wide Customer Relationship Management (CRM) system	Ensuring a coordinated response to providing excellent customer service requires the right tools to interact and engage with our service users. A CRM would ensure customer data is managed through one system providing a whole view of the customer; predicting future behaviour and enabling a more proactive and personal service with more issues resolved at first point of contact. A CRM will provide an overview and improved resolution of complaints; ensure consistency of approach and application of customer service standards and ensure service improvements are shared across all Council services.

### Reason/s for Recommendation/s

19. To update the committee on progress on the development of the cross-council programme – Improving Customer Experience through Digital Developments and to approve the initial deliverables proposed.

## **Statutory and Policy Implications**

20. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.
21. The Data Protection Act 2018 requires organisations to undertake a Data Protection Impact Assessment (DPIA) on projects where there is a high risk of adverse impacts on people arising from the use of their personal data. Failure to complete a DPIA at all or properly can result in very significant fine.
22. The projects which comprise the Digital Development Programme will need to commence a DPIA at initiation to ensure that privacy considerations and risks are properly identified and addressed in project design. DPIAs will need to be approved before any new or changed use of data occurs and the Information Commissioner's Office (ICO) (the Regulator for data protection in the UK) will need to be consulted should any high risks be identified in the DPIA which cannot be effectively mitigated.

## **RECOMMENDATION/S**

- 1) That the Improvement and Change Sub-Committee agrees the proposed approach, priorities and deliverables for the Improving Customer Experience through Digital Development Programme.

**Adrian Smith,**  
**Deputy Chief Executive and Corporate Director Place.**

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## **Constitutional Comments (EP 20/08/2019)**

18. The recommendation falls within the remit of the Improvement and Change Sub- Committee by virtue of its terms of reference.

## **Financial Comments (SES 21/08/19)**

19. There are no specific financial implications arising directly from this report.

## **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

**Electoral Division(s) and Member(s) Affected**

- All