Bridgend CBC

Bridgend County Borough Council

APPENDIX 1

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Bridgend County Borough Council

Digital Transformation Programme

Updated Business Case

Version:	0.8	Date:	22/2/2016
Author:	Lee Jones	Document Status:	DRAFT

0.0 Document Control

Purpose

0.1 Following the previous PMB where the contents of the Business Justification Case was noted this report is the development of the full business case based on options 4 and 5. The purpose of this document is to justify the undertaking of one of those options. It sets out an estimated high level total cost of these options. It will also identify the potential sources of funding to meet those costs and estimate the ongoing revenue consequences of the programme. The document will confirm the likely financial savings and summarise the non-financial benefits and identify any dis-benefits.

0.2 If approved by PMB, it will form the basis of a mini-tender along with a report to Cabinet and Council in order to secure the necessary funding and preferred provider. A separate more detailed business case will be produced to support the digital shift/platform with a focus on wider business process redesign. This case presents the most advantageous implementation method and demonstrates that it is affordable and that the required outputs can be successfully achieved.

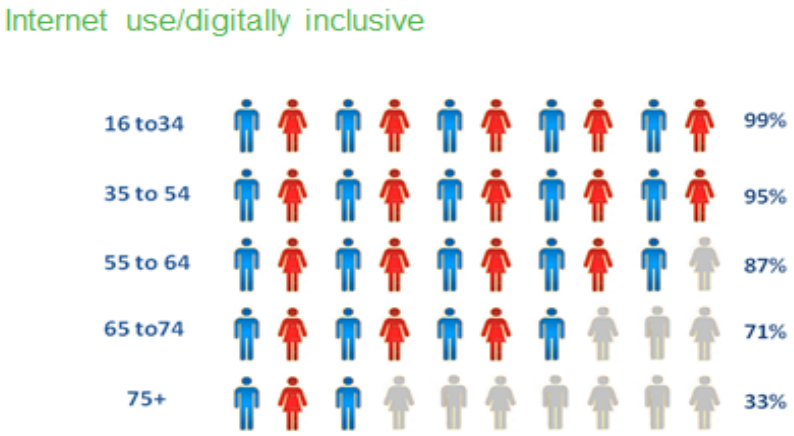
Version Control

Version	Status	Date	Author	Amendment Details
0.1	DRAFT	22/2/2016	LJO	Update with a focus on options 4 and 5.

1.0 Strategic Context

1.1 The Council recognises that digital technology presents an opportunity to improve citizens' access to services and engagement with the Council while reducing operating costs. 8 out of 10 adults already regularly use the internet in Bridgend County Borough[1] and nearly 100% of 16 – 34 year olds. However, national data collected in 2014[2] shows that currently Bridgend Council has very few digital channels, compared to other Councils and a recent SOCITM survey gave the Council only 1 of 4 possible stars for its website.

1.2 In just over two decades the internet has become a huge part of everyday lives. Completing transactions online has become second nature, with more and more people going online for shopping, banking, information and entertainment. Figures below from the charity go-on.co.uk show that in Bridgend only the oldest demographic are not already digitally enabled.[3]



1.3 Public demand for the convenience of online services is increasing and many private sector companies now deliver their services online as a matter of course. But the availability and use of digital public services lags far behind that of the private sector.

1.4 There is a significant cost reduction opportunity by reducing inbound call volumes and manual intervention through a digital channel shift strategy. The 2014 GOSS survey of 442 senior-level executives from across the public sector reveals that on average, organisations expect their Channel Shift strategy to yield approximately £1.75 million in efficiency savings: up from an average of £685,000 in the same survey conducted in 2013 (a 250% increase).

1.5 Beyond the efficiency savings, an effective online presence is a

[1] Stats Wales May 2014
[2] Stats Wales, May 2014
[3] http://www.go-on.co.uk/get-involved/go-uk-heatmap/about-heatmap/

useful tool for building active user communities and provides valuable feedback to improve and develop new services through interactions with our customers. The use of printed materials can be minimised, reducing cost and environmental impact and provides an economical and effective communication and marketing channel as well as providing valuable customer insight.

2.0 The Case for Change

2.1 The case for change is fourfold. Firstly, the digital age is upon us and increasingly the public want and expect to conduct their business digitally. As such the direction of travel is set – the only real question is how quickly does the council want to become digital? The second is that digital technology has the potential to help us develop and deliver more focussed, preventative, personalised and tailored solutions for the benefit of our citizens. Thirdly it has the potential to encourage and enhance local democracy by increasing the citizens' voice in the development of services and the prioritisation of resources. Lastly, but by no means least, digital technology can save the Council money. For example the Digital Efficiency Report[4] suggests that transactions online can be twenty times cheaper than by phone, thirty times cheaper than by post and as much as fifty times cheaper than face-to-face.

2.2 The Council will shrink in size over the next four years and a digital operating model will help it to manage the reduction in staff resources while also helping to deliver its three new corporate priorities:

- Helping people to be more self-reliant
- Smarter use of resources
- Supporting a successful economy

2.3 Specifically as a large and complex public body, the council is most effective when all of our component parts work together as one organisation. A digital operating model would enable more cost effective, integrated and modern ways of working. Smarter ways of working and better more intuitive use of information will enable us to create more responsive services through the use of a common ICT platform and integrated systems.

2.4 To obtain this benefit we will need to put citizens at the heart of any new operating model so that the Council can effectively respond and adapt to the needs of Bridgend citizens whether that be through the provision of information, advice, signposting or the provision of services. As such the starting point of the programme must be to engage citizens to help shape and develop our new operating model.

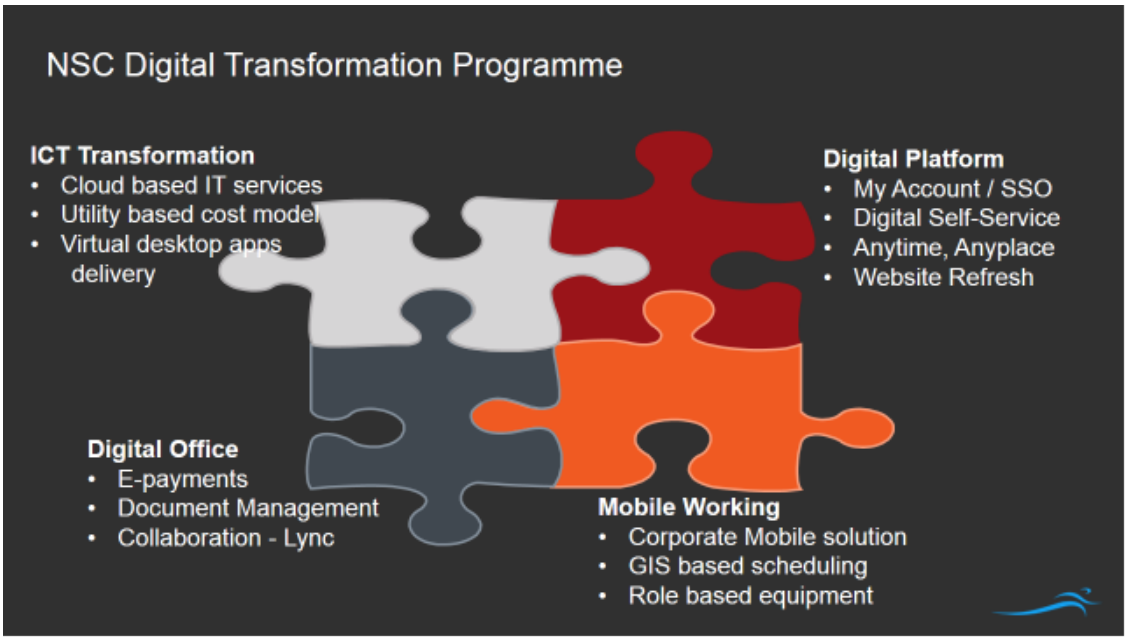
2.5 The council's role in the transactional side of supporting citizens moving into /out of/around the county borough places a big demand on officer time within the Council. There were more than 7,500 moves

[4] Cabinet Office, November 2012

into/out of Bridgend in 2013 (excludes moves within the borough and migrations from outside the UK). It is estimated (from comparable work completed elsewhere by Agilisys) that digital shift could enable around 75% of these to be done successfully, via a single account 'MyBridgend' self-service system, linked to the Council Tax back-office system, with no officer involvement and instant results for the customer. Development of eBilling saves money, helps to protect the environment and makes things better for the citizen. Putting the Council Tax bill right where it needs to be in a secure 'MyAccount', next to the services they might also need (for example create a direct debit) not only makes for a better service, it reduces unnecessary calls into the Council contact centre.

Defining the Programme

2.6 There are five components required to change our operating model: we need to develop a digital platform; transform our ICT provision; enable mobile working; create a digital office; and develop a digital culture. Four of the five components are illustrated in the diagram[5] below:



Digital culture

2.7 The fifth is less tangible, but just as important. The transformation required is not just about digitising processes (although connecting people, processes and data will be critical). It is also about culture and adopting a digital-first mind set where everyone embraces what is possible using digital technology. While the ICT team will be integral to the process, it is other teams and directorates of the Council that will need to lead the digital transformation as it will require a complete rethink of all our operations.

[5] Agilisys illustration of a digital transformation programme

2.8 The success of the programme will be dependent upon the extent to which the Council's leadership team understands, believes in and promotes the potential of digital technology to transform the Council. The transformation programme will need to build the digital skills and capabilities of members and employees and devise digitally progressive policies, embedding digital triggers into policy and new initiatives.

2.9 The Council needs to change its mind set to one which constantly looks at the opportunity to use digital technology to enhance the customer experience, use customer data to reduce demand, make linkages between services and to reduce costs.

ICT provision

2.10 The Council's ICT strategy is currently being reviewed and updated. The new strategy will be underpinned by a number of principles that support the digital transformation programme including the use cloud based services, the architecture needed for digital services, increasing mobile working for employees and the development of customer centric data and its analysis. An assessment of our current technology position in terms of our digital service provision is therefore attached at appendix 1. Delivery of the digital transformation programme will require the development and implementation of a number of IT enabling projects which will deliver:

- Effective information management
- Customer data analytic capability
- Mobile and flexible working capabilities
- Digital services capability
- Standardised business processes
- Enterprise scalability and agility
- High assurance identity, management and data security
- Ability to integrate with partners

Digital Office

2.11 The Council has already begun to shift away from paper through the implementation of the Electronic Data Records Management System (EDRM) and the Digital Office handing inbound and outbound mail. Significant cashable savings have been realised as a result. This has also included the removal of individual printers across the authority and the installation of Multi-functional devices (MFD's). That said, there is still a significant reliance on paper in many areas so the digital transformation programme will identify further opportunities for reducing paper usage across the Council.

2.12 The digital office is not just about reducing paper it is about enabling the customer to self-serve, thereby removing the need for officer involvement in the process. This requires business processes to be

digitised and for effective digital communication to take place with customers at appropriate points in the process to promote and support self-service.

2.13 Moving to a digital operating model will therefore involving the design of fit for purpose digital processes based on understanding the "customer journey". This will enable the council to develop low effort self-sufficient processes which can deliver cashable savings as well as high customer satisfaction rates. The effective redesign of business processes will be a critical success factor for the programme as they will determine whether digital self-service options are the first resort for customers.

Mobile working

2.14 The Rationalising the Estate Programme incorporates the Council's first move towards increased mobile working. With the relocation of employees from Raven's Court to the Civic Office and the move to a staff: desk ratio of 3:2, the Council is purchasing 287 laptops supported by mobile technology that will allow officers to work remotely. The digital transformation programme will identify further opportunities for increasing mobile working.

Digital platform

2.15 Research shows that currently Bridgend has very few digital channels. In a recent SOCITM survey Bridged only achieved 1 out of 4 stars for its website. Desktop research of those authorities that archived 3 stars shows much more advanced digital channels available.

2.16 The Council urgently needs to develop and implement an effective digital platform that will enable Bridgend citizens to interact with council on line. The digital transformation programme will focus on refreshing the Council's website, creating a "myaccount" facility that enables users to access digital self-serve services at the time and location of their choosing. Consideration will be given to the flexibility and sustainability of any platform to enable the potential development of a shared platform with other partners (e.g. from the Local Service Board and/or other local authorities over time).

Programme benefits

2.17 The table below summarises the potential benefits of a digital transformation programme.

Benefit	Link to tangible outcome
Improved Customer engagement	• Greater engagement with the current and potential service users in the design and delivery of services • A platform for subscription to news, information and services • Collaborative style working through social platforms case studies have shown 20% increase in productivity • Improve customer engagement both social and democratic • Automated and targeted communication (Email, SMS) • Crisis communication, simplified and efficient
Better access / Customer satisfaction	• Simple easy to use services, via a single platform • 24/7 services anytime anywhere providing customers access to services quickly and conveniently at times that suit them • Linking up systems could mean we process application in seconds rather than days • Digital services can be more responsive and personal 'My Account' - i.e. we can personalise the information they see and allow citizens to track progress • By making services digital we will need to redesign them to make them simpler and easier to use • More consistent quality of service / process for all channels • Greater accuracy of re-using data already supplied and verified • Reduce failure demand, with more accurate use of data
Cost reduction	• Lower transaction costs • Demand management reducing or eliminating transactions and avoidable contact (Proactive information, signposting, tell us once) • Integration to stop rekeying data or manual checks (Simplify, standardise and automate) • Getting it right first time – joining up systems will result in more contacts resolved at first point of contact 'one and done'. • Less duplication of services and customer contact • Integration with back office systems, through business re-engineering
Business intelligence	• The programme would provide business intelligence predictive data insight • Cross cutting data can help to detect fraud and inappropriate requests for service • Improve productivity, based on intelligent use of data and response to customer demand • Make better decisions more quickly, by identifying trends and issues. • Support early intervention and prevention – analytics brings the ability to predict results and model scenarios. • Culture of continuous improvement through the use of digital to redesign services and ensure benefit realisation.

More flexible and responsive Council	• Enable the development of new applications and tools to integrate services with increasingly mobile technologies • Reduce operating costs with the use of mobile technologies, video conferencing and collaboration tools • Support the rationalisation of the Council's estate • Support collaboration with key stakeholders through better use of intelligence and improved engagement through digital media etc. • Create a more empowered mobile workforce • Enhanced engagement • Shift to digital could eliminate more human error, improve traceability
Improved employee satisfaction	• Better work life balance through increased mobile working • Improved moral through a reduction in bureaucracy and process

Programme Dis-benefits, risks and constraints[6]

2.18 Digital transformation will lead to a reduction in face to face communication with citizens, which some may perceive negatively. However, face to face services will still be provided where appropriate and evidence from other councils that have already digitised services suggests that digital inclusion measures deal with such concerns.

2.19 Shifting customers to use digital self-serve services needs to be carefully managed and got right first time. The right choice of customer service tools need to be in place, and the right content needs to be available and discoverable by consumers on desktops, tablets or mobile devices. Processes and systems need to work right the first time; every time, otherwise staff and public could quickly disengage.

2.20 The National Audit Office has in the past reported a reliance of generic channel shift policy and failure to target specific services and realise benefits when available as the underlying causes of digital shift not being as effective as they could be.

2.21 Existing frameworks and processes will need to be adapted to meet the new ways of working; this may have additional resource implications, or create additional work in the initial stages of transformation.

2.22 A lack of staff or customer engagement could impact on the realisation of benefits if not addressed through the transformation process. For a customer to complete their query or transaction online, they need to have absolute confidence in the website. They must find it quick, easy and convenient to use. At the slightest hint of difficulty they will go back to using other, more expensive channels, increasing service delivery costs.

[6] A full risk assessment can be found in section 7 below

2.23 According to the 2015 GOSS channel shift survey key barriers to Channel Shift in 2015 remain:

- system integration;
- lack of budget; and
- Staff culture.[7]

3.0 Stakeholder engagement

3.1 To achieve the full benefits of digital transformation the Council has to put customers and their needs at the centre of the new operating model. This involves understanding how they interact with the Council, which processes they find useful and valuable and which experiences they do not. The reference to customer in this context refers to all users of council services including employees and members.

3.2 Public and employee engagement will be critical to the successful redesign business processes and work on employee engagement has already begun with workshops being held with change champions and most recently senior managers. There are follow up workshops to be held with staff and members in the first quarter of 2016.

3.3 It is proposed at this stage to undertake further public consultation to build on the overwhelmingly positive response (87%) in the 2015 budget consultation in favour of making council services accessible online. The aim pf the further consultation would be to highlight the Council's planned programme and direction of travel and to develop our understanding of "customer journeys".

3.4 The first phase of the consultation would (in the form of a survey and using social media) ask respondents for their views on the types of services that the Council could usefully provide on line as well as provide information to citizens on the population internet usage. The second phase (subject to approval of this business case, and completion of the mini competition) would involve focus group work led by service managers to develop customer journeys and profiles. These would then be used to review and develop new business processes using digital technology.

4.0 Programme Delivery Options

4.1 A review of councils across the UK has identified a range of delivery options for digital transformation, ranging from small scale in-house incremental approaches to change to the use of strategic partners that develop, host and manage councils' ICT provision and digital programmes over a number of years. Research for this business case has involved reviewing written materials, attending meetings and events and has focused on councils that have been highlighted

[7] The annual GOSS Public Sector Channel Shift Strategies 2015

in case studies and/or similar good practice reviews, including Birmingham, Edinburgh, Enfield, Essex, Bristol, Camden, Rhondda Cynon Taf, Pembrokeshire and Bournemouth. Exploratory discussions to develop officer understanding have also been held with private sector providers of digital services including Civica, CGI, Gartner, Agilisys, PWC and Local Partnerships.

4.2 Approaches and investment have varied, but it appears that councils that have achieved the greatest in terms of shift have invested heavily, either in terms of their internal resource (Bristol) or the use of external partners (Edinburgh/Enfield). Some have used a combination of external support and internal resource, with a number of authorities having outsourced their whole ICT services, but with varying degrees of success, reportedly.

4.3 The City of Edinburgh has been on the digital journey for 2-3 years and currently has around thirty services online. The Council recently appointed CGI as their strategic ICT partner, with their data centre being located in Bridgend. As part of this arrangement CGI has partnered with Agilisys to re-develop Edinburgh's digital platform and to shift more council services online. Investment in Edinburgh has been significant, both in terms of the use of strategic partners (the CGI contract is worth £186 million over a seven year term) but also their own internal teams.

4.4 Bristol is another authority which has made a significant investment (ie £ millions) in transformation underpinned by digital technology. They have re-commissioned and re-tendered existing ICT contracts with the aim to develop a single platform themselves, by linking existing back office systems together through the use of open source and Application Programme Interfaces (API's). The timeline in Bristol is similar to Edinburgh in that they have been developing their strategy over the last 2-3 year and they have a contract with Gartner for digital technology advice. Bristol has fewer services online than Edinburgh.

4.5 Bournemouth Council won digital authority of the year in 2013/14. Like Edinburgh, the Council outsourced its ICT service, but found that there was a disconnect between their strategic partner and the transformation needs of the council. In practice most of the digital work done here has been with the community (eg improving broadband access) and there has been little digital shift of council services to date.

4.6 Some examples of the benefits councils have realised from digital shift include:

- Tameside Metropolitan Borough Council reported a saving of £172,000 per year with the first 28 transactions offered online and a savings of £60,000 from closing their paper application process for free school meals.

- Blackburn with Darwen Borough Council was able to achieve a drop of 10,000 incoming calls per year, by providing a 'winter

page' from October through to March to provide key links and information.

- Poole Borough Unitary Council reported a 5% year-on-year reductions in calls since 2005 using a coordinated channel shift programme.

- Enfield is an example of outsourcing to a strategic partner to manage the whole process and they have done this by partnering with PWC, whom are also working with Essex and Southampton. The majority of the development of a single platform was following work with Enfield, leading to PWC now offering a single solution 'Engage' to facilitate the shift of services online. The cost to Enfield was estimated to be approximately £23 million, but there are estimated savings of over £30 million

4.7 The following themes have emerged from the research:

- There is a need to invest in developing capacity and skills if there is to be a genuine re-engineering of services and shift online. There will be a need to bring in external support to deliver this

- Digital in itself is just a facilitator to supporting transformational change and new ways of working

- In order to put the citizen at the centre and ensure focus is on the areas that matter to the citizen, investment should be made into consultation and citizen engagement

- Corporately it will be imperative to develop the culture of the organisation to support and facilitate the new ways of working that digital shift will create

4.8 The table below summarises the two delivery options for the programme, that were asked to explore further, a mini tender process is currently underway, with a specification drawn up with the below options in mind. Where available information on the possible financial implications for the Council is included.

4.9 Based on the specification the tender process will be conducted over a relatively short time frame as indicated below in paragraph 7.0. The responses will be scored against the specification and the benefits or critical success factors as they are laid out above in the table within paragraph 2.17.

Option	Description
Option 4: **Procure strategic partner to host and maintain single digital platform using a modular approach to channel shift and the digital office, with in-house delivery of all other programme components**	This option would see a procured external partner (eg Agilisys) develop, host and maintain a modular Self-Service Platform that would enable the Council to deliver all its services on all devices, using web chat, "my account", signposting and self-service tools. This option would reduce the delivery risk associated with the digital platform which is a critical component of the programme (being the front face of the Council's online presence) It would enable customers to channel shift by completing transactions digitally for a range of services including Council Tax, Benefits, Licencing, Parking, Waste, Libraries, Schools etc. freeing up staff and resources to deal with more complex cases and working with existing back office systems. Using a modular and phased approach it would use a range of service modules that cover the Council's complex high volume transactions using built in business rules (configurable to accommodate local policy), workflow and to allow for automation, integration, directly into the Council's back office systems. It would enable the Council to use MyAccount: a clear, simple customer interface that is designed to be simplistic yet intelligent and intuitive to enable high self-service take-up (Eg Hammersmith and Fulham 100% of applications for the housing register are online or North Somerset where 95% of new Benefits claims). This option could be procured through the Government's G-Cloud digital market place on a pay as you go basis. Companies such as Agilisys can conduct a 'free' diagnostic service, and outline business case, which can lead to a more detailed assessment of transformation to a single platform, based on a modular approach of shifting services online based on the highest volume calls or the needs of the authority. This can range from £25,000 to over £500,000 depending on the number of services that need to be shifted online. In return the partner guarantees the delivery of agreed annual cashable efficiency savings targets, which would be shared between the Council and partner. The disadvantages of this option would be that the Council would need to work on understanding the customer journey and redesigning business processes in-house, albeit using the partner's digital platform and solutions to digiitise processes. While the Council would benefit from the partner's experience there could be a lack of ownership of the new process from employees and limit the Council to transform only those modules available "off the shelf" from the partner. This option would also not provide the Council with support for the other components of the digital transformation programme. There would therefore be a risk that the Council's ICT provision might not be able to keep pace with the digital technology solutions being provided by the partner. That said this option would be likely to facilitate cultural change due to the wide range of services that would

	be affected. This would need to be supported internally by the leadership team. There is the possibility of also sharing the platform with other public sector providers including the third sector.
Option 5: **Procure a strategic partner to deliver a whole systems change to:** **1. Digital platform** **2. Culture** **3. Digital office** **In-house provision of:** **1. ICT service** 2. **Mobile working**	This option is an enhanced version of option 4. The main difference is that the external provider would work with the Council to design, develop, implement and maintain all aspect of the whole programme at pace, excluding the provision of the Council's ICT service or mobile working for employees. Like Option 4 it would involve a complete Self-Service Platform to deliver Council services on all devices as well as provide 'assisted service' to enhance off-line channels. This option requires significant investment in terms of time and resources, with initial estimates identified as around £250,000 for design, followed by a one off implementation fee of £1,500,000, then a two year renewable license fee of approximately £2,000,000, therefore a total cost to deploy being £3,750,000, plus an annual operational fee to support and maintain of £750,000 (figures provided by PWC). In return PWC estimate savings of around £10-£15 million annually will be found through process improvement, avoidable contact, channel shift and demand management. There is the ability to create shared space with other public or third sector providers through a single platform solution.

Summary of the development of preferred options

4.10 At this stage PMB based on the previous outline business case have discounted a number of options, as either not supporting the necessary level of change or not deemed suitable for the realisation of the benefits stated above.

4.11 The Digital Transformation Board has therefore given further consideration to the preferred options, and further illustrative details from potential providers are attached as appendices 2 and 3, with a comparison between the two attached as appendix 4.

4.12 As part of the ongoing research the Council also conducted a free diagnostic exercise with Agilisys to help understand the scale of the potential costs and savings that could be available from the introducing a digital platform and office. The results of the exercise are also included in Appendix 2.

4.13 The results of the above diagnostic indicate the delivery of £2.07m of net savings over a period of 4 years from the point of go-live, as well as improved levels of digital service delivery. The business case shows a projected return on investment (£1,211K over 4 years) is expected to be within 18 months post go live.

4.14 PWC offers a business diagnostic design service for an estimated cost of £250,000. This goes beyond the exercise currently being undertaken by Agilisys as it involves working with employees and customers to design processes that could be supported by digital solutions. The Digital Programme Board reviewed this option and additional information from PWC can be found in Appendix 3.

4.15 In terms of the digital platform the total cost to redeploy their platform would be £3,750,000, plus £750,000 in annual licence fees. Their engage platform is estimated to translate into savings of £10-£15 million.

4.16 Although a direct award is possible by using the government G-Cloud framework, a mini competition based on the above preferred options would be preferable prior to any award and this is to run through March 2016, with an indicative timeline for this process given below.

4.17 The tender specification being shaped and agreed with the benefit of the research and diagnostic work conducted above, in line with procurement guidelines and aimed at the realisation of the benefits listed above.

4.18 Business process redesign may be covered through some of the digital shift work or through the purchase of both aspects of the PWC model illustrated above; otherwise this will need to be sourced separately as would any additional resource required by the authority in terms of a dedicated digital architect.

4.19 Based on the above and the mini tender process the Programme Board will also draft and agree a report to Cabinet to secure the reserves to spend, with a further report to Council in April to agree the final spend once the process has been completed.

4.20 The above process will also look to identify any additional costs which may be required outside of the solution procured, such as the cost of any application program interfaces ‘APIs’ that may be required to link existing systems with any new platform or system. There may also be a need to identify resources required to adequately ensure the implementation of the preferred solution.

4.21 The programme board will also look to establish through a separate tender process the best solution to the business process redesign which will enable the Council to realise maximum benefit from the digital shift.

5.0 Programme Costs and Benefits

5.1 The research and evaluation carried out to date has revealed that the different options available to the council have vastly differing scales, potential service and efficiency benefits, and associated costs.

5.2 The table below provides indicative figures for estimated recurrent savings. **These are based on very high level calculations and should not be taken as genuinely deliverable, but as indicative of scale only.** A fuller table with notes is provided in both the Agilisys and PWC appendix notes. With the exception of PWC, estimated deployment costs are not available and consequently neither are payback periods / return on Investment.

OPTION	ESTIMATED RECURRENT CORPORATE SAVINGS		
	LOW (50% of Base)	BASE CASE	HIGH (150% of Base)
Option 2 – Incremental change			
Civica	750,000	1,500,000	2,250,000
Northgate	525,000	1,050,000	1,575,000
Newport City Council	163,000	326,000	489,000
Option 3 - External Adviser			
Ember	272,041	544,082	816,123
Gartner	- n/a -	- n/a -	- n/a -
Option 4 - Strategic Partner Modular approach			
- Agilisys	3,098,333	6,196,667	9,295,000
Option 5 - Strategic Partner - whole System Approach			
- PWC	3,175,000	6,350,000	9,525,000

5.3 Although still indicative only, at this stage, these will be further evaluated in the tender process so that the payback periods and return on investment can be considered.

5.4 It is reasonable to assume that strategic partner costs are likely to be several million pounds at a minimum. This cost will be a mixture of capital in the form of investment into a new online platform as well as revenue costs from process redesign and marketing which could not be capitalised. In addition there are likely to be ongoing revenue costs from licences and support (whether internal or external) which would need to be offset against recurrent savings.

5.5 Following the direction of PMB, the programme Board felt that in order to realise the benefits of the procurement of a suitable digital platform, a further case will be needed to develop the business process redesign work. This will be supported by a separate competition process, and is reflected in the timeline below.

6.0 Risks

Risk	Mitigating Action
Lack of shared or corporate responsibility for channel shift.	To achieve channel shift there must be multiple stakeholder responsibility across the organisation including frontline services as well as corporate functions.
In-flexible channel design, development and resource	It will be difficult to achieve channel shift without continual development of appropriate channel solutions in an agile way. It is critical that flexibility to test and learn can be part of the design and delivery process and that this is at a reasonable/realistic cost.
Released Capacity is fragmented	Most of the savings in a channel shift is by diminishing human interaction. This will release capacity but it is important to have absolute clarity on where this capacity is released. In some cases it may be part of a role whilst other elements of the role still exist. Matching released capacity with under resourced areas negating the need to recruit is one way of ensuring benefits whilst minimising job losses.
Technical defects	If the level of technical defects in development is high then this is likely to divert Customer Services/ICT from concentrating on proactive channel shift and instead will have to deal in a reactive defect fashion.
The availability and quality of data	This is typically one of the biggest challenges and is crucial to starting the process in the right footing. The Council must ensure adequate resources are applied to ensuring the development of the business intelligence module and dissemination and use of the data to directorates is carried out effectively.
Cultural resistance to change	The cultural change required can only come from a clear direction from the top leadership team. Their focus and level of importance bestowed on the digital programme will determine the success of changing the Council culture to think digital first.

Slow response times, unclear information and non-intuitive online navigation leave consumers frustrated and reaching for the phone	New digital solutions and their design have to be tested and re-tested utilising user feedback. It is ok not to get it right first time but it must be followed through with monitoring usage and user feedback and amended accordingly. Again this will need attention and resourcing appropriately.
Consumers/stakeholders fears over security and uncertainty	For really important issues to the customer, research tells us that the lack of human confirmation is a contributory factor in not using an on-line channel and that a simple confirmation email or SMS could overcome this. Overcoming consumer uncertainty about transactions is an important point. Users have to trust the information without the need to validate through another channel. The key is to think through the entire interaction process, rather than just identify a cheaper means to do a single part of it.
Challenge to the procurement process	Ensure both the internal council process and Government frame work process is correctly followed.

7.0 Timescale

7.1 The proposal is for 18 months – two year programme from investment decision date (including Cabinet approval), with key milestones estimated as listed below, along with some of the key activities that will be required. In broad terms we need now to plan the following stages:

Stage one: target opportunities for efficiencies and channel shift, procure platform

Stage two: create a proposition that works for the customer and the organisation, assess support for further business process redesign

Stage three: promote uptake and manage demand, imbed further digital shift and process redesign

Stage 4: wider development opportunities and evaluation.

The timeline for the above stages is developed below.

7.2 The indicative timeline for the mini – competition process is listed below; this will be monitored by the programme board and programme manager:

DATE	ACTIVITY
22nd – 1st March 2016	Tender Preparation in line with G-cloud framework
22nd – 1st March 2016	Internal Approval to go to tender (Delegated Powers, Call-in etc.)
1st March – 15th March 2016	Issue Tender documentation
15th March 2016 12:00hrs	Tender Return closing date / time
15th – 29th March 2016	Evaluation
30th March 2016	Internal approval to award - DP, Council Report for 13th April
14th April 2016	Initial Award (Standstill Period)
25th April 2016	Official Award (End of Standstill Period)
14th April – 1st May 2016	Legal documentation / Sealing
1st May 2016	Contract Start date

Programme timeline:

Key Milestone	Estimated Date
Stage 1	
Establish Programme and governance	31 October 2015
Develop Programme business case	31 March 2016
Mini Competition using G-Cloud framework	March 2016
Official Award	April 2016
Stage 2	
Projects commence	31 June 2016
Business process redesign tender	May/June 2016
Assessment of corporate capacity to oversee implementation of chosen platform and business process redesign work	June 2016
Quick wins identified and some delivered	31 March 2017
Stage 3	

Major Programme implementation	April 2017- March 2018
Stage 2 evaluated and lesson learned	September 2017
Stage 4	
Further developments identified and programmed	April 2018
Stage 3 evaluated and lessons learned	September 2018
Programme closure, future developments embedded	December 2018

8.0 Management Arrangements

Senior Responsible Officer	Ness Young
(Programme Manager	Lee Jones
Business Change Manager	Directorate nominees
HR and Customer Service Lead	Sarah Kingsbury
Finance and ICT Lead	Randal Hemingway
Project sponsors	Service Directors

8.1 The programme will be managed via a programme board chaired by the SRO, in line with the corporate programme and project toolkit. This will include highlight reports to the programme management board (PMB) and a risks and issues log to be monitored through the programme process.