civica

Driving rapid take-up of online public services with cost and convenience benefits across the board

CITY OF WOLVERHAMPTON COUNCIL

The City of Wolverhampton Council's vision is 'Working as One to Serve our City'. They are firmly committed to working collaboratively and building a spirit of team where innovation is encouraged and individuals can thrive.

Their City Development Service is critical to their continued transformation as a key service in helping to develop, deliver and drive forward growth in the City. The council is committed to developing employees and provide a wide range of learning and development opportunities, flexible working, generous leave entitlement, employee benefit scheme and access to the Local Government Pension.

The situation

Wolverhampton's "MyAccount" citizen services portal, based on Microsoft Dynamics CRM and the MultiVue Master Data Management (MDM) solution from Civica, is improving access to public services and delivering cost efficiencies.

At the centre of MyAccount's success is the single view it gives the Council of its citizens, and vice versa, letting citizens see all relevant information about their interaction with the Council when they log on.

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> **Andy Hoare,** Digital Transformation Programme Director, City of Wolverhampton Council

Outcomes

▶ The 'MyAccount' portal attracted more than 3,000 new citizen registrations each month

▶ Citizens and businesses performing more than 10,000 transactions a month

▶ Created a golden record for 150,000 customers

▶ Matching and de-duplication of citizen records across adult social care, housing and revenue and benefits

▶ Tangible cost savings delivered

▶ Improved operational efficiencies with real-time integration with Microsoft Dynamics

▶ Empowering data stewards to cleanse records and improve data quality.

Encouraging rapid take up of online services

Creating a single view of the customer

Empowering data stewards

Citizens are now registering for MyAccount in their thousands each month as word spreads about the convenience of the portal. The underlying MultiVue solution also enables new possibilities for Wolverhampton's digital transformation programme, including projects to provide better services for jobseekers in this traditionally high-unemployment city.

The challenge

Wolverhampton has always recognised that data is what powers the business intelligence to enable better decision-making at a strategic level. In 2015, as the Council's ICT team began to investigate what it needed to do to improve IT infrastructure and capability, including purchasing a new customer relationship management system, it realised it needed something more extensive than just new software and systems.

Rather, what was required was a more root-and-branch business change programme, one that would make better use of the Council's rich stores of data to transform the citizen experience, transform its own business processes, and transform the way the Council itself worked.

What started off as a refresh of IT requirements became a digital transformation programme, one that Wolverhampton kicked off in 2016 and has been steadily pursuing since.

"With our digital transformation programme, we wanted to really focus on the citizen – be that residents or businesses in Wolverhampton – and recognise that, while citizens are dependent on the Council for delivery of services, the way we were delivering the services was quite labour- and resource-intensive," said Andy Hoare, Head of ICT for the City of Wolverhampton Council. "We knew that, if we could enable that citizen to become more independent, allow them to access the information they want quickly, at a time and place convenient to them, that could also release our resources and make us more efficient."

Behind the digital transformation programme was a simple idea: how could the Council take its multiple pools of data about its citizens and combine these, to get a single view of the citizen? That single view would obviously be vital to any self-service initiative. A new customer relationship management system would be purchased to become the new database for an online citizen services portal, but it was paramount that the Council populate that database with good, high-quality data. Individual citizens existed multiple times across multiple Council data sources, and matching up and de-duplicating that citizen data was an essential first step.

The solution

Following extensive market research, Wolverhampton engaged with Civica, whose Master Data Management solutions have a strong track record in the public service and health sectors, both in the UK and in the US. Wolverhampton decided to implement Civica's MultiVue solution, including MultiVue CRM Embed, which offers real-time integration with Microsoft Dynamics.

Wolverhampton was determined to populate Dynamics with the most complete set of data about citizens, an objective achieved by asking Civica to match and de-duplicate citizen records from three major sources: its adult social care database, its housing management database, and its revenue and benefits database.

"When we looked at these three data sources, we had a total population of around 190,000 customer records, and MultiVue

let us bring those together to produce around 150,000 unique customer contacts," Andy said. "The cleansing functionality MultiVue provided was essential to allowing us to create this golden record." Wolverhampton has also introduced the concept of data stewards, one lead staff member drawn from each of the three business areas who provided the original databases.

As a team these stewards meet weekly to continue to cleanse the records, look for additional matches and improve data quality. The vision for the Council is to harness the two-way integration provided by MultiVue meaning that, if a citizen logs on to MyAccount and inputs more correct and updated information about themselves – or, indeed, if a citizen rings one of the three business areas and reports updated information – MultiVue will update Microsoft Dynamics as well as propagating that information to all source databases.

Wolverhampton worked closely on the MultiVue rollout with Civica, who listened closely to the city's requests for additional features and worked to incorporate these into MultiVue to deliver a better fit with Wolverhampton's needs.

The benefits

The MyAccount portal is now attracting more than 3,000 new registrations from citizens each month, as local residents and businesses log on to perform common tasks like paying business rates, council tax or parking fines.

Data shows that citizens and businesses are performing more than 10,000 transactions a month, logging on every hour of the day – including in the middle of the night – proving that Wolverhampton's decision to take a citizen-centred approach and enable self-service is a winning strategy.

Transactions performed online would once have been performed by telephone, at much higher cost to the Council –clear evidence that investment in its digital transformation programme is delivering cost benefits as well as greater citizen convenience.

Going forward, the Council hopes also to create a "single view of the business", for companies located in or hoping to come to Wolverhampton. It also has ambitions to link jobseekers with businesses looking to fill vacancies, again leveraging the data available in its existing databases.

Andy notes that the deep regard Wolverhampton has shown at a senior level for high-quality data has been instrumental, both in getting approval for the transformation plan itself and in securing ongoing management buy-in for data-centric business intelligence projects.

> "I found Civica to be really receptive and open to delivering what we needed. It's been a really positive experience to see that engagement and to see how our requirements are being taken on board in the continued development of the product."
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