

# trail-blazing digital services for Edinburgh citizens

Supported by Atos, the City of Edinburgh Council now offers fully automated everyday services to citizens online.

## Enabling to support £107m savings over five years

The work that Atos are providing to the City of Edinburgh Council is part of the BOLD (Better Outcomes through Leaner Delivery) programme that the City of Edinburgh Council has put in place to provide £107m savings over five years. The BOLD programme was introduced to enable the Council to make its services more efficient and customer focused. Atos has been involved in the success of this project through the provision of programme management, systems integration and change management expertise.

New digital transactions are increasing efficiency, speeding up response times and creating robust data assets and intelligence for improving key Council services.

“Atos provided the rigour and expertise we needed from a partner to achieve a major channel shift in challenging timeframes. We are now focusing our resources, growing our digital services and using the information we gather to improve services for the citizens of Edinburgh.”

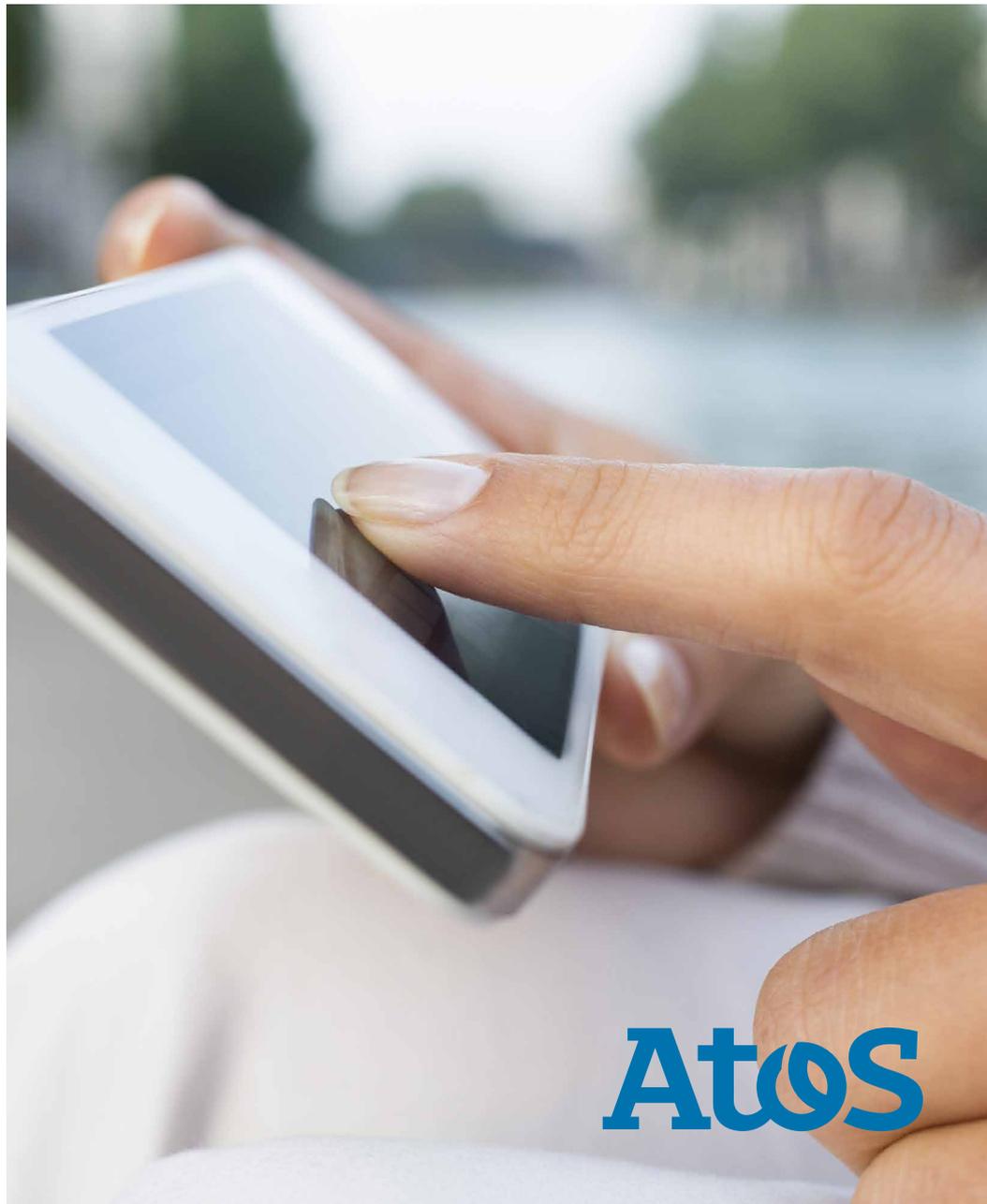
**Claudette Jones, CIO**

The City of Edinburgh Council

“This has been a pioneering project. With the City of Edinburgh Council, we are transforming the way citizens interact with local government.”

**Kirsty Ramsay, Programme Manager**

Atos



# Rapid change

## Background

In 2013, the City of Edinburgh Council set itself the target to deliver key services to citizens online in line with the ambitions set out in the Scottish Government's 'Scotland's Digital Future' strategy. It wanted to supply easy-to-use and accessible digital services to:

- ▶ make it easier and quicker for citizens to interact with the Council
- ▶ reduce operating costs by minimising emails and paper-handling
- ▶ encourage efficiency and reduce time spent on each transaction
- ▶ encouraging channel shift that allows citizens to self-serve online.

With a strong vision in place, the Council established a team to deliver the programme by 2016 and started to procure some of the system components.

In September 2013, the Council asked Atos to provide programme management and governance to move the programme forward.

## The Atos solution

Working in a joint team with the Council, Atos provided the programme management, systems integration and change management expertise needed to support and deliver the new online services within challenging timeframes.

### Ensuring delivery

As Programme Manager and Integrator, Atos worked closely with every supplier (including the Council's IT provider) and all internal and external stakeholders to manage the programme from initial requirements specification, right through testing to end delivery.

Their robust governance and reporting was critical to keep suppliers on track, with multiple projects delivering one integrated product.

### Integrating technologies

Atos supported the integration of four state-of-the-art technologies that were completely new to the Council: a security layer, a customer relationship management (CRM) system, a master data management (MDM) system and an enterprise 'service bus' to join systems together. Extra complexities were added by the need to integrate these with the Council's

existing systems and those it had previously procured.

The Council identified the first 30 transactions for go-live, starting with high-volume transactions (such as waste and environmental transactions) that would remove the need for customers to call or email the contact centre.

Working intensively with teams across the Council, Atos helped develop processes for every transaction end-to-end.

In just three months, the team had created a full prototype of the solution that was then developed and implemented in just four months.

### Engaging with citizens

The team used channels such as contact centre messaging, Twitter and neighbourhood offices to encourage citizens to use the new services for transactions such as requesting recycling bins or reporting empty grit bins.

Extensive work with customers to shape their experience proved vital to success. The team regularly visited communities to test solutions and get feedback - even after transactions had gone live.

## Challenge

The Council faced six major challenges:

- ▶ Multiple suppliers and contractors were needed to deliver the integrated infrastructure necessary for supporting end-to-end transactions
- ▶ Intense cost pressures meant re-using as many existing systems as possible, creating complex procurement and integration issues
- ▶ A lack of clarity (inevitable with so many legacy systems) existed about how systems and processes would work end-to-end
- ▶ The quantity and quality of existing data was unknown
- ▶ There were potential impacts on virtually every Council department - and recognition that fundamental change was needed
- ▶ There was huge pressure on resources to implement the change while delivering business as usual.

## Achieving change internally

Major change was needed, not only to processes and systems, but also to help staff to move to this new way of working. Early collaboration with key users to visualise and co-create solutions was key to ensuring such a smooth transition later on.

The team absorbed learning and seconded staff from almost every Council department.

Atos helped the Council establish a Business Readiness team to devise and implement communications and deliver training prior to transition. Agile techniques helped the team to target intense change management efforts where they were most needed.

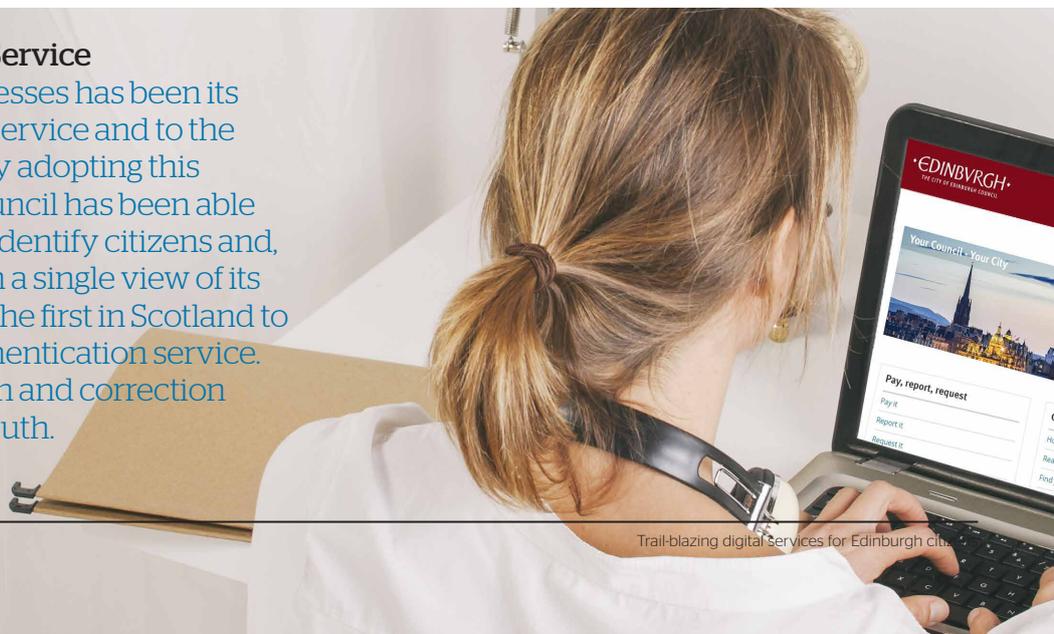
## Accelerating progress

Atos worked intensively with Council departments, third parties and other local government agencies to keep the project on track.

The agile ways of working managed by Atos meant it could deliver at pace. Instead of theoretical specifications, users and suppliers could see and use live prototypes. Given that so much was completely new, this 'show me

## Working with the Improvement Service

One of the programme's key successes has been its interface with the Improvement Service and to the mygovscot myaccount service. By adopting this service, the City of Edinburgh Council has been able to successfully authenticate and identify citizens and, in turn, to help build and maintain a single view of its customers. The Council became the first in Scotland to federate with the myaccount authentication service. It uses the service's data validation and correction capabilities as a single source of truth.



# Early benefits

not tell me' approach produced rapid progress while also ensuring that solutions exactly met users' needs and expectations.

Atos' agile techniques enabled the Council to avoid time-consuming and costly due-diligence exercises across vast quantities of data and legacy systems. Instead, Atos held innovative 'discovery workshops' to advance possible solutions.

Pace was such that by April 2014 the team launched the new responsive website and on 13 May 2014, transactions started to go live.

## What the service delivers

The Council now has systems and processes for fully automated, end-to-end transactions between the Council, its citizens, businesses, its partners and its staff.

A customer or Council employee can instigate a transaction that is sent straight to the resource who will action it. Customers can use any device (smartphone, tablet, laptop, PC, or even smart TV) - a huge achievement for the Council given the complexity of end-to-end systems.

Customers receive automated emails when their request is received, scheduled for action or resolved, and can see a list of previous requests on their account. They can also, in a single place, view the data the Council holds about them.

Call centre staff can access a citizen's account to better understand their needs. As these 'single views' grow, the Council will use this business intelligence to improve its support to citizens and target assistance, advice and services more specifically.

## Transferring skills

Atos steadily transferred responsibilities to the Council's teams, including agile, change management, project management, systems integration and process redesign expertise.

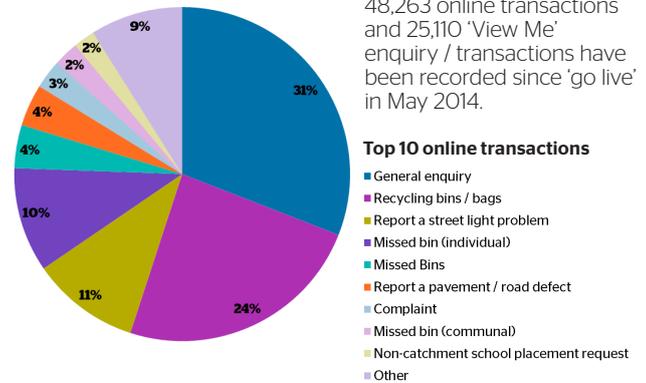
As well as ensuring vital ownership within the Council, this has left an important legacy for future projects.

## Benefits

Take-up of the new systems has already been significant and is rising steadily.

- ▶ Over 28,000 people have registered to use the website.
- ▶ Over 80,000 citizens have been matched with Council Tax, Benefits or Rent records. A process to validate the information held on citizens is identifying the date of births for around 1,000 Council Tax payers a week.

## Breakdown of online Council transactions May 2014 - March 2015



48,263 online transactions and 25,110 'View Me' enquiry / transactions have been recorded since 'go live' in May 2014.

## Key components of Edinburgh's online services

Each live transaction has a common core reusable functionality that includes:

- ▶ an authentication service which confirms the identity of web users
- ▶ a single sign-on service for access to all the Council's websites
- ▶ a single online payments service
- ▶ a responsive web experience that is device-independent
- ▶ a customer relationship management system to hold information about citizens and their contact with the Council
- ▶ an enterprise service 'bus' to deliver simple re-usable inter-system communication to complete customer requests end-to-end
- ▶ infrastructure and service management support to ensure a high-quality of service for all users.

## Quantifiable savings are now being delivered

Here are just three examples:

Transaction	Lower operating costs by minimising emails/paper	Faster response times for citizens
Request rubbish removal online	Citizens fill in a form which is authenticated then confirmed. Bin crews get notified on a hand-held device	Time taken to collect a bin cut from eight days to two days
Change name/address details	Citizens can securely change their details using an online form which is authenticated	Data is updated instantly on CRM and fed back to the Government Improvement Service
'View Me'	Citizens can now check their Benefits, Rent and Council Tax payments online	Information is available instantaneously, without the need for an email or phone-call

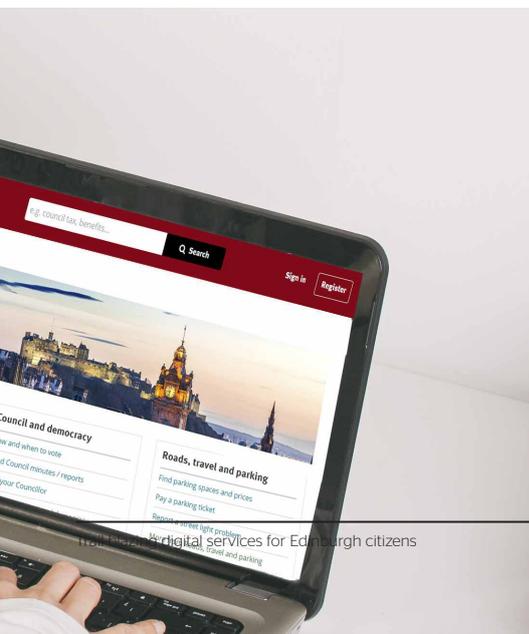
## Partnership for future services

The Council now has a development method and infrastructure to grow the number of transactions, access to services, their capabilities and the data available online. This will encourage citizens to interact with the Council online as a matter of choice.

There are 37 transactions online, with 34 more transactions targeted for channel shift. By marketing the services in 2015, the Council will further increase take-up.

## Next steps

For more details on Atos' expertise in digital services and how your organisation can benefit, please contact our Atos Sales Team on 01506 606315.



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# About Atos

Atos SE (Societas Europaea) is a leader in digital services with 2013 pro forma annual revenue of €10 billion and 86,000 employees in 66 countries. Serving a global client base, the Group provides Consulting & Systems Integration services, Managed Services & BPO, Cloud operations, Big Data & Security solutions, as well as transactional services through Worldline, the European leader in the payments and transactional services industry. With its deep technology expertise and industry knowledge, the Group works with clients across different business sectors: Defence, Financial Services, Health, Manufacturing, Media & Utilities, Public Sector, Retail, Telecommunications and Transportation.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. The Group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and is listed on the Euronext Paris market. Atos operates under the brands Atos, Atos Consulting, Atos Worldgrid, Bull, Canopy, and Worldline. For more information, visit: [atos.net](http://atos.net)