
Report To:	Policy & Resources Committee	Date: 4 February 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No: ICT 4-2-14 Modernisation Update
Contact Officer:	Robert Stoakes	Contact No: 01475 712765
Subject:	Modernisation Programme Update February 2014	

1.0 PURPOSE

- 1.1 The purpose of this report is to update members on the status of the projects that comprise the Council's ongoing Modernisation Programme and to present the Council's Digital Access Strategy for approval.

2.0 SUMMARY

- 2.1 The Council's Modernisation Programme consists of:-

- Office Rationalisation
- Electronic Document Records Management System (EDRMS) Implementation
- Customer Service and Digital Access Developments
- Mobile, Flexible and Home Working
- The ICT Collaboration Project.

In addition to the above, PSN Compliance work for 2014 is progressing to renew the Council's accreditation, due on 1st August.

- 2.2 **Office Rationalisation.** Work is progressing broadly to plan, with a number of major projects (Central Library Offices, Port Glasgow Hub Office, Wallace Place and Greenock Municipal Buildings) already under way and other work at the planning/feasibility stage.
- 2.3 **EDRMS.** The new EDRM solution is now live in Revenues, Benefits and Customer Services and a formal End of Project Report was submitted to the Modernisation CIG. Supplementary work is now progressing that will allow integration between the EDRMS and the Council's eForms solution.
- 2.4 Work is now developing to roll out the EDRMS in CHCP and to transfer Educational Psychology records to the new product and a business case for implementation in Planning and Building Control will be issued to the next Modernisation CIG.
- 2.5 A tender for back scanning and disposal of paper records in CHCP was issued in December, with the planned contract award in early 2014. An existing CHCP employee has been appointed temporarily to coordinate and manage the work associated with back scanning, cleansing and storage of files to be back scanned.
- 2.6 **Digital Access.** A Digital Access Strategy has been approved by CMT and is attached as Appendix 2 to this report. The strategy outlines Inverclyde Council's plans for the introduction of new digital access facilities that will allow the public to interact with Council services in the most convenient and cost-effective manner thereby improving public access, service response and efficiency of services.
- 2.7 The work proposed in this strategy includes the following:-
- Web Site Redevelopment

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- Data Cleansing and Kana System Upgrade to Latest Version (14R1)
 - Employee/Citizen On-line Reporting and Self-Service

Further prioritised work, as agreed by Modernisation CIG, will follow.

- 2.8 On-line payments have been implemented for Council Tax, Non-Domestic Rates and Invoices, as the first step towards the development of a full on-line payments system, to be delivered as part of the Digital Access Strategy.
- 2.9 Once the service priorities have been agreed, final costs of the proposed solution will be obtained and a report will be submitted to the Policy and Resources Committee seeking approval for the funding to proceed with this work.
- 2.10 **ICT Collaboration Project.** The Council has continued to participate extensively in the collaboration project, with significant progress made with the agreed programme of work for the stage. Joint workshops, facilitated by the consultants, were held to discuss areas of common requirement and a list of collaboration opportunities was developed for the following areas:-
- Education: Technology for Innovation
 - Digital Access: Customer Excellence
 - Information as an Asset
 - SWAN and PSN
 - Modernising ICT Through Better Procurement

Following on from the workshops, a Portfolio Definition Document was developed that outlines the plan, resources, governance and stakeholder engagement plans for the next stage of the process.

- 2.11 A report on the Collaboration Project is included as a separate item on the agenda of this meeting.
- 2.12 **PSN Compliance.** Work associated with reaccreditation for PSN in 2014 has commenced. ICT has identified a number of areas where policy, technical and remedial work is required and this work is progressing to allow submission of this year's compliance documentation in June.
- 2.13 A detailed report on PSN Compliance will be submitted to the Policy and Resources Committee in March.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the current position of the projects that form the overall Modernisation Programme for the Council.
- 3.2 That the Committee approve the Digital Access Strategy and note that updates on delivery will be presented to every second meeting of the Committee. .

Alan Puckrin
Acting Corporate Director
Environment, Regeneration & Resources

4.0 BACKGROUND

4.1 The Council's Modernisation Programme is made up of a number of interdependent projects. These support the Council's Office Rationalisation Plan by reducing office space requirements, introducing more flexible working methods and improving overall service delivery and customer service levels.

4.2 The remit of the Modernisation Corporate Improvement Group (CIG) chaired by the Corporate Director, Environment, Regeneration and Resources is to:-

- identify and agree suitable modernisation proposals and allocate funding,
- co-ordinate and monitor progress with these projects, to meet relevant targets and
- ensure that interdependencies between projects are identified and managed, all within the allocated budgets.

4.3 The Modernisation CIG is chaired by Alan Puckrin, Acting Corporate Director, Environment, Regeneration & Resources and is composed of the following officers:-

Brian Moore	Corporate Director Inverclyde CHCP
Jan Buchanan	Head of Finance
Alasdair Moore	Head of Organisational Development, H R and Communications
Robert Stoakes	Transitional Head of ICT
Fiona Borthwick	Revenues and Customer Services Manager

4.4 The major projects that fall within the remit of the Modernisation CIG are:-

- Office Rationalisation
- Electronic Document Records Management System (EDRMS)
 - Civica Implementation
 - Back Scanning
- Digital Access Developments
- Mobile, Flexible and Home Working
- The ICT Collaboration Project.

It is important to note that, although work is split into a number of areas, most are inter-linked and inter-dependent.

4.5 Work associated with reaccreditation for PSN in 2014 has commenced. PSN requirements and controls will have important, continuing impact across a range of information security-related activities in the Council.

5.0 PROGRESS

5.1 Office Rationalisation

The overall work is progressing well, with a number of major projects already under way and others at the planning or feasibility stage.

5.2 Central Library Offices

This building will provide accommodation for CHCP Staff and will act as the Headquarters for the CHCP, with other staff being based in Crown House, Cathcart Centre and The Port Glasgow Hub office. The project commenced on site in August and is due to complete in August 2014 and this will allow the vacation of Kirn House, Dalrymple House and the leased premises at 99 Dalrymple Street.

Consultation is underway to identify suitable names which will be brought back to Committee for a final decision.

5.3 **Wallace Place**

This building will house the Central Library on the Ground Floor, with offices on the first Floor for Education Services, Inclusive Education, Culture & Corporate Policy and Environmental & Commercial Services. Environmental & Commercial Services will also have offices at the Ingleston Municipal Recycling Facility. The Project commenced on site in August and is due to complete around September 2014. This will allow the Education HQ building to be vacated for refurbishment.

5.4 **Port Glasgow Hub Office**

This building (the former Peacocks Store) will house CHCP staff on the ground floor and a Corporate Training Centre on the first floor. This will incorporate the current CHCP Training Facility in Gourock Municipal Buildings. There will also be a Customer Centre desk for general customer enquiries. This will allow vacation of the Newark House Office and Gourock Municipal Buildings.

Discussions are taking place regarding the staff who will be required to work flexibly from this location and equipment has been purchased and configured to meet requirements. The Children and Families Team have been issued with the new equipment and now have the ability to work from a range of locations, in anticipation of the accommodation move.

5.5 **Greenock Municipal Buildings**

The final phase of major alterations is to redevelop the former District Court offices which are currently unused and in need of repair and to refurbish the District Court itself with one option being the provision of a marriage suite. This work is currently at an early stage of design and is planned to be on site late summer 2014. This will provide offices for Property Services who are currently based in the former Strone Social Work Office. Proposals will be finalised following discussions with Historic Scotland and CMT. A more detailed report will be submitted to a future meeting of the Committee.

While this will complete the office rationalisation work, Greenock Municipal Buildings, there is still a need for significant major maintenance works, most notably an extensive programme of replacement windows, replacement of the carriageway canopy roof and work to other roofs.

The full extent of works will be established by the condition survey to be carried out as part of the 2014 Asset Management Plan

5.6 **Electronic Document & Records Management System (EDRMS)**

The Council procured Civica W2 to replace the existing Opentext solution; the contract for which expired in June 2013. EDRMS, which incorporates workflow and records management, is an integral part of the overall modernisation agenda, as it is a prerequisite for many of the other modernisation projects. For example, by digitising paper files and allowing electronic access to these, office storage space is minimised and staff can more easily work from flexible locations, whilst still having access to these records across the Council's network.

Once rolled out to Council services, the new EDRMS will deliver:-

- Remote access to documents to enable flexible and mobile working
- The ability to share documents across services and with the public and external agencies
- Reduced requirement for office accommodation space to store files.
- Better compliance with legislation around the management of and public access to information
- Workflow to improve business processes

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- Reduced risk to the Council by not holding large quantities of citizen information in paper file format which could be lost in the event of a disaster such as fire or flood.
 - Improved information security e.g. compliance with the Council's records retention policy.

5.7 EDRMS: Civica Implementation

- Revenues and Benefits/Customer Service Centre
The project's primary objective was to transfer Revenues and Benefits and Customer Services to the Civica product, as the contract for the previous system, Opentext RKYV, had expired. The new software and processes went 'live' on 1st October. The project remit was a 'like for like' migration, but the nature of the new software has allowed a number of improvements to be implemented, to the benefit of the service.

Further integration work is now underway that will integrate the solution with the Council's eForms solution, Atlas and email system. The formal end of project report was submitted to the Modernisation CIG.

5.8 Alongside the above work, other services are being progressed, as agreed by the Modernisation CIG.

- CHCP
The creation of the CHCP headquarters in The old Central Library building is predicated on an overall ratio of 7 desks for every 10 staff, zoned office accommodation and minimal physical filing capacity. In order to meet these objectives, some employees require flexible working capability.

In order to support the office space requirements and flexible working, Civica EDRMS system requires to be implemented in the CHCP HQ. In addition, existing paper records require a combination of back scanning and physical storage. A business case was agreed at the Modernisation CIG for this and work is ongoing, focussed on a move-in date of August 2014.

- Educational Psychology Service
The Educational Psychologists have been working flexibly, with client records scanned into Opentext, since early 2013. Work is now underway with Civica to transfer the electronic records from the old Opentext system to the new Civica solution.
- Planning and Building Control
A business case for the migration to the Civica solution from the existing iDox product is under development for presentation to the next Modernisation CIG in February.

Other services such as Education, OD & HR etc will be subject to separate business cases in due course, once the work associated with the current plans allows.

5.9 EDRMS: Back Scanning

Within CHCP, it is necessary to back scan paper records in some cases, depending on service requirements and the costs involved. Back scanning of paper records will also ensure the Council manages its records consistently and in compliance with its records retention policy, DPA and FOI(S)A.

A tender for back scanning of records was issued in mid-December 2013 and the closing date is 27 January 2014. This back scanning work will concentrate on closed files with a retention period of more than two years. Those closed files with a shorter retention period will be stored physically until their destruction date.

The Modernisation CIG agreed that an existing CHCP employee be appointed temporarily to coordinate and manage the work associated with back scanning, cleansing and storage.

5.10 Digital Access Developments

The Council's Customer Service and ICT Strategies both identify areas of work related to improving public access to Council services and this now falls under the banner of Digital Access. Work ranges from redesign of the Council's web site, through to offering improved service request, self-service and on-line payment facilities. These initiatives improve access to Council services by citizens, improve service availability and ultimately, reduce internal costs.

5.11 A Digital Access Strategy has been approved by CMT and is attached as Appendix 2 to this report. As part of this, the Channel Shift Working Group has identified a range of initial service requirements and these are in the process of being prioritised. The document outlines Inverclyde Council's plans for the introduction of new digital access facilities that will allow the public to interact with Council services in the most convenient and cost-effective manner. Adopting these initiatives will help improve public access to Council services, improve service response and delivery and improve the efficiency of services.

5.12 The work proposed in this strategy includes the following:-

- Web Site Redevelopment
- Data Cleansing and Kana System Upgrade to Latest Version (14R1)
- Employee/Citizen On-line Reporting and Self-Service

Further prioritised work, as agreed by Modernisation CIG, will follow.

5.13 As part of the ongoing development of the Council's web site into a more transactional presence that enables easier interaction with the Council, an on-line payment facility has been implemented for Council Tax, Non-Domestic Rates and Invoices. This is the first part of the development of a full on-line payments system, to be delivered as part of the Digital Access Strategy. A prerequisite for this is to ensure citizen information stored in the CRM is accurate and consistent and ICT is currently working with Kana, the CRM supplier, on this aspect.

5.14 Once the service priorities have been agreed, final costs of the proposed solution will be obtained and a Committee Report will be submitted to the Policy and Resources Committee seeking approval for the funding to proceed with this work.

5.15 **Flexible and Mobile Working**

A key area of the Council's Modernisation Programme is the establishment of flexible working to allow employees to work from almost any location where an Internet connection is available. This reduces office space requirements, improves staff productivity and reduces travel. EDRMS is a prerequisite for true flexible working.

5.16 The Educational Psychology Service has been working flexibly, with electronic client records, since early 2013. The Psychologists can access email, calendars, network folders and client information held in the EDRMS securely from any number of Council and non-Council locations. In particular, areas in schools are used as flexible 'office' locations as required, saving time and travel and offering increased flexibility for the staff. This initiative has been successful and the solution trialled by this service is now available for other services.

5.17 The Modernisation CIG approved funding to initiate flexible working for Children & Families and Welfare Rights teams, in preparation for office moves to the Port Glasgow Hub. Ultra-portable laptops have been procured, configured and issued to the Children & Families Team and discussions are underway with CHCP Management regarding the Welfare Rights Team.

5.18 Initial discussions are now taking place with Environmental and Commercial Services regarding the potential use of mobile devices by their staff to report and log road defects.

5.19 **ICT Collaboration Project**

The ICT Collaboration Project was initiated by East Renfrewshire, Inverclyde and Renfrewshire

Councils to explore opportunities for sharing ICT, rather than formally combining staff into one organisation. Consultants were appointed, following a jointly commissioned tender exercise to lead this work. The contract is proposed to run for a period of up to 2 years, with a number of contract 'break points' at 4 and 21 months. Each participant has the opportunity to withdraw at either of these points.

5.20 CMT Report ICT 19-09-13 ICT Collaboration Proposals, presented on 19th September 2013 recommended that the Council progress to Stage 2 of the project to develop more detailed project mandates in the following areas:-

- Education: Technology for Innovation
- Digital Access: Customer Excellence
- Information as an Asset
- SWAN/PSN
- Modernising ICT Through Better Procurement

It should be noted that the Council has continued to proactively participate in the collaboration project for the areas shown above. The above report recommended that the Council did not proceed to Stage 2 for the collaboration opportunities associated with Agile Working and Health and Social Care Integration. This was after careful consideration by the Corporate Management Team of the positive progress achieved internally on the rationalisation of our operational property portfolio, supported by agile working and in relation to Health and Social Care Integration, the divergent views on the scope and direction of development compared to the other participating Councils.

5.21 Significant progress has been achieved with the agreed programme of work with Renfrewshire and East Renfrewshire Councils during Stages 1 and 2 of the collaboration project that has required extensive involvement of officers from across Council services corporately to explore and consider future delivery options for the service functions shown above.

5.22 Joint workshops and information gathering meetings were held to ascertain areas of common requirement and a list of collaboration opportunities was developed. Notes from these workshops were circulated for discussion and the following points highlight the main areas where the consultants identified opportunities for collaboration:

- An opportunity to assist Education to maximise its use of technology.
- An opportunity to develop a shared strategic approach to customer services and the development of digital access to services.
- Opportunities to collaborate on the approach to transformational change where ICT needs to respond as a business partner and deliver new technical capability.
- Opportunities to work collectively to understand and interpret changes to legislation and compliance standards such as PSN compliance.
- Opportunities to collaborate on the understanding of national ICT infrastructure development such as the Scottish Wide Area Network (SWAN).
- Opportunities to collaborate around procurement where there is a forward plan of systems and applications to be reviewed, market tested and procured.

5.23 The Council received the Portfolio Definition Document (PDD from the consultants on the 17th January). This outlines the plan, resources, governance and stakeholder engagement plans for the next stage of the process. The purpose of the PDD is to describe the portfolio of work required to turn the opportunities identified in the original business case into deliverables.

5.24 An update report is included as a separate item on the agenda of this meeting.

5.25 **PSN Compliance**

Work associated with reaccreditation for PSN in 2014 has commenced. PSN security

requirements and controls will have some impact across a range of information security-related activities in the Council. ICT has identified a number of areas where policy, technical and remedial work is required and this work is progressing to allow submission of this year's compliance documentation in June. A detailed report on PSN Compliance will be submitted to Policy and Resources Committee in March.

6.0 IMPLICATIONS

Finance

6.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000s	Virement To	Other Comments
Earmarked Reserve	Modernisation	2013/16	255		Unallocated balance available
Capital	Modernisation	2013/16	367		

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000s	Virement From (If Applicable)	Other Comments
N/A					

- 6.2 Appendix 1 shows the latest position of the Modernisation Funds contained in the Capital Programme/Earmarked Reserves.

Legal

- 6.3 There are no legal implications.

Human Resources

- 6.4 All HR implications have been addressed in this report.

Equalities

- 6.5 Some of the Digital Access developments will make it easier to access Council services and therefore will have a positive impact for some sections of the community, who may find current access channels inconvenient or difficult.

Repopulation

- 6.6 The provision of efficient, accessible Customer Services will promote the Council as forward thinking and will therefore have a positive impact in attracting people to the area.

7.0 CONSULTATION

- 7.1 ICT continues to work with relevant services on a range of projects and cognisance of services' views and requirements are included at all stages.

8.0 LIST OF BACKGROUND PAPERS

8.1 An Equalities Impact Assessment will be carried out and will be available on request.

8 Appendix 1 Financial Information

<u>Project Name</u>	<u>Cost Centre</u>	<u>Est Total Cost</u>	<u>Actual to 31/03/13</u>	<u>Approved Budget 2013/14</u>	<u>Actual to 31/12/13</u>	<u>Projection 2013/14</u>	<u>Projection 2014/15</u>	<u>Projection Future Years</u>
<u>Revenue Costs - One-off (Earmarked Reserve)</u>	02424	£000	£000	£000	£000	£000	£000	£000
Mobile Working		10	8	2	1	2	0	0
EDRMS Staffing		10	0	5	5	5	5	0
CHCP Backscanning		45	0	5	0	5	30	10
Scanners		5	0	5	0	5	0	0
CHCP Backscanning post		35	0	0	0	3	32	0
Customer service development		150	0	150	6	24	75	51
Unallocated Budgets		255	0	39	0	15	0	240
		510	8	206	12	59	142	301
<u>Capital Costs</u>	-							
Civica Upgrade	00930-000-30026 or (82319)?	9	0	9	9	9	0	0
Civica training & Development		15	0	3	0	3	12	0
EDRMS	82197	80	52	28	23	28	0	0

Telephony System (CSC)	81369	30	13	17	0	17	0	0
Liberata - Atlas Upgrade	82320	9	0	9	9	9	0	0
CHCP Agile Working		22	0	22	0	22	0	0
Unallocated Budgets		367	0	0	0	0	0	367
		532	65	88	41	88	12	367
-	-							
TOTAL		1,042	73	294	53	147	154	668

Inverclyde council

Digital Access Strategy

2013-2016



Digital Access
Always On
Customer Service
Customer Excellence
On-Line Access
Channel Shift
Self Service

'Getting it Right for Every Child, Citizen and Community'

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1 Summary

1.1 This document outlines Inverclyde Council's plans for the introduction of new digital access facilities that will allow the public to interact with Council services in the most convenient and cost-effective manner.

1.2 The main reasons for undertaking this work are as follows:-

- Public access to the Council is improved, as on-line services are available around the clock
- Service responsiveness and delivery performance is improved
- In many cases, this type of access is more convenient for the public
- These initiatives help improve the efficiency of Council services by automating many processes.

The proposed work supports the Modernisation Workstream savings target.

1.3 The overall timescales for the work will depend on exactly which priorities are eventually chosen for full implementation. However, the main initial project stages are:-

Web Site Redevelopment Q3 2014

Self-Service Developments

Phase 1 Kana Case Management Upgrade Q2 2014

Phase 2 Self-Service Q4 2014 (eg Web Self-Service, On-Line Payments, Citizen Mobile Reporting, Employee Mobile Reporting, Payment Kiosks)

Further prioritised work, as agreed by Modernisation CIG, will follow.

1.4 The developments outlined in this proposal are well proven and many have been implemented in other authorities for some time, with demonstrable improvements to service availability, delivery and organisational efficiency.

2 Background

2.1 The Council's Customer Service and ICT Strategies have been approved in the last year and the associated work is progressing in support of these. Both Council strategies are closely linked and both reference the wider Digital Services/Reduced Costs/Enabling Reform agenda outlined in the ICT Strategy for Local Government in Scotland.

2.2 The key aims of the Council's Customer Service Strategy are:-

- Serving the customer well by providing a modern responsive service
- Clear Customer Commitment
- Clear customer service values that underpin all we do
- Protecting frontline services by ensuring better value for money, driving out cost and increasing financial opportunity.
- Work closely with our partners and key stakeholders to provide an efficient and effective service.
- Flexibility to allow the Strategy to develop as different opportunities and challenges such as those arising from Welfare Reform.

All the above is under the banner of "Getting it right for every child, citizen and community" where the Council, taking a Nurturing Inverclyde approach, wants to ensure that all our children, citizens and communities are safe, healthy, achieving, nurtured, active, respected, responsible and included.

For example:-

Achieving – developing Council services on-line will improve customer service.

Responsible – citizens encouraged to report problems on-line encourages 'ownership' and responsibility.

Included – promoting inclusion for those who prefer to use online methods of reporting and payment because they find it difficult to travel.

2.3 This Digital Access Strategy supports the Customer Service and ICT Strategies by aiming to:-

- improve the public's access to Council services
- improve the Council's service delivery performance and
- ultimately help reduce internal operating costs,

by encouraging the public and service users (and in some cases employees) to use the most convenient and cost-effective contact 'channels' to interact with the Council.

- 2.4 This is an appropriate time for the Council to be examining its service delivery models. Budgets are decreasing, demand for services is rising and the public's expectation of how services are delivered is changing, so efficiency is paramount.
- 2.5 A competitive market has made sophisticated and affordable communications technology available to almost every section of society. There is a view that the World has moved into a 'digital age' defined by rapid developments in communications and transactional technologies that allow people to interact with organisations in faster, more convenient ways. These include:-
- 'available everywhere' low cost Internet access via high speed mobile telecommunications networks (3G and 4G)
 - affordable hand held mobile devices (smartphones, tablets) and
 - a trend towards a more open and transparent social culture.
- 2.6 In particular, the use of hand held devices is increasing to the extent that the majority of Internet access is now from some form of mobile device, rather than a PC. This has important implications, not only from a demand management perspective, but also for the design of web presence and on-line access channels.
- 2.7 The best on-line services are:-
- quick and easy to use from a wide range of devices
 - available whenever and wherever the public needs them and
 - low cost to operate.
- 2.8 Designed, implemented and managed well, digital access to Council services offers benefits of convenience and reduced costs for both customers and the Council; it makes sense to encourage the public, over time, to 'Go Digital' wherever possible.
- 2.9 Sometimes the most convenient method for the service user may be an in-person visit to a Council office. Or it could be via a telephone call. Alternatively though, many people now expect to be able to interact via 'digital channels' such as email, SMS text, 'Skype'-like services, cable TV and web sites. Office visits and phone calls require Council staff to be present and are therefore usually restricted to office hours. Digital channels offer possibilities to widen this access to a significant number of services.
- 2.10 Whilst the Council recognises that not all contact channels are appropriate for all

types of contact, it makes financial sense to encourage the use of the most cost-effective methods relevant to each service user's requirement. In some cases, the lowest cost method can also be the most convenient for the service user; particularly for more routine requests.

- 2.11 The Council must, however, ensure that it offers contact channels that are fully inclusive of all communities, regardless of differences in abilities, preferences and access to technology. Improving the means by which the public can communicate with the Council will improve its image and therefore, can have a positive impact on people's desire to move to the area, enhancing the repopulation agenda.
- 2.12 On-line access channels extend elements of service availability, by allowing requests to be submitted to the Council around the clock. This gives existing staff more time to deal with those customers who really need specialist services and allows services to streamline and automate their business processes.
- 2.13 As the wider use of digital channels reduces internal transaction costs to the Council over time, with further efficiencies made via appropriate service redesign, these savings can be used to protect front line services, to everyone's benefit.
- 2.14 Finally, a wider choice of access channels that are independent of location and time will meet the public's increasing expectations that their dealings with the Council will be as easy and convenient as on-line shopping and banking.

The Council uses the Lagan CRM system provided by KANA solutions. For the purposes of this paper Lagan and KANA mean the same thing.

3 The Growth in the Use of Hand Held Devices and Internet Use

- 3.1 Ownership of smartphones, tablets and hybrid devices is growing at a phenomenal rate. This is in part due to the introduction of 4G networks and the increase in speeds available over the mobile network, rapidly advancing developments in content and media, along with affordable ownership options for devices.

A selection of recent UK market research figures illustrates the scale of adoption and speed of growth.

- 3.2 **ONS Internet Access - Households and Individuals, 2013**
UK access to the Internet using a mobile phone more than doubled between 2010 and 2013, from 24% to 53%.

61% of UK adults used a mobile phone or portable computer to access the Internet 'on the go'.

In 2013, 36 million adults (73%) in Great Britain accessed the Internet every day. (20 million more than in 2006)

Internet Users and Non-Users by Age Group

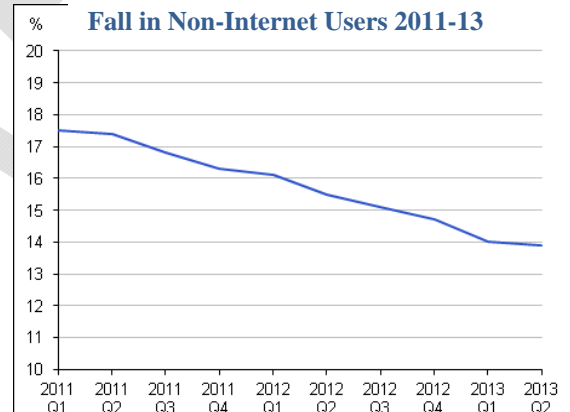


Just under 9 in every 10 adults in the UK have used the Internet (86%)

Almost all adults aged 16 – 44 years have used the Internet...



... but just over 3 in every 10 adults aged 75+ have used the Internet.



In 2013, 72% of all adults bought goods or services online, up from 53% in 2008.

Non-Internet use has fallen to 4.2M from 7.1M since 2011.

21 million UK households (83%) had Internet access in 2013.

Broadband Internet connections using fibre or cable were used by 42% of households, up from 30% in 2012.

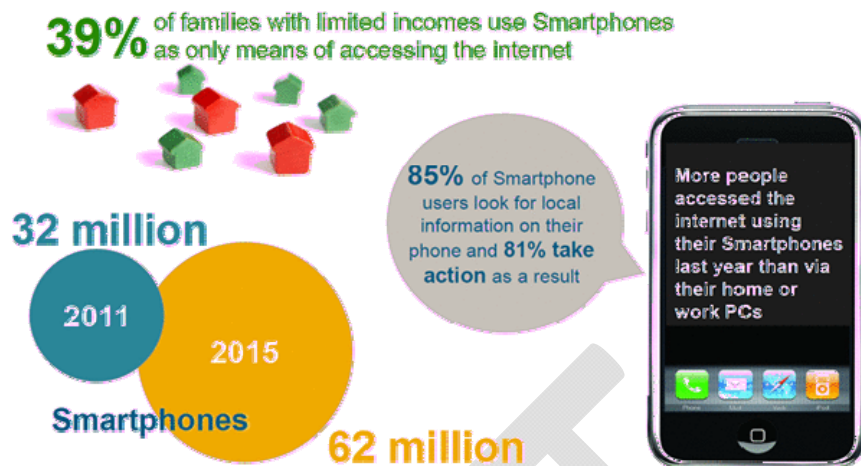
OFCOM

92% of UK adults personally own/use a mobile phone

39% use their mobile handset to access the internet

IPSOS MORI

13% of the UK population owns a tablet and 66% have made a purchase from their tablet.



3.3 The growth in ownership of hand held devices has a significant bearing on the provision of on-line access to Council services.

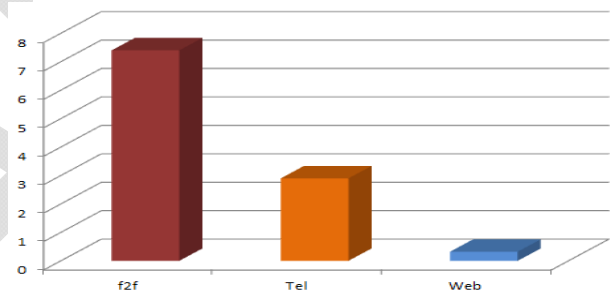
- Design – The presentation of web enabled content needs to be suitable for a range of devices, not just a PC monitor. There is a significant amount of evidence that shows that mobile access to web services is not as effective as PC-based access and much of this problem originates at the design stage.
- Availability/Demand – Giving the public access to services on an anywhere-anytime basis may increase demand for services to such an extent that services are swamped with requests that they cannot fulfil, if service processes are not redesigned to take this into account.

4 Digital Access - What is it and Why is it Important?

- 4.1 Inverclyde Council has a responsibility to provide excellent and efficient services and value for money to the public and service users. The communication channels through which Council services are delivered, (eg Face to face, telephone, on-line, etc.), are an important part of the Council's service provision.
- 4.2 The Council currently delivers a high standard of service to its customers. In order to continue to do so in the face of the pressures imposed by increasing demands on Council services and reducing levels of funding, the public should be encouraged to use more cost-effective ways to access Council services, so that the Council can maintain and improve its service levels within resource constraints

- 4.3 In the context of this document, **Digital Access** refers to the use of a range of methods of interacting with the Council (eg Internet-based self-service, email, social media, self-service kiosks, digital TV etc.) that complement traditional face to face visits and telephone calls.
- 4.4 **Channel Shift** describes the process of changing the public's behaviour so that they choose to use less expensive, more convenient methods of contacting the Council (eg web-based, email, social media etc.), rather than more expensive ones (eg face to face and telephone).
- 4.5 Unlike the commercial sector, where organisations can remove those communication channels that they choose to, the public sector has an obligation to make its services available equally to all groups. So it is explicit in this strategy that the introduction of digital access channels is complementary to existing office and telephone facilities.
- 4.6 This initiative is about improving access to services for the public, maintaining service delivery and ultimately, improving internal efficiencies. Relatively, a face to face contact will 'cost' the Council more than double a telephone contact, which in turn will be around 9 times more expensive than the cost of a contact via the Internet.

Figure 1 SOCITM Indicative Interaction Costs



In other words, a single face to face visit 'costs' the same as around 20 Internet channel transactions. The absolute costs vary depending on the organisation, but the ratios are consistent.

5 Where Are We Now?

5.1 Customer Services

The Council's Customer Services Centre in Greenock opened in late 2009 and moved to the purpose-built centre in the Municipal Buildings in 2012.

The following tables illustrate a selection of high level information for 2013, obtained from Lagan and the Council's telephony platform and show the two existing channels – face to face visits and telephone contacts. This information can be used as an initial benchmark, against which future channel volumes can be compared.

Calls Handled in CSC

CSQ Name (ID) (Call Skills)	Calls	
	Handled	%
Benefits	12410	10%
Council Tax	15653	11%
Environmental	6959	5%
Education	382	2%
Safer Communities Since August these calls have been recorded separately. Prior to this they were included within Environmental Line	642	2%
General	87319	69%
Licensing	45	1%

CSC Visits

2013	Benefits	Revenues	Education	Environmental	Licensing	Payments only	Totals	%
Jan	1338	599	61	31	26	1185	3240	9%
Feb	1011	457	14	0	1	843	2326	7%
Mar	1169	623	11	2	5	1060	2870	8%
Apr	1500	717	13	8	17	1690	3945	12%
May	1277	686	125	14	0	1115	3217	9%
Jun	1176	572	191	19	2	1423	3383	10%
Jul	1229	595	318	6	9	1071	3228	9%
Aug	1250	588	397	10	10	1289	3544	10%
Sep	1421	593	179	13	14	773	2993	9%
Oct	1303	578	90	5	10	248	2234	7%
Nov	1150	515	25	5	0	297	1992	6%
Dec	770	345	24	0	0	134	1273	4%
	14594	6868	1448	113	94	11128	34245	
	43%	20%	4%	1%	1%	31%		

5.2 Web Presence

The Council's web site is a crucial part of delivering Digital Access facilities to the public. The existing website was last rebranded in 2007 and the current situation can be summarised as follows: -

- Pre 2007 website was ranked 32nd of Scottish Council sites by SOCITM.
- Council website redesigned and re-launched October 2007.
- Minimal 'transactional' capability.
- Post 2007 SOCITM changed scoring system – the Council's website had a mid-table placing and this ranking will not improve unless more transactional

functionality is introduced.

- Currently, there is no on-going investment both financially or in content provider time.
- The cross-Council web team to review, refresh, keep content up to date requires refreshing. The Corporate Web Team should consist of Corporate Communications, Customer Services, ICT and representation from all service areas
- The existing web site is stagnating and is largely non-transactional, other than basic eForm requests and a simple link to payments site.
- No GIS-based functionality.
- SOCITM 2012 – Council web site given lowest ratings in most categories (overall 1 star in 4 star rating system). The only positive score was for accessibility (DDA compliance). Without planning and investment this will not improve.

5.3 Agile Working and EDRMS

The Council has actively engaged with flexible, mobile and home working initiatives and a number of services have implemented, or are trialling, these. The use of digital channels is complementary to these other initiatives and together, these make up a significant portion of the ICT modernisation work currently under way.

Elements of mobile working, such as direct reporting of faults by employees, can be achieved through some of the proposed Digital Access work.

Key to facilitating this, is the introduction of the new Corporate EDRMS across a range of Council services. This solution, procured from Civica in February 2013, provides access to digitised records previously held in paper form, which means that employees can access these from any location where a network connection is available.

After a substantial migration project, the new solution was implemented in October 2013 in Revenues, Council tax and Customer Services, having replaced the original Opentext product. The new solution offered opportunities to streamline business processes in these services, resulting in improvements to working practices in several areas. A parallel project is running to implement the product across the CHCP and this work is underway, alongside work to back scan historical CHCP records.

6 Where Do We Want To Be?

Currently, the vast majority of public contacts with the Council are via telephone calls or visits to offices. The purpose of these developments is to allow much of this interaction via digital channels – Internet, mobile network etc. As well as being convenient, these channels are more efficient and reduce the Council's internal costs.

6.1 Examples of Digital Interactions

The following examples give an idea of the kind of functionality that could be delivered through this work.

Graffiti Reporting via Smartphone App

A Council employee or member of the public can report an occurrence of, for example, graffiti, or a Roads & Pavements problem etc. directly from the scene, using their smartphone. This report can include a photograph and the location using the device's inbuilt camera and GPS functions.

This report will record a case in the Council's CRM and will be forwarded automatically to the relevant department for action. None of this will require any Council staff involvement, until the job requires attending to.



On-Line Payments Using Your Own Account

As a Council Tax payer, you can create your own on-line account, so that you can notify changes of circumstance, look up your payment history or account status, or make other requests to the Council at a time and location of your choosing, regardless of Council opening hours.

Payments can include for example, Music Tuition fees, Council Tax, school meals etc.

6.2 Council Web Presence Improvements

The Council's web presence requires a redesign in order to accommodate the Digital Access changes proposed in this document. These improvements include: -

- Refresh the formal Web Team to consist of core, key members.
 - Agree ownership of the website? The current model of content providers from service areas could be more effective.
 - Review and reduce content - reduce overall number of content pages making the site as streamlined and easily navigable as possible to enhance customer experience and reduce overhead on staff who maintain content.
- Implement the planned upgrade to the GIS system to offer a 'Google maps'-like experience to assist customers to find (and report) information through the web site. e.g. Where's my nearest..?
- Decide an approach to self-service

e.g. All requests via portal such as Kana or Capita self-service linked to Lagan

- Upgrade to the latest version of the Content Management System
- Redesign of style sheets and templates to modernise and refresh the site.
- Optimise for mobile device browsing. (A website designed for traditional PC access will not be sufficient. Mobile versions of the website, apps for phone and social media channels and other digital methods.)
- Agree funding for continuous improvement

At the time of last redesign the trend for Council websites was to introduce the Scottish Navigation List (SNL) as a common navigation theme across all Council websites. Over time many sites have moved away from this concept towards a more customer-oriented approach where the site is not organisationally/content focused, but concentrates on tasks e.g. the most frequently used items.

'Ownership' - Positioning responsibility for the web in the appropriate part of the organisation will help ensure it achieves what is expected of it – the web site needs to be seen as part of the corporate strategy, driving customer service and communications and it needs to be supported by initiatives to encourage and support web access for people in the community. Some Councils have shifted the onus of web site ownership away from communications departments and into customer services as the emphasis of channel shift work has driven change in web sites.

Looking to the not too distant future, it is likely that, as far as the public is concerned, "...Councils used to **have** a website, but now they **are** a website..." (Just like central Government's Gov.UK, some banks, retailers, etc.) This may be premature but, although the majority of Council services will always be delivered 'by people, to people', in terms of organisational communication, engagement and presentation, this is the way the World is moving.

The approach proposed in this strategy is to spend as little as possible on the web site itself and focus on integration with back office systems and on redesigning processes behind service delivery to make them compatible for self-service.

The web design work will focus instead on a simple approach, identifying the most common transactions between the public and the Council, to ensure that citizens have the widest choice of access to Council services. To help with this, the design emphasis of the web site needs to change towards offering quick access to commonly used transactional services and away from the traditional content/news-based approach.

6.3 Initial Plans

The Channel Shift Working Group has developed an initial list of Digital Access proposals. The Channel Shift Group is a cross-service group, including Corporate Communications, whose remit is to discuss, agree and prioritise service requirements related to self-service, on-line access and other 'Digital Access' areas. The group reports to the Modernisation CIG.

To date, a list of requirements has been defined and is being used as the basis for designing the Council's digital access solutions. The initial set of requirements is attached in Appendix 1 for reference.

7 How Can We Do This?

7.1 The Approach

This strategy is Inverclyde Council's plan for improving public access to its services by introducing a number of new digital contact channels that provide easy and convenient access in flexible and convenient ways. Inverclyde Council will:-

- make access to its services available through a range of appropriate and cost effective 'digital' contact channels, designed with the needs of the public in mind
- over time, encourage greater use of the most effective digital access methods
- not disadvantage any individual or group by limiting the choice of contact methods available
- design processes that reduce the need for customers to make contact multiple times to complete one transaction.

The Council recognises that the public will use a range of different channels, not just for different types of interactions, but also to suit their own convenience.

7.2 The Solution

In keeping with the underlying principles of the ICT Strategy, the Council will 'Buy' not 'Build' these digital access solutions. Much of the initial work will centre on the existing web content management solution and Lagan CRM. However, depending on decisions relating to the ICT Collaboration Project, this approach may change.

The overall solution to the problem of offering comprehensive multi-channel access to Council services will consist of a number of components that gradually slot together, interfacing with existing Council systems using open standards where possible, to build a flexible platform that allows the Council to introduce self-service features as and when it is ready.

NB An overriding assumption in this approach to developing digital access channels, is that the Council retains its existing CRM solution – Lagan ECM.

The existing Council Lagan CRM solution is a comprehensive database of resident details and case histories that is already interfaced to a number of line of business systems such as Council Tax, Benefits etc.

Having this core system in place gives the Council the option to integrate further specialist components for each step of the Digital Access plan, in a controlled manner that minimises disruption and impact within services. The Council is also rolling out a new EDRM solution that will also play a key part in delivering service efficiencies.

Open data standards such as Open311 (or proprietary derivatives such as OpenCEM) make integrating Lagan ECM data and workflow relatively straightforward and offer the Council the ability to make a very large advance in automation with little expenditure and effort.

7.3 High Level Plan

In order to establish of a comprehensive set of digital access solutions that will help achieve the level of channel shift required, a project consisting of a number of stages is required.

Section 9 contains more detail on the development and implementation plan, but the high level project stages are outlined as follows.

Phase 1 - Lagan Data Cleansing and Upgrade

Lagan 14R1 gives greater administrative access to Customer Service management for configuration and management reporting, thereby reducing reliance on ICT Applications Development staff.

Phase 2 – Employee/Citizen Reporting and Self-Service

A key component of any Digital Access Strategy is to offer a range of easy and convenient 'digital' facilities to interact with the Council, whether this is for reporting of issues, making payments or requests for service. Some of these will involve use of the Council's web site. Other interactions could be via hand held devices over the

mobile network.

7.4 Communications, Awareness and Training

Apart from the 'technical' aspects of the project, an awareness-raising and communication plan is required to inform the public of the new contact options and benefits to them.

The components of the plan could take many forms:-

- Poster campaigns
- News releases
- Advice leaflets in Council offices/CSC
- Council mailings containing updates and other information (eg Council tax letters, In View etc)
- Advice from CSC staff
- 'Floor Walkers' to assist the public in using new features

8 Implications

8.1 Digital Inclusion

The Council must continue to cater for the significant part of the population that either does not have access to digital channels, or prefers to visit an office or to use the phone to access Council services. This is particularly important, as it is these people who are likely to have the greatest need to use public services.

Therefore, it follows that the existing face to face and telephone contact options remain in place to continue to meet this demand.

The Council offers public Internet access from PCs sited in libraries and also provides a range of basic PC and ICT courses.

8.2 Organisational Implications

The introduction of digital access channels can generate efficiencies across the Council in itself. But to maximise these efficiencies, it will be necessary to design relevant service processes and structures and to take advantage of workflow

automation (eg via CRM and/or EDRMS). It is too early to gauge the levels of any efficiency savings and any such savings that are identified will go through the normal process of discussions with employees and the trade unions

Efficiencies from these digital access activities will come from two areas:-

- 'front office' contact/enquiry/request handling and
- 'back office' request processing and delivery.

As part of this work, it will be appropriate to work with Council services to undertake further investigation into front- and back-office workflows and processes to ensure these are as well-organised as they can be. Any efficiencies/savings made from this work should be 'owned' by each service.

8.3 'Front Office' Efficiencies in the Customer Service Centre

Since its opening, the Customer Service Centre has generated overall efficiencies for the Council by handling the bulk of Council enquiries for many services.

There is a strong argument for continuing the move of more services to the Customer Services Team to generate more efficiencies in service delivery 'back offices'.

The Lagan solution can also deliver further efficiencies, as the centralisation of customer contact handling can generate valuable management information that can be exploited by the wider Council to manage demand, resources and performance.

8.4 'Back Office' Efficiencies in Council Services

These efficiencies come from redesigning processes and automating workflows in Council service departments to minimise the need for staff intervention and the handling and storage of paper files.

eg In a 'digital access' world, it is possible for members of the public to request a service directly from their smartphone via a free, downloadable app (or the Council's web site or even social media channels like Facebook). This request will then be created automatically in the Council's CRM solution and from there, routed seamlessly to the appropriate Council personnel for action. All of this can happen with no internal staff intervention, with the result that:-



- Customer Services staff can spend more time dealing with complex cases that really require their time and
- the administrative burden on the service delivery department is minimised or removed.

8.5 Sponsorship and Leadership

The most important factor in this programme of work is CMT sponsorship and leadership. The whole Council needs to understand the purpose of the planned work and the expected outcomes.

Although this is a Customer Services project, it affects many Council services and as such, all Corporate Directors, Heads of Service and Managers must play their part in making it work and in delivering their required efficiencies.

Consideration must be given to further, ongoing work. The initial effort and investment in this Digital Access work must be followed by a continuing review and work programme.

8.6 Financial Implications

Discussions with the Council's supplier have indicated that a budget of approximately £120,000 will deliver the proposed Web Development and Phases 1 and 2 of the Lagan Development Projects, including the majority (eg The CHCP proposal to use Lagan as a single point of contact is a project in its own right and requires further detailed work to cost accurately) of the initial priorities of the Channel Shift Group. This would be funded from the Modernisation Earmarked reserve.

8.7 HR Implications

As a result of implementing these initiatives, some business processes will be automated and streamlined, with consequent effects on a number of existing posts. It is not possible at this stage to estimate numbers, but workstream savings are due to be allocated to Modernisation work as part of the 2014/16 budget.

The trade unions have been advised of the Modernisation Workstream savings as part of the Joint Budget Group process.

8.8 Equalities Implications

The introduction of additional communication channels will offer significant benefits for all segments of the area's population. In particular, those who have mobility difficulties will benefit from the introduction of facilities that allow them to request services from their own home.

The Council will continue to cater for those parts of the population that either do not have access to digital channels, or prefer to visit an office or to use the phone to access Council services.

The Council offers public Internet access from PCs sited in libraries and also provides a range of basic PC and ICT courses.

8.9 Repopulation Implications

Many residents of Inverclyde work around the area, due to the fact that the area is conveniently located for Glasgow and associated areas, where significant employment opportunities exist. Therefore, being at work during normal office hours, people in this situation will expect services to be available at times convenient to them and offering up to date facilities that allow the public to interact with the Council out of hours will help in attracting families into the area. The proposals in this paper will help deliver these.

In addition, these facilities help portray the Council as modern and innovative and that the area is an attractive place to live.

9 Action Plan

9.1 Web Development Project

Q3 2014

- Set up a formal Web Team consisting of core, key members. Requires buy in from appropriate level of leadership team.
- Make better use of existing modules such as events.
- Upgrade the GIS system to offer a 'Google Maps'-like experience to assist customers to find (and report) information through web site. e.g. Where's my nearest..?
- Agree approach on self-service

eg All requests via portal such as Kana or Capita self-service linked to Lagan

- Redesign style sheets and templates to modernise and refresh the site.

- Optimise web site for mobile device browsing
- Propose and agree sustainable funding for continuous improvement

9.2 Lagan Development Project

In order to establish of a comprehensive set of digital access solutions that will help achieve the level of channel shift required, a project consisting of a number of stages is required.

The high level components of this plan are outlined in this section.

Phase 0 - Preparatory Data Cleansing **Q1 2014**

To allow citizens to create their own account for full on-line access and payments, the citizen party data in Lagan requires to be completely accurate and up to date. Currently, this is not the case and a number of anomalies are present, mainly due to legacy issues with Multivue (the Council's client indexing software). This has been decommissioned in readiness for the implementation of Kana's SVC product, which is a more appropriate product for the Council.

ICT has engaged with Kana technical staff to start the cleansing work and it is anticipated this exercise will be complete by early 2014.

Phase 1 - Lagan Upgrade **Q2 2014**

Lagan 14R1 gives greater administrative access to Customer Service management for configuration and management reporting, thereby reducing reliance on ICT Applications Development staff.

The new post of Customer Service Development Officer will have a more prominent role in administering and configuring Lagan, once the upgrade is complete.

Phase 2 – Employee/Citizen Reporting and Self-Service

A key component of any Digital Access Strategy is to offer a range of easy and convenient 'digital' facilities to interact with the Council, whether this is for reporting of issues, making payments or requests for service. Some of these will involve use of the Council's web site. Other interactions could be via hand held devices over the mobile network.

Service Requests Involving Authentication **Q4 2014**

Although it would appear simpler to introduce the reporting of cases where no citizen authentication is required, this would raise the potential of opening the floodgates to many more service requests which service departments may not be resourced to meet. The additional step of initially having to create an account and then

subsequently log in prior to raising a case should, in theory, limit the number of requests.

Web Self-Service: - A portal linked from the main Council website which requires login. The customer can subscribe to whatever service areas relate to them and create a tailored 'home' page showing account balances etc. for the chosen services. The authenticated citizen can raise cases and notify changes such as marital status and change of address. Complex requests involving booking Council resources would also be handled via the portal.

Citizen Mobile Reporting: - This gives the public access to a number of free downloadable applications for a range of smartphones (Apple and Android). From these applications the citizen can make full use of the phone's inbuilt capabilities fully integrated with the reporting software e.g. Camera, GPS location.

Employee Mobile Reporting: - A very similar solution to Citizen Mobile reporting which shares the same technical benefits but adds the ability for jobs to be 'pushed' out automatically to employees' devices e.g. a request reported from any channel could theoretically be automatically logged, classified and directed to the appropriate employee's device without any CSC staff involvement – the Lagan workflow takes care of this, so no additional work is generated for the Customer Service Centre. The request could then be fulfilled and the case closed or updated from the mobile device.

Payment Kiosks: - By locating kiosks in suitable areas we can make the payment process easier for our customers. Perhaps located in outlying or more deprived areas would be better suited, as this would reduce travel costs that our citizens may currently face.

Service Requests Not Requiring Authentication

TBA

This is the final phase of the strategy for a reason. There is a possibility that, by giving the public the ability to raise service requests directly and in such an immediate and convenient way, Council services could be swamped with a volume of requests that they are not equipped to deal with. Experience in other Councils has demonstrated that this is a temporary phenomenon. However, the Council will make its own decision, based on its own information and experience, as to the best time to implement this phase.

Similarly the introduction of more reporting options via the web portal not requiring login would be introduced at part of this phase.

9.3 Digital Access Priorities

Q3 2014 Onwards

The Council's Channel Shift Working Group has developed a portfolio of specific

development requirements, although these have not yet been fully prioritised.

Several of these proposals can be classified as Self-Service Requests or On-Line Payments. Others fall into one-off project categories – eg Use of Lagan CRM for CHCP Single Point of Contact – a large piece of work which appears to offer significant potential for generating efficiencies. It should be noted that business cases will be developed projects/groups of related projects.

Additionally, there is an opportunity to introduce elements of mobile working for selected Council employees, as some of the software components proposed for public access can be used for employee access as well. Consultations with potential services are currently underway on this aspect.

DRAFT

Appendix 1 Examples of Channel Shift Group Initial Requirements

Service	Outline Requirement	Category
Environment, Regeneration & Resources; Customer Service Centre		
On line Licensing Applications	Currently licensing use an internal system called 'Elims' where licence requests can be made on line to the section. Further analysis of this is required however it would seem more efficient if in line with the web re-fresh/development that licensing applications were available as a two way transactional on line making the self serve options more consistent.	Application, Payment
Self Service Kiosks - CSC	Details have been received from a company called 'Banking Automation' who supplies councils across Britain including South Ayrshire and East Dunbartonshire. Information re cost, installation and any case studies have been requested from Banking Automation. Site visits to one or two Councils would be the planned next step followed by a cost benefit analysis. If deemed a viable project, sites would be identified in Greenock (CSC), Port Glasgow and Gourock. Installation of these kiosks should reduce cash collection volumes at the CSC and possibly reduce transaction costs.	Payment
Council Tax / NDR – On line two way transactions	Work with ICT to enable 2 way transactional forms for discounts and exemptions and reliefs for Council Tax and Non Domestic Rates. Also to allow on line notification of changes in addresses or circumstances for Council Tax and Non Domestic Rates. On line notification of a new Council Tax liability. Access to a citizen's account that provides access to information regarding their council tax account with the view to reduce avoidable contact.	Notification
Single Assessments between Benefits / Clothing Grants /Free School Meals etc	Discussions required initially to determine the resources currently deployed in this area. Detail the end to end to end process of each of the functions. Determine the best fit for these assessments. Consider what education forms can be two way transactional	Application
Increase scope of what services can be paid for on line such as bulky uplifts.	Liaise with ICT and Environmental Services re what 'can be done' and what needs developed in order to facilitate this.	Payment

Distribute PDA / Smart phones to all front line supervisors.

A number of front line supervisors do not have access to e-mail at their operating depot, essentially supervisors are mobile workers and allowing them access to mobile technology could improve service efficiency by ensuring that messages were relayed and could be responded to timeously. The selected hardware would require that access was made available to Lagan to allow supervisors to view their workloads and close off complaints, enquiries and work instructions in real time. Further development would also allow our customers to be informed of works completion when it was closed off.

Mobile

Develop a customer reporting App for smart phone users

Allowing members of the public access to a reporting application for households may reduce traffic through our customer call centre. A simple app identifying the top ten most commonly requested services could be made available to the public. This could allow our customers to report problems out with working hours and track progress. The app could be used to access council information (opening times nearest facilities etc, report problems and make requests for services including online bookings.

Notification

Develop an in house reporting tool linked to GPS and GIS.

Roads Inspectors could report any service issues directly while on site, by linking the site through GIS and taking a photograph of the area, a work instruction could be automatically generated which pinpoints the exact location and could identify the scale of the problem thus minimising and wasted resources.

Mobile

Offer facilities for our Commercial Waste customers to pay for trade waste services via direct Debit or online via credit card.

Currently the commercial waste service issues invoices which can only be paid for by BACs, cash at designated offices or by bank card through the CCC. Many customers are nationally operated and would prefer alternative systems. Shifting to alternatives opens up the opportunities to receive income quicker and negates the administrative burden of cash receipting.

Payment

Education, Communities & Organisational Development

School Meals

Ability to pay into cashless catering system remotely – removing the requirement for children / young people to take cash to school. Enables parents to know that the money is lodged in the system and to monitor usage better.

May require integration with CRB solutions

Payment

Music Service / School Trips	Tuition fees for music lessons in Secondary school, and also for instrument hire, orchestra / choir membership. Could also be paid online. Companies involved in the School Meals online developments can also extend service to include all school trips and other costs incurred by parents relating to schools. Could explore this further	Payment
Clothing Grants / FME / EMA	Online form filling – currently all done manually both in terms of filling in forms and processing / filing them. Should be able to link FME / Clothing Grant eligibility to existing paperwork within the council (i.e. Housing Benefit) EMA forms could also be done online so that payment lead in times are reduced for senior students. Simple addition of online form for consent to go on trips – currently have to fill in numerous forms per event / per pupil. Family form could be held and updated / amended / personalised as required	Application
Text Alerts	Maximise the use of text service that's available to the authority. We're very paper heavy in our communications with parents – could use this better, even merely as a prompt to find further details online etc.	Notification
Travel Passes	Privilege passes available for student travel. Currently these are also manually administered and applied for / paid for. This could also become an online payment option	Application, Payment
Childcare Payments / Wraparound / Afterschool	As could payment for and application for childcare.	Application, Payment

Social Care/CHCP

Adoption of Lagan system by directorate as main customer point of contact system.	Apart from the obvious advantages around consistency, resilience, management information etc. that Lagan could give CHCP this initiative would be an enabler to providing CHCP with the technologies/options relating to channel shift that will be available to other service areas e.g. on line secure portal, mobile apps etc.	Everything
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