

Manchester City Council Report for Information

Report to: Resources and Governance Scrutiny Committee – 11 October 2022

Subject: Resident and Business Digital Experience Programme (RBDxP)

Report of: Deputy Chief Executive and City Treasurer

Summary

This report has been written to provide an update on the Resident and Business Digital Experience Programme (RBDxP) which sits under Future Shape: Digital by Default, Customer Access and Front Door.

Future Shape of the Council is a two-year transformation programme designed to enable Manchester City Council (MCC) to be in the best possible shape to deliver its ambitions as set out in the Our Manchester Strategy whilst meeting the external challenges the council face from budget pressures.

A previous report was brought to this committee in February 2022 outlining the work in this area.

Recommendations

That Scrutiny note the contents of this report and the changes that will be required over the next few years to deliver this important agenda.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The Future Shape of the Council aims to improve the Council's efficiency and effectiveness in the context of reducing our carbon impact including in areas such as estates, printing, and travel. The successful delivery of the digital and ICT approach will be integral to this.

Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The Future Shape of the Council Programme is designed to strengthen the delivery of the priorities in Council's Corporate Plan, and as a result, all the Our Manchester Strategy outcomes. Some of the workstreams will also have a more direct impact as outlined below.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	

<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>There are circa 27,000 residents in the City who are digitally excluded, with a significant correlation with social inclusion. As part of its response to Covid MCC has supported 800 residents with a combination of devices, data & skills support to help them get online. This work is being continued in the current financial year. The Joined-Up Health and Social Care workstream will support the successful implementation of integrated Health and Social Care improving health outcomes for residents</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>The Place Based and New Approach for Housing workstreams will support improved services in neighbourhoods</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>The Council adopting technology and delivering digitally makes a positive contribution to Manchester's ambition to be a leading and inclusive Digital City.</p>

Contact Officers:

Name: Carol Culley
Position: Deputy Chief Executive and City Treasurer
Telephone: 0161 234 3406
E-mail: carol.culley@manchester.gov.uk

Name: Chris Wanley
Position: Director of ICT
Telephone: 0161 234 5998
E-mail: chris.wanley@manchester.gov.uk

Name: Lee Owen
Position: Head of Revenues, Benefits and Customer Services
Telephone: 0161 245 7525
E-mail: lee.owen@manchester.gov.uk

Background documents (available for public inspection): None

1.0 Digital by Default Customer Access and Front Door

Resident and Business Digital Experience Programme (RBDxP) - Replacement of the existing customer relationship management system, content management system (website) and integration layer in one single integrated platform so that council front-facing systems interact to the benefit of our residents and businesses.

1.1 Programme Objectives

Manchester City Council's aim is to implement digital improvements for residents and businesses in order to make it easy to interact with the Council's services online, for those who want to and can do so. The successful delivery of the Resident and Business Digital Experience Programme (RBDxP) will:

- Make Manchester City Council a leading digital public services organisation by replacing legacy systems with modern technologies.
- Provide our residents and businesses with a simple, fully integrated, single way of getting the services they want.
- Support and encourage residents to become and remain, regular and confident online users.
- Connect our key Council services together so that we are a joined-up organisation for our residents and businesses.
- Allow us to work more effectively with Council partners.
- Improve the Council's proactivity when delivering key services and value-add activities to our residents and businesses.
- Make our digital services quick and easy to use, which will increase digital take up and release efficiency savings for the Council.

1.2 Programme Improvements

The successful delivery of the Resident and Business Digital Experience Programme (RBDxP) is a priority for Manchester City Council because it will deliver the following improvements:

- Move to modern technologies, and away from aging systems, so that we can offer the best customer experience.
- Allow us to adapt Council systems quickly as the needs of our residents and businesses change.
- Build digital skills within the Council to improve the service for residents and businesses, without the cost associated with third parties.
- Provide a new, user-friendly, accessible website that can be viewed regardless of which device is used.
- Provide a consistent and joined up experience for our residents and businesses, regardless of the service or channel they want to access.
- Building accessibility and inclusivity into the programme from the start.

1.3 Engaging with Residents and Businesses

For this programme to succeed, the Council will need to ensure that we engage with resident and business groups across Manchester to understand how the Council's digital services and offer will work best for them.

The programme is in the process of creating 3 core user groups to help design digital services and support implementation. This will ensure that the solution meets user requirements, and that accessibility needs are met throughout the lifecycle of the programme. The 3 user groups are:

1. Group 1 - Service User Group
2. Group 2 - Resident User Group
3. Group 3 - Business User Group

During this engagement the programme will:

- Actively seek the guidance of Members on key groups that we should engage with.
- Continue to work with our colleagues in Service areas, in particular our Neighbourhood teams, to identify key community and business groups.
- Engage directly with residents, businesses and community groups through a number of different channels such as focus group sessions, our website and surveys.
- Contact a wide range of community groups to take part in focus groups sessions to reflect the diversity of the City, these will be held at a number of locations.
- Continue to work with the Council's Equality, Diversity and Inclusion Team following their support in the creation and development of the programmes Equalities Impact Assessment (EIA) and support in selecting suppliers that place accessibility and inclusivity at the heart of their solutions. The programme will continue to work closely with this team to identify and engage with resident and community groups in the design and testing of the new integrated digital platform to ensure that our services provide the highest standards of accessibility and inclusivity.
- Acknowledge the diversity of our City and language barriers that some of our residents face, this will be explored as part of the development of the new integrated digital platform.
- Work closely with the Council's Digital Inclusion Team to align on objectives and to ensure comprehensive digital support is provided to our residents. The Digital Inclusion Team work with Voluntary, Community, and Social Enterprise organisations across the City to deliver appropriate digital inclusion interventions across geographies and demographics in Manchester to support residents.
These interventions include delivering devices, data, digital support and engagement activities directly to residents to promote Digital Inclusion.

Further information on the Council's Digital Inclusion Work will be reported on separately as part of a future report to the appropriate scrutiny committee.

1.4 Key Progress Update

The Resident and Business Digital Experience Programme's (RBDxP) key progress to date includes the following activities:

- The programme is coming to the end of our procurement activities, and has awarded contracts to two suppliers to support the programme:
 - **Technology and Implementation Partner**
Awarded to IEG4 Limited:
The Council will work alongside this Partner to implement the new integrated digital platform. This will replace the existing Customer Relationship Management System, website and integration layer.
 - **Digital Transformation Consultancy**
Awarded to Methods Business and Digital Technology Ltd:
This Partner will provide the Council with guidance and best practices when designing and implementing new digital ways of working. They will also support the development of the Council's Digital Team to support the integrated digital platform on an ongoing basis.
- The programme is progressing with the recruitment to the Council's new Digital Team that will support the delivery of this programme. This team will ensure the Council have the capacity and skills to support and continuously improve Digital services in the future.
- The Digital Team have defined the programme's scope, design principles, user research strategy and baselined current processes and systems.
- An initial Data Protection Impact Assessment (DPIA) has been undertaken which will be updated as the new digital platform is developed.
- The Equality, Diversity and Inclusion team have advised us on the creation of an initial Equalities Impact Assessment (EIA) which will continue to be developed and refined throughout the programme.
- Ensuring our digital services are fully accessible has been a core principle from the start, to make sure the right suppliers were selected.
- The Digital Team are analysing the order that Services should be brought onto the new integrated digital platform so that it reflects a number of criteria such as resident and business engagement, number of transactions, Service delivery impact and complexity, and technology requirements.

1.5 Programme Priorities and Next Steps

The Resident and Business Digital Experience Programme's (RBDxP) current priorities and next steps are:

- Finalising the contracts with awarded suppliers.
- Onboarding those suppliers into the Council and programme.
- Finalising the user groups across Council Services, Residents and Businesses.

- Starting engagement with user groups.
- Finalising the implementation plan and Service order. The indicative plan, subject to detailed analysis, is as follows:
 - Summer 2023 – We will start migrating those Services identified as priority services, to the new integrated digital platform.
 - April 2024 - We will begin to bring the next group of prioritised services onto the new integrated digital platform.
 - Nov 2024 - This will be the start of the final group of in scope services being migrated on the new integrated platform.
 - Sept 2025 – The integrated Digital Platform (replacing CRM, website and Integration Layer) is available for all Phase 1 Service areas. By this point, confirmation will be given to the Council’s ICT Service Operations team that the decommissioning of legacy systems can commence. Digital skills will have been transferred to the Digital Team and the business-as-usual processes and continuous improvement are structured within this team.