



21st Century Working Delivery Plan Summary

What is the document?

A summary of the Programme's remit, intended outcomes, approach, stage plan, and projects.

1.1 Vision: What are 21st Century services?

<i>Responsive</i>	<u>Self service</u>	More effective than 20 th Century Services
Easy to Use	Personalised	<i>Available at the right time</i> 24-7
Efficient	Joined up	Supported by new technology
Available in the right place	Quicker than ever before	One Stop

1.2 Programme Summary

The overriding outcome for this programme is that all our local authority services are designed around the needs of the citizen and recognised by the citizen as being responsive, effective and delivering value for money.

1.3 Evidence base

National requirements to deliver service transformation provides pan-government justification for a large part of the 21st century working programme, in particular for the business cases for challenge strategies, better identity management, data sharing and good customer insight.

Agile working has yet to be consistently articulated at a regional scale, but is expected to deliver a range of benefits from carbon reduction and asset savings to workforce satisfaction and citizen focussed services. The NOMAD national project has done a significant amount of work in this area and has case studies available.

Customer Centred Services is justified by its close relation to the service transformation agenda, illustrated through the drive to reduce avoidable contact (NI14) and the emerging (national) performance monitoring framework. A regional benchmark scoping report reported in May 2008. In its wider sense meeting the objective of the programme – assisting local authorities and their partners to deliver ‘joined up government’ – is recognised within CPA and the LAA.

Underpinning transformed services is appropriate technical infrastructure. The evidence for progress in providing this to all parts of local government, and as significantly, the communities it serves, is contained in industry reports (e.g Gartner), in monitoring of take-up of online services, and in assessments at individual corporate level of channel migration (where a channel has been created).

1.4 Links closely to following RIEP programmes:

This programme is strongly cross cutting in its delivery of solutions to frontline services, particularly where service users have a direct relationship with local authority providers:

- Adult Services; Children’s Services; Community Engagement and Empowerment; Waste and Environment.

Innovations from the Programme will also impact strongly on the staff that deliver services:

- OD and Workforce Planning.

The programme also depends upon progress being made in:

- Collaborative Procurement; Partnerships; Regional Leadership.

1.5 Key partners will include:

Customer First Network, Information Governance Steering Group / Identity Special Interest Group, SOCITM, University Research Functions, One North East, City Region Groups, Suppliers, NOMAD (National/Regional), Local Government Delivery Council (National), Contact Council (National), Cabinet Office (National) and IDeA.

2 Programme Remit

Councils and Fire and Rescue Services (FRSs) face the challenge of delivering improved performance (LAAs, efficiency savings, corporate and service improvement) in a context of reduced spending power, rising customer expectations demographic change and technological opportunity.

The RIEP Strategy (2008-11) is committed to helping to deliver a step change improvement in

- efficiency savings and efficient processes
- Achievement of LAA performance targets
- economic development and regeneration in the region
- levels of community engagement and empowerment

In reality, the RIEP can only have an indirect influence on the improvements listed above as these will largely be delivered by councils, FRSs and their partners. It also clear that the RIEP is not a strategic decision-making body on behalf of all councils and FRSs. RIEP resources (financial and human) represent a fraction of those of an average unitary authority. Therefore the RIEP must act as *catalyst for transformation*, providing a vehicle through which councils and FRSs can collaborate to improve their overall performance.

There are a variety of mechanisms for RIEP support to local authorities. The key feature of these mechanisms is that they differ from the activities that a local authority should be undertaking anyway. This difference can be in terms of being at a regional or sub regional scale beyond the bounds of the local authority's responsibility, being beyond the limit of their service delivery capacity, or being difficult to initiate due to individual risk.

The catalytic activity the RIEP will provide falls into 4 main categories:

Activity Types	Examples
1 <i>Providing a forum for mutual challenge, support, learning and exchange</i>	networking; joint learning events; the collaborative 'tackling underperformance' process; using the Boards and IESG to take a strategic overview of an issue or service and feed back to the wider RIEP.
2 <i>Offering systems, processes and innovation</i>	on-line system for collaborative procurement; new frameworks for commissioning; supporting the implementation of new areas of policy, such as individual budgeting; trialling new ways of working.
3 <i>Investing in skills and competencies</i>	supporting skills development in discrete service areas, such as children's or adults services; addressing identified skills deficits (such as procurement, asset management, managing large scale capital projects); teaching generic skills such as data analysis, financial management. These would mostly be generated from within RIEP Programmes relating to specific service or high spend areas.
4 <i>Supporting the development of transformational cultures, behaviours and attitudes</i>	Less tangible essentials of transformation, such as organisational readiness and resilience.

For the 21st Century Working Programme (as with most RIEP programmes) these activities will cut across individual projects.

The Programme's [Approach](#) and [Stage Plan](#) describe an intention to deliver *incremental and developmental change* through the life of the Programme, measured within the Programme's [Outcomes](#). The costed plan for is contained within the [Projects Summary](#), and the detailed description of each project in the [Project Outlines](#).

3 Programme Outcomes

Overall Programme Outcome			
<i>Services designed around the needs of the citizen and recognised by the citizen as being responsive, effective and delivering value for money.</i>			
Outcome	Performance Measures		Projects
	Quality Measures	Direction of travel Measures	
1. Improved customer insight	<i>Better insights into who customers are</i>	<i>Commitment to shared insight</i>	TBC
2. More consistent customer experience	<i>Contented, better served customers</i>	<i>Consistency across public services</i>	TBC
3. Better evidence of citizen needs and customer experiences	<i>Higher quality intelligence that is better used</i>	<i>Better use of intelligence Sharing of intelligence</i>	TBC
4. Better approaches to the challenges of sharing and collaborating in service delivery	<i>Higher service function sharing and collaboration</i>	<i>Commitment to simplified, accurate and appropriate access to services across agencies</i>	TBC
<p><i>Notes:</i></p> <p><i>The RIEP performance framework will assist the measurement regime for the programme.</i></p> <p><i>A significant number of national indicators have a bearing on this programme, but do not have a direct causal link.</i></p> <p><i>Individual projects, particularly those undertaking 'tactical' work, will have their own performance measures.</i></p>			

Improved customer insight

Customer Insight allows an informed view of the communities we serve at the level of individuals. A variety of methods and tools are in use within local authorities and their partners in the North East. However there is evidence of a lack of consistency in approach, of a lack of sharing of information, and of little collaboration to maximize the buying power of local authorities and their partners collectively.

Para about project approaches derived from Project Outlines

More consistent customer experience

In addition to making good use of customer insight knowledge, local authorities and their partners have been struggling to achieve consistency across channels to access services. Whilst face to face, phone or digital channels may offer the very best customer experiences separately, and in pockets of good practice, there is evidence that the experience varies between channels, between services, and (of course) between service providers. Achieving greater consistency between channels *within and between* services *and* organizations will be addressed through the programme.

In all cases this consistent customer experience should lead to an overall improvement in customer experience. Where individual channels are improved or 'switched on' for a service grouping new ways of meeting customer need can often be created.

Para about project approaches derived from Project Outlines

Better evidence of citizen needs and customer experiences

A better appreciation of citizen needs across public services is a necessary precursor to delivering appropriate services. Customer experiences often only become visible where a service is being provided. By bringing together what communities want at the level of the individual, with better evidence of the experiences of our current customers, the programme will contribute to a more valuable evidence base for service creation, delivery and commissioning.

Para about project approaches derived from Project Outlines

Better approaches to the challenges of sharing and collaborating in delivery

When the needs of the citizen predetermine the way services are designed and delivered, collaboration and sharing between local authorities and their partners is often a requirement. The challenge of managing the identity of citizens and businesses, and of collaborating across organisational boundaries shouldn't be underestimated. Neither should this challenge be used as a reason not to engage in collaboration where there is a customer need.

Para about project approaches derived from Project Outlines

4 Programme Approach

The Programme approach describes how the work is to be carried out, what constraints there are on the way we are to work, and what skills will be required.

Approach		Effort	Activities
Scoping and Evidence Gathering		Small	TBC
Practice Sharing		Medium	TBC
Tactical Activities		Large	TBC
<i>Small</i>	£20 - £50,000		
<i>Medium</i>	£51 - £150,000		
<i>Large</i>	£150,000+		

5 Programme Stage Plan

Stage	Approach	Projects and resources
1 Understanding Customer Insight Mapping partner solutions	Scoping and Evidence Gathering Practice Sharing	All projects will have activity under each stage
2 Achieving consistency across channels and between service providers - “ A customer service culture”; a consistent approach to life events	Practice Sharing Tactical Activities	
3 Demonstrating / evidencing benefits secured under Phases 1 and 2 above.	Practice Sharing	
4 Identifying barriers and challenges through legislation and its interpretation	Scoping and Evidence Gathering	
5 Working towards collaborations in partnership where appropriate.	Practice Sharing Tactical Activities	

6 Projects Summary and Costs

Project Name	Year One/ Two Cost	Lifetime Cost	Stage of Development
Customer Centred Services		Large	Group established Continuation potential from scoped activities. No project manager
Information Governance and Management		Small – Medium	Group established. Continuation potential from scoped activities. No project manager
<i>Small</i>	<i>£20 - £50,000</i>		
<i>Medium</i>	<i>£51 - £150,000</i>		
<i>Large</i>	<i>£150,000+</i>		
Notes	<p>Total indicative allocation within IEP Delivery Plan is £500 (3% of Programme)</p> <p>Initial Draft Delivery Plan framework proposed between £0.8M and £1.3M</p> <p>The Programme is therefore overcommitted on paper but not at risk since a significant proportion of the expected costs depend on the outcomes of Programme Stages 1 to 3 in section 5 above</p>		

7 Project Outlines

Projects are derived from the outcomes and approaches identified above. The two project clusters below will be developed outward into project activities through further engagement with partners, scoping work, research and benchmarking.

1 Customer Centred Services

Key change themes are around channel management and channel migration.

Channel Management

Efficient

Robust

Linkage to infrastructure/ resilience theme

1.1 Events, seminars

1.2 Research and benchmarking

1.2.1 Intended approaches to NI14

The purpose of NI14 is to encourage councils to redesign services that have unnecessary processes.

“NI 14 is a prompt for those involved in the design and delivery of services in every authority to consider their users’ and customers’ demands”

“Capturing this evidence of avoidable contact and using it to help redesign services to meet needs more effectively and efficiently are at the heart of ... the use of NI 14. In so doing we can build on the initiatives of many local authorities to redesign services from the customer’s perspective, resulting in end-to-end service transformation that joins up local service delivery irrespective of the delivery organisation.”

Alexis Cleveland Director General for Transformational Government

[NI14 Guidance](#)

“ESD will ...support avoidance of avoidable contact across organisation boundaries and services”

Role of GovMetric and ESD as ‘examples’

- 1.2.2 Next steps identified in Aperia survey
- 1.3 Sharing of services
- 1.4 Customer Insight (see OD workstream)
- 1.5 Piloting/ Innovations/ Tactical projects
 - 1.5.1 Life Events
 - 1.5.2 The Business Customer
 - 1.5.3 Adults Services ? – assume is discounted?
 - 1.5.4 Childrens Services ?
 - 1.5.5 Ensure senior level buy in to understanding the customer experience and improving customer service performance across the partner organisations
 - 1.5.6 Consider appointing senior level customer champions to drive cultural change
 - 1.5.7 Formulate and communicate the message that it is more important to measure the right things properly in order to drive service improvement than to measure only what central government wishes you to report on
 - 1.5.8 Identify where there are gaps in skills and resources around customer insight and the use of insight data to improve performance
 - 1.5.9 Agree a common set of customer satisfaction survey questions that can be used in ALL customer satisfaction surveys
 - 1.5.10 Agree the “basket of services” that each authority will measure against in the benchmark group
 - 1.5.11 Fully define the measures to be used
 - 1.5.12 Agree targets for the agreed measures
 - 1.5.13 Undertake an information audit of existing performance data and data quality
 - 1.5.14 Consider what actions are required locally in order to define services, channels and costs in a common way using recognised standards
 - 1.5.15 Assess how existing tools within each authority can be used to provide the data required for the basket of measures

1.5.16 Sign up to the Cabinet Office Customer Service Excellence scheme

1.5.17 Start a region-wide discussion on the benefits and dis-benefits of sharing costs and quality data

1.6 National relationships (LGDC, Contact Council etc)

1.7 Investment Plan

1.7.1 Tactical projects

1.7.2 3-5 year planning

2 Information Governance & Management (IMAGiNE)

2.1 Events, seminars

2.2 Research and benchmarking

2.3 Tactical projects

2.4 OD implications

2.5 Innovations in public service, enabled by technology

2.6 Identity Management

In order for local authorities to understand and manage their customers they need to know who they are. A significant number of business processes rely on good quality ID management to function, and in the case of multi-agency working, to provide the added value of working together.

A number of emerging applications, such as 'smart' tokens, allow ID management to lead service collaboration. For example, bundling 'rewards' based services for young people in Sunderland has only become cost effective with smart ID tokens. The NEXUS smart ticketing project, aligned to concessionary travel, library ticketing or any other service using ID management of individual 'account holders' could offer similar potential.

There is a underdeveloped discussion at a strategic (non technical) level about how we offer services across boundaries, how we help each other to collaborate on the sharing of personal information, and how we might, as a region, not just reduce avoidable contact (NI14) but significantly improve the service offer we make to citizens.

2.7 Scoping and survey

2.7.1 Trends

2.7.2 Predictive/ convergence strategies

2.7.3 Market assessments (Gartner etc)

2.7.4 National policy direction

2.8 Strategy

2.8.1 Culture Change

2.8.2 Collaborative Approaches

2.9 Investment Plan

2.9.1 Tactical projects

Legacy Programme

The Improvement and Efficiency Steering Group allocated the following project to the 21st Century Programme Board as a responsibility going forward. It is an additional component to the portfolio, has its own project board, and has Andrew Kerr, Chief Executive of North Tyneside Council as its Project Sponsor.

The existing project is experiencing short term cost over-runs brought about by a (resolved) legal challenge to the procurement.

1 Recruitment, Retention and Reputation in Local Public Service North East

1.1 Backwards look at direction so far

1.1.1.1 Performance

1.1.1.2 Review of buy in

1.2 Future components:

1.2.1.1 Realizing potential of those in talent pool

1.2.1.2 Recruitment and talent management

1.2.1.3 Avoidable contact

1.2.1.4 Further BPI

1.2.1.5 Reputation – promotion

1.2.2 Building the partnership of recruiters

1.2.3 Reuse of data generated by the portal for labour market analysis

Referrals

Two project components are out of scope for the draft programme .

1 Flexible and Agile Working

Possible referral as cross cutting objective alongside climate change within each RIEP Programme. No commitment to fund activity at present.

- 1.1 Scoping and survey
 - 1.1.1 Individual LA aspirations
 - 1.1.2 Regional and subregional approaches
 - 1.1.3 Partnership opportunities
- 1.2 Strategy
- 1.3 Technical opportunities
 - 1.3.1 Quick wins
 - 1.3.2 longer term
- 1.4 HR and OD
- 1.5 Asset Management
- 1.6 Climate Change
- 1.7 Customer facing implications
- 1.8 Partnership opportunities and approaches

2 Regional Infrastructure Planning

Possible referral to other stakeholders for action - e.g. One North East. No commitment to fund activity at present.

2.1 Scoping and survey

2.1.1 Review of assets

2.1.1.1 Resilience

2.1.1.2 Ownership

2.1.1.3 Community coverage and standards

2.1.2 Gather aspirations

2.1.3 Define appropriate leadership

2.1.4 Market assessment/ testing

2.2 Strategy Approach

2.3 Forward Investment Plan for the public sector

Annex 1 Aperia Assessment of Customer Services Performance

With NEIEP annotations

Recommendation for next steps

Aperia Recommendation	<u>Regional Cost/ effort</u>
1. Ensure senior level buy in to understanding the customer experience and improving customer service performance across the partner organisations	Sm
<ul style="list-style-type: none"> • Consider appointing senior level customer champions to drive cultural change 	
<ul style="list-style-type: none"> • Formulate and communicate the message that it is more important to measure the right things properly in order to drive service improvement than to measure only what central government wishes you to report on 	
2. Identify where there are gaps in skills and resources around customer insight and the use of insight data to improve performance	Sm
3. Agree a common set of customer satisfaction survey questions that can be used in ALL customer satisfaction surveys	Med
4. Agree the “basket of services” that each authority will measure against in the benchmark group	Med
5. Fully define the measures to be used	Med
6. Agree targets for the agreed measures	Med
7. Undertake an information audit of existing performance data and data quality	Med
8. Consider what actions are required locally in order to define services, channels and costs in a common way using recognised standards	Med
9. Assess how existing tools within each authority can be used to provide the data required for the basket of measures	Med
10. Sign up to the Cabinet Office Customer Service Excellence scheme	Sm
11. Start a region-wide discussion on the benefits and dis-benefits of sharing costs and quality data	Sm

Annex 2 Programme Managers Log

11/04/08	SOCITM – regular update. Scope of agile working debated
21/04/08	Initial discussion with NEXUS (Tobyn Hughes)
02/05/08	Scoping discussion with David Leask
29/05/8	Meeting of Durham and Northumberland Customer Access workstream from LGR – notes here
29/05/08	Discussion with Director of eSD Toolkit re future direction and relationships. eSD is involved with a range of interesting stuff such as the CLG ‘Hub’
29/05/08	Initiated call for a discussion with GONE and ONE re CLG Hub
30/05/08	Discussion with NEXUS re smartcard/ ID fit to programme
03/06/08	Meeting of Info Governance and Management Steering Group – objectives and scope review – notes here
05/06/08	Discussion with Hilary Knox (ANEC) about smartcard/Id fit to ANEC concessionary travel (Business Plan commitment)
06/06/08	Customer First Network Event, including : <ul style="list-style-type: none"> - planning session for the network priorities for this year. - consideration of Aperia report - discussion with Siobhan Coughlan about LG Delivery Council (better links with REIPs promised).
09/06/8	Andrew Kerr accepts as Chair of Online Recruitment Project Board
	Discussion with Ray Ward, Chair of Info Governance Group. Need to widen scope into role of information as the most important asset of an LA after its people.
15/7/08	Programme Scoping session with Ada Burns and focus group. Significant progress on focus of programme.
21/07/08	Progress Meeting with Ada Burns, Lorraine O ‘ Donnell and Martin Ryan
09/09/08	Information Governance and Management Steering Group
16/09/08	Programme Board - first substantive meeting considers programme scope.

