The Digital Transformation

Evolve Sutton

Sutton

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1.0 FOREWORD

We are delighted to present Sutton Council's digital strategy. This strategy explains how we will use technology to help us realise our ambitions for the borough. It explores the opportunities presented by the adoption of new technologies and how we will work to overcome the challenges we will inevitably encounter.

It is essential we adopt a strategic approach that recognises emerging digital opportunities given the need for public service reform. Funding from central government to local government will continue to decline. Reducing our costs alone will not help us deliver the services we need to provide. We need to think radically and introduce a cultural change in thinking as to how we deliver services in the future.

Introducing new technologies and ways of working will help us reduce our costs, engage more meaningfully with residents, use data to make more informed decisions and ultimately help improve the outcomes of those people we serve.

Realising this ambition will take hard work, innovation, creativity and cooperation. Accepting the challenge we are presented and making the full use of technology will help us together make Sutton a better place to live, work and learn.

Niall Bolger
Chief Executive, London Borough of Sutton

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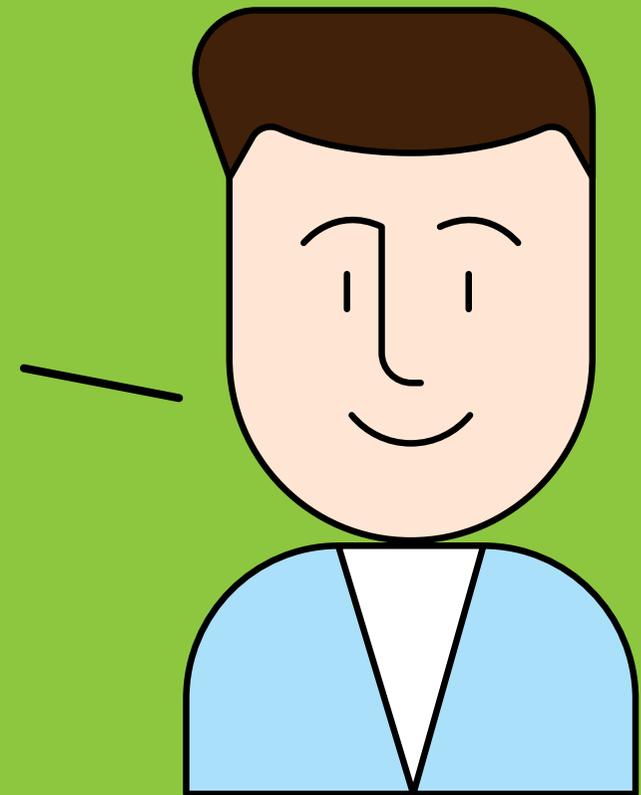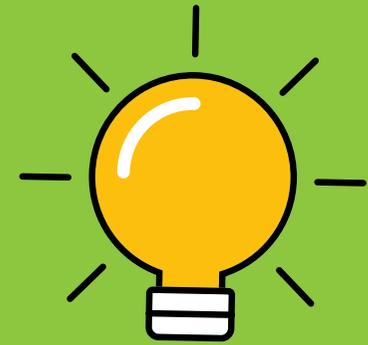
2.0 DIGITAL VISION FOR SUTTON

Our Vision

Working with colleagues and partners to engage and empower citizens to help provide the services they need through the use of future technologies.

Our vision is informed by the following principles:

• Shape demand -redirect resources to where they are most needed

• Engagement with communities and businesses – using digital platforms

• Resilience -delivering fit for purpose infrastructure for the future

• VFM- delivering cost effective services

• Inclusive (Digital) -included in everything we do

• Citizen focused - rather than service focus

• Enable self service
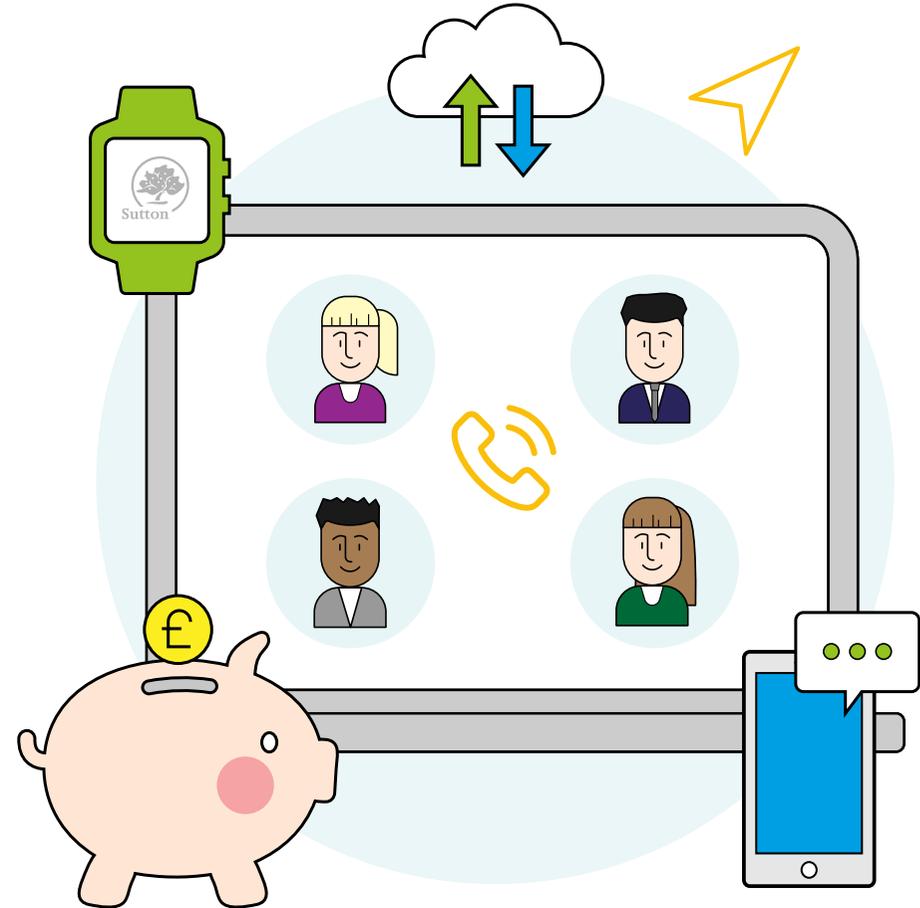
We will realise our vision by:

Working with colleagues
Help colleagues to identify and introduce digital improvements transforming and improving the way we all work

Enhancing the customer experience
Change the way we connect and communicate with residents to understand their needs and ambitions

Working with partners
Engage our partners through the Sutton Plan to introduce new technologies that work beyond organisational boundaries

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Engage our partners through the Sutton Plan to introduce new technologies that work beyond organisational boundaries. Our Digital Strategy will help support and deliver the borough's vision to be a Smart Place, enabling the delivery of a number of benefits to customers and our borough as a place.

Benefits to our customers

Through the use of information and digital technologies our customers will benefit in a number of ways:

- Improved online services by re-designing our services with our customers needs in mind.

- Increased online payments so our customers can take advantage of paying for services on our website.

- Increased collaboration between council and its communities via increasing our communication channels and being a data-led organisation. This will allow us to further improve our services by better understanding our customer needs. For example, we are currently looking to work more closely with care providers through better use of technology. This will provide the council improved data on attendance monitoring/ billing, allowing us to work closely with care providers to improve the service and drive out inefficiencies.

- Increased automation in our routine and transactional activity, allowing staff to focus on actions and providing better outcomes.

- Increased self-serve and improved website design to meet customer needs.

- Improved public IT facilities community setting. It is our intention to introduce a modern library loan management system and new self-service kiosks.

- Centralised records of our customers, allowing us to simplify and reduce interactions between customers and the council. This will help to provide a foundation for the council's longer term ambition of providing a one touch service with other agencies i.e. the ability to hold a central record of the customer accessed by a number of agencies.

Benefits to our borough

- A borough that is better connected through a public network, allowing inter-connectivity between business, public organisations, partners and customers. In turn, this will lead to increased collaboration, attract more business and create job opportunities.

- Reducing Sutton's carbon footprint through smarter energy management.

- Improved flows and interactions between the borough's public organisations and partners, will facilitate the smart and strategic use of information and data in order to develop services that are responsive to the social and economic needs of communities.

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3.0 OUR APPROACH

As we move towards delivering digital services, we need to redesign how services are delivered from the customer's perspective, to become a truly digital council rather than an online simulation of existing manual processes.

For example the creation of an online form to trigger a call back from the council, is different from providing a truly digital service.

A digital service would allow the customer to submit a form, which would automatically trigger the
appropriate action required to fulfil the customer's request.

We are currently carrying out a full assessment of our ways of working, the back office systems and how information is managed.

Many of the services we provide are physical activities such as recycling collections or care for vulnerable adults. These may not be digital products but the processes that enable a resident to receive these services can be made digital to the fullest extent. These can include online booking of appointments, digital payments, online application forms and access to customer profile information.

## We will enable the "digital by default" approach by:

- Making services accessible online 24 hours a day on any device including smartphones, tablets etc, so that applications and payments can be made at any time, anywhere, in a way that meet the demands of our customers. This is in line with other organisations and institutions to ensure we are aligned with our customers' expectations of access to public services and products.

- Providing our customers with a choice to make a transaction online using a personalised account.

- We will regularly review website content, using web analytics and statistics to constantly improve the information. We will prioritise the most popular transactions - allowing customers to easily find what they're looking for on the website.

- Diverting calls away from the contact centre and face-to-face interactions at the Service Points with ease of use for digital services, saving money, time and officer expertise. To make this happen, we need to act as a Smarter Council, and in embracing this challenge we will:

  - Establish a customer centric approach to digital service redesign

  - Utilise strategic digital tools to help capture data on how services are being used to allow us to continuously improve our services

  - Rationalise internal, manual processes and scrutinise back office systems

  - Make best use of IT infrastructure to enable sharing of non-sensitive data across departments and external organisations

  - Share our experiences and lessons learnt from engaging with customers and from enabling change.

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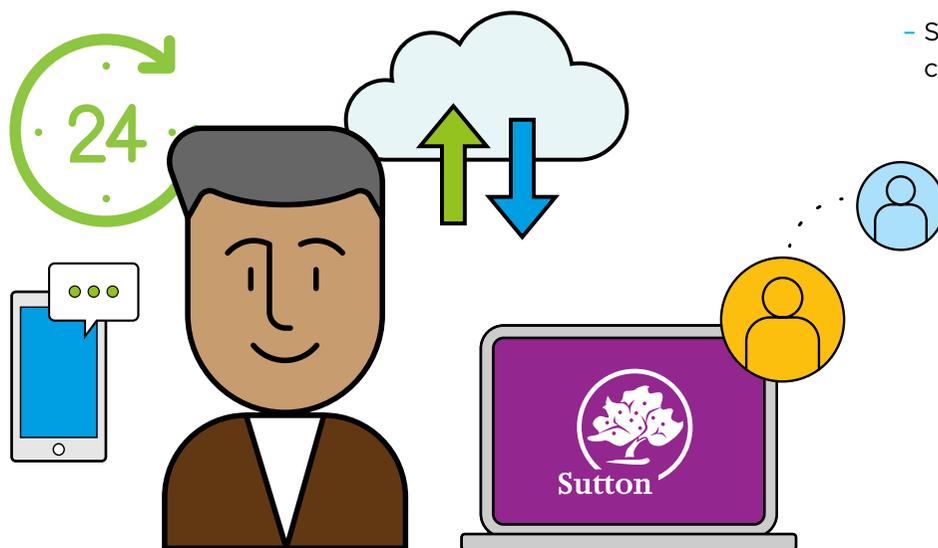
Who is leading the transformation?

The Chief Executive of Sutton Council is leading on the digital transformation. The Digital programme (e-Volve) will coordinate organisation-wide digital change as a Digital Transformation Programme whilst providing support and governance in design and implementation of digital service improvements, tangible efficiency savings and improved customer experience.

To ensure that we are consistent in our approach, our Digital Strategy is aligned with our other council initiatives i.e. Smaller Bigger Different', 'Sutton Plan', Customer Insight work and is guided by a set of principles which have been developed to support the council's digital vision.
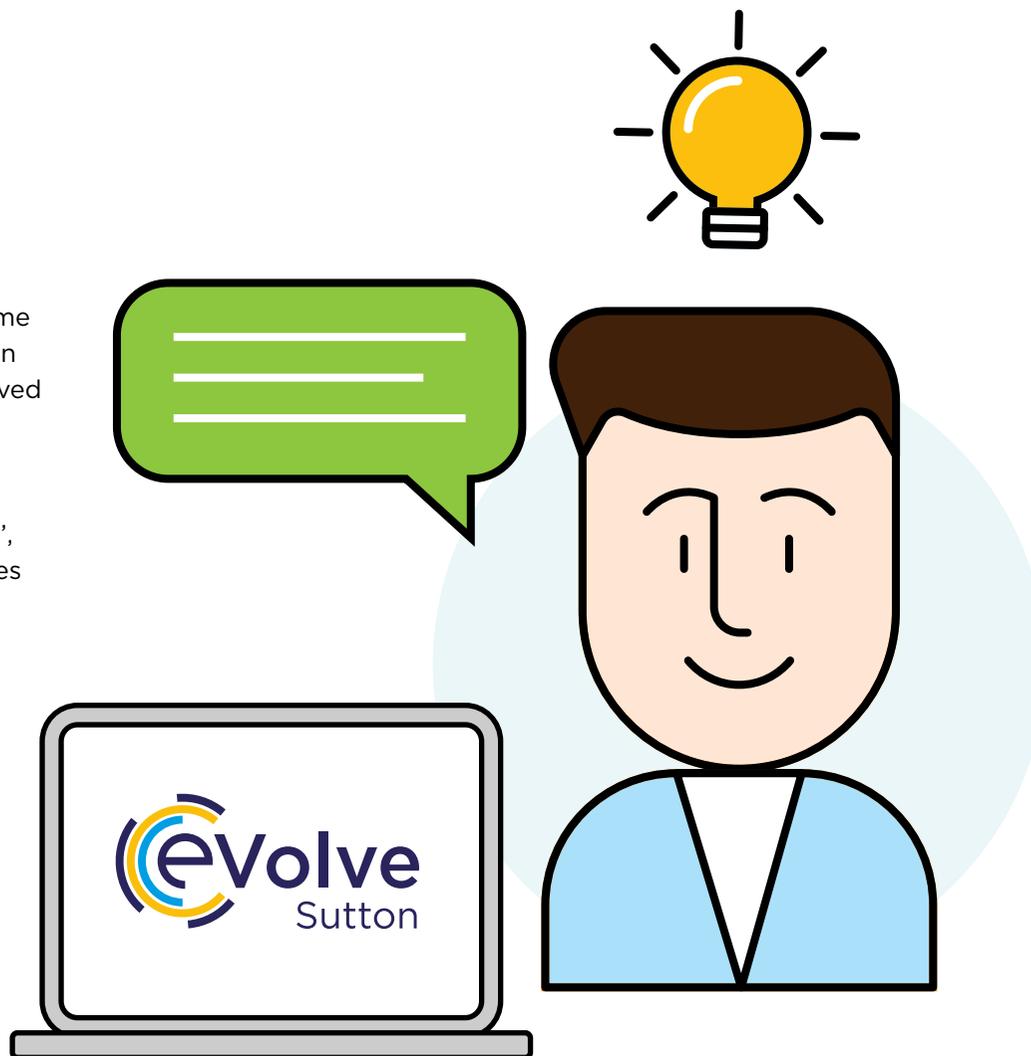
4.0 PRIORITY AREAS – DIGITAL INITIATIVES

Our digital vision will be delivered by a set of digital initiatives guided by our principles.

DIGITALLY INCLUSIVE AND SELF SERVICE

As a council we will be moving towards the principle of digital by design across our services.

We will review our services to ensure (where feasible) they become digitally inclusive to allow our customers and businesses to interact through the web and increase the ability to self-serve.

What we have done
• We have invested in our industry leading and award winning Customer Relationship Management System. This provides a digital platform capability for the council to continue to build modern digital content services.

What we will do
• We are currently in the process of upgrading our website, modernising the look and feel and making it more intuitive based on customer use and feedback. The content, including our online forms, will be re-designed to ensure that information is easier to find and tailored to our customers needs and we will look to increase the use of online forms where feasible reducing the need for telephone or face-to-face contact.
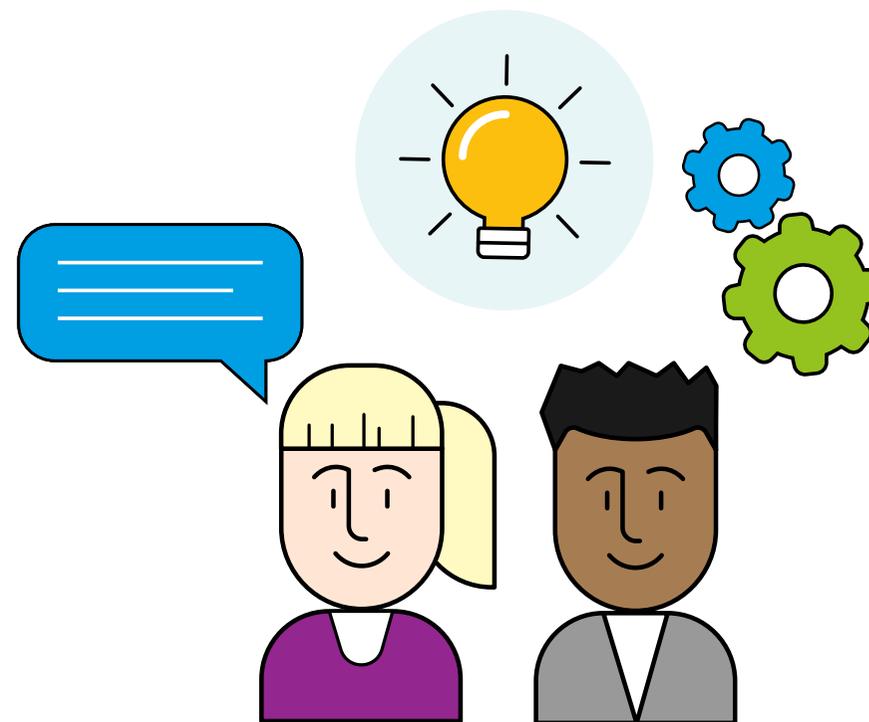
• We will open up our channels to include more social media interaction through facebook, twitter,etc.

• We will collect more data about the customer needs, trends and interaction data to allow us to provide better customer services in the future.

• We will be looking to make (where possible) transactional contact through self-serve channels reducing the need to contact the council, creating capacity for us to focus on our customers more complex needs.

• Our customers will have the option to transact online through a personalised account.

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PEOPLE AND BUSINESS FOCUSED

We will move to a principle of people and business focused. Our services will be re-designed according to the needs of our customers.

We will work to understand our people and business customers journeys to understand where there is cross functional boundaries and look to improve our overall service provision.

What we have done

• We have invested in an industry leading Customer Relationship Management System (Microsoft Dynamics) to help us better manage our people and business relationships and provide better data analytics, so that we can continually look at ways of improving our services.

What we will do

• We will ensure that we make a focussed move from face-to-face, telephone contact to digitally enabled channels.

• We will embark on a programme of 'Service Redesign', where we will redefine all customer-facing service activities removing the siloed approach and delivering a seamless customer journey with better outcomes. The focus of the programme will be to understand our customer journeys and the touch point interaction of these journeys, so that we can put improvements in place.
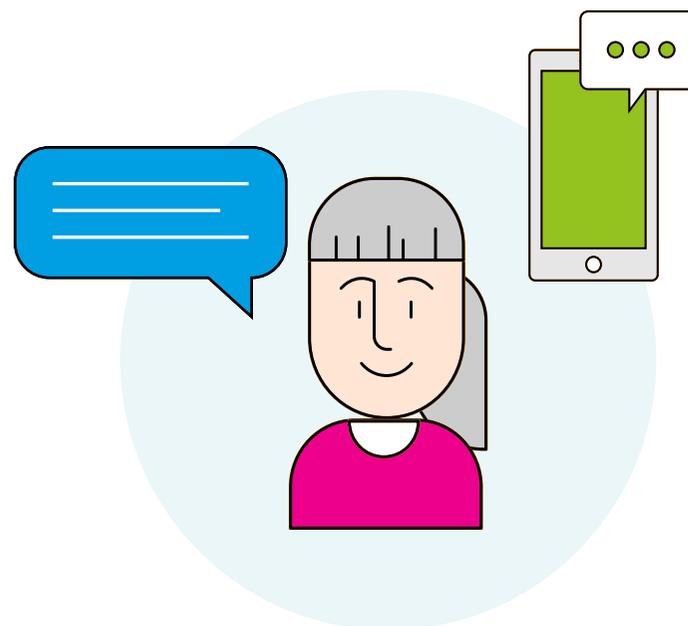
• We will automate routine processes, where possible, and reduce the load on service areas to release efficiencies.

• Digitalisation will be a key part of the service re-design and will leverage, where possible, mobile technology to enhance the provision of the service to our customers.

• We will identify opportunities to promote online and digital activities through use of marketing and better use of social media.

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# ENGAGEMENT WITH COMMUNITIES AND BUSINESSES USING DIGITAL PLATFORMS

We will look to increase our engagement with communities and businesses through use of digital platforms.

What we have done
- We have developed the Opportunity Sutton website, which offers multiple possibilities for residents and businesses to engage with the events organised and to find support in every step of creating or expanding their activities.

What we will do
- We will improve on the use of Social media for engagement with communities and businesses.

- We have invested in an industry leading Content Management System (CMS) to host a newly redesigned website and will exploiting the use social media tools (Facebook, twitter etc) that come along with the new CMS system.

- We are looking to invest in an 'Electronic Care Monitoring' system which allows us to track and monitor the quality of care provided by care provider companies to residents in our communities.

- Where possible we will adopt a multi-agency approach in delivering services to our residents and communities. This means jointly working with police, schools, health trusts and other agencies to deliver services more efficiently.
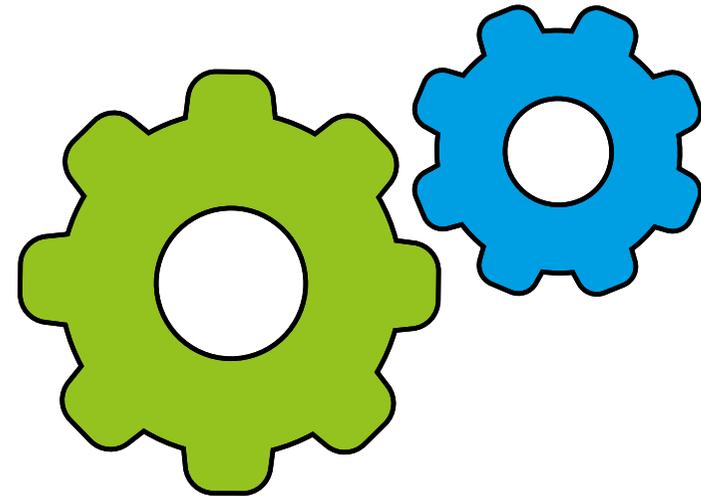
- We are developing a "shared " view of resident data. We plan to link up our digital delivery with key partners, Public Health and Adult and Social Care.

- Crowding funding - we plan to explore pioneering technology solutions that are helping us to bridge the financial divide between Sutton's thriving economy and some of our poorest communities with a digital mechanism for tapping into the borough's resources to help strengthen the resilience of our residents. We believe that crowdfunding and social media platforms can and should form a vital local digital infrastructure to help build local resilience and support businesses succeed.

- We will look to harness 'open data' to help provide better targeted services, greater collaboration and greater efficiency.

RESILIENCE

We will ensure that we have a network in place that allows us to support the council in implementing network type capabilities i.e. WiFi.

We will ensure that we have common capabilities in place as part of our network infrastructure that not only lets us support our current vision, but one that allows us to fully exploit future opportunities. Our Smart Place initiative will look to use latest technology to develop new services and solutions, all made possible by improved data flows and infrastructures across our public sector partners.

What we have done

- We have delivered on a 'Workforce Transformation' initiative, by introducing 'Modern Desktop' technology on a improved infrastructure to enable a mobile workforce. Council staff now have the opportunity to work outside of the office providing better flexibility in dealing with our residents and businesses.

What will we do

- We are currently commissioning a project to provide access to free public WiFi across Sutton whilst also generating an income stream for the council. This will help make the borough attractive to business investment and growth with digital connectivity being an important factor for businesses when deciding where to locate/relocate.

- Providing local people with online access to more services from more locations thereby supporting behaviour change that will enable channel shift to digital away from more traditional contact method.
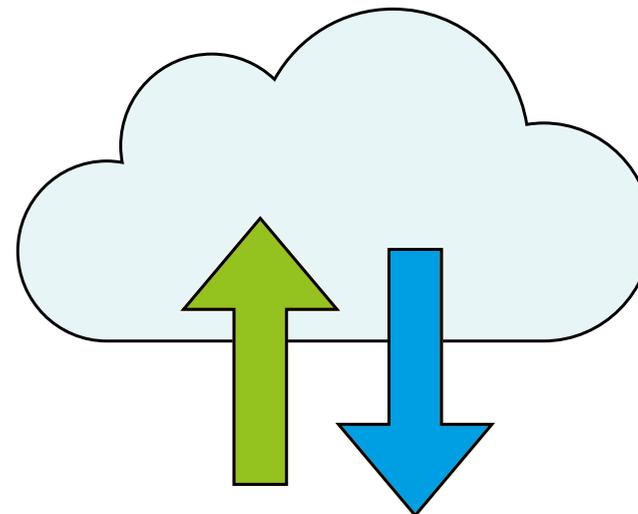
- We are looking to invest in a 'Smart City' initiative, bringing together of the public, voluntary and private sectors to deliver against agreed population outcomes.

- The inclusion of sensors to provide a range of data to help manage a number of aspects across the borough e.g. pollution levels, traffic flows, demand of commercial waste. Thereby helping to effectively target the implementation of the council's plans, services and projects; the Sustainability Strategy, the London Cancer Hub, the Sutton Town Centre Masterplan and the timings of commercial waste collections.

- As part of our Libraries improvement, we have embarked on a program of work to provide a fit for purpose network infrastructure and new services.

5.0 CONCLUSION

We hope you share our excitement for the opportunities and challenges presented in this strategy. Sutton Council has a strong and proven track record as a leader in the delivery of good local government. It is now time we embrace the opportunities afforded by technology to transform the delivery of local public services. Working with our partners, across all sectors, we will use technology to help build a community in which all can take part and all can take pride.

Councillor Simon Wales
Lead Member for Resources,
Sutton Council

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