

FULL BUSINESS CASE

The purpose of the Full Business Case (FBC) is to revisit and refine the Outline Business Case (OBC) analysis and assumptions, as well as presenting the findings of any formal procurement or partner selection process. Any contractual or legal arrangements must be documented as well as the detailed management arrangements for a successful delivery.

The FBC template considers:

1. **Strategic** Any new implications for the strategic case
2. **Economic** The preferred option providers and value for money
3. **Commercial** Findings of procurement processes/supplier engagement
4. **Financial** Analysis of financial implications
5. **Management** The comprehensive delivery plan including people, process, information, systems and assets

Programme/Project Name:	Access Wirral		
Programme/Project Manager:	Peter Walker	Date:	9th March 2017
Programme/Project Owner:	Fiona Johnstone		
Programme/Project Board:	Access Wirral Project Board Customer Experience Transformation Programme Board		
Version	1.1		

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DOCUMENT REVISION HISTORY			
Version	Author	Changes	Date
V0.1	Peter Walker	Draft FBC	06/01/17
V0.2	Peter Walker	Update with comments from project team	10/01/17
V0.3	Peter Walker	FBC rationalised with comments from Jane Clayson	11/01/17
V0.4	Peter Walker	Updated with comments from Transformation Office	18/01/17
V0.5	Peter Walker	Updated with comments from Lisa Jamieson	27/01/17
V0.6	Peter Walker	Updated following the internal peer review	02/02/17
V0.61	Peter Walker	Updated following subsequent comments from peer review and a change in terminology requested by Lisa Jamieson	03/02/17
V0.62	Peter Walker	Updated with finance figures and an updated procurement strategy.	07/03/17
V1.1	Peter Walker	Approved final version	07/03/17

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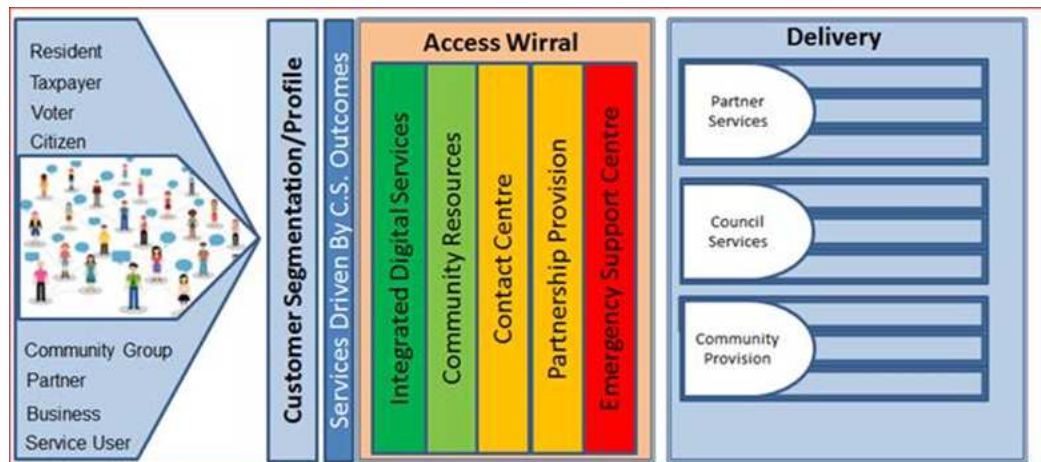
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1. EXECUTIVE SUMMARY

On the 20th June 2016 an Outline Business Case that set out the vision for Access Wirral was agreed at Cabinet/SLT. This is the full business case for a project to deliver elements of that vision.

A pictorial representation of the Access Wirral vision is shown in the diagram below:



This project will deliver outcomes which will address the following elements of the vision:

- Customer segmentation;
- Customer Access Solution (CAS) for Council Tax and Housing Benefit
- Contact Centre improvements and efficiencies

As this project is implemented work will continue to further define the delivery of the wider Access Wirral Vision, which will include engagement of communities and partners to inform this.

The Business Case requests an additional £1.2 million, over and above the £865,936 awarded at the Outline Business Case (OBC); to enable the Project to deliver the CAS.

The Business case consists of five major components. These are summarised below:

- **Section 3 - Strategic Case** - This section supports the key corporate outcome –‘Taking Wirral Forward - a 2020 Vision’ by delivering responsive, high quality services and encouraging residents who are able to help themselves to do so. The section also supports and enables other Council programmes, strategies and initiatives including Wirral’s Digital Strategy and the delivery of financial savings / reduction in baseline cost of current service provision.

- **Section 4 - Economic case** – This section outlines the four main options which have been identified and assessed in delivering the interim operating

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model. This includes understanding costs, benefits, risks advantages, disadvantages and critical success factors. In summary the analysis suggests:

- **Option A** – This option would be to continue with the current service improvements agreed as part of the OBC. This option would see the current operating model including the retention of existing One Stop Shop and Contact Centre service levels. For our customers, this would mean that current provision remained broadly unchanged, with the exception of improvements to the Council's IT provision delivered under the Digital Services project.
 - **Option B** - This option involves using a mixture of internal resources, partner representation and targeted external support to redesign the current service model, working with partners and communities to develop innovative and cost-effective ways of working, ensuring maximum value for money (VFM) from in-house provision. **This is the preferred option.**
 - **Option C** - This option would involve identification of a package of services and the procurement of a joint venture partner (JV) to deliver these.
 - **Option D** - This option would involve the definition of a specification to take to the market to seek commercial providers for all or some of the current services – either together or as separate packages.
- **Section 5 - Commercial Case** – The main cost items required to deliver this project relate to external partners, in-house project support and licenses for the new CAS customer platform.

Upon approval of the preferred option (Option B), it is anticipated that initiation will commence in April 2017. An implementation partner will be sourced using appropriate corporate procurement policy that best meets the Council's requirements. A detailed specification will be completed.

- **Section 6 - Financial case** - The project costs relate to resources (internal and external) and IT.

To date, the Council has agreed funding of £865,936 for the Access Wirral Project, although to deliver all of the benefits within the FBC additional funding of £1.2 million is required to cover the cost of IT.

- **Section 7 - Management case** – The main vehicle for delivering the FBC is the Transformation Portfolio which was initiated in March 2016. The Transformation Portfolio has an established governance and delivery structure. A project plan has been developed which identifies at a high level the main activities, deliverables and milestones through to 2018 in delivering the FBC.

1.1 Justification

The reduction in local government budgets means the Council can no longer continue to provide services as it currently does. Additionally, meeting our

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customers increasing expectations of how and when they transact with us poses major challenges under the current service model.

The Access Wirral project seeks to transform the Customer Service offer to support the achievement of the Wirral Plan objectives of:

- “Our services must be accessible, delivered sometimes entirely online, to reduce costs and to improve speed and efficiency”
- “We must transform how we work with residents; driving integration and being as efficient as possible, with one point of contact able to solve every resident need’.

This will be achieved, by supporting customers to self-serve in the first instance by providing our customers with access to online services in a manner that they will find convenient, simple to use and works as intended. By channel shifting the majority of demand online we can meet our strategic objectives as detailed in the Wirral 2020 Plan, to meet our customers’ expectations and reduce our costs.

However, it is recognised that some customers are digitally excluded and would not be able to benefit from the channel shift. Alternative provision through the use of the IT facilities in the Council’s Libraries and One Stop Shops or through partner organisations can be assessed.

Customers who have a particularly complex query will be offered a call back from staff within the Call Centre.

1.2 Issue

Analysis shows that in comparison with other authorities, our customers calls are not handled as efficiently in comparison to other authorities (see Section 3.1) and the call abandonment rate within the call centre is higher. As a result, we have received constructive yet challenging feedback from some of the Elected Members and customers alike.

Research has shown that Wirral Council’s customer service offer is insufficient and does not provide the full range of online transactional services our customers require, such as application for Housing Benefit. This results in increased demand within our Call Centre, One Stop Shop and back offices which results in higher levels of customer complaints (as detailed in section 3.1.1).

Customer complaints:

Mr M. has been paying off arrears of £150 per month but the latest payment was for £273. Mr M. is not impressed, he states the web site is useless and is also unable to get through to the Call Centre.

Given the Council’s current financial challenges, it is believed within certain areas that the cost per contact within the Transaction Centre is too high and needs to be reduced. This is shown in Section 3.1.4.

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1.3 Anticipated Outcomes

- A Digital Customer Portal that will:
 - Provide a single route into the Council's digital services
 - Contain information tailored around the individual's specific needs and requirements
 - Link to various back office systems and data sources providing customers with simpler, clearer and faster experiences around transactional and non-transactional services
 - Work across all devices used by customers, staff and partners.
- Services designed and promoted, utilising pertinent Government Digital Services (GDS) 'Digital by Default' principles; to improve access for residents and help the council to meet its Strategic Objectives.
- Safety net for customers who are digitally excluded or have complex queries.
- Clear link to 'where and how' services are delivered in the future.
- Improved customer insight through better management information leading to better decision making.
- Cost to serve reduction through:
 - Quicker response times;
 - Reduction in manual processing;
 - Removal of duplication;
 - Improved accessibility; and
 - Informed decision making based on data.

1.4 Recommendation

It is recommended that option B is taken forward. It represents a greater opportunity for long term savings.

To ensure robustness and to minimise risk, it is recommended that initially Housing Benefit and Council Tax services are re-designed through the new platform to demonstrate the success of the solution.

Once the base CAS solution has been implemented and proven, it is proposed that the concept is rolled out to all service areas across the Transaction Centre to realise further benefits.

2. BUSINESS CASE DEVELOPMENT

The following individuals comprise the Business Case Development Team. They are responsible for the analysis and creation of the Business Case.

Role	Description	Name/Title
Project Sponsor	<ul style="list-style-type: none"> ▪ Provide executive support for the project ▪ Secures resources and any required investment for the project ▪ Accountable to SLT for successful delivery ▪ Ensuring the business case is controlled and audit trails are in place to account for changes as the project develops ▪ Consults with SLT to identify any changes which may undermine the business case or cause it to lose strategic alignment 	Fiona Johnstone
Senior User	<ul style="list-style-type: none"> ▪ Represents the needs of Users ▪ Liaison with Users ▪ Commits user resource ▪ Specifies outputs of the project ▪ Ensures products are delivered ▪ Verifies product quality, functionality and ease of use ▪ Demonstrates to corporate / programme management that project benefits are realised. 	Lisa Jamieson
Senior Supplier	<ul style="list-style-type: none"> ▪ Verifies quality of products delivered by the supplier ▪ Provides supplier resources ▪ Verifies feasibility of product designs and development processes 	Jane Clayson
Project Manager	<ul style="list-style-type: none"> ▪ Prepares the Business Case ▪ Supports the Project Sponsor ▪ Manages the Project Team ▪ Identifies opportunities to optimise the Business Case 	Peter Walker
Business Case Change Manager	<ul style="list-style-type: none"> ▪ Business Change techniques considered ▪ Benefits Management Approach ▪ Benefits Management Outline Profiles ▪ Benefit Realisation Plan 	Peter Walker
Internal Client Side	<ul style="list-style-type: none"> ▪ Finance ▪ HR 	Sarah Cox Tom Ryan

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	<ul style="list-style-type: none">▪ ICT▪ Legal▪ Tax/VCT▪ Union	Mike Zammitt Julie Williams
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3. THE STRATEGIC CASE: THE STRATEGIC FIT

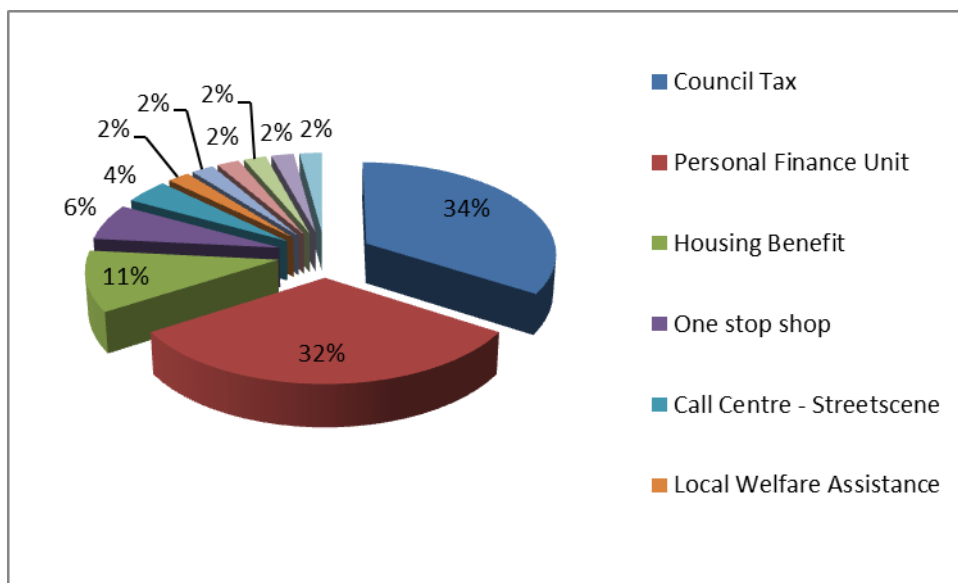
3.1 Business Need and Project Background

Wirral Council Plan: 2020 Vision states “our aim is to move from normal to outstanding”. In achieving this, the Council must ensure each service is deemed excellent and value for money by the people who receive the service.

In order to deliver on the priorities set out in the Wirral Plan: 2020 Vision; and make sure residents are getting value for every Wirral pound, the services provided within the Councils Transaction Centre were reviewed to inform the business case.

3.1.1 Customer complaints

Customer complaints into and about the Transaction Centre and One Stop Shops were analysed from the 1st August 2016 to the 19th September 2016. As can be seen from the diagram below, of the 47 complaints received over the 6 weeks; the largest number of complaints were focused on Council Tax (16).



The second highest complaints about services were the Personal Finance Unit with 15. Housing Benefit received 5 complaints within this period.

Reviewing the complaints about Council Tax they can be broken down into 3 high-level categories. The high-level categories are:

- Arrears;
- Refunds; and
- Correspondence.

Category	Complaint
Refunds	<ul style="list-style-type: none"> • Mr B. very concerned with regard to length of time it is taking LA to issue his council tax refund. • Mrs M. very upset regarding length of time it is taking LA to award council tax refund in respect of her late father Mr B. • Mr F. not happy that he has been trying to chase up a Council Tax refund since December 2014. Has been unable to get through via the Call Centre and website. • In November 2014 CTS was awarded to Mr G. which put his Council Tax account into credit. He requested a refund of the credit on 19.01.15 but to date this has not been actioned.
Arrears	<ul style="list-style-type: none"> • Ms W. very upset with regard to bailiff action taken when she has cleared her council tax arrears. • Mrs B. has received a letter demanding payment of £524.10 which she has been informed is a shortfall from when she bought her new property covering from 18.12.14 to 31.03.15. She assumed this shortfall would have been taken from her bank details which she had given. • Mr M. has been paying off arrears of £150 per month but the latest payment was for £273. Mr M. is not impressed, he states the web site is useless and is also unable to get through to the Call Centre. • Miss H. very upset that her outstanding council tax debt has been referred to bailiff. • Mr Mac. in dispute with regard to council tax liability/outstanding balance.
Correspondence	<ul style="list-style-type: none"> • Complaint regarding receipt of reminder dated 14.04.2015 and the wording of the reminder threatening legal action - states she always pays her bills on time, has never been late with payment and does not agree with issue of reminder when states she did not receive original bill dated 03.03.2015 - has requested a letter of apology. • Miss H. who is deaf does not understand the letters she receives from Council Tax and this is making her upset. • Miss W. has received a £60 bill for a previous property which was delayed in receiving and believes that it is the fault of the Council's and not her own. Secondly she has received Council Tax bills for previous properties after she has moved. • Mr W. not happy having contacted several times previous to making this complaint regarding his council tax liability not being input into joint names. • Mr S. has sent in his exemption letter on three occasions and it has not been sorted out.

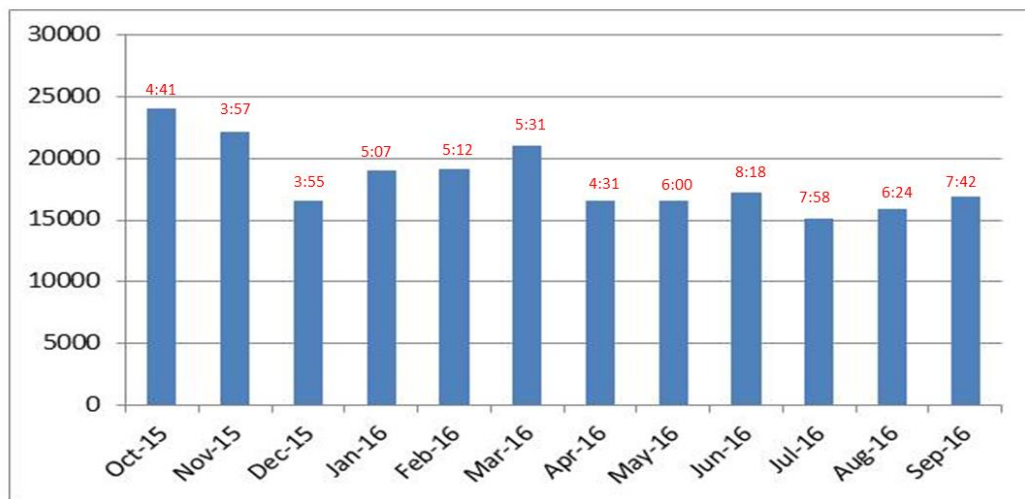
Any solution needs to be able to address the complaints of customers.

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3.1.1 Call Centre – call volumetrics

As part of the Management Information workstream of the project, the following Call Centre statistics were produced encompassing data from 1st October 2015 through to the 30th September 2016:

Call Centre



Until 2010, benchmarking data within Local Government was published by the Local Government Association (LGA). This has since stopped so obtaining benchmarking data is problematic. The benchmarking data in the table below are from Borough Councils and has been collated from various sources including their websites and Committee Papers. The data below covers the Financial Year 2015/16.

Date: 2015/16						
Council	Population	Calls into call centre	Calls Handled	% Handled	Abandoned	% Abandoned
Redcar & Cleveland	135,200	270,106	252,519	93%	17,587	7%
Waltham Forest	271,200	539,826	528,796	98%	11,030	2%
Chesterfield Borough Council	103,800	204,379	180,172	88%	24,207	12%
Wirral Council	320,295	259,948	198,959	77%	60,989	23%

Peer data sourced from Sefton Council's Corporate Publishing Performance report (April – June 2016) has been used to provide a comparison. From the report the following call statistics were obtained:

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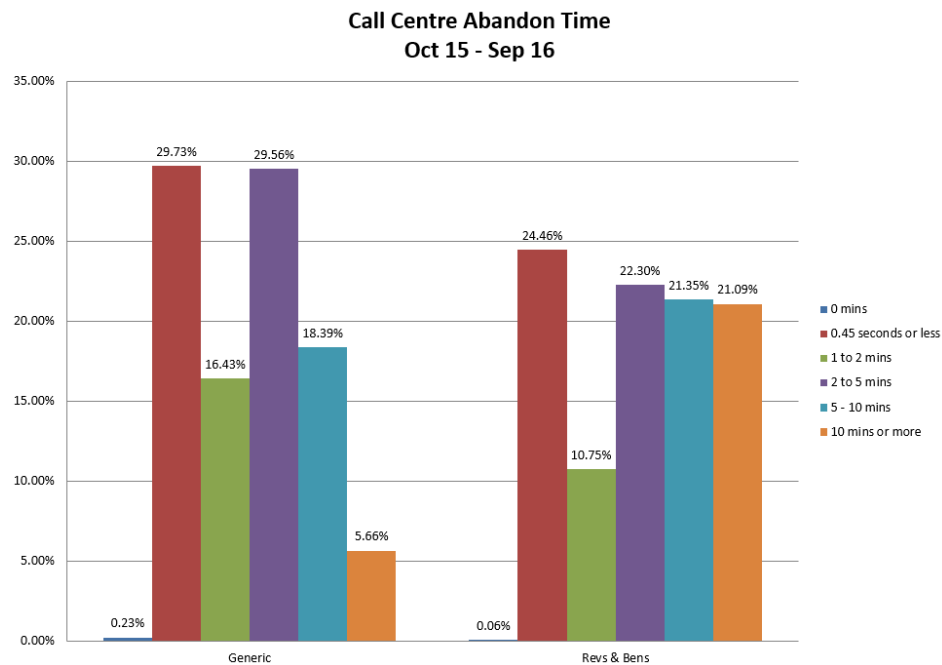
Date: Apr 16/Jun 16						
Council	Population	Calls into call centre	Calls Handled	% Handled	Abandoned	% Abandoned
Sefton Council	273,790	124,581	116,931	94%	7650	6%
Wirral Council	320,914	66,068	50,439	76%	15629	24%

3.1.2 Abandonment Rates

As can be seen in the table below, the average Abandonment Rate across the two Call Centre teams:

- Revenues and Benefits; and
- Generic Team.

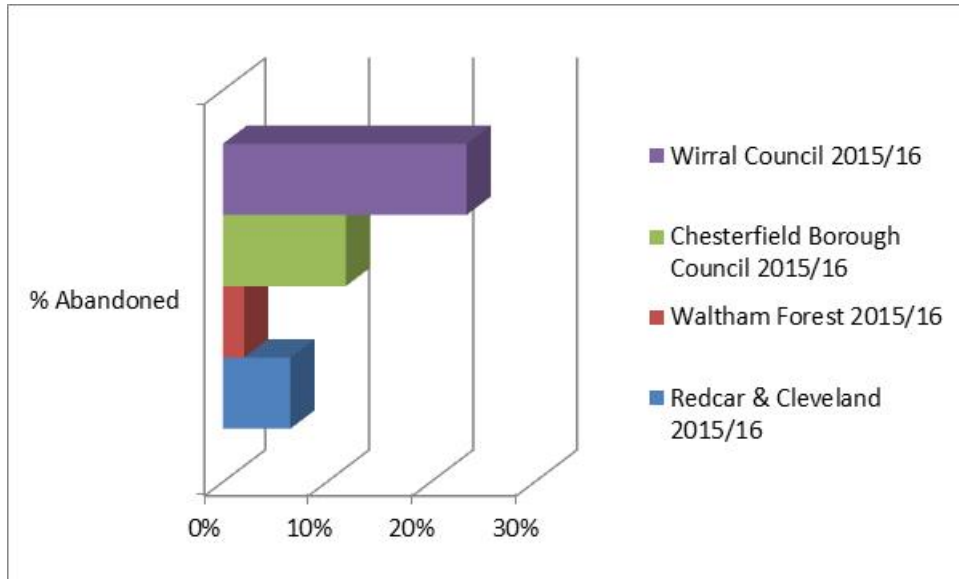
is approximately 24%.



There is a message at the beginning of the call that encourages customers to use online services after 45 seconds. It is assumed that the high drop out at 45 seconds or less is due to the message prompt.

Reviewing the Council abandonment rate against other Councils it is clear to see that the rate is almost double of the next highest Council, Chesterfield; and treble that of Redcar and Cleveland. This can be seen in the table below:

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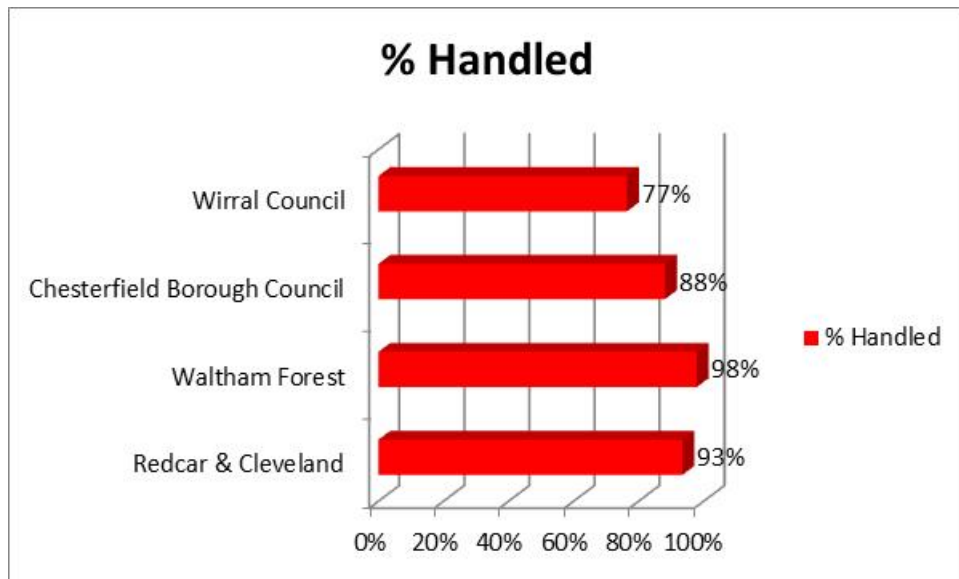


Against our peers in the same timeframe our abandonment rate was almost 5 times larger even though we took far less calls.

Customer complaint:
 Customer was not happy with the waiting times she had to wait. Tried all week and waiting for at least 25 minutes.

3.1.3 Calls Handled

The table below shows the number of calls handled by the four Councils over the 2015/16 Financial Year. It can be seen that the Council handled 11% less of its calls than the second lowest Council Chesterfield. The top performing Council, Waltham Forest; handled 21% more calls.



Reviewing Council performance against our peers it can be seen that Sefton handled 29% more calls than the Council in between April and June 2016.

Customer complaint:

Mrs M very concerned with regard to delay in getting through on phone team and the length of time it will take to amend council tax liability.

3.1.4 Cost per Contact

In March 2016 SOCITM, ADASS and the Local Government Association published the “Business case for digital investment”. The document outlined the cost per contact taken from local authorities who had captured the data as part of SOCITM’s Channel value benchmarking service in 2012/13.

The figures from SOCITM are shown in the table below along with figures taken from Section 3.1.1 for the Call Centre. The One Stop Shop figure was derived as part of the Management Information baseline.

Channel	Source		Difference
	SOCITM	Wirral	
Face - to - face	£8.21	£6.76	-£1.45
Telephone	£2.59	£5.57	£2.98

As can be seen above the cost-per-contact of the Face-to-face channel of the One Stop Shop is actually £1.45 cheaper than SOCITM figures. The cost-per-contact of the Call Centre team within the Transaction Centre is more than double the SOCITM figure by £2.98.

3.2 Project Background

In 2015, Wirral Council outlined its 2020 vision – a plan for how the authority would address the financial challenges faced by local government and work with partners to develop a new delivery model for services.

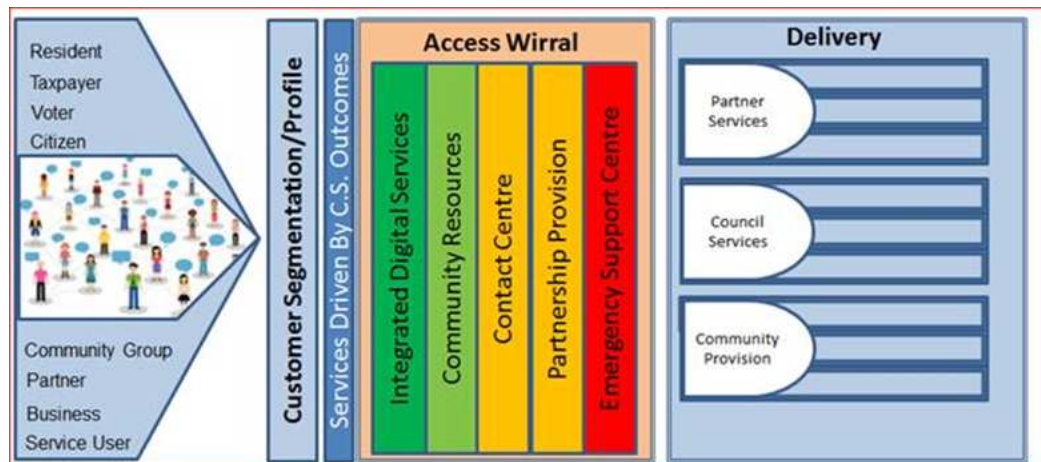
The Wirral Plan offers a clear direction for the Council’s Customer Contact and Transactional Services, committing the authority to a programme of change through which:

- “Our services must be accessible, delivered sometimes entirely online, to reduce costs and to improve speed and efficiency”
- “We must transform how we work with residents; driving integration and being as efficient as possible, with one point of contact able to solve every resident need’.
- “We will invest in the organisation to ensure we have the right attitudes, skills and abilities in place to deliver on the promises in this plan. We will be a responsible employer who values our staff and their commitment to their work. Our staff will be clear about their roles, take responsibility, and be highly motivated and very effective in what they do”.

To deliver this vision the Access Wirral project was established, which forms part of the council’s Customer Experience Programme.

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A pictorial representation of the original Access Wirral vision is shown in the diagram below:



The Access Wirral project cannot be achieved with a “big bang” approach. It needs to be broken down into phases to make the changes manageable. This Full Business Case addresses the first phase of the project and puts the building blocks in place to deliver the vision.

This project will deliver outcomes which will address the following elements of the vision:

- Customer segmentation;
- Integrated Digital Services for Council Tax and Housing Benefit
- Contact Centre improvements and efficiencies

As this project is implemented work will continue to further define the delivery of the wider Access Wirral Vision, which will include engagement of communities and partners to inform this.

The Business Case requests an additional £1.2 million for IT over the £0.9 million allocated.

3.2.1 Key deliverables

The Access Wirral project will create a customer focused organisation putting the customer at the heart of everything we do and support them to do more for themselves.

As a customer focussed organisation, the Council will understand customers’ needs through regular surveys and feedback and provide modern customer services tools to utilise channels that our customers prefer e.g. the web, social media, interactive SMS / Text. This approach will allow the project to address the 2020 pledge to move services online.

Alternative channels of customer service such as the web, SMS/Text will allow automation of services within the Transaction Centre such as Council Tax and Housing Benefit. Automation of the business processes will negate the need for customers to contact the Council via the phone into the Transaction Centre

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or face-to-face in the One Stop Shops. This approach will allow the project to address the 2020 pledge to be as efficient as possible.

3.3 Benefits, Objectives and Strategic Case

The successful delivery of this project will achieve outcomes linked to a range of the Council's 20 pledges, most notably the pledge to ensure '*Community Services are joined up and accessible*'.

The Access Wirral project aligns to the Council's strategic case as shown below:

Council Strategic Objective/Corporate priority (taken from Wirral Plan, Service Plan etc.)	Project Outcome	Benefits expected as a result of achieving outcomes.
Older People Live Well	<ul style="list-style-type: none"> Advice, information and signposting to relevant activities and support for older people. 	<ul style="list-style-type: none"> Older people are not socially isolated as they make use of community services. Measured improvements in Customer Satisfaction rates for Customer Contact and Transactional Services
Reduce child and family poverty	<ul style="list-style-type: none"> Utilising other complementary sites like "Entitled To", allow parents to know what benefits they can apply for. Making it easier to apply for benefits or to find financial support 	<ul style="list-style-type: none"> Additional take up of benefits will help reduce child and family poverty. Measured improvements in Customer Satisfaction rates for Customer Contact and Transactional Services
Community Services are joined up and accessible	<ul style="list-style-type: none"> Innovative solutions that provides a seamless front-end to services through a portal. 	<ul style="list-style-type: none"> Measured improvements in Customer Satisfaction rates for Customer Contact and Transactional Services
People with disabilities live independently	<ul style="list-style-type: none"> Advice, information and signposting to relevant funding, activities and support to allow people with disabilities to live independently. 	<ul style="list-style-type: none"> Measured improvements in Customer Satisfaction rates for Customer Contact and Transactional Services

At the 26th September 2016 Access Wirral Project Board it was agreed that the project objectives are:

- To enable customers to be self-sufficient in accessing information and services from the Council;
- Establishment of an online portal to allow self-serve of Council services and provide signposting to a range of Public Sector Organisations;
- A redesigned model of service provision informed by customer insight data;

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- Production of clear measurement criteria that support and quantify progress across a range of services;
- Measured improvements in Customer Satisfaction rates for Customer Contact and Transactional Services;
- Analytics demonstrating the efficiency of digital services in seamlessly signposting customers to a range of public service providers;
- Reduced running costs for the Council's Customer Contact and Transactional Services (CC&TS) and One Stop Shops;
- Improvements in existing Key Performance Indicators such as benchmarked collection rates and government targets of Collection of Council Tax and Business Rates (Wirral is a pilot for retaining business rates from April 2017), Days to Process HB Claims and changes, maximising revenue and grant claim; and
- Reduced 'Cost to Serve' for individual transactions processed by the Transaction Centre.

3.4 Scope

The Access Wirral project will cover the policies, processes, systems and staff within the Transaction Centre and One Stop Shops in order to ensure the project addresses the key issue i.e. services are currently too costly and taking too long for the customer(s) to receive a service.

The following staff numbers, as per details provided by the Finance Directorate on the 24th October 2016, are within the scope of this project:

Cost centre/service	FTE	Total
Transaction Centre		
F6000 - Housing Benefit Admin	75.22	£2,289,900
F6040 - Personal Finance Unit	19.87	£495,200
F5100 - Call Centre	37.13	£1,258,800
F5110 - Council Tax	52	£1,562,700
F1110 - Business Support - Scanning and Post	16.37	£379,600
F5113 - Couriers	6.64	£107,600
One Stop Shops		
Staffing costs	39.64	1,181,900
Total	246.48	£7,275,700

The following areas within the Transaction Centre are outside of the scope of the Access Wirral project:

- Payroll
- Accounts Payable
- Accounts Receivable
- Cashiers
- Income

Also excluded but intrinsically linked to the Transaction Centre and One Stop Shops, the buildings where the services are provided.

3.5 Strategic Risk and Potential Mitigation

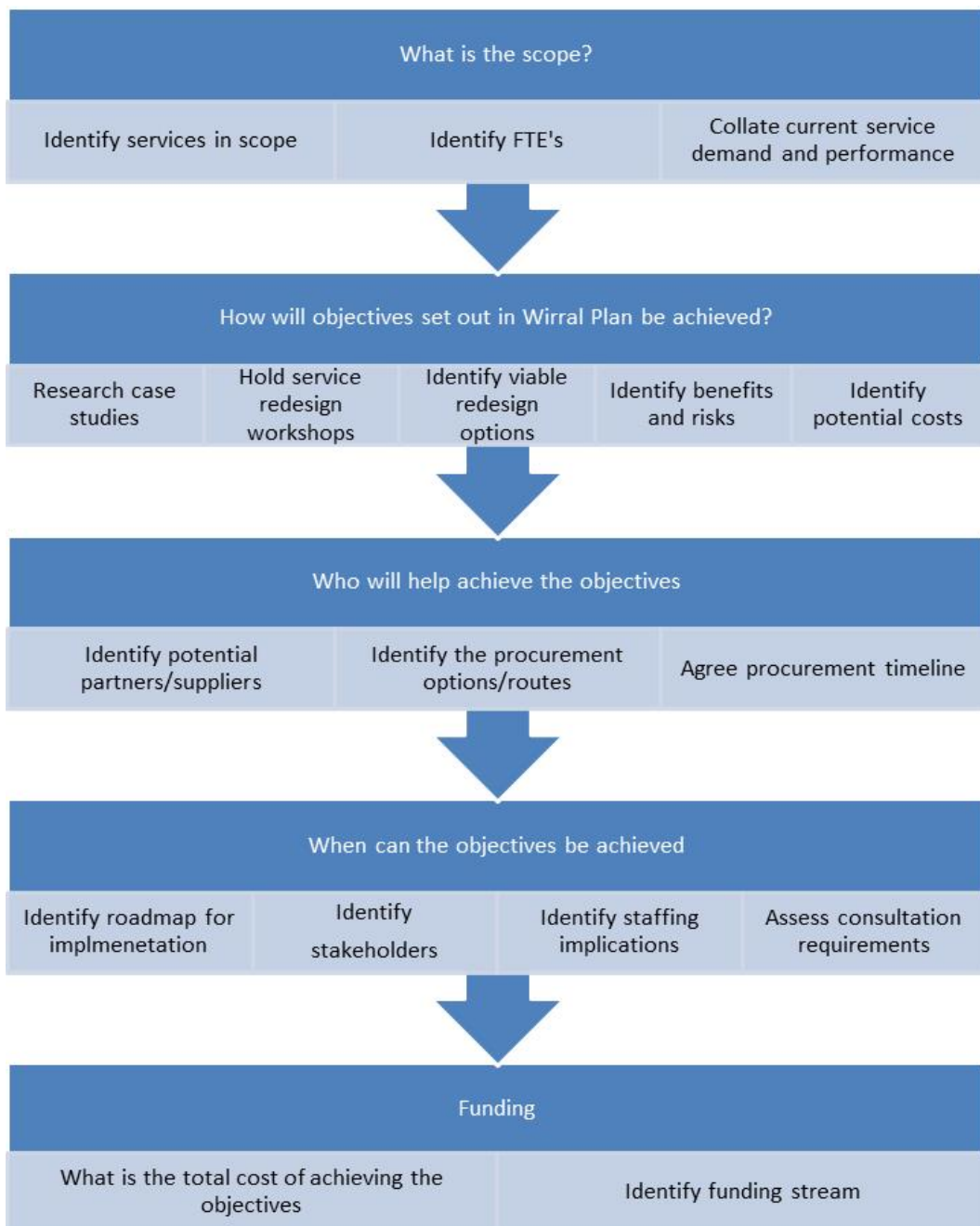
Risk	Mitigation Strategy	Owner
Political – the project is cancelled due to a change of Leadership in 2018.	Engage with all political parties as part of the project communications plan.	Fiona Johnstone
Financial – the project contribution to the Council deficit is not achieved as perceived project benefits are not realised.	Track project benefits through benefits realisation plan and escalate if benefits may not be achieved.	Peter Walker
Reputational - Council retains robust accountability and governance arrangements	Appropriate governance/ contract management arrangements are in place.	Fiona Johnstone
Systemic - Resilience and flexibility to emerging issues in service delivery	Ability to respond to changing statutory duties/future opportunities for service delivery.	Fiona Johnstone
Systemic - Resilience and flexibility to emerging issues in service delivery	Ability to adjust in a timely manner to political direction/legislative or procedural changes.	Fiona Johnstone

4 THE ECONOMIC CASE: OPTIONS APPRAISAL

4.1 Summary of Approach

Our approach must be based on meeting our customers' needs efficiently and effectively. We must ensure we put our customers' needs at the heart of everything we do whilst delivering value for money processes that reduce waste and duplication and produce an effective customer journey.

The following approach was taken whilst quantifying and qualifying the economic case.



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4.2 Preferred Option

In June 2016, the Council Cabinet approved the Access Wirral Outline Business Case and endorsed the delivery of the project within the perceived scope.

The OBC went through a process to select a preferred option. The preferred and agreed option at OBC stage was as follows:

Option B – to reshape services in-house, and work with partners to develop our new customer contact model prior to a further evaluation of delivery options in 18 months.

Further work has been carried out since the OBC.

Spending in the region of £2.065 million (£865,936 from the OBC and £1.2 million within the Business Case) prior to further evaluation of delivery options in 18 months is not financially sustainable given the savings the Council need to make.

With the implementation of Access Wirral the contact model fundamentally changes as customers channel shift to self-serve. The underlying business processes, where possible; will be automated. This will lead to a reduced workforce to achieve the perceived project benefits. Therefore Option B is to be reworded thus:

Option B – to reshape services in-house, and work with partners to develop our new customer contact model.

In selecting this option, the council will be committing to fully support and widen the scope of the transformation journey for the Contact Centre currently underway. This reflects confidence that with appropriate support from both members and strategic leadership, the project and operational teams have the ability to make sustainable improvements to customer experience and ensure long term value for money through appropriate delivery arrangements.

There is a request within this FBC for an additional £1.2 million funding. This is to cover the cost of the procurement and implementation of the CAS.

The updated scope of Option B aims to deliver a net present value of £8.376 million (NPV savings of £9.793 million – NPV costs of £1.417) over a five year period.

The other options appraised in the OBC are set out below:

4.2.1 Options considered

The following high level options for delivering the Access Wirral model for Customer Contact and Transactional Services have been considered, and evaluated against the Transformation Principles referenced in 4.2.3 below.

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Option A – Complete “Getting It Right” only - Do Nothing

This option would be to continue with the current service improvements agreed as part of the OBC. This option would see the current operating model including the retention of existing One Stop Shop and Contact Centre service levels. For our customers, this would mean that current provision remained broadly unchanged, with the exception of improvements to the Council’s IT provision delivered under the Digital Services project.

Budgets would remain as is, and there would be no direct cost of change above those already agreed in the OBC. The services would therefore be unable to contribute towards the authority’s £124m savings target. Staff turnover and sickness rates would be projected to increase due to demotivation/work related stress

NPV Financial details over 5 year period

Savings	£0
Costs	£0

High Level Cost Benefit Analysis (See Section 4.2.3 below for NPV Calculation)

Key Risks

- Service provision is financially unsustainable
- Staff become increasingly demotivated
- Customer experience/satisfaction levels worsen
- Customer complaints will continue

Advantages

- Minimal investment cost – investment could be directed elsewhere in the council.
- Existing levels of provision retained – no need for one stop shop reductions

Disadvantages

- Council budget reductions require £120m savings, to which this option would not contribute.
- Current structure is insufficiently robust to cope with staff sickness etc.
- Staff are demotivated.
- Customer & Member perception of the Transaction Centre is poor.
- The council is not seen as easy to do business with.
- Lost opportunity for efficiency and improvements.
- Offer to partners is not particularly attractive.
- Lack of robust cost model means we do not know if delivering VFM.
- Limited capacity for training/development.

Option B – Redesign in-house Provision Model* prior to further delivery options appraisal

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This option involves using a mixture of internal resources, systems implementer and staff to fully redesign the current service model to develop innovative and cost-effective ways of working, ensuring maximum VFM from in-house provision.

This option requires initial investment and commitment to deliver the necessary changes to services. Project costs over a 5 year period are £1.417m with projected NPV of £9.79m.

This option represents a greater opportunity for long term savings, as services would be redesigned prior to involving commercial partners, ensuring the council could be confident VFM was being achieved from any contractual arrangement.

Engagement with the community and partners will focus on defining our 'offer' and our 'ask'; what a Wirral Customer Service Partnership - "**Access Wirral**" - could deliver to residents and customers, and how this would be supported by the various stakeholders. This engagement will help shape future phases and will run in parallel to the Transaction Centre redesign.

NPV Financial details over 5 year period

Savings	£9,793,000
Costs	£1,417,000

High Level Cost Benefit Analysis (See Section 4.2.3 below for NPV Calculation)

Key Risks

- Lack of internal skills and capacity to deliver the level of change
- Staff struggle with the required pace of change
- Procurement of a suitable implementation partner

Advantages

- Process and Service efficiencies can be realised prior to any decisions about long term delivery arrangements.
- Targeted external support can be used where appropriate to provide pace or expertise
- Can ensure that the council's transformation principles are adhered to fully
- Flexibility to develop model and identify joint commissioning opportunities on an iterative basis as partners become involved.
- Insights provided that drive real-time decision making at every level of the transaction centre.
- Access to data that yields quantifiable results downstream.
- Connect the most critical data sources
- Share data through dashboards, analyses and reports.
- Timeframe for change can be aligned with digital developments.

Disadvantages

- Investment/project budget would need to be found from Council funds
- Skills and capacity would need to be developed in house or brought in from external providers.

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<ul style="list-style-type: none"> • Can facilitate the enhancement of internal skills and capacity. • Can start delivering improvements immediately. 	
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Option C – Procure a Joint Venture Partner to redesign and re-provide services

This option would involve identification of a package of services and the procurement of a joint venture partner to deliver these. There are a number of examples of successful large scale partnerships within Local Governments e.g. Oldham/Kier, North Tyneside/Engie, as well as smaller scale partnerships such as Wirral and CWAC's EdSentials partnership. This option would have no immediate impact on customers, with service redesign taking place following the establishment of contractual arrangements.

Across the public sector, there is a move to bring back in house, previously outsourced contact centre services such as:

- Liverpool City Council and BT;
- Bedfordshire County Council and HBS; and
- Somerset county council and Southwest One.

Some contracts have naturally come to an end whilst others have been bought back in due to contractual issues which have resulted in losses to the respectful councils. Therefore, it is difficult to gauge whether a competitive market still exists to deliver Wirral's services via a JV in a more effective and cheaper way. If that market does exist, we can be certain that the contractual processes would be time consuming because of the complexity of the services, the number of unknowns and ICT systems currently in use.

Savings from a JV arrangement would be shared by the council and partner, with the council needing to invest in a project team to develop the contract, and an in-house strategic client service function to support the partnership.

The savings assumptions (covered in detail in section 2.2 below) are that this option would offer savings from service consolidation in years 2&3, a 5% efficiency saving and a 50% share of the potential 10% productivity saving in year 4 and 5.

NPV Financial details over 5 year period	
Savings	£2,688,000
Costs	£1,007,000

High Level Cost Benefit Analysis (See Section 4.2.3 below for NPV Calculation)

<p>Key Risks</p> <ul style="list-style-type: none"> • Entering into a contract with current level of 'unknowns' may not represent best value for council • Dependency on delivery of digital strategy in house may cause problems. • Robust procurement of a contract of this complex in nature would be time consuming and savings would not be realised for several years.
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<i>Advantages</i>	<i>Disadvantages</i>
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<ul style="list-style-type: none"> • External support provides expertise and pace • Capital investment could be made by provider rather than council • Can use contract provisions to ensure that the council's transformation principles are adhered to fully 	<ul style="list-style-type: none"> • Entering into a contract with current level of 'unknowns' may not represent best value for council • Procurement of a contract this complex in nature would be a time-consuming process • A long term (10+ year) contract would be necessary in order to provide return on investment for provider • Would not result in early 'wins' • Savings would be shared with partner and potentially absorbed in running costs • Council would need to enhance in-house skills and capacity to manage commercial arrangements • Dependency on delivery of digital strategy in house may cause problems • Given that the council is about to embark on major transformational change it would be difficult to articulate the level and type of contract required. • Having to purchase our own customer data to aid with decision making.
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Option D – Externalise Current Provision As Is

This option would involve the definition of a specification to take to the market to seek commercial providers for all or some of the current services – either together or as separate packages.

There is an established outsourcing market for Call Centre, HR/Payroll and Revenues & Benefits services, with many councils having moved towards this type of model over the past decade. This option could also involve buying services from a framework, such as the use of Cheshire's Qwest Partnership.

It should be noted that other Councils who have implemented this option in the past have subsequently brought these services back in-house. Examples of Councils bringing their outsourced services back in house are:

- Sefton Council and Arvato;
- Birmingham City Council; and Capita;
- Cornwall County Council and BT/CSC; and
- Sandwell Council and BT.

As with option C, externalisation of services would require a potentially lengthy contractual process, after which savings would be achieved.

The council would need to establish a project team to develop the contract, and an in-house strategic client function to manage the contract on an ongoing basis.

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The savings assumptions (covered in detail in section 2.2 below) are that this option would achieve savings from service consolidation in years 2&3, a 5% efficiency saving and a 25% share of the potential 10% productivity saving in year 4 and 5.

Failure to make productivity savings prior to externalisation would mean that the council could not guarantee VFM from the contract.

NPV Financial details over 5 year period

Savings	£2,158,000
Costs	£1,007,000

High Level Cost Benefit Analysis (See Section 4.2.3 below for NPV Calculation)

Key Risks

- Entering into a contract with current level of 'unknowns' may not represent best value for council
- Dependency on delivery of digital strategy in house may cause problems.
- May be necessary to break services into 'packages' to attract market interest
- Robust procurement of a contract of this complex in nature would be time consuming and savings would not be realised for several years
- The contractor's ability to deliver on the council's transformation principles e.g. protection of jobs within Wirral, service design reflecting the views of residents etc. could potentially increase the cost or reduce market interest in the package as it may reduce commercial appeal.
- Trades Union concerns are likely to be raised.

Advantages

- Established market for certain elements of provision e.g. call centre, HR/Payroll
- External providers could be made responsible for any necessary capital investment

Disadvantages

- Failure to make efficiencies and redesign services prior to externalisation could tie the council into inflexible long term financial commitments.
- Savings/Benefits from efficiencies would accrue to providers, rather than council.
- Meeting the council's transformation principles may increase cost or reduce market interest in the package.
- Services may need to be split in order to ensure market interest, risking the loss of potential synergies.
- Council would need to enhance in-house skills and capacity to manage commercial arrangements.
- Existing Performance Management arrangements would make it difficult to identify value for money.
- Having to purchase our own customer data to aid with decision making.

*At the Strategic Outline Case stage, separate options for redesign of in-house provision (using internal resources only vs using targeted external support) were

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identified. These options have now been combined into a single option, and a new option to procure a joint venture partner were added.

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4.2.1 Savings Assumptions (Collective for options C and D)

4.2.1.1 5% (£0.6m) Efficiency Savings (traditionally management costs, office accommodation etc.)

The Transaction Centre services are already housed in recently refurbished, efficient accommodation – for which the council is committed to a long term lease, giving little scope for asset rationalisation in the back office in the short term.

- Both option C & D would involve TUPE arrangements, therefore employee costs would remain broadly equivalent.

4.2.1.2 10% (£1.2m) Productivity Savings (process and technology improvements)

- Productivity gains would be shared 50/50 with partners under Option C (JV) and the authority would receive around 25% of any gains made by option D (contract dependent)

Savings from Closure/Discontinuation/Consolidation of Services (£0.6m)

Consolidation of One Stop Shop provision will be dependent on a review and political agreement. The current level of provision (9 locations) is not considered sustainable.

Potential savings of £600k from One Stop Shops were put forward for consideration, but not included, in the 2016/17 budget. The assumption is therefore made that this saving would be achievable (in future years) through the reduction in staff and accommodation costs, irrespective of the preferred option for service delivery.

Achieving all of these savings will be dependent on a range of political and operational factors. Savings are indicative for options C and D.

4.2.1.3 IT Costs

- Costs of IT Development have been identified for Option B only.

4.2.2 Timeline for Achievement of Savings

The following timelines for delivery of savings are based on experience and advice received from other authorities and internally from staff involved in the establishment of EdSentials and Evolutions.

	This Year 17/18	Year 2 18/19	Year3 19/20	Year 4 onwards 20/21 – 21/22
A – Do Nothing	0	0		0
B – Redesign	0	Savings from in-house redesign + Service Consolidation Savings (OSS)		Additional savings achieved as automation is rolled out across the whole Transaction Centre.
C – Immediate JV	0	Service Consolidation Savings (OSS)		Contract Savings Achieved (flexibility of contract may allow greater savings over time)

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D - Outsource	0	Service Consolidation Savings (OSS)	Contract Savings Achieved (level dependent on volumes and market factors)
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The savings above are over and above the £300,000 already identified by the Transaction Centre Manager to be delivered in Financial Year 2017/18.

4.2.3 Cost benefit analysis (Net Present Value Calculations)

Note: All calculations use 3.5% discount rate as per Treasury Green Book

Option A - Do Nothing	Savings	Discount Rate	NPV	Expenditure	Discount Rate	NPV	Total
	£000's		£000's	£000's		£000's	£000's
Year 1 - (2017/18)	£0	1.0000	£0	£0	1.0000	£0	
Year 2 - (2018/19)	£0	0.9650	£0	£0	0.9650	£0	
Year 3 - (2019/20)	£0	0.9312	£0	£0	0.9312	£0	
Year 4 - (2021/22)	£0	0.8986	£0	£0	0.8986	£0	
Year 5 - (2023/24)	£0	0.8672	£0	£0	0.8672	£0	
			£0			£0	£0
Option B - Redesign in-house	Savings	Discount Rate	NPV	Expenditure	Discount Rate	NPV	Total
	£000's		£000's	£000's		£000's	£000's
Year 1 - (2017/18)	£0	1.0000	£0	£-1,238	1.0000	£-1,238	
Year 2 - (2018/19)	£1,540	0.9650	£1,486	£-77	0.9650	£-74	
Year 3 - (2019/20)	£3,080	0.9312	£2,868	£-39	0.9312	£-36	
Year 4 - (2021/22)	£3,080	0.8986	£2,768	£-39	0.8986	£-35	
Year 5 - (2023/24)	£3,080	0.8672	£2,671	£-39	0.8672	£-34	
			£9,793			£-1,417	£8,375
Option C - Procure Joint Venture	Savings	Discount Rate	NPV	Expenditure	Discount Rate	NPV	Total
	£000's		£000's	£000's		£000's	£000's
Year 1 - (2017/18)	£0	1.0000	£0	£-216	1.0000	£-216	
Year 2 - (2018/19)	£300	0.9650	£290	£-216	0.9650	£-208	
Year 3 - (2019/20)	£300	0.9312	£279	£-216	0.9312	£-201	
Year 4 - (2021/22)	£1,200	0.8986	£1,078	£-216	0.8986	£-194	
Year 5 - (2023/24)	£1,200	0.8672	£1,041	£-216	0.8672	£-187	
			£2,688			£-1,007	£1,681

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Option D - Externalise current as-is	Savings	Discount Rate	NPV	Expenditure	Discount Rate	NPV	Total
	£000's		£000's	£000's		£000's	£000's
Year 1 - (2017/18)	£0	1.0000	£0	£-216	1.0000	£-216	
Year 2 - (2018/19)	£300	0.9650	£290	£-216	0.9650	£-208	
Year 3 - (2019/20)	£300	0.9312	£279	£-216	0.9312	£-201	
Year 4 - (2021/22)	£900	0.8986	£809	£-216	0.8986	£-194	
Year 5 - (2023/24)	£900	0.8672	£780	£-216	0.8672	£-187	
			£2,158			-£1,007	£1,151

The expenditure breakdown for the preferred option (B) is detailed in section 4.

4.2.4 Evaluation of Options against Transformation Principles

The four individual options (A, B, C & D) have each been scored on a range of factors, with 1 = the lowest score (low savings, high complexity, low fit to criteria) and 3 = the highest score (higher savings, better fit to criteria)

POLICY FIT*						
Agreed Principle	Evaluation	A	B	C	D	
Achieves the ambition and vision set out in the Wirral Plan and associated pledges	Must be able to demonstrably deliver Wirral Plan pledges.	1	3	3	2	
Achieves improved outcomes for Wirral residents, businesses	Measurable outcomes linked to the Pledges and Strategies	1	3	3	2	
Service design reflects the views of residents, businesses	Appropriate level of consultation; use of published material e.g. customer insight	1	3	3	1	
Partners and local businesses believe the Council is easy to do business with	Regular engagement takes place with partners and local businesses to develop joined-up approach.	1	3	3	1	
Promotes equality and diversity	Promotes equality and diversity amongst its residents and workforce through undertaking robust equality impact assessment.	3	3	3	3	
Impact on employment and the local economy	Availability of training and development opportunities	1	2	3	3	
	Secures commitment to sustainable local employment.	1	1	2	2	
Average Score		1.3	2.6	2.9	2.0	

*as per Transformation Principles agreed by Cabinet March 2016

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CASHABLE SAVINGS					
Delivers savings or reduces the burden to the Council's net revenue funding	Achieve savings / reduce operating costs for the Council / or reduce demand	1	3	2	1
Total Score		1	3	2	1

POLITICAL RISK					
Council retains robust accountability and governance arrangements	Appropriate governance/ contract management arrangements are in place.	3	3	3	2
Resilience and flexibility to emerging issues in service delivery	Ability to respond to changing statutory duties/future opportunities for service delivery	1	3	3	1
	Ability to adjust in a timely manner to political direction/legislative or procedural changes.	2	3	3	1
Average Score		2	3	3	1.3

OPERATIONAL CONSIDERATIONS					
Ease of Implementation		3	3	1	1
Ease of Management/Delivery		2	3	2	2

4.2.5 Final evaluation score

Below sets out the final options appraisal score based on policy, savings, political risk, ease of implantation and east of management and delivery the project.

	Option A	Option B	Option C	Option D
Policy fit	1.3	3.0	2.9	2.0
Cashable savings	1.0	3.0	2.0	1.0
Political risk	2.0	3.0	3.0	1.3
Ease of implementation	3.0	3.0	1.0	1.0
Ease of management/delivery	2.0	3.0	2.0	2.0
Score	9.3	15.0	10.9	7.3

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4.3 Critical Success Factors

Critical Success Factor		Option	Yes	No
CSF 1	Business Need: The option should satisfy the existing and future needs of the customers, staff and the wider community	A		X
		B	X	
		C	X	
		D	X	
CSF 2	Strategic Fit: The option fits with national and policy context.	A		X
		B	X	
		C	X	
		D	X	
CSF 3	Benefit Optimisation: The option provides the best solution to ensure that future demand and provision of customer service can be met	A		X
		B	X	
		C	X	
		D	X	
CSF 4	Achievability: The option must deliver the best means of delivering the degree of transformation and savings envisaged	A		X
		B	X	
		C		X
		D		X
CSF 5	Affordability: The option must be affordable in terms of capital investment and lifecycle revenue costs.	A		X
		B	X	
		C	X	
		D	X	

4. COMMERCIAL CASE: VIABILITY

5.1 Background

The need for an CAS to facilitate self-serve for the customer was acknowledged two years ago within the Transaction Centre.

IT worked with Transaction Centre staff to identify a set of rudimentary requirements. IT identified potential vendors that could fulfil those requirements and a pre-tender questionnaire was submitted to the potential vendors. Submissions from the vendors were scored and the top 5 vendors were identified.

The vendors were brought into the Council to present their solution to a cross section of staff in a soft market test. The Senior Design Lead and the Transaction Centre Manager undertook a series of site visit to review how other Councils had implemented the top 5 vendor solutions.

The output from the soft market test was a detailed specification produced for the CAS. With the specification written the Council has the key tool to go out to procure the CAS.

5.1.1 Microsoft Dynamics

Reviewing the list of the top 5 CRM vendors in 2015 according to [Gartner](#) with the 5 vendors selected as potential vendors against the CAS requirements, there is one common vendor – Microsoft.

The existing Council Microsoft Office 365 licence includes Microsoft Dynamics. With Microsoft CRM Dynamics meeting the systems specification document produced by the Council's IT department in conjunction with Transaction Centre staff it is recommended that the Council purchases the Microsoft CRM Dynamics licenses under the present framework agreement.

Even with Government frameworks in place to minimise procurement timescales, the process can be time consuming. For example a typical procurement involves the following steps can take a minimum of 3 months but more than likely up to 6 months:

- Prepare the documentation for procurement,
- Write PINS and procurement documentation,
- Pre-qualification;
- Decide on the organisations that you take through to tender,
- Issue the tender;
- Score the tender; and
- Award the tender.

5.1.2 Chat Bot

Chat Bots are artificial intelligence systems that will allow the Council to build and connect intelligent bots to interact with customers naturally wherever they are. The Chat Bot can integrate with the Council's website, the Interactive

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Voice Response system within of the Transaction Centre, text/SMS, and other popular services such as Skype, Whatsapp, Facebook Messenger, Office 365 mail.

The Chat Bot “learns” the business process and the underlying policies and procedures and can help the customer immediately. There is no lag or delay and the answers presented are in line with government and local authority legislation.

5.1.2.1 North Tyneside Council

Since the launch of North Tyneside Council's new website in October 2014, usage has grown by 36 per cent - equivalent to around 1,000 extra visitors each day compared to the same time last year. Over 10,000 transactions are now carried out by customers online each month, including 87 percent of new claims for benefits.

Other advances include the use of new mapping technology on the council's website, which allows customers to search for information according to their location. By entering their postcode and house number, residents can find out about a range of information such as bin collection dates, nearest park or library facilities, recent planning applications and neighbourhood Council Tax bands.

Future developments include letting the council know of a change of address or change in circumstances, and applying for Council Tax discounts and exemptions.

Some key metrics from North Tyneside are:

- 83% of new claims for benefits are now made via online forms.
- 91.4% of customers report no difficulty using the e-form.
- Customer satisfaction overall continues to regularly exceed 85%.

5.1.2.2 Sefton Council

Sefton Council has implemented a similar solution to North Tyneside for Council Tax and Housing Benefit.

Sefton are implementing their solution form by form, starting with Direct Debits (DD). During their annual billing run the Council saw an increase of 800 payers utilising the new online DD solution. All of the new payers were dealt with by the bot who completed all 800 DD instructions in 19 hours. Sefton calculated it would have taken 3 weeks staff processing time to complete this number of DD's manually.

So far the bot within Sefton has processed 25,000 pieces of work within the Council Tax process with no errors reported.

Implementing bot technology couple with the CAS solution will allow the Council to offer 24/7 customer service to everyone except the customers who

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fall into the “complex” category. Customers who fall into the complex category will be offered a call-back to resolve their query.

5.2 Implementation Options

The Council has 5 main choices to implement the CAS. These choices are:

1. Develop the service in-house;
2. Develop the service in-house with external help;
3. Appoint a systems implementer;
4. Software as a Service or a cloud based solution;
5. Partner with another local authority.

The pros and cons of each option are shown below:

Option	Pros and Cons of each Option
1. Develop the services in-house i.e. design, develop and support the required services using existing resources.	Pros – retains maximum control and flexibility. After a period of training and gaining experience, a highly skilled team able to deliver further developments and support efficiently would be available. This is the lowest cost option.
	Cons – this would require considerable training and development of existing staff. It would cause significant delay, would be an enormous risk to the project due to the inexperience of the staff and potentially require many existing projects to be cancelled to free up these staff.
2. Develop in-house with external help i.e. use internal resource but supplemented with experienced external resource e.g. with an implementation partner.	Pros – retains considerable control and flexibility, develops internal resource in critical expertise. Minimum procurement required. Low cost.
	Cons – Would require the procurement of an experienced systems integration partner. Higher cost than option 1.
3. Appoint a systems integration partner to develop the project.	Pros – single procurement exercise required. If the right supplier is selected, then this is the simplest option.
	Cons – loss of control and flexibility. A time-consuming procurement exercise would be required to appoint a sufficiently competent systems integrator. No internal expertise would be developed. Highest cost option.
4. Software as a Service or Cloud based solutions i.e. buy in the required service which is hosted externally.	Pros – as much of the technical build is complete, there is relatively little technical expertise required. If little customisation is required, this could be the lowest cost option.
	Cons – this option is likely to allow relatively little control and flexibility over the platform.
5. Partner with another council implementing a similar strategy.	Pros – potential savings by sharing costs from developing a service once only and re-using by multiple councils. Combined expertise from separate councils. Supports the devolution agenda.
	Cons – loss of a degree of control. There is a risk, from the complexity of a multiple user base, of delays in decision making and over complicated solutions. A less bespoke solution for Wirral

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	Partners may result in a loss of benefits.
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The project recommends a hybrid approach between Option 2 - Develop the solution in-house with external support and Option 4 – Software as a Service (SaaS).

5.2.1 Option 2 - Develop the solution in-house with external support

Working with an Implementation Partner will allow the Council to not only leverage their expertise in terms of supporting the staff configuring the solution but also allows the Council to utilise their previous implementations. For example, if the Council were to appoint an Implementation Partner who had implemented similar solutions in Microsoft CRM Dynamics then significant time could be saved by the Council. Instead of building bespoke business process, the Council could take other peer Council processes already configured in Microsoft CRM Dynamics and then customise them if required.

In the Digital Strategy Strategic Outline Case produced for IT, the following phases to implement a bespoke “base” CAS solution using In-house staff and external support:

Phase	Days
Discovery Phase	50
Alpha implementation	30
Beta implementation	130
Total number of days	210

Utilising an implementation partner the estimate is it will take 100 days to implement a “base” solution from previous Local Government implementations.

As can be seen, by taking the approach of working with an Implementation Partner with a pre-built local Government product can cut the implementation time for the base platform in half.

The cost differential of procuring the Foundation module instead of creating a bespoke product will be shown in the costings section of this Business Case.

5.2.2 - Option 4 – Software as a Service (SaaS).

Utilising SaaS will allow the Council to move away from the inherent single point of failure that the Council faces at present with all the mission critical servers in one location, the Treasury Building.

SaaS allows the environments (Develop, Test, Live) of the CAS be available almost instantaneously. The traditional set up of new servers in-house and then setting up the environments usually takes at least 4 – 6 weeks.

The Microsoft CRM Dynamics licenses purchased under the existing licence will be SaaS.

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5.3 Procurement Strategy

By choosing Microsoft CRM Dynamics as the solution for the CAS, the Council can leverage their existing Microsoft Office licence and purchase the CRM Dynamics licences under the present agreement. This negates the need to go out to procure the CAS and will save the project months of time.

There are a number of potential procurement processes that the project considered. These processes were:

5.3.1 Full OJEU tender

- A Prior Information Notice (PIN) can be used but is not mandatory
- The opportunity will need to be advertised in OJEU (Official Journal of the European Union) for a minimum of 30 days
- The ITT needs to be available from when the opportunity is advertised
- Once the submission time has passed, all bids submitted must be evaluated
- The successful supplier will be sent a mandatory, Standard Supplier questionnaire created by Crown Commercial Service.
- 10 Day Alcatel standstill period to be completed before award along with Award letters to be published.
- Contract award to be posted in OJEU

5.3.2 Further Competition utilising a Framework

- The use of a framework can save time as it avoids the need to advertise the opportunity through OJEU.
- The OJEU process has been undertaken by the framework organisation, and the suppliers have passed a due diligence process to be added to the Framework.
- A further competition must still be run; all suppliers on the framework or on a particular lot are to be invited to participate within the further competition.
- No requirement to advertise in OJEU.
- No 10 day Alcatel period is required, however, some organisations feel this is good practice.
- Notification of outcome letters to be issued to all participants
- No Standard Supplier questionnaire is required

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- Shorter time out to market, some further competitions can be turned around within a 2-3 week period.
- No requirement for contract award notice in line with OJEU regulations.

5.3.3 G-Cloud Digital Outcomes and Specialists framework

- The use of a framework can save time as it avoids the need to advertise the opportunity through OJEU.
- There are over 1,200 suppliers on the Digital Outcomes and Specialists framework.
- Suppliers can provide a specialist for a specific piece of work.
- The specialist cannot work outside the scope of your written requirements.
- Suppliers are managed against project milestones.
- Cost effective as suppliers provide specialist resources on a man/day basis.
- No requirement to advertise in OJEU.
- No Standard Supplier questionnaire is required
- Shorter time out to market, some further competitions can be turned around within a 2-3 week period.
- No requirement for contract award notice in line with OJEU regulations.

At the project Procurement Steering Group on March 2nd 2017 it was agreed that the project would bring on-board the CAS Implementation Partner, utilising the G-Cloud framework.

6 FINANCIAL CASE: AFFORDABILITY

6.1 Quantification of Risk and Associated Contingency

Risk No	Risk	Mitigation
FC1	The CAS is not fit for purpose	<p>Ensure a best of breed Customer Relationship Management (CRM) system that is used already in both the private and public sector is chosen as one of the has been chosen as the CAS which has been implemented in both public and private sector.</p> <p>The system also meets the tender specification put together by IT during the soft market testing exercise carried out in 2015.</p>
FC2	Value for money (VfM) is not achieved when purchasing the software licences	Procure licences via the Council's existing IT framework.
FC3	Implementation partner is not able to meet project timescales or deliver their required objectives	<p>Ensure the implementation partner has demonstrable Local Government experience</p> <p>Ensure Implementation Partner has a Local Government Foundation module. The Foundation module will be based on best practice gathered from numerous other Local Government implementations and will reduce the time to implement the solution and thus provide VFM for the Council.</p>

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Risk No	Risk	Mitigation
FC4	Savings outlined in this project are not realised	A benefit realisation plan will be put in place to track the realisation of benefits during the life of the project.
FC5	The costs associated with project are higher than expected.	Economic appraisals have been carried out against costs identified for preferred option.

6.1 Costs

The preferred option from the Economic Case requires an overall spend of £1,238,859, the individual components are specified below:

6.1.1 Software

(CAS), *Note* that the Microsoft Dynamics licenses are SaaS and are per annum.

Licences	Software	Cost
160	Microsoft Dynamics CRM Online	£156,000.00
1	Microsoft BizTalk Server 2016	£11,512.46
1	Foundation module	£193,050.00
Total		£360,562.46

6.1.2 Implementation

Utilising an external Implementation Partner to work alongside the internal team to implement the CAS, the costs for the Systems Implementation partner is:

Implementation	Cost
HB process implementation	£66,820.00
Integration from CRM to Academy	£50,310.00
Implementation cost of the Foundation module	£111,800.00
Implementation of Chat Bot	£390,000.00
Total	£618,930.00

6.1.3 In-house FTE Resources

The year-on-year cost for the in-house project team to work alongside the Systems Implementer to deliver the CAS. *Note*, there are additional costs such as IT, HR, Finance and Procurement time to help deliver elements of the project but the costs are being factored into broader resources required by Transformation Office' to deliver the programme.

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Therefore the cost for the in-house resources for the Financial Year 2017/18 is shown below:

Resources	FTE	Cost
Programme Manager	0.5	£60,000.00
CRM Project Manager	1	£80,000.00
Business Change Analyst	0.8	£27,100.00
Business Change Analyst	0.8	£27,100.00
Business Change Analyst	0.8	£27,100.00
Total		£221,300.00

The project ends on the 20th July 2018. Resources such as the CRM Project Manager and one of the Business Change Analysts will not be required after the automated Housing Benefit process has been implemented. The additional in-house project costs from April 2018 to August 2018 are shown below:

Resources	FTE	Cost
Programme Manager	0.5	£20,000.00
Business Change Analyst	0.8	£9,033.33
Business Change Analyst	0.8	£9,033.33
Total		£38,066.67

The total cost to implement the CAS solution and deliver the savings through staff, accommodation and postage is:

Total project costs	£1,238,859.13
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6.2. Savings

As can be seen in Section 8.1.2, the project has modelled a potential new operating model for Revenues and Benefits.

The model has indicated that the automation of the Housing Benefit and Council Tax processes will lead to a reduction of approximately 100 FTE within the Call Centre, One Stop Shops and Business Support as customers self-serve online for all Council Tax and Housing Benefit queries.

The model will be tested thoroughly throughout implementation and the expected benefits identified before the Council would enter formal consultation with staff that will potentially begin in May 2018.

As we move toward May 2018 there will be a planned, monthly dialogue with both staff and Trade Unions to ensure that key messages and dialogue are shared at appropriate times.

The cumulative totals of all savings across the One Stop Shop, Call Centre, Back Office and Business Support for Housing Benefit and Council Tax are shown in the table below:

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Area of savings - Council Tax	Saving
Savings within OSS with new CT process	£166,793.75
Savings in Call Centre with new CT process	£142,444.66
Savings within the Back Office with new CT process	£763,492.27
Total savings with the new Council Tax process	£1,072,731

Area of savings - Housing Benefit	Saving
Savings within OSS with new HB process	£354,328
Savings within Call Centre with new HB process	£139,992
Savings within the Back Office with new HB process	£1,490,219
Savings within Business support with new HB process	£22,837
Total savings with new Housing Benefit process	£2,007,377

The total combined savings for both Housing Benefit and Council Tax through the reduction of staff is shown in the table below:

Area of savings - Combined	Saving
Savings within OSS	£521,122
Savings within Call Centre	£282,437
Savings within the Back Office	£2,253,712
Savings within Business support	£22,837
Total combined savings	£3,080,107

The total combined savings is **£3,080,107**.

6.3 Spend Profile

The spend profile is shown below:

All figures in £k	Description	Year	Year+1	Year+2	Year-3	Year+4	Year+5
Capital Cost	Microsoft BizTalk Server 2016	11.5	0	0	0	0	0
	Local Gov. Foundation module	193	0	0	0	0	0
	Microsoft Bot Framework	0	0	0	0	0	0
Capital Total		204.5	0	0	0	0	0
Revenue Costs	Microsoft Dynamics CRM Licences	156	156	156	156	156	156
	HB process implementation	66.8	0	0	0	0	0
	Integration from CRM - Academy	50.3	0	0	0	0	0
	Implementation cost Foundation	111.8	0	0	0	0	0

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	module						
	Foundation support costs	0	38.6	38.6	38.6	38.6	38.6
	Implementation of Chat Bot ¹	390	0	0	0	0	0
	Project costs	221.3	38	0	0	0	0
Subtotals		1,200.7	232.6	194.6	194.6	194.6	194.6
Revenue Income		0	0	0	0	0	0

6.4 Source of Funding

The Access Wirral Outline Business Case was signed off in June 2016 and a budget of £865,936 was allocated to the project from the Transformation fund over 4 years.

An assumption within the Outline Business Case was that IT would provide the funding for the CAS. This assumption was not realised so the project requests an additional £1.2 million to cover the cost of the IT required to deliver the project.

Source of Funding	Total £
Transformation budget	£1.2

¹ The benefits of utilising Chat Bots are covered in 5.1.2

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7 MANAGEMENT CASE: ACHIEVABILITY

7.1 Project Approach

The project will deliver the automation of the Council Tax and Housing Benefit business processes. Once the benefits of these processes have been realised in the CAS solution will be rolled across the rest of the Transaction Centre.

The project will be rolled out in 6 distinct stages. The stages are:

1. Data cleansing;
2. Foundation module;
3. Registration for e-services;
4. Council Tax;
5. Housing Benefit;
6. Staff consultation.

7.2 Evidence of Similar Projects

Microsoft CRM Dynamics has been implemented across a range of Public Sector clients. Below are 4 examples that closely mirror the outcomes the Access Wirral project aims to achieve:

Public Sector Organisation	High-level Benefits
The London Borough of Newham	<ul style="list-style-type: none"> • £11 million cashable savings through channel shift and automation of business processes. • Reduction of citizen transaction costs from £18 in person to £0.60 over web/email.
The London Borough of Enfield	<ul style="list-style-type: none"> • £6 million savings in customer service, driving out costs from the “middle office”. • Removed 80% of customer contact.
Sunderland City Council	<ul style="list-style-type: none"> • Multi-channel access to services with over 100 services now online and with many previously resource-heavy processes now automated. • Single view of customer meaning tailored responses with a package of multiple services, eliminating need for multiple call-backs/contacts
The London Borough of Kingston-upon-Thames	<ul style="list-style-type: none"> • Avoidable contact has fallen by over 60%. • Channel shift of 16% online transactions to target of 50% online transactions.

7.3 Resources Required

The Access Wirral project will be delivered by a “blended” team made up of:

- Dedicated project staff (shown in the table below);
- Staff from the systems implementers;
- Representatives from IT; and
- Staff from the Call Centre, One Stop Shops, Council Tax and Housing Benefit.

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Resources	FTE
Programme Manager	0.5
CRM Project Manager	1
Business Change Analyst	0.8
Business Change Analyst	0.8
Business Change Analyst	0.8
Total	3.9

7.4 Benefit Realisation

NON-CASHABLE		
Benefit	How will the benefit be Measured?	Frequency of Measurement
Customer Satisfaction	Online surveys Telephone surveys	Monthly
Time to process HB New Claims	Management information	Monthly
Time to process HB Change in Circumstances	Management information	Monthly
Time to process Council Tax Change in Circumstances	Management information	Monthly

CASHABLE		
Benefit	How will the benefit be Measured?	Frequency of Measurement
Postage	Reduction in postage budget	Yearly
Staff	Reduction in staffing budget	Yearly
Accommodation	Release of space to be used by decanted staff freeing up capital savings in the Asset programme.	Yearly

7.5 Assumptions and Constraints

ASSUMPTIONS
<ul style="list-style-type: none"> • Where ever possible, all contacts are resolved at the initial point of contact regardless of channel; • Although not explicit to the customer, where possible we will look for them to resolve their queries via an online portal or kiosk; • A contact can be face-to-face, live chat, telephone call, via an online portal or kiosk, or an unstructured email; • The Transaction Centre will be able to add their user requirements to the

ASSUMPTIONS
<p>CAS acquisition – this has already been completed as part of the soft market testing and the production of the specification ;</p> <ul style="list-style-type: none"> • Legacy systems will integrate with the CAS tool; • “Front” and “Back Office” staff will use the CAS tool only as their day-to-day system; • The IT within the Libraries and One Stop Shops will be sufficient to deal with additional demand; • The IT within the Libraries and One Stop Shops will be capable to run the CAS. • The CAS tool will be the de facto, “front end” tool used by the Transaction Centre and One Stop Shops; • The new CAS tool will have workflow capabilities; • The new CAS tool will have “root and branch” scripting; • The new CAS tool will integrate with the telephony system of the council; • The new CAS tool will provide a web portal for the customer to be able to access pertinent information. • The new CAS tool will provide a single “definition of the truth” as in all transactions undertaken with a customer, or business will be recorded and available. • The new CAS solution will provide the functionality for data captured in forms by customers to be “held”. • The new CAS solution will allow Council staff through the portal or via Live Chat to support the customer complete the form. • The CAS rollout will support and enable channel shift. • The number of claims referred to the Housing Benefit team in the new process is assumed to be 9%. • The number of complex Housing Benefit claims is assumed to 5%. • The number of Council Tax queries deemed complex is 20%. • The number of Council Tax queries resolved by the Call Centre is assumed to be 20%.

CONSTRAINTS
<ul style="list-style-type: none"> • Cost • Time • Resources

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7.6 Interdependencies

In/Out	Project, person or resource dependent upon (IN) or that dependent upon this project (OUT)	Description of dependency (e.g. complete rollout of the project of the development of a particular part of it)
In/Out	Customer Experience Transformation Programme	Integral output of the Programme
Out	Digital Strategy	The CAS will be a key building block to the Digital Strategy
In/Out	Getting It Right initiatives within the Transaction Centre;	The CAS will support the delivery of Getting It Right
Out	Wirral Partnership	The project will foster closer partnership working.

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7.7 Key Stakeholders

The table below shows the key stakeholders to the Access Wirral project and their relevance to the project:

Access Wirral Stakeholder Analysis

	STAKEHOLDER	IMPACT	INTEREST	RELEVANCE TO PROJECT
1	Project Sponsor	H	H	<ul style="list-style-type: none"> Primary risk-taker
	Project Senior User	H	H	<ul style="list-style-type: none"> Project will fundamentally impact her service Project will help her achieve her targets
2	Leader	H	H	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision Project will fundamentally impact how constituents interact with the Council.
3	CEO	H	H	<ul style="list-style-type: none"> One of his key initiative to his 2020 vision
4	SLT	H	H	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision
5	Strategic Hub function	H	M	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision
6	Delivery function	H	H	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision Project will impact how services are delivered within the function.
7	Business Management function	L	H	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision
8	Programme / Portfolio Boards	H	H	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision Major project within the Customer Experience Programme Major output in the transformation portfolio
9	Leadership	H	M	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision Project will fundamentally impact how constituents interact with the Council.
10	Cabinet	H	M	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision Project will fundamentally impact how constituents interact with the Council.
11	Group Leaders	L	M	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision Project will fundamentally impact how constituents interact with the Council.
12	Elected Members	L	H	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision Project will fundamentally impact how constituents interact with the Council.
13	Business Scrutiny	L	H	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision
14	Delivery function DMT	M	M	<ul style="list-style-type: none"> One of the key initiative to the 2020 vision Project will impact how services are delivered within the function.
15	Wirral Partnership	M	M	<ul style="list-style-type: none"> Project will fundamentally impact how constituents interact with the Council.

Access Wirral Stakeholder Analysis

	STAKEHOLDER	IMPACT	INTEREST	RELEVANCE TO PROJECT
				<ul style="list-style-type: none"> • Possible integration opportunity with partners • Possible links with community services
16	Customers	L	M	<ul style="list-style-type: none"> • Project will fundamentally impact how constituents interact with the Council.
	Customer Services Senior Manager	M	H	<ul style="list-style-type: none"> • Project will fundamentally impact her service • Project will help her achieve her targets
17	One Stop Shop Managers	L	H	<ul style="list-style-type: none"> • Project will determine the optimum locations and numbers of One Stop Shops needed. • Project will define the services provided in the future by One Stop Shops. • Project will define the optimum number of staff required for the One Stop Shops.
18	Library Services	L	H	<ul style="list-style-type: none"> • Project will identify links between library services and the One Stop Shops.
19	Transaction Centre Managers	M	H	<ul style="list-style-type: none"> • Project will update business processes within the Transaction Centre. • Project will aim to reduce the number of contacts from customers with updated technology pushing customers online. • Project will define the what and how services will be provided in the future by the Transaction Centre. • Project will define the optimum number of staff required for the Transaction Centre.
20	Staff	L	H	<ul style="list-style-type: none"> • Project will define the optimum number of staff required for the Transaction Centre and One Stop Shops. • Project will determine the optimum locations and numbers of One Stop Shops needed. • Project will define the “what” and “how” the services will be provided in the future by the Transaction Centre.
21	Unions	M	H	<ul style="list-style-type: none"> • Project will define the optimum number of staff required for the Transaction Centre and One Stop Shops. • Project will determine the optimum locations and numbers of One Stop Shops needed. • Project will define the “what” and “how” services will be provided in the future by the Transaction Centre and One Stop Shops.

Access Wirral Stakeholder Analysis

	STAKEHOLDER	IMPACT	INTEREST	RELEVANCE TO PROJECT
22	Communications Team	M	H	<ul style="list-style-type: none"> Major project will need optimal communications to all stakeholders. Project will need Communications Team resources to deliver project communications.
23	Procurement	L	L	<ul style="list-style-type: none"> Major IT procurement of CAS system.
24	Human Resources	M	H	<ul style="list-style-type: none"> Project will define the optimum number of staff required for the Transaction Centre and One Stop Shops. New roles and responsibilities will need grading.
25	Finance	M	H	<ul style="list-style-type: none"> Project objective to deliver the agreed savings by 2020.
26	Legal	L	L	<ul style="list-style-type: none"> Ensure that the project is legally compliant.
27	IT	M	H	<ul style="list-style-type: none"> Technology is a key component of the project delivering (Live Chat, CAS). New systems will need supporting by IT when rolled out as BAU Training implications to bring in new skills to the Directorate.
28	Trainers	L		<ul style="list-style-type: none"> Project will define the “what” and “how” services will be provided in the future by the Transaction Centre and One Stop Shops. This will have an impact on trainers. New Performance Management Framework will lead to remedial training programmes for staff.

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7.8 Project Management Organisational Structure (Proposed)

Project Team	Name	Appropriate Skills and Experience
Project Manager	Peter Walker	
Project Board	Name	Appropriate Skills and Improvement
Project Owner/Project Sponsor	Fiona Johnstone	
Senior User(s)	Lisa Jamieson	
Senior Supplier (s)	Jane Clayson	
Project Assurance	Name	Appropriate Skills and Improvement
Transformation Office	Michele Duerden	

7.9 Timescales

Project Start Date	Project End Date
03/04/17	17/08/18

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7.10 Project Schedule

The project schedule is shown below:



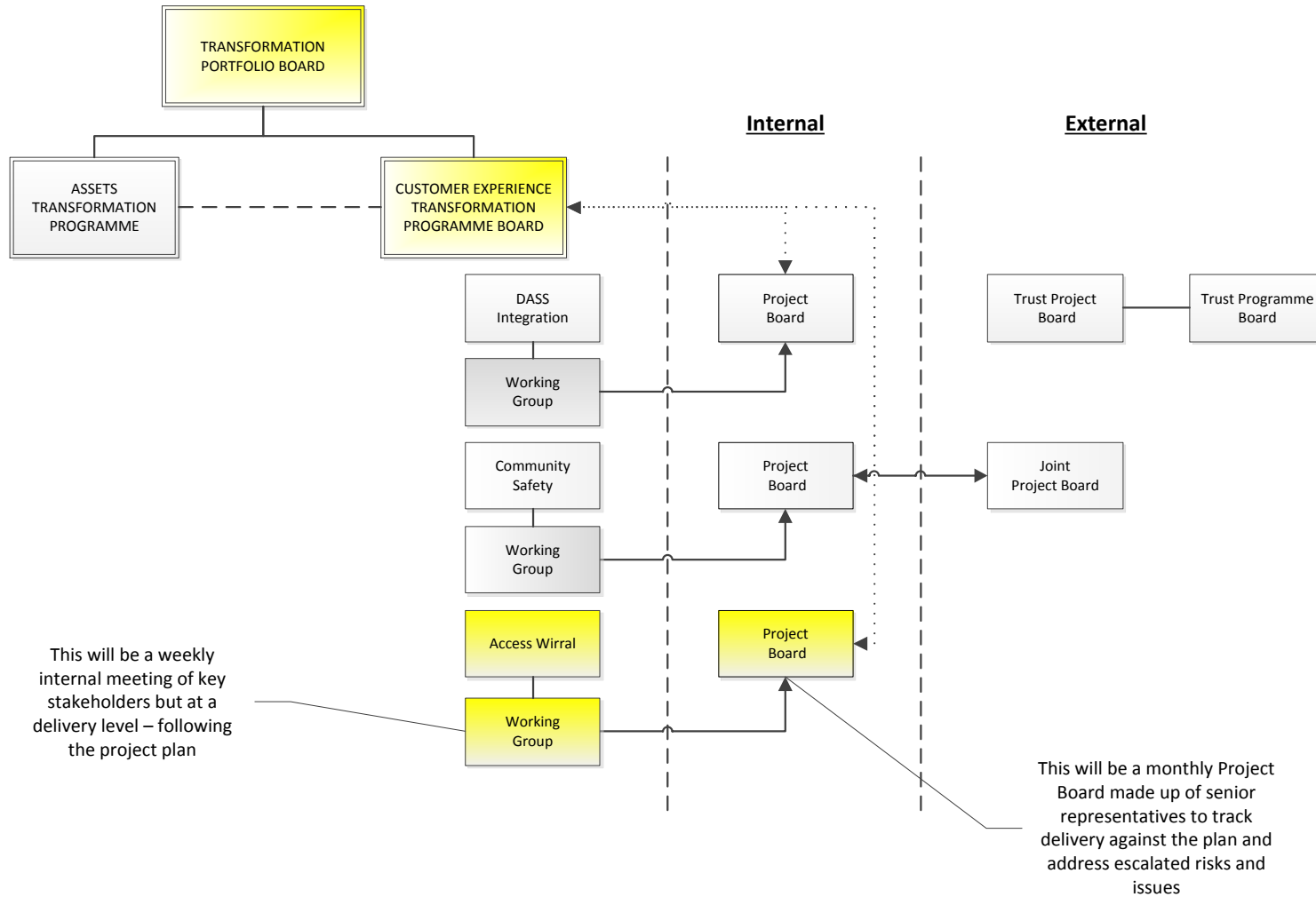
*TRANSFORMATION & IMPROVEMENT***7.11 Major Milestones**

Milestones/Deliverables	Target Date
CAS Foundation module live	15/09/17
Council Tax module live	24/11/17
Housing Benefit Module live	19/01/18
Council Tax online registration closes	16/02/18
Staff consultation starts	15/05/18
Staff interviews begin	19/06/18
Redundancy notices issued	31/07/18
Staff notice period ends	30/10/18

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7.12 Progress Monitoring and Reporting Arrangements

Below is overall governance structure of the project:



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7.13 Project Risk Assessment

The major risks faced by the project and monitored by the Access Wirral Project Board are shown below:

Risks			
ID	Description	Action Required	Owner
AW1	The benefits attributed to the implementation CAS are not realised in the timescales outlined in the project due to IT/Digital Services being unable to meet the service's transformation expectations due to lack of resources/capacity/skills	Updated project scope outlines proposal to deliver CAS within the project.	Project Manager
AW2	The project misses major milestones due to insufficient project resources (staffing and finance) to complete specific deliverables	Resources identified and agreed with Transformation team. Finalising timelines for formal start.	Project Manager
AW9	Perceived benefits are not delivered as the digital solutions (website and online forms) fail to achieve the level of channel shift needed to justify F2F changes.	For note.	Project Manager
AW17	Customers face eviction as housing benefits claims are not being processed in a timely matter due to staff dissent.	<ol style="list-style-type: none"> 1. Implement a communications plan that includes frequent contact with staff. 2. Put in place a robust change management strategy to help staff through the change curve. 3. Work closely with the Unions to ensure all staff 	Lisa Jamieson / Project Manager

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Risks			
ID	Description	Action Required	Owner
		questions are answered in a timely manner.	
AW18	Customers face eviction as Council Tax credit claims are not processed in a timely matter due to lack of experienced staff caused by the length of training taken to get staff operational.	Look at bringing in experienced agency staff.	Lisa Jamieson / Project Manager
AW19	High risk claims in the new model are not processed in a timely manner as highly valued staff have left prior to the re-organisation.	Look at providing honorariums to key benefits staff.	Lisa Jamieson / Project Manager
AW20	The Council has reduced funding from Housing Benefit grant claims due to claims not being processed in a timely matter due to staff motivation.	<ol style="list-style-type: none"> 1. Implement a communications plan that includes frequent contact with staff. 2. Put in place a robust change management strategy to help staff through the change curve. 3. Monitor performance and look at put in place contingency measures. 	

8 FUTURE STATE CONSIDERATIONS

8.1 Organisational Impact

8.1.1 Organisational Inputs

The Access Wirral project will fundamentally change the organisational inputs for customers into the Council. The project will move Transactional Centre services online and automate the business processes where possible to allow most customers to self-serve.

8.1.2 Business Processes (As Is/To Be)

Working with staff from the Transaction Centre and One Stop Shops, the Project Team held a 2-day workshop with the key output from the Business Process Review workstream to create a proposed “To Be” process for Housing Benefit using:

- The specifications from the CAS procurement document; and
- The implementation of Risk Based Verification software.

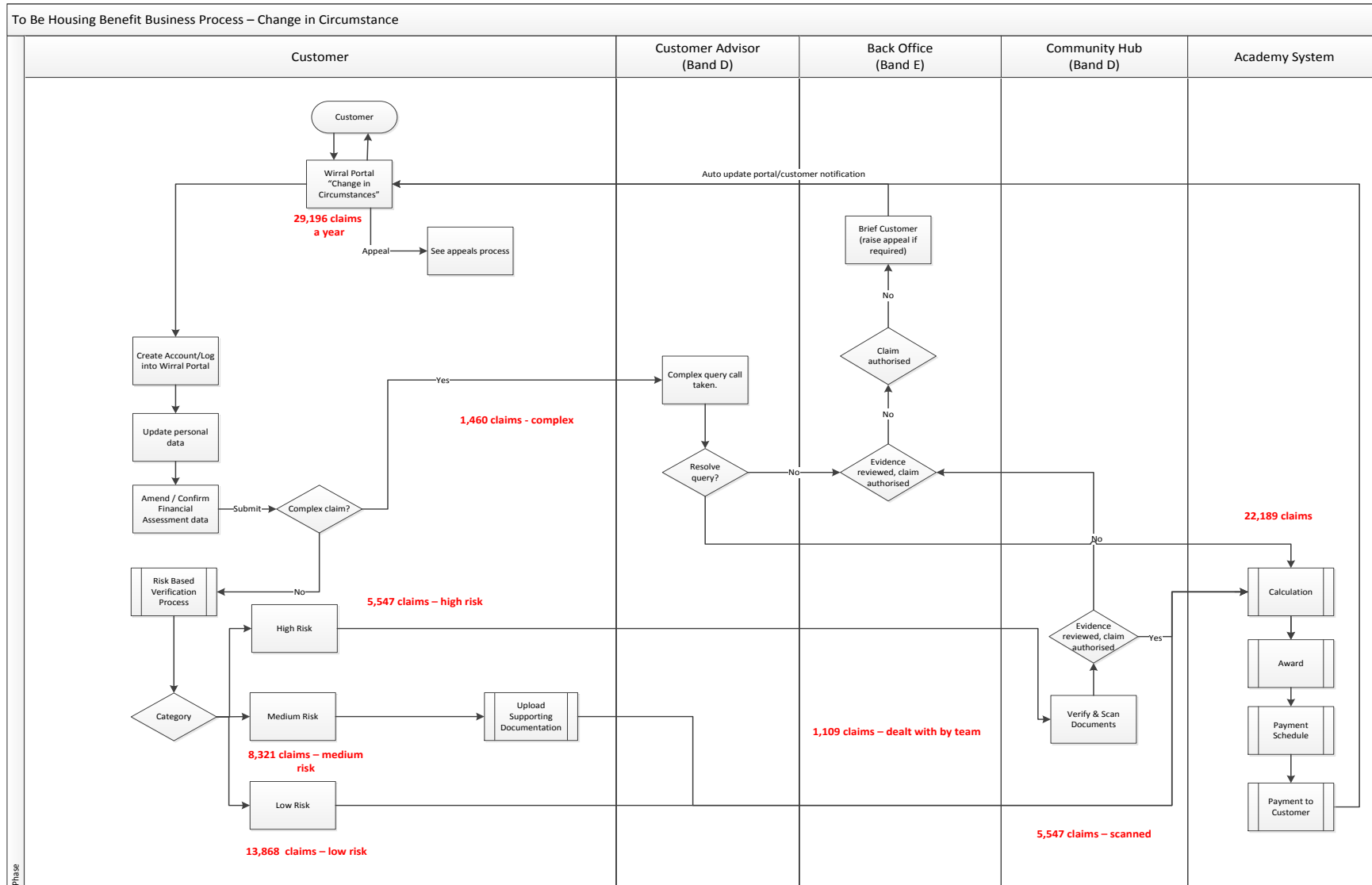
The workshop was broken down into 2 distinct phases.

- Day 1 – Walk through of the “As Is” Housing Benefit process for new claims and create the “To Be” process; and
- Day 2 – Map the “To Be” process to an CAS-type solution to identify if the “To Be” process was possible.

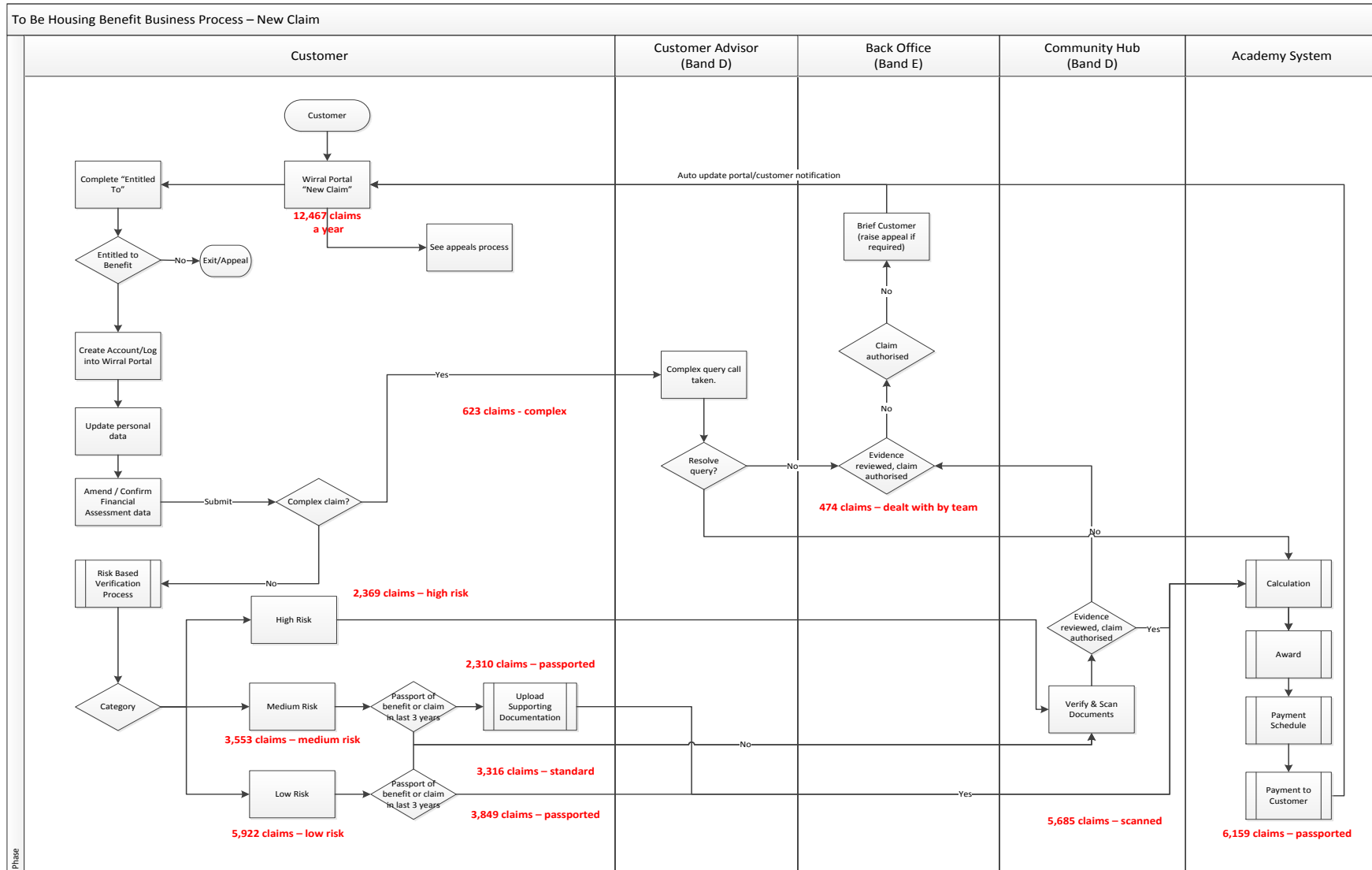
The new “To Be” processes for New Claims and Change in Circumstances for Housing Benefit is shown in the process maps below.

Also shown is the To Be Council Tax process produced by the project team utilising the principles agreed in the workshop with staff.

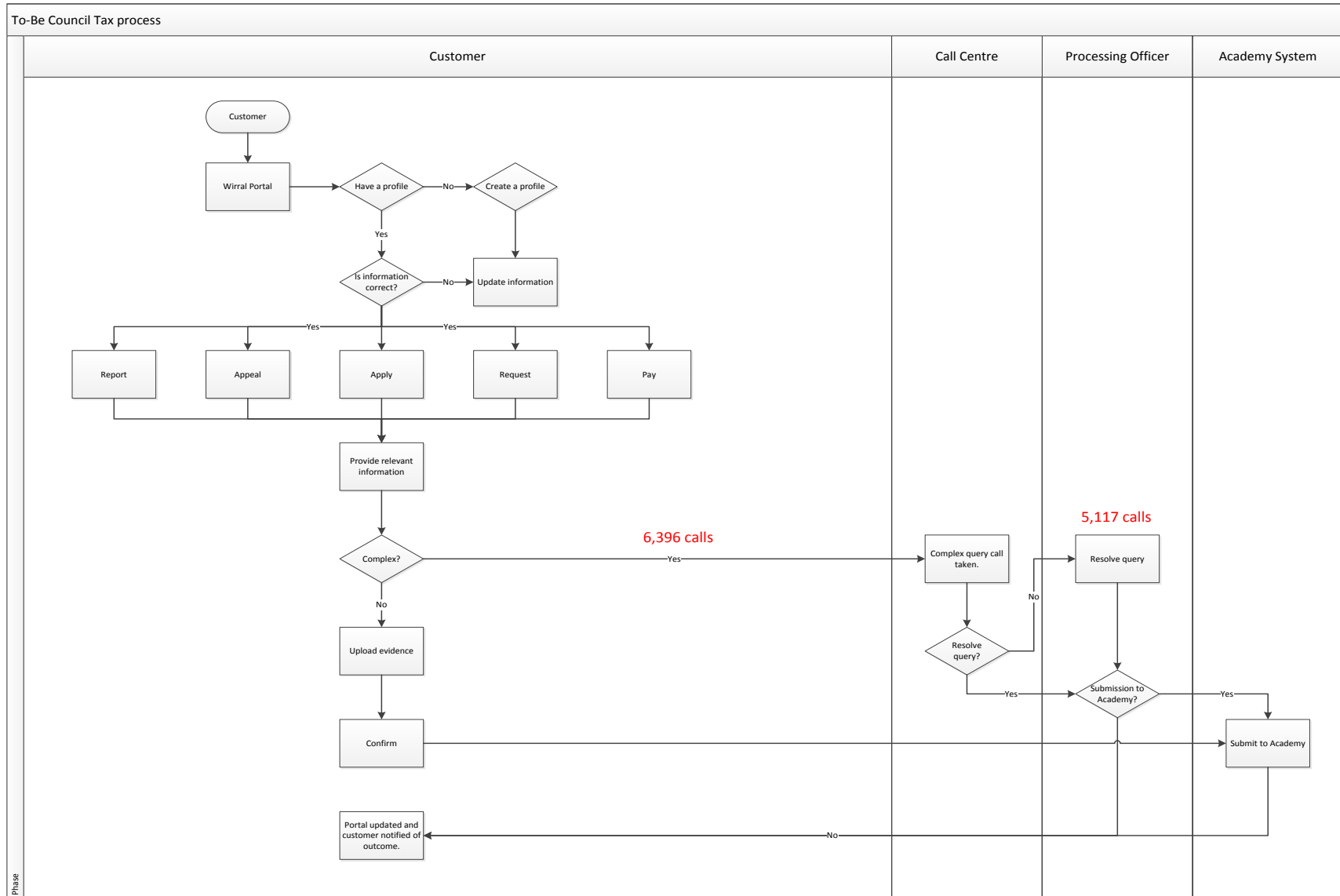
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8.1.3 Outputs

8.1.3.1 Self-serve customers

With the majority of customers supporting themselves through self-serve, this will address the business need of eliminating high wait times, high abandonment rates and poor customer satisfaction.

8.1.3.2 Digitally excluded customers

Digitally excluded customers can utilise computers within the One Stop Shops then the proposed multi-agency Hubs to access online services. Utilising staff and volunteers, if customers are having trouble accessing the CAS system within the One Stop Shops, someone is there to support them.

Utilising modern tools such as the Artificial Intelligence ChatBot from Microsoft, customers who have a problem whilst completing the form can get instant guidance and feedback based on the Council's policies and procedures and Government legislation.

8.1.3.3 Complex customers

Whilst the customer is completing a form within the CAS portal, if it is recognised by the system that the customer has a complex query; then the customer can speak to someone in the Call Centre either directly (if the Call Centre is open) or arrange a call back when convenient for the customer.

This will mean that the customer no longer has to wait on the phone for up to 20 minutes as the demand on the Call Centre will have dissipated.

8.1.3.4 Vulnerable customers

A vulnerable customer can be anybody, any age, any socio-economic background. A vulnerable customer is undergoing an episode of acute need that once addressed will allow them to live a stable life again. A real example of a vulnerable customer is a lady that entered a One Stop Shop at 16.45 fleeing domestic abuse.

The current process would see the lady stand in line with everyone else and wait her turn in the queue.

With customers self-serving and supporting themselves, as a key output of the project; frees up Council resources to be able to support this lady as soon as she enters the One Stop Shop.

8.1.4 Workforce Models

Once the Council Tax and Housing Benefit processes have been automated staff in these 2 teams along with the staff in the One Stop Shops and Call Centre will be put at risk of redundancy and a formal consultation process will start against a new, integrated Revenues and Benefits team structure.

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8.1.5 A Data Driven Service

Access Wirral seeks to put data central within the Transaction Centre. The CAS will provide the managers and front-line staff with access to rich data sets that can, where applicable; be shared with our partners.

This data powered by analytics; will be used to make fact-based decisions that define and drive forward how services are delivered within the Transaction Centre.

Being data-driven means the Transaction Centre will make use of the unstructured data sitting in legacy systems. Utilising cognitive technologies within the CAS will allow the Transaction Centre to mine this data and marry it with powerful predictive analytics software. The Transaction Centre will cease making decisions that the managers think customers want. Instead, data will be readily available and easy to analyse and to present in visual form, so that it becomes an inherent part of the decision-making process. The Council can no longer simply react to historic service data.

An example of how another Council has utilised data to make its public services better is the London Borough of Camden. A brief synopsis of their use of data is shown in the diagram below:

London Borough of Camden - Camden Residents' Index

<p>Theme: Public service transformation and open data</p> <p>Camden has created the Camden Resident Index and data dashboards to make its public services better. The objectives were to:</p> <ul style="list-style-type: none"> • Identify and eliminate instances where staff activity was duplicated. • Make delivery of services such as planning and housing repairs quicker, higher quality and less costly. • Identify where fraud and error were taking place. <p>The Camden Resident Index brings together data from 16 council IT systems, covering 123 fields of primarily demographic information. This is used to streamline processes and</p>	<p>provide a more responsive service to citizens. Bespoke data dashboards give managers a view of operational data which is geared towards customer satisfaction, making it easier to improve services.</p> <div style="background-color: white; padding: 5px; margin-top: 10px;">Benefits</div> <ul style="list-style-type: none"> • Data has been used to improve public service delivery and back office processes, required to meet a funding shortfall of £70 million. • Identified fraud, such as housing tenancy, blue badge or schools applications fraud. • Supported changes to services which improved customer satisfaction and reduced how much officer time was used in delivery.
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8.1.6 Management Information Requirements

The CAS as a solution comes with a suite of management information (MI) tools. Key MI outputs will monitor the flow of new claims through the Risk Based Verification (RBV) integration to ensure the assumptions are being realised.

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Another key MI report will be the amount of Housing Benefit awards. Automation brings, at the beginning, a risk that the system pays out more awards than manual processing would. Utilising data over the last 3 years, tolerances will be built into the amount of awards issued. If the tolerances are breached an exception report will be generated to allow further investigation.

There will be MI reports generated to monitor the number of documents being presented at the One Stop Shops / Community Hubs. This MI report will test the assumptions made by the project.

8.1.7 New Roles

There is one new role that will be created as part of the new Housing Benefit process, the role of Verification Officer.

When a customer makes a new claim for Housing Benefit, if they have not claimed Housing Benefit within the last 3 years or are already in receipt of DWP benefits; they need to produce original documents to verify their proof of identity and National Insurance Number.

The new process will see all customers who need to produce their documents go to their local One Stop Shop / Community Hub. A Verification Officer will take the customers documents, verify the documents, scan the documents and attach them into the CAS. Once attached the Verification Officer will hand the documents back to the customer.

8.1.8 Existing Roles That May Change

The only existing role that will change in scope of the project will be the Team Leader role within the new Back Office Processing Team.

At present the Team Leader role is service line specific, i.e. Housing Benefit and Council Tax. Due to the reduced staffing numbers the new Team Leader roles will manage a blended team of both Housing Benefit and Council Tax Processing Officers.

8.2 Legal Implications

An Equality Impact Assessment has been taken and there are no legal implications to consider.

8.3 Staffing Implications

Does the project reduce the need for staff?

Yes, the project will reduce the number of staff. The areas where staff will be reduced are in the Call Centre, Business Support, Housing Benefit, Council Tax and the One Stop Shops.

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Does the project increase the need for staff?
No there is no increase in staff due to the project.

Does the project have any TUPE component?
One of the options considered is outsourcing of Call Centre staff. As this option has been discounted there are no TUPE considerations of the project.

Does the project change individuals Contracts and or Terms and Conditions?
Within the project some of the roles and responsibilities will change. However given the reduction in numbers of FTE it is assumed that staff will apply for these roles. Therefore, there will be no changes in individuals Contracts and or Terms and Conditions.

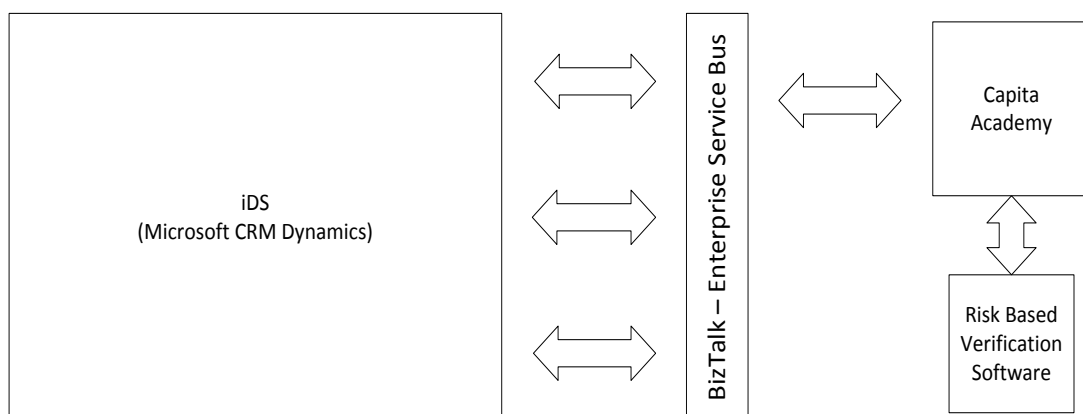
Does the project generate the need for individuals to receive formal training?
The project will see the roll out of a new IT solution so there will be formal training received by individuals.

8.4 Technology/Data Migration

Provide a high-level overview of how any technology will be implemented and how data from the legacy technology will be migrated.

8.4.1 High-level technology overview

The overall technical topography of the configuration is shown in the diagram below:



8.4.1.1 CAS Foundation Module

Utilising an implementation partner will allow the Council to benefit from previous Local Government Microsoft Dynamics CRM implementations.

A requirement within the G-Cloud 9 requirements will be a pre-configured Foundation module that will consist of a number of elements:

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- Foundation CRM: LRG data model for Accounts, Contacts, Properties, Residence (the relationship between properties and contacts). Evidence management, SLAs, Service configuration
- Service Journey Engine: ability to define journeys (traditional forms) as meta-data to be rendered in any front-end system (CRM, Website, Mobile app, etc.)
- Foundation Portal: Login, Registration, support for multiple personas (e.g. anonymous, resident, non-resident, business, school staff, health professionals, etc.), journey rendering
- Foundation Integration: Integration framework for specific integrations to be built upon

It is assumed the base data used to populate the Foundation module, within the CAS; will be sourced from the bi-directional data feed from Academy.

8.4.1.3 Registration for e-services

The first customer interaction with the CAS will be as customers start to register to receive their Council Tax bills for 2018/19 electronically.

All Council Tax customers will receive their invitation over a 6-month period starting on the 21st August 2017 in the Bebington ward and culminating with West Kirby & Thurstaston Ward on the 16th February 2018. This phased approach will allow the project team to ramp up demand on the CAS, iron out any bugs in the process and to “manage the message” analysing what is working to drive registrations and what is not.

When the Council introduced a charge for Garden Waste, they offered a £5 discount to customers who register online. This incentive proved to be very successful, with over 90% of the 90,000 homes within Wirral with a garden registering for the scheme.

With approximately 146,000 households paying Council Tax, if the Council were to offer the £5 subsidy again; this would equate to £730,000. It is recommended that the Council do not offer this subsidiary for Council Tax registration. The project will work with the Communications Team to identify cost-effective incentives.

8.4.1.4 Council Tax implementation

The project could have implemented the Housing Benefit module first but as the roll out of Universal Credit (UC) is scheduled, although not likely; for October 2017, the approach is to go with Council Tax first.

Implementation of Council Tax will begin with the Change of Circumstances process, on the 21st August 2017; once the Foundation module has been implemented. It is proposed to go with Change in Circumstances process first as this is the largest Council Tax process.

The Change in Circumstances process will go live on the 29th September 2017. From that date, all Change in Circumstances requests will need to be started in the CAS. There will be some requests that are deemed complex by

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the CAS and these will be transferred directly to staff within the Council Tax team, bypassing the Call Centre.

Over the next 50 days, the rest of the Council Tax processes will be brought online. The last process is scheduled to be switched on the 24th November 2017.

From the 27th November 2017, a message will play on the IVR within the Transaction Centre telling customers that they need to go online with all their Council Tax queries.

8.4.1.5 Housing Benefit implementation

The business processes within Housing Benefit can be broken down, at a high-level into 2 major business processes in Housing Benefit, New Claims and Change in Circumstances.

However, with the implementation of RBV, an additional layer of complexity is added to the processes as the risk score will define which “branch” of the process the customer will follow.

The Change in Circumstances process implementation will roll out on the 15th December 2017. This will be the same date that customers, who are not in receipt of DWP benefits; will go to the local One Stop Shops to scan their proof of ID documentation.

The new claim process for Housing Benefit will go live 2nd February 2018 and on the 5th February 2018 a message will play on the IVR within the Transaction Centre telling customers that they need to go online with all their Housing Benefit queries.

8.4.1.6 Data cleansing and migration

The data cleansing phase will analyse the systems involved in both the Council Tax and Housing Benefits processes in the Call Centre and in the Back Office.

The main system for Council Tax and Housing Benefit in the Back Office is Academy. As part of the proof of concept, the CAS will be integrated with the Housing Benefit and Council Tax legacy system, Academy. Utilising the proprietary Enterprise Service Bus from Microsoft, BizTalk; the implementation partner will run this implementation in parallel with the Foundation module implementation.

Academy will have been integrated with a RBV solution as part of “Getting it Right”, before the Access Wirral project begins.

The systems identified in the Call Centre that are exclusively used for Council Tax and Housing Benefit, outside of Academy; will be reviewed and the underlying data schemas mapped. One of the key success criteria of the Access Wirral project is to reduce the number of systems used within the Transaction Centre to one. The systems used for exclusively for Housing

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Benefit and Council Tax, excluding Academy; will have the data migrated across to the CAS in time for the Council Tax implementation.

The first tranche of the Council Tax process goes live on the 29th September 2017. From then, until the last tranche of the Housing Benefit process goes live on the 19th January 2018; the CAS and the exclusive Council Tax and Housing Benefit, Front Office systems will be live in parallel with batch downloads from the Front Office systems into CAS overnight.

On the 19th January 2018, the exclusive Council Tax and Housing Benefit, Front Office systems will be shut down and the CAS will be the standalone solution for Council Tax and Housing Benefit.

8.4.2 Outstanding Technical Requirements and Obstacles

There are no outstanding technical requirements and obstacles which need to be addressed.

8.4.3 Impact On Current ICT infrastructure

There will be an impact on the current ICT infrastructure.

The ethos behind the CAS is that it will become the defacto “front end” solution for all staff within the Transaction Centre. Utilising an Enterprise Service Bus, legacy systems will be integrated to the CAS.

This approach will facilitate a single view of the customer within the CAS. This approach will help reduce average call time as advisors do not have to review multiple systems to resolve a query. For example, a Call Centre advisor uses up to 19 systems a day to help resolve customer queries.

As part of the wider roll out of CAS across the Transaction Centre, legacy systems will be reviewed and where possible legacy system data will be imported into the CAS to allow older legacy systems to be decommissioned.

8.4.4 Does any of the proposed ICT components require new off the shelf solutions?

Yes the CAS will require an off the shelf solution, as will integration into the back office legacy systems.

8.4.5 Do any of the proposed ICT components require bespoke solutions?

The CAS will be implemented modularly based on Local Government best practice. However the CAS solution will require some bespoke work to be carried out to fulfil the requirements of the Council. The modular approach will minimise the amount of bespoke work needed. Standard “out of the box” functionality will be used where possible. All costs of are included in this FBC.

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Any changes needed for later customisation would be facilitated by in-house staff.

9 APPROVAL

The signatures of the people below indicate an understanding in the purpose and content of this document by those signing it. By signing the document you indicate that you approve of the proposed outline project outline in this business case and that the next steps may be taken to create a formal programmes and/or projects in accordance with the details contained within.

Approval Name	Title	Signature	Date