Note to: Corporate Improvement Board

From: T-Enabling Board

Date: 19 May 2009

T-Enabling Update

Purpose: The purpose of this paper is to make recommendations regarding the future of the T-Enabling programme.

The vision and direction for the T-Enabling programme was defined in 2007. Since 2007 the financial pressures faced by the Council have increased and a new Corporate Improvement Plan (CIP) has been developed defining priorities for 2009/10.

Background:
- The T-Enabling programme was set up after the 5 year Corporate Plan. Although T-Enabling has strong links to the 5 year Corporate Plan its projects are not defined within it.

- Performance management within Copeland BC has largely been based around the Corporate Plan and Service Plans. As a result T-Enabling has had difficulty getting engagement across the Council.

- The new CIP clearly defines key projects to take place during 2009/10. Any work carried out with Copeland Borough Council, including the T-Enabling programme, must be driven by the CIP.

- The T-Enabling programme has delivered a good foundation to build upon e.g.

  - A flexible new CRM system that is jointly being developed by 4 Cumbrian local authorities. The CRM has reduced our annual maintenance costs by £11k, reduced out call handling time from 3.5 minutes to 2.5, led to a 10% reduction in abandoned calls, records and analyses whether customer contact was due to failure on our part, can be developed to integrate with other systems

  - A website with up to date content, running on technology that is used by some of the Councils with the highest rated websites in the UK. It also has tools to monitor accessibility and usage of the site as well as new applications such as 'my property' that informs residents about their local area e.g. bin rounds. A web strategy has been developed that will inform future developments.

  - A corporate system that can centrally record, analyse and report on complaints.

- Time now needs to be spent making better use of the capability now available to meet our objectives, e.g. developing self service on the website, analysing customer contact that was due to a failure on our part (using CRM) as well as monitoring the complaints system in order to identify opportunities to improve our services.

Suggested way forward:
- The majority of the key T-Enabling projects are within the CIP. It is therefore recommended that the T-Enabling board is disbanded and the project owners identified within the CIP take the lead on them.

- The CIP drives services plans, which in-turn drives employee performance management. This will help embed key projects into the Council and encourage ownership by stakeholders.

- Where T-Enabling projects are not specifically mentioned in the CIP but would support a CIP project, it is recommended that the CIP project owner decides whether to include the T-Enabling project in their service plan or whether to drop it.

- All projects that require capital funding are to have a PID drafted and submitted to the Corporate Improvement Board for approval. The PID is to receive approval from the project owner, senior user, senior supplier (normally IT) and communications prior to going to the Corporate Improvement Board. This approval process is to ensure that it meets the needs of the organisation and is in line with the IT strategy.

- In order to deliver the intended improvements to Access to Services (e.g. self service) it is requested that the T-Enabling budget remains in place.

CIP Project	Relevant Milestone	Supporting T-Enabling Project	Proposed Owner	Category	Description
Information security project (1.3)	Achieve compliance with new government security standards to continue to ensure protection of personal data by Sept 09	COCO	Julie Crellin		Project to deliver new government security standards (COCO - Code Of COnnection)
Improve our performance (1.5)	Achieve an improved Use of Resources score, aiming for level 2 by Mar 10	Time Management Project	Julie Crellin	Searching for Best Value	This project will develop and implement a method to understanding corporately what staff time is spent on. This will allow management to understand how staff resources are being used accross the council and whether they are allocated to corporate priorities.
		Project Management Framework	Hilary Mitchell		To deliver a corporate approach to running projects ensuring they follow best practice, are aligned to corporate objectives, make best use of resources and have a valid business case that is delivered.
Increase quality of customer experience (2.5)	Use technology better in delivering services; customers able to submit planning applications on line; 20 service request forms available on line; corporate complaints system in place by Mar 10	Headway System	Pat Graham	Access to Services	A new planning, building control and land charges system. This system will have the capability to integrate with the CRM and support self service e.g. enable public to go online and lodge a planning application or look at the status of an application.
		Website	Jane Salt	Access to Services	Tidy up remaining aspects of the website project e.g. ongoing management and Immediacy skills. Carry out an end of project review to ensure it has delivered the web strategy.
		Self Service Project	Jane Salt	Access to Services	Review channels used to deliver services and identify opportunities for self service using the website and set up projects where a business case exists. This project will also look at how we authenticate customers.
		Complaints System	Jane Salt	Access to Services	New complaints system has now been delivered. Prepare for end of project review ensuring the system is functioning and the project has delivered what was expected.
		Telephony Call Recording	Jane Salt	Access to Services	Monitoring of phone calls will be used for training purposes to develop the skills of customer service staff and to ensure quality of service.
		Telephony Queue Control Enhancements	Jane Salt	Access to Services	This equipment will: - Increase the volumes of calls that can be held in the queue - Provide more flexibility in use of recorded messages - Provide more options and information to people waiting in the queue - Allow administrators to re-allocate officers in or out of queues depending on call volumes.
Improve customer access to council services (2.5)	Move more of our services to our customer services department, our first point of contact, by Mar 10	Customer Service Delivery Agreements	Jane Salt	Access to Services	To agree responsibilities of Copeland Direct and back offices; to identify what can be moved to Copeland Direct and any Business Process Re-engineering & integration opportunities (e.g. integrating CRM and back office systems). All initial customer contact is to come into the council via Copeland Direct. Where a service request is opened the CSDA may, in some cases, allow customers to go straight through to the department. Where this is the case the department will be responsible for keeping the CRM up to date. The long term target is to have 80% of all customer requests to be dealt with and closed by Copeland Direct without needing to involve other departments.
		Avoidable Contact	Jane Salt	Access to Services	This project will analyse NI 14 data (where customers unnecessarily have to contact us due to a failing on our part). It will look at reducing avoidable contact in order to deliver customer focused and efficient services.
		LLPG	Jane Salt	Access to Services	The project is already underway. It is enabling the CRM to use the LLPG for address look ups rather than QAS. Using LLPG enables us to join up information across systems - providing more information to the Customer without needing to involve other departments.