Digital Customer Services Programme
Executive Report

March 2015

Purpose of this document

This Executive Report has been produced to summarise the Detailed Design phase that has been completed over the past 14 weeks. The full findings and recommendations from this phase are contained within the full end of phase report.

Within this Executive Report we have represented the case for change for the Council to embrace the digital age, to select the optimal future model for customer contact, and to enable customer contact across all services to be primarily delivered through digital channels whilst continuing to offer additional support to the vulnerable and those in need. An approach to truly meet the objective to be **Resident First**.
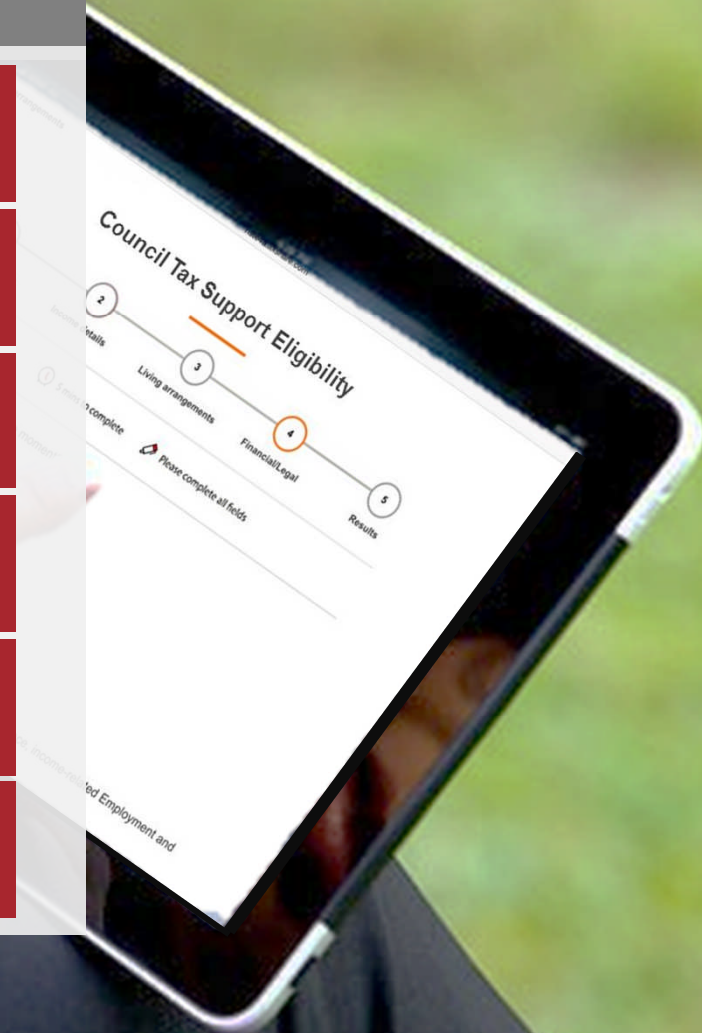
We have summarised analysis to develop our understanding of our customers to help us consider how we can develop and deliver solutions that will improve our customers experience and deliver our services more efficiently and effectively. We have proposed a future model, based on the principle of offering services as 'digital by default' and the solutions that underpin this model.

Contained with the summary of the business case we have updated our estimated annual savings from 2015/16 to 2019/20 and beyond, based on the gap between the current state of customer contact and the proposed future model, with an estimate of associated resource and technology costs to enable the change to happen.

In the conclusions section of this document we have outlined what we require from Programme Board and CLB and Cabinet to progress into Implementation.

Contents

Residents First

Delivering your ambition

Delivering your ambition

Resident first council

World class, award winning digital solutions

Always within our customer's reach

Efficient, effective & intelligent ways of working

Enablers

Technology
- Improved website to provide better access to information and services
- User friendly digital solutions that work
- One single view of the customer

Policy
- Policy simplification where it detracts from the target customer experience.
- Proportionate use of risk assessment in determining eligibility for services

Process
- Processes to support the digital solutions
- Standardisation/ simplification to provide a more user friendly customer experience

People
- Assistance for those that are less digitally able
- Training for staff on digital solutions
- Increasing adoption of a 'commercial mind-set'

Benefits

✓ Personalised, user friendly service

✓ Quicker response times

✓ Transparency

✓ Improved understanding of customers

✓ Reduction in avoidable contact

✓ Reduced cost to serve

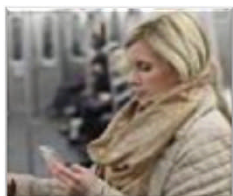✓ Less manually intensive processes

✓ Collaborative work environment

✓ Improved accessibility

5

Background Context & Approach

Understanding Cheshire East's challenge

Customer expectations are changing

- …expect more and expect consistency
- … want to be informed
- … Want to participate
- …want to achieve outcomes

Technology "mega-trends" are changing the role of customer service

Social	Mobile	Data Analytics	Cloud

The challenge for Cheshire East

- Cheshire East's ambition is to be a 'resident first' council
- Digital is disrupting business models and customer expectations within Cheshire East
- In order to be a leading council, Cheshire East needs to embrace digital as an opportunity
- Cheshire East is seeking to deliver a higher quality of customer service with a lower cost to serve
- Cheshire East residents' shift to digital ought to be reflected in the way customers interact with their council

Only 30% of Cheshire East's population fit the persona of Mrs. Traditionalist, showing that there is potential appetite for digital across the remaining population

42% of residents access Cheshire East's website on mobile devices, but mobile functionality remains very low, despite increased demand
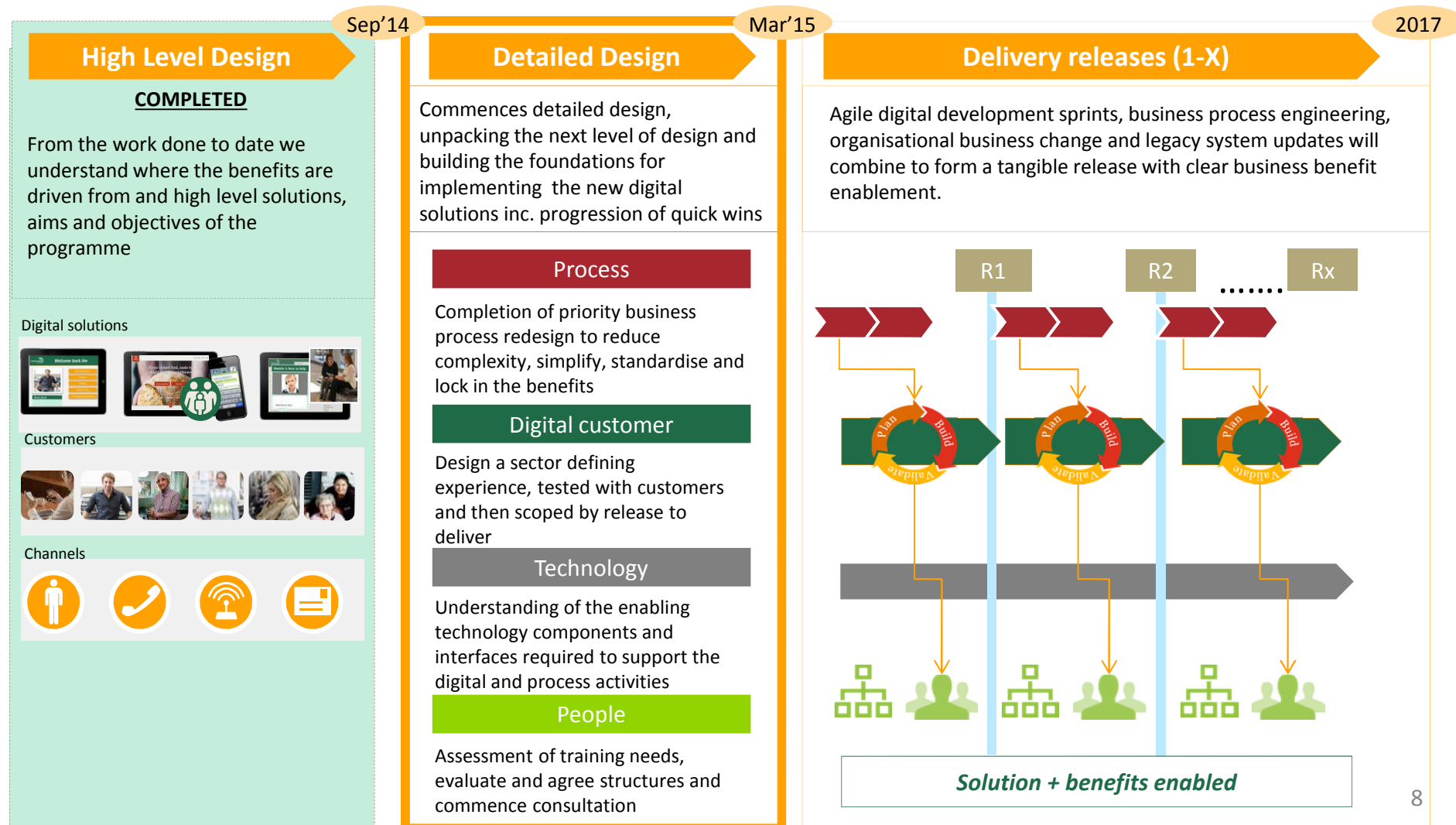
Only 3% of visits to the Cheshire East website result in a transaction, despite growing online capabilities across the web for these processes

Purpose of the Programme

The Digital Customer Service Programme aims to design and implement a future model of customer contact across the council. The future model is informed by leading digital practices and maximises the opportunities presented by digital to help the council meet its commitment to be a 'resident first' council.

Our Approach: Overview

This phase of the Programme has been focused on Detailed Design and the diagram below shows where it fits in the end to end transformation process.

Sep'14   Mar'15   2017

High Level Design

COMPLETED

From the work done to date we understand where the benefits are driven from and high level solutions, aims and objectives of the programme

Digital solutions

Customers

Channels

Detailed Design

Commences detailed design, unpacking the next level of design and building the foundations for implementing the new digital solutions inc. progression of quick wins

Process

Completion of priority business process redesign to reduce complexity, simplify, standardise and lock in the benefits

Digital customer

Design a sector defining experience, tested with customers and then scoped by release to deliver

Technology

Understanding of the enabling technology components and interfaces required to support the digital and process activities

People

Assessment of training needs, evaluate and agree structures and commence consultation

Delivery releases (1-X)

Agile digital development sprints, business process engineering, organisational business change and legacy system updates will combine to form a tangible release with clear business benefit enablement.

R1   R2   ....   Rx

Plan / Build / Validate

Solution + benefits enabled

8

The purpose of Detailed Design

The purpose of Detailed Design was to:

- Translate the high level digital solutions and business case developed into implementation activities
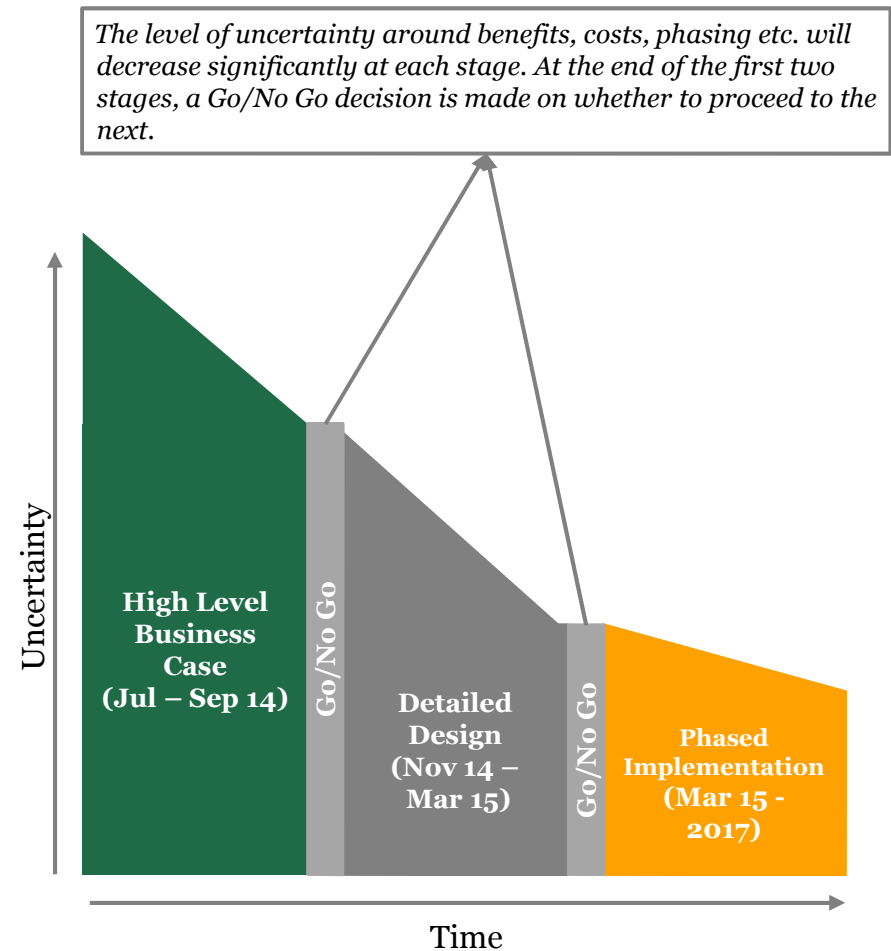
- Understand the full impact on each service area in scope

- Produce a detailed design brief and implementation plan

- Obtain clarity around IT infrastructure -how it will work and what it will look like

- Agree details around what the change means for Cheshire East's customers and staff

- Increased certainty around the investment case (benefits/ costs and impact on financial strategy)

The level of uncertainty around benefits, costs, phasing etc. will decrease significantly at each stage. At the end of the first two stages, a Go/No Go decision is made on whether to proceed to the next.

Uncertainty

High Level Business Case (Jul – Sep 14)

Go/No Go

Detailed Design (Nov 14 – Mar 15)

Go/No Go

Phased Implementation (Mar 15 - 2017)

Time

Our approach – outputs

The diagram below summarises the key outputs produced at each stage of the detailed design phase.

1 **- Mobilisation (2 weeks)**

- Project Terms of Reference
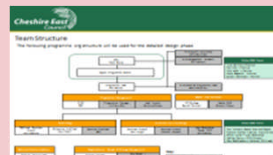
- We identified resources, roles and responsibilities across the PwC and Cheshire East team. Next we Identified stakeholders across front and back office teams and agreed an approach to developing the detailed design and created logical service groupings

2 **- Design the future customer contact model (8 weeks)**

- Current state process maps
- Future customer journeys
- Current/ Future State IT Architecture

- We mapped out future state customer journeys to determine how the opportunities identified could work in practice.
- We developed a future state IT architecture required to support the future state Digital Model across the council

- User stories
- Solution mock ups
- Customer segmentation

- We captured the business and technical requirements via user stories, to show the functions the solution must provide during implementation
- Using the outputs from the workshops we created mock ups to bring the solutions to life and demonstrate how the online experience could look and feel across a number of service areas

3 **- Implementation planning and business case (4 weeks)**

- Data collection
- Implementation plan
- Business case
- Cost catalogue
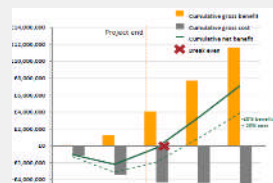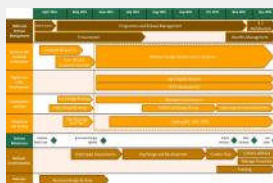
- We developed the approach for implementation which involved developing programme governance, prioritisation of services for releases, agreement of work streams and developing a detailed plan for release 1
- Using the allocation of services to releases we were able to profile the costs and benefits accordingly and forecast benefits realisation including a 20% sensitivity analysis.

Understanding your customers

Understanding your customers

Using Acorn software we were able to match customer data to the customer personas to determine the potential digital appetite across Cheshire East. These figures were used to guide future channel usage across service areas

Persona		Quote	Digital potential	Actions to realise digital uptake
12% Mr. Digital		*If there was a self serve option for services I would use it, but options are limited*	High	Shift to digital likely though increased digital capability
24% Mrs. Twilight		*I am unable to access most services outside of typical working hours*		Shift to digital possible through the creation of user friendly solutions and the provision of digital support
33% Mr. Willing		*I am willing to use digital channels, but may require some additional support*	Med	Shift to digital possible by reducing the prominence of telephony channel, promoting digital channels and ensuring digital functionality is user friendly
10% Ms. X		*I take the easiest option which at the moment is telephony*		
30% Mrs. Traditionalist		*I prefer to use traditional channels unless I am persuaded and supported to do otherwise*	Low	Targeted support through assisted digital, working with partners and Digital Champions

12

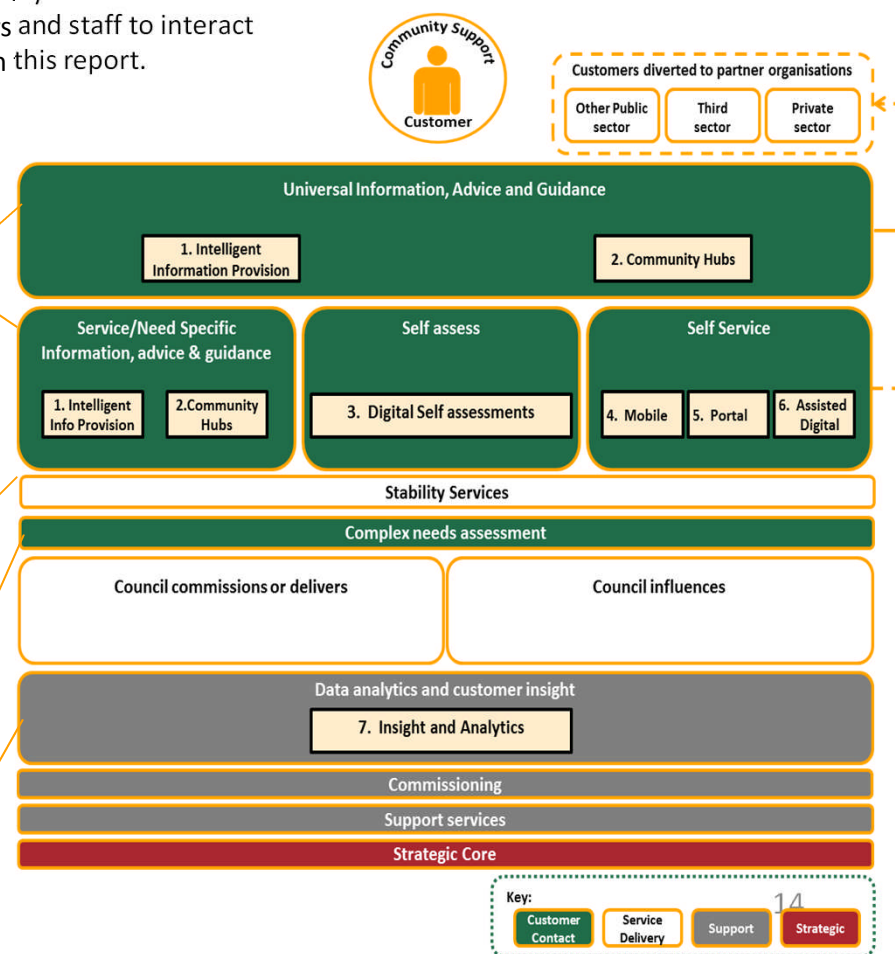Enabling the Digital Model

The Future Digital Model

Detailed design has built upon the design principles and solution themes produced during High Level Design. This has enabled the Programme to provide clarity and definition around the future Digital Model – whilst recognising that Digital is an enabler for the whole organisation. The Programme has focused mainly on those layers where customer contact is most prevalent, however the future model shown below also highlights how digital touches and enables other layers. The model is underpinned by digital solutions that are simple and intuitive, enabling customers and staff to interact digitally as part of an enhanced experience. We have described these solutions in this report.

Service information provision and signposting is coordinated through connected solutions (*Intelligent information provision* and *Community Hubs),* targeting the elimination of all information provision that does not require manual interaction. Empowering customers and communities to work together to self-manage, build social capital and reduce demand. Diverting early to partner organisations where the Council is not best place to meet need.
For self-service transactions and provision of customer specific information a *Customer Portal* enables personalisation of services and supports gathering and providing information in relation to more complex processes.
Assisted Digital is the wrapper around the model providing a 'safety-net' for those customers who need support to engage with us through digital solutions.

A layer of stability services provides customers with the means by which to manage situations to avoid more complex needs arising e.g. someone who has fallen into arrears may be encouraged to settle their council tax account through reminder text messages, rather than the need for more extensive interventions, such as legal action.

Complex needs assessments are supported through information collection and any rules-based criteria being applied prior to professional assessment. Professionals are also supported through the ability to work away from the office.

The customer facing layers of the model are enabled by a focus on data *analytics and insight*, which allow continuous improvement and informed planning and decision making.

Community Support
Customer

Customers diverted to partner organisations

| Other Public sector | Third sector | Private sector |

Universal Information, Advice and Guidance

1. Intelligent Information Provision

2. Community Hubs

Service/Need Specific Information, advice & guidance	Self assess	Self Service
1. Intelligent Info Provision 2.Community Hubs	3. Digital Self assessments	4. Mobile 5. Portal 6. Assisted Digital

Stability Services

Complex needs assessment

| Council commissions or delivers | Council influences |

Data analytics and customer insight

7. Insight and Analytics

Commissioning

Support services

Strategic Core

Key:
| Customer Contact | Service Delivery | Support | Strategic |

Introducing the Digital Solutions

The solutions outlined below are what underpin the future Digital Model. A subset of these Solutions are presented over the following pages.

	'Solution in a sentence'	Benefits to our customers	Benefits to our people
1. Intelligent Info Provision	Providing customers with quicker and easier access to information, which is the most significant reason for customers interacting with the Council	Information is easier to access, removing the need to contact the Council	Staff can focus on value adding activity, rather than fielding high volume requests for information
2. Community Hubs	A social collaboration platform enabling communities to come together to share information and resolve smaller issues without contacting the Council	Provides access to a wider knowledge base enabling customers to self-serve and also contribute to the Community.	Builds social capital and reduces demand with limited intervention required from staff. Provides another source of knowledge to improve services.
3. Digital self-assessments	Online simplified automated self assessment for all Council services that require an assessment	Simple, intuitive and guided process for assessments	Staff can focus on value adding activity, rather than process paper or manual assessments
4. Mobile	Customers able to seamlessly interact through Mobile devices or supported by Council employees utilising mobile working technologies	Customers have access everywhere and anywhere to Council services.	Staff are empowered to work flexibly and work more efficiently
5. Portal	An end-to-end transactional portal, which is based on customer's personal situation and preferences, and is linked to other Council web assets	Provides simple access to all Council services enabling the customer to self-serve.	Staff can focus on value adding activity, rather than processing transactions
6. Assisted Digital	Empowering customers to access more services digitally, whilst also providing a safety net for more vulnerable users through F2F and phone assistance where required	Increases the level of trust, motivation, access and skills to use Digital solutions	Increases the levels of confidence and skills in using Digital solutions
7. Insight and Analytics	Customer information is pooled from various parties and internally to create a single view of customer to inform decision making	Enables a more personalised and tailored service to be received	Connected data and information enabling more informed decision making

What do these solutions deliver for Cheshire East ?
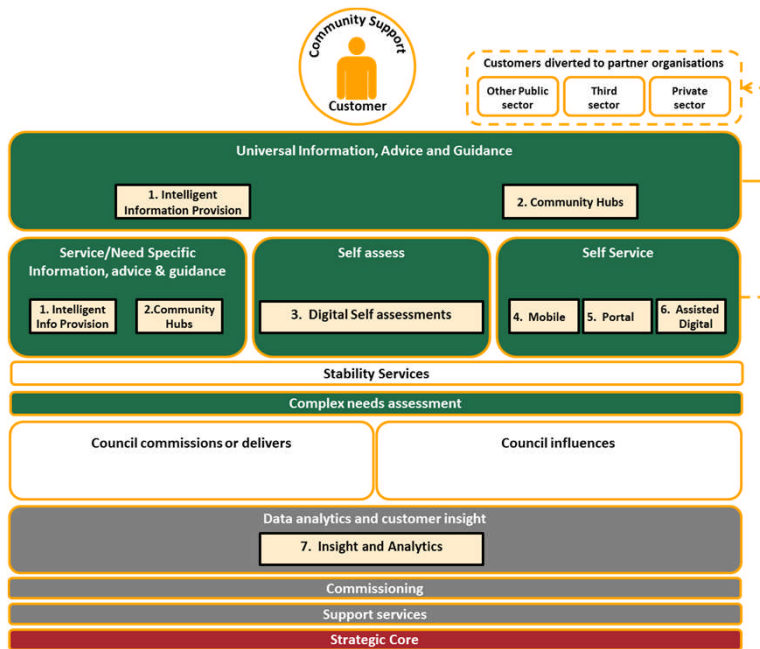
Self-service

The new model will transform the way that customers engage with the Council. The customer will complete all initial assessments and transactions online(or via Customer Services where assisted digital is required) and will be able to track the progress through their account. The customer will receive the same experience regardless of whether they access the service by computer or on mobile devices. Applications will be filtered and dealt with as defined by business rules, to deal with them with the minimum necessary manual intervention:

- Signposting and information provision – customers will be provided with information or directed to third parties where Council action is not required.
- Simple assessments will be automated according to business rules, with manual intervention only required in exceptional circumstances.
- Complex assessments will involve online data capture and workflowed through to the relevant professional.

Data Analytics and Customer Insight

Customer insight and analytics allows the Council to gain a better understanding of its customers and the services it provides, which will enable the Council to drive intelligent decision making. The Council will be able to better understand where demand is coming from, the impact of campaigns or certain services performance and how certain customer segments are using its services.

This enables the Council to be proactive about how it engages with customers to better meet their needs and to mitigate demand by targeting certain customers with applicable services, information or reminders.

Information, advice & guidance

- Information is simple to understand and easily available to customers through the Council website and Mobile App, improving the customer experience and reducing demand into the Council.
- Outbound communication is proactively targeted at customers, based on improved knowledge of customers and business rules to keep customers informed .
- Customers will have community hubs available to communicate with each other, providing support and information without the need for intervention from the Council.

A number of workshops were held to refine the key digital solution identified in high level design

What is it?

A portal provides a single route into the Council's online services and information tailored around the individual's specific needs and requirements. It links various back office systems and data sources to provide an easy-to-use digital one-stop shop for customers.

What does it mean for Cheshire East?

Digital passport to council services

- Secure single log-in to a customer portal which ensures the protection of an individual's data, potentially using existing accounts such as Facebook as account log in
- A single portal which a customer can use to access all their information across all council services where they can track progress of any service requests submitted
- Provides a consistent look and feel for the user with back-office systems linked to the portal, providing a single presentation layer of data, even if back-office systems are not integrated

Tailored and Customised to Customer

- Personalised webpage (e.g. widgets) and settings (e.g. customer contact channel, such as SMS, Twitter, email, etc.) based on customer preferences ('My Account')
- Pushes tailored information to customers based on preferences, profile (e.g. events in the local area) and type of customer (e.g. individual, business, Councillor)
- Focuses on a two way value exchange between the customer and the Council whereby the customer provides personal details in order for the Council to supply relevant services (personalisation of services to the customer's profile)

Self-Service Functionality

- An increased breadth of self-service activity made available through the website; offering a one-stop-shop for Council services
- Requests for service fulfilled without the need for manual intervention through intelligent e-forms
- Requests that require a rules-based assessment fulfilled through the Portal, without the need for manual intervention
- Requests for service that require a professional assessment supported through information collection and any rules-based criteria applied, before being automatically inputted into a back office system from which a professional assessment can be carried out and the customer automatically notified of any outcomes/recommendations.

Personalised access to services

Favourites

Benefits for customers

- Provided with the information they want and require through a single source
- Secure personalised experience when engaging with the Council
- Single repository for all records of interaction with the Council
- Allows for multiple channels based on user preference (e.g. SMS, email, Facebook, etc.)
- Provides timely outbound information to reduce the requirement for individuals to contact the Council

Benefits for Cheshire East

- Ensures Council services are not unnecessarily marketed
- Develops more detailed customer insight
- Improved understanding of future service demands from detailed customer profile data
- Single repository of data on each customer, across all Council systems
- Greater understanding of customer interests and activities
- Provides insight into the customer journey with the ability to intervene where necessary
- Reduced demand in the Call Centre and Customer Service Centres for Council services and enquiry management

Critical success factors

- Cyber security requirements with storing and making customer data accessible
- Significant evaluation and re-engineering of existing online forms and the underpinning business processes is necessary to improve usability
- Integration with back-office systems
- User friendly presentation layer and front page for customers to interact with (especially for the vulnerable)
- Marketing and communication campaign to drive traffic through online portal in conjunction with reduced availability of other channels

Auto populated details

Save & return to forms

What is it?

Our Assisted Digital solution will support certain groups of society who are more likely to be digitally excluded, these customers are likely to already be known to the Council as vulnerable people, they are likely to be characterised by our persona 'Mrs Traditionalist'. It will include traditional telephony and face to face services and as legacy channels are retired, they are replaced by 'Digital Access Points' which guide customers through the use of digital platforms for requesting Council services or information (e.g. helping customers to use self service machines in selected locations, such as CSCs) and provide a safety net for the more vulnerable.

What does it mean for Cheshire East?

Digital access points
- In targeted locations utilising both Council, Private and Third Sector facilities
- Council Officers and digital champions available to provide 'assisted digital' access, either at the council buildings, libraries, partner locations or customers homes

Taking digital to the Customer
- An emphasis on educating currently digitally averse users to encourage the digital shift, working with trusted partners and organisations (e.g, Barclays, ASDA), where appropriate
- Council Officers travelling to Customers throughout Cheshire East who may not have access to the internet or may be housebound
- Council Officers will help to guide Customers through the website and complete relevant service requests

Web chat within the Call Centre
- Web support with webchat function to allow additional support with services
- Skype/Lync equivalent video web chats linked from self-service machines to the Call Centre

Co-browsing
- Text based guidance for customers through the online portal
- Service Officers in the Call Centre will be able to provide text based support to a number of people using digital platforms, at the same time

Telephony and face-to-face
- Proportionate support through non-digital channels for those less able to use Digital, with telephony access to the Call Centre and face-to-face access at Customer Service Centres, where officers are able to provide support for more complex enquiries and interactions

Training, advice and guidance

Supporting vulnerable users

Council Tax Support Eligibility
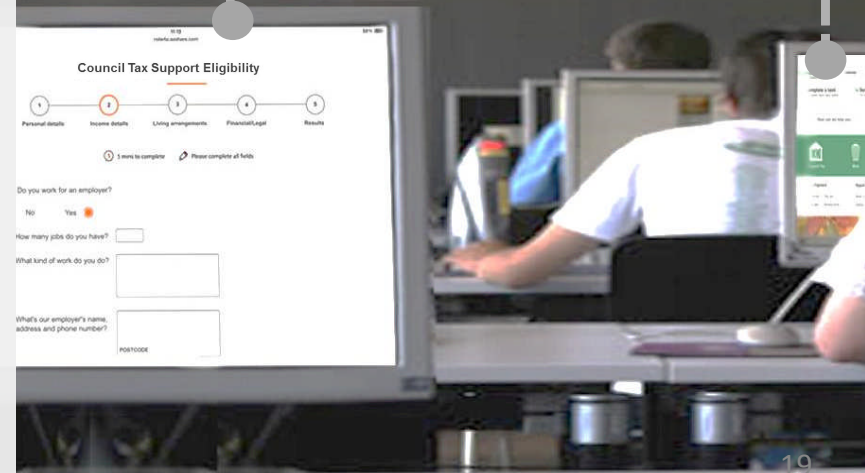
Benefits for customers

- Provides safety net for vulnerable and digitally disconnected customers
- Greater access to Council services through libraries and other designated access points
- Customers can easily access services 24/7. They are trusted and easy to use
- Provides assurance for those with greatest needs
- Additional support will build trust and confidence in the council digital services
- Coaches customers how to use digital channels to enable them to self-serve in the future - customers will be educated on digital rather than alienated by it
- Supports the most vulnerable through provision of telephony and face-to-face access

Benefits for Cheshire East

- Reduction in initial face to face and telephony contact with the customer, and reduction of paper mail by making more services accessible online
- Supports the push to digital channels and associated cost and experience benefits
- Staff become more confident using digital and dealing with customers through digital
- Use of libraries and other designated access points as digital connectors ensures service requests are more easily accessible

Critical success factors

- Careful assessment of contact centre team size required to ensure savings achieved through the reduction of telephony and face to face customer contact with the Council
- Vital to identify Residents of Cheshire East who are not currently Customers but may require Council services (engaging the 'digitally disconnected')
- Face to face is rationed and a clear policy is in place to support those that do not have significant vulnerability
- Greater collaboration with partners in order to align plans and strategies.
- Customers have a positive first experience when using digital channels, so that they do not dismiss it and rely back on telephony or face-to-face as their channel of choice

Improved search functionality

Signpost to forums

Online web support and web-chat

20

What is it?

Through the use of existing platforms (e.g. Facebook, Twitter) or by developing platforms (bespoke websites) encourage and / or enable customers to collaborate with the rest of the community, with limited interaction from the Council required This could be general community groups and / or specific to customer needs.

What does it mean for Cheshire East?

Collaboration space for Customers
- Flexible platform to act as a collaboration space for Customers to provide help and support to one another
- Messaging between Customers or the posting of FAQs to the community
- Council intervenes occasionally to structure content and identify the most useful discussions or information

Secure portals
- Certain user groups will require secure log-ins due to the nature of the discussions and questions
- Censoring of certain discussions will be important for Customers to build trust in the collaboration platform

Bespoke platform linked to transactional portal
- Enables Customers to bookmark content on the community network, which is accessible through a virtual folder in their personalised portal
- Ability to suggest content on the community network through the preferences and service requests on the transactional portal

Using existing platforms
- Use of existing platforms, such as Facebook or Twitter, for community collaboration
- Embedded as part of the transactional portal

Offers multiple contact opportunities
- Web chats (video link or text based), message boards and social media links

Examples identified in workshops
- Volunteering
- Fostering forums – pre and post placement
- Dog matching – lost and found dogs
- Community groups
- Workzone (Benefits)
- Social care and mental health - re-enablement

Opportunities in your local area
Reach out to the wider community

Cheshire East Council

Benefits for customers

- Ability to reach out to wider knowledge and experience of the community
- Potential to resolve a query before it is asked if someone else has already posted the same query
- Supports collaboration across a variety of locations and communities
- Links together like minded groups, even those in vulnerable situations, e.g. the elderly or those looking at fostering
- Helps raise awareness of opportunities for people pursuing new interests or greater community involvement, for example, fostering

Benefits for Cheshire East

- Reduced demand in the Call Centre and Customer Service Centres for Council services and enquiry management as customers can access the information themselves
- Council able to share information and facilitate instead of providing services
- Uses existing community based digital presence and established audiences therefore minimising the 'build it and they will come' approach
- Assists in gaining customer insight on commonly searched for, or requested information, that can then help shape the Council's own digital presence and overall effectiveness for a variety of service areas
- Supports collaboration across a variety of locations and communities, and helps to increase community spirit and interaction across the region

Critical success factors

- Clear strategy and approach to managing content on the Hubs, including quality assurance for the content posted on the Hubs, to ensure unbiased comments and discussions
- Critical mass required for the network to be beneficial for the community, therefore a lot of material and existing information will need to prepopulated where possible
- Security measures for certain hubs, services and discussions depending upon the customer profile and service offering
- The Council may need to stimulate growth of the hub in certain localities to attract the right customers to provide support to others

Live newsfeeds tailored to users

Links to videos and multimedia

Signposting to forums

The Technical Architecture to underpin the Digital Solutions

To enable the Council to deliver the new Digital services and realise the associated benefits the future technical architecture has been developed to provide a framework for the IT components that underpin the solutions.

This has been based on our reference architecture (see below) and the current state architecture, which have then been developed with the ICT Strategy team and CoSocius through a series of workshops and meetings. It incorporates best of breed principles in areas such as Service Orientated Architecture, Data as an Asset, Analytics, Cloud computing and mobile technologies.

The interaction layer includes components that allow internal and external users to interact with the platform across a range of channels . Examples of sub-components could include a responsive website, mobile apps, social media, and web chat.
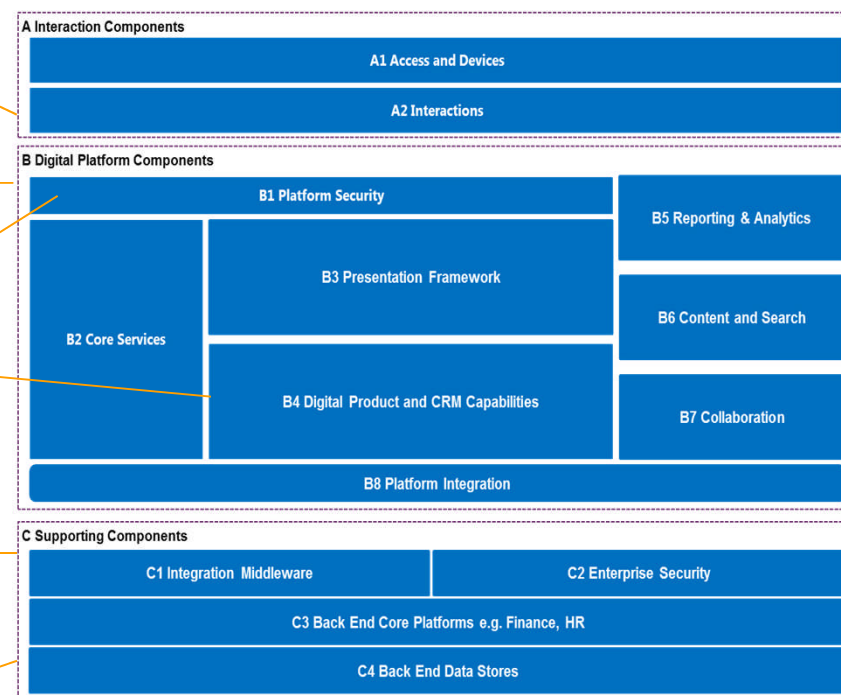
Digital Platform Layer includes the set of components required to deliver required platform capabilities.

The security component enables the council to authenticate users and customers to provide access to the digital platform and authorise them to do specific activities.

The Digital Product and CRM will provide the user and customers with access to the services and the underlying data and functionality systems.

The Integration Layer facilitates the Digital Platform link and interface with other CEC and 3rd party systems and data through the provision of a set of reusable interface capabilities.

Supporting Components layer includes other components that the platform requires to fulfil its purpose, which will be leveraged from CEC's IT estate.

A Interaction Components

- A1 Access and Devices
- A2 Interactions

B Digital Platform Components

- B1 Platform Security
- B2 Core Services
- B3 Presentation Framework
- B4 Digital Product and CRM Capabilities
- B5 Reporting & Analytics
- B6 Content and Search
- B7 Collaboration
- B8 Platform Integration

C Supporting Components

- C1 Integration Middleware
- C2 Enterprise Security
- C3 Back End Core Platforms e.g. Finance, HR
- C4 Back End Data Stores

The Current Architecture

There are a number of technology gaps in the Council's architecture, which the council will need to address to effectively support digital delivery.

The diagram below on the left provides a detailed overview of the current state architecture and the layers which build upon it. It highlights (in green) areas where Contact and Case management is duplicated across services areas. It also highlights the Council's multiple interaction points (purple) and disjointed reporting (pink).

The challenges of this architecture can be represented in a more simplified schematic (below right) which illustrated how, currently, each service group operates in silos and has implemented systems and databases specific to their service over time. This has meant that there is less interaction between service areas, minimal shared data and reporting, an inconsistent customer experience, less economies of scale and therefore higher costs.
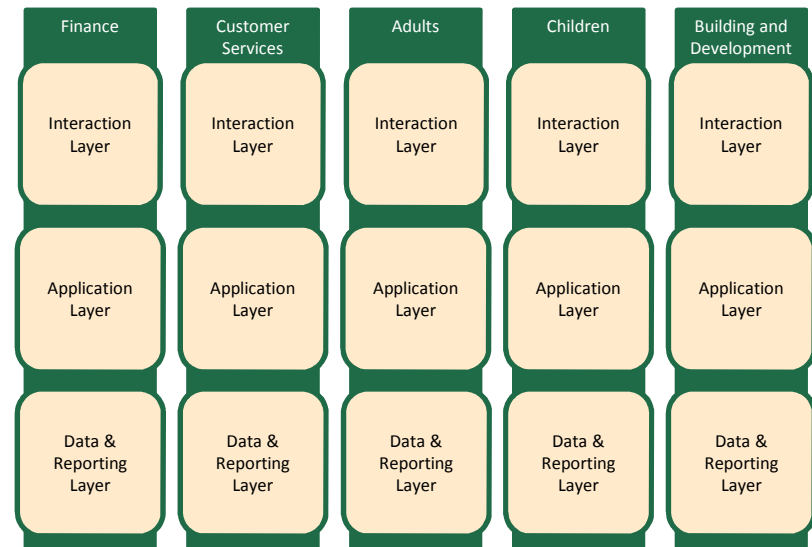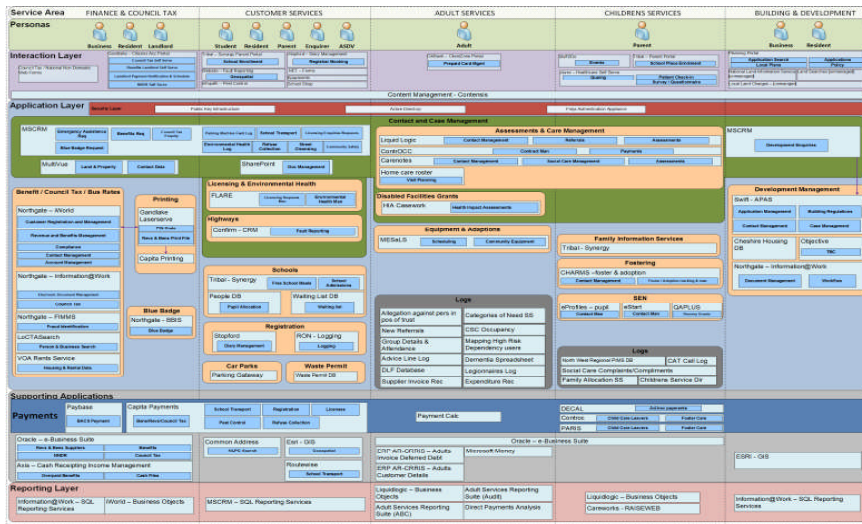
The Target Future State Architecture

In order to enable the Digital Solution a number of changes to the current architecture have been identified and are proposed to be implemented as part of the next phase of the programme. The diagram on the left below provides a simplified schematic of the proposed changes. This includes putting in place components in the key layers of Interaction, Integration and Data & Reporting that cut across each service area.

The application layer will need to remain largely consistent as it is where service specific systems deliver core operations and therefore changes to these will mean significant changes to the service areas. This model will increase interaction between service areas, improving customer experience and lowering costs.

The diagram on the right below shows the detailed overview of the target future state architecture with the key areas to change shaded in orange. More details on the proposed changes are included in the main document.
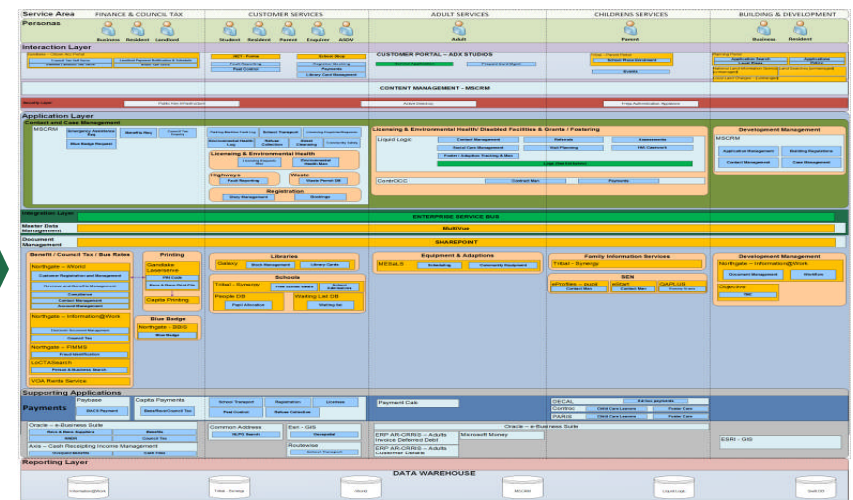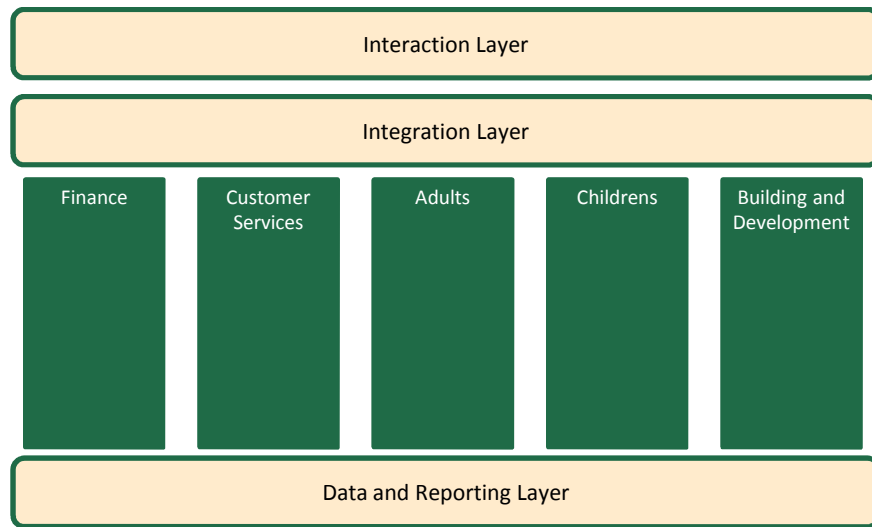
Enabling the Digital Model through our Customers and Staff

We fully appreciate that simply building world class Digital solutions will not be the sole enabler to delivering the Programme's ambition and benefits. It is just as important to enable and empower both our Customers and Staff and we will do this through the applying the principles outlined below during Implementation.

Digital Inclusion

- Support customers to acquire the necessary digital skills
- Help residents to overcome a lack of connectivity
- Provide the means to make digital technologies accessible for all parts of the community
- Motivate and incentivise customers on the benefits of Digital
- Build trust through secure solutions and supporting customers who are less comfortable using Digital

Marketing and Communications

- Raise awareness of the benefits of digital, exciting them and encouraging them to interact online
- Ensuring all customers are communicated to effectively via the most appropriate channel
- To help residents understand 'what will this mean for me'
- To provide support mechanisms for Digital Inclusion that help overcome some of the barriers against using digital channels

Enabling and Empowering Staff

- Embed a sustainable change in behaviours, through investing in the necessary skills, support and incentives to adopt the new ways of working
- Deliver key change management activity in line with Implementation plans to prepare, embed and perform the new ways of working

Process and Policy

- Simplification of current policy where it detracts from the target customer experience.
- Increasing adoption of a 'commercial mind-set'.
- Proportionate use of risk assessment in determining eligibility and verification of evidence.

Enabling the Digital Model

Business Case

Business Case

Summary

Break even point:
Q1 *FY18/19*
3 years after mobilisation

By end of FY19/20:
Cumulative gross benefit: £8.5m
Cumulative cost: £5m
Cumulative net benefit: £3.5m

Recurring benefit:
*There is a recurring net benefit of £2.3m by FY19/20*

Sensitivity:
With a combined 20% sensitivity* breakeven point is Q3 FY18/19

*10% reduction in benefits combined with a 10% cost increase

What has changed since high level design?

➢ Benefit reduction from high level design related to savings related to Adult's work (now separate Workstream) and refinement of other benefit assumptions

➢ Increased costs due to complexity of integration of back office solutions to achieve a single customer view and provide single source of reporting
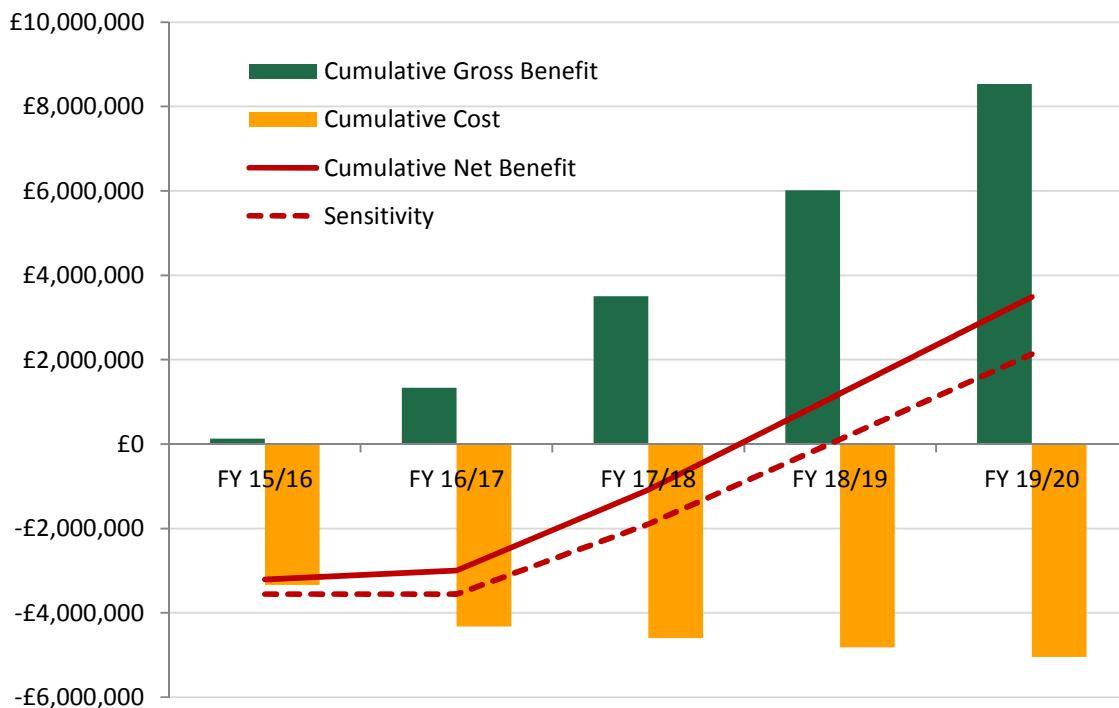
Year	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
Cumulative Gross Benefit	£127,540	£1,332,426	£3,507,238	£6,015,645	£8,530,310
Cumulative Cost	-£3,339,415	-£4,325,532	-£4,594,365	-£4,817,365	-£5,040,365
Cumulative Net Benefit	**-£3,211,875**	**-£2,993,106**	**-£1,087,127**	**£1,198,280**	**£3,489,945**

28

Summary of savings across the organisation

The information below shows the estimated savings across the organisation, based on the principle of all customer-facing processes moving to 'digital by default'.

FTE Reduction*

Total Savings: £2,5m

Service	Savings	FTE Reduction*
Corp. services Contact Centre	£697k	28 FTE
Corp. services Downstream	£1.04m	39 FTE
Revenues	£336k	12.3 FTE
Children's	£232k	7.3 FTE
Development Management	£205k	7.3 FTE
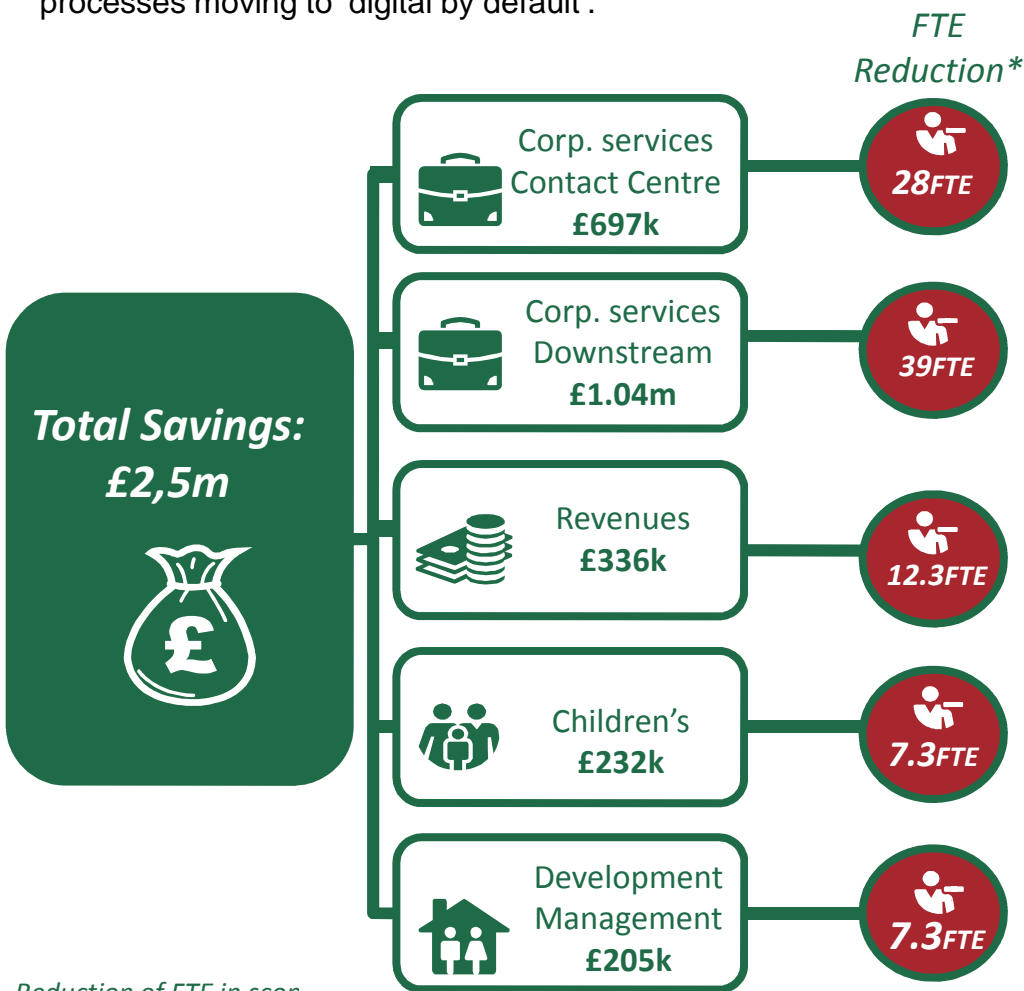
How has confidence in the forecasts increased?

Downstream data collection – In phase 1 a budget book was used to forecast downstream benefits. This phase we collected volumetric, channel and FTE data for back office teams supporting the contact centre services.

Contact centre refinement – we interrogated the existing data set for the contact centre to identify additional volumes of customer contact not picked up on systems

Understanding of services – Through the service specific workshops we developed a deeper understanding of the digital potential to reflect in the future model

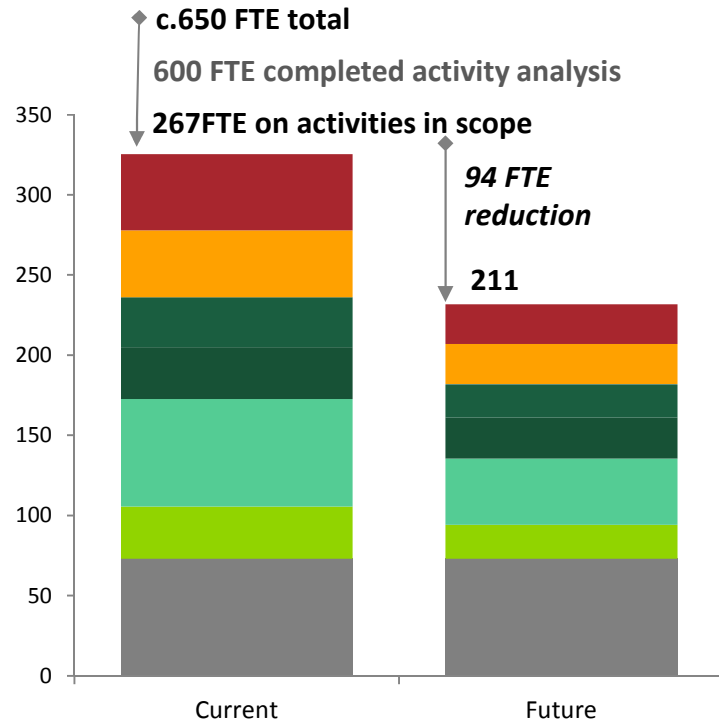**Customer segmentation**- The customer segmentation work has enables us to understand the potential digital appetite for services and reflect this in forecasts

Additional benefits from revenue generation: >£250k

- *10 additional foster placements with a monetary value of £250k*
- *Further potential through bulky goods, pest control, prioritised service delivery*

Reduction of FTE in scop

Benefits identification

Within a wider pool of c.650 FTE activity analysis was carried out on 600 FTE carrying out services in scope. Of this 600FTE 267 was spread across types of activity in scope/ impacted by digital. Within this scope we determined benefits of 94 FTE

c.650 FTE total

600 FTE completed activity analysis

267FTE on activities in scope

94 FTE reduction

211

Chart axis values: 0, 50, 100, 150, 200, 250, 300, 350

Categories: Current, Future

Types of activity in scope

- Information request
- Service request
- Rules based assessment & complex assessment
- Administration
- Management & supervision
- Service delivery

% FTE reduction on type of activity

48% There are over 330k <u>information requests</u> made per year. c81% of information requests are made via telephony. c55% of these volumes will shift to digital through
- ✓ proactive status updates
- ✓ Improved access to info on website
- ✓ transparency of information

39% There are c.230k <u>service requests</u> made per year. c80% of <u>service requests</u> require manual data entry/ manual effort. 55% of these volumes will become more automated (25% digital self serve with manual provisioning, 30% automated provisioning) through:
- ✓ Integration of forms with CRM and back office
- ✓ Increased digital uptake through reduced prominence of telephony channel

27% There are c.388k requests requiring <u>rules based assessment</u>. 69% of these are manually completed - 31% of these volumes involve self service with manual intervention and only 1% fully automated. The self serve rate will increase to 55% with 20% of volumes involving auto decision making through
- ✓ Auto flag existing jobs
- ✓ Pooled data
- ✓ Self serve eligibility tools
- ✓ Risk based approach to verification

38% The increased digital uptake will result in a corresponding 38% reduction in effort spent on <u>administration</u> – recording and data entry/ rekeying details, billing and receiving payments and general admin:
- ✓ Online payment options
- ✓ Less paper centric processes
- ✓ Handheld devices for operatives
- ✓ More fully integrated online forms

35% Savings generated through management and supervision through reduced FTE

1% Some savings will be realised through service delivery within highways/ street lighting through improved reporting of issues making it easier for operatives to locate issues
- ✓ Simplification/ standardisation of reporting process
- ✓ Reporting linked with GPS
- ✓ User friendly language and easy categorisation

Cheshire East Council

Summary of Costs

An estimate of the costs* required for effective implementation have been provided in the table below. These costs are broken down into Implementation and recurring costs.

Workstream	Cost Area	Implementation Cost	Recurring Cost
Programme Management	Programme Management Resource	£839,000	-
Business and Technical Architecture	Business and Technical Architecture Resource	£236,000	
Business Transformation	Business Change Resource	£195,000	
Digital and Commercial off the shelf (COTS) development	Development of Customer Portal and enhanced Digital channel offering through webchat and SMS	£221,000	
	Hardware - including handheld devices and Self-service terminals in Face to Face locations to support .	£40,000	£23,000
	Assisted Digital - Refit and rebrand of Macclesfield and Delamere house face to face locations to support delivery of Digital services.	£100,000	
	Functional specification development for key Digital and Commercial off the shelf (COTS) systems developments.	£195,000	
	Commercial off the shelf (COTS) Development and Integration – Includes MSCRM, Liquid Logic, SharePoint and other back office customisation. UX, Dev Front end portal and SSO.	£1,600,000	
	MS CRM licences	£31,000	
Integration and Testing	Provision of Integration architecture and Biztalk licence	£175,000	£100,000
Infrastructure and Data	Provision of Environments and ongoing maintenance	£500,000	£100,000
	Data Architecture and Environments Management	£330,000	
	Rapid Business Intelligence – Qlikview license	£100,000	
	ICT cost covered by existing ICT capital programmes	**-£500,000**	
	Total	**£4,062,000**	**£223,000**

*rounded to nearest £1,000

What does this mean for our customers?

Transparent and reliable

"I am no longer calling the council to constantly chase up progress updates- their proactive communications and status updates reassure me that everything is under control!"

Customer insight driven

"I was notified on the portal that I had an outstanding parking fine which I would have forgot about otherwise!''

Tailored service delivery

" When I call up they know who I am and know all my history so I don't have to keep repeating myself - the service is very personalised.''

Proactively informed

"I got a text to tell me when someone was coming to exterminate the pests in my kitchen and when my bin was missed, which shows they care"

Quick and user friendly

"I can make multiple school applications without the hassle of having to rekey data for each of my sons!"

Simple, seamless customer experience

"I was able to apply for, pay for and track my new bin request online with the support of an online advisor."

Supportive and inclusive

"I was able to go to the library where they helped me apply for my benefits – I learnt how to use my portal and complete some other applications which was great!"

What does this mean for our staff?

Efficient service delivery

"I no longer receive duplicate enquiries through on issues reported, which saves me and my team time assessing them!"

Quality applicants

"The quality of fostering applicants received are higher as customers are well informed. The conversion rate of applicants to placements has increased and we can now meet our targets"

Mobile working

"We no longer have to use lock out sheets – using handheld devices means we do not waste time updating systems and there is less risk of human error"

Reduced data entry

"I no longer have to extract customer information from forms and rekey it into our systems – I can focus on better serving our customers"

User friendly systems

"I no longer have to flick between 12 screens – my job is so much easier!"

Collaborative work environment

"I am able to access all the relevant information I require across service areas to better serve customers."

Reduced contact volumes

"I am able to view back office systems and no longer need to keep calling them to request information!"

What are the wider implications?

The UK's overall population is set to reach 73m people by 2037 with the number of people aged 80 and over set to double...

|	
Planning for the impact of demographic change	The population increase will have clear implications for the demand for housing, school places, health care and other services. The future model will provide a platform to help the council manage the increase in demand and still provide a high quality of services to customers at a lower cost
Identifying those most in need	The investment in new systems will help Cheshire East council and its partners to identify those most in need of support, through the analysis of customer insight and sharing of data across a number of public service agencies
Supporting member activity	Members will have access to deeper insight to support local decision making and the facility to engage with communities via digital platforms extending their reach.
Developing partnerships	Improved data quality creates potential for future development of partnerships across business and public sector for research and development purposes
Platform for integration	The shift to digital provides an initial platform for the enablement of greater integration of healthcare and social services systems and the secure sharing of sensitive data across different partners
Delivering social value within communities	The use of community hubs and assisted digital will help those people who need lower level support to have access to support network, giving them information about relevant services while at the same time potentially addressing issues of isolation and loneliness
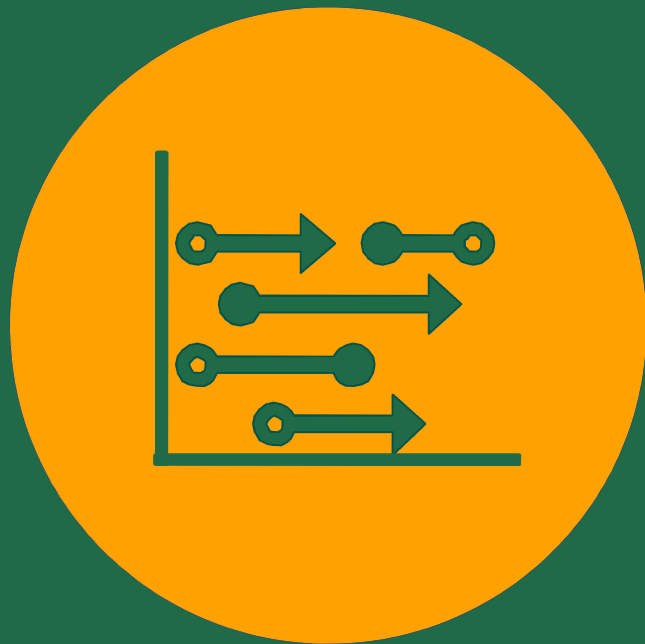
Implementation

The Principles that underpin our Implementation Strategy

We have developed a set of key principles to guide the implementation strategy, which puts residents first and should be adhered to at all times during the implementation.

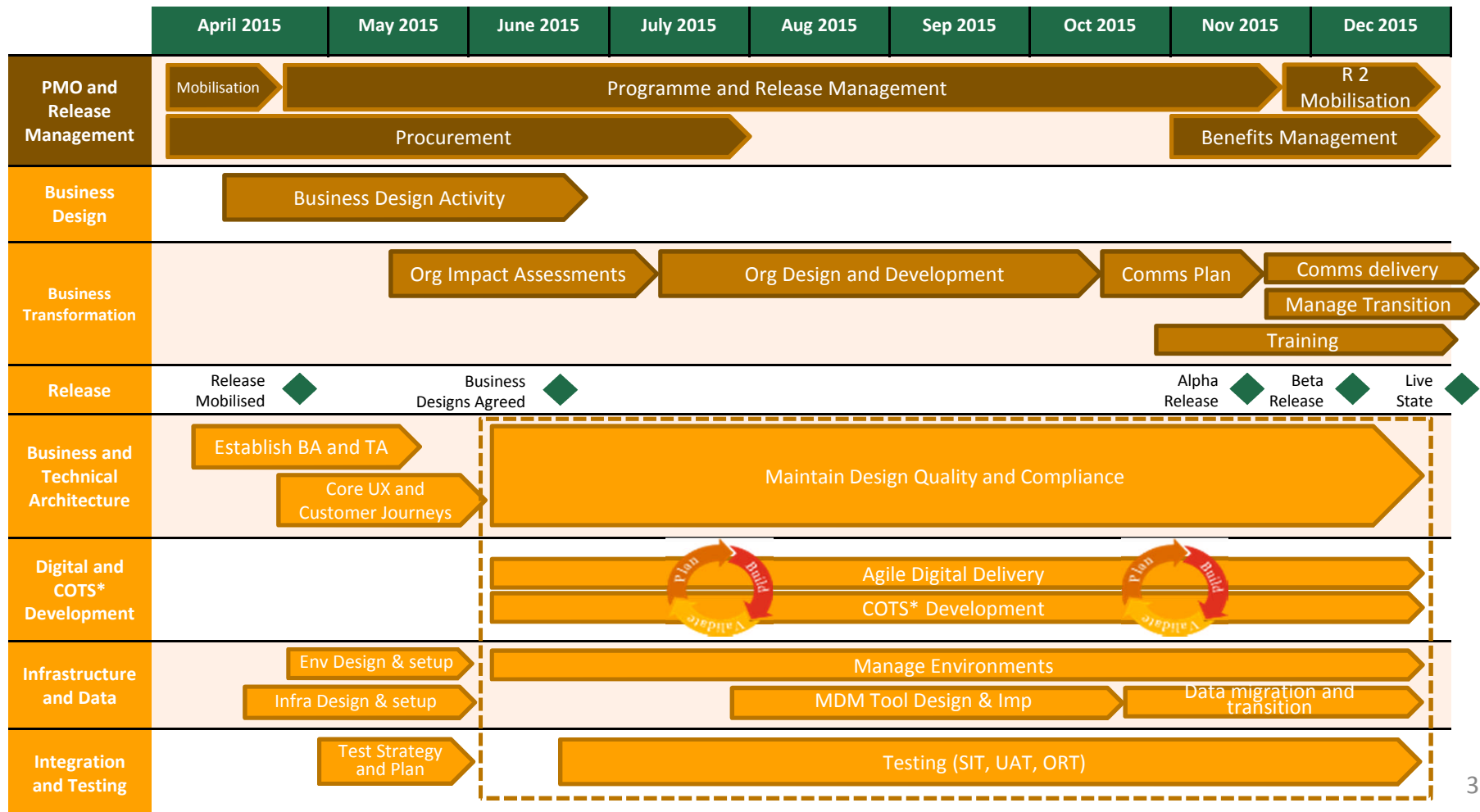| Principle	Description
Benefits led	*Prioritise delivery of benefits as early as possible, whilst maintaining quality of service. This will be informed by release planning, with implementation supported by a robust benefits management approach*
Technology as an enabler	*Use technology to enable the transformation of the business, improving the day to day life for staff and customers, and saving costs across the organisation*
Look beyond the sector	*In delivering a sector defining experience, look for best practice and approaches across other industries, to challenge the norms of local government and push towards a world-class digital service for Cheshire East residents*
A "hybrid-agile" approach to delivery	*Using Architecture Driven Agile to deliver regular tangible outputs ,overlaid with strong governance and programme management. This will allow products to be tested throughout the implementation process, reducing the risk of an unexpected outcome at the end.*
Customer informed solutions	*To truly realise the benefits from digital self service customers need to be involved in the design of the right experience. We will hold customer testing workshops to gain customer feedback.*
A collaborative partnership	*Bring together the very best skills and experience from Cheshire East and its partners as one delivery team. All parties will work together and be represented in the design of the products*
Open and clear communications	*Both internally and externally, open, clear communication will be key to driving the right behaviour of both customers and business users to realise the benefits. A communications strategy and plan have been developed to make sure the right information reaches the right people, at the right time*

Implementation Approach Roadmap

This approach forms the basis for the implementation roadmap and then the detailed plan, illustrated in the diagram below.
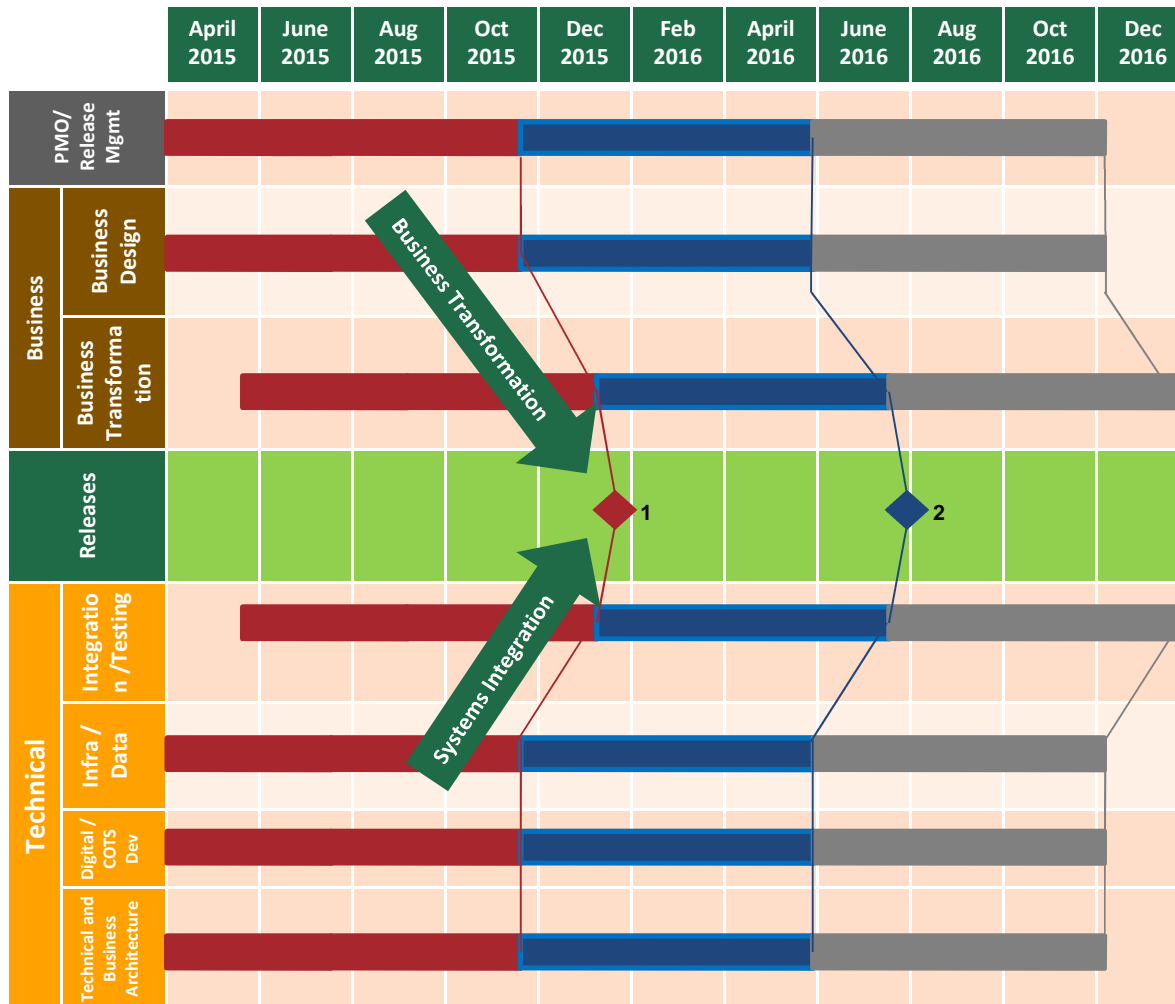
- Implementation is based on 3 core releases with the Business and Technical workstreams working together to deliver a release.

- Business Design and Transformation activities revolve around design of process, people and organisation. These activities often deliver earlier in a Release, however business readiness tasks are also required and run in parallel with Technical workstreams.

- Technical workstreams cover all the requirements to ensure the solution can technically deliver using the Architecture Driven Agile methodology.

- All worktreams are supported by the PMO and Release Management.

Release 1 Roadmap

*Commercial off the shelf (COTS)

The diagram below presents the key activities and timeline related to Release 1, using the Architecture Driven Agile (ADA) approach. Further detail on the activities is documented in the workstream definitions.

	April 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015
PMO and Release Management	Mobilisation	Programme and Release Management							R 2 Mobilisation
	Procurement						Benefits Management		
Business Design	Business Design Activity								
Business Transformation			Org Impact Assessments		Org Design and Development		Comms Plan	Comms delivery	
								Manage Transition	
								Training	
Release	Release Mobilised ◆	Business Designs Agreed ◆						Alpha Release ◆	Beta Release ◆ Live State ◆
Business and Technical Architecture	Establish BA and TA		Maintain Design Quality and Compliance						
	Core UX and Customer Journeys								
Digital and COTS* Development			Agile Digital Delivery						
			COTS* Development						
Infrastructure and Data	Env Design & setup	Manage Environments							
	Infra Design & setup			MDM Tool Design & Imp			Data migration and transition		
Integration and Testing	Test Strategy and Plan	Testing (SIT, UAT, ORT)							

38

Release Strategy and Roadmap

The Digital service will be deployed across a number of releases, delivering regular incremental benefits. In creating the releases the following principles have been used:

- Aim to deliver benefits as early as possible looking at areas of greatest potential for savings and customer experience improvement
- Prioritise customer impact by addressing the areas that are the most frequently used by customers
- Reduce delivery risk by delivering incremental change building on foundational cores each time
- Recognise Programme interdependencies as part of planning
- Align around directorates where possible to create ownership and minimise disruption to live services

This roadmap is illustrative as an "Agile" development methodology is being used on this programme. Agile will accelerate the delivery and allows flexibility to prioritise during the programme.

Business Release	Scope	Date Enabled
1	• Redesigned and rebranded Digital and Assisted Digital offering including Customer Portal • Council Tax • Benefits • Free School Meals • Blue Badge • Highways, Street Lighting and Traffic and Transportation • Refuse Collection (Information Request and form consolidation) • Waste Permits • Environmental Health	December 2015

2	• Enhanced core Digital and Assisted Digital offering including Community Hub(s)
	• Business Rates
	• Adult Services
	  • Assessment and Care Management
	  • Disabled Facilities Grant
	  • Equipment and Adaptations
	  • Support for Social Work
	• Fostering
	• SEN
	• FIS
	• Schools Admissions, Transport and Payments
		June 2016

3	• Optimised core Digital and Assisted Digital offering
	• Development Management
	• Licensing
	• Registrations
	• Community Wardens
	• Street Cleansing
	• Car Parks
	  • Income
	  • Emergency Assistance
	  • Let us know
	  • Concessionary Travel
		December 2016

Risks to implementation

Below are some of the **key risks** that would have the largest impact on the project if left unmitigated:

Risk	Likelihood	Impact	Mitigation
High reliance on cultural / customer behaviour change to enable benefits to be realised	H	H	• Communication and stakeholder management • Buy in and Leadership from Senior Management Team/cabinet
Scale of change programme could impact negatively on service delivery	M	M	• Balanced use of dedicated programme team members and current service delivery resources with backfill as appropriate • Robust resource planning resourced with suitable skills and capabilities
Benefit calculations and assumptions prove to be invalid, potentially impacting the scale and pace of benefits realisation	M	H	• Robust Benefits Management approach to be implemented and managed as part of the PMO workstream
High reliance on delivery of technology / data solutions to enable the benefits to be realised	M	H	• Majority of change will be cultural and behavioural with technical tools key to support new working styles • Extra support has been costed into Business Case
Key stakeholder buy-in: Members, Partners, CLB, required in support of Implementation of new ways of working	M	H	• Comprehensive communication and engagement plan to be delivered as part of Implementation
New implementation design doesn't integrate with existing change projects e.g. Liquid Logic	M	M	• Robust Implementation strategy and Release planning approach will support Implementation phase through understanding key interdependencies and planning for them accordingly • Agile methodology allows for flexibility to prioritise during the programme.
The complexity of the project and the wide variety of roles required are not fully considered	M	H	• Implementation strategy has considered internal resources and identified where external resource support is necessary and appropriate

Conclusions and Next Steps

This Executive Summary provides an overview of the detailed design stage and the case for change resulting from the work completed during this stage. Key conclusions and proposed next steps are outlined below:

The case for change and implementation plan has been built upon an understanding of the environment and constraints within which the Digital Programme will be delivered, along with a deep understanding of delivering similar implementations.

Success will be dependent on leadership and commitment from the Programme Board and CLB to make it happen

Changes to how the Council will work will be required to support the successful implementation of the recommended solutions

Programme Board and CLB will need to champion and direct these changes

Benefit realisation will be dependent on achieving a number of process, people and customer behaviour changes and provision of enabling technology solutions.

The Digital Programme will need to agree benefit realisation milestones with benefit owners as part of the implementation

The programme team will be made up of several workstreams focussed on delivery of a set scope of activities, based specific competence, but with project governance and integration across workstreams

Programme Board and CLB will need to approve the release of further Council resources to join the programme

There are a number of key strategic risks to the successful implementation of new digital solutions

Programme Board and CLB are asked to acknowledge and consider mitigating actions