

Nineveh

Consulting Limited

Tendring District Council



ICT Programme Direction 2003/2004

Authors: Christopher Bally (TDC) & Brian Cox (Nineveh)

Date: June 2003

1. Introduction

What is the Programme Direction 2003/2004?

The Programme Direction is a focused plan of ICT projects aimed at delivering maximum benefit to the Authority. It builds upon the current and agreed ICT/e-Government strategy, a far broader document in scope and substance, and lays out a clear programme of work for 2003/2004 and a direction beyond that which reflects both the developing UK e-Government agenda and local needs and priorities. The Programme Direction sets out the projects the Council will be implementing and the rationale behind them.

What does this document contain?

Context – the key drivers behind this Programme Direction

The Programme Direction itself:

- i) Current Position – the situation the authority is faced with
- ii) Vision - the desired position
- iii) ICT Programme 2003-2005 – priorities and project groupings

An Implementation Plan showing costs and years for implementation

Appendix A - ICT Target Architecture – the architecture required to support achievement of the Vision

Appendix B - ICT Current Position – which components of the architecture are in place

2. Context

Tendring District Council adopted its ICT Strategy in February 2002. Within the strategy there is a commitment to an annual review process and a complete rewrite when the strategy becomes obsolete. The Programme Direction 2003/2004 is the output of the first annual review of the Strategy.

The Council's ICT Strategy is an all-encompassing document in that it captures everything the Council needs to do to implement electronic service delivery and meet the Government's 2005 e-government targets. The Strategy proposes key IT solutions to assist with the required business re-engineering of the Council and facilitate electronic service delivery. The original ICT Strategy identified the following key initiatives targeted at improving our electronic service delivery:

- Develop our e-government supporting ICT infrastructure
 - o At the same time linking closely with Best Value
 - o A key element is the implementation of a Corporate Intranet
 - o Encompassing the necessary ongoing development of the Desktop hardware, software; communications and security provision
 - o Implementation of a Democratic Information System
- Modernise the Council's Financial Management systems
 - o Including the implementation of a replacement ledger and payroll application and the integration of creditor, debtor and e-procurement functions
- Create new "Customer Focused" supporting systems
 - o These will include a basic Customer Relationship Management system and, in the longer term, a local service Internet portal for the citizens of the district

- o Including such benefits as e-billing for Council Tax and NNDR and the creation of a change of address facility
- o Some of this may need to be undertaken in partnership with others to achieve Best Value and manage cost implications
- Develop the Council Web Sites
 - o To include e-forms; initial life episodes; e-payments; leisure bookings, etc
- Standardising the Council's approach to Property information

Including Land charges, Local Land and Property Gazetteer, on-line planning applications, etc.

The initial phases of a number of these initiatives have already been completed including:

- The development of the Council's intranet
- Implementation of the replacement ledger and payroll application
- The Council's Democratic Information Service

A lot has already been achieved in year 1 of the ICT Strategy; current performance on BVPI 157 – the number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery – stands at 43%.

The Council's commitment to electronic service delivery is further emphasised in its second Implementing Electronic Government (IEG) Statement, published in October 2002. The IEG Statement sets out the challenge facing the Council "to focus new ICT electronic services investment towards customer fronting services and to extend both the scope of our own generic customer services centres and our partnership working to enable and/or assist others to enable fully integrated first point of integrated access for a range of public services." To date the Council has been awarded £400,000 from the Government towards its e-government programme. This Programme Direction prioritises our investment, including that £400,000, and illustrates our rationale for our chosen course of action.

The Council's ICT Strategy and IEG Statement are key documents covering the facilitative role of ICT in delivering modern local government. ICT alone cannot deliver modern local government, but it is a key driver.

With this in mind, it is important that we look at the way the Council has changed over the past 12 months. The Council is now firmly focused on delivering service improvements to the community and has articulated the way it intends to deliver these improvements through its Corporate Strategy. The Corporate Strategy has five main strands namely:

- a) stabilising the Council's financial position and allowing investment for improvement in core service activities;
- b) re-engineering the Council's core service delivery mechanisms through the vehicle of market testing and manpower reviews;
- c) undertaking a complete review of the Council's corporate planning objectives and priorities to ensure that they are realistic against the backcloth of the Council's financial position;
- d) substantially improved performance management and enhanced manpower planning; and
- e) concentrating on IT delivery mechanisms to ensure that they focus on improvement in service delivery and efficiency and meet our E-Government obligations.

Coming from the Corporate Strategy is the Council's Corporate Plan and Best Value Performance Plan (BVPP). The BVPP for 2003/2004 identifies those key activities which our ICT investment will support.

As well as looking at Council activity, our Programme Direction needs to ensure that it takes account of the activity of partners and reflect the needs of our community. The Council leads the Local Strategic Partnership (LSP), which has developed its Community Strategy. The vision for the Community Strategy adopted by the LSP is “working together we will continuously enhance the quality of life for all the residents in our District”. The approach to achieving this vision focuses on 4 principles:

- Delivering high-quality services
- Developing new innovative ways of working and joint initiatives
- Searching out new funding opportunities
- Learning together

It is clear from these principles that ICT, and this Programme Direction, has a key role to play in supporting the delivery of the Community Strategy.

The following sections of the document set out how we have developed this Programme Direction, the priority projects for 2003/2004 and the rationale behind these projects.

3. Programme Direction 2003/2004

As part of the development of the Programme Direction for 2003/2004 we have used a new ICT Project Evaluation Process. Where applicable, each of the projects in the Implementation Plan have been evaluated. The Project Evaluation Process takes the five main strands of Tendring District Council's Corporate Strategy (as described in the context section above) and the following four key drivers to assess the current ICT implementation plan.

1. e-Government targets (themes 1-5)

i. Theme 1: Transactions

The development of all interactions, which are legally permissible, for electronic delivery. The target is 100% by December 31st 2005.

ii. Theme 2: Access Channels

Access channel development (e.g. mediated access, i.e. staff assisted direct access, direct access through the Internet), supported by an access channel policy, which reflects local customer preferences and includes plans for linking front and back office processes.

iii. Theme 3: Enablers

The development of technologies and data management approaches that support e-access channels and provide the link to core business and information systems. For example, the development of a land and property database.

iv. Theme 4: E-business

The e-enabling of core business processes such as e-payments, e-forms, etc.

v. Theme 5: Organisational Development

Organisational development and practices to help deliver the changes necessary for e-government. In particular, demonstrating local leadership of the e-agenda and change management capacity.

2. Measurable performance impact

3. Legal or Regulatory requirement

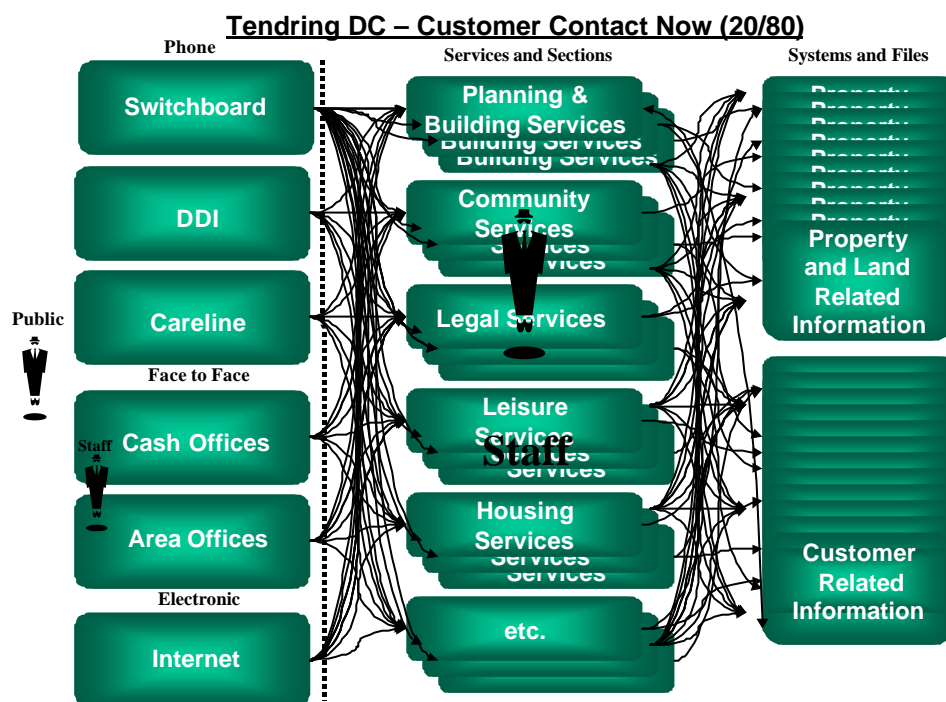
4. Business continuity

Added to the Corporate Strategy themes and the 4 key drivers are the following baseline statements. These statements have been applied to the ICT Strategy and the current Implementation Plan to ensure that investment is focused where it will be most effective:

- The needs of Tendring District Council's citizens who require mediated (assisted) access is placed ahead of or, ideally, alongside direct (electronic access)
- Finite resources (funds and people) to develop on all fronts, e.g. web etc.
- Areas of poor performance in dealing with customer contacts

3.1 Current Position

The current position, as illustrated below, is that customers find it difficult to communicate with the Council, and officers are often ill equipped to effectively and efficiently answer customers' enquiries. Customers are faced with a range of ways of contacting the Council– telephone, council offices (face-to-face) and increasingly electronic channels (e.g. web) and find it difficult to determine who they need to speak with. Furthermore, the infrastructure to support customer communication is outdated and often means that several attempts are made before contact is actually established with the correct member of staff. Resolution of enquiries can also take longer than should be expected, because of the need to involve others or lack of information to hand.



The factors that contribute to this situation include:

- Lack of consistency between services and within services, e.g. opening times, how an enquiry is handled.
- Where to go for what? Resulting from multiple contact points and opening times
- Silo culture and orientation, e.g. "Oh, you need to speak to....", "That's not my area, it's..."
- Staff are keen and helpful.... but aren't empowered to deliver
- Customers are not kept informed of progress
- The Authority is organised around service rather than around the customer
- Customer requests can get lost or take a long time
- Variable customer service skills
- Customer interaction often seen as in addition to the day job
- The Authority has many information systems (e.g. 50+ land and property-related systems) including many manual files

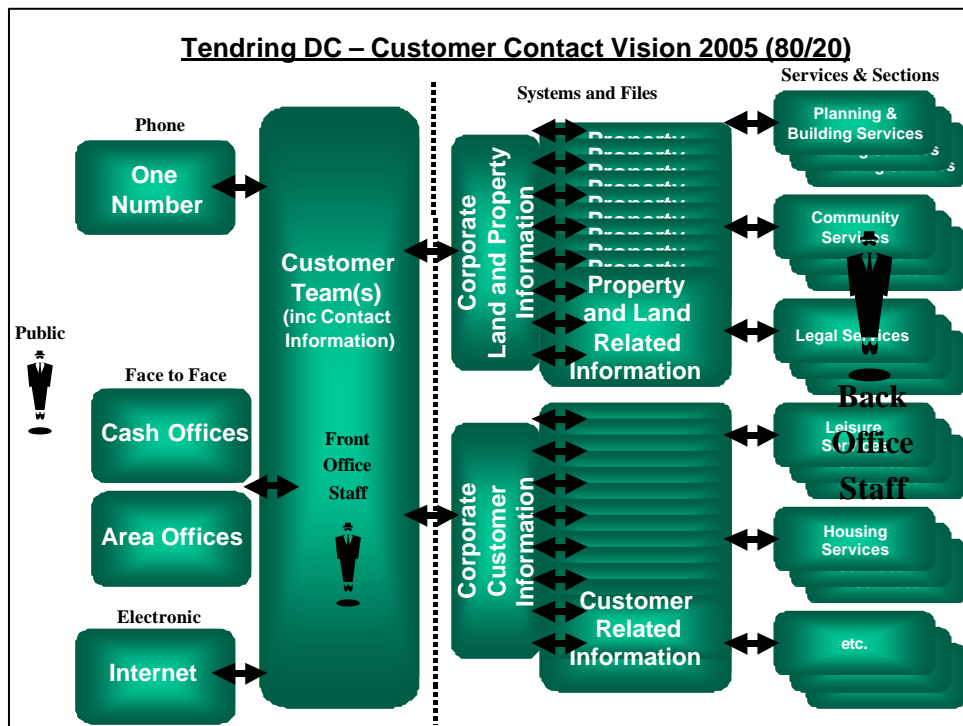
This situation is not unique to Tendring District Council, and tends to be the position that the majority of UK local authorities are faced with.

3.2 Vision

The Vision, as illustrated below, is that customers know:

- i) how to contact the Council, ideally via a single telephone number or via other face-to-face contact points offering a wide-range one-stop services; and
- ii) that staff are both empowered and supported to effectively and efficiently resolve customer enquiries.

To achieve this transformation, in addition to ICT expenditure, will require a change in organisational culture and significant corporate investment (money, officer time and management attention). Key to this new mode of operation is the creation of separate and distinct front office and back office functions. The front office (contact centre) will be responsible for the bulk of customer contact, championing the customer cause, but should also be equipped and capable of resolving the majority of enquiries (ultimately close to 80%). The back office will increasingly be released from the interruption of routine enquiries and therefore able to focus on their core duties and answering more complex requests. The actual composition of processes able to be managed by the operation and the demarcation of responsibility – between front and back office (together with service level agreements) will be need to be carefully planned and implemented as the concept of a Contact Centre becomes more widely understood. The size of this cross-council initiative will undoubtedly span several years and as such will need to be delivered through a series of phases.



The benefits of this include:

- increased resolution at first contact point
- Efficient, effective and consistent resolution of customer enquiries
- Access when the customer wants it... by whatever means
- Service from any contact point (cash office, reception etc.)
- Knowledge of the customer including a detailed contact history
- Customer facing staff with strong customer service skills
- Clear service expectations for both front office and back office functions.

- Potential to widen scope to include other partners and services

Again this broad vision is not unique to Tendring District Council. It is one that many local authorities are striving to achieve, and also one endorsed and in-line with the Government's eGovernment agenda. Differences do however occur in local implementations as a result of local needs –Internet penetration, geographically accessibility of Council offices, access to telephones, language need, that lead to different emphasis being placed on the development of given channels.

As mentioned earlier, this cross council initiative will span several years and as such will need to be delivered through a series of phases. An example of how the projects could be phased is as follows:

<u>PHASE</u>	<u>PROCESSES</u>	<u>ACCESS CHANNEL</u>				
		Telephone	Face to Face	Internet: web	Internet: e-mail	Mobile
Phase 1 – Immediate Improvements for the Customer	One service area	Yes	No	No/Yes	Selected services	No/Yes
Phase 2 – Integrated Customer Service	Two service areas plus FAQs* and EAQs*	Yes	No	No/Yes	Selected Services	No/Yes
Phase 3 – Face-to-Face	Further expansion – size and scope	Yes	Selected Services	No/Yes	Not applicable	No/Yes
Phase 4 – Mobile Access	Further expansion – size and scope	Yes	Yes	Yes	Yes	Yes
Phase 5 – Vision Achieved	Full	Full	Full	Full	Full	Full

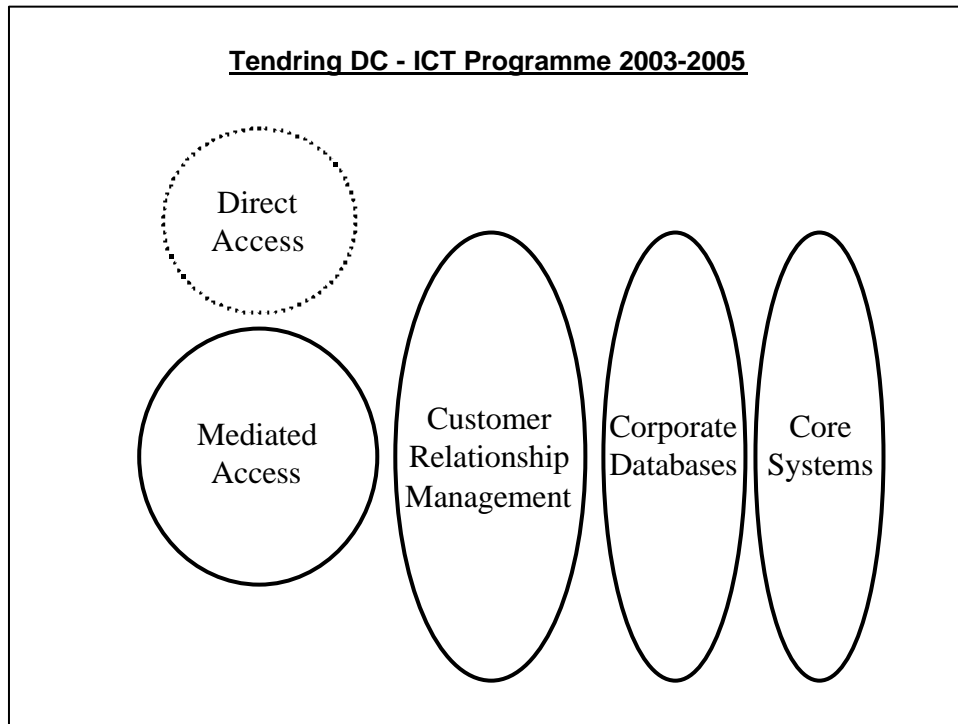
* FAQs – Frequently Asked Questions
EAQs – Easily Answered Questions

The Council's focus is to improve customer access through a mediated route. However, this is not at the exclusion of the development of direct and mobile access. Where possible the Council will seek to pursue solutions which focus on mediated access, but have the additional benefit of providing a direct access solution as well. The key requirement is that direct access should not be at the expense of mediated access given the demographic characteristics and dispersed nature of the district.

To achieve the Council's vision of improved customer access through a Contact Centre providing mediated and direct access a number of complementary projects will need to run alongside Contact Centre development. The Council is committed to implementing these projects, for example Document Image Processing and LLPG, but this has to be planned with the finite resources referred to above in mind. The Council will pursue all available avenues to secure opportunities to move forward with these projects in the necessary timescale.

3.3 ICT Programme 2003-2005

The ICT Programme 2003-2005, as illustrated below, shows the five main areas of proposed development. Providing direct access via the Internet is a longer term priority, although the Council will seek to pursue opportunities for providing direct access solutions alongside the implementation of mediated access initiatives.



1. Core Systems (Legacy Systems)

These are systems and interfaces necessary to support the service-based business processes of the authority. The proposal is to complete core systems, replacing unsupported and manual systems, where possible through the extended use of existing product lines.

2. Corporate Databases

The proposal is to use corporate databases that are fully integrated to create a single view of all of the authority's, i) land and property-based, ii) customer-based systems. The pace and extent of their creation will need to be evaluated on a system-by-system basis, e.g. justifying the cost/benefit of integration. This could incorporate traditional databases, Document Image and GIS systems.

3. Customer Relationship Management

The proposal is to purchase and deploy a CRM system that will provide the basis for managing all customer interactions. This work is closely aligned with the previous area (Corporate Databases) and the next area (Mediated Access). Together they will form the infrastructure to support authority-wide processes (i.e. the capture, progression and management of enquiries and requests). It is recommended that these three associated areas of work be managed within an overall programme framework (i.e. not simply treated as a standalone ICT project); e.g. a phased approach with each phase addressing people, processes and channels, infrastructure. This will include projects such as Document Image Processing.

4. Mediated Access

It is proposed that significant investments are made to improve mediated access by enhancing the telephony infrastructure to enable the CRM system and a contact centre approach. Investment in telephony is part of the current Implementation Plan but would need to be accelerated to support the new approach to customer contact, i.e. incoming/outgoing line capacity, switches/ACD, CTI, headsets etc. Mediated access and the establishment of a Contact Centre has significant implications for the culture of the organisation. It will require a change of mindset, staff training and potential organisational structure change.

5. Direct Access

It is proposed that there is some focused development of the direct (electronic access) channel – the Internet - to support online customer enquiries and requests. It is likely that benefits can be realised at a relatively small cost, both from a customer service perspective and the e-Government agenda, from placing many of the council's forms online. Where direct access solutions, for example on-line forms, can be pursued at the same time as mediated access, then this will be carried out as a cost-effective means of meeting both mediated and direct access priorities. By pursuing this approach it is also intended to stimulate demand for direct access.

In addition to the five areas of proposed priority development, there are two other areas of cost not shown in the diagram. These are largely self-explanatory but for completeness (they are listed in both the implementation schedule and outline project plan) are described in outline below.

1. Corporate Infrastructure

This heading is provided for projects and expenditure that is for general maintenance and enhancement of the authority's IT infrastructure. This is work that cannot directly be assigned to a given project and is essential to support the programme in its entirety.

2. Other

These are live ICT projects that are funded but which do not contribute to the achievement of the Vision. Again, their inclusion here is simply for completeness.

The Implementation Plan

The Implementation Plan incorporates both a provisional costing for and timing of individual projects. Information relating to 2003/2004 is firmer than that for later years. The Programme Direction will be an annual process and at each annual review an updated Implementation Plan will be produced.

The Implementation Plan shows:

Project – the name of the project

Performance Champion – the Management Board champion for the project

Project Lead – the individual responsible for the implementation of the project

ICT Lead – the specific member of the ICT Team from Corporate Performance responsible for supporting the project.

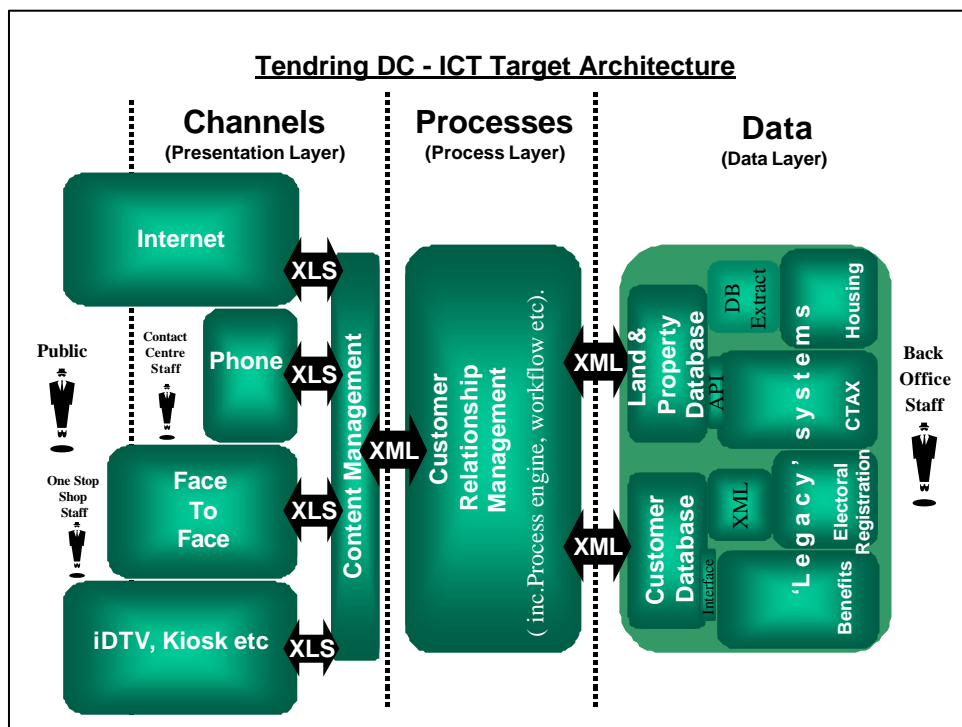
Project evaluation – whether the project evaluation process has been applied or not or whether the project is exempt.

For each project on the implementation plan a project team will need to be established. Key tasks for the project team:

- Specialist ICT support
- Procurement
- Implementation
- Project planning and management
- Project Co-ordination
- Research
- Risk assessment
- Post-implementation review

APPENDIX A - ICT Target Architecture

The ICT Target Architecture - how systems need to be structured - as illustrated below, supports the Vision outlined in the previous section. It also conforms to best practice – the three-layer model – on developing an efficient and effective multi-channel architecture. This model advocates a separation between data, processes and presentation. Whilst there will generally be elements of process within the data layer, due to processes being embedded within the existing (termed legacy) applications, it is easier to create a distinct separation between channels and processes. This means that for example an abandoned vehicle reporting process can be created once but potentially could be delivered (and presented differently) over multiple channels - PC, iTV and handheld device. This separation is achieved technically by the use of templates (XLS – style sheets). This means that multiple processes do not have to be created to support multiple devices, something that would subsequently lead to additional work in maintaining and updating processes.

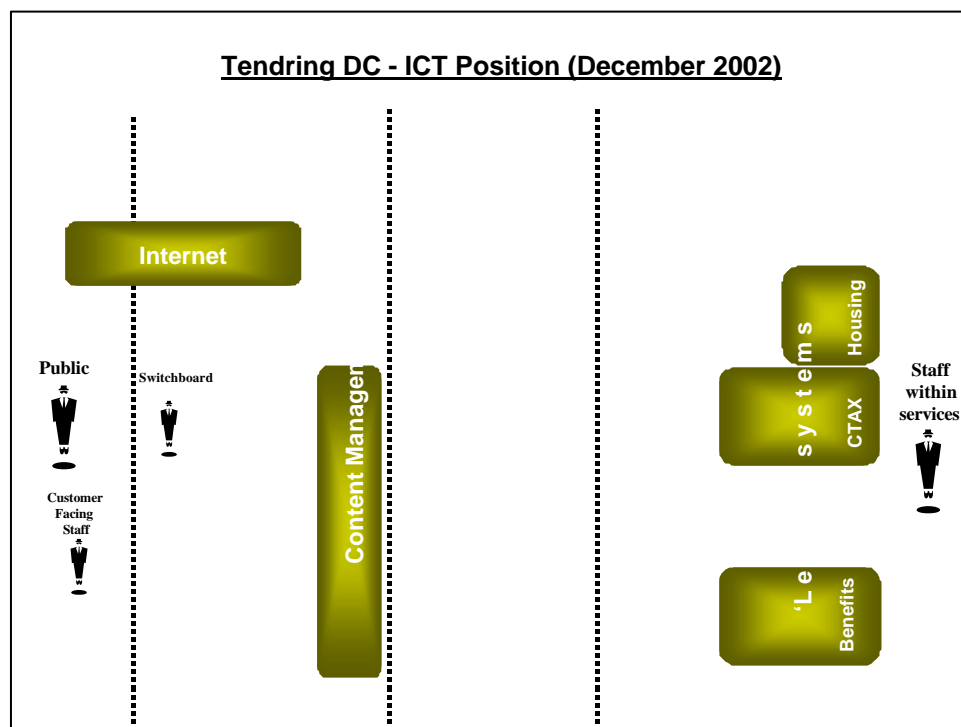


Another key aspect of the architecture is the need to create, i) a consolidated Land and Property Database (LLPG), ii) a consolidated Customer Database. The reason for these consolidated views is to provide staff with fast and complete access – a single view. This is particularly important when creating a front/back office split. First, front office staff will need fast access to relevant information so as to keep contact times to a minimum – a key factor in both customer satisfaction and business efficiency. Second, providing a complete view of all the appropriate information, which again can result in customers receiving better service through staff having a complete view of the customer's situation and the authority being able to address other issues (e.g. non-payment of Council Tax) when customers make an enquiry on another matter.

The final key aspect to the architecture is the purchase and deployment of a Customer Relationship Management (CRM) system. A Customer Relationship Management System in addition to providing the hub of the front-office systems also provides a repository where all customer contact is recorded. Over time this contact history, together with existing data held in legacy (existing) systems, will produce a picture of the needs of customers, and specific groups of customers, within the district. This level of understanding can then be used to develop new initiatives and to hone existing services.

APPENDIX B - ICT Current Architecture

The ICT Current Architecture, as illustrated below, broadly represents the position as at December 2002.



The three areas of development to date are:

1. Legacy Systems

The authority has in place a good number of computer-based systems that support the day-to-day needs of the various services. There are, however, still some systems based on manual filing systems, plus a few others which due to limited support will need to be replaced.

2. Content Management

In a limited form, content management exists (SharePoint Portal Server) for the Intranet. Whilst still structured around services, rather than customer needs, it is the first pan-authority resource. As such, it will be a key component in supporting the front and back office facilities, e.g. Frequently Asked Questions (FAQs) and Easily Asked Questions (EAQs).

3. Internet

The TDC corporate web site is hosted and maintained separately by a third-party company. In addition to the usual content, a number of request forms exists that customers can complete on-line. These requests then generate emails that go to various groups within the authority.