

PAPER ...

COMMITTEE:	RESOURCES SELECT COMMITTEE - 2ND AUGUST, 2004
REPORT:	SCRUTINY OF THE GAGS PROGRAMME
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1. REASON FOR SELECT COMMITTEE CONSIDERATION

The Select Committee asked at the end of June, 2004 for a general update on progress on the GAGS (Great Access to Great Services) agenda together with information on the following specific items:

- The cost of the CRM system and call centre
- The future expansion / relocation of the pilot call centre
- Progress made with strategic partnering
- Delegated decisions / Executive decisions in the pipeline
- Timetable of events
- Benefits achieved to date

ACTION REQUIRED BY THE SELECT COMMITTEE

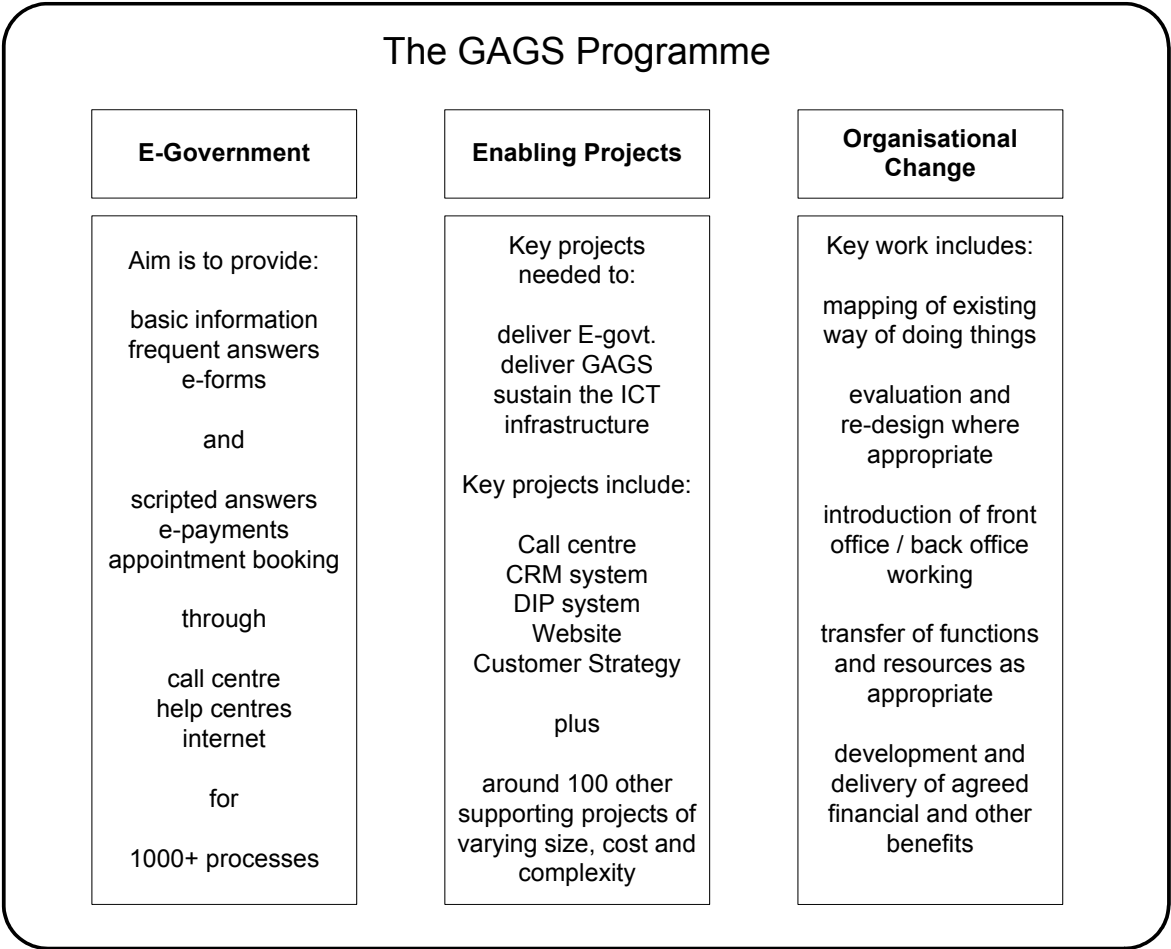
Members are invited to review progress on the GAGS agenda and to comment / make recommendations as appropriate on the project. Members may also wish to consider further work in the following areas:

- how contact by members of the public with and through elected Members can become part of the GAGS agenda and contribute to achieving the GAGS targets and objectives
- how the authority can best ensure it delivers the cash releasing and other benefits anticipated by the GAGS agenda

2. BACKGROUND

The overall aim of the GAGS project is to help transform the council into an excellent, customer-centred authority by changing the way that services are provided and by supporting this with new technologies such as electronic document management, a corporate call centre and other systems.

This has evolved over time and the GAGS project now has three key strands as follows:



2.1 The E-Government Strand

The authority is required to provide all suitable services electronically by the end of 2005 and in view of the timescales and the amount of work involved, *this is now the heart of the GAGS programme*. The authority currently has around 25% of its processes e-enabled and expects to have all suitable processes available electronically in some form by the target date.

The Office of the Deputy Prime Minister (ODPM) has also recently published an additional list of 'required', 'good practice' and 'excellent' objectives which broadens the definition of the e-government target. The authority's is likely to achieve many, but not all, of these objectives and work has been prioritised on the basis of ease of achievement, ability to complete by December 2005 and the availability of resources. Further information on this is set out in Appendix A.

2.2 The Enabling Projects Strand

The authority needs to progress a wide range of enabling projects, both to move the organisation forward in terms of its underlying ICT infrastructure and to enable the e-government and GAGS agendas. The key projects at present are:

- Corporate call centre
- Customer relationship management system (CRM)
- Document image processing / electronic records management system (DIP)
- Transactional based website
- Customer care strategy, including charter, standards, performance indicators, telephone strategy, relevant HR work and customer care training programme

In addition, the authority has around one hundred other projects of varying complexity which are either in progress or need to be carried out. These include e-procurement, land and property gazetteer, corporate geographical information system (GIS), smart cards, and others as well as work required to maintain and update the authority's ICT infrastructure. These have been prioritised as shown below.

- Keep the organisation safe and working
- Support e-government / GAGS / corporate agenda
- Support departmental projects
- Other work

The various projects are listed for information in Appendix B. The key projects are progressing satisfactorily within the resources that have been made available but the size of the agenda, the lack of long term funding for core ICT systems and the overall complexity of the work involved makes this a challenging part of the programme.

2.3 The Organisational Change Strand

The organisational development strand was the original heart of the GAGS programme and would continue to be so were it not for the more immediately pressing demands of the e-government target. The intention was to review the way that services are currently provided to the public, eliminate things which no longer need to be done, tighten up on those which remain and take advantage of new technologies and ways of working to ensure that at least 80% of public enquiries can be resolved at the first point of contact.

The main work that has been done in this area to date has been with the Planning Department where a joint team has mapped and analysed the way the service works. Proposals for alternative ways of working which could significantly improve the quality of the service are currently being reviewed and this work will be complete by the middle of August.

It is clear from the work to date that departments find it significantly easier to consider major procedural change within existing organisational boundaries and less easy to consider transferring functions and resources to other parts of the organisation as originally anticipated as part of the GAGS agenda. Some of this is due to a general reluctance to change, but there are also very good reasons for this viewpoint:

- the need for 'proof' that the proposed changes will work
- the very genuine wish to ensure that major changes do not adversely affect the existing quality of service provision
- the difficulties of maintaining service delivery whilst implementing major change
- the pressure of competing organisational priorities

Overall, it has proved more difficult to deliver significant change and benefits than had originally been anticipated and it is now proposed that the authority should work on a process by process basis (e.g. submission of planning applications) in this area rather than the holistic approach (e.g. Development Control) that has previously been adopted.

3. SPECIFIC ISSUES FOR CONSIDERATION

Members asked for information on the following items:

3.1 Cost of the CRM system and Call Centre

The CRM system has cost a total of £190k to date. This is made up of £23k for hardware and software, £9k training and £158k in overall staff time. Although apparently high, the staffing figure includes a substantial amount of work which would also have been needed if a commercial solution had been bought (e.g. data gathering, system integration etc.) and hides the fact that this work has been carried out primarily within the existing departmental staffing budget by re-prioritising work and by productivity improvements arising from the shift to a Microsoft dot.net development platform.

The pilot call centre cost £37k to implement. Of this, £19k was spent on building related works with the remaining £18k being spent on transferable workstations, computers etc.

3.2 Future Expansion / Relocation Of The Pilot Call Centre

The original objective was to implement a corporate call centre and to transfer across appropriate functions and services from directorates to enable the call centre to resolve 80% of telephone enquiries at the point of first contact. This remains the case.

On current expectations, the existing call centre is likely to be full by Christmas this year. Some Members have expressed the view that the call centre should be expanded within County Hall but there is no particular need for it to be located in that building and the approach may conflict with the need for extra space as part of the anticipated development of face to face service delivery through the County Hall help centre. With Enterprise House out of the equation, the most suitable alternative location at present appears to be Jubilee Stores.

3.3 Progress Made with Strategic Partnering

The authority has been exploring the potential of Strategic Partnering as a way of increasing the organisation's capacity to deliver the GAGS agenda. A firm of consultants have been engaged to help with this work and have held two workshops and a number of one-to-one interviews to date. The consultants will be submitting an Outline Business Case in mid-August which sets out the merits of a strategic partnering approach for the council.

The likely scope of the Business Case is not yet clear. The workshops included the exploration of a 'straw man' model which allowed for the transfer of transaction type services, as well as administration, procurement and ICT into a partnership arrangement but other options (such as public-public partnerships, for example with the NHS) were also flagged up.

3.4 Delegated Decisions / Executive Decisions in the Pipeline

The broad direction of GAGS has already been determined and the main delegated decisions in the foreseeable future will relate to the most effective use of available resources across the three strand of the GAGS programme. It may also be helpful to amend the project management and governance arrangements for the programme and this is currently being reviewed.

The Executive will be reviewing (probably in September or October) the consultant's Outline Business Case on Strategic Partnering with a view to determining the most appropriate way forward.

3.5 TIMETABLE OF EVENTS

3.5.1 E-Government

The aim is to ensure that all suitable services are available electronically by the end of December 2005. The timetable for this currently runs to 45 pages and is available from the E-Government Project Manager but may be summarised as follows:

	Start	Service Area
2004	June	Registrars
	July	Environmental health - licensing Highways - road safety Library services
	August	Human resources Environmental health - licensing
	September	Environmental health - licensing
	October	Environmental health - licensing
	November	Environmental health - markets
	December	Environmental health - markets
		Q1

2005	Q2	Children's services Education - finance Education - schools Education - SEN Education - other Youth support
	Q3	Environmental health - other services Fire and rescue Tourism Trading standards Engineering services Wight Leisure
	Q4	Engineering services Finance and business Legal and democratic Community development Emergency planning Revenues and benefits

3.5.2 Enabling Projects

The project plan for the enabling projects currently runs to three sides of A0 paper and is available from the Head of Organisational Development. The main focus on the key projects over the next period is as follows:

Call Centre	Jul / Aug Jul / Aug Ongoing By end Sept Ongoing	Staff training on CRM system developments Staff training on currently e-enabled processes Staff training on newly e-enabled processes Business case for integrating Highways call centre Integration of other telephone services
CRM	mid July October September December Ongoing	Available as self help via web site Raising calls to the back office Commence roll-out to other front office areas (e.g. Ryde help centre) Integration with Planning function Integration with other services
Website	July / Aug Ongoing Ongoing Ongoing	Integration with CRM and DIP Roll-out of e-forms, FAQs, e-payments etc Integration with back office systems Implementation of other applications (e.g. route planning) to meet ODPM requirements

DIP	Ongoing. Complete by May 2005	Rollout scanning and retrieval via two team - Highways - Housing - Fire & Rescue - Consumer Protection - GAGS team - HR - Finance - Property
Customer Care Strategy	All approved by end of October	Customer Care Strategy Customer Care Charter Customer Care Standards Customer Care Performance Indicators Telephone strategy Customer Care training

3.5.3 Business Process Re-engineering

By mid-Aug	Complete change recommendations for the Planning Department and submit to Head of Planning for appropriate action.
By end Sept	Business case for integration of Highways and corporate call centres. Subsequent merger if approved
By December	Mapping / re-design of individual processes within Highways Take-on of Housing reception function Review / possible take-on of library calls

The work plan for 2005 and beyond will be developed later in the year when the benefits of the change processes become clearer, the lessons learned to date can be properly evaluated and when there is a clearer picture on the way forward in terms of Strategic Partnering, Adult and Community Services and other strategic priorities.

3.5.4 Benefits Achieved to Date

The authority has recently developed a benefits management framework to enable it to properly identify, quantify and deliver agreed benefits from each of the different strands. This is at an early stage and a substantial amount of further work is required in this area.

To date, many of the benefits achieved to date have been in terms of improved service delivery (for example, enhanced opening hours and planning applications on line) and better strategic positioning (for example, the capacity to meet Freedom of Information Act requirements once the DIP system is rolled out) rather than cash releasing. This is not surprising given the nature of the projects and the lead time between the start of a project and the return on investment, but is an area which the Committee may wish to monitor given the relationship between cash releasing benefits and the change management agenda.

Sample benefits to date include:

- all telephone calls to County Hall being captured for the first time
- increasing ability to resolve enquiries at the point of first contact (Registrars)
- increased ability to provide consistent answers via phone, face to face and internet
- ability to view planning applications and related information on line
- able to accept payments electronically for all invoiced services
- extended opening hours for the call centre and County Hall help centre
- Face to face car parking enquiries passed to County Hall help centre freeing up approximately 12 hours per week of Highways staff time

4. RELEVANT PLANS, POLICIES AND STRATEGIES

- 2005 e-government target
- CPA improvement plan
- 2004/05 Annual Action Statement

5. CONSULTATION PROCESS

The GAGS programme is directed by the GAGS Programme Board which is made up of Members and Officers. There is a Special Interest Group for Members who wish to know more about the programme and different parts of the project have project boards, user groups and other consultation methods as appropriate. The Best Value Review Team has also recently started a piece of work to help improve communications around the GAGS agenda.

6. APPENDICES ATTACHED

The following appendices are attached to the report:

- Appendix A - E-Government Progress Report
- Appendix B - Other Projects

7. BACKGROUND PAPERS USED IN THE PREPARATION OF THIS REPORT

The following reports were used in the preparation of this report:

- Great Access to Great Services - approved by Full Council on 19/02/03
- High Level Overview of the GAGS / e-government project - June 2004-07-20
- Project plan - June 2004 update

8. CONTACT POINT:

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Appendix A - E-Government Progress Report

19 July 2004

This paper reports progress on the 2005 e-government target against the original objective of all suitable services available electronically by December 2005 and the more recently 'required', 'good' and 'excellent' objectives published by the ODPM in May 2004. The report also clarifies which targets are unlikely to be achieved due to the combined effect of resource constraints, competing priorities and other factors.

R = required by 31/12/05. G = Good practice (must be approved for funding and being implemented by April 2006) E = Excellent (outcomes expected once other

	<i>Likely to achieve</i>	<i>Started</i>	<i>Complete %</i>	<i>Status</i>
Accessibility of Services				
R23 Self service or mediated service to all council services outside standard hours	Yes	Yes	80	Green
R24 Establishment of a content management system to support devolved web content creation	Yes	Yes	100	Complete
G20 Conformance with W3C level AA on website accessibility standards	Yes	Yes	75	Green
G21 Compliance with e-GIF standards including e-GMS metadata standard	Yes	Yes	20	Green
G19 Adoption of ISO 15489 for electronic records document management	No	No		
Benefits				
R16 E-enabled one-stop resolution of housing & council tax benefits at all appropriate locations	No	Yes	5	Green
G15 Technology enabled mobile office service for council tax and housing benefit claims	No	No		
E13 Agreed baseline and targets for turnaround in processing claims and renewals	Yes	No		
R17 People able to check eligibility for benefits and calculate entitlement on-line	Yes	No		
E14 Pre-qualification of council tax & housing benefit entitlements and pre-filling of claim forms	No	No		
Community Information				
E2 Baseline and targets for benefits of sharing community information	Yes	No		
G2 Clubs and schools able to maintain on-line information	Yes	Yes	50	Green
R4 Secure sharing of crime reduction information	Yes	Yes	20	Green
R3 A-Z of services using government taxonomy via web-site or call centre	Yes	Yes	80	Green
Democratic Renewal				
E3 Agreed baseline and targets for e-participation activities	Yes	No		
G4 On-line multi-media resources on local policy priorities	No	No		
G3 On-line public alerts and consultation	Yes	No		

	<i>Likely to achieve</i>	<i>Started</i>	<i>Complete %</i>	<i>Status</i>
R6 Option for members own web pages	Yes	Yes	20	Green
R5 On-line access to reports, minutes, agendas and diaries	Yes	Yes	100	Complete
E-Payments				
R11 Value added payment facilities, inc ability to check balances	Yes	Yes	10	Green
R10 On-line payment facilities	Yes	Yes	80	Green
G11 On-line registration for council tax, business rates and direct debit	Yes	No		
G10 Efficiency savings and improved collection rates from e-payments	Yes	Yes	100	Complete
E10 Agreed baseline / targets for reducing unit cost of payment transactions	Yes	No		
E9 Adoption of smart cards for stored payments	No	No		
E8 Credit / debit card payments for parking fines via SMS	No	No		
E-Procurement				
R9 Paperless ordering, invoicing and payment	No	Yes	10	Green
E7 Targets for efficiency savings by December 2005	Yes	No		
G8 Single business account managed via corporate GIS	Yes	No		Green
G9 Regional co-operation on e-procurement	Yes	Yes	5	Green
E6 Inclusion of SMEs' in e-procurement programme	No	Yes	5	Green
E5 Access to virtual e-procurement marketplace	No	Yes	5	Green
High Take-Up of Web based Transactional Services				
R26 Monitoring of web site to demonstrate rising take-up	Yes	Yes	100	Complete
G23 Adoption of recognised usability guidelines	Yes	Yes	50	Green
R25 Publication of internet service standards, performance and commitments	Yes	No		
E18 Interactive digital TV and mobile phone services, including efficiency savings	No	No		
Libraries, Sports and Leisure				
G12 Integrated ICT infrastructure across all channels inc. back office systems and smart cards for	No	No		
R13 Booking of sports and leisure facilities, including contracted out operations	No	No		
E11 Agreed baseline / targets for take-up of on-line services	Yes	No		
R12 On-line library services	Yes	Yes	100	Complete

	<i>Likely to achieve</i>	<i>Started</i>	<i>Complete %</i>	<i>Status</i>
Local Environment				
R7 On-line reporting and tracking of environmental services	No	Yes	20	Green
R8 On-line receipt and processing of planning and building control applications	Yes	Yes	10	Green
E4 Baseline and targets for take-up of on-line planning and regulatory services	Yes	No		
G5 Public access to corporate GIS information	No	No		
G7 Use of technology to integrate planning and licensing	No	No		
G6 Sharing of trading standards data for planning and enforcement	Yes	No		
Making It Easy To Do Business				
G24 Integration of CRM & back office systems to enable full process automation	No	Yes	20	Green
E19 Agreed baseline and targets for savings from resolving enquiries at first contact	Yes	Yes	50	Green
R29 100% of e-mails responded to within one working day with supporting standards	Yes	Yes	20	Green
R28 All e-mail / web form acknowledgements to include unique tracking reference number	Yes	Yes	10	Green
R27 Common database to enable citizen centred 'first time' fix of enquiries in different channels	Yes	Yes	50	Green
G25 Facilities to support single notification of address change	No	No		
New Ways of Working				
R21 ICT policy and support for home/remote working	Yes	Yes	30	Green
E16 Agreed baseline and targets for efficiency savings from new ways of working	No	No		
R22 Access to home/remote working facilities for all staff who satisfy policy requirements	Yes	Yes	20	Green
R20 E-mail / internet access for all Members and staff who need it	Yes	Yes	80	Green
G18 Establishment of ECDL based e-skills training programme for members and staff	Yes	No		
Processes				
Percentage of public facing services available electronically	Yes	Yes	25	Green
Schools				
R1 On-line application for places	Yes	Yes	20	Green
R2 Access to standards raising support services information	Yes	Yes	20	Green
G1 Admissions portal/contact centre support for school applications	Yes	No		
E1 Agreed baseline and targets for take-up of online services	Yes	No		

	<i>Likely to achieve</i>	<i>Started</i>	<i>Complete %</i>	<i>Status</i>
Support for Vulnerable People				
G17 Joint assessments using mobile technology	No	No		
R18 Comprehensive on-line / call centre information about care services	Yes	Yes	20	Green
G16 Systems to support joined up working across multiple agencies	No	No		
R19 Web or phone access to care package information for authorised officers	Yes	Yes	10	Green
Transport				
R14 On-line transport information and interactive journey planning	Yes	Yes	25	Green
E12 Agreed baseline and targets for satisfaction and savings	Yes	No		
G13 E-forms for parking contravention appeals	Yes	No		
R15 On-line consultation facilities	Yes	Yes	100	Complete
G14 GIS based presentation of roadwork information, updated daily	No	No		

Appendix B - Other Projects

	Projects	
<u>Keep the organisation safe and working</u>	<ul style="list-style-type: none"> • SQL server database administration 	<ul style="list-style-type: none"> • Outlook / Exchange upgrade • Server farm power upgrade • Server farm risk management project • BS:7799 project • 2005/06 efficiency savings • Web server (IIS) upgrade • Epicentre network management tool • Telephone management system project (OTM) • Upgrade core network routing / DHCP • Migration from Netware to Windows (SAN migration) • Web-washer / Net-cache system upgrade • Forensic investigations
<u>Support e-govt / GAGS / corporate agenda</u>	<ul style="list-style-type: none"> • E-government quick hits inc ODPM/IEG requirements (content, FAQs, e-forms, scripts) • CRM development (see below) • Web site enhancements (see below) • DIP integration • Members web pages • Enhancement of e-payments system • Integration of diaries / appointments (needs Outlook update) • Implement corporate report writing tool (Cyber-query) • Implementation of interactive route planner • Implementation of Benefits calculator • External staff access to intranet • Redevelopment of FIDO into .net • Redevelopment of PIPS into .net • Integration of web site and tourism system • Integration of tourism on-line booking • Implement SMS text message service • Development of 2005 Election Results system • Redevelopment of Debtors system into .net • Redevelopment of Homecare system (SBS) into .net • Redevelopment of Cash Receipting system into .net • Enhancement of FIDO system • Enhancement of Debtors system • Enhancements of Homecare system (SBS) 	<ul style="list-style-type: none"> • Pilot call centre • DIP project support • CRM project support • Enterprise house voice and data links • County Hall / St Mary's network upgrade • Fire and rescue information management system • All sites intranet and e-mail enabled • Broadband Regional aggregation • PIPS upgrade • FIDO upgrade • Secure RAS / VPN service • Support Health Fit • Enterprise House moves and changes • Northwood House moves and changes

<u>Support departmental projects</u>	<ul style="list-style-type: none"> • Migrate FIDO to latest Oracle, UNIFACE and AIX • Migrate PIPS to latest Oracle, UNIFACE and AIX • Time recording system for Software Development • Enhancements to Minutes / Agenda system • Enhancements to youth elections system • Development of a supply teacher database • Migrate clubs / organisations to SQL • Implementation of on-line expenses (CASE) • Migration of data to new Car Parks system • Integration of E-payments system with EPOS • Partnerships database • Projects database • Electoral role on web site • Amendments to on-line sickness reporting • Touchpaper-intranet interface • E-procurement integration • Addition of Councillors to corporate phone book • Trans-Solent system • Bus pass system • Botanical Gardens database • Migrate research papers into SQL server • Development of front end for mobile phones database • Development of e-returns system • Integration of bank statements in e-payment system • Business directory on web site • E-shopping basket 	<ul style="list-style-type: none"> • Social Services Swift project • Social Services Citrix project • Set-up emergency operations centre • Supporting people IT project • E-mail archive • Revenues Sx3 system upgrade • Library system and network changes • Land charges system upgrade • Plantech replacement project (Planning) • Car parks excess charges system • Land charges system upgrade • Social Services 16+ access system • Dinosaur Isle public access system
<u>Other stuff</u>		<ul style="list-style-type: none"> • Salary / payroll printing project • Network penetration testing • County Hall fibre install • Jubilee stores fibre install • Insurance review for servers • Asset disposal • Review of new log-in procedure • Video conferencing systems