



Bridgend County Borough Council

APPENDIX 3



Bridgend County Borough Council
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr



DIGITAL TRANSFORMATION

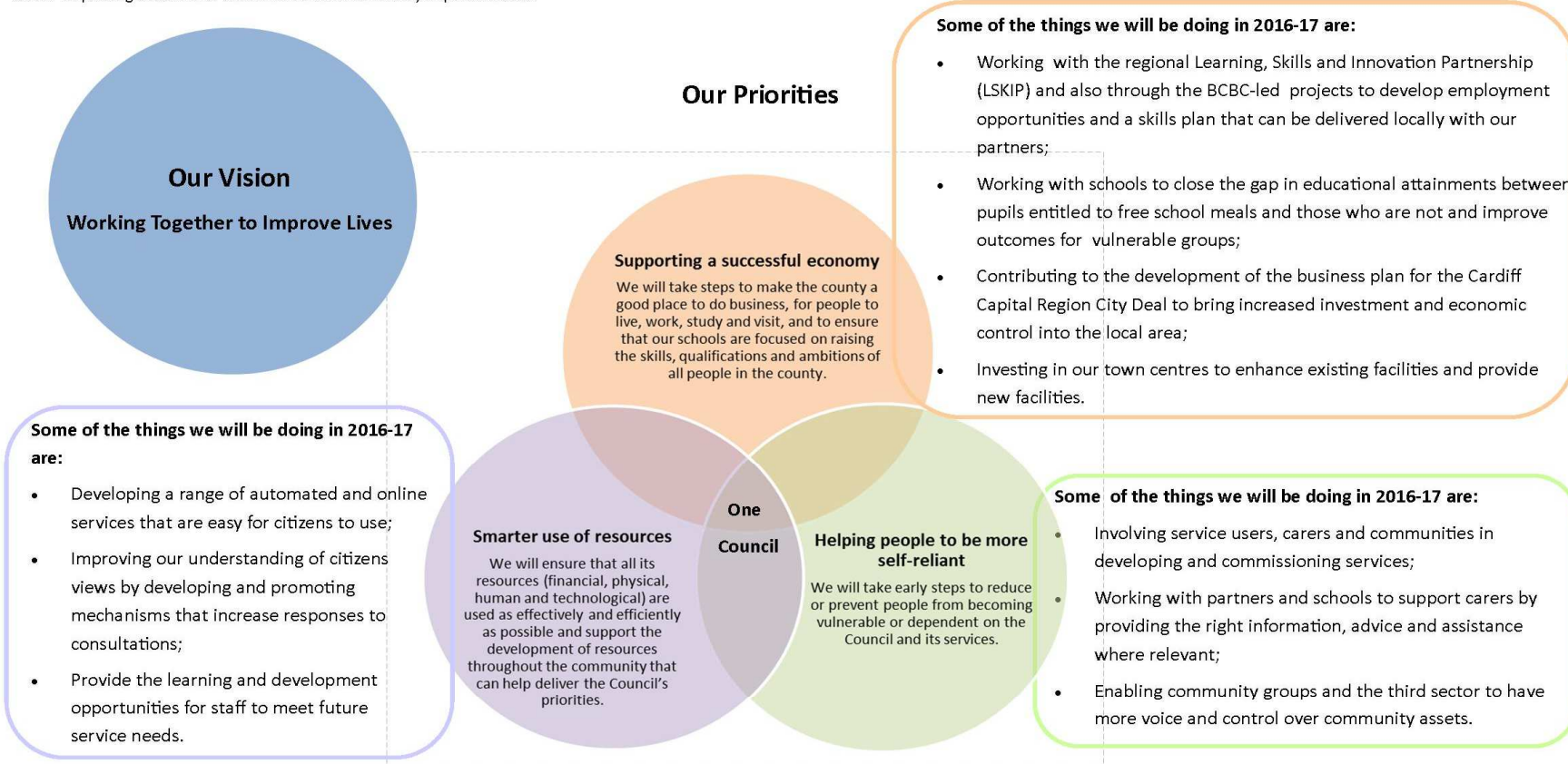
Transforming the way we work at BCBC

Bridgend CBC Corporate Plan 2016-2020 - Summary



The Council has a new Corporate Plan. The Plan sets out how the Council is to change and what its focus will be over the next four years. We recognise that we will have to make significant changes to the way we think and operate in order to meet the significant challenges ahead of our communities – not least the increasing demands made on many of our services, against the background of a shrinking budget.

While the Corporate Plan focuses on key areas that we want to change, we have many other core and statutory services that will continue to receive our attention. This includes safeguarding our children and vulnerable adults, planning, maintaining highways and public transport, refuse collection, street cleaning, revenues and benefits, public protection, and sports, arts and libraries through our partners HALO and Awen. Improving educational attainment also remains very important to us.



The full corporate plan provides more detail on the specific things we will be doing in 2016-17. You can find the Corporate Plan and other information on the priorities and performance pages of www.bridgend.gov.uk

For more information, please contact the Council: **Telephone:** 01656 643643; **email:** improvement@bridgend.gov.uk; **send a tweet to:** @BridgendCBC; **write to the:** Corporate Improvement Team, Bridgend County Borough Council, Civic Offices, Angel Street, Bridgend, CF31 4WB..



A USER CENTRED APPROACH

Agile in action



Courtesy of www.gds.gov.uk

User needs

Service managers

As a service manager, I need to get a dashboard showing the KPIs for my service on the performance platform so my service passes the service assessment.

As a service manager, I need to know what the performance platform can do for me so I can decide if I want my dashboard to show more than just the 4 KPIs.

As a service manager, I need to understand the work required to get a dashboard on the performance platform so I can schedule that work (including procurement if necessary).

As a service manager, I need to know the user satisfaction for my service so I can increase it.

As a service manager, I need to know the cost per transaction for my service so I can reduce it.

As a service manager, I need to use data to make recommendations to other parts of the service (eg policy) so I can create the best experience for my users.

As a service manager, I need to know the feature roadmap for the performance platform so I know how long I'll have to wait for those features, and if I should make alternative plans.

As a service manager, I need to know the digital take-up for my service so I can increase it.

As a service manager, I need to know the completion rate for my service and what steps have high drop-off rates so I can examine those steps and increase my completion rate.

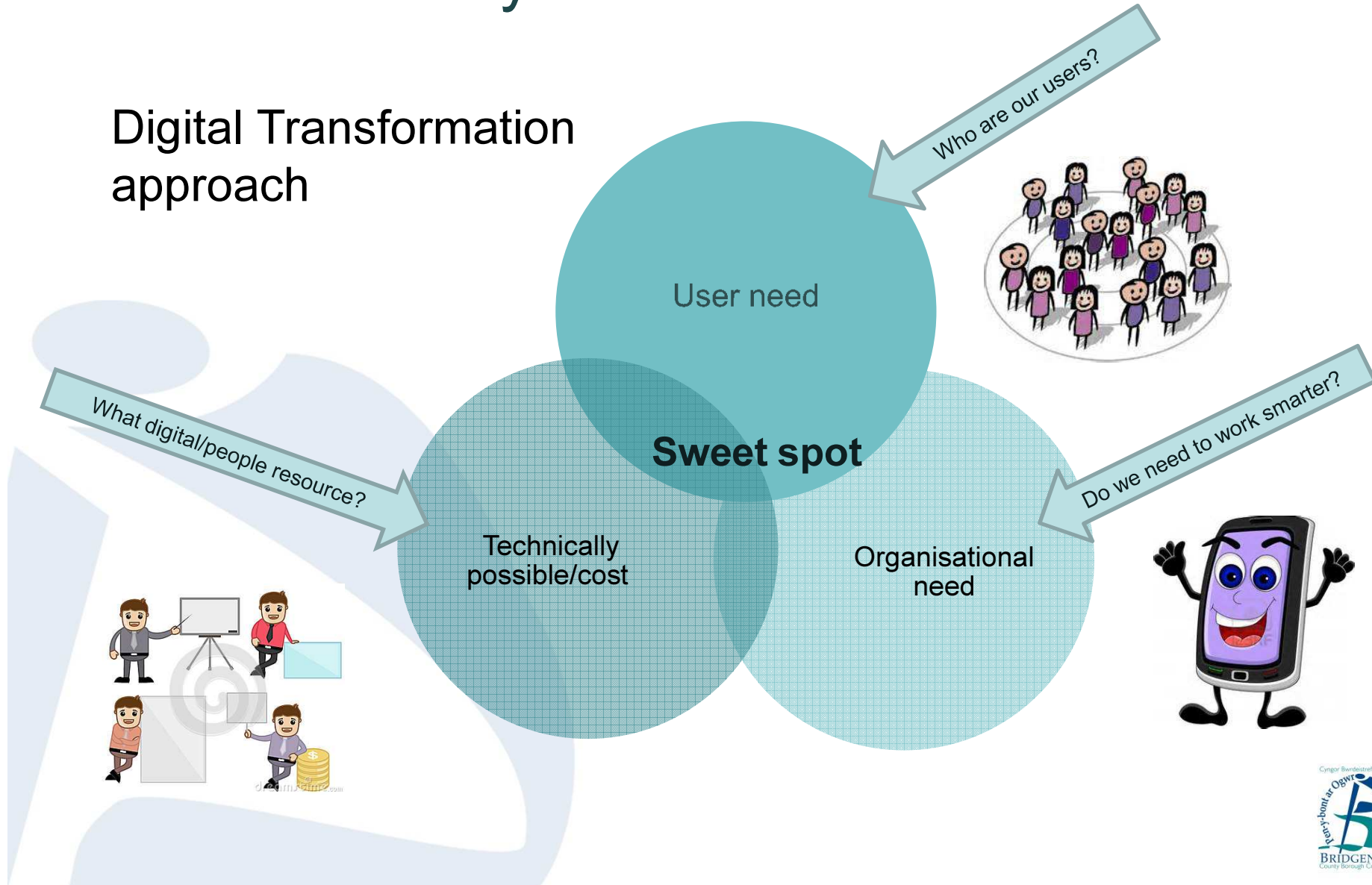
As a service manager, I need all my data in one place so I don't waste time visiting multiple data sources.

As a service manager, I need to add annotations to my dashboard so I can identify and explain interesting events and fluctuations.

Courtesy of www.gds.gov.uk

Why user needs matter

Digital Transformation approach

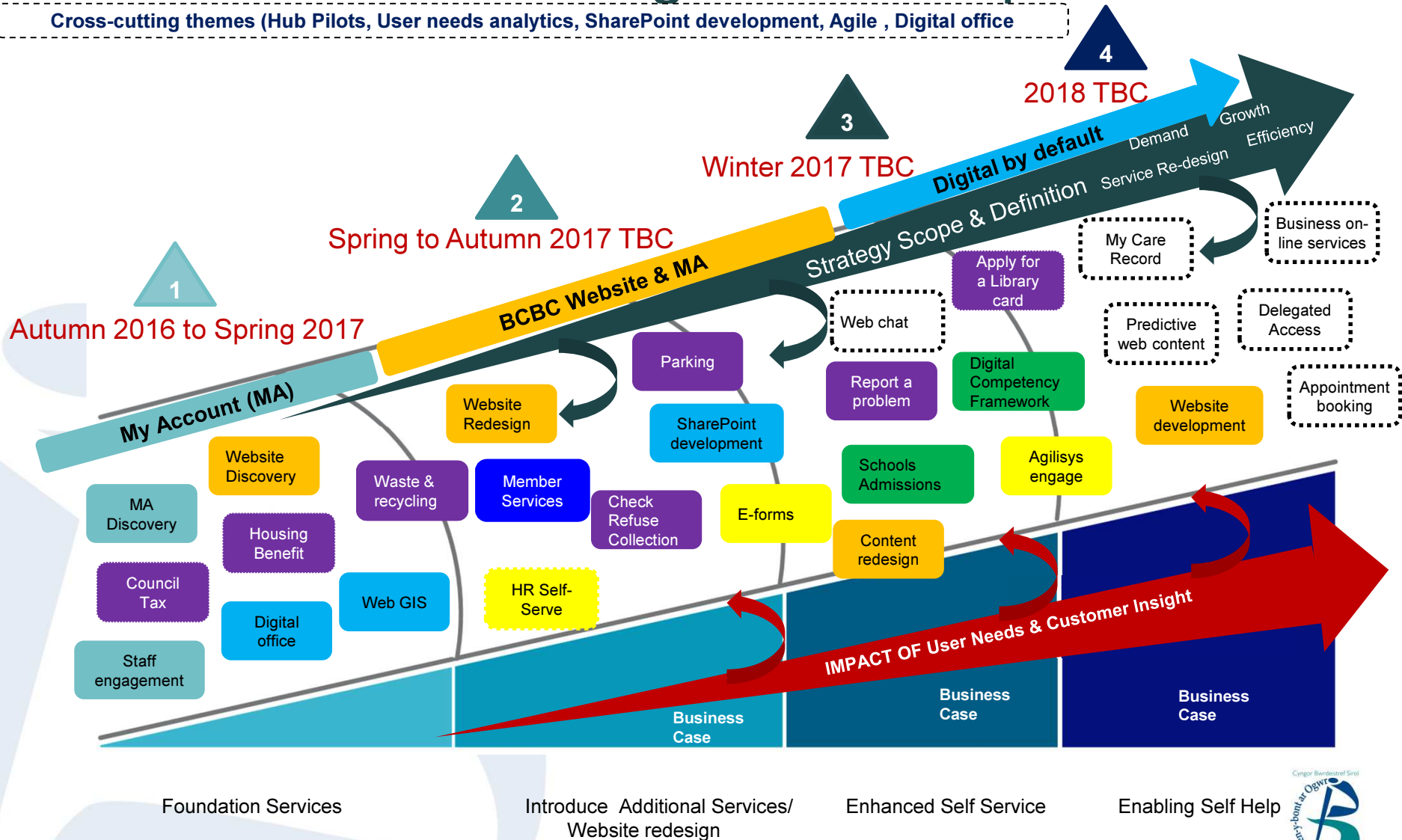




BCBC DIGITAL JOURNEY

BCBC digital roadmap

Cross-cutting themes (Hub Pilots, User needs analytics, SharePoint development, Agile, Digital office)



Foundation Services

Introduce Additional Services/
Website redesign

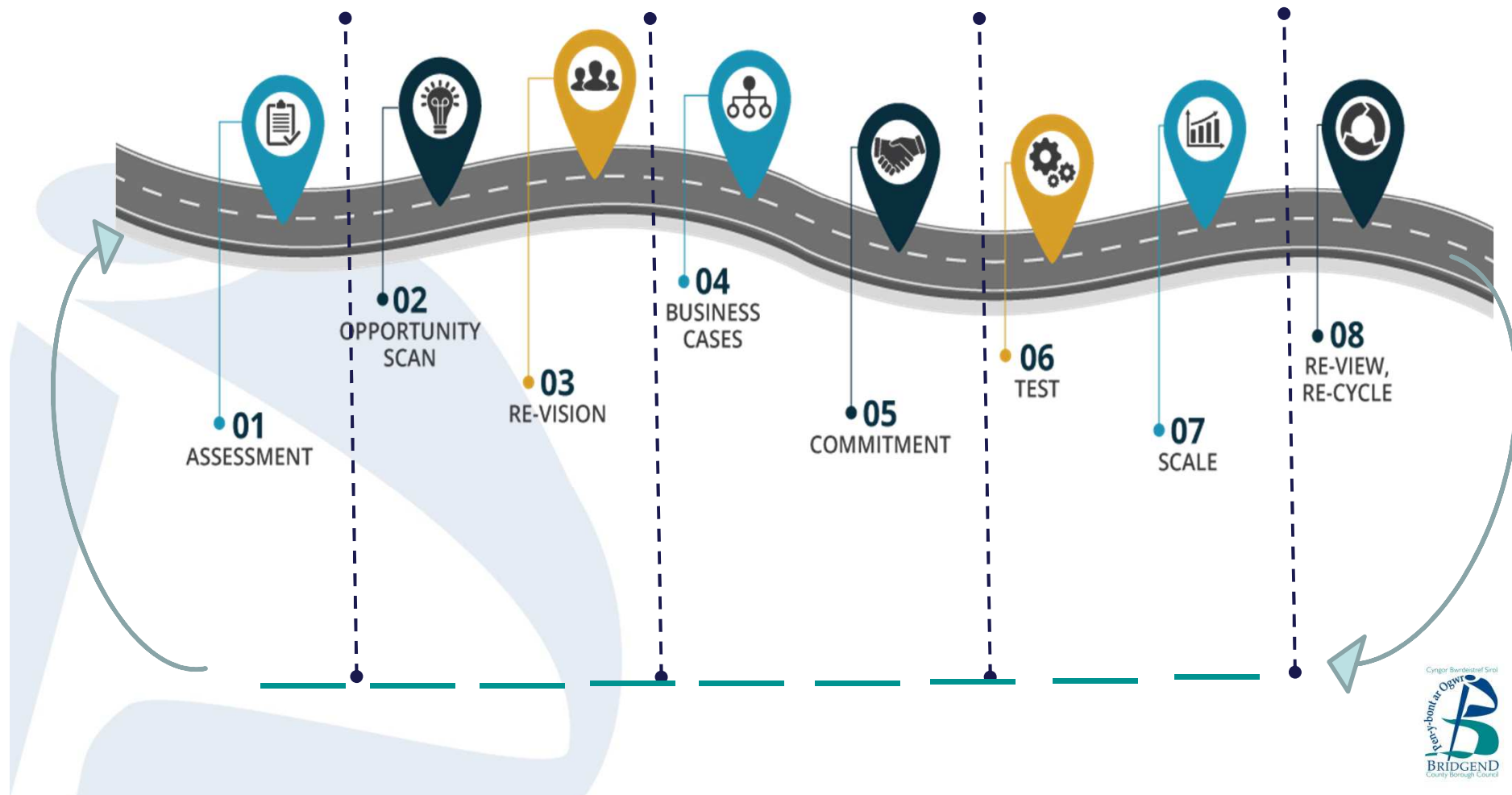
Enhanced Self Service

Enabling Self Help

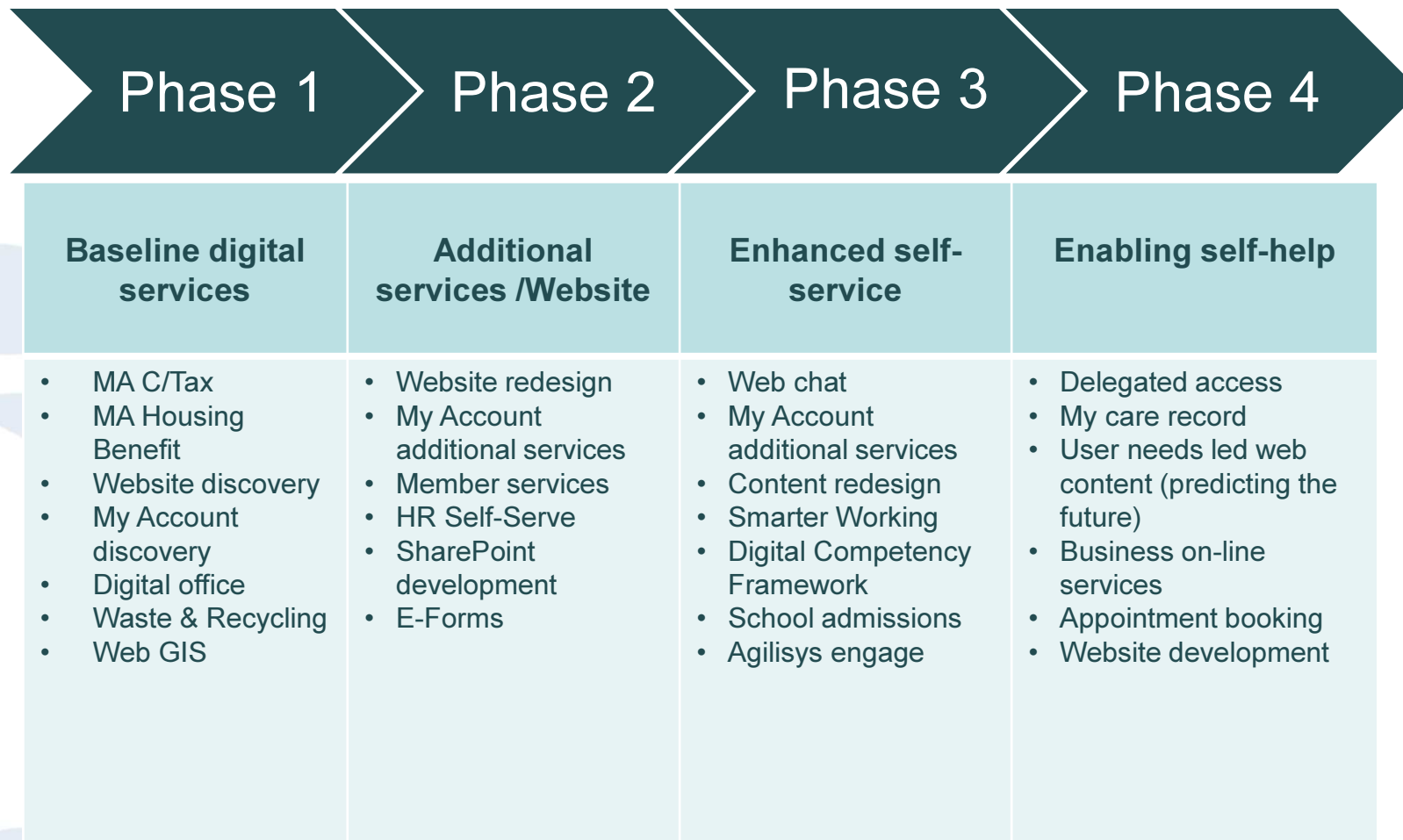


Digital roadmap phase by phase cycle

DIGITAL ROAD MAP



Digital Transformation Programme phases





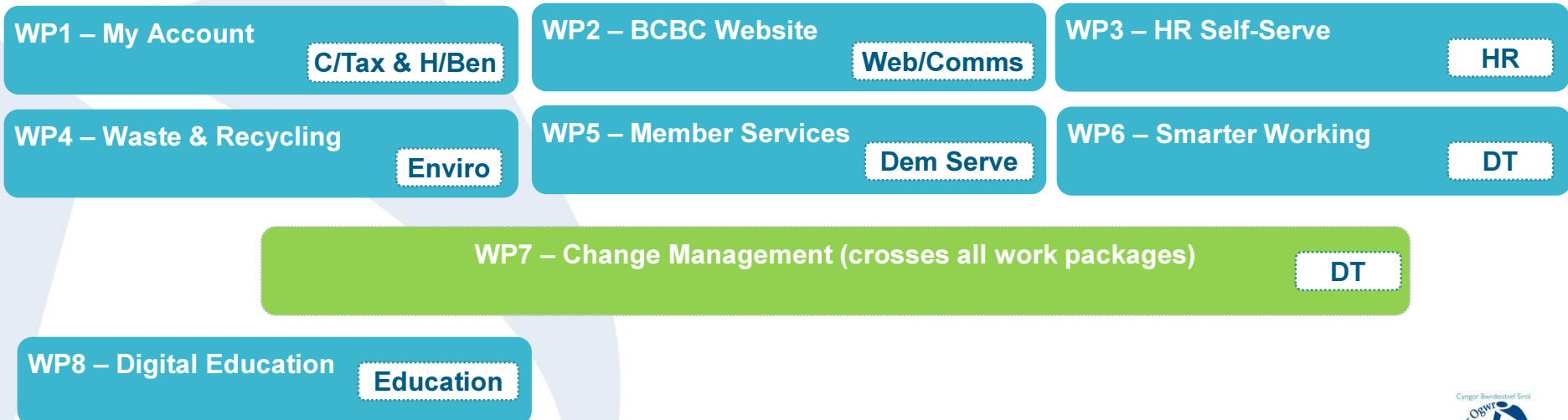
WORK PACKAGES

Digital Transformation – Work Packages

The proposed work packages have been designed to deliver the Digital Transformation Programme – these are based on the most immediate business functions which will benefit from digitalisation and channel shift. Each work package will have a Governance model, Comms timeline, Delivery Plan, Risk log, Budget and Benefits realisation. The work package approach:

- Scopes different design, build and test characteristics/timing
- Allows for clear accountability of delivery, and parallel delivery
- Requires very clear dependency management
- Requires a common, agreed start point and endpoint (high-level design, testing & delivery plan)

Work Packages:



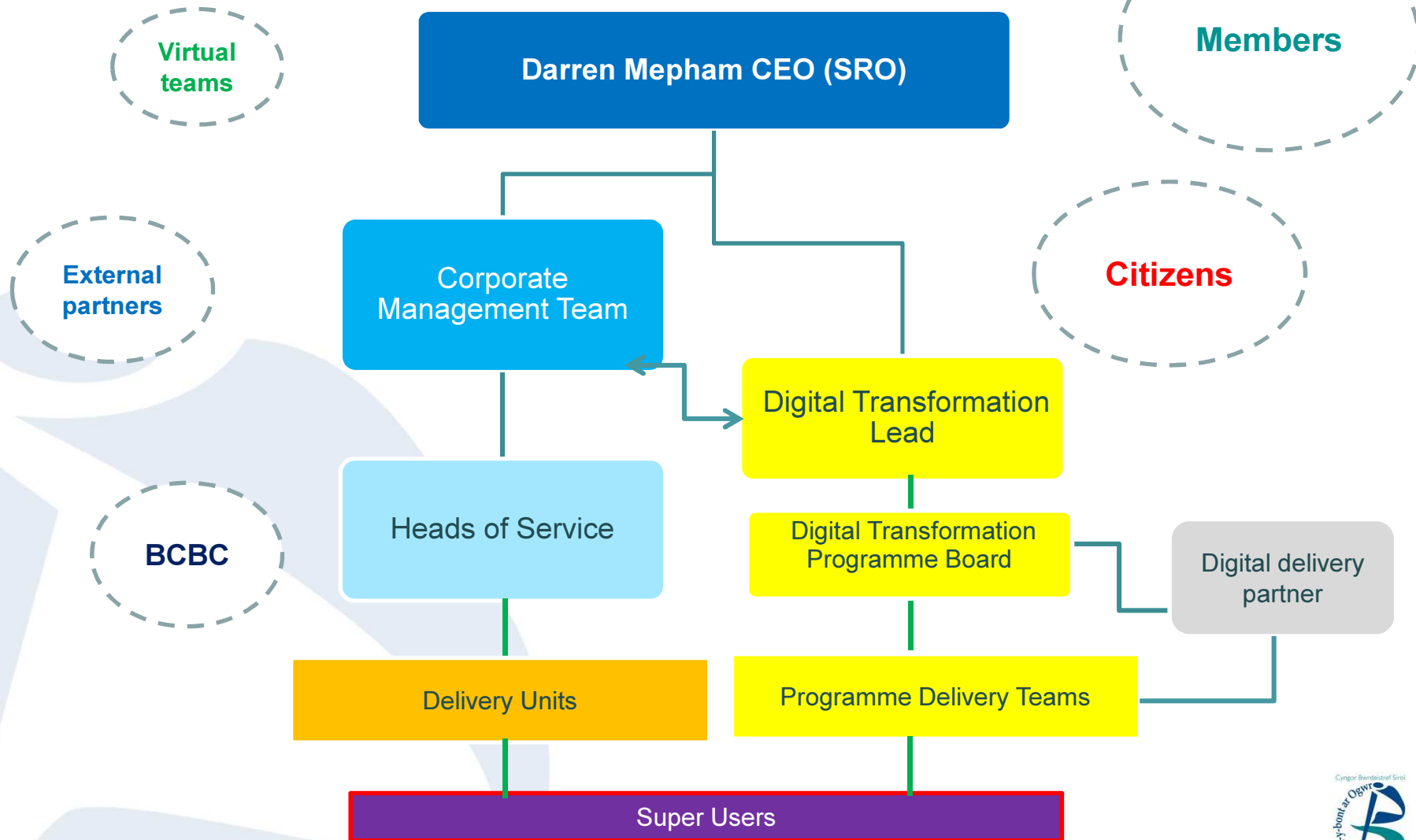
Work Package Definition WP1

WP1: My Account	WP Owner: Housing Benefits & Council Tax	
<p>Purpose/ Objectives: To deliver a Portal which is designed for residents to enable a truly seamless self-service experience for them to access multiple services offered by Council from a single sign-in.</p> <p>Project milestones:</p> <ul style="list-style-type: none"> • Kick Off • Setup Infrastructure & Access • Configure Vanilla build My Account (Council Tax, Housing Benefits) •UAT1 & 2 Council Tax •UAT1 & 2 Housing Benefit •Sign Off UAT • Go Live 		
<p>Resources/ Contributors:</p> <ul style="list-style-type: none"> • Digital Transformation Lead • BCBC Programme Manager • Head of Service – Performance and Partnership Services • BCBC Comms • BCBC Business Teams (H/Bens & C/Tax, W&R, CC) 	<p>Supporting Activities:</p> <ul style="list-style-type: none"> • Change Engagement/Communications • Guidance & Advice (FAQ, on-line updates, training) • Awareness Raising/Briefing Sessions • Business Readiness Support • User guides 	
<p>Inputs/ Dependencies:</p> <ul style="list-style-type: none"> • BCBC business teams complete initial discovery work for My Account set up • ICT teams deliver back office integration • Robust Testing Strategy (UAT) • User Needs Identification • User Needs engagement 	<p>Deliverables and Sign-Offs:</p> <ul style="list-style-type: none"> • UAT complete • Sign off business areas (C/Tax, CC & H/Bens) ready go-live • Change impact sessions with delivery units/residents • Acceptance testing members • Borough wide communication campaign 	

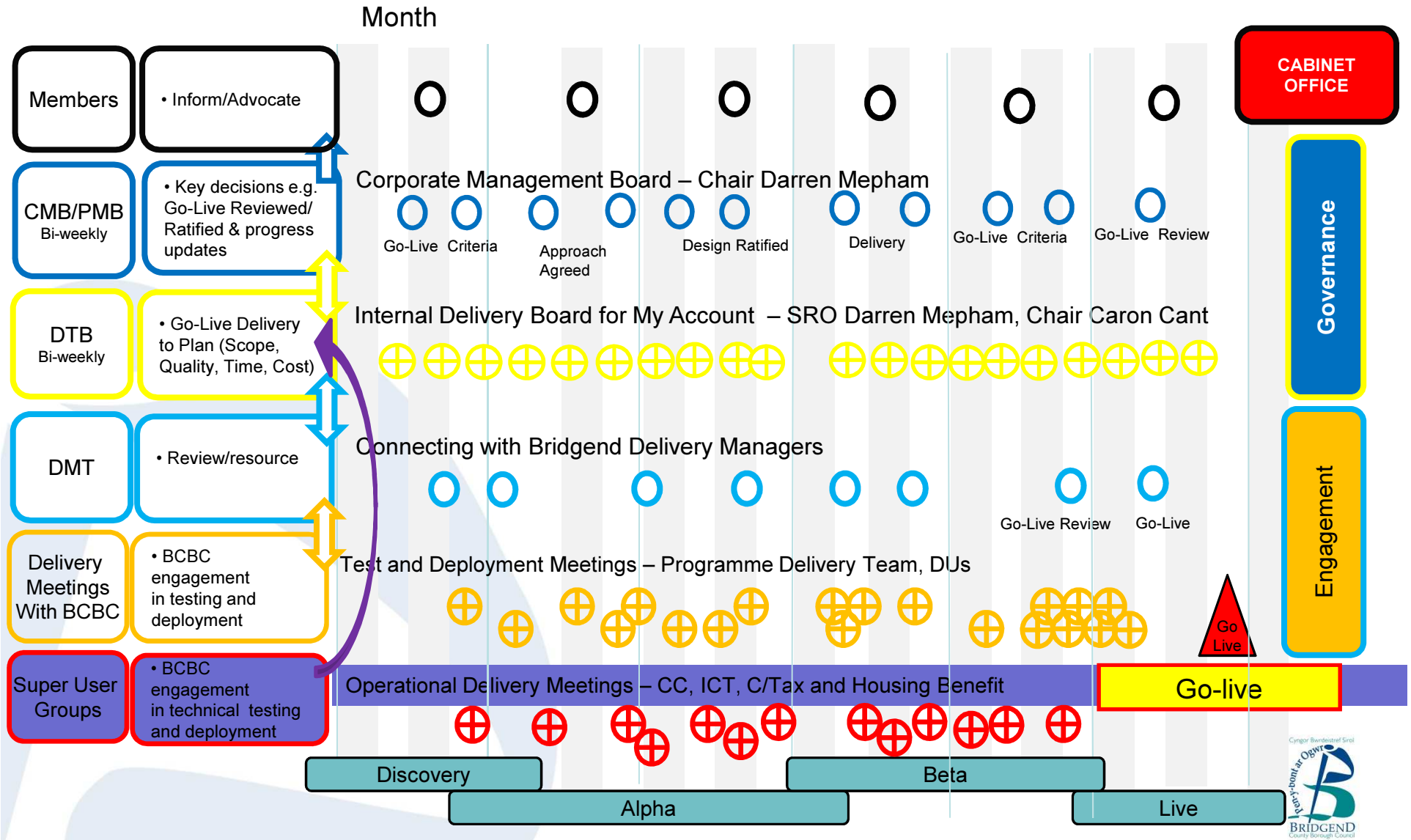


PROGRAMME OWNERSHIP & DELIVERY

Implementation



Governance



Business Involvement (Phase 1)

Oct Nov Dec Jan Feb Mar Apr May Ongoing

Training & Development

My Account Awareness Sessions

Skills Training
C/Tax Housing CC Comms HR

Readiness & Organisation

Requirements/Impact

CMB Members CMB Members

Stakeholder Engagement

Decision Making at BCBC Digital Transformation Board
Finance Housing DT C/Tax CC IS/IT HR Enviro

Business Impacts & Input from Digital Transformation Programme Board

L&L L&L L&L

Comms

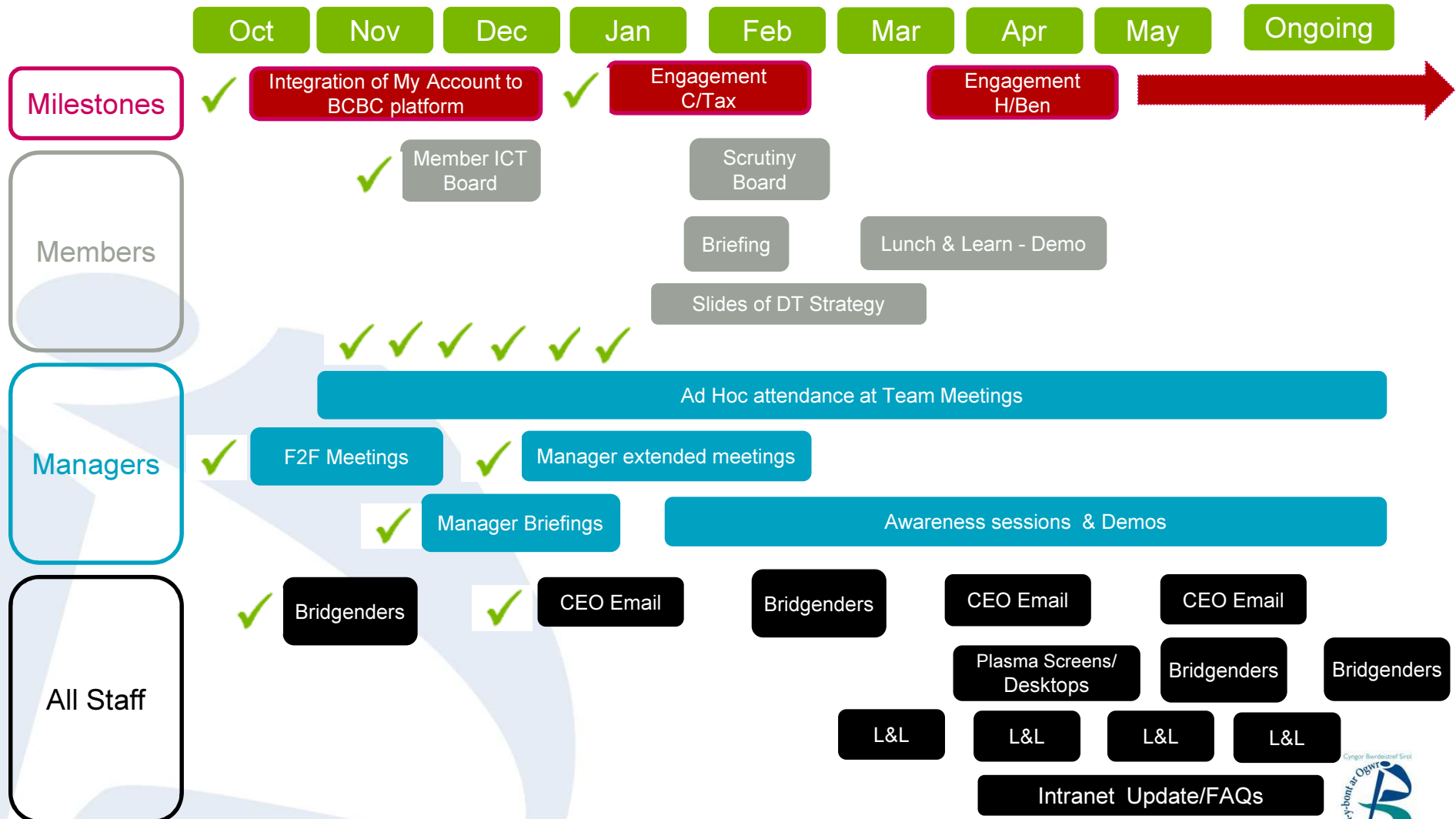
Internal Comms Campaign

Briefings & Bulletins

Customer Mar/Comms Campaign



Communications Timeline (Phase 1)





USER ACCEPTANCE TESTING

User testing

Activity	Objective	Requirement
<p>BCBC Engagement Session Sessions to introduce:</p> <ul style="list-style-type: none"> - <i>Home Page Design + Basic Functions (My Account)</i> - <i>Walkthrough of My Account capabilities</i> - <i>Feedback of their overall experience</i> - <i>User Tasks (scripts)</i> 	<p>To gain feedback on My Account on the customer experience for BCBC Residents To understand what Internal Users want from the BCBC website</p>	<p>A selection of BCBC staff across service areas(cross-section of Bridgend residents profiled against personas)</p>
<p>Resident Engagement Session Workshop to introduce:</p> <ul style="list-style-type: none"> - <i>Home Page Design + Basic Functions (My Account)</i> - <i>Walkthrough of My Account capabilities</i> - <i>Feedback of their overall experience</i> - <i>User Tasks (scripts)</i> 	<p>To introduce My Account to BCBC Residents and to gain insight and feedback from their experience on the day To understand what Users want from the BCBC website</p>	<p>A selection of BCBC residents matched against personas</p>
<p>Review of Findings</p>	<p>To gather future user requirements</p>	<p>Feedback from all parties</p>

User testing countdown

Activity	How
Recruitment of Internal BCBC Users	Internal engagement with BCBC teams to recruit staff across service areas - <i>Underway</i>
Recruitment of External BCBC Residents	Engagement of resident groups - <i>Underway</i>
Venue booked (Internal & External)	Identification of appropriate Internal and External venues - <i>Underway</i>
Marketing materials developed	Comms & Marketing team to develop promotional materials
Final review from CMB/PMB	CMB reviews and accepts PMB reviews and accepts
Delivery of events	User testing Internally User testing externally
Feedback collated	TBD

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CHANGE MANAGEMENT

Change Requirement

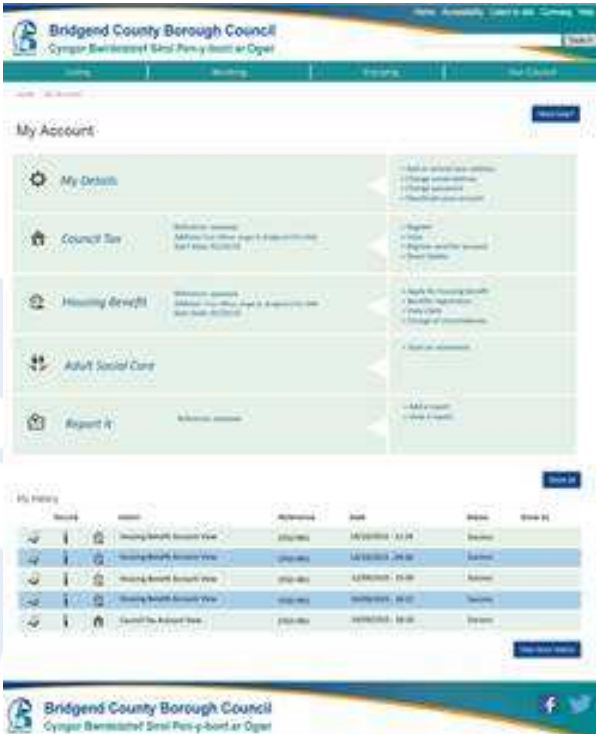
Requirement	Objective	Output
<u>Clear description of the future state</u>	Ability to communicate to all stakeholders what Digital Transformation looks like in future	High level Digital Transformation Strategy, Comms & Engagement Plan, key messages
<u>Clear description of the journey</u>	Ability to communicate to all stakeholders when things will be changing	Phased implementation approach documented (Masterplan)
<u>List of all stakeholders</u>	A clear understanding of all people who will be involved in the change and who will be impacted	Key stakeholder lists; senior stakeholders & all impacted people
<u>Change impact sessions</u>	A clear understanding of challenges & opportunities of implementing the Digital Transformation Strategy	Workshops & summary of business readiness activities including Comms and ongoing engagement requirement
<u>Training approach & management of training delivery</u>	Agreement of training/support required to implement the Digital Transformation Strategy. Ensure awareness training is successfully delivered.	Documentation of who, what, how and when support/guidance will be delivered
<u>Business involvement plan</u>	A clear understanding of when the business will be involved in the implementation of the new digital services. Delivery of these activities.	Plan on a page that includes all business involvement – training, Comms, engagement, UAT. Manage delivery.
<u>Change Management and business engagement</u>	Ensure that all business readiness activities are delivered prior to implementation. Agreed messages that should be communicated to the business	Attendance at central meetings Provision of copy for Comms messages On-going engagement with stakeholders to update and help resolve issues

Change Management - approach

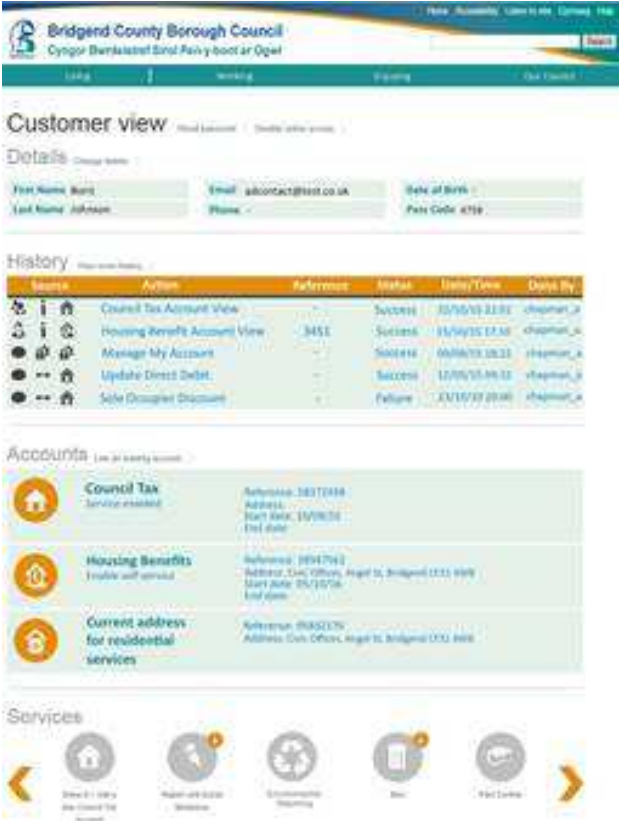
Criteria	Delivery Responsible	Primary Responsible	Actions Required Before or After Go-Live
Internal and External Users identified	DT Team/Comms/HR	DT Lead	List of users engaged with to determine acceptance testing and fit for purpose
High level comms drafted for distribution across business teams	DT Team/Comms	DT Lead/Comms	Comms delivered to key delivery teams involved in roll-out of digital service
Business communications plan completed /on-plan	Comms/DT Lead	Comms Lead/DT Lead	Timelines for activities communicated across business teams
Business awareness training completed / on-plan	DT Team	DT Lead/HR	Provide list of awareness training and % of trained employees.
Training reference materials available (Scripts etc.)	DT Team/Digital Partner	DT Lead/HR	Provide support resources and guidance available for users (Int/Ext)
New business process, procedures & e-forms developed, approved and issued (where appropriate)	DT Team/Digital Partner	DT Lead/Business Teams	Required for go live of relative Work package
Operational readiness in DU's accepted	DU's/DT Team	DT Lead/SRO	UAT required for go live
External business partners and suppliers ready	DT Team	DT Lead/SRO	UAT required for go live

BCBC My Account - First deliverable

Customer View



Officer View



Smartphone View

