KPMG

Leeds City Council

e-Government Benefits 2005/06

28 March 2007

AUDIT

AUDIT ▪ TAX ▪ ADVISORY

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1 Executive summary

1.1 Introduction

Following the 1999 'Modernising Government' white paper, the e-Government agenda has evolved through a series of targets and funding initiatives. Since 2001 Councils have reported their progress to central government through annual Implementing Electronic Government (IEG) statements. However, for the 2004 'IEG4' return, ODPM (now Department for Communities and Local Government) changed the emphasis from the broad Best Value Performance Indicator 157 approach to fourteen more targeted areas known as Priority Outcomes.

The Gershon review indicated that e-Government should allow substantial efficiencies and councils are required to provide a summary of efficiency gains as part of the efficiency statement.

1.2 Key findings

We have found that Leeds City Council (the Council) is complying with Government requirements, and Priority Outcomes are progressing well on e-Government. In addition, it was evident that technological changes have driven service redesign to gain efficiencies. The key findings of this review are:

- The IEG statement shows satisfactory progress towards the delivery of the priority outcomes listed in the Council's self assessment, as required within the remit for achieving e-Government by 2006. All priority outcomes identified in the self assessment as at the 31 March 2006 have been given green or amber status; the majority having been classified as green status, indicating achievement in e-Government for 2005.

- At the time of our review, evidence of the work completed by the Council on e-Government was demonstrated by improvements in the Council's national Best Value Indicator (BVPI 8) position. The BVPI 8 target for 2005/06 is 92%, with the Council recording 2004/05 performance at 88.8%. The Council will develop baselines and targets for customer satisfaction take-up and efficiency on a range of citizen-facing services during 2006.

- The Council's Service Transformation Programme Manager, Anthony Burnham, has recently won an award for the Best Contact Centre Network Project/Implementation at the Communication in Business Awards. The Communication and Business Awards are organised by Communication News and recognise excellence among IT professionals in the UK. Projects are judged on demonstration of individual excellence in achieving benefits for the organisation concerned.

- The School Admission Project has produced a final business realisation report identifying the key factors that enable the benefits of the programme to be realised and proposes a means of achieving these. The project management arrangements of the School Admission Project should be considered as good practice.

Executive summary *(Cont.)*

- Through discussion and review of the 'Delivering Successful Change' (DSC) project documentation the Council has recently launched their corporate Project Management Framework on the Council Intranet for users to trial and provide comments. These have been used by the project team to refine the methodology. The revised approach was formally launched on 8 March 2007. After approval by Executive Board it is intended that from April 2007 this corporate approach to project management will become mandatory.

- A Project Assurance Unit is in place but currently it is not mandatory for the Unit to be involved in all projects. However, through the implementation of the DSC Project Management Framework the Unit will have an integral part to play in Council wide projects.

1.3   Key learning points

Through discussions with key members of staff and review of available documentation we found that overall the Council have succeeded in identifying benefits within the areas reviewed. However, we did identify some areas where the Council could improve.

- Project Assurance Unit

  Through discussion with Principal Project Assurance Officer and review of documentation the use of the Unit is not mandatory across the Council and that unless invited to carry out independent project assurance projects the Unit will not get involved. At the time of our review approximately only a third of the Council projects were being covered by the Unit.

- Council wide standard approach to project management documentation

  Through review and discussion with key members of staff we identified that at the time of our review there was no formal standard approach to project management. Standard documentation would enforce all projects of given size and importance to have minimum requirements (for example: a business case, project budget, and formal continuous monitoring of benefit realisation) across the Council.

- Continuous monitoring of benefit realisation

  At the time of our review no formal process had been implemented for continuous monitoring of benefits realisation for the following projects:

  - Procurement SCMS;
  - Corporate Contact Centre;
  - Housing Advise Centre; and
  - Choice Base Letting.

The Council should ensure that the new Project Management Framework is used for all projects going forward. This will mean that a standard approach will be implemented and will address the issues identified.

1.4 Way forward

We have discussed the findings of the review with officers to agree the action plan. In addition, we shall continue to work with officers to constructively challenge the delivery of the action plan.

2 Introduction

2.1 Background

Following the 1999 'Modernising Government' white paper, the e-Government agenda has evolved through a series of targets and funding initiatives. Since 2001Councils have reported their progress to central government through annual Implementing Electronic Government (IEG) statements. However, for the 2004 'IEG4' return, ODPM (now DCLG) changed the emphasis from the broad BVPI157 approach to fourteen more targeted areas known as Priority Outcomes.

We have sought to form an opinion on whether the Council has achieved a reasonable level of benefits from their e-Government programme or can measure the planned benefits. However, the audit did not seek to validate the Council's calculations of savings in either the IEG statement or Annual Efficiency Statement.

2.2 Objectives and Scope of our review

The objectives of the audit are to make:

- an assessment of the Council's arrangements to realise benefits from its e-Government investment; and (Section 3)
- recommendations to assist the Council to improve benefits realisation. (Appendix 1)

To enable this the audit included a review of the Council's approach to:

- preparing business cases;
- identifying benefits;
- business change; and
- benefits management.

2.3 Audit Approach

Our approach has been to:

- Review an evidenced corporate self assessment against good practice; we have discussed key findings in the Executive Summary. (Section1.2)
- Complete reviews of specific e-Government projects (Schools' Admissions; Procurement; Corporate Contact Centre; Housing Advice Centre and Choice Based Letting.) (Sections 4-8)
- Interview key officers, including the Implementation Manager and a selection of Programme Managers linked to specific projects.

Our scope also included benchmarking the IEG data against other Councils, subject to data availability. However due to the data not being available it has not been possible to complete this element of the audit.

2.4 Acknowledgements

We would like to take this opportunity to thank all those staff who have supported this review.

3 Review of the Implementing Electronic Government Return 2006 (IEG6) self assessment

3.1 Introduction

The following sections give a brief overview of the Council's process for the completion of the IEG6 return self assessment. We reviewed the following areas to form our opinion given in the key findings.

3.2 Background

The Council plans, including their e-Government plans, focused on making improvements in Council priority areas. The Council's overarching priority was to 'narrow the gap' between the most disadvantaged communities and the rest of the city. The main focus being on improving service quality, accessibility and citizen choice, from which efficiencies will follow.

The Council's Corporate Plan 2005/08 places customer needs at the heart of their plans to transform their services, using e-Government actions to achieve citizen-focused outcomes. Their partnership working extends beyond Leeds and across West Yorkshire, through for example, the Yorkshire and Humber Centre of Excellence, the West Yorkshire IEG Partnership and Gershon/Efficiency Group.

Reflecting customer preferences, the Council programme has established a corporate contact centre, to handle the majority of high volume telephone and email customer contact from summer 2006. This programme is supported by IT and infrastructure, which converts pilots into mainstream business solutions, such as:

- Developing wireless capacity in the district;

- A range of mobile and remote working solutions, including digital pens and smart forms; and

- To e-enable and support a range of Council staff visiting citizens in their own homes.

To close the gap, the Council have set local priorities around its seven strategic outcomes. These priorities reflect the broad themes of the seven national priorities, as shown by the examples below:

- Raising standards across our schools;

- Improving the quality of life of children, young people, families at risk and older people;

- Promoting healthier communities by targeting key local services, such as health and housing;

- Creating safer and stronger communities;

- Transforming local environment;

- Meeting transport needs more effectively; and

- Promoting the economic vitality of localities.

Each of the above areas has been discussed in detail within the IEG6 report.

Review of the Implementing Electronic Government Return 2006 report IEG6 *(Cont.)*

Section 1 priority outcomes (self assessment)

The Council was obliged to show if satisfactory progress has been made towards delivery of the listed priority outcomes required within the remit for achieving e-Government by 2005.

Section 2 - Change Management (self-assessment)

The Council was asked to provide information on good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-Government. Information supplied in this section is used to inform national policy, but does not fall within the remit of the December 2005 target.

We have reviewed this area and all priority outcomes identified in the self assessment as at the 31March 2006 have been given green or amber status; the majority having been classified as green status, indicating achievement in e-Government

Section 3 - BVPI 157

The Council was asked to complete the table in the IEG6 self assessment using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). The Council is required to validate their local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by council members of the electronic service delivery toolkit. All totals and percentages should be shown cumulative.

The Council commented that there has been a growth in online payment, particularly for council tax and payment of housing rents. Over the period April 2005 to February 2006, the council took almost £1.6 million in online payments. The Council will continue to actively encourage and promote online payments in future years.

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that the Council are investing in, they are asked to complete the table within the report detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications.

Section 5 - Local e-Government Implementation Expenditure

The Council provides a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements and brief commentary on the use of IEG money. For 2005/6 onwards, the Council are required to include best estimates of revenue and capital expenditure even though the Council may not yet have officially approved the budgets.

4 School Admissions Project

4.1 Introduction

This and the following sections consider the Council's arrangements to realise benefits for a sample of specific recent and ongoing projects. This includes a review of the Council's approach to:

- preparing business cases;
- identifying benefits;
- business change; and
- benefits management.

This section specifically considers these areas in relation to the School Admissions Project.

4.2 Background

The purpose of the project was to replace the existing Admissions databases with one single system which integrates with the main pupil records system. The School Admissions project is owned by Education Leeds but it is being managed jointly by IT within Corporate Services and Education Leeds.

4.3 Preparing Business case

The project has a business case in place showing the outcomes being sought and justification for the project. Approval for all work was taken at project board level and information on costs and benefits within the business case were clearly shown. A review of the business case highlighted that key areas such as tangible and intangible benefits and how the impact of change would be managed were identified. The business case also included a detailed financial summary.

4.4 Identifying Benefits

Through discussion with the School Admissions Project Officers and review of relevant documentation we can determine that there was a formal process in place to review the justification of the business case. The intended outcomes of the project were outlined in the Benefit Realisation Document. The Project Initiation Document (PID) identifies key benefits and success criteria for the project.

4.5 Project Management

Positively our review identified that key objectives have been documented, such as raising awareness of the project; ensuring all staff are kept fully informed; and ensuring minimised disruption is caused by the introduction of the new School Administration system. Benefits have also been clearly linked to the Corporate Strategy.

Formal project management arrangements were established, with a detailed PID in place. A project board has been established and regular formal minuted meetings take place, which include reviewing and monitoring risk and issues logs. Through discussion with management and review of relevant documentation we have identified that the project is within budget at £215,000, and is monitored on a regular basis with all work being undertaken in-house. The budget includes the costs of project management, time, procurement and consultancy. This analysis is important to allow effective project management.

School Admissions Project *(Cont.)*

4.6 Business Change

Any changes that occur are recorded and managed through the business change management processes. The Council communicates change through minuted meetings, to staff via an online system, and to the community through advertising on local radio and magazines and an online administration system. A formal Communication Strategy is in place to ensure that each stakeholder group is provided with the information they need regarding the School Admissions project. At the time of our review there had been an overall take-up of 2,297 online applications out of a possible 15,000 by parents, this represented 15.3% against a government target of 5-10% in the first year. The Council has well exceeded the 10% within the first few months.

4.7 Benefit Management

A meeting was held by Corporate Services and Education Leeds to establish clarification regarding roles and responsibilities of key Project Staff with particular reference to the Project Management input from both IT Services and Education Leeds. A senior role with overall responsibility for benefit management for this project was identified. Management have informed us that ownership of individual benefits are assigned to people who are in a position to realise those benefits.

All parties are consulted on a regular basis. Progress towards the achievement of benefits is monitored through the Business Benefit Realisation review, which is monitored and assessed in accordance with the criteria set out in the business case. Where changes are deemed necessary these are authorised and managed appropriately.

4.8 Benefit Realisation

Through the life of the project the Risk and Audit Division carried out regular project assurance reviews and produced formal monitoring reports covering key areas of the project, which included benefit realisation. In accordance with good practice a final benefit realisation report was produced on the 3rd September 2006. The purpose of this was to identify the key factors which would enable the benefits of the Programme to be realised and to propose a means of achieving them.

5 Supplier and contracts management system

5.1 Introduction

The Section considers the Council's arrangements to realise benefits from its Supplier and Contracts Management System (SCMS) project.

5.2 Background

The National Procurement Strategy for Local Government contains a number of targets around collaboration, contract management, market engagement, electronic procurement and supplier management. To address those targets, and meet the needs of the region generally, nine Regional Centres of Excellence (RCoE) were formed in February 2004. The RCoE's play a pivotal role in ensuring all authorities within their region meet the required targets and objectives.

The role of the RCoE for Yorkshire and The Humber is wide ranging, but specific areas of interest relating to this project include the need to facilitate the following in each of its member councils:

- Capacity building - linked to the National Procurement Strategy for Local Government;
- Efficiency savings - linked to the Gershon Efficiency Review (Spending Review 2004); and
- Socially responsible procurement - linked to local and national priorities (including initiatives to assist SME's and the regional economy).

The RCoE business plan also sets out a strategic framework of areas which need to be addressed if this is to be achieved. The implementation of a regional SCMS as proposed meets many of the areas identified in that strategic framework, particularly in the areas of 'Efficient and Effective Procurement' and 'Supplier Management'.

The Gershon Efficiency Review identified improved procurement as a key element in delivering efficiency improvements. Councils were urged to further exploit the opportunities afforded by appropriate levels of standardisation, aggregation and joint working, within their own organisations and beyond. Sharing of back office systems was also identified as a means of making efficiency savings.

5.3 Preparing Business Case

The SCMS project had a detailed business case identifying the required outcomes, benefits and demonstrating the justification of the project. Through discussion with the Procurement Performance and Systems Manager we identified that the business case was approved and signed-off by the Head of Regional Centre of Excellence. Two Tender Evaluation reports were produced, the second report was a supplementary to that approved by the Project Board on the 10th October 2005. The report discussed updates, original budget provisions and revised budget figures.

Supplier and contracts management system *(Cont.)*

5.4 Identifying Benefits

Cost and benefit analysis was contained within the business case, although through discussion with management we were informed that benefits that have been realised are mainly intangible such as the streamlining of the procurement process. However, we have been informed that financial benefits have also been realised of between £15,000 and £20,000 per month as a result of the introduction of the electronic system.

The Council have tried to assess benefits from two viewpoints: a buyers perspective, where they looked at cost savings and from a suppliers perspective where they looked at efficiency and accessibility for suppliers to register their details electronically regarding the tendering process. Through discussion with the Procurement Performance and Systems Manager and review of documentation it is evident that these benefits are built into the Council's procurement strategy.

5.5 Project Management

In line with good practice a Project Board was formed and a Project Initiation Document (PID) was produced along with project reports, risk and issue logs. The budget approved was £500,000 for the system alone and an additional £50,000 funding from the Centre of Excellence for the Council's internal resourcing costs.

The Procurement Performance and Systems Manager informed us that the project was completed within the budget. The budget was regularly monitored by the Project Monitoring Officer who reported back to the Procurement Performance and Systems Manager on a regular basis. However, relevant documentation was not available to evidence this. In addition, it has also been agreed within the Council that any further enhancements to the system would need to be discussed and agreed through the formal User Group which is currently being set up.

5.6 Business Change

Change management had been considered as a key element within the project. Communication to staff and the community regarding change was carried out in a number of ways such as: internal and external training, seminars, presentations, and the Council website. A Communication Plan has been produced. The purpose of the plan was to detail how key users, stakeholders and officers involved in, or affected by the project would be kept informed of progress and have the opportunity to input into the project and/or raise issues.

5.7 Benefit Management

There is a senior manager role responsible for overall benefits management from the project.   The Council is currently carrying out a benefit realisation review. The Procurement Performance and Systems Manager have informed us that work is being carried with other Councils in highlighting what Leeds City Council has achieved. This includes electronic tendering solution which the Council has had in place for the last five years and Leeds are currently assisting other Councils with their implementations.

The project is still in its early stages of implementation, therefore it is difficult to assess whether achievement of benefits is being systematically monitored and assessed in accordance with the criteria set out in the business case. Management have informed us that User Groups currently being setup will be responsible for monitoring benefit realisation.

Supplier and contracts management system *(Cont.)*

5.8 Benefit Realisation

We have been informed that benefits defined in the business case will be reviewed as part of the remit of the User Group currently being established. Feedback has been received from users and stakeholders through feedback facilities available online and also through review meetings. The Council can already monitor achievements through information and statistics in place on the Council's website.

The additional Tender Evaluation report discusses the potential benefits to be delivered and measured by the project. These benefits have also been included in documents such as the: Preliminary Business Case, PID and via discussion at Project Boards.

Although some benefits have already been realised, the majority of desired benefits are expected to be achieved over the five year lifespan of the contract. An assessment of whether additional time may be required to fully realise the benefits would be part of a ongoing process.

Currently the Council does not have a process for monitoring benefits for projects. Specifically for this project, the measurement of benefits could be affected as the Project Manager role is to cease from December 2006. Management have voiced concern to the Project Board that through the five year contract period the Project Manager role for both the Council and the third party involved should remain. This should ensure that the project delivers the expected benefits.

As part of the Council's Delivering Successful Change (DSC) it is currently implementing a corporate Project Management Framework. This was formally launched on the 8 March 2007. Following approval by the Executive it will become mandatory across the Council. The Project Management Framework includes a section on benefits realisation. As part of the project initiation stage there should be consideration of the expected benefits and the availability of data to demonstrate that these have been achieved.

Recommendation 1

The Council should ensure that the Project Management Framework is implemented across the Council. This would give a structured framework to the management of projects including the monitoring of benefits and ensuring that the correct documentation is being used.

6 Corporate Contact Centre Project

6.1 Introduction

This Section considers the Council's arrangements to realise benefits from its Corporate Contact Centre (CCC) project.

6.2 Background

The Council undertook an Access to Service Best Value review in 2002 which looked at Council services from the customer perspective. This review produced a series of recommendations designed to deliver improvements. On 17th November 2005, a Corporate Contact Centre Strategy proposal was approved at Executive Board level. The proposal was to implement a single contact centre for the majority of Council services.

6.3 Preparing Business Case

The project was part of the overall Service Transformation Programme and therefore did not have a separate business case. However, two strategy documents were produced. A detailed Contact Centre Strategy report was presented to the Lead Management Team in September 2004 for discussion, agreement on principles and direction of the project. Following on from this report a Baseline Version Contact Centre Development Plan was produced in November 2004.

This plan became the Terms of Reference for the Programme Board. The plan was produced as a high level strategy and outline plan for the development of a single Corporate Contact Centre (CCC). Following on from this a CCC strategy report was presented to the Executive Board and was approved 17th November 2005. However, as detailed in recommendation 1 the standardisation of project documentation could be improved.

6.4 Identifying Benefits

Through discussion and review of documentation it was evident that the intended outcomes of the project were clear. For example the Benefits Realisation Plan identified both non-cashable and soft benefits. In addition, benefits have been considered from a variety of viewpoints such as: organisational, users and stakeholders.

The Baseline Version report discussed the benefit drivers for making the changes and identified the areas where cost and benefits were likely to arise. Cost benefit analysis was completed for the Service Transformation Programme Board and this provided analysis and definitions of the non-cashable benefits expected from establishing the Corporate Contact Centre.

6.5 Project Management

The Council followed a PRINCE 2 methodology for project management arrangements. A Programme Board was formed and a detailed PID produced covering key areas of the project. Risk and issue logs were produced and monitored on a regular basis. There was a formal budget in place which was monitored by the Finance Department; a report was produced on a monthly basis which was presented to the Board. Through discussion with management our understanding is that the project is within budget.

Corporate Contact Centre Project *(Cont.)*

6.6 Business Change

The Service Transformation Programme Manager has recognised that change management is a key element within the project. A Communication Strategy has been developed; the strategy identified its primary and secondary target audiences and stakeholders. In addition, regular Council, department and stakeholder updates were produced informing staff on progress of the project.

6.7 Benefit Management

There was a senior role responsible for overall benefit management from this project. The Service Transformation Programme produced the Programme Roles and Responsibilities document. This detailed the terms of reference of the Programme and Project Board; outlined the reporting structure; specified the roles, responsibilities and key deliverables for the workstream, Project Managers and Departmental lead Officers, within the Service Transformation Programme.

6.8 Benefit Realisation

A Benefit Realisation Plan was produced and approved at Programme Board level. The plan was produced to identify and record the potential financial savings and business benefits which the Council could achieve as a result of undertaking the Service Transformation Programme. This was split into the following two areas: Migration and Vision. The plan lists the areas where benefits could be realised in both of these areas, the existing performance level and/or current cost, and quantifies the potential gain and identifies owners responsible for realisation.

The Transformation Programme Manager felt that the Council have actually achieved their desired benefits. However, it is also felt that there is no individual or body responsible for continuous proactive monitoring of benefit realisation. As previously raised the Council should look to introduce a standard approach to monitoring benefits.

The Service Transformation Programme has been succeeded by the Customer Strategy Delivery Programme, which has representation from key departments and from Customer Services and ICT Services, and appropriate programme management accountabilities. The Customer Strategy Delivery Board meet formally on a monthly basis.

7 Housing Advice Centre Telephony Project

7.1 Introduction

This section considers the Council's arrangements to realise benefits from its Housing Advice Centre (HAC) project

7.2 Background

The HAC project was commissioned and sanctioned by the Neighbourhoods and Housing Senior Management in conjunction with the Business Process Re-engineering (BPR) Team. The project has formed part of the Service Transformation Programme (STP). The programme of work has been split into two separate projects. These are the resolution of telecoms issues (and migration of staff and service to the CCC) and the 'full end-to-end re-engineering' of the service.

The Telecoms part of the project concentrated on the migration of staff and service to the CCC. The full end-to-end project focussed on all people, process and technology issues.

7.3 Preparing Business case

There are two elements to this work – the Telephony project and the end-to-end HAC project covering all back office and face to face contact. A business case for telephony had been agreed as part of the wider Contact Centre programme.

At the time of our review the business case for the end-to-end aspects was going through an approval process. However, management have informed us that a detailed work had been carried out and a strategy document was produced along with a detailed Business Process Re-engineering (BPR) report showing the benefits and justification for the change. Since our fieldwork was performed the business case has now been approved.

7.4 Identifying Benefits

Four areas highlighted within the high level recommendations of the BPR report were:

- Building and Branding;
- HR and Structure;
- ICT; and
- Process.

Within the above recommendations costs, benefits and financial savings were discussed in detail. In addition, the PID highlights areas of benefits and success criteria in regards to the HAC moving to the CCC.

Housing Advice Centre Telephony Project *(Cont.)*

7.5 Project Management

A Project Board was established and the PID was produced and signed-off. Minuted meetings were held on a monthly basis to review and discuss such areas as risk and issue log queries. From these meetings a formal monitoring report was produced. The Programme Manager (for the end-to-end change programme) has informed us that there was a formalised budget however, it had not been initiated at the time of our fieldwork. Following further discussion and review it is evident that a formal budget has now been initiated.

It is our understanding that most of the resources are being provided by Customer Services and Neighbourhoods and Housing. To enable the effective management of projects, budgets should be set and monitored throughout the process. A project assurance team which provides assurance for all Leeds City Council projects was in place for the HAC project.

For any IT work performed there was a IT budget. This was part of the overall IT development budget and a formal request had to be raised for any IT related development. An indicative go-live date of 22 October 2006 was set prior to the business case being developed, but this was later revised to 29 January 2007 in order to allow training and infrastructure work to be completed. There has been a further 2 week slippage to allow for the recruitment of temporary staff. This is being controlled by the Board through exception reporting.

7.6 Business Change

The Council is currently going through a major change in its Housing Advice Services. As discussed above detailed BPR report has been produced discussing key areas for change. Through discussion and review of documentation formal process of communication between management and staff effected by the change have been setup.

A Focus/User Group (Group) is in place chaired by the Housing Advisor with all members of the Group coming from the area of change. The Group meet formally on a fortnightly basis and meetings were minuted. In addition, the 'Head of Housing Advise' is a member of the HAC Delivery Management Team which reports into the HAC Transformation Board.

Management have informed us that there was a very strong and positive relationship with the service and staff, and a staff focus group had been established to develop the change process. Furthermore, management have established a structure to effectively manage the change (particularly working with staff and the middle managers, and at senior levels working with the Chief Officers and Directors) and feel very good progress is being made, with buy in at all levels.

Housing Advice Centre Telephony Project *(Cont.)*

7.7 Benefit Management

The Business Transformation Project Manager felt most cost efficiencies will be realised post go-live and will have reliable information once relocated to the Corporate Contact Centre. A Metrics Report was produced in July 2006. The report analysed the data gathered during a two week metrics gathering exercise.

The aim of the work performed was to collect detailed facts and figures surrounding the work undertaken in the HAC using the current processes. The information from the report then provided the evidence and rationale to support the re-engineering of the service. However, detailed discussion on what real benefits would be achieved through the project for the Council, Council staff and customers were not expressed.

7.8 Benefit Realisation

A draft Business Realisation Plan (BRP) is in place for the Telephony element of the project and for the end to end element the BRP is in the process of being completed.

8 Choice Base Letting Telephony Project

8.1 Introduction

This section considers the Council's arrangements to realise benefits from its Choice Base Letting (CBL) project.

8.2 Background

CBL was established as a result of the ODPM requirement for 25% of all councils to implement the service by 2005 and 100% (every local council in England) must be achieved by 2010. The CBL Call Centre was established in 2003 within the Strategic Landlord Group, as part of the Leeds Homes team providing Letting policy development and the CBL service with a complement of five Call Centre Operatives and a Call Centre Manager.

In March 2004 the service underwent business process re-engineering with a view of possibly relocating to the Customer Services Call Centre. This was not progressed to implementation due to other priorities at the time. However, over a year later the CBL Management enquired whether the service can be relocated to the new Corporate Contact Centre. Therefore, the CBL Call Centre then came under the Service Transformation Programme to enable the BPR and implementation to take place.

8.3 Preparing Business case

There was no business case, however, a Project Initiation Document (PID) had been produced and this was in line with the Council's Corporate Plan. The document also identifies clear objectives, constraints and interdependencies, approach, deliverables and roles and responsibilities. However, we have made a recommendation for areas of improvement in regards to the standardisation of projection documentation.

8.4 Identifying Benefits

The PID identified a number of benefits areas such as:

- Improved processes and technology that will allow 80% of customer queries to be answered at first point of contact (corporate standard for both face to face and telephone);

- Improved service levels, aligning with the council corporate standard (92% to 95% of all calls received are answered, 80% of calls to be answered within 20 seconds); and

- Technology in place to allow a better understanding of customer transactions allowing Neighbourhoods and Housing to embark on a continual service improvement programme through management reporting.

Choice Base Letting Telephony Project *(Cont.)*

8.5 Project Management

A Project Board is in place and PID has been approved. A project assurance team is in place for the CBL project. The Business Transformation Project Manager has informed us that minuted meetings are held on a monthly basis to review and discuss such areas as risk and issue log queries. From these meetings a formal report is produced. However, during our fieldwork relevant reports were not available for review. The programme does not have a formalised budget with most of the resources being provided by Customer Services.

8.6 Business Change

The Business Transformation Project Manager informed us that change was proactively managed. A Transition report was produced to recommend the 'to be' processes within the Choice Based Letting services to enable migration of relevant functions and processes to the Corporate Contact Centre.

8.7 Benefit Management

The Business Transformation Project Manager feels most cost efficiencies will be realised post go-live and with reliable information available once relocated to the Corporate Contact Centre monitoring can take place regarding whether benefits have been achieved. The Transition report discusses change management and service improvement areas.

8.8 Benefit Realisation

The Business Transformation Project Manager has informed us that benefit realisation work has not been carried out for this project and there is no process is in place for continuous monitoring of benefit realisation. Again as highlighted in recommendation 1 the Council should look at introducing formal arrangements to monitor benefits.

Appendix 1: Recommendations and Action Plan

***	Significant residual risk	**	Some residual risk	*	Little residual risk
	Recommendation	**Priority**	**Management response**		**Responsibility and timescale**
1	The Council should ensure that the Project Management Framework is implemented across the Council. This would give a structured framework to the management of projects including the monitoring of benefits and ensuring that the correct documentation is being used.	**	Agreed. This will be implemented as part of the Delivering Successful Change Project.		The Project Manager for Delivering Successful Change will implement the framework across the Council during 2007/08.