

Ward: All

DIGITAL DISCOVERY FEEDBACK & NEXT STEPS

Report by the Director for Digital and Resources

1.0 Summary

1.1 This report provides feedback on the discovery work undertaken by Methods during September 2014, approved by Joint Strategic Committee on 22nd July 2014. This discovery work has allowed service managers to outline the problems and opportunities they have around technology and for Methods to develop an initial understanding of the range of issues and how they can be addressed. Methods have found that Adur and Worthing are at a fork in the road and should consider taking a new approach to technology which is outlined in this report. Should Committee agree to proceed to the blueprint stage in October/November, a 3 year strategic plan and investment model will be developed through further detailed work in three areas: productivity, platform and infrastructure. This work will incorporate the soft-market testing needed to look at possible alternatives for fixed and mobile telephony following a poor response from our current telephony supplier.

2.0 Background

2.1 Joint Strategic Committee received a report on July 22nd 2014 entitled "ICT Position Statement". The report was a frank description of the serious problems the councils currently have with telephony and ICT services, which continue to cause productivity loss among staff and serious frustration for customers.

Since the last report good progress has been made in both areas.

2.2 During September 2014, the Methods Digital Discovery exercise was completed. This was an initial high-level investigation of ICT and involved 25 interviews with service managers and support services across the organisation, identifying and categorising an extensive set of problems and opportunities which are listed in Appendix A. A capability map has been created from these findings to set out what technologies the Councils will need to operate effectively as a digitally-enabled organisation and drive higher customer satisfaction and staff productivity. Feedback on the process has been very positive on both sides and we have already fostered a high level of understanding and engagement from staff.

2.3 **The technology landscape:** Methods found that our current technology landscape is characterised by:

- Siloed data
- A reliance on not fit for purpose legacy technology
- Low adoption of some existing business applications

- Over-lapping and duplicated capabilities (i.e. several piece of software across the organisation that do the same thing)
- An historic “non-architected” approach to technology choices (things don’t fit together at all well)
- Occasional complete outages and frequent system failures

It should be noted that, with the exception of the system outage issues, we might expect to observe similar circumstances in the vast majority of other local authorities. All councils share, to some degree, the same problem of messy and expensive technology landscapes that have developed ad-hoc over many years and now represent the biggest barrier to innovation and change. Adur and Worthing is less progressed than many however.

2.4 **Strategy and service:** The Methods Discovery work has provided an initial assessment of the councils current IT service is as follows:

- Governance – badly instrumented and inconsistent processes in both Census ICT and the Councils
- Infrastructure – an unusually high level of disruption to IT and telephony services
- Applications – no rationalisation strategy, many not fit for purpose
- Integration – a lack of systems integration between line of business systems causing manual duplication and fragmented customer experience
- Data – no clear data strategy and data locked away in siloed systems
- Sourcing – Disjointed procurement process between Census and A&W and limited knowledge on the use of procurement frameworks

It is very clear that there has been a lack of strategy and direction over a significant period of time with services struggling to “keep the lights on”. There has been some good work done by A&W staff rolling out more customer “e-forms” and a document management system called Information@Work, but this work is not properly guided or resourced and is fundamentally constrained by the underlying fragmentation of systems and data. Staff report huge frustration with the split between network/desktop (Census) and applications support (A&W). Individual Census staff received praise for “doing their best”.

2.5 **Total ICT spend:** A rapid analysis of overall ICT spend was conducted. It should be noted that this is subject to change as further analysis is undertaken in blueprint.

IT BUSINESS AREA	(CENSUS) INFRASTRUCTURE	(A&W) LOB APPLICATIONS	TOTAL (£)
Application Costs	0	143,805	143,805
Licensing	821,478	505,265	1,479,827
Maintenance		153,084	
Upgrades	5,000	2,058	7,058
Infrastructure	102,727	45,625	148,352
Staffing	604,900	171,000	775,900
Other	0	7,146	7,146
Total (£)	1,534,105	1,027,983	2,562,088

2.6 **Business Capability Map:** A high-level capability map has been produced for Adur & Worthing functions which can then be used to assess business needs, understand technology

costs and align technology investments with strategic priorities. Collected together, the "capability map" of the organisation documents all the business capabilities and their relationships as part of the business-operating model that need to be supported by technology. The benefits of driving technology decisions through capability maps are listed below:

- Clarify priorities and uncover common interests
- Improve the technology investment process
- Connect business process and IT change initiatives
- Link the "bill of IT" to the business model
- Have a better-informed discussion on the right SLAs (service-level agreements)
- Meaningfully rationalize the application portfolio
- Educate project teams on business context
- Guide innovation around business impacts

Examples of the required capabilities in the Adur and Worthing map include: case management, e-signature, live chat, online payments and direct debit, events management, wi-fi, SMS notifications, mass email marketing, etc.

The capability map will encourage the business to think in terms of technology support they need for a particular business capability rather than in terms of silo'ed products.

For example, the current solutions in place to take payments from customers are not working well. In fact in some areas we lose revenue through the inflexibility of the direct debit solution. This situation causes the Councils unnecessary cost as so many people pay manually rather than making online payments. Methods have suggested that payments is one of the priority capabilities that needs to be delivered flexibly, not as a product-led silo'ed service. The more detailed work in the blueprint phase would allow the development of a full set of priorities in an ambitious but realistic programme.

2.7 Possible change approaches: Given the scale and widespread nature of the current issues Methods have suggested that Adur and Worthing is at something of a fork in the technological road. Broadly, there are 3 ways in which the councils can meet its technological challenges:

i) Improving what it already has with tactical upgrades, purchases and improvements.

This could include:

- Tactical replacement of Line of Business applications.
- Implementation of middleware and data warehousing technology to improve data accessibility and sharing.
- Implementation of more connectors between key Line of Business applications to improve customer workflow experience.
- Detailed investigation into and remediation of the current infrastructure, network and telephony issues.
- Further enhancement of current desktop and device estate.
- Invest and implement plug-ins and layers that enhance mobility and accessibility of business applications.

- ii) Letting a long term outsourcing deal to a private sector partner to deliver all layers of IT back to the organisation. This could include:
 - A long term contract, so that the supplier can include a transformative element to the contract, applying fixes and improvements such as those outlined in the bullets above.
- iii) Adopt a completely different approach to technology – buying modern products in a different way and delivering them differently into the business.
 - This last option is Methods Digital recommendation.

Having learnt of the councils ambitions for digital delivery in Catching the Wave - automation and driving service re-design through analytical insight - Methods propose that the first two options will not meet A&W's ambitions. Additionally, they may not be practically possible and have a poor track record of success within Local Government.

2.8 A new approach: As stated in the July report to Joint Strategic Committee, there are now technology and service options that make it possible to transition from the costly and out-dated legacy towards a properly planned architecture, using efficient, mobile and cloud first technology platforms and software services that drive customer satisfaction and staff productivity. This is very different to the model of the single contract with a large private sector partner largely deploying its own solutions. The new approach provides flexibility to select best of breed enterprise tools while also creating the space for innovative solutions from SMEs. It points to the development of “digital commissioning” as a skillset for local government.

The suggestion is to adopt an organisation-wide approach to refreshing the current application portfolio. The technology architecture should align itself with the business architecture.

A number of councils have already initiated programmes to harness the benefits of enterprise platforms, cloud-based software services and/or go infrastructure free. These include Kingston and Sutton (implementing Google Apps – cloud email replacement), Hounslow (Salesforce CRM enterprise platform) and Bristol (going infrastructure free with Eduserv).

Adur and Worthing have a clear opportunity now to explore the development of its own cloud/platform vision and strategy during October/November during blueprint.

To support the above, the councils' technology decisions should align with the following principles:

- Place the needs of its users at the heart of its technology choices
- Technology choices support flexibility and change
- Adopt technology and commercial models that support sustainable cost
- Adopt technology and standards that will enable a wide range of suppliers of all sizes to compete on a level playing field
- Make technology choices with knowledge of developments in the wider market and in the acceptance.

Methods have told us: “Such a journey would not be easy. There is significant business as well as technological change involved in this transformation, which would

be challenging to absorb for a relatively small and traditional organisation such as Adur and Worthing. Additionally, much of these new platform models and cloud technologies are comparatively new, especially to long standing organisations - “experts” who claim to have all the answers in advance of such a program are being either hubristic or dishonest (or possibly both!)”

The blueprinting stage will provide a critical test of the benefits of the approach for Adur and Worthing prior to any investment. It will examine the readiness of the organisation and clarify the investment, in-house resource and governance required to support the programme.

2.9 **Internal change:** In-house resources will have to be in place to take any programme forward. The Director for Digital Resources and wider Councils Leadership Team are committed to a realignment of resources to deliver change. Any growth required will be included in the blueprinting proposal to be brought before committee in December 2014. It will be vital to develop capacity which supports overall business transformation, so that digital is a key enabler rather than us becoming technologically deterministic. We are developing our approach to “service design” which will be included in the blueprint report.

2.10 **Blueprinting:** The blueprint work in October/November aims to:

- Develop an ambitious but high level 3 year Technology Vision and Strategy to paint the final destination
- Develop a plan for year 1 of the strategy that will deliver some quick wins - improved productivity, customer platforms and review the current infrastructure issues in detail
- Deliver digital training courses across the wider workforce to prepare the organisation for the forthcoming changes and to begin the cultural change process
- Design a governance approach to oversee delivery of the Strategy.

Methods recommend a focus on the development of strategy during blueprinting in three areas:

PRODUCTIVITY

This is the area designed to support the **efficiency of staff** in the services they are delivering. It will explore opportunities to adopt cloud-based tools to **enable collaborative working** and help drive adoption of the new digital approach. It will start to enable more **flexible working** and delivery rapid benefits to the organisation.

PLATFORM

This is the area designed to support the delivery of **customer-centric services**. It will explore the opportunities to buy or build cloud-based apps to place **customer needs** at the heart of service delivery. It will encourage the move away from isolated processes in silo'ed systems towards **collaborative working** across teams by sharing data and joining up the **customer's journey**.

INFRASTRUCTURE

This is the area looking at the backbone for existing technology delivery which underpins the transition to a new operational environment. It will explore opportunities to improve service delivery by adopting new cloud-based technologies and **improving governance** & support arrangements. This will **improve reliability** for business customers and enable a **stable environment** for new digital delivery.

Plans will be developed in each of these focus areas during blueprint. The discovery work has pointed to some areas that may provide starting points for “platform” in year 1:

1. **Parks & Foreshore** – Currently don't have any support for managing parks and the inspecting / maintenance of them. Would like for Members of the public to be able to report a problem with them etc. Pretty simple case management style app as a good starter in service delivery platform. Mobile assessing is a big want in the team. The team lead seems up for digital change. Could tie up nicely with the front end / customer insight etc. Not supported by technology at present so nothing to replace.
2. **Planning** - Currently find their workflow too technical. They often find that the plans they receive do not scale or are missing, and fees are sometimes not included. There are issues with address matching from their online portal as well as formatting problems. There is a definite desire to go paperless but there is currently a policy of four-year paper retention. They could benefit greatly from a document and workload management system (capability) (especially centralised documents). They also expressed an interest in mobile working, specifically using mobile tablets.
3. **Housing** – Currently don't have an app for managing Homeless People – Prevention and management once they become homeless. Would like to be able to have a customer record, manage interactions, store docs, collaborative work, work remote etc. Again, the team seem up for digital change. Not supported by tech so nothing to replace.

4. **Crematoria** – Currently using an access database which could be replaced with a case management app with an online booking / payments capability. Opportunity for Funeral Directors to make online requests for crematoria. New pet crematorium being established so good opportunity for new revenue from better tech support designed around the customer.
5. **Call Centre Service Desk** – Currently using a number of systems to manage CRM functionality. Would like to use just one and start to have a central customer record and gain insight into their journeys etc. A bit more meaty than the apps above but would add a lot of value around the customer and would establish a good front-door process going forward on the platform.

2.11 **Underpinnings:** The following sections will also be covered in the Strategy produced during blueprint:

- Data and Information Approach
- Data and Software Standards
- Governance Design
- Detailed Technology Selection Criteria
- Business Change and Communications approach
- Project Management and Implementation/Development methodology
- Indicative Investment Profile (approved by our CFO)
- High Level Architecture
- Roadmap

The architectural principles under-pinning the overall strategy would be:

Business focus

- Drive Service Delivery Improvement
- Improve visibility and transparency
- Enable business transformation
- Enable the delivery of the Target Operating Model

Cloud First

- Platform-based
- Work towards becoming infrastructure free
- Mobile by default
- Scalable and flexible

Architecturally Driven

- Less complex and more standardised
- Categorise, rationalise and consolidate applications
- API-based messaging architecture
- Open Standards

Data and Information Led

- Information Management as an enabling and supportive function
- Labelling, classification and segregation of data
- Recording of datasets in a central register
- Transparency and public availability of data

- Partner access to data within the secure platform

Secure and Compliant

- Demand highest levels of compliance in the most sensitive systems
- Allow greater levels of flexibility in more general technology - only the most sensitive systems will be subject “restricted” classification
- Sensitive data will be stored separately from other data
- Security should never be an excuse to reduce service provision

Green and environmentally sustainable

- Environmental impact will become a formal part of technology selection process
- Aim for infrastructure free – outsourcing via different ‘as a Service’ approaches to ensure maximum efficiency of our infrastructure
- Thin client – reduce energy consumption through thin client and virtual
- PCs with the ultimate aim of chrome book style devices for most users

Driven by Total Cost of Ownership (TCO)

- Utility and commoditised ICT solutions will be the first choice for PCC
- Adoption of an enterprise-wide view of technology – supporting business capabilities rather than specific systems
- No departmental software budgets
- Services should be built in accordance with the Government Service Design Standard: <https://www.gov.uk/service-manual>.

2.12 **Telephony:** Due to the difficulties experienced with existing telephony contract, we propose to undertake soft market testing for both fixed and mobile telephony in conjunction with ICT blueprinting. Preparatory work with the business has been undertaken over the last two months to understand staff issues and needs. We believe we need to understand the emerging technology options in blueprint (such as Microsoft 365 or Google for Work) as these will have a direct bearing on what we require from a telephony provider, particularly with regard to “unified communications” (functionality like “presence”, instant messaging and video conferencing).

The situation with our current fixed telephony supplier has not improved and we have escalated our concerns further with a second letter (September 22nd 2014) following their very inadequate and late response to our letter dated July 21st 2014. We have now put the supplier, Unify (nee Siemens), on notice that we will be soft market testing for a new solution. Their Version 8 is now delayed until November 2014 (it was previously expected in September) and the councils have stated that a fully working solution must be supplied by the end of December 2014 in a final attempt to mitigate damage, and in the spirit of Civil Procedure Rules. The councils are preparing a schedule of defects with the system having regard to the Tender Specification and the Siemens Tender response which form the terms and conditions of the contract. We have reminded Unify of their obligations relating to exit strategy.

2.13 **Disaster Recovery:** The first stage of the disaster recovery improvement work has been completed at Adur and Worthing, with the support of PTS Consulting. The recovery priorities have been mapped in detail through workshops with ICT and business managers. There remains work to ensure ICT have sufficiently detailed

recovery procedures and for scenario testing to take place for each service area. A project manager has been allocated to take this next stage forward with urgency.

- 2.14 **Census ICT Partnership:** Discussions have taken place between Census partners in light of the strategic work being undertaken at Adur and Worthing and also regarding the options appraisal work by the new Head of Census ICT. Further discussions will take place once Adur and Worthing have developed proposals from the blueprint stage described above. Mid Sussex have asked to observe some of the blueprinting work to help inform their strategic thinking.
- 2.15 **Digital Road Map:** As discussed in the July 2014 report, it remains the intention to produce a digital road map to support Catching the Wave as a whole over the next few months. While the focus is currently on organisational ICT to support customers and staff, preparatory work is being undertaken (in the form of meetings and networking) for programme elements that will support the economy and communities. More details will come forward in future reports.
- 2.16 **Member and citizen involvement:** A group of members has received a presentation from Methods and the Director for Digital and Resources regarding discovery findings and blueprinting. This group will continue during blueprint. There are also plans to involve customers in the process during blueprint and communities and businesses in the wider digital road map as we go forward.

3.0 Proposals

Progress to Blueprinting

- 3.1 The Digital Discovery work undertaken in September 2014 surfaced the range of problems and opportunities that must be addressed in order for our councils to become adaptive, productive and highly responsive to customer need. The capability map shows what technologies are needed organisation-wide to achieve this. Three approaches to change have been identified:

- Tactical upgrades, purchases and improvements
- Traditional outsourcing
- **Transformation to platform and cloud**

It is proposed that the blueprint stage be dedicated to the exploration of the **third option** recommended by Methods, which is consistent with the strategic direction being taken by the leading local authorities mentioned in 2.7 above. This option has the potential to support deep business transformation, introduce far better self-service and customer support, staff collaboration on the move, flexible buying options for the future and far greater system resilience.

3.2 Soft-market test for fixed and mobile telephony as part of blueprint

We have prepared the way to exit the existing telephony contract should a working system not be delivered by the end of December 2014. We propose to undertake soft-market testing in October/November in conjunction with blueprinting to ensure strategic fit with the technology options coming forward in that process.

4.0 Legal

- 4.1 s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation
- 4.2 s1 Local Government (Contracts) Act 1997 confers power on the local authority to enter into a contract for the provision of making available of assets or services for the purposes of, or in connection with, the discharge of the function by the local authority
- 4.3 In addition to the powers above, the Council must comply with its Contract Standing Orders and the Public Contract Regulations 2006.

5.0 Financial implications

- 5.1 The Methods Blueprint work will cost circa £65,000. This is not currently in the budgets of the council and will need to be funded from the reserves of the Councils. It is proposed that this is funded on a 40 (Adur) / 60 (Worthing) basis from the Capacity Issues Reserves of both Councils.

6.0 Recommendation

That Joint Strategic Committee:-

- (i) Approves the Methods Blueprint Consultancy work
- (ii) Approves the move to soft-market testing for fixed and mobile telephony and the position taken with the current supplier
- (iii) Approves the release of funds from the Capacity Issues Reserves of both Councils as set out in 5.1 above.

Local Government Act 1972

Background Papers:

Joint Strategic Committee on New Ways of Working / Accommodation Project, 5th March 2014

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Schedule of Other Matters

1.0 Council Priority

- 1.1 The proposals are in support of the Catching the Wave focus areas, in particular adaptive councils.

2.0 Specific Action Plans

- 2.1 These proposals will assist the delivery of Catching the Wave, particularly by creating the “digital commons”, the platform upon which new personalised services can be delivered and new community support networks can be built.

3.0 Sustainability Issues

- 3.1 Cloud services make a positive contribution to sustainability: The cloud encourages important clean-tech applications like smart grids and it also encourages consumers to use virtual services such as video streaming to replace resource-heavy physical products. The cloud also draws resources to where they are used most efficiently and its jobs tend to be cleaner and safer than those of more traditional industries. The cloud’s efficiency and scalability help reduce energy usage. By reducing the need for hardware, companies can reduce costs and eliminate the need for maintenance and upgrades. The cloud offers cheaper running costs and more flexibility for businesses hoping to expand. The cloud also increases productivity through its ability to accommodate online collaboration that reduces the need for face to face meetings.

4.0 Equality Issues

- 4.1 Digital inclusion issues will be a key feature in the digital road map, where needs such as wi-fi and broadband provision will be addressed, and device trends and application use-ability and simplicity are key to success.

5.0 Community Safety Issues (Section 17)

- 5.1 New digital services can help with engagement and involvement of young people and in connecting them to support. Improved multi-agency working through digital tools like Patchwork can also help improve communication between enforcement and support agencies.

6.0 Human Rights Issues

- 6.1 Privacy and security issues are the most important issues for citizens in relation to government use of digital and it will be essential to strike the balance of risk and reward here, and communicate exceptionally well with residents and members.

7.0 Reputation

- 7.1 A failure to act to radically improve the digital offer risks a continued experience of loss of telephony and ICT services which is very damaging.

8.0 Consultations

8.1 None so far

9.0 Risk Assessment

9.1 Risks are managed through a staged approach to developing the digital road map. Strong project governance will be essential as the programme develops.

10.0 Health & Safety Issues

10.1 None identified

11.0 Procurement Strategy

11.1 Methods are being engaged through the G-Cloud framework with the support of the procurement team

12.0 Partnership Working

12.1 None at present

APPENDIX A: METHODS DIGITAL DISCOVERY

PROBLEM THEMES

This section will summarise the problems discovered across the Council during the Discovery process.

PROBLEM THEME	EXPLANATION
TIME TO INNOVATE	People feel overburdened by the current “fire-fighting” nature of their service delivery practice. This inhibits staff innovation and slows down service area development & improvement opportunities
PAPER-BASED SYSTEMS	There is an overall frustration among staff in relation to the overuse of paper documents within their business process, the processing and management of which is inefficient and admin intensive. This dramatically restricts the data flow between both internal and external customers. Customers often express dissatisfaction with the lack of online services
INFRASTRUCTURE PERFORMANCE	There are major concerns expressed by all those who were interviewed in relation to the current IT infrastructure. There is a general lack of confidence in legacy technology, with system outages causing unwanted downtime and major service disruption. The systems are described as sluggish and cause a lot of frustration among the users. This is also having a major impact on external customers who on many occasions are unable to have their requests actioned due to the system being down.
MOBILE WORKING	Staff who are required to carry out their duties off site are unable to process data in real-time, which leads to them having to duplicate data entry, delaying the resolution of the customer request.
PAYMENTS	There is no coherent payment process integration with current Line of Business applications. Flexibility of

	current Direct Debit and invoicing capabilities is an issue. There is a general desire to move away from paper-based payment and towards a suite of fully digital and remote payment methods.
TELEPHONY	Telephony is a major problem across all service areas, both internal and external. It has been described as fragmented and unreliable, with staff often unable to hear one another as well as customers and partners. These problems include an unreliable voicemail service.
SUPPORT ARRANGEMENTS	SLA's are disjointed and often not adhered to. This results in frequent system downtime, poor system support and a general lack of confidence in the Line of Business systems being used to deliver services.
SILO'ED SYSTEMS	Silo'ed systems and data prevent staff from being able to access data on-demand. This lengthens the time officers spend processing customer requests, which leads to customer dissatisfaction with the overall service. Along with customer disaffection comes internal frustration caused by staff being overburdened by requests from other areas for data that sits on their system.
GOVERNANCE	Governance around IT is poor. Various Members of staff feel unsupported when having to make decisions around new or existing technology. There are issues with communication between service areas and CenSus when acquiring new products. As a result service areas are purchasing systems with no broader vision as to how this fits enterprise-wide, ultimately causing compatibility and interoperability issues across systems
LOB'S NOT FIT FOR PURPOSE	Many Line of Business applications are not being used to their full potential and as a result service areas have to design their business processes around the system rather than the system being built around

	their process. This often leads to increased service delivery time to the customer and additional costs incurred through human resource and procurement of work around technologies.
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Table 1: A&W problem themes

OPPORTUNITY THEMES

Table 2 summarises the opportunities we have discovered from across the Council. It will help inform the recommendations section later in this work.

OPPORTUNITY THEME	EXPLANATION
SHARED PROCESSES	Shared process enables innovative and collaborative working, understanding and transparency. The more that A&W strategically focus down on a small number of modern platforms, programming languages and data standards the easier it becomes for different business areas to share knowledge, resources and technological components.
SOCIAL ADVERTISING AND MARKETING	This improves reputation and outward image, ultimately increasing revenue and service awareness.
REAL TIME SERVICE	Providing mobile/field workers with the ability to access their system and data in real time will enable them to carry out their duties while off site.
COLLABORATIVE WORKING	Many people who we interviewed expressed their frustration when having to work on a document which requires input from multiple parties. Embracing technology that enables online collaborative working can help eliminate those frustrations and greatly improve efficiency. Multiple parties (both internal and external) could work together on documents, speeding up the overall service request to the customer
CUSTOMER-CENTRIC	Technology is designed based on the need of the customer, reducing the risk of implementing an expensive service that isn't fit for purpose. This is an opportunity to save money through avoiding unnecessary

	technology projects.
GOVERNANCE	A clear governance structure will remove existing confusion and apprehension towards technology decisions. Improvements to Governance offer the possibility of a quick win with both existing technology and new products as they are implemented.
SOCIAL MEDIA	Social media (Twitter/Facebook) can be used to proactively listen and engage with customers and partners. These channels can be used to communicate information like park closures and foreshore warnings with a far greater reach. Many Councils use social media to inform its citizens but few monitor social media to uncover any posts about them or their area. Fewer still link such data directly to a customer record or case management system so that Officers can resolve any issues. This is possible on new platforms.
SHARED DATA	Providing staff with data on-demand and reducing the need to burden other service areas with requests will ultimately provide a better and quicker service to the customer. Building a 360° view of a customer in a single system has proved to be an unattainable goal. However, the more customer information that can be held in a core platform, the easier it becomes to create and push out dashboards and real time information to those that need it.

Table 2: A&W opportunities