

REPORT TO: POLICY AND RESOURCES COMMITTEE – 10 MAY 2004

REPORT ON: MODERNISING GOVERNMENT FUND, MODERNISING CUSTOMER SERVICES

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 303-2004

1. PURPOSE

Sets out a modernising approach to customer services in line with the Council Plan 2003-2007 and the Scottish Executive Modernising Government Fund (MGF) bid.

A copy of the full bid document is available in the Councillors' lounge and from Group Secretaries.

2. RECOMMENDATIONS

- 2.1 Submit a bid to MGF3 for Citizen Account, Smartcard, Definitive National Addressing and E-Care workstreams.
- 2.2 Seek funding for human resources as well as technical infrastructure as set out in this report.
- 2.3 Establish a project board for each of the work streams as set out in this report.
- 2.4 Provide a further full plan to committee upon confirmation of the level of funding received

3. FINANCIAL IMPLICATIONS

- 3.1 The MGF bid is £1.45M. The Council has to find 25% matched funding which will be covered by the £300,000 in the ICT Strategy Capital Plan. Staff time in kind can also be accounted for as matched funding. The challenge fund does not require to be matched.

The MGF amounts requested are as follows:

Citizen Account	£309,750
Voluntary Smartcard	£510,000
Definitive National Address	£392,437
E-Care	£237,937
MGF Total	£1,450,124
Additional Challenge Fund bid	£100,000
TOTAL PROGRAMME COSTS	£1,550,124

The changes resulting from the modernising customer services programme affect the core business processes of the Council. If the programme is effective long term savings will accrue to underpin the sustainability of the resources deployed. It is considered by the Scottish Executive as a long term spend to save initiative.

4. **EQUAL OPPORTUNITIES IMPLICATIONS**

- 4.1 Objectives in this report will improve services for people on low incomes and with disabilities.

5. **LOCAL AGENDA 21 IMPLICATIONS**

- 5.1 The Modernising Government Fund projects promotes resource sharing partnerships.

6. **BACKGROUND**

The Council Plan 2003-2007 includes a section on Customer Focus. This set an objective to modernise the Council's approach to Customer Services. This is a long term strategy that is supported by the Scottish Executive's Modernising Government Fund.

- 6.2 The objectives of a modern customer service approach are:

- To provide modern multi channel access to ordering, paying for and enquiring about services – e.g. face to face, telephone, e-mail, internet electronic forms
- To achieve new customer services standards as set out below
 - joining up process and data so that a customer doesn't have to complete new forms and provide their personal circumstances for each and every service they are entitled to
 - providing one stop shop type access to related services such as claiming benefits and concessions/co-ordinating health and social work services/property related services
 - improvements in customer care through more accurate information and dedicated customer service staff
- crossing institutional boundaries so that the benefits of the one stop approach is linked between community planning partners and national government agencies

- 6.3 The Modernising Government Fund is providing support to assist Councils achieve the joining up of data systems and manage the change in customer service processes. There are three main streams of work being co-ordinated by consortia of local authorities. These are:

1. Citizen Account is the means to achieve the outcome of the Customer only needing to prove to the Council their personal circumstances once so that in future the need to complete separate forms is removed and all services they are entitled to can be processed at the first point of contact. The citizen account data is represented on the Dundee Discovery Card, which is used to access services such as leisure, library, school, transport concessions etc. There is a national smartcard consortium in which Dundee plays a leading role.
2. Definitive National Address (DNA): refers to the creation of a master address file that accurately describes all registered land and property so that property related data from a range of service data systems can be matched and joined up.
3. E-Care: refers to a national programme of joining up health and local authority data to support initiatives such as Single Shared Assessment and Child Protection initiatives.

- 6.4 The Council can bid for funding up to £2m which must be supported by 25% matched resources. As part of the bid the Council has to set out what it aims to achieve in its programme in both service improvement terms and ICT related deliverables.

The related deliverables and outcomes are:

- a target date for delivering, and sustaining, the single, electronic, customer record ('the citizen's account') - November 2005
- the numbers of voluntary entitlement smartcards (the 'citizen's account card') that will be distributed (and when), and the number of applications that will be supported on the card, an evaluation process for determining the benefits of the card - 90,000 by 2007
- confirmation of the target date for delivering a sustainable BS7666 corporate gazetteer and a plan for the further development of DNA into a corporate land and property gazetteer - October 2005
- the target date for establishing an eCare data store that can underpin children's services and the electronic single shared assessment process - January 2006

- 6.5 In meeting these priorities councils must also set out – in quantitative and qualitative terms – the key outcomes, benefits and savings. For example; the types of services and percentage of customer enquiries to be delivered at the first point of contact; savings in service transaction times; savings in service transaction costs; reduction in the overhead of maintaining disparate property/people data sets; reduction in the number of times customers are asked for the same information, reduction on the turnaround time for sharing service data; the availability of real time customer information; the sharing of real time information across social work and health; the introduction of an electronic children's services record; a reduction in the number of assessments needed to be carried out by practitioners; increased customer satisfaction ratings; improvements in job satisfaction for frontline staff, reductions in administrative overhead for back office staff. These are covered in section 7 of the report in more detail in the bid document.

- 6.6 Service Improvement initiatives that are directly relevant to the MGF work streams are:

- The Corporate Customer Contact Centre, Revenues/Benefits and Housing Repairs Contact Centres to answer more enquiries, requests on 1st contact
- The Best Value Review into using revenues benefit data to remove unnecessary steps in other income related benefits and concessions
- Further development of the Dundee Discovery Card for education, transport services and secure access
- The planning portal and geographic information system
- Single Shared Assessment
- Child protection
- Integrated Community Schools
- Client Tracking System

- 6.7 To enter a successful bid each of the programmes should have a steering board, project manager and be costed. Experience of the existing projects in relation to e-government and joining up process is that the critical success factors are

- Senior Management Commitment to change the process
- Project Management
- Process Analysis
- IT project implementation
- Communication with stakeholders

6.8 The Council is currently in receipt of £1.1m from the MGF2 for 03/04 and 04/05. The majority (£924,0900) being for the smartcard project. Funding from MGF 3 can be from 04/05 to 06/07 although it will only be paid in the revenue support grant in March 05. As a result of the three-year budgeting rules it is feasible to carry over monies. It is expected that confirmation of the level of funding will be in October 2004, which would enable Councils to spend from it in the current financial year.

7. DEVELOPING THE COUNCIL'S BID

7.1 The current MGF project group is focussed around the existing smartcard, dialogue youth, DNA and Scotexed projects. Experience of running the smartcard project and networking with other authorities on the Citizen Account and DNA consortia suggests that the bid should focus as much on recruiting human resources to support managing change as developing the ICT data sets. Without extra people working on the programme it would not be possible to do more than currently. The extra human resource could be in the form of secondments, temporary staff or contracting consultants. If the Council is to develop the modern customer focus approach then the Council needs to bid for resources in all 3 MGF work streams.

7.2 To manage all the MGF programmes a consistent approach is recommended for all three work streams under the supervision of the Management Team chaired by the Chief Executive. The consistent approach is represented in the following process chart:

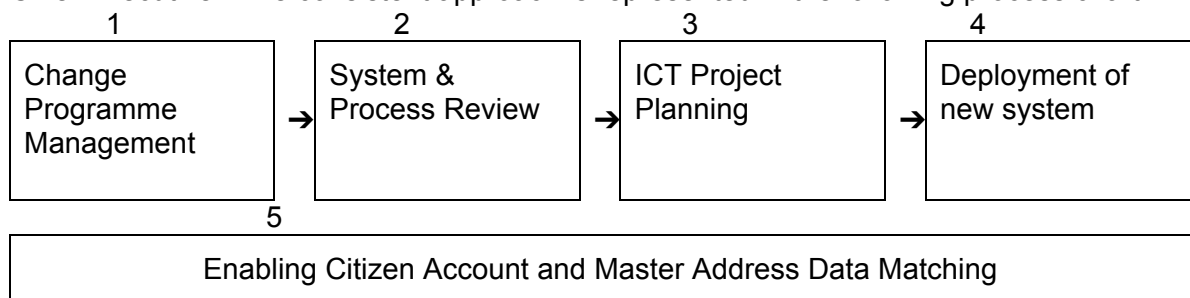


Figure 1 Modernising Customer Services change management process

7.3 The specific tasks in each box in figure 1 are

1. Change Programme Management

- recruitment of steering board
- deciding on chair and project manager
- training of board members
- visioning exercise and approval of programme plan
- negotiate high level changes based on review findings

2. Systems and Process Review

- Identify service areas to review – e.g. joining up all benefits
- Use systems review methodology to identify improvements and fit with new customer service standards
- recommend process changes and relevant IT system requirements

3. ICT Project Planning

- Complete technical survey and user requirements
- system design/development

- Schedule and carry out system integration with joined up core data sets
- Install and test new system
- Make ready to go live

4. Deployment of New System

- Complete organisational changes where necessary
- Train staff
- Design new communications for customer
- Full roll out and handover to management of new process

5. Enabling Citizen Account and Address data matching

- match core customer and address data sets
- cleanse unmatched data
- create core datasets to national standards
- recommend corporate requirements to manage core datasets e.g. change procedures, security, data protection etc

The current MGF co-ordinating group are of the view that additional human resources would be required to assist with programme project management, systems process reviews and the data cleansing/matching exercises.

The table on the next page shows the MGF programmes with current arrangements where they exist and where additional staffing is required.

MGF Programme	Current arrangements	Programme Management	Systems Review	ICT Project	Deployment
Citizens Account	No MGF funding IT Dept piloting data matching exercise. CRM group but not yet project board.	Need project manager resource	Need systems review resources	IT Dept Data Matching Need 2 staff Integration Programming Resource	Consideration of ongoing operation of citizen account with seminars for key stakeholders.
Smartcard	£924,000 Steering board and Project Manager in place	Review due for completion April 2004	User Requirement Process being carried out by Organisation Development Second application experts required.	IT Department	28,000 issued. Review on sustainability due April 2004. Additional applications deployed and interoperability procedures in place.
DNA	£37,000 Steering Board in place	Need project manager resource	Need systems review resource	IT Department Data Matching Need 2 project staff Integration Programming Resource	Estimated October 2005 Review of ongoing data operations
E-Care	No MGF Funding No project Board in place. Data sharing protocol in place. IT Group between LA & NHS,	Must include Practitioner's forum and consultancy on change processes.	Child Protection Review Needs systems review resource to work with practitioners.	IT Department Data Matching Staff as Citizen Account	Within Existing childrens services programmes related.

The Assistant Chief Executive (Management) is on the MGF group as Chair of the DNA project board and can provide job evaluation and costings. There exists options to recruit new staff, seek secondment within the council or appoint consultants or contract labour. Once details of the MGF grant the Council will receive is confirmed, a report to committee will provide more detail on how the additional human resources are to be managed.

The objectives of the each of the MGF workstreams the Council should bid for are outlined below:

Citizen Account

Customer Focus Objectives

- C. 60% of customer contact will be through the customer contact centres that meet modern customer focussed standards.
- C. 80% of contacts for ordering payment or enquiries will be dealt with on first contact and the customer will not need to prove information the Council already has.
- C. Self service ordering, payment and enquiry facilities will be available on the Council's website for the Modernising Government Funded Services in addition to the others in the Council's Electronic Service Delivery Programme.
- C. All Council income related benefits and concessions will be processed using a one-stop shop approach by November 2005.
- T. The national standard Citizen Account database will be ready to go live by Oct 2004 and fully deployed by Nov 2005.

Estimated Cost Factors

Programme management systems process review and data cleansing/matching personnel. Additional software IT personnel and consultant training to develop a Council CRM Vision and change management plan. Contact Centre equipment and CRM solutions.

The Bid for Citizen Account is: £309,750

Dundee Discovery Card

Smartcard

- C. Establish a one-stop shop contact process for all card related services by November 2004.
- C. Deploy 90,000 entitlement cards (MGF 2 target 70,000) by full deployment of all transport, educational and leisure applications.
- C. Pilot the first transport through-ticket in Scotland. *
- C. Provide unattended access to education and leisure resources such as internet terminals, early morning golf and swim sessions.
- C. Introduce a rewards scheme for schools to promote national policy priorities.
- C. Automate adaptation of self-service kiosks/internet terminals for people with disabilities.
- C. Provide a pilot of portable secure electronic authentication for remote access to high secure systems (e.g. e-voting, citizen account authentication records). **
- T. Full integration of smartcard and citizen account data.
- T. Post issuance application loading on the card.

T. Full interoperability with regional consortium and local partners (E.G. Abertay University and Angus Council, Scottish Consortium partners).

* Depends on national transport and project

** Depends on challenge fund bid

Cost factors

A consultant's report on the sustainable future of the smartcard scheme is due in April. This will make recommendations on the requirements for the development and maintenance of the scheme. The report will include potential income from partners to the scheme such as transport.

Kiosk and on street terminal readers

Card migration to Integrated Transport Standards

* Secure PKI – digital signature to electronic voting standard - £100,000 * This would be a separate challenge fund bid as part of a consortium development to test potential future applications on high risk transactions such as e-voting

Additional hardware to roll out pilot of secure access to school resource rooms/facilities.

The estimated requirement for MGF3 funding is estimated at £510,000 plus the separate £100,000 challenge fund bid for electronic authentication

Definitive National Address

C. Enable spatial enquiries on the Council's website and customer contact centres in relation to Council and property related services e.g. grounds, roads, lighting, planning etc.

C. Link to citizen account re accurate personal address, change of address procedure, and property information.

C. Reduce costs and service transaction times on property related services.

T. Deliver a sustainable BS7666 complaint Corporate Address Gazetteer (CAG) by April 2005.

T. Integrate CAG into back office systems.

T. Use the geocodes in the BS7666 to integrate the GIS with electronic service delivery transactions on the web.

T. Establish a plan for a land and property gazetteer.

T. Fully integrate the address gazetteer with the national planning portal.

Cost Factors

The DNA bid is £392,437. Costs include project management, systems/process analysis and data cleansing/matching staff.

E-Care

- C. Reduce the risk of children slipping through the child protection system.
- C. Facilitate Integrated Community Schools and Single Shared Assessment data sharing.
- T. Establish an e-care partnership practitioner forum to consult on and recommend the change processes derived from data sharing.
- T. Match the Council's Citizen Account data set with the Tayside NHS.
- T. Automate messaging between relevant health, social work and school based staff on events causing concern about children on the At Risk Register.

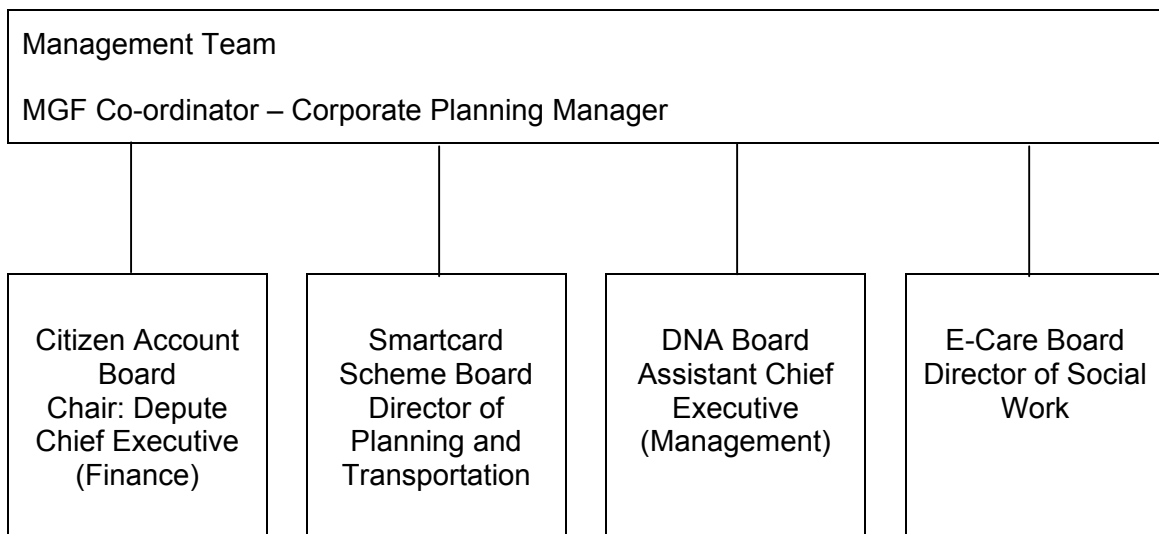
Cost Factors

Programme management to involve stakeholders from NHS Tayside and neighbouring authorities. Systems/Process analysis and data cleansing. The E-Care bid is £237,937

8. **OVERALL MANAGEMENT AND CO-ORDINATION**

It is important that all of the four programmes described above can deliver changed processes and effective ICT projects. There needs to be a balance of responding flexibility to system reviews that engage stakeholders yet keeping within the overall vision and national programmes.

The following structure diagram is proposed:



Each programme board would have its own programme management infrastructure and would report quarterly to the management team on progress and key issues.

The Citizen Account Board and E-Care board are not currently in existence. As financial systems have an important role in creating the Citizen Account it would be appropriate for the Depute Chief Executive (Finance) to chair the Citizen Account board and each department nominate a representative to it. It is also appropriate that the Director of Social Work chair the E-care programme board with representation from departments with an interest.

The MGF co-ordinator would monitor the consistency of the approach and fulfil the duties set out in the MGF bid guidance for overall reporting on application of the MGF fund.

When the level of funding to the Council from MGF is confirmed each project board chair will prepare a plan and report to the Policy & Resources Committee.

9. **CONSULTATION**

All Directors have been consulted on this report. Existing MGF project co-ordinators have been consulted on this report to date.

10. **BACKGROUND REPORTS**

Modernising Government Fund 3 guidance on bidding (available on the Intranet)

Alex Stephen
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