

# **Communities & Customer Services Policy & Scrutiny Committee**

<b>Date:</b>	9 October 2019
<b>Classification:</b>	General Release
<b>Title:</b>	<b>Cabinet Member Update</b>
<b>Report of:</b>	Councillor Paul Swaddle, Cabinet Member for Customer Services and Digital
<b>Cabinet Member Portfolio</b>	Customer Services and Digital
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	City for All
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## **1. Cabinet Member Priorities**

- 1.1 As mentioned in my previous report to this Committee, my goal for the Customer Services and Digital portfolio is for the Council to be the leader in local government for customer satisfaction and ease of engagement. As part of this vision, I strive to make digital the customers' channel of choice through automating back office integration and workflows as well as working to drive down costs for the Council.
- 1.2 To this end, this report provides an overview of the progress against my priorities since my last update to the Committee in June 2019.

## **2. Customer Experience and Digital Strategy and Programme**

- 2.1 We have recently established a Customer Experience and Digital Programme, which will support service areas to deliver a positive customer experience and make the most of digital opportunities for our customers and across the business. The programme will help to ensure:
  - We get more pace into customer and digital improvements and make an impact quicker;

- We prioritise where we put our resources and ensure we make the biggest impacts first; and
- We identify areas of process improvement to deliver benefits to users and savings more quickly.

- 2.2 This work will build on the positive work that has been taking place as part of my Customer Services and Digital portfolio, ensuring our customers are placed at the centre of changes and improvements we plan.
- 2.3 The programme will also develop a Customer Experience and Digital Strategy, setting out the aims and ambitions of the council in improving the experience customers have when engaging us and how we will optimise the use of digital. It will also establish cross-council governance, prioritise projects and develop and promote design principles to shape how services should be delivered to ensure consistent customer and digital outcomes.
- 2.4 The programme is currently working with service areas to coordinate their digital ambitions into short, medium and longer-term plans, putting customers and users at the heart of the services we design and ensuring we are able to deliver on our ambitions.

### **3. Westminster City Council's Website**

#### ***Web Redesign Project***

- 3.1 A Westminster website redesign project went live this summer. This provided 'quick win' visual changes to modernise our offer while we prepare for an upcoming website overhaul.
- 3.2 The new designs included improvements to the homepage, header and footer, three refreshed landing and menu pages ("Apply and pay", "Licensing and planning" and "Report It"), news and campaign templates, and more.
- 3.3 The changes, based on user research, aim to provide an increasingly-straightforward and streamlined user experience. The way users are interacting with the new-look website is being monitored carefully, with some adjustments being made in response to findings in the data on an ongoing basis.
- 3.4 The updated designs not only represent a much-needed, more contemporary look and feel to represent the council's brand – they also provide a valuable opportunity to test a different approach in the real-world. We will harness these learnings for the new, upcoming website launch.

#### ***Web Overhaul Project***

- 3.5 The vision of this project is to develop the next generation of council's digital front door. Providing a user centred approach coupled with modern technology

infrastructure, the project will overhaul the current website, turning it into an intuitive, seamless site that ‘knows you like a friend’.

- 3.6 This project is integral to delivering the Leader’s vision for a City for All, ensuring the interconnected, digital infrastructure needed to provide the best customer experience for residents now and into the future, making access to local services as easy as possible.
- 3.7 Nudge Digital won the contract to deliver the website overhaul discovery project, which began on 23 September 2019 and will run for approximately two months. It will include in-depth analysis of the current state of the website, as well as robust consultation with a broad range of internal and external stakeholders. The agency will deliver recommendations by which the new website can be delivered, having explored what users need from a current and future web offering and undertaken research into how users should experience the site. Crucial to this, is close analysis of the site’s interaction with wider channels, including social media, email, and apps. Following this, we will move into implementation and delivery.
- 3.8 Significant progress is being made and the project is happening in close conjunction with the strategic planning of the council’s wider digital estate, and technical infrastructure projects.

#### ***Website Re-platforming (Content Management System) Project***

- 3.9 Alongside the discovery project, we are running the website re-platforming Content Management System (CMS) project - to ensure the council has the best technical platform to support our future ambitions for our digital front door and ensuring we are able to meet customer needs and interact with other social media channels.
- 3.10 High-level, bi-borough requirements around what a new CMS should do have been gathered. Both Westminster City Council and the Royal Borough of Kensington and Chelsea (RBKC) have contributed to this from the perspective of security, technical architecture, functionality and more.
- 3.11 The most-used CMS systems across the public sector have been analysed, and research carried out with leading councils, looking at the benefits and drawbacks of their platforms.
- 3.12 Procurement will soon begin to find an agency to help us build the new website on the chosen CMS, and this process is estimated to take between three and four months.

#### **4. Council-wide Digital Projects**

- 4.1 The Council has completed a number of digital projects which intend to improve the customer experience with a new approach to customer services handling. I have provided highlights below:

### ***FamilyStory Pilot***

- 4.2 FamilyStory is a web tool to trial new ways of working for social workers to record meeting notes and visits which allows visit notes to be shared with families.
- 4.3 This is a bold pilot to move away from traditional social care models and trial a new, family inclusive, approach to social care. The solution went live successfully in April 2019 and piloted for three months until end of July 2019. Social care practitioners from the tri-borough participated in this pilot.
- 4.4 A specialist social care consultant interviewed pilot users, including families. The pilot evaluation report and its findings are expected to be submitted to the project steering group on 25 September 2019.

### ***ECLIPSE – SEND Case Management***

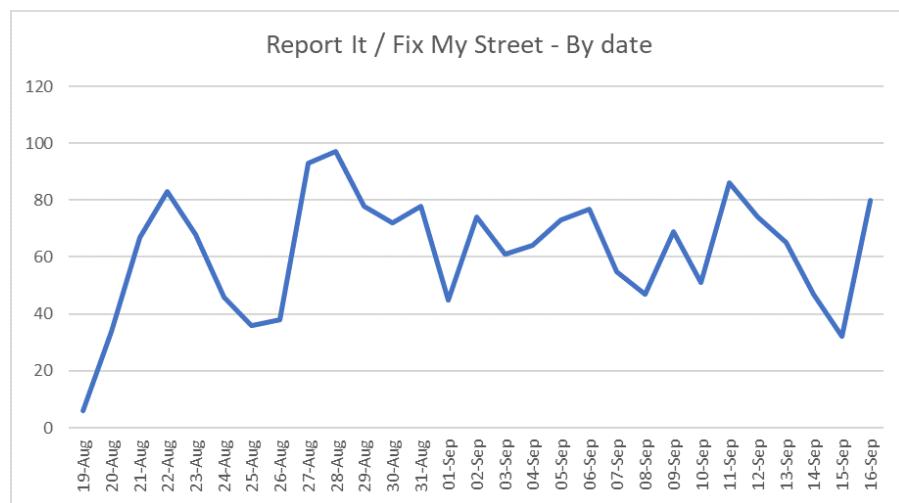
- 4.5 A new Case Management System, ECLIPSE, has been successfully implemented for the Bi-Borough Special Education Needs and Disability (SEND) service team. ECLIPSE went live on 29 July 2019.
- 4.6 This system has unified the business processes for the Bi-Borough SEND team by replacing multiple spreadsheets and the SharePoint solution that were used to manage SEND case data.
- 4.7 Service users can build Management Information reports and statutory reports from ECLIPSE using corporate Datawarehouse solution.
- 4.8 Since the system went live, there have been no operational issues reported.

### ***FixMyStreet Solution***

- 4.9 The Council is replacing its current Report It forms – where residents and other users can report issues such as waste, street lighting, and graffiti – with FixMyStreet as part of plans to improve the service. The council deployed a new 'Report it' solution for street-based issues on 20 August 2019, using the 'Fix My Street-Pro' (FMS) platform; starting with two services, highways and waste. The council has also replaced the existing MyWCC registration process with a new solution which will allow login via social media accounts on 20 August 2019.
- 4.10 Broadly, the launch has gone smoothly with minimum technical and user issues experienced. The soft launch plans were appropriate, and messaging was received positively.
- 4.11 Use of the platform is gaining traction, with city inspectors starting to use it, too. However, more data will be needed over a longer period for a true picture of the tool's use, once bedded-in.

- 4.12 We've had no reports of, or evidence to show that people are struggling to use the tool. This contrasts with the previous reporting tools, which attracted on average two complaint tweets a day to the corporate Twitter account. Post launch, there have been none.
- 4.13 We've had 1,796 cases reported via the tool between the launch date 20/08/2019 to 16/09/2019 (see Figure 1) which is consistent with what we expect and historic trends.
- 4.14 Over the coming months we will undertake detailed user experience testing to improve the customer experience even further and ensure customers get the most simple, intuitive service we can provide.

**Figure 1: FMS – Cases Reported since go-live and 16 September**



### ***Live Streaming Planning Committees***

- 4.15 The installation of new equipment and cloud services to enable live streaming and archive viewing of planning committee meetings, linked to committee papers, establishes corporate capability for potential reuse for other Committee meetings.
- 4.16 The technology has been delivered; with officers currently testing, training and undergoing final configuration activities with a proposed go-live date later in the year.

## **5. Agilisys Contact Centres**

- 5.1 Dynamics Customer Relationship Management (CRM) tool is now embedded in both the Agilisys in and out of hours contact centres. Following the launch, there was an impact on the in-hours service levels and wait times – partly due to agents getting used to a new system where they were capturing more useful information on reasons for contact but also searching for the customer and the previous interaction/case which slowed down the handling time.

- 5.2 A review of this impact realised there was a need to recruit some additional resource to bring performance back to pre-CRM levels. This has now been done and wait times have reduced and targets (KPIs) are now being met (see Figure 2).
- 5.3 The key focus is on quality, ensuring that customer details are captured accurately and duplicate records are eliminated meaning ‘one view for one customer’. Since implementation, Agilisys managers have visited some WCC services to review processes and knowledge articles giving both agents and customers the right level of information and support at their first point of contact. This will continue across other services in the coming months.

**Figure 2: Agilisys Contact Centre Performance (June – August 2019)**

	Calls Offered	Calls Answered		Calls Answered in Service Level Agreement (SLA)		Average Time to Answer (in seconds)	Maximum Wait Time (in seconds)	Average Handle Time (in seconds)
June	21216	18671	88.0%	10117	48.7%	95	1161	291.5
July	24767	22475	90.7%	14030	57.7%	74	947	281
August	22389	21073	94.1%	15103	68.5%	44	1046	284

## 6. Broadband

### ***Council Housing Stock***

- 6.1 In August 2019, the Council adopted a citywide wayleave approach to broadband for Council stock, with implementation subject to technical approval on a site by site basis.
- 6.2 To date, we have connected 6,851 units across Westminster with work underway to install fibre infrastructure at Maida Vale Towers, Townsend, Wellington and Barrow Hill Estate. Once these works are complete, this will result in connectivity to 39 percent of Council housing stock.
- 6.3 We are working with the Council’s Corporate Property team to develop a property list for the Council’s corporate and investment stock and with the Council’s Development team to identify processes that allow new build stock to benefit from the citywide wayleave.

### ***Local Full Fibre Networks***

- 6.4 Working alongside several partners and led by TFL, we were part of a successful bid for funding from the Local Full Fibre Networks Fund, to connect publicly owned premises across London through use of the tube network. A fibre network will be deployed in the Underground Tube tunnels to selected stations before being connected to public sector buildings.

- 6.5 Westminster will be able to support the project through our other initiatives including the coordinated street works programme, Connect Westminster scheme, city wide wayleave and the existing dark fibre already in the ground.

### ***Connect Westminster***

- 6.6 Connect Westminster is a £2.8m scheme part funded by the European Regional Development Fund, which launched in August 2017. The scheme provides up to £2,000 towards the capital costs of upgrading Small and Medium Enterprises' (SME) broadband connections to superfast levels. The scheme is set to issue vouchers until the end of December 2020 or until the funding runs out.
- 6.7 The scheme delivers several benefits to businesses receiving new superfast connections which include the ability to develop an online and social media presence, develop and bring new products to market, enable cloud computing and reduce their carbon footprint through agile working.
- 6.8 To date the scheme has allocated just over two-thirds of the allocated funding to 149 registered suppliers to help upgrade their broadband connections to superfast levels across 719 businesses in Westminster.

### ***Digital Street Markets***

- 6.9 In November 2018 we applied for further European funding to run the Digital Street Markets Project which will provide free WiFi for all market traders on the Council run markets.
- 6.10 Following our successful outline application, we submitted the full application to the GLA on the 12 April 2019. We are in the process of responding to points of clarification on the bid.
- 6.11 The project will provide WiFi networks at each street market run by Westminster Council over a three-year period for the market traders.
- 6.12 A digital skills training programme will also take place during this three-year period to support market traders and SMEs within Westminster to learn and develop the skills needed to make the most use of this new connectivity.
- 6.13 The project is expected to start in January 2020 and end in March 2023.

### ***National Gigabit Voucher Scheme***

- 6.14 The Gigabit Broadband Voucher Scheme is part of the Local Full Fibre Networks programme, which launched nationally in March 2018 offering vouchers worth up to £2,500 to businesses across the UK.
- 6.15 To date the national scheme has delivered 672 vouchers to Westminster businesses totaling £989,691. Out of the 672 vouchers awarded, 333 Westminster businesses are now connected to broadband, with the other 339 businesses in the pipeline for connection. There have been 156 residential

premises connected as part of this scheme with the other 516 being for businesses.

## **5G**

- 6.16 In 2018, the Council awarded Ontix the Small Cell Concession contract for delivering connectivity through council street assets.
- 6.17 Ontix are building 5G ready infrastructure for small cells, including a high capacity yet low latency Metrohaul transmission network to deliver 5G-ready connectivity for all operators. They are planning to deploy over 100 small cells in and around Trafalgar Square and Victoria over the 2019/20 financial year. This will put Westminster at the forefront of small cell deployment.