

**STRATEGIC BUSINESS CASE FOR A TRANSFORMATIONAL CHANGE  
PROGRAMME 2012 - 2015**

**VISION**

- The overriding aim is to develop services that are recognised by people and businesses as being outstanding whilst at the same time securing efficiencies over the longer term against the revenue budget.
- Waste will be eliminated from processes with excellent customer experiences resulting- “right first time every time with timely outcomes”.
- Opportunities for fraud and error will be minimised because they will be designed out.
- People and businesses will choose electronic self service options as their preferred way of contacting the Council because they work and they always meet expectations - 24 hours a day, 365 days a year.
- People and businesses will be able to access services from their own computers or from mobile devices whilst on the move.
- Use of electronic self service will mean no re-keying of data by our staff because the electronic channels are fully integrated with back office systems, including electronic management and storage of all documents used by the Council in a single repository.
- Assisted access will be focused on vulnerable people with staff helping people to access electronic channels and join services up across the Council and other partners.
- Where assisted access is facilitated, staff will use the Council’s website, thereby effectively helping people to self serve. Whilst assisted self service could be by Council staff, it could also be provided by others such as relatives or the voluntary and community sector.
- The welfare reform and business rate changes will be implemented smoothly and effectively in a way that attempts to secure better outcomes for vulnerable people.
- By working with partners we will progress towards attaining a single view of vulnerability across agencies, understanding more about how customers are interacting with different parts of the public sector, all with a view to improving outcomes and solving complex issues.
- Through the use of customer insight we will ensure that services are designed to be more personalised, more pro-active and better meet the needs of different groups of people, such as elderly people living in priority neighbourhoods.
- More value will be delivered to the customer from the flexible and efficient ways of working of our staff, such as home visits

**BUSINESS NEED**

- We know from the telephone pressures of the last 3 months that we are not getting things right in terms of customer experiences and that many of the calls result from delays in processing pieces of work or from something not being done for the customer when expected. The customer experience is the whole experience of dealing with the Council and can include customer services, other front line staff, back office services and external contractors. We need to ensure that we think about the whole experience and look at how we can use modern technology and lean systems thinking to make radical improvements to the customer experience across all of the many services we provide. In a typical week there are likely to be at least 2000 different customer experiences of doing business with the Council.
- People living in the Borough need a choice of access routes for information and transactions, including electronic, that will enable them to intuitively and easily achieve

what they want to achieve within acceptable timescales. This must include a fully transactional and up to date website to allow self service access to all services on a 24/7 \* 365 days per year basis. Some people already expect nothing less and increasingly self service via a website will become more and more important. There is also going to be an increasing demand for the Council to make services available using mobile devices and for the Council to make more effective use of emerging social media technologies.

- In the modern world time is precious and people do not expect to waste their time when interacting with the Council. It is important that we design processes in such a way that we only engage with the customer on things that add value from the customer perspective. Getting things wrong or doing things that are not necessary wastes the customer's time and contributes to poor levels of customer satisfaction.
- Whilst self service will be the most cost effective way for people to access services we must recognise that for some people in the community this will not be an option in the short term. We must ensure that we continue to offer choice so that the most vulnerable members of the community can get assisted access when it is needed. If the website is right then in the future this could be more easily provided by third parties, such as relatives or the voluntary sector, as well as by our own staff.
- It is clear from previous research that people find it difficult to access services across the public sector and we will continue to work with partners to investigate ways in which we can join services up more, for example around life events such as losing a job or moving house. When people do not access the right services at the right time this almost inevitably leads to subsequent social problems which are always more expensive to deal with.
- The Government's welfare reform changes and the proposals for local business rate retention are legal requirements with specific timescales for implementation. There are issues within these reforms that cut across our work with vulnerable people and our work to see more self service transactions via our website.
- Our understanding of vulnerability has improved greatly in recent years but there is considerable scope for developing this further. We know that different agencies have contacts with the same vulnerable people and there is an opportunity to work with partners on a small pilot initiative to develop a single view of vulnerability across different agencies by developing a better understanding of the different contacts being made by people across agencies.
- There is a continuous need to develop the opportunities provided by new technology to improve efficiencies and release capacity. Investment in the right technology will usually result in savings opportunities and this is identified within the Council's ICT Strategy.

### **CONTRIBUTION TO KEY OBJECTIVES**

- This programme will make a significant contribution to the key corporate objectives. It will define the way in which the Council will work in the future, including the way in which people and businesses will interact with the Council and the experiences they will have in doing so. A strong focus on providing excellent experiences, whether that be for people living in the borough wanting to access services, people visiting the Borough wanting to find out information, businesses wanting to expand their business/ re-locate to the area or developers wanting to work in the area, successful implementation of this

programme will contribute towards a positive reputation in the eyes of all of these and other stakeholders.

- As well as contributing directly to many of our key objectives, successful implementation will result in more revenue efficiencies which can in themselves then be reused and targeted to deliver on key place or people objectives, such as spending more time with vulnerable people or focusing more resources on helping people and businesses through the economic downturn.

### STAKEHOLDERS

- People living or working in the Borough and visitors or potential visitors.
- Local businesses or businesses interested in setting up in the Borough.
- Local community and voluntary groups/ community leaders.
- Councillors.
- Staff.
- External bodies such as auditors, other councils and Government agencies or departments.

### EXISTING ARRANGEMENTS

- The Council has invested in a number of ICT systems in the past and whilst many of these remain fit for purpose, they have not always been fully exploited for the benefit of the customer. Many services are not fully exploiting the opportunities provided by some of the corporate systems such as the CRM system or the EDRM system. Processes are not as streamlined or efficient as they could be, documents are often stored multiple times and dual keying is common.
- The Council has invested in change team capacity that can provide some dedicated resource for change projects, i.e. they do not have the usual distractions of delivering services on a day to day basis. This has helped us to recover from the fire and places us in a strong position to deliver this Programme.
- The ICT strategy has identified other areas where ICT systems may not be fit for purpose or will need significant attention and focus in order to prepare the Council to be able to deliver against the vision outlined in this paper. A large part of this focus will be cultural and this will only be addressed if there is leadership and drive alongside the investment in the technology to turn this vision into a reality. This will be a major focus for this programme.
- Through the establishment of customer services the Council has sought to achieve more delivery of services at the first point of contact and to make things easy for the customer. When this works well it does provide excellent customer experiences but we still need to make better use of technologies to assist advisors to achieve this consistently and all of the time.
- There also needs to be a stronger drive from back office staff to “own” processes and make them work for customers and for staff with effective technical integration between

front and back office systems. Done well this will lead to less reliance on training and knowledge for customer service staff and more time available for helping customers to access services.

- We also need to ensure that the experience is still a good one when the presenting issue is not able to be fully dealt with within customer services, such as delivering a new bin or carrying out a repair to a property. This is often where things do not work as well as they should do.
- The Council's existing website is not as good as it could be for people and businesses who want to transact with the Council. It is not easy and intuitive for people and businesses to find what they want and even when they do there will often be frustration because they cannot use the website to complete a transaction. As well as being difficult to find information is often out of date as well. Where people do transact with the Council using the website information that comes in to the Council is usually queued for staff to then key the data into back office systems.
- The lack of a culture around electronic document management has been identified by SOCITM as being a major barrier to improving customer experiences on either a self serve or assisted service basis and it is also a problem in terms of staff working to optimum efficiency.
- The Council has developed a strong approach to understanding vulnerability but this often relies on front line staff referring cases. This could be improved by working across agencies to understand more about how vulnerable people are accessing services and being more pro-active when they do so.

### SCOPE OF PROGRAMME

- This programme will include a number of linked projects that taken as a whole will represent a significant transformation phase for the Council. Many of these projects are inter-related and some will be heavily dependent on the successful completion of others for their own success. The linkages between these projects are detailed in the paper attached at Annex ? to this paper. The projects within the scope of the programme are outlined below: -
- Web Site Developments (Including Planning Public Access) – Project Mandate to follow
- Electronic Document Records Management System (EDRMS) – Project Mandate to follow .
- Customer Relationship Management (CRM) Development – Project Mandate to follow
- Single View of Vulnerability – Project Mandate to follow
- Welfare Changes and Local Government Finance Review – Project Mandate to follow
- Universal Credit Pilot – Project Mandate to follow

### CONSTRAINTS

- One of the key issues will be the ability of the Council to resource this programme.

- We will need to dedicate existing staffing resources to the programme, such as the Change Team, T3 managers, customer services staff and others but there will also be gaps, such as capacity to develop the website and technical support relating to implementation of ICT in areas such as EDRMS and integration.
- Capability of some staff to adapt to the culture change needed may also be an issue faced in delivering the programme.
- Capital investment will also be needed, particularly for the website and for EDRMS. Whilst individual projects will develop full business cases to support capital investment the programme will need an initial allocation linked to this strategic business case to enable progress to be made with a view to presenting full business cases.
- For a small number of staff this programme will become a significant part of their day job and there will be knock on implications for this.
- We will be looking to use existing technology as far as we are able to.

### **DEPENDENCIES**

- Appropriate leadership, resources and support across all levels of the Council.
- Successful delivery of inter-related projects

### **STRATEGIC BENEFITS**

- A modern Council that is fit for the future.
- Enhanced reputation for the Council
- Better support for vulnerable people.
- High levels of customer satisfaction.
- Release of considerable efficiencies following successful implementation

### **STRATEGIC RISKS**

- Very ambitious programme.
- Finance not available.
- Capacity and/or capability of staff.
- Reliance on external organisations such as software suppliers.
- Lack of buy in and leadership.
- Other competing priorities

### **CRITICAL SUCCESS FACTORS**

- Significant channel shift

- High levels of user satisfaction
- Cashable efficiencies
- High staff morale
- Smooth implementation of welfare and finance reforms.