

Overview of Leicester City Council's Digital Transformation Programme

Overview Select Committee

13 December 2018



Leicester
City Council

Digital Transformation and Smart Cities

Digital Transformation Programme:

- Leveraging technology to transform and modernise internal processes to improve service design, delivery and information.

Primary focus – Internal with significant external impact

Smart Cities Programme:

- Leveraging technology to transform and improve the City environment and communal wellbeing of citizens.

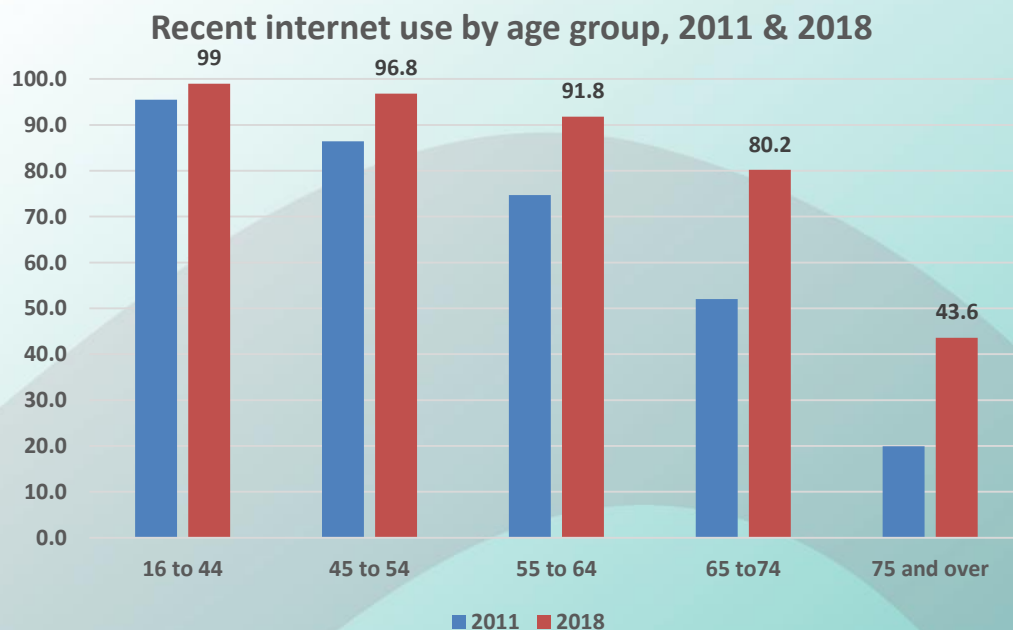
Primary focus – External with significant external impact



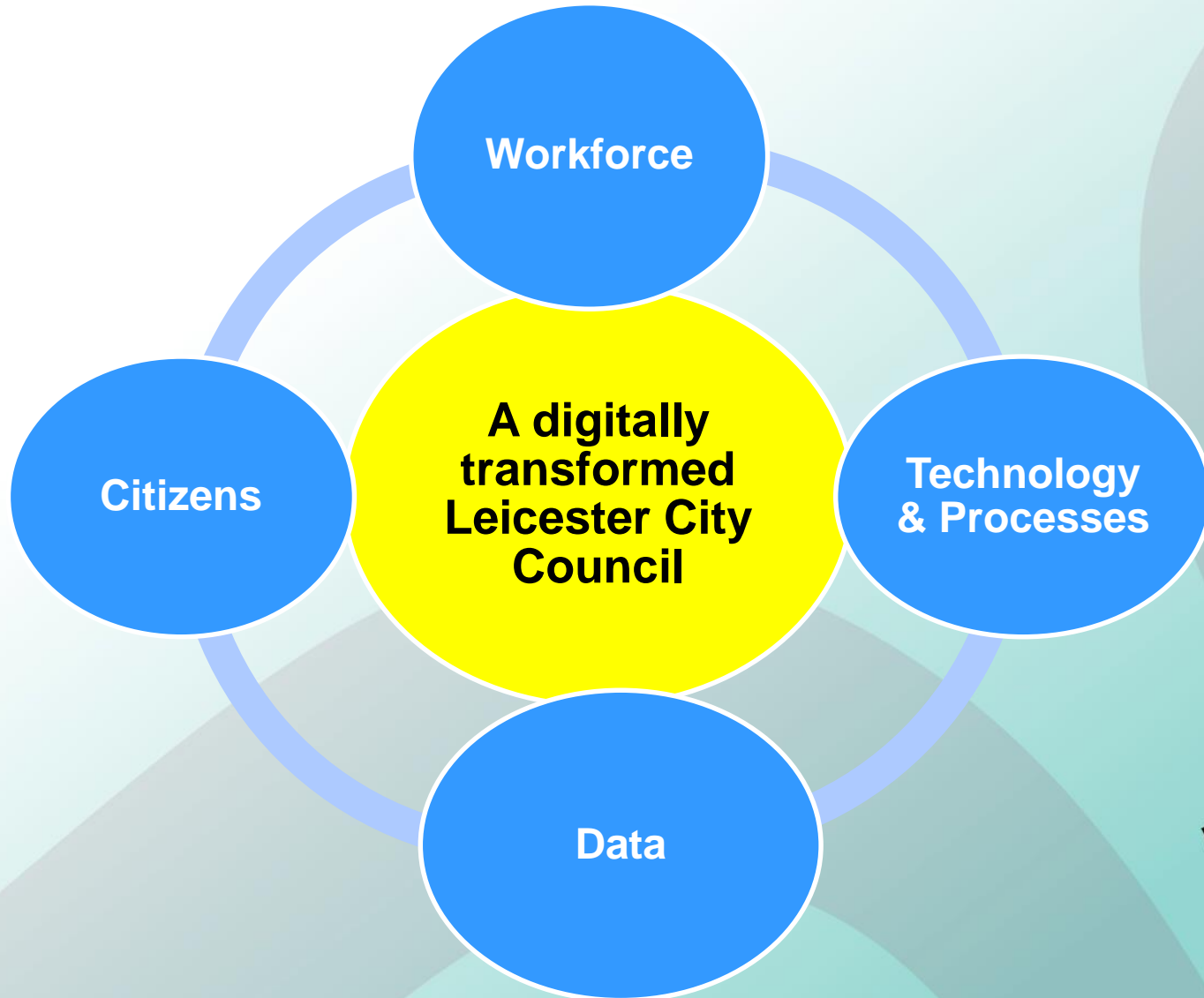
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Context – internet usage

- In 2018, **89.8% of adults in the UK were recent internet users***. 8.4% of adults had never used the internet in 2018, down from 9.2% in 2017.
- In 2018, **78% of adults in the UK use a smartphone** up from 39% in 2012.
- In 2018, **86.7% of adults in Leicester** were recent internet users.
- Of those in the UK who have **never used the internet more than half were aged 75 years and over**. **20% of disabled adults had never used the internet** in 2018.



Four key areas for Digital Transformation



LCC Digital Transformation Vision

For us a digitally transformed Council will mean....

We are a forward looking council embracing the opportunities that digital technology and data provide through a digitally skilled and enabled workforce.

We use technology and data innovatively to deliver citizen friendly services that are flexible, smart and value for money.

We support citizens so that they are capable and confident in using technology.



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Our objectives

Theme	Objectives
Citizen focused approach	<ul style="list-style-type: none">• Ensure we have a multi-channel offer appropriate to the needs of citizens & services• Design digital journeys to make them the easy default option for the majority of services & users
Decision making through insights	<ul style="list-style-type: none">• Accurate, timely and useful data is captured securely, efficiently and effectively to support decision making and service delivery• Data is shared appropriately and openly where this can help achieve outcomes of benefit to our citizens• External business intelligence is used to identify and evaluate future trends and innovations
Digitally transformed service delivery	<ul style="list-style-type: none">• Appropriate and lean processes and service design• Change is owned and managed effectively by services to maximise benefits• Technology supports services in working smarter and achieving improved outcomes• Services are using data to gather insights which drive service change and improvement• Working in collaboration with others across the organisation and external partners
Achieving cashable savings & efficiencies	<ul style="list-style-type: none">• Technology supports us in achieving leaner processes which are automated wherever possible• Reduced IT business application landscape and support costs• Achieving cashable savings as well as wider benefits and efficiencies from use of technology• Staff are equipped with technology that is appropriate to the needs of their role

Activities against objectives (1)

Citizen-focussed approach

Now

- Reviewing all 380 eforms
- Online calendar bookings
- Developing corporate customer-centric standards

In 6 – 12 months

- Expansion & integration of Love Leicester-type app
- Customer friendly, intuitive website
- Customised My Accounts
- Exploring use of webchat to help online users
- SMS messages to remind, alert customers
- Single sign on

Activities against objectives (2)

Digitally Transformed Service Delivery

- End to end processing – integrations with back office systems
 - Online, upfront payments
 - Online opportunities to increase income
 - Corporate solutions
 - IT rationalisation
- Current key projects – delivery over next 3 to 9 months.**
Regulatory Services, Registration Services, De Montfort Hall, Neighbourhood Services, Health & Safety Training, Festivals and Events



Activities against objectives (3)

Decision making through insights

Vision: LCC to be a data driven, intel-led organisation

- **Reviewing the use of data across the Council**
- **Data – Capture, Cleanse, Join up, Analyse and Apply**

Benefits

- **Predict and prevent adverse events; debt collection, customers tell us once; improved performance monitoring; improved decision making**


Proof of Concept – Domestic and Sexual Violence Unit

Open Data Portal

- **Dynamic, relevant, accurate, useful to wide range of users**
- **Two-way upload to encourage app creation for Leicester citizens' benefit AND improve our business intelligence**

Corporate metrics

Work in progress

Measure	Baseline
To increase the split of Forms and Self Service channel at the expense of Face to Face and Telephony	25% of contacts are on-line / self serve
Maximise My Account forms / Reduction in Service (Mediated) Forms	99
Increase sign up to MyAccount	58k Sign-ups to MyAccount Active users TBC
Increase customer satisfaction rating for forms	 4.2 out of 5
Use of Single Sign On across portals	12
Reduction in public facing LYNC and PBX telephone lines	108 ACD Queues 45% of all telephone lines
Increase process availability through forms / self-service methods	380 Forms c. 40% of all processes available on line
Reduce usage of payment methods where an LCC operative is required	33% of payments are done face to face



Summary – your views

- Do the scope and objectives of the programme reflect what you expect?
- How else could we improve our customer interactions?
- What services in your view are a priority for digital transformation?
- What metrics are you interested in?

Appendix – other objectives

Theme	Objectives
Citizen focused approach	<ul style="list-style-type: none">• Our citizens are capable and confident in using technology in their interactions with us• We support our customers to be capable and confident in going on-line <p>Focus on digital inclusion – part of the Corporate Equality Strategy and action plan and being led by Equalities Team</p>
Digitally skilled & enabled workforce	<ul style="list-style-type: none">• A digital and data skilled workforce who champion the use of technology in developing and delivering customer focused services• A culture where the workforce is open to change and innovation and which positively embraces technology to continuously improve how we work• A workforce where technology enables smarter and more flexible working• Organisation has the skills and capacity to both deliver and embed changes effectively <p>Focus on our workforce – being led by HR's Organisational Development Team</p>