

## Service Summary Sheet

<b>Directorate</b>	<b>Digital, Customer and Commercial Services</b>		
<b>Year</b>	<b>2022/23</b>	<b>Quarter</b>	<b>Q3</b>
<b>Benchmarking</b> <i>with local authorities/nearest neighbours</i> <i>Please consider if a <a href="#">Delivering Better Outcomes proforma</a> should be completed also.</i>			
<b>Digital &amp; Customer Services</b> <ul style="list-style-type: none"> <li>Continued work assessing bidders against our specification of a new digital platform. This has included following up with neighbouring Local government reference sites (Birmingham and Sandwell) and understanding the benefits achieved through deployment of different solutions</li> </ul> <b>Technology Services</b> <ul style="list-style-type: none"> <li>No formal benchmarking but extensive engagement with Councils across the country.</li> <li>Regular meetings with strategic partners e.g., Microsoft, NEC, Virgin, EE to assess where we are on the development roadmap compared to our peers</li> </ul> <b>Commercial</b> <ul style="list-style-type: none"> <li>Due to commercial sensitivities no formal benchmarking data is available.</li> <li>Attendance at national commercial groups to ensure we are identifying best practice opportunities.</li> <li>Engagement with East Riding, Kent, Coventry, Shropshire, Sandwell and Walsall Councils on a wider range of projects and to share best practice.</li> </ul> <b>Procurement</b> <ul style="list-style-type: none"> <li>Have now provided all of the information required to benchmark the service against Government Commercial Function standards that is reviewed by a partner organisation. We expect result back in Q4.</li> </ul>			
<b>Overview of service delivery</b> <i>Include any issues / risks</i>			
<b>Digital &amp; Customer Services</b> <ul style="list-style-type: none"> <li>Corporate contact centre including council tax, benefits, switchboard, environmental, housing, and public health services. Other activities managed include managing the Councillor Contact and complaints process, Local Government Ombudsman casework, Tell Us Once, and Blue Badge. Customers use many channels to contact us: telephone, online self-service, email, social media, and in-person.</li> <li>The team are leading on the procurement and deployment of a new digital platform for residents, councillors and officers. Excellent due diligence and requirements capture has ensured the 3 shortlisted bidders will provide an excellent partner for the council.</li> <li>KPIs include telephone and walk-in answer rates. Since Q2, performance is stabilising and DC+ achieved KPI targets for the first time since pre-covid.</li> <li>We have recruited some excellent quality candidates in our digital front door team who are making a positive impact in the team and driving the platform project forward.</li> </ul> <b>Technology Services</b> <ul style="list-style-type: none"> <li>This service manages the deployment, development, monitoring, maintenance, upgrading and supporting of organisational IT systems, keep the council safe through a cyber security programme, and support staff and members by advising and managing all incidents, problems, and change/service requests</li> <li>The PSN ITHC (IT Health Check) has been completed in Jan 2023 and the final report is due in Feb 2023.</li> </ul>			

- We have put more emphasis on governance and implemented TDA (Technical Design Authority) which is a design and cyber security gateway
- We have automated security patches for our server/device infrastructure to improve our security posture. This will help us maintain PSN compliance and work towards Cyber essentials.
- We have continued working on modern ways of working and introduced Always-On VPN to enable staff to work from anywhere without compromising data security.
- Microsoft Enterprise Agreement is completed and signed off for the next 3 years.
- We successfully moved all our on-premises mailboxes to the cloud (Exchange Hybrid)
- Multi-Factor Authentication /Conditional Access is being rolled out to all staff since Dec 2023. Rollout to be completed by Feb 2023.
- Key issues are the recruitment of specialised staff, transformation to the cloud, procurement and deployment of a new digital platform and funding for the transformation

### Commercial

- Strategic support for the first quarter for Connect2Dudley – financially performing above target.
- Presentation of strategy reports on a range of commercial activity during this quarter:
  - Leisure centres and town halls
  - School meals service
  - Telecare service
- Fees and charges for Regeneration and Enterprise Directorate were agreed and delivered ready for the new calendar year.
- Revolution for Schools – launch of more than 200 different prices to our school-based customers.
- A key risk continues to be creating a sales and marketing capability to enable delivery of the business cases and the capacity within service areas to deliver proposals.

### DGfL

- Dudley Grid for Learning Contract between RM / Digital and ICT service and Dudley Schools commenced on the 1<sup>st</sup> February – effective contract management is ongoing.
- Next phase will be to plan for 2025 exit of the contract, considering all associated risks and mitigation.

### Procurement

- The service supports all council areas to maximise both cashable and non-cashable benefits from all third party spend.
- This year we improved the service by adopting a pro-active, consultative procurement service and revised policies and procedures. We completed 11 tenders worth c.£1.5m this quarter.
- We have ensured the social value policy and processes are in place and council wide training was delivered.
- Key issues: continue the improvement programme which includes the development of category plans; retention and recruitment of specialist staff; culture change and agreeing a corporate approach for contract management.
- A key issue is the capacity of the team to carry out the work required.

### Workforce metrics

Headcount & FTE as at 31/12/2022	Non Casual Headcount (FT and PT)	Non Casual FTE	Casual Headcount	Agency Headcount	Total Headcount
Digital, Customer and Commercial Services	245	224.64	0	16	258

Ethnicity	%
Ethnic Minority Group	11.8%
Undisclosed/Prefer not to say	3.3%
White	84.9%

Staff turnover rate	%
2022-23 Q3	4.6%

Sickness days lost per FTE	Days
2022-23 Q3	8.2

## Service achievements

*Report of any external accreditation, awards, positive publicity, during the past quarter*

### Digital & Customer Services

- Customer Services has seen a full quarter of targets being met on call handling times for the first time in the past year as covid and energy support related schemes are majority concluded.

### Technology Services

- We successfully moved all our on-premises mailboxes to the cloud (Exchange Hybrid)
- Multi-Factor Authentication /Conditional Access is being rolled out to all staff since Dec 2023. Rollout to be completed by Feb 2023.
- We have put more emphasis on governance and implemented TDA (Technical Design Authority) which is a design and cyber security gateway
- We have automated security patches for our server/device infrastructure to improve our security posture. This will help us maintain PSN compliance and work towards Cyber essentials.
- We have continued working on modern ways of working and introduced Always-On VPN to enable staff to work from anywhere without compromising data security. Resolved all pending issues.
- We have completed a mobile device pilot with social care staff to identify a suitable replacement for the LAS (Liquid logic Adults' Social Care System) Mobile Application, that will allow staff to access and update user care records whilst attending on-site assessments. 588 4G Laptops have been ordered as a result for social care staff.

### Procurement

- No challenges to contract awards have been successful
- Identification of 7.7% average savings on contracts tendered this quarter

## Opportunities for improvement

*Information relating to service complaints / compliments and learning from these*

### Digital and Customer Services

- Realigning and merging Business Engagement and Business change will open up a wider poll of skills and experiences to deliver against project deliverables

### Technology

- Pilot for Teams integration with the council's telephony infrastructure has been completed successfully, 100+ staff (Directors, HoS, Sr Managers) took part in this pilot. We aim to deploy MS Teams telephony to all the staff by 1<sup>st</sup> quarter of the next fiscal year (Subject to MTFS bid for Microsoft enhanced licenses (E5))

## Any additional information relating to performance