

Leicester  
City Council

Performance and Value for Money Select Committee  
Cabinet

29 November 2007  
10 December 2007

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## e-transforming Leicester 2007 - 2011

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### Report of the Service Director, Information

#### 1. Purpose of Report

- 1.1 The council depends on Information and Communication Technologies (ICT) to function effectively. Increasing numbers of our services depend on ICT to function at all.
- 1.2 Over the last 20 years we have seen ICT steadily transform the way we work. Modern technology presents the opportunity to transform at a far greater rate.
- 1.3 This report introduces the council's e-transforming Leicester programme 2007 – 2011.

#### 2. Summary

E transforming Leicester is a framework of strategies each encompassing a collection of ambitious projects describing how we will exploit modern technology to transform the way we work and the way we provide services. A summary of the strategies is held at Appendix A.

#### 3. Recommendations

Members are recommended to:

- 3.1 Support the e-transforming Leicester programme as outlined in this report.
- 3.2 Consider whether or how they want to receive the detailed strategies listed in section 5.0.

#### 4. e-transforming Leicester – an enabling framework

- 4.1 e transforming Leicester is a framework of seven complementary strategies, each encompassing a collection of ambitious projects that will collectively contribute to our transforming the way we work and the way we provide services.
- 4.2 The **e transforming Leicester** programme will deliver:

- **24/7 self service for staff and citizens where relevant**
- **Personalisation and choice**

- **Anywhere, anytime working**
- **Seamless working through effective partnerships**

We will do this by investing in systems that are secure and safe; best value; useful, usable and used, environmental best practice, standards based, available when needed, efficient and effective and joined up.

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*Leicester City Council has received national recognition for the success of its on-line recruitment service which has saved the council £1 million per year in reduced advertising costs.*

- 4.3 The four priorities reflect the current expectations and requirements of staff, members, the public and our delivery partners as articulated through service requests, discussions, user feedback and business plan development.

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*Rina Patel lives in Newcastle but is extremely worried about her aging Mum who lives in her own home in Leicester. Mum is very independent and is keen to stay that way. Rina accesses the council's web site and finds that her Mum isn't entitled to any council support, however the site points Rina to some very useful information about assistive technologies. Rina's brother lives close by and is able to help. A small investment in specialist equipment including an electronic medication dispenser and a fall detector gives Rina, her brother and their Mum peace of mind.*

- 4.4 What will success look like?

Note: These illustrative examples reflect our current ambitions based on where we are now and what we now know – technology is changing at such a rapid pace that we anticipate we will be setting ever more ambitious targets at each annual review.

*24/7 self service for staff and citizens where relevant.*

- A fully transactional website, including on line booking of all cultural activities within the City, giving 24/7 access to all relevant council services. On line services will be fully integrated with the back office.
- Paper forms will have been replaced with online forms and automated workflow and authorisation systems.

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*Mary has received a text message advising her that her library books are overdue. When she gets home that evening she logs on to the council's web site to pay the fine and renew the books for a further two weeks. She has previously registered an interest in social activities in the area and her home page includes an advert for half term events in her local sports centre. Mary's grandchildren are visiting for half term so she books two places. By paying at the same time as booking she's happy she's secured the places as she knows how popular they are.*

*Before logging off Mary adds her comments to consultation about a new park and ride scheme and checks the agenda for the next Area Committee meeting. It looks interesting so she makes a note in her diary.*

### *Personalisation and choice:*

- Working seamlessly with key delivery partners the council will offer a range of access channels that recognise the different needs and expectations of all Leicester's citizens.
- Citizens will be able to manage their own account information on line and to access back office data (as appropriate) with one secure logon. Customer Services staff, by phone or face to face, will be able to provide the same mediated access.
- All children and young people within city schools will have secure and safe access to a personalised online learning space. Their parents/ carers will have access to all relevant information.

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*In response to an e-mail alert, Fred logs into the citizen portal (the online customer service centre). He had reported an abandoned car the day before via the council's telephone help line. The call has been updated and he can check to see what's happened as a result of his query. While he is logged in he notices that the book he has reserved in the library is ready for collection and that there is a show coming up at DeMontfort Hall that he is keen on. Clicking on the link takes him straight through to the DMH booking system which recognises who he is. Fred enters his credit card details and the show is booked. Checking back on his portal page it shows the road works in his area that he must avoid in order to get to the show on time.*

### *Anywhere, anytime working:*

- Staff will be able to access the data and systems they need wherever and whenever they need them.
- Learners across the city will be able to access their own secure web based e-portfolio from anywhere in the world. They will be global citizens working on projects and lessons with students around the world.

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*Mrs Lakhani is an elderly person who lives in council housing. Her front door isn't shutting properly so she telephones the Housing help line. The friendly staff raise an urgent repairs request. Using location tracking the housing system identifies that there is a carpenter (Steve) working in a house three streets away. Steve receives a message on his hand held computer to attend Mrs Lakhani's. The message also advises Steve that Mrs Lakhani is hard of hearing and has mobility issues: when he arrives he should text Mrs Lakhani and wait for several minutes for her to get to the door.*

*He records the completed job onto his handheld and notes that he has used a lock and two door handles from his van store. This is then transmitted back to the main office, and the stores staff put the replacement stock into a basket ready for collection later. The system calculates the time spent on the repairs.*

### *Seamless working through effective partnerships:*

- Systems and processes will be in place that allow partner organisations to effectively collaborate and share information to support the priorities of the Local Area Agreement.

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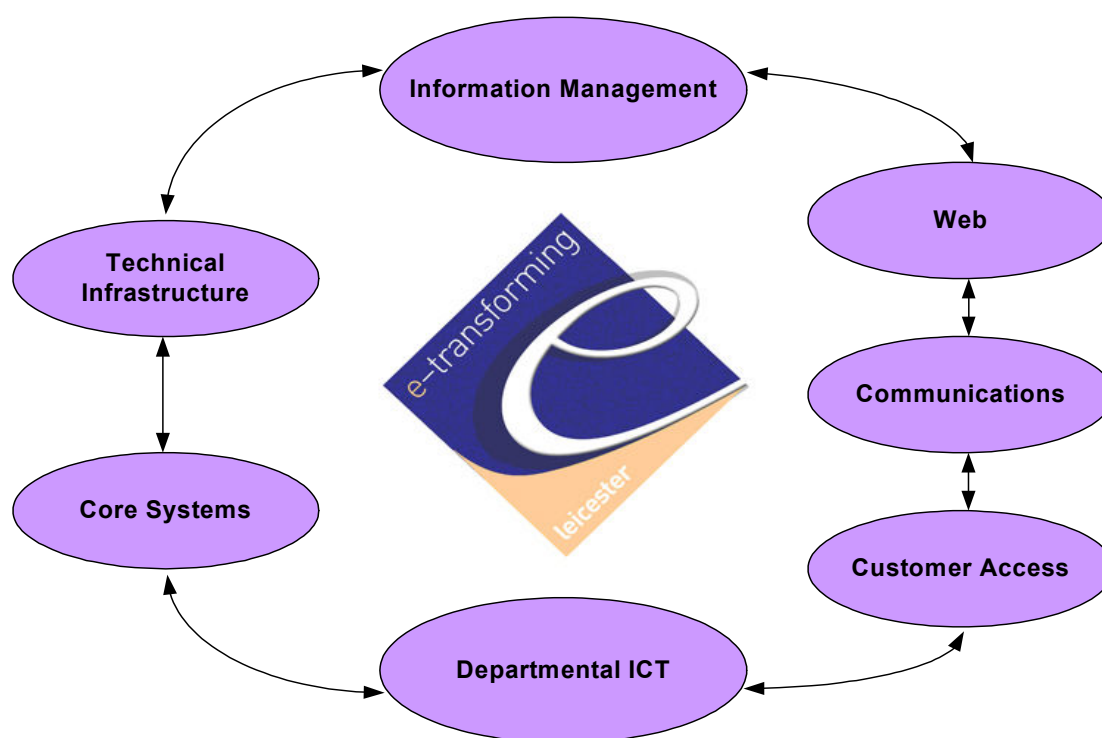
Jack is very unhappy at school and he has begun to misbehave in class. He is not completing work and is being rude to members of staff. The mid year assessments show much lower attainment. His parents have not commented on the latest assessment data which they have access to through the virtual learning environment. They normally respond quickly. His form teacher emails his parents and suggests they come in and discuss, but they don't respond.

After discussion with the Head Teacher she completes an e-common assessment framework referral which is picked up by the team leader in the multi agency team (social worker, health worker, educationalists, psychology) based in the school. They have access to all referrals and decide further action is needed at this early stage as this is not the first assessment to be submitted about this child.

## 5.0 The seven strategies

The e-transforming Leicester programme comprises seven different, but complementary strategies

Diagram 1: The seven strategies that comprise the e-transforming Leicester programme



- 5.1 The **Information Management strategy** outlines the development of a collaborative environment where staff and partners have ready access to the tools and information necessary to do their job effectively and efficiently anywhere and at anytime.

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The council stores over 50 terabytes of data. To put this in context, the National Records Office hold 65 terabytes. It is estimated that office staff currently spend 50% of their time looking for data and only 15% of their time using it.

- 5.2 The **Web Strategy** details how we will make the best use of our websites.

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*Over 100,000 different people use the council's main website every month and nearly 70% of these are Leicester Citizens – representing two thirds of City households.*

*Tameside Metropolitan Council has calculated these access channel costs for a single enquiry: face-to-face £14.65, telephone £1.39, web access £0.25.*

*Based on these costs if Leicester could convert just half of the people who are already coming to our website but can't find what they were looking for into online customers it would mean 7650 less phone calls and 3060 less visitors (numbers based on survey results). This would save the council £660,195 a year (not all cashable saving)..*

- 5.3 An effective **Communications Strategy** is an integral strand of the e-transforming Leicester programme. We need to promote new working practices to our staff and new ways of accessing council information, services and help to our customers and citizens.
- 5.4 The council's **Customer Access Strategy** encompasses telephone, face-to-face and Internet access to city council and partner services. Our aim is that at least 80% of all enquiries are resolved on first contact and that the same information is available to the customer whether they choose a mediated (telephone and face-to-face) channel or a self-service channel.

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*Figures from SOCITM (Society of IT Management) indicate that some 85% of the population wants to be able to access their council out of hours.*

- 5.5 Although all the four departments have the purpose of delivering services to the citizens of Leicester, they are all different in their organisation and the type and balance of services that they offer. Each department will have its own ICT Strategy that is tailored to its particular needs. Each ICT Strategy will clarify priorities and resource allocation, identify investment needs and propose investment in solutions that help in business efficiency. Each **Departmental ICT Strategy** will be aligned to the corporate ICT Strategies.
- 5.6 The **Core Systems Strategy** describes the council's plans for maximising the effectiveness of its investment in those key support systems that are common to more than one department, for example Payroll, HR and Finance. It also considers the future of systems that are duplicated across more than one service area e.g. room booking or complaints.

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*This is Sam Smith's first day back after a week's leave. Sam has a meeting in London and is using the train journey to catch up on his work. He tries to connect to the council's systems from his laptop but he's forgotten his password. It's only 6.30am and he knows the help desk won't be open. Instead he connects to the council's self-help web portal and answers a few security questions to identify who he is. He is assigned a temporary password with allows him to log on and reset his own password. He then gains full access to all his systems. He catches up with his e-mails and his scanned post, accesses the on-line HR system to authorise some leave requests and expense claims. A member of his team needs him to urgently authorise expenditure of a costly item and Sam can't remember whether he's allowed for the cost in the budgets. He checks his on-line commitment sheets and is satisfied that they can afford the item so authorises it. He*

*knows his authorisation will automatically trigger the order being raised and sent electronically to the supplier as well as notifying the requestor that authority was granted.*

*Remembering his wedding anniversary is tomorrow he scans the DeMontfort Hall programme and books some tickets for a performance of Cabaret. Pleased that he has been able to secure his favourite seats he settles back to read the papers for today's meeting. Later he's interrupted by a text message from the school advising him that his son didn't register this morning – could he please contact the school. He sends an urgent e-mail to the school letting them know that his wife was taking their son to the emergency dentist that morning, but must have forgotten to inform the school.*

- 5.7 The **Technical Infrastructure Strategy** underpins the whole of the e-transforming Leicester agenda and describes how technology will support the council deliver its priorities and how the council will securely 'join up' its systems and services with other agencies to facilitate joint service delivery.

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*The council's three hundred Revenues and Benefits staff are entirely dependant upon the availability of their ICT systems: without them they are unable to undertake any work. Any system downtime costs an estimated £7,000 per hour in outsourcing or overtime to recover the backlog.*

- 5.8 Appendix A outlines the current priorities of each strategy and their outcomes.

- 5.9 The detailed strategies are all working drafts and currently subject to consultation. Members need to advise whether they want to endorse any or all of the strategies individually or devolve responsibility for their endorsement and delivery within this framework.

## **6. PROGRAMME MANAGEMENT ARRANGEMENTS**

- 6.1 The change agenda covered by this collection of interdependent strategies is huge, complex and ambitious. The work programme is being co-ordinated by Information Services, in the Resources department, and is the responsibility of the Service Director, Information. Each strategy has a strategic lead to drive the work forward.

- 6.2 Within the council each departmental Head of ICT will work with their DMT, with departmental services, service users and delivery partners to ensure that departmental needs are being met, this will include the implementation of the cultural and process changes necessary to deliver transformation.

- 6.3 An e-transforming Leicester site has been set up on the council's Intranet */insite* and is being widely promoted. Although it holds little information at the moment we hope it will soon become the definitive site for this change agenda. Systems are being developed to allow anyone with access to */insite* to monitor project progress and to raise questions about work planned or underway as well as to make suggestions for change.

- 6.2 Individual projects will be subject to robust PRINCE II project management arrangements. The overall programme will be managed according to MSP programme management standards. These arrangements are still to be finalised.

- 6.3 The strategies will be reviewed annually.



## 7. **FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

### 7.1. **Financial Implications**

The e-transforming Leicester agenda is a complex programme which comprises many different, but related, workstreams or sub-projects. The vision of the programme is to delivery greater efficiency and service improvements to the Council's customers through improved use of technology. The report identifies some specific examples where there would be direct cost savings, but this has not been done for each of the proposed areas or strategies.

If members accept the recommendation to "support the e-transforming Leicester programme", there then needs to be a detailed review of the cost-benefits of each area with the objective of optimising the achievement of financial savings so that some of these can be delivered and used to invest in further improvements. The delivery of such cashable savings will help to keep to a minimum the level of additional funding that is required in order to facilitate the developments.

**Andy Morley, Chief Accountant, Financial Services, ext. 7404**

### 7.2 **Legal Implications**

The gathering of individual's data as part of the e-transformation process must be in compliance with relevant legislation. For example, there is a need to ensure adequate security arrangements are in place and that information is only shared in compliance with the Data Protection Act 1998.

**Carolyn Howard, Solicitor, Legal Services, ext. 6498**

## 8. **Other Implications**

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	<b>No</b>	
Policy	<b>No</b>	
Sustainable and Environmental	<b>No</b>	
Crime and Disorder	<b>No</b>	
Human Rights Act	<b>No</b>	
Elderly/People on Low Income	<b>No</b>	

## 10. **Consultations**

Directors Board. Departmental management teams. Services. Service users. SRG.

## 11. **Report Author**

Jill Craig  
Service Director, Information

**APPENDIX A**

**Priorities and outcomes**

<b>Strategy</b>	<b>Current priorities:</b>	<b>Outcomes</b>
<p><b>Information Management Strategy</b> (Lead – Head of ICT, Resources)</p>	<ul style="list-style-type: none"> <li>• Intranet – The development of Insite as the single point of access to all corporate information.</li> <li>• Electronic Document Storage – Reviewing the availability and use of shared file areas to improve the way we share information and collaborate with our team members.</li> <li>• Accessibility – Ensuring that people can easily access the exact information they need, when they need it.</li> <li>• Geographic information – Centralise GIS information and improve access to this valuable information source.</li> <li>• Collaborative working – Improving the way we share information and collaborate with our Partners</li> </ul>	<ul style="list-style-type: none"> <li>• We will reduce costs by developing our Intranet as the single point of access to all corporate information assets and resources. This will improve access to information and significantly reduced the number of printed documents.</li> <li>• Better decision making and more effective, therefore fewer, staff through systems and processes that encourage and support the effective management of information. An informed workforce that spends more time using data than searching for it.</li> <li>• Reduced risk of service failure and service inefficiencies by having systems which allow us to effectively collaborate and share information with our partners.</li> </ul>
<p><b>Web Strategy</b> (Lead – Head of Strategy and Delivery)</p>	<ul style="list-style-type: none"> <li>• <a href="http://www.leicester.gov.uk/Online-customer-service-centre">www.leicester.gov.uk/Online-customer-service-centre</a> - A citizen portal that will facilitate integrated e-access to the full range of services available via the council's customer service centres.</li> <li>• Personalisation - We will prioritise the content the user first sees based on an individual's expressed needs and interests.</li> <li>• Authentication (subject to capital bid) – Developing a secure solution that will facilitate financial and/or</li> </ul>	<ul style="list-style-type: none"> <li>• Improved user satisfaction with our web sites and with the council.</li> <li>• Increased user choice on how to access council services.</li> <li>• Financial savings – web transactions are significantly cheaper than their face-to-face and telephone equivalent.</li> <li>• Empowering the citizen to have more control over their personal affairs.</li> </ul>



	<p>confidential transactions with the council e.g. council tax payments.</p>	<ul style="list-style-type: none"> <li>• Increased citizen engagement – authenticated transactions will allow us to receive “signed” transactions and carry out meaningful consultation with representative samples.</li> <li>• The image of Leicester will be enhanced regionally, nationally and internationally.</li> </ul>
<p><b>Communications Strategy</b> (Lead – Head of Communications)</p>	<ul style="list-style-type: none"> <li>• Think Web! A campaign to encourage staff and services to think about how they can make most effective use of the council's internal and public facing web sites.</li> <li>• Customer Services @ Leicester. A campaign to promote the council's four customer service centres, its telephone services and its web site.</li> </ul>	<ul style="list-style-type: none"> <li>• A better informed workforce that routinely accesses and uses <i>insite</i> in its daily work and recognises the value of <i>leicester.gov.uk</i> as an essential part of the way services are delivered.</li> <li>• Better public awareness and increased use of the council's different access channels.</li> </ul>
<p><b>Customer Access Strategy</b> (Lead – Head of Customer Services)</p>	<ul style="list-style-type: none"> <li>• A review of the council's telephone access arrangements (subject to funding)</li> <li>• 101 – mainstreaming the service (subject to continued temporary funding)</li> <li>• Extending the range of access points - interactive video conferencing/ Charnwood LIFT/ on-line services</li> <li>• Complaints management</li> </ul>	<ul style="list-style-type: none"> <li>○ Increased customer satisfaction in council services as measured by the MORI survey.</li> <li>○ Less anti-social behaviour and less fear of anti social behaviour in local communities.</li> <li>○ Increased satisfaction in the handling of complaints.</li> </ul>
<p><b>Core Systems Strategy</b> (Lead – Head of ICT, Resources)</p>	<ul style="list-style-type: none"> <li>• Resource Management System - Replacing FMIS with a modern integrated Resource Management system.</li> <li>• HR Self Service – Extending the Resourcelink system to provide self service functionality for areas such as the submission and approval of expense claims and holiday requests.</li> <li>• Electronic Document Records Management - Converting paper documents into electronic form, improving efficiency in handling documents and</li> </ul>	<ul style="list-style-type: none"> <li>• Systems that managers have confidence in and that support them do their job.</li> <li>• Less confusion and less wasted resource resulting from less system duplication</li> <li>• Less costly and better working environments as a result of reduced paper document stores</li> <li>• Paper forms will have been replaced with online forms and automated workflow and authorisation systems e.g. Staff will be able to request leave</li> </ul>

	<p>reducing storage costs.</p> <ul style="list-style-type: none"> <li>• Customer Relationship Management – Enhancing and expanding the CRM system to improve its functionality and connection with back office systems.</li> </ul>	<p>and flexi days and claim expenses on line. Expenses will be paid through payslips.</p>
<p><b>Technical Infrastructure strategy</b> (Lead – Head of Technology)</p>	<ul style="list-style-type: none"> <li>• Robust, flexible infrastructure. This is the foundation of the council’s entire ICT investment.</li> <li>• E-security. This phrase covers a complex security programme from desktop anti-malware (malicious software) defences to effective business continuity and disaster recovery arrangements.</li> <li>• Data storage. The council currently stores over 50 terabytes of data and this is predicted to increase at a rate of 15-20% per year. We need to urgently review our digital storage arrangements to ensure they are robust and best practice.</li> <li>• Identity management (subject to a successful capital bid). Basic data (name, location etc) is held in numerous systems across the council. None of these systems are connected to the council’s HR system meaning that arrangements for maintaining the data are inefficient and open to error. An identity management system would allow us to replace these duplicate staff lists with a single trusted list based around the HR system synchronised with other systems.</li> <li>• Thin client solutions - Wider adoption of thin client browser based technologies to reduce the total cost of ownership of the council’s ICT environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Anywhere, anytime flexible working solutions resulting a more productive workforce and more local service delivery.</li> <li>• Assured data integrity.</li> <li>• Service continuity 24/7 as required</li> <li>• Reduced support costs.</li> <li>• Improved out of hours access to systems</li> </ul>