

Customer and Process Transformation Programme Tranche 1/ Phase 1 Investment

Report title: Customer and Process Programme Tranche 1/ Phase 1 Investment

Wards affected: All

Strategic Director: Rick Palmer, Strategic Director, Neighbourhoods and City Development

Report Author: Di Robinson, Service Director, Neighbourhoods and Communities (Senior Responsible Officer for Customer and Process Programme).

RECOMMENDATION for the Mayor's approval:

To approve investment of £3.1m for Tranche/ Phase 1 of the Customer and Process Transformation Programme with estimated benefits of £5.2m over 5 years (net benefits of £2.1m).

Purpose of report: To provide information on the purpose, outcomes and key deliverables from Tranche 1 of the Customer and Process Transformation Programme and to gain approval for investment of £3.1m to achieve these. This business case for Tranche 1 incorporates a blend of delivery of Medium Term Financial Plan (tactical and strategic) committed savings, and an early investment in technology and process redesign which is required to build the foundations for significant later benefits to be delivered through Tranche/Phase 2 (estimated at a further £12m). The costs and benefits in this Tranche 1 business case will be further refined over the next 3 months, with higher levels of confidence achieved by August 2013. A Phase/Tranche 2 business case will be presented to Cabinet in early 2014 with significantly higher levels of expected benefits, building on the investment in Phase/Tranche 1.

Key details:

1. Bristol City Council is committed to delivery of its Customer Strategy which was approved by the Senior Leadership Team in September 2012. The vision for change is:

By 2015, Bristol City Council will provide customers with fast and easy access to services in a way that is cost effective and customer satisfaction with the accessibility, responsiveness and quality of our services will continually improve.

2. Key drivers for change:

- Demand is rising for many of our services and the way we currently operate won't cope with these increasing demands or support our ambitions for a quality customer service in the future
- The customer view is that the council does not work as a coherent, joined-up organisation – we sometimes make it complicated and confusing for customers to deal with us
- This programme, as with all change programmes, needs to enable the Council to meet its requirement for reduced spend over the next 3-4 years. The Customer & Process Programme contribution will be to eliminate fragmentation in the way we deal with our customers, creating new and improved channels for customers to access our universal services and ensuring we are targeting our specialist resources towards those in the most need.

3. What will the programme achieve? 5 main outcomes:

1. A consistent approach to initial customer contact across the council, with a focus on improved resolution at first point of contact
2. Accessible and responsive channels (digital, telephone, face to face) for customers to engage with Bristol City Council
3. A joined up customer experience from initial point of contact to delivery of service
4. Improved knowledge of our customers that enables us to identify and address their needs in a joined up way at the earliest possible stage
5. A co-ordinated approach to the planning and quality assurance of services to customers at risk of escalating needs and those with high needs.

4. What will we see as a result of the work? Top objectives:

1. Consistent customer experiences across all channels with most customers able and wanting to self-serve, with supported access where required, no matter whom is delivering the service
2. Less telephony and face to face customer contact as a result of channel shift to digital channels, but telephony and face to face contact where it is needed.
3. End to end ownership of customer contact and resolution of issue whichever entry point customers use, with specialist customer enquiries handed off to specialist services
4. Customer access and services packaged by life events where possible e.g. child starting school, establishing a business
5. Greater depth of fulfilment at initial point of contact, with transparent processes so that routing and signposting customer enquiries is easy
6. Simplified, slicker and standardised common processes used across the organisation
7. Improved knowledge and understanding of our customers, enabling a single view of the customer to underpin all customer contact
8. Empowered staff able to resolve customer issues at the earliest stage.

5. Overall programme benefits that Phase/ Tranche 1 will contribute to:

- Cost Saving (cashable)
 - Reduced Full Time Equivalent (FTE) staff carrying out customer management functions
 - Reduced cost of technology supporting customer management across the organisation (build once, use multiple times)
 - Reduced cost of physical infrastructure supporting customer management e.g. face to face infrastructure
 - Reduced cost of “back office” supporting processes
 - Reduced costs through improved commissioning – “Right Service, Right Provider, Right Process”
- Customer Satisfaction (non-cashable)
 - Improved quality of customer experience
 - Improved access to council services
 - Increased speed of resolution (responsiveness)
 - Better setting and meeting customer expectations – clearer offer to customers
 - Better service delivery to customers through targeting more efficiently and joining up resources with partners

**BRISTOL CITY COUNCIL
CABINET
27 June 2013**

**REPORT TITLE: Customer and Process Transformation Programme Tranche 1
/Phase 1 Investment (Business Case)**

Ward(s) affected by this report: All Wards

**Strategic Director: Strategic Director Neighbourhoods and City
Development**

**Report author: Di Robinson, Service Director, Neighbourhoods and
Communities and Senior Responsible Officer for Customer
and Process Programme**

Contact telephone no. 0117 3521036

& email Di.robinson@bristol.gov.uk

Purpose of the report:

To provide information on the purpose, outcomes and key deliverables from Tranche 1 of the Customer and Process Programme and to gain approval for investment of £3.1m to achieve them. This Tranche 1 business case incorporates a blend of delivery of Medium Term Financial Plan (tactical and strategic) committed savings and early investment in technology and process redesign which is required to build the foundations for significant later benefits to be delivered through Tranche 2 (estimated at a further £12m).

The costs and benefits in this Tranche 1 business case will be further refined over the next 3 months, with higher levels of confidence achieved by the end of August 2013.

A Phase/ Tranche 2 business case will be presented to Cabinet in early 2014 with significantly higher levels of expected benefits, building on this investment in Phase/Tranche 1.

The strategic context for this business case is a Bristol City Council Customer Strategy approved by SLT in September 2012 and a Customer and Process Programme blueprint for change approved by SLT in January 2013.

RECOMMENDATION for the Mayor's approval:

To approve investment of £3.1m for Tranche/ Phase 1 of the Customer and Process Programme with estimated benefits of £5.2m over 5 years (net benefits of £2.1m).

1. The proposal:

- There is a compelling case for change. The impact of national budget reductions, alongside increased demand for some of our services, is creating significant strategic and operational challenges for Bristol City Council. These challenges can no longer be met through short-term tactical change and Directorate based change programmes alone.
- The Customer and Process Programme is a one of two lead strategic programmes in the Council's portfolio of change, driving the release of customer management related benefits across the Council - improvements in customer experience as well as cashable savings. The Customer and Process Programme will transform the way in which customers access and experience council services, while reducing the cost to serve customers.
- A step change is needed across the entire organisation in the way we plan, resource and deliver customer contact and management and our approach to customer management needs to work in-house and across organisations when we have a partner or supplier delivering services. This programme is the lead for establishing the 'right process' as identified through the Council Target Operating Model and will deliver significant process related transformation and financial savings
- The programme will do this by adopting the principles and components of a One Council approach to common process design, end-to-end service & process improvement, channel transformation (digital, telephony and face to face customer contact and management) and changes to customer and staff expectations and behaviours.
- The programme will take a phased approach to change over a three-year period (2013/2014, 2014/2015 and 2015/2016) starting with design and implementation of a One Council approach to initial customer contact

through a range of channels, with digital as a priority channel.

- The next phase (Tranche 2 onwards) will focus on process improvements ensuring that front and back office processes are joined-up and efficient –this underpins effective customer management and is where most financial savings will be gained.
- Tranche 1 will design a set of common processes to be used in processes redesign; develop a set of common IT solutions to support the delivery of common processes (build once, use many times & used at lower cost each time) and deliver improved channel infrastructure with a focus on our digital platform.

1.1 Strategic Context

Four overarching strategic aims of the Bristol City Council Customer Strategy are to:

- Improve accessibility to our services
- Improve responsiveness of our services
- Improve quality of our services, and
- Improve the cost effectiveness of our services

The financial driver for change is the need for the council to manage increases in demand for some services, while saving money and ensuring that the quality of services is maintained and continually improved.

The Council's Target Operating Model (TOM) approved by SLT and Cabinet provides a vital driver for portfolio wide change in customer contact and management. The Customer and Programme is the key vehicle to deliver these changes; this will need significant investment.

The Target Operating Model provides the Customer and Process Programme with its four core programme objectives:

CM1: Improve Customer Enquiry Handling for low complexity and universal customer needs as One Council.
CM2: Develop and provide the shared online self-service capability that enables 'digital by preference' approach
CM3: Develop and provide the shared 'business rules' capability needed to enable 'simple' Assess and Decide processes to be managed consistently for all customers
CM4: Enable our locality based workforce to be more effective in handling face to face contact in homes and neighbourhoods by investing in people, processes, information and systems

Other drivers for change

- New Mayoral vision for change – accessible, responsive, value for money council services with resources targeted on the most vulnerable customers and communities.
- Changing demographics (more customers) - Bristol has a resident population of 428,100 with a rapidly growing population compared to the national average. The City's population is expected to increase by 17.4% by 2018, hence more customers for the Council.
- Changing customer expectations and behaviour - 81% of the UK population access the web at least weekly; 93% of the population has access to the web; 43% of the population own a smart phone rising to 90% of the population owning a smart phone in 3 years' time. As an organisation we need to take the opportunity to redesign our services, where appropriate, to serve a more digitally self-serving customer base.
- It is estimated that 66% of our customers are 'universal' customers (customers who contact us now and then about services such as waste collection and council tax) and that these customers have approximately a 70% propensity to digital self-serve which means that we will build a highly intuitive, accessible digital offer for these customers.
- It is estimated that 15% of our customers are 'at risk of escalating needs' and have a slightly lower propensity to digitally self-serve to the types of services that they need to access e.g. people at risk of being homeless or those who have additional needs in their family. It is estimated that 19% of our customers are in 'high need' of our services and have a 0-50% propensity to digitally self-serve to the types of services they need to access. This means that we are going to build a more holistic and joined up service offer for these customers, helping them to access council services through a supported access approach.
- Government legislation to provide certain services -statutory duties can be discharged in new innovative ways through more accessible, cost effective digital means. Therefore the C&P Programme needs to take a sensible approach (test and learn, workable solutions) that can be applied to those services that will be retained by Local Government.

- Changes in Government policy trigger increases in demand for some services e.g. welfare reform has seen increased customer contact in our Customer Service Points and in the Customer Contact Centre. This demand could be managed more effectively and efficiently if customers could access us more easily and if their needs could be met in greater depth at the first point of contact.
- Government is doing its business in new ways to meet budget reductions and improve customer experience e.g. car tax renewals, as are many other local authorities. Customers expect to be able to do business with the Council in a similar way it does business with other organisations e.g. Amazon.

1.2 Current situation

As set out in the programme blueprint, the current state of customer management and experience of Council services is not one of optimal accessibility, responsiveness, quality or cost effectiveness:

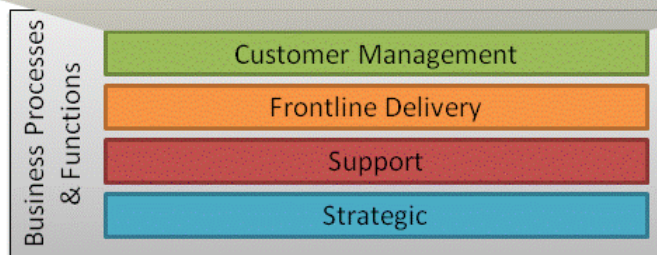
- Total customer demand for all council services is unknown
- Different channels for customers to access different services, and customer experience is inconsistent across channels
- High number of staff doing initial customer contact in a fragmented way
- Multiple entry points for customers e.g. large amount of direct access to different offices and officers
- No single system for obtaining, storing, using and sharing customer information
- Common processes are not standardised across services and channels and do not use common IT systems
- Limited connections are made between entitlement for one service and entitlement for others
- Resolution of customer issues can be limited at first point of contact and customers can be passed around different services and staff for their issue to be resolved
- High levels of avoidable contact is wasteful for the organisation and frustrating for customers
- Customers do not experience the council as one organisation
- Directorates and service teams sometimes hold a protected view of their customers and this can hinder a joined up approach to customer management.

In terms of what this current state of BCC customer contact management is costing, the figures below show the baseline full time equivalent number of staff currently working on different customer management functions across the Council. This data demonstrates the large proportion of staff involved in these activities and highlights that processes are:

- Fragmented
- Duplicated
- Performed in inconsistent ways

533	151	97	82	505	69	47		
Enquiry Handling	Processing Requests & Applications	Appointment Taking and Booking	Eligibility	Assessment	Approval of Service	Close Record	Customer Management	
54%	32%	30%	17%	32%	15%	18%	FTE	1484
							% FTE	22%

* Benchmark data suggests that 15.5% FTE is spent on the above 7 customer management functions in comparable unitary councils



Benchmarking data indicates that other unitary Councils operate with lower levels of staffing to meet customer enquiry needs –average of 15.5% staff full time equivalents spent on the above 7 customer management functions as opposed to the BCC figure of 22%. (This data needs to be used as an indication of the need for change rather than a definitive, 100% accurate benchmark figure).

Given the above drivers for change and the current state of customer management, it is clear that there is significant opportunity now for the Customer and Process Programme to take a cross council approach to deliver improvements in the way customers experience our services, as well as delivering front and back office customer management related savings between now and the end of 2015/2016.

1.3 Future situation

The programme has the following objectives to achieve the desired future state of customer management:

1. Consistent customer experiences across all channels with most customers able and wanting to self-serve, with supported access where required, no matter whom is delivering the service.

2. Less telephony and face to face customer contact as a result of channel shift to digital channels, but telephony and face to face contact where it is needed.
3. End to end ownership of customer contact and resolution of issue whichever entry point customers use, with specialist customer enquiries handed off to specialist services.
4. Customer access and services packaged by life events where possible e.g. child starting school, establishing a business.
5. Greater depth of fulfilment at initial point of contact, with transparent processes so that routing and signposting customer enquiries is easy.
6. Simplified, slicker and standardised common processes used across the organisation.
7. Improved knowledge and understanding of our customers, enabling a single view of the customer to underpin all customer contact.
8. Empowered staff able to resolve customer issues at the earliest stage.

1.4 Programme approach - options analysis

- Scale of investment in customer management related technology - invest in full Customer & Process technology requirements early to build foundations for future development. However, excess capacity could be purchased with reduced ability to adapt as we learn from Tranche 1 changes. *Proposed approach is to take incremental steps towards strategic solutions through a phased investment in technology and to learn from what is implemented in Phase/ Tranche 1.*
- Approach to service and process improvements - depth of service redesign would enable a focus on a smaller number of processes and services, providing early testing of end-to-end process changes. However, this approach minimises cross – council change. Breadth of service redesign enables change to a wider range of services, linked by common process design and allows for early build of the core digital platform for later process redesign. However, this approach provides less early evidence of improved end-to-end process redesign and slightly later cashable benefits release in Phase/ Tranche 2.
- The proposed approach is a mixed depth & breadth approach, encompassing common process redesign, enabling some end-to-end process improvements, early build of core digital infrastructure and some tactical “quick win” projects.
- This approach allows for early improvements to how customers access our services with some financial savings, and an opportunity to test changes with our customers before more significant investment in larger scale changes that will affect more council customers.

1.5 Benefits and Costs

Attached is the Phase/ Tranche 1 business case that underpins this report.

Overall programme benefits that Phase/ Tranche 1 will contribute to:

- Improved Customer Satisfaction/ Experience with Council Services
 - Improved quality of customer experience
 - Improved access to council services
 - Increased speed of resolution of customer enquiries (responsiveness)
 - Better setting and meeting customer expectations – clearer offer to customers
 - Better service delivery to customers through targeting resources and services more efficiently, and joining up resources with partners

- Financial benefits –£ 5.2m benefits over a 5 year period (net benefits of £2.1m).
 - This will be achieved through a reduction in full time equivalent (FTE) staff carrying out customer management functions and reduced cost of processes underpinning customer contact and management.

(The cashable and non-cashable benefits in this business case will be further refined over the next 3 months, with higher levels of confidence achieved by the end of August 2013).

Phase/ Tranche 1 Costs:

To deliver Phase/ Tranche 1, an estimated allocation of £3.1m is needed in 2013/14.

These costs include:-

- IT/ Technology costs including telephony automation and other improvements to the Bristol City Council telephone contact centre; improvements to our web site content and functionality such as making the web site work on mobile devices (mobile optimized) and the creation of a customer account for customer payments of all relevant services through one account; creation of an 'e-marketplace' for

customers to buy social care on-line and the cleansing of customer records and information - one customer record that is accurate.

- Human resource costs - internal and external staff such as website developers, e-form designers, systems integration experts and business analysts.
- Programme costs e.g. project managers to deliver change projects.

2. Consultation and scrutiny input.

This Tranche 1 draft business case has been approved by:

Internal

- Cabinet Agenda Briefing
- Executive Member for Transformation (Cllr Gollop)
- Strategic Leadership Team (SLT)
- Portfolio Management Group (PMG)

External

A Citizen Panel questionnaire has just been issued to test assumptions about customer appetite for and ability to channel shift (results due back mid-July). An External Customer Communication and Engagement Plan will follow if this business case is approved.

3. Risk management / assessment:

Key Tranche 1 risks are:

- Pace of change and getting the business to work in an 'agile' way. An agile approach is necessary in order to deliver some benefits early, and to test and check programme approach, accepting that we should not wait for everything to be 'perfect' before making changes.
- Risk of internal and external challenge to scope and delivery plans arising from complex stakeholder relationships and interdependent portfolio and business change activity.
- Risk of not engaging sufficiently well with our customers in the planning, design and testing of changes.
- Risk of not up-skilling internal staff in Phase/ Tranche 1 will mean larger than necessary dependency on more costly externally acquired staff.

- Risk that integration of digital platform components to provide an improved base platform for digital services will take longer than anticipated due to unanticipated technology issues or lack of the correct people resource and skills.
- Risk that process redesign will not be future proof if we redesign what we already have - not compelling enough an offer for customers to choose 'digital by preference'.

4. Implications on equalities, eco-impact, resources, legal and finance, property.

Public sector equality duties:

It is anticipated that the projects within the Programme will have varying levels of equalities relevance. Each project will now assess its equalities impacts and embed this analysis into project delivery and risk management, producing project level EQIAs.

The programme is of high equalities relevance - accessibility being a key pillar of the programme not just with relation to physical access but across all protected characteristics. There are strong links between this programme and issues relating to digital inclusion and equalities groups and any adverse impact of channel shift on customers with protected characteristics will be identified and addressed as part of plans for supported access to self-serve digital channels.

Advice given by Annabelle Armstrong-Walter, Equalities Manager

Date: May 31st 2013

Eco impact assessment:

The significant impacts of this proposal are:

- A reduction in climate changing gases, resources and local air pollutants through reduced staff & customer travel.

The proposals include the following measures to mitigate the impacts:

- Any ICT hardware requirements will be subject to a sustainability appraisal.
- Office-related impacts are being considered through the Bristol Workplace Programme.

The net effects of the proposals are positive

Consulted with Steve Ransom, Sustainability & Climate Change Service

Finance - Revenue implications

The cost of £3.1m will be funded from within the provision allocated to the Change Portfolio. The programme is an 'invest to save' initiative which will pay all the costs back from associated savings being generated within a three year period. The financial risk is that the savings are not achieved. This will be mitigated over the next few months as benefit delivery contracts are agreed with individual services.

Advice given by Graham Friday – Head of Corporate Finance Date: 3rd June 2013

Finance - Capital implications

The programme includes some costs which will be treated as capital expenditure. These will be funded from the revenue savings generated from the programme and therefore will have no further revenue implications on the Council budget.

Advice given by Graham Friday – Head of Corporate Finance. Date 3rd June 2013.

Legal implications

Any contracts entered into as a result of approving this business case will need to comply with the usual procurement regulations (both Council and national) and, in any event, the tendering arrangements will still need comply with the general obligations of transparency, equal treatment and non- discrimination.

Legal comment provided by Shahzia Daya, Service Manager: Legal and Deputy Monitoring Officer

Date: May 31st 2013

d. Land / property implications:

There are no property implications at this stage.

Advice given by: Jeremy Screen, Corporate Property Manager

Date: May 31st 2013

e. Human resources implications

It is currently anticipated that up to 34 FTE posts will be deleted as a consequence of Tranche 1 of the programme. This figure may reduce or increase as a result of more detailed work on the business case between now and the end of August 2013. The required workforce reductions will initially be achieved through the use of vacancy management measures such as the non-replacement of vacant posts and voluntary redeployment. If it is necessary to make compulsory redundancies, then this will be carried out in accordance with the Council's Management of Change Procedure",

Advice from Mark Williams – Service Manager: People Strategy

Date: June 3rd 2013

Appendices:

Appendix 1 – Supporting Papers (business case)

Appendix 2 - Eco Checklist

Programme name:	Customer and Process Programme	ID:	P12 - 022
Programme Mgr:	Lucia Dorrington	SRO:	Di Robinson
Document status:	<input type="checkbox"/> Confidential <input type="checkbox"/> Draft <input checked="" type="checkbox"/> For Circulation <input type="checkbox"/> Confidential	Version:	00_19
BC life-cycle stage:	<input checked="" type="checkbox"/> Tranche 1 Business Case <input type="checkbox"/> Full Business Case <input type="checkbox"/> Final Business Case		
Distribution list:	Cabinet		

1. EXECUTIVE SUMMARY

- There is a compelling case for change; the impact of national budget reductions, alongside increased demand for some of our services, is creating significant strategic and operational challenges for Bristol City Council. These challenges can no longer be met through short-term tactical change and Directorate based change programmes alone.
- The Customer and Process Programme is a lead programme in the Council’s portfolio of change, driving the release of customer management related benefits across the Council - improvements in customer experience as well as cashable savings. ***The Customer and Process Programme will transform the way in which customers access and experience council services, while reducing the cost to serve customers.***
- It is the lead programme for ‘right process’ Council Target Operating Model transformation and financial savings. A step change is needed across the entire organisation in the way we plan, resource and deliver customer contact and management and our approach to customer management needs to work in-house and across organisations where we have a partner or supplier delivering services.
- The programme will do this by adopting the principles and components of a One Council approach to common process design, end-to-end service & process improvement, channel transformation (digital, telephony and face to face customer contact and management) and changes to customer and staff expectations and behaviours.
- The programme will take a phased approach to change over a three-year period (2013/2014, 2014/2015 and 2015/2016) starting with design and implementation of a One Council approach to initial customer contact through a range of channels, with digital as a priority channel.
- The next phase (Tranche 2 onwards) will focus on process improvements ensuring that front and back office processes are joined-up and efficient. This underpins efficient customer management and is where most financial savings will be gained.
- Tranche 1 of the programme will be a blend of Medium Term Financial Plan, tactical and strategic changes in a short time frame (8 months), building the platform for greater transformation and higher level of benefits from Tranche 2 onwards.
- The focus of this business case is Tranche 1 delivery with indicative costs and benefits, with an overview of Tranche 2 included to provide sight of whole programme delivery.

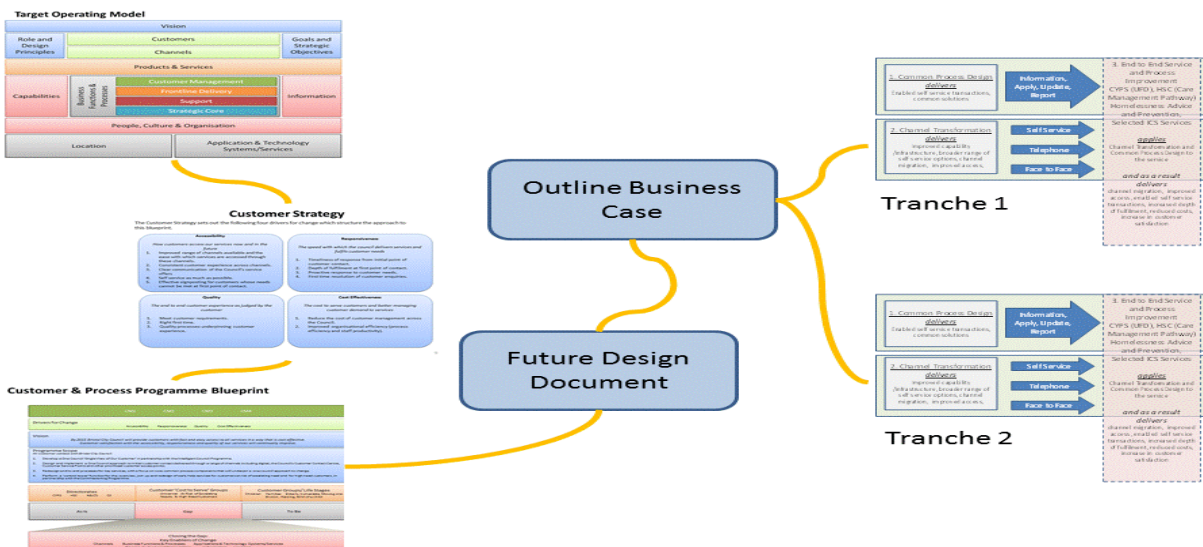
- Total Tranche 1 costs, including costs incurred to date, are estimated to be £3.1m, delivering benefits of £5.2m over a 5-year period, with breakeven in Year 3. Total Tranche 1 net benefit is £2.1m.
- There is an expectation of a further £12.1m savings from Tranche 2 commencing January 2014. The costs to achieve this will be confirmed late 2013.
- Given that CYPS and HSC are delivering significant savings through current change programmes, the expectation is that greatest new opportunities for Tranche 2 savings will be in Neighbourhoods and City Development and in Corporate Services.

Note:
 a) Tranche 1 costs are high in relation the amount of net benefit delivered in Tranche 1. This level of cost is indicative of lessons learnt in similar programmes where upfront resources are required to lay the foundations for subsequent transformational change and greater benefits realisation.

2. WHOLE PROGRAMME OVERVIEW

2.1 Golden thread between drivers for change

The Programme and this business case have been developed following a “Golden Thread” approach, flowing high level drivers from the BCC Target Operating Model (TOM) and BCC Customer Strategy through to the Customer and Process Programme Blueprint and a Future Design Document to derive a programme approach, scope and dossier of change projects:



2.2. Drivers for customer management related change

A new vision for customer management provides a primary driver for change:

'By 2015, BCC will provide customers with fast and easy access to services in a way that is cost effective and customer satisfaction with the accessibility, responsiveness and quality of our services will continually improve'

Based on this vision, four overarching strategic aims are to:

- Improve accessibility to our services
- Improve responsiveness of our services
- Improve quality of our services, and
- Improve the cost effectiveness of our services

The financial driver for change is the need for the council to manage increases in demand for some services, while saving money, and ensuring that the quality of services is maintained and continually improved.

The Council's Target Operating Model (TOM) approved by SLT and Cabinet provides a vital driver for portfolio wide change in customer contact and management. The Customer and Programme is the key vehicle to deliver these changes and will need significant investment.

The TOM provides the Customer and Process Programme with its four core programme objectives:

- CM1: Improve Customer Enquiry Handling for low complexity and universal customer needs as One Council.
- CM2: Develop and provide the shared online self-service capability that enables 'digital by preference' approach
- CM3: Develop and provide the shared 'business rules' capability needed to enable 'simple' Assess and Decide processes to be managed consistently for all customers
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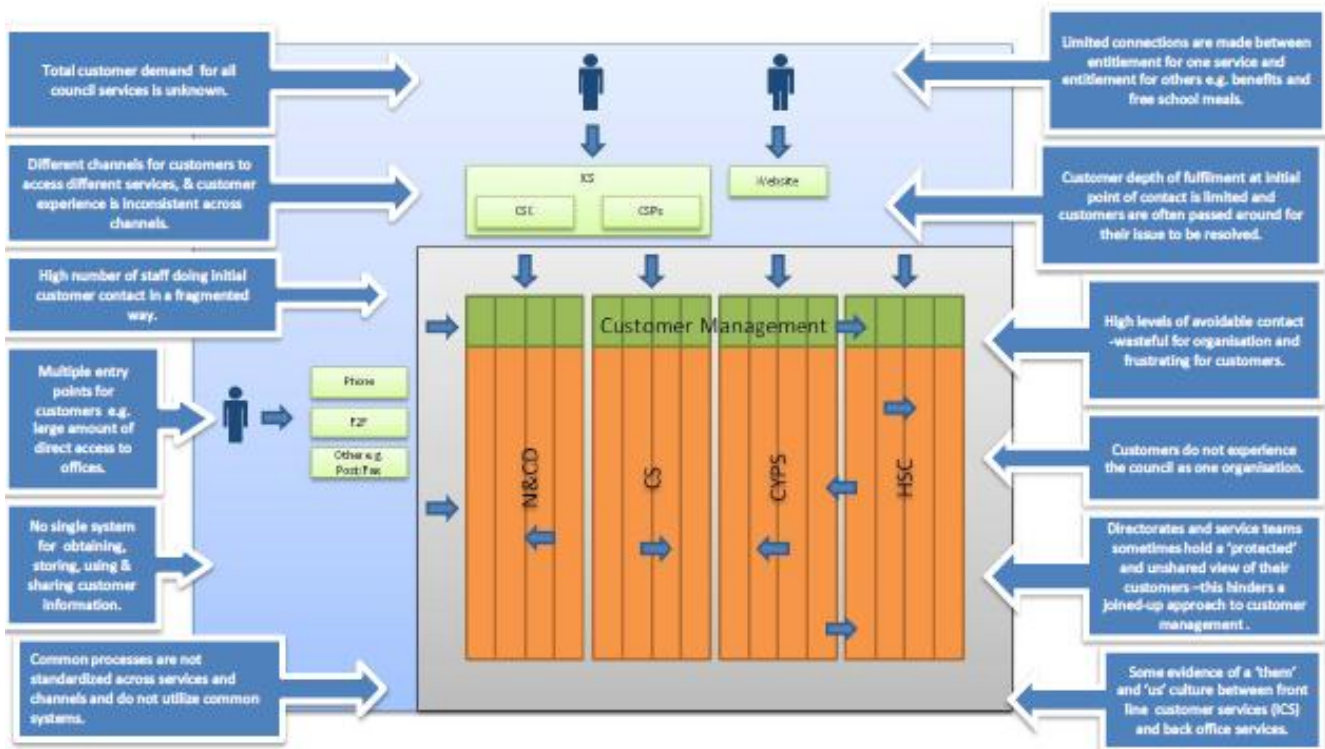
Other drivers for change (contextual)

- New Mayoral vision for change – accessible, responsive, value for money council services with resources targeted on the most vulnerable customers and communities.
- Changing demographics (more customers) - Bristol has a resident population of 428,100 with a rapidly growing population compared to the national average. The City's population is expected to increase by 17.4% by 2018, hence more customers for the Council.
- Changing customer expectations and behaviour - 81% of the UK population access the web at least weekly; 93% of the population has access to the web; 43% of the population own a smart phone rising to 90% of the population owning a smart phone in 3 years time. As an organisation we need to take the opportunity to redesign our services, where appropriate, to serve a more digitally self-serving customer base.
- It is estimated that 66% of our customers are 'universal' customers (customers who contact us now and then about services such as waste collection and council tax) and that these customers have approximately a 70% propensity to digital self serve which means that we will build a highly intuitive, accessible digital offer for these customers.

- It is estimated that 15% of our customers are 'at risk of escalating needs' and have a slightly lower propensity to digitally self serve to the types of services that they need to access e.g. people at risk of being homeless or those who have additional needs in their family. It is estimated that 19% of our customers are in 'high need' of our services and have a 0-50% propensity to digitally self serve to the types of services they need to access. This means that we are going to build a more holistic and joined up service offer for these customers, helping them to access council services through a supported access approach.
- Government legislation to provide certain services -statutory duties can be discharged in new innovative ways through more accessible, cost effective digital means. Therefore the C&P Programme needs to take a sensible approach (test and learn, workable solutions) that can be applied to those services that will be retained by Local Government.
- Changes in Government policy trigger increases in demand for some services e.g. welfare reform has seen increased customer contact in our Customer Service Points and in the Customer Contact Centre. This demand could be managed more effectively and efficiently if customers could access us more easily and if their needs could be met in greater depth at the first point of contact.
- Government is doing its business in new ways to meet budget reductions and improve customer experience e.g. car tax renewals, as are many other local authorities. Customers expect to be able to do business with the Council in a similar way it does business with other organisations e.g. Amazon.

2.3 Current state of BCC customer management

As set out in the programme blueprint, the current state of customer management and experience of Council services is not one of optimal accessibility, responsiveness, quality or cost effectiveness.



In terms of what this current state of customer management is costing, the figures below show the baseline full time equivalent number of staff currently working on different customer management functions across the Council. This data demonstrates the large proportion of staff involved in these activities and highlights that processes are:

- Fragmented
- Duplicated
- Performed in inconsistent ways

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Enquiry Handling	Processing Requests & Applications	Appointment Taking and Booking	Eligibility	Assessment	Approval of Service	Close Record	
54%	32%	30%	17%	32%	15%	18%	

FTE	1,484
% FTE	22%

* Benchmark data suggests that 15.5% FTE is spent on the above 7 customer management functions in comparable unitary councils.



Benchmarking data indicates that other unitary Councils operate with lower levels of staffing to meet customer enquiry needs –average of 15.5% FTE spent on the above 7 customer management functions as opposed to the BCC figure of 22%. This data needs to be used as an indication of the need for change rather than a definitive, 100% accurate benchmark figure.

Given the above drivers for change and the current state of customer management, it is clear that there is significant opportunity now for the Customer and Process Programme to take a cross council approach to deliver qualitative improvements in the way customers experience our services, as well as driving out front and back office customer management related savings between now and 2015/2016.

2.4 Programme approach: high-level options appraisal

In developing the scope and approach for the Customer & Process programme, a number of alternative approaches were considered, including:

Scale of IT Investment:

- **Large scale up front IT investment**
 - Invest in the full C&P infrastructure early in order to build foundation
 - Advantages: builds foundation for future development from the outset
 - Disadvantages: risk that excess capacity is purchased which may not be used, reduces

flexibility and ability to adapt as we learn, may delay realisation of benefit and ability to deliver outcomes

- **Incremental IT Investment**
 - Invest in smaller scale lower cost IT technology and services to develop working solutions
 - Advantages: flexible, fits with commitment to work with local SMEs, learn as we develop, more agile approach, less risk, smaller procurement, helps realise quick wins and benefits early
 - Disadvantages: keep needing to request approval to scale up solutions delay to development, repeat procurement.

Scope of Services:

- **Depth Of Service Focussed**
 - Focus on a smaller number of processes, delivering end-to-end capability
 - Advantages: provides early visibility of end-to-end capability
 - Disadvantages: distracts from common process design, minimises cross-council delivery
- **Breadth Of Service Focussed**
 - Wider range of services considered, focussed more on front end accessibility
 - Advantages: focus on common process design (particularly 'Apply' process), wider council engagement
 - Disadvantages: doesn't provide evidence of end-to-end capability, benefits release not maximised

The recommended approach is a Mixed Depth / Breadth (Portfolio) Approach with Incremental IT investment:

- Take incremental steps towards strategic solutions through a phased investment in technology
- Encompass common process redesign, enablement of some end-to-end process redesign, early build of core digital infrastructure and some tactical "quick win" projects

This approach is recommended in order to:

- Enable early delivery of benefits
- Enabling Directorate change programmes to deliver 2013/2014 Medium Term Financial Plan savings
- Provide valuable early insight and learning that will feed later phases
- Enable early cross-Directorate delivery leading to wider engagement and support for later phases of the C&P Programme
- Avoid the risk that other BCC change programmes progress solutions that don't match BCC customer management principles and C&P Programme design principles and authority.

Doing nothing is not a viable option. Customer expectations are increasing in terms of the ease and speed with which customers want to interact with the council and the quality of service expected.

Forecast cashable and non financial benefits in other programmes will be difficult to realise without this programme as the costs of customer management related changes across the council will be high and unsustainable for single Directorates (not economies of scale) and solutions will not be joined up for customers. This is an opportunity for Bristol City Council to make a step change in the way it does business with its customers, how customers perceive it and how the business operates at lower cost.

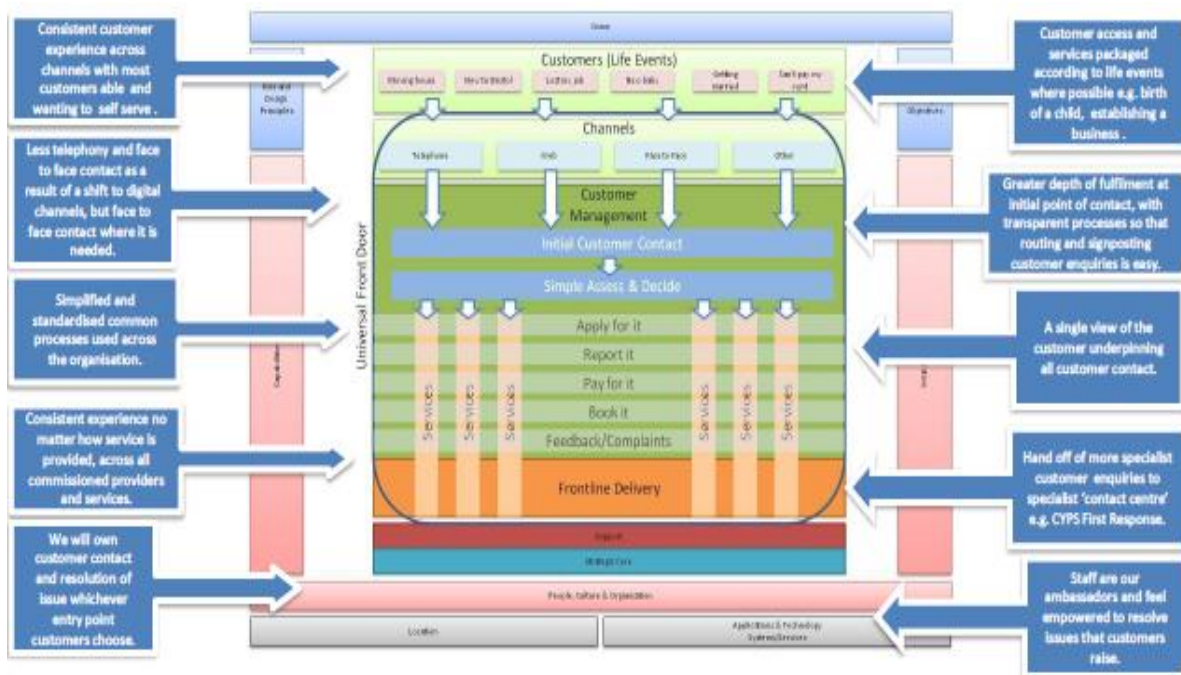
2.5 Programme scope and outcomes

The scope of the programme is all customer contact with Bristol City Council, including customer contact with suppliers of council services.

Programme Scope	<p><i>All customer contact with Bristol City Council (including customer contact with suppliers of council services):</i></p> <ol style="list-style-type: none"> 1. Develop a One Council 'Single View of Our Customer' in partnership with the Intelligent Council Programme. 2. Design and implement a One Council approach to initial customer contact delivered through a range of channels, including digital (priority channel), the Council's Customer Contact Centre, Customer Service Points and other prioritised customer access points. 3. Identify and redesign end to end processes for key services, with a focus on core common process components that will underpin a one council approach to change. 4. Establish a One Council approach to the oversight and quality assurance of services for customers at risk of escalating needs and for customers with high needs, in partnership with the Commissioning Programme . 5. Ensure that the people and cultural changes required to underpin our new approach to customer management are planned and delivered in partnership with the People Programme.
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Programme Outcomes	<p>Outcome 1. Knowledge of our customers and their needs (current and future) that enables us to identify and address needs in a joined up way at the earliest possible stage.</p> <p>Outcome 2. A consistent approach to initial customer contact across the council and the common processes that underpin that contact, with a focus on improved resolution at first point of contact.</p> <p>Outcome 3. Accessible and responsive channels (digital, telephone, face to face) for customers to do business with Bristol City Council.</p> <p>Outcome 4. A joined up customer experience from initial point of contact to delivery of service through end to end process redesign, improved process governance and proactive, empowered knowledgeable staff.</p> <p>Outcome 5. Oversight of all customer management across Bristol City Council, ensuring that there is joined-up planning and quality assurance of services to customers at risk of escalating needs and those with high needs.</p>
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2.6 Programme objectives – future state



Programme objectives:

1. Consistent customer experiences across all channels with most customers able and wanting to self-serve, with supported access where required, no matter whom is delivering the service
2. Less telephony and face to face customer contact as a result of channel shift to digital channels, but telephony and face to face contact where it is needed.
3. End to end ownership of customer contact and resolution of issue whichever entry point customers use, with specialist customer enquiries handed off to specialist services
4. Customer access and services packaged by life events where possible e.g. child starting school, establishing a business
5. Greater depth of fulfilment at initial point of contact, with transparent processes so that routing and signposting customer enquiries is easy
6. Simplified, slicker and standardised common processes used across the organisation
7. Improved knowledge and understanding of our customers, enabling a single view of the customer to underpin all customer contact
8. Empowered staff able to resolve customer issues at the earliest stage.

2.7 Programme Benefits

Overall programme benefits across 2 key types - cashable and non-cashable:

Benefit ref	Type	Description
B1	Cashable	Reduced staff FTE carrying out customer management processes
B2	Cashable	Reduced cost of technology supporting customer management across the organisation (build once, use multiple times)
B3	Cashable	Reduced cost of physical infrastructure supporting customer management e.g. face to face infrastructure
B4	Cashable	Reduced cost of “back office” supporting processes
B5	Cashable	Reduced costs through improved commissioning – “Right Service, Right Provider, Right Process”
B6	Non-Cashable	Improved quality of customer experience
B7	Non-Cashable	Improved access to Council Services
B8	Non-Cashable	Increased speed of resolution (responsiveness)
B9	Non-Cashable	Better setting and meeting customer expectations – clearer offer to customers
B10	Non-Cashable	Better service delivery to customers

See Appendix D for programme benefits map.

2.8 Alignment with portfolio design principles

There is clear alignment with design principles 1, 3, 4, 5 and 7 as these are the drivers for the Customer and Process Programme.

Corporate Design Principle	Alignment	Explanation
1. Corporate & rigorous approach to service priorities	Full	<ul style="list-style-type: none"> The Right Outcome, Service, Provider Programme will determine 'right service' priorities. C&P Programme will align with this in time to redesign processes in these service areas. C&P will work on a cross-Directorate basis to identify key areas for improvement based upon benefit / service improvement, prioritizing those areas with biggest impact
2. Source the best network of providers	Full	<ul style="list-style-type: none"> Key outcome for programme is common process design and application across services. This enables use of common IT platforms sourced from a smaller number of specialist providers.
3. Customers are at the heart of what we do	Full	<ul style="list-style-type: none"> This principle is at the centre of the reasoning for The Customer & Process Programme. The experience the customer has at the first point of contact with the Council and through their customer journey is at the heart of creating the right impression of customer service and fulfilment of their needs.
4. Initial customer contact through a customer services function	Full	<ul style="list-style-type: none"> Building a BCC wide 'front door' for initial point of contact is a key component of all tranches of the C&P Programme. Key element of change is channel shift to web based processes supported by CSC
5. Simplify and standardise business processes	Full	<ul style="list-style-type: none"> The C&P programme will be successful if we simplify and standardise business processes, both where these relate to initial point of customer contact and through the whole customer journey. C&P will deliver designs for common processes (Apply, Book, Pay, Report) to be applied on a cross-service basis.

Corporate Design Principle	Alignment	Explanation
6. Pursue a shared services agenda	Full	<ul style="list-style-type: none"> There is opportunity for shared services as part of this programme, looking beyond BCC.
7. Consistent operating strategy and direction of travel	Full	<ul style="list-style-type: none"> The C&P Programme will drive a consistent approach to customer management across BCC.
8. Knowledge rich and intelligence lead	Full	<ul style="list-style-type: none"> Knowledge about our customers, their current and future needs are pivotal to the success of the programme. A successful Information, Advice and Guidance service needs to be knowledge rich to achieve its aims and purpose (CYPS and HSC).
9. Performance culture	Full	<ul style="list-style-type: none"> C&P programme blueprint sets out the need for BCC wide performance measures for accessibility, responsiveness, quality and cost effectiveness as well as changes in customer and staff behaviour.

2.9 Interdependencies with other programmes in the portfolio

Programme	Description
Right Outcome, Service, Provider Programme (formerly Strategic Commissioning Programme)	This is the lead programme in the change portfolio for determining 'right service, right provider, right process'. Interdependency on CP knowing which services will be stopped, which reduced and which will continue in terms of priority processes to redesign. Clarity expected late summer/early Autumn 2013.
Bristol Workplace	Key interdependency in terms of face to face customer management - which face to face services for which customers should be delivered from which locations with a reduced estate of buildings. Current joint work on requirements for City Hall.
Intelligent Council	Key interdependency for delivery of single view of the customer and for other information requirements in CP blueprint.
People Programme	Interdependency in providing customer management related people/ staff requirements to this programme to develop approaches and solutions for and using intelligence from this programme to identify key customer management related issues across the business.

Programme	Description
Children First Programme	Key interdependency with the Universal Front Door project (information, advice and guidance web and telephony)
HSC Transformation Programme	Key interdependency with social care web information, advice and guidance and e-market place functionality.
Welfare Reform programme	Interdependency in supporting management and reduction in customer demand in ICS driven by welfare reform and supporting our more vulnerable customers to access responsive, quality council services.
Finance programme	Interdependency around use of our finance system for developing single view of our customers
ICT Sourcing Programme	Interdependency in using local small and medium sized enterprises (SMEs) and suppliers generated by this programme for CP technology solutions
Technology Programme	Key dependency for identification, scope, design and implementation of technology for the CP Programme.
Landlords Programme Tranche 2	Interdependency with Landlord Programme Tranche 2 in terms of delivery of end-to-end redesign of their services, in conjunction with the C&P delivery of enhanced self-service capability.

2.10 Key constraints associated with the programme:

Strategic

- Outputs from the 'Right Outcome, Service, Provider Programme' - this will determine 'right process' decisions that will drive the direction in which the Customer and Process Programme develops, especially in Tranche 2.
- Decisions already made through the Bristol Workplace Programme about the locations from which staff and customer contact will operate and tight timeframes for change.

Operational

- **Time:** Tight timeframes for delivery of Customer and Process Programme changes, especially in Tranche 1.
- **Resource:** Resources from across the Council will be required to enable programme and Tranche 1 delivery. Due to operational pressures and conflicts between programme and organisational requirements, it may be difficult to allocate time required to the Programme e.g. change managers, thereby jeopardising delivery of programme end benefits and outcomes.
- **Technology:** Existing technology platforms are in place within BCC that could, potentially, conflict with programme requirements or represent significant investment that cannot be "thrown away" e.g. web platforms, content management systems, knowledge management platforms, telephony, document management.

2.11 Lessons learnt from similar change programmes

C&P Programme will aim to avoid the pitfalls of major programme implementations by drawing upon lessons learned from a number of sources:

- Internal BCC Change Programmes
- External Public Sector Large Change Programmes
- External Non-Public Sector Large Change Programmes
- Industry bodies and standards based on gateway review etc e.g. Managing Successful Programmes (MSP)

Key learning must be drawn from other BCC Programmes as these are specific to the environment within which C&P will deliver. The following programmes have been identified as being of similar nature and, therefore, most applicable to C&P:

- BCC Modernising Customer Services (former MCS Programme)
- BCC Landlords Services Tranche 1

In each case, lessons learned are primarily grouped into the following areas:

- Resources & Engagement
- Planning & Communications
- Information & Knowledge

Looking across these programmes and the areas listed, it is possible to identify a number of consistent learning that will be applied and managed rigorously to ensure maximum chance of success:

- Do not under-estimate the level of involvement required from operational staff – this lesson is reflected in the high resource costs in Tranche 1 of the programme.
 - Equalities Impact Assessments should be undertaken for individual projects rather than at programme level
 - Ensure Programme Board is effective, drives and leads change and has correct membership from outset and that members attend on a regular basis
 - Draw Programme Team together – being too disparate weakens delivery. Ensure strong programme level communications within team.
 - Ensure stringent change control practices in place.
 - Don't focus too heavily on customer facing elements of programme at expense of "back-office" elements.
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3. TRANCHE 1 APPROACH, SCOPE, OBJECTIVES, TIMEFRAME, DEPENDENCIES, CONSTRAINTS AND RISKS

3.1 Tranche 1 approach

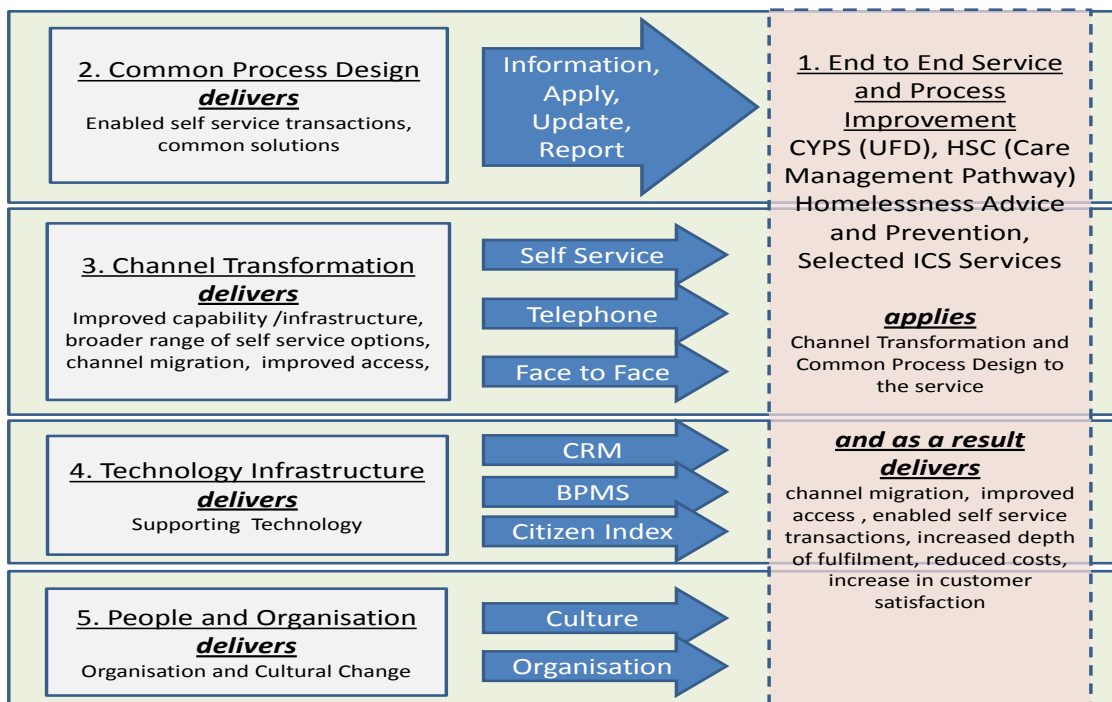
Tranche 1 has been designed to deliver an interim state that helps deliver the customer management priorities and the objectives identified in the Customer and Process Programme Blueprint. Tranche 1 will take an agile, 'proof of concept' approach to delivering relatively quick, cost effective changes in key service areas in 8 months - changes that can be tested before further investment is sought and changes that can be scaled up, reshaped and embedded in other parts of council business in Tranche 2 and beyond.

Tranche 1 will achieve this by:

- Designing a set of common process to be used in future redesign
- Developing a set of common IT solutions to support the delivery of common processes
- Delivering improved channel capability across self-service, telephone and face-to-face
- Delivering common process design and improved channel capability for priority services, enabling the realisation of Medium Term Financial Plan savings by other programmes and delivering added value/benefit. This includes the delivery of end-to-end process redesign.

Figure 1 – Approach to Tranche 1

The diagram below depicts the overall approach to Tranche 1 delivery:



The work streams that will deliver Tranche 1 are:

- **Common Process and Solutions:** Provides design authority, co-ordination and resources for the co-design of core, reusable common processes and the delivery of improved solutions that will underpin these and the One Council approach to initial customer contact.
- **Channel Transformation:** Identifies, designs and implements enabling infrastructure for a One Council approach to initial customer contact i.e. improved digital technology, telephony and face to face contact.
- **End-to-end Service and Process Improvement:** Common processes and solutions developed in work-stream 1 and improvements made in work-stream 2 provide the basis for service and end-to-end process improvement.

In addition, there will be 2 underpinning enablers of change/ workstreams in Tranche 1:

- **Customers, staff and cultural change**
- **Technology (Business Process Management System and others)**

3.1.1 *Customers, staff and cultural change*

It is more difficult to change the culture of an existing organisation than to create a culture in a brand new organisation. When an organisational culture is already established, people must “unlearn” the old values, assumptions, and behaviours before they can learn new ones.

In order for the Council to become truly customer-centric, the C&P programme must deliver cultural changes, within the organisation and externally with our customers, partners and suppliers.

Critical elements for cultural change are:

- A clear vision for change
- Effective communications – internal and externally with our customers
- Leadership of the required changes
- Training
- Effective performance management

In partnership with the People Programme and Directorate programmes, other changes that the C&P Programme needs to consider are:

- **Creating value and belief statements:** use of customer forums and employee focus groups to put the mission, vision, and values into words that state their impact on customers and employees.
- **Review organisational structure:** changing the physical structure of the Council to align it with the desired organisational culture may be necessary.

- **Redesign the approach to rewards and recognition:** although this may be difficult to achieve, we may need to change the reward system for staff and consider such changes for customers to encourage behaviours vital to the desired organisational culture.
- **Review all work systems:** such as employee promotions, pay practices, performance management, and employee selection to make sure they are aligned with the desired culture. As an example, we should not just reward individual performance if the requirements of the organisational culture specify teamwork.

Encouraging changes in customer behaviour to self-serve where possible, and changes to organisational culture will require time, commitment, planning and effective execution. Tranche 1 will lay the foundation for the changes we need to make and the approach will be refined and developed into a Council wide methodology for Tranche 2 delivery.

3.1.2 Technology (e.g. Business Process Management System - BPMS)

The way that we work within the Council (our "business processes") has, historically, involved multiple manual steps, moving paper around buildings and across the city. As a result, in most areas of our business, we are unable to easily see where customer cases and individual tasks are in the flow of work, actively manage re-allocation of work, monitor overall service performance, and automate steps to reduce low-value manual activity and speed up delivery.

Some areas of the council have implemented workflow and scanned paper into electronic documents, but the systems we have used are not designed to support end-to-end processes, they operate inside functional silos.

Our likely future is a smaller organisation, which has less capacity to tolerate "waste". Our current processes contribute to high levels of repeat contacts - "failure demand" - as customers chase progress. Few services provide self-service access to the status of a case, and even staff and managers with access to line-of-business systems find it difficult to gain a clear view of the flow of work. We need to change our approach to managing business processes, in order to cut out low value manual tasks, improve pace, and give us insight into service performance so that we can improve service delivery outcomes.

Business Process Management is a discipline that has evolved to address these issues, through means such as end-to-end process owners and governance of process architecture, supported by technology. This enables us to maintain a single view of the Council's key processes, how they duplicate and interlink and how they can be maximised to provide the best service and reduce wait times. Implementing a council-wide business process management system will provide us with a platform and toolkit to support transformation and automate and optimise the way we work.

The C&P programme has been agreed as the new vehicle for implementing a council-wide approach to business process management, including the tools required to support it.

- The Tibco BPMS contains several components:
 - Process modelling and simulation "design studio" – used by process analysts to capture, re-design and test the improvements to business processes, end-to-end and for re-usable process components.

- The core Business Process Management engine that automates process activities, both human tasks and system-to-system process flow
- Business Rules engine, gives analysts and service staff the ability to define decision trees, configure criteria and incorporate these rules into processes.
- Business Events, gives us the ability to define patterns of events (requests for services, rules triggered, changes of circumstances) and recognise what they mean for the service user(s) – e.g. fraud, risk of escalating needs.
- Process intelligence – analytics, near real-time insight into events, flow and issues within processes that enable service/team managers to see where improvements are needed and make decisions/take actions based on evidence.

Other key technology enablers include:

- **Customer Relationship Management (CRM):** To support joined up customer management processes, CRM is an underlying platform through which customer-facing staff can access accurate, up-to-date information. Options need to be considered as part of Tranche 1, but initial thinking in this area is:
 - Solution options will be based on products already owned by the Council or available through G-Cloud (approved suppliers of services)
 - Aim will be to reduce and minimise exiting infrastructure
- **Knowledge Management:** As more services are migrated online, the need to be able to maintain underlying information and data will be key. Equally, the ability to recall this information across multiple touch points and departments quickly and easily will be required.

3.2 Tranche 1 - services in scope

- **HSC: Web based Information, Advice and Guidance, E-Marketplace and digital initial contact assessments**
 - An accessible, effective and preferable digital offer for information, advice and guidance on adult and older peoples' social care and the ability to buy social care online.
 - An online tool for use by customers and staff providing a rules based, digital initial contact assessment for customers enquiring about social care.
- **CYPS: Web based Information, Advice and Guidance - (Universal Front Door Deliverable)**
 - An accessible, effective and preferable digital offer for information, advice and guidance on key CYPS universal services and the ability to perform simple transactions on-line (apply, pay and report).

- **N&CD: Homelessness, Advice & Prevention Project (HAP)**
 - The scope for Tranche 1 is delivery of an Information, Advice and Guidance (IAG) solution for customers who are at risk of being homelessness or are homeless. There will be ‘find a home’ pages of our website and an Apply, Assess and Decide, rules based diagnostic tool to determine eligibility for the service. This will help direct customers to appropriate services and determine cases where an interview with a Council Homelessness Advisor is appropriate. The IAG solution and rules based diagnostic tool will be available for use by customers and employees.

- **ICS: Selected services supported through the Customer Contact Centre and Customer Service Points**
 - **Landlord Services**
The scope for work in this area is still being discussed at the time of preparing this business case and will be agreed by June 2013. The added benefit delivered by the Customer and Process Programme is likely to be delivery of self-service capability - this may include the delivery of an integrated on-line form for booking a repair. C&P Tranche 2 will aim to work with Landlord Services on automation of end to end processes.
 - **Waste Services**
The Customer and Process Programme will provide quality assurance and design authority to ensure that Waste Phase 2 design is consistent with Customer and Process design principles and is delivered using common processes e.g. a ‘Report’ common process. Additional costs and benefits are gained by Waste Phase 2 being in scope of the Customer and Process Programme Tranche 1.

- **Common Debt Recovery Process (Local Tax, Landlord Services, STS Finance, Benefits)**
 - A common process for debt recovery from Council customers
 - Consideration of a joint Debt Recovery Team
 - A corporate debt policy, including prioritisation of debts to assist customers
 - Common payment methods and payment arrangements
 - Visibility of all money owed to the Council in one place
 - An assessment tool to help determine a customer’s ability to repay debts
 - More opportunity for customers to self-serve on-line
 - Continue good working relations and practices with external partners and agencies

3.2.1. Channel Transformations in Tranche 1 Scope

Tranche 1 will focus on the following key channel transformations:

- **Customer Portal and Account (Web):** The customer portal is where a range of online services are bought together on our website and presented to customers in an organised and relevant way. It embeds the customer account, enabling customers to login and access services where appropriate, as well as delivering services based on their preferences and past activity. This makes it easier for customers to find and access the services they need,

increasing channel shift, as well as providing the council with improved customer insight.

- **Web site improved to work on mobile devices:** Mobilising our web content means developing the Bristol City Council website(s) hosted on the Drupal platform, so that they work across the full range of mobile platforms, e.g. smartphones, tablets, laptops and PC's. These devices have a wide range of screen sizes and resolutions; some rely on touch to control the device. Our websites and online services will be able to adapt to the device they are being accessed from delivering user friendly, relevant content.
- **Use of Mobile 'apps':** Investigate the development of a smart phone /tablet app that delivers a selection of BCC information/transactions. This could deliver the following benefits:
 - Improved access to self-serve transactions (cashable)
 - Reduced face to face/telephone contact (cashable)
 - Customer behaviour change (non cashable)
 - Use of GPS to pin position of location based reports (non cashable)
 - Can target services to relevant audiences (non cashable)
- **Development of Social Media to support our services:** Social Media is a popular method of interacting with other companies and organisations and its use is anticipated to grow. It provides a more accessible way of contacting the council and communicating with our customers than using the web site alone. It allows us to reach different customer groups than might be reached through other channels. The scope of the work is to for Tranche 1 is to pilot its use to promote our services and to handle transactions.

Supported access to enable channel shift using the above capabilities

Channel shift means *“Moving customers from more expensive means of contacting and interacting with us to less expensive (yet appropriate and user friendly) options”*.

Over 80% of Bristol homes are connected to the Internet with an estimated two thirds of households (about 140,000 homes) able, willing and most likely already 'self-serving' in everyday life. With effective promotion of what council services are available and a good user experience, these citizens will choose to channel shift and in some cases it may be appropriate to limit the channels available for some services or transactions.

There are an estimated further 32,000 households (15% of homes in the city) with a moderate ability and willingness to self-serve. These households are likely to need support i.e. need to be shown how to self-serve or given help to gain access to services in the more traditional way via a council officer or customer adviser. This is supported access.

The remaining 19% of households (approximately 38,000 homes) are estimated to be low on the scale of ability and willingness to self-serve either because they are not connected to the Internet or are unable to use it. It is therefore imperative that we continue to offer the support they need to access services via the more traditional channels of face to face and telephone. Efficiencies gained from channel shift will help us to target scarce resources at those unable to use self-service i.e. the 19% of Bristol households above. There will also be a need to invest in the improvement of those complex transactions that are simply not suitable for self-service or digital channels.

There is a need to adopt a council wide approach to supported access via council staff using tried and tested methods:

- Council Staff and customer advocates (e.g. carers or volunteers) doing transactions on behalf of citizens by providing them with hand held devices and training
- Develop staff behaviours and skills to confidently show (and encourage) citizens how to self-serve using council PCs in Customer Service Points, Libraries, community centres
- Online support facilities e.g. web chat provided by council staff to help people encountering problems with the web site
- Develop staff skills in content authorship and maintenance (owned and managed by service teams not the centre).

See the Project Dossier in Appendix E for the full list of C&P Tranche 1 projects.

3.3 Tranche 1 SMART objectives *(measures and performance targets to be confirmed by the end of August 2013)*

Ref	Overall Objective	T1 Specific Outcomes and Measures*	Associated Benefit
T1/PO1	Consistent customer experiences across channels with most customers able and wanting to self-serve, with supported access where required.	<ul style="list-style-type: none"> • Services in scope of Tranche 1 to have 80% of their transactions delivered through common processes by December 2014 	B1, B7
T1/PO2	Less telephony and face-to-face customer contact as a result of channel shift to digital channels, but telephony and face-to-face contact where it is needed.	<ul style="list-style-type: none"> • Reduction in demand by 50% of all calls presented. By delivering automated telephony for the following services: <ul style="list-style-type: none"> ○ Revenues - Live ○ Benefits - Live ○ Environmental – end May 2013 ○ Housing – end June 2013 ○ Welfare Reform – Live • For processes in scope of Tranche 1, to deliver an average of 60% channel migration by March 2014. • Increase use of self-service for all transactions accessed using improved self service offering by 5% by March 2014. Delivered by: <ul style="list-style-type: none"> ○ Customer Portal and Account 9web improvements) by December 2013 	B1, B6, B7

Ref	Overall Objective	T1 Specific Outcomes and Measures*	Associated Benefit
		<ul style="list-style-type: none"> ○ Web site mobilization and apps by December 2013 ○ Develop further use of social media by December 2013 	
T1/PO3	Simplified and standardised common processes used across the organisation.	<ul style="list-style-type: none"> ● Reduce the cost, time and effort taken to complete the end-to-end redesign of a process to 75% of the current cost, time and effort by December 2014. 	B2, B3
T1/PO4	Consistent customer experience across in-house and commissioned service delivery	<ul style="list-style-type: none"> ● Reduce the cost, time and effort to deliver common IT solutions to 75% of the current average cost, time and effort by December 2014. <ul style="list-style-type: none"> ○ Achieved by the adoption of common solutions 	B2, B3
T1/PO5	End to end ownership of customer contact and resolution of issue whichever entry point customers use.	<ul style="list-style-type: none"> ● For processes in scope of Tranche 1 to increase customer satisfaction with service delivery by 5% by March 2014 	B10
T1/PO6	Customer access and services packaged by life events where possible e.g. birth of child, establishing a business.	<ul style="list-style-type: none"> ● Improved customer experience for customers using our new self service offerings against: <ul style="list-style-type: none"> ○ benchmark of 25% of customer did not find the service they were looking for ○ 42% of customer did not rate the web site positively 	B6, B7
T1/PO7	Greater depth of fulfilment at initial point of contact, with transparent processes so that routing and signposting customer enquiries is easy.	<ul style="list-style-type: none"> ● For processes in scope of Tranche 1 to increase depth of fulfilment reducing work being passed to the back office by 5% by March 2014 	B4, B6
T1/PO8	A single view of the customer underpinning all customer contact.	<ul style="list-style-type: none"> ● Build towards delivery of a Customer Relationship Management solution to allow this to be fully implemented by the end of Tranche 2. <p>Delivered by:</p> <ul style="list-style-type: none"> ○ Create an overarching solution assessment for a Customer Relationship Management solution by December 2013. ○ Implement working pilot for Citizen 	B2, B3

Ref	Overall Objective	T1 Specific Outcomes and Measures*	Associated Benefit
		Index linked to Citizen Account by December 2013.	
T1/PO9	Hand off more specialist customer enquiries to specialist services	<ul style="list-style-type: none"> For processes in scope of Tranche 1 to increase customer satisfaction with service delivery by 5% by March 2014 	B10
T1/PO10	Empower our staff; enabling them to make decisions, resolve queries at first point of contact and to take ownership of issues	<ul style="list-style-type: none"> Improve accuracy and speed of access to information/knowledge required to provide advice and guidance to customers and employees reducing Information requests for services in scope by an average of 60% and reducing call handling times by 5% 	B6, B7,B8

3.4 Tranche 1 Assumptions, Dependencies, Constraints and Risks

Tranche 1 - Key Planning Assumptions:

- The sequencing of projects fits with the logical development of supporting IT infrastructure
- High level plan is achievable and will be proven by detailed planning work in May/June 2013
- The suite of channel improvement work (portal, account, mobilization) are the correct first choice for development of self service to be proven by review day with suppliers and industry experts
- The skills and resources are available to start work in June to deliver our first piece of form development for Homelessness, Advice and Prevention and that this can be delivered quickly to enable work to begin on other forms
- It may be logical to extend the scope of the citizen index project to include Single View of the Customer and an initial working version of a Customer Relationship Management view/solution (to be confirmed).

Tranche 1 Dependencies:

- Dependent on governance activity meeting planned dates (i.e. challenges could cause delay - see risks)
- Dependent on maintaining agreement with dependent/related programmes on scope, timing of delivery and realisation of benefits
- Dependent on rapid technology acquisition and implementation
- Dependent on acquisition of suitable internal resources e.g. business change managers
- Dependent on acquisition of external resource with the right skills
- Dependent on implementation of an agile service delivery approach for digital services

Tranche 1 Constraints

- Shorted Tranche 1 timeframe will constrain scope of delivery – this is being done to drive forward with increased benefit capture in Tranche 2. This constraint will be managed using agile principles which will the cross-functional project team will prioritise and deliver the most important functions.

- Technical skills for IT platforms. We will seek to buy these in but need to consider competency centre approach to support agile working.
- Service Design skills for delivery of digital platform using customer focussed agile methods.
- Customer and Process Board, PMG, IMTSG and Enterprise Architecture Board acting in a joined up way and enacting the C&P design authority role for those services in scope and for other service redesigns not in scope of Tranche 1 but needing to align with C&P design principles.

Tranche 1 Risks

- Pace of change and getting the business to work in an agile way. An agile approach is necessary in order to deliver some benefits early, and to test and check programme approach, accepting that we should not wait for everything to be 'perfect' before making changes.
- Risk of governance challenge to scope and delivery plans arising from complex stakeholder relationships and inter-dependent portfolio and business change activity.
- Risk of not engaging sufficiently well with our customers in the planning, design and testing of changes.
- Risk of not up-skilling internal staff in Tranche 1 will mean larger than necessary dependency on externally acquired staff. Need to consider a digital platform competency centre or adding this to an existing one.
- Risk of agile delivery not being accepted by stakeholders because of the lack of up-front guarantee around what will be delivered (scope will flex and be re-prioritised within the cross-functional project team).
- Risk that integration of digital platform components to provide a base platform for digital services will take longer than anticipated due to unanticipated technology issues or lack of the correct people resource and skills.
- Risk that process redesign will not be future proof if we redesign what we already have - not compelling enough an offer for digital by preference.

3.5 Timeframes & Delivery Plan

In order to ensure early release of benefits, Tranche 1 will be delivered using an agile approach and will be time constrained, with the aim of delivering key elements by December 2013. At the end of Tranche 1 it will be possible to measure the success of the approach to redesign, development and delivery, and to make an informed decision on how to proceed. The interim state must be one that is sustainable should not further work take place.

The plan below shows Tranche 1 activity. The overall approach is to use projects in the service and improvement work stream as the vehicle to developing and prototyping common processes and solutions. There is an overflow of some activity into Tranche 2. At the same time, the channel transformation work stream will develop self-service capability to host these e-enabled services.

		May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	
Programme	Tranche 1										Tranche 2					
	Solutions Assessment															
	Solutions Design															
	Tranche 1 FBC Development															
Service and Process Improvement																
HSC	E-Market Place															
	Contact Assessment Form															
	IAG Solution															
CYPS	Family Information Service Re-design															
	IAG Solution For Web Site															
	Creation of UFD and CYPS Contact Centre															
HAP	IAG and Assess and Decide Tool															
Common Debt (including Payment and Billing)	Common Debt Team															
	Payment and Billing Process															
Waste	Waste phase 2															
Channel Transformation																
Customer Portal and Account	Proof of concept for portal and account															
Web Site Mobilisation	Proof of concept for web site mobilisation															
Social Media	Develop trial of social media															
Automated Telephony																
People, Organisation and Culture																
ICS Transformation Project	Revised performance management framework															
	Merge Call Handling Teams															
Technology																
Knowledge Management	Solution for Customers and Employees															
Citizen Index	Citizen Index															
BPMS	Develop Capability															
CRM	CRM															
Common Process Design																
Appointment Booking																
Evidence Gathering																

4. TRANCHE 1 COSTS AND BENEFITS OVERVIEW

Programme Financials	Yr 0 <Pre FBC £'000	Yr 1 Yr 13/14 £'000	Yr 2 Yr 14/15 £'000	Yr 3 Yr 15/16 £'000	Yr 4 Yr 16/17 £'000	Yr5 Yr 17/18 £'000	Total £'000
Grand total expenditure	£569	£2,571	-	-	-	-	£3,140
Total <u>net</u> (benefits minus disbenefits)	£(101)	£(927)	£(1,069)	£(1,043)	£(1,043)	£(1,043)	£(5,225)
Net total	£468	£1,643	£(1,069)	£(1,043)	£(1,043)	£(1,043)	£(2,085)
Cumulative total programme cashflow	£468	£2,111	1,043	£0	£(1,043)	£(2,085)	

A fuller cost benefit analysis with higher levels of confidence, based on more detailed design work, will be completed by the end of August 2013.

The costs for Tranche 1 will be high in comparison to the amount of net benefit delivered in Tranche 1. This is because early investment in technology and process design work is needed in order to build the infrastructure and framework for the rest of the programme to be built.

5. TOLERANCES

These following tolerances are proposed by the Programme in order to facilitate the most efficient delivery whilst enabling stringent controls and processes:

Tolerance	Permissible deviation before an exception must be raised to:	
	Programme Board	PMG
TIME	+ 1 month from expected delivery date	+ 1 month from expected delivery date
BENEFITS	+/- 10k	+/- 10k
COSTS	+/- 20K	+/- 20K
SCOPE	TBC	TBC
RISK	Any change that incurs time slippage, increase in costs or decrease in benefits	Any change that incurs time slippage, increase in costs or decrease in benefits.
* Tolerances to be confirmed by the end of August 2013.		

6. EQUALITIES IMPACT

Identifying positive and potentially adverse impacts on our customers and those with protected characteristics is a key part of delivering this programme, as is supporting access to our services for those customers who cannot or will not automatically choose to self-serve digitally.

By understanding the impact changes in service provision and customer offer will have on each customer group, the programme will ensure that appropriate solutions are designed.

The programme will build EqlAs against each of the work streams and projects within the scope of the C&P Programme, in order to (a) have an analysis of equalities impact against each project and (b) have collected or established enough information on equalities at a programme level to inform decision makers at full business case. Once the individual EqlAs have been completed, a programme summary level document will be created and used in programme planning, benefit realisation and risk management.

This process also ensures that appropriate emphasis is placed on the delivery of supported access to all customers. This support may take the form of additional facilities or a differentiated service offer for groups adversely impacted on by changes in the programme.

7. TRANCHE 2 HIGH LEVEL OVERVIEW

Benefits will be significantly higher from Tranche 2 onwards as it will leverage the platforms and building work from T1. Tranche 2 onwards is driven by achievement of the programme vision and blueprint, and a challenging savings target of £12.1m over a five-year pay back period. It will do this primarily through end-to-end process redesign with priority services and continued building and usage of core infrastructure. Work will be underpinned by new capabilities designed and tested in Tranche 1.

Priority services for Tranche 2 redesign will be identified through the following type of criteria:

- Customer volumes
- High propensities for self serve
- Few e-enabled services to date
- Number of staff FTE performing certain customer management functions

There will also be an emphasis on improving the planning and quality assurance of services for customers at risk of escalating needs and those with high needs.

Initial Target Operating Model (TOM) FTE baseline data suggests potential ‘right process – front and back office’ savings of up to £12.1m. This equates to a reduction of circa 400+ staff FTE currently doing fragmented customer management activities across the council (enquiry handling, processing requests and applications, appointment taking and booking, eligibility, assessment, approval of service and closing of records).

In Tranche 2, the Right Outcome, Service, Provider Programme will be a key driver for ‘right service’ decisions, from which decisions about ‘right processes’ will flow.

Given that CYPs and HSC are delivering significant savings through current change programmes, the expectation is that greatest further opportunities for these savings will be in Neighbourhoods and City Development and in Corporate Services. Speculative areas for consideration for Tranche 2 redesign are (subject to cross council analysis of candidate service areas for redesign and subject to negotiation with the respective business areas):

1. Transport services
2. Licensing
3. Revenues and Benefits
4. Landlord Services
5. Environment and leisure operations
6. Development Management and building control
7. Neighbourhood working pilot
8. Electoral services
9. Registration Services

Programme level planning for Tranche 2 will commence imminently, with early identification of priority services for change.

An outline business case for Tranche 2 will be developed for approval by the end of December 2013. Tranche 2 delivery will commence on January 1st 2014.

Tranche 2 costs are currently estimated as £1.9m comprising circa £1.1 technology costs (full CRM, BPMS and new end to end transactional services) and £800,000 resource costs. This is with a 25% level of confidence at this stage.

Note:

- Assumption that T1 has delivered the enabling infrastructure for T2 and released the resource currently working on T1.

8. DOCUMENT VERSION CONTROL

Date	Version	Author	Amendment
17/03/2013	00_01	Lucia Dorrington	Initial draft
22/03/2013	00_02	Lucia Dorrington	Completed missing sections
07/04/2013	00-03	Lucia Dorrington	Updated summary and scope section
10/04/2013	00-04	Lucia Dorrington	Updated various sections
16/04/2013	00-05	Lucia Dorrington / Iain Humphries	Added financial case and completed missing section. Updated text.
17/04/2013	00_06	Lucia Dorrington/Zohra Belabed	Benefits update, financial table amended
18/04/2013	00-07	Lucia Dorrington	Further work
19/04/2103	00_08	Lucia Dorrington	Further work
23/04/13 & 24/04/2013	00-10	Lucia Dorrington/ Robert Swift/ Zohra Belabed/Iain Humphries	SMART Tranche 1 objectives, Tranche 1 costs and benefits calculations.
25/04/13	00_11	Lucia Dorrington	Finalise draft business case to send to C&P Board.
26/04/13	00_12	Rob Swift	Updated assumptions on Tranche 1 costs and benefits.
30/04/13	00_13	Lucia Dorrington	Revised document for re-issue to C&P Board based on the above assumptions work, updated risk analysis and early feedback from Ken Robinson (Portfolio Accountant) and Tracy Dodds (Business Change Manager).
08/05/2013	00_14	Zohra Belabed	Amended financial case
08/05/2013	00_15	Lucia Dorrington / Iain Humphries	Amended wording, removed alignment table, updated plan, added sensitivity analysis,

09/05/2013	00_16	Lucia Dorrington/ Iain Humphries	Amended wording, amended objectives table, added sections around change management and technology, supported access and equalities.
17/05/13	00_17	Lucia Dorrington	Final tweaks following PMG and prior to sending document to SLT.
4/06/2013	00_18	Lucia Dorrington	Tweaks following SLT approval and issues raised by senior managers related to finance, HR implications etc.
13/06/2013	00_19	Lucia Dorrington	Changes to HAP project benefits.

Senior Responsible Owner sign-off: Di Robinson

Date: May 2013

SLT sign-off: May 21st 2013

Finance Business Partner sign-off (inc. confirmation of Section 151 approval): Graham Friday

Date: 4th June 2013

Programme Manager sign-off: Lucia Dorrington

Date: 4th June 2013

APPENDIX A: FINANCIAL SPREASHEETS

The following table shows the summary financial case for Tranche 1 of the C&P Programme:

Programme Name:		C& P programme ONLY TO TRANCHE 1 DEC 2013		Prog ID:		Document status:				
Programme Mngr:		Lucia Dorrington		Version & Date:	v01-1	Business Case stage:				
Line No.	Assump. ID	% Conf.	Cost / Benefit description	£'000	£'000	£'000	£'000	£'000	£'000	£'000
				Pre FBC	T1	T2	3	4	5	Row total
					Yr 13/14	Yr 14/15	Yr15/16	Yr 16/17	Yr 17/18	
C2	50%		Channel transformation : Citizen index	74	191		0	0	0	265
C5	100%		Channel Transformation : Automated telephony	165	54	0	0	0	0	219
C8	50%		Service and process improvement: HAP- Online Self Assessment tool		50	0	0	0	0	50
C1	95%		Service and process improvement: NC&D Discretionary Licensing	0	20	0	0	0	0	20
C9	75%		Service and process improvement: Common Debt Recovery & Ebilling payment	32	164	0	0	0	0	197
C6	50%		Service and process improvement: HSC - Web IAG (Information, Advice and Guidance) & Emarket place	0	401	0	0	0	0	401
C6	50%		Service and process improvement: HSC - E-Enabled contact assessment	0	50					50
C7	50%		Service and process improvement: CYPS Universal Front Door	0	135	0	0	0	0	135
C3	50%		Channel Tranformation: Digital Platform/ Self service Project	0	225	0	0	0	0	225
C2	50%		Channel Transformation : Custome Relationship Management	0	110	0	0	0	0	110
C4	50%		Channel Tranformation: Knowledge Management	0	144	0	0	0	0	144
C1	50%		Common process design :Evidence gathering & Apply	0	50					50
C1	50%		Common process design: Appointment booking	0	50					50
	50%		Business Process Management System		135					135
			Contingency (10% of total cost)		200					200
Total tranche 1 project new costs:				271	1,980	0	0	0	0	2,251
Total tranche 1 project opportunity costs:				32	29	0	0	0	0	61
P0	100%		C&P Resource :Programme manager	49	41			0	0	91
P0			C&P Resource: Project manager workstream	47	132					179
P0			C&P Resource: Programme accountant	33	19					52
P0			C&P Resource: Enterprise architect	0	0					0
P0			C&P Resource: Business Architects	0	0					0
P0			C&P Resource: Business analyst	41	207					248
P0			C&P Resource: Solution architect	43	63					106
P0			C&P Resource: Subject matter experts	53	11					64
P0			C&P Resource: Solution assessor	0	4					4
P0			C&P Resource: Programme support officer	0	19					19
Total programme new costs:				266	496	0	0	0	0	762
Total programme opportunity costs:				0	67	0	0	0	0	67
Grand total tranche 1 costs (new + opp costs):				569	2,571	0	0	0	0	3,140
Total new costs for subsequent tranches:				0	0	0	0	0	0	0
Total opportunity costs for subsequent tranches:				0	0	0	0	0	0	0
Grand total full life programme costs (new + opp costs):				569	2,571	0	0	0	0	3,140
DB2	25%		Channel transformation : Citizen index	0	0	26	52	52	52	182
DB5	100%		Channel Transformation : Automated telephony	0	170	170	170	170	170	849
DB8	25%		Service and process improvement: HAP- Online Self Assessment tool	0	0	14	14	14	14	56
DB6	25%		Service and process improvement:HSC - Emarket place licensing	0	0	30	30	30	30	120
DB7	25%		Service and process improvement: CYPS Universal Front Door*	0	0	0	0	0	0	0
DB3	25%		Channel Tranformation: Digital Platform/ Self service Project	0	0	45	45	45	45	180
Total dis-benefits:				0	170	285	311	311	311	1,387
B2	25%		Channel transformation : Citizen index							0
B5	75%		Channel Transformation : Automated telephony	(101)	(1,097)	(833)	(833)	(833)	(833)	(4,529)
B8	25%		Service and process improvement: HAP- Online Self Assessment tool	0	0	(48)	(48)	(48)	(48)	(192)
B1	95%		Service and process improvement: NC&D Discretionary Licensing	0	0	(25)	(25)	(25)	(25)	(100)
B9	25%		Service and process improvement:: Common Debt Recovery			(227)	(227)	(227)	(227)	(908)
B6	25%		Service and process improvement: HSC web IAG (Information Advice and Guidance)	0	0	(63)	(63)	(63)	(63)	(250)
B7	25%		Service and process improvement: CYPS Universal Front Door (already covered in CYPS FBC)*	0	0	0	0	0	0	0
B3	25%		Channel Tranformation: Digital Platform/ Self service Project	0	0	(158)	(158)	(158)	(158)	(633)
Gross total benefits:				(101)	(1,097)	(1,354)	(1,354)	(1,354)	(1,354)	(6,613)
Total net benefits (benefits less dis-benefits):				(101)	(927)	(1,069)	(1,043)	(1,043)	(1,043)	(5,225)
NET Total (net benefits less total expenditure)				468	1,643	(1,069)	(1,043)	(1,043)	(1,043)	(2,085)
Cumulative net total:				468	2,111	1,043	(0)	(1,043)	(2,085)	
Projected payback period (yrs):								3		
Additional financial analysis table:										
				£'000	£'000	£'000	£'000	£'000	£'000	
				Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
KEY:										
Total funded partners:										
Total funded by Bristol City Council:				569	2,571	0	0	0	0	
Total benefits accruing to partners:										
Total benefits accruing to Bristol City Council:				(101)	(927)	(1,069)	(1,043)	(1,043)	(1,043)	
Annual Capital 'principal' repayments (if applicable) :										
Annual net benefits after 'capital' repayments (if applicable) :				(101)	(927)	(1,069)	(1,043)	(1,043)	(1,043)	
Cumulative total borrowing cashflow:				436	1,984	915	(128)	(1,170)	(2,213)	

APPENDIX B: ASSUMPTIONS

Programme Name:	CUSTOMER AND PROCESS PROGRAMME	Programme ID:	
Programme Manager:	Lucia Dorrington	Version:	00_18
		Date:	4 th June 2013

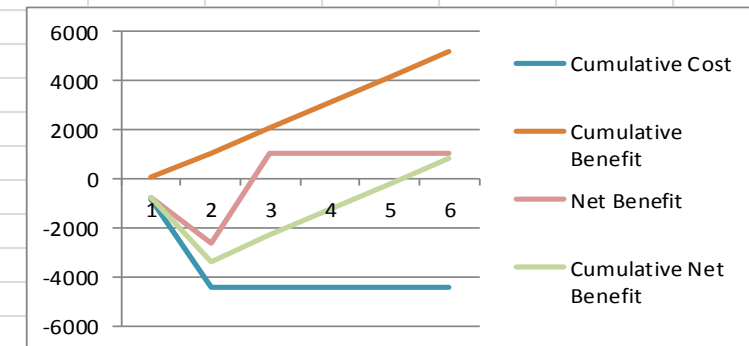
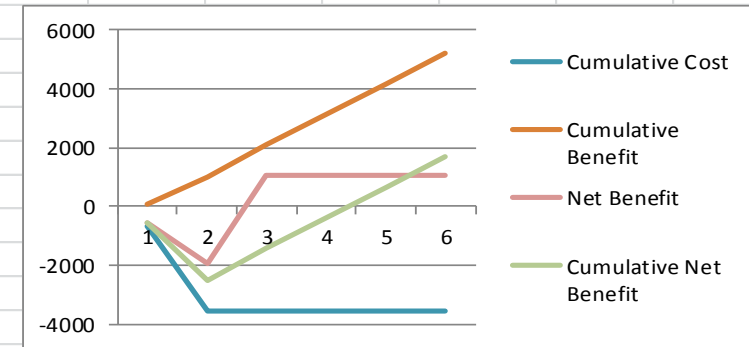
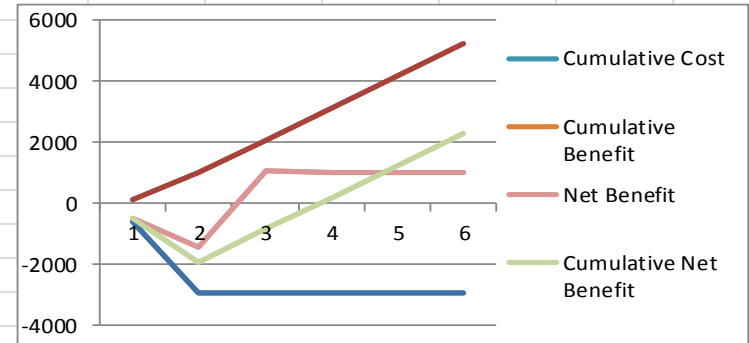
Assumption Ref (from Financial Spreadsheet Line)	Type of Cost (Opportunity/New)	Cashable/ Non Cashable	Assumption Description	Annual costs- (savings) £	5 years costs – (savings) £	Variations to Assumption	Confidence %	Further work to increase confidence
Cost Project.1	New		Cost to develop Evidence and Application solutions for the evidence common processes is £50K. This does not include any project manager or business analyst costs; these are represented in the overall programme costs.	£50k			50%	
Cost Project.2	New		The cost for citizen index is £265K. This is taken from the Citizen Index Business case and is the resource required to the end of December 2013. There is a risk that the scope will change and the assumption is that this will not affect costs. No cashable benefit has been identified for this project.	£265k			50%	
Cost Project.3	New		The estimated cost for the digital platform self-service project is £225K. This is made up of £125k for the IT solution and £100k for development. Project manager cost is represented in the programme resource.	£225k			50%	
Cost Project.4	New		The cost for development of a knowledge management solution is £144k. This consists of £56k for a knowledge management solution, £30k for product configuration and £58k for technical development and communication. Project manager cost is represented in the programme resource.	£144k			50%	
Cost Project.5	New		The cost for automated telephony is accurate in the projects business case and is £219K. (The business case has been approved for this project)	£219k			100%	
Cost Project.6	New		The cost for delivery of the E-Market place is £371k The cost of delivery of the Information, Advice and Guidance web solution is £30k.	£401k			50%	
Cost Project.6	New		The cost for development of a contact assessment form for Health and Social Care is £50k	£50k			50%	
Cost Project.7	New		The cost for the C&P work package for the CYPS universal front door is estimated to be £135k. These costs are in The Children First Programme Full Business Case – a proportion of the £170k costs for the CYPS Universal Front Door deliverable.	£135k			50%	
Cost Project.8	New		The cost for technical design, build and test to deliver the Homelessness Advice and Prevention online assessment tool is £50k. This is based on a day rate of £500 for these skills and a combined delivery time of 100 days. Assumes that business resource is counted as opportunity cost. Assumes that testing resource is included in this amount. Assumes the cost of the project manager is funded by the HAP Project and no additional project manager or business analyst resource is required.	£50k			50%	

Assumption Ref (from Financial Spreadsheet Line)	Type of Cost (Opportunity/New)	Cashable/ Non Cashable	Assumption Description	Annual costs- (savings) £	5 years costs – (savings) £	Variations to Assumption	Confidence %	Further work to increase confidence
Cost Project.9	New		The cost for common debt recovery is £120k. Assumes: Project Manager = £54,500 Solutions Architect = £50k Business Analyst = £15,400 Ebiling – 77k costs (including development of web forms, integration with Gandlake and other databases). Assumes no technical solution costs. Assume payment and billing can be delivered within the same budget.	£197k			75%	
Cost Project.10	New		Cost for N&CD Discretionary Licensing is £20k. This is £15k from development cost. There is some opportunity cost estimated to be £5k.	£20k			95%	
Cost project	New		Contingency 10% applied to overall programme costs	£200k				
Benefit Project.2	Benefit	Cashable	Citizen Index - Assumes no benefit in Tranche 1.		0			
Benefit Project.3	Benefit	Cashable	Cost reduction for channel shift is based on an increase in current web site visits by 5% of current annual volume of 4.5 million. This increase will be 225000 contacts a year. Assume half of these would have resulted in a phone call. Results in a call reduction across the council of 112500. Staff full time equivalent (FTE) reduction will be 1FTE per 10,000 calls = 11FTE. Estimate that saving will be 11 FTE x £24,349 = £268k per annum. OR based only on services that use Integrated Customer Services (ICS) and a reduction in contacts by 5% overall. 1330000 per annum – 5% = 6.5 staff FTE reduction. X £24,349 = £158K	£(158)k	£(633)k			
Benefit Project.5	Benefit	Cashable	Automated Telephony Benefit is accurate in the business case and realises £833k per annum	£(833)k	£(4,529)k		75%	

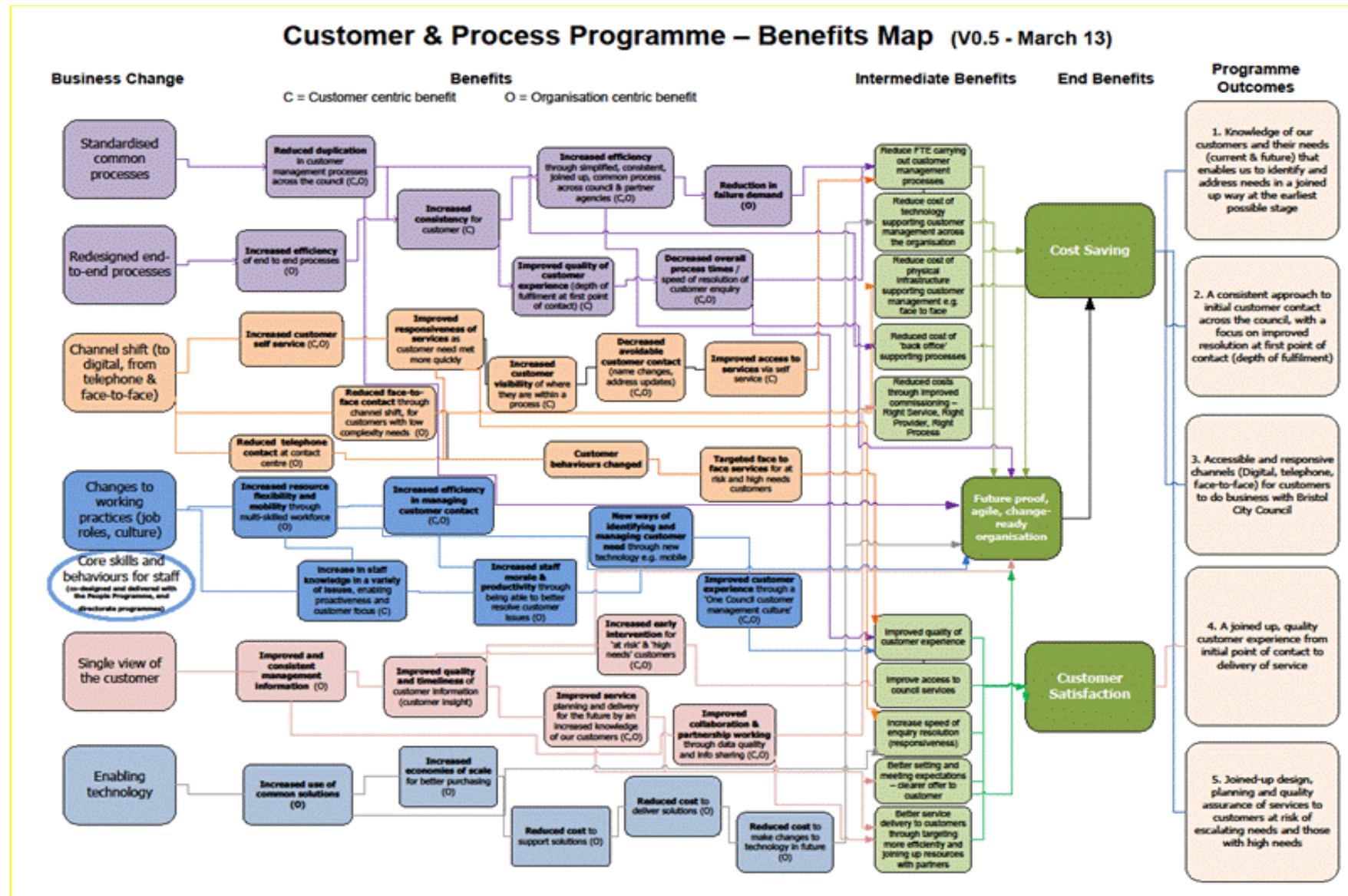
Assumption Ref (from Financial Spreadsheet Line)	Type of Cost (Opportunity/New)	Cashable/ Non Cashable	Assumption Description	Annual costs- (savings) £	5 years costs – (savings) £	Variations to Assumption	Confidence %	Further work to increase confidence
Benefit Project.6	Benefit	Cashable	Service and Process Improvement for Health and Social Care is based on: 25% Reduction in calls to Care Direct as a result of an automated initial contact assessment which leads to a reduction of 25% of FTE = 2FTE Care Direct Advisors = 50k. 5% less work being passed to back office teams = FTE reduction of 0.5 = 12.5k = 63K No estimate has been made for a reduction in workload as a result of e-market place.	£(63)k	£(250)k		25%	
Benefit Project.7	Benefit	Non cashable	The cost reduction in the Children First Business case is accurate and the delivery of the Universal Front Door for CYPS realises £302K per annum. CYPS leading the realisation of this benefit not C&P. C&P is delivering a work package to enable CYPS to make this saving.	MTPP	MTPP		25%	
Benefit Project.8	Benefit		Reduction in HAP staff capacity used to support Customer Advisors with housing and homelessness advice.	£48K	£(192)k		25%	
Benefit Project.9	Benefit	Cashable	Common Debt Recovery realises £175k per annum. A reduction of 10% of 70FTE, i.e. 7 FTE@25k Service and Process Improvement for ICS e-billing realises £52K per annum.	£(227)K	£(909)K		25%	
Benefit Project.1	Benefit	Cashable	Delivery of the discretionary licensing avoids opportunity cost of £25k per annum. Consists of avoided staff time to develop and manage paper forms.	£(25)K	£(100)k		95%	

APPENDIX C SENSITIVITY ANALYSIS

Baseline						
Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Cost	-569	-2371	0	0	0	0
Benefit	101	927	1069	1042	1042	1042
Cumulative Cost	-569	-2940	-2940	-2940	-2940	-2940
Cumulative Benefit	101	1028	2097	3139	4181	5223
Net Benefit	-468	-1444	1069	1042	1042	1042
Cumulative Net Benefit	-468	-1912	-843	199	1241	2283
Scenario 1 (Costs +20%)						
Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Cost	-682.8	-2845.2	0	0	0	0
Benefit	101	927	1069	1042	1042	1042
Cumulative Cost	-682.8	-3528	-3528	-3528	-3528	-3528
Cumulative Benefit	101	1028	2097	3139	4181	5223
Net Benefit	-581.8	-1918.2	1069	1042	1042	1042
Cumulative Net Benefit	-581.8	-2500	-1431	-389	653	1695
Scenario 2 (Costs +50%)						
Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Cost	-853.5	-3556.5	0	0	0	0
Benefit	101	927	1069	1042	1042	1042
Cumulative Cost	-853.5	-4410	-4410	-4410	-4410	-4410
Cumulative Benefit	101	1028	2097	3139	4181	5223
Net Benefit	-752.5	-2629.5	1069	1042	1042	1042
Cumulative Net Benefit	-752.5	-3382	-2313	-1271	-229	813



APPENDIX D PROGRAMME BENEFITS MAP



APPENDIX E: TRANCHE 1 PROJECT DOSSIER

Ref	Projects	Tranche 1 Objective	Outcome	Estimated T1 Project Cost	Estimated cashable benefit
Work-stream 1: Common Process					
P1	<p>Common Process Design:</p> <ol style="list-style-type: none"> 1. Complete common process design for evidence and applications and appointment booking - by December 2013. 2. Develop digital platform IT solutions to support delivery 	<ul style="list-style-type: none"> ✓ Reduce the cost, time and effort taken to complete the end-to-end redesign ✓ Reduce the cost, time and effort to deliver common IT solutions ✓ Use Tibco BPMS solution as common IT platform supporting process management / workflow 	PO2, PO3, PO4, PO5	100k	-
Work-stream 2: Channel Transformation					
P2	<p>Digital Platform & Self Serve Project</p> <ol style="list-style-type: none"> 1. Customer Portal and Account 2. Web site mobilization / apps 3. Develop use of social Media 	<ul style="list-style-type: none"> ✓ Increase use of self service transactions ✓ Improved customer experience of self-service 	PO2, PO3	225k	633K
P3	<p>Automated Telephony:</p> <p>Will be delivered for the following services:</p> <ul style="list-style-type: none"> • Revenues - Live • Benefits - Live • Environmental – end May 2013 • Housing – end June 2013 • Welfare Reform – Live 	<ul style="list-style-type: none"> ✓ Reduction in demand by 50% of all call presented 	PO3	218k (not seeking funding for this)	4,529K

Workstream 3: Service and Process Improvement					
P4	HSC – Information, Advice and Guidance and E-Market Place <ol style="list-style-type: none"> 1. E-Market Place (Tranche 1) 2. Information Advice and Guidance Solution 3. E-enabled contact assessment 	Benefits: <ul style="list-style-type: none"> ✓ Increased self-serve (25%) ✓ Increase depth of fulfilment (5% less enquiries to triage and assessment) ✓ Economies of scale ✓ Standard approach to assessment ✓ Greater resource to focus on higher needs 	PO1, PO2, PO3, PO4, PO5	401k	250k
P5	CYPS – Universal Front Door <ol style="list-style-type: none"> 1. Family Information Service (Tranche 1) 2. Information Advice and Guidance Solution 3. Telephony in CSC 	Benefits: <ul style="list-style-type: none"> ✓ Increased self-serve (up to 84%) ✓ Increase depth of fulfilment (5% less to back office) ✓ Consistent self-serve offering ✓ Economies of scale ✓ Greater resource to focus on higher needs 	PO1, PO2, PO3, PO4, PO5	135k	MTFP (already accounted for CYPS FBC)
P6	Homelessness Advice and Prevention <ol style="list-style-type: none"> 1. Online Information Advice and Guidance 2. Rules based tool for signposting and determining eligibility for the service 	<ul style="list-style-type: none"> ✓ Increase self service by circa 60% ✓ Increase depth of fulfilment (5% less to back office) ✓ Economies of scale 	PO1, PO2, PO3, PO4, PO5	50k	192k

P7	Common Debt Recovery (including payment and e-billing) 1. A common process for debt recovery 2. A joint debt recovery team 3. A common process for payment and e-billing	<ul style="list-style-type: none"> ✓ Increase depth of fulfilment ✓ Increase channel migration ✓ Economies of scale 	PO1, PO2, PO3, PO4, PO5	197k	908K
P8	Landlords Services – (self service capability) TBC Enabling improved self service capability for Landlord Services customers.	<ul style="list-style-type: none"> ✓ Increase depth of fulfilment ✓ Increase channel migration ✓ Economies of scale 	PO1, PO2, PO3, PO4, PO5	-	TBC
P9	Waste Phase 2- TBC 1. Quality assurance for suite of web forms 2. Forms delivered with consistent design 3. Forms that are reusable for other services	<ul style="list-style-type: none"> ✓ Increase depth of fulfilment ✓ Increase channel migration ✓ Economies of scale 	PO1, PO2, PO3, PO4, PO5	-	TBC
Workstream 4: People and Organisation					
P10	ICS Transformation Project: Infrastructure, processes and environment/ cultural change. Includes knowledge management solution to host and manage content for customers and employees and improved navigation and search facility on web site.	<ul style="list-style-type: none"> ✓ Improved employee morale ✓ Improved customer satisfaction ✓ Reduction in avoidable contact ✓ Increase in capacity or reduction in FTE ✓ Measured by reduction cost – TBC ✓ Increase in performance – TBC Increase use of self-service ✓ Improved customer experience of self-service 	PO3	144K Knowledge management	TBC

		✓ Improve accuracy and speed of access to information/knowledge			
Workstream 5: Technology					
P11	Citizen Index (Single View of the Customer) Working pilot for citizen index and link to citizen account for priority services	✓ Provides index of single and unique customer records	PO1	265K	-
-	Customer Relationship Management (CRM) Develop CRM options analysis and solutions assessment	✓ Provides foundation for use of CRM in Tranche 2		110k	-
-	Business Process Management Systems (BPMS)	✓ Provides foundation for use of BPMS in Tranche 2		135k	-

APPENDIX F: C&P PROGRAMME LEVEL RISK LOG

PROGRAMME NAME:	CUSTOMER AND PROCESS PROGRAMME	
PROGRAMME MANAGER:	Lucia Dorrington	

Category: S = Strategic; PG= Programme; T1 = Tranche 1; PJ = Project; O = Operational

Type: R = Risk; O = Opportunity

Probability/Impact: 4 = Very high; 3 = High; 2 = Medium; 1 = Low

Priority status/score: Red (12-16); Red/Amber (6-9); Amber/Green (3-4); Green (1-2)

Status: O = Open; C = Closed; R = Referred

ID	Category	Type	Date Identified	Description (inc. consequence & impact)	Likelihood	Impact	Priority	Countermeasure / Risk response (inc. contingency)	Residual			Risk owner (Initials)	Risk actioner (Initials)	Related Project ID
									Likelihood	Impact	Priority			
CP1	T1	R	17/05/13	Pace of change and getting the business to work in an agile way. Risk of slippage to planned timescales and, thus, release of benefits.	3	3	9	Agree and implement an agile approach, which is necessary in order to deliver some benefits early, and to test and check programme approach, accepting that we should not wait for everything to be 'perfect' before making changes.	2	2	4			
CP2	T1	R	17/05/13	Risk of governance challenge to scope and delivery plans arising from complex stakeholder relationships and inter-dependent portfolio and business change activity.	3	3	9	Early and comprehensive stakeholder engagement.	2	2	4			

CP3	T1	R	17/05/13	Risk of not up-skilling internal staff in Tranche 1 will mean larger than necessary dependency on externally acquired staff.	4	3	12	<i>Need to consider a digital platform competency centre or adding this to an existing one. Identify appropriate internal staff to resource projects. Identify training needs.</i>	3	2	6		
CP4	T1	R	17/05/13	Risk of agile delivery not being accepted by stakeholders because of the lack of up-front guarantee around what will be delivered (scope will flex and be re-prioritised within the cross-functional project team).	3	3	9	<i>Communicate advantages of Agile approach and how this will be incorporated into stringent overall governance model based on Prince2 / MSP</i>	2	2	4		
CP5	T1	R	17/05/13	Risk that integration of digital platform components to provide a base platform for digital services will take longer than anticipated due to unanticipated technology issues or lack of the correct people resource and skills.	3	3	9	<i>Adopt Agile approach to drive out issues during early iterations. Engage with system owners / support teams early.</i>	2	2	4		
CP6	T1	R	17/05/13	Risk that process redesign will not be future proof if we redesign what we already have - not compelling enough an offer for digital by preference.	2	3	6	<i>Adopt a "blank sheet of paper" approach to process design, ensure common processes are accepted as default building blocks.</i>	2	2	4		

CP7	PG	R	01/11/12	Complexity and scope of this cross council programme - understanding business requirements (financial targets and qualitative improvements) and shaping programme accordingly.	3	3	9	<i>Programme Blueprint has set vision and programme scope – this has significantly reduced programme scope creep. Good quality programme benefits planning and tranche planning in line with business requirements will further negate risk.</i>	2	2	4		
CP8	PG	R	01/11/12	One of the first programme business cases of its type in terms of setting out enabled benefits for the business and newly identified, fresh benefits driven out by C&P programme.	3	3	9	<i>Benefits Realisation Plan being produced to ensure clarity of programme end and intermediate benefits, linked to blueprint vision and outcomes. Regular meetings between programme managers in HSC, CYPS and HAP project to unpack existing benefits due to be realised. Programme Board to provide robust leadership and monitoring of benefit delivery.</i>	2	2	4		
CP9	PG	R	01/11/12	Business not having robust, validated data on which to develop accurate C&P Business Case.	4	3	12	<i>C&P Programme Manager, Programme Accountant and Business Analyst to hold urgent conversations with other programme managers to unpack existing business cases and to validate data in these.</i>	2	4	8		
CP10	PG	R	01/11/12	Business not having robust, validated data on which to develop accurate C&P Business Case.	3	3	9	<i>Role of C&P Board critical in mitigating this risk. Approval will be sought from this Board for co-designed work. Role of PMG also critical in managing this.</i>	2	2	4		

CP11	PG	R	05/12/13	Risk of not delivering on C&P Programme financial target - 2014/2015, 2015/2016, 2016/2017.	3	3	9	<i>First task for this programme is to unpack existing MTFP customer management related savings, followed by an estimation of high level costs and benefits of T1 delivery, ensuring that there is no duplication of existing costs and benefits. Final key task is estimating how the programme will deliver changes set out in blueprint to deliver 2014-2017 savings (new savings/new business areas).</i>	2	2	4		
CP12	PG	R	05/02/13	Cost benefit risk - unable to agree an appropriate funding model to proceed and risk of slippage in benefits as Tranche 1 progresses.	4	4	16	<i>Early steers sought from C&P Board, Portfolio Management Office and PMG to ensure different options explored in a timely manner for production of business case. Tight management of tolerances on spend and benefits.</i>	3	3	9		
CP13	PG	R	01/11/12	Pace of change - expectations on the C&P Programme to enable CYPS, HSC and HAP benefits in 2013/2014 and 2014/2015 as well as deliver new savings post 2013/2014.	4	3	12	<i>Clarity on HSC, CYPS and HAP deliverables and progress with respective PIDs is imperative to ensure jointly agreed timeframes. Role of Directorate representatives on CP Board critical in this.</i>	3	2	6		
CP14	PG	R	01/11/12	Visibility and clarity about what each change programme is delivering and clarity about links back to MTFP saving targets delivered through these changes.	2	3	6	<i>Clarity on HSC, CYPS and HAP deliverables and progress with respective PIDs is imperative to ensure jointly agreed timeframes. Role of Directorate representatives on CP Board critical in this.</i>	2	2	4		

CP15	PG	R	01/11/12	Relationship between C&P Programme Board, IMTSG and Enterprise Architecture Board (EAB) needs to be closely managed and aligned to secure agreement on technology related changes.	2	2	4	<i>Risk mitigated through clarity on roles and relationship between CP Board and other decision making infrastructure.</i>	2	2	4			
CP16	PG	R	29/11/12	Under estimating costs of change currently stated £5.3m over 3 years (£3 technology costs). Current estimated application and technology costs based on the programme blueprint range from £5m – £8m.	3	3	9	<i>We need to validate and ascertain our programme costs past, current and future to deliver C&P programme as part of business case process.</i>	2	2	4			
CP17		R	29/01/13	Risk flagged by Portfolio Delivery Team and SLT about partnership links to and impact of the blueprint.	2	3	6	<i>Socialise the blueprint asap with strategic partnerships to ascertain degree of connections with other changes to customer management by other organisations in the City.</i>	2	2	4			
CP18		R	11/01/13	Risk flagged by Bristol WorkPlace Programme of inability of C&P to provide information and requirements for face to face customer contact by end May 2013.	2	3	6	<i>Joint working between BWP, C&P, ICS and Property Services with the rest of the business to review and plan requirements for face to face customer management, especially specification for City Hall.</i>	2	2	4			
CP19		R	22/01/13	Risk flagged by Portfolio Delivery Team that the impact of this programme on staff has not been considered as much as it might have been / needs to be.	2	3	6	<i>Blueprint changed as a result with a new section included on likely changes for different staff groups as a consequence of the programme.</i>	2	2	4			

Eco Impact Checklist

Title of report: Customer & Process Programme Phase/Tranche 1 investment				
Report author: Di Robinson				
Anticipated date of key decision: 27 June 2013				
Summary of proposals: Approval of business case for improving customer management within the council.				
Will the proposal impact on...	Yes/ No	+ive or -ive	If yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Y	+ve	Reduction in number of staff, centralisation of offices and reduced customer travel should reduce emissions of climate changing gases	
Bristol's vulnerability to the effects of climate change?	Y	+ve ?	Improving remote access to council service (e.g. on-line) increases resilience. Changes in location of offices/ services will change vulnerability.	Location of services is being considered through the Bristol Workplace Programme
Consumption of non-renewable resources?	Y	+ve -ve	Reduction in number of staff, centralisation of offices and reduced customer travel should reduce the consumption of resources Any new ICT hardware requirement will consume resources.	Hardware requirements would be subject to the Council's procurement procedures, which include a requirement for a sustainability appraisal.
Production, recycling or	Y	-ve	Reduction in staff	Waste arising from office

disposal of waste			may result in production of waste, for example, office furniture	closure/ relocation is being considered through the Bristol Workplace Programme
The appearance of the city?	N			
Pollution to land, water, or air?	Y	+ve	Reduction in staff and customer travel should reduce the emission of air pollutants.	
Wildlife and habitats?	N			

Consulted with: Steve Ransom, Environment Co-ordinator

Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report

The significant impacts of this proposal are...

- A reduction in climate changing gases, resources and local air pollutants through reduced staff & customer travel.

The proposals include the following measures to mitigate the impacts:

- Any ICT hardware requirements will be subject to a sustainability appraisal.
- Office-related impacts are being considered through the Bristol Workplace Programme.

The net effects of the proposals are positive.

Checklist completed by:

Name:	Lucia Dorrington, Programme Manager
Dept.:	Corporate Services
Extension:	Ext 22028
Date:	31/05/2013
Verified by Sustainable City Group	Steve Ransom