Sedgemoor District Council
A journey into Digital

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TechUk - Demystifying Local Gov – July 2019
About Sedgemoor
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• The Place
  – 565km²
  – Population = 121,436
  – Households - 46,000

• The Council
  – Staff – 364 people
  – A District – 2 tier - Somerset County Council
  – In-House Council Tax, Business Rates and Benefits Systems
  – In-House IT Development and Integration Capability

• The Transformation
  – Programme – 5 years
  – Budget - £4.8M ( £1M on systems and tech support )
  – 10% staffing reduction after 5 years
  – recurring savings at the end if of year 5 of £1.5M
  – Significant benefits realisation from year 3
Our Services

- Affordable Housing
- Anti-Social Behavior
- Beaches and Resort management
- Benefits – Housing and Council Tax
- Building Control
- Car Parks
- Care Centre/Lifeline
- CCTV
- Cemeteries and closed cemeteries
- Clean Surroundings
- Coastal defence and Land Drainage
- Community Safety
- Council Tax collection
- Drainage Boards (financial contribution of £1.4m)
- Dog Wardens
- Economic Development
- Elections
- Environmental Services
- Graphics and Printing
- HR
- Health and Wellbeing

- Homelessness
- Housing advice
- IT
- Inward Investment
- Legal and Democratic core
- Land Charges
- Landscaping
- Legal Services
- Licensing and Fraud
- Media and Communications
- Nuclear and National Grid
- Parks and Open Spaces
- Pest Control
- Performance
- Planning (Development Management)
- Pollution Control
- Revenues
- Regeneration projects
- Sedgemoor Direct
- Strategic Housing
- Training and Development (IIP Gold)
Vision for ‘Transformation’?

• Transformation will:
  – improve the experience for our customers
  – improve efficiency for the council
  – collaborate with other agencies serving our communities
  – improve decision making on the use of Council resources

• Transformation will affect everyone:
  – Its not just about Sedgemoor Direct
  – Its not just about Customer Access
The Customer Access Programme

Digital Structure & Culture

Digital Processes & Standards

Digital Capabilities & Technology
The journey so far

- Capabilities and Technology
  - Capability Map
  - Procured a Digital Platform
  - Additional Development
  - Gap Analysis for further components
- Processes and Standards
  - Reviewing processes
  - Data Flows
  - Emphasis on Self Service and Automation
- Structure and Culture
  - New Organisational Design
  - Working with Digital Partners
  - Digital Place – Digital Board
## Structure and Culture

- Using ‘Personas’
  - to map Processes
  - to work to a new organisational design

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Administration</td>
<td>Following a method to achieve an outcome.</td>
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<tr>
<td>Case Officer</td>
<td>Owning a case through to fulfilment.</td>
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<tr>
<td>Digital Mailroom</td>
<td>Capturing paper documents to a digital form.</td>
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<tr>
<td>Mobile Locality Officer</td>
<td>Operating outside of the office environment.</td>
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<td>Automation</td>
<td>Digital agent that can perform actions, apply decisions, based on predefined business rules.</td>
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<tr>
<td>Practitioner</td>
<td>Having specialised knowledge, skills and judgement in a particular field.</td>
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<tr>
<td>Delivery</td>
<td>A unit or organisation who acts as our Agent to perform a specific task.</td>
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<tr>
<td>Partner</td>
<td>An organisation who we collaborate with.</td>
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<tr>
<td>Manager</td>
<td>Using dashboards to tune performance, and allocate resources.</td>
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</tbody>
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Reducing the number of case management systems

• Typically, each system that we operate has a similar stack; that is, database, business logic, workflow, document management, rights management, reporting, portal, performance, etc.

• Each time that we have a dedicated ‘system’ for one of our services, it reinforces divisions in our organisational design and creates unnecessary points of integration – and that reduces our ability to deal with customers holistically.

• So, we want to move to a digital architecture that has access to these ‘capabilities’ as components that we deploy once for the enterprise, rather than embedded in each system.
Capabilities and Technology

- A set of interacting components that we can use to build solutions
- Standards that enable us to take part in the Digital Place
- A platform that assures that it will all work together
- See our video at — [https://www.sedgemoor.gov.uk/cap](https://www.sedgemoor.gov.uk/cap)
Example Digital Capabilities

- My Accounts
- Case History
- Data Matching
- Registers
- Service Register
- Service Dashboard
- Generic Case Management
- eForms
- APIs
- Messaging
- Process Designer
- Workflow
- Re-useable Tasks
- Case Data
- Records Management
- Insight and Analytics
- Identity Assurance
- Consent Bank
- Data Licences
- Change Management
Capabilities / Stories and Standards

A-Z of Council Services
Service
to know what services are available
requires
requires
requires
A-Z of Council Services
Service

Key
- Capability
- Component
- Standard
- Capability Group
- User Story

Service Register

has standard

Open311

Schema.org

The LGA’s Locally Delivered...

The ESD toolkit’s Local Government...

Government Digital Service – Local...
OJEU Negotiated Procedure

- See our specification at https://www.sedgemoor.gov.uk/cap
Procuring the Platform

• Why?
  – We were clear on the capabilities we wanted
  – But not clear if it exists as a platform

• A forensic look at the market
  – Site Visits, Videos, negotiation meetings

• The platform must be resilient and reliable
  – but what it enables can be more agile.
  – so, suppliers can take part – if they componentise their products and use standards etc.

• We were supported by CGI
  – The Specification
  – The Procurement Process
What we found

• A long journey
  – But worthwhile - Uncovering the reality of the hype.
  – Suppliers won’t engage unless it is through a Negotiated Procedure.
  – We know what our chosen solution doesn’t do – and we have found alternatives
    • E.g. The Process Design Environment

• Site Visits
  – “we wished we have taken more time” – sometimes, their vision had been compromised.
  – We wanted to focus on the Capabilities, not on Culture and People.

• We want a Low-Code environment so that Service Managers are in control
  – but that does not exist!
  – Solutions that were truly a ‘platform’ required more of the Hogwarts magic.
  – Solutions that are forms/workflow based are more mature and easier to configure
    – but are not data centric.
Processes and Standards

- Segmentation in the market
  - Process companies
  - Technology companies

- Process Design
  - Transformation led by the Services. Their Ideas and energy

- Our Process Design Manual
  - enable many ‘process redesign’ projects to run in parallel with minimal direction from the centre;
  - ensure that corporate principles are built in to digital service design;
  - ensure that solutions make best use of the digital platform;
  - ensure that solutions are continually ‘tuned’ to meet customer needs, and for efficiency gains.
The Manual

Foundations
- Setting the Theme
- Creating an Agile Team
- Working with the Transformation Programme
- Gates

Discovery
- Understanding customer needs
  - Audience groups that typically use the process
  - Understanding the typical needs and circumstances that lead to cases being raised for a process;
  - Related processes and services from other organisations
  - Proposals for reducing demand.
  - Customer research
  - Working up 'user stories' from various roles to illustrate the requirements;
  - Volumes and Usage profiles

Expectations
- Adopting Principles
- Volumes and Usage
- Gates

Alpha
- Proposing a new set of processes
  - Review processes for the theme
  - Gather current metrics
  - Establishing the legal basis of the theme;
  - Capture and assess risk decisions, and propose mitigations
  - Selecting Personas
  - Selecting Capabilities
  - Process Mapping;
  - Capture blockers and assess their impact – leading to a business case for change
  - Tasks (both human and digital); APIs, and methods;
  - Information requirements, flows, and information assurance assessments;
  - Defining Eligibility
  - Prototyping for forms designs, scripts, instructions;
Process Redesign Environment

“I found it very useful and could see where I and the team can really take part in this whole process.”
• Associating Data Licences with Process Steps.
Thank you

• Your questions and observations?

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