	Resources & Public Realm Scrutiny Committee
	5 September 2018
	Report from the Director of Performance, Policy and Partnerships

Digital Strategy progress and outcomes for vulnerable people

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	5
Background Papers:	Brent Digital Strategy 2017 – 2020
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1.0   Purpose of the Report

1.1   This report provides an update on the progress of the Brent Digital Strategy from its launch in June 2017 to date. It includes details of key projects and workstreams related to channel shift and the initiatives designed to support vulnerable residents, as well as wider work within delivery of the strategy to secure positive outcomes for vulnerable people.

2.0   Recommendation(s)

2.1   The Committee notes the content of this report, including the progress of the Brent Digital Strategy and positive outcomes for vulnerable people.

3.0   Detail

Background

3.1   In June 2017 Cabinet agreed the Brent Digital Strategy 2017 – 2020. The Digital Strategy set out a vision for a sustained programme of change where modern technology will be a catalyst for delivering each of the Brent 2020 priorities: Demand Management, Raising Income, Business and Housing Growth, Employment and Skills and Regeneration.

3.2   The publication of the Digital Strategy was a defining moment as Brent's leadership committed to being a borough that embraces the opportunities presented by digital innovation to improve the lives of all residents and deliver local priorities more efficiently.

3.3   An evolving digital work programme, which is overseen by the Brent Digital Board, was developed to deliver this vision. The Digital Board is chaired by the Director of Performance, Policy and Partnerships and brings together corporate and operational leaders to set the direction for the programme and ensure delivery is on track.

3.4   The key workstreams of the digital programme that directly influence the experience of customers in accessing services were commissioned to support the objectives set out in the Digital Strategy's 'Demand Management (helping people to help themselves)' section. These objectives are outlined in Table 1.

3.5   The overarching theme of this work is about making it quick and easy for customers to access services online via their preferred device 24/7, whilst promoting self-help and digital inclusion. It aims to provide a customer experience that meets the expectations set by modern online offers; where transactions can be completed in seconds and users can track the progress of service interactions in real time.

3.6   The other key theme acknowledges that there is a smaller but significant group of vulnerable service users that are not able to self-help or access services independently. This includes those with learning difficulties, mental health disabilities, severe physical disabilities, severe hearing and visual impairments, as well as those of pensionable age that are unable to navigate on-line services. For this cohort the future experience for accessing services will be more tailored to their needs, including appointments and relational support in community based settings.

3.7   To ensure consistency and provide greater clarity on how the Digital Strategy should inform service design and access arrangements across all channels, design principles to underpin Brent's approach to channel shift were developed. Each principle was aligned to a demand management objective. The design principles and aligned objectives are outlined in Table 1.

Table 1:

Digital Strategy (Demand Management) objective	Aligned design principle
1. Design more effective and preventative service models.	The service will promote self-help and preventative measures.
2. Make online the first choice for interacting with all council services.	Online will be the first choice for interacting with the service.
3. Ensure all residents have access to the resources and support they need to confidently access online information and services.	Support in accessing services will meet the needs of the individual.
4. Integrate channels, applications and workflows to enable seamless end-to-end transactions across a wider range of services, increase automation and maximise the first touch capability of council officers.	Service users will only need to submit relevant details once.

3.8   In January 2018 the Resources and Public Realm Scrutiny Committee considered a paper titled 'The *Digital Strategy and the customer experience*'. A key recommendation of the paper requested feedback on the above principles. The Committee supported the four original principles and requested inclusion of a fifth, which also aligned with a Digital Strategy demand management objective. This is outlined in Table 2.
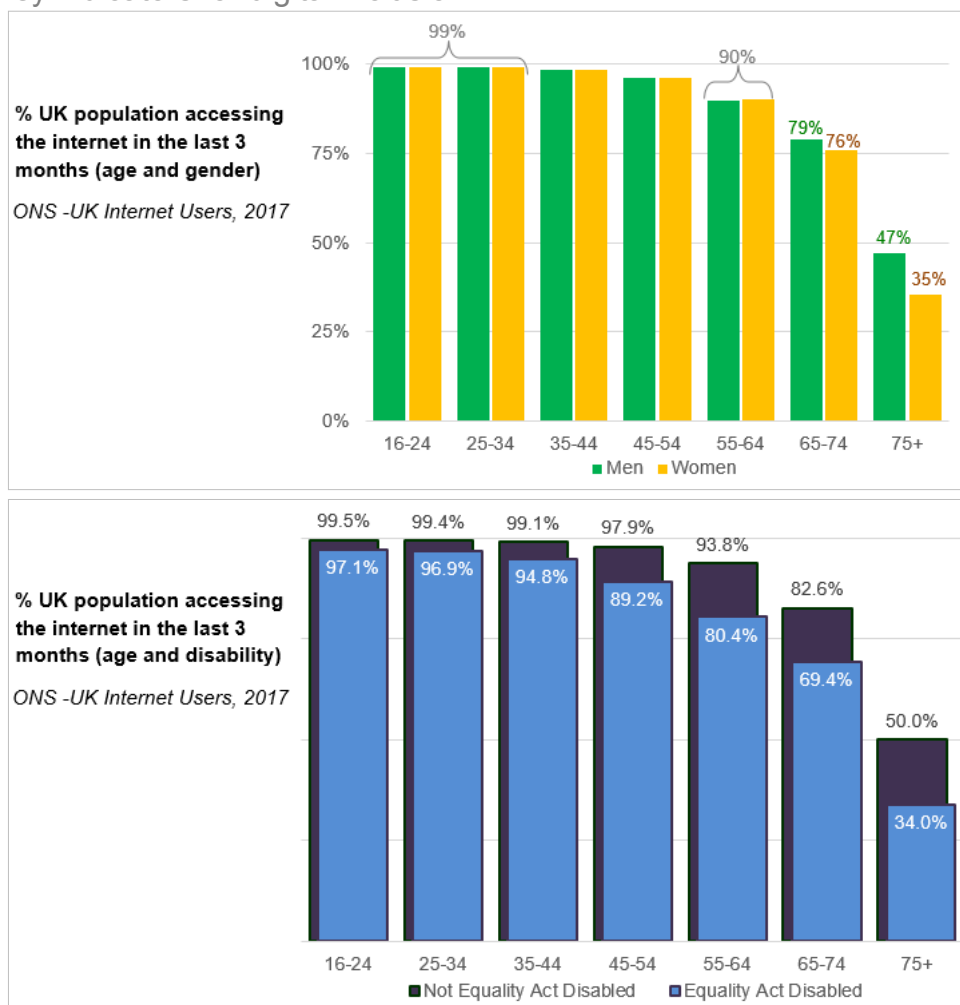
Table 2:

Digital Strategy (Demand Management) objective	Aligned design principle
5. Trial radical approaches and develop innovative solutions for new models of service delivery	The service will keep up to date as technology develops

3.9   To date there have been a range of projects and workstreams within the digital programme (and related work) that are guided by these five principles. This includes developing increasingly modern online services that become the first choice for all customers who are able to access them, whilst ensuring the right level of support is available for those who need it and alternative channels are prioritised for those who are unable to go online. This report provides a progress update on this work, including the initiatives designed to support vulnerable residents, as well as wider work within delivery of the strategy to secure positive outcomes for vulnerable people.

Online approach

3.10   Multiple sources show that the key national indicators for digital inclusion are age and disabled status.

Figure 1: Key indicators for digital inclusion

% UK population accessing the internet in the last 3 months (age and gender)

ONS -UK Internet Users, 2017

% UK population accessing the internet in the last 3 months (age and disability)

ONS -UK Internet Users, 2017

3.11 Our approach for online services and support is shaped by knowledge of those more likely to be digitally isolated, but with equal consideration for evidence showing that a majority of residents have already used Brent's online services, or say they are likely to use them in future[1]. By developing online offers that make the lives of these residents easier - such as enabling them to do things more efficiently or 'on the go'[2] – we are helping to make online their first choice for interacting with the council, thereby releasing capacity in traditional channels that can be prioritised for vulnerable residents.

Website redesign

3.12 In January 2018 we completed a comprehensive review of the Brent website. The review engaged Brent residents to capture their views and experiences of online services through a combination of interviews, user testing and behaviour analysis tools. It included in-depth heat-mapping of five top online tasks (Parking, Planning, Council Tax, Events and Housing) and produced recommendations to improve the design, usability, accessibility, navigation and technical elements of the online offer for all key services.

3.13 Key findings of the review identified that:

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[1] Residents Attitude Survey 2018, Appendix A (Q12)

[2] 'On the go' refers to accessing the internet away from home or work. National statistics are included at Appendix B.

- 50% of users access the website via a mobile device, but the design of the website was not mobile friendly[3].
- 39% of website users could not find what they were looking for when attempting some set basic tasks and either gave up or made direct contact with the council via phone or face to face instead[4].

3.14 The first response to these findings has been the move from a reactive 'webdesk' model, which allowed for increasing amounts of content to be added to the website, to an Agile content management model. This new approach ensures all future changes to the website are prioritised based on evidence of what users are trying to do online, placing far more robust controls on what content gets published and when. This change has been facilitated by a restructure of the Communications Team which has redefined the role of the web team and has created a new Digital Marketing Manager and Content Designer posts to deliver the new ways of working.

3.15 The central step in transforming the Brent website will be the migration of the current, outdated content management system (CMS) to a newly built and configured CMS platform, which will deliver enhancements across the following areas:
- Content management
- Development
- Forms
- Hosting
- Integration
- Search
- Systems administration
- User experience (including optimisation across all devices)

3.16 The new platform migration provides an opportunity for a full overhaul of the site, as the new system will reduce the time it takes officers to build and edit pages. This review will include removing clutter and un-viewed content, whilst redesigning user journeys to improve the customer experience and making it easier for them to find what they are looking for.

3.17 Following a preliminary options appraisal, the Digital Board are scheduled to decide on which new platform to progress in autumn 2018. The implementation plan - including user research, design, build and deployment – is projected to be delivered over the following twelve months, providing residents with a modern experience when interacting with the council online using their preferred device[5].

Brent for Business website

3.18 In parallel to this work, the [Brent for Business website](#)[6] has been developed and launched on the 17th August 2018. It provides a single point of access to information for Brent businesses, including business support, workspace information, access to finance, jobs and skills, regeneration and town centre information. Separating this content from the council website was supported by the Brent Business Board and

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[3] Brent digital audit report, paragraph 1.2.
[4] Brent digital audit report, paragraph 4.1.1.
[5] Details of resident's digital preferences have been captured in the 2018 Brent Residents Attitudes Survey. Selected digital and access related questions are included as Appendix A
[6] https://www.brent.gov.uk/brentforbusiness/

consultation with wider business partnerships including high street business associations and West London Business.

3.19 An alternative CMS was used to create the site, trialling the new Agile method of delivery. This has provided learning that can be utilised for the resident facing Council website including how to best create the architecture and design of the site, responding to the recent audit of the council website. Use of this new method has created a website that is less cluttered and easier to navigate. Google Analytics and customer satisfaction information will be collated to evaluate the site, which could provide further learning to inform the wider website redesign.

3.20 The website is hosted on the council's brent.gov.uk platform, due to its high ranking in Google searches, as well as providing clarity that this is still a Brent Council hosted site, which businesses suggested would give it a level of credibility and trust.

Modernising online services

3.21 The Brent website redesign is part of wider work aimed at modernising Brent's online services to enable residents to independently complete end-to end transactions at a time of their choosing.

3.22 To date approximately 110,000 Brent residents have successfully activated a Brent MyAccount, which provides them with a safe and flexible way of accessing online services and personalised information for Benefits, Council Tax and Housing:

- Housing Benefit or Council Tax Support - make a housing benefit or council tax support application and a change of circumstance
- Council Tax - view council tax account details, set up a direct debit, view bills online and avoid paper bills, apply for discounts, report a change of address and make payments
- Brent Housing – for tenants to view rent statements and make payments.

3.23 As part of the Digital Programme additional functionality has been built into MyAccount and other areas of the Brent website by introducing new digital forms. This includes the launch of 75 customer facing forms that enable residents to apply for more services, report more issues or make payments to the council more easily (we now receive approx. £1.4M per month (p/m) in payments via online forms) - helping to make online the first choice for interacting with more council services.

3.24 This work has been prioritised in response to customer demand trends over traditional channels. A typical example of this approach is for customer contacts for Housing repairs, which was the number one reason for residents contacting the Housing Management service in 2017, both via phone (30,000 repairs-related contacts p/a) and face to face (2,000 repairs-related contacts p/a). In response to this intelligence a new online form for reporting repairs was developed and launched in October 2017 and later added into the MyAccount portal (March 2018). This form already handles an average of 91 customer submissions p/m[7] and, by providing an

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[7] Based on April – July 2018

online option for customers, is an important early step towards accelerated channel shift for this service.

Dynamics

3.25 The key enabler for more radical and council-wide digital transformation is the introduction of the council's new Microsoft Dynamics 365 (Dynamics) platform, which provides new opportunities for integration and automation that will fully modernise the customer experience and help Brent officers to work smarter and more efficiently.

3.26 Following the launch of the Digital Strategy the council has been building a Dynamics platform in partnership with Infosys. By investing in Dynamics and working alongside Infosys developers to facilitate skills transfer to Brent officers, we now have capacity to design and build online services that better meet the needs of our residents.

3.27 Since November 2017 this work has focussed on the cloud-based build of the new platform, which has enabled delivery of two key, initial projects: new systems for Housing Management and Housing Needs.

3.28 For Housing Management this has already helped to achieve better outcomes for service users through the following improvements and efficiencies:

- For the first time, Housing Management can report on first contact resolution - the single most important satisfaction driver.

- The system provides streamlined data on email contacts, eliminating the need to pull information from Outlook. Not responding to emails was an element of many complaints. Any email not dealt with in 10 days is now automatically flagged and prioritised by the system.

- Senior managers can now self-serve in real-time to see how caseloads are being managed - they no longer need to request and wait for reports as management data is built into the system. This is enabling caseloads to be managed effectively, reducing time taken to resolve issues. It is also producing more effective management data and intelligence.

- Through a mobile app, Estate Managers now have a fully functional remote management solution, which replaces the outdated e-forms solution and enables them to work more effectively in ensuring properties are well maintained.

- End to end applications are now completed remotely, saving time through a more effective system that eliminates the need for officers to travel back to the office.

- Real-time data on estate inspections is now available, along with the actions that are generated from the inspections.

3.29 The new Housing Needs system - the first service to be made available in the Dynamics-built, online customer portal - is the first customer-facing product delivered through the Dynamics programme. The customer portal utilises a

decision-tree model to assess users housing need and generate a decision based on the client's answers to key questions. The process has enabled Brent to comply with recent amendments to the Homelessness Reduction Act and allows progress to be easily tracked and reviewed at the 21 and 56 day milestone points (as set out in the Act).

3.30 The portal has significantly reduced admin time by utilising built-in letter templates and empowering applicants to enter their own information. It has also delivered 24/7 access to this service and allows appointments to be booked at the customer's convenience – promoting self-help and preventative measures whilst helping to make online the first choice for interacting with the service.

Figure 2: Brent Customer Portal
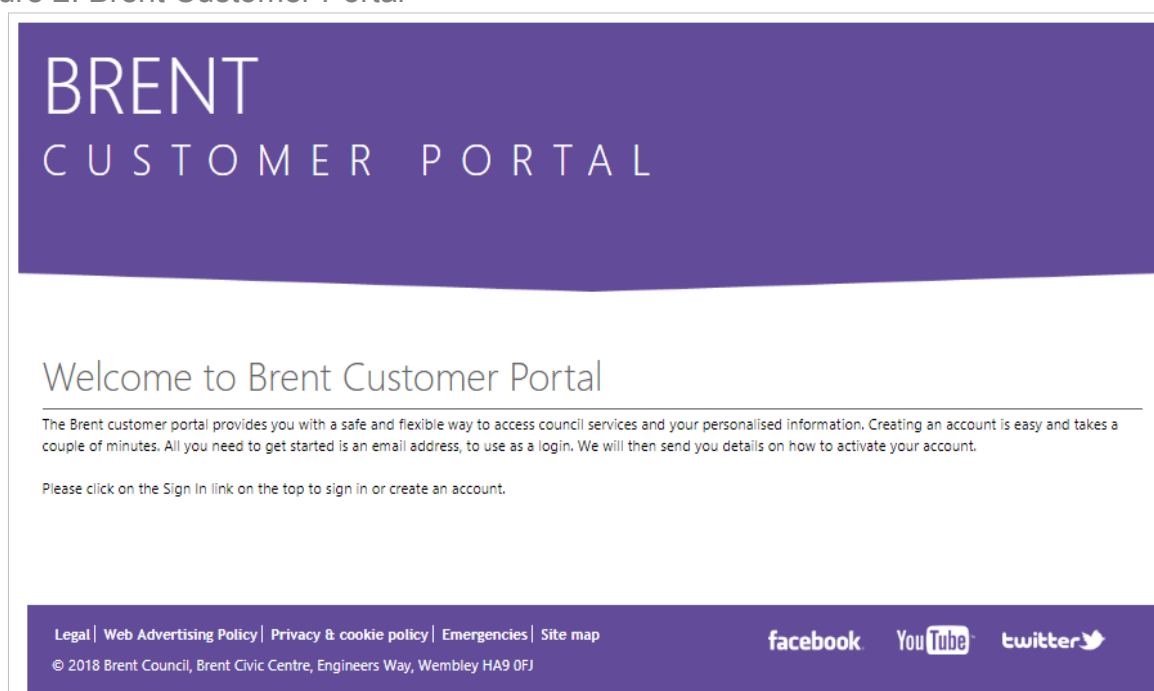
3.31 The roadmap for the Dynamics programme (see Appendix C) includes products to support better customer experiences for an increasing number of council services. The next phase of projects are currently exploring new solutions for services including Complaints, in-year School Admissions and Foster Carers. Additional work will also see the migration of existing digital forms (see 3.23) into the new platform. This will release new functionality, including the ability to track the progress of issues in real-time, and deliver improved end-to-end online user journeys.

3.32 Dynamics will achieve this by integrating with legacy systems to establish feeds to and from them; helping to streamline customer interactions, simplify assessments and reduce repeat contacts. Service users will increasingly only need to submit their details once before they are verified and shared across relevant council services, providing residents a faster and more efficient service and eliminating the frustration of having to repeat the same information multiple times.

3.33 As demonstrated by the new Housing Management system, key outcomes of the Dynamics programme include the ability to generate better intelligence and customer insight. Later phases of the programme are anticipated to include the migration of existing customer services functions onto the platform. As more services become connected through Dynamics, it will help eliminate discrepancies

in the way contact information is captured across the council, enabling holistic reporting of all interactions and a single view of the customer. This intelligence, including historic customer contacts over multiple channels and services, will be used to inform the development of improved access arrangements council-wide. Crucially, it will also be placed at the fingertips of front-line Brent Officers; providing them with new tools to deliver a more tailored customer experience to better meets the need of the individual through the most appropriate channel.

Supporting residents to participate online

3.34 The Digital Strategy recognises that digital inclusion is vital in ensuring all residents can choose to access services online. To promote inclusion and support delivery of our demand management objectives, aligned workstreams for providing more opportunities for residents to gain digital skills and removing barriers to connectivity across the borough have been progressed.

1. *Digital Skills*

3.35 To support both digital inclusion and development of broader digital skills to help people find work, Brent Start has launched a new digital curriculum, which is delivered at venues across the borough. The curriculum covers essential Digital Life Skills courses (e.g. how to find information online), more comprehensive Digital Literacy classes and higher level Functional ICT Skills classes. These courses will support approximately 500 residents in its first year. Further details of the digital curriculum are included at Appendix D. This is funded through Brent Start's core offer, utilising its contract with the Education and Skills Funding Agency (ESFA).

3.36 Delivery of the digital curriculum will be supported by the introduction of new cutting edge technology to a classroom based at the Stonebridge Learning Centre including VR, large touchscreens / smart screens, and a 'Wonderwall' (floor to ceiling visualisation technology). These are funded utilising Greater London Authority grant funding secured by Brent Start. The virtual reality equipment can also be used to deliver courses remotely from other locations in the borough. The technology will provide exposure for Brent residents to digital technologies, partly to enthuse them in their learning, but also to help create real-life scenarios in a safe environment. It will be delivered across a number of curriculum areas (e.g. ESOL, employability, and childcare vocational courses).

3.37 In related work, to encourage development of higher level tech skills and help raise the aspirations of key groups of local people, Brent has commissioned its first Tech Camp & Awards pilot. This programme will support three groups of learners (including cohorts of unemployed residents, college students and sixth formers) through an employer-led tech training programme. The 80 participants will gain a recognised qualification and exclusive opportunities to connect with recruiting employers in the sector. Previous camps using this approach at other locations have delivered a successful outcome rate (into employment or apprenticeship) of 78%. The six month pilot is anticipated to be completed in early 2019.
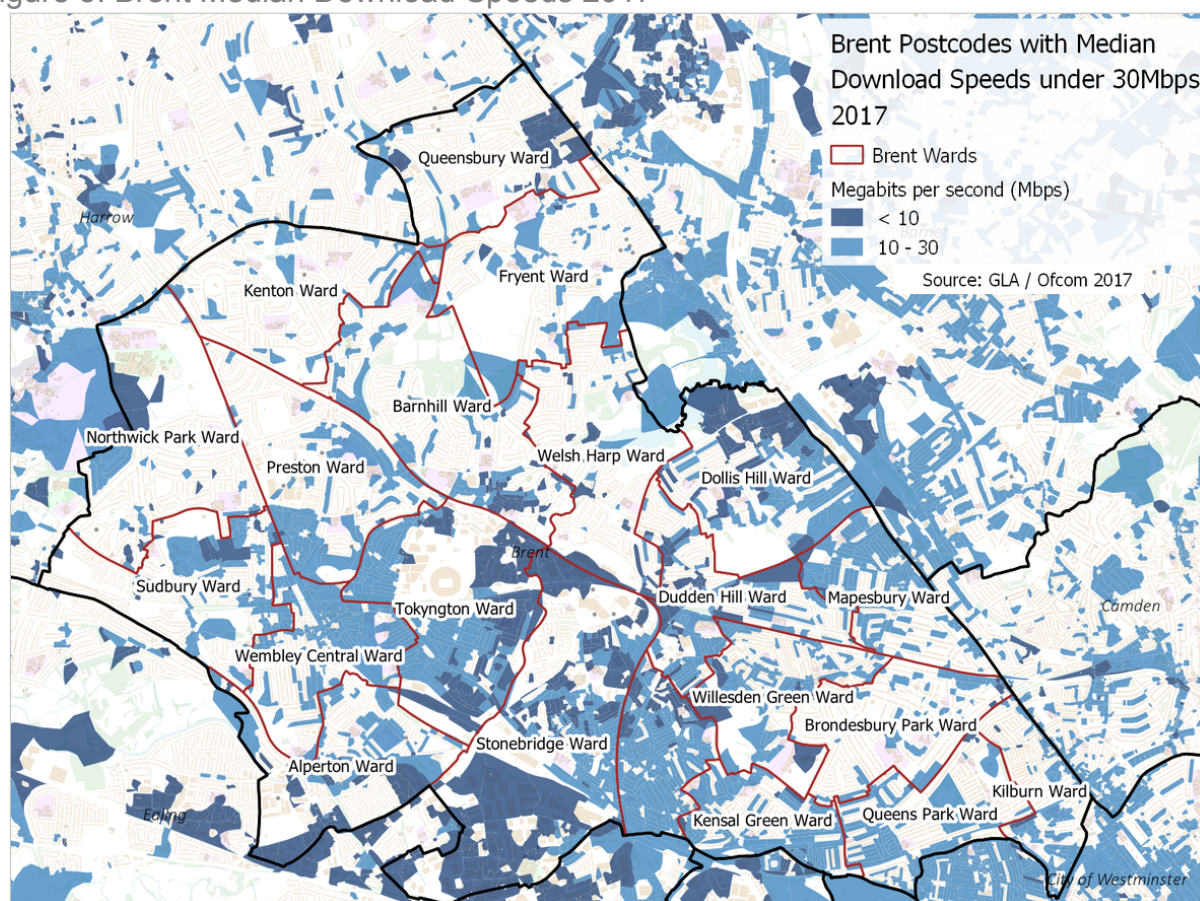
2. *Connectivity*

3.38 Digital connectivity is about fast and reliable internet connections that enable users to participate online. A key barrier for residents in accessing services online is poor

connectivity. As per the London Assembly Regeneration Committee paper 'Digital Connectivity in London' (June 2017):

> *Superfast broadband can be a useful indicator for measuring a place's digital connectivity. Superfast fixed broadband of 24 Mbps or more[8] is likely to be needed in households where different people use the internet at the same time, download films or large files on a regular basis, use multiple devices to access online services, play video games or use video calling services.*

3.39 Applying this definition across Brent we know there are still a number of areas with poor connectivity, which may limit the ability of residents in these areas to interact with the council online. Figure 3 below maps the current speeds in Brent, showing there are large areas of the borough where speeds are below the recommended figure.

Figure 3: Brent Median Download Speeds 2017

3.40 We also know that, with data consumption growing at approximately fifty per cent per year[9], what is classed as a good connectivity speed now (i.e. >24Mbps / 'Superfast') may not be able to support a high quality user experience in the near future.

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[8] Defined as such by the UK Government. OFCOM and the EU use at least 30Mbps as the definition of 'superfast'.

[9] D Lewis, 'Connecting Britain faster – the UK's broadband future', Director.co.uk, 11 March 2016.

3.41   Taking steps to '*Futureproof Brent's digital infrastructure*' is the lead Regeneration objective of Brent's Digital Strategy. This includes delivering residents and businesses access to infrastructure capable of supporting 'ultrafast' download speeds (>300Mbps) through Fibre to the Premises (FTTP) connectivity. As per Figure 4 there is currently very little FTTP coverage in Brent (and the UK in general).

Figure 4: Brent Fibre to the Premises (FTTP) Coverage
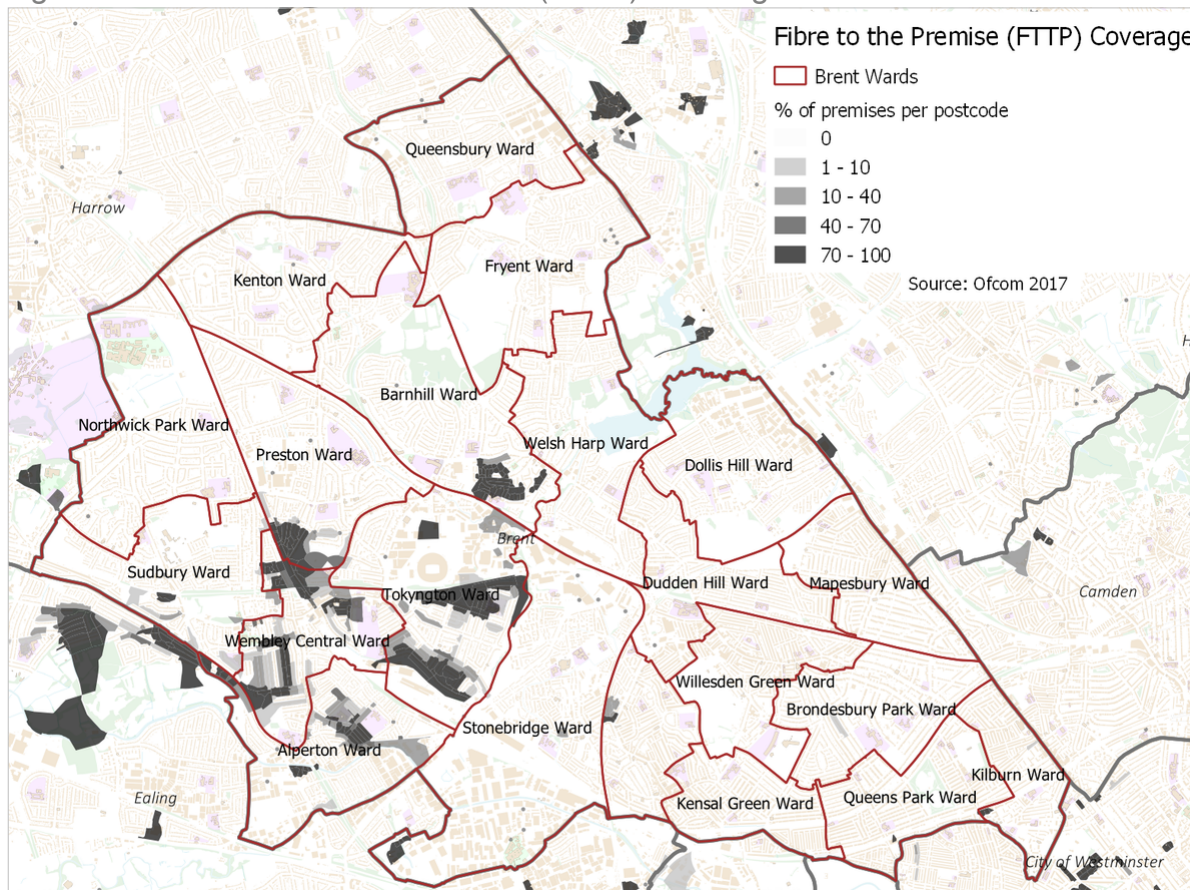
3.42   Since the launch of the Digital Strategy significant steps have been taken to increase local FTTP coverage. In the last few months this has included signing wayleaves with fibre providers (Hyperoptic and Community Fibre) to deliver affordable FTTP connections to Brent's housing stock. As well as upgrading connections to social housing, the new networks are anticipated to provide coverage to up to 80% of the borough by 2020 – drastically decreasing areas of poor connectivity. A project to coordinate the roll out and effectively communicate it to residents has been established.

3.43   A condition of these wayleaves, in addition to no cost to the council, is the provision of social value. This will include free ultrafast connectivity to a number of community facilities (locations tbc) and delivery of digital inclusion activities targeted at key groups.

3.44   Brent has also taken further actions to stimulate improved connectivity by working with partners, including the GLA Connected London Team, to develop digital infrastructure funding bids. This has included supporting a successful pan-London,

TFL-led bid for the Department for Digital, Culture, Media and Sport (DCMS) Local Full Fibre Network (LFFN) fund. As a result of this bid, subject to the current due diligence process, the Park Royal area is anticipated to benefit from FTTP roll out - addressing a significant connectivity 'not spot' (see Figure 3) and providing fibre connection opportunities for approx. 1,100 SMEs.

3.45 This LFFN bid aligns with wider TFL commercialisation plans to build a core fibre backhaul throughout the tube network. These plans have provided significant opportunity for other projects to link with and build upon. A key example being a Brent-supported West London Alliance bid for separate Strategic Investment Pool (SIP) funding. If successful, this would deliver FTTP connections to multiple public sector assets in Brent (and other areas in West London) and extend coverage to many more residents along the prospective fibre routes.

Approach to traditional channels

3.46 The Digital Strategy recognises that the opportunities to modernise services and encourage more customers to self-serve via online channels must be balanced by measures to ensure that no one is left behind. This includes protecting vulnerable residents by providing support in accessing services that meets the need of the individual.

1. Community Hub model

3.47 Expansion of Brent's community hub model to new locations across the borough is a key project supporting the Digital Strategy's third demand management objective - *Ensure all residents have access to the support they need to confidently access online information and services*. A paper recommending approval to expand the hub model is scheduled for Cabinet on 12 September 2018.

3.48 The development of a community hub model was an idea generated from the 2016 Outcome Based Reviews (OBRs) focused on Employment Support and Welfare Reform, Housing for Vulnerable People and Regeneration. The model was developed based on insights from community research which highlighted the difficultly some individuals and professionals face in navigating the system, people's experience of having to tell their story several times to different people and organisations, and the need for greater collaboration across agencies to provide a more holistic approach to services.

3.49 Following a successful two week community hub prototype, the Harlesden hub pilot launched in March 2017. The pilot has provided an opportunity to see what impact a community hub model could have over a longer period in developing a clearer understanding of who accesses it, how it is used and in what ways local organisations can contribute and benefit from the hub.

3.50 Building on the learning from the pilot, and on the basis of positive findings from independent hub research, it is proposed to expand the model across the borough, developing more coordinated and tailored access to support and advice for residents. The proposal is scheduled for Cabinet to consider on 12 September 2018.

3.51 The vision is to develop hubs across Brent, developing a local network offering residents a new way to connect with community groups and local organisations and

access the information, advice and support they need early to address the issues and challenges they face. The ambition is for the hub network to create an environment which supports vulnerable residents to help themselves through facilitating resilience and providing the support needed to reduce long-term dependency on services. It also provides a safety net for the delivery of the digital strategy, ensuring the most vulnerable are supported during a time of digital transformation.

3.52 The hub model is based on a user-centred pathway of support accessible to all and tailored to the needs of the individual. Hub users are able to seek and access the support they need within the hub, delivered through a range of partners and volunteers who respond to the different presenting needs of the client. Support is delivered at different levels depending on the nature of the enquiry, from support and information to specialist advice and facilitating connections with other appropriate organisations.

Figure 5: Hub pathway of support
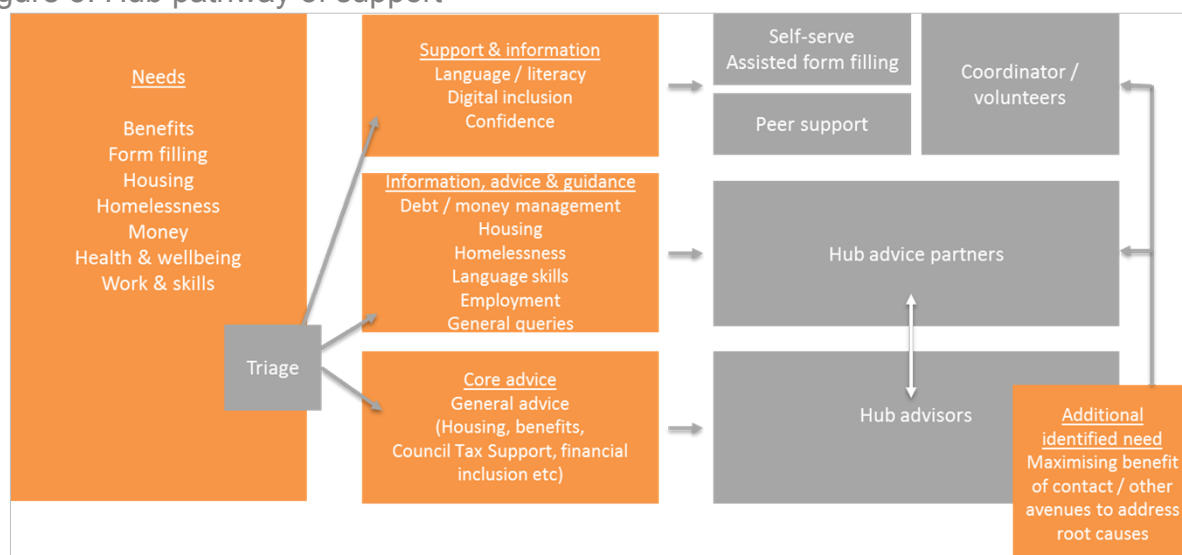
3.53 In response to identified client needs, the Harlesden hub pilot is in the process of recruiting four part-time volunteers to assist with parts of the 'support and information' element of the hub client pathway. A key part of this role is supporting less digitally able residents in accessing council services online, which may include helping them to set up their first email account and Brent Portal / MyAccount, building their digital confidence and connecting them with Brent Start Digital Curriculum courses. The first four volunteers are anticipated to start in September 2018, with additional volunteers recruited as the hub model is extended to new locations.

   2. *Changes to the Customer Service Centre (F2F visitors) and Contact Centre (phone enquiries)*

3.54 In November 2017 Brent Customer Services completed a pilot of revised access arrangements aimed at making it easier for residents to access services and information through digital channels and supporting customers to become more resilient. The outcomes of the pilot informed the remodelling of interactions within the Customer Services Centre (CSC) and Contact Centre which included:

   • A move to an appointments only service for residents visiting the Customer Services Centre (CSC), with appointments only available for enquiries that

cannot be resolved on line, except where the customer is identified as vulnerable and unable to use on-line facilities with assistance;

- A move to digital assistance for residents phoning Brent Customer Services except where the customer is identified as vulnerable and unable to use on-line facilities with assistance;
- Active promotion of digital channels with increased support available to customers who need assistance in using these, including assistance via webchat and floor walkers in the Customer Services Centre.

3.55 The changes to the offer were supported by the availability of self-service PCs for visitors in the CSC and the comprehensive online facilities available through MyAccount; which enables residents to view and manage their Council Tax, Housing Rent and Housing Benefit claim and to carry out transactions via online facilities without the need to visit or phone the council. Key elements of the revised CSC model include:

- Triaging all enquiries before offering appointments and, where an enquiry can be resolved online, the customer is signposted to a self-service PC and provided with digital assistance as required;
- Where a customer is vulnerable and unable to use online facilities, an appointment is offered with a customer services officer, usually on the same day and the enquiry will be resolved by the officer;
- Additional availability of digital floorwalkers to support increased use of self-service facilities.

3.56 Concurrent changes to the Contact Centre model for phone enquiries aligned with the revised approach to the CSC offer and included:

- Interactive Voice recognition (IVR) messaging to promote the availability of self-service facilities including My Account and the Council's website. The messages are relayed to callers whilst being held awaiting an officer to answer or when selecting a specific telephone option (e.g. reporting a missed bin).
- As with face to face contact, additional digital assistance was made available to help residents use digital self-serve channels to resolve their enquiry. This includes increased resources to handle webchat enquiries; (webchat is available to customers using My Account facilities for Housing Benefit, Council Tax and Housing Rents).
- Phone enquiry handling remains available for customers identified as vulnerable and unable to use self-service facilities. The vast majority of callers not requiring support are directed to the use of self-service facilities, enabling those who do require help to receive this in a responsive and timely way.

3.57 Key outcomes of the remodelling of Brent Customer Services include:

- A 51% reduction in the number of customer being seeing an officer F2F and a corresponding increase in the use of self-serve facilities
- For those customers who needed to see a CSC officer F2F in order to resolve their enquiry, waiting times reduced from an average of 20 minutes to 11 minutes
- A survey of visitors to the CSC showed 95% were satisfied with the service they received under the new arrangements
- A 22% reduction in calls to the Contact Centre

3.58   Throughout the design and implementation of this model consideration was given to potential adverse impacts on groups who may not be able to use online facilities, such as older customers and customers with disabilities. The potential vulnerability of a customer / ability to use online services is assessed by officers with reference to guidelines, but this is not prescriptive and officers are trained and encouraged to use their judgement and discretion to support those who need most help. Guideline criteria includes:

- Those with a disability that significantly impacts on their ability to use self-service facilities even with assistance. This may cover learning disabilities, mental health disabilities or severe physical disabilities. It will always cover severe hearing and visual impairments
- Those of pensionable age and unable to navigate on-line services even with assistance.
- Care leavers
- Those with significant ill-health issues (Housebound – Visits)
- High risk appointments (To be reviewed by officers)
- Immediate Eviction/ summons or bailiff notice.

3.59   These measures helped to ensure that customers who are unable to use online facilities could continue to access services through face to face and phone offers that mirrored previous arrangements – ensuring that support in accessing services meets the needs of the individual.

3.60   Since the BCS pilot and subsequent Cabinet decision to adopt the new service model, the piloted initiatives have formed part of normal service provision. This most often takes the form of officers using their judgement to identify vulnerable residents and ensuring that they receive face to face support in the office. There has been a considerable increase in visitors using the (supported) self-service facilities since April 2018 compared to the previous year, and a corresponding drop in appointments to meet with a Customer Services Officer on a 1 to 1 basis.

3.61   The Council also provides assistance to vulnerable customers in the context of welfare reform changes, including entitlement to up to 100% of Council Tax liability (all other claimants have to pay a minimum contribution of 20% towards their Council Tax and therefore the maximum Council Support they can receive is 80% of their liability) short term financial assistance through the Local Welfare Assistance scheme and assistance with housing costs through the Discretionary Housing Payment policy.

Next Steps

3.62   In the past, access to services via digital channels has not been developed across all services and as such there has not been a consistent approach to handling contacts presenting in the Customer Service Centre (CSC). For example, through MyAccount, benefit applicants have been using online services since 2014, but until recently housing applications were still largely paper based. The implementation of the Dynamics platform to deliver new and better online services is addressing this and changing the way in which all services are accessed.

3.63   The Dynamics platform roadmap (included in Appendix C) demonstrates how the common infrastructure will begin to create a more consistent and joined-up customer experience across an increasing range of services. For example, the

ongoing expansion of the digital housing offer, followed by migration of existing customer services functions to the new platform in 2019, presents key opportunities for better aligned arrangements for many of Brent's highest demand services; supporting improved offers for both independent and supported self-serve.

3.64 As self-service has increased in the Customer Services Centre, more and more customer interaction is centred around the self-services facilities, with declining usage of the 33 booths on the mezzanine floor. The ground floor of the CSC is often congested because this is the key area for triaging visitors and offering digital assistance. A review of the physical layout of the CSC will help to identify how space could be better utilised to meet the changing shape of customer interactions.

3.65 As the role of the Customer Service Centre evolves to support digital access, with a more focussed approach to specialist support and advice, and the Community Hubs expand, we will ensure that the overall access offer to our residents is effective and that the Customer Services Centre and Community Hubs offer complementary services.

3.66 To support delivery of improved outcomes across all channels, a draft outcomes framework has been developed (included as Appendix E). It outlines key objectives around modernising online channels, supporting residents to access online services and prioritising traditional channels for those that are unable to go online. It includes proposed measures and baselines, which will be developed further as part of next steps before the outcomes framework is finalised.

Introducing new technologies to support improved outcomes

3.67 Key outcomes of Design Principle 5 '*the service will keep up to date as technology develops'* include improved access and delivery arrangements for many services. This includes areas where increased automation of traditionally manual processes will free up resources for more complex, relational work, alongside more ambitious projects to provide new tools that will transform the customer experience when interacting with the council. An overview of key projects in these areas is outlined in the following sections.

Robotics Process Automation (RPA)

3.68 In July 2018 Brent Customer Services completed a Robotics Process Automation (RPA) pilot, which explored the automation of 18,000 annual Housing Benefit rent changes.

3.69 Under current arrangements it takes approximately 3 minutes for a Brent officer to manually process each rent change, which itself is a repetitive and unrewarding task. This is the equivalent of 129 days (or 900 hours) for one FTE to process all 18,000 rent changes received annually; and does not take into account failure demand of residents requesting status updates of when the change will be processed.

3.70 The pilot, which was run in a test environment, showed that RPA can reduce this process to less than 45 seconds per case. Additionally, as the RPA software can run up to 24 hours per day (only being restricted by the operating hours and speed of the systems it interacts with) there are even greater opportunities for efficiencies. In Customer Services it was demonstrated that, based on a 12 hour day, the 18,000

rent changes could be processed within 19 days (or 225 hours) using RPA. Further benefits identified included a decreased risk of keying errors and related re-work.

3.71 The pilot has demonstrated that clear productivity benefits and improvements to the customer experience can be achieved, even if roll out is limited to a small number of non-complex processes. Following the pilot work has commenced to identify processes across the council best suited for automation.

Chatbots

3.72 A chatbot is a computer programme designed to simulate conversation with users, especially over the internet. They are most commonly applied as alternatives to the more resource intensive webchat - which requires ongoing manual inputs to respond to customer queries. Unlike webchat, a chatbot is pre-programmed to automatically respond to a range of potential questions and uses artificial intelligence to develop better, learnt responses over time. They also have the added benefit of being able to provide a 24/7 service.

3.73 In Summer 2018 Brent launched its first chatbot for Private Housing Services. It is designed to support landlords and agents with the online licence application process by proving helpful responses to an increasing range of related questions.

Figure 6: HMO and selective licence Chatbot
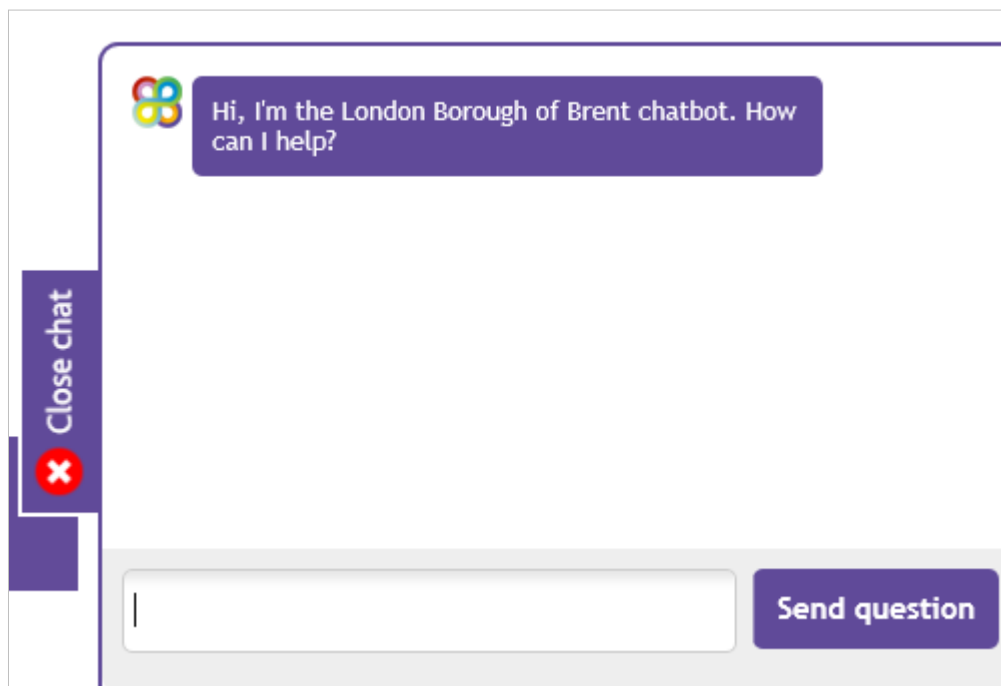
3.74 In September 2018 Brent officers are meeting with developers to understand data and usage for this new channel from launch to date. This will help inform ongoing development of this first chatbot and provide insight into other areas across the council, both customer-facing and back office, where this technology may be introduced for improved service delivery.

Predictive Modelling

3.75 Brent is currently exploring the use of predictive analytics in order to better enable the early identification of vulnerable young people. The early identification provided

by the model will promote the use of earlier cost effective interventions and ensuring better decisions are made each time a young person engages with services. A key aim of the model is to introduce a quantifiable and objective risk assessment which can also be managed across partner agencies.

3.76   Detailed work toward this began in 2017, with the Community Safety team working alongside IBM to carry out a proof of concept, building a predictive model to identify vulnerable young people most at risk of criminal exploitation, such as Child Sexual Exploitation (CSE) and gang drug running.

3.77   The predictive model uses a range of data sources from youth offending services, social care, schools and gang area intelligence. The model draws upon risk indictors identified from extensive research for 'The Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups'.

3.78   The processing of historic data through the predictive model evidenced that the model was able to identify a heightened risk existed years in advance of the outcome. A prototype dashboard, incorporating the model and known associated risks, is currently undergoing a six week prototype with social care professionals in order to assess the potential impact it could have if used in a live operational setting; within the context of providing additional information to aide in professional assessments and decision making.

3.79   Additionally, it is hoped that such a dashboard could further support the current panels and risk management partnership meetings already in place; providing instant intelligence and insight into priority cases, including young people considered to be at a heighted level risk, such as missing children and those living in a known gang area. We hope it will also help identify young people not known to service who may be at risk of violence and vulnerability factors, aiding our capability and resources to better target those young people for earlier intervening and prevention.

Internet of Things (IoT) for supported living

3.80   Brent social care services already use a range of technology to support local people to live in their own homes for longer. This includes solutions such as wearable trackers and devices that reduce risk of wandering (e.g. where the client suffers from dementia) by generating alerts for those monitoring to intervene.

3.81   As part of the digital programme, we have been exploring opportunities to fit out a limited number of Brent owned properties with the latest Internet of Things (IoT) devices, to become supportive-tech show homes. This approach would help to demonstrate and raise awareness of new technology aimed at helping people to live more independently.

3.82   The specifications for the tech-enabled homes are anticipated to include a wide range of IoT linked sensors - including for when devices (kettle, TV etc.) are turned on or off, motion sensors, temperature monitoring, door and window (open and closed) alerts and moisture detectors. The sensors would capture and compare data to understand a client's usual routines, which could then identify irregular behaviour and support earlier interventions.

3.83 Other technology being considered for the homes include headless interfaces (e.g. Amazon Alexa, Google Home) that respond to voice-activated commands. This would include simple uses to immediately alert pre-defined contacts of a clients need (e.g. an "I need help" command could generate a text to a nearby family member), with the potential to develop more bespoke commands tailored to an individuals need. This project will be progressed as part of the 2019 work programme.

Virtual Reality

3.84 To better understand which new technologies could be introduced in Brent to support improved outcomes for residents, the Digital Board has invited numerous leading tech companies to discuss and demonstrate their products at board meetings. This approach has helped to identify Virtual Reality (VR) as a key area for further consideration.

3.85 To date this has included exploring the application of VR in services areas as varied as Planning and Fostering support. For Planning initial work has been around understanding how VR can display 3D rendering of proposed new building options, with a view to supporting consultation with residents and stakeholders. In this use case VR would effectively replace the use of 3D physical architect models for consultation, reducing costs and providing a far more engaging customer experience. For example, through VR the user could be able to zoom in or out, change perspective, and switch perspective to see the proposal at different times of year.

3.86 An even more innovative application of VR may be for fostering support; where the immersive technology enables parents and carers to understand the impact of trauma and attachment from the child's perspective. In this example the VR equipment puts the user in the world of the child where they can see and feel the realities of being a child in care followed by a panel discussion. This approach has potential as an exciting new tool for helping to recruit foster carers.

3.87 The foster carers VR, along with a range of other technologies, was demonstrated at the recent Brent 'digital drop-in'. The drop-in was an event held in the Civic Centre during London Tech Week, and all Brent officers were invited to attend. The event was attended by approximately 500 officers who were encouraged to engage with the new technologies and to think differently about how they could be applied to support better outcomes across the council. Ideas generated by the event have been collated and will be progressed by the Digital Transformation team.

Smart Cities

3.88 Smart Cities applications are creating the opportunity to coordinate and manage our assets through increased connectivity and sharing of data. We are undertaking a pilot designed to allow Brent to evaluate how useful location data generated by mobile devices is for developing approaches to improving outcomes for Brent residents and businesses. Specifically, evaluating how useful the data is for improving evidence based decision making around Brent's priority high streets will be the focus of the pilot. The pilot will be completed in September and evaluated to see if the technology could be usefully applied to other services.

3.89   Moving forward, we plan to pilot other Smart Cities applications. One option is to use the digital canopy that is being created by the Central Management System (CMS) that forms part of the street lighting upgrade. The CMS provides an infrastructure to which other applications could be added. Other uses of Smart Cities applications we will investigate include smart parking (for guiding drivers to available spaces), monitoring air quality and traffic flow and how we could provide real time information to citizens in a useful way.

3.90   Brent's switch to an end to end wireless CCTV system is well underway. The CCTV upgrade allows for a more cost-efficient and flexible CCTV network, and enables the easy relocation of High Definition cameras to crime hotspot areas as required, without the need to hard-wire a camera in. The upgrade has been recognised by the Home Office's Surveillance Camera Commissioner with Brent becoming one of only a handful of boroughs in London to be audited and certificated for following the twelve guiding principles, set out in the Surveillance Camera Code of Practice.

    Brent Drone

3.91   The council has invested in a drone to improve engagement with communications campaigns by capturing images and videos for major news stories or events to use on digital channels, including social media. It is being trialed to generate commercial income (e.g. weddings or hiring to third parties, such as the NHS) and to see whether it can be used be by council departments to improve efficiency (e.g. high rise building inspections in planning/building control and housing management). So far, full training on the use of the drone has been completed and it is in full use with appropriate insurance and licenses. 15 flights have been completed over last 12 weeks generating income of £2,650 to date. Further films in the pipeline include the regeneration of South Kilburn over the next two years, and the NHS communications team. Additionally, council survey and wedding teams have approved the use of drone for building inspections and Civic Centre weddings.

4.0   Financial Implications

4.1   The Digital Strategy was agreed by Cabinet in June 2017, including £5.6M of capital funding to deliver the digital programme up to 2019/20. The investment in the digital strategy will support and enable services in delivering their savings.**5.0   Legal Implications**

5.1   In view of the nature of this report, there are no direct Legal implications arising from its contents although Members are referred to the Equalities Implications Section below and the attached Equality Impact Assessments regarding the way in which the impact of the Brent Digital Strategy addresses the needs with those Brent residents with protected characteristics under the Equality Act 2010.

6.0   Equality Implications

6.1   Ensuring that the opportunities presented by digital transformation are available to all residents is central to the Digital Strategy. Each project within the Digital programme considers and acts on the specific equality implications related to it.

6.2   Key work aligned to the Digital Programme and the design principles that underpin Brent's approach to channel shift include:

- The remodelling of access arrangements for Brent Customer Services (outlined from 3.54); and
- The expansion of the community hub model to new locations (outlined from 3.47).

Both of these projects have been subject to Equality Impact Assessments, which are included as accompanying papers.

7.0   Consultation with Ward Members and Stakeholders

7.1   The Lead Member for Digital (The Deputy Leader) was consulted throughout the development of the Brent Digital Strategy and is its champion.

7.2   In January 2018 the Resources and Public Realm Scrutiny Committee considered a paper titled 'The Digital Strategy and the customer experience' and provided feedback on (and approved) the design principles that underpin Brent's approach to channel shift.

__Report sign off:__

Peter Gadsdon
__Director Performance, Policy and Partnerships__

Appendix A – Brent Resident's Attitude Survey - selected questions and answers
Source: Brent Resident's Attitude Survey (2018)

Q8. How strongly you agree or disagree with this statement about public services available to Brent residents?	Agree	Neither agree nor disagree	Disagree	Don't know / no opinion
Local services are easy to access	56%	24%	19%	2%

Q11. How strongly you agree or disagree with this statement about the Council?	Agree	Neither agree nor disagree	Disagree	Don't know / no opinion
It is easy to carry out council transactions online	45%	20%	21%	14%
I know how and where residents who need support to access Council Services can get it	46%	22%	26%	6%

Q12. Which of the following online services have you used or would be happy to use in the future?	Used	Likely to use	Not likely to use	Unsure
Make a payment to the Council	46%	22%	27%	5%
Look for information about services	41%	30%	24%	4%
Report an issue or problem	30%	34%	30%	6%
Make a complaint	21%	38%	33%	8%
Apply for a service	32%	32%	29%	6%
Make an appointment	20%	34%	35%	11%

Q13. Have any of the following reasons prevented you from doing more on the council website?	
I didn't know I could	6%
I haven't needed to	40%
I don't think it's secure	4%
The website is difficult to use / I can't find what I need	7%
I am not confident it will work / do what I need it to	3%
There is no online option to do the thing I want	2%
I don't know how to use the internet	4%
I prefer to talk to a real person	18%
I do not have internet access	3%
Other	1%
None	32%

Q17. How much time do you spend on the internet per day?	
Do not use the internet	11%
Less than 30 minutes	4%
30 minutes to 1 hour	8%

1 - 2 hours	19%
2 - 3 hours	21%
3 - 5 hours	18%
5 - 7 hours	11%
7 - 10 hours	6%
Over 10 hours	2%
Unsure	1%

*Where use the internet	
Q17A. How do you access the internet?	
Laptop or PC	63%
Tablet	46%
Smartphone	85%
Internet TV	10%
Other	*%
Q17B. Do you use any of the following social media?	
Facebook	72%
YouTube	59%
Whatsapp	76%
Linkedin	17%
Twitter	20%
Instagram	26%
Google	*%
Snapchat	1%
Other	*%
None of the above	9%

Appendix B – Accessing the internet 'on the go' (age and device)
'On the go' refers to accessing the internet away from home or work.

USING THE INTERNET 'ON THE GO'[1] BY DEVICE, 2013 TO 2017

Within the last 3 months %

	2013	2014	2015	2016	2017
Have accessed the internet 'on the go'[1]	61	68	74	75	78
Devices used					
Mobile phone or smartphone	53	58	65	70	73
Portable computer (e.g. laptop, tablet)	32	43	44	36	43
Other handheld device (e.g. PDA, MP3, e-book reader, games console)	11	15	16	12	14

USING THE INTERNET 'ON THE GO'[1] BY DEVICE & AGE GROUP, 2017

Within the last 3 months

	Age group					
	16-24	25-34	35-44	45-54	55-64	65+
Have accessed the internet 'on the go'[1]	98	95	94	88	72	39
Devices used						
Mobile phone or smartphone	97	94	93	82	64	26
Portable computer (e.g. laptop, tablet)	56	48	50	47	41	25
Other handheld device (e.g. PDA, MP3, e-book reader, games console)	18	18	20	15	10	5

Appendix C – Dynamics Roadmap

Overall Programme Road Map - Dynamics 365 Apr 2018 – Sep 2019
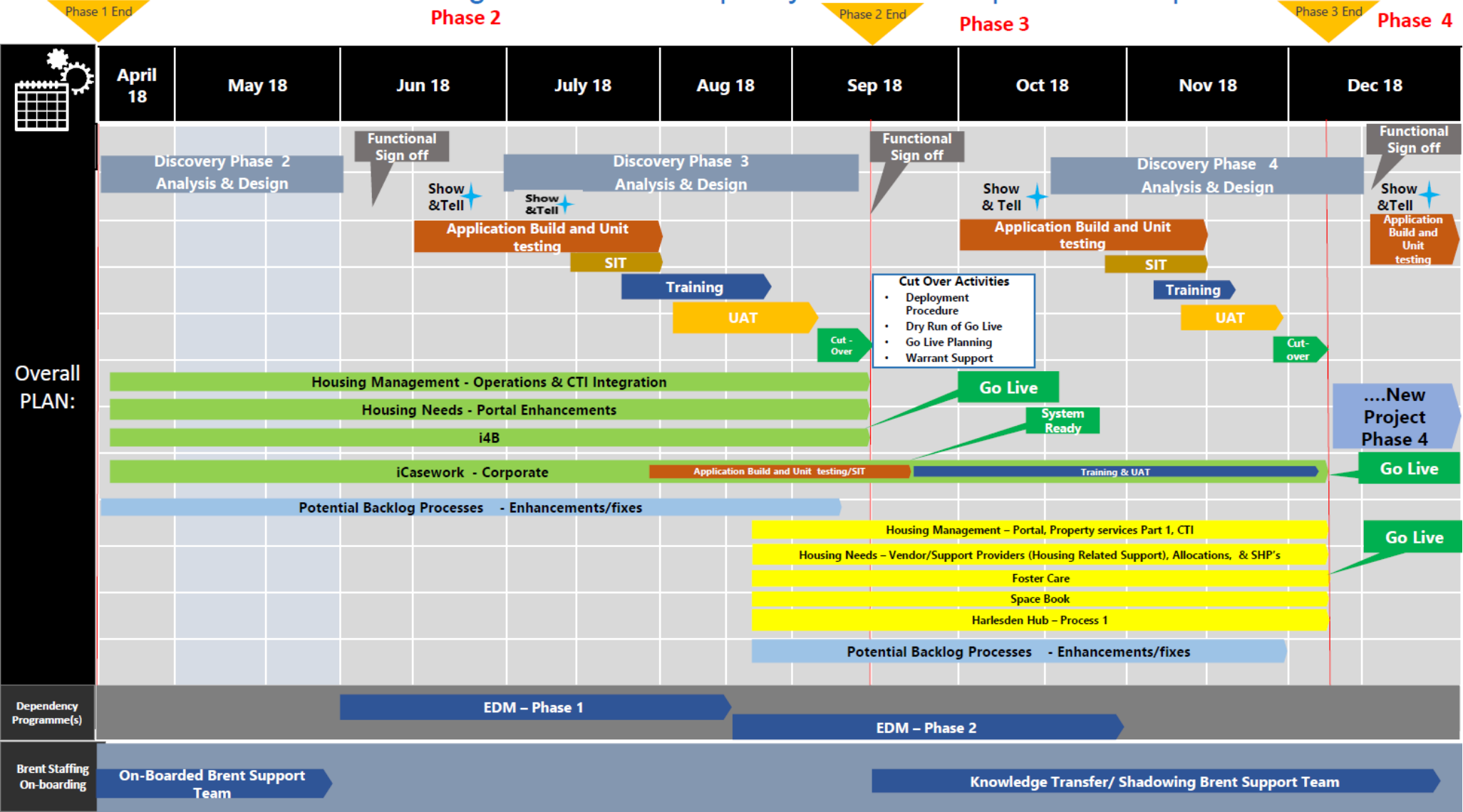
Overall Programme Road Map - Dynamics 365
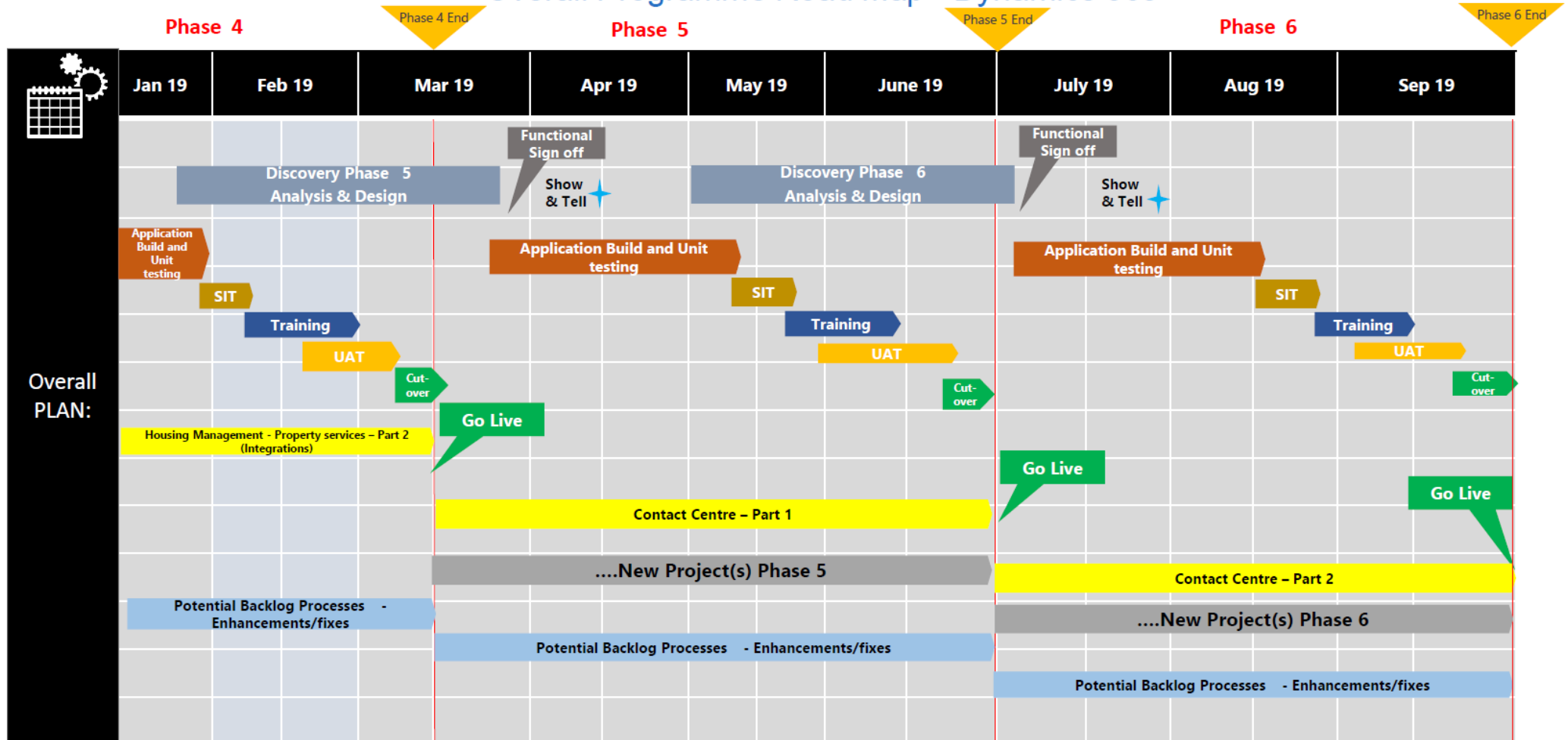
Appendix D – Example Brent Start Digital Curriculum

Digital Life Skills -
Access online help and information
Harlesden Library
HT0A08A   26/11/18-03/12/18
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills -
Basic keyboard & mouse
Harlesden Library
HT0A03B   07/01/19-14/01/19
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills -
Complete online forms
Harlesden Library
HT0A04A   08/10/18-15/10/18
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills -
Complete online forms
Harlesden Library
HT0A08B   11/03/19-18/03/19
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills -
Create an email account
Harlesden Library
HT0A03A   24/09/18-01/10/18
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills -
Create an email account
Harlesden Library
HT0A07B   25/02/19-04/03/19
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills -
Find information online
Harlesden Library
HT0A02A   10/09/18-17/09/18
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills -
Find information online
Harlesden Library
HT0A05B   04/02/19-11/02/19
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills - Online job search
Harlesden Library
HT0A01C   25/03/19-01/04/19
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills - Online job search
Harlesden Library
HT0A06A   29/10/18-05/11/18
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills -
Self-developing your digital skills
Harlesden Library
HT0A04B   21/01/19-28/01/19
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills - Shopping online
Harlesden Library
HT0A07A   12/11/18-19/11/18
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Life Skills -
Word: basic formatting
Harlesden Library
HT0A01B   10/12/18-17/12/18
Weeks per Year: 2   £13
Mon 10.15am-12.15pm   Hours/week: 2

Digital Literacy Entry 3
Willesden Green Library
WT0P01A   11/09/18-29/01/19
Weeks per Year: 18   £227
Tue, Thu 12.45-2.45pm   Hours/week: 4

Digital Literacy Entry 3
Willesden Green Library
WT0P01C   05/02/19-04/07/19
Weeks per Year: 18   £227
Tue, Thu 12.45-2.45pm   Hours/week: 4

Digital Literacy Level 1
Stonebridge Centre
ST4A01A   12/09/18-28/11/18
Weeks per Year: 10   £189
Wed, Fri 9.30am-12.30pm   Hours/week: 6

Digital Literacy Level 1
Stonebridge Centre
ST4A01B   05/12/18-01/03/19
Weeks per Year: 10   £189
Wed, Fri 9.30am-12.30pm   Hours/week: 6

Digital Literacy Level 1
Stonebridge Centre
ST4A01C   06/03/19-05/06/19
Weeks per Year: 10   £189
Wed, Fri 9.30am-12.30pm   Hours/week: 6

Developing your Digital Skills
Willesden Green Library
YG1A01A   Various Dates
Weeks per Year: 5   £48
Fri 9.15am-12.15pm   Hours/week: 3

Digital Shots - Presentation
Harlesden Library
HT0A05A   02/11/18-30/11/18
Weeks per Year: 5   £48
Fri 10.15am-12.45pm   Hours/week: 3

Digital Shots - Presentation
Harlesden Library
HT0AO5C   26/04/19-24/05/19
Weeks per Year: 5   £48
Fri 10.15am-12.45pm   Hours/week: 3

Digital Shots - Social Media
Harlesden Library
HG0A01A   21/09/18-19/10/18
Weeks per Year: 5   £48
Fri 10.15am-12.45pm   Hours/week: 3

Digital Shots - Social Media
Harlesden Library
HT0A06B   01/03/19-29/03/19
Weeks per Year: 5   £48
Fri 10.15am-12.45pm   Hours/week: 3

Digital Shots - Spreadsheet
Harlesden Library
HT0A02B   11/01/19-08/02/19
Weeks per Year: 5   £48
Fri 10.15am-12.45pm   Hours/week: 3

Digital Shots - Spreadsheet
Harlesden Library
HT0AO2C   07/06/19-05/07/19
Weeks per Year: 5   £48
Fri 10.15am-12.45pm   Hours/week: 3

Functional Skills ICT Level 1
Willesden Green Library
WT4P01A   12/09/18-12/12/18
Weeks per Year: 12   £189
Wed, Fri 12.15-2.45pm   Hours/week: 5

Functional Skills ICT Level 1
Willesden Green Library
WT4P01B   04/01/19-03/04/19
Weeks per Year: 12   £189
Wed, Fri 12.15-2.45pm   Hours/week: 5

Functional Skills ICT Level 2
Willesden Green Library
WT5P01C   24/04/19-05/07/19
Weeks per Year: 10   £158
Wed, Fri 12.15-2.45pm   Hours/week:

Appendix E – Draft Outcomes Framework

Channel	Objective		How will this be delivered?	Outcome	Proposed Indicator	Baseline		
Online	**O1**	**To develop modern online services that are the first choice for all customers who are able to access them**	• Building high-quality online services in-house, using the Dynamics platform • Implementing a new website CMS and agile content management approach	• More people choose to interact with the council online • People are easily able to access the information / service they need online	**RAS Q12** - *Which of the following online services have you used or would be happy to use in the future?*	**Residents Attitude Survey 2018**	**Used**	**Likely to use**
						Make a payment to the Council	46%	22%
						Look for information about services	41%	30%
						Report an issue or problem	30%	34%
						Make a complaint	21%	38%
						Apply for a service	32%	32%
						Make an appointment	20%	34%
					No. of service requests completed via Dynamics platform (per service)	Tbc – progress will be tracked for each new online offer as they go live on the Dynamics platform		
					Website user journey heat-mapping	2018 Website review found: • 90% of current webpages are not viewed		
	O2	**To support digitally less confident people in becoming more resilient in accessing services online**	• Assisted self-serve in the CSC • Building a team of volunteers from local communities to offer digital support across the Hub network	• More local people are able to self-serve online	No. of people accessing assisted self-serve in CSC	Assisted self-serve figures tbc *35K p.a. (or 63% of customers) are triaged / do not receive one-to-one service*[10]		
					No. of people accessing digital support across the hub network	Not currently captured – baseline will be established when Hub CRM is introduced early 2019		
	O3	**To remove barriers to digital inclusion, including digital skills and connectivity**	• Brent Start Digital curriculum • Roll-out of FTTP connectivity infrastructure across Brent	• More local people have basic digital skills • More Brent homes / premises have high-quality connectivity	No. of residents supported by Brent Start Digital curriculum courses	Tbc		
					% of Brent homes / premises with FTTP connectivity	Current FTTP coverage: • 3.9% of premises in the borough have FTTP connections[11]		

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[10] Extrapolated from 01/01/18 – 17/08/18 data

[11] GLA / Ofcom data (Jan 2018)

Channel		Objective	How will this be delivered?	Outcome	Proposed Indicator	Baseline
F2F	O4	**To prioritise access to F2F services for those that are unable to use online services**	• Developing a consistent approach for accessing F2F services • Aligning approach across key F2F services (including BCS, Housing, Hubs)	• Vulnerable residents are more easily able to access the services they need F2F	% of people accessing F2F services in CSC meeting access criteria	Consistent approach /criteria for F2F to be developed *Currently 21K F2F demands p.a. in CSC[12]*
					Average waiting time for accessing F2F services in CSC	Current average wait time[13]: 10 mins 57 seconds
					% of people accessing F2F services in Hubs meeting access criteria	Consistent approach /criteria for F2F to be developed
					Average waiting time for accessing F2F services in Hub	Not currently captured – baseline will be established when Hub CRM is introduced early 2019
Phones	O5	**To prioritise access to phone services for those that are unable to use online services**	• Developing a consistent approach for accessing services via phone • Applying approach to streamline customer phone journeys	• Vulnerable residents are more easily able to access the services they need over the phone	% of people accessing services via phone meeting access criteria	Consistent approach /criteria for phones to be developed
					Tbc – new 8x8 phone system (introduced May 18) provides intelligence on end-to-end customer journeys	Tbc – baselines will be established once new 8x8 phone system is embedded

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[12] Extrapolated from 01/01/18 – 17/08/18 data - figure includes all non-triaged demand (including document drop-off)
[13] Based on 01/01/18 – 17/08/18 data