



Contents

- A vision for local digital services
- Illustrations of how local digital services can achieve savings and efficiencies
- Why standards are particularly important to take forward local digital services
- Reusable digital capabilities
- LeGSB program for outreach into local public service providers and the supplier market
- Initial recommendations

A Vision for Local Digital Services

Local Digital Services are a step-change from eGovernment. That programme successfully introduced eForms, contact centres, online payments etc, leading to better access to local services, but often, information was then re-keyed into back office systems, and the feedback link to the customer was lost.

New digital technologies, and access to shared data, can now be applied to improve services, as well as how they are accessed.

The scope of Local Digital Services can be grouped into

- automating and self-serving a customer request for service;
- understanding and addressing the complex needs of individuals across many local and national agencies by a digital joining-up of services and shared operational and analytical data;
- transparency and public accountability of local services;

A local digital service will reuse 'capabilities' which are provided as 'platform components' at either a government, local government, or service provider level. The interfaces between capabilities are defined as open standards, such as APIs. The use of open standards encourages a market for the components, that provide a capability.

A digital service will give an end-to-end experience to the user by an orchestrated delivery chain across digital participants.

Illustrations of how local digital services can achieve savings and efficiencies

Outcome	Example in Local Services
reduce duplication	<p>Reporting a pothole - a customer can check:</p> <ul style="list-style-type: none"> ● if the pothole is the responsibility of a council; ● has it already been reported; ● what remedial action is planned. <p>Only valid new cases are then reported into the back-office</p>
reduce avoidable contact	<p>Application for a Blue Badge (Disabled Persons' Parking). Accessing data from other agencies to check</p> <ul style="list-style-type: none"> ● qualifying benefits; ● health conditions; ● registered vehicles; <p>... can check eligibility for the service in a single digital visit and complete the request.</p> <p>Feedback via text or email can alert the customer of the progress of the dispatch of the blue badge, and avoid a further call.</p>
reduced fraud and error	<p>Application for Council Tax Single Person Discount – by data matching to confirm that there is only one adult at an address.</p>
reduce demand on 'reactive' services	<p>Troubled Families - identifying households where members have a high contact rate with local services which could be reduced by intervening to change behaviours.</p>

Why standards are particularly important to take forward local digital services

The Local Government Association (LGA) list over 700 types of services, provided by more than 400 Local Authorities.

Many separate services follow a similar pattern, but may be provided by different local organisations, and are enabled by different legislation. For example, the 'reporting' interaction includes:

- Abandoned shopping trolleys
- Abandoned vehicles
- Dangerous structures
- Dead animal removal

- Flyposting
- Flytipping
- Graffiti removal
- Recycling sites
- Road maintenance
- Tree management

Individual services at individual local authorities do not have the high volumes of national services, such that, improving the efficiency of any single one is unlikely to lead to significant savings; rather, an enterprise, and partnering approach is needed to realise efficiencies and transformation.

Each local service provider will have prioritised and designed each local service to achieve the best use of local resources to meet their objectives and local needs.

A framework of digital standards can enable each local organisation to access re-usable platform capabilities. When interfaces between capabilities are defined as open standards, such as APIs, a commercial market is encouraged to produce innovative components as a part of the digital delivery chain.

Reusable Digital Capabilities

The Digital Capabilities that could be consistently adopted across local service providers include:

<ul style="list-style-type: none"> • citizen identity 	A means of identifying users of local digital services that is also trusted by other digital partners
<ul style="list-style-type: none"> • attribute exchange 	a generic mechanism for the online, real time exchange of attributes, with the data subject's consent, to deliver a specific service at a specific point in time, under the governance of a trust framework.
<ul style="list-style-type: none"> • personal data store 	a service to let an individual store, manage and deploy their key personal data in a highly secure and structured way.
<ul style="list-style-type: none"> • reliable open data 	real-time access to key 'master data' with national coverage, as a foundation for digital participation.
<ul style="list-style-type: none"> • trusted access to protected data 	near real-time access to protected data where a person is empowered by their organisation to act in a role that has a right to a set of data items for a purpose, and agrees to the

	terms by which the data is to be used and handled.
<ul style="list-style-type: none"> • Sensors and Actuators 	responding to 'Internet of Things' (IoT) style data services to target or automate intervention.
<ul style="list-style-type: none"> • Content Management 	to management web content and serve it to audiences and devices.
<ul style="list-style-type: none"> • payments engine 	a facility to verify, sort, and clear payment transactions.
<ul style="list-style-type: none"> • booking and scheduling engine 	a facility to book the use of an asset to a case.
<ul style="list-style-type: none"> • texts and alerts 	a facility to contact a customer to give information about a case that they are 'subscribed' to.
<ul style="list-style-type: none"> • transaction log 	a history of digital transactions for a case
<ul style="list-style-type: none"> • forms handling 	define, populate, verify, process information submitted by a user
<ul style="list-style-type: none"> • data matching 	comparing sets of data to find high probabilities of matching entities, particularly matching on PERSON.

LeGSB program for outreach into local public service providers and the supplier market

LeGSB's programme with the Department for Communities and Local Government, up to April 2016, includes:

- working with the 'sector' to agree a vision for local digital services;
- proposing a framework for standards and APIs as interfaces between platform capabilities;
- identifying trusted and reliable data sets;
- piloting the approach with at least three local authorities.

Initial Recommendations

Our programme for 2016 sets out to prove that a framework of standards can accelerate local authorities, and their local partners, to benefiting from the step change towards digital services.

The sector should then be supported to

- identify the most valuable local services that would benefit from these techniques
- collaborate to define individual standards, within the framework, for specific services and/or repeating patterns of service delivery;
- create an environment in which a market for suppliers to local authorities can offer accredited platform services meeting defined capabilities;
- work with national agencies to access national platform services and data;