HAMPSHIRE COUNTY COUNCIL

Report

Committee/Panel:	Cabinet
Date:	17th September 2018
Title:	Digital Update
Report From:	Director of Corporate Resources

Contact name: Carolyn Williamson

Tel: 01962 847400
01962 832480

Email: Carolyn.Williamson@hants.gov.uk
Sarah.Snowdon@hants.gov.uk

1.   Recommendation

1.1. Note this report and the excellent progress made on the Digital Portfolio to support departments with their T17 and T19 transformation.

2.   Summary

2.1. The purpose of this paper is to update Cabinet on the 2017 – 2019 Digital Portfolio of IT Enabling Projects. The Digital Portfolio is currently in delivery and delivering new technology to Hampshire County Council departments to support their T17 and T19 Transformation activity.

2.2. This paper does not refer to the individual departmental IT projects.

2.3. The Digital Portfolio includes a wide range of projects such as SharePoint Online, Robotics, a new web platform and Enabling Productivity – the project delivering new devices and mobile working.

2.4. These projects have been underway since 2016 to support T17 and T19 and are part of the Digital Strategy. The strategy was designed to provide quality services which meet the needs and expectations of residents, at an appropriate level of cost efficiency and productivity for Hampshire. This is achieved by being digital by default where possible at Hampshire County Council.

2.5. The Digital Portfolio continues to make excellent progress with departmental leads in all areas engaged. Projects are either in delivery or successfully completed. Projects in delivery are now moving at pace to completion.

2.6. There is robust financial and delivery monitoring in place of the entire Digital Portfolio by the IT Portfolio Management Office and the IT Programme Managers. Original estimates of costs have remained stable and all resources are in place to fulfil delivery.

2.7. A focus on delivery, monitoring of risk and strict scope management is now a high priority to ensure successful delivery for all projects within the programme.

2.8. This paper is for information only. However, if Cabinet require a more detailed briefing or to offer comment that would be welcomed.

3. Contextual information

3.1. The Digital Portfolio for 2017-2019 consists of large corporate wide technology initiatives delivering digital change for the entire organisation. The table below shows the programmes and the key projects within each.

3.2. See **Appendix 1** for Glossary of Terms – terms marked as bold in this Briefing Note are referenced in the Glossary.

The Digital Portfolio	
Digital 1 Programme	20 new digital services including **Customer Relationship Management** system (**C4C Service**), Sales and Marketing, **Cyber Security**, new web platform (**Sitecore**), Customer Survey technology, **Identity and Access Management** and **Integration** tools
Digital 2 Programme	**Robotics**, **Analytics**, **CRM Sales** for Sold Services, **C4C Service** for Human Resources, **Hybris** for Marketing implementation
Enabling Productivity Programme	**Skype, Exchange Online, Office 365**, Windows 10, **Server 16**, rollout of mobile devices to enhance productivity and replacement of fixed devices across the estate for staff.
SharePoint Online Programme	Providing the ability to easily search, share and collaborate internally and with partners. Includes the roll out of **O365** and **Exchange Online**
Web Programme	Exploitation and full migration to the new web platform (**Sitecore**) introduced in Digital 1 allowing personalisation and authentication.
HPSN (Hampshire Public Services Network) 2.1	Providing HCC with significantly increased network capacity to underpin the Digital Portfolio.

3.3. This Briefing Note provides a brief overview on each of these programmes providing technical summaries of the project scope. This Briefing Note is supported by Departmental Case Studies in **Appendix 2.**

4. Digital 1

4.1. The Digital 1 Programme commenced in 2016 and introduced over 20 new digital services to Hampshire County Council. This programme was the first step on HCC's journey to digital transformation. This journey continues on a strong path today and is a key enabler for department transformation to T17 and beyond.

4.2. Digital 1 was designed to build the foundations for Digital by Default, through the introduction of new technologies to manage customer information, **identity and access**, **Cyber Security**, and provision of a new web platform with mobile capability and **Web Chat**. Examples of these new technologies are provided below.

4.3. **SAP Cloud for Customer (C4C)** and **SAP Hybris** were implemented to provide a high quality and consistent level of service delivery across a broad spectrum of customers including the public, employees, suppliers and partners.

4.4. **C4C** is a customer service system which simplifies HCC's ability to offer different communication options and therefore improve customer service. This supports HCC transformation through enabling self service.

4.5. With the introduction of **C4C** there can now be greater consistency in service by handling all communication and customer interaction centrally, with information provided to provide insight into customer behaviour and trends providing invaluable information to allow the council to constantly adapt and improve their service offering

4.6. **Hybris** provides HCC with improved marketing and provides accurate data for decision making. Combined with **Amazon Web Services** (a simple marketing email function provided by Amazon) this provides the ability to target communications via email. See CES Case Study for more details of how **Hybris** is being implemented.

4.7. **Web Chat** (online exchange of messages in real time) was also implemented and is making a real difference to customers. See the Corporate Resources Case Study for examples of how this is improving the customer journey.

4.8. **Cyber Security** was considered essential as HCC embarked on a Digital journey. A new **Cyber Security** service was delivered as part of Digital 1 in response to the growing threat of cyber attack and the County Council's growth of digital services.

4.9. Combined with the new **Identity** and **Access** solution (**ForgeRock)** and safe modern **Integration** of systems via **Dell Boomi Integration** tool, HCC addressed any potential security issues of embarking on a digital transformation journey.

4.10. **Cyber Security** includes monitoring and alerting – it automatically checks hundreds of millions of HCC computer logs every day and reports on severity.

5. Digital 2

5.1. The Digital 2 programme builds upon and enhances the digital tools introduced as part of Digital 1. The scope was designed to allow HCC to continue the Digital Transformation journey at pace. **C4C Cloud for Customer (Customer Relationship Management System)** was further rolled out within Human Resource Operations team, and an ongoing programme of **C4C** developments put in place. The next release in September 2018 will support the London Boroughs On-boarding. **C4C** has proven highly successful in transforming HCC interaction with customers. See the Corporate Resources Case Study for more details.

5.2. As well as enhancing Digital 1, Digital 2 introduced the new functionality of **PowerBI** and **Robotics**.

5.3. **PowerBI Analytics** is a tool for transforming data into meaningful information. It is a powerful tool enabling HCC teams to create graphical reports and **Dashboards** opening up new and exciting view of their departmental data to help with key decision making.

5.4. Training in the use of **PowerBI** was provided to over 80 members of HCC staff, across all departments. This training helped to give staff the skills and knowledge necessary to produce and update **dashboards** with minimal reliance upon Corporate IT staff.

5.5. Departments have started to develop valuable content in **PowerBI** and the uptake is positive. A Community of Experts (CoE) has been established to bring together **PowerBI** users from across HCC to encourage knowledge sharing, define best practise and promote the effective use of our corporate analytic tools.

5.6. The Children's Services Department Case Study provides insight into how **PowerBI** will provide the opportunity to move to a self service model of data information, allowing staff at different levels from managers to front line social workers, to have direct access to **real time dashboards** that are easy to analyse.

5.7. **Robotics Process Automation (RPA)** is a digital technology that can assist HCC staff in carrying out their day-to-day work and enables them to focus on the tasks that require their skills and experience. Using **robotics** can remove effort on data entry, form filling and other repetitive tasks. This helps create a more manageable workload for staff.

5.8. Leslie Willcocks, Professor of Technology, Work and Globalisation at the London School of Economics' suggests: "***RPA*** *takes the robot out of the human. The average worker employed on a back-office process has a lot of repetitive, routine tasks that are dreary and uninteresting.* ***RPA*** *is a type of software that mimics the activity of a human being in carrying out a task …..can do repetitive stuff more quickly, accurately, and tirelessly than humans, freeing them to do other tasks requiring human strengths such as emotional intelligence, reasoning, judgment, and interaction with the customer."*

5.9. **RPA** is cutting edge and HCC is leading the way in the public sector. HCC departments have been fast to embrace the possibilities that **RPA** offers and have identified a large number of potential automations that are being progressed. Each department has a named **RPA** lead and champion who are actively engaged to exploit automation possibilities for their departmental procedures.

5.10. ETE, CCBS and Children's Services Department Case Studies provide an insight into how **RPA** will provide future opportunities for further transformation

6.   Enabling Productivity (EP)

6.1. EP is providing new, high performance computer devices to all staff. **Hybrid** tablets, laptops, **Docking stations** and desktop computers are allocated according to user need, together with secure **Smartphones** that enable staff to work flexibly across HCC, or away from their offices and directly with their clients and customers. During 2018 more than 14,500 devices in total will be provided to staff.

6.2. The deployment of **hybrids** and laptops took place between May and August, with users participating in training sessions to understand the capabilities and benefits of the new devices. Staff have been quick to find ways to use the devices to improve the quality of the service they provide while also making their working life more productive. The ETE case study demonstrates how devices are also driving out printing costs.

6.3. Desktop computers and **Docking stations** are being deployed between September and December 2018 across all HCC sites, responding to the new flexible accommodation requirements. Users of desktop devices will experience better performance and a larger clearer display. Users of **Hybrid** and laptop devices will be able to dock their device at any **docking station** on any site, and make use of the same large screen and full-size keyboard.

6.4. See the CCBS – Smarter Working Case Study for examples of how EPP has enabled staff on the front lines to transform their ways of working

6.5. The Children's Services Case Study also provides examples of how devices have made a difference to Occupational Therapists on a day to day basis.

6.6. The EP programme is also installing new technology in 140 HCC meeting rooms with new **Interactive display screens** and speakers to enable staff to present, collaborate and share work directly from their new devices. This technology will also enable multi-site video-conferencing and collaborative working with partners.

6.7. In parallel, a new booking system for meeting rooms is planned for 2019, to make it easier for staff to find and book rooms efficiently.

6.8. EP will replace the dated **Avaya Service** (installed 2007) with **Skype** for Business phone service. **Skype** is a leading communication service that integrates with **SharePoint**, **Exchange Online** and **Office 365**. **Skype** provides online messaging, audio, video collaboration, calling and

conferencing, to support the County Council's modern, flexible and increasingly mobile workforce.

7. SharePoint and O365

7.1. At initial rollout **SharePoint** will be the replacement for Hantsfile as the Council's Electronic Document and Record Management System but this is only the beginning. Once the project has transferred millions of HCC documents to **SharePoint**, the system will allow HCC to manage information with both internal staff and partners in a more modern and accessible way.

7.2. Staff will be able to read and work on documents via mobile devices whilst in the field, as well as be able to securely share documents directly with colleagues in organisations outside of HCC.

7.3. In the second phase of the project **SharePoint** will enable even greater collaboration across organisations, maximising mobile working though using the wider capability of **Microsoft Office 365** including **Exchange Online** (email) and supporting the delivery of transformation by departments.

7.4. **Office 365**, the latest office suite by Microsoft will introduce a modern look and feel to office applications. The traditional office applications (Word, Excel and PowerPoint) will be updated providing greater functionality. **O365** also offers **Microsoft Teams** and **OneNote**. **Teams** is a tool which promotes more collaboration whilst **OneNote** is designed to gather thoughts, ideas, plans, research and meeting notes in one single place.

7.5. The **Exchange Online** (email) project will provide the latest version of Outlook to staff devices and provides faster email requiring less support and therefore reducing costs to HCC and enabling staff to work with email without internet connectivity.

8. Web Platform

8.1. Hantsweb is the online public face of Hampshire County Council. It delivers services to residents, visitors, partners and staff. It receives an annual usage of 60,000,000 page views from 8,000,000 visitors.

8.2. The digital platforms introduced in Digital 1 continue to provide value to the organisation and have enabled the continued improvement, development and redesign of the public website.

8.3. HCC design web services on by focussing on customer's needs, enhancing their online experience, making it easier to access, transact, track and engage with Council services in the way they expect.

8.4. These improved online facilities demonstrate to our users that Hampshire is a modern, open and forward thinking organisation, providing excellent services, safeguarding our residents and open for business.

8.5. The Hantsweb online 'customer' account has over 46,000 registered users to date. The project continues to add value to the account by adding more services for users. Services that are currently available are:

- Track road enquiries e.g. pothole reporting and highway defects
- Link to care accounts and view care plan and assessments
- Track care and non-care payments
- Professional referrals to Adults Health and Care
- Subscribe to email updates and newsletters from Council services
- Access to guest WiFi at council properties including libraries

8.6. HCC have taken a mobile approach to web design, focussing on delivering mobile capability. This design approach has enabled HCC to produce a product that will work on the smallest screen - enabling users to easily access our services. Users continue to move towards accessing content and services from **Smartphones** and **Hybrid tablets** with 45% of all access to HCC web services from a mobile device.

8.7. By 2019 HCC will have delivered online accounts for staff in Hampshire Schools– enabling them to take advantage of online services by making them simpler and more accessible.

8.8. The CCBS Case Study demonstrates that since CCBS migrated to the new web platform their sites have gained improved functionality for delivering content. This contributes to improving the competitive nature of these sites. There has been a reduction in the total number of web pages across all sites which led to more concise content, improving the customer experience.

9. HPSN 2.1

9.1. The Hampshire Public Services Network (**HPSN**) provides the wide area network connectivity and the internet connection for all County Council offices, most Hampshire schools and many local authorities in the region. **HPSN** is provided as a managed service by Virgin Media Business (VMB) and is essential for the delivery of IT services and telephony.

9.2. To support HCC's journey to Digital, IT negotiated **HPSN 2.1**, a four year contract from January 2019 to December 2022 to provide the following enhancements to HPSN.

- Internet firewalls and **web filtering technology** to provide improved protection against cyber threats
- Internet connection capacity increases significantly (**3Gbps** to **10Gbps**)
- Massive network capacity increases for Hampshire schools
- New **Network router** equipment

9.3. These upgrades provide the increased network and internet capacity for the County Council and Hampshire schools to meet our ever growing demand for multimedia digital services. Offices and schools have just started to migrate onto their new **HPSN**2.1 connections and the migration will complete in 2019.

10. Communications and Engagement

10.1. To ensure awareness across HCC of ongoing digital developments, there have been quarterly Digital Showcases. An all staff Digital Showcase held on 30th of April showcasing **SharePoint**, Devices, **Web Chat** and **RPA**. Due to the success of this event the team delivered a similar event to Members on 28th June focussing on how technology enhances citizen experience and drives public value.

10.2. Future Working web pages have been established to support staff with FAQs and dates of deployment: https://int-www.hants.gov.uk/future-working. This site has had over 10000 hits in one week and continues to be updated to ensure staff remain well informed.

10.3. Internally there are regular portfolio briefings to staff by the Deputy Head of IT, in addition to an active Yammer Group which ensure continued focus on priorities.

11. Financial benefit

11.1. The investment in Digital has been a significant success from the organisation perspective in improving the delivery of services and also from the citizens' perspective in improving access to services. These improvements have been achieved through two phases of investment, both achieving a strong return on investment.

11.2. Digital 1 had an approved expenditure of £10.2 million (£3 million of which was Government funding achieved through bidding to the national transformation fund) which enabled delivery of £38 million of savings. Return of Investment (ROI) well in excess of 200% and pay back once full year effect of savings delivered of circa 3 months.

11.3. Digital 2 had an approved expenditure of £38.6 million which enabled delivery of £62 million of savings. It must also be borne in mind that a large proportion of the investment was to replace end of life system (Web, **customer relationship management** and desktop and telephone refresh, in particular) and therefore unavoidable investment which we then ensured also delivered savings opportunities. ROI of more than 60% and pay back of just under 7.5 months.

11.4. The difference between the ROI and payback for the two programmes of investment (Digital 1 and 2) reflects the increasing difficulty and complexity of delivering successive transformation programmes, with Tt2019 (the fourth major cost reduction exercise for the County Council since 2010) acknowledged as significantly more challenging than any previous transformation and efficiency programme.

11.5. In conclusion, it is clear that having sufficient reserves which can be allocated appropriately to deliver significant transformational programmes, such as Digital, is critical to the success in delivering cost efficiencies whilst minimising the impact on citizens and staff.

12. Future direction

12.1. We will continue to monitor projects and programmes through strict project governance, including a weekly risk assessment of delivery against end dates, produced by the IT programme managers and shared with Business Transformation Leads. Escalation of any major risks or issues will be via the IT Steering Group.

12.2. As can be seen, the Digital Portfolio continues to make excellent progress with departmental leads in all areas engaged. Projects are either in delivery or successfully completed. Projects in delivery are now moving at pace to completion.

12.3. There is robust financial and delivery monitoring in place of the entire Digital Portfolio by the IT Portfolio Management Office and the IT Programme Managers. Original estimates of costs have remained stable and all resources are in place to fulfil delivery.

12.4. There has been and will continue to be a relentless focus on delivery, monitoring of risk and strict scope management is now a high priority to ensure successful delivery.

12.5. As part of the next stage we will commence work with departments to further utilise the digital platform to support transformation to T21.

12.6. Any further comments from Cabinet Members would be welcome and we will readily provide further updates and events as required.

APPENDIX 1
GLOSSARY OF TERMS

Glossary	
Amazon Web Services	Bulk marketing email function provided by Amazon which provides the ability to target communications via email.
Analytics	**Analytics** is the discovery, interpretation, and communication of meaningful patterns in data. Especially valuable in areas rich with recorded information, **analytics** relies on the application of statistics, computer programming and to quantify performance. Organisations apply a**nalytics** to business data to describe, predict, and improve performance.
Avaya Service	Avaya is the current provider of business communications, specifically telephone and call centre to HCC.
C4C (Cloud for Customer) Sales	SAP Cloud for Sales, is designed to allow sales professionals to spend more time selling and less time interacting with a sales application. It includes embedded a**nalytics** that can help predict sales success based on historical data, competing products and other factors. For example, if a salesperson adds another product to the mix, the chance of winning the deal may increase because data indicates that the combination has been successful in the past. Users can change assumptions and model sales ideas to understand impact.
C4C (Cloud for Customer) Service	SAP Cloud for Customer Service has a mobile-first approach to meet the requirements of today's sales and service professionals who need information about customers. The focus is on ease of use and getting more production out of the tool rather than spending time entering information. (See **CRM**).
CRM System	Customer Relationship Management is a strategy for managing relationships and interactions with customers and potential customers. A **CRM System** helps companies stay connected to customers, streamline processes, and improve profitability. It is used for contact management, sales management, productivity, and more. The goal of a **CRM system** is to improve business relationships with customers.
Cyber Security	**Cyber Security** is the protection of internet-connected systems, including hardware, software and data, from cyber attacks. In a computing context, security comprises cyber security and physical security - both are used to protect against unauthorised access to data centres and computers.

Dell Boomi	**Dell Boomi** is an **Integration** platform for connecting cloud and on-premises applications and data. The platform enables customers to transfer data securely between applications (see **Integration**).
Docking stations	A device in which a laptop computer, smartphone, or other mobile device including **Hybrid** may be placed for charging, providing access to a power supply and to peripheral devices such as monitor or mouse.
Exchange Online	Microsoft's **Office 365** suite includes **Exchange Online**, which is a hosted messaging application that provides access to email, calendars, contacts and tasks for any device.
ForgeRock	**ForgeRock** is a product which provides digital identity management through its primary product, the **ForgeRock** Identity Platform. The **ForgeRock** Identity Platform includes **Identity and Access Management**.
GBPS	GBPS stands for billions of bits per second and is a measure of bandwidth on a digital data transmission medium such as optical fibre. With slower media and protocols, bandwidth may be in the Mbps (millions of bits or megabits per second) or the Kbps (thousands of bits or kilobits per second) range.
HPSN (Hampshire Public Services Network) 2.1	The Hampshire Public Services Network (HPSN) provides the wide area network connectivity and the internet connection for all County Council offices, most Hampshire schools and many local authorities in the region. **HPSN** is provided as a managed service by Virgin Media Business (VMB) and is essential for the delivery of IT services and telephony.
Hybrid tablets,	A 2-in-1 tablet, also known as a **Hybrid** or convertible tablet, is a tablet PC that also functions as a notebook. 2-in-1 tablets are designed to bridge the gap between portables and the near-desktop functionality of notebooks.
Hybris	The **Hybris** Marketing suite enables HCC to gain real-time insight into customer intent, to deliver contextually engaging experiences, and to market with speed and ability.
Identity and Access Management	Customer **Identity and Access** (also know as authentication) management enables HCC to securely capture and manage customer identity and profile data, and control customer access to applications and services.
Integration	System **Integration** is an IT process concerned with joining different subsystems or components as one large system. It ensures that each integrated subsystem functions as required.
Interactive display screens	Interactive displays are wall-mounted screens which display images while enabling touchscreen interaction. They are comprised of only the display screen itself – and usually a remote control – and in many ways, they can be compared to tablets, only much, much larger.
Microsoft OneNote	Microsoft **OneNote** is designed to gather thoughts, ideas, plans and research and meeting notes in one single place

Microsoft Teams	Microsoft **Teams** is a versatile online tool which promotes collaboration within departments and teams by bringing documents and chats together into one place for staff.
Network router	A networking device that forwards data between computer networks. Routers perform the traffic directing functions on the Internet. A packet (a chunk of useful readable data) is forwarded from one router to another router through the networks that constitute an internetwork until it reaches its destination (the user or reader of the data).
Office 365 (O365)	Office 365 refers to a suite of Office applications that are enabled over the Internet. The applications include: Word, Excel, PowerPoint, **OneNote**, Outlook, **Teams** and Publisher.
PowerBI	**PowerBI** is an **Analytics** service provided by Microsoft. It provides interactive visualisations with self-service capabilities so users can create reports and dashboards by themselves, without having to depend on IT staff or administrators.
Real time dashboards	A **dashboard** that contains visualisations (i.e. pie charts) that are automatically updated with the most current data available. Real time **dashboards** usually contain data that is time-sensitive and the reader requires it to be up to date when accessed.
RPA / Robotics	Robotics Process Automation (**RPA**) is a digital technology that can assist staff in carrying out their day-to-day work by automating tasks using computer code. This enables them to focus on the tasks that require their skills and experience. Using robotics can remove effort on data entry, form filling and other repetitive tasks. This helps create a more manageable workload for staff.
Server 16	Windows Server 2016 is a server operating system developed by Microsoft. Windows Server 2016 was released on 26 September 2016. Required to run Windows 10.
SharePoint	**SharePoint** is a web-based platform that integrates with Microsoft Office. **SharePoint** is primarily a document management and storage system, but the product also provides the ability to easily search, share documents and collaborate internally and with partners.
Sitecore	**Sitecore** is web software used by organisations to create personalised digital experiences on the web (internet) via web pages and web sites. **Sitecore** combines a powerful content management system and database (holding lots of information) to ensure HCC can have the best websites possible for citizens.
Skype	**Skype** is a telecommunications application software product that specialises in providing video chat and voice calls between computers, tablets, mobile devices via the Internet and to regular telephones.

	Skype additionally provides instant messaging services. Users may use both text and video messages, and may exchange digital documents such as images, text, and video. **Skype** allows video conference calls.
Smartphones	A mobile phone that performs many of the functions of a computer, typically having a touchscreen interface, Internet access, and an operating system capable of running downloaded applications and software
Web Chat	**Web Chat** is a system that allows users to communicate in real time using easily accessible web interfaces. It is a type of Internet online chat distinguished by its simplicity and accessibility to users who do not wish to take the time to install and learn to use specialised chat software
Web filtering technology	A Web filter is a programme that can screen an incoming Web page to determine whether some or all of it should not be displayed to the user. The filter checks the origin or content of a Web page against a set of rules provided by company or person who has installed the Web filter

APPENDIX 2

DEPARTMENTAL CASE STUDIES
DIGITAL TECHNOLOGY – ENABLING FUTURE WORKING

Case studies written by departments to demonstrate the improvements
digital technology can make to the citizens of Hampshire

CCBS – Smarter Working

CCBS is championing the digital technologies that are being rolled out corporately to ensure we maximise their uptake across our services. We recognised the need to pull together the multiplicity of corporate projects and put a departmental wrapper around them to set out to our staff the 'big picture' of organisational change being delivered through **SharePoint**, **Office 365**, Digital 2, the Office Accommodation Strategy, the Enabling Productivity programme, and a range of local systems improvements which, in combination, will deliver significant change to people's daily working lives. To do this we set up the Smarter Working programme to disseminate key messages, raise awareness of the opportunities these technologies offer, help services to understand how technology can support new ways of working, and remind them of their responsibilities in ensuring the organisational investment is justified, through their adoption of these new digital tools and platforms. We recognise that that use of new technology requires cultural and behavioural change to ensure we deliver tangible benefits to our customers, our staff and the organisation. Smarter Working, as our departmental change programme, is the vehicle by which we navigate towards these outcomes. As part of the Smarter Working programme we have identified Early Adopter teams to pilot new ways of working. These examples are drawn from case studies on the [Smarter Working](#) web pages.

Countryside Service

The Countryside Service has a diverse range of roles, and many of their field based staff work outdoors and away from the facilities of the office for much of the time. On this basis they volunteered to pilot **Hybrid** devices with ruggedized cases, used in conjunction with smart phones to provide wireless internet connectivity in rural outdoor locations where Wi-Fi is unavailable.

Their Community Rangers are responsible for visitor services, working with volunteers and local communities, as well as getting involved in events and social media. Their mobile devices have enabled them to be more productive whilst they are out and about meeting and engaging with people.

Devices tethered with smart phones have allowed them the freedom and flexibility to be more spontaneous, using the devices to communicate with people and share information or photos in real time. Examples include:

- helping to identify different species using images, video and sound,
- displaying maps to help people navigate, and
- getting answers to queries in real time.

Community Rangers have used their devices to improve processes, using less paper and even helping avoid potential data protection issues, for example,

- by gaining signed consent to use photos electronically on the tablet, eliminating the waiting time for people to return paper consent forms.

- by entering volunteer contact information directly onto the device, again eliminating paper copies of personal data and removing the need to securely store paper records.

The provision of mobile devices has also helped take pressure off their office space, where access to desktop terminals can be limited. Being able to use a mobile device elsewhere on site, has provided greater flexibility and enabled more equitable use of existing IT resources.

Overall the technology has enabled:
- Community Rangers to be more mobile and more productive;
- Better customer service through real time information collection and sharing;
- Efficiencies through reduced paper based processes and reduced pressure on office space.

Property Management

After the fire at Three Minsters House, mobile devices were rolled out to a cohort of staff as a priority in order to facilitate more flexible working and alleviate pressure on office accommodation in Castle Avenue which was now being more intensively used. The ability to work across the range of office accommodation in Winchester, out on site, or at home, enabled teams to continue to operate effectively despite a significant reduction in allocated office and storage space. This bodes well for the positive impact of device roll out underpinning more flexible mobile working across the organisation and the positive impact it should have on HCC's office accommodation overheads.

School management surveyors have been able to make significant changes to the way they work, since using mobile devices. They used to take large printed information packs to every school visit. That information is now accessible in real time on their devices to be shared with school staff. This led to direct savings on printing, and a reduction in processes that need to be undertaken back at the office. Most importantly, it has meant an improved customer experience for our school clients who now receive immediate information, eliminating wait times for responses to queries.

Yammer has become embedded as a key communication tool within this early adopter team and as a result work is undertaken in a more informed and collaborative way. All key pieces of information, instructions or messages to support staff in carrying out their roles are posted on Yammer, with the team using it daily. They are looking forward to exploring the additional functionality of other **Office 365** applications such as Microsoft **Teams**, when these come online. Similarly, they have been testing new ways of gathering data as an alternative to historical paper based processes. Using digital tools to collect data from schools during site audits has removed the need for completion of multiple paper based

forms, which has in turned enabled quicker, more robust and efficient data collection and analysis.

Trading Standards

Trading Standards applied a lean process review to the Buy with Confidence service, the scheme that provides consumers with an approved list of local businesses. Payment options for businesses to join or renew membership vary and each requires a different manual process to be followed. The team manage on average 1,100 payments per year. The process requires frequent and non-linear use of multiple systems, which makes it time consuming with room for error. The process was considered to be a strong candidate for **Robotics** Process Automation (**RPA**) because of its technical suitability and the potential benefits to the business i.e. time saving and greater efficiency through the removal of human error. A full business case was put forward and accepted by the **RPA** Board. Currently this process is on the **RPA** backlog awaiting development. From the analysis undertaken to date, automation could be applied to 90-95% of this 55 step process. Trading Standards anticipates that this process automation could result in a release of administrative staff time of up to 458 hours per year. The Service plan to reinvest this time into customer support and business marketing activities to increase income generation for Buy with Confidence.

Sitecore – Marketing impacts for CCBS

Over the last two years, CCBS sites have been migrated from WPS to **Sitecore**. The objective was to improve the customer journey and provide a more engaging and relevant communication channel for customers. This is particularly important for the commercial sites that showcase CCBS' choose-to-use services. These services need to compete effectively with their private sector counterparts.
Since the migration, our sites have gained improved functionality for delivering content, and more flexibility in their design. This contributes to improving the competitive nature of these sites. There has been a reduction in the total number of web pages across all sites which led to more concise content, improving the customer experience.

Looking forward, there are further **Sitecore** updates to be undertaken. We anticipate that these will enable us to:

- revisit content and design so that we continue to improve the information available to customers;
- take control of updating parts of our sites, to significantly improve the speed at which updates can be achieved;
- capitalise on the potential for a new events system, and
- explore the personalisation capabilities of **Sitecore**, to further enhance the customer experience.

All web improvements benefit the customer through streamlined access to information and services, and provide a critical foundation for the sustainability of our choose-to-use services that operate in highly competitive markets.

Children's Services Department – Enabling Productivity

Hybrid Devices

The roll out of **Hybrid** devices to front line staff in the Children's and Families branch of Children's Services has enabled access to information, tools and support away from the office at any time and use of digital direct work tools to support positive participation with children, young people and their families.

Personal Advisors in the Care Leavers teams have been using their devices to engage in a different way with young people. Young people are now able to directly input into their pathway plans and access information and advice during statutory face to face visits which is improving engagement and ultimately the achievement of outcomes. As a result of the increased engagement during visits, Personal Advisors are able to update plans and records whilst in the field and no longer need to carry out non value adding tasks such as travelling back to the office and duplicating paper records onto the social care case management system. This has lead to paperless ways of working which as well as bringing cashable benefits from a reduction in printing costs, it has also reduced the amount of paperwork Personal Advisors need to transport around the County.

Other examples of direct work with children and young people can be seen in the Occupational Therapy team working with children with disabilities. The devices have enabled the OT's to interact with children in different ways to seek their views in the process to ensure that the right recommendations for the child are made and are successful in their interventions.

Power BI

Children Services have a robust and effective performance management framework in place, however this is supported by resource intensive data information gathering processes from both the Data and Information Team (DAIT) and additional resource from admin support staff based in social work teams.

PowerBI will provide the opportunity to move to a self service model of data information, allowing staff at different levels from managers to front line social workers, to have direct access to real time dashboards that are easy to manipulate and analyse. This will reduce the amount of time required to input into and analyse excel spreadsheets and shift focus from retrospective review to a more proactive approach. This will also allow for reports to be created one and refreshed with up to date information easily and quickly without the need to re-create the reports.

These pictures depict a prototype of a report from **PowerBi** which is links to the vision of a social care dashboard. Education data will be surfaced in a similar way.
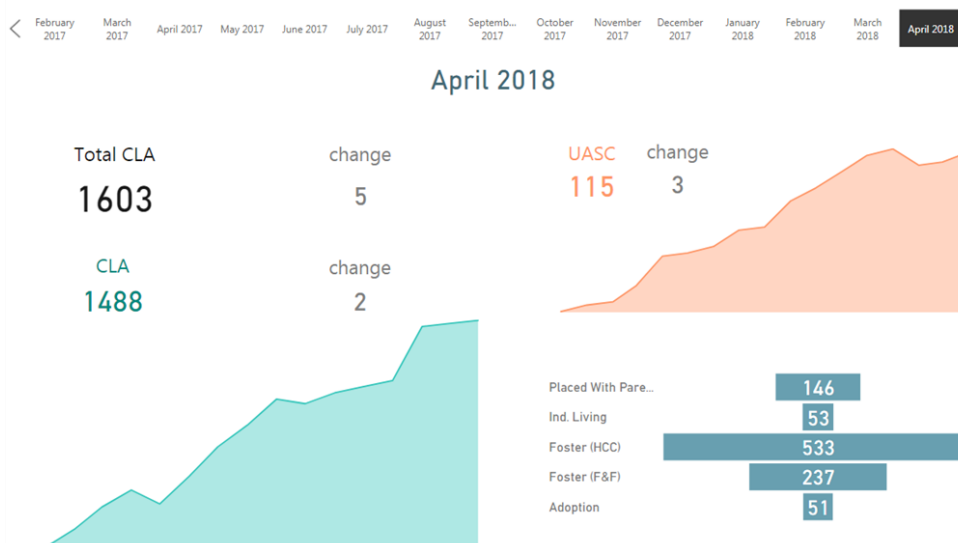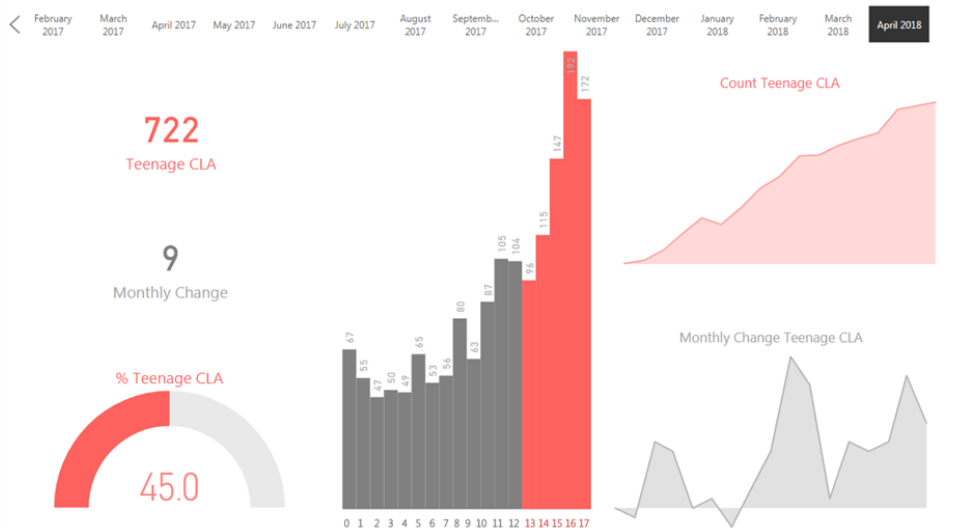
Robotic Process Automation

The introduction of **Robotic** Process Automation (**RPA**) will provide efficiencies throughout Children's Services, with the automation of identified tasks which are deemed to be repetitive and mundane. This will free up capacity within teams allowing staff to follow up vital work which only a person can do.

A good example of this and the first process which has been selected for **RPA** in Children's Services is the Exclusions Notification Process from Schools. Currently Schools send to the Local Authority (LA) details when they exclude a child, this can be a fixed term exclusion or a permanent exclusion. The LA Inclusion Officer has to manually download these files, transfer, save and allocate to the child's records with the LA's master data management system. **RPA** will replicate this process, allowing and with the additional capacity the Inclusion Officer will be able to respond more quickly to Schools which could result in a reduction of exclusions and it also provides the team with additional capacity to focus on attendance.

Children's Services have identified 71 processes that **RPA** could potentially assist with, 13 of this are currently being looked at in great detail.

Customer Engagement Service – The Power of Marketing

In June 2018, the County Council launched its first ever central email newsletter sign up forms. These forms allow customers to sign up for email communications for services including: libraries, country parks, children and families, adult social care, the IBC and road safety. Each 'marketing category' contained on those pages links to Hybris so that email communications are only sent to those customers who have subscribed to receive them.

Previously, customer sign ups were to an individual newsletter and the opportunity to 'cross sell', to generate new contacts for other parts of the County Council, were missed; these individual sign ups were siloed and inefficient. Furthermore, as was common across the marketing industry, there was a significant loss of customer sign ups following the introduction of GDPR.

Now, three new landing pages have been developed, linked to different pages across the website which target the County Council's primary audiences:

- The residents landing pages are now being widely promoted using social media by several departments.
- The education settings' landing page will connect to all Hantsweb pages where the County Council provides a service to schools, including Children's Services and Property Services.
- The business landing page will link to other services offered by the County Council which offer services such as economic development or sold services in Adults' Health and Care.
- Bespoke connections have also been built to link externally hosted websites, such as 'My Journey' (a national campaign to promote sustainable travel and transport), with Hybris.

Working with the business to develop business requirements, the project team (Insight and Engagement Unit and IT) has worked with both existing and future producers of email communications to:

- Realign common branding and accessibility standards
- Broaden and develop the email communications and marketing offer to new audiences, such as Adults' Health and Care, Hampshire Futures, Road Safety

Other advantages to developing central sign up forms are:

- The ability to standardise GDPR complaint consent capture fields and the accompanying privacy notices (still some changes to be made to extend across the whole of Hantsweb).

- The capturing of demand for email marketing communications via SMS, which has not been explored or researched before. Should demand for

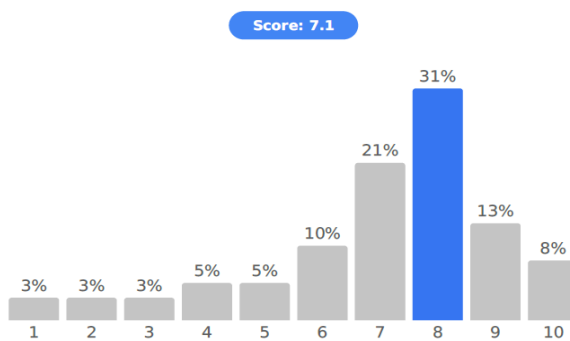this channel be proven, this functionality in Hybris could be developed and rolled out.

- In order to future-proof email marketing, all new customers signing up to email marketing communications will be asked to confirm their email address, through a process known as 'double opt in'. Although not currently required by UK law, it is widely expected in the marketing community that this will soon be a statutory obligation.

- Through a bespoke software **Integration**, the ability to match customer data outside and within Hantsweb accounts so that a customer's subscriptions are up to date, wherever they look on the County Council's website.

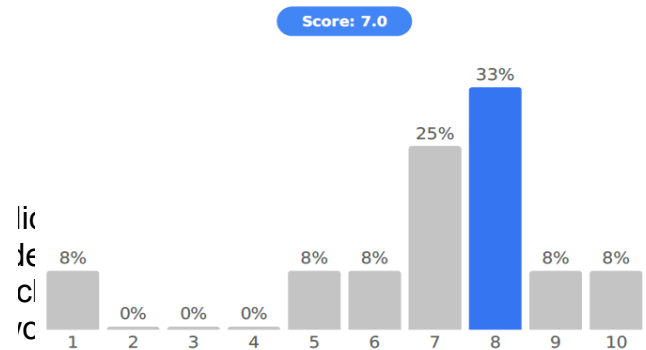## Adults' Health and Care – Working Differently

The aim of the Adults' Health and Care (AHC) **Working Differently programme** is to create capacity in the workforce to meet growing demands for adult social care support and to enable staff to more easily work with services users, partners, providers and the voluntary sector.   The roll-out of the laptop and **Hybrid** devices is still on-going but staff that have received them in the last month are already seeing the benefits in the way that can interact with clients and the capacity it has created for them.

We asked staff to put themselves forward to become a technology advocate and we've now got a cohort of 90 individuals who will promote opportunities within their teams to exploit technology to the fullest and also support individuals who may find it more challenging.   We held an event at the beginning of July with Technology Advocates and Team Managers and asked them to rate their experience of using the devices so far:

Technology Advocates Score   **Team Managers Score**

Score: 7.1

1	2	3	4	5	6	7	8	9	10
3%	3%	3%	5%	5%	10%	21%	31%	13%	8%

Score: 7.0

1	2	3	4	5	6	7	8	9	10
8%	0%	0%	0%	8%	8%	25%	33%	8%	8%

Frontline Staff

Frontline staff have already started to use their devices during service user visits:
Learning Disabilities Case Worker: *"At an assessment I have been able to type review notes straight onto the review tab on AIS and search with ease previous assessments, contacts and case notes, so that I can hold conversations with conviction as I have necessary data at my fingertips"*

Learning Disabilities Case Worker: *"I'm quite confident with typing without looking at the keyboard so having the laptop there allowed me to actually have better eye contact with the family I was seeing whilst recording at the same time what they were saying to me. I also find that I type faster than I write so another bonus for those who are confident typing"*

Reablement Service, CRA2: *"Just one thing was being able to log on to go through Amazon to show one of my service users exactly what equipment they needed to order, price options, things to avoid etc. and she was able to mention this to her daughter who was going to purchase privately. I was also able to show her a picture of a Seville chair so she knew what sort of size build to expect when*

it was delivered because sometimes people turn the HCC equipment away at the door not knowing what it is etc."

Reablement Service Occupational Therapist: "*I was also able to sketch a diagram of a bathroom in* **OneNote** *and then take it to show a non-ambulant client. I used the Pen and Ink to erase the cupboard, widen the doorway and demonstrate where I would put a sliding door. I think this helped her to understand."*

Staff have been able to bring up the Connect to Support website on devices to talk through voluntary and community sector support with service users in support of strengths based conversations. A Connect to Support app is currently in development is planned to be put in the HCC play store in the autumn; this will give staff easier access to the information they need and will enable them to access it off-line in more rural areas.

A number of teams across AHC want to use photos and videos in support of their work with clients; either to capture images or demonstrate something to a client. For example, FAB officers currently collect card copies of evidence for financial assessments during a visit (e.g. a bank statement), take them back to the office, scan them and then post them back to the client. The ability to photograph the evidence in the client's home and upload the image immediately into the right place would significantly streamline the process. AHC are working to define an efficient and GDPR compliant process for capturing and storing this type of media when interacting with clients and this will be rolled out soon.

Working with Partners

Until now, Mental Health teams have needed two devices to undertake their work; an HCC desktop/ laptop to access HCC systems and a SHFT laptop to access RIO. The roll-out of card-reader laptops in HCC (with a bit of additional support from ICT colleagues) has enabled Mental Health staff to access both HCC systems and RIO through a single device from any location; HCC sites, hospitals or home. This enables staff more quickly and easily undertake statutory work related to health and safety around the provision of service. Work is on-going to investigate whether other Health systems can also be accessed through the new devices.

Managing Mobile Teams

Team Managers can see the opportunity that the devices have created for team to become more mobile and operate with more autonomy. A couple of teams in AHC have been operating in a more mobile way for over a year and have seen an increase in staff morale and lower staff turnover rates as a result. The roll-out of devices will enable more teams to become mobile and potentially realise these benefits as well as increased productivity.

Mobile working will be a cultural shift for many teams so Productivity Training will be rolled out in AHC during the autumn to support managers to better understand the concept of productivity and explore how they can measure and improve productivity for their service (continuous improvement).

ETE Digital Technology – Enabling Future Working

The Enabling Productivity Programme required all departments to identify flexible and field based individuals who would benefit from use of a **Hybrid** device. In ETE, this represents 55-60% of our core staff. The deployment of **Hybrid** devices represents the latest step on an ongoing journey towards enabling increased productivity through digital developments in ETE, building on progress over the last four years.

The deployment of the 'Confirm' application to manage highways enquiries in 2014 stablished a more consistent way of working between Hampshire's highway depots. This in turn allowed enquiry management to be undertaken by non-technical staff at the then newly established Highways Operations Centre (HOC), thereby freeing up engineering based at the depots to focus on more value-added technical work.

The development and deployment of new web-forms followed, which made it easier for customers to either report problems on the highway network or request licences to make changes to the highway, and then track the progress of their enquiry online. This has resulted in a shift towards self-service on the web for our customers, and significantly reduced the volume of telephone calls being received. This equates to another productivity saving as self-service via the web reduces the amount of officer time involved with responding to enquiries.

The next step on the journey started when all ETE's fixed and flexible staff received new **Hybrid** devices in May this year. Evidence already demonstrates that ETE officers have been able to plan their days in a more flexible way to maximise productivity, and to reduce unnecessary travel and/or 'double keying' of information which has been captured outside of the office or away from the desk.

In addition to these benefits, the roll-out of devices is resulting in a significant reduction in printing volumes. Each team in ETE was presented with average printing volumes per quarter over the previous two years, and asked to set a target to reduce this, in line with the **Hybrid** device requirements they had identified. Printing data received for Quarter 1 of 2018/19 has shown significant reductions in printing already, with further reductions anticipated. These reductions have enabled ETE to reduce its department printing budget by over 50% over a two year period, representing a significant achievement towards the Department's Tt19 savings target.

Robotics Process Automation

One of the responsibilities of ETE's Highways Operations Centre (HOC) is to handle and process claims arising from incidents on Hampshire's 5,400 miles of highway networks, e.g. a claim for damage to a vehicle caused by a highway defect. This process involves use of the Confirm application that ETE use to manage highways enquiries and task assignment.

Approximately 2,000 such claims are processed by the HOC per annum. Following initial analysis, three parts of the 8-step claims process were identified as being suitable for **Robotics** Process Automation (**RPA**), on the basis that:

- They involved a set of repeatable tasks each time a claim process was opened;

- These particular steps required no human judgement or decision making.

Furthermore, benefits were identified for the customer, in that process automation has potential to both speed up the timescales in which they receive a response to their claim, and also eliminate any inaccuracies or errors that might occasionally occur in manual handling of this aspect of the claims process.

The result of this was the initial development of a 'bot' which served as a Proof of Concept (POC) for the County Council, to demonstrate the viability and benefits of **RPA** to HCC. This in turn was followed by the development of a fully operational version that can be deployed in the live environment, which is due for implementation in summer 2018. This will be the first 'live' Robotics Process Automation fully deployed by Hampshire County Council.

The POC estimated that deployment of the bot will save 45 minutes of staff time as part of handling each claims process. Scaled up across the 2,000 claims received per annum, this represents a saving of around 200 days per annum in total for the HOC, freeing up staff capacity to engage in more value-added activity.

Alongside the development of this '**robot'**, ETE is actively seeking other opportunities to automate parts of other processes across the department, and has identified over 30 other tasks which are being investigated for their suitability for **RPA**. As part of this process, ETE is seeking to undertake Business Process Reviews in advance of submitting processes for automation. The premise of this is to refine processes in advance of automation, which in itself brings greater efficiencies and improved response times for customers.

Corporate Resources – Shared Services partnership

In 2016, the Shared Service Partnership identified a need for a review programme focused on developing a broader customer service strategy specifically for the IBC customer contact model. To provide independent challenge and oversight Deliberata, the insight consultancy arm of The Institute of Customer Service, were commissioned to carry out this review.

Work during the first phase of the project focussed on building an evidence base and research included two independent surveys conducted in November and December 2016:

- A customer survey based on the ICS "Business Benchmarking tool" – this received over 2,000 responses;

- An IBC employee survey based on the ICS "Servcheck tool" – this received 150 responses.

The surveys revealed dissatisfaction with the service and a strong sense of 'frustration' experienced by customers of the service. This was by far the most commonly used term when customers were asked to describe the service in one word, and customers scoring the service as highly satisfied (8-10) was less than 7% of respondents.

This research provided a platform for the Customer Contact Improvement programme which has focused on delivering major improvements to the overall shared services customer experience. Key areas of focus for this programme have been:

- Replacement of our existing **CRM** system with C4C SAP **CRM**

- A relaunch of the IBC portal using latest SAP technology, with improved navigation, personalisation and usability;

- The redesign of over 30 major forms or processes in the IBC portal, identified with our customers as priorities;

- A redesigned Shared Services website, including a new landing page, personalised and searchable help content, and Shared Services news feed;

- The launch of a new Customer Contact Operating Model and Customer Support Team;

- The introduction of **Web Chat** as a new customer service channel.

Digital Programme as an enabler to success

The Digital programme has provided a range of technical platforms that have underpinned the Customer Contact improvement programme – in particular, C4C, **Sitecore** and **Web Chat**.

Migration to C4C

C4C replaced Lagan as the existing **Customer Relationship Management (CRM)** system used to manage customer **enquiries**. This work was closely aligned to the Customer Contact improvement project to ensure the business, insight and reporting requirements of the new operating model are met through the technology replacement.

This implementation has transformed our ability to effectively mange customer enquiries by ensuring all contact, regardless of channel, is captured and managed through one platform. Some of main benefits include:

- A single view of a customer and their enquiries;
- Case creation and measurement of every contact;
- Individual case management and ownership;
- Enhanced support tools;
- Enhanced reporting capability to support insight and continuous improvement.
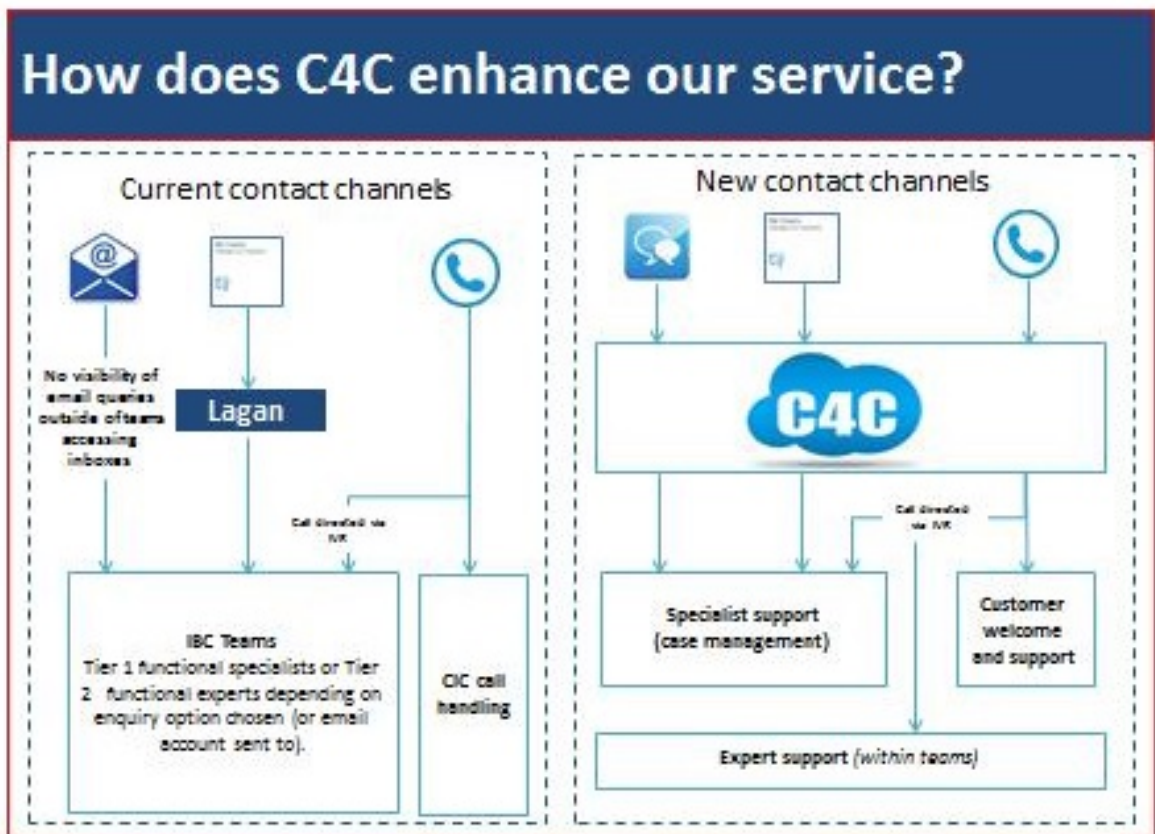
Web Development

In response to feedback received from our customers, a key aspect of our improvement programme has focused on improving the accessibility and usability

of our shared services applications and on-line web help and guidance. Using technology platforms introduced by Digital, in particular our new web platform **Sitecore**, we have been able to redesign our 'front door' to these services, and enable our customers to find what they need more easily, as well as sign-post them to other relevant and useful information. Benefits of these included:

• Ability to personalise Shared Services applications and 'help and guidance' web content for our customers. Users are authenticated as they access the initial **Sitecore** landing page, and are presented with applications and web content that are relevant to them based on the organisation they work for, and the role they perform;

• Improved structure and ease of navigation of our web content through better understanding our customers on-line user journeys;

• Development of web content, and improved search capabilities within our **Sitecore**;

• Embedding **Web Chat** capability to support future channels;

• Creation of other role based content to support induction to Shared Services applications – e.g. 'Getting Started with Employee Self Service'.
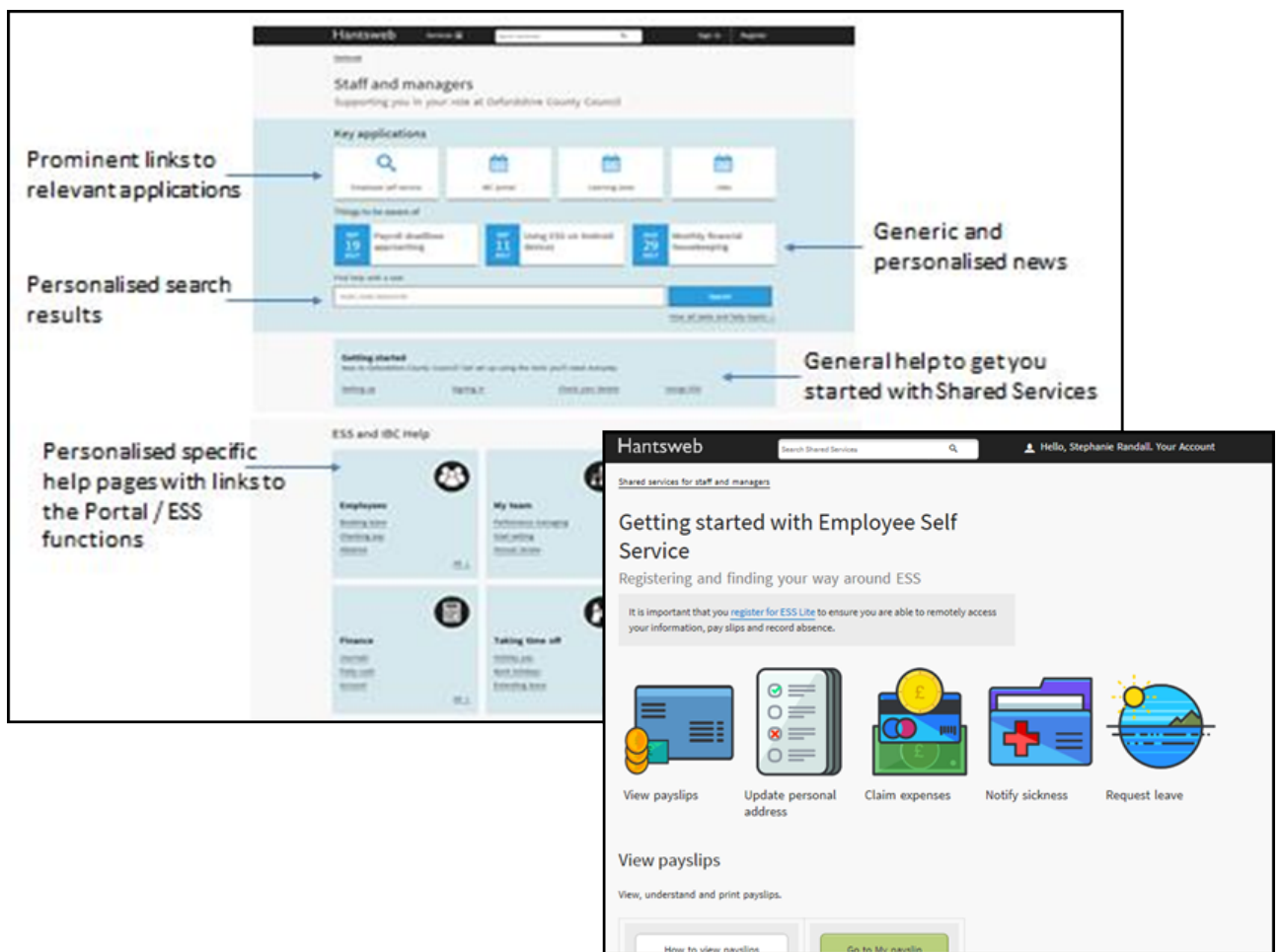
Web Chat

The latest step on our digital transformation has been the introduction of the **Web Chat** channel for our shared services customers. Launched in April 2018 the service can be launched directly from over 20 help pages that include sickness, leave, pay and claiming time.

This further enables our customer to interact through the channel of their choice. Since its launch in April 2018, we have seen further significant improvements in reported customer satisfaction, with satisfaction for this new channel at 90% and enquiries resolved at first point of contact at 85%.

Benefits that Digital programmes have helped us to deliver:

All three of the digital enabled improvements outlined in this case study have contributed toward the delivery of our ambition for a more streamlined Shared Services customer journey:

The introduction of this new technology, alongside the implementation and embedding a new customer service operating model, also show a clear correlation with our the feedback we receive from our customers that the service continues to improve. This is most clearly demonstrated though the results reflected in our Customer "snap survey" of our performance during June 2018 – which represents the highest satisfaction levels since the regular monthly surveys were introduced in June 2017.

June 2018 survey responses - 68% customers that completed a survey were highly satisfied with the service received (score of 8-10), with 79% confirming they were satisfied (score of 6-10).

The five words most used to describe the service were:

- Good
- Excellent
- Efficient
- Helpful
- Great

In addition Hampshire County Council, Hampshire Constabulary, Hampshire Fire and Rescue Service, Oxfordshire Fire and Rescue Service, Oxfordshire Schools and Hampshire Schools have all achieved the March 2019 target of 70% customers scoring as highly satisfied and 80%.

We have also revisited the independent assessment of the ICS business benchmarking and our overall Customer Satisfaction Index has significantly increased to 64.6. This is an improvement of over 26 points when compared to the 2016 survey.

The graphic below summarises how the introduction of the new technology introduced, correlates with reported customer satisfaction improvement.
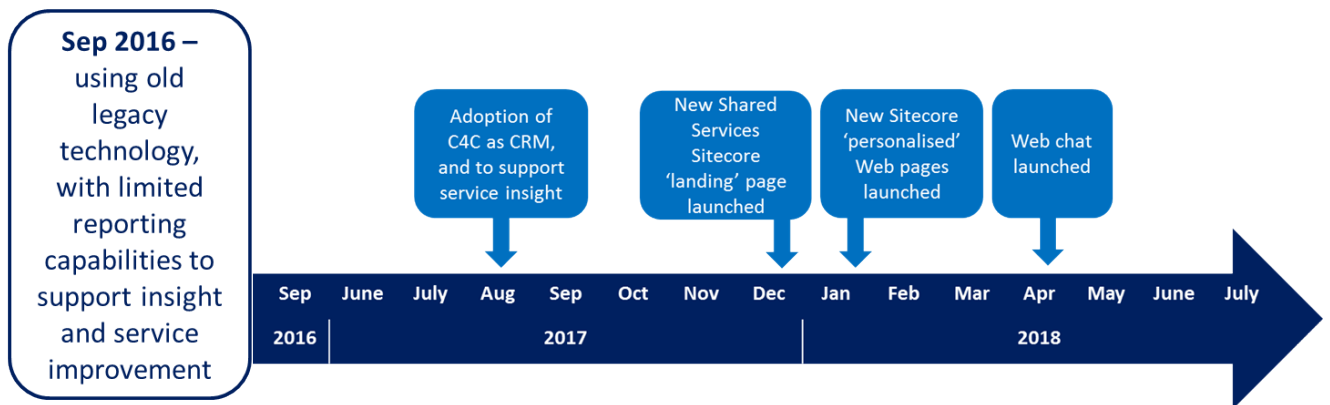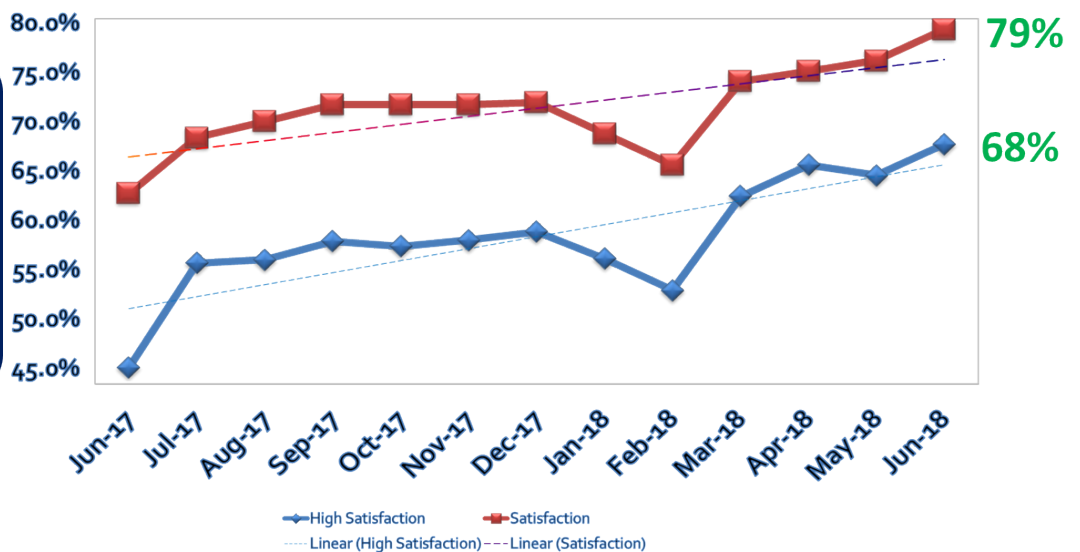
CORPORATE OR LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	No
People in Hampshire live safe, healthy and independent lives:	No
People in Hampshire enjoy a rich and diverse environment:	No
People in Hampshire enjoy being part of strong, inclusive communities:	No
OR	
This proposal does not link to the Strategic Plan but, nevertheless, requires a decision because: This report is to provide an update on the IT Digital Portfolio which does affect every aspect of the County Council's functions	

Section 100 D - Local Government Act 1972 - background documents   **The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)**   Document　　　　　　　　　　　　Location   None

IMPACT ASSESSMENTS:

1. Equality Duty

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;

- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;

- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard in this context involves having due regard in particular to:

a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;

b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;

c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionally low.

1.2. **Equalities Impact Assessment:**

(a) This report is to provide an update on the IT Digital Portfolio and will therefore have no impact

2. Impact on Crime and Disorder:

2.1. None

3. Climate Change:

a) None