



Watford 2020

Blueprint, Business Case and Implementation Plan for Watford Borough Council

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Executive Summary

Like many other councils, Watford Borough Council (WBC) is facing significant challenges in meeting changing customer expectations, modernising current working practices and maintaining financial sustainability. Watford 2020 seeks to address this by developing and implementing a new operating model which will fundamentally transform the way the council operates and deliver a range of customer and efficiency benefits.

The new operating model and Outline Business Case (OBC) has been developed over many months through consultation with Heads of Service, Section Heads and with managers / officers via a series of service innovations. Over 300 ideas were captured, benefits quantified and signed off by the relevant service leads. From this, key themes emerged on what the council of the future will be like. The future operating model will deliver the Watford 2020 vision of a more customer-focussed, digitally-enabled and commercially-minded council by:

- Bringing capability together to increase service resilience, standardise processes, reduce handovers and deliver better economies of scale
- Maximising the value of professional officer time for those who really need it – separate transactional processing from decision-making and support
- Maximising self-service by providing a proactive and personalised digital experience
- Digitising key processes (and information) from front to back to make transactional workflows as integrated to Line of Business (LoB) systems as far as possible
- Generating capacity for commercial growth, income and delivery of WBC's commercial strategy
- Providing a mixed economy of service provision and regularly testing the market to ensure services are efficient and effective.

Delivering the future operating model will mean significant cultural change, with a strong focus on establishing a more strategic, commercial and performance orientated culture. Partnerships and collaboration also underpin the model. The council has some options about how transformation is delivered - the OBC recommends that only an integrated transformation programme with additional transformation resources can deliver the ambition, scale and pace of change required.

The OBC has established that an investment of £1.92m will deliver a baseline budget reduction/saving of £1.21m when the full effect of the benefits are realised. Of this approximately £900k are net cost savings and £300k is net extra income. The investment includes resources to manage and deliver the implementation, new systems and technologies, redundancy and contingency costs.

The programme is expected to “breakeven” towards the end of 2020/21 and is expected to exceed the MTFs target of £1m in 2020/21.

Of the £1.92m implementation costs an additional £879k of funding is required across the two year implementation period.

The analysis and review work undertaken to date confirms there is a clear business case to proceed with the next stage of Watford 2020. Transformation should be delivered over a two year period through a series of infrastructure, service related and commercial projects/work packages using a consistent delivery approach. All projects and activities will be formally reported to the Watford 2020 Programme Board.

1. Introduction

1.1 Background

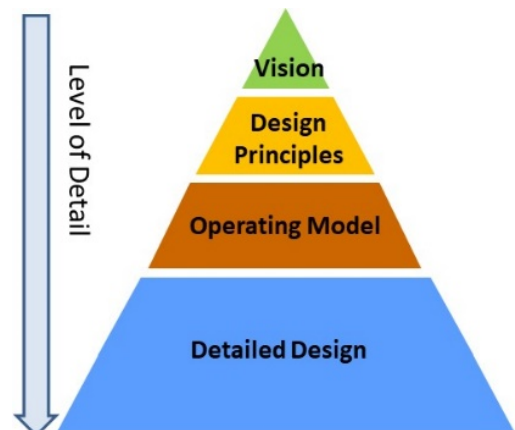
Watford 2020 was initiated to develop and implement a new operating model for Watford Borough Council (WBC). It is a transformational programme which has reviewed the internal workings and processes of the entire organisation through a series of 'Service Innovations' to create a council which is ready for the challenges of the future. To deliver the programme, Cabinet and the Watford 2020 Programme Board agreed a vision and set of design principles for WBC in 2020 which will be delivered through a series of tranches. Tranche 1 was concerned with completing a high-level design of services which was undertaken between July and December 2017.

This document sets out the main outputs from Tranche 1 with the aim of securing formal approval and funding for delivery of future tranches of the programme. It is intended to paint a comprehensive picture of the desired 'end point' of the WBC transformation programme in 2020, the rationale and plan for change.

1.2 Purpose of the document

In delivering the vision and design principles of Watford 2020 the purpose of this document is to answer the following questions:

- What will WBC look like in 2020? This is the operating model (blueprint) which provides a view of the shape of services after transformation covering processes, people, commercial opportunities and technology / infrastructure across all services identifying required operational changes. The operating model also bridges the gap between vision / design principles and detailed service design by providing the high level requirements for each service area.
- What is the case for change? This is the Outline Business Case (OBC) setting out the costs and benefits for delivering the operating model.
- How and when should change be delivered? This is the implementation plan setting out when and how changes can be made and therefore when benefits can be realised.



1.3 Programme objectives

The Programme's objectives are to:

- Develop a detailed operating model for the organisation that will deliver the vision and design principles and that enables the delivery of the expected benefits to transform the organisation
- Deliver the operating model and supporting Outline Business Case and implementation plan
- Implement the operating model to deliver the vision and realise the benefits
- Engage staff, managers and elected members in the design and implementation of new service models in order to ensure a smooth transition to new arrangements and make the change a success

- Re-model the organisational culture to enable successful implementation and embedding of the new operating model, which will require radically different ways of working

1.4 Context for change

There are a number of challenges facing WBC which the Watford 2020 operating model and business case seeks to address:

- **Delivering a corporate approach to transformation** - to deliver Watford 2020 a fundamental shift in mind-set is required across the organisation to be more commercial and to act and think in a more business-like manner. Encapsulating all of this under the umbrella of the Watford 2020 programme allows competing demands for resources to be reconciled, interdependencies to be identified and managed and the necessary change in culture to be firmly embedded across the council.
- **Meeting changing customer expectations** – the council needs to improve its digital offer for customers (residents and businesses), both of whom often expect to access services and communicate with the organisation outside of the usual office hours and using smart, interactive technology. The corporate drive to further develop the council's use of digital solutions, both customer-facing and back-office, is demonstrated by the inclusion of a digital agenda in the council's corporate priorities.
- **Modernising working practices** – the current operating model (section 3.1) does not match council ambition. There is recognition that there are several areas within the current operating model that could be improved to deliver a leaner, more agile and technology-enabled council and meet the vision of Watford 2020.
- **Financial sustainability** - notification from Central Government that the revenue support grant will be withdrawn entirely by 2020, leaving the organisation with a potential financial shortfall of £3m. The Watford 2020 programme has subsequently been tasked with raising revenue or finding savings of at least £1m by 2020.

WBC needs a new operating model which will meet the challenges identified, which can evolve as the Watford 2020 vision is implemented and which will also enable senior leadership to accommodate the shifting demands as further change is required.

2. Approach to high level design

2.1 Overall approach

The key features of the approach included:

- Working with the Watford 2020 Programme Board and Leadership Team to understand what the council will be like in 2020 supported by a deep-dive / innovation with services
- Collaborative working with staff and managers at all levels across all services to ensure they own the solutions developed and the conclusions that are made, particularly surrounding efficiencies
- Data driven so that all decisions are underpinned by robust process, financial and performance information to enable the OBC to be robust with an acceptable depth of assumption.

The steps and stage in the approach are shown in Figure 1.

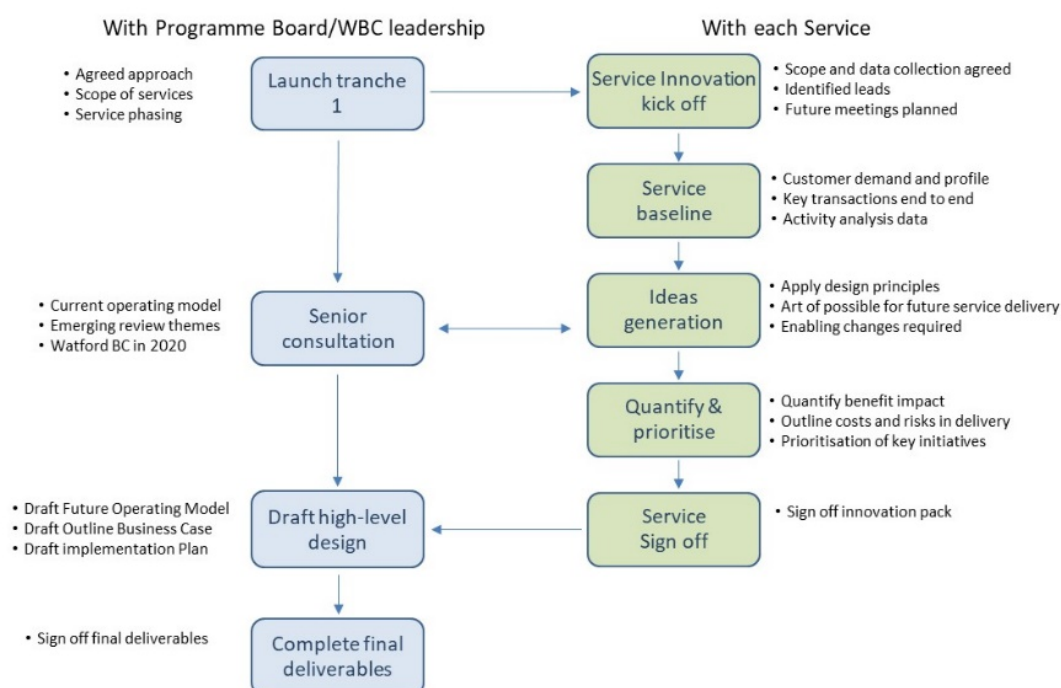


Figure 1: High level design approach

2.2 Senior Consultation

Senior consultation was undertaken with members of the WBC Leadership Team, both individually and collectively, and with the Extended Leadership Team as well as through the Managers' Forum. The consultation sought to understand views on the current operating model of the council, what operational changes should be delivered for 2020 and how change should be implemented.

2.3 Service Innovations

Service innovations were undertaken in collaboration with managers and staff to baseline, identify and model opportunities in delivering the Watford 2020 vision and design principles. Through a series of stakeholder meetings and workshops, the main objectives were to:

- Collate current financial, process, performance and productivity data
- Provide a forum to challenge the status quo and think in new ways to identify the ideas / opportunities for change and transformation of the service
- Quantify the benefits (with and without a risk factor applied) that can be delivered by the identified opportunities
- Identify main people, process and technology cost implications in delivering the opportunities
- Prioritise the opportunities and benefits that offer the highest benefit value, strategic fit and ease of achievement within the programme budget available

In total, 24 service innovations were undertaken, the list of services are in Appendix 1. Across all services over 300 ideas were captured, benefits quantified and signed off by the relevant service leads.

2.4 Business case development

In developing the business case the following stages, shown in Figure 2, were undertaken. The key point to note is that all the service innovation ideas were classified and analysed according to the emerging future operating model, bringing together the key outputs from the senior consultation and service innovation process.

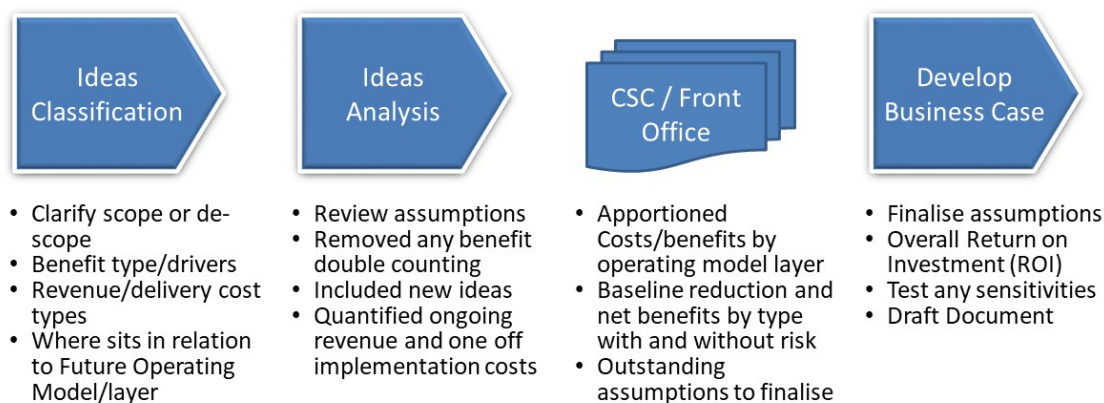


Figure 2: Approach to Business Case Development

3. Current State

3.1 Current operating model

In order to illustrate the potential impact of the future operating model on where WBC is in 2018, a diagrammatic representation of the current operating model is shown in Figure 3.¹ This identifies the current channel mix,² how services are organised, the delivery models in place and key IT systems. This was developed in consultation with members of the WBC Leadership Team and the Customer Services Centre (CSC). The main operational features identified include:

- Customers contact WBC largely through traditional contact channels with digital contact and the CRM system being under-utilised. CSC does not manage all customer contact for WBC and has multiple Line of Business (LoB) systems to work with.
- Use of a duty function to undertake additional triage/gateway to service delivery
- Most services perform well and there is a good collegiate decision-making approach within senior management. The council has a lean structure, but service resilience can be an issue as a result.
- Services are delivered and organised in a traditional way that does not clearly separate core strategic and transactional processes. This means some key skills (i.e. contract management, project management, policy development) are fragmented across the council.
- There has been a lack of investment in digitalisation and process redesign which results in a significant reliance on manual processing with little or no process automation.

¹ As at April 2018 and based on conversations to date.

² Based on estimates from CSC

- There is a positive progressive culture in WBC which helps the organisation to attract and retain good people.
- WBC has a strong vision for the town and good relationship with partners which collectively means WBC 'can punch above its weight' in terms of attracting levels of capital investment.
- Services are not fully exploiting commercial opportunities available.

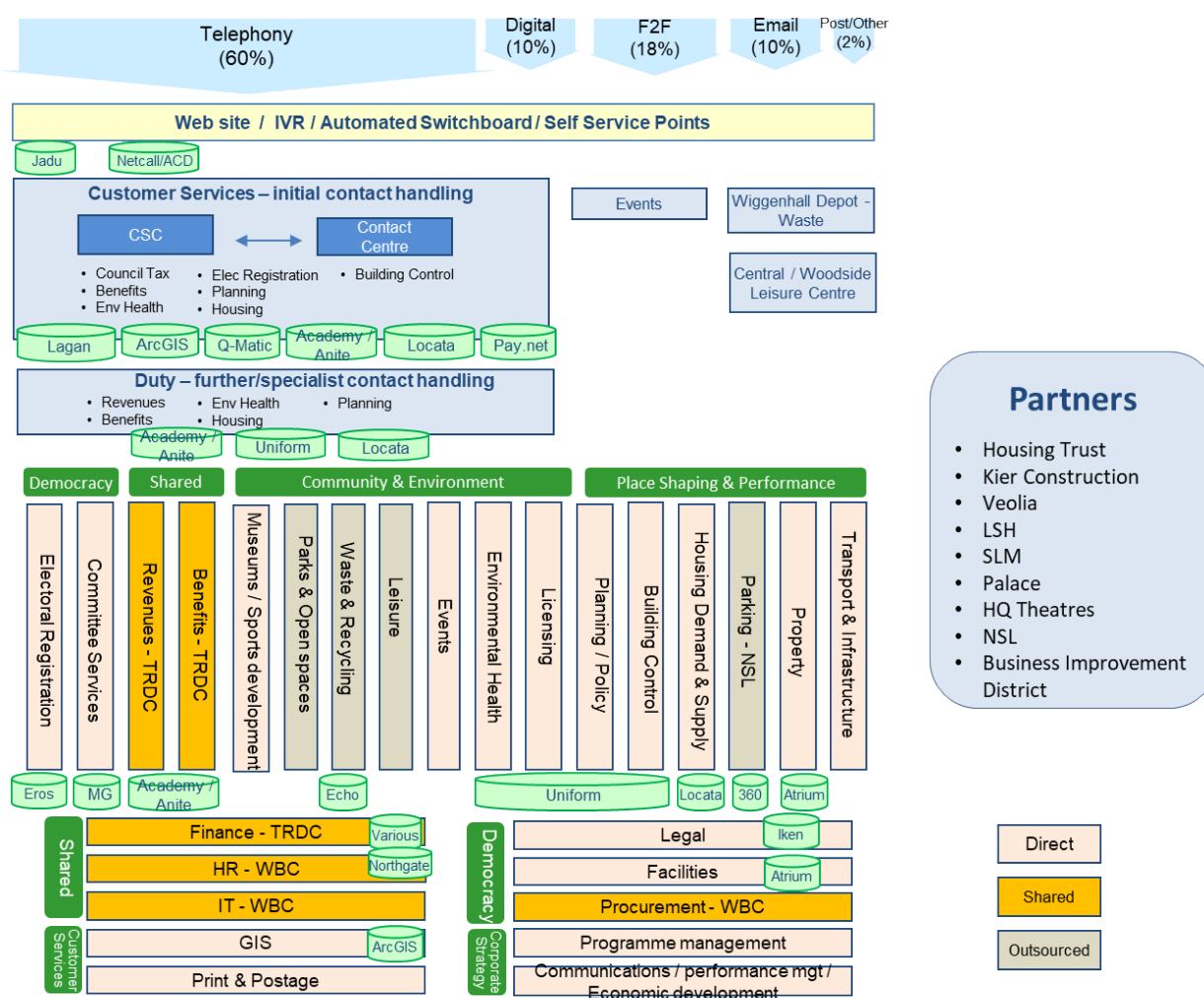


Figure 3: Current WBC Operating Model

Overall it is clear the WBC current operating model does not match future ambition and will not deliver the aspirations of Watford 2020.

3.2 Key themes from service innovations

In developing the future operating model for WBC, the service innovations identified over 300 ideas from which the following common key themes emerged:

- Bring capability together to increase service resilience, standardise processes, reduce handovers and deliver better economies of scale
- Maximise value of professional officer time for those who really need it – separate transactional processing from decision-making and support

- Maximise self-service by providing a proactive and personalised digital experience (external and internal)
- Digitise key processes from front to back to make transactional workflows as lean / automated / integrated to LoB as far as possible, supported by single sets of information (i.e. customer contact record, property data) and mobile working technologies
- Generate capacity for commercial growth, income and delivery of WBC's commercial strategy
- Provide for a mixed economy of service provision and regularly test the market to ensure services are efficient and effective. Ensure robust policy development and performance management across all services.

4. Watford Borough Council in 2020

4.1 Programme Vision

Watford in 2020 will be a customer-focussed, digitally-enabled, commercially-minded council:

- Our high-performing services will provide an excellent customer experience, will be designed from the customer's perspective and will be accessible for all
- Our services will be digital by design, exploiting opportunities provided by existing and emerging technology to deliver significant efficiencies
- We will be innovative, bold and entrepreneurial in continually challenging ourselves to improve performance, reduce costs and generate income.

4.2 Design Principles

To guide development of the high level design, a set of design principles have been agreed by the Watford 2020 Programme Board, Leadership Team and Cabinet and cover process, infrastructure, organisation /people, commercial and information. These are detailed below.

1. Process Principles

- All processes are end-to-end digital by design and maximise use of automation
- The web channel is the default option for customers - Customer Services only facilitate / support use of the web channel for those who can't / won't use it
- We tell customers what they should expect, keep them regularly updated of progress and either meet the expectation we have set or proactively tell them why if it won't be met
- We publish only selected telephone numbers – there is no initial transactional telephone contact with customers anywhere except within Customer Services
- Front-end services are joined-up around life events not our organisational structures adopting tell-us once principles
- Processes are simple, standardised and designed around the customer outcome and ideal customer journey
- We don't check physical things – we use the Internet of Things to alert us when we need to do something

2. Organisation and People Principles

- Our culture is creative, entrepreneurial, pro-active and can-do
- We have the skills and expertise to fully utilise digital capabilities
- Staff are rewarded for enhancing the delivery of our organisational objectives
- Management is output and outcome focussed
- We are a learning organisation – we encourage balanced risk-taking and there is no blame for “failure”
- We are outward-facing and industry aware – we learn from what others are doing and we share our learning with others
- Staff are appropriately empowered and encouraged to make decisions and changes
- We have a culture of continuous improvement, always searching for opportunities to make changes that will enhance the value of what we do

3. Infrastructure Principles

- We are enabled to work wherever and whenever
- Accommodation is utilised around functional requirements delivering maximum value from the asset
- We are paper-light
- Our ICT environment is modern and fit-for-purpose
- We only use a defined set of core applications
- All signatures are digital

4. Commercial Principles

- We continually identify and develop opportunities to commercialise existing and new services
- Our partnerships (private and public) are efficient and deliver value
- We have a strategic commissioning and procurement approach that derives the maximum value from every pound spent
- We adopt the most effective delivery models to deliver best value services
- We price commercially ensuring we cover all our direct costs (except when we have made a conscious and evidenced decision to subsidise)
- We are commercially astute – we understand the market and know how to make it work for us

5. Information Principles

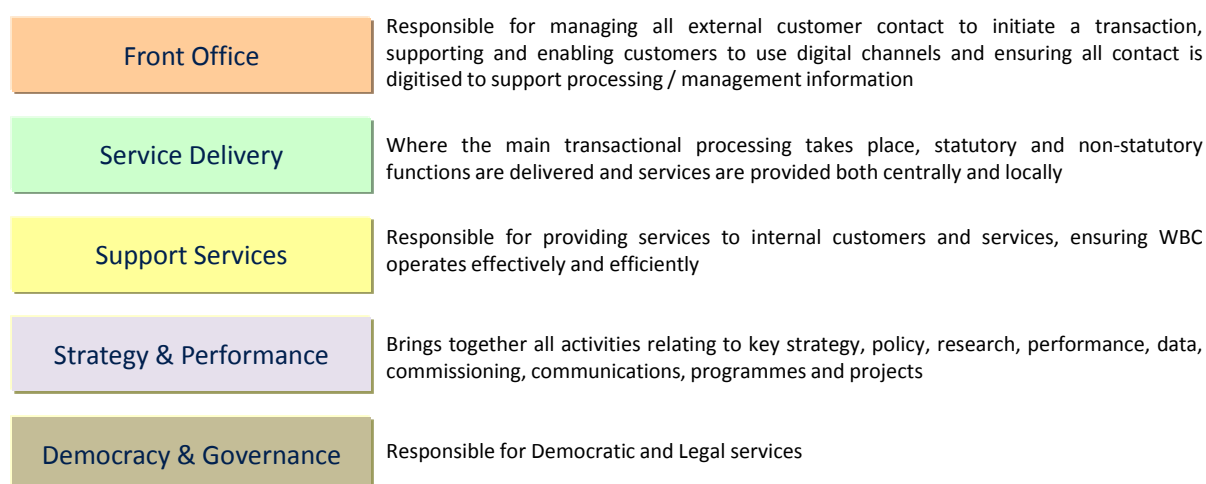
- We input/capture data once and use it many times
- We have accurate real-time information about customers and our business performance
- We have a knowledge culture – we are data / information rich, which is used to drive decision-making and day-to-day performance management
- We know what information we hold and we only hold that which we need in the most appropriate format
- We share information where it is appropriate to do so across the council and with our public sector partners

5. Translating the vision into Operations

5.1 Future Operating Model

Every aspect of the council's transformation is connected and together the components form an integrated future service delivery model. This future operating model describes 'how' services will be delivered at a fixed point in time – by 2020 – and a definition of the changes that will need to be made to the current state. It provides a blueprint for what WBC needs to look like in order to deliver the Watford 2020 vision and design principles. The future operating model is shown in Figure 4.

The diagram identifies five layers to the future organisation:



These layers represent common activity within WBC and provide an alternative to a traditional 'service area' operational design. They provide a framework for delivering the Watford 2020 Programme and enabling a fundamental shift in how WBC operates.

Delivering the future operating model will mean significant cultural change, with a strong focus on establishing a more strategic, commercial and performance orientated culture. Partnerships and collaboration also underpin the model. WBC will work with its strategic partners in the Town to design and deliver services and enable common objectives / outcomes to be realised.

5.2 Key design features

The main design features and changes for each of the layers are shown in Table 1.

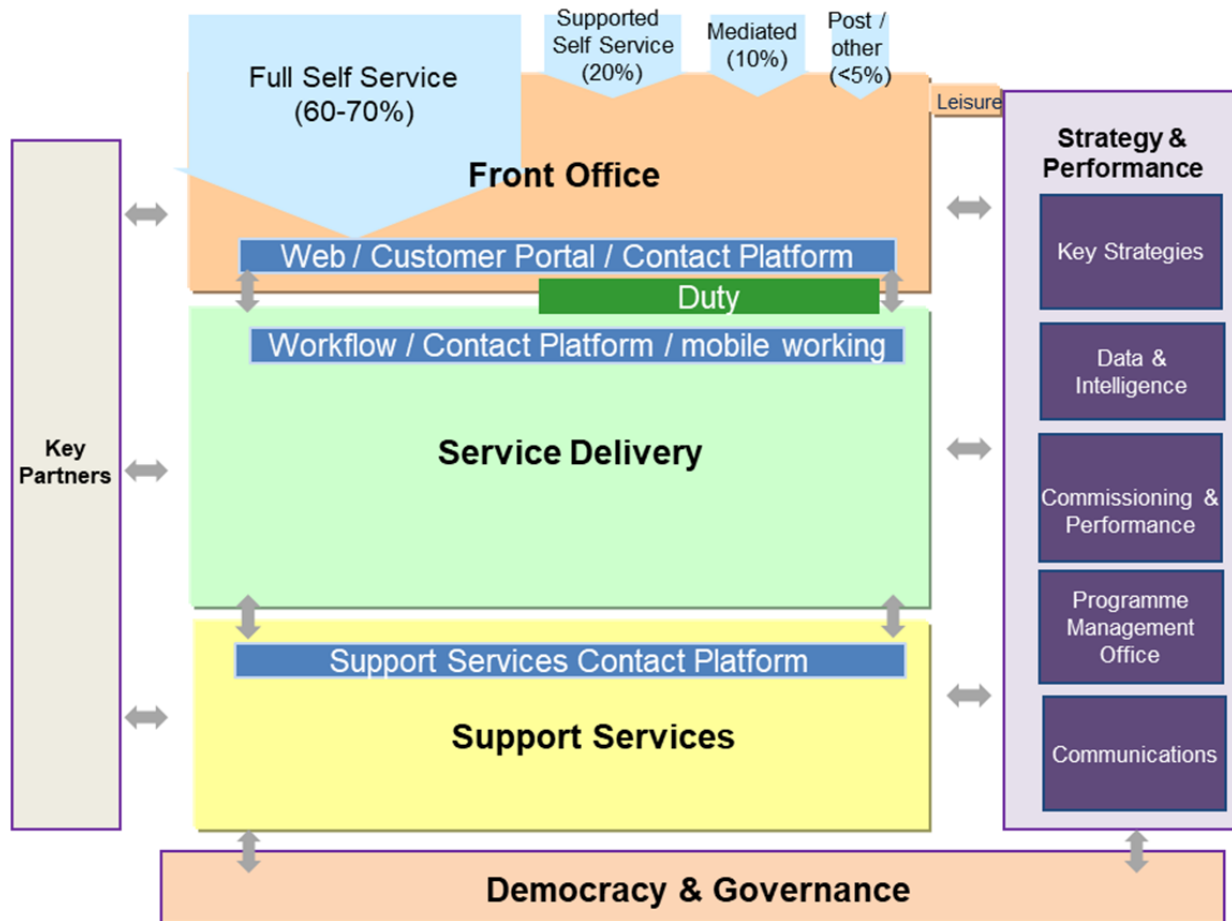


Figure 4: Future WBC Operating Model

Layer	Theme	Design features and key changes	Change rationale
Front Office	Customer contact	<ul style="list-style-type: none"> • “All” customer contact to initiate a transaction / activity through the Front-office either self-served through web / Firmstep or mediated by CSC • Full self-service (digital) predominant contact channel • General principle – if a customer can self-serve through information provided to them on the web or through an account – supported self-service or mediated access can be provided by not specifically trained CSC officers • CSC to apply consistent standards and service level agreements (SLAs) with services to manage expectations and focus activity 	<ul style="list-style-type: none"> • Drives self-service agenda • Frees up professional officer time from dealing with routine / simple queries • Consolidation provides efficiencies through economies of scale • Centralisation provides a consistent customer experience and opportunities to join-up around life events and breakdown council silos which are meaningless to customers
	Customer Account / Firmstep	<ul style="list-style-type: none"> • Firmstep to provide the council’s single portal that enables customers to create their own secure personalised account to request services, track progress and monitor their council service accounts e.g. Council Tax • Customer account to be used to communicate with customers using their preferred communications method for all communication (where legislation allows) • Firmstep to be used to proactively “push” information to customers and to integrate (two-way) into LoB systems • Fully digitise customer contact processes using Firmstep contact platform alongside development of new web content and customer journeys 	<ul style="list-style-type: none"> • Enables self-service agenda • Delivers reduction in external print and postage • Reduces re-keying and routine administrative activity • Professional, technical and service specialists freed up from routine transactions • Improved customer experience through greater access to information
	Digital Mailroom	<ul style="list-style-type: none"> • Single digital mailroom where all post will be scanned and indexed into a digital record for processing supported by technology e.g. barcoding • All outbound communication routed through the digital mailroom to be sent to the customer through their communication method of choice, integrated with the Firmstep account 	<ul style="list-style-type: none"> • Delivers reduction in external print and postage • Supports self-service and digital agenda • Frees up professional officer time from manually processing paper • Consolidation provides efficiencies through economies of scale

Layer	Theme	Design features and key changes	Change rationale
	Web and bulk communications	<ul style="list-style-type: none"> Customer Services to be responsible for authoring transactional web content (including information that could lead to general/simple enquiries) with services remaining as technical experts Content of all bulk external communications to be reviewed by Customer Services and Communications prior to sending out Customer Services to own overall customer journey and experience and digital engagement tools (i.e. web chat) Develop and implement a strategy to drive and support customers to use new digital channels and reduce printed customer letters 	<ul style="list-style-type: none"> Drives self-service agenda Reduces failure demand Reduces simple enquiries that should be self-servable Improves customer experience through enhanced web content written by “experts” Improves customer experience through receiving communications that have been specifically reviewed from their perspective
Service Delivery	Duty function	<ul style="list-style-type: none"> Services to provide a duty function for front line service specialist support (additional service triage/gateway to service delivery) for complex enquiries in order to move decision-making as close to the frontline as possible, minimise hand-offs and enhance the customer experience 	<ul style="list-style-type: none"> CSC is not of sufficient size to create highly trained deep CSC expertise across all areas of the council operation Enhances customer experience through getting the right answer at first point of contact Enables officers in the back office to focus on delivering their work through minimising interruptions as this will be handled by the duty function
	Digital enablement	<ul style="list-style-type: none"> Services fully exploit capabilities of their existing systems and the new Firmstep platform utilising workflow, document management etc. functionality Digital ways of working – no paper files etc. Two-way integration between Firmstep (where transactions will be initiated) and LoB systems Communication with customers delivered through the Firmstep platform via their account 	<ul style="list-style-type: none"> Reduction in administrative overhead and support Enables agile and mobile working efficiencies Enables accommodation rationalisation benefits Ensures we maximise the value from our investment in IT systems Enhanced customer overview of progress through regular automatic updates in their account

Layer	Theme	Design features and key changes	Change rationale
	Agile / new ways of working	<ul style="list-style-type: none"> • Use of mobile devices and new telephony / communications technology to support agile and flexible working • Access to LoB systems in the field • Off-line form functionality to enable offline capture of information and synchronisation with systems when connectivity available • SMART working in the office – functional use of space and desk rationalisation 	<ul style="list-style-type: none"> • Enables accommodation savings • Creates capacity within professional officers • Reduces re-keying and administrative overheads • Enhances customer overview of progress and information through automatic updates in their account • Supports improved work / life balance and staff satisfaction
	Property & FM	<ul style="list-style-type: none"> • Review the relationship between Facilities Management, Buildings and Projects and Property • Options Appraisal around future operating model to modernise and properly utilise the market 	<ul style="list-style-type: none"> • Opportunities for financial savings • Opportunities to enhance quality of service delivery
	Consolidation of events	<ul style="list-style-type: none"> • Bring together responsibility for all events 	<ul style="list-style-type: none"> • Enhances ability to deliver events in a joined-up customer centric fashion • Opportunities staffing efficiencies
Support Services	Effective Business Administration	<ul style="list-style-type: none"> • Consider the best way to provide business support – the administrative work that helps us deliver all our services 	<ul style="list-style-type: none"> • Enhanced resilience better placed to maintain the required service level with abstractions (annual leave, sickness, training) • Provide a more professionalised service to customers across their hours of operation
	Self-service portal	<ul style="list-style-type: none"> • Managers and staff to use fully digitised support services with all internal customer transactions via the Firmstep contact platform with integrations into LoB systems and development of a fully integrated workflow system (i.e. HR) • Streamlined/standardised processes – minimise duplication and handovers between teams • Improved data and knowledge sharing across teams • Implement new digital support tools (i.e. web chat) where appropriate 	<ul style="list-style-type: none"> • Delivers staffing efficiencies and capacity • Professional, technical and service specialists freed up from routine transactions • Improved customer access to information and progress with a transaction

Layer	Theme	Design features and key changes	Change rationale
	Customer-centric approach	<ul style="list-style-type: none"> Embed a customer focussed ethos - support services to develop SLAs to “contract” with their customers to manage expectations and focus activity and priorities 	<ul style="list-style-type: none"> Improved customer experience
	Member Training	<ul style="list-style-type: none"> Planning, commissioning and facilitation of member training to transfer to HR 	<ul style="list-style-type: none"> Enables staffing efficiency
Strategy & Performance	Strategy	<ul style="list-style-type: none"> Function to have accountability for development or commissioning of corporate strategy – Place, Organisation and Commercialism Working alongside partners to seek joined up delivery and economic / commercial opportunities Explore and implement ideas / initiatives to generate additional income and commercialise services (i.e. Contract management) 	<ul style="list-style-type: none"> Enhances ability and expertise in strategy development Consolidates strategy development to ensure consistency and join-up Strategy function to become the initiator of change / development in the organisation and town
	Data & Intelligence	<ul style="list-style-type: none"> New function to provide aggregated data, real-time dashboards, market intelligence and data analytics capability to join up resident, business and spatial information to support a single view across all service areas, deliver customer / town insights and support demand management, service improvement and commissioning Drive development of GIS Develop an electronic asset register and electronic Traffic Regulation Orders (TROs) 	<ul style="list-style-type: none"> Enables an information-rich organisation that is able to pro-actively and rapidly respond to emerging demand / concerns Enables rapid, evidence-based decision-making Enables a robust, data-driven performance management culture Enables consistent delivery of more informed communications
	Commissioning & Performance	<ul style="list-style-type: none"> SLAs to be developed with all services (internal, third-party, shared) and robustly performance managed to ensure delivery against organisational requirements / expectations Function responsible for customer needs assessment, supplier market analysis, market development, and the procurement and contract management of service suppliers (internal and external), performance management and reporting Periodic review of delivery model for all services to ensure maximum value is delivered (noting that this can also relate to social value) 	<ul style="list-style-type: none"> Enhances oversight and performance management of internally delivered services to the same standards as external (outsourced) services Consolidated expertise provides a centre of excellence organisationally to maximise the value delivered from major contracts

Layer	Theme	Design features and key changes	Change rationale
	PMO	<ul style="list-style-type: none"> Corporate programme office capability to track progress on all significant and major projects and enforce robust organisational process Provides centre of excellence to resource all council project and programme management requirements 	<ul style="list-style-type: none"> Reduces overall spend on project / programme management through use of internal resources rather than contractors / consultants and sharing across projects More robust project and programme management discipline enhancing the organisation's ability to successfully deliver projects to time, cost and quality requirements and realise benefits
Democracy & Governance	Digital enablement	<ul style="list-style-type: none"> Fully exploit capability of existing systems in Legal and Democratic Services Maximise use of technology to facilitate better working / sharing information / lean processes 	<ul style="list-style-type: none"> Provides capacity to deliver efficiencies and/or generate income and / or reduce external Legal spend Enhanced customer experience
	Single point for accessing Legal support	<ul style="list-style-type: none"> Legal to be responsible for commissioning all external Legal Support 	<ul style="list-style-type: none"> Ensures external Legal support is only sought where there is no internal capacity / capability available Ensures appropriate instruction and safeguards the organisation
	Members portal	<ul style="list-style-type: none"> Introduce a members' portal (Firmstep) through which members can transact (report faults etc.) and provides an oversight of what is going on in their ward /area of interest 	<ul style="list-style-type: none"> Reduces duplication of reporting and more efficiency dealing with issues raised by members Enhances members' access to information and ability to have an overview of their ward

Table 1: Key design features

5.3 Pen pictures

To bring the vision to life, pen pictures are included which present the experience of key stakeholders after the Watford 2020 operating model has been delivered.

Member perspective

“As someone who has a passion for my local community, the new portal has enabled me to make a real difference to residents by engaging with more people than ever before, giving me all the information I need to promote the great events going on in the town, from family activities in the holidays to the performances at the Cassiobury Park band stand in the summer.

With a full time job, having all my borough council information, from upcoming briefings and committees to notifications about works, in one location is really useful and means that I can answer queries from local residents much more quickly. Just the other day a resident contacted me to report a damaged street sign and rather than keeping them waiting whilst I reported it to officers, I was able to see from the portal that this had already been reported by another resident and was due to be fixed the next day.

By using my tablet to access committee papers, I no longer have stacks of paper to carry around and can read through reports in preparation for Overview and Scrutiny Committee whilst on the train on the way back from work.



Customer perspective



“The Watford Council website provided clear information on how to book a pest control treatment. After creating my online account, I booked an appointment online and was delighted to understand that I can get a discount because I’m receiving housing benefit. I was later sent an SMS message to remind me 24 hours before the council officer was due to attend – making sure I didn’t forget anything!

After the treatment the officer updated the details on his mobile device and confirmed the further treatments required. Once the work had been completed, I was able to provide feedback online and make the final payment from the comfort of my sofa when I got home from work. At the same time, I used my customer account to check my council tax balance and gave permission to share my details with other Council services meaning that I now receive updates about local events via notifications within my account – I’ll never miss a Big Event again!”

“I often go for a walk around Callowland Playing Fields and will always let the council know when a dog owner has not cleared up their dog’s mess. I don’t have a computer at home or a mobile phone with internet so when I first heard about the changes that the council were making to become more digital, I immediately wondered I would still be able to call. I needn’t have worried – I can still give them a ring when I need to and the only difference now is that the lady on the other end of the phone plots the location on a digital map and sends it immediately across to the correct person so that the issue can be resolved. If anything, the service is even better than before!



“I’m not really a computer-person, let alone ‘digitally-enabled’, so when I came into the Town Hall to get myself on the electoral register, the thought of having to use a computer filled me with dread. Luckily as soon as I walked into the Customer Service Centre, I was met by one of the Customer Assistants who was able to sit with me at the computers, load up the correct website and talk me through the different steps to complete the transaction. It was nowhere near as difficult I was expecting and, having someone there to provide that support made me feel much more comfortable. I am not going to go out and buy the latest tablet, but I’d definitely feel much more confident using the computer again in the future”.

Staff perspective

“Over the last 10 years, there have been some big changes in the way we do things. But one thing we have really struggled to do has been to break our reliance on hard copy paper. All our systems were set up years ago when digital transactions weren’t an option and there just hasn’t been the time to properly look at this. That’s why I was so pleased when the Service Innovations started – we all had an opportunity to make suggestions and becoming more digital was at the top of the agenda!

As a Planning Officer, I can now take my mobile device to developments and review the plans whilst on-site – no more printing on the plotter and grappling with huge plans in the wind! I can also take notes electronically and load them directly onto the system meaning that I no longer have to type up notes when I get back to the office.



In the office itself, gone are the boxes of paper plans and planning applications. Instead, the workflow is electronic with new jobs allocated by my manager and dropping into my inbox. My phone no longer rings off the hook as all calls go directly to the CSC with only the more complex queries referred to Planning Officers, giving me more time to prepare for Development Management Committee!”

Customer Service Centre perspective



“The reduction in the number of telephone calls over the last few months has been really noticeable. A lot more people seem to be using the website to self serve and if a customer appears to be struggling to find the information that they are looking for, we are automatically notified and can start a web chat to see if we can help them. When customers do contact us by phone, I am able to access the majority of information that they want using the public website and can even complete the online forms on their behalf. Some of our customers don’t know how to use computers but that’s ok - now that I spend less time on the phone I have the time to provide that supported self-service to help people complete their housing register applications on one of the public computers. You can pick up a lot of information working somewhere like the Customer Service Centre but it doesn’t mean I am a planning expert; fortunately, the Duty Officer is able to answer some of the more complex queries and the online booking system means that customers no longer just turn up and have to wait to be seen.”

Manager perspective



“With an operational service to run, the management of my team can sometimes seem like the last thing on my long ‘to do’ list. When some days are spent running from meeting to meeting, being able to catch up with contractors through video conferencing in one of the breakout rooms has been a real benefit and given me the time I need to spend with the team. Although we have less desks, staff are often out of the office or working from home so it’s not a problem. When members of the team are around, they have the technology to be able to work from any desk, using their laptops to ‘touch down’ wherever is convenient. Having all our information held electronically means that the piles of paper are gone, desks are not cluttered and the working environment is much more pleasant. It also means that I have access to performance data available at the click of a button. I am shortly due to start the procurement process for a new service provider and the ability to request the support I need from other services through the Supporting Services platform at the click of the button has saved loads of time. It has also meant that the procurement and legal support will be available when I need it meaning I can effectively plan team resourcing!”

6. Business Case

6.1 Options appraisal

The council has three broad options for delivering its vision:

1. **Option 1 – Do nothing.** This option is self-explanatory – it represents no change from the council’s current method of operation.
2. **Option 2 – Incremental change projects largely through use of current resources.** This option would entail the implementation of stand-alone initiatives on a department by department basis using spare capacity
3. **Option 3 – Integrated transformation programme with additional transformation resources.** Develop and implement an authority-wide programme of change with additional resources to deliver transformational change

These options are compared in table 2 at a high level against a range of factors.

Option	Costs to implement	Delivery Risk	Financial benefit	Customer Benefit	Overall impact	Analysis
1. Do nothing	Low £0 cost	Low	Low £0 baseline reduction	Low	Low	<p>This option represents no change from the status quo. It would provide limited change to current ways of working, and consequently limited benefits for the council.</p> <p>Whilst cost implications would be the lowest, it does not support the council's strategic or financial objectives. It certainly would not provide the transformation that the council seeks to deliver, nor address the 2020 savings target in the MTFS.</p> <p>Furthermore, this option places the council in a reactive position when interpreting and acting upon new initiatives (i.e. further changes to service delivery models) and does not deal with current operating model frustrations. The council would fall further behind in the way it provides its services and this is likely to impact resident satisfaction levels in the medium term</p>
2. Incremental change projects largely through use of current resources	Medium ~£750k cost	High	Medium ~£500k baseline reduction	Medium	Medium	<p>This option would involve the implementation of stand-alone initiatives on a project by project basis using current staffing resources. These would include the implementation of Firmstep (but potentially utilising reduced functionality and not maximising opportunities to enhance delivery to customers and efficiency for staff), new telephony and a variety of service specific initiatives.</p> <p>This option would provide a middle ground in terms of cost and benefits. However, it is likely that benefits delivery would be patchy and that overall council wide transformational benefits will not be delivered. Delivery risk is high as it relies on existing resource capacity which is already fully utilised and under pressure. Any major new initiative of scale by diverting existing resources will jeopardise other priorities.</p> <p>This option also presents risk that the application of different approaches (or even technologies) in different parts of the council would lead to a sub-optimal overall solution and, as with option one, risks the council falling further behind in the way it provides its services with the consequent likely impact on resident satisfaction levels in the medium term</p>

Option	Costs to implement	Delivery Risk	Financial benefit	Customer Benefit	Overall impact	Analysis
3. Integrated transformation programme with additional transformation resources	High £1.92m cost	Medium	High ~£1.21m baseline reduction	High	High	<p>This option involves the development and implementation of a single programme, comprising of a number of change projects each designed to deliver aspects of the Watford 2020 operating model. This option would require significant investment in transformation capacity to ensure the programme is properly resourced and delivered. The level of detail in the process would mean that workflows, team resourcing and technology requirements would be objectively identified and provided for.</p> <p>The main advantage of this option is that it allows the council to focus its investment into areas of greatest impact, and to ensure that projects / initiatives are aligned around the operating model. Overall savings are likely to be highest from this option, providing a suitable programme and benefits management infrastructure is put in place. This option is most likely to provide the large scale ambitious transformation the council has committed to.</p> <p>This option requires careful co-ordination of change initiatives, to ensure that risks are managed across the organisation and benefits are delivered</p>

Table 2: Business Case options

By adopting option 3, an integrated transformation programme, the council will be better able to synthesise, rationalise and integrate its responses to the internal and external pressures that it faces. The structure of the programme includes a single, clear set of priorities to be achieved aligned to the future operating model. This will provide a better value for money approach than delivering separate, project-based initiatives and will ensure transformation is resourced, co-ordinated and delivered.

This is also supported by the Corporate Peer Challenge in 2017; *'It is important that the council is able to integrate all of its plans to ensure that there is a holistic council-wide programme that incorporates the council's work on transformation..... To be successful...the peer team believe that the council should invest in and develop the right capacity and resilience needed to deliver on both their internal change programme and their external place shaping programme'*.³

6.2 Benefit drivers

There are a range of business drivers that impact across the operating model layers and enable delivery of benefits. The main benefit drivers and how they make up the Watford 2020 financial savings are shown below.

Drivers	Includes	Split
Centralisation and consolidation of activity or alternative delivery models	Bringing expertise together to deliver better economies of scale and increase service resilience. Implementing new ways and vehicles for delivering services that are cheaper and / or better than the current approach.	41%
Digitisation and process automation	Enabling customers to initiate and complete a range of transactions, including information provision, reporting issues, making payment etc. by themselves without council intervention. Converting information into a digital format to make it more versatile and accessible. Automating steps within a process through technology.	25%
New / expanded commercial opportunities or Increased income via fees	Developing new commercial propositions to maximise income and get the best use out of council expertise, intellectual property and assets. Increasing current charges to residents and businesses to cover the costs of providing those services.	21%
Other uses of technology and process change	Using mobile technology to provide access to core council LoB systems remotely which streamlines business processes and reduces paperwork. Connecting devices to the internet / secure network in order to transmit data and provide a targeted service response	13%

Table 3: Benefit drivers

6.3 Headline benefits

Delivery of the operating model by 2020 will deliver the following benefits (baseline is in 2017/18 unless indicated)

Aim	Benefits Measures	What good looks like
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³ Corporate Peer Challenge Watford Borough Council 12 – 14 September 2017 Feedback Report

Aim	Benefits Measures	What good looks like
Customer-focussed ⁴	<ul style="list-style-type: none"> Customer Satisfaction (across all channels and services) 	<ul style="list-style-type: none"> Increase in % of customers who rate experience of contacting the council as good: <ul style="list-style-type: none"> By Telephone (from 96%⁵ to 99%) By Face to Face (from 74% to 85%) By Web (from 42% to 90%) Improvement for non-high-performing services Maintenance for high-performing services
	<ul style="list-style-type: none"> Number of complaints 	<ul style="list-style-type: none"> Reduction in number of complaints that are upheld
	<ul style="list-style-type: none"> General support/failure demand 	<ul style="list-style-type: none"> Reduction in general enquiries that require officer support / intervention Reduction in failure demand i.e. customers following up to check what is going on Reduction in customers alerting us to physical “defects”
	<ul style="list-style-type: none"> Individual Service performance measures 	<ul style="list-style-type: none"> Improvement for non-high-performing services Maintenance for high-performing services
	<ul style="list-style-type: none"> Customer engagement and “brand” reputation 	<ul style="list-style-type: none"> Increased uptake of “choice” services Increased customer satisfaction Increased resident satisfaction Watford recognised for excellence
Digitally-enabled	<ul style="list-style-type: none"> Channel mix 	<ul style="list-style-type: none"> Increase from circa 10% to 60% of customer initial transactions completed digitally for all WBC customer contact Decrease from 78% to 30% of customer initial transactions completed by phone / face-to-face for all WBC customer contact
	<ul style="list-style-type: none"> Reduction in costs of the council 	<ul style="list-style-type: none"> See below
	<ul style="list-style-type: none"> Staff satisfaction in ICT and ways of working 	<ul style="list-style-type: none"> Increase in satisfaction
Commercially-minded	<ul style="list-style-type: none"> Income to the council and Watford Commercial Services 	<ul style="list-style-type: none"> See below
	<ul style="list-style-type: none"> Quality and use of data and information 	<ul style="list-style-type: none"> Members and senior officers have confidence they understand what is going on in the organisation and that the right initiatives are in place to deliver success

⁴ First contact resolution and hand-offs not included – successful transformation should lead to reduction in first contact resolution and increase in hand-offs (converse of what is the traditional target) as traditional channels will be used for more complex interactions.

⁵ Based on GovMetric reports. Baseline figures for Telephone, Face to Face and Web are taken from February 2018

Aim	Benefits Measures	What good looks like
	<ul style="list-style-type: none"> Contract volumes / procurement spend 	<ul style="list-style-type: none"> Fewer, larger contracts that deliver real value
	<ul style="list-style-type: none"> Delivery of projects to time, cost and quality 	<ul style="list-style-type: none"> Increase in % of those successfully delivered
	<ul style="list-style-type: none"> Staff satisfaction 	<ul style="list-style-type: none"> Increase in satisfaction
Financial savings	<ul style="list-style-type: none"> Reduction in cost of the council 	<ul style="list-style-type: none"> £1.21m net reduction in baseline budgets of which circa £300k is additional income

Table 4: Headline benefits

6.4 Transformation costs

To deliver the £1.21m net reduction in baseline budgets requires a one-off / implementation cost of £1.92m to deliver new capabilities and transformation. Of the £1.92m implementation costs an additional £879k of funding is required across the two year implementation period.

Almost all (£1.90m) of the overall funding is required to deliver the transformation of the council, deliver all of the cost savings and lower risk extra income opportunities⁶ totalling a net financial benefit of £1.14m. The remainder has been allocated to the delivery of the higher risk income generation opportunities with the assumption that any commercial adviser costs will be covered through a gainshare type arrangement, therefore reducing benefit, and only incurring minimal upfront cost to the council.

The main implementation costs cover:

- **Resource – 2020.** Project managers, consultants, business analysts and other subject matter experts who will manage and deliver the transformation working closely with operational teams
- **Resource – Backfill.** Resources required to backfill operational staff who will be seconded to the programme for a period of time
- **IT (above core Firmstep).** Supporting system and technology costs over and above what the council has already spent on the new Firmstep CRM / contact platform (this is covered in a separate business case)
- **HR – redundancy.** Average redundancy cost and pension strain for council staff based on the potential number of post reductions
- **Communications / marketing.** The cost of new campaigns and materials to drive digital take up and support new commercial opportunities
- **Legal.** Additional legal support for new commercial opportunities
- **Training.** Training to support staff in new systems and processes

A summary of the implementation costs are shown in table 5.

⁶ These are opportunities linked to existing service provision and are development / evolution of existing income generating propositions rather than new propositions and new markets, which are not the council's core business. Additionally with a number of these opportunities, if the anticipated income generation is identified to not be achievable the non-cashable capacity that has currently been left to enable the generation of this income will be able to be taken as a cashable efficiency.

Transformation costs (£,000)	2018/19	2019/20	Total
Resource - 2020	785	669	1,454
Resource - backfill	32	8	40
IT software	164	46	210
HR - redundancy / pension strain	101	101	203
Communications & marketing	2	3	5
Legal	2	1	3
Training	3	3	6
Total	1,088	832	1,920
Existing budgets	-520	0	-520
Additional one-off budget needed	568	832	1,400

Table 5: Watford 2020 Transformation costs

No contingency has been included in this budget and therefore any funding requirements in addition to this budget will need to be addressed through separate business cases and as part of the 2019/20 budget round.

6.5 Investment appraisal

6.5.1 Savings

The following tables show the expected financial benefits to be realised through Watford 2020. Table 6 shows a summary of the budget implications of the transformation and the net savings (net of new revenue costs) when compared to the 2018/19 baseline budget and excluding any transformation costs. While the transformation implementation activity will be delivered during 2018/19 and 2019/20 the full effect of the benefits will not be delivered until 2022/23.

Budget implications (£,000)	2018/19	2019/20	2020/21	2021/22	2022/23
Total cost savings	-134	-673	-1,030	-1,105	-1,140
Extra income	-28	-163	-391	-462	-462
Recurring new costs	144	334	392	393	393
Net savings from 18/19 baseline	-19	-502	-1,030	-1,174	-1,209

Table 6: Budget implications of the transformation from the 2017/18 baseline

Watford 2020 will also deliver £257k of capacity savings which will create flexibility and enable delivery of the extra income and cost savings elsewhere and enable delivery of non-financial customer benefits.

6.5.2 Affordability

In terms of overall affordability, the financing implications of the transformation, including the cost of the transformation is shown in Table 7.

Budget implications (£000)	2018/19	2019/20	2020/21	2021/22	2022/23
Recurring new costs	144	334	392	393	393
Net transformation change to 2018/19 base budget	-19	-502	-1,030	-1,174	-1,209
Transformation and one-off costs	1,088	832	0	0	0
Less existing transformation budgets and carry forward	-520	0	0	0	0
Net cost/income in year	550	330	-1,030	-1,174	-1,209
Cumulative financial impact	550	879	-150	-1,324	-2,533
Cumulative savings target	0	0	-1,000	-2,000	-3,000

Table 7: Budget implications

6.5.3 Appraisal

The tables show that to deliver the council's ambitious transformational objectives and a baseline budget reduction of £1.21m requires a total investment of £1.92m, which is anticipated to give a return on investment (i.e. net benefit) towards the end of 2020/21.

The analysis and review work undertaken to date confirms there is a clear business case to proceed with the next stage of Watford 2020.

6.6 Sensitivity analysis

Sensitivity analysis has been undertaken as part the service innovations when quantifying the financial impact of each idea / opportunity. For each idea, a risk factor / benefit reduction was applied to the saving to take into account confidence in the level of achievability both in terms of the transformation activity and saving. The risk factors were:

- Low risk (10%)
- Medium risk (20%)
- High risk (40%)
- Very High risk (50%)

The numbers presented in the investment appraisal are the calculations with a risk factor applied which is the likely scenario. For comparison, Table 8 shows a summary of the budget implications of the transformation and the net savings **without** a risk factor applied which is a best case scenario. This would deliver a £1.61m net reduction in baseline budgets.

Budget implications (£000)	2018/19	2019/20	2020/21	2021/22	2022/23
Total cost savings	-147	-813	-1,275	-1,368	-1,406
Extra income	-43	-230	-503	-597	-597
less recurring new costs	144	334	392	393	393
Net change to 2018/19 base budget - best case scenario	-45	-709	-1,387	-1,572	-1,610
Most likely scenario	-19	-502	-1,030	-1,174	-1,209
Difference	-27	-207	-357	-398	-402
Cumulative Difference	-27	-233	-590	-988	-1,390

Table 8: Budget implications of the transformation from the 2017/18 baseline (best case scenario)

6.7 Implications for staff

It is unavoidable with a transformation of this type, where financial savings need to be made, that there will not be reductions in the council's establishment and therefore potentially staff redundancies. The high-level design work, which has enabled the development of the business case has indicated that through the delivery of Watford 2020 there will be a reduction of approximately 10 posts⁷ across the council. It is critically important to note however that this is currently an indicative figure; the actual situation will not be known until the completion of the detailed design in each service area, through the next phase of the programme. There is therefore a possibility that the final post reduction (and any consequent redundancies) could be less than that currently indicated above, or equally could be greater; if additional opportunities to deliver efficiency are identified that can reduce the spend of public money without negatively impacting on service delivery, they will be taken. Any staffing changes as a result of the programme will be managed sensitively and in accordance with the appropriate council HR policies with robust staff consultation as required.

7. Delivery

7.1 Transformation approach

To deliver the service transformation and ensure consistency in managing and delivering the change, the Watford 2020 programme will adopt the staged transformation approach described in Figure 5. The high level design stage has been completed to enable the production of this business case. Each service / project will therefore go through the remaining stages with completion of each stage for that service / project providing the opportunity for a gateway review including update of the benefits case. The use of agile principles and processes particularly around the build and implement stages will be deployed. The strategy for delivering the whole programme is summarised as follows:

- The Watford 2020 programme will be led and driven by Heads of Service, Section Heads and managers across the council supported by programme transformation resources
- To minimise disruption, current services will be fully transformed end-to-end and in one cycle fully enabling all customer benefits and efficiency gains to be delivered. This will include design, build and implementation of all components of the new operating model associated with that service. An exception to this will be the Housing Service, which has already undergone significant service delivery change under the Watford 2020 programme in preparation for the Homelessness Reduction Act 2017. There will be a need to revisit the Housing Service to ensure that they benefit from the wider enabling projects, such as mobile working and unified communications, and that these integrate fully with their new ways of working. The other exception to the above rule is the Environmental Health and Licensing project which will have to design and build processes simultaneously because of the vast number of processes covered by the service, so a sequential process is not viable.
- Enabling infrastructure will be delivered in parallel to the service transformation activity
- Where new services and functions are being created a precursor to start the transformation is that an operational lead is in place. This includes, for example, the Data and Intelligence project.

⁷ This rises to 13 if new posts created purely to generate new income are not taken into account.

- Watford 2020 will adopt a programme management approach based on best practice guidance (Managing Successful Programmes). Individual projects will be managed using the principles of Agile and Prince 2 in a pragmatic manner
- Programme and project teams will pro-actively manage risks and issues within a consistent process for identifying risk, allocating ownership and monitoring mitigation strategies to ensure that risk is actively managed.

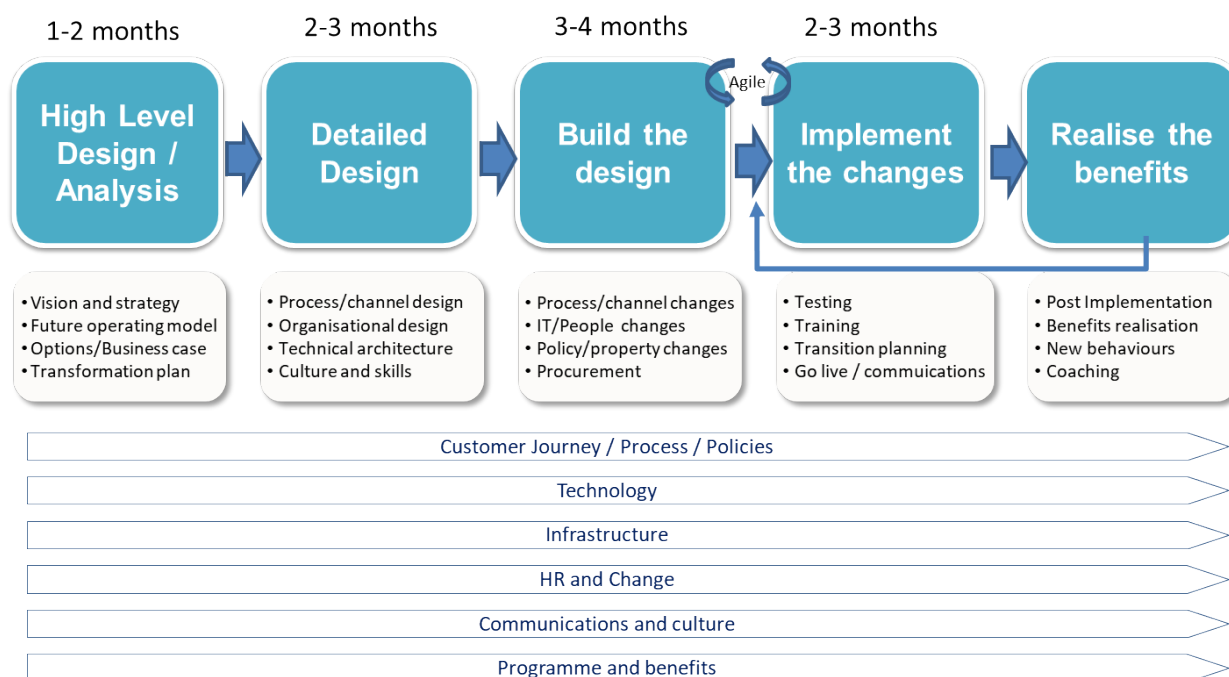


Figure 5 Transformation stage approach

7.2 Programme and project delivery

Transformation will be implemented through a single programme of interrelated projects and key activities. The timing of the work is critical; creating momentum through early success, ensuring that key infrastructure is effectively deployed across projects and ensuring that business as usual isn't compromised. Given the scale and complexity of transformation required, programme and project delivery will be delivered through four categories of work. Table 9 shows the categories, scope, and projects / activities to be delivered which will make up the overall portfolio of work. Those projects / activities shown in *italics* are already underway.

Project / Activity type	Scope	Key resource/dependencies to complete	Projects / activities started in 2018	Projects / activities started in 2019	Transformation stages to be undertaken			
					High Level design	Detailed Design	Build	Implement
Infrastructure / Enabling Based	Implement infrastructure of new operating model that enables delivery of wider change or to enable transformed services to operate in accordance with the new operating model	<ul style="list-style-type: none"> Operational lead Project / transformation support 	CRM / Firmstep	CRM Support Services platform				
			ICT infrastructure transformation	Accommodation De-Camp				
			Idox optimisation					
			Iken					
			Watford 2020 Priority 1 Plan					
			Unified Communications					
			Mobile workforce					
			CSC review					
			Digital mailroom					
			Business support					
			Commissioning & Performance					
			Data & Intelligence					
			Front Office					
			People strategy					
Service Transformation Delivery	Covers full scope of ideas to be implemented for services end-to-end in accordance with new operating model	<ul style="list-style-type: none"> Project / transformation lead Key infrastructure of new operating model in place beforehand or being delivered to enable full delivery 	Housing service	Parking / T&I				
			Environmental Health & Licensing	Planning Policy				
			Democratic services	Development Management / Building control				
			Leisure & Community	Human Resources				
			Culture & Events	Finance / Procurement				
			Waste & Recycling	Housing service				

Project /	Scope	Key	Projects / activities started in	Projects / activities started in	Transformation stages to be undertaken			
			Parks & Open Spaces	Legal Service				
			Communications					
			PMO					
			Strategy					
			Revenues / Benefits					
Standalone	Further analysis is required to determine best delivery model / solution	<ul style="list-style-type: none"> Project / SME lead 	FM / Property		✓	Pending outcome of the high level design / analysis		
			Bin sensors					
Commercial	Further analysis required to identify commercial proposition	<ul style="list-style-type: none"> Operational Lead Commercial partner 	Commercial Partnership		✓	Pending outcome of the high level design / analysis		
			Small grants					
			Contract management					
			Pet Bereavement					
			CCTV options appraisal					
			TRO options appraisal					
			Website advertising					

Table 9: Programme work portfolio

7.3 Governance

Detailed governance arrangements for the programme are provided in the Programme Definition Document (PDD). How the portfolio of projects and activities will be managed is shown in Figure 6. The projects / activities shown in *italics* are already underway.

Essentially a series of Project Boards to deliver the enabling infrastructure and service based transformation will be established to oversee delivery. Other transformation activities which involve some initial high level design / options / review work will be managed as a number of standalone work packages pending the outcome of the analysis. All projects and activities will be formally reported to the Watford 2020 Programme Board and monitored to manage dependencies and risks via the Watford 2020 Programme Team. As outlined below the Programme Board will be additionally supported by a Financial Sub-Committee who will provide the assurance necessary to ensure that the business case receives on-going scrutiny and identified benefits are tracked and realised.

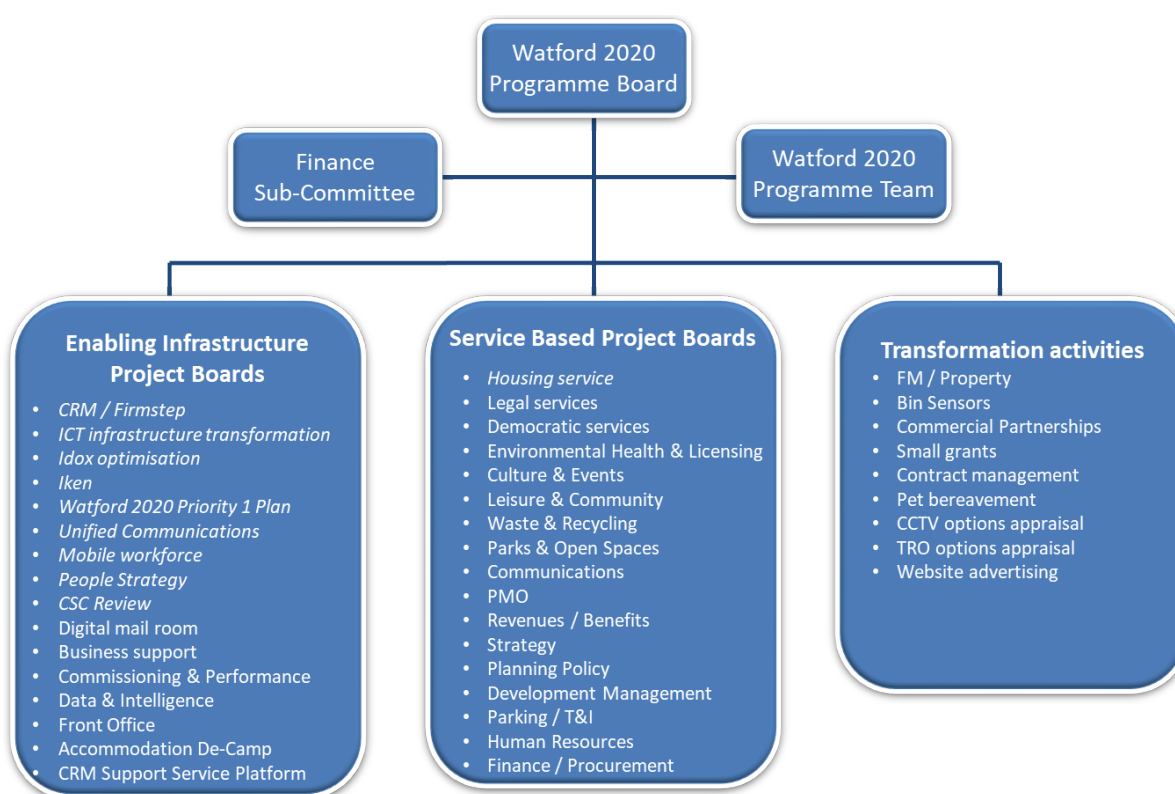


Figure 6 Programme governance arrangements

7.4 Risk

In addition to the risks already identified in the Programme Risk Log, there are several risks associated with the delivery of the future operating model and business case.

Risk	Cause	Consequence	Risk Score	Action agreed to respond / mitigate / control	Date Raised	Risk Score
The council's supporting services are not able to engage in the programme at the sufficient capacity at the required times to enable the programme to be delivered as planned	Not sufficiently resourced, support services are required by different parts of the programme at the same time	Delays to the programme	9	22.06.2017 - Support service leads are on both Watford 2020 Programme Board and Steering Group to obtain early sight of resourcing 21.02.2018 -Roadmap produced in order to allow co-ordination of support services	22.06.17	6
Existing council ICT providers will not be able to integrate with the new CRM system within the timescales outlined in the Project PID	To ensure that the CRM delivers the council's ambition for services to be end-to-end digital by design, existing back office systems must fully integrate with the new CRM. If the Project Manager does not understand these requirements, it will be difficult to accurate project plan	CRM system will not be able to provide the capability anticipated across the organisation. Lagan and Ebase will not be able to be retired when anticipated resulting in additional costs to the organisation	12	31.08.2017 - Project Manager to establish resource requirements and interactions between CRM and existing ICT suppliers. To be actioned following conclusion of procurement process. 06.12.17 - selected supplier can integrate with existing providers. Project Manager seeking confirmation on availability of APIs	10.08.17	6
Staff do not remain positive about the transformation programme as it progresses	The impact of any changes affect some staff members more than others or staff perceive themselves to be impacted by the high level design proposed operating model	Lack of engagement in the programme and a potential impact on business as usual operations	9	07.12.2017 - HR engaged to consider impact of any changes on staff. Actions to consider change management training 08.02.2018 - Cabinet report delayed until June to allow further engagement with staff. 16.03.18 - Briefing document with programme update sent out 26.04.18 – tranche 2 communications plan produced	20.11.17	9
It is not possible to recruit the appropriate calibre of resource to deliver tranche 2 of the programme	Post salary is not comparable to the market, vacancy is not advertised in relevant locations	Unable to deliver detailed design and implementation in the anticipated timescales/unable to maximise anticipated benefits	12	23.02.2018 - Job descriptions reviewed in light of requirement of new posts to focus on the design, build and implementation of projects. Posts to be advertised in relevant locations 13.03.2018 - Some key resource to be met via consultancy 19.04.2018 – Request to Vary completed and a month to be allowed for recruitment	23.02.18	8
It is not possible to deliver the programme at the pace suggested	Capacity and capability of the organisation is not sufficient to manage the large number of projects and significant changes which are required to move to the new operating model by March 2020.	Benefits will not be realised when anticipated.	12	23.02.18 - Roadmap created and to be shared with Leadership Team and Extended Leadership Team. Identified resourcing requirements to deliver programme	23.02.18	12
The benefits identified in the outline business case which rely upon the successful delivery of the ICT Infrastructure project cannot be realised	ICT Infrastructure project is not successful or does not provide the expected capability	Identified benefits cannot be realised or benefits are realised later than anticipated	8	23.02.18 - Project forms part of the Watford 2020 programme and is included on roadmap so dependencies can be identified	23.02.18	8















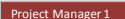


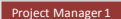






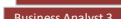

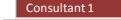



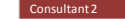



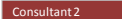






Risk	Cause	Consequence	Risk Score	Action agreed to respond / mitigate / control	Date Raised	Risk Score
The benefits identified in the outline business case which rely upon the successful delivery of the Unified Communications and Mobile Working project cannot be realised	Unified Communications / Mobile Working project is not successful or does not provide the expected capability	Identified benefits cannot be realised or benefits are realised later than anticipated	8	23.02.18 - Project forms part of the Watford 2020 programme and is included on roadmap so dependencies can be identified	23.02.18	8
The benefits identified in the outline business case which rely upon the successful delivery of the CRM Replacement project cannot be realised	CRM Replacement project is not successful or does not provide the expected capability	Identified benefits cannot be realised or benefits are realised later than anticipated	12	23.02.18 - Project forms part of the Watford 2020 programme and is included on roadmap so dependencies can be identified. Scope was produced alongside Service Innovation process. 23.03.18 - Detailed design template created to provide consistency and ensure managed transfer of services to CRM 18.04.2018 – Training for staff in relation to CRM complete	23.02.18	8
The benefits identified in the outline business case relating to commercial income cannot be realised	£300,000 of the identified benefits is commercial income	Financial benefits will be realised later than anticipated or will be less than anticipated, impacting the ability of the organisation to reduce the baseline budget by as much as required	12	23.02.2018 - Mitigated through the high level design approach and application of risk factors to all ideas, including those related to commercial income. 13.03.18 - LT agreed to commission a commercial advisor to manage	23.02.18	8
Implementation plan (roadmap) timescales are not maintained	Organisational and programme discipline is not present	Expected benefits will be realised later than anticipated and implementation costs will be more than expected. Impact on other parts of the programme due to resourcing pressures.	12	23.02.2018 - Roadmap to be agreed with services in advance. Projects linked to resourcing requirements in both the service area and the front office	23.02.18	8
Decisions are made and benefits based on incorrect information from the Service Innovation high level design work	Data provided by services during the high level design process was incorrect	Benefits identified may not be accurate. Benefits may be less than expected or realised later than anticipated	6	23.02.2018 - Mitigated through the high level design approach and the regular checking back and signing off by services. Where possible, collected data was based on fact than assumption 13.03.2018 - All benefits to be reviewed by Heads of Service and Head of Service Transformation 23.03.18 - Detailed design template drafted to ensure all data and information is validated through detailed design	23.02.18	3

Table 10: Business Case risks

7.5 Roadmap

The overall programme plan for transformation is shown on the next page and will provide a baseline to monitor overall progress. This identifies at a high level the main activities, deliverables and milestones. Individual Gantt charts will be developed for each project to show the detailed activities to deliver all the required outputs and key dependencies. Detailed benefits profiles will be developed to track benefit delivery.



	2017/2018			2018/2019				2019/2020			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Key Milestones				 Leadership Team - 24 April (Business Case sign-off)				 Programme Board - 10 April (Service project PID sign off)			
				 Staff Briefings - 24 May	 Cabinet - 4 June (Business Case sign-off)			 Council Tax E-billing			
				 M.Forum - 15 May	 Members Briefing - 18 June			 Self Service drive to commence			
					 Full Council - 10 July (budget sign-off)						
				 ELT - 26 April	 Programme Board - 17 July (Service project PID sign off)						
Enabling Infrastructure Projects / Activities		CRM Project					 Project Manager 1	CRM Support Service Platform Project			
							 Business Analyst 1 &2				
		ICT Infrastructure Transformation									
		Idox Optimisation Project						 Project Manager 2	Accommodation De-Camp Project		
		Iken Project									
			W2020 Priority 1 Plan								
			Unified Comms Specification	Unified Comms Procure	Unified Comms Roll-Out						
			Mobile Workforce Specification	Mobile Workforce Procure	Mobile Workforce Roll-Out						
			Customer Service Centre Review	Customer Service Centre Review Short Term Recommendations			Customer Service Centre Review Medium Term Recommendations				
				 Project Manager 1	Digital Mail Room						
				 Business Analyst 1 &2							
				Business Support Project Pre-Design					B.Support Project Design	B.Support Project Build	B.Support Project Implementation
				Web Manager (+1)		 Project Manager 2	Commissioning and Performance Project				
				Data and Intelligence Lead (+1)	Data and Intelligence Project						
	People Strategy Design	People Strategy Implementation									
		 Project Manager 1	Front Office Project								
		 Business Analyst 1 &2									
Service Based Transformation Projects	Service Innovation High Level Design										
		Housing Service Design	Housing Service Build	Housing Service Implementation							
			 Project Manager 2	Democratic Services Design	Democratic Services Build	Democratic Services Implementation	Legal Design	Legal Build	Legal Implementation		
			 Consultant 2	Environmental Health & Licensing Design / Build							EH & L Implementation
			 Business Analyst 3								
			 Consultant 1	Leisure & Community Design	Leisure & Community Build	Leisure & Community Implementation	Planning Policy Design	Planning Policy Build	Planning Policy Implementation		
			 Business Analyst 3								
			 Consultant 1	Waste & Recycling Design	Waste & Recycling Build	Waste & Recycling Implementation	DC / BC Design	DC / BC Build	DC / BC Implementation		
			 Business Analyst 3								
			 Consultant 1	Parks & Open Spaces Design	Parks & Open Spaces Build	Parks & Open Spaces Implementation	Parking / T& I Design	Parking / T& I Build	Parking / T& I Implementation		
			 Business Analyst 3								
			 Consultant 1	Culture & Events Design	Culture & Events Build	Culture & Events Implementation	Housing Design	Housing Build	Housing Implementation		
			 Business Analyst 3								
			 Consultant 2	Communications Design	Communications Build	Communications Implementation	Human Resources Design	Human Resources Build	Human Resources Implementation		
		 Business Analyst 3									
		 Consultant 2	PMO Design	PMO Build	PMO Implementation	Finance/Procurement Design	Finance/Procurement Build	Finance/Procurement Implementation			
		 Business Analyst 3									
					 Consultant 2	Strategy Design	Strategy Build	Strategy Implementation			
					 Business Analyst 3						
		 R&B Consultant	Revenues/Benefits Design	Revenues / Benefits Build	Revenues / Benefits Implementation						
Service Based Standalone Projects			 Estates Consultant	FM & Property Design			FM & Property Build				
			 Project Manager 2								
					Bin Sensor Roll Out						
Commercial Projects				 Commercial Advisor	Commerccail Strategy Delivery						
					Small Grants	CCTV Options Appraisal					
				 Project Manager 2	Contract Management	TRO Options Appraisal					
					Pet Bereavement	Website advertising					

Appendix 1 - Services included In Service Innovations

The table below lists all the services innovations undertaken. All innovations included:

- Customer contact activity and where contact is dealt with by the CSC. In addition, a separate review of the CSC was commissioned in February 2018.
- Understanding the current provision of ICT systems and future opportunities. In addition, future provision of ICT has been examined as part of the ICT strategy 2017-20 and ICT infrastructure transformation project.

Area	Service
Place Shaping & Performance	Building Control
	Development Control
	Housing Supply ⁸
	Housing Demand ⁸
	Parking
	Transport & Infrastructure (T&I)
	Planning Policy
	Property & Regeneration
Community & Environment	Parks & Open spaces (including cemeteries)
	Culture & Events
	Leisure & Community
	Waste & Recycling
	Environmental Health
	Licensing
Shared Services	Revenues
	Benefits
	Finance
	HR
Democracy & Governance	Democratic Services
	Legal Services
	Elections
	Facilities Management
	Procurement
Other	Corporate Strategy & Communications
	Print & Postage

⁸ Service review partially completed and handed over to Housing service project

Appendix 2 – Anticipated benefits per project

The table below shows the categorised benefits and new revenue costs expected to be delivered by each project within the transformation programme. The table also explains the rationale for leaving capacity savings rather than taking this as a cashable cost savings.

Project	Cost savings £000	Extra income £000	Capacity savings (notional) £000	New costs £000	Gross benefit £000	Net FTE impact	Rationale behind non-cashable capacity
Accommodation de-camp	0.0	80.0	0.0	0.0	80.0	0.0	-
Business Support	56.0	0.0	0.0	0.0	56.0	-1.3	-
Commissioning and Performance	0.0	6.0	0.0	0.0	6.0	0.0	-
Communications	12.6	0.0	0.0	0.0	12.6	-0.3	-
Culture and Events	62.2	0.0	29.2	0.0	62.2	-1.0	Provides capacity for enhancement of events function
Community and Environmental Services	101.2	0.0	0.0	0.0	101.2	-2.0	
Data and Intelligence	84.6	0.0	0.0	-72.0	12.6	-0.5	
Democratic Services	0.0	0.0	17.7	-6.5	-6.5	0.0	Provides capacity to provide LT and corporate meeting support enabling savings elsewhere
Digital Mailroom	162.8	0.0	26.0	-14.0	148.8	0.0	Provides capacity to deliver commercial opportunities and absorb new requirements under the Digital Mailroom that aren't currently within Print
Environmental Health and Licencing	28.3	16.0	19.9	-9.0	35.3	-0.9	Enables delivery of income generation opportunities
Finance / Procurement	0.0	0.0	2.8	0.0	0.0	0.0	Not cashable and enhances capacity to provide an improved service
Front office	69.5	0.0	0.0	-111.3	-41.8	0.1	-
Housing	0.0	0.0	0.0	0.0	0.0	0.0	-
HR	40.0	11.7	26.0	0.0	51.7	0.0	Supports delivering an enhanced service and provides opportunities to generate income.
IT	12.5	0.0	0.0	0.0	12.5	0.0	-
Legal	0.0	19.8	34.4	0.0	19.8	0.0	Will enable delivery of an enhanced service to customers and/or generate external income and/or do more work in-house and therefore reduce external Legal spend
Leisure and Community	0.8	0.0	0.5	0.0	0.8	0.0	-
Parking / T&I	108.0	57.1	0.0	0.0	165.1	-2.4	-
Parks and Open Spaces	0.0	20.7	20.7	0.0	20.7	0.0	Enables delivery of income generation opportunities
Planning and Building Control	53.2	34.7	49.4	-12.0	75.9	-1.7	Enables delivery of income generation opportunities
Planning Policy	3.0	0.0	0.0	-3.0	0.0	0.0	-
PMO	0.0	0.0	2.2	-6.0	-6.0	0.0	Enhances capacity and is not viable to cash
Property and FM	162.9	0.0	24.0	-6.0	156.9	-0.2	Enables Property function to have greater capacity to deliver their core functions
Revenues and Benefits	118.9	0.0	4.0	0.0	118.9	-3.2	Enhances management capacity and is not viable to cash.
Strategy	0.0	0.0	0.0	0.0	0.0	0.0	-
Support Services platform	0.0	0.0	0.0	0.0	0.0	0.0	-
Waste and Recycling	63.7	0.0	0.0	-5.0	58.7	0.0	-
Commercial Projects	0.0	0.0	0.0	0.0	0.0	0.0	
Print & design commercialisation	0.0	55.1	0.0	-45.0	10.1	1.0	
Small Grant Commercialisation	0.0	4.1	0.0	0.0	4.1	0.0	
Sponsorship	0.0	8.5	0.0	0.0	8.5	0.0	
Contract management service commercialisation	0.0	50.0	0.0	-40.0	10.0	1.0	
Website advertising	0.0	3.0	0.0	0.0	3.0	0.0	
Pet Bereavement Services	0.0	25.0	0.0	-5.0	20.0	0.0	
HR Commercialisation	0.0	70.0	0.0	-58.4	11.7	1.0	
CCTV Options Appraisal	0.0	0.0	0.0	0.0	0.0	0.0	
TOTALS	1,140.3	461.5	0.0	-393.1	1,208.7	-10.4	

Table 11: Gross anticipated benefits per project, FTE implications and rationale behind non-cashable capacity

This table presents the profiled revenue impact of each project across the period 2018 – 2023 i.e. when savings are expected to be realised or new revenue spend is expected to be committed. Positive figures are savings (i.e. net budget reductions) and negative figures are net new cost increases.

Project	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Accommodation de-camp	0.0	0.0	80.0	80.0	80.0
Business Support	0.0	0.0	56.0	56.0	56.0
Commissioning and Performance	1.5	6.0	6.0	6.0	6.0
Communications	3.2	12.6	12.6	12.6	12.6
Culture and Events	13.0	61.7	62.2	62.2	62.2
Community and Environmental Services	11.3	45.1	101.2	101.2	101.2
Data and Intelligence	-72.0	-45.4	12.6	12.6	12.6
Democratic Services	-3.0	-6.5	-6.5	-6.5	-6.5
Digital Mailroom	17.8	73.8	98.8	148.8	148.8
Environmental Health and Licencing	10.5	29.4	36.1	35.3	35.3
Finance / Procurement	0.0	0.0	0.0	0.0	0.0
Front office	-50.4	-77.1	-41.8	-41.8	-41.8
Housing	0.0	0.0	0.0	0.0	0.0
HR	12.2	28.3	51.7	51.7	51.7
IT	6.3	12.5	12.5	12.5	12.5
Legal	2.5	8.3	19.8	19.8	19.8
Leisure and Community	0.6	0.8	0.8	0.8	0.8
Parking / T&I	67.1	82.8	145.6	165.1	165.1
Parks and Open Spaces	0.0	15.4	20.7	20.7	20.7
Planning and Building Control	0.0	27.0	71.2	75.9	75.9
Planning Policy	0.0	0.0	0.0	0.0	0.0
PMO	-3.0	-6.0	-6.0	-6.0	-6.0
Property and FM	-0.1	156.9	156.9	156.9	156.9
Revenues and Benefits	0.0	48.8	66.3	83.8	118.9
Strategy	0.0	0.0	0.0	0.0	0.0
Support Services platform	0.0	0.0	0.0	0.0	0.0
Waste and Recycling	0.7	54.2	55.9	58.7	58.7
Commercial Projects					
Print & design commercialisation	0.0	-20.0	-8.3	10.1	10.1
Small Grant Commercialisation	0.0	2.5	4.1	4.1	4.1
Sponsorship	0.0	8.5	8.5	8.5	8.5
Contract management service commercialisation	0.0	-2.5	10.0	10.0	10.0
Website advertising	0.8	3.0	3.0	3.0	3.0
Pet Bereavement Services	0.0	0.0	11.7	20.0	20.0
HR Commercialisation	0.0	-17.5	-11.7	11.7	11.7
CCTV Options Appraisal	0.0	0.0	0.0	0.0	0.0
TOTALS	18.6	502.4	1,029.8	1,173.6	1,208.7

Table 12: Profiled revenue impact of each project

Note: Some projects have a net cost increase. These are needed to realise savings and service improvements in other projects. If this is found not to be the case during the detailed design they will be deleted then.