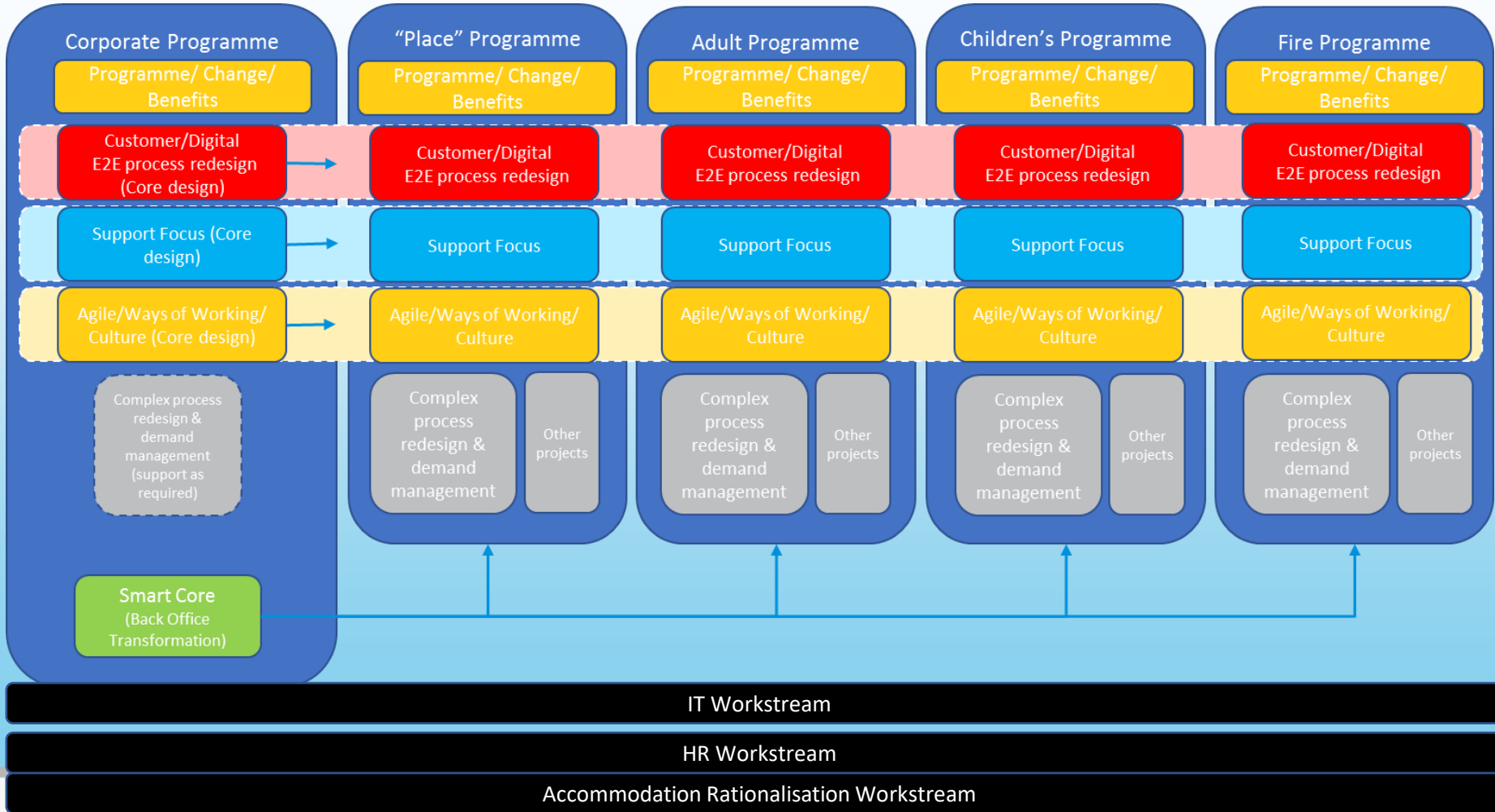


Programme Structure



Programme briefs

1. Customer Digital
2. Support Focus

1.1 Customer Digital - summary

Purpose

Includes end to end digital redesign and automation of services to improve customer experience and to reduce cost

Scope to include

Potentially all services across whole organisation that can be digitally enabled

Significant opportunity for improvement

Focus on whole service areas to ensure financial impact
 Focus on areas with high digital opportunity and significant opportunity for financial impact
 Likely to be opportunity for 10-20% improvement across in scope processes and headcount

Proposal to:

Proceed with priority areas to regain momentum (Phase 1)

- Team 1 – Highways
- Team 2 – Communities
- Team 3 – Education (option)
- Enabling components (e.g. Pay 360)

Follow with high value areas Phase 2 (can be delivered in parallel with Phase 1 by creating teams 3&4)

- Team 3 – Adults
- Team 4 – Children's

	2019/20 - Q4			2020/21 Q1			2020/21			2021/22			
	Jan	Feb	Mar	Apr	May	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Approval to Proceed													
Mobilisation													
Establish project team													
Confirm "process discovery"													
Confirm financial scoping													
Detailed planning													
Confirm technology dependency map													
Develop benefit delivery strategy													
Develop team													
Confirm core approach and methodology													
Recruit/train resources													
Phase 1													
Team 1 - Highways													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
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Team 1 - Communities													
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Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
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Benefit releases - Full end to end													
Team 4 - Children's													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit releases - Full end to end													
Enabling stream													
Pay 360 rollout													
Booking module roll out													
Rationalise phone numbers													
Rationalise websites													
Explore digital mailroom													
Forms													

1.2 Customer Digital - scope

Overall scope potentially includes all services across whole organisation that can be digitally enabled
 Priorities determined by financial impact of the work. This in turn will be determined by a combination of factors:

- Opportunity to redesign end to end process to unlock full benefit opportunity
- Viability of widespread deployment of enabling technology components, e.g. Pay360 is available and is being rolled out to support 58 out of 161 identified processes
- Volumes which will inform likely resource savings and channel shift opportunity
- Cost of service and extent to which digital/automation will unlock benefits

Preference is focus on whole service areas in order to access meaningful savings

Initial analysis suggests significant opportunities (by reference to digital opportunities scoring) are in:

Highways, Communities (Suggest Phase 1)

Highest value opportunities will be in

Children's, Adults (Suggest Phases 2 & 3)

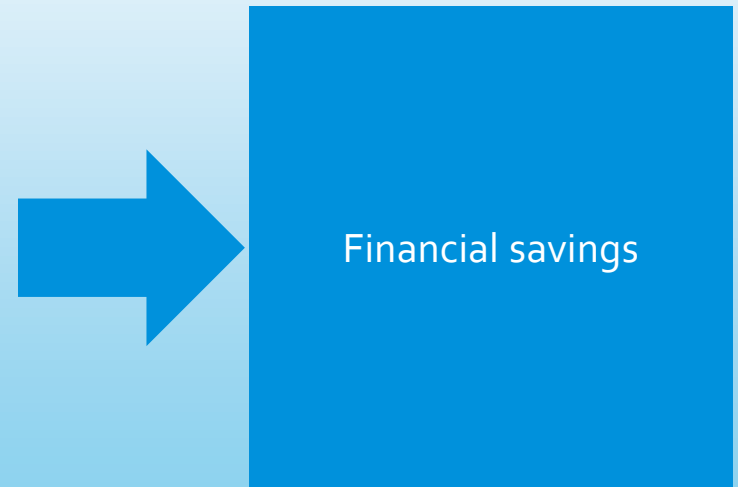
Directorate	Score	Processes	£
Highways	184	45	£2,643,532
Communities	160	41	£3,149,075
Family Ops	81	14	£20,908,937
Education	69	13	£4,179,965
Adults	34	10	£16,853,346
Public Protection	28	9	£753,233
Operations	24	5	£1,561,433
Planning	79	13	£1,224,201
EWE	3	2	£149,305
			£51,423,027

Note:

Headcount and £ taken from PWC activity analysis and is indicative of scale. Includes only activity highly likely to be affected by digital redesign. Excludes bulk of service resources that have been allocated to "service delivery" e.g. social workers that will benefit from digital redesign along with other activity e.g. management, strategy, commissioning, performance management.. Therefore activity base may be significantly understated

1.3 Customer Digital – expected outcomes

- The expected outcome will be:
 - Improved customer access
 - Increased shift towards digital channels and therefore reduced volumes
 - Improved customer service and experience at point of access and in service functions
 - Increased adoption of digital technology
 - Efficiency derived from improved processes and automation
 - Opportunity to eliminate non value added work
 - Opportunity to reallocate and redeploy work closer to the customer
 - Fewer access points into the council (phone numbers, e mails, websites)
 - Contribution to improved outcomes



1.4 Customer Digital – financial benefits

Potential financial impact:

- Cost pool £51 m
- Potential benefit pool £9m
 - Benefits more likely achievable from triage and service processing activity
 - Scale of potential benefits higher in triage and service processing
- Focus will be on areas of highest potential benefit delivery

	Children and Family Services	Education & Skills	Adult Services	Energy Waste Environment	Highways & Transportation	Economy Planning Place, Broadband and Gigacity	Communities	Operations (Fire)	Public Protection	AS IS
Triage	£2,984,611	£892,848	£2,047,069	£48,564	£793,507	£281,893	£1,427,616	£225,491	£159,367	£8,860,966
Service processing (transactional/admin)	£12,442,478	£2,129,112	£8,111,014	£81,092	£1,170,906	£707,021	£1,555,292	£1,197,835	£561,627	£27,956,376
Rule-based cases, accounts & assessments	£5,481,848	£1,158,004	£6,695,263	£19,650	£679,119	£235,288	£166,167	£138,107	£32,238	£14,605,686
										£51,423,027
	Children and Family Services	Education & Skills	Adult Services	Energy Waste Environment	Highways & Transportation	Economy Planning Place, Broadband and Gigacity	Communities	Operations (Fire)	Public Protection	SAVINGS
Triage	£808,240	£241,786	£554,351	£13,151	£214,884	£76,337	£386,602	£61,063	£43,157	£2,399,571
Service processing (transactional/admin)	£2,288,492	£391,598	£1,491,824	£14,915	£215,360	£130,039	£286,058	£220,313	£103,298	£5,141,896
Rule-based cases, accounts & assessments	£552,638	£133,633	£610,315	£1,971	£72,748	£22,000	£15,185	£18,705	£3,233	£1,430,428
										£8,971,895

Note1: Focus will be based on areas most likely to deliver tangible benefits. End to end view will be taken wherever possible and - technology being a potential constraint

Note2: Potential benefits achievable in different work classifications will be enabled by shifts in digital usage but also genuine changes in customer journeys and ways of organising work. Scale of benefits delivered will depend on scale of adoption

Note3: Raw data based on PWC figures.

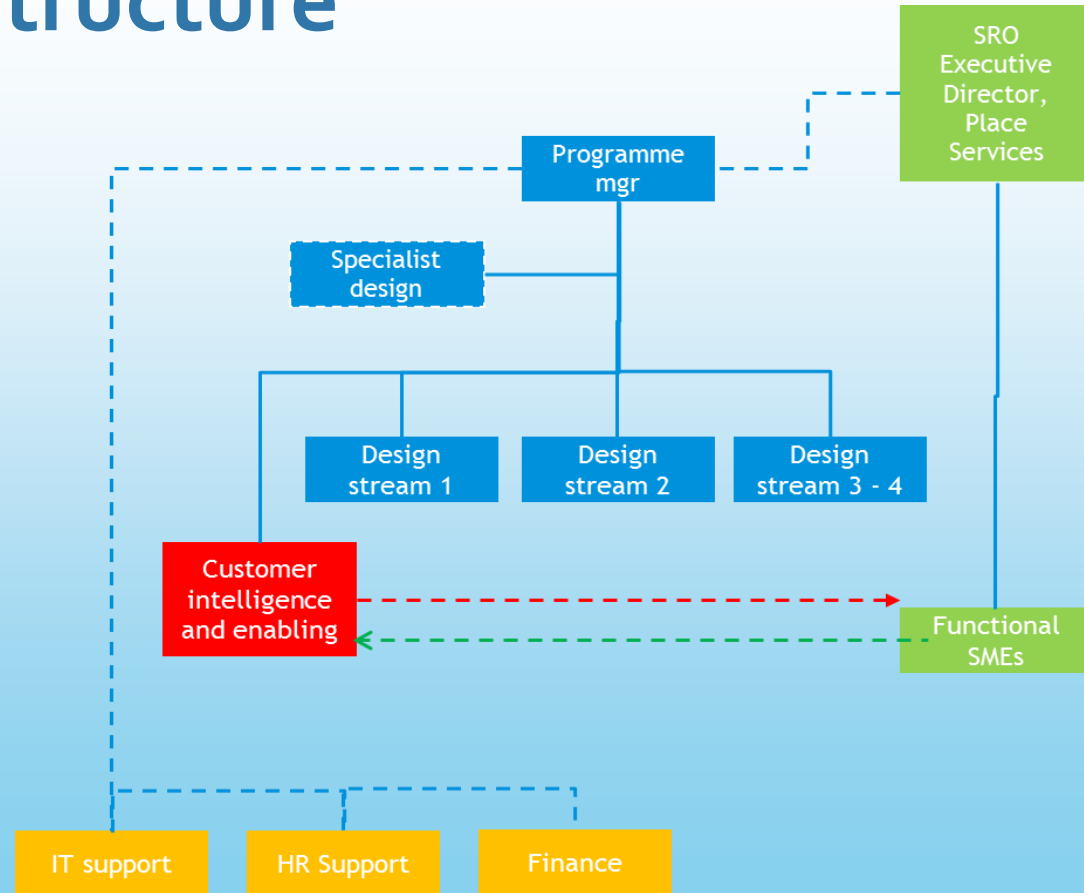
Note4: Phasing highly dependent on focus areas selected and benefit delivery schedule to be identified.

1.5 Customer Digital - approach

- Mobilisation
 - Form the team, agree the detailed approach
 - Detailed planning with service stakeholders
 - Phase 1 – Priority service areas
 - Team 1 – Highways
 - Team 2 – Communities
 - Team 3 – Education (option)
 - Phase 2 – Priority service areas
 - Team 3 – Adults
 - Team 4 – Children's
 - Enabling Stream – Enabling digital changes – aligned with plan for developing services in Phases 1&2
 - Complete roll out of Pay 360
 - Launch roll out of Booking module
 - Rationalise phone numbers
 - Rationalise web sites
 - Explore digital mailroom
 - Forms
- Plan illustrates starting phase 2 in parallel by creating team 3 & 4

1.6 Customer Digital – resourcing and team structure

- Programme manager/Service design lead
- Specialist design – Service design specialist and BA support (in early stages only) - Role to establish approach, develop internal delivery team and create momentum
- Design and delivery teams
 - Service design team lead (snr BA)¹
 - Business analysts 2
 - Change manager .5
 - Functional SMEs
 - Customer intelligence and enabling
 - Scalable depending on # design streams
- Customer intelligence team
 - Existing customer intelligence unit
 - Involved in each design team
 - Provide enabling capability and resources
- Support
 - IT support team (to be determined in mobilisation)
 - HR Support (to be determined in mobilisation)
 - Capita support (to be determined in mobilisation)



1.7 Customer Digital – outline plan

	2019/20 - Q4			2020/21 Q1			2020/21			2021/22			
	Jan	Feb	Mar	Apr	May	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Approval to Proceed													
Mobilisation													
Establish project team													
Confirm "process discovery"													
Confirm financial scoping													
Detailed planning													
Confirm technology dependency map													
Develop benefit delivery strategy													
Develop team													
Confirm core approach and methodology													
Recruit/train resources													
Phase 1													
Team 1 - Highways													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit release - Full end to end													
Team 1 - Communities													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
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Team 3 - Adult													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit releases - Full end to end													
Team 4 - Children's													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit releases - Full end to end													
Enabling stream													
Pay 360 rollout													
Booking module roll out													
Rationalise phone numbers													
Rationalise websites													
Explore digital mailroom													
Forms													

Remobilising the programme

Preparing the team

Detailed work with Phase 1 services - staggered delivery of solutions supporting early benefit release

Phase 2 illustrating early start and working in parallel with Phase 1 - requires creation of teams 3&4

Enabling work planned and scheduled to align to Phase 1&2 requirements for automated process components. Can also be used to create demand in lower priority areas

1.8 Customer Digital – mobilisation priorities

- Pull together the team and mobilise
- Agree SRO role and identify key functional SMEs
- Agree SME time commitment and accountabilities
- Make contact with key functions and agree approach to working with their service areas and access to key contacts
- Agree detailed approach and train design teams – based upon accelerated 4D's
- Design detailed approach to financial and headcount scope and evaluation of benefits
- Engage with IT to understand technology landscape available to enable redesigned processes
- Agree Capita involvement, rules of engagement and key points of contact
- Detailed planning

2.1 Support Focus - summary

Purpose

To review, re-engineer and reorganise administrative and business support activity across the organisation

Scope to include

Headcount 581 (WSCC 329, Capita 252)
 Cost £15.6m (WSCC £9.1m, Capita £6.5M ***)

Significant opportunity for improvement

Total (conservative) expected benefit £2.1m (14%).
 Upper limit of estimates is £3.6m (23%)

Opportunity to improve in four phases:

- Category 1 - opportunities to change service levels and quick process wins
- Category 2 - process improvements dependent on automation and on line access
- Category 3 - Based upon full implementation of complex service design incorporating business service activity
- Category 4 – Capita services

	2019/20 - Q4				2020/21 - Q1								2020/21			2021/22			2022/23						
	Feb	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Approval to proceed	█																								
Phase 0																									
Mobilisation		█	█																						
Engage internal team		█	█																						
Engage functional SMEs																									
Develop stakeholder network in services																									
Agree detailed approaches																									
Agree evaluation criteria																									
Develop detailed plan with services																									
Detailed opportunity assessment																									
Confirm roles in scope																									
Collate and assess time spent on in scope activity																									
Design opportunity assessment workshops																									
Place																									
Adults																									
Children's																									
IT review - enabling technology available functionality																									
Collate opportunities and implications																									
Deliverables																									
Develop benefit delivery plan																									
Develop detailed plan																									
Phase 1																									
Design and implement																									
Consult																									
Phase 2																									
Design and implement																									
Consult																									
Phase 3																									
Design and implement																									
Consultations																									
Phase 4 - Capita activity																									
Design																									
Confirm commercial arrangements																									
Create transition plan																									
Manage transition plan (insource/new contract)																									

2.2 Support Focus - scope

Scope

All business services and administration across WSCC and Capita
 Includes Capita support service functions
 Spread across all "host services"

In scope costs and headcount **

Headcount 581 (WSCC 329, Capita 252)
 Cost £15.6m (WSCC £9.1m, Capita £6.5M ***)

WSCC

ToBe Processes	AsIs Mapped FTEs	AsIs Mapped FTE Costs
Leadership, management & supervision	10.80	£ 305,780
Strategy & policy	0.52	£ 15,332
Corporate performance management	1.25	£ 36,951
Strategic/corporate programme delivery	4.90	£ 154,982
Commissioning, clienting & contract management	10.31	£ 294,915
Communications, marketing & engagement	1.61	£ 46,967
Triage	33.05	£ 993,536
Service processing (transactional/admin)	83.53	£ 2,274,605
Rule-based cases, accounts & assessments	44.82	£ 1,358,253
Internal service processing	13.90	£ 328,599
Internal specialist	6.30	£ 168,481
Service delivery	118.11	£ 3,109,292

** Based upon WSCC generated schedule of heads specifically identified from role descriptions (2019) . Cost of these roles derived from PWC data

Capita

ToBe Processes	AsIs Mapped FTEs	AsIs Mapped FTE Costs
Leadership, management & supervision	4.00	£ 103,504
Corporate performance management	5.00	£ 129,380.00
Commissioning, clienting & contract management	1.00	£ 25,876.00
Triage	0.25	£ 6,469.00
Service processing (transactional/admin)	142.90	£ 3,697,680.40
Rule-based cases, accounts & assessments	2.25	£ 58,221.00
Internal service processing	93.60	£ 2,421,993.60
Internal specialist	1.00	£ 25,876.00
Service delivery	2.00	£ 51,752.00

2.3 Support Focus – expected outcome

Outcome

- Revised service catalogue based on genuinely value added offerings
- Improved service provision to the wider business for services offered
- Elimination of non value adding activity
- Reduced duplication and workarounds
- On line access to services (saving time and effort in front line services and in support services)
- Streamlined processes
- Appropriate deployment of resources across a central support function and services. Includes potential insource of service from Capita at end of contract

2.3 Support Focus – financial benefits

Financial impact

Total expected benefit £2.1m (14%). Upper limit of estimates is £3.6m (23%)

14%

	AsIs Mapped FTEs	AsIs Mapped FTE Costs	ToBe FTEs	Savings	%	ToBe FTECosts	Savings	%
Business Support Admin	211.24	£ 5,443,033	194.7	16.6	8%	£ 5,022,205	£ 420,828	8%
Business Support Professional Support	117.86	£ 3,644,661	100.5	17.4	15%	£ 3,110,145	£ 534,516	15%
Business Support Capita	252.00	£ 6,520,752	206.2	45.8	18%	£ 5,336,358	£ 1,184,394	18%
TOTAL WSCC Business Support	329.10	£ 9,087,694	295.19	33.91	10%	£ 8,132,350	£ 955,344	11%
TOTAL WSCC and Capita Business Support	581.10	£ 15,608,446	501.41	79.69	14%	£ 13,468,708	£ 2,139,738	14%

Note1: Evidence suggests that estimates above are at bottom of achievable range.

Note2: Raw data based on PWC figures. These have been compared to current numbers which are higher. Therefore lower numbers included.

Note3: Phasing highly dependent on benefit delivery schedule to be identified.

2.4 Support Focus - approach

Phase 0 – Blueprint Design and Full Business case

Phase 0 discovery stage proceeds service by service :Place, Adults, Children's

Phase 1 proceeds as soon as soon as first service is completed

Service discovery provides detailed analysis of services provided, processes covered and categorisation of opportunities

Category 1 - opportunities to change service levels and process/policy improvements not dependent on technology

Category 2 – opportunities for process improvements dependent on automation and on line access

Category 3 – opportunities dependent upon full implementation of complex service design incorporating business service activity

Category 4 – opportunities inside Capita contracted service

Determine detailed business case and benefit delivery timetable

Implementation plan

Phase 1 - Category 1 Opportunities

Early cost reduction (subject to delivery strategy)

Phase 2 - Category 2 opportunities

Mid term cost reduction (subject to delivery strategy)

Phase 3 - Category 3 opportunities

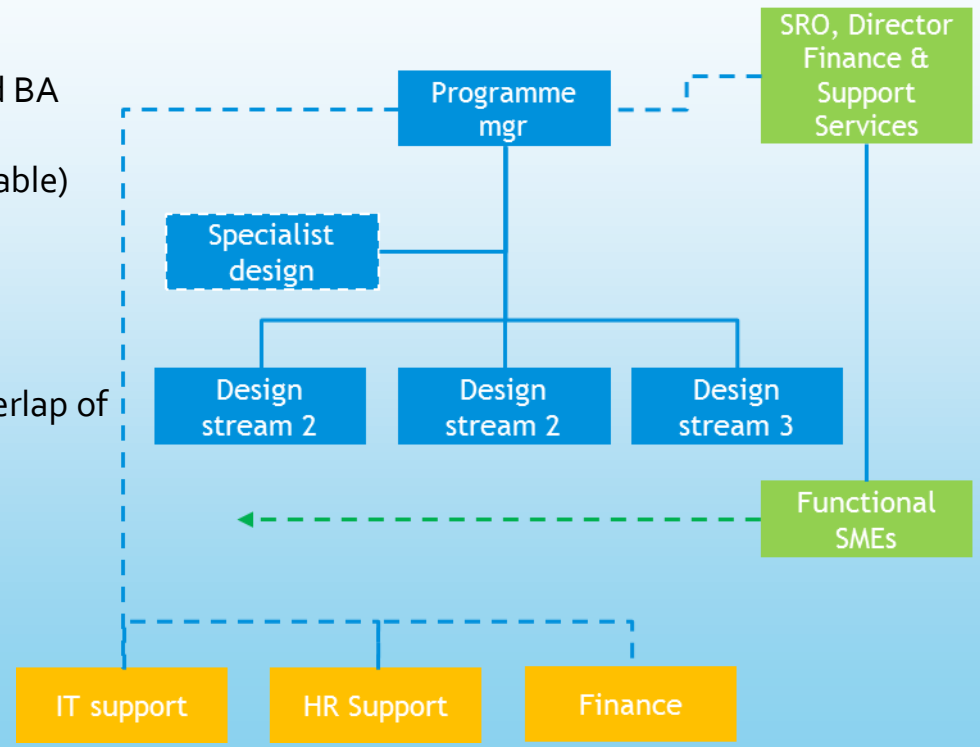
Full delivery of cost savings in final consultation round

Phase 4 – Category 4 opportunities

Delivery of savings to align with the end of the Capita contract

2.5 Support Focus – resourcing and team structure

- Phase 0
 - Specialist design – service design specialist and BA support
 - Develop internal delivery team (induct as available)
- Phase 1-4
 - Programme management/Service design lead
 - Design and change team
 - Service design team lead 1
 - Business analysts 2-4 (dependent on overlap of phases)
 - Change manager .5
 - Functional SMEs
 - IT support team (to be determined in Phase 0)
 - HR Support (to be determined in Phase 0)
 - Capita support (to be determined in Phase 0)



2.6 Support Focus – outline plan

	2019/20 - Q4				2020/21 - Q1								2020/21			2021/22				2022/23					
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Agree evaluation criteria		█	█	█																					
Develop detailed plan with services		█	█	█																					
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Consultations																									
Phase 4 - Capita activity																									
Design																									
Confirm commercial arrangements																									
Create transition plan																									
Manage transition plan (insource/new contract)																									

Mobilise the team and prepare for detailed work

Detailed work with services

Phased design and implementation work with services

Phased design and implementation work with Capita

2.7 Support Focus – mobilisation priorities

- Pull together the team and mobilise
- Agree SRO role and identify key functional SMEs
- Agree SME time commitment and accountabilities
- Make contact with key functions and agree approach to working with their service areas and access to key contacts
- Develop detailed approach to confirmation of in scope roles and activity
 - Roles identified in outline case – what proportion of time covers in scope activity
 - Roles not in outline case – what proportion of time covers in scope activity
- Design detailed approach to analysis of activity and evaluation of opportunities
- Agree criteria for categorisation of opportunities in to delivery phases
- Agree Capita involvement, rules of engagement and key points of contact
- Engage with IT to understand technology landscape available to enable redesigned processes
- Detailed planning