

Business Improvement

Customer Access Programme – Transactional Web Service Project

Business Case

Phase 2 (Continuous Roll Out)

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Review & Approvals

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1. PURPOSE

This business case aims to provide key stakeholders with justification for the next phase of the Transactional Web Services Project (TWS) - part of the Customer Access Programme. It is a key document which will be used to validate the ongoing feasibility of this project and inform all subsequent decisions and approvals relating to its viability throughout the project lifecycle. The business case clearly specifies the programme and project objectives and how these will be achieved. It will provide:

- Evidence of strategic fit
- Identifiable benefits
- Options and estimates of the resources required to deliver the programme
- Dependencies and constraints
- Roles and responsibilities
- Identification of anticipated risks

This business case will also provide indicative timescales for development and delivery of this phase of the project.

2. BUSINESS CASE SUMMARY

Executive Summary

The Customer Access Programme is part of the wider business improvement agenda and is delivering a portfolio of projects and work streams which will transform the way the council delivers services and interfaces with citizens to ensure that customers receive excellent services which are efficient and effective and meet their needs.

The programme is introducing new methods of working, making the best use of people, maximising the use of technology and re-engineering business processes to provide greater use of more cost-effective customer access channels for enquiry handling and assessment.

It is facilitating simple and convenient access to services, designed around the needs of customers and providing the infrastructure to enable greater personalisation and choice around the services they consume. Duplication and administration is being reduced through the empowerment of officers to respond to customer needs at the first point of contact and increased sharing of information

The Transactional Web Services Project (TWS) forms an essential part of the Customer Access Programme. Its objective is to deliver a strategic and consistent council –wide solution to deal with all customer contact across the Council. This will result in major improvements in the way we deliver services to our customers and significant efficiency savings for the council.

To achieve this goal the Council has procured Asidua's Customer Contact Platform (CCP). CCP is a multi- channel solution that provides a Customer Portal to allow citizens and business to self-serve and an Employee Portal that allows Customer Services Officers (CSOs) and other council staff to act on behalf of customers who make contact via the traditional telephony, walk in, email, SMS and traditional mail channels.

Phase 1 of the TWS Project has seen the implementation of CCP into the ICT environment and is currently delivering fully integrated self-service solutions utilising CCP within:

- Waste Management
- Environmental Action Services (EAS)
- Highways

EAS and Highways will go live in October 2014 with Waste on track to go live later in the year. Together these implementations will result in over £1,057,902 cashable savings over 5 years.

Successful delivery of Phase 1 within these services was always viewed as the first step towards delivering a strategic council-wide solution for online services. It has delivered:

- A council-wide platform for online services delivery (CCP)
- The facility for customers to report, request, book, amend, cancel and pay for council services online
- More simplified and efficient back and front office processes to make it easier for customers and staff
- An online customer portal and customer account accessed through the council's website
- A new employee portal for CSOs to log, update and monitor customer contact
- Case management functionality to allow for the decommissioning of CRM Leeds (Siebel)
- Full integration with back office systems (e.g. Uniform and Insight for Phase 1)
- A true end to end solution with focus on the customer

Going forward the intention is to as far as possible migrate all remaining services areas, transition existing transactions, and integrate all new requirements onto the CCP environment. Only by doing this will the Council achieve maximum return on the original investment, standardise and achieve process efficiencies across the council and achieve a single view of the customer.

This business case represents the start of this process. Further business cases will be developed to accommodate new and emerging requirements.

The above process will need to take into account the core requirement to transition customer services from the end of life and unsupported CRM Leeds (Siebel) solution.

Objectives

The aim of the TWS Project is to make a saving on frontline activity, through designing better processes, and to enhance customer experience and exceed customer expectations by meeting most needs at the first point of contact. Although the project is predominantly customer focused, it intends to deliver financial savings on the basis that customer-led transformation will generate considerable efficiencies.

The primary objectives of the project are:

- To transform the way in which the council delivers services and interfaces with customers, to ensure that customers receive excellent services which are efficient and effective and meet their needs
- To develop and implement technology solutions and re-engineer processes around the needs of customers to improve the quality of service delivery and standardise ways of working in the front and back office

- To encourage a shift to lower cost access channels and the migration of service contact management to the corporate infrastructure (Internet, Corporate Contact Centre, One Stop Centres)
- To develop all contact channels to enable greater resolution of service requests at first point of contact and maximise the ability to provide front-line services

3. STRATEGIC FIT

Business Need

There are many drivers for delivering services which place customers at the centre and focus on meeting their needs:

- Customers increasing expectations and desire to do things themselves, the drive towards greater localism and the need to address the structural economic deficit.
- Services need to operate in a coherent manner, have a single view of the customer and deliver services around customer journeys/pathways. There is a greater drive towards targeting service delivery in the pursuit of efficiency.
- Customers want a greater say/ role in decision making and they want to engage on their terms.
- There is an increasing expectation amongst citizens that contact with modern organisations will be possible through a number of electronic channels and that a high degree of automation will be available.

In recent years the Council has located a significant number of customer facing services into one purpose built corporate contact centre which now deals with enquiries for benefits, council tax, waste, housing, highways etc. Whilst the majority of key services use CRM Leeds (the internal branding for Siebel CRM) within the contact centre, there are still a number of key services whose customer contact is not recorded into the CRM system but instead uses the appropriate line of business application (e.g. Council Tax Benefit system). Siebel CRM has also been used to create primary applications, for example corporate complaints, blue badge administration, welfare rights case management and bulky household waste administration.

The solution has never fully become the central customer record with some back office systems handling customer contact directly. In addition Siebel has limited integration with back office systems resulting in double keying, poor data quality and incomplete management information. The system is also now at the end of its life, is out of support and needs to be replaced.

In summary the current approach is fragmented and disjointed and results in variable quality outcomes, poor customer experiences and limited integration. Despite recent achievements and improvements made around delivering customer focussed services there is still much work to do to ensure that Leeds City Council is truly customer focussed. Diagnostic work on customer contact and management evidences that within the current arrangements there are still many areas of replication and duplication of processes, systems and people.

The TWS Project is the vehicle for resolving this position and will develop the principle that the council should be customer not service focused. This improvement opportunity involves greater use of more cost effective customer access channels for enquiry handling and assessment, reducing duplication and administration through empowerment of officers to respond to customer needs at the first point of contact and, increased sharing of information, including a single customer record.

Five customer outcomes outlined in the Customer Access Strategy 2012-2015 reflect the drivers for change. These outcomes are:

- All customers have fair and equal access to services
- Customers have greater control over the services they receive and how they access them
- Customers influence the design and delivery of the services available for them
- Customers' needs are, where possible, resolved at the first point of contact
- Customer satisfaction drives service improvement

The focus of the TWS project is to deliver services that will create significant efficiency savings whilst also ensuring the authority is truly customer focussed:

- The integration of front and back office processes and systems will create a culture of "first time on time"
- End to end transformation of services will allow the Council to provide a holistic service to the customer
- Forging stronger links with other public and private partners will ensure that delivery is seamless in the growing local government environment
- Embracing the power and application of social technology will empower people to become self-sufficient

Exploiting these areas will support the Council in meeting its Best Council objective of delivering high quality public services by:

- Improving customer satisfaction across a range of services
- Reducing avoidable contact from customers
- Increasing the number of service requests fulfilled at the first point of contact

This project will introduce new methods of working, make the best use of people, maximise the use of technology and re-engineer business processes to provide greater use of more cost-effective customer access channels for enquiry handling and assessment. It will facilitate simple and convenient access to services, designed around the needs of customers and, provide the infrastructure to enable greater personalisation and choice around the services they consume.

By further rolling out this council-wide solution, it is important that the council recognises the scale of the challenge it faces, the investment required and the internal capacity constraints which could impede implementation.

The phasing of the changes will also need to be effectively planned in order to minimise the impact on front-line service provision. Some staff and management will be challenged by their new role in a changed environment and others may take time to adjust to new ways of working.

Introducing transformation needs strong, responsive and direct leadership, supported by inclusive engagement and good communication.

Scope

The overall scope of the TWS project is to deliver a portfolio of sub-projects, which will transform the way Leeds City Council delivers customer services and handles assessment, across all channels, through streamlining processes and making the best use of people and technology. This business case concentrates on high volume \ high impact services currently being handled via CRM Leeds.

There are two reasons for this:

- a) These are high impact \ high volume services which will produce significant savings for the Council
- b) CRM Leeds is based on technology (Siebel) which is end of life and no longer supported. There is an urgent need to move services away from this platform.

Based on an assessment of volumes and impact of services currently handled via CRM Leeds, the suggested priority for full end to end integration within CCP is as follows:

- Housing
- Revenues and Benefits
- Adult Social Care
- Children's Services (Education Services)
- Registrars (Legal & Licencing)
- Customer Services (General Enquiries, Complaints and FOI)

This approach focusses on the top 6 service areas currently delivered via the central customer services team (See Appendix 01 for a full list). This actually equates to over **95%** of the services currently recorded in Siebel with the rest being low volume business areas or services.

The remaining services will be subject to further investigation and review. These lower volume services will only be the subject of full end to end integration where it is cost effective to do so. Where it is not, a simple form to mail/ work queue approach will be adopted.

Within all of the above services there will be a number of transactions – mostly very low volume – that have been established within CRM Leeds which simply record an event and do not link to any back office solution. Where possible these will be discontinued and where these are simple information requests they will be addressed via the LCC web site.

Part of the work on Revenues and Benefits will include the delivery of a benefits e-claim form. This will provide the Council with a cheaper way of delivering the service and it will be available for customers – or our own staff acting on a customer's behalf - 24 hours a day: it is estimated that the development of this form alone will result in savings of over £100K per annum from 2016/17 . These savings are included in the high level cost/benefit analysis table later in this report (Page19) and are over and above the benefits included in Section 4 of this business case.

Exclusions –

The following projects, work streams and initiatives are considered outside the scope of the TWS project:

- design, development and implementation of a refurbished, interim, face to face customer enquiry facility (One Stop Shop) in Leeds city centre, including the transition of existing service enquiries into that facility, from other city centre locations (Changing the Workplace);

- procurement, development and implementation of technical solutions for refuse collection route optimisation, fleet management and resource management or, the management of street cleansing operations (IWMS);
- The development of new application\services not currently supported. These areas will be supported by separate business cases.
- The provision of mobile devices e.g. smart phones or tablets

Phase 2 Deliverables – Continuous Roll-Out

Management products - Produced throughout various stages of the project.

- Project Initiation Document.
- Project Plan.
- Risk Register.
- Issues Log.
- Checkpoint Reports.
- Exception Report (where necessary).
- End of Project/Lessons Learnt Report.
- Benefits Realisation Plan.
- Communications plan.

Specialist products

Specialist Products will be produced and delivered along with ICT, BPR and HR specialists and will allow business / technical resources to be specified and cost identified for delivery.

- Testing Strategy – To identify the testing requirements which will scope out all areas of testing for the end to end solution to ensure that the relevant components are tested against the original requirements. The strategy is to include Test Plans, individual test cases and their scripts which will ensure that the end to end solution meets the stated requirements but also to ensure that where legacy services are being replaced with that these services continues to function.
- Training Strategy – to identify what training is required for existing and new users, who needs to be trained i.e. front and back office, when, how and what training materials will be required. The strategy will include a Training Plan to achieve the necessary level of training to support the operational readiness of the service to fully exploit the capabilities of the end to end solution.
- Deployment Strategy – a strategy which outlines a service or process which is representative of the wider rollout with the purpose of testing the technical solution, business processes and support teams prior to a decision to rollout to the remainder of the services.
- Business Engagement and Change strategy – a strategy which will identify stakeholders and methods of communication.
- Change control approach
- Service Level Management – operational acceptance documents. This collection of documents will identify the Lifecycle of the deliverables and the support requirements that have been agreed and signed off by the ICT CAB, prior any elements of the TWS project being placed in the live environment.
- BPR products including processes and templates to aid service, process and e-form design and implementation.

Asidua Deliverables

The key deliverables from Asidua for continuous rollout will be:

- **PARIS E-Payments Integration** – This is integration to the standard PARIS payments system enabling a single payments page which will standardise the customer experience across all services and simplify support and development.
- **Forms and Workflow** – Development and deployment of standard forms and supporting workflow across all services in scope. Enabling business process efficiencies promoting channel shift
- **Appointment Booking and Scheduling Services** – Enabling customers to book services (e.g. Bulky Waste) and appointments with key staff at times which suit them via the channel of their choice.
- **Integration Services and Adapters** – Technical components which enable the customer to experience a full end to end service with little or no staff intervention. This will result in a better experience for the customer and greater efficiencies for the Council.
- **IVR** – Interactive voice recognition available in the Contact centre and helping direct customers to the most appropriate service.
- **CTI** – Allowing customer services to identify incoming callers allowing for a more personalised customer experience.
- **Decommissioning Siebel** (In conjunction with LCC ICT) – removing the legacy CRM solution and associated support overheads.

4. HIGH LEVEL BENEFITS EXPECTATION

Assumptions in the benefits model

The Phase 1 business case was approved on the basis of assuming a straight 25% channel shift across all channels.

In calculating the savings for this business case the following factors and assumptions have been made:

Channel Migration:

The migration to self-service from traditional channels has been estimated at:

- a. F2F - 15% of the current transactions will move to self-serve using CCP forms through the Customer Portal rather than walk-in. Traditionally, it is more difficult to channel migrate F2F contacts, and indeed there are some services for which this is the most appropriate channel. However, there are a sizeable number of F2F contacts that can be migrated (including the presentation of evidence or supporting documents which can be achieved by electronic attachments).
- b. Email - 90% of the current transactions will migrate to using CCP forms on-line. It is possible to virtually eradicate the use of unstructured email using structured forms which allows CCP to automatically integrate the data in the form into the LoBs.
- c. Phone - 40% of the transactions will migrate to the CCP self-service using CCP forms via the Customer Portal.

Based on previous experience, Asidua believe that the above figures are very much on the conservative side of potential savings to be made within Leeds. By comparison, Harrow Council (who have CCP at the core of the customer contact) have been able to achieve an average of 44.5% of all transactions now being self-service, whereas the above assumptions only lead to an average for LCC of 36.5% channel shift to self-serve.

The implementation and go-live of these service areas would be staggered over a period of time. For the purposes of savings calculations this has been assumed as 18 months.

Realisable Benefits

The following table sets out the summary of the potential realisable benefits across the current 3 channels with a stepped approach to CCP implementation as described below.

Channel	Exp. Year 0 Savings (£)	Exp. Year 1 Savings (£)	Exp. Year 2 Savings (£)	Exp. Year 3 Savings (£)	Exp. Year 4 Savings (£)	Exp. Year 5 Savings (£)	TOTAL (Year 0 + 5Years) £
F2F	£45,057	£225,231	£270,288	£270,288	£270,288	£270,288	£1,351,440
Telephony	£216,653	£1,083,008	£1,299,661	£1,299,661	£1,299,661	£1,299,661	£6,498,305
Email	£72,633	£363,075	£435,708	£435,708	£435,708	£435,708	£2,178,540
TOTAL	£334,343	£1,671,314	£2,005,657	£2,005,657	£2,005,657	£2,005,657	£10,028,285

The above benefits are based on the following unit costs

- **F2F** **£8.49 Per transaction**
- **Telephony** **£4.59 Per transaction**
- **Email** **£5.05 Per transaction**

These figures have been calculated by the Contact Centre and are specific to Leeds. These figures are broadly in line with Industry Standard transaction Costs.

The unit costs include an element of building, technology and support costs associated with managing and supporting these processes. In order to arrive at a realistic and achievable benefits realisation model the following assessment of unit costs has been applied.

In any given transaction regardless of channel used 60% of the call rate is attributed to staff costs. 40% is Building Overheads, technology and support costs which cannot be realised within this business case but could be achieved through Change in the Workplace.

This approach has been agreed with Customer Services.

Applying this approach gives the following revised unit costs from a staffing only perspective.

- **F2F** **£5.09 Per transaction**
- **Telephony** **£2.80 Per transaction**
- **Email** **£3.03 Per transaction**

Realistic Benefits Expectation

Channel	Year 0 Savings	Year 1 Savings	Year 2 Savings	Year 3 Savings	Year 4 Savings	Year 5 Savings	Total (5Years)
Telephony	£128,779	£676,089	£804,868	£804,868	£804,868	£804,868	£4,024,339
F2F	£26,297	£138,061	£164,359	£164,359	£164,359	£164,359	£821,793
Email	£42,673	£224,033	£266,706	£266,706	£266,706	£266,706	£1,333,530
Total	£197,749	£1,038,183	£1,235,933	£1,235,933	£1,235,933	£1,235,933	£6,179,663

Savings on Telephony Transactions

The following table sets out the expected savings for the telephony channel in line with the assumptions set out above.

Service Area	Calls Taken	Transaction Cost	Annual Cost	Channel Shift	Annual Savings	Year 0 Savings	Year 1 Savings	Total Year 0 & 1 + 4 Years
Adult Social Care	43650	£2.80	£122,220	40%	£48,888	£7,822	£41,066	£244,440
ASBU	10355	£2.80	£28,994	40%	£11,598	£1,856	£9,742	£57,988
AVH	43784	£2.80	£122,595	40%	£49,038	£7,846	£41,192	£245,190
AVH Repairs	30030	£2.80	£84,084	40%	£33,634	£5,381	£28,252	£168,168
Benefits	73642	£2.80	£206,198	40%	£82,479	£13,197	£69,282	£412,395
Benefits Landlords	21778	£2.80	£60,978	40%	£24,391	£3,903	£20,489	£121,957
CBL	1841	£2.80	£5,155	40%	£2,062	£330	£1,732	£10,310
Childrens Services	4716	£2.80	£13,205	40%	£5,282	£845	£4,437	£26,410
Ctax General	138950	£2.80	£389,060	40%	£155,624	£24,900	£130,724	£778,120
Ctax Reminders	48585	£2.80	£136,038	40%	£54,415	£8,706	£45,709	£272,076
Customer Relations	6874	£2.80	£19,247	40%	£7,699	£1,232	£6,467	£38,494
ENE	51401	£2.80	£143,923	40%	£57,569	£9,211	£48,358	£287,846
ENE Repairs	35974	£2.80	£100,727	40%	£40,291	£6,447	£33,844	£201,454
LHO	30430	£2.80	£85,204	40%	£34,082	£5,453	£28,629	£170,408
Registrars	62613	£2.80	£175,316	40%	£70,127	£11,220	£58,906	£350,633
WNW	68484	£2.80	£191,755	40%	£76,702	£12,272	£64,430	£383,510
WNW Repairs	45525	£2.80	£127,470	40%	£50,988	£8,158	£42,830	£254,940
Realisable Benefits (Telephony)					£804,868	£128,779	£676,089	£4,024,339

Savings on Face-to-Face Transactions

The following table sets out the expected savings for face to face transactions in line with the assumptions set out below:

Service Area	Calls Taken	Transaction Cost	Annual Cost	Channel Shift	Annual Savings	Year 0 Savings	Year 1 Savings	Total Year 0 & 1 + 4 Years
Adult Social Care	6241	£5.09	£31,767	15%	£4,765	£762	£4,003	£23,825
Benefit	84836	£5.09	£431,815	15%	£64,772	£10,364	£54,409	£323,861
Childrens	3057	£5.09	£15,560	15%	£2,334	£373	£1,961	£11,670
Customer Services	4456	£5.09	£22,681	15%	£3,402	£544	£2,858	£17,011
Housing Almo	90778	£5.09	£462,060	15%	£69,309	£11,089	£58,220	£346,545
Legal Licencing and	1818	£5.09	£9,254	15%	£1,388	£222	£1,166	£6,940
Revenues	24084	£5.09	£122,588	15%	£18,388	£2,942	£15,446	£91,941
Realisable Benefits (F2F)					£164,359	£26,297	£138,061	£821,793

Savings on Email Transactions

The following table sets out the expected savings for emails in line with the assumptions set out below:

Service Area	Calls Taken	Transaction Cost	Annual Cost	Channel Shift	Annual Savings	Year 0 Savings	Year 1 Savings	Total Year 0 & 1 + 4 Years
Council Tax	53007	£3.03	160611	90%	£144,550	£23,128	£121,422	£722,750
Benefits (Combined)	25008	£3.03	75774.2	90%	£68,197	£10,911	£57,285	£340,984
General Enquiries	19787	£3.03	59954.6	90%	£53,959	£8,633	£45,326	£269,796
Realisable Benefits (Email)					£266,706	£42,673	£224,033	£1,333,530

Benefits Realisation Model

The above savings although realistic are expressed above in a high level view. They represent the minimum level of savings which are achievable. In order to drive these savings out the project team will work with each individual business area to review current transactions and develop separately costed work packages as per the delivery approach outlined below.

As part of this process all associated realisable benefits will be identified and assigned to a specific business owner who will be responsible for reporting on delivery of these savings to the CAP project board.

There are likely to be additional savings in back office processes as well those front office savings identified above. These additional savings will be discovered as work packages are developed.

5. OPTIONS

Option 1 – Do Nothing

Not taking forward continuous rollout of the project will not realise the opportunities and benefits of the Asidua CCP investment.

Specifically:

- Full Migration from Siebel will not be achieved.
- Single View of the Customer will not be achieved
- Limited Automation
- Increasing support issues
- Increasing costs
- Increasing services fragmentation.
- Use of the Asidua Platform not maximised
- Poor customer experiences and reputational damage
- Savings and efficiencies not achieved

Option 2 – External Development with limited Internal Support

Is an option but is dependent on supplier (Asidua) and their resource availability
Current lack of LCC internal skills and knowledge could prove costly over the long term.

Pro

Asidua understanding and experience of the product will support speed of development.
No commitment to internal re-training

Con

Internal skills development not taken forward

Option 3 – A Blended Approach of Internal and External Development

Utilising the skills and knowledge of Asidua with increasing inclusion of internal staff.

Pro

Speed of deployment not affected
Skills transfer in place (Utilising Shadowing etc.) and flexible use of resources
Roadmap under LCC control
Increasing internal understanding of products
Develops a partnership approach
Shared development opportunities for both parties.

In ideal circumstances Option 3 would be the preferred and recommended option to deliver the continuous rollout of the Customer Access Programme.

However given the current resource constraints within ICT and the time it will take to develop a team with sufficient working knowledge of CCP to undertake local development and support, this business case recommends that Option 2 is pursued. This will ensure that delivery momentum is optimised and decommissioning of CRM Leeds (Siebel) is achieved within a reasonable time-scale.

Whilst the ultimate intention is to use internal ICT resource to deliver this work the reality is this will take some time to put in place. This business case includes an element of ICT development resource which will be built up over the first 2 years of the project. The future roll out of CCP will be increasingly undertaken by this internal resource, thus decreasing both dependence on Asidua and overall development cost

Delivery Approach

Working closely with Asidua and Phase 1 TWS services the team have developed a transaction development methodology which has been used to deliver end to end transactions supporting business area service delivery.

This has now been further refined through lessons learned during Phase 1 and it is the intention to use this approach in all future developments.

Each stage delivers specific outcomes and requires a particular set of roles and responsibilities including business area leads and subject matter experts

Business areas will be prioritised for development and a small team of experienced business analysts will work with business areas and help them move through the stages all the way to live deployment.

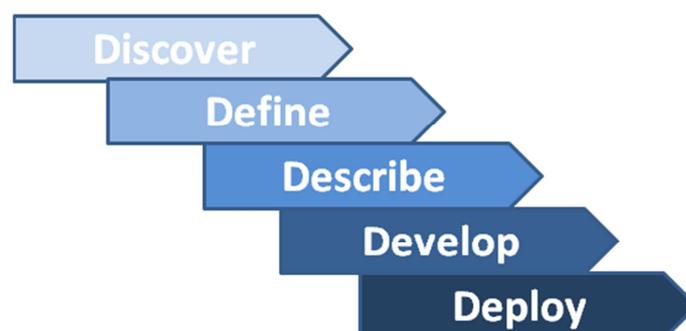
Whilst this approach has proved to be successful we are recommending that a stronger management 'wrap' is applied. In effect this will form a contract between the project team, Asidua, customer services and the business for the delivery of service processes within each area covered within this business case.

A work package will be developed for each service area which will include costs and benefits to be achieved. The business areas will need to commit resources (Business area experts) in order for the overall benefits to be realised and project timescales to be met. This blended team will remain focussed on transaction delivery until go live is achieved. Strong service management will be required to ensure that any resource issues are dealt with timeously and any decisions requiring action are addressed.

Experience has shown that without this approach timescales will slip and costs increase.

Methodology Outline

The methodology has 5 stages:



Discover

The Discover stage is used to create an accurate list of the existing transaction types supported by Siebel and the back office supporting service requests. This process will also expose Line of Business integration requirements and capabilities.

Define

The Define stage is used to review the Process Matrix Template consolidating where possible and refining the list into specific business transactions which will be taken forward.

Describe

The Describe stage is used to translate the consolidated transaction list into a service specification which can be taken forward into development.

Develop

The Develop stage is used to create the service transactions within CCP. This will include Info Path Forms, Business Logic, Workflows and Integrations. These completed services will be taken forward into testing and future deployment.

Deploy

The Deploy stage is used to create the service transactions within CCP. This will include user acceptance testing, technical impact testing, end to end service testing, Web Service integration, Help Desk and User Training.

A full explanation of the methodology can be found in Appendix 02.

High Level Cost / Benefit Analysis

HIGH LEVEL COST/ BENEFIT ANALYSIS							
Option 2 - External Development With Limited Internal Support							
** Fill in the white boxes appropriately. Orange boxes calculate automatically **							
Costs	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Capital							
Equipment - Servers	£55,000						£55,000
Software - CCP Licences	£40,000						£40,000
Software - CCP Adapters	£73,000						£73,000
Software - 3rd Party Licences	£290,000						£290,000
Asidua Development Costs	£1,185,000	£1,120,000					£2,305,000
Project Costs	£595,650	£696,200					£1,291,850
ICT Costs	£242,605	£323,474					£566,079
Contingency	£160,000						£160,000
E-Claim costs	£85,400						£85,400
Total Capital Costs	£2,726,655	£2,139,674	£0	£0	£0	£0	£4,866,329
Revenue							
Equipment - Servers							£0
							£0
							£0
							£0
							£0
Other							£0
Total Revenue Costs	£0						
Recurring Revenue							
Software - CCP Licences		£13,600	£13,600	£10,000	£10,000	£10,000	£57,200
Software CCP Adapters		£16,000	£16,000	£11,000	£11,000	£11,000	£65,000
Software - 3rd Party Licences		£68,000	£68,000	£68,000	£68,000	£68,000	£340,000
ICT Services Support Costs		£27,500	£27,500	£27,500	£27,500	£27,500	£137,500
E claims Support Costs		£22,200	£24,000	£24,000	£24,000	£24,000	£118,200
							£0
Total Recurring Revenue Costs	£0	£147,300	£149,100	£140,500	£140,500	£140,500	£717,900
Total Costs:	£2,726,655	£2,286,974	£149,100	£140,500	£140,500	£140,500	£5,584,229
Benefits							
Cashable							
FTF, Telephony and E-Mail	£197,749	£1,093,808	£1,347,558	£1,347,558	£1,347,558	£1,347,558	£6,681,789
							£0
							£0
							£0
Total Benefits:	£197,749	£1,093,808	£1,347,558	£1,347,558	£1,347,558	£1,347,558	£6,681,789
Investment Appraisal							
Annual Cashflow	-£2,528,906	-£1,193,166	£1,198,458	£1,207,058	£1,207,058	£1,207,058	
Cumulated Annual Cashflow	-£2,528,906	-£3,722,072	-£2,523,614	-£1,316,556	-£109,498	£1,097,560	
Discount Rate (Annual %)	0.06	0.06	0.06	0.06	0.06	0.06	
Discount Factor	1.0000	0.9434	0.8900	0.8396	0.7921	0.7473	
Discounted Cash Flow (DCF)	-£2,528,906	-£1,125,628	£1,066,623	£1,013,469	£956,103	£901,984	
Cumulated DCF	-£2,528,906	-£3,654,534	-£2,587,911	-£1,574,442	-£618,339	£283,645	
Net Present Value:	£283,645						

Phase 2 TWS Project Delivery Resource Costs

Project Team Resource	Cost Per Hour	No	%	Actual Hours	£	Project Year 1	Project Year 2
		FTE	Time		p/year	0.75	1
Programme Manager	90	1	60	810	72,900	54,675	72,900
Project Manager	70	3	100	4200	294,000	294,000	294,000
Project Leader	60	1	100	1350	81,000	60,750	81,000
ICT Project Lead	60	1	100	1350	81,000	60,750	81,000
Project Support	60	1	100	1400	84,000	63,000	84,000
Business Project Lead	23	2	100	2800	64,400	48,300	64,400
Web Team Expert	27	1	50	700	18,900	14,175	18,900
						595,650	696,200

6. CONSTRAINTS

Continued corporate buy in / Strong leadership

TWS is a large corporate project which will require continued strategic buy in and strong corporate leadership if it is to be a success. The long term aim is to have all council customer contact available through CCP so that we can significantly improve the customer experience and maximise value for money in this investment.

There are many instances where alternative online solutions are already in place or are being considered. As an example, the project has been in discussions with Housing Services who have been independently investigating online options for their business. It is important that TWS is aware of and captures all emerging customer service initiatives so that pragmatic solutions can be made in moving towards the ultimate goal. It is also important that decisions around any customer services initiatives are discussed and agreed by Customer Access Programme Board.

Availability of appropriate business resource

A key success factor for the delivery of TWS is that the process is business led – i.e. what services need. The project team appreciate that service areas are best placed to understand both their processes and their customers and are therefore working closely with services to define the best outcomes.

Whilst Phase 1 of TWS is currently managing to deliver to project timescale, it is fair to say that the project has struggled to get the appropriate level of business resource at the right time on occasion and this will impact on speed, accuracy and cost of delivery if not addressed.

It is for this reason that we have further refined the transaction development methodology described earlier in this document to include a strong management “wrap” and clear upfront identification and provision of appropriate dedicated business resource to work with the project for agreed periods of time. This will help ensure that we deliver as efficiently and quickly as possible.

Availability of trained ICT resources

One of the key reasons for selecting Asidua’s CCP product was that once our own ICT staff have been trained in its use we will become self-sufficient in developing future applications. This should reduce cost of development and place future direction firmly in our own hands rather than the supplier.

At this present time the ICT development team is not in place and skills transfer has not commenced: a clear plan needs to be established and managed to ensure that this happens.

Time

The project will be working to tight timescales and training delivery will need to take place prior to implementation of new ways of working. However, this can only be achieved if:

- Planned work and coordinated timescales across each service are identified and agreed
- Training resource is planned in well in advance alongside other demands.
- Services support the changes.
- Staff embrace the change.

- Performance Management is proactive within each service.
- Project resource from each service is secured, recognising the demands of the 'day job'.
- HR/ICT consultation/involvement is timely when developing technology and process changes.
- ICT development is timely and resource is available.
- Business Engagement and Change activities are effective and robust.
- Service peak times are identified, when the project will not be permitted to rollout training/ways of working.

A specific time constraint for this project is the requirement to decommission Siebel.

Technology

Delivery of the project objectives will be reliant upon the development and implementation of ICT technical solutions and system enhancements and, the ability of a number of both internal and external suppliers and third party organisations to provide specialist expertise and professional services.

As a large corporate project, TWS is dependent on a number of other corporate wide initiatives and projects for its success. As an example, if part of the TWS requirement is to display location details as part of an online development, we are dependent on the council's GIS system being technically up to date and the information contained within it accurate. If this is not the case then this may delay or prevent development.

A clear dependency mapping exercise is required to flag up and deal with these issues at an early stage.

Culture

Looking at the bigger picture can be hard to do and there is bound to be resistance from some service areas to standardising the way the diverse range of enquiries that the council receives are handled. There will always be doubters but, the objectives of the project will only be fully achieved by gaining political support and explicit buy in from all service areas, to adopting a 'one council' approach. In order to introduce radical change, a culture shift linked to departing from a 'silo mentality' and, a governance structure to support this, will be required.

Also, it will be necessary to encourage customers to migrate to more cost effective alternative channels and still meet the needs of our diverse communities.

7. DEPENDENCIES / INTERFACES

There will be overlaps, linkages and critical dependencies between the Customer Access Programme and other major transformation programmes within Customer Access and Performance and, the projects within them:

- Changing the Workplace
- Enterprise Document Management.

The programme will interface with Directorate and service area transformation initiatives, including:

- Environment and Neighbourhoods - Street Scene Change Programme
- Children's Services Transformation Programme (CSTP);
- Adult Social Care Transformation;
- Benefits E-claims
- Social Care Systems Review (SCSR) projects;
- City Development - Sport for the Future Programme;
- BSC Enquiry Centre project;
- Customer Services One Stop Centre review.
- Mail and Print review.

Although these will not be directly associated with the Customer Access Programme, relationships will have to be managed as many will be dependent on the same technical solutions and ICT resources.

The Programme will be dependent on a number of ICT programmes and projects, particularly the E-Leeds Programme (EDRMS) and the Public Services Network Project (PSN).

In addition to the dependencies and interfaces with programmes and projects outside the scope of the Customer Access programme, there are also many dependencies between the projects within the programme and, most of them are very closely inter-related and mutually reliant.

8. KEY ROLES & RESPONSIBILITIES

The Customer Access Programme Board will provide governance for the project and ensure that activities are properly prioritised, planned and resourced. They will be responsible for monitoring quality and programme assurance, ensuring that the programme and projects are being effectively managed and are delivering the required outcomes and benefits.

The Assistant Chief Executive (Citizens and Communities) will act as Programme Sponsor and provide strategic direction and leadership.

A Programme Manager has been appointed to provide leadership, direction and ensure achievement of programme aims and objectives in accordance with agreed quality standards, established policies and within the specified constraints of time and cost. They will report to the Customer Access Programme Board when strategic decisions, major deliverables and key milestones are due. They will be responsible for managing the programme team, and will need to have sufficient time to deliver the programme, recognising the complexities and time consuming nature of many aspects of transformation projects.

Achievement of the programme objectives, within planned costs and timescales, is dependent upon the appropriate resources being allocated to the programme. A dedicated TWS Project Team will be established to support the Customer Access Programme Manager, which includes project managers who are responsible for delivering individual projects and will manage more than one project concurrently. Suitable employees, including specific individuals, will need to be exclusively seconded / assigned / recruited to this team, on a full time basis, for the duration of the project, in order to successfully deliver the project and programme objectives.

The skill sets and numbers needed to deliver the aims of this phase of the project have been identified and, as well as technical knowledge and ability, it will be necessary for people working on the project to have the relevant experience and personal attributes to work as part of a team. Membership of the Project Team may vary during different phases of the project however, for this phase, it will be supplemented with existing staff from within PPPU/PU, analysts commissioned from the ICT BPR Team, and skilled resources from corporate ICT, Customer Services and appropriate service areas. External contract resources may be required where suitable internal staff are not available, or to undertake specialist tasks and provide expert knowledge.

This is a large and new undertaking for the Council and it is important that both during and beyond the life of the project, the right skilled staff are in place to take this work forward. With this in mind it has been agreed that in order to get this right, a small core team will be established formed initially from members of ICT and Customer Services to take the next stage of this work on. This nominated group will receive full training in the Asidua product and will work together under the direction of the Customer Access Programme Board, and the day-to-day management of the TWS Project Team to establish the precise roles and responsibilities and the split of these roles – business and ICT – to take this work forward longer term.

9. RISKS

A high level risk analysis has been performed and a number of risks have been identified which could delay or prevent the programme achieving its stated objectives and benefits.

Resistance to Change

There may be opposition from service areas to engaging with the programme, accepting an alternative approach to enquiry handling and/or the inability or unwillingness to implement new ways of working and technologies. To successfully deliver across all service areas, transformation will need to be carefully managed as a coherent programme of change, with strong senior leadership and a focus on cultural shift linked to adopting a 'one council' approach.

Finance

Lack of investment funding to deliver and support the programme and, existing funding structures which do not currently support a one council approach.

Also, there is a danger that identified benefits will not be realised for a number of reasons, such as, the pace of change is not fast enough, costs have been under-estimated or benefits double-counted. Current staff turnover might be sufficient to meet benefit targets, but those leaving may not be in the right areas, at the right levels or, other staffing/budget pressures could impact on plans. Alternatively, challenging timescales could impact on the ability to implement service change and extract financial benefits.

A specific and significant risk in this area is if the council decides not to support the full implementation of end to end transactions through CCP, the estimated financial benefits will not be achieved.

Staffing

Lack of staff capacity, insufficient appropriately skilled and experienced resource to deliver and support the programme, which is available and committed. This has already been encountered during Phase 1 delivery and recommendations taken to CAP Board and Best Council Design Team to address these issues.

There is a major risk that it will not be possible to obtain the required internal and external resources, individuals and organisations, which are suitably skilled, to carry out the work. There are also potential difficulties in training and developing staff with skills for new ways of working and technologies and, in re-skilling the workforce to maintain service provision.

Technology

There is a high dependency on the implementation of new technology and on key ICT programmes like the E-Leeds programme which will deliver a new Electronic Document and Records Management System (EDRMS). These technology developments may not meet business requirements or may not support delivery of the programme and, even if they go according to plan, they could influence how quickly savings can be realised.

Stakeholder Engagement

Gaining corporate and political support will be essential to the successful delivery of this programme and, the stakeholder management and communication aspects will be vital, to ensure alignment, commitment and buy in. Stakeholder relations activity will have to be built into each phase of the programme, and a clear and robust communications plan will need to be developed, in order to communicate an understanding of the aims and objectives of the programme.

Members, Directors, Chief Officers, Service Heads, operational managers, front line & back office staff, Trade Unions, partners and other agencies will need to be engaged in a timely and appropriate manner. This will develop an appreciation of what the programme is going to deliver, alleviate fears and resistance, gain commitment (co-operation, staff time & resources) to delivering effective change and, ensure that the whole council is engaged.

Conflicting Priorities

Business as usual and/or other programmes, projects and initiatives could have an adverse impact on the programme. If emphasis is placed on service delivery or other transformation programmes, and existing capacity is channelled in that direction, it could have a detrimental effect on the Customer Access Programme, in terms of progress and morale.

Therefore, it is important to clearly define the vision, scope, aims, objectives and deliverables of the programme and essential there is clarity on how the Customer Access projects and work streams fit with other corporate transformation programmes and existing service improvement initiatives.

Operational Change

Individual services will need to be reconfigured to take into account new standardised ways of handling the diverse range of enquiries that the council receives and, to reflect where activity has been taken out of services and consolidated (e.g. into the Corporate Contact Centre and One Stop Centres). The council will need to define new operating models, both for the new council-wide delivery structures but also for the service-specific functions.

It is important that the council avoids moving to implementation without properly designing detailed service operations. There will need to be careful transition to the new arrangements as each project is rolled out and, it will be critically important that the programme is managed in a coordinated way, as selective implementation of projects could potentially marginalise the overall programme benefits.

Appendix 01

Service Area	Enquiry Type	Enquiry SubType	
Adult Social Care	Customer Relations	Complaint	
		Compliment	
		Data Protection Request	
		Freedom of Information	
		Letter Received	
	Information	RIPA	
		Active Worker Contact	
		Not ASC - Re-directed	
		Process Information	
		Service Information	
	Permits	Blind Companion ENC Pass	
		Blue Badge	
		Companion ENC Pass	
		Disabled Bearer Only ENC Pass	
		Referred to Partner	
	Reception		
	Refer to Other Agency		Equipment Replacement
			Equipment Returns
			Furniture Requests
			Keeping House
			Leeds Directory
			Neighbourhood Networks
			Other Voluntary Sector Agency
			Radar Key
			Safeguarding
			New Referral
	Referral		Worker Involved
			Care Ring/Telecare
	Signposting		Equipment Replacement
			Equipment Returns
		Furniture Requests	
		Keeping House	
		Leeds Directory	
		Neighbourhood Networks	
		Other Voluntary Sector Agency	
Benefits	Advice and Information	Appeal	
		Claim Status	
		Notification	
		Payments	
		Referral to Security	
		Referral to Visiting	
	Applications and Changes		Application Issued

		Backdate
		Benefit Precals
		CIS Check
		Change in Circumstance
		Change of Address
		Claim Received
		Discretionary Housing Payment
		Education Benefits
		Intervention Forms
		Proofs Received
	Customer Relations	Complaint
		Compliment
		Data Protection Request
		Freedom of Information
		Letter Received
		RIPA
	Local Welfare Support Scheme	Collect voucher
		Initial Enquiry
	Reception	Referred to Partner
	Student Support	Application
		Information
	Welfare Reform	Appeal
		Benefit Cap Letter
		Council Tax Support
		Discretionary Housing Payment
		General Enquiry
		Under Occupancy Letter

Catering & Cleaning	C&C Cleaning	Other
		Primary School
		Secondary School
	Commercial Catering	Commercial Outlet
	Customer Relations	Complaint
		Compliment
		Data Protection Request
		Freedom of Information
		Letter Received
		RIPA
	Education Catering	Primary General
		Secondary General
		Special Dietary Requirements
	Reception	Referred to Partner

Children's Social Work Services	Customer Relations	Complaint
		Compliment
		Data Protection Request

	Information	Freedom of Information Letter Received RIPA CSWS Worker Enquiry Contact Details Provided Not CSWS - Redirected SAR Form Posted Service Information Provided Transfer to Advice & Duty Team Transferred to CSWS Area
	Permits	Blind Companion ENC Pass Blue Badge Blue Badge - Over 2 Blue Badge - Under 2 Bulky Equipment Companion ENC Pass - Over 2 Companion ENC Pass - Under 2 Disabled Bearer Only ENC Pass
	Reception	Family Contact Visit Partner Visit Referred to Contact Centre Referred to Partner
	Request for Service	Room Booking Email to Active Worker New Section 17 Request With Advice and Duty Team With Area Team
	Signposting	Appropriate Adult Request (YOS Children's Centre Education Service Equipment Replacement Equipment Returns Family Hub Health Legal Other Voluntary Sector Agency Police School Youth Services

Communications	About Leeds	Content Distribution Other
	Communications and Marketing	Consultation Other

	Customer Relations	Website Complaint Compliment Data Protection Request Freedom of Information Letter Received RIPA
	Press and Media Reception	Other Referred to Partner

Community Safety	Crime Reduction	Target Hardening Youth Offending
	Customer Relations	Complaint Compliment Data Protection Request Freedom of Information Letter Received RIPA
	Public Reassurance Reception	Gipsy/Travellers Referred to Partner

Customer Services	Customer Relations	Complaint
		Compliment
		Data Protection Request
		Freedom of Information
		Letter Received
		Ombudsman
	Debt Advice Pilot	Ombudsmen Enquiry
		RIPA
		Advice Given
		Referral for Money Advice
	Reception	Referral to Benefit Advice
		Referral to Corp Debt Team
		Referral to Energy Efficiency
Referral to Yorks Water		
Referred to Partner		
Welfare Rights	Advice Given	
	Assessment	
	General Information	
	Home Visit	
		Telephone Advice

Democratic Services	Customer Relations	Complaint
		Compliment
		Data Protection Request
		Freedom of Information
		Letter Received

	Functions	RIPA Constitution & Corporate Gov Leaders Lord Mayors Members Referred - Standards Committee Scrutiny
	Reception	Referred to Partner

Development Resources & Strategy	Administration	General/Correspondence Non Response Policy/Procedures Service Issues Staff Behaviour
	Customer Relations	Complaint Compliment Data Protection Request Freedom of Information Letter Received RIPA
	Housing	General/Correspondence Non Response Policy/Procedures Service Issues Staff Behaviour
	Information Technology	General/Correspondence Non Response Policy/Procedures Service Issues Staff Behaviour
	Performance Management	General/Correspondence Non Response Policy/Procedures Service Issues Staff Behaviour
	Reception	Referred to Partner

Education Services	Contact Centre	Admissions
		Admissions - Annual Cycle
		Admissions - In year
		Attendance
		Complaint
		Compliment
		Free Transport

		HR General
		HR Health & Safety
		Inclusion Services
		Information Policy
		Lettings
		Pupil Planning
		School Improvements
		School Information
		Special Educational Needs
	Customer Relations	Complaint
		Compliment
		Data Protection Request
		Freedom of Information
		Letter Received
		RIPA
	Education Services	Admissions
		Free Transport
		School Information
		Special Educational Needs
	Reception	Referred to Partner
	Face to Face	Admissions
		Admissions - Annual Cycle
		Admissions - In year
		Attendance
		Complaint
		Free Transport
		Inclusion Services
		School Information
		Special Educational Needs
Economic Development	Business Support	Business Advice
		Business Grants
	City Centre Management	City Centre Management
	Customer Relations	Complaint
		Compliment
		Data Protection Request
		Freedom of Information
		Letter Received
		RIPA
	Markets	Car Boots
		Farmers Markets
		Licence - Street Trading
		Markets
		Street Trading - Illegal
	Reception	Referred to Partner
	Renaissance	Renaissance

	Tourism	Tourist Information Yorkshire Forward
Housing - ALMO	Adaptations	Assessment Request
		Major Adaps - Under Warranty
		Major Adaps - Wet Floor Shower
		Major Adaptation - Extension
		Major Adaptation - Other
		Major Adaptation - Ramps
		Major Adaptation - Stairlift
		Minor Adaptations Request
	Customer Relations	Complaint
		Compliment
		Customer Involvement
		Data Protection Request
		Freedom of Information
	Estate Management	Housing Ombudsman
		Letter Received
		RIPA
		Communal Areas
		Fencing
		Flytipping/Dumping
		Forestry
Gardens		
Grasscutting		
Neighbourhood Wardens		
Permissions		
Sheltered Wardens		
Housing Application	Application Issued	
	Application Received	
	Application Reviewed	
	Bidding	
	CBL Application of Policy	
	CBL Formal Right to Review	
	Change of Circumstances	
	General Advice	
	Medical Referral	
	Needs Assessment	
Housing Referral	Priority	
	Priority Extension	
	Belle Isle TMO	
	Redirected – Not ALMO	
LASBT ALMO	Swarcliffe	
	Abuse/Intimidation/Harassment	
	Criminal Damage & Vandalism	
		Criminality

		Drug/Substance Supply & Misuse
		Hate Crime - Disability
		Hate Crime - Faith
		Hate Crime - Other
		Hate Crime - Race
		Hate Crime - Racial
		Hate Crime - Sexual Identity
		Hate Crime - Sexuality
		Hate Crime - Transgender
		Neighbour Disputes
		Noise Nuisance
		Nuisance & Rowdy Behaviour
		Property Alarm
		Prostitution & Sexual Acts
		Vehicle Alarm
		Vehicle Related Nuisance
		Violence
	LASBT Private	Abuse/Intimidation/Harassment
		Criminal Damage & Vandalism
		Criminality
		Drug/Substance Supply & Misuse
		Hate Crime - Disability
		Hate Crime - Faith
		Hate Crime - Race
		Hate Crime - Racial
		Hate Crime - Sexual Identity
		Hate Crime - Sexuality
		Hate Crime - Transgender
		Neighbour Disputes
		Noise Nuisance
		Nuisance & Rowdy Behaviour
		Property Alarm
		Prostitution & Sexual Acts
		Vehicle Alarm
		Vehicle Related Nuisance
		Violence
	Letting Homes	Acceptance or Refusal
		Accompanied Viewing
		Decoration Grant
		Pre Allocation
		Tenancy Sign Up
		Tenant Keys
		Void Final Fix
	Modernisation	Compensation
		Fencing
		Insulation
		Kitchens and Bathrooms

		Multi Concrete Remedials
		Pointing and Wall Ties
		Rewiring
		Roofing
		Survey
		Total Heat
		Windows and Doors
	Property Management	ALMO Tenancy Support
		Abandoned Properties
		Decorating Vouchers
		Digital Switchover
		Garage Application
		Leaseholder Query
		Mutual Exchange
		Pest or Animal Control
		Property Security
		Tenancy Agreement
		Tenancy Termination
		Tenancy Visits
		Tenant Insurance
		Under-Occupancy
	Reception	Referred to Partner
	Regeneration	Clearance
		Home Buy
		Home Loss Query
	Rent	Account Enquiry
		Arrears Arrangement
		Arrears Letter
		Arrears Visit
		Debt Management
		Eviction
		Former Tenant Arrears
		Garage Account
		Notice to Seek Possession
		Payment
		Refund
		Rent Increase
		Rent Payment Card
		Text Message
	Repairs	Bricklaying
		Compensation
		Disrepair Claim
		Drainage
		Electrical
		Garage Repair
		Gas Repair

		Gas Service
		Inspection
		Joinery
		Leaseholder Query
		Planned Work
		Plastering
		Plumbing
		Rechargeable Order
		Repair
		Repair Booked by ALMO
		Specialist Electrical
		Voids Work
		Damp
		Flooring
		Metalwork
		UPVC
	Tenancy Breach	Abandoned Property
		Damage to/Theft from Property
		Deliberate Overcrowding
		Dog or Pet in MSF
		Domestic Violence
		Drugs Use Personal
		Encroachment
		Failure to Engage
		Livestock
		Malicious Complaint
		Meter Tampering
		Missiles from MSF
		Misuse of Communal Areas/Space
		Noise Nuisance
		Non Residence of a Tenancy
		Nuisance
		Parking Issues/Obstructions
		Running a Business
		Squatter
		Storage & Refuse
		Sub Letting
		Threats and/or Violence
		Unauth Alterations/Structures
		Unlawful Use of Property
		Untidy Gardens
		Vehicle Related Nuisance
	Welfare Reform	Under Occupancy Letter

Housing - OTHER	Customer Information	Publication Surveys
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	Customer Relations	Complaint Compliment Data Protection Request Freedom of Information Letter Received RIPA
	Home Ownership Team	Assignment of Lease Cancellation of Right to Buy Delay Form Requested Discount Waiver First Refusal - Buy Back Issued LCC Mortgages Major Works Mortgage Reference Post Sale Query Progress Enquiry Received Service Charge Loan Service Charge Query
	Reception	Referred to Partner
	Regeneration	Area Management Little London Regeneration Co-ordination Swarcliffe

Leeds Housing Options	Care of Family or Friends	Friends/Family Unwill to Accom
		Harass/Violence - Known Assoc
		Harass/Violence - Neighbourhd
		Harassment/Violence - Racial
		Non Violent B'down - Assoc
		Non Violent B'down - Partner
	Customer Relations	Parents Unable/Unwill to Accom
		Violent B'down - Assoc
		Violent B'down - Partner
		Welfare Reform Issue
		Complaint
		Compliment
		Data Protection Request
Institution Leaver	Freedom of Information	
	Letter Received	
	RIPA	
	Armed Forces	
		Asylum Support Accommodation
		Bail/Probation Accommodation

		Hospital Discharge
		Local Authority Care Leaver
		Prison Leaver
		Welfare Reform Issue
	Local Authority Tenancy Issue	Clearance/Acquisition
		Closure Order
		Emergency Disrepair
		Eviction Warrant
		General Disrepair
		Harassment/Violence
		Non Violent B'down - Assoc
		Non Violent B'down - Partner
		Notice Given by Tenant
		Notice Served by Landlord
		Racial - Harassment/Violence
		Rent/HB/Bond
		Violent B'down - Assoc
		Violent B'down - Partner
		Welfare Reform Issue
	Non-Permanent Accommodation	B&B/Guesthouse
		Night Shelter
		Rough Sleeping
		Supported Housing
		Welfare Reform Issue
	Owner Occupier Issue	Clearance/Acquisition
		Closure Order
		Emergency Disrepair
		General Disrepair
		Harassment/Violence
		House for Sale or Sold
		Lender Queries
		Mortgage Arrears
		Non Violent B'down - Assoc
		Non Violent B'down - Partner
		Racial - Harassment/Violence
		Repossession
		Violent B'down - Assoc
		Violent B'down - Partner
		Welfare Reform Issue
	Private Rented Tenancy Issue	Clearance/Acquisition
		Closure Order
		Emergency Disrepair
		Eviction Warrant

		General Disrepair Harassment/Violence Landlord Enquiry Non Violent B'down - Assoc Non Violent B'down - Partner Notice Given by Tenant Notice Served by Landlord Racial - Harassment/Violence Rent/HB/Bond Violent B'down - Assoc Violent B'down - Partner Welfare Reform Issue Referred to Partner
	Reception RSL Rented Tenancy Issue	Clearance/Acquisition Closure Order Emergency Disrepair Eviction Warrant General Disrepair Harassment/Violence Non Violent B'down - Assoc Non Violent B'down - Partner Notice Given by Tenant Notice Served by Landlord Racial - Harassment/Violence Rent/HB/Bond Violent B'down - Assoc Violent B'down - Partner Welfare Reform Issue
	Tied Accommodation	Clearance/Acquisition Closure Order Emergency Disrepair Eviction Warrant General Disrepair Harassment/Violence Non Violent B'down - Assoc Non Violent B'down - Partner Notice Given by Tenant Notice Served by Landlord Racial - Harassment/Violence Rent/HB/Bond Violent B'down - Assoc Violent B'down - Partner Welfare Reform Issue

Legal Licensing & Registration

Customer Relations

Complaint

Compliment

	Electoral Services	Data Protection Request Freedom of Information Letter Received RIPA Change of Circumstance Confirmation of Register Entry Credit Rating Election Results Employee Enquiry Form Completion Query Nominations Office Enquiry Poll Card Polling Station Enquiries Postal Voting Proxy Voting Referendum Register Update Timescales
	Legal Services	Civil Litigation Development Employment and Education Management Performance Planning & Info Property and Finance Regulatory and Enforcement Social Care - Legal
	Licensing	Entertainment Taxi and Private Hire
	Local and Land Charges	General Enquiry Searches
	Reception Registrars	Referred to Partner Births Citizenship Ceremonies Civil Partnerships Copy Certificates Deaths Family History Location/Opening Times/Access Marriages Nationality Checking Service Other Ceremonies

Libraries Arts & Heritage	Arts & Events	Events General Information Leeds Card
	Customer Relations	Complaint

		Compliment
		Data Protection Request
		Freedom of Information
		Letter Received
		RIPA
	Heritage	Museums & Galleries
	Libraries	Buildings
		Enquiry Express
		Opening Hours
		Staff
		Stock and Services
	Reception	Referred to Partner

Partners and Other Agencies	Advocacy	Burley Lodge Advice Centre
		CAB
		Community Legal Services
		HALT
		PALS
	Customer Information	Publication
		Surveys
	Central Government	Census Form
		DTI
		DWP
		Fire Service
		General Register Office
		HM Customs and Excise
		HMCS
		Highways Agency
		Home Office
		Information Commissioner
		Inland Revenue
		NHS
		NI Contributions Office
		OFSTED
		Official Receiver
		Police
		UK Passport Agency
		Valuation Office
	Education	Park Lane College
	Finance	Debt Advice Agencies
	Finance Services	
	General/Correspondence	
	Leeds Credit Union	
	Non Response	
	Policy/Procedures	

	Health	Service Issues Staff Behaviour CHMT NHS Direct Patient Transport Victim Support
	Energy Efficiency Advice	Advice Given Referred to EEA Team Warm Front
	Housing Metro	Care and Repair Access Bus Bus Timetable Senior Citizen Bus Pass
	Other	Addiction Unit Alston Lane Armley Helping Hands Behind Closed Doors Emergency Life Lions Furniture HOPE Middleton Elderly Aid Morley Elderly Action Online Otley Action for Older People PDSA Confirmation Shopmobility Sure Start WISE
	Reception	Referred to Partner
	Utilities	Electricity Gas Telecommunications Yorkshire Water

Planning Policy & Improvement	Business Transformation	Business Transformation
	Chief Executive	Chief Executive's Office
	Customer Relations	Complaint
		Compliment
		Data Protection Request
		Freedom of Information
	Policy and Partnerships	Letter Received
		RIPA
Equality International		

	Reception	Other Policy and Partnerships Regional Policy Referred to Partner
Planning & Sustainable Development	Building Control Services	Applications Dangerous Structures Demolitions - Control & Advice General & Correspondence Site Visit Request Sports Grounds & Events
	Customer Relations	Complaint Compliment Data Protection Request Freedom of Information Letter Received RIPA
	E-Planning	General & Correspondence
	Graphics & Communication	General
	Highways Development Control	Applications General & Correspondence
	Planning Policy	General
	Planning Services	Appeals Applications & Pre-Application Compliance & Enforcement DEC General & Correspondence Land & Property Use Permitted Development Site History
	Reception	Referred to Partner
	Sustainable Development	Conservation Ecological/Geological Services Environmental Issues General/Correspondence Landscape Listed Buildings Statutory Development Plans Statutory Register - Zoning Tree Preservation Orders

Procurement Unit	Customer Relations	Complaint Compliment Data Protection Request Freedom of Information Letter Received RIPA
	Functions	Approved List Contracts Procurement Excellence Tenders
	Reception	Referred to Partner

Recreation - Parks	Customer Relations	Complaint Compliment Data Protection Request Freedom of Information Letter Received RIPA
	Parks	Allotments Animal Welfare Anti-Social Behaviour Catering and Retail Cemeteries Estate Ops Maintenance Footpaths and Bridleways Natural Habitats Ops Maintenance (Non Estates) Overgrown Vegetation Playgrounds Sport Related Maintenance Staff Conduct Trees - Non Woodland Trees - Woodland Weeds
	Reception	Referred to Partner
	Streetscape	Floral Schemes/Plant Nursery Grass Cutting Shrubs and Hedges Weeds/Noxious Weeds

Recreation - Sport	Customer Relations	Complaint Compliment Data Protection Request Freedom of Information Letter Received RIPA
	Reception	Referred to Partner

	Sport and Active Recreation	Bodyline Child Play-Teens-Young People Outdoor Sports Playing Pitches & Facilities Site Based Maintenance Svcs Sports Centre Sports Development Sports Events Swimming Pool
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Regeneration Services	Customer Relations	Complaint
		Compliment
		Data Protection Request
		Freedom of Information
	Jobs and Skills	Letter Received
		RIPA
		Apprenticeships
		Information Advice & Guidance
	Reception Regeneration	Job Search
		Jobs and Skills
		Referred to Partner
		Area Management
		Community Centres/Facilities
		Community Consultation
		Holbeck
		Little London
		Regeneration Co-ordination
		Swarcliffe

Resources Services	Audit and Risk	Audit and Risk Services
	Business Support Centre	BSC Services
		Vacancy Information
	Corporate Property Management	City Print & Signs
	Customer Relations	General Building Enquiry
		Complaint
		Compliment
		Data Protection Request
		Freedom of Information
		Letter Received
	Human Resources	RIPA
		Employee Information
		HR Services
ICT	ICT Services	
	Website	

	Property Maintenance	PM - Building Services PM - Cleaning Services PM - Security Services
	Reception	Referred to Partner

Revenues	Business Rates	Arrangement Bailiff Advice Empty Property Charge Occupation RateableValue Reliefs Summons Vacating Premises
	CTax	AEO Account Information Adjustments due to CTB Advice Arrangement Bailiffs Change of Address Committal Death Disregards Exemptions FIF Payment Methods Recovery Refund Reminder Returned Cheque Summons
	Corporate Debt Policy	Financial Advice
	Customer Relations	Complaint Compliment Data Protection Request Freedom of Information Letter Received RIPA
	Reception	Referred to Partner
	Sundry Debtors Account	Advice Arrangement

Strategic Asset Management	Architectural Design Services	General
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	Asset Management	Council Owned Land
	Customer Relations	Complaint
		Compliment
		Data Protection Request
		Freedom of Information
		Letter Received
		RIPA
	Property	Council Property
	Reception	Referred to Partner

Transport Services	Customer Relations	Complaint
		Compliment
		Data Protection Request
		Freedom of Information
		Letter Received
		RIPA
	Fleet Management	Condition of Vehicle
	Passenger Services	General Enquiries
		Private Hire Taxi
		Welfare Bus Service
	Reception	Referred to Partner
	School Crossing Patrol	Req School Crossing Patrol

Appendix 02 – Transaction Development Methodology

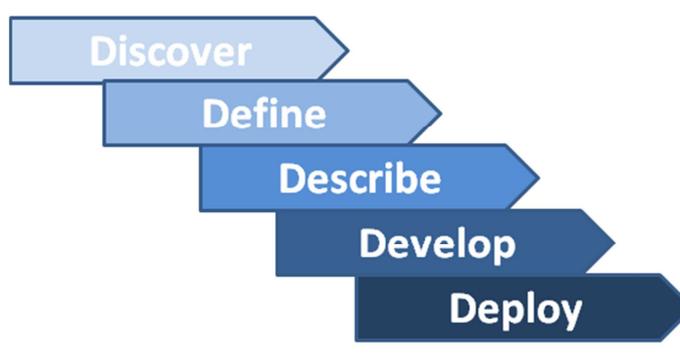
Introduction

The introduction of CCP will enable the re-design of transactions. This re-design will enable a streamlined and more effective service to customers. The end to end solution offered by CCP and the re-usable form and integration components will deliver benefits through process improvement and automation.

It is important that the opportunities to develop self-service solutions and process improvements are understood and taken forward. Simply reproducing existing transactions within CCP will perpetuate the existing problems.

Methodology Outline

The methodology has 5 stages:



Each stage delivers specific outcomes and requires a particular set of roles and responsibilities including business area leads and subject matter experts.

Business areas will be prioritised for development and a small team of experienced business analysts will work with business areas and help them move through the stages all the way to live deployment.

1. Transaction Re-Design

The introduction of CCP will enable the re-design of transactions. This re-design will enable a streamlined and more effective service to customers. The end to end solution offered by CCP and the re-usable form and integration components will deliver benefits through process improvement and automation.

It is important that the opportunities to develop self-service solutions and process improvements are understood and taken forward. Simply reproducing existing transactions within CCP will perpetuate the existing problems.

Business areas are best placed to understand the complex needs of customers and back office systems within their service areas. The development of CCP transactions should therefore be addressed from a business point of view.

The business will identify back office systems and transaction attributes for fully end to end services. These will be used to define the CCP forms and service integrations.

2. Transaction Design Approach

CCP transactions are based on e-forms which gather the key data required for transfer into supporting systems. CCP forms utilise re-usable components for common areas such as Address and Location data which provide a consistent presentation.

The variable areas of CCP forms provide the unique business related data areas which make up the transaction.

The design of end to end transactions in CCP will be undertaken from a transaction outcome view point. This means that information about the transaction including data capture requirements, processing logic and back office data feeds need to be defined before any design work is undertaken.

This essential data will be captured on a Process Matrix. This is designed to break the transaction down into key areas including back office data requirements and integration.

The completion of this template should be undertaken by business area experts working with business analysts. This is to ensure that the attributes (including business logic and workflow) are fully described in the context of business needs.

End to End transaction design will utilise the completed Templates during a series of workshops with the business and Asidua to build a service specification which can be passed over to system designers.

The service specification will include re-usable components from the CCP platform (Including E-Form and Service Integration elements) ensuring faster deployment and a consistent approach.

This approach will be repeated for each Service \ Team within each business area. Time scales are indicative only.

3. The 5 Stage Approach



The **Discover** stage is used to create an accurate list of the existing transaction types supported by Siebel **and** the back office supporting service requests. This process will also expose Line of Business integration requirements and capabilities.

Requirements:

- Siebel Transaction Lists
- Line of Business Service Requests Requirements
- Line of Business Integration Services

Key roles:

- Business Area and Subject Matter Experts
- Business Analysts

Approach:

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Transactional Web Service Project – Phase 2 Continuous Roll Out

- Initial exploration workshop (1/2 Day)
- Checkpoint Review Meetings

Outcome:

- Completion of the Process Matrix Template



The **Define** stage is used to review the Process Matrix Template consolidating where possible and refining the list into specific business transactions which will be taken forward.

Requirements:

- Completed Business Process Matrix

Key roles:

- Business Area and Subject Matter Experts
- Business Analysts
- CCP Subject Matter Expert (Asidua)

Approach:

- Consolidation Workshop (1 Day)
- Checkpoint Review Meetings

Outcome:

- Refined Process Matrix Template



The **Describe** stage is used to translate the consolidated transaction list into a service specification which can be taken forward into development.

Requirements:

- Refined Business Process Matrix

Key roles:

- Business Area and Subject Matter Experts
- Business System Owners
- Business Analysts
- CCP Subject Matter Expert (Asidua)
- Customer Services Experts

Approach:

- Specification Development Workshop (2 Days)
- Checkpoint Review Meetings

Outcome:

- Completed Service Specification Templates



The **Develop** stage is used to create the service transactions within CCP. This will include Info Path Forms, Business Logic, Workflows and Integrations. These completed services will be taken forward into testing and future deployment.

Requirements:

- Completed Service Specification Templates

Key roles:

- CCP Development Resources (Asidua)
- Technical specialists/leads in key technology areas such as SharePoint, Enterprise, Dynamics etc
- Business Area and Subject Matter Experts
- Business System Owners
- Customer Services Experts

Approach:

- CCP Configuration, Service Integration
- Checkpoint Review Meetings

Outcome:

- Completed Service Transactions
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The **Deploy** stage is used to create the service transactions within CCP. This will include user acceptance testing, technical impact testing, end to end service testing, Web Service integration, Help Desk and User Training.

Requirements:

- Completed Service Transactions

Key roles:

- Business Area and Subject Matter Experts
- Business System Owners
- Technical specialists/leads in key technology areas such as SharePoint, Enterprise, Dynamics etc
- Business and User Testers
- Training Services
- Web Services Team
- Customer Services Experts

Approach:

- CCP Configuration, Service Integration
- Checkpoint Review Meetings

Outcome:

- Completed Service Transactions