

6. CASE STUDY

ICT Requirements to support Local Government Review

6.1 Executive Summary

Quality of Service

The use of ICT is pivotal to the success of the proposed new council for Cornwall. A high level of service availability will be expected from critical systems and infrastructure, supported by rapid response and fix of problems when they occur. Examples of the sort of service levels that will be expected are:-

- Network links that do not fail.
- Enterprise applications and public access systems that do not fail.
- Security attacks do not get through defences.
- Performance Indicators that show the ICT organisation to be consistently performing in the top quartile, supported by high marks from customer satisfaction surveys.

The Information Services Group (ISG), the council's house ICT support unit is already delivering on all of these points. Plans to establish no single point of failure with the link to the Internet and protect the authority's Oracle databases are already underway. In addition to this there has been increased customer satisfaction from survey results over the last 5 years, and it tops the Society of Information Technology Management (SOCITM) regional performance indicators on project management.

An always available, high performing service is the expected norm that needs to be achieved.



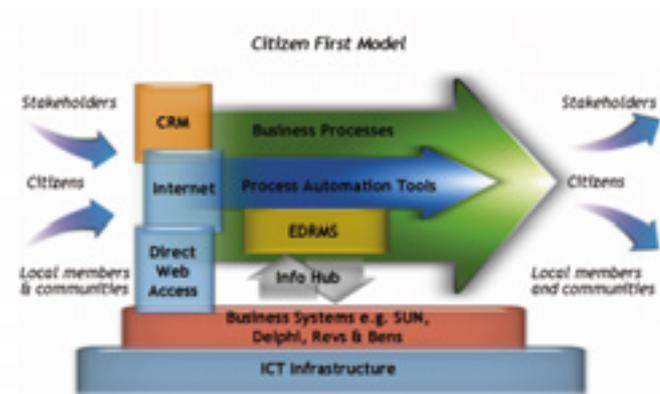
Strategic approach - changing 'Cutting Bureaucracy' to 'Citizen First'

The strategic approach to enabling the right ICT for the new Council for Cornwall is a simple approach, based upon an existing proven model of success.

Firstly, the partnership work that has already successfully delivered key infrastructure items such as the voice and data network and the public facing Internet, will be further developed to establish the capacity required to support the needs of a single community focused authority.

Secondly, to build upon the transformational programme of work currently called 'Cutting Bureaucracy'. This is already delivering major efficiency savings by capturing business processes and, through re-engineering, making them efficient. The new authority will have a strong citizen and community focus, and to reflect this, the current programme will be realigned to reflect the importance of the citizens and communities and re-launched as 'Citizen First'.

The following diagram outlines the key components of the 'Citizen First' programme.



Consolidate 'best in class' products into standardised solutions

The potential to achieve efficiency savings by consolidating infrastructure and applications, stopping duplication and pooling resources is considerable. The approach that will be taken will identify examples of best practice within the 7 councils in Cornwall and create a single consolidated solution.

Establish a single support and delivery organisation

The creation of a new ICT support unit will, in some instances, result in a reduction of current levels of staff as efficiencies are achieved. In other areas, however, staff numbers could increase, to support new requirements or deliver higher levels of service.

A clear objective of the new ICT organisation is that it is standards based and high performing.

Financial Summary

Overall transition costs are £3.842m. This includes establishing the new ICT support organisation, consolidating duplicate applications and establishing the right capacity within the supporting infrastructure.

Set against this is predicted efficiency savings of £1.516m which would enable a pay back period of just over 2 years. In reality the pay-back will be much quicker, because further savings will be derived from the expected staff savings for the service that these applications support.

In addition to this, further savings would be expected when more detailed implementation planning is

performed. A good example of this is accommodation costs which should reduce given that staffing levels are not increasing and the infrastructure estate is consolidating.

Some of the costs are directly paid for from departmental budgets, such as software maintenance of applications. These savings will not be fully realised by the ICT organisation, as defined in the forecast budget table in section 6.1.

The steps required to achieve success are:-

Indicative Timescales

Cornwall will not know until September 2007 whether or not its application for restructuring has been successful, and will have until the 1st April 2009 in which to establish the necessary ICT solutions required to support the new organisation.

Our preparations will be based upon establishing, as a minimum, the solutions that will be required to support the new organisation on the 1st April 2009, and that all strategic solutions are established by December 2012.

Stage	Start	End
1. Preparing the bid and setting strategic vision	January 2007	March 2007
2. Supporting the AS IS environment	April 2007	December 2008
3. Establish Citizen first ICT building blocks	June 2007	May 2008
4. Consolidating enterprise applications	November 2007	March 2011
5. Mopping up	January 2010	July 2012
6. Operational running	April 2012	December 2012

6.2 Strategic Approach

Objective

This section outlines some of the ICT challenges that the new authority will face and proposes solutions.

It demonstrates how the current ICT systems of the 6 district councils and the county council can be consolidated and supported by a single ICT service organisation.

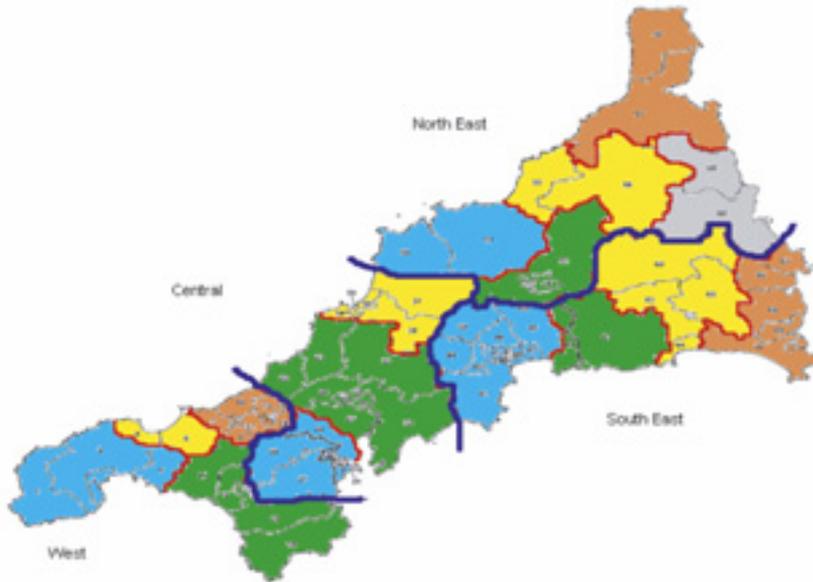
Key ICT Challenges facing the proposed authority

Size. The proposed authority would be larger than the county council and will have a greater scope in terms of service delivery. The proposed authority will have to deliver the key components within the district council remit. This would include the collection of Council Tax and other revenues, the payment of social benefits, the management of a housing portfolio and local infrastructure maintenance (such as refuse collection). The underlying business processes and systems of the new authority will need the capacity to deliver this wider programme of services.

Democracy. The proposed authority will support a model of governance that establishes elected members as ‘community champions’. These champions will need to operate at a very local level – close to the communities they serve. The authority will have to provide better and more timely information on the quality and availability of local services. The 16 regional areas outlined below are pivotal to ensuring the enterprise applications maintained centrally do not lose site of local needs and priorities. The structure and delivery model of the new ICT organisation also reflects the needs for a strong strategic core, with community focused delivery.

Joined Up Working. The proposed authority would have to have strong communication links with the other bodies involved in public service delivery within Cornwall. Cornwall- wide strategic delivery provides a great opportunity to be more focused but can weaken communication links with other agencies, especially where these were previously maintained at a local level.

Caring for our customers. The proposed authority may be perceived as growing in size and therefore becoming more distant from the citizen in the street. Under the proposed system it will be more important than ever to establish clear, reliable channels of communicating with our customers.

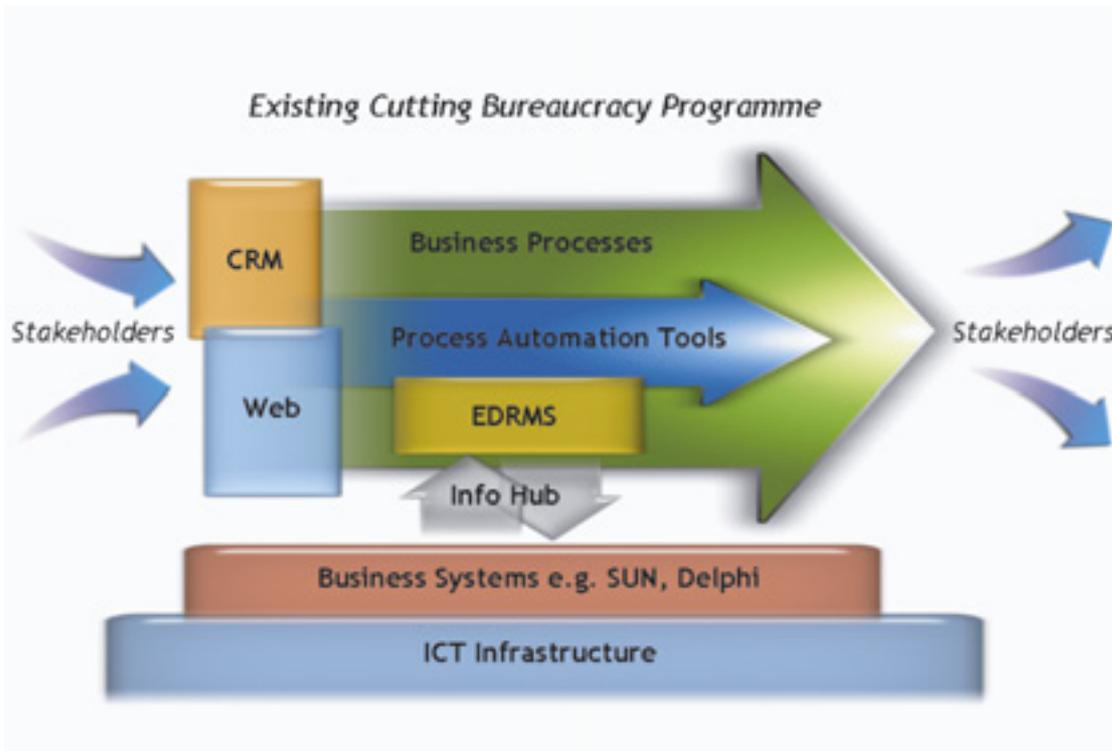


a strong sustainable community for one and all

Solutions

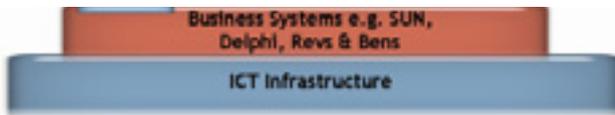
Cornwall County Council has already embarked upon a thorough review of the business processes and tools it uses to deliver information and services to citizens. The Cutting Bureaucracy Programme will establish the following model for service delivery:

The ICT service for the new authority will need to be business focused, and directed towards providing a citizen and community focused access strategy. The existing 'Cutting Bureaucracy' programme is already well positioned to meet this need, and provides the basis for going forward. There will need to be some expansion in the scope of this activity (see below), and the Cutting Bureaucracy programme should be re-branded to reflect the citizen and community focus, using a title such as 'Citizen First'.



Capacity

The ICT capacity must be scaled up to meet the needs of the new organisation. Some business systems and their associated processes would have to be consolidated and rationalised in order to deliver the service to citizens. Good examples of this are the revenues and benefits functions and systems of the district councils.



Fortunately the county council and the districts use the same Electronic Document and Records Management (EDRMS) and Web Content Management Systems (these were jointly procured). This will help the consolidation and standardisation process. In addition the county and districts share a common wide area voice and data network.

Achieving the right capacity relates as much to having the right skill levels and culture for success within the ICT support organisation, as it does actual systems and infrastructure. The move by ISG to adopt an ITIL (Information Technology Infrastructure Library) structured approach to its service operations, is a good indicator that the required service levels will be met.

Flexible Access

At the same time as increasing the scale of the ICT operations, the information and services they offer must be delivered locally to local members, parish councils and to citizens themselves. Furthermore, this cannot be through dedicated county council equipment, this would be seen as an inhibitor

rather than an enabler. The systems used by these stakeholders must be 'web enabled' to ensure that they can be accessed remotely.



In addition, employees of the new organisation may also have to work from bases located at various points within the county. The same technology means they can access the business systems they need from shared equipment sited at these remote locations.

Customer Relationship Management



The importance of Customer Relationship Management is clear. A new, integrated software solution must be developed to build on the success of existing contact centres.

This will improve the experience of our customers calling us or using our website. This must offer more information and services, in a personalised manner, deliverable as quickly as possible from the customer's first contact with us.

Information Sharing Hub



The planned 'Information Hub' can be expanded to deal with the communication needs required by the proposed

authority. The 'middleware' solution can be used to broker information with the required bodies and also between the front office and back office in our own organisation.

Summary

We believe that ICT is a major enabler of reducing costs and gaining efficiencies, at the same time as improving local responsiveness.

We already have an ambitious programme in progress. The 'Cutting Bureaucracy'. Programme seeks to focus our services around the citizen and to provide a mechanism for the integration of service delivery. Our proposal is to drive this integration and efficiency across the new larger organisation.

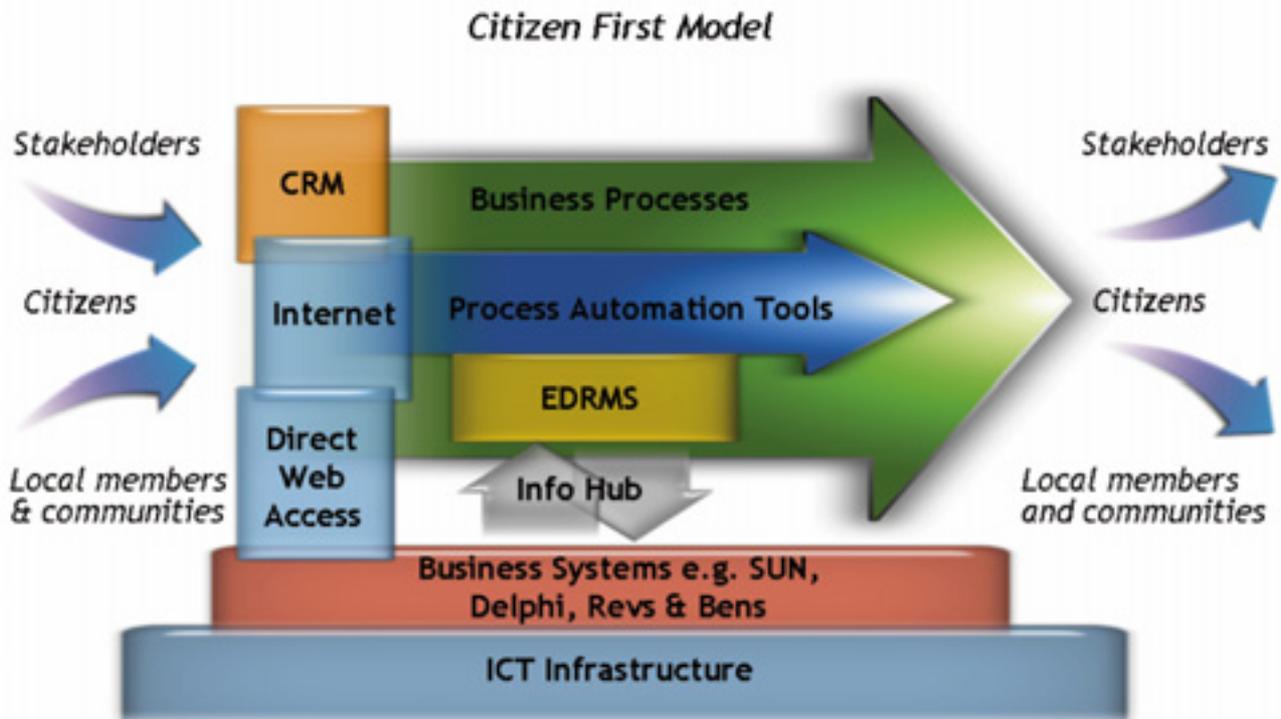
Additional capabilities would be added to produce an enhanced version of this called '**Citizen First**'. This would enable an even greater citizen focus and generate the capacity required to deliver integration of services.

This proposal will deliver increased capacity in the back office to deal with new functions that will need to be delivered on a rationalised basis - like revenues and benefits.

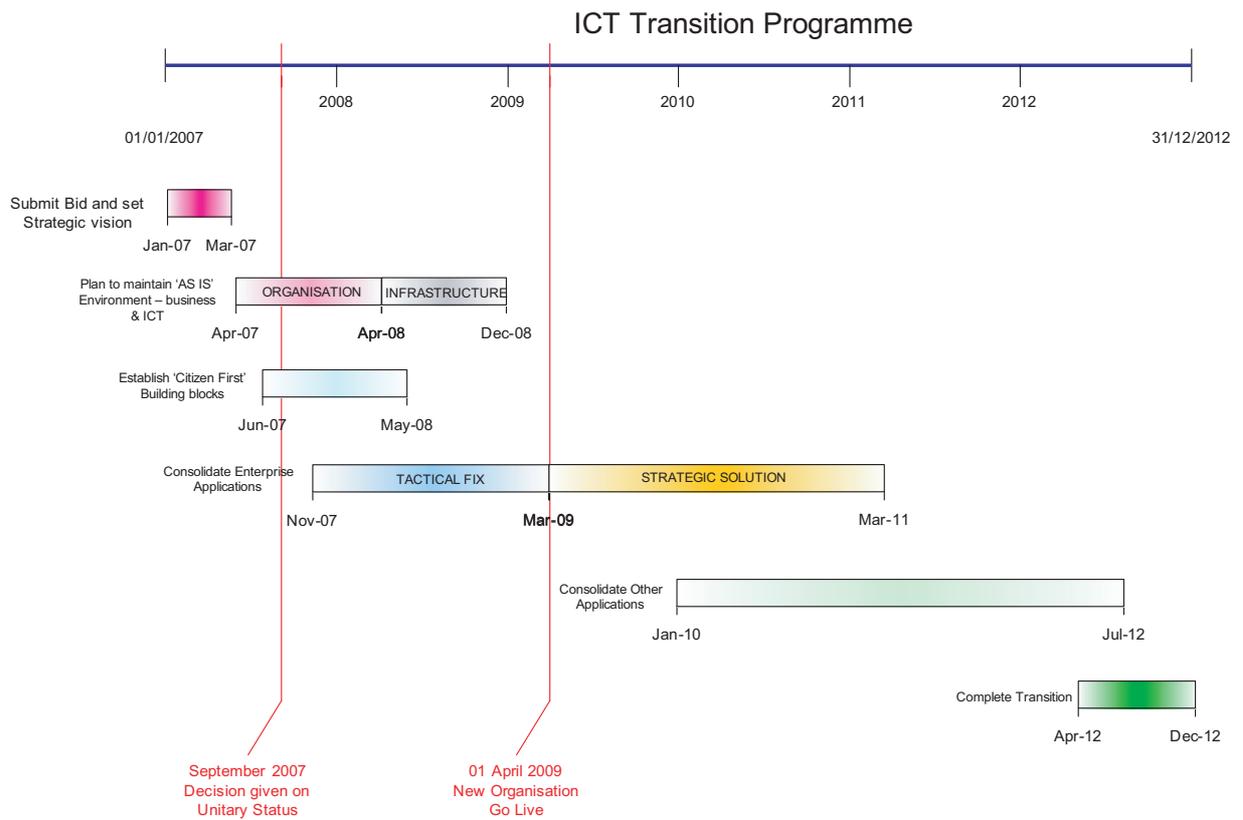
At the same time, the way that systems can be accessed would need to be made more open to ensure that the people who are charged with making the proposed authority work can access the information they need. They would do this via a direct web access to our systems.

In addition, a fully capable Customer Relationship Management (CRM) system would ensure that our communication with customers is enhanced. All of the above would be delivered with solid business processes underpinning them.

The **Citizen First** model can be summarised as follows:



The following table outlines the proposed transition timetable.





Response to the Local Government White Paper:
Invitation to submit proposals for restructuring



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