

Digital, Data and Technology Strategy

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Introduction

- Expectations are that dealings with PHSO will be seamless both on and off line. People and organisations want to easily find information on our website, share information electronically or to call us when they need to. This helps live our purpose of inspiring a better relationship with people and their public services.
- This is a time of great innovation and technological change. Our world has changed but we are behind the curve. PHSO needs to keep pace without losing sight of the people whose experiences form the basis of our work. This strategy enables us to move towards being a digital Ombudsman service, creating firm foundations for future years.
- The need for our service has increased. Equally significant is a rise in the number of people asking for information about their complaint, our work or the evidence we've considered demonstrating the evolving digital literacy and expectations of the public.
- At the heart of this strategy are the people and organisations we are here to help. We aim to make the best use of digital tools, data science, engineering and technologies leading to data-driven personalisation. This will help us and our partners maximise actionable insight from complaints, improve public services and help as many people as possible.
- We need to start collecting more data to enable us to understand our present and predict the future. This means starting at the point of contact and mining each interaction to create rich pictures about our complainants and organisations they are complaining about so that we can handle complaints better and have a greater impact on public services.
- This is a bold undertaking as we will need to transform how we work. But we won't just deliver one big bang, we will look to make our work easier and more efficient whenever we can, making incremental improvements that support our strategic intent to become a digital ombudsman.

Objectives

- To be a leading digital Ombudsman: We'll provide an easy to use digital service that supports and guides our target audiences through the complaints process from finding out about us to asking for the evidence we considered.
- We will be data driven: We will use data to deliver better complaint handling and make informed, timely decisions. We will use data science, AI and machine learning to exploit new and traditional datasets, to predict demand, identify systematic insight and share insight to improve public services. Ultimately, this creates efficiency, manage demand and provide value for money
- Technology will be efficient, secure and sustainable: Our technology will be sustainable, efficient and secure by default and design. We recognise the role that technology can play in reducing our carbon footprint. We secure our solutions, becoming a trusted steward of personal data.
- PHSO staff will be digitally confident: We will have a digitally confident workforce supported by motivated specialists. PHSO staff will have technology that is easy to use, simplifies delivery, and increases employee satisfaction and engagement.

Audiences

- **Complainants:** People can find us when they need us in 'moments that matter'. And then guided through the system as easily as possible. If they are too early to make a complaint, they are signposted to what to do next. We will make it easy to track progress of a complaint and provide information. People will have the choice to use digital solutions.
- **Members of Parliament:** PHSO's digital services help MPs and their staff find out about or make complaints as simply as possible. MPs and their staff can access information and insight into their portfolios and issues in their constituencies.
- **Organisations we investigate:** Our public sector partners can find out about us and how we investigate complaints and understand what's expected of them. Organisations we investigate can safely share information and evidence with us online. Complaint managers and public service stakeholders can browse information and insight into their organisation, sectors or areas.
- **PHSO colleagues:** Our casework process is digital from start to end, with records appropriately and accurately recorded, reducing the administration so they can focus on investigations. PHSO's leaders and managers harness an innovation mindset to make the best use of new technology and data to drive their business.

Insights

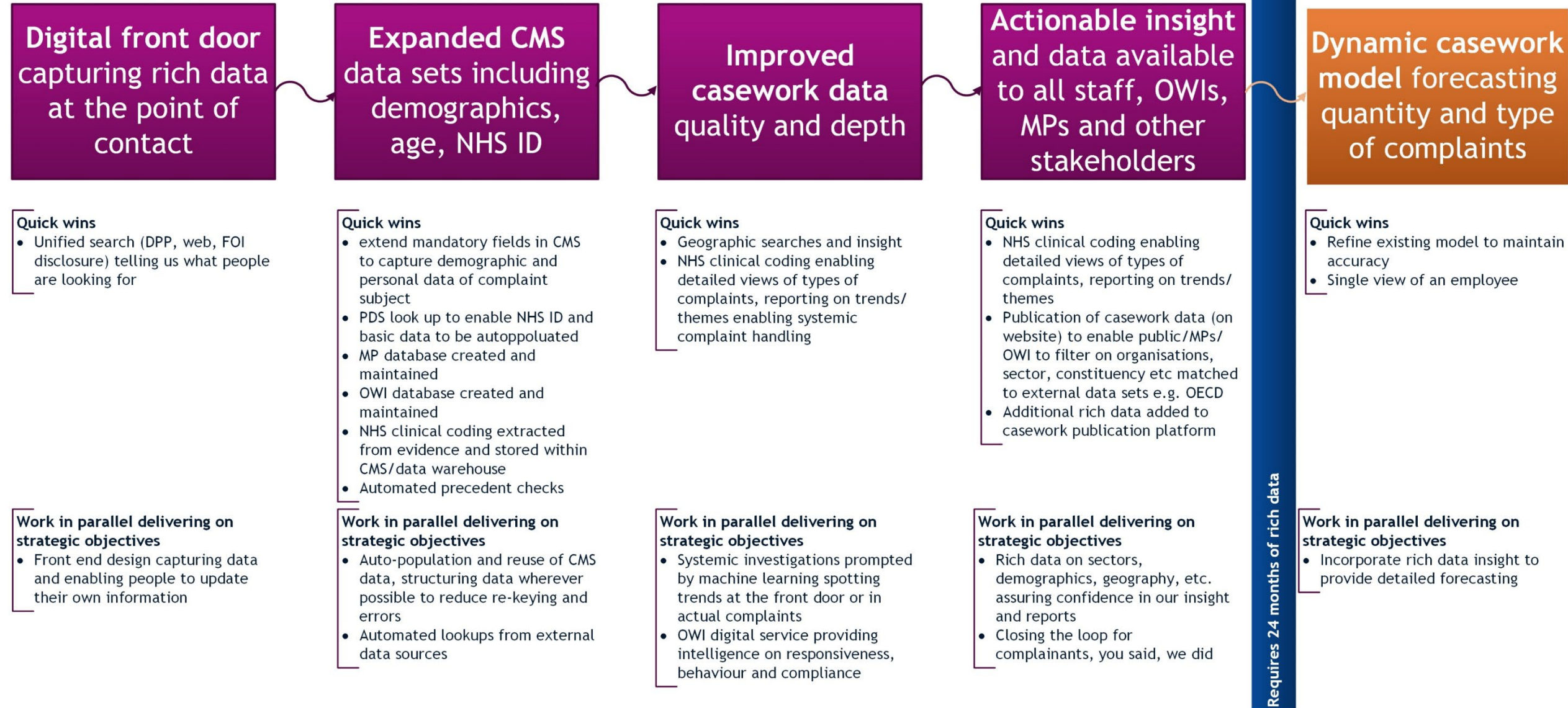
- The pandemic accelerated the move to digital services, with the Consumer Digital Index reporting 99% of the UK were online in 2022.
- 94% of households have internet access and 88% of adults had used a smartphone to access the internet in 2021. This includes organisations we investigate including the NHS (80% of UK online adults accessing NHS sites and apps in December 2021) and UK government online (71% September 2021).
- Take-up of PHSO's online form has increased by only 5% since 2018. Approximately 25% of complaints come in via the online form. The quality is variable leading intake caseworkers to contact the complainants to clarify or redo the form.
- More people are asking us for their personal information, freedom of information and data about organisations we investigate. That's why we are focussing on making information proactively available, so that the public, MPs and others can browse information about the services, sectors and places that are important to them.
- Over 70% of the people who contact us aren't ready to make a complaint. Helping them take the next step through digital signposting and guidance, we can retarget our skilled staff to work on progressing the complaints that we can look at.
- Our current service is time-limited as our contact centre is only open during the working day. This makes it harder for people who work, study or care to get in touch with us. We need to either manage expectations or build an always-open digital front door.

Design principles

1. Understand people and their needs
2. Solve a whole problem for people
3. Provide a joined up experience across all channels for the people we work for and with
4. Make PHSO's digital services accessible, simple to use and inclusive
5. Make sure everyone can use the service
6. Have a multidisciplinary team
7. Use agile ways of working
8. Iterate and improve frequently
9. Create a secure service which protects everyone's' privacy
10. Define what success looks like and publish performance data
11. Choose the right tools and technology, cloud first
12. Make new source code open
13. Use and contribute to open standards, common components and patterns
14. Operate a reliable service

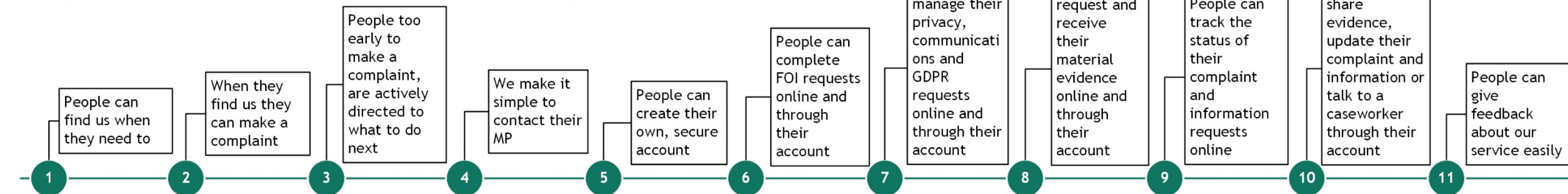
Delivery overview

Get data right, understand our world, work smarter, have more impact



Digital ombudsman service v0.1 Journey, benefits & building blocks

Complainants (and other service users)



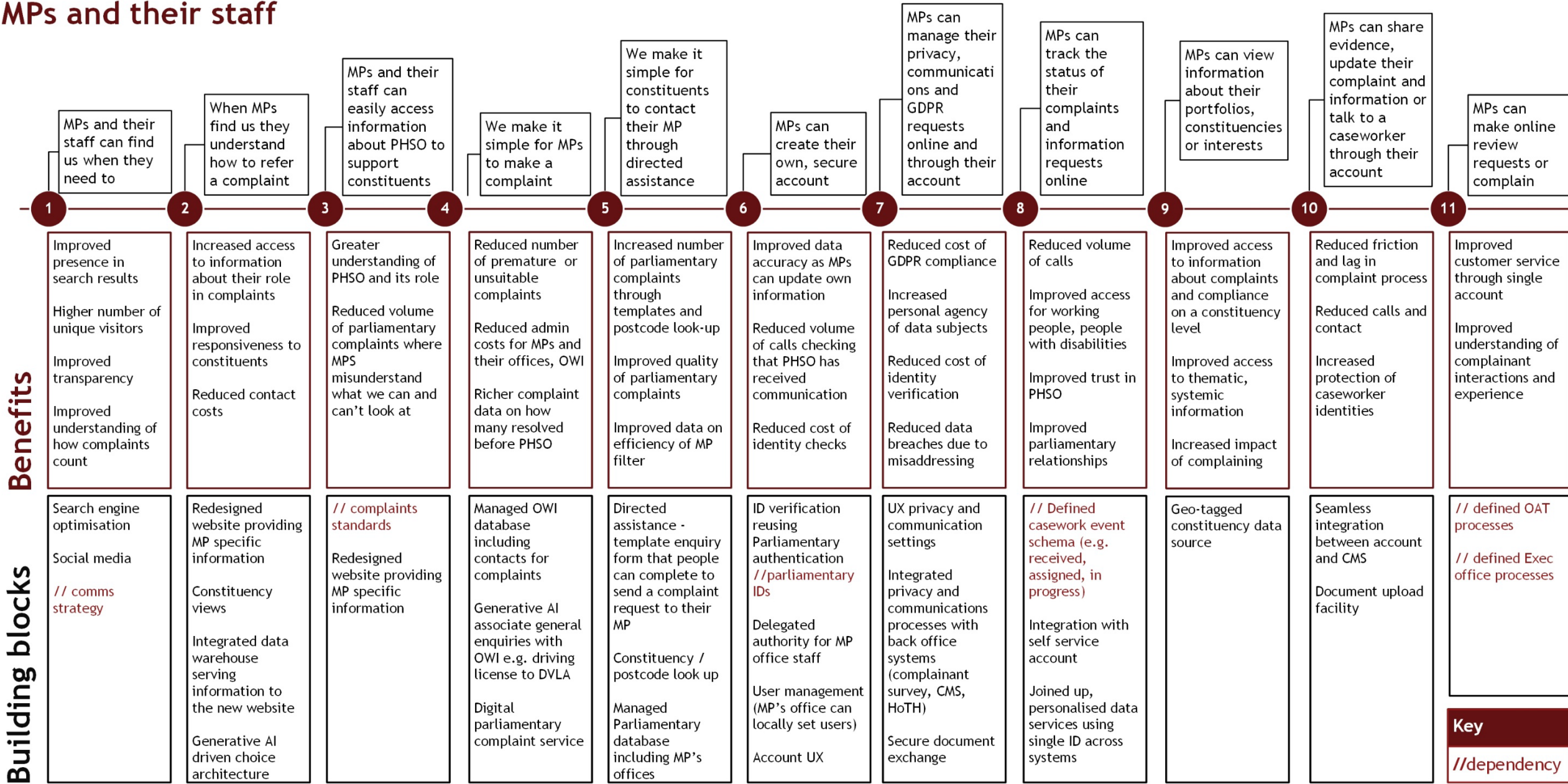
Benefits

Building blocks

| | | | | | | | | | | | |
|--|--|---|--|--|---|---|---|---|--|---|--|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| | Improved presence in search results Higher number of unique visitors Improved transparency Improved understanding of how complaints count | Increased access to complaining at any time Reduced volume of calls received Reduced contact costs Improved data accuracy | Reduced number of premature or unsuitable complaints Reduced admin costs for MPs and their offices, OWI Richer complaint data on how many resolved before PHSO | Increased number of parliamentary complaints through templates and postcode look-up Improved quality of parliamentary complaints Improved data on efficiency of MP filter | Improved data accuracy as people can update own information Reduced volume of calls checking that PHSO has received communication Reduced cost of identity checks | Reduced cost of admin for FOI requests Reduced overall volume of FOI request (as checks will be done as part of digital FOI service) Improved transparency data | Reduced cost of GDPR compliance Increased personal agency of data subjects Reduced cost of identity verification Reduced data breaches due to misaddressing | Increased transparency of decision making Reduced lag in receiving comments on draft reports Reduced post and admin costs | Reduced volume of calls Improved access for working people, people with disabilities Improved trust in PHSO | Reduced friction and lag in complaint process Reduced calls and contact Increased protection of caseworker identities | Improved customer service through single account (real time feedback) Improved understanding of complainant interactions and experience |
| | Search engine optimisation Social media // comms strategy // outreach and engagement | Redesigned website based around complainant journey Unified search Integrated data warehouse serving information to the new website Generative AI driven choice architecture | Managed OWI database including contacts for complaints Generative AI associate general enquiries with OWI e.g. driving license to DVLA Template enquiry to send initial complaint to OWI | Template enquiry form that people can complete to send a complaint request to their MP Constituency / postcode look up Managed Parliamentary database including MP's offices | ID verification Secure authentication Identity management solution (external ID linked to internal systems) Account UX Integration model (Web/CMS) | UX-led FOI service (prototype design completed and tested) Integration of digital FOI service and HoTH UX redesign of disclosure log (integrated into web search) | UX privacy and communication settings Integrated privacy and communications processes with back office systems (complainant survey, CMS, HoTH) Secure document exchange | // Proactive material evidence marking in casework | // Defined casework event schema (e.g. received, assigned, in progress) Integration with self service account Joined up, personalised data services using single ID across systems | Seamless integration between account and CMS Document upload facility | // defined OAT processes // defined Exec office processes Feedback mechanism // CWP user engagement workstream |
| | | | | | | | | | | | Key //dependency |

Digital ombudsman service v0.1 Journey, benefits & building blocks

MPs and their staff



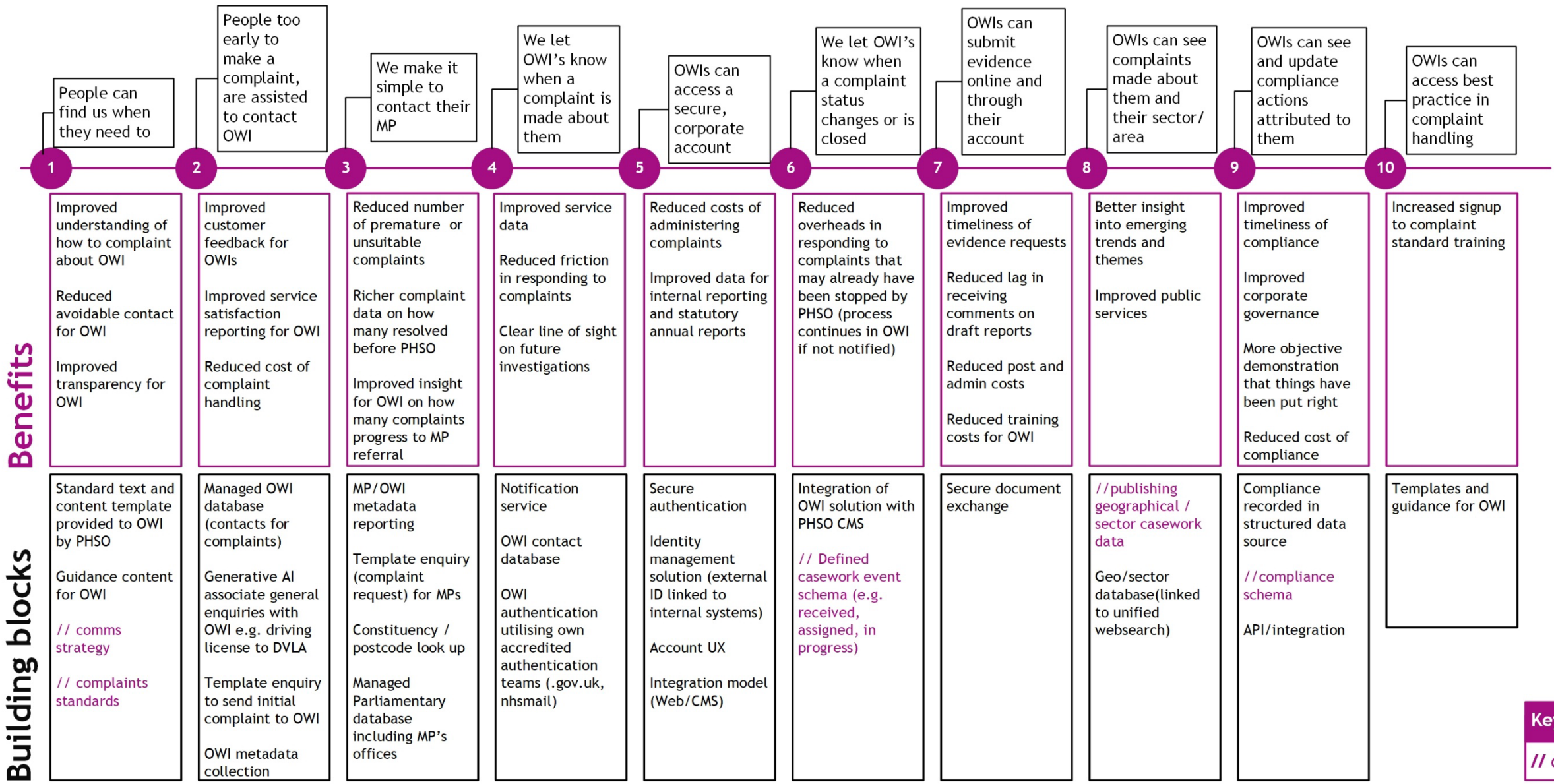
Benefits

Building blocks

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Digital ombudsman service v0.1 Journey, benefits & building blocks

Organisations we investigate



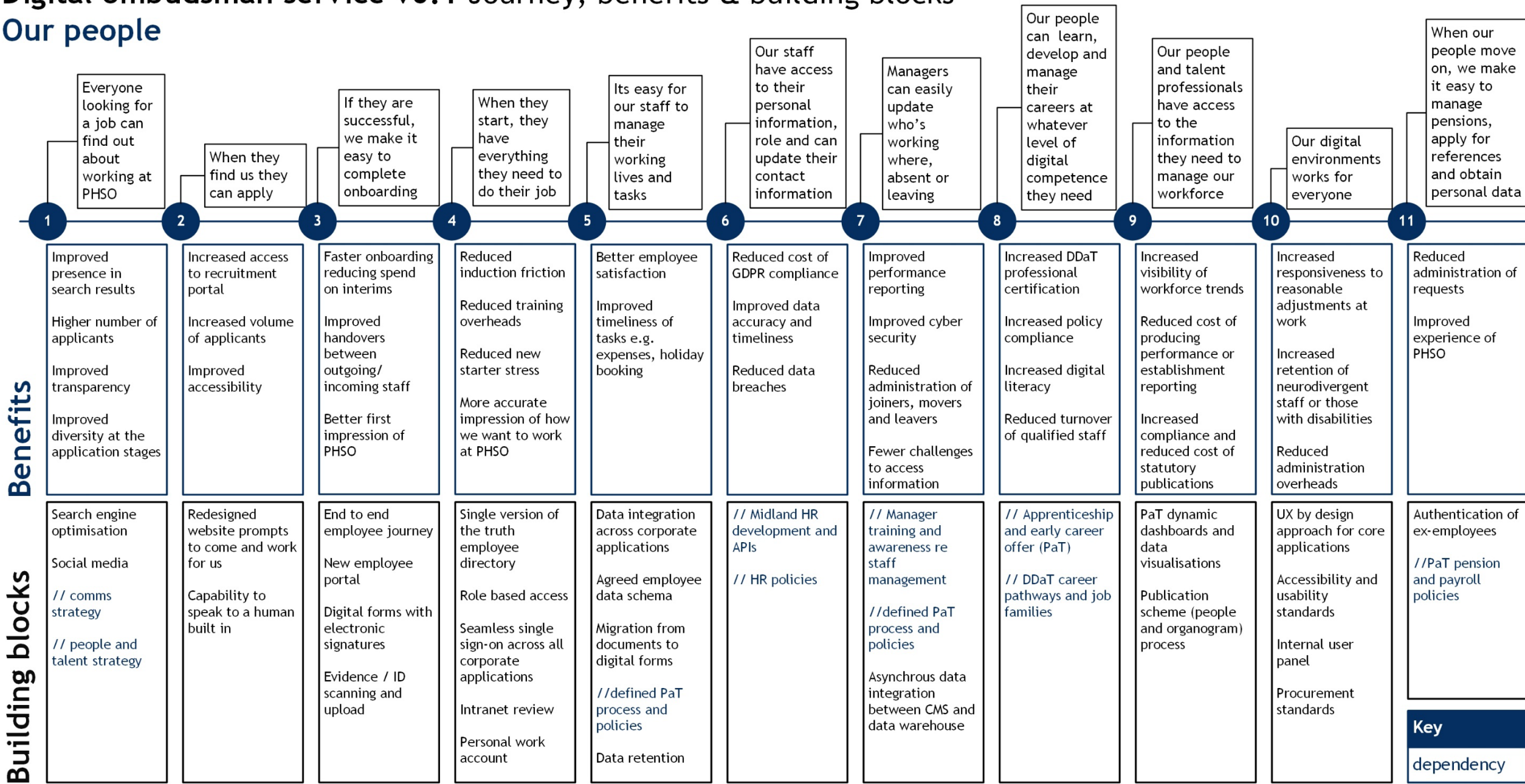
Benefits

Building blocks

Key
// dependency

Digital ombudsman service v0.1 Journey, benefits & building blocks

Our people



Key
dependency

Delivery overview

We start by getting the front end right to capture the data that will allow us to deploy joined up digital services and produce actionable, impactful insight.

| Year 1 building capabilities | Year 2/3 joined up digital services | Year 4/5 data driven |
|--|---|---|
| <ul style="list-style-type: none">• Call recording/transcript capability• Improvement to public facing casework decision portal• ‘Capturing people’s stories’ Data quality, literacy and ownership• Define and design multi-channel casework process to enable digital services• Right-size collaborative, resourced and skilled DDaT function• Increase data capability• Enable colleagues to be digitally confident• Establish and embed AI• Identity management - a single view of a person and their information (staff and public)• Systems maintenance and infrastructure refresh | <ul style="list-style-type: none">• UX driven website refresh with unified search (including signposting)• Implement multi-channel casework process to enable digital services• Implementation of AI driven technologies• Implement digital self-service (information requests and account through digital channels)• Automated publication by default• Dashboards and insight• Case management system review• Integrated service desk• Corporate application management• Systems maintenance and infrastructure refresh• Thematic data discovery and detailed demand modelling | <ul style="list-style-type: none">• End to end digital service using AI driven personalisation <i>See annex for detail</i>• Forecasting and performance models• Systems maintenance and infrastructure refresh• Benchmarking and review DDaT service |