

REPORT TO: POLICY AND RESOURCES COMMITTEE - 15 AUGUST 2005

REPORT BY: CHIEF EXECUTIVE

REPORT ON: CORPORATE CUSTOMER FIRST STRATEGY

REPORT NO: 400-2005

1. PURPOSE

This report proposes a new Customer First Strategy to be adopted by the Council.

2. RECOMMENDATIONS

2.1 Endorse the new Customer First Strategy attached as Appendix One to this report.

2.2 Following approval of the Customer First Strategy each project in the programme structure will develop a detailed project plan and report on this to the Policy and Resources Committee.

3. FINANCIAL IMPLICATIONS

There are no direct budget implications as a result of this report. This strategy will lead to significant long term efficiencies. There will be significant investment by the Scottish Executive in this strategic focus over the next three years through the Modernising Government Fund and Efficient Government Fund.

4. SUSTAINABILITY IMPLICATIONS

The Customer First strategy will encourage more joined up working between partners and resource sharing. There are no direct implications.

5. EQUAL OPPORTUNITIES IMPLICATIONS

The Customer First Strategy will improve services for a range of customer groups including people on low incomes and people with disabilities.

6. BACKGROUND

6.1 The attached strategy document is called 'Customer First' as it addresses the objective in the Council Plan to modernise the Council's approach to Customer Services. It deals mainly with development of a 'one stop' more joined-up approach. This includes the development of a one stop shop in the new city centre offices, telephone contact centres, the Dundee Discovery Smartcard and more transactions on the Council's website. It also deals with organisational efficiencies such as flexible working but the aim is still to release resources to improve benefits to customers.

6.2 The Scottish Executive has established a new unit called the public sector reform and efficiency unit. This will combine the projects sponsored by the £60m efficient government programme and the further investment of £34.5m in the Modernising Government Fund. Dundee City Council has received a MGF3 budget of £1,165,750 for 2005-2007 to fund Customer First activity. Decisions are awaited on the Efficient Government Fund.

- 6.3 Both the efficient government and modernising government funded activity will be governed by national programme boards. The aim is to reform and modernise customer services using modern joined up communication channels such as one-stop shop contact centres, electronic self service and multi application smartcards. The improved processes are also expected to lead to savings. In some cases the aim is to achieve a single national approach that can be jointly procured and shared.
- 6.4 In order to participate in these programmes the City Council will require to build on the effective corporate programme of change around customer service and efficiency. The Council is already leading this process through innovations such as the Dundee Discovery Card. The Council also has good contact centre and website transaction capability.
- 6.5 The draft Customer First Strategy is attached as Appendix 1. It highlights the areas a new strategy will address and the level of organisation required to manage it.
- 6.6 The original ICT strategy was driven by new communications technology and the new strategy will focus more on the council's overall approach that will be driven by customer services and efficiency. Information and communications technology will be a crucial factor in the success of the strategy.

By way of further background the current ICT strategy is assessed below.

7. **ASSESSMENT OF THE CURRENT ICT STRATEGY**

- 7.1 The current ICT Strategy was approved by the Council in November 2000. There is now a need for a new strategic document. The vision in the original plan was for the period up to 2007.
- 7.2 The original ICT Strategy embraced the technology driven modernising government programme. The document set out projects covering:
- Internet
 - Contact Centres
 - Joined Up Process Reviews
 - E-Procurement
 - E-Learning
 - E-Community

Below is an executive summary assessment of the strategy would be:

7.3 **Achievements**

- the Council's website is developing well and receives circa 4,000 public visits on average per day and it is estimated that electronic payments this year through the site were over £4m. A steering group is in place and a well motivated team comprising of Community Information Team and Public Relations have ownership of the Council's website.
- there are 36 on-line services available to the public, over the internet.
- the Housing Repairs and the Revenues Contact Centres are operational and cover about 60% of the operational annual service requests and telephone transactions

- the Corporate Customer Contact Centre in Tayside House is moving from pilot mode to going live in August 2005 and there is an emerging “first contact centre” for single shared assessment (result of joined up service review) in the Social Work Department
- the Dundee Discovery Card represents the joining up of 7 (and potentially 20) public services in a single customer registration process, there are 36,000 smart cards issued and it has received funding up to £1m from Modernising Government Fund to date
- A Citizen Account Database has been set-up using revenues and smartcard data. This will be a fundamental link for joined-up service delivers
- all schools have adopted and deployed the full National Grid for Learning programme
- e-community has 14 learning centres and 200 public internet access terminals
- the contact centres were enabled by the new Council telephone contract
- a Corporate Address Gazetteer has been designed and will be populated with initial data within 2005, and further data sets will then be matched to it. This will be a fundamental link for joined-up service delivery.
- the server infrastructure is well down the process of being migrated and further developed from a departmental distributed model to a consolidated corporate ICT infrastructure base in order to provide and support a stable platform for on-line service delivery and joined-up working.
- £1.2m Modernising Government funding has been received covering the Discovery Card, dundee.com, Dialogue Youth, Definitive National Address Standard and ScotXed.
- £1.16m has been allocated to Dundee City from MGF3

Areas to be Developed

- The Council does not have a 'one stop shop' but the opportunity to build a new city centre office will be taken to design a best practice 'one stop shop' where all council services will be available in a joined-up approach.
- the resources to deliver all services online through an electronic form on the website by 2005 were short of what is required but additional staff resources funded by MGF will be allocated to this
- there has been some progress in business process reviews through the Housing Repairs process and the Single Shared Assessment process but further system reviews need to be undertaken
- e-procurement project has not commenced but is likely to be a national priority
- the External Auditor has commented on the lack of formal project management in line with the OGC guidelines for government IT projects and 13 staff have been trained in the PRINCE2 project management standard for use in managing the range of projects in the Customer First Strategy

- the Corporate ICT Infrastructure needs to be further developed to address Disaster Recovery and Business Continuity

Issues for a New Strategy

- the Council will pursue a modern customer relationship management approach (CRM) in line with the national Citizen’s account strategy set out by 21st Century Government Unit. This requires the accredited development and integration of a single customer file, address file and geographical information system
- full delivery of the Discovery Card joined up approach that will see the development of a genuine community planning partnership with a single customer registration process and communications to increase take up of high volume regular services such as education, transport and leisure where cards are already in use
- the development of the website as a mainstream communication channel for council customers offering self service enquiries and transactions at a fraction of the cost of other channels
- more remote/mobile working to reduce the overall property requirement will be introduced
- the increasing focus of central government on an e-procurement system for best value efficiency savings will be developed
- the long term resource requirements of the e-learning in schools and e-community infrastructure will be planned to ensure the whole community develops modern communications skills
- a formal (PRINCE 2) project management approach is to be adopted and the process of allocating resources up front based on a complete business case and costing of the project requirements will need to be in place

The Corporate ICT infrastructure will be fundamental to all areas of electronic service delivery and therefore the necessary investment must be allocated to create and sustain a stable quality platform, which will be capable of attaining high availability levels.

8. CONSULTATION

All Chief Officers have been consulted on this report.

9. BACKGROUND PAPERS

ICT Strategy - Report No 710-2000
 Scottish Executive Customer First Programme - Report No 216-2005

Alex Stephen
 Chief Executive 10/08/2005

**INFORMATION AND
COMMUNICATIONS TECHNOLOGY
STRATEGY 2005-2007**

Customer First

CONTENTS

1. Introduction & Objectives
2. Customer First Model
3. Programmes & Projects
5. People & Change
6. Programme & Project Structure
8. Measures of Success
9. Project Details (to be developed)

INTRODUCTION AND OBJECTIVES

The Information and Communications Technology Strategy aims to meet the objectives in the Council Plan related to Customer First and ICT infrastructure. The clear priority for the strategy is the modernisation of the Council's approach to customer services. This fits in with the national Modernising Government – Customer First programme in which Dundee City Council is playing a leading role. Successful deployment of the strategy will underpin the Council's approach to Best Value by enabling continuous improvement in customer service and efficient operations.

The growth and demand for ICT to improve customer service and efficiencies places an increasing load on the communications infrastructure within the Council. The strategy therefore has to perform a forward planning function to ensure that the Council has the capability to deliver fast and secure exchange of information across its networks. The strategy therefore addresses corporate requirements for core data management, security and reliability of the infrastructure.

Objectives

The objectives of the ICT strategy are taken from the Council plan and are as follows:

Customer First

- Modernise the Council's customer service approach
- Join up service processes to reduce the customer's need to complete forms and contact different people within the Council
- Support Customer Service staff by systems designed to resolve customer's request/enquiry at the first point of contact
- Increase the % of customers satisfied when contacting the Council to request/pay for a service or seek information

Best Value – Efficiency

- Establish an e-procurement framework to enhance economic and efficient procurement of goods and services
- Investigate opportunities for mobile/remote working to save time and property costs

E Learning Curriculum Management Project

ICT Infrastructure

- Provide efficient server desk top hardware to meet the Council's needs
- Ensure the security of the Council's systems and data
- Meet the needs of the corporate customer First IT projects

The Strategy sets out a **Model of Customer Services** that will be the framework within which information and communication systems are developed to modernise the Council's customer services.

There then follows a set of **PROGRAMMES & PROJECTS**, which together will combine to deliver that overall model of the customer services as well as the efficiency and ICT infrastructure objectives. These are separate programmes of work called Customer First, Best Value Efficiency, ICT Infrastructure and E Learning.

The **Customer First Programme** can be broken down into three key areas of:

- 1 channels for customer contact
- 2 core corporate information to support integrated service delivery and

Channels such as the contact centres, one stop shop, website and the Dundee Discovery Card will provide a modern joined up approach to customer service.

Corporate information core data sets such as a single citizen account file, a corporate address gazetteer, geographic information system and an e-care store are required to implement the joined up service and the data sharing agreement between different agencies in the Dundee Partnership.

An Ecare project will combine the data to achieve an integrated children's services system and further enhance the single shared assessment model.

New corporate sets of service standards will be applied to the channels, which the ICT solution will provide the tools for managers to achieve.

The **Best Value Efficiency Programme** is a number of issues under review regarding e-procurement, mobile working, property strategy. The national efficient government programme is also likely to promote a drive to eprocurement methods and sharing of resources between partners.

The **Education Curriculum Content Management Project** reflects the significant investment the Council is working in providing modern learning and communication facilities to all pupils and the community.

There are projects listed to specifically deliver a more economic and efficient **ICT infrastructure Programme**, which in turn will provide the Council with the capability to deliver further improvements to services in annual review of IT requirements.

To ensure the successful delivery of this strategy there is a section called **People & Change** on project management and staff training to support the changes required in delivering the benefits of better customer services. The strategy document sets out a **project management structure**. Each project will require to produce a detailed plan with targets and resources for approval. Some are already approved through the Modernising Government Fund. The final section of the strategy lists some key output measures to be used in future evaluation of the implementation of the strategy. These will be monitored to ensure that the overall benefits of this strategy are not lost during the complexities of implementation.

CUSTOMER FIRST - Model of modern customer services

Dundee City Council's Plan 2003-2007 contained a specific objective to modernise the Council's approach to customer services. This includes the following objectives:

- To provide modern multi channel access to ordering, paying for and enquiring about services e.g. face to face one stop shop, telephone contact centre, e-mail, website electronic forms and a smartcard
- To achieve new customer service standards such as:
 - dealing with a customer request at the first point of contact (e.g. instead of sending a customer away with a form to complete) to give the customer a faster and better service and save more time later on in back office processing of forms
 - Joining up processes and data so that a customer does not have to complete additional forms and provide their personal circumstances for each and every service they are entitled to (e.g. if the Council already has data that someone is on income support they should not have to prove it over and over again to claim the variety of benefits and concessions)
 - Providing one-stop shop type access to related services such as claiming benefits and concessions, co-ordinating children's and adults services, property related services etc
 - Improvements in customer care standards through more accurate information and dedicated customer service staff
 - Crossing institutional boundaries so that the benefits of the one-stop shop approach are linked between community planning partners, national government agencies and neighbouring authorities

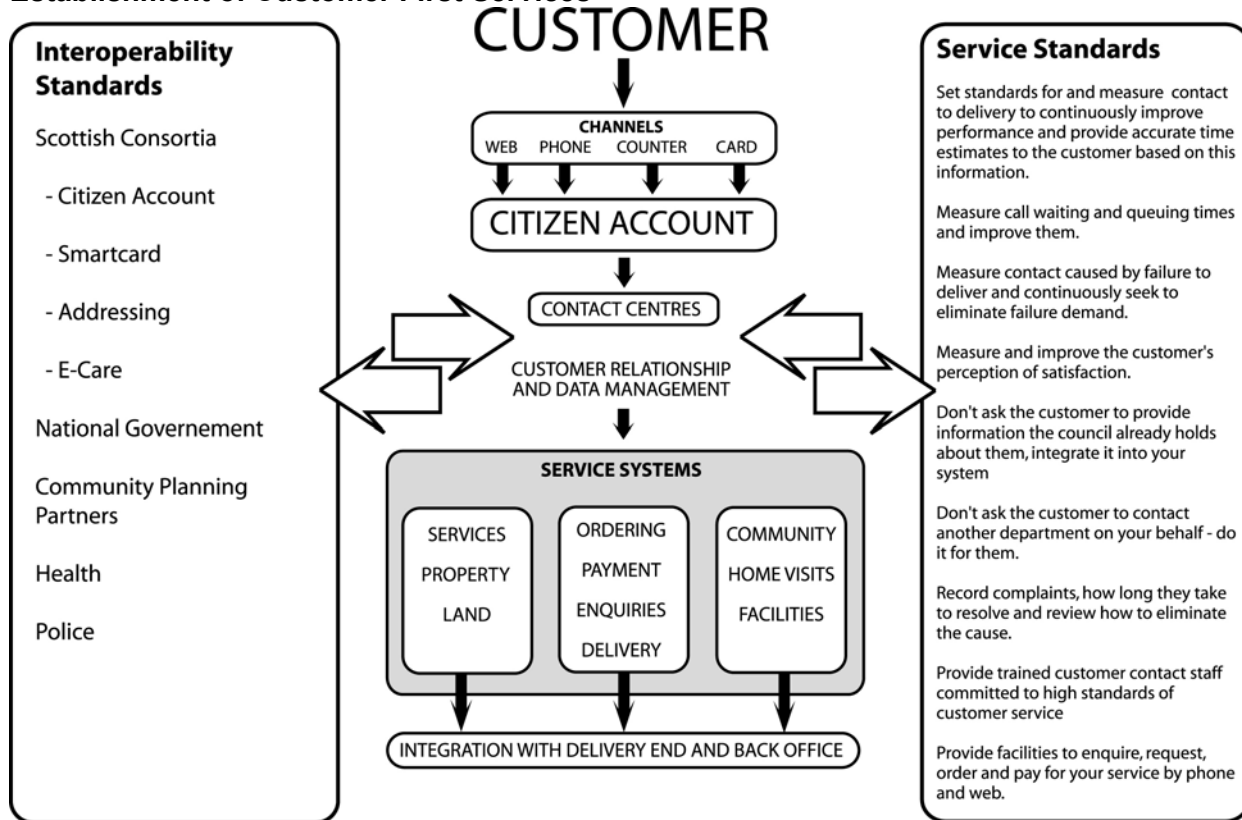
To achieve these objectives the Council needs to adopt:

- new customer service standards,
- work in partnership with national programmes aimed at similar objectives to achieve inter-operability between the different agencies in community planning,
- develop a single approach to identifying the customers core account data such as name, address, date of birth and whether they have a recognised disability or entitled to a concession which can be shared across all service request processes to be known as the "Citizen Account"; and
- Modernise each of the customer contact channels.

The diagram below sets out this model which begins with the customer contacting a council service through one of the contact channels.

Figure 1

Establishment of Customer First Services



This diagram illustrates the flow of information from a Customer contacting the council. The first part is the channel they choose to make contact through. All relevant channels being available for each service is one of the new corporate standards. The next action is for the Council to identify that customer – this is the Citizen Account, a unique reference. This can be done in any of the channels but mainly through contact centre staff asking for address and name details etc until the person is identified. Depending on the service being requested/enquired about relevant existing data about that customer can be brought from council databases. This may be property-related information about the address, entitlement information related to the individual such as other services they are receiving or age, disability, benefit recipient etc. That would help complete the transaction at that point of contact or identify the next clear piece of information to be provided or action on behalf of that customer to be taken. For example someone with a disability would not need to prove that again if they are already receiving a service where their disability was verified. This will cut the number of times customers have to complete forms or re prove the same information. The result will be faster, more convenient and more efficient services.

Getting customer contact right first time

Investing in modernising customer services will contribute to efficient government. By getting the first point of contact right the number of back office steps can be cut by on average 50% and 20% saving in kind¹. These resources can be converted to other priority tasks.

A demonstration of these savings can be found in the Housing Repairs Contact Centre, the first contact team in Social Work, the Discovery Card and the new corporate Customer Service Team in Tayside House. Economies of scale can be achieved by focusing development in a

¹ Customer First – 21st Century Government Unit , Scottish Executive) Oct 2004

corporate one-stop shop and contact centre that could provide customer service to meet the standards for a range of services in which volumes would not justify departmental only investment. Some of these developments are also taking place simultaneously across Scotland through initiatives such as the Modernising Government Fund, therefore it is possible to work in partnership with the other authorities to develop or procure parts of the framework.

Best Value Efficiency

Another area where ICT investment can generate significant savings is in business to business communications. A particular application in government that is delivering savings is e-procurement. Best Value can be achieved in e-procurement by facilitating joint purchasing consortiums (e.g. GCAT) which can secure both a competitive price and significantly reduce costs associated with tendering. NHS Tayside are already engaged in a significant e-procurement project and e-procurement is likely to be a key focus of the efficient government unit recently established by the Scottish Executive. A model for e-procurement is similar to the customer model in that inter-operability standards with other local government and government organisations along with procurement and budgeting standards would need to be agreed by the Council and participating suppliers.

Modern communications technology is making it possible to do more outside the office. This enables new ways of working that can provide more on the spot information to employees to give faster results to customers. Mobile working and home working solutions can provide benefits to customers, employees and the Council. Customer and employee satisfaction increase. Efficiency increases by reducing trips and paper processes and cost savings in office and are all possible.

Customer First Strategy Programmes & Projects

To achieve the Customer Strategy projects will be grouped into the following programmes:

- Customer First
- Best Value Efficiency
- Curriculum Management
- ICT infrastructure

Customer First projects will be grouped together under two sub programmes: Channel Modernisation and Corporate Information. Channel Modernisation includes the following: Contact Centre Projects, The Dundee Discovery Card and Dundee City Council website. Corporate Information projects will include the Citizen Account / Customer Relationship Management database, the Corporate Address Gazetteer, Geographical Information System and the E Care Store.

Customer First Programme

Channel Modernisation Sub Programme

- Contact Centres
 - North Lindsay Street one stop shop
 - The Corporate Customer Service Centre
 - Housing Services - Repairs Centre & Housing Services
 - Contact Centre for Revenues Benefits
 - Social Work
 - First contact team
 - occupational therapy
- Dundee Discovery Card
 - 70,000 cards by 2007
 - Education and Youth Services
 - Transport applications
 - Leisure & Library Applications
- Website
 - Electronic transactions
 - content management
 - national standards

Corporate Information Sub Programme

To support the Customer First programme and in particular the achievement of new standards such as dealing with a request at first contact, a programme of organising corporate information needs to be undertaken. This can be grouped in the following projects:

- Citizen Account – creation of single corporate customer file
- Single corporate approach to authentication of a customer on the website or telephone transactions
- Corporate address gazetteer
- E Care Data sharing programme with partner organisation (e.g. Health)
- Corporate Geographical Information System

Best Value Efficient Government Programme

This programme will embrace those areas of corporate development that is not customer facing but is enabled by the Information sharing standards. The Scottish Executive's efficient government fund has prioritised procurement, shared office transactions and streamlining bureaucracy. The Dundee Partnership E City index group also identified electronic procurement as a key issue for the City. E –procurement will therefore be the key project here. The Council Plan also includes a Best Value review into mobile working that could save employees travel time and the council office costs. The Priority projects under this programme are therefore:

Best Value Efficiency Programme

- E procurement
- Mobile working
- Property and Asset Management

Educational Curriculum Content Management Project

Dundee City Council is recognised as a leading Authority on the provision of ICT in the Curriculum. This recognises the Council's aims of raising attainment through ICT.

The Council has consistently prioritised resources so that all Pupils across Nursery, Primary, Secondary and Offsite have access to modern internet connected equipment and software.

Significant achievements and investments include:

- All equipment on a rolling refresh programme
- Latest core curriculum software available for all users and subject areas
- Secure e-mail account for every pupil
- Filtered and managed internet facilities for all pupils
- Secure storage facilities for all pupils
- Staffing structure in place to support and advance curriculum requirements

The ICT infrastructure is robust and reliable and continued investment will ensure it is kept up to date and meet future needs and demands.

Securing the infrastructure in this way will allow the main strategic focus to shift to developing, managing and sharing electronic curriculum content which will be the key to raising attainment.

The IT Division and Education Department are currently embarking on a major project which will facilitate the above.

One of the main challenges is to further engage pupils and parents in the learning process. By developing a curriculum content management system and making this available securely to pupils and parents in the home, this can stimulate pupil interest and engage parents.

ICT Infrastructure programme

The other programmes in this strategy place increased demands on the ICT network in terms of capacity, robustness, reliability and security. Within the ICT infrastructure programme there are three critical projects that need to be undertaken and these are:

- implement the server desktop network
- converge the council's data network with the voice network
- review and enhance the council's data security

People & Change

The key stakeholders in this strategy are citizens (general public), customers of council services, council employees, the Scottish Executive and elected members. Citizen's need to be aware of the emerging model and benefits of joining up information and be assured that their data protection and privacy rights are being upheld. Customers will see changes and improvements in where, when and how to contact the council. Employees will need support to manage and cope with the changes to processes and technology. The Scottish Executive has set goals for electronic service delivery, best value and common standards for ICT. Elected Members set the Council Plan objectives and need to ensure that Customers and Council Taxpayers are getting best value and that Dundee continues to modernise.

For both the **general public and customers** the corporate communications strategy set out in the Council Plan should address the awareness and consent issues plus how service contact is advertised and integrated. This will be a key output embedded in the Customer First programme for the channel modernisation and corporate information.

There will be a Customer First Communications strategy led by the head of Public Relations.

This strategy represents a significant change in the way the Council works and most importantly how **employees** will be supported in their work. A critical success factor is that all staff engaged in it receive the training required and are given the communication and opportunities to be involved in the design and implementation of the strategy.

Part of the strategy will be a training needs analysis and training programme led by the Assistant Chief Executive (Management) covering the following:

- training in new customer service standards for Managers and Staff
- SVQ in Customer Services for customer service staff
- project management standards for delivering ICT projects
- training staff in process analysis to understand and influence the changes
- training in information content management and security rules and best practice

The **Scottish Executive** has established two major national programmes that are being delivered locally through this strategy. These are the Customer First Programme and the Efficient Government Fund. These set out targets for services delivered at the first contact, electronic service delivery, resource sharing and compliance with a set of national infrastructure projects and standards. The Executive requires Councils to work on this strategy in concert with consortiums of other public sector agencies to achieve a national model of joined up services. This will benefit customers as they can use technology provided to them by Dundee City Council in communicating with the rest of the public sector. It will also achieve Best Value through economies of scale in sharing resources and procurement processes. To achieve this level of convergence the Council needs to participate in and adhere to a national model of agreeing standards and compliance with them. This is the **Open Scotland Information Age Framework (OSIAF)**.

The Head of Information Technology will be the Council's OSIAF Compliance officer and participation in and compliance with OSIAF will be a key part of the strategy. Training will be provided to relevant staff engaged in ICT projects and procurement on the OSIAF standards. Compliance with OSIAF will be proposed for inclusion in the Council's standing orders.

Elected Members provide the governance in Dundee that these programmes are delivered effectively. The Council Plan represents the overall direction for the Council's approach to modernising public services. ICT projects carry high potential to deliver improvements to service but also contain complex issues and risks. The approaches to communications, training and project management in this strategy aim to reduce the risks and ensure successful delivery. However, Elected Member's roles in governance require more specific actions.

Governance and Communication with Elected members regarding this strategy will be delivered through the following measures:

- Each project reporting to committee in its own right
- Annual report on the whole strategy produced for the Policy & Resources Committee
- Quarterly briefing paper for elected members produced by the Corporate Planning Department
- Briefings and demonstrations of proposed new procedures organised on key ICT strategy issues

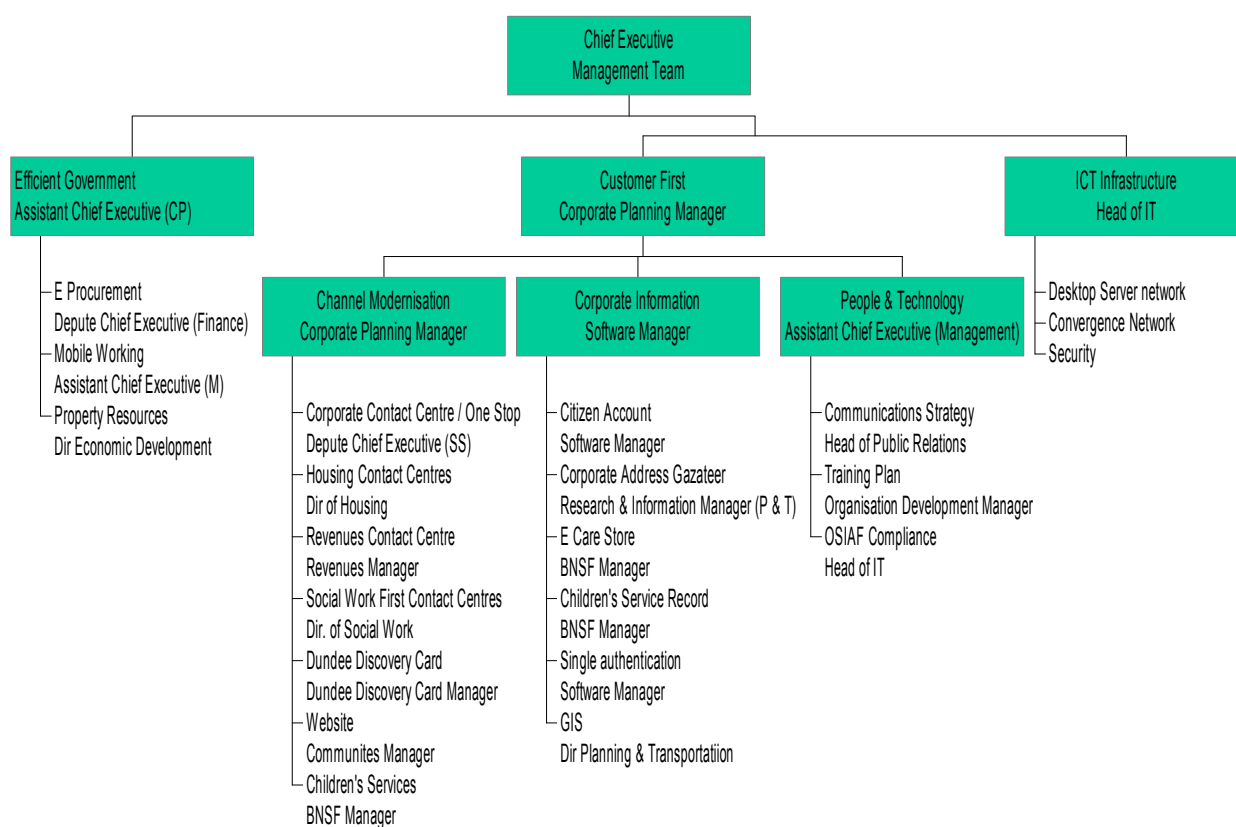
Programme and Project Structure

This section sets out a structure that will manage the implementation of this strategy. It uses the principles of programme and project management required under OSIAF (see previous section). It aims to provide the project managers and teams involved with a governance structure to ensure that projects schedules are met and the benefits of the strategy realised.

The ultimate reporting will be to the Policy and Resources Committee and the Chief Executive will chair a six month review meeting of the strategy at which each programme will present its progress and milestones achieved.

The Programme and Project Structure is set out in the diagram below.

Figure 2 ICT Strategy Programme Structure



Each programme manager will have the following remit:

- Ensure the benefits of each project are clearly spelled out
- Ensure there is a project manager and remit in place for each related project
- Ensure a project plan is resourced
- Ensure project-monitoring reports are produced on each project
- Ensure compliance with OSIAF

Each project within a programme will have its own project manager and team and will report to the relevant committee in their own right. Projects of significant scale will adopt the PRINCE 2 project management approach.

Measures of Success

The following performance measures will be collected and reviewed monthly where possible and at the six monthly review chaired by the Chief Executive and in the annual report to the Policy and Resources Committee.

The Corporate Planning Department will be responsible for the collection and reporting of this information.

Customer benefits

Percentage of contacts made to the Council contact centres that are dealt with at the first point of contact

Reduction in average waiting time for calls to be answered in Contact Centre

Reduction in Abandoned call rate

Increasing number of service transactions on the Council's website

Number of visitors to the Council's website

Percentage of Council Services providing Electronic Service Delivery (as defined by the Scottish Executive)

Number of Dundee Discovery Cardholders

Number of services delivered by fully interactive electronic government

Average time to complete an assessment for care services

Annual percentage satisfaction in the consumer survey with contacting the Council and using the council's website

Reduction in the number of people needing to contact the council by visiting an office or telephoning (where the cause is attributed to this strategy e.g. separate processes have been joined up therefor reducing the need for a form or additional contact or providing web or telephone process reduces office visits)

Efficiency benefits

Annual audit of savings in process time and economies of scale by modernising customer services – see above

Volume of services procured by the council electronically rather than by traditional paper tender submission route.

Reduction in office capacity required due to increased use of mobile working practices

ICT Infrastructure Measures

Annual reduction in total cost of ownership per network user

Annual reduction in Percentage downtime of specified list of critical systems

Appendix

Project Briefs

To be developed on approval of the overall strategy.

Will be re-submitted with the detailed targets and resources for each project.