

Appendix 1 Resident Access and Experience Programme

Business Case and Delivery Plan

January 2020

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Executive Summary

Introduction

Resident Access is the way Residents access and engage with all services that the Council provides. It involves all the ways Residents can contact the Council: *Digital; Telephone; Mail; and Face-to-Face*. The Resident Access Programme (RAP) aims to transform all the experience residents have of contacting us through these channels.

Our aims

1. To provide a consistent approach and standard for Resident Access across all Council services.
2. To bring more Council services online so that Residents can self-serve from initial contact to fulfilment & move towards digital solutions.
3. To provide an Assisted Digital offer along-side consolidated telephone and face to face services where needed - so that disabled residents and those who are digitally excluded can access the services they need in a way that works best for them.
4. Providing joined up, targeted and practical support for vulnerable residents that need our compassion and assistance.
5. To deliver the forecasted benefits for the programme.

This will involve:

- Implementing largest programme of digital work H&F has ever delivered
- Delivering cultural change in how we interact with our residents/our customers
- Offering modern services on-line
- Automating to improve convenience for residents
- Offering telephone and tailored face-to-face services for those who need it
- Focusing existing resources and significant additional one- off investment.
- Cumulative savings of £8.5m over 5 years

Key benefits

- We will provide more services online so that Residents can self-serve and track from initial contact to fulfilment and at a cheaper cost to the Council.
- Deliver a common customer experience across the Council.
- Get service delivery right first time and provide support where it is needed at the right time
- Integrate systems with our 'front door' to reduce inconvenience for customers and improve efficiency for our staff
- Release staff to support better demand management and income generation
- Introduce new digital models such as e-billing and
- Reduce production, maintenance and postal costs

Vision

The Resident Access Programme will be the biggest transformation and digital development programme that the Council has ever delivered. It will ensure that the Council provides high quality services that its residents and businesses can rely on. The programme will put Hammersmith and Fulham at the forefront of what Council's are providing on-line.

The programme will play a vital role in continuing to deliver the Council's vision and priorities. The Council's commitment to being **Ruthlessly Financially Efficient** will be met through digital development and bringing together our telephone and face to face services. This will remove the current siloed approach that is unable to deliver savings or the smooth and reliable experience that is needed for all the Council's customers. The programme will also ensure we deliver on a range of both immediate and longer term imperatives including a successful return to in-house delivery of our corporate contact centre this year and making the best use of the new Civic Campus when it opens..

The programme will deliver on the Council's commitment to **doing things with residents not to them**. It will establish a dedicated residents implementation group that will ensure we achieve the very highest standards of digital access for disabled residents and get the pace of change right around channel shift and continuity of channel choice. The programme will be led by the resident and customer experience and what matters most to them including continued improvement around complaints, enquiries and customer care. Access to the Council will become a much more individualised, simpler and smoother experience with customers having their own accounts which are accessible from laptops, tablets and mobiles. We will also develop interactive reporting and web application forms.

In order to achieve our vision it is essential we invest significantly in our IT – infrastructure, web development and service systems – and co-ordinate this work. We must also ensure that we have a well organised and resourced programme that can manage the wider change that is needed including staff management, co-production, communications and culture change.

The **first phase of the programme is the transformation of our large scale universal and transactional services** that are mainly delivered by the Environment Department. These services are crucial ones to both residents and businesses.

The second phase will turn attention to delivery of more complex services, including access to housing, social care, planning services and adult education and employment services. The new digital capability and consolidated services secured in the first phase will be essential to the development of those services in the second phase. This second phase of the programme will be essential to the evolution of what we provide as a **compassionate Council, tackling unfairness and promoting prosperity**.

The story so far

Resident Access is the way Residents access and engage with all services that the Council provides. It involves all the ways Residents can contact the Council: *Digital; Telephone; Mail; and Face-to-Face*.

In February 2019, an outline business case (OBC) was approved by SLT which set out a vision for improving the way Residents access services. A second phase of work began in September 2019 in which the following activities were complete:

- Re-validation of costs and contact volumes for Resident Access.
- Design of Resident Journeys for Resident Services and Environment accounting for around 1m contacts (called Tranche 1A services).
- Engagement with other services with significant volumes: Environment (remaining services), Housing, Adult Social Care, Economy and Children’s Services – accounting for 0.7m contacts (Tranches 1B, 2 & 3).
- Design of future operating model for Resident Access (including a new digital channel and a consolidated contact centre).
- Quantification of benefits and investment costs to deliver the changes (including ROI analysis).
- An overall implementation plan to secure the benefits identified in this phase.

The Council is currently contacted over 1.7m times a year through the following channels.



Key findings

The box on the right summarises the findings from the Resident Journey workshops around the current position for Resident Access. The diagram on the right hand side shows the breakdown of benefits that can be achieved and investments required if the Resident Access programme is delivered. .

Key findings from the review of Resident Access

- There is very little consistency in the way Resident contact is managed across the Council.
- There are multiple contact centres which deliver different levels of service and experience to Residents.
- Currently there is a very limited digital offer - many services still rely on e-forms, downloadable PDFs and emails to process service requests.
- Digital fulfilment is limited - in many cases requests for service are not integrated into Line of Business systems leading to wide-spread re-keying.
- Many services rely on paper and/or physical infrastructure which many other Councils do not use (for example, paper permits, paper billing, drop off desks etc.).
- Residents normally can't track requests for services digitally resulting in many unnecessary calls into the Council.
- There is an over reliance on non-digital channels for chasing and processing evidence.
- The IT arrangements supporting resident access are complex, fragmented and high cost to deliver.

Summary benefits and investments

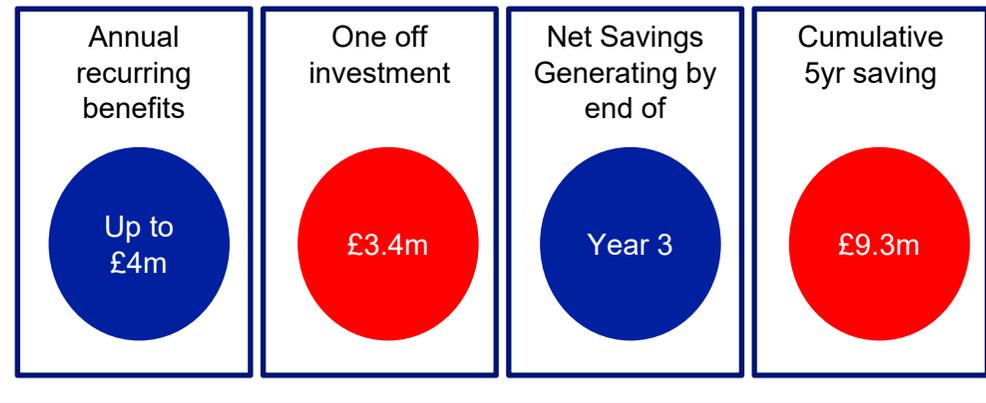
T1A		T1B, 2 & 3
c. 1m contacts		c. 700k contacts (+mail and other e-forms)
£1.7m benefits		Up to £2.35m forecasted benefits (dependent on alignment of existing savings programmes)
Front-office consolidation (£119k)	Channel shift (£474k)	
Middle office processing (£462k)	Non-FTE reduction (£630k)	
IT investment (£800k)		
Programme resources (£1.9m-£2.3m)		
Contingency @ 20%		

Full Business Case Benefits

Forecast benefits

- We have identified benefits of **£1.7m per annum** for Tranche 1A and we continue to forecast benefits of up to **£2.35m per annum in Tranches 1B, 2 and 3.**
- Engagement work with Tranches 1B, 2 and 3 services suggests there are significant opportunities for digitization and consolidation of resident contact. Care needs to be taken to ensure a consistent approach to benefit realisation.
- **One-off investment of £3.4m to realise the benefits.**
- **Over a five-year period the cumulative saving is £9.3m** using the top (most expensive) investment range.

Benefits and investments summary – from 2020/1



Standard Framework for understanding resident contact

- Most Council processes associated with Resident Access fall under one of five Resident Journeys
- We have a standard framework for how each of these Resident Journeys could be delivered through the digital channel
- This is to drive consistency in the Resident’s experience of all Council services
- The standard framework will help to design all future Resident Journeys

	<p>Report it – Where a Resident wants to report an issue (e.g. missed bin)</p>
	<p>Apply for it – Where a Resident want to apply or re-apply for a service (e.g. Blue Badge)</p>
	<p>Pay for it – Where a Resident wants to pay for something (e.g. Council Tax or Penalty Charge Notice)</p>
	<p>Book it – Where a Resident wants to book something (e.g. sports hall venue hire)</p>
	<p>Updates and changes – Where a Resident wants to report a change of circumstances or update their details (e.g. changing address, change in income affecting a benefits claim)</p>

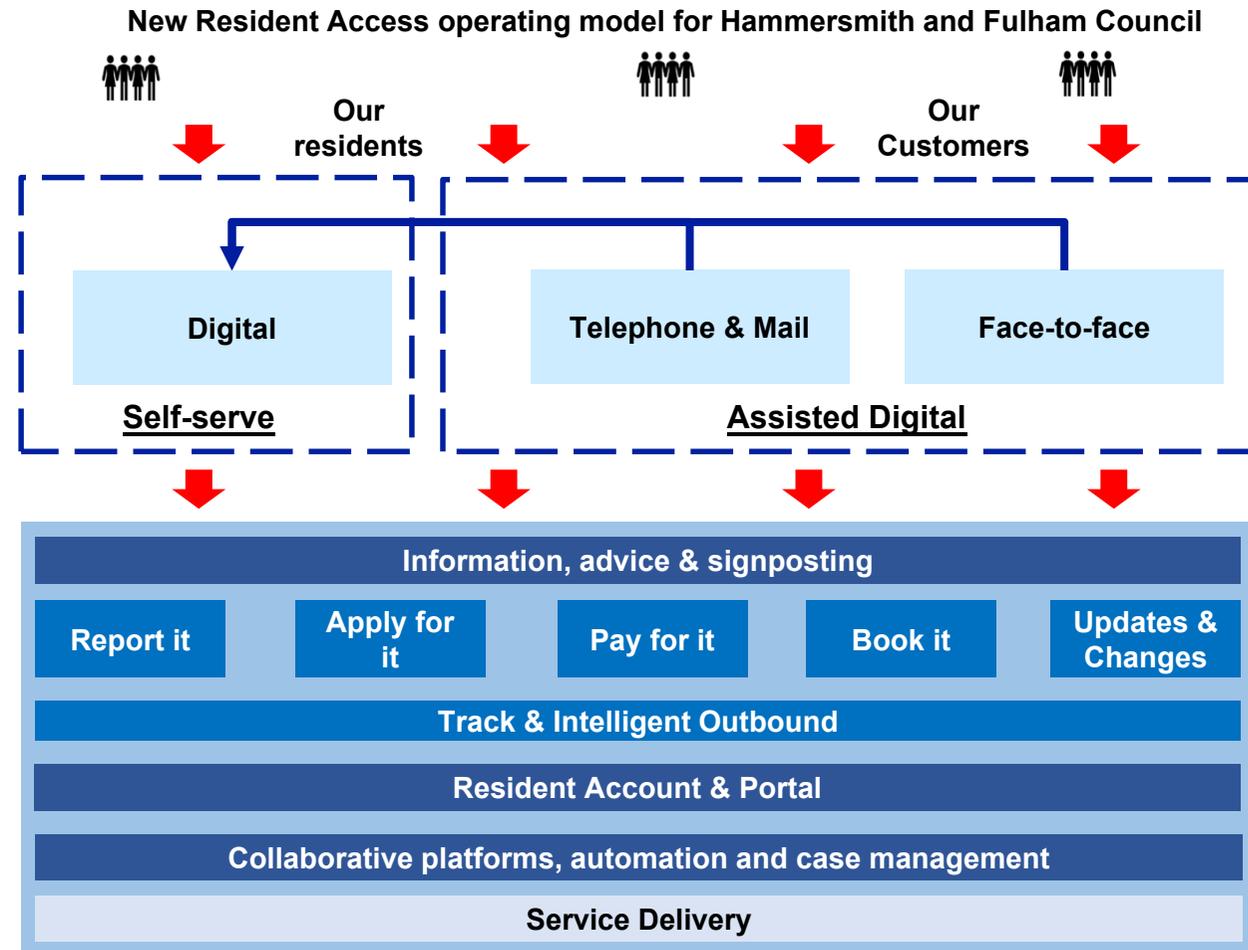
Key benefits of this framework

- Allows the Council to understand and measure its contact in a consistent way
- Able to manage customer experience in a consistent way across multiple complex service areas
- Online forms and customer journey’s can be scaled across the organisation quickly
- Changes can be easily managed and maintained
- Staff can work more flexibly across different service areas

Key outcomes from the programme

The Resident Access programme will deliver:

- ✓ A new operating model for Resident contact including a consolidated contact centre to support telephony and face-to-face.
- ✓ A significantly enhanced digital offer for Residents.
- ✓ New high quality Assisted Digital services focused on vulnerable groups.
- ✓ A new, enhanced and consistent Enterprise Architecture across the Council.



Key risks and next steps

This work has validated that a programme of transformational change is required to deliver the anticipated benefits. At this key milestone, the Council faces a number of key risks:

- **Maintaining momentum is now key** - there is a real enthusiasm from services for this programme, at the same time many teams are skeptical that the Council can deliver cross cutting programmes of change - this is an important test.
- **Timelines** - programme timelines are achievable but challenging. Benefits delivery is dependent upon the Council progressing delivery.
- **Programme resources** - the programme is complex to deliver and requires a range of policy, behavioural, process, technology changes to deliver - it is vital resources are put into place to support programme delivery.
- **Benefits & costs** - many of the benefits outlined in this document are not deliverable without upfront investment. Benefit targets have been agreed with services (and reflect the experience of other authorities) however there is a risk that benefits realisation will require careful management to drive through the required channel shift.
- **Double counting** - there are a number of potentially 'competing' change programmes running in the Council - care will need to ensure that the programmes run consistently without duplication of investment or benefits to mitigate this risk.

This report therefore recommends that the council proceeds with the following key next steps:

- Ensure the right programme resources are in place to support the implementation of the programme
- Commence implementation of Tranche 1A
- Roll out design of Tranches 1B, 2 and 3
- Complete an IT roadmap to ensure access to and availability of IT software and resources to meet programme requirements

Introduction

Purpose of this document

About this document

Resident Access is the way Residents access and engage with all services that the Council provides. It involves all the ways Residents can contact the Council: *Digital; Phone; Mail; and Face-to-Face*.

An outline business case (OBC) was initially prepared and approved by Senior Leadership Team (SLT) in February 2019 which set out a vision for improving the way Residents access services. The OBC identified:

- 1.5 million Resident contacts were handled by the Council in 17/18.
- 32% of which were handled digitally.
- 60%+ of contacts could be handled digitally in the future.
- Estimated benefits of between £2m-£4m could be delivered.
- Estimated investments of between £3m-£4m would be required to deliver the benefits.

Following approval of the OBC, a second phase of work began in September 2019 focusing on more detailed analysis and design of the first tranche of services in scope (Tranche 1A) and further analysis and engagement with services across the Council (in Tranches 1B, 2 and 3).

This work has validated that a programme of transformational and organisational change is required to deliver the anticipated benefits initially highlighted in the OBC.

It is vital that the programme maintains momentum into 2020 onwards to secure the benefits identified. This report therefore recommends that the Council proceeds with mobilising the required resources to:

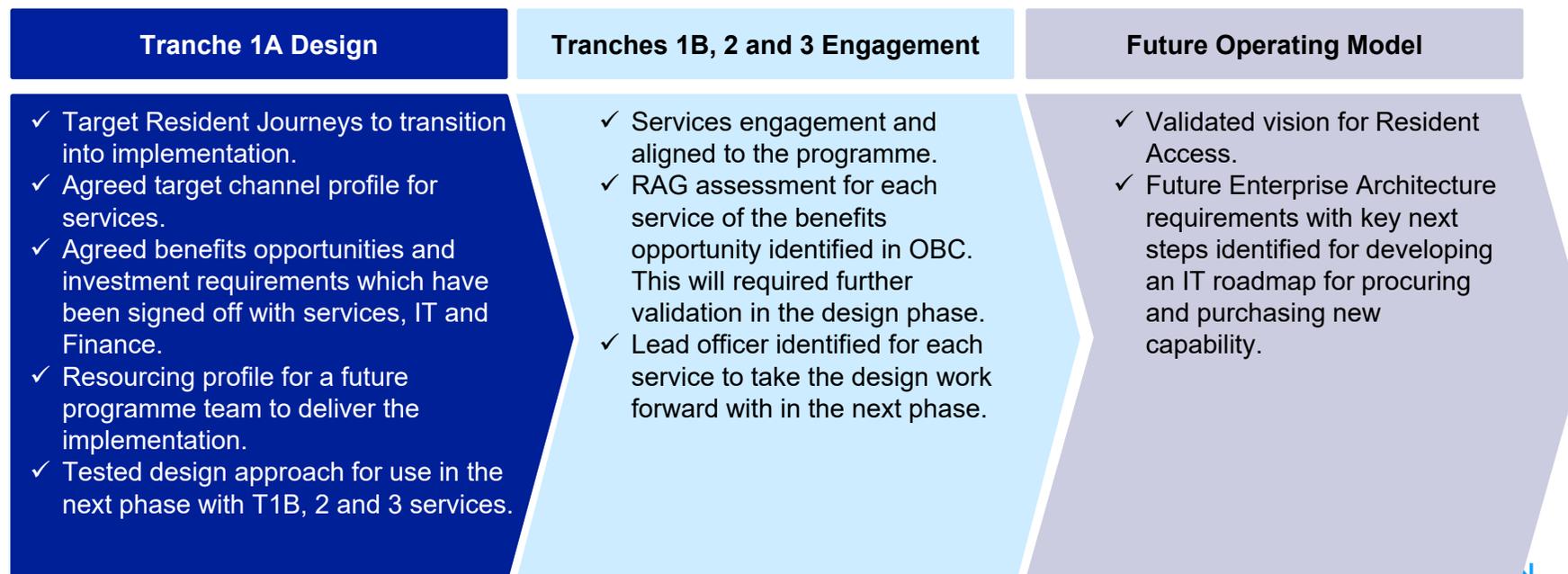
- Begin implementation for Tranche 1A services.
- Complete the required design work for services within Tranches 1B, 2 and 3 to quantify benefits opportunities and investment requirements.
- Develop an IT roadmap for sourcing and purchasing the IT investments required to deliver the benefits opportunities.

Approach

This second phase of work took place over a 16-week period and involved the following activities:

- Re-validation of Resident Access costs and contact volumes.
- Design of Resident Journeys for Resident Services and Environment (Tranche 1A).
- Strategic engagement with all other major services: Environment (remaining services), Housing, Adult Social Care, Economy and Children's Services (Tranches 1B, 2 and 3).
- Validation and refinement of the future operating model for Resident Access.
- Quantification of benefits opportunities and investment requirements to deliver the changes (including ROI analysis).
- An overall implementation plan to secure the benefits opportunities identified in this phase.

The below diagrams list out the key outcomes from this phase:



Services by Tranche

The table below lists Council services by Tranche.

As Tranche 1 services were successfully mobilised during the OBC, it was agreed that these services would be prioritised for design in this second phase. These services were further split in Tranche 1A and 1B, with the design process for the former being **completed by December 2019** and the latter following in **Q4 19/20**.

Services within Tranches 2 and 3 would require further engagement to bring them into the programme and mobilise them for the design process during the next financial year.

	Tranche 1A	Tranche 1B	Tranche 2	Tranche 3
Services	<ul style="list-style-type: none"> • Council Tax • Business Rates • Benefits • Parking • Permits • Cleaner Greener • Accessible Transport 	<ul style="list-style-type: none"> • Regulatory Services • Environmental Health • Community Safety • Highways • Registrars • In Touch • Planning & Building Control • Mail Room 	<ul style="list-style-type: none"> • Adult Social Care • Housing 	<ul style="list-style-type: none"> • Children's • Early Help • Adult Education • Any additional service activity
Total contact volumes (18/19)	1,002,343	164,928	459,473	60,421

Update on OBC assumptions

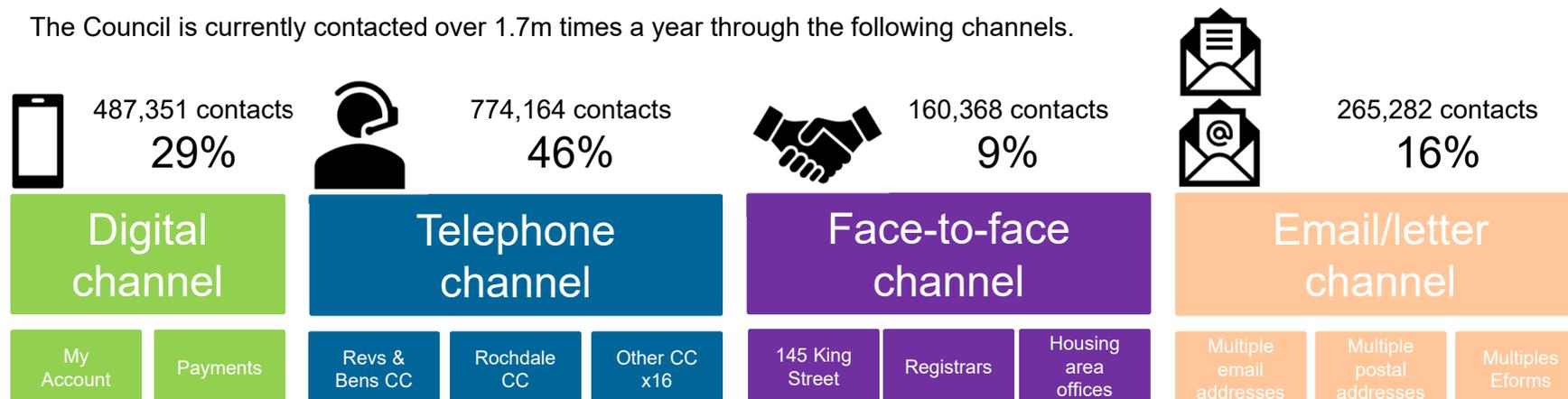
Through this phase of work a number of key assumptions were made in relation to contact volumes, benefits opportunities and investment costs. The box below details how these have been updated during this phase of work.

Updated assumptions from this phase

- The overall contact volume and channel mix has remained broadly consistent across 17/18 and 18/19 with increases in some areas.
- Deeper engagement with Tranches 1A services through the workshop process has revealed more activity than originally anticipated. We identified a significant increase in mail volumes as these are not all collected centrally.
- As a result, contact volumes for Tranches 1A are higher than expected (9%). We expect a similar trend for Tranches 1B, 2 and 3 when they go through the design phase.
- Digital fulfilment is low across Tranches 1A services. Even if a contact is handled digitally in the front-office, it regularly returns to a manual process in the service. We have therefore incorporated middle office processing efficiencies into our benefits calculations. This approach has further developed the methodology originally begun during the OBC.
- We have also expanded the scope of benefits further to include non-FTE cost avoidance and reduction. As services achieve greater levels of digital delivery, it is possible to reduce non-FTE costs such as printing, postage or other physical infrastructure such as pay and display machines. Productivity gains can also be re-invested into services to support income generation and focus on demand management and mis-use in order to reduce the cost of annual subsidies.
- Additional work on investments has been carried out, particularly with Residents Services and IT. Further work is required through implementation. Where uncertainties remain (e.g. precise costs of systems), we have used approximate figures and represented investments as a range.
- Both benefits (+5%) and investments (-5%) are broadly at the expected levels that were set out in the OBC.

Current Resident Access

The Council is currently contacted over 1.7m times a year through the following channels.



The key points about Resident Access through these channels are:

Digital

- The Council's digital channel is comparatively underdeveloped.
- The website is not fully integrated and digital fulfilment is low, resulting in a comparatively low take up of this channel at 29%, of which approximately half are basic online payments.

Telephone

- There are ~200 contact telephone numbers published on the website.
- Calls are received in 18 'contact centres' across the Council. Only 2 of these take calls from a range of services and a number of telephone numbers are answered directly by service departments.

Hammersmith & Fulham Council

- Service standards across the 'contact centres' vary. Call abandonment rates range from 1% to 39% and average wait times from 7 seconds to 397 seconds.
- 46% of contacts are through the telephone.

Face-to-face

- The face-to-face locations have been consolidated into a single location at 145 King Street that deals with 80% of face-to-face contacts. Appointments are held here and there is a payment desk and a drop-off document desk. Where a query can not be answered, Residents are directed to telephone lines into the relevant service.

Mail

- Email and letters are sent direct to services using multiple addresses.

Channel mix

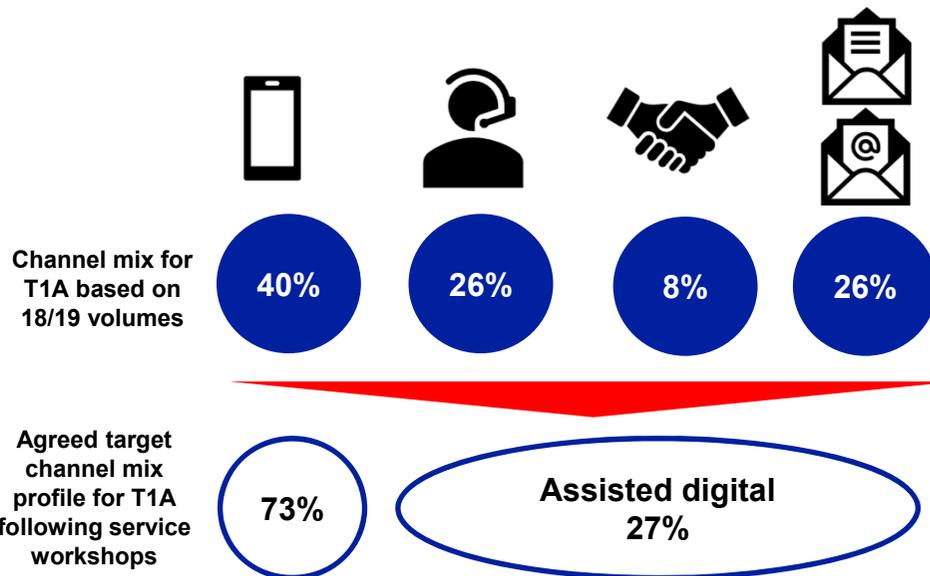
The OBC set a target of 60%+ of Resident contacts to be handled through the digital channel in the future.

Tranche 1A comprised of services which have high volumes of rules-based transactional volumes. Based on benchmarking with other similar local authorities, we believe that these types of services can target a model where 80-90%+ of their transactions are handled digitally.

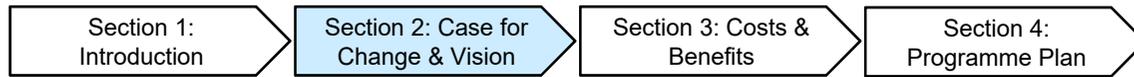
Through the workshop process with Tranches 1A services, we identified opportunities to increase channel shift through the digital channel both from the initial contact with the service to end-to-end digital fulfilment.

The diagram and table to the right show the target channel mix profile that was agreed for these services following the workshop process. In the future, we propose that telephone, face-to-face and mail channels will all fall under the 'Assisted digital' banner. This is because the aim is to have a consistent approach and use of systems for Resident Access, whether a Resident is self-serving online, or an officer is helping to do so through any of the other channels.

For Tranches 1B, 2 and 3, the channel mix profile will be revised when they go through the next level of design.



Service	Current Channel Mix		Target Channel Mix	
	Digital	Non-Digital	Digital	Non-Digital
Council Tax	53%	47%	80%	20%
Benefits	24%	76%	60%	40%
Business rates	5%	95%	40%	60%
Parking	41%	59%	70%	30%
Permits	31%	69%	80%	20%
Cleaner greener	28%	72%	80%	20%
Accessible transport	0%	100%	70%	30%

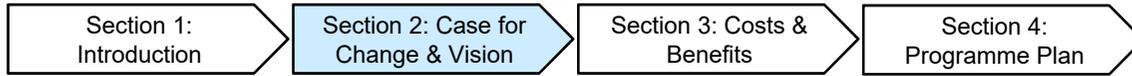


Case for change

Case for Change

The Resident Access programme continues to have a strong, strategic case for change. The below lists out the key drivers for

Strategic fit, building on progress so far	<ul style="list-style-type: none"> The Council's strategic priorities and business plan set a clear direction of how the Council would like to interact with Residents including improving digital technology to make it quicker and easier for Residents to contact the Council. Like many others, the Council is under pressure to be 'ruthlessly financially efficient'. There is scope to drive financial savings by changing the way Residents access services because digital transactions are cheaper and there is scope to move more online.
Variable Resident Experience	<ul style="list-style-type: none"> There is no overall approach to Resident Access across the Council and current performance varies. It is difficult for Residents to navigate the Council's 'front door': there are multiple telephone numbers, emails and postal addresses. Website content is often unclear or difficult to navigate, resulting in high volumes of calls into the Council There is limited or no ability to 'track' the progress of a service request, leading to high volumes of calls from Residents who are often highly stressed or frustrated.
Residents' needs have changed	<ul style="list-style-type: none"> Expectations of the way Residents access the Council's services is changing. Residents are more willing and able to transact digitally. Resident choice for accessing the Council's services is restricted as the Council's digital offer is limited beyond viewing My Account, reporting issues, completing payment transactions and some simple applications.
Limited digital offer	<ul style="list-style-type: none"> Many services still rely on e-forms, downloadable PDF forms or emails. Email or face-to-face channels are heavily relied on for processing evidence. Non-digital payment channels are regularly offered (e.g. cheques or card payments over the phone). Many services still rely on paper or physical infrastructure to deliver services which other Councils no longer use and generate additional cost and process (e.g. paper billing, paper permits, pay and display machines).
Fragmented, high cost Enterprise Architecture	<ul style="list-style-type: none"> Resident Access is fragmented and costly to the Council. There are multiple forms packages in place across the Council which generate additional cost and inconsistency in the Resident Experience. The Council has recently migrated to Firmstep but is not currently maximising the rich functionality it provides, leading to duplication in workload and cost. Limited or no integration with Line of Business systems leading to substantial manual re-keying by staff Lack of innovation such as use of online web-chat facility to support with demand management.



Vision for Resident Access

Aims of Resident Access

The aims of the Resident Access programme are shown in the box on the right. Delivering these aims will significantly change the way Residents interact with the Council. This is a journey that many other Councils in the sector have followed in recent years which has delivered significant value, with tangible improvements in the quality of Resident Access and a significant reduction in delivery costs.

The programme has co-developed a future operating model with key stakeholders from across the Council which aims to provide a consistent approach and standard for Resident Access across all Council services.

The new operating model is underpinned by a standard framework for handling and managing all future Resident contact so that there is a more consistent Resident experience across services.

Indeed, although every service within the Council is different, Resident Journey types are largely consistent and fall into a handful of categories: *Information, Advice & Signposting; Report it; Apply for it; Pay for it; Book it; Updates and Changes; and Track.*

During this phase, we developed a standard framework for these categories that the Council can use reduce the cost to deliver services, increase Resident satisfaction and create a more consistent experience, and create change at pace within the organisation. The standard framework is provided in Appendix A.

A new operating model for Resident Access will deliver the following benefits:

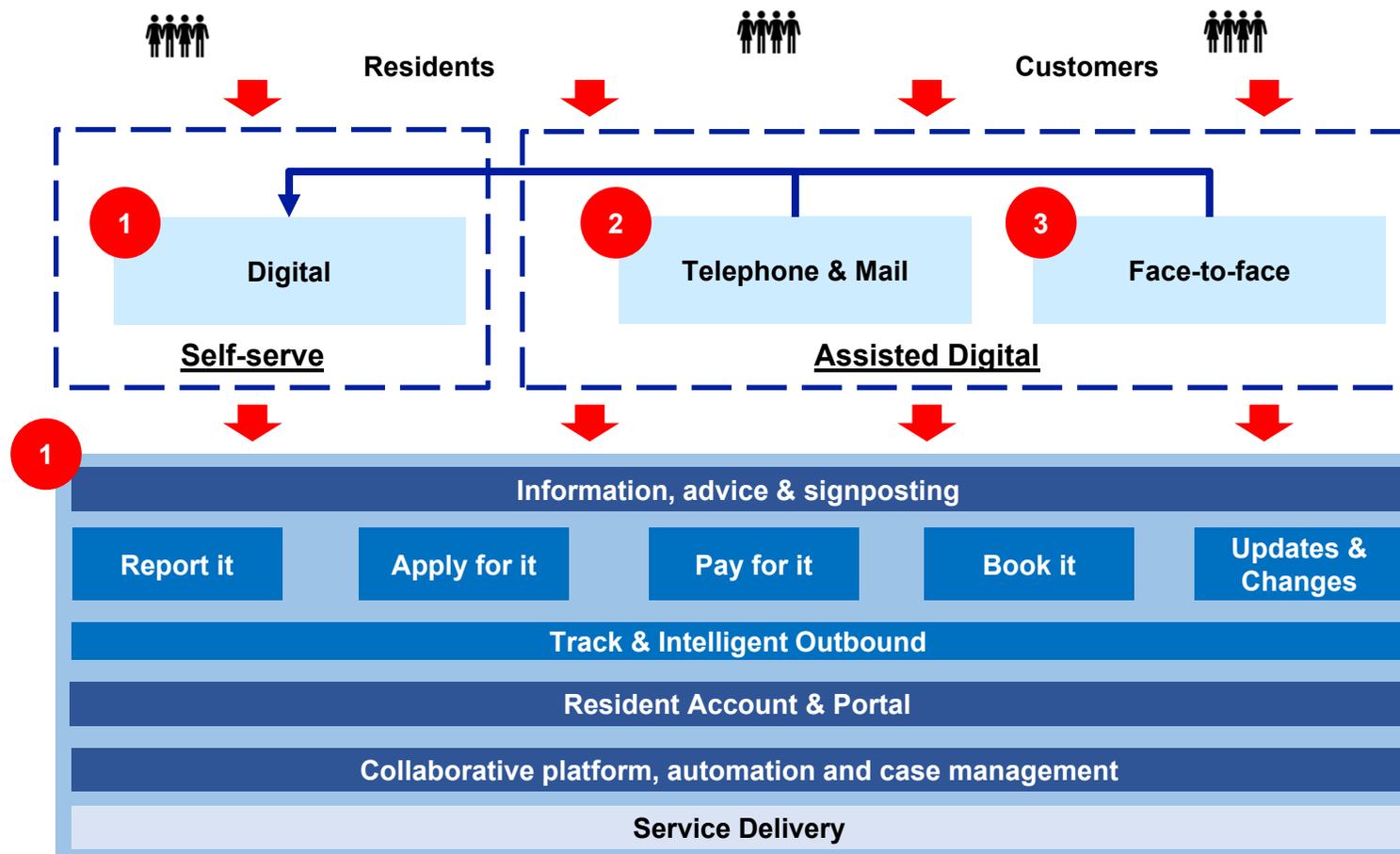
- ✓ Resident choice.
- ✓ A better quality, more consistent and efficient service for Residents.
- ✓ The ability to deliver more value by predicting and anticipating needs.
- ✓ Lower delivery costs.
- ✓ Reductions in failure demand.
- ✓ Better use of resources.
- ✓ Process improvements.

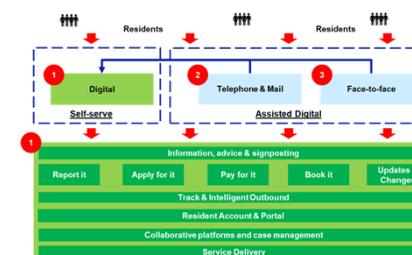
Aims of the Resident Access Programme

1. To provide a consistent approach and standard for Resident Access across all Council services.
2. To bring more Council services online so that Residents can self-serve from initial contact to fulfilment & move towards digital service solutions.
3. To provide an Assisted Digital offer so that vulnerable Residents and those who are digitally excluded can still access the services they need.
4. To deliver the forecasted benefits for the programme.

Vision for Resident Access

The vision for a better, more consistent, high quality experience for our Residents requires a new **Resident Access operating model** that defines which channels will be available to Residents and what infrastructure underpins it. The proposed model below has been refined from the OBC through testing and validation with services through multiple engagement forums. More detail about the model is provided over the next few slides.





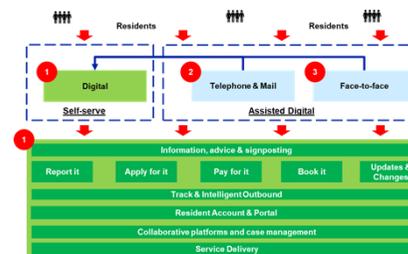
1 The new digital channel (1/3)

What is it?

- The digital channel includes all the Council's online services, mobile services & apps and social media channels. These are each considered in more detail on the following pages.

Website content & online services

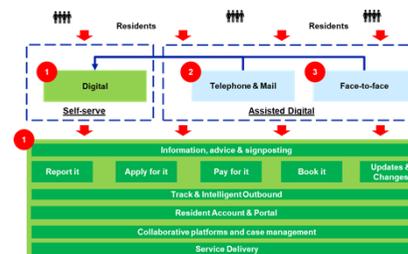
- Website content will be re-structured and continually managed so that it provides better information, advice and signposting to help Residents go online and self-serve with a great digital experience. The Council will use simple to understand language and will provide accessibility to a diverse range of needs (for example, languages and other needs).
- The Council will invest into new capability to manage content, form design, training, Resident insight and look to continually improve and manage Resident experience.
- Resident Access is not consistent. In the future, the Council will adopt and roll out a standard service framework – *Information, Advice & Signposting; Report it; Apply for it; Pay for it; Book it; Updates & Changes; and Track* – to ensure all Resident Access is delivered to consistent, high quality standards.
- Portals and online 'forms' will be procured and designed with similar design and format. For example, common fields such as Resident name and address should be pre-populated making further forms easier to produce and for Residents to navigate. They will also be more dynamic, prompting Residents or suggesting answers to upcoming questions. This will make them more efficient and easier to complete.
- Where appropriate, online forms will be integrated with other Line of Business systems to avoid re-keying and improve service responsiveness.



1 The new digital channel (2/3)

Website content & online services

- The Council will expand the use of My Account to enable Residents to complete and track all reports, applications, payments, bookings. This will include developing better and more consistent approaches to identity management (which is currently completed independently by most services) and the management of key life events (moving in and out of the Borough, key changes in circumstances such as deaths) which is not currently managed consistently across the Council.
- The Council will actively seek to reduce avoidable contact through the use of an 'intelligent outbound' function that analyses incoming demand and seeks to avoid future contact by communicating and marketing events and services in line with Residents' interests.
- Information will be provided to Residents through automatic updates or acknowledgements following an application or service request, for example an email giving confirmation of a venue booking.
- Automatic emails or texts can also be used to signpost Residents to relevant information, for example an email would confirm a birth registration appointment and also remind them which documents they need to bring with them.
- Outbound emails and text would be integrated to line of business systems, as required.
- Where required, Residents will be able to upload supporting documents and these will be identified at the beginning of the form.
- All activities with charges will automatically link to online payment, to ensure it is received before the activity (for example, a booking) is confirmed.
- Residents will be able to view the current status of a report, application or service request and provide relevant information on each service request, for example confirmation that an application has been received and next steps.



1 The new digital channel (3/3)

Website content & online services

- The Council will provide 'end-to-end' digital service fulfilment and to co-design each service with Residents so that they follow a Resident-centric approach and model.
- The Council will invest into Resident insight and data analytics to better understand patterns of need and demand. This will better enable the Council to predict, support, manage and prevent future demand.
- All these activities will be supported by on-line web-chat and/or AI robotic solutions to offer support to Residents using these services.

Mobile services & apps

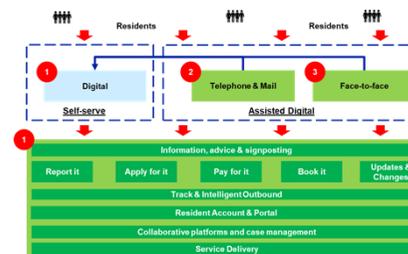
- Online services will be designed so that they can be accessed using mobile phone technology for Residents that prefer to use smart phones on the go.
- The Council will continue to use Mobile Apps to enable Residents to continue to report street-scene issues and will also explore the use of other apps to help to improve services to Residents.

Social media

- The Council will continue to actively use social media channels – Twitter, Facebook - to 'listen' to Residents and so that they can report neighbourhood issues – like fly-tipping, graffiti, missed bins etc.

Collaborative platforms

- The Council will explore the introduction of collaborative platforms to support Residents to connect with communities and service 'market-places' (for example, connecting Residents in need of care with relevant partner agencies, charities and care providers).



2

Assisted Digital

3

What is it?

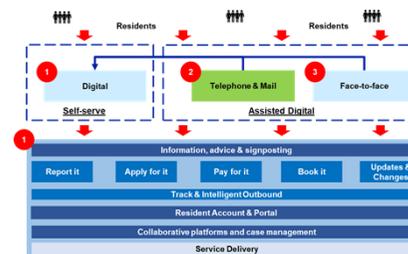
- To ensure that sections of the population are not digitally excluded, the Council will deploy an 'Assisted Digital' service to support vulnerable Residents and those who are unable to access online services. Support will be provided to Residents to access our services digitally when they interact with us on the telephone or face-to-face through either remote assistance (over the telephone) or 'floor walkers' in face-to-face access locations.
- The aim of this approach is to demonstrate how Residents can interact with the Council digitally, supporting Residents to learn the skills they need to get online and self-serve in future and to promote a faster and more efficient interactions.
- Services will use the same online processes that will be implemented for Residents to self-serve and Council staff will support Residents to access these online processes.
- The Council will adopt a digital inclusion strategy which will underpin our approach to Assisted Digital. The strategy will seek to support Residents to develop digital skills so they can take advantage of digital technology in all aspects of their lives, whether managing their household finances, doing online shopping, or staying in touch with family and friends.
- The next few pages give some more detail about the unique components of the Assisted Digital channels.

Section 1:
Introduction

Section 2: Case for
Change & Vision

Section 3: Costs &
Benefits

Section 4:
Programme Plan



2

The new telephone and mail channels (1/2)

Telephone

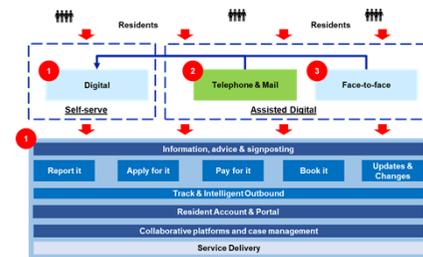
- The Council will provide a consistent, reliable and high quality experience to Residents contacting the Council by developing a full range of service standards. Residents will be encouraged and supported on the telephone to use digital channels to access services.
- The contact centre will be organised effectively with appropriately trained staff, supporting technology and clear hand-off arrangements to services. Workload will be shared more effectively to maintain higher levels of responsiveness.
- Contact centre arrangements will be developed and expanded from the current Revenues and Benefits contact centre and will initially incorporate Tranche 1A services and the in-sourcing of the current Agilisys Rochdale contract.
- The 'depth' of service fulfilment will be agreed with each service in the implementation phase. It is intended that the contact centre channels (and face-to-face) will manage a similar level of capabilities and whilst this will vary from service to service it is expected to support all basic, rules-based, first line Resident service access enquiries including tracking service requests, supporting applications, providing basic service information, advice and signposting, making bookings and taking payments etc.
- The Council will consolidate and simplify arrangements with the aim is to move towards a limited number of contact centres (including drop off desks for face-to-face channels) and single access telephone number and new telephony arrangements.

Section 1:
Introduction

Section 2: Case for
Change & Vision

Section 3: Costs &
Benefits

Section 4:
Programme Plan

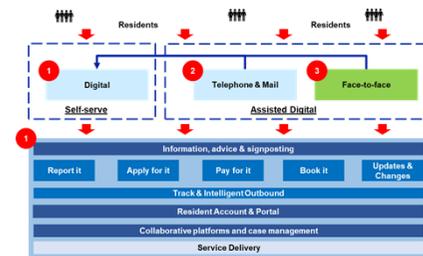


2

The new telephone and mail channels (2/2)

Mail (Post)

- The Council will consolidate existing postal and mail functions into a single, common postal and mail function with a common corporate mail address. This function would provide a central scanning function to record all incoming mail and distribute to services.
- This would enable the Council to provide a more efficient and consistent service that is easier for our Residents to understand.
- The use of technology and machine learning will continue to be explored to automate this process.
- The mail room is currently piloting a digitisation scheme with the approach that is set out above. We recommend that the mail room is re-engaged in the next phase as part of Tranche 1B to make sure that it is aligned to the programme.

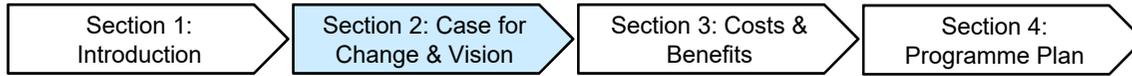


3

The new face-to-face channel

Face-to-face

- The Council will maintain face-to-face contact at 145, moving to the re-developed Town Hall site once complete.
- This will include a new resident scanning service and digital access stations which will enable Residents to self serve and scan documents (with the support of 'floor walkers' to support Resident Access transactions).
- The Council will explore the development of 'digital drop in' centres to support Residents to interact digitally with the Council. Exact locations will need to be confirmed but could include existing library facilities or social infrastructure. Each location will be supported with common technology to enable digital access to services and Residents will be able to use the available technology to learn how to self-serve. The Council will co-design these environments with Residents and partners so that the new face-to-face facilities are designed to meet incoming needs and demands.
- The face-to-face channel will look to mirror the telephone channel in the 'depth' of service fulfilment that it manages so that there is a consistent approach to managing Resident contact in the front-office.



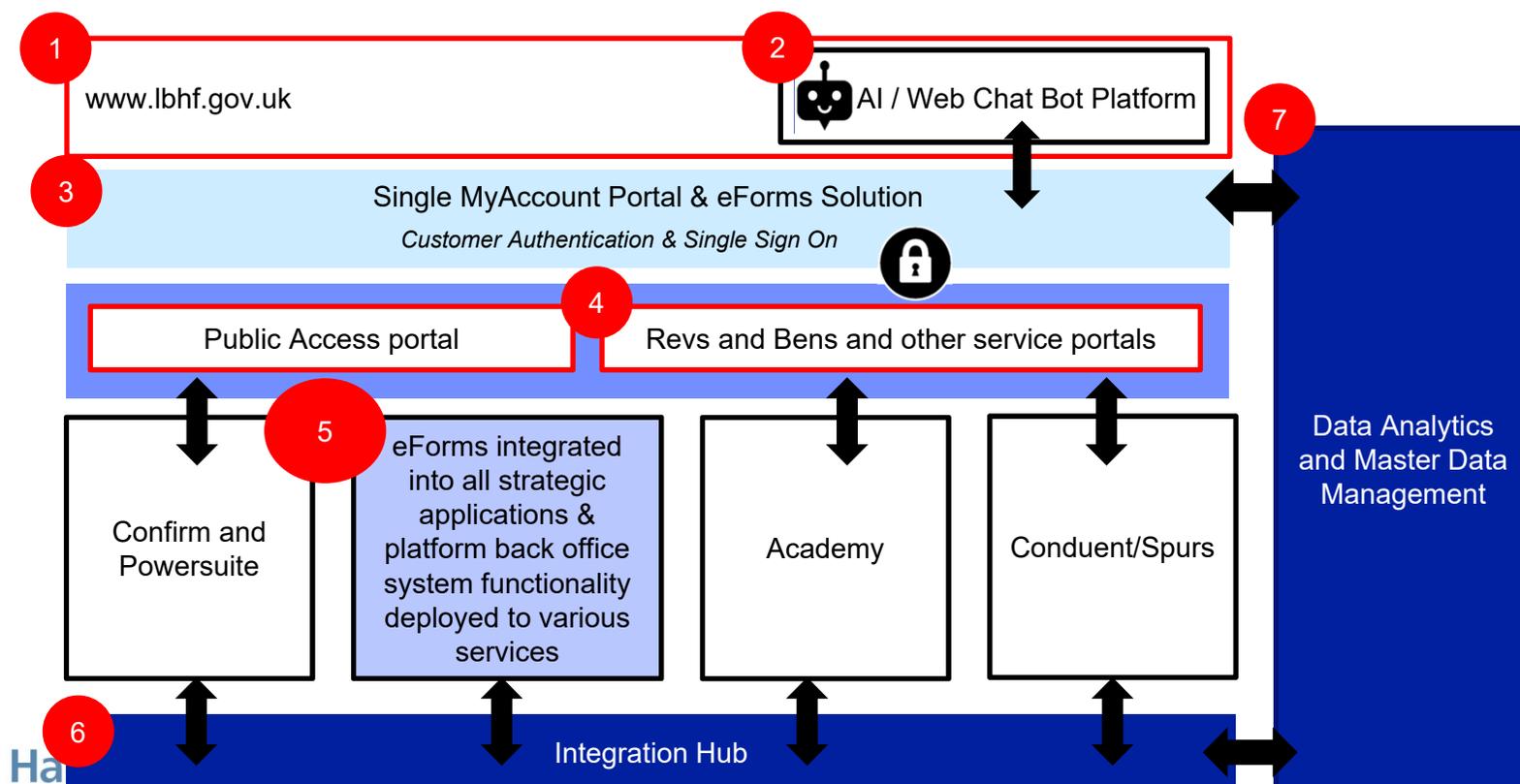
Vision for IT Enterprise Architecture

Future Enterprise Architecture

During this phase, a high level assessment of the Enterprise Architecture was carried out including the front-office platform; Line of Business systems in Tranche 1 service areas; and the Integration layer that joins these two areas.

In order to deliver the future Resident Access operating model, investment will be required to improve the supporting Enterprise Architecture across the Council so that it can deliver the requirements of the Resident Access programme.

Further engagement was carried out with IT to agree the high level requirements of the future Enterprise Architecture shown the diagram below. Further detail is provided on the slides that follow, with each component costed in the 'Costs and benefits' section of this report, and the full assessment is shown in Appendix B.



Future Enterprise Architecture (1/2)

A number of technology components have been identified to support the future Enterprise Architecture for Resident Access:

1

Upgrade to
Drupal 9

- To benefit from the latest functionality of its CMS platform, the Council will need to upgrade from Drupal 7 to Drupal 9 by November 2021.
- The Council already has in-house Drupal resource within the Communications team which may have the skills required to complete the upgrade without external agency support. However, an investment cost has been budgeted should the Council need to bring in external agency support.

2

AI/Web-Chat
Bot Platform

- The Council can enhance the capacity of its front-door contact centre by setting up an AI/Web-Chat Bot on the council website.
- The Council could purchase an off-the-shelf solution with pre-existing knowledge built in from deployment in other Councils.
- The chat bot will be able to support both attended and unattended queries.
- For out of hours enquiries that the bot is unable to resolve, a case will be created in Firmstep for an officer to resolve the next working day.

3

Single My
Account and
e-forms
solution

- All online services will be driven or captured in My Account in order to move to a Single View of the Resident and a more consistent approach to identity and access management.
- This would also support the Council to have a more consistent approach to the management of key life events or key changes in circumstances which is not currently managed consistently across the Council.
- The Council will use Firmstep as the principal form building solution, consolidating the multiple e-form packages currently in place across services. This will reduce costs and speed up deployment.

4

Service
Portals

- However, for some services it may be more appropriate to deploy service portals rather than Firmstep.
- For example, for services such as Revenues and Benefits, it may be more cost effective to deploy off-the-shelf service portals which provide all online forms and ready-made integrations into Line of Business systems. The cost of upkeep and managing online forms and integrations outside of these portals are often high, particularly if they need to be regularly updated as a result of changes in legislation.
- However, single sign-on functionality will need to be built between My Account and the service portal(s) so that Residents do not need to sign-on to multiple portals.



Future Enterprise Architecture (1/2)

A number of technology components have been identified to support the future Enterprise Architecture for the council:

5

Deploy
Firmstep
back office
functionality

- For some services, the Council can deploy the 'Service' module in Firmstep to complete back-office processing activities such as verifying applications.
- By adopting this approach, the Council has the opportunity to achieve further savings by consolidating or even reducing Line of Business systems which are currently used for back-office fulfilment (e.g. Conduent for Accessible Transport).

6

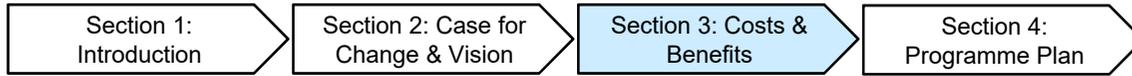
Integration
Hub

- The Council has the option to set up an 'Integration Hub' which sits between all online forms provided by services and their Line of Business systems. This is rather than each service separately building 'point to point' integrations between their own online forms and Line of Business systems.
- This will reduce the costs of developing 'point to point' integrations for each of the services.

7

Data
Analytics

- The Council has the opportunity to build on its strong data capability that currently sits in the in-house BI team.
- This would involve setting up a data lake, data factory and transaction feeds from Line of Business systems to support better decision making, modelling and risk management.



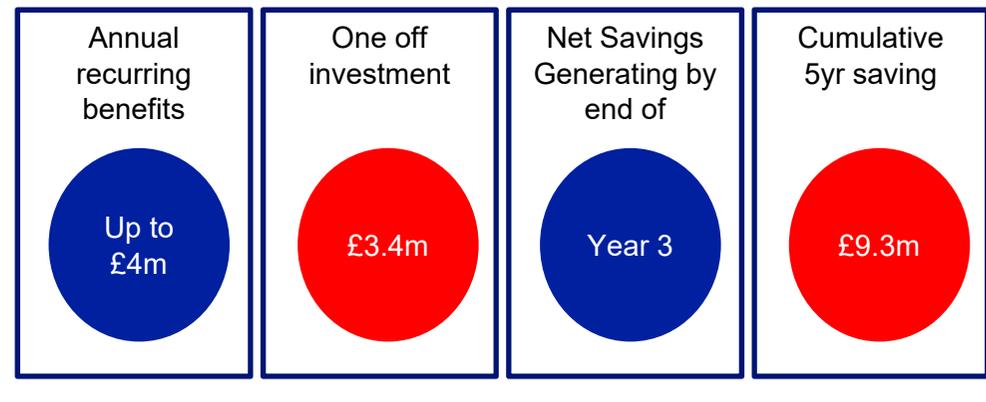
Costs and benefits

Full Business Case Benefits

Forecast benefits

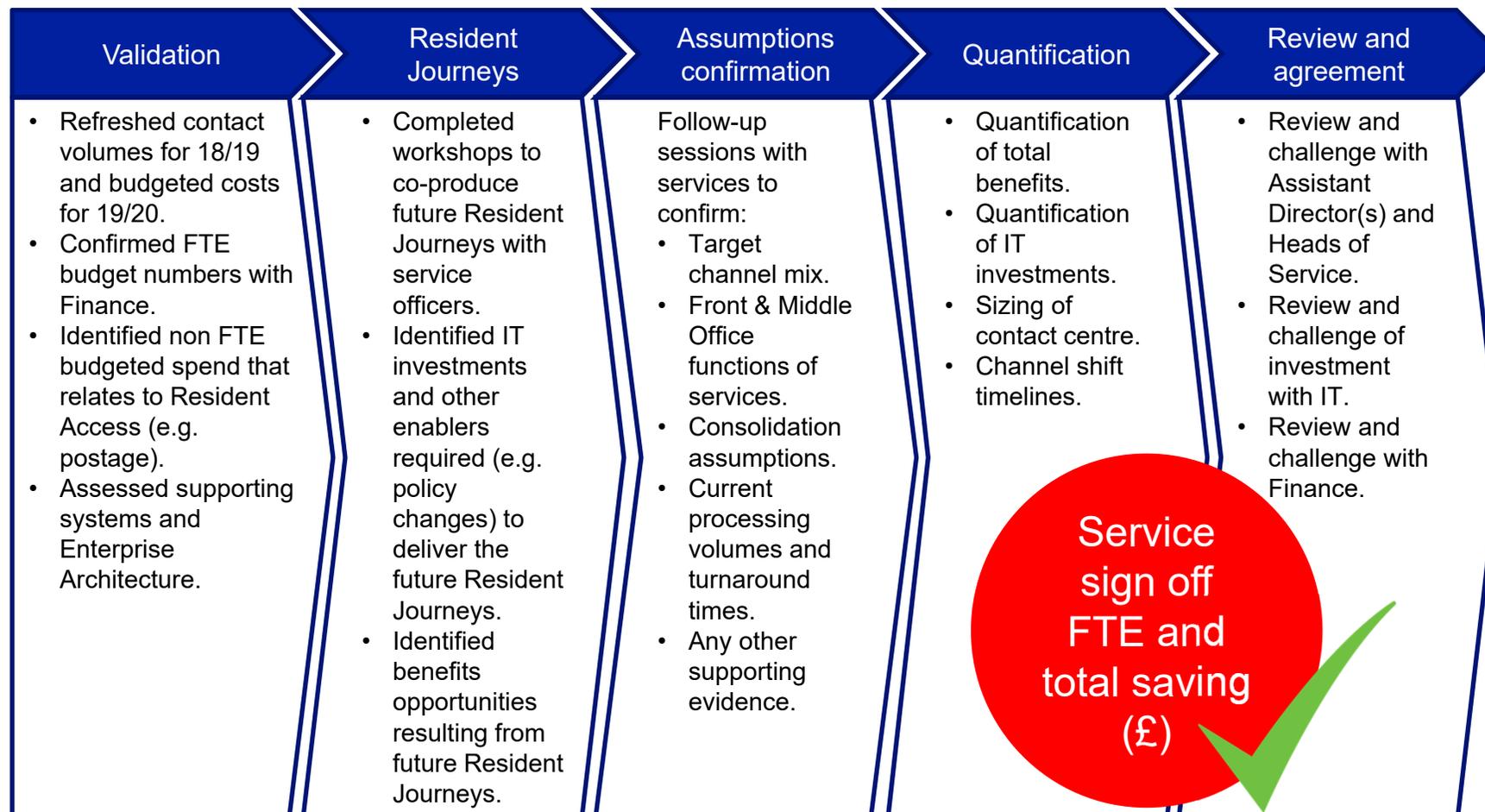
- We have identified benefits of **£1.7m per annum** for Tranche 1A and we continue to forecast benefits of up to **£2.35m per annum in Tranches 1B, 2 and 3.**
- Engagement work with Tranches 1B, 2 and 3 services suggests there are significant opportunities for digitization and consolidation of resident contact. Care needs to be taken to ensure a consistent approach to benefit realisation.
- **One-off investment of £3.4m to realise the benefits.**
- **Over a five-year period the cumulative saving is £9.3m** using the top (most expensive) investment range.

Benefits and investments summary – from 2020/1



Approach to quantifying costs and benefits (Tranche 1A)

During this phase of work, we have carried out the following activities for T1A services in order to quantify the costs and benefits of improving Resident Access:



Benefits opportunities

Through our workshops with Tranche 1A services, we have identified five consistent themes that will drive benefits opportunities below. The full summary of the Tranche 1A workshops are shown in Appendix C.

1

Providing more services online so that Residents can self-serve and track from initial contact to fulfilment and at a cheaper cost to the Council.



2

Shifting effort dealing with general enquiries from service areas to a consolidated contact centre environment.



3

Introducing integrations with Line of Business systems to streamline verification, reduce re-keying and manual processing.



4

Releasing staff capacity to support income generation and better demand management. For example, management of concessionary fare subsidies for Accessible Transport to tackle fraud and misuse in order to reduce the cost to serve.



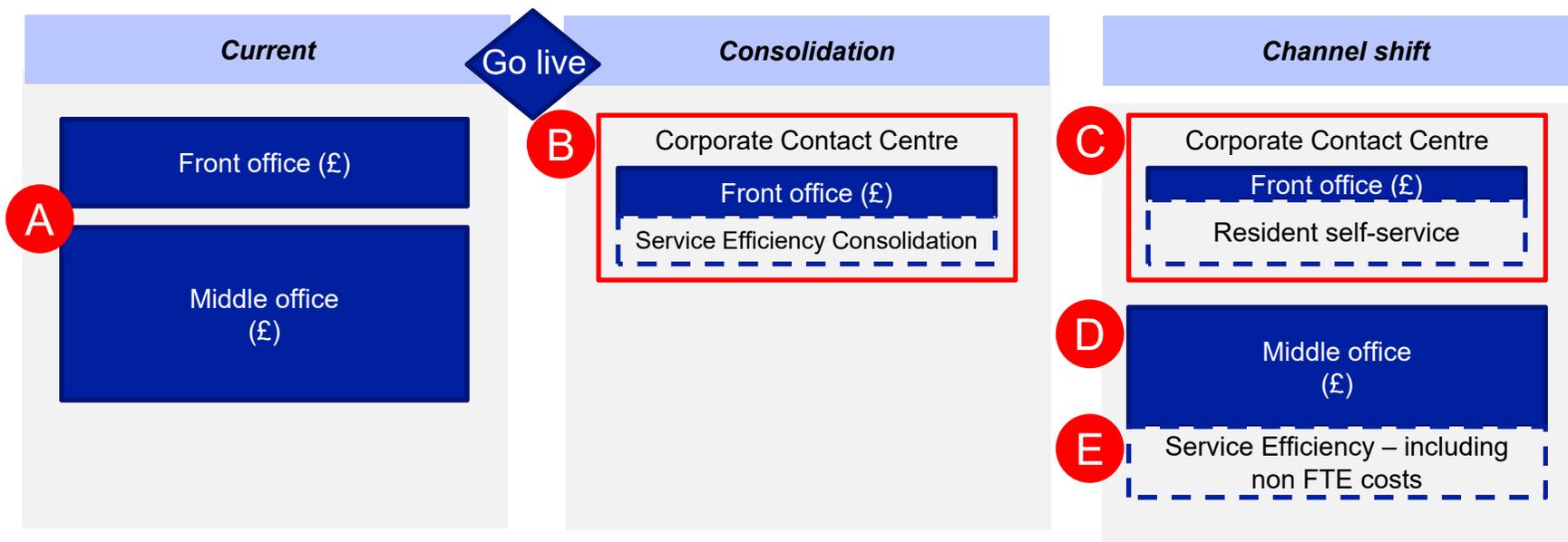
5

Introducing new digital delivery models such as e-billing and virtual parking permits, thereby reducing production, maintenance and postal costs.



Benefits quantification approach (1/2)

The diagram below outlines the multi-step approach to benefits realisation for this programme and therefore how we have quantified benefits for Tranche 1A services.



A Within service teams, existing FTE have been split into: 'Front office' or 'Middle office' staff. In some services, this split has already been created by an existing contact centre, but in other cases we worked with services to agree an estimation of the staff time spent on these activities.

B The current staff effort within each service handling 'Front office' tasks can be transferred to a central, consolidated contact centre. A **consolidation saving** can then be achieved within the contact centre by reducing the overall effort required to handle 'Front office' queries across all services. The staff in the consolidated contact centre will be multi-skilled across services, handling a wider range of enquiries with clear hand-off arrangements to services. A centralised pool of staff will be more productive in managing peaks and troughs in Resident contacts as well as having arrangements to cover sickness and holiday.

Hammersmith & Fulham Council

The explanation continues on the next page.

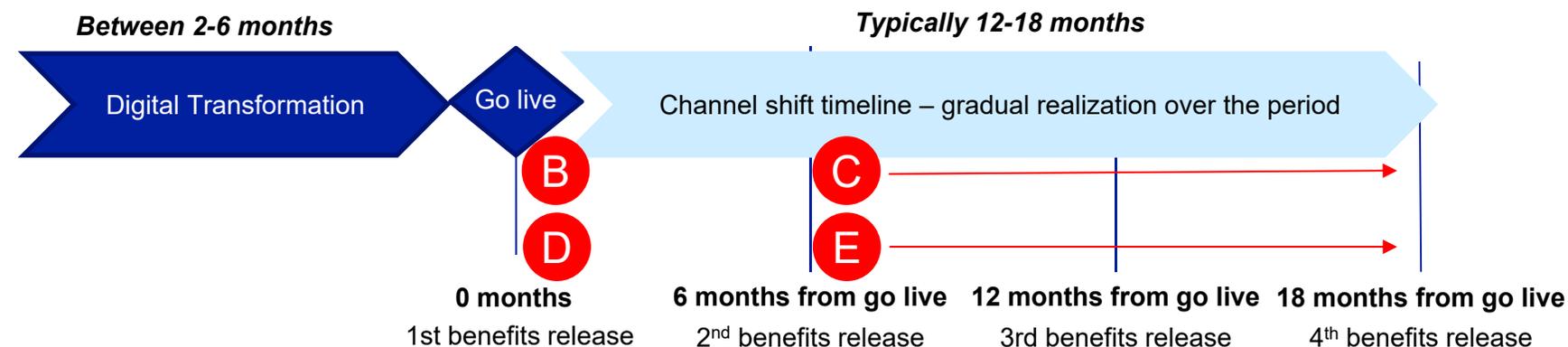
Benefits quantification approach (2/2)

The explanation of each step of the approach depicted on the previous page continues below:

- C** Once an enhanced digital solution is available online, pro-active channel shift initiatives can commence. As residents increasingly self-serve online, the volume of contacts coming into the Council that require a staff response will reduce enabling a **channel shift saving**.
- D** As Residents' online activity is integrated with Line of Business systems, it is possible to generate efficiencies in the middle office processing team, for example removing re-keying applications into Line of Business systems, or validation by exception, thereby achieving a **middle office processing saving**.
- E** As services reach greater levels of digital delivery, it is possible to reduce non-FTE costs such as printing, postage or other non-digital infrastructure such as pay and display machines. We have quantified the impact of this as a **non-FTE saving**.

For each service, the timeline for realising these benefits has been estimated over a 2.5 year period as shown below. The benefits have been profiled according to the transformation commencement and timings agreed with individual service leads as shown in Appendix D.

Benefits realisation plan – actual dates are specific to each service, excluding procurement activity.



Tranche 1A benefits breakdown

The table below sets out the agreed benefits opportunities for Tranches 1A services. The estimate of potential benefits are **£1.7m**, equating to **25.3 FTE** and **£630k non-FTE costs**. The full breakdown of these benefits are shown at Appendix E.

Total Savings Summary

		Access. Trans	Permits	Waste	Council Tax	Benefits	Business Rates	Parking	Contact centre	Total
Consolidation	£	6,207	55,696	20,150	0	11,420	2,734	22,589	0	118,795
	<i>FTE</i>	<i>0.2</i>	<i>1.4</i>	<i>0.5</i>	<i>0.0</i>	<i>0.3</i>	<i>0.1</i>	<i>0.6</i>	<i>0.0</i>	<i>3.0</i>
Channel shift	£	17,380	121,542	125,535 *	0	36,742	8,723	24,272	139,774	473,968
	<i>FTE</i>	<i>0.4</i>	<i>3.1</i>	<i>3.1</i>	<i>0.0</i>	<i>0.8</i>	<i>0.2</i>	<i>0.6</i>	<i>3.1</i>	<i>11.4</i>
Middle office processing	£	27,704	141,641	0	142,816	127,899	21,872	0	0	461,932
	<i>FTE</i>	<i>0.7</i>	<i>3.7</i>	<i>0.0</i>	<i>3.2</i>	<i>2.8</i>	<i>0.5</i>	<i>0.0</i>	<i>0.0</i>	<i>10.8</i>
Non FTE	£	300,000	70,000	0	61,928	31,580	0	165,800 *	0	629,308
Total	£	351,291	388,880	145,685	204,744	207,640	33,329	212,661	139,774	1,684,003
	<i>FTE</i>	<i>1.2</i>	<i>8.2</i>	<i>3.6</i>	<i>3.2</i>	<i>3.9</i>	<i>0.7</i>	<i>1.2</i>	<i>3.1</i>	<i>25.3</i>

*Refers to total benefit opportunity, of which approximately £65k in Waste and £66k in Parking relate to cost avoidance.

Further benefit opportunities were identified through the workshop process. These opportunities have not been quantified but do represent further opportunities to release more savings during implementation. A full description is available in Appendix F.

Key assumptions underpinning benefits are as follows:

- All budgetary figures have been provided and validated by Finance.
- Staff costs quoted are the budgeted full establishment cost (including overspend in Revenues & Benefits).
- For the calculation of benefits, salaries have been averaged based on total establishment cost for the service.

Tranches 1B, 2 and 3

For Tranches 1B, 2 and 3 we have updated volumes and validated costs. We have engaged with high volume services to identify potential opportunities. We have used this analysis to provide a RAG rating to the benefits outlined in the OBC for later tranches. Further details of Tranches 1B, 2 and 3 is shown at Appendix G.

Tranche	Services	Contact Volumes*	Budget (staff costs)	FTE	OBC Projected Saving £	Service engagement	Opportunity	Benefits achievement	Double counting risk
1B	<ul style="list-style-type: none"> Regulatory Services Environmental Health Community Safety Highways Registrars InTouch Planning & Building Control Mail Room 	165,000	£4.9m	138					
2	<ul style="list-style-type: none"> Careline Homebuy Housing advice Rent Income 	460,000	£6.6m	145	£2.35m				
3	<ul style="list-style-type: none"> Adult Education Children's Services Early Help Family Information Service Electoral services Miscellaneous 	60,000	Not known	Not known					

*Contact volumes for tranches 1B, 2 and 3 are likely to increase once detailed work is undertaken with the service.



Investment quantification approach

In order to deliver the benefits opportunities outlined previously, the Council will need to make significant investments to deliver a Council-wide transformation and develop new capability to enable end-to-end digital fulfilment across services. The diagram below sets out the approach undertaken in this phase to complete the investment costing for the programme.

IT Investments	<ul style="list-style-type: none"> We have costed a range of opportunities to invest in the cross-council Enterprise Architecture in order to improve Resident Access. These range from investing in online web-chat capability to support with demand management; increasing the capacity and capability of telephony to support a consolidated contact centre; and improved data analytics capability to support with demand and risk management. These costs are primarily associated with purchasing external licenses; maintenance; or set up and ongoing running costs associated with adding new capability or enhancing existing capability. High-level indicative investment costs were provided in the OBC which have been defined in more detail on a service by service basis for Tranche 1A. The majority of IT investments relate to form building and integrations with Line of Business systems. However, the Council has indicated a preference for establishing in-house capabilities to deliver the changes outlined by this programme so these costs are accounted in the 'Programme Team' section below For Tranche 1B, 2 and 3 costs have been included as an estimate only and further work will be done to validate them as these services go through the design phase.
Programme Team	<ul style="list-style-type: none"> This team will include: programme or sprint management; form building capability; integrations capability and technical analysts; website content management; and training and change management. The programme team has been costed on a two-year basis in order to complete the implementation for T1A and anticipated implementation for Tranches 1B, 2 and 3. However, the Council will continue to need some external, interim support to deliver key roles whilst a full programme team is recruited. This is to ensure that the programme maintains pace and momentum into 2020 onwards to deliver the benefits identified. Therefore, additional resource has been costed for the next 3-6 months to allow for this.

Investment costs overview

Our work indicates that an investment in the region of £3.5m is required to deliver the programme, comprising programme resources, specialist advice and interim support, technology and contingency on all costs. The breakdown of the investment is shown below. The range of costs relate to programme resources and the extent to which this can be sourced from existing resources.

	Year 1 (2020/21) £	Year 2 (2021/22) £	Year 3 (2022/23)	Year 4 (2023/24) (assume end Oct)	Total
Programme Resources	109,601	198,700	202,700	103,400	614,404
Resident Experience Lead	31,750	64,800	66,100	33,700	196,350
Technical Delivery Team	99,965	203,400	207,500	105,800	295,000
Specialist Advice and Support	155,000	100,000	40,000	-	1,300,000
IT Architecture Costs	825,000	500,000	-	-	1,325,000
Contingency (10%)					304,715
Total	1,525,761	1,066,900	516,300	242,900	3,351,861

A detailed breakdown of the programme resources and technology investment are shown on the next 2 pages. In addition, whilst the in-house team is being recruited, additional interim support has also been costed for the next 3-6 months for:

1. Strategic and specialist technical advice for the whole programme.
2. Accelerating design work for Tranches 1B, 2 and 3.
3. Immediate capability for sprint delivery for the implementation of Tranche 1A.

ONE OFF COSTS	Start Date	End Date	Base cost		2020/21		2021/22		2022/23		2023/24 (assume 01.10.23 end)		Programme Total
			£	£	FTE	£	FTE	£	FTE	£	FTE	£	£
			£	£									
Programme Support Officer	Jul-20	Oct-23	38,400	48,768	1.0	£ 36,576	1.0	£ 49,700	1.0	£ 50,700	1.0	£ 25,900	£ 162,876
Technical project manager	Oct-20	Oct-23	50,000	63,500	1.0	£ 31,750	1.0	£ 64,800	1.0	£ 66,100	1.0	£ 33,700	£ 196,350
Technical Implementation lead & Infrastructure Architect	Oct-20	Oct-23	65,000	82,550	1.0	£ 41,275	1.0	£ 84,200	1.0	£ 85,900	1.0	£ 43,800	£ 255,175
Total Service development and leadership					3.0	£ 109,601	3.0	£ 198,700	3.0	£ 202,700	3.0	£ 103,400	£ 614,401
Security officer (probably need to get additional resource from a partner eg BT or Agilisys as can't employ 50% of a person)	Oct-20	Oct-23	50,000	63,500	1.0	£ 31,750	1.0	£ 64,800	1.0	£ 66,100	1.0	£ 33,700	£ 196,350
Systems Integration lead (IT09)	Oct-20	Oct-23	57,000	72,390	1.0	£ 36,195	1.0	£ 73,800	1.0	£ 75,300	1.0	£ 38,400	£ 223,695
Firmstep Integration developer (IT08)	Oct-20	Oct-23	50,000	63,500	1.0	£ 31,750	1.0	£ 64,800	1.0	£ 66,100	1.0	£ 33,700	£ 196,350
Total Technical Delivery Team					3.0	£ 99,695	3.0	£ 203,400	3.0	£ 207,500	3.0	£ 105,800	£ 616,395
Resident Experience Quality Assurance Officer	Oct-20	Oct-23	50,000	63,500	1.0	£ 31,750	1.0	£ 64,800	1.0	£ 66,100	1.0	£ 33,700	£ 196,350
Total Service Delivery Team					1.0	£ 31,750	1.0	£ 64,800	1.0	£ 66,100	1.0	£ 33,700	£ 196,350
Total Staffing Costs					7.0	£ 241,046	7.0	£ 466,900	7.0	£ 476,300	7.0	£ 242,900	£ 1,427,146
Specialist and strategic advice - validate 31Ten business case	July	Sept/Oct				£ 95,000		£ -		£ -		£ -	£ 95,000
Design and Delivery (tranches 1B, 2 & 3). Workshops, develop IT and technical spec, progress procurement						£ 60,000		£ 40,000		£ -		£ -	£ 100,000
Implementation acceleration - ongoing advisory support						£ -		£ 60,000		£ 40,000		£ -	£ 100,000
Total Specialist advice and interim support					-	£ 155,000	-	£ 100,000	-	£ 40,000	-	£ -	£ 295,000
Drupal 9 upgrade						£ 95,000							£ 95,000
Contact centre capability						£ 125,000							£ 125,000
Robotics						£ 60,000							£ 60,000
Data analytics						£ 100,000							£ 100,000
Integration hub						£ 50,000							£ 50,000
Revs & bens capital one portal						£ 245,000							£ 245,000
Icasework upgrade						£ 150,000							£ 150,000
Tranche 1B, 2 & 3								£ 500,000					£ 500,000
Total Technology/Enterprise Architecture Costs						£ 825,000		£ 500,000		£ -		£ -	£ 1,325,000
Total One Off Investment Excluding Contingency					7.0	£ 1,221,046	7.0	£ 1,066,900	7.0	£ 516,300	7.0	£ 242,900	£ 3,047,146
Contingency @ 10%						£ 304,715							£ 304,715
Total One Off Investment Including Contingency					7.0	£ 1,525,761	7.0	£ 1,066,900	7.0	£ 516,300	7.0	£ 242,900	£ 3,351,861

ONGOING COSTS	Start Date	End Date	Base cost	Incl. oncosts @ 27%	2020/21		2021/22		2022/23		2023/24 (assume 01.10.23 end)		Programme Total	Ongoing Annual Costs
			£	£	FTE	£	FTE	£	FTE	£	FTE	£	£	£
Programme Delivery and Support Manager	Jul-20	Ongoing	57,400	72,898	1.0	£ 54,700	1.0	£ 72,900	1.0	£ 72,900	1.0	£ 72,900	£ 273,400	£ 145,800
Total Service development and leadership					1.0	£ 54,700	1.0	£ 72,900	1.0	£ 72,900	1.0	£ 72,900	£ 273,400	£ 145,800
Firmstep Systems Analyst	Jul-20	Ongoing	50,000	63,500	1.0	£ 47,600	1.0	£ 63,500	1.0	£ 63,500	1.0	£ 63,500	£ 238,100	£ 127,000
Firmstep Systems Analyst	Oct-20	Ongoing	50,000	63,500	1.0	£ 31,800	1.0	£ 63,500	1.0	£ 63,500	1.0	£ 63,500	£ 222,300	£ 127,000
Total Technical Delivery Team					2.0	£ 79,400	2.0	£ 127,000	2.0	£ 127,000	2.0	£ 127,000	£ 460,400	£ 254,000
Resident Interface officer	Oct-20	Ongoing	50,000	63,500	1.0	£ 31,800	1.0	£ 63,500	1.0	£ 63,500	1.0	£ 63,500	£ 222,300	£ 127,000
Training and change officer	Oct-20	Ongoing	50,000	63,500	1.0	£ 31,800	1.0	£ 63,500	1.0	£ 63,500	1.0	£ 63,500	£ 222,300	£ 127,000
Total Service Delivery Team					2.0	£ 63,600	2.0	£ 127,000	2.0	£ 127,000	2.0	£ 127,000	£ 444,600	£ 254,000
Total Staffing Costs					5.0	£ 197,700	5.0	£ 326,900	5.0	£ 326,900	5.0	£ 326,900	£ 1,178,400	£ 653,800
None														
Total Specialist advice and interim support					-	£ -	-	£ -	-	£ -	-	£ -	£ -	£ -
Drupal 9 upgrade													£ -	
Contact centre capability								£ 33,000		£ 33,000		£ 33,000	£ 99,000	
Robotics								£ 32,000		£ 32,000		£ 32,000	£ 96,000	
Data analytics								£ 37,000		£ 37,000		£ 37,000	£ 111,000	
Integration hub								£ 20,000		£ 20,000		£ 20,000	£ 60,000	
Revs & bens capital one portal								£ 23,000		£ 23,000		£ 23,000	£ 69,000	
Icasework upgrade								£ 20,000		£ 20,000		£ 20,000	£ 60,000	
Tranche 1B, 2 & 3								£ 100,000		£ 100,000		£ 100,000	£ 300,000	
Less: decommissioned IT								-£ 150,000		-£ 150,000		-£ 150,000	-£ 450,000	
Total Technology/Enterprise Architecture Costs						£ -		£ 115,000		£ 115,000		£ 115,000	£ 345,000	£ -
Total Ongoing Investment					5.0	£ 197,700	5.0	£ 441,900	5.0	£ 441,900	5.0	£ 441,900	£ 1,523,400	£ 653,800

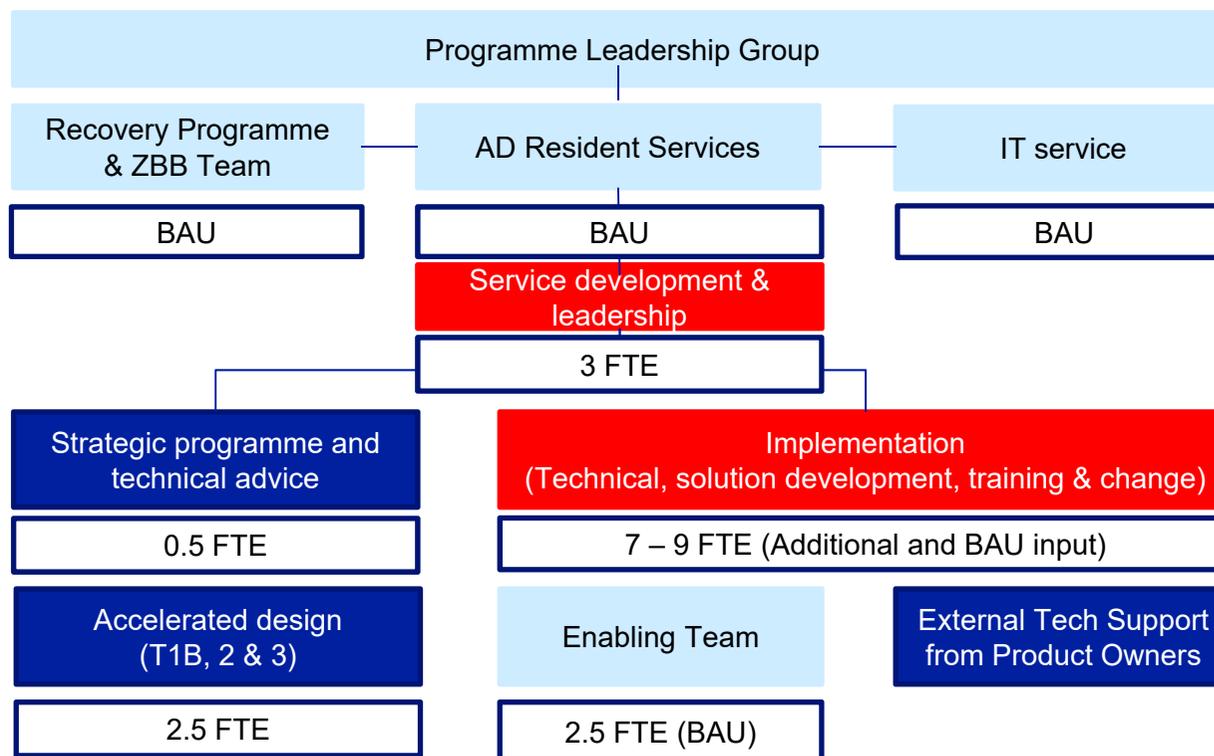
Programme Team Structure

Our modelling suggests that the in-house delivery team required is between 9.5 and 13 FTEs, with an estimated cost of **£1.1m-£1.47m**, per annum (shown in the red boxes below).

The Council has taken the decision to deliver the programme primarily through an in-house team. The proposed delivery team for implementation of Tranche 1A and design and implementation of Tranches 1B, 2 and 3 is shown in the diagram below. In some areas a range of FTEs is shown. These roles represent opportunities for the business to reprioritise or source some of the roles from business as usual (BAU).

The programme team would be required across a two year period.

In addition, there are an ongoing resources to support the management and maintenance of the digital offer in both Resident Services and the IT service.



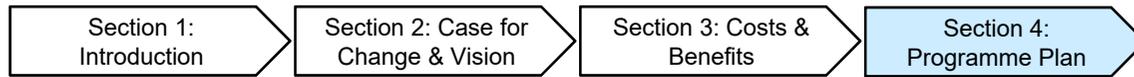
Return on investment

	Year 1	Year 2	Year 3	Year 4	Year 5	
	2020/21	2021/22	2022/23	2023/24	2024/25	5 Yr Total
	£000	£000	£000	£000	£000	£000
Savings - Tranche 1A (<i>validated</i>) *	238	940	1,492	1,684	1,684	6,039
Savings - Tranche 1B, 2 & 3 (<i>not yet validated</i>)	97	1,372	2,364	2,364	2,364	8,560
Total ongoing savings	336	2,311	3,856	4,048	4,048	14,598
Ongoing costs** (<i>not yet validated</i>)	198	442	442	442	442	1,965
Estimated net ongoing savings	138	1,870	3,414	3,606	3,606	12,633
One-off Investment*** (<i>not yet validated</i>)	1,526	1,067	516	243	0	3,352
Ongoing savings net of one-off investment	(1,388)	803	2,898	3,363	3,606	9,281
Cumulative savings/(cost)	(1,388)	(585)	2,313	5,675	9,281	

*These figures include approximately £131k of non-cashable savings (costs avoided from bringing services back in-house)

**Net increase in annual IT costs (£0.115m) and new annual staffing costs (£0.327m). Ongoing IT costs assumed to start in Year 2. Year 1 costs are part year costs.

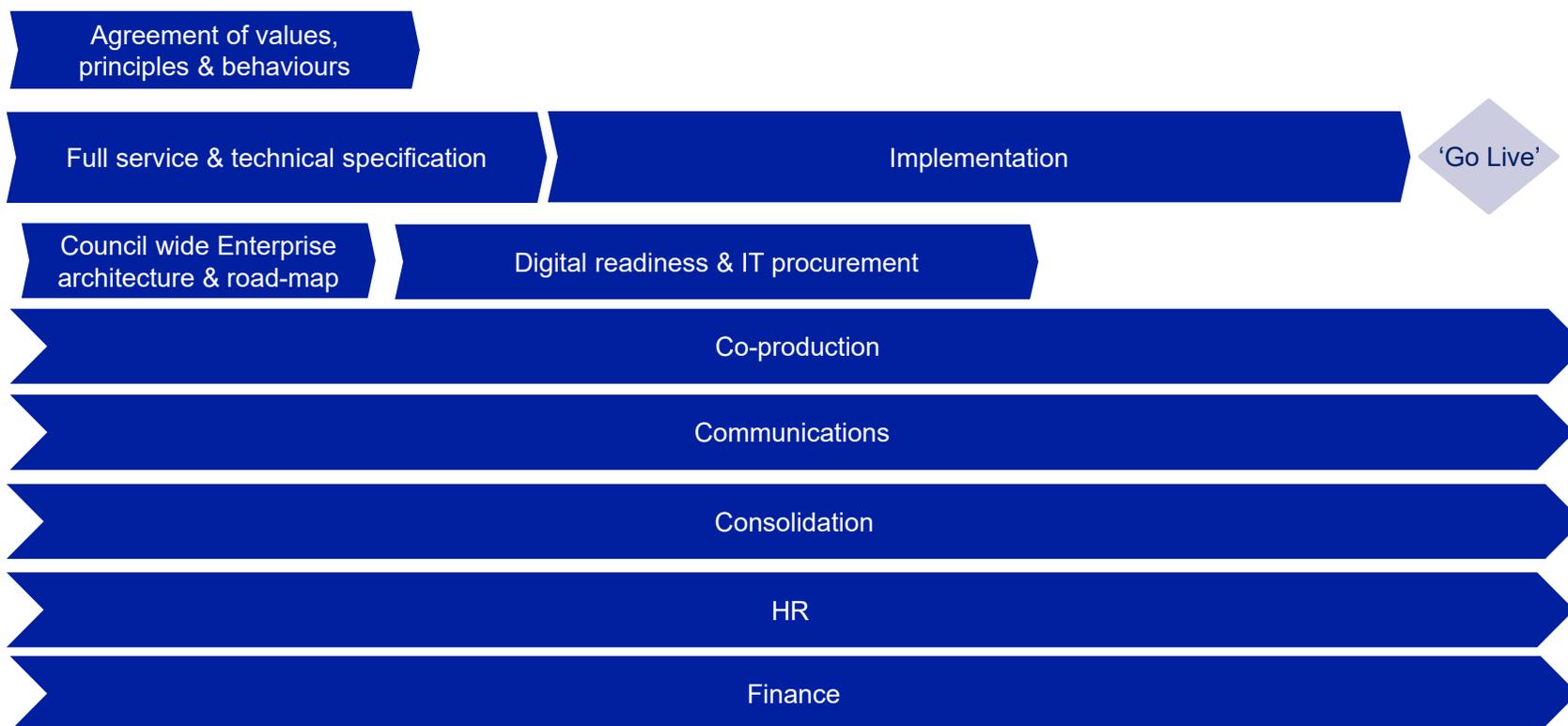
***Programme Resources (£1.427m), Specialist advice and interim support (£0.295m), Technology (£1.325m), 10% Contingency (£0.304m)



Programme Plan

Tranche 1A implementation

- The diagram below sets out the high level activities to deliver Tranche 1A .
- It is expected that this approach will be largely followed for Tranche 1B, Tranche 2 & 3
- More detailed plans for February to May 2020 and from June 2020 to September 2021 are in the Appendix to this document



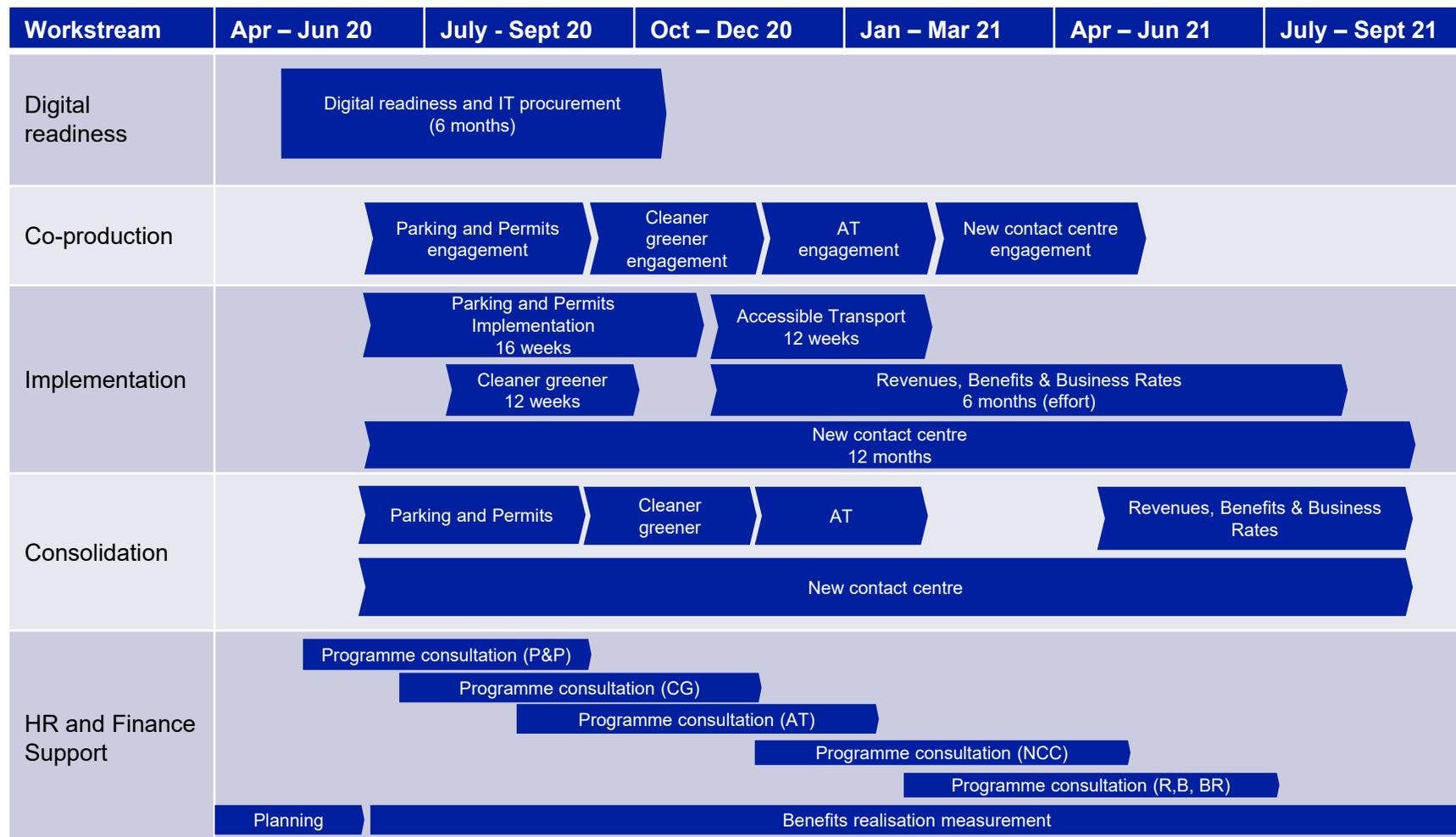
Plan on a Page (Feb – May)

The below sets out a plan on a page for the next key phase of implementation and design for the programme.

Workstream	Feb 20	March 20	April 20	May 20
Tranche 1A full service specification		Mobilise  Validate Resident Access Strategy, values and desired behaviours with SLT to align to latest thinking		
		Full service and technical specification		
Digital readiness		Council wide Enterprise Architecture and road map		Commence digital readiness and IT procurement (6 months)
Co-production		Equalities impact assessment		Commence resident engagement Develop Channel shift strategy
		Finalisation of strategy and plans		
Consolidation				Consolidation plan Rochdale exit plan Review all phone numbers and IVR & scanning arrangements
Council wide communications			Communications strategy and key messages	
HR and Finance Support		Consultation and restructure planning		Programme consultation
		Benefits realisation planning	Benefits realisation measurement	

Plan on a Page – (April 20 – Sept 21)

The below sets out a plan on a page for the next key phase of implementation and design for the programme.



Implementation Plan for T1A services



The table below highlights the proposed implementation plans for each of the T1A services. These timetables are subject to the detailed design and planning work completed from February to May in 2020.

Service	Full technical and service specification	Implementation (weeks)	Start date	Go live date
Parking	July – end September 2020 12 weeks	20 weeks 15 weeks	October 2020	End Jan 2021
Permits	July – end September 2020 (12 weeks)	20 weeks 15 weeks	October 2020	End Jan 2021
Cleaner Greener	July – end September 2020 (12 weeks)	12 weeks	November 2021	End Jan 2021
Accessible Transport	July – end September 2020 (12 weeks)	12 weeks	January 2021	March 2021
Revenues	July – end September 2020 (12 weeks)	6 months	April 2021	October 2021
Benefits	July – end September 2020 (12 weeks)	6 months	April 2021	October 2021
Business Rates	July – end September 2020 (12 weeks)	6 months	April 2021	October 2021
New consolidated contact centre	July – end September 2020 (12 weeks)	12 months	October 2020	Jan 2021 (for first service)

Benefits realisation by service

The assumptions made about the realisation of savings by each service in T1A are shown below.

	Qtr 1 20/21	Qtr 2 20/21	Qtr 3 20/21	Qtr 4 20/21	Qtr 1 21/22	Qtr 2 21/22	Qtr 3 21/22	Qtr 4 21/22	Qtr 1 22/23	Qtr 2 22/23	Qtr 3 22/23	Qtr 4 22/23
Accessible Transport												
Permits												
Cleaner greener												
Council Tax												
Benefits												
Business Rate												
Parking												
Contact Centre												



Go-live – consolidation and middle office processing benefits are realised here (except for Council Tax where middle office processing benefits are realised 18 months)



Completion – channel shift and non-FTE benefits are realised gradually in 6-monthly intervals until completion (except for permits and parking where non-FTE benefits are realised at go-live)

Workstream descriptions (1)

The following three pages set out the main enabling activities that will support the delivery of Tranche 1A services.

Workstream	Key Activities
Agreement of principles, values and behaviours	<ul style="list-style-type: none"> • Confirmation of resident access programme aims and principles • Alignment of other Council programmes & activities • Confirmation & alignment of language • Core resident service standards, behaviours and values • Channel shift & assisted digital strategies • On-going governance & programme leadership approach
Tranche 1A full service & technical specification	<p>Programme Management</p> <ul style="list-style-type: none"> • Detailed project & resource plans • Benefits tracking • Risk register/log • Project governance arrangements/sponsorship <p>Service Specification</p> <ul style="list-style-type: none"> • Development of service catalogues • Define digital fulfilment plans and hand-off arrangements • Service standards (response times, SLAs etc.) • Service channel shift targets and strategy • Confirmation of F2F/contact centre plans • Assisted digital plans • Policy change schedules & proposed decision-making processes • Future Service Structures/organization charts <p>IT requirements/Specification</p> <ul style="list-style-type: none"> • Business & functional requirements • Number and nature of new forms & associated web-content • Number and nature of proposed integrations • Development of IT roadmap and a procurement plan (where necessary)

Workstream descriptions (2)

Workstream	Key activities
Tranche 1A full service & technical specification (cont)	Change readiness <ul style="list-style-type: none"> • Training plan • Change management approach • UAT & change readiness plan • Stakeholder engagement and communications plan • Go- live & decommissioning strategy • Continuous improvement & further release plans • Agree service structure and HR implications
Council wide Enterprise Architecture & IT road map	<ul style="list-style-type: none"> • Confirmation of overall approach to Enterprise Architecture & strategic technology choices • IT road map & resource plan • Procurement planning • New technology implementation and set-up
Digital readiness & IT procurement	<ul style="list-style-type: none"> • Sourcing of additional IT capabilities • IT procurement – new infrastructure, development & mobilisation • Deployment of implementation support & resources
Co-production	<ul style="list-style-type: none"> • Finalisation of co-production strategy and plans with residents, members and other stakeholders • Resident engagement and consultation plans • Channel shift and assisted digital strategy & plans • Completion of an equalities impact assessments.

Workstream descriptions (3)

Workstream	Key activities
Consolidation of non-digital channels	<ul style="list-style-type: none"> • Governance arrangements • Contact centre consolidation plan • Rochdale exit plan • Review of all phone numbers and IVR. • Scanning arrangements • Agreement of Service Level Agreements (SLAs) & Operating Level Agreements (OLAs) • Performance & KPI management • Continuous improvement plans
Implementation Plan & Go live	<p>Service Delivery</p> <ul style="list-style-type: none"> • Agreement & delivery of policy changes • Sign off of service standards and SLAs • Deliver team restructures and moves • Decant of channel shift strategy and F2F/contact centre decants • Deliver service communications <p>IT delivery</p> <ul style="list-style-type: none"> • Finalisation of IT procurement mobilization and deployment • Delivery of form builds & associated web content changes • Delivery of integrations • Set up of integrations hub <p>Change delivery</p> <ul style="list-style-type: none"> • Delivery of training and change management • UAT • Go Live & de-commissioning arrangements • Bug fixes, continuous improvement and further release plans

Workstream descriptions (4)

Workstream	Key activities
Council wide communications	<ul style="list-style-type: none"> • Development of Council wide communications strategy & key messages • Stakeholder engagement plan • Delivery of strategy and engagement plans
HR	<ul style="list-style-type: none"> • HR consultation and restructure planning to support FTE re-deployments and reductions.
Finance	<ul style="list-style-type: none"> • Funding Plan • Development of benefits realisation plan and alignment to the Council's Medium-Term Financial Plan (MTFP).

Risks (1/3)

There are a range of risks that the Council will need to manage in delivering this change:

Risk	Detail	Mitigation
Momentum	<p>It is important that the Council now maintains momentum in the delivery of this programme – there is a real enthusiasm from services to improve Resident experience and to also improve ways of working.</p> <p>At the same time many teams are skeptical that the Council can deliver cross-cutting programmes and fear that the programme could stall or become less coherent and purposeful.</p>	Approval should be sought from Senior Leadership Team (SLT) to progress the planning and deployment of interim resources whilst the full programme team is recruited.
Timing	Timescales for the delivery of the programme are achievable but challenging and depend upon resourcing and prioritising programme activities and making effective progress on further design and implementation activities.	Approval should be sought from SLT to progress the planning and deployment of interim resources whilst the full programme team is recruited.
Skills, resourcing & training	The programme involves delivering a range of behavioural, process and technology changes that will need appropriate skills and resources to deliver. Skills and resource gaps would undermine safe delivery and are at this stage a critical risk to delivering the next stages of work and progressing the programme.	A training and change management resource has been included in the programme team proposal to embed and mitigate the changes as a result of the technology implementation.

Risks (2/3)

There are a range of risks that the Council will need to manage in delivering this change:

Risk	Detail	Mitigation
Culture and change	This programme will require the delivery of major changes in the way certain activities of managed and delivered (for example, a new consolidated contact centre). This will require careful change management.	The next phase will need to prioritise the recruitment of Programme Management resource to oversee and coordinate the programme, ensuring that risks and interdependencies are carefully managed.
Costs	Whilst significant efforts have gone into estimating costs and investment analysis has been completed for each service area (and enabling services including IT), there is a risk that implementation costs could vary due to unforeseen costs and/or risks that are not identifiable at this stage.	<p>Early in the next phase, effort should be focused on developing an IT roadmap to specify and cost the investments required to support the implementation.</p> <p>For programme resourcing, the Council should look to identify existing 'funded' posts that could be deployed onto the programme in order to reduce cost and rapidly carry out the JD evaluation process to recruit additional resources.</p>
Benefits	All savings have been estimated based on changing Resident contact volumes and channels and have been signed off with services. However, there remains a risk that the timing and quantum of benefits may be different than forecast.	The next phase should focus on developing benefits realisation plans for each service with ownership within the Programme team to ensure that each stage of the programme is carefully managed.
Channel shift	Elements of the benefits are based on changing Resident behaviours and in particular Residents accessing digital channels. Whilst the channel shift targets have been agreed with services and benchmarked against other authorities benefits still rely on changing behaviours.	<p>This can be mitigated by the Council's approach to behavioural change, incentives to change and the marketing of preferred channels.</p> <p>The next phase should focus on developing a channel shift marketing, promotion and measurement plan.</p>

Risks (3/3)

There are a range of risks that the Council will need to manage in delivering this change:

Risk	Detail	Mitigation
Double counting	In most services there are existing and planned programmes of work to transform and/or reduce service costs. There are risks that costs and savings identified in this programme are also reflected in other programmes of work.	Care needs to be taken in benefits planning process to mitigate this risk and ensure that costs and savings aligned to the Council's MTFP.

Next steps

It is now vital that the programme maintains pace and momentum into 2020 onwards to deliver the benefits identified in this report and progress design work on the further service tranches. This report therefore recommends that the Council proceeds with the following key next steps:

1

Ensure the right programme resources are in place to support the implementation of the whole programme.



2

Commence implementation of Tranche 1A.



3

Roll out design of Tranches 1B, 2 and 3.



4

Complete an IT roadmap to ensure access to and availability of IT software and resources to meet programme requirements.

