# OUTLINE BUSINESS CASE
## DIGITAL TRANSFORMATION

<table>
<thead>
<tr>
<th>Version</th>
<th>Status (Draft or Approved)</th>
<th>Date</th>
<th>Author</th>
<th>Details of changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Approved</td>
<td>21/12/2015</td>
<td>Katy Sallis</td>
<td>Initial version</td>
</tr>
<tr>
<td>2</td>
<td>Approved</td>
<td>11/01/2016</td>
<td>Katy Sallis</td>
<td>Modified following SLT review.</td>
</tr>
<tr>
<td>2.1</td>
<td>Approved</td>
<td>27/01/2016</td>
<td>Katy Sallis</td>
<td>Modified following SMB review</td>
</tr>
</tbody>
</table>
1. Executive summary

This Outline Business Case (OBC) requests authority for Basingstoke and Deane Borough Council (BDBC) to budget £376,000 to achieve a digital transformation of services and produce a return on investment of 8%. The project is anticipated to break even in less than 5 years and produce £124,000 per year recurring benefit. This will bring our services into line with the best in the public sector and many in the private sector. This document is organised in line with the preferred five case model.

**Strategic Case** - The council is structured in service areas for various functions and duties. These were recently reorganised in September 2015 to position the council to better meet its aspirations for growth and efficiency. Generally, the way that information and customer data is shared between service areas could be improved and there is significant autonomy leading to disparate process and system deployment and line of business solutions. The key project objective is to deliver a powerful, seamless, accessible, 24/7 service to our customers, putting them at the heart of our service delivery.

**Economic Case** – A number of critical success factors will be set out to measure the project achievements:

- The range of fully automated customer services will increase.
- Registered customer portal users will increase.
- The range of services available via the customer portal will increase.
- Incoming calls to the council main number will reduce.
- Items of incoming post will reduce.
- Items of outgoing post will reduce.
- Mobile access via workflow to line of business systems will increase.
- The range of fully automated internal services will increase.
- Reduction in duplication of effort.

Options are discussed in detail with supporting material and the preferred option highlighted to invest in a new digital platform using the best solutions available.

**Commercial Case** – In accordance with our standard procurement approach, we will ensure full compliance with relevant EU and UK procurement legislation and local Contract Standing Orders by the Procurement and Contracts team actively seeking out the most advantageous procurement route throughout the life of the project. Consideration will be given to the lifetime cost of any opportunity, the nature of the services required, the supply chain profile and any additional value which can be leveraged by the opportunity.
Financial Case - Project spend is anticipated to be up to £376,000, plus a contingency of £75,000 with a significant initial expenditure on new system capability. The project will realise various benefit streams across the council and will generate efficiency savings which are expected to grow over the course of the project. It is expected that by 2019/20, the work will be delivering substantial ongoing budget savings. The project will be funded from the Efficiency and Transformation reserve initially with ongoing funding released from efficiency savings realised as the project proceeds.

Management Case - A core project team is in place to manage the project under the leadership of the Customer Services Manager who reports to the project sponsor, the Executive Director of Finance and Resources, and the portfolio holder. The core team is engaging with service areas via digital champions who have the responsibility to perform the necessary investigations required to provide key information on existing processes and performance and lead engagement within their service area. The work is being coordinated by the core team.

The project will be managed in accordance with BDBC procedures with regular highlight reports delivered to the Corporate Programme Board. The team may employ agile techniques in the delivery phase to ensure best progress and meeting customer and service area requirements.
2. Contents

Document Details ........................................................................................................................................1
1. Executive summary .................................................................................................................................2
2. Contents ..................................................................................................................................................4
3. Purpose ..................................................................................................................................................5
4. Strategic Case ..........................................................................................................................................6
   4.1 Organisational Overview ....................................................................................................................6
   4.2 Existing Situation ................................................................................................................................6
   4.3 Strategy and Project Investment Aims ...............................................................................................7
   4.4 Business needs and proposed solutions .............................................................................................8
   4.5 Scope ..................................................................................................................................................10
   4.6 Benefits, risk, dependencies and constraints ......................................................................................10
5. Economic Case .......................................................................................................................................12
   5.1 Critical success factors .......................................................................................................................12
   5.2 Option Appraisal .................................................................................................................................12
      5.2.1 Strategic Investment Options .........................................................................................................12
   5.3 Preferred Option ................................................................................................................................15
6. Commercial Case ....................................................................................................................................16
   6.1 Commercial Strategy ..........................................................................................................................16
   6.2 Investigate the Market/Soft Market Testing ......................................................................................16
      6.2.1 Vendors/Suppliers .........................................................................................................................16
      6.2.2 Councils ........................................................................................................................................17
   6.3 Procurement .......................................................................................................................................17
7. Financial Case .........................................................................................................................................18
   7.1 Indicative cost and Benefits ..............................................................................................................18
   7.2 Funding Arrangements and Affordability ............................................................................................19
8. Management Case ....................................................................................................................................20
   8.1 Project management arrangements ....................................................................................................20
   8.2 Project management ............................................................................................................................20
      8.2.1 Project Plan ...................................................................................................................................21
      8.2.2 Benefit Delivery Plan ....................................................................................................................21
   8.3 Roles and responsibilities ....................................................................................................................21
   8.4 Project engagement .............................................................................................................................22
   8.5 Risk analysis and management ..........................................................................................................22
   8.6 Programme assurance ........................................................................................................................22
9. Authorisation/Sign-Off ............................................................................................................................23
3. Purpose

The purpose of this document is to seek approval of the economic case to deliver Digital Transformation within Basingstoke and Deane Borough Council (BD BC). This covers the current commercial situation after soft market testing and estimates of costs and potential benefits of the work.

The key outcome at this stage is the approved budget availability which will enable the procurement work to commence. This document will evolve into the Final Business Case, after the procurement activities, in summer 2016.
4. Strategic Case

4.1 Organisational Overview
The council is structured in service areas for various functions and duties. These were recently reorganised in September 2015 to position the council to better meet its aspirations for growth and efficiency.

These are supported and complemented by a range of central support services including HR, IT and others who have key roles in the behind the scenes operation of the council and the democratic processes.

Generally, the way that information and customer data is shared between service areas could be improved and there is significant autonomy leading to disparate process and system deployment and line of business solutions. Our legacy systems operate in silos, so our data is also stuck in silos.

4.2 Existing Situation
In BDBC, we have had a customer portal on our website for 10 years which was the best that could be achieved at the time and whilst we have deployed a variety of web forms that can be used by customers, the portal has not been developed. The offering to customers has focused on the “Report it/Request it” type transaction with little or no integration to our back office systems. Using this capability may save phone calls but in most cases the output is passed as an email to the service area, becoming a work item and usually requiring retyping into a system. This also means we have no method of responding automatically to a customer when their request is fulfilled or dealt with unless we do it manually.

In common with many councils we use standard systems for our major functions, e.g. Civica OpenRevenues, Idox Uniform, and Microsoft Dynamics CRM; together with other niche packages for minor processes and bespoke systems such as REMS.

The website has been upgraded to a new Content Management System (CMS) which has enabled a better experience in accessing any of our online services from smartphones and tablets together with a new look and feel. However, output from most forms is still manually handled on receipt.

One of the common themes of our system estate is that we are “service-centric” and maintain several separate databases containing customer data and there are multiple logins required by customers to access our range of services.

There are also numerous internal work areas where we are not making best use of available technology to automate workflows, improve mobile working, use smart front ending to systems (to update several back-end systems with one data entry) and
provide better intelligence from our processes. This wastes time, restricts our capabilities and limits our knowledge of key information that can be used to further drive improvements to our processes and better serve our customers.

4.3 Strategy and Project Investment Aims

The key project objective is to deliver a powerful, seamless, accessible, 24/7 service to our customers, putting them at the heart of our service delivery.

Central government has defined digital by default as “digital services that are so straightforward and convenient that all those who can use them will choose to do so whilst those who can’t are not excluded”. Services will provide a great customer experience blended with automated workflows to provide fast execution and timely feedback. A basic tenet is to empower citizens and businesses to serve themselves from an increasingly broad range of services.

We have clearly stated in the draft Council Plan that one of our key objectives is "Speeding up processes, transactions and decisions and improving customer access to services will be a key part of making our council as open and helpful to the residents we serve as possible."

We have developed a digital strategy outlining our approach and plan of action. We will set standards for digital services and employ new agile ways of delivering them. Service areas will contribute to the strategy and empower their people to enter the digital age. Most ideas for modernising and digitising our processes will be generated by the people that use these processes and deal with our customers every day. Our approach will be to become a truly “customer-centric” organisation.

Investment aims are straightforward and will focus on finding out the best solutions for long term and sustained process and service delivery to our customers. There is a range of solutions and the full digital transformation will employ a blend of workflow and integration, purchased end-end solutions and bespoke developments. This will also release the potential of previous investments such as Planet press (output management system) which has underutilised capability.

Options appraisal has been completed and compared based on functionality, customer experience, cost, risk, and in meeting the council’s strategic aims. These are outlined in the economic case.
4.4 Business needs and proposed solutions

The discovery stage during initiation has revealed 12 key areas where we need to focus to provide the range of digital services to fulfil our aims and objectives:

- Self-service portal (replace My Basingstoke)
- Forms
- Workflow engine
- Mobile capabilities
- Case management
- Interface
- Reporting/management Information
- Document management
- Preferences management
- Appointments
- Multimedia contacts
- Marketing, consultation, feedback and surveys

Our vision is to provide residents, businesses and officers of BDBC with first class ‘digital by default’ services, accessible by all, which embrace the highest standards of customer service.

Residents
Access 24 hours a day to a powerful self-managed account online will be the cornerstone of the future capability. Residents will be able to link in services that they use commonly and be able to quickly request services or report issues. Working equally well on all devices, this will also provide a single sign on to access services across a variety of platforms.

New cross-cutting services to ensure all council databases are aligned to customer managed profiles will not only enable fast and accurate updates for changes, such as address or phone number but will also provide the same visibility and capability to customer services, should the customer choose to call instead of using the online services. Key to the success of the new services will be automated processes with immediate acknowledgement and regular information messages regarding progression and completion. Within the portal, customers’ contact preferences will be captured enabling an increasing volume of electronic distribution.
Businesses
A new online portal, similar to the residents account, will enable businesses to access all the services they require in one place. This will also lay the foundation for a professional business management capability ensuring all contact details and information is in one place for business facing officers. Keeping business informed will be a key focus of the work and contact preferences captured and utilised.

Councillors
A replacement Members’ Portal system has already been purchased and is scheduled to go live in early 2016. Features of this solution include support for paperless meetings, streamlining of administrative duties and the ability to construct standard or bespoke workflows to deliver an outcome. Members of the public, officers and councillors are able to subscribe to a list of topics, committees and wards that they are interested in and receive a personalised daily update.

Customer facing officers
All customer facing officers will be provided with the right tools to support the new digital processes. This will show more detail of a customer’s interactions with the council across various media and improved visibility of progression of a query or case. This will include access to a complete customer view and cross-cutting services for common transactions such as change of address or phone number. For mobile and visiting officers, this will enable full remote working with offline capability if required. This will enable assisted service where required and a rapid response to urgent requests.

All officers
All officers will have access to smarter internal services which will enable simple execution of day to day processes such as mileage, expense and overtime claims, sickness reporting and follow up. Electronic submission and approval or authorisation will become the norm for all teams.

Our partners
Where we regularly deal with other organisations and agencies, we will electronically interface to provide prompt, accurate referrals and transfers of information; subject to relevant data protection safeguards.

The above will enable the council to remove paper from its functions where possible; increase and automate the use of our electronic archive and minimise the number of places similar activities take place to deliver a single point of contact for customers.
4.5 Scope
The project will deal with all areas of the council's processes. Many of these are demand driven from customers whilst others relate to outbound contact or communication. The project will modernise our service delivery, including mobile working opportunities and will also cover areas of internal processing relating to HR and pay related functions.

Opportunities will be taken to include new areas of processing such as CRM-style management of business contacts.

4.6 Benefits, risk, dependencies and constraints
The management of project benefits is crucial to ensuring the project delivers its potential. Benefit statements will clearly denote where the benefit is coming from, what type it is and when we will get it. Many benefits from this type of work will be a mixture of immediate and building, i.e. the benefit increases over time and can be tracked against a defined path to the optimum target.

Delivery of benefits will be owned by the senior users and reported regularly. Where necessary they will be subsumed into service area business unit plans.

Some of the benefits of the project will be cashable and will grow over the investment and business case period. The efficiencies and technical improvements arising from digital transformation will result in fewer heads being required to deliver the same volume of work providing the opportunity for redeployment and/or job enrichment. These benefits need to be acknowledged as being enabled by digital transformation. Service areas will be required to seek, acknowledge and sign-up to any savings.

Technical changes will often need to be supported by the right policy, strategy and tactics to drive take-up or compliance and the project will also need to ensure delivery of these or the investment will not secure the benefits.

Benefits are included in the assessment of options for delivery and in the financial case

Major risks to the project include:

- Inability to provide adequate funding
- Lack of service area engagement
- Lack of political support
- Lack of officer time to manage or contribute to project/process work
- Lack of investment in IT resources or training

A full risk management assessment has taken place and is actively monitored; further information is available in the management case.
There are other system related projects that are in varying states of progress which will impact this work and vice versa. Major ones are:

- Property Management Information System
- Financial Control System Replacement
- Members Portal
- Dotmailer

Clearly the project will need to be flexible to accommodate changing requirements; a robust change management process will be employed.

Constraints identified are:

- Officer time availability
- Funding
- Data Protection legislation/interpretation
5. Economic Case

5.1 Critical success factors
There are a number of factors that will provide a measure of success:

- The range of fully automated customer services will increase.
- Registered customer portal users* will increase.
- The range of services available via the customer portal will increase.
- Incoming calls to the council main number will reduce.
- Items of incoming post will reduce.
- Items of outgoing post will reduce.
- Mobile access via workflow to line of business systems will increase.
- The range of fully automated internal services will increase.
- Reduction in duplication of effort.

*Residents and businesses

These will be base lined before the execution stage and targets set for each to achieve.

5.2 Option Appraisal
This appraisal expands on the original high level appraisal contained in the Strategic Outline Case (SOC) where Strategic Investment was the preferred option.

5.2.1 Strategic Investment Options
The following options provide a range of possibilities based on the research undertaken and the overall requirements of the project. These have been scored against key factors.

Each option will have an overview contained here to summarise the key points.

Option A - Do nothing
This assumes no direct action is organised to influence digital direction and co-ordinate activities. Doing nothing will mean that the current gradual evolution will continue with service areas investing as they see fit in upgrades or improvements as offered by system manufacturers. Some progress will be made but there will be no joined up thinking or economies of scale obtained and some integration and workflow opportunities are impossible to justify on individual processes.
This option means we have no council wide approach to our digital service offering, measure of achievement and certainly no opportunity to meet customer expectations let alone innovate and delight them.
Option B - Making best use of our existing systems

Our investigation has found that some councils are making better use of systems that we already possess. It is a viable option to consider a low outlay option that could deliver some benefit. To deliver this successfully such as exploiting CRM capabilities will require expert assistance so consultancy expenditure is required. We could meet more of our requirements if we are able to provide links between systems to enable direct transfer of data both in and out. This could be delivered by a mixture of purchased vendor solutions, bespoke internal development or a specialist universal integration package.

This option would provide a consistent corporate approach but would still be limited in its ambition and success and would not optimise potential efficiencies. It would not deliver a single sign on to council services for our customers and would not improve their accessibility to these.

Option C - Integrated digital platform

Many councils have purchased solution packages that come with a range of features as standard or as options which are designed to deliver a platform that can be tailored to customer’s needs. These are strongly customer focused but also provide a means to enhance internal services. Built in features will include multi-purpose forms, mobile working, workflow with automation and integration. Manual access to workflow tasks will be required to add value and support to the process but only where needed. This would include the ability to replace internal processes with digital access for all for all pay and HR processes, including authorisation.

This would provide most of the functionality required to meet our ambition and provides future proofing but the digital offering would still be very much organised in service silos. Customer portal users would have a view across services but not the ability to provide updates to us only once.

Option D - Integrated digital platform and single customer view

Providing a 360° view of a customer is essential for self and assisted service and will provide a truly customer centric process offering. The customer database will be accessible to enable self-service and configuration directly. This will include offering and storing preferences for digital communication. Most services will be available via a single sign-on. The same functionality will enable a wider customer view to all customer facing teams as necessary. It can provide additional project benefit beyond digital services whereby the data can also be used to minimise fraud which is identified as one of the council’s corporate risks and the project could complement the work that is already being carried out by Internal Audit in its role of ‘protecting the public purse’.

This option puts the customer firmly in control for self-service but also provides an enhanced view in-house for assisted services via our customer service centre. It will not only provide digital processes which are at least equal to our peers, it would enable future organisational changes to support a “one council” customer focused approach. It will comply with new data protection legislation, due in 2016.
5.3 Preferred Option

**Option D**

This option fully meets the council’s ambition set out in the draft council plan and is the foundation for our digital future. It will meet growing customer expectations and provide a citizen-centric digital platform at the heart of the council and the services we provide. We will be able to seamlessly connect staff, customers and information via a core platform that supports multiple engagement channels.

The appraisal underpins the choice as the assessment of our critical success factors demonstrates that the integrated digital platform and single customer view is required to meet our ambition.

The diagram below shows the technology architecture to support a digital council and represents our ambition:
6. Commercial Case

6.1 Commercial Strategy
To ensure full compliance with relevant EU and UK procurement legislation and local Contract Standing Orders the Procurement and Contracts team will actively seek out the most advantageous procurement route throughout the life of the project.

Consideration will be given to the lifetime cost of any opportunity, the nature of the services required, the supply chain profile and any additional value which can be leveraged by the opportunity.

In order to leverage best value, we will routinely review an opportunity against existing frameworks. Where a framework does not exist, the authority will create either a quotation request or tender opportunity in accordance with the relevant procurement thresholds.

This authority has always supported small to medium size enterprises across the region. Where appropriate, some larger opportunities may be divided into ‘Lots’ to ensure maximum SME supplier engagement in the tendering process.

All tenders will be advertised and conducted electronically via the South East Business Portal.

6.2 Investigate the Market/Soft Market Testing
The core project team took the opportunity to investigate the market and also discover what some other councils have done to modernise their processes and improve their digital offering. This was undertaken in a period from June to December 2015.

6.2.1 Vendors/Suppliers
The core project team contacted numerous suppliers of services, many of these attended meetings to speak to the team about their products.

- Digital Platforms – several companies offering varying types of customer portal, CRM based products, mobile working, media interfaces with smartphone and web platforms. Commonly these contained smart forms, workflow and process automation.
- Single Customer View – ability to form a view of a customer and their council services. For self or assisted service.
- Integration – specialist software to enable linking of systems and data migration.
- Telephony – solutions to complement a digital offering
- Consultants* – to complement council skills to deliver efficient digital services.
One company conducted a review into our digital readiness in a website and digital engagement experience study in August 2015, an exercise that helped underline where we are and what steps are required to improve.

Another conducted a process review in November 2015 into five operational processes end-end and recommended the “to be” process as it would look in a digitally enabled council.

6.2.2 Councils
Members of the core project team contacted several councils in the course of the investigation including visits to see services in action.

It was interesting to see the different approaches taken, both in choice of technology and cultural impact. Some councils acknowledged the difficulty in establishing the right approach at the outset and part of the investigation was to learn from these councils what challenges they faced and how they overcome them.

It was clear that focus of digital transformation was viewed in two broad camps; efficiency savings or service improvement and job enrichment; it is this latter approach that is recommended for BDBC.

6.3 Procurement
Under the 2015 changes to EU Procurement regulations, purchasers are not permitted to use Pre-Qualification Questionnaires (PQQ) for goods, services or works with a contract value below the EU OJEU threshold which in this case would be £164,176; but the changes do allow for the inclusion of ‘Suitability Criteria’ against which suppliers are measured and may be excluded.

Where we feel there is benefit for the authority, we may hold supplier days as part of any process. These events will be designed to provide suppliers with an overview of our desired outcomes and allow questions to be raised, the answers to which will be made available as part of the tender process to all participating suppliers.

As a result of the feedback received in the soft market-testing process, we anticipate that the software contract (purchase, implementation, licence and support arrangements) will be bought as a single contract which will be in excess of the OJEU threshold we will therefore be using an open tender process whereby any supplier may submit a response to an opportunity. For the software contract (purchase, implementation, licence and maintenance) an Invitation to Tender (ITT) will be issued which will have three key stages; Stage 1 is a desktop sift based on the responses to our required ‘Suitability Criteria’; for those who are successful at Stage 1, Stage 2 will be an evaluation of their written tender responses; Stage 3 will allow the top three scoring suppliers to present their proposed approach and will facilitate a clarification questions and answers session, the outcome of which will be the ratcheting of their
initial scores and the successful supplier will be awarded the contract. For other less complex contracts we will use the open tender process but will not require Stage 3.

7. Financial Case

7.1 Indicative cost and Benefits

Project costs are estimates that are based on costs for solutions viewed during soft market testing.

Funding will be required for:

- Initial outlay on systems and solutions including hardware where appropriate
- Part time backfill of Customer Services Manager post
- IT Resource/consultancy
- Ongoing licences and IT support and maintenance

The following table shows the additional net costs/benefits of Options B, C & D compared to the current service - Option A:

<table>
<thead>
<tr>
<th>Option</th>
<th>2016/17 £’000</th>
<th>2017/18 £’000</th>
<th>2018/19 £’000</th>
<th>2019/20 £’000</th>
<th>2020/21 £’000</th>
<th>2021/22 £’000</th>
<th>Investment return (pa)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Continue current service from existing budgets. This option misses the opportunity to achieve future savings.</td>
</tr>
<tr>
<td>Option B</td>
<td>68 (5)</td>
<td>(5)</td>
<td>(5)</td>
<td>(5)</td>
<td>(5)</td>
<td>(5)</td>
<td>-26%</td>
</tr>
<tr>
<td>Option C</td>
<td>311 27 (62)</td>
<td>(85)</td>
<td>(85)</td>
<td>(85)</td>
<td>(85)</td>
<td></td>
<td>-2%</td>
</tr>
<tr>
<td>Option D</td>
<td>376 (13)</td>
<td>(102)</td>
<td>(124)</td>
<td>(124)</td>
<td>(124)</td>
<td></td>
<td>8%</td>
</tr>
</tbody>
</table>

Option A – assumes that current services are delivered from existing budgets

Option B – assumes investment in new software and a 1 FTE reduction at grade 4.

Option C – assumes investment in a number of software solutions, consultancy and equipment. This option also includes a reduction in postage costs, some software licence savings and a 2 FTE reduction in post room resource which has been agreed in principle with the Exchequer Services manager. In addition a 3 FTE reduction is included as a result of process improvements that will be delivered (Ignite review of five Environmental Operations team processes identifies 2.2 FTE).

Option D - as per Option C plus software to provide a single customer view and a further reduction of 2 FTE. The additional FTE reduction allows for process savings across other services being at least 50% higher than the savings identified by Ignite. Another Council has achieved a 42% reduction in back office resource to date and this
is expected to grow to 55% by the end of their digital project, our assumed back office FTE reduction of 6 posts is less than 2%.

Overall Option D allows for a 6 FTE reduction and a 40% reduction in postage costs, along with software savings.

The preferred Option D provides the only option that provides a positive return on investment (8%) over the estimated 5 year life of the project and gives the highest level of on-going savings of £124,000. It is recommended that a contingency of 20% (£75,000) be provided and, if required, this would reduce the return on investment by as much as 6%. It is also worth noting that the return on investment would increase by up to 4% per annum if the project life is extended.

7.2 Funding Arrangements and Affordability

The Council is projecting a medium term financial deficit, so opportunities to provide savings without reducing service delivery will be important. The digital project is one area that will reduce on-going expenditure whilst maintaining/improving service delivery. Initial investment in technology and resources will be required to achieve the benefits of digital transformation.

Initial estimates for the preferred option D require funding of £376,000 in 2016/17 with on-going revenue savings of £124,000 being achieved by 2019/20 (see Appendix 4 for details). The initial investment will therefore be paid back in less than 5 years. If the contingency is required this would increase the total cost by up to £75,000 and this could also be met from Council reserves.

The Councils medium term financial plan includes and Efficiency, Transformation and Digital reserve (£451,000). The project will be funded from this reserve.
8. Management Case

The information here is a summary/overview from the Project PID which will be signed off by the project sponsor as part of Project Initiation.

8.1 Project management arrangements

A core project team is in place to manage the project under the leadership of the Customer Services Manager who reports directly to the project sponsor, the Executive Director of Finance and Resources and the portfolio holder.

The core team comprises a blend of individuals who not only have their normal job skills to contribute but also share a passion to undertake this project and possess a desire to make a difference.

The core team engages with service areas via the digital champions in each area who have the responsibility to perform the necessary investigations required to provide key information on existing processes and performance and lead engagement within their service area.

The digital champions’ team is established to enable cross-cutting ideas and customer centric opportunities to be explored.

8.2 Project management

The project is managed in accordance with BDBC project management guidelines and uses Sinbad as a primary tool in managing the project.

This includes the use of electronic registers and logs for Risks, Issues, Change and Action Points.

The project is structured and timetabled to ensure smooth delivery and momentum are maintained.

The team may employ agile techniques when the service delivery stage is reached.
8.2.1  Project Plan

<table>
<thead>
<tr>
<th>Step</th>
<th>Target Date</th>
<th>Actual Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>SLT approval</td>
<td>December 2015</td>
<td>6 January 2016</td>
</tr>
<tr>
<td>Cabinet</td>
<td>16 February 2016</td>
<td></td>
</tr>
<tr>
<td>Council</td>
<td>25 February 2016</td>
<td></td>
</tr>
<tr>
<td>Business Process Redesign</td>
<td>2015/16 Q4</td>
<td></td>
</tr>
<tr>
<td>commencement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement start</td>
<td>2016/17 Q1</td>
<td></td>
</tr>
<tr>
<td>Procurement outcome</td>
<td>2016/17 Q2</td>
<td></td>
</tr>
<tr>
<td>Letter of intent</td>
<td>2016/17 Q2</td>
<td></td>
</tr>
<tr>
<td>Contracts placed</td>
<td>2016/17 Q2</td>
<td></td>
</tr>
<tr>
<td>Agree delivery phases</td>
<td>2016/17 Q2</td>
<td></td>
</tr>
<tr>
<td>Process design</td>
<td>2016/17 Q2/3</td>
<td></td>
</tr>
<tr>
<td>Phase 1 deployment</td>
<td>2016/17 Q3/4</td>
<td></td>
</tr>
</tbody>
</table>

Further phase delivery dates to be agreed.

8.2.2  Benefit Delivery Plan

A delivery plan will be agreed with stakeholders for the project. Benefits will accrue in accordance with the delivery plan and work volumes are measured and logged.

8.3  Roles and responsibilities

Portfolio holder – Cabinet Member for Regulatory Services and the Environment
Sponsor – Executive Director of Finance and Resources

**Project Board**

Executive: Executive Director of Finance and Resources
Senior Supplier: IT Manager
Senior Users: Executive Director of Finance and Resources, Executive Director of Borough Services,
Head of Street Scene, Parks and Regulatory Services once in post.
Specialist Adviser: Head of HR and Organisational Development
Project Manager: Customer Services Manager

**Core Team**

A core team of expert officers is in place representing the following areas:

Communications and Media Manager
Business Analyst
IT Projects Team Leader
HR Organisational Development Manager
Management Accountant
National Management Trainee
Digital Champions
A team of champions has been recruited from service areas to assist with the work and provide key contacts across the council. To date they have been instrumental in gathering and submitting information about processes in their areas but will also play a crucial role in designing the new processes and becoming part of new service delivery teams comprising service area and IT staff.

8.4 Project engagement
For a project of this nature, extensive engagement is critical to success. The project and project teams must take a customer centric view for services facing our citizenry but equally, a similar approach must be adopted for any development that delivers internal services such as HR/Management processes and mobile working. Stakeholder management and communications will be managed throughout.

A communications strategy document and communications plan is published on Sinbad.

8.5 Risk analysis and management
As mentioned in the Strategic case, the project will need to take account of numerous risks, major ones being:

- Inability to provide adequate funding
- Lack of service area engagement
- Lack of political support
- Lack of officer time to manage or contribute to project/process work
- Lack of investment in IT resources or training

Each of these and others identified are registered and a risk plan identified to provide mitigation. It is currently unknown whether any risks can be shared or transferred with other parties such as suppliers.

The Risk register and plan is held on Sinbad.

8.6 Programme assurance
As one of the major projects within the council, this is reported monthly to the Corporate Programme Board where application of consistent and high standards of management will be assessed. The project will need to demonstrate robust control over all aspects of the work including finance, procurement, design, development and deployment and take account of risks, issues and changes.

Periodically the project manager will attend the Programme Board meeting to meet the challenge and provide satisfaction on project and quality assurance.
The presence of the Project Support officer on the core project team will ensure compliance to the BDBC project and project management standards.

9. Authorisation/Sign-Off

Authority for Option D was given at SLT on 6 January 2016 and the business case will now be presented to Cabinet and full council.