



**12 March 2018**

**Agenda Item: 5**

**REPORT OF THE SERVICE DIRECTOR, COMMUNICATIONS, MARKETING  
AND COMMERCIAL DEVELOPMENT**

**DESIGNING SERVICES FOR THE DIGITAL AGE – PROJECT OUTCOMES**

**Purpose of the Report**

1. To provide an update on the outcomes of 'Designing Services for the Digital Age' and seek approval for the next steps for this project which was established to explore and support a new approach to transformation.

**Information and Advice**

2. The Designing Services for the Digital Age project (April to September 2017) was set up to help steer the way that the authority approaches transformation by rethinking the way that we deliver services that reflects a societal shift towards more digital delivery.
3. The Improvement and Change Sub-Committee approved the project direction on 24 July 2017 which included the identification of two pilot areas (Transport Services and the Integrated Children's Disability Service). The 8-week pilots were also designed to explore how a service could be delivered differently to meet the needs of service users in a more efficient and effective manner.
4. FutureGov – experts in combining design, technology and change in the public sector – were contracted after a procurement process. Through research with residents and staff, they build a detailed understanding of the needs of people who use the service and how well they are being met. Working with the service they explore how services should be redesigned to make them easy to understand and use - this includes looking at where new or improved technology can improve the service. A well designed service will deliver better outcomes and more value for money.
5. The approach taken by the Council to date has been to look at existing processes to find efficiencies and move them online where possible. This not only presumes that the existing process is the best one but also does not always recognise that many services are split into different pieces across the Council. Service design is about working out which pieces need to fit together and rebuilding them so they better meet the needs of local people and the Council can deliver more efficient and sustainable services.
6. "A service happens over time and is made up of touchpoints – the people, information, products and spaces that we encounter. Service design is the process of creating these

touchpoints and defining how they interact with each other and with the user. Service design can be used to re-design an existing service to make it work better for users, or it can be used to create an entirely new service.” *[The Design Council]*

## Outcomes

7. All of the key deliverables in the project were delivered:
  - a. A high-level digital vision and strategy
  - b. A digital roadmap to identify services with the greatest potential versus the scale of complexity involved
  - c. Two pilots in service areas
  - d. Skills transfer

### A. High-level digital vision and strategy

8. It was recognised early in the project that it would be more useful for FutureGov to produce a report on Transforming Services in the Digital Age. This report is being used to guide the development of the authority’s approach to transformation.
9. The report and FutureGov’s approach defines “digital” as fundamentally redesigning the services we deliver. This means changing the way we work and the business models that underpin some of our services. Technology is often an important part of this, but the report makes it clear that we must not look at this in isolation. The most effective digital transformation projects are built on a detailed understanding of service users, they redesign the way the whole service works (not just the technology) and drive organisational change. In addition to improve outcomes for residents, a well delivered digital project will change the people, processes and culture of a service team.
10. **Outcome:** The report also sets out what a digitally mature Council would look like in practice along with the key skills and capabilities needed to lead and deliver (digital) transformation. This report is now being used to inform the delivery of a new Transformation Strategy. Another recommendation was the adoption of digital transformation principles, based on those used by the Government Digital Service. These principles were set out in the Change and Transformation report that was approved by Improvement and Change Sub-Committee on 11 December 2017. Another recommendation was how the authority could best deliver transformation. A transformation model was discussed that included the creation of a small, core team with highly specialised skills. This team would then work with services to redesign services so that they can deliver a better, more joined up service but at a lower cost.

### B. Digital roadmap to identify services with the greatest potential

11. A digital roadmap was produced early in the project to identify the areas of the Council with the greatest potential for returns versus the complexity of delivery. The two pilot areas were identified from this piece of work.
12. **Outcome:** This roadmap will be useful in selecting other service areas to explore during the next phase in transformation.

### C. Two pilot areas

13. Two pilot areas were chosen to test the service design concept: Transport Services and Integrated Children's Disability Service.
14. Each of the service areas offered a different challenge in terms of complexity and return: One service (Transport) was chosen as it offered the potential of greater efficiencies and outcomes, but was complex and large scale. The other service (ICDS) had a lesser potential for the delivery of savings but had the potential to improve the experience of service users with smaller efficiencies. This was less complex so could be delivered within shorter time frames.
15. Both pilots were delivered using an agile methodology which involved 2-weekly sprints over a two-month period.

### **Integrated Children's Disability Service (ICDS)**

16. This pilot involved the co-production of a new digital solution with service users that included early prototyping and testing. Digital transformation in this area was identified as a priority to help the service manage rising demand (nationally and locally) for Education and Health Care Plans (EHCP). These plans involve complex needs assessments and demand has increased further with additional duties that were introduced as part of the 2014 SEND reforms.
17. The project identified some quick (digital) wins:
  - a. Improvements to the display of information on the website to help families find the support they need. Prototype pages were developed
  - b. Improved support to allow families and professionals to work together to co-design the "all about me" section of the support plan. A prototype was developed
  - c. Future additional opportunities for service transformation to better meet the needs of service users in a more efficient way.
18. **Outcome:** The service is keen to develop a fully digitalised and collaborative platform to deliver the statutory Education Health and Care Plan (EHCP) pathway and will progress the development/commissioning of such a platform. This is a solution which will take some time to implement and timescales are currently unknown as further work is required, including further work to increase the number of families involved with any co-production of service changes.
19. The service also intends to further explore i) an online template to enable families to test their eligibility for a short break ii) redesign of the Local Offer – either in respect of the statutory EHCP pathway or a wider redesign which would include partners and iii) redesign of the EHC Plan. It is proposed that progress is discussed with the service's Committee Chair and updates are provided as required to the Children and Families Committee.

### **Transport Services**

20. Transport Services involved the co-creation of ideas for improvement with service users, key stakeholders and a number local bus operators. The current focus on transport support matching areas of deprivation, low car ownership and rural isolation was explored as part of the pilot. The ideas generated require further work to evaluate whether they are fully

transferable to the 'Nottinghamshire' model or whether current transport strategies need to be developed further.

21. The service is keen to focus on three areas identified by the pilot and investigate these further which are:
- a. Work with the Community & Voluntary sector to see where its resources could be better used to provide additional or alternative transport services - this raises several challenges around funding but also in the light of recent DfT guidance on the operation of services by this sector.
  - b. The provision of alternative transport models - these may be initiatives that could build on current flexible or on-demand routes or alternatively taxi-bus contracts, ride-share or a hybrid of more than one. The challenge will be to assess where traditional services could be replaced with alternatives and in incentivising new operators to provide these.
  - c. Work in partnership with other transport commissioners (such as the NHS Clinical Commissioning Groups) to identify opportunities for efficiencies and services improvements.
22. **Outcome:** It is proposed that the follow-up work will be developed as part of the Transport Service's medium-term planning process with potential efficiency savings identified in the 2-4 year period. Progress will be discussed with the service's Committee Chair and reported back to the Transport and Highways Committee as required at a later date.

#### **D. Skills transfer for the overall approach to transformation**

23. Four 'Lunch and Learn' sessions were held on the following topics: *Digital and Design; User Research and Service Design; Organisation Design; and How Agile Projects are Managed*. These were all very well attended (up to 70 employees a session) and FutureGov, which has worked with more than 100 councils, fed back that these were the best attended workshops they had ever delivered.
24. The high attendance demonstrated the high level of interest and engagement amongst employees from a range of areas across the Council. Several members of the Programmes and Projects Team also joined the project to learn more about the service design methodology, which included a visit for this service to their Headquarters in London. Specific learning and best practice was shared by FutureGov with the pilot services (e.g. better use of data and mapping for the Transport Team and service user research for the Children's Integrated Disability Service). In addition, the open and collaborative approach taken by FutureGov on the service pilots (which included fortnightly 'Show and Tell' meetings) has ensured transfer of skills to representatives of the pilot services, Programme and Projects Team and Communications and Marketing service.
25. **Outcome:** a significant skills and knowledge transfer has taken place and there is a greater awareness and understanding of designing services for the digital age amongst those involved in the pilots and employees who attended the 'lunch and learn' sessions. The challenge now is to ensure this work is not lost and can be used in future service developments and transformation.

#### **Next steps**

26. The next steps will be to take the learning from the project to help guide the formation of a Transformation Strategy.
27. It has been recognised that further testing of the service redesign approach is needed. Reports will be brought back to Improvement and Change Sub-Committee to agree the next phase.

### **Other Options Considered**

28. Other methodologies for change, transformation and innovation were researched but they did not offer the potential to deliver the same level of financial savings and outcomes.

Reason/s for Recommendation/s

29. Delivery of savings is becoming increasingly difficult and service design presents an alternative strategic framework for redesigning services in the digital age, which is referenced in the Council's Strategic Plan.

### **Statutory and Policy Implications**

30. 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.

### **Financial Implications**

31. The total project cost was £93,800 which has been funded from budgetary provision held in a revenue reserve.

### **Implications for Service Users**

32. There is increased potential for service user and stakeholder research, engagement and co-production as a result of the continuation of work commenced by the two service pilots.

## **RECOMMENDATION/S**

It is recommended that:

1. (Digital) transformation best practice as recommended by FutureGov is considered as part of developing a Transformation Strategy for the Council.
2. Further progress updates on the two service pilots be discussed with relevant Committee Chairs and reports taken as required to relevant Committees.
3. A report is brought back to Improvement and Change Sub-Committee agreeing the next phase of the service redesign concept.

## **Martin Done, Service Director Communications, Marketing and Commercial Development**

### **For any enquiries about this report please contact:**

Martin Done, Service Director Communications, Marketing and Commercial Development

### **Constitutional Comments (SLB 05/12/2017)**

33. Improvement and Change Sub-Committee is the appropriate body to consider the content of this report.

### **Financial Comments (CSB 05/12/2017)**

34. The financial implications are set out in paragraph 32 of the 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.

- 24/7/17 Improvement and Change Sub-Committee report - Designing Services for the Digital Age
- 11/12/17 Improvement and Change Sub-Committee report – Change and Transformation Principles
- 3/10/17 Transforming Services in the Digital Age report
- 16/8/17 Working with ICDS report
- August 2017 Developing a future-proof integrated transport system

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

- All