

Customer Transformation programme

Business Case and Approach

FINAL

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1 Introduction

This business case presents a programme of work to deliver the customer service improvements and changes identified in Barnet's Customer Access Strategy.

The Customer Access Strategy sets out a significant move towards digital services. By 2020, the majority of customer interaction with the council will be via the web and other self-service channels which will be efficient and flexible for residents and businesses. Customers will experience a consistently high quality personalised service that rapidly resolves queries and requests. Customer services will be intuitive, recognising the interests of users and sign-posting them to other services they might require.

This work will:

- Improve customer service, interacting with residents the way they expect now – digitally - , and will increasingly expect in the future
- Reduce failure demand, by giving feedback to residents about their requests, and by getting things right first time online, without the need for residents to chase up their requests
- Enable future demand management. Initially this will be for routine transactions, but it will enable the council to deliver increasingly more complex transactions (Housing, cusp of care) online in the future.

It will achieve this by

- Refreshing the Council's web navigation and content to make it more relevant to residents
- Delivering a significantly enhanced My Account with many new features and a number of additional services that integrate with the council's internal databases and processes
- Taking steps to help residents interact with the council online, and to help those currently 'digitally excluded' to use the Internet in their daily lives
- Taking active steps to encourage adoption of cost-effective channels (including web self-service) in preference to traditional channels (face to face and telephone)

This business case further elaborates:

- The benefits to Customers and to the Council of transforming the Council's digital customer service offerings
- The digital context applying to local government, and the responses of some other relevant local authorities,
- The strategic and delivery unit opportunities that the Customer Access Strategy intends to address,
- The financial business case
- A solution proposal, including details of the intended technical and change deliverables and a recommended timeline
- A summary of the programme approach

A further report will make recommendations for the future technology and organisation of Barnet's contact centres, aligning them to the operation and processes of the Coventry centre.

1.1 Barnet's Vision for Customer Services

Barnet's vision for 2020, as set out in the Corporate Plan, is to provide local services that are integrated, intuitive and efficient, making life simpler for our residents and customers. Resident expectations are increasing; people are used to going online to book holidays, to order their shopping, to book a restaurant or cinema tickets. The Council's ambition is to provide a public sector version of the online experience that residents receive from leading retailers and banks.

The Customer Access Strategy (CAS), identified that over 82% of Barnet residents have and use the Internet for online transactions. It acknowledged, however, that at present around 80% of citizen transactions with the council are still conducted by telephone. Digitally excluded residents are over-represented amongst those that contact us by phone and face to face, but there is still a significant proportion of residents who contact the council by phone even whilst they interact with other organisations digitally. The Customer Access Strategy seeks to shift this figure, such that by 2020 80% of Council customer transactions will be completed through digital means. This is to be achieved through ensuring the online contact methods provided by the council are easy to use and intuitive. The Customer Access Strategy made 10 recommendations in order to achieve this change, which are summarised below for ease of reference.

Prior to the Customer Access Strategy, the Council had already made progress, responding to the changing habits of our residents by providing more information and services online and via automated telephony. In the last 2 years it has become much easier to interact with us – to report a problem; to pay a bill; to see how taxpayer resources are spent; and to participate in a consultation. This makes people's lives easier and saves the Council money by reducing pressure on staff resources. However, there is more work to be done to respond to increasing public expectations.

By 2020, the council's customer services will be intuitive and flexible, and we want to see increased resident satisfaction. By 2020, the majority of customer interaction with the council will be via the web and other self-service channels which will be efficient and flexible for residents. Our vision is that customers will experience a consistently high quality personalised service. We want customer services to recognise the interests of users and helping them find council or partner services to meet their needs. Our target is that 80% of issues raised with the council be resolved at the first point of contact, and that satisfaction with the customer service people receive will consistently exceed 90%.

Digital services provide a compelling opportunity to influence demand for Council services. There is clear potential to reduce "failure demand", defined as "demand caused by a failure to do something or do something right for the customer". This reduction can be achieved by providing online services that keep the customer up-to-date, that set clear and honest expectations about service levels, and that automate processes end to end ensuring customer contacts don't slip through the cracks.

Digital services increasingly allow the Council to support residents in ways that reduce the demand for costly services. For example, using the right guided technology we can help citizens understand the support they need in Adults Social Care, and can connect them with equipment or voluntary services that may better meet emerging care needs than formal engagement with the Council. Combining this with assistance for residents' formal and informal advocates, whether family

members or VCS providers, will allow the Council to operate within challenging financial constraints while still serving those most in need.

Digital Design Principles and CAS recommendations

The Council has defined digital customer design principles. These were established after over 700 hours of face to face interviews with over 100 residents in Barnet in 2014. These principles direct our approach to the delivery of customer services to achieve the 2020 vision for Council services, and service outcomes.



The Customer Access Strategy made 10 recommendations in order to achieve this change, which are summarised here for ease of reference.

CAS Recommendation 1: Website information provision Undertake a review of the existing website, as well as considering other ways of providing information, which may include apps for mobile devices such as tablets and smartphones and proactive delivery of information via email in response to customers' own search criteria.

CAS Recommendation 2: Website functionality Prioritise delivery of key enablers for promotion of self-service, comprising:

- An online bookings/appointments tool for accessing all those services that offer appointments or public facilities
- A corporate payments solution, so that there is one consistent, integrated and user-friendly tool for all services payments to be made online
- An online mapping tool that so that location-based services and service requests and other data can be easily presented on interactive, searchable maps.

- Improved end-to-end management of online customer requests, including providing customers with status updates and notification of job completion
- Improved online directories of services and organisations that help residents find partner organisations and services across the borough
- Integration of the Barnet Homes online services with the existing My Account facility on the main Council website, enabling customers to view and interact with multiple services in one secure place.

CAS Recommendation 3: Piloting self-service only services Pilot a set of services as “Self-Service only”. This means that personal support from customer services staff over the phone or in face to face locations would be focussed on helping customers to self-serve, or helping those customers who are unable to self-serve, or who have a complex case.

Pilots identified in the Customer Access Strategy are:

- Reporting highways and street related issues
- License applications for businesses
- Parking
- New bins and waste collections
- Pitch bookings
- Library Membership
- School admissions (excluding in-year transfers)
- Schools information

CAS Recommendation 4: Digital Inclusion Prepare a Digital Inclusion Strategy in advance of any decisions to make any service self-service only, clarifying how those who are not currently “digitally included” will be supported.

CAS Recommendation 5: Telephone Contact Centres Undertake a review of Barnet’s telephony centres to identify the opportunity to handle all Barnet calls using the same technology, customer care standards, and potentially, the same contractual arrangements.

Undertake a detailed end-to-end process review of key customer journeys in advance of considering “Self Service only” pilots.

- Street Scene service requests, building on the existing project underway
- Adult social care – self assessment and information
- Creation of a business portal – single point of contact for Council services for businesses (e.g. Business rates, Trade waste). This is also recommended for our first ‘App’ pilot (see recommendation below).
- Housing services (homelessness, housing options, and tenant and leaseholder services)

These reviews will help us learn how best to approach subsequent service reviews, and what the costs and benefits of redesigning the

customer journeys and IT requirements are.

CAS Recommendation 6: Customer and Business Intelligence Work to ensure that high volume customer data is available across all services, allowing the Insight team to better profile customer needs and demands. Some focus areas include:

- Barnet Homes
- Re
- Adults and Communities
- Parking

CAS Recommendation 7: Social Media Consider the increased role that social media might play in improving the Council's customer experience through the detailed mapping projects.

CAS Recommendation 8: Apps The strategy proposes that the Council develops an app to evaluate whether it improves customer satisfaction and increases self-service when compared to website self-service, and whether the cost is lower. The app would need to provide access to a service with a degree of complexity in order for it to be a useful pilot for testing a broader approach.

Given the Council's aim to encourage an 'entrepreneurial Barnet' and the desire to make Council services for businesses more joined up and easier to access, the Customer Access Strategy proposed that a business app be the first pilot.

CAS Recommendation 9: Demand management and community participation The strategy primarily focuses on customer access to Council services, but in parallel the community participation programme, overseen by the Community Leadership Committee, is working to establish a stronger role for the community in delivering services and supporting residents.

Demand management is an underpinning consideration for most parts of the council, including both minimising failure demand and in working with partners to provide self-help alternatives, allowing council provision to focus on those with greatest need.

CAS Recommendation 10: The future of Council face-to-face Services The strategy recommended further investigation and detailed design, informed by consultation with the public, to commence following the Strategy's approval.

As the Locality Strategy has now been completed, delivery of the CAS will align to the accommodation and service locations identified

therein.

1.2 Deliverables and outcomes for Barnet

This work will achieve improvements and benefits in three broad areas:

- Improve customer service, interacting with residents the way they already experience from commercial providers, and increasingly expect from government.
- Reduce failure demand, by giving feedback to residents, by getting things right first time online, without need for further more costly contact
- Help the council meet demand for routine transactions in a cost effective manner by encouraging residents to interact online. Preparing the council and residents to undertake more complex transactions online in the future.

Through the four streams of work that comprise the first stage of this programme, Barnet Council will achieve the following outcomes and improvements for residents and businesses within the borough.

The main changes customers will experience as a result of this programme of work are:

Change	Delivering
Much improved web navigation, making content and help easier to find. A web experience that answers the question in citizens minds (“How can I get help for my mother?”, or “what’s the best way to report a problem with my neighbour?”) much more clearly than the current solution.	Improved service Reduction in failure demand Enabling demand management
Webchat, supporting web uptake and providing an additional help channel.	Improved service, supporting citizens to interact online. Reduction in failure demand
An improved mobile experience, making the web more accessible and navigable from mobile devices.	Improved service Reduction in failure demand Enabling demand management
Deployment of a mobile app for waste that helps remind citizens of their waste arrangements.	Improved service Reduction in failure demand
Improvements to directories of service, making it easier for citizens to find third sector or other help.	Improved service Enabling demand management
A more complete citizen online account, providing access to see a citizen’s interaction history online, to set personal details and communication preferences, and to track cases in	Improved service Reduction in failure demand Enabling demand management (in

progress.	the future as more complex scenarios come online)
<p>1.1. A greatly increased range of online transactions. A more complete list is given in the appendix, but highlights include:</p> <ul style="list-style-type: none"> • Sports pitch book & pay • Environmental health services including booking and paying for service • A range of licensing transactions • Social care interactions online (including integration with the Mosaic Portal) • Integration of a Housing portal for tenants enabling problem reporting and tracking as well as a rent account. • A more integrated and capable online Council Tax solution, covering events such as move in, move out and changing payment details, which are currently not integrated with the Civica system and so involve re-keying. • A business facing portal that helps Barnet Council understand more about the make-up and needs of businesses in the borough, and more effectively target service offers to them. 	<p>Improved service Reduction in failure demand</p>
<p>Improvements to existing online transactions and forms. Ensuring many existing higher volume forms are moved to integrated transactions. Ensuring that citizens get much more proactive feedback on problems, reports or cases they open with the council. For example, notifying citizens proactively of a missed bin, rather than waiting until they find out and report it.</p>	<p>Improved service Reduction in failure demand</p>

Throughout this work, the programme will strive to achieve an engaging, integrated, trustworthy experience, that is built mobile-first (meaning that the view on a mobile device is the priority not the afterthought) and that actively includes those who are currently digitally excluded or digitally inexperienced.

Citizens can expect to experience

An easy and **engaging** online experience, where:

- The most popular interactions will be easiest to find and to use, supported by content that is clearly written, accessible, and written from citizen’s perspective.
- The council will enable and help the customer to self-serve rather transacting on the customer’s behalf
- Forms and applications will collect exactly the right information to provide the service, and will deliver concise, accurate and timely feedback on the actions the council has taken to fulfil the service.

- The most important and frequent customer interactions are streamlined, and are optimised end to end.

Behind the scenes within the council, transactions will be **integrated** through to service systems, ensuring that

- Rekeying is minimised or eliminated, improving accuracy and efficiency
- Customers will be proactively alerted on status of their requests, reducing failure demand
- The Council’s ecosystem of partners operates to the maximum extent possible through a common citizen access layer.

The council’s website will engender **trust**, through

- Excellent information provision
- Providing feedback, and “doing what it says it will do” online. Setting clear and honest expectations on what will happen next.

A **mobile** experience that works where they are, using the devices citizens possess.

- Mobile first design (reflecting industry standard best practice to design for the most limited devices first).
- Location aware where relevant

Finally the council’s web offer will be **inclusive**

- Assisting those who struggle to work digitally
- Proactive in supporting those unable to interact digitally
- An enabler to Ecosystem working

Overall these deliverables, alongside the accompanying digital inclusion and business change work, are targeted to firstly, deliver engaging and compelling citizen web services, and secondly to address the challenges of connectivity, ability and willingness through digital inclusion and business change work, allowing Barnet to drive take-up of digital services in support of achieving 80% transactions conducted online by 2020..

1.3 The Digital Context

Central Government has been highly active in delivering digital solutions over recent years. The Government Digital Service was created in April 2011 to implement the Cabinet Office’s Digital by Default strategy. Since its inception the GDS has:

- Established the gov.uk portal, a clear and simple citizen information portal that is widely adopted by local authorities as a best practice design. Gov.uk includes a simple task-focused design that helps citizens find information across a vast range of government services. Notably gov.uk’s key styling, comprising a simple header, a focus on key tasks on the main body of the page, with departmental links relegated to a footer (“fat footer”) is used now on many council websites.

- Embraced agile and lean software development, and led government in adopting user centric design. Gov.uk has created a set of 10 design principles that inform best practice in developing government digital services.

There are also a host of government online service that are used by millions of UK citizens:

- Car Tax renewal becoming a digital by default service, and moving almost entirely paperless with the abolition of the tax disk
- Online filing with HMRC of personal tax returns, accompanied by a very ambitious programme of moving corporate and adviser interactions online, including the RTI (Real Time Information) filing of payroll data
- HMRC has also created a “trusted helper” model, allowing an individual member of the public to help up to 5 others with their tax affairs
- The removal of the Counterpart driving license, and delivery of an online service to generate “check codes” to allow third parties to access a driver’s record
- Online booking of driving test and theory test
- Excellent online advice services such as NHS Choices and gov.uk, which present advice and content in a clean, citizen focused manner that works well across devices

The GDS has also recognised that increasing digital transactions requires that citizens can prove who they are online to a good degree of confidence, and can be satisfied that government services are secure. Gov.uk Verify is beginning to address the former challenge, and a significant amount of security guidance and policy has been developed to address the latter.

The Cabinet Office produced a Government Digital Strategy in December 2013, which points out that government could save between £1.7 and £1.8 billion each year through moving to Digital by Default. The strategy also indicates that delivering digital services is increasingly required to fulfil a public expectation to access services quickly and conveniently, at times and in ways that suit them.

In just over 2 decades the internet has become a huge part of our everyday lives. Today 82% of adults in the UK are online. Completing transactions online has become second nature, with more and more of us going online for shopping, banking, information and entertainment. Why? Because online services tend to be quicker, more convenient and cheaper to use.

But until now government services have stood out by their failure to keep up with the digital age. While many sectors now deliver their services online as a matter of course, our use of digital public services lags far behind that of the private sector. For example while 74% of people use the internet for car insurance, only 51% renew car tax online.

Government has got to do better. This Digital Efficiency Report suggests that transactions online can already be 20 times cheaper than by phone, 30 times cheaper than postal and as much as 50 times cheaper than face-to-face.

Government Digital Strategy, December 2013

In Local Government, LocalGov Digital has recently published the LocalGov Digital Service Standard which encapsulates many best practices to help Local Authorities deliver good quality, user centred, value for money digital services.

Many of the recommendations of this Standard are being taken forward in the recommended approach to the evolution of Barnet Council's web site. A summary of the key recommendations of the standard is included below.

All of these are relevant to Barnet's delivery. Of particular note is:

- The use of user-centric design, including clearly identifying the service users and their needs (point 1)
- Using agile and iterative methods to develop services, and having the capacity and flexibility to iterate as needs change (point 3)
- Encourage maximum use of the digital service (with assisted digital support if required.) (Point 12)

Each of these represents a departure from the methods and programme approaches that are typically comfortable in Local Authorities. Naturally these align well with the Government Digital Services' own 10 principles. This paper proposes an approach that is in alignment with each of the points in the Government Digital Service Standard.



Local Government Digital Service Standard

- 1 Understand user needs. Research to develop deep knowledge of who the service users are and what that means for the design of the service.
- 2 Ensure a suitably skilled, sustainable multidisciplinary team, led by a senior service manager with decision making responsibility, can design, build and improve the service.
- 3 Create a service using the agile, iterative and user-centred methods set out in the Government Service Design Manual.
- 4 Build a service that can be iterated and improved in response to user need and make sure you have the capacity, resources and technical flexibility to do so.
- 5 Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them, looking to reuse existing technologies where possible.
- 6 Evaluate what user data and information the digital service will be providing or storing and address the security level, legal responsibilities, privacy issues and risks associated with the service.
- 7 Use open standards, existing authoritative data and registers, and where possible make source code and service data open and reusable under appropriate licenses.
- 8 Be able to test the end-to-end service in an environment similar to that of the live version, including all common browsers and devices.
- 9 Make a plan for the event of the digital service being taken temporarily offline, and regularly test.
- 10 Make sure that the service is simple enough that users succeed first time unaided.
- 11 Build a service consistent with the user experience of government digital services, including using common government platforms and the Government Service Manual design patterns.
- 12 Encourage maximum usage of the digital service (with assisted digital support if required).
- 13 Identify performance indicators for the service, incorporating existing indicators and publishing to a performance platform, if appropriate.
- 14 Put a process in place for ongoing user research, usability testing to continuously seek feedback from users, and collection of performance data to inform future improvement to the service.
- 15 Test the service from beginning to end with appropriate council member or senior manager responsible for it.

 LocalGovDigital
localgovdigital.info/digital-service-standard
Release date: April 2016

1.4 Digital Inclusion

Digital inclusion has been identified as a key enabler for the 2020 vision for Barnet and the delivery of the Customer Access Strategy. A Digital Inclusion strategy has been created in order to support the CAS in its ambition to be digital by default at the same time as offering increased opportunities and skills to residents - digital by choice not just by necessity.

Customer insight research has shown that the digital inclusion activity needs to focus on 3 key groups:

1. Older residents
2. Residents with a learning disability or a communication disability
3. Lower income families and individuals for whom affordability is a major issue

Further to this there is a group of residents identified as 'follow the leader' who are not as yet accessing the internet on a regular basis. This group has the potential to move quickly towards a digital by default behaviour if we can better understand their needs and motivations.

The Digital Inclusion Strategy recommends the creation of a digital inclusion programme which will:

1. Work with delivery units to develop digital inclusion plans
2. Provide and monitor interventions with specific groups of service users based around their needs
3. Work with the main CAS programme in order to ensure that digital inclusion is central to the work being done to reach our 2020 vision
4. Ensure that the investment in digital inclusion enables the successful implementation of the CAS and other commissioning strategies
5. Establish a sustainable model of support, where possible utilising and strengthening the existing Barnet ecosystem

It is recommended that this programme is delivered by a national partner working with local partners and should link closely to the community participation strategy. This work will of course ensure that signposting to existing local partners is the first port of call for this work.

Digital Inclusion exists alongside CSG's existing Customers requiring Additional Support process, which provides residents who have difficulty interacting with the council through regular channels with a special direct access contact number. This service is an important mitigation for those who may remain hard to reach despite digital inclusion efforts. The programme will make additional efforts to communicate this support service to staff and partners in advance of migrating any services to self-service-only.

1.5 Alignment to existing programmes

1.5.1 The Ways we Work programme

The Customer Transformation Programme aligns to Barnet's Locality Strategy which was approved by Barnet Council on 26 July 2016. The strategy defines the locations of Barnet's operations across the coming years, including the new offices in Colindale and where residents will have face to face access to specific support. Not only is provision of targeted face to face support a critical enabler for digital by default and for digital inclusion, but the Locality Strategy and associated Way We Work Programme will enable new digital and mobile ways of working for staff.

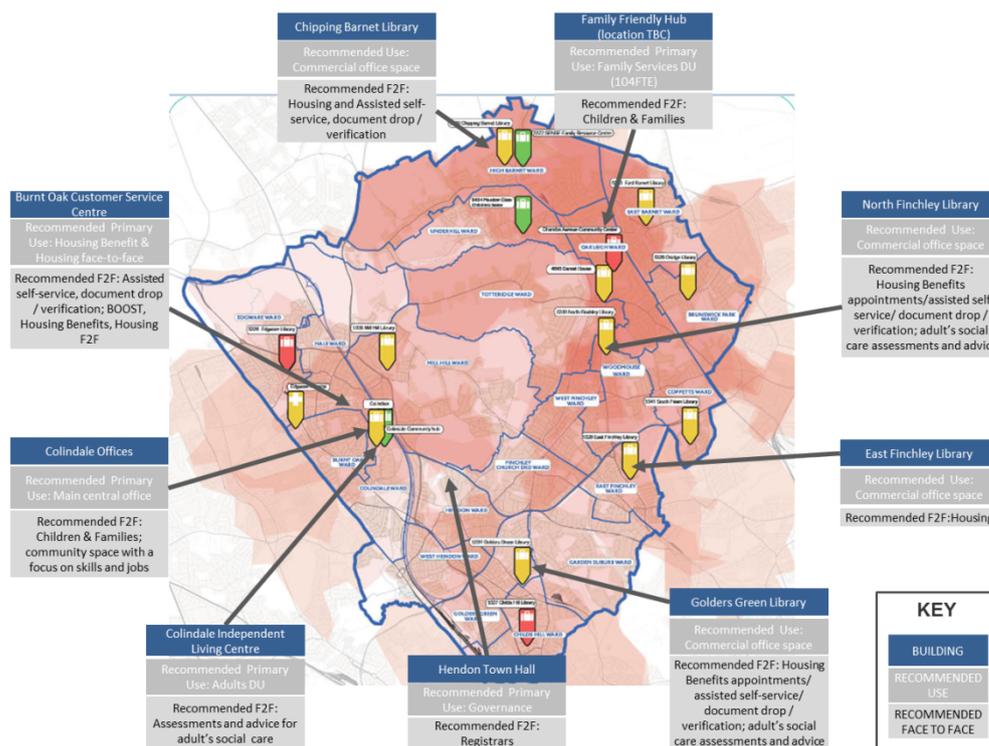
The service locations described in the Locality Strategy have been identified through the mapping of demand 'hotspots', where there is the greatest level of demand for some of the council's highest volume services. Working in this way will make more efficient use of the Council's buildings, while delivering a personalised and supportive service to residents.

The locality strategy and Ways we Work programme will deliver the ability for staff to work in a variety of settings, many of them closer to the residents they serve. It will provide better technology, training

and equipment to support staff. The locality strategy will also deliver new purpose built offices in the heart of the regeneration area of Colindale by 2018.

The Solution

By 2018, Colindale will be the main central office with the majority of staff from the North London Business Park and Barnet Homes relocating to this building. The Colindale offices will also offer face to face services, comprising a Family Friendly hub and Business Hub.



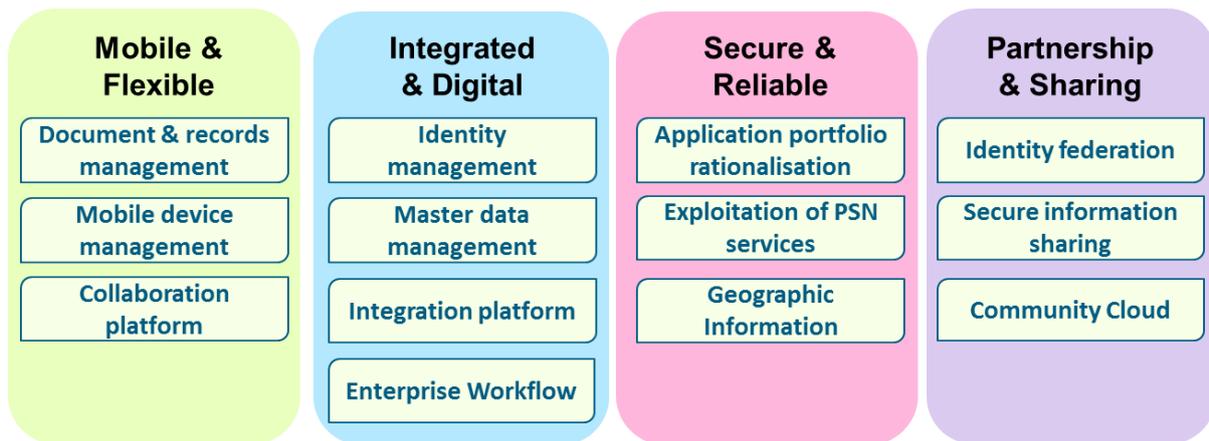
As both the Ways we Work programme and the Customer Transformation Programme will be addressing staff engagement and change in the same timeframe, the programmes will ensure their work is aligned to eliminate duplication and to ensure consistent messaging to staff.

1.5.2 Alignment to the ICT Strategy

Barnet's ICT Strategy addresses four strategic themes for ICT:

- Mobile & Flexible
- Integrated and Digital
- Secure & Reliable
- Partnership & Sharing

Against these themes it proposes core components as follows:



The Customer Transformation Programme and the solution identified herein strongly aligns to the strategic themes of the ICT strategy.

The solution described here represents an instance or implementation of a number of the components identified above.

- The web solution proposed is inherently mobile, using mobile-first design, and will achieve flexibility to adopt to future requirements.
- The MyAccount platform provides an implementation of citizen identity management and a contribution towards Master Data management (MDM). As these projects progress under cover of the IT Strategy implementation, efforts will be required to align the Customer Programme's implementation to the selected platform.
- Security and reliability are at the core of any web facing solution.
- Key capabilities are identified in this proposal for partnership and sharing, including the consolidation of point web providers into a common My Account.

Moving forward the CTP's architecture will provide a connection point into these and other features of the ICT strategy.

1.6 Barnet's current digital services

Barnet's current digital offer currently comprises:

- The council's main web site at www.barnet.gov.uk
- A series of e-forms developed on that site
- A My Account capability offering e-forms and online transactions
- Partner and Delivery Unit sites, and microsites
- Use of Social Media including twitter

It is difficult to compare across councils because a great many councils are currently revising and refreshing their content. Overall:

- Barnet's website is organised by top tasks, and uses a mobile-responsive homepage design. Many councils, Barnet included have taken styling cues from the .gov.uk website which focuses most navigation at the bottom of the page ("fat footer"), leaving room for Search,

Top Tasks and some kind of News offer on the homepage. Barnet’s website follows best practice in this respect.

- Eforms are widespread in Local Government as a first-generation offer for digital services. Barnet’s site includes over 100, which is not atypical. In common with many sites, first generation eforms often simply generate an email to back office, which does not assist with officer work management. Again in this respect Barnet’s site is typical.
- Barnet’s MyAccount offer, containing reporting, council tax and benefits, waste collection times, parking services and libraries covers many of the highest volume resident services.

As such Barnet’s current digital offer is typical of many local Authorities, albeit many of those are taking active steps to further improve.

1.6.1 The Council’s website

The council’s current website infrastructure was developed by Capita CSG shortly after mobilisation of the CSG contract, and went live in early 2015. An overview of the current situation and opportunity to improve is as follows:

Area	Current State	Opportunity
Web Content	The council’s current website infrastructure was developed by Capita CSG shortly after mobilisation of the CSG contract, and went live in early 2015. Web content was significantly reduced and partially refreshed by the council’s communications team in conjunction with officers in Delivery Units, but many less-used sections were retained unchanged from the previous version, and many of these and other pages have had limited updates since due to capacity constraints	Web content needs to be continually updated, to reflect changes in services and citizen expectation, and to consolidate and remove stale content. Barnet’s web content is overdue for a wholesale review.
Search	The current search capability does not always provide strong results. In addition there is a user experience difficulty on some pages which include two search boxes, one of which responds from a library of frequently asked questions.	Work has been initiated to make short-term improvements to search, including a refresh of the content in the website’s FAQ (Frequently Asked Questions) knowledge-base. This programme will make broader improvements, including resolving the ambiguity over the knowledge-base search.
Navigation	Some areas of the website are functionally organised, i.e. they reflect the internal organisation of the council as much as they reflect the journey’s and needs of citizens. This can lead to long lists of services, initiatives or projects which are difficult for citizens to navigate. The homepage includes a clear set of top tasks (Pay, Problems, Requests,	The improvement route for navigation is to take a user-story approach to development of new content and navigation. The content refresh discussed above must be achieved by addressing stories from a citizen perspective: “How can I get help to protect my parent from falls”.

Area	Current State	Opportunity
	Information), which represents good practice. There is opportunity for further improvement of the content and navigation in a number of areas to better align to citizen's needs.	
Content Management	There are some known challenges with flexibility of the current Content Management System. In particular certain types of change is too hard to implement, in some cases requiring a formal software release rather than being accessible to content editors.	<p>The changes to solution recommended through this business case must ensure that current challenges are addressed, and that wherever possible changes to text and formatting are accessible to content editors without requiring specialist and expensive software developer input.</p> <p>Changes that are necessarily reserved for specialist software developers must also be easier, less time-consuming and costly than is currently the case.</p>
Content Management approach	Content on the website is managed through a devolved model, with just one full time web editor post providing central support. Content is managed by authors situated in the delivery units, who author and edit web content as a specific responsibility alongside their operational role.	This is does not represent current best practice. Web writing and editing is a specialist skill. The Council is investigating options to centralise web authoring into one central team, maximising professionalism and economies of specialisation.
Mobile Connectivity and Accessibility	The current website passes SOCITM's ¹ criteria for both mobile connectivity and accessibility, and the homepage presents reasonably well on mobile devices. However there are some quirks of behaviour (the "hamburger" menu does not respond as users expect from other sites).	Best practice in web development is to design and build for the least capable devices, with confidence that content and forms that will render well on mobile screens can readily be extended for larger and more capable devices. Barnet should adopt this "mobile first" design for the refresh work recommended here.
Directories of Service	Directories of Service have been a particular frustration for Delivery Units on the current website. This is most relevant to Adults Social Care, who currently adopt a directory-centric homepage and have an in-depth directory of services known as Social Care Connect, which is designed to enable easy signposting to an ecosystem of services. There are frustrations with searching and filtering in the current solution.	This programme must address and improve directories of service as a priority deliverable.

¹ Society of IT Managers for local government

1.6.2 e-Forms on the Council website

The council’s website includes 105 citizen-facing e-forms. This is not an unusual number for a council. However as is also typical, many experience extremely low volumes of usage so should be reviewed. The majority of eforms can be completed when logged into MyAccount, giving the benefit of pre-population of data, or can be completed outside of an account log-in.

Area	Current State	Opportunity												
eForm navigation	<p>The e-forms included on the web are in some cases felt to have too long a navigation flow, involving too many screens and clicks. As an example, each form at present requires a separate page for a data protection notice and to gather consent, a practice that is commonly addressed by a checkbox on an existing page by commercial sites. Customer feedback on the current e-forms is mixed, although it is hard to separate service frustration from frustration with the online user experience in many cases.</p>	<p>Focus on streamlining forms; remove unnecessary steps. Ensure only (and exactly) the information required to correctly process the form is gathered.</p>												
Eform coverage	<p>A number of eforms are used very infrequently, or indeed have not been used at all within the study period (from August 2015 to April 2016). A summary distribution of form update is as follows:</p> <table border="1" data-bbox="427 1346 959 1637"> <thead> <tr> <th data-bbox="427 1346 767 1424">Submissions in period</th> <th data-bbox="767 1346 959 1424">Number of forms</th> </tr> </thead> <tbody> <tr> <td data-bbox="427 1424 767 1469">0</td> <td data-bbox="767 1424 959 1469">22</td> </tr> <tr> <td data-bbox="427 1469 767 1514">1-29</td> <td data-bbox="767 1469 959 1514">34</td> </tr> <tr> <td data-bbox="427 1514 767 1559">30-199</td> <td data-bbox="767 1514 959 1559">28</td> </tr> <tr> <td data-bbox="427 1559 767 1603">200-999</td> <td data-bbox="767 1559 959 1603">15</td> </tr> <tr> <td data-bbox="427 1603 767 1637">1000-</td> <td data-bbox="767 1603 959 1637">6</td> </tr> </tbody> </table> <p>The table indicates that the 6 most popular forms were each submitted over 1000 times in this period. Of forms that appear unused, some are clearly representing very infrequent transactions (Furnace Chimney Height application; Poisons or Explosives storage licensing). Others may represent seasonal activities, or forms that were created for specific initiatives that have now ceased. Of these forms, 88 are not</p>	Submissions in period	Number of forms	0	22	1-29	34	30-199	28	200-999	15	1000-	6	<p>Review of eforms; eliminating those that are evidently low volume transactions, while retaining and improving those that represent high volume transactions which are simply poorly adopted online (i.e. represent a channel shift opportunity)</p> <p>As mentioned above, proceed by</p> <ul style="list-style-type: none"> • Deliver back-end database integrated transactions wherever total demand volumes justify the effort • Integrate low volume eforms into a tracking and workflow capability, allowing for service improvement and consistency of standards.
Submissions in period	Number of forms													
0	22													
1-29	34													
30-199	28													
200-999	15													
1000-	6													

Area	Current State	Opportunity
	integrated into the Council's CRM (Lagan); 17 are integrated with Lagan.	

1.6.3 My Account

My Account refers the integrated transactions on the council's website for which a login (and sometimes an additional registration) is required. My Account experienced 28,511 logins in the month of June, 2016, representing 3,974 unique users. Note that 1,258 users experienced a failed login, indicating the criticality of having a simple authentication process for a service that many users may visit only infrequently. Typical transaction volumes for June, 2016 include around 600 Council Tax payments (down from 1000 in April –May), and in the region of 600 missed bin reports, and just under 600 environmental problem reports.

Area	Current State	Opportunity
Transaction Types	<p>The council's existing My Account capability includes services for:</p> <ul style="list-style-type: none"> • Council Tax, including a registration process for existing payers, • Benefits, including existing and new claims • Reporting environmental problems & case history • Bin collection dates (information provision) • Parking Permits • Libraries • A map showing roadworks, libraries & events • Ward councillor photos and contact details 	<p>There is an opportunity to add a wider range of transaction types, including areas such as Housing and Adult Social care.</p> <p>The current service does not have a booking/appointments or payments capability, which would be applicable to multiple services.</p>
Account history	<p>MyAccount at present offers a limited case tracking facility where problems reported and waste requests can be viewed and tracked. However it does not have a comprehensive account history feature (allowing users to see their contact / interaction history)</p>	<p>The ability to see a simple history of interactions, as well as setting a wider range of personal attributes (such as preferred contact address) would increase usability and value to citizens and make a significant contribution to reducing contact associated with chasing previous requests and seeking to find out the status of a request.</p>
Multi-factor authentication	<p>The current portal is not suitable for access to sensitive data (including adults social care records), due to lack of multifactor authentication.</p>	<p>Necessary to add the core capability for multifactor authentication, but also to authenticate on an escalating basis (such that low sensitivity interaction (such as reporting) can be achieved without a second factor.</p>

1.6.4 Partner and Delivery Unit sites

There are a range of partner and delivery unit sites that either provide content or allow citizens to transact with the council. Some key examples are identified here:

- The Barnet Group’s Barnet Homes site (www.thebarnetgroup.org/bh) provides services to council house tenants and to those with housing needs. An online portal for Council House tenants is undergoing pilot-stage development.
- The overall The Barnet Group website which provides corporate information as well as information on services.
- Planning and Buildings portals, including planningportal.co.uk and iapply.co.uk. Both of these offer planning applications and buildings control services; iapply is expected to extend to include licensing.
- The London Schools admissions site (www.eadmissions.org.uk) providing pan-London admissions services.
- The Regional Enterprise (Re) website, <http://www.re-limited.co.uk/>, a largely corporate site focused on explaining Re capabilities and services.

Each of these provides a part of the overall online Barnet customer experience, so need to be taken into account when to consider when looking to improve that experience.

1.6.5 Social Media; webchat

- The @BarnetCouncil account is used primarily for broadcast-style messaging – for general communities to citizens about the council’s campaigns and services. The Customer Experience team has begun actively responding to messages and complaints on social media by directing citizens to the right web form or contact number for support. Queries are generally not directly answered over social media.
- The @BarnetHomes twitter account is generally used in a similar manner.

2 Objective and Outcomes

2.1 Implementing the Customer Access Strategy

This business case endorses and builds upon the points indicated in the Customer Access Strategy. Considering each CAS recommendation:

CAS Recommendation 1: Website information provision	Undertake a review of the existing website, as well as considering other ways of providing information, which may include apps for mobile devices such as tablets and smartphones and proactive delivery of information via email in response to customers’ own search criteria.
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This business case adopts a persona-led approach to citizen engagements online. Too often at present in local authority websites the focus is on what the Council wants to say to citizens rather than vice-versa. This business case identifies below five critical personas, or interaction modes that

reflect a citizen interacting with the council with a key need or set of needs. The Council's website should be re-structured in terms of navigation and content to respond strongly to these needs. These are NOT groups into which a citizen can be categorised; rather they characterise the type of interaction and the intent a citizen has when they come to the council. A persona represents:

- The role in which a citizen interacts with the council
- Why they are presenting, what they need from today's interaction

A central theme of this business case is that Barnet's web journeys should be designed around personas and user stories, not around functions, departments or services. Key personas that are critical to the council's online journeys are:

1. **Housing Tenant and/or Benefits Recipients.** Individuals in this group have complex needs, whether for support with their existing housing arrangements or benefits claims, support with tenancy or estate behaviour problems, or help to resolve homelessness or financial crises. At present individuals in this category are served by the Barnet website and CSG contact centre for their benefits needs, by the Barnet Homes website and contact centre for their housing needs. As the council moves to deliver more digital transactions (under CAS recommendation 2), it's critical that this group receives an excellent joined-up service. Key services for this group include:
 - a. Access to their Housing Provider for repairs and tenancy issues
 - b. Access to the Council's benefits function for claims, changes and other concerns
 - c. Health-based advice & support
 - d. Enablement activity, whether focused on digital needs or overlapping with other inclusion or enablement issues such as employability.
 - e. Access to report problems related to their home or tenancy; antisocial behaviour, noise and other issues that relate to their specific housing situation (and which may require a joined-up response from Council, from Barnet Homes as well as other partners.)
2. **Cusp of Care:** Those on the cusp of developing Adults Social Care needs. Individuals in this group are likely to move into the adults social care system at some point soon, whether through age, disability or other challenges. There is a critical opportunity here to allow people to remain independent for longer by connecting them with both services and equipment that can assist them. Critically it is not necessary to believe that elderly and vulnerable people will necessarily become Internet users, nor is it the case that a web journey will replace more traditional channels for this to work. Rather the intent is to offer much improved content, navigation and services to those who are able themselves, or who have close family or other advocate support, allowing those on the cusp of care to find assistance (whether voluntary or commercially provided) that will enable independence for longer. Some critical transactions to this persona or profile are:
 - a. Information & Advice
 - b. Enablement
 - c. Access to the council's benefits function
 - d. Support with transport e.g. freedom passes and blue badges
 - e. Digital Inclusion

- f. Engagement with the voluntary sector
3. **Parents** have a unique and complex relationship with Councils through their use of schools services such as those for children with special educational needs & disabilities, childcare and summer schemes to name a few. While Schools applications are provided by a pan-London scheme, and clearly there is an important relationship directly with Schools, there is still an opportunity to provide an online coordinating and advisory role. This is further elaborated in the relevant Delivery Unit focus area.
 4. **Report & Transact.** Many citizen interactions are expected to “just work” – to be slick, effective and reliable in common with commercial online transactions. For users interacting in this persona, there is a requirement to be slick, fast and uncluttered. Users will find the transaction they need through search engines, will expect to go straight to the right page and to have a rapid experience. Some typical scenarios here are:
 - a. Paying council tax, signing up to direct debits, changing circumstances
 - b. Parking permits, fines
 - c. Reporting problems of all sorts, reporting or requesting around waste
 - d. Using occasional specific services (such as planning, building control, reporting antisocial behaviour and noise)
 5. **Businesses.** Barnet’s services to businesses have been limited historically. With the council’s aspirations to be a business friendly borough however, an increased focus on online services to businesses is highly relevant. The planned devolution of NNDR provides an additional reason to focus on this persona.
 6. **Children and Young People.** The Council will investigate a suitable web offer targeted at young people in the borough.

For each of these areas, this business case proposes to undertake a user-driven review of the current website navigation, and to make both navigation and content changes to better delivery a user-centred web.

<p>CAS Recommendation 2: Website functionality</p>	<p>Prioritise delivery of key enablers for promotion of self-service, comprising:</p> <ul style="list-style-type: none"> • An online bookings/appointments tool for accessing all those services that offer appointments or public facilities • A corporate payments solution, so that there is one consistent, integrated and user-friendly tool for all services payments to be made online • An online geographic mapping tool that can be integrated with service systems so that location-based services and service requests and other data can be easily presented on interactive, searchable maps. • An improved tool for managing webforms and the full end-to-end process through to the resolution of the customer request, including providing customers with electronic status
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	<ul style="list-style-type: none"> updates and notification of job completion • Improved online directories of services and organisations that support the Council’s community participation and demand management objectives • Integration of the Barnet Homes online services with the existing My Account facility on the main Council website, enabling customers to view and interact with multiple services in one secure place.
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Each of these is recognised as a focus area for this business case. Barnet has an aspiration to drive significant channel shift, and providing excellent self-service functionality is key. This business case provides for additional integrated transactions, which are listed later in the document. Responding to the Customer Access Strategy, this business case will:

- Provide an online booking tool, configuring that tool for a limited range of services at first but then looking to expand. As indicated in the CAS, this will initially be configured for sports pitch booking as a demonstration of what can be achieved, allowing subsequent adoption by other services.
- Build on the existing payments solution for online payment. Where relevant, integrating payment into a more connected customer journey (for example where paying alongside an application or a booking). To illustrate this, payment of NNDR at present is available online via entering the account details from the paper demand notice online. This journey is valid for low volume payments, but can be improved upon where payment is recognised as part of a customer journey or account.
- Address mapping for reporting and “find my nearest” type transactions, recognising that consumer grade mapping is more than adequate for these purposes. Equally acknowledging that consumer grade mapping is absolutely not suitable for precise services (such as planning or highways management), where the council’s GIS must be used.
- Provide a webforms platform integrated to my account, with account history integration and providing for notification of completion. A combination of setting honest expectations and providing feedback on processes provides a significant improvement to customer service, and is a key part of reducing failure demand e.g. customer contact that is chasing for progress updates or complaining about delays
- Provide improved online directories of services and organisations that support the Council’s community participation and demand management objectives. This is critical to the council’s strategy of delivering services through an ecosystem of partners.
- Ensure Barnet Homes transactions are integrated with the Council’s My Account (for Housing Account, repairs requesting and tracking and other key services). Assess and agree an approach to content and web journeys (whether consolidation of websites or increased linking or syndication, and implement).

CAS Recommendation 3: Piloting self-service only services	Pilot a set of services as “Self-Service only”. This means that personal support from customer services staff over the phone or in face to face locations would be focussed on helping customers to self-serve, or
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	<p>helping those customers who are unable to self-serve, or who have a complex case.</p> <p>Pilots identified in the Customer Access Strategy are:</p> <ul style="list-style-type: none"> • Reporting highways and street related issues • License applications for businesses • Parking • New bins and waste collections • Pitch bookings • Library Membership • School admissions (excluding in-year transfers) • Schools information
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This business case will commence creating these “self-service only” services. For some (such as reporting), the technology is already available. For others, e.g. Pitch Bookings, the technology must be deployed in advance of the move to self-service only. In each case, addressing digital inclusion is critical.

<p>CAS Recommendation 4: Digital Inclusion</p>	<p>Prepare a Digital Inclusion Strategy in advance of any decisions to make any service self-service only, clarifying how those who are not currently “digitally included” will be supported.</p>
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A Digital Inclusion strategy has been prepared, and accompanies this business case. The Digital Inclusion Strategy’s theme “This is for everyone” emphasises the benefits to all citizens from participating in the digital economy.

<p>CAS Recommendation 5: Telephone Contact Centres</p>	<p>Undertake a review of Barnet’s telephony centres to identify the opportunity to handle all Barnet calls using the same technology, customer care standards, and potentially, the same contractual arrangements.</p> <p>Undertake a detailed end-to-end process review of key customer journeys in advance of considering “Self Service only” pilots.</p> <ul style="list-style-type: none"> • Street Scene service requests, building on the existing project underway • Adult social care – self assessment and information • Creation of a business portal – single point of contact for Council services for businesses (e.g. Business rates, Trade waste). This is also recommended for our first ‘App’ pilot (see recommendation below). <ul style="list-style-type: none"> • Housing services (homelessness, housing options, and tenant and leaseholder services) <p>These reviews will help us learn how best to approach subsequent service reviews, and what the costs and benefits of redesigning the</p>
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	customer journeys and IT requirements are.
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This review has been undertaken, and has made the following recommendations:

1. Deploy a common telephony platform to establish a “Virtual Contact Centre”, an enabler for managing calls more effectively across the multiple sites.
2. Standardise Interactive Voice Response (IVR) – the automated telephony services - to develop a consistent IVR experience across LBB.
3. Standardise Operating Model – To have single operational line management and working practices across all contact centres, with streamlined KPI’s, measures of customer satisfaction and standard ways of working that draws on the best practice identified in Coventry.
4. Expand the Customer Experience Team so it has the capacity and capability to provide ongoing BAU improvements across all of LBB services.
5. Implement a contact rationalisation programme, consolidating inbound telephony and reducing letters, and eradicating fax and email in favour of web forms and webchat.

This Customer Access business case proposes that work focus on recommendation 4 and 5 in the first instance. A budget will be provided for an increase in the capacity of the Customer Experience team across a year of the programme’s operation, allowing Customer Experience the capacity to advise on and improve the services not currently in its scope.

The rationale for this focus is to allow the council to make the maximum possible progress for minimum investment. In the future the Council has a choice to make between:

- Retaining the current service model
- Augmenting the current service model with a common management layer and operating model, per recommendation 3, and a common platform and IVR (recommendation 1 and 2)
- Transferring responsibility for the non-CSG customer service delivery to an alternate provider, whether CSG or a third party, so that it is all consolidated.

This business case recommends that the Council invest for 12 months in making incremental improvements, alongside working on Channel optimisation as digital services are delivered.

During the 12-month period, the augmented Customer Experience team will:

- Assist with IVR and call handling best practice rollout
- Work towards shared best practice operating models and performance measures
- Further review the distributed operating model and opportunities for synergies

CAS Recommendation 6: Customer and Business Intelligence	<p>Work to ensure that high volume customer data is available across all services. To enable this, all DUs will need to make their customer data available to the data warehouse, enabling a total overview of the customer experience for Barnet residents.</p> <p>Note: the business areas whose customer data is not currently included in the data warehouse are:</p> <ul style="list-style-type: none"> • Barnet Homes
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	<ul style="list-style-type: none"> • Re • Adults and Communities • Parking
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This business case proposes to identify the specific reporting and data integration needs through the digital delivery work, and to present further business cases for data integrations that are beneficial.

CAS Recommendation 7: Social Media	Consider the increased role that social media might play in improving the Council’s customer experience through the detailed mapping projects.
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This recommendation has been addressed and partially implemented through the CSG contact centre, which has begun monitoring and responding on social media. This process will continue, but at this point is not anticipated to require additional investment through this business case.

Street Scene in particular has identified that they would like to use social media more to communicate their successes. There is no particular technical barrier to this that has been identified; as the programme moves forward it will seek other similar opportunities.

Moving forward, Social Media will act an enabler to Channel Shift through helping route customers to the appropriate web interaction to resolve their query or issue. Social media should be proactively used to prevent failure demand reaching the council’s main contact channels. To give an example, if CSG is aware that waste has not been collected in an area due to a crew, weather or vehicle issue, the council could broadcast that message and promise a resolution rather than waiting for complaints or missed bin reports to pour in.

CAS Recommendation 8: Apps	<p>The strategy proposes that the Council develops an app to evaluate whether it improves customer satisfaction and increases self-service when compared to website self-service, and whether the cost is lower. The app would need to provide access to a service with a degree of complexity in order for it to be a useful pilot for testing a broader approach.</p> <p>Given the Council’s aim to encourage an ‘entrepreneurial Barnet’ and the desire to make Council services for businesses more joined up and easier to access, the Customer Access Strategy proposed that a business app be the first pilot.</p>
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This business case identifies a Waste app as a better start point. During detailed analysis a compelling reason to pursue Business as an app (versus focusing on businesses through web content

and transactions) could not be found. The analysis work undertaken since the CAS has concluded that Apps should be adopted only based on specific criteria.

<p>CAS Recommendation 9: Demand management and community participation</p>	<p>The strategy primarily focuses on customer access to Council services, but in parallel the community participation programme, overseen by the Community Leadership Committee, is working to establish a stronger role for the community in delivering services and supporting residents.</p> <p>The strategy recommended that Commissioning Directors should identify, with their theme committees, how they wish customer services to promote more community participation and the use of community providers for the services they commission.</p>
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Demand management is a key objective and reason for being of the Customer Transformation Programme. Managing the transition from telephony demand to an increased take-up of digital services is a core element of the programme, working in partnership with CSGs Customer Experience team.

Alongside achieving the council’s channel shift objectives, the work identified here is designed to address two key aspects of demand management:

- Reduce failure demand, by giving feedback, by getting things right first time online, without need for further more costly contact
- Enable future demand management, now, for routine transactions. Setting the council up to increasingly do more complex transactions (Housing, cusp of care) online in the future.

<p>CAS Recommendation 10: The future of Council face-to-face Services</p>	<p>At the time of the Customer Access Strategy’s creation, the accommodation strategy – which became the Locality Strategy - including decisions about the use of Colindale, Burnt Oak and Barnet House was not fully clear.</p> <p>The strategy recommended further investigation and detailed design, informed by consultation with the public, to commence following the Strategy’s approval.</p>
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Since the development of the Customer Access Strategy, the Locality Strategy has been finalised and a programme, the “Ways we Work” programme defined to achieve the strategy. This is a key relationship for the Customer Transformation Programme for two reasons:

- The Ways we Work activity will deliver the future locations through which face to face services, including digital inclusion services will operate.

- As the Customer Access Strategy work drives routine and transactional work online, the Locality Strategy have more space and capacity to offer valuable complex services through its locality hubs. As such this programme is an enabler for effective locality working as defined in the Locality Strategy and Ways we Work programme.

3 Delivery Unit requirements

Building on the CAS Vision and recommendations, a Delivery Unit view is provided here. This section presents, where applicable:

- The Delivery Unit's service context; the specific priorities enabled by online interaction,
- A summary of the customer use cases that are highest priority for delivery online,
- A brief review of the current web solution,
- Taking into account each of those, a short statement of requirement that summarises what the Delivery Unit needs from the Customer Transformation Programme.

3.1 Adults & Communities

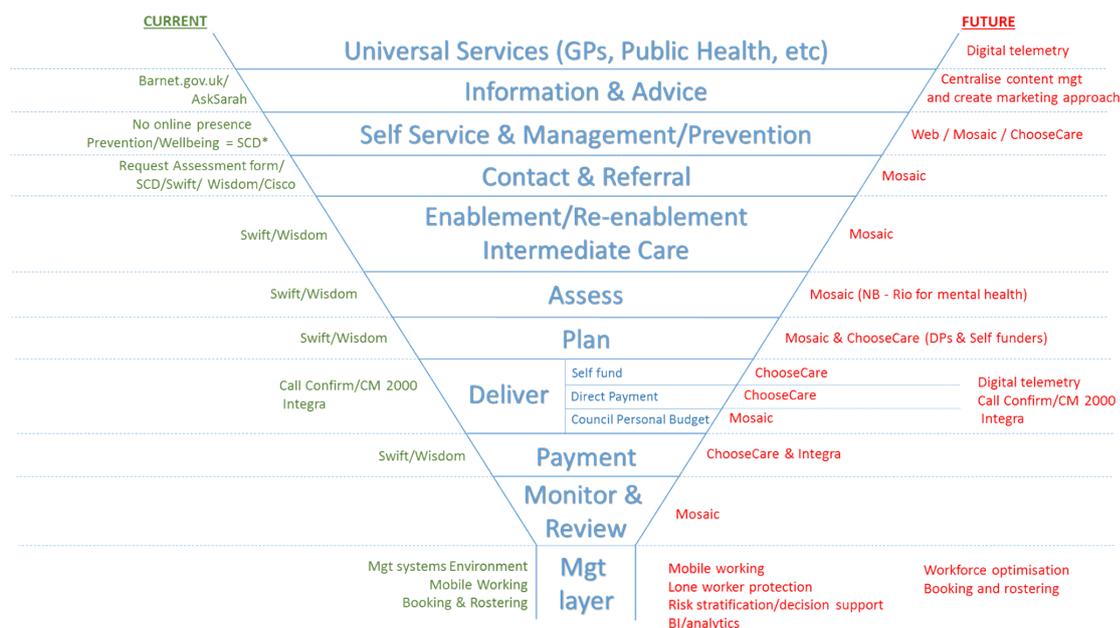
Service Context

Barnet's Adults & Communities service anticipates an ever-increasing emphasis on proactive intervention and prevention. The service is seeking to enable its clients to be more independent for longer, through:

- Increased working with partners in the voluntary sector to delivery support and services throughout Barnet.
- Improved signposting, better information and advice, allowing individuals and carers to take control of their own support.
- Increased provision of telecare and equipment (including self-pay equipment) to individuals who have emerging enablement needs.
- A streamlined model for assessment, including the hub model, and potentially including a degree of self-assessment.
- The adoption of a marketplace for care and equipment, allowing personal budget recipients to broker their own care needs while enabling the council to understand and monitor how budgets are spent.

Each of these requirements points to an increasing need for effective tools to allow citizen engagement online.

The overall requirement for citizen-facing social care software is outlined in the funnel diagram:



This approach and the indicative requirement is expressed in a number of existing documents and work outputs that have been developed by Adults & Communities over recent months, including the Alternate Delivery Vehicle documentation and the Operating Model work around the move to strength-based practice.

Use case summary

The Customer Access Strategy identified the Adult and Communities Delivery Unit's digital vision as to

- Use digital means to drive residents away from using telephone as the first form of contact. Examples would be by improving information and advice available, allowing for changes of circumstances to be completed online.
- Review the end to end journey and see what parts of the journey would be enhanced by moving to digital solution, up to 40% shift to digital use would seem attainable
- Deliver an integrated solution, tailored to the need of the individual, with the individual as the starting point for the development of this platform, with a focus on life events rather than the service, utilising and integrating all information accordingly
- Available to customers on their chosen media – smartphone, tablet, computer
- Features like smart web forms will allow for self-assessments
- GPS technology to allow customer to connect to others will similar interests and increase community engagement
- Live chats with professionals from Continuing Healthcare and the Council, such as social workers and occupational therapists.

The Customer Access Strategy identified three key use cases for Adults & Communities:

1. An eligibility checker, implementing rich web forms that will qualify the likelihood of the council providing a funded care package. This would manage citizen expectations effectively, signpost citizens to voluntary sector and other services, and would help the council manage demand.
2. Providing webforms for structured contact by professionals, ensuring the full information is provided about a professional request or referral. This eliminates the failure demand and effort of chasing down additional information, and could allow Adults and Communities to better track and manage their workload and response
3. Citizen facing webforms, allowing carers and citizens to start a process for continuation by a professional.

Moving beyond the CAS, further work and conversations have refined and developed these requirements to include A set of high level web and online use cases as identified below. This includes capabilities that will be delivered through the Mosaic Portal or through ChooseCare, acting as one coherent web experience. :

1. Seeking information and advice. An individual, their helper or representative is looking for clear information on what support is available and how to draw on that support. At present this may lead to a decision to take no further action, to engage with support services available in Barnet in the broadest sense (“ecosystem”), or to picking up the phone to call Social Care Direct.

Going forward the council wants to make sure that the self-care options available are given more prominence than they are at present. The council wants to be more effective in supporting citizens to explore and draw on the ecosystem of support, rather than taking the council as the first natural port of call.

2. Requesting an assessment, and / or creating a limited self-assessment online. At present the council’s website includes a simple webform to request a needs assessment.

The future vision is that this assessment request can be developed to become a preliminary self-assessment of need than a direct request for council assessment. Gathering more details through an online process will help the council make recommendations for services and solutions that may meet the citizen’s needs without the requirement for a formal assessment appointment. Critically these recommendations can be delivered online in the future, for example signposting to commercial or voluntary sector services or equipment that may help the citizen or their representative meet their needs directly.

Note that one of Barnet’s expectations is to reduce the number of times a citizen has to self-describe. This statement of personal needs is the foundation of a sharable record that can help address this challenge.

3. Choosing and buying self-pay equipment or services that will help meet an individual’s needs. The council has various offers around this at present, including council recommended or managed work through the Barnet Care and Repair agency. However this offer is not tied closely into any online journey, nor is it integrated with (for example) help with finding a self-pay personal care assistant.
4. View and co-produce a care-plan online

5. Manage and track personal budget / direct payments,
6. Commit (spend) personal budget funds through a marketplace including self-funder and self pay monies alongside council-funded activity.

The As-Is web offer

The present Barnet services are summarised as follows, by use case:

Seeking information and advice

- Googling “Barnet Adults Social Care” provides a telephone number on the first page.
- The Barnet Adult Social Care homepage is not readily navigable for citizens or carers attempting to pursue the scenarios outlined above, increasing the probability of telephone demand.
- Social Care Connect, the council's directory of services is not clearly signposted, and provides a challenging user experience for those seeking help, support or community engagement.
- AskSara, an information and advice tool provided by the Disabled Living Foundation is provided on the Barnet website, but is not navigationally prominent.

Requesting an assessment, Self-Assessment

- Not available online. The page at <https://www.barnet.gov.uk/citizen-home/adult-social-care/support-from-the-council/needs-assessment-by-social-services.html> links to policies, but advises a call to Social Care Direct for appointments.

View and co-produce care plan

- Not currently available online

Assign Personal Budget / Direct Payments

- Internal case management solution

Commit (Spend) Personal budget funds through a market place

- Not currently available online

Summary of Requirement

Adults and Communities requires an integrated online customer experience that works effectively for those on the cusp of care to help them remain self-reliant. There is no expectation that the most vulnerable older people in Barnet will interact effectively online, rather there is confidence that providing effective solutions to advocates, whether informal or formal will achieve better outcomes for individuals on the point of developing care needs.

The Customer Transformation implementation must:

1. Re-assess the Council's web journeys across the range of personas most relevant to Adults and Communities, providing content, navigation and online services that truly address their needs in the categories identified above, for:
 - Those at cusp of care and their agents or advocates.
 - Health and social care professionals, as well as VCS advocates.
 - Those in receipt of care packages who need support with administering their care or re-assessing their needs.
2. Ensure that effective information and advice is given, allowing those with cusp-of-care needs to independently source support.
3. Integrate the deliverables of the Investing in IT programme (the Mosaic Portal) and the ChooseCare e-Marketplace to deliver a joined-up user experience
4. Provide a platform for ever-increasing voluntary sector and Barnet Ecosystem engagement, including effective directories of services provided by other organisations.

3.2 Assurance, Elections and Electoral Registration

The Customer Access Strategy identified few opportunities for digital service delivery in Assurance, Elections and Electoral Registration.

Overall the use of channels is as identified in the Customer Access Strategy. This business case does not propose to make significant changes in this area outside of general improvements to web navigation and content approach.

3.3 Barnet Homes

3.3.1 Service Context

Since the drafting of the Customer Access Strategy, a Rapid Improvement Event (RIE) for Barnet Homes has been undertaken. The RIE identified a number of opportunities to improve process and service, and concluded that there are Significant opportunities to improve Barnet Homes approach to reporting, coordinating and feeding back on Repairs.

In addition, work has been undertaken to assess opportunities to integrate Barnet Homes' telephony service with the other telephony services operated by the council.

A particular point of note is to ensure any Digital Council initiatives do not constrain The Barnet Group's non-council activities (e.g. private landlord initiatives).

3.3.2 Use Case Summary

Since the Customer Access Strategy was drafted, Barnet Homes has identified a series of Digital use cases for implementation through its iHousing work, these are summarised in the following table. Of this list the first four have been identified as top priorities for urgent implementation.

Table 1: Barnet Homes use cases

View my Rent / Service Charge Balance
Make a payment (Rent/Service Charge/Other)
Request a Repair to the Property
Chase / track an outstanding Repair
Request a Rent Card
Request a Direct Debit Mandate
Request Caretaker or Estate based Service
Request Tenancy Service
Log ASB
Barnet Homes general service request
Apply for a Home
Follow My Housing Application
Book an Appointment/Housing Interview
View Progress on Major Works
View 5 year Programme
Request Property Data (certs, surveys, contracts,etc)
Logging a complaint / compliment
Take part in a survey / Client Engagement
Reporting someone at risk from cold housing

The CAS did emphasise that a high proportion of Barnet Homes customers are likely to be digitally excluded. Findings from profiling of Barnet Homes residents through the more recent Digital Inclusion work indicated that:

- 54% of Barnet Homes customers belong to the three lowest income segments with income <20K per annum;
- 25% are unskilled and semi-skilled manual workers;
- 36% of Barnet Homes customers are in the 'Lagging Behind' digital group - they are *very unlikely* to transact online or be convinced to do so in the future without additional support;
- 40% of customers are in the 'Follow The Leader' group - those customers *adapt slowly or have limited technological capability*; and

However, the profiling also shows that:

- When compared to the total Barnet population, Barnet Homes customers are *more* likely to use social networks (Facebook, Twitter, etc.) and,
- The likelihood of having a smartphone is also *above average* with almost 75% of customers likely to have one.

This does indicate that Barnet Homes tenants will require a strong digital inclusion focus. However the high smartphone and social media take-up indicates that it's not so a challenge of digital literacy or connectivity as might be expected. This finding emphasises the criticality of mobile-first design, and of addressing motivational and trust aspects of digital adoption.

3.3.3 The As-Is web offer

At present Barnet Homes offers a website where citizens can explore its services and content, and a simple contact-us form for getting in touch with the service for general enquiries.

3.3.4 Summary of Requirement

Barnet Homes' requirement can be summarised as:

- Proceed with the service and process improvement opportunities identified through the RIE event, which have potential to offer savings as well as service improvements.
- Proceed to deploy the identified Housing portal, while ensuring strong integration with the Councils' other online portals. I.e., ensure that the Housing portal presents as part of a broader council portal
- Address Digital Inclusion needs as a critical enabler to progressing with digital services.
- Improve alignment between the Barnet Homes web content and that provided with the council, ensuring customer persona journeys are effective and citizen focused. This is a important for all services, but a special emphasis for Barnet Homes because of the existence of a separate website.
- Consider long-term whether the existence of this separate website is best serving citizen needs, or whether elements of it should be combined with the Council's site.

3.4 CSG, Including Revenues & Benefits

3.4.1 Context & Business Requirement

CSG's requirement is to handle customer enquiries and requests in as streamlined a manner as possible. It is critical for CSG that:

- Routine interactions are driven to online or automated channels, allowing agents to focus on citizens who require support
- Agents are equipped with accurate and timely information about the services they are representing (a focus of the Transversal knowledge engine refresh which is currently under way)
- Contacts can be smoothly handed off to services, and customer expectations correctly set, minimising failure demand in the form of chase-ups, escalations and complaints.

3.4.2 Use Case Summary

CSGs highest volume transactions and calls are narrated in the Customer Access Strategy.

CSG Revenues and Benefits is currently working to deploy the next generation of citizen services for online council tax. Transactions being addressed are:

- Report a move into the council area,
- Report a move within the area,
- Report a move out of the area
- Apply for or terminate a single person discount.
- Apply for or terminate a disregard,
- Apply for or terminate an exemption,
- Request a change of payment method including signing up for payment by Direct Debit,
- Request a refund.

Alongside the existing use cases already delivered on the Barnet web site, these represent high volume transactions that are accessed by a wide range of users. As such they are key to improving service, to driving down telephone demand, and are a core part of the Council's future web offer.

3.4.3 Summary of Requirement

CSGs requirements are supported by CAS recommendations 1 and 2 in particular, in that:

- Excellent web information provision, targeted to user personas helps reduce unnecessary calls
- The delivery of high quality online transactions, allowing citizens to self-serve. In common with all delivery units, transactions that follow through, ideally all the way to fulfilment, and that keep citizens up-to-date on progress are much more material in reducing failure demand than solutions that simply generate a web form for manual resolution.
- Finally of note, CSG Revenues and Benefits are currently working to deploy the next generation of citizen services for online council tax management, delivering the capabilities identified above. This capability requires integration into a Barnet citizen's account, ensuring that services are presented as part of a broad Barnet portal.

3.5 Education and Skills

As identified in the Customer Access Strategy, Education and Skills already uses a London-wide online portal for school admissions, through which 98% applications are processed.

Requirements identified through this business case work centre on processes outside of the mainstream admissions route, including out of zone applications and out of year applications.

There is a wide range of webforms provided under the current web solution, which tend to have quite low take-up. As would be expected volumes related to Schools are high; volumes for other education related services are relatively low.

A number of specific form opportunities have been identified to support this, comprising:

- Combining and improving the existing forms for home education
- Application for free travel to school
- Application for in-year school admission
- Appeal request-In-year school admission (currently two forms, to be combined)

In each case these can be converted from “fire and forget” forms that simply generate an email to forms that initiate a trackable customer service process, improving customer service and feedback.

3.5.1 The as-is web offer

Current web forms associated to Education and Skills are identified below (note in some cases forms crossover with Family Services, immediately following. As would be expected, volumes are highest around Schools. Web analysis work would be required to identify which if any of these form submissions could be eliminated through better web content.

Form	Usage across 9 months
Application for in year school admission	2302
School admissions general enquiries	639
Appeal request - In year school admission (years 3 to 11)	137
School libraries resources service loan requests	135
register interest in a training course	85
Appeal request - In year school admission to an infant class (reception to year 2)	74
Course booking for colleagues not employed by the Local Authority (LBB)	55
Application for a chaperone licence	38
Application for free travel to school	36
Elective home education - Statement of provision	32
Elective home education registration	18
Childminder details	7
Application to deliver Positive Activities programmes	4
Annual Childcare Audit	0
Childs performance license changes	0
Inclusive Coaching	0
Sets and Scores Club music request form	0

3.6 Family Services

3.6.1 Context & Business Requirement

Family Services covers a wide remit of services with varied audiences and levels of engagement. These include the Families Information service (FYi), early years, and libraries as well as targeted and specialist services such as early interventions for children, young people and families, and social care and youth offending services.

The service has invested time in shifting information online where possible and has an extensive list of webforms which experience variable uptake (identified below).

These forms of course include contact with professionals from other agencies as well as with clients / citizens.

Due to the nature of the services delivered and the statutory framework surrounding these there is a high level of face to face interaction with children and young people at risk and their families, the majority of which takes place in people's homes or other venues across the borough.

3.6.2 Use Case Summary

The Delivery Unit's objectives for web are identified below.

Area	Strategic fit
<p>Reduce use of higher tier services through Early Intervention Directory for parents and practitioners</p> <p>This would catalogue and signpost to the multi-agency services available (ideally linking with voluntary services directory for that component), enabling families to access help at an earlier stage (i.e. self-serve), helping to build their resilience and reduce issues from escalating. It could also have the potential to enable booking onto sessions electronically.</p>	<ul style="list-style-type: none"> • Contributes to Barnet's Children and Young People Plan vision of Resilient Families: Resilient Children. • Contributes to PSR saving of £1.7m around demand management.
<p>Enhance customer feedback mechanisms</p> <p>Developing technology-enabled solutions to get rapid feedback from customers who have used services or who have concerns. This could be applicable in many areas of the Council. For vulnerable young people known to social care, youth offending or targeted youth service this would mean that they could more easily access support via a means that works for them (probably social media), helping to prevent issues such as family breakdown from escalating. It would also enable better capture of data to inform future service design within the funding envelope. Family Services is piloting MOMO (an app with some of this functionality), but there is a lot more scope.</p>	<ul style="list-style-type: none"> • Contributes to Barnet's Children and Young People Plan vision of Resilient Families: Resilient Children. • Contributes to PSR saving of £1.7m around demand management, focusing on the highest cost groups (i.e. children known to social care) • More intelligent capture of data and customer feedback aligns with Council strategies.
<p>Improve customer access to childcare</p> <p>Make it easier for parents to access childcare places. Parents and providers now have access to an online portal, and there is potential for improvement. This needs</p>	<ul style="list-style-type: none"> • A key government and Barnet priority is to increase the number of Early Years Education Places. Barnet has ambitious targets and needs to strengthen

further defining, for example to learn from the success of online admissions.

customer journey to make it easier for parents to take up these places.

- There are PSR saving of c£2.5m for Early Years.

3.6.3 The As-Is web offer

While an existing Libraries portal is available online, the integration with MyAccount requires citizens to know their membership number and PIN, which is a barrier to online take-up.

There is a wide range of webforms provided under the current web solution, which tend to have quite low take-up. As would be expected volumes related to Schools are high; volumes for Family Services forms are lower. Family Services current eforms are:

eForm	Usage across 9 months
MASH referral form	1244
Short breaks and activities for disabled children application	484
FYi general enquiries	200
Request to Start a CAF	195
Free Early Education for Two Year Olds	100
Barnet libraries volunteer	46
Disabled childrens register	46
Barnet libraries membership application	27
Expression of interest in fostering	25
Expression of interest in adoption	21
Reserve a book or library item	18
Domestic violence and violence against women and girls	14
Notification of possible private fostering arrangement	10
Child performances licence application Applicant	7
Annual Childminder Audit	4
Home Child carers details	3
Annual Home Child carer audit	0
Child performances licence application Parent	0
FYi service evaluation	0
Home library service application	0
Multi agency groups (MAG) case referral	0
Newly registered childcare providers	0
Request a library card.html	0
Reserve an item.html	0

As well as developing new functionality, we do need a focus on ensuring what we have is working effectively.

- There remain challenges with the existing website. In particular, our directories of services, Directme, Social Care Direct and Local Offer, require stronger functional support, supporting the Delivery Unit to reduce reliance on higher tier services.
- The FYi service offers information about services available to children in Barnet, including universal services and childcare. The service is managed by CSG and delivered through the customer contact centre and online. A focus on maintaining and improving the quality of information provided would be valuable.

3.6.4 Summary of Requirement

The Family Services requirement centres on:

- Content improvements
- The use of social media to communicate with clients and solicit feedback
- Directory of service improvements, potentially extending into bookable services

A significant requirement for new web forms or transactions in this area has not been identified. Unused and very low usage web forms currently available should be assessed with a view to discontinuing their provision as maintenance cost, however small, exceeds benefit.

3.7 Parking

3.7.1 Service Context

Barnet Council's parking enforcement is provided by NSL, which also provides the software for permit applications. Electronic permits were deployed in October 2016, meaning the council no longer sends out paper permits. The council has already deployed a self-service experience for Parking Permits and for paying PCNs. The Customer Access Strategy shows that parking is a high volume transaction for the council, generating 96,228 telephone contacts into Customer Support Group. The aim for 2018 per the Customer Access Strategy is reduce this figure to 32,044.

Parking Permit Applications is identified by the customer access strategy as a transaction that should be piloted for self-service only delivery.

PCN payments are handled by NSL, and are effectively self-service only already, with web, automated payment line and by post being the only permitted payment approaches. Appeals are permitted either online through the NSL solution or in writing to the Barnet parking team.

Note that the majority of drivers will already be familiar with digital services through the DVLA's online service for purchase and renewal of car tax at <https://www.gov.uk/vehicle-tax>.

3.7.2 Use Case Summary

The key digital use cases for Parking are as identified as follows

Offered through the existing web solution, primarily located at

<https://parkingservices.nsl.co.uk/Barnet/PermitWeb/>:

- Permit Application: Apply for a parking permit or for visitors vouchers

- Renew a parking permit
- Apply for a Parking bay suspension
- Cancellation of a parking permit
- Permit changes, including change of name or vehicle
- Payment of a PCN, though NSL. *Payments are accepted either online, via an automated voice response telephone line, or by post.*

The NSL service provides the ability to upload supporting documentation, including a V5, lease or company car agreement or similar that provides evidence of ownership.

Offered through web forms on the Council's current website:

- Parking Permits and Voucher enquiries, a general parking permit enquiries form. This form was submitted just 17 times in a 10-month analysis period.
- Saracens CPZ enquiries form. Submitted 11 times across the same period
- There is also an apparently obsolete parking permit refund form, which is applicable only to permits dated up to August 2013.

These web forms are not currently promoted on the Council website.

Not currently offered online:

- PCN Appeals processing

3.7.3 The As-Is web offer

The current user journey is impaired by a number of minor issues that should be streamlined in order to achieve 'digital by default'.

1. Although the Parking Permits functionality is linked from the citizen MyAccount the link on the Barnet website points directly to the parking provider's portal.
2. Citizens are required to enter a permit number and PIN each time they use the current service, rather than experiencing a full single-sign-on that remembers a citizen's current permits.

There is currently a mismatch of permit types within the online solution, meaning the following permit types are omitted:

- Temporary Permit – this permit is for a 3 month period. The application is via post.
- Dispensations – this is a type of temporary permit for a 14 day period. The application is via post.
- Doctors Permit – the application is via email, parking.permits@barnet.gov.uk.
- Carers Permit- the application is via post.
- Green Permit – the application is via phone, 0208 359 7446.
- Essential Service Vouchers – the application process is unclear as there is no 'Apply' section. It is likely residents would apply via phone as the number is displayed within a 'Contacts' section at the bottom of the web page.

3.7.4 These permits types are presented on the Barnet Council website, but are omitted from the drop down list of permits on the NSL website.

3.7.5 Summary of Requirement

The Parking requirements can be summarised as:

- Examination of the web customer journey and online advice provided to ensure it is clear and satisfies citizen needs. For example information about the Saracens CPZ could probably be more clearly expressed for the benefit of new residents.
- Delivery of an improved single sign on to the NSL Parking Portal, streamlining or eliminating the need for citizens to know their PIN
- Reassessment of the web forms offered through the Council's website to determine if they should be retired or improved.
- Progress the transition towards the self-service only model for Parking, while supporting those who require assistance.

For the long term, the parking service would like to investigate Smarter Cities initiatives, including technologies that may help drivers find parking spaces.

3.8 Re Ltd

3.8.1 Context & Business Requirement

Re is business and citizen facing, providing a wide range of transactions.

The Entrepreneurial Barnet strategy outlines Barnet's ambition to be the best place in London to be a small business. It outlines the importance of getting the basics right. The fundamental approach is to make it as easy as possible to deal with the Council for regulatory purposes, so that the council does not get in the way.

Re sees this as it is the cornerstone of its engagement with businesses – supporting businesses is less effective if we are also making it difficult for them to move through our statutory processes. Strong statutory delivery provides a foundation to move into other business services.

3.8.2 Use Case Summary

The as-is use cases for Re are detailed below. The to-be requirement is largely not for new services, but for improvement to existing capabilities as well as in some cases clarity on the external services that are preferred (and hence promoted). Key use cases exist in:

- Buildings Control
- Planning and development management
- Land Charges
- Environmental Health
- Trading Standards and Licensing

3.8.3 The As-Is web offer

Building control

<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/building-control.html>

On the Building Control homepage there are three online forms and five downloadable PDF documents that are available to residents. The services currently offered here:

Online forms

- Full plans application
- View building regulation applications
- Building notice application

Download documents

- Electrical installation form
- Notice of demolition form
- Quotation request form
- Party wall act information
- Re Party Wall Act leaflet

The web page also contains a link to the iApply service (<https://iapply.co.uk/>), which offers an online submission that interfaces directly to the Council's systems. iApply charges a fee to citizens at present.

In the CAS it is stated that 46% of residents use web forms for the Building Control service.

Planning and Development Management

<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/submit-a-planning-application.html>

On the Submit a planning application homepage there are three online forms and three downloadable PDF documents that are available to residents. The services currently offered here:

Online forms

- Request for pre-application planning advice
- View planning applications (Search application)
- Prior notification of householder extension

Download documents

- Prior Notification of Householder Extensions – guidance notes
- Planning Other fees
- Planning – national and local requirements

The homepage contains links for both iApply and the Planning Portal (<https://www.planningportal.co.uk/applications>). Residents also have the option to apply in person or via post.

Land Charges

<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/land-charges.html>

On the Land Charges homepage there is one online form and 3 downloadable PDF documents that are available to residents. The services currently offered here:

Online form

- Local land charges – personal searches CON29 R & O request

Download documents

- Personal Search Form 2016
- Barnet Local Land Charges Fees 1 April 2016

Residents submit a search of the local land charges register. These searches can be conducted online, through email or via post. The online search is through one of two external companies, either National Land Information Service (<http://www.nlis.org.uk/>) or TM Group (<http://www.tmgroupp.co.uk/login.aspx>).

Environmental Health

<https://www.barnet.gov.uk/citizen-home/environmental-health.html>

On the Environmental Health homepage there are a number of links listed to allow quick access to different areas of the service. The links listed are:

- Noise complaints
- Pest control
- Consumer advice
- Food safety

Trading Standards and Licensing

<https://www.barnet.gov.uk/citizen-home/environmental-health.html> - Trading standards

<https://www.barnet.gov.uk/citizen-home/business/licences-permits-and-registrations/trading-licences.html> - Licensing

On the Trading Licences homepage there is a list of online forms that are available to residents. The services currently offered alongside their application method:

- Explosive licences (including fireworks) – Barnet Council website
- Poisons licence – Barnet Council website

- Street trading licence – Barnet Council website. The form is stored within the ‘Business’ section
- Special treatment licenses (including manicure, pedicure, massage and tattoo etc) - Post
- Film classification - Post
- Food business licence – GOV.UK
- Sex shop licence – GOV.UK
- Scrap metal licence – GOV. UK

Cemeteries and Crematoria

- Online purchase of ancillary bereavement services – e.g. memorials, extending leases
- Online applications for grave transfer

Alongside these in each area, effective online reporting of suspected or witnessed non-compliances is critical, including complaints about food premises, refuse accumulations, workplace conditions, private sector housing problems and others.

3.8.4 Summary of Requirement

In the regulatory and licensing area, the crucial issue for Re is to establish a view on which of the external and internal web solutions it wishes to endorse to citizens. For example, options include:

- Submitaplan (www.submitaplan.co.uk)
- Planningportal (www.planningportal.co.uk)
- The council’s own web forms on the internet, which include planning, buildings control and licensing.
- iApply, provided by iDox the council’s software provider
- LoveCleanStreets for environmental reporting, competing with the council’s own reporting forms
- And others

There is clearly a requirement for excellent advice and content on the council’s website, coupled with the right blend of partnerships and recommendations with these associated portals. Of course, portals that integrate directly into the Council’s own systems (primarily iDox) provide an efficiency over those that do not.

Beyond compliance issues, as the council’s key business-facing service Re clearly has an interest in business accounts and in developing deeper and broader relationships with local businesses through online services.

3.9 Street Scene

3.9.1 Context & Business Requirement

Barnet Council's Street Scene includes Waste & Recycling, Street Cleaning, Parks and Open Spaces, and the Council's Fleet and Passenger Transport services. These services are provided through the Barnet Council website however there are a number of external links offering more information and advice. The Customer Access Strategy states that street based services are a high volume transaction for the council, generating 65,149 telephone contacts into Customer Support Group. The aim for 2018 is to reduce this figure to 27,965.

Waste & Recycling operates a weekly collection of recyclable and waste materials to 141,000 homes in the borough and over 2000 businesses. The service also collects food waste and garden waste. Almost 80% of residents rate the service as good or excellent, the highest satisfaction rate in London.

There key points of service context are:

- To take credit for, and provide a stronger service and support wrap for any issues that arise around what is already a highly rated waste service.
- To ensure citizens understand the achievements in parks and open spaces and street cleaning, including use of social media.
- The opportunity to increase automation and technology use by the workforce, allowing staff and resources to be directed more responsively as the requirements across the borough change.

The service's delivery model is currently being re-assessed, with consideration being given to transferring delivery responsibility under the Street Scene ADM work.

3.9.2 Use Case Summary

The key digital use cases for Street Scene is as identified as follows:

Waste & Recycling

- Request an assisted waste collection
- New, damaged and additional bins
- Request a bulky waste/special collection
- Report a non- collection

To provide a streamlined Waste & Recycling service the Council need to communicate more effectively with residents. If a resident reports a non-collection the Council need to provide feedback, detailing the reason and the resolution to the issue. This interaction will demonstrate the council is acting quickly and efficiently when responding to the residents' concerns. Residents require the ability to view their collection dates and if requested receive reminders of these collection dates.

Street cleaning

- Reporting a problem. *The form should include a mapping function in order to increase the ease for residents to report issues.*

Residents require feedback from the council to acknowledge receiving the reported issue and to confirm the completion of a job. The council will provide a quick resolution to these reported issues which is very important to residents.

Mobile working in Street Cleaning and in Graffiti removal also appears to be a significant opportunity.

Parks & Open Spaces

- Booking of sports facilities (playing fields).

3.9.3 The As-Is web offer

On the Street Scene homepage there is information around the three Street Scene areas:

- Waste & Recycling
- Green Streets
- Transport

The Waste & Recycling webpage contains the following forms:

- Order new, replacement or additional bins
- Apply for an assisted waste collection
- Apply for a commercial waste agreement
- Request a clinical waste collection

The forms are all provided through the Barnet Council website. Navigation within the website is not always intuitive to find these forms, although generally an Internet (Google / Bing) search takes citizens to the right place.

Reporting a Green Streets issue is completed through the generic 'Report a Problem' web page. Residents select the location on an interactive map, describing the nature of the issue. Alongside the description residents are able to upload a picture of the problem.

There are a number of opportunities for improvement:

1. When reporting issues residents don't always receive feedback confirming the completion of jobs.
2. A fully effective missed bin reporting form would be aware of the reason for missed collections (based on in-cab technology), and would advise customers of this – either at point of reporting, or proactively in advance.
3. There are no book and pay online capabilities for sports fields

3.9.4 Summary of Requirement

The Street Scene requirements can be summarised as:

- Improvement of the web journey and online advice provided to ensure it is clear and satisfies citizen needs.

- Significant improvements to missed bin reporting, incorporating information on the reason for any misses and proactive notification where possible.
- Delivery of a book & pay online service for sports field booking.
- Improve the customer experience through providing feedback to residents to demonstrate that their concerns are being acted upon, and through “taking credit” – communicating on waste, graffiti or parks & open spaces successes.
- Supporting further reporting opportunities, and integrating through to mobile working solutions allowing for dynamic assignment of workforce to problems.

4 Financial Benefits Case

4.1 Overview

This section focuses on the financial benefits case for implementing the changes identified in the Customer Access Strategy (CAS). Since the agreement of the CAS, the following activities have been undertaken to identify and refine the financial case:

1. End to End Service Reviews were undertaken for three focus areas, as follows.
 - **Street Scene** - refuse related service requests, which focused on the missed bin and special collections process and associated improvement opportunities
 - **Adult Social Care** - focussing on information and advice prior to assessment with a potential to reduce demand on the service. After a scope review on inception this work focused down on information and advice related to the provision of home equipment.
 - **Housing Front office services** – which focused on improvement opportunities to the repairs process.

Each End to End Service Review identified achievable financial benefits, as well as customer benefits. In the case of Street Scene and Housing, these are realisable benefits through process improvements and resource efficiencies. The Adults Social Care benefits are enabling changes designed to permit individuals to stay in their homes and independent for longer before entering the formal care system. As such the Social Care benefits are for realisation in the context of the Adults Social Care MTFs, so are not included here.

There was also a scoping exercise to identify approaches and options for a business account. This work did not set out to find financial benefits, but does give a good indication of the importance of improving customer journeys and engaging with businesses in a holistic way.

Upon completion of the initial service review work further work has been commissioned and is ongoing. This includes a review of trade waste, which is expected to identify further direct financial benefits, and potentially further work in Street Scene.

2. A top-down business case analysis has been conducted. The top-down analysis examined typical customer contact and fulfilment journeys and analysed the potential for savings that can be found based on experience working with other Local Authorities. The top-down business case work took a broad scope, examining processes across Delivery Units. The top-down work identified benefits that can be realised in three broad categories. In order of accessibility these are:

- Direct benefits that can be found from improving customer interaction, yielding process savings internally to the council.
 - Benefits that can be realised through mobile working when aligned to digital customer interactions. For example, creating a mobile dispatching and work assignment process for graffiti resolution on the back of online customer reporting of graffiti, which would allow operatives to resolve reports promptly and without needing to return to base.
 - Improvement of business support and back office processes, realised initially through consolidating and then through automating back-office support functions.
3. Finally a review against the Council's MTFS has been undertaken, identifying those planned savings which are supported, facilitated or enabled through an improved digital interaction with citizens. For example, the savings aligned to the Street Scene alternative delivery model will certainly require improved digital services to enable their realisation. The cost and benefits of that transition could be accounted for in either benefits case, but there is no doubt that one enables the other (as per the graffiti example above).

4.2 Direct financial savings identified

In street scene and waste:

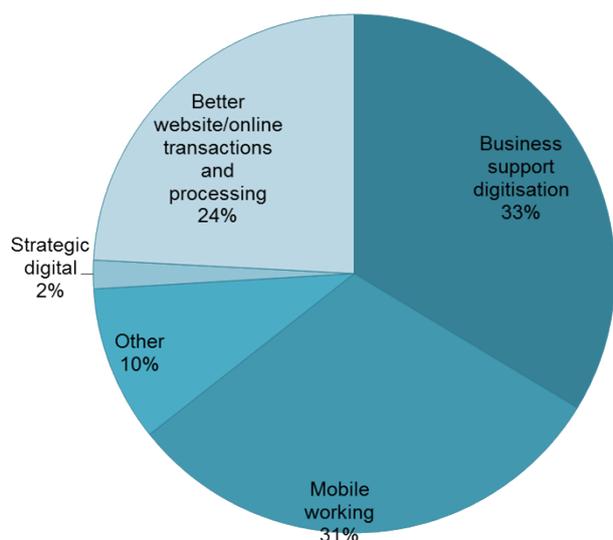
1. An annual saving of £72,500 is available through improving administration, supervision and management around bin problem reporting, and through a degree of demand reduction. *source: End to End Service review
2. Given the low volumes a small saving of £9,500 per annum exists in Special Collections through online requesting, allowing a reduction of process overhead. A small revenue increase can be realised through more efficient operation. *source: End to End Service review
3. A significant annual saving of up to £470,000 per annum is available in Street Scene through enabling mobility for Graffiti and Fly Tipping teams combined with a saving through efficient delivery of Trade Waste booking (to be confirmed by future end to end work). * source: Top-down analysis

In Housing Front Office (Barnet Homes):

1. Annual saving of £225,000 rising to £292,000 is available through reducing failure demand and through enabling 60% channel shift to digital channels by 2020. In CSG's view a 60% channel shift over that time frame is a modest target.

Across services:

1. The Top-Down analysis identified significant savings potential totalling an additional £3.1 million per annum, across the areas identified for the top down review. The indicative breakdown of this is summarised in the chart below.



The top-down review work does take the view that the £3.1m identified above represents a realistic annualised assessment of the overall long-term benefits addressable through delivering more effective digital services.

However as noted above, there are overlaps with initiatives underway in the short term. This programme should be seen as an enabler for those activities. Of particular note are:

- Street Scene presents a significant savings opportunity. The street scene delivery model is already under review with the council however, as the council is assessing moving street scene to an Alternative Delivery Model. This business case acts as a supporting enabler for savings through that ADM.
- Adults Social Care is addressing demand management and efficiency through three programmes; its Alternate Delivery Vehicle, the transition to Strength Based Practice, and through Insight led demand modelling work that is designed to assess opportunities to influence demand. As with Street Scene, this programme provides a strong enabler for offering new and additional self-service facilities in line with the direction set by these change programmes.
- The Council's Ways We Work Programme additionally is strongly supported by the Customer Transformation work. Digitising interactions with customers is a key enabler for reducing face to face interactions (other than with the most vulnerable), and for allowing staff to work from the most appropriate locations for them.

4.3 Conclusion

The reasons for addressing Digital have been clearly expressed elsewhere in this paper as:

- Satisfying residents expectations of digital services; Improving customer service and interacting with residents the way they expect now, and will increasingly expect in the future

- Reducing failure demand, by giving feedback to residents, by getting things right first time online, without need for further more costly contact
- Enabling future demand management. Increasingly allowing the council to deliver with partners, and to encourage residents to support themselves, allowing council care to focus on the most needy.

Overall this programme has been established to achieve the Council’s Customer Access Strategy.

The financial benefits of this programme will initially be captured through the contribution of the programme to existing MTFS initiatives. In the longer term, the Customer Transformation Programme positions the council well to realise savings through deeper demand management and service transformation over the next MTFS period.

5 Options Assessed

The three options assessed in preparation of this business case are

1. “Do nothing”. Take no council-wide action. Rely on Delivery Units and the current web governance to make continuous improvements to the online service.
2. “Incremental Improvement”. Take action to improve journeys and customer experience using the current technology , focusing on web journeys
3. “Full Programme”. Invest in both improving web journeys, investing in a new My Account tool, and making significant effort to deploy new online citizen-facing transactions with integrations to service systems.
4. “Mitigated Full Programme”

The recommended option is Option 4. In common with Option 3, this option fully addresses the commitments made in the Customer Access Strategy. Option 3 and Option 4 differ only in the phasing of the programme; Option 4 includes an additional “Initial Phase” of customer transformation work, followed by a Gateway Review to authorise further expenditure. This option provides for a smaller initial financial commitment, with the only trade-off being a small impact to overall programme timeframes. Benefits and considerations for each option are summarised in the table below, then discussed in more detail.

5.1 Summary of Options

	Do nothing	Incremental Improvement	Full Programme	Mitigated full Programme
Achievement of Customer Access Strategy				
1: Website information provision	Does not make significant improvements to web navigation. Web content continues to improve piecemeal only as DU staff commit the time and effort.	Make web improvements in a similar manner to that recommended in this business case.	Makes the improvements identified in this business case, conducting project work to ensure content is resident-facing.	Makes the improvements identified in this business case, conducting project work to ensure content is resident-facing. Makes a limited range of web improvements during the first phase.
2: Website functionality	Improvements are realised only as DUs develop individual business cases for change. Some new services continue to be deployed, but are not integrated to a central portal or account.	Improvements are realised only as DUs develop individual business cases for change. The context of delivering change alongside an improved web offer offers some potential for increasing take-up over the do-nothing approach.	Full improvements are realised as defined in this business case.	Full improvements are realised as defined in this business case, albeit over a longer timescale (3-6 months incrementally)
3: Piloting self-service only services	Services are not migrated to self-service only. Use of IVR and other techniques to manage call volumes is progressively increased.	Services are not migrated to self-service only. Use of IVR and other techniques to manage call volumes is progressively increased.	Services are migrated to self-service only with the full digital inclusion wrap ensuring staff and residents are supported.	Services are migrated to self-service only with the full digital inclusion wrap ensuring staff and residents are supported.
4: Digital Inclusion	Council accepts a slower natural / organic pace of improvement to digital inclusion. Motivational barriers are not addressed.	Council accepts a slower natural / organic pace of improvement to digital inclusion. Motivational barriers are not addressed.	A programme of work to improve resident and staff digital inclusion is included, as scoped in this paper.	A programme of work to improve resident and staff digital inclusion is included, as scoped in this paper.
5: Telephone Contact	Responsibilities remain as at present. Economies of scale are	Responsibilities remain as at present. Economies of scale are	A service improvement focus team is established, allowing	A service improvement focus team is established, allowing

	Do nothing	Incremental Improvement	Full Programme	Mitigated full Programme
Centres	not realised across contact centres.	not realised across contact centres.	opportunities for process convergence to be realised immediately, and the case for technical convergence to be further assessed.	opportunities for process convergence to be realised immediately, and the case for technical convergence to be further assessed.
6: Customer and Business Intelligence	Improvements are made only as justified by specific business cases.	Improvements are made only as justified by specific business cases.	Improvements are made only as justified by specific business cases, but opportunity identification is supported through the programme.	Improvements are made only as justified by specific business cases, but opportunity identification is supported through the programme.
7: Social Media	Social media take-up continues as at present	Social media take-up continues as at present	Staff education through Digital Inclusion work increases ability and readiness to communicate with residents using social media	Staff education through Digital Inclusion work increases ability and readiness to communicate with residents using social media
8: Apps	Apps are delivered only where opportunistically identified by delivery units	Apps are delivered only where opportunistically identified by delivery units	An initial Waste app is delivered in the first phase of work, proving the approach and foundation technology for future apps	An initial Waste app is delivered in the first phase of work, proving the approach and foundation technology for future apps
9: Demand management and community participation	Demand management enabled through better customer expectation management and feedback is not realised.	Demand management enabled through better customer expectation management and feedback is not realised. Demand management is somewhat supported however through better content and signposting.	Demand management is enabled through customer expectation management and improved customer feedback, as well as the improved community directories facility, and content improvements focussed on areas of most significant demand	Demand management is enabled through customer expectation management and improved customer feedback, as well as the improved community directories facility, and content improvements focussed on areas of most significant demand
10: The future of Council face-to-	Delivered through Locality Strategy, but lack of channel shift imperils capacity and	Delivered through Locality Strategy, but lack of channel shift imperils capacity and	Delivered through locality strategy, supported by an active channel shift	Delivered through locality strategy, supported by an active channel shift

	Do nothing	Incremental Improvement	Full Programme	Mitigated full Programme
face Services	space in new locations	space in new locations	programme ensuring low value and routine work is shifted online.	programme ensuring low value and routine work is shifted online.
Risk versus Pace	Delivery risk is minimised as no major change is being implemented. Risk of customer dissatisfaction over time.	Delivery risk is minimised as technical change is low-key. Risk of customer dissatisfaction over time through fragmentation of experience. Information security risks due to fragmentation of authentication	Pace is judged realistic for Local Authority transformation, with a delivery of new live functionality every 6 months. There is a significant initial commitment of cost at the outset of the programme however	Pace is similar, overall delivery slowed by in the region of 3 months. Initial investment is mitigated by the addition of a Gateway between phase 1 and the remainder of the programme, allowing for appraisal of delivery prior to the decision to continue.
Cost commitment		Approx. 1 – 1.5m to achieve significant web improvements, absent the digital transactions and digital inclusion work.	£5.4m budget	£5.4m budget, with an initial commitment of £1.5m for the first phase of work.

5.2 Option 1: Do nothing

Choosing not to progress with this business case is not in fact a true “do nothing” option because of the initiatives the Council’s delivery units already has in progress. The Council will not achieve a steady-state of an unchanging digital offer because of initiatives are under way that will delivery digital services to citizens, including:

1. The deployment of Mosaic Portal in Adults Social Care, which will provide both service users, their advocates and professionals with web-based access to Adults Social Care transactions.
2. The deployment of the iHousing Portal in Barnet Homes, providing key transactions to social housing tenants such as Housing Account and Repairs requesting
3. Planned changes to the Civica online benefits service, including deploying the Civica portal
4. Other Delivery Unit digital initiatives as they arise.

However under a do-nothing option, the Council would not make significant improvements to web navigation, centred on persona or user stories. Web content editing would remain the responsibility of delivery unit delegates.

Should the council take no action to consolidate the Deliver Unit work already in progress, the Barnet online user experience will fragment. The likely outcome in this scenario is multiple Council My Accounts. To the current authentication services, the council will add, at least:

- A username and password for iHousing
- A username and password, and likely a secure multifactor authentication for Mosaic Portal
- Additional capabilities for Council Tax, requiring a further username and password for that system.

The Council’s view is that this approach will fail to achieve the objectives set out in the Customer Access Strategy, and will result in the council missing it’s channel shift objective. This is because:

- User accounts will be fragmented, meaning citizens will need multiple sets of credentials (username and password) to interact with different council services.
- Web content will not be restructured to better meet users’ needs and facilitate digital by default customer journeys
- Citizens’ interaction histories will be fragmented across each of these systems; there will be no preferred point for process escalations or for feedback and follow-through on reports.

Of course taking this option would not establish the Digital Inclusion initiative that is proposed, nor would it initiate a culture change towards Digital service standards across the Council’s staff.

Given the strong probability that this will not achieve the Council’s channel shift objective, this approach is not recommended.

5.3 Option 2: Make Incremental Improvements towards the CAS

The Council does have an existing website and My Account platform. Under this option the council would build on these investments through two streams of work:

1. Undertake a Content and Navigation Refresh of the existing web site, taking steps to improve citizen service, deliver persona-led web interactions and to deliver accurate and timely content.
2. Develop as far as possible the existing My Account platform.

Taking these in turn:

The former is in approach similar to that taken under option 3, the recommended option. The Council would work with a web partner to deliver a series of agile web projects which would improve the content and navigation of the existing website. This approach could successfully deliver the content and navigation improvements as required to work towards the recommendations of CAS Recommendation 1.

However only limited improvement that can be realised on the transactional My Account platform without adding significant investment. To move forward on My Account, multiple additional technical capabilities are required, including:

- Secure multi-factor authentication
- The addition of a consolidated contact history, allowing both citizens and agents to have a view of the forms and transactions they have initiated online.
- A framework for follow-through on eforms, providing for escalation and follow up, closing the loop with customer feedback.
- The work to migrate existing “simple” forms to the more sophisticated model
- The incorporation of new services for Adults Social Care, Housing and Council Tax transactions.

None of these would be addressed by an investment-light Option 2. These capabilities represent the majority of the cost differential between Option 2 and options 3 / 4.

In conclusion

Option 2 refers to a focus on web content rather than online transactions. The Council under this approach would delivery:

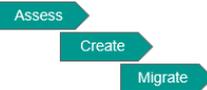
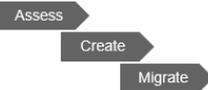
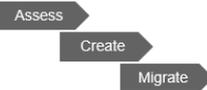
- Improved web journeys, improved content and navigation, and some channel shift and demand benefits arising from this
- A fragmented digital transaction experience that required citizens to use multiple passwords for different council services. This fragmented experience would ultimately lead to frustration for citizens, and would limit the Councils’ ability to achieve its channel shift targets as expressed in the CAS.
- A slower journey towards Digital Inclusion than is achieved through options 3 and 4.

Because of these limitations, Option 2 does not achieve the implementation of the CAS, so is not recommended.

5.4 Implement a full response to the recommendations of the CAS

The recommended approach is to fully address the recommendations of the CAS through the four streams of activity defined in this business case. This recommendation fully addresses the recommendations of the CAS. There are two sub-cases for this recommendation:

Option 3: Implement the full programme. Option 3 proposes to deliver the full programme over a two-year implementation timeline, as shown below.

	To end 2016	Jan – Jun 2017	Jul-Dec 2017	Jan-Jun 2018	Jul-Dec 2018	
Refreshed Web	 ASC Web pilot sprints	 Intensive Web Improvement Sprints (project). Create web team		 Continue improvement through BAU web team		
Enhanced My Account		Phase 1 Core new account; waste & problem reporting; webchat	Phase 2 Improve Parking, Library; new council tax services; ASC; Trade waste	Phase 3 Benefits, Licensing, Housing Portal integrated for rent & repairs	Phase 4 Business Account; Planning services	
Digital Inclusion	Strategy preparation and planning	Set up DI taskforce; Commission national partner Create DI plans and staff engagement for Phase 1, Phase 2 services	Create benefits measurement framework DI plans and engagement with Phase 3 services Initial public inclusion offer	Assess & iterate public inclusion offer DI engagement for Phase 4 services	Assess results and refine offer. Fully transfer inclusion to steady state 3 rd sector	
Business Change / Self-Service only services						
External Dependencies	Programme Initiation gateway 					Colindale office opens 

Because of the initiation of all four streams in parallel, this approach does call for a significant early investment. The council would need to commit in the region of £3.5m to achieve phases 1 and 2 as an initial package, with a gateway review in place before initiating phases 3 and 4.

Option 4: Implement the full programme with a modified profile. The modified profile adds an initial phase of work on the residents account platform that starts ahead of the remaining phases of work. This variant has a small impact on the overall timeline, but provides a risk-mitigated profile of cost commitment. This option also makes early web content and search improvements, addressing residents' key dissatisfactions early.

The Council has discussed options for the content of the initial phase of work. Three sub-options have been considered:

4A: Focus on web content. For an indicative budget of £700-800K, focus work on the Refreshed Web stream for the first 6 months of the programme.

4B: Focus on My Account and Transactions. For an indicative budget of £1.1m, deliver the first phase of My Account work in the first 6 months of the programme.

4C: Hybrid. For a total budget of £1.5m, the council will deliver 4B, the first phase of My Account improvements. The council will also deliver:

- Improvement to navigation, content and search on the Council's website, delivering initial resident personas in Adults Social Care

- An extension to the scope of the Customer Experience team, who will improve and standardise the resident telephony experience for contacts outside of the main Coventry contact centre.

Sub option 4C is recommended as representing the best value approach to initiating the programme and achieving early delivery. This approach will both begin the My Account transactions work, which is the longest running line of activity, so drives the end date for the overall programme, as well as realising web improvements to key high impact areas of resident experience. This recommended approach is illustrated in the Programme Approach section below.

6 Programme Approach and Scope

The overall programme timeline and approach is summarised as follows, and assumes work commences in January 2017.

The formal programme work will be preceded by a phase of Rapid Improvement work targeted on the Adults Social Care web presence. This improvement work both prototypes the improvement approach that will be adopted by the programme, and provides tangible benefits to the council during the run-up to the programme. Successful completion of this work is seen as a prerequisite / entry criteria to the programme by Council officers. A gateway review will be completed after the Adults improvement work before authority to proceed with the outline plan below is granted.

	To end 2016	Jan – Jun 2017	Jul-Dec 2017	Jan-Jun 2018	Jul-Dec 2018
Refreshed Web	 ASC Web pilot sprints	 Web navigation, content and search	 Intensive Web Improvement Sprints (project). Create web team	 Continue improvement through BAU web team	
Enhanced My Account		Phase 1 Core new account; waste & problem reporting	Phase 2 Improve Parking, Library; new council tax services; ASC; Trade waste; webchat	Phase 3 Benefits, Licensing, Housing Portal integrated for rent & repairs	Phase 4 Business Account; Planning services
Digital Inclusion		Strategy preparation and planning	Commission DI Partner Create DI plans and staff Design interventions (staff and resident) Deliver initial interventions	Delivery of Digital Inclusion interventions	Assess results and refine offer Transition Digital Inclusion to steady-state partners (third sector)
Business Change / Self-Service only services		Alignment of non-Coventry contact centres			
External Dependencies	Programme Initiation gateway ▼	Programme Continuation gateway ▼			

6.1 Adults Rapid Improvement

The council is already working to deliver improvements to the Adults Social Care elements of the current website, focussing on content and navigation refresh. This work is being delivered through two phases of activity:

- A short **Definition** phase made up of a series of workshops that will scope the extent of the changes. The Definition work will confirm with all key stakeholders the scope and deliverables for the delivery phase. This will be based on the principles of the rapid improvement event and will be split into 3 categories: content, navigation and technical improvements.

- Outputs from this work include a series of specific recommended changes to the customer journeys and content that will be implemented on the Adults section of the Council’s web site.
- **Delivery**, comprising improvements delivered using an agile method through a series of Sprints. The duration of the Delivery activity will be estimated during the Definition phase.
- Changes will be made based on the identified customer stories through a series of 2-week sprints which have been identified during the definition phase. The process to be followed for each sprint will be:

In order to support all three of these categories of work the Council has mobilised a multi-disciplinary team comprising:

- Agile project management
- User experience design
- CMS expertise
- Content expertise

This work will conclude with a gateway review that will assess lessons learned that should be taken forward into the continuing phases of programme work, as well as providing evidence of the quality of work that can be achieved.

6.2 Refreshed Web

Accurate and clearly written web content heart of delivering a digitally accessible council. To achieve this the programme will undertake 15 two-week phases of web improvement, representing an investment of over 100 days of development effort. The programme will also add a full-time content author for a period of time, both of these resources being in addition to the current corporate web manager.

For each persona group the team will:

1. Develop detailed personas and user stories, defining the priority user types who are accessing the web, assessing success factors for each group and building a list of user stories.
2. Prioritise the list of user stories against criteria agreed with the council. Criteria will include both benefit to citizen, to borough and to the council.
3. Assess the web navigation needed to make the priority user stories readily accessible.
4. From the above, build a prioritised backlog of work to implement, both development and content update.

The team will conduct agile sprints to deliver against the backlog. The sprint planning is open to revision as the project progresses, but is expected to comprise:

Sprint focus area	Expected number of sprints
Adult Social Care	5
Housing & Benefits	2
Parents, Children & Education	3

This work will be a joint endeavour between the project team and the council's corporate web manager, such that any lower-priority editing work that is not completed in the above time-boxes can be undertaken as business as usual work.

6.3 Enhanced MyAccount

An enhanced MyAccount will be delivered in four phases. Each phase is estimated to take in the region of 16-18 weeks of development effort. This business case proposes to deliver a phase every 6 months, balancing the desire for speedy delivery with the need for thorough testing and for respecting residents' capacity to absorb change.

Upon completion of the Enhanced MyAccount work, the council will have:

- All current, and a range of new online forms and online transactions integrated into a new MyAccount framework, a one-time investment with an expected lifespan of at least 4-5 years.
- An online transaction history for citizens
- Services from multiple providers and partners drawn together into one user experience.
- A strong platform on which to build new online services, as they are identified, allowing the council to quickly realise further improvements as new online opportunities emerge.

The new platform will have an expected lifespan of at least 4-5 years. During this time there may be specific opportunities to make incremental investment (adding new integrations and transactions as they are justified). But the core platform investment will have a long lifespan.

The phases planned are:

6.3.1 Phase 1: Core new MyAccount

Account Registration	Registration for both personal and business account, including Address Lookup and password recovery features.
Notification Preferences	The creation of citizen notification and communication preferences, allowing citizens to provide contact details and cite a preferred contact method (e.g. email, or SMS).
History Integration with CRM	Integration of citizen details with the Council's CRM system, allowing CRM agents to use a citizen's provided contact information. A history of a citizen's interactions with the council, accessible from within the portal account via the 'My Activity' page.
Improved waste services	Web improvements to Waste, including: <ul style="list-style-type: none"> • Request an assisted collection • Request new/replacement bins • Request a bulky waste/special collection

	<ul style="list-style-type: none"> • Report a missed bin <p>Each of these forms will be integrated with the Council’s CRM solution and with the in-cab waste solution, allowing for a real-time check whether a missed bin is already known to the council, and if so providing the reason for non-collection – thus helping eliminate the need to contact the council where bins were missed for a legitimate reason (e.g. they were not left out).</p>
Mobile app for Waste	Waste App, providing bin collection dates, reminders to put bins out and missed-bin notifications to the council.
Problem reporting	General problem reporting for the Council’s attention, including routing incidents to the appropriate team, integration with the Council’s CRM and Highways apps, and “closing the loop” by informing the citizen when a reported problem has been resolved.
Parking, Libraries and Council Tax / benefits	Phase 1 will ensure the current MyAccount solutions for these areas continue to be available.

6.3.2 Phase 2: Social Care & Council Tax focus

Phase 2, planned for December 2017 replaces the current MyAccount, and will:

Parking and Libraries	Develop a number of new web forms in high priority areas to improve customer experience. Full customer interaction improvements to these areas however follows in later phases.
Tiered multifactor authentication	Add Tiered log-on, allowing users an easy log-on experience for simple reports, but requiring a second factor (an email or SMS exchange is most likely) where sensitive data is to be accessed.
Webchat	Webchat facility, enabling citizens using the council’s website to initiate a webchat conversation with a customer services agent
Submission of documents / evidence	The ability for citizens to upload documentation for the council’s attention, attached to a relevant case.
Adult Social Care	Delivering a single sign-on to the Mosaic Portal functionality, which offers the ability for care recipients, their advocates and professionals to interact with a citizens care plan. Completion of a number of priority Adults Social Care contact forms, including booking capability.
Waste	Enabling proactive notification to a citizen (according to their notification preferences) of any missed bin or other collection problems, removing the need for citizens to access their

	account for this information. (note: this requires real-time collection data to be recorded in-cab, which will need to be delivered by the Waste provider under the ADM currently in progress)
Problem reporting	The ability for citizens to 'subscribe' to an existing problem report, rather than submit a duplicate, so that updates to the report can be sent to the citizen via their preferred method of communication.
Council Tax	Integrating to the new Council Tax online service being deployed by CSG, ensuring that citizen accounts are held together in the central Barnet MyAccount rather than being fragmented. The new service will offer a range of additional transaction types, including move in and move out capabilities.
Environmental health	Pest control book and pay; Noise reporting.
Book and pay (public spaces)	Book and pay for public spaces form will be developed. Book & pay will initially be deployed for sports facility booking (such as football pitches). There is potential to extend this capability to enable booking rooms in hubs and libraries and to appointment booking for face to face service. Note: leisure centre booking remains handled through the websites of the leisure provider.
Family services	Development of a range of forms that are integrated to the MyAccount Portal. Largely replacing the current email-only forms on the website, and eliminating those that have seen only very infrequent use.

6.3.3 Phase 3: Housing, Benefits & Licensing

Benefits	Citizens would log on to the portal and be authenticated through to the Council's benefits system, providing an integrated user experience.
Housing	Deliver a web portal solution for LB Barnet for residents/tenants/customers, which will integrate directly with Barnet Homes Housing Management system. Provide for customers to: <ul style="list-style-type: none"> • Log a repair, • View/update contacts/property details

	<ul style="list-style-type: none"> • Set preferences • View rent account statements • View arrears details • Make a payment • Set up a direct debit <p>This activity will take advantage of the OpenHousing module that Barnet Homes has already procured, and will build a user experience for that portal that is consistent with the Barnet MyAccount.</p>
Licensing	Develop a range of license applications through the My Account portal. Forms will be integrated to iDox. Note that the programme will maintain a watching brief here, as there is a possibility that iDox themselves will undertake this work on the iApply portal. Consideration will be given to third party approaches available at the time prior to committing to the solution approach.
Schools and Education	Development of a range of forms in MyAccount, including schools travel applications and in-year admissions.

6.3.4 Phase 4: Business, Planning, Corporate

Phase 4 focuses on businesses, on planning eforms and on corporate and member services. It will also absorb any remaining forms development work such that all current eforms are integrated into a MyAccount, allowing improved history, case management and tracking.

Business	Gather business insight data in order to provide targeted communication to businesses, helping secure a broader relationship and to secure new business for the Council's partners and joint ventures. Add other business-relevant forms (Health & Safety; Trading Standards)
Planning	Implement viewing of existing planning applications. Add a number of planning and building control related forms, noting that functionality build on iApply or elsewhere would not be duplicated.
Corporate services	A Freedom of Information request will be developed as a simple form to request the data.

Member services	Introducing case tracking to track and improve responsiveness to member enquiries.

6.4 Digital Inclusion

The Digital inclusion work will:

Establish a Digital Inclusion Task Force, comprising:

- DI coordinator who will work with the DUs and the national partner to define activities
- Project manager to support the DI coordinator
- Comms and engagement support in order to ensure that the work being done is widely promoted and success is celebrated

The team will also be responsible for seeking out additional sources of funding for this work, for example via the UKOnline future digital inclusion funding programme². The task force will also work with Barnet suppliers and other businesses active in the Borough in order to connect to corporate social responsibility funding and volunteering activities in order to further extend the digital inclusion programme.

Align with other activities

Both the Community Participation Strategy and Entrepreneurial Barnet aim to encourage local businesses to support local projects. The Council will be undertaking a review of the Local Infrastructure Contract to be delivered from 2018/19 onwards. The contract will stipulate the local support which is required by the voluntary, community and faith sector in Barnet. This presents an opportunity to review the current capacity of the sector to support the DI inclusion strategy, and to identify where there are opportunities to support the sector to achieve this.

Identify and procure a partner

The digital Inclusion strategy proposes to appoint a partner to deliver specific Digital Inclusion interventions. The partner will deliver:

- Existing online materials that can support residents as they develop their digital skills
- A programme for staff to develop them as digital champions
- Delivery of face to face courses and support for digitally vulnerable groups

Partnership delivery should include those local partners who are already providing digital literacy support in the Borough. It is also expected that partnering with a national organisation may help us to secure additional funding for this work.

Establish measures of effectiveness

² <https://www.ukonlinecentres.com/funding/future-digital-inclusion-funding>

Part of the role of the digital inclusion task force will be to monitor the achievement of digital inclusion across the targeted groups in order to measure the benefits delivered by the DI strategy.

A range of indicators will be tracked, such as:

- Reach of the DI interventions
- Take up of new services
- Reductions in use of assisted digital options on target services
- Measurement of social and financial impacts on digitally vulnerable groups

The DI task force will create an impact assessment plan to support this strategy and will work with DUs in order to develop data collection mechanisms to enable tracking of these benefits.

6.5 Business Change and Self-Service Only services

6.5.1 Business Change and Communications

A targeted communications and change programme will be initiated to support Barnet and partner staff to understand what the move to digital citizen services will mean for staff and citizens. The purpose of this is to help staff to:

- Confidently manage their own change process and adopt the new ways of working as the council increases its use of digital services
- Confidently deal with customers and represent to customers the Council's digital intent; demonstrate awareness and understanding of what the Customer Access Strategy sets out to achieve
- Adopt necessary behaviours to deliver the principles, acting as enablers for citizens to self-serve
- Identify citizens who have digital inclusion challenges, and find the most appropriate ways to help them.

This change will sit alongside the council's Digital Inclusion work, and will be achieved through:

- A series of Briefing sessions covering the Customer Transformation and Social Media Awareness
- Development of a 45 minute e-learning available to Council and Partner staff
- A series of half or full day workshops targeted at Council staff with customer facing responsibility. Workshops will cover Change Management, Values & Behaviours and will identify the need for any specific Technical training
- A range of Focus Groups and Action learning sets, helping staff consolidate their learnings from the change process

6.5.2 Moving to Self-Service Only Services

Migration to Self-Service only services will be managed through a controlled process, as identified in the Digital Inclusion Strategy.

The Customer Access Strategy identified a number of services that should be piloted as self-service only. Those identified were:

- Reporting highways and street related issues
- License applications for businesses
- Parking
- New bins and waste collections
- Pitch bookings
- Library Membership
- School admissions (excluding in-year transfers)
- Schools information

When migrating services to digital by default or digital only provision, the Programme will follow a structured process to identify impacts and required mitigations, in the context of the communication and skills development provided by the Digital Inclusion work. The Programme will:

1. Assess the communities who use or require the service, informed by the segmentation and analysis undertaken by the DI Task Force and delivery unit participants. This analysis will identify the digital inclusion impacts and recommend an appropriate response
2. Create / establish the new service, including all channel elements (online, telephony, face to face) and inclusion support elements
3. Deliver a service migration journey, including a series of communications, nudge and progressive withdrawal of non-preferred channels. Each change or stage in the migration journey will be underpinned by entry criteria.
4. Finally after completion of the project and migration activity, periodic reviews will be scheduled through the Task Force to ensure the migrations are varied based on experience and lessons learned.

The programme will undertake this work for the identified Digital Self Service Only services. Further Digital service transformations will be the responsibility of Delivery Units to identify, supported by the programme, and will require a Delivery-unit led business case and funding once the programme's seed funding for this work is exhausted.

7 The programme

7.1.1 Approach

The programme will use a blended agile approach, adopting:

- For the web refresh, a fully agile approach. The agile approach will ensure web transformation effort is focused on the highest priority user stories.

This focus on continuous re-prioritisation will require strong product ownership, provided from a combination of CSG, Delivery Unit and Commissioning Group resource. Each series of sprints will require a product team who can make rapid decisions about the relevant Delivery Unit and Commissioning Group priorities.

- For the enhanced MyAccount development, a semi-waterfall approach combining agile sprints internal to the development team, with frequent Delivery Unit interaction to course

correct. A formal testing phase will apply for this work, which will require DU representatives, accompanied with citizen representatives where available, to test the Product against agreed use cases.

- The Digital Inclusion and business change work are not delivering technical products, so will be managed using Barnet’s standard project management methodology.

7.1.2 Dependence on Council and Partner contribution

Key council contributions and involvement include:

Area / Function	Responsibility	Description
Delivery Units (including corporate comms and web manager for common elements of the design)	Fulfil the “Product Owner” agile development role; participate in elaborating clear requirements Provide subject matter experts to participate in workshops and to acceptance test solutions.	The “Product Owner” role is defined as the person that knows what is needed and in what order 1. “Tell us what you want” 2. “Tell us what the most important bits are” And critically, is empowered to make prompt decisions about priority that allow the build team to make progress. It is important that the Product Owner prioritises realistically, so the team addresses the changes that are most impactful.
Delivery Units	Provide refreshed web content	Working with editors to revise the most critical web content
Delivery Units	Participate actively in process and customer experience change	Digital services will provide opportunities for process improvement that will need active leadership from DU managers, including adopting end to end processes and realising benefits
Delivery Units, Commissioners	Keep the programme team up-to-date, and align local plans to the programme (digital governance)	The programme team must be engaged in the decision process for any potential line of business system changes, new partnerships or point web services or improvements which may impact delivery
Commissioners / all	Programme Governance	Participate in programme governance, including setting and revising priorities as the programme proceeds

Delivery Unit ICT Systems	Access, information and enabling changes in core systems	To integrate with existing systems, the programme will need: <ul style="list-style-type: none"> • Access to subject matter experts, both software vendor and council staff • Availability of and access to appropriate software interfaces, allowing the CTP solution to integrate • Confidence on Delivery Unit's ICT plans, including any planned changes or upgrades
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7.1.3 Risks, issues and assumptions

Risks, issues and assumptions will be tracked through the project. A preliminary risk register is appended to this report.

7.1.4 Governance of the programme

The majority of decisions to be taken through this programme, for example concerning the prioritisation, phasing or design work are at the level of one of the sub projects. Such decisions that do not affect budget or materially change scope will be taken at the project level.

Programme wide decisions will be taken through a suitable programme board, created in accordance with Barnet's programme management methodology.

8 Appendix

8.1 The Barnet Waste App

The Customer Access Strategy recommended the council assess the use for apps for mobile devices to improve the delivery of proactive information to citizens.

Through the development of this business case, a number of principles for the use of apps have been established. Apps present unique opportunities to use the capabilities and nature of a mobile device to interact with citizens in new ways.

Overall, Barnet appreciates that many of the features required of apps can be achieved through a well-designed responsive website. As such use of apps should be carefully evaluated. This business case proposes to use apps only where the following criteria apply:

- There is an absolute requirement for mobile apps where the unique capabilities of the device are essential, such as access to GPS, RFID or the Apple or Play stores for micropayments
- A strong driver to consider mobile apps applies where a tailored (device-specific) user interface, personalisation or frequent notifications and reminders are required
- A moderate driver to apps to avoid the sometimes awkward experience of authenticating to a webpage on a mobile device, particularly for interactions that are used frequently

The development of an app for Waste is proposed, providing residents with notification and lookup of their own bin collection dates, and through a simple mobile service to report bin problems. This app will allow Barnet to assess success and consider further apps for the future. An obvious second candidate is around street scene reporting.

The Barnet Waste app will allow residents to view the date of when bins will be collected from their address, to receive notifications before their next collection is due and to submit a report when a collection is missed. The features offered through the app will give customers a more complete experience, offering them the chance to raise the issue if their bin has been missed instantly.

The app will include:

My Collections

This is the homepage and will be the first page seen by the citizen. This page shows the types of collections in the area, the date of the next collection and if they have set up a notification to be sent to their mobile device.

Missed Collections

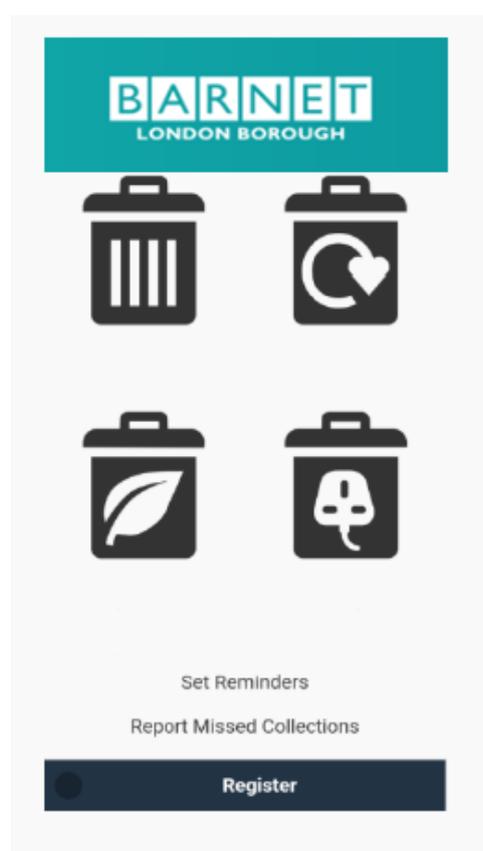
This form is to be used when a collection has been missed.

Recycling Locations

A map that showing local recycling locations. Provides opening hours and links through to driving directions.

Information

Allowing Barnet to communicate specific information, advice and content about waste.



8.2 Preliminary Risks & Issues log

Ref	Area	Risk	Impacts	Primary Stance	Notes
1	Web	Agile approach to web refresh fails due to DU or participant conservatism or indecisiveness leading to delay to web improvement stream and cost challenges	Failure to achieve web improvements (and hence channel shift), or cost overruns.	Control / Mitigate	<ol style="list-style-type: none"> 1. Deliver Agile methods primer at start of working with each team 2. Regular team temperature checks as project progresses to check comfort with process and address issues 3. Ensure & build on early success through adults work.
2	Web	Web supplier does not deliver sufficiently innovative or good quality designs to materially improve the quality of experience	Failure to achieve web improvements (and hence channel shift).	Control / Mitigate	Web supplier to be commissioned on agile basis, with commitments no bigger than 3-month blocks. Should issues arise will look to either replace supplier or to insource to delivery team using interim resource.
3	MyAccount	Supplier overruns due to technical delivery challenges leading to knock-on effect on the programme.	Delay causes longer burn on core team, leading to cost overruns.	Accept	<p>Mitigate through fixed price arrangement with MyAccount team</p> <p>Mitigate commercial exposure through phase-by-phase commitment to deliverables.</p>
4	MyAccount	Integration issues with third parties mean a quality integration cannot be achieved in some areas	Inability to deliver an acceptable integration with certain connected systems, and / or cost overrun due to unexpected integration cost	Control / Mitigate	<ol style="list-style-type: none"> 1. Partially mitigated through decision to host in Barnet's environment (connectivity challenges). 2. Early activity for project architect must be to work through each integration scenario. 3. Continue to drive out ambiguity early in each phase of the work
5	My Account	Requirements for transactions and integrations change between proposal and implementation.	Wrong transactions estimated, needing re-scoping.	Control / Mitigate	Ensure first phase of every iteration rechecks scope. Trade in and out with sponsor agreement for unstarted work (i.e. remove work no longer

					required and introduce new work.
6	My Account	Slippage to dependent solutions (Mosaic Portal, Civica portal, others)	Unable to adhere to planned phasing.	Control / Mitigate	Monitor dependencies and replan phasing if slippage appears likely.
7	Digital Inclusion	Digital inclusion work achieves limited real change in citizen engagement, or does not achieve increased engagement beyond what would have happened without the intervention	Ability to adopt digital does not improve, meaning savings cannot be realised	Accept	Commission incrementally based on results and measures.
8	Business Change	Barnet services, residents or other stakeholders do not permit migration to digital only services	Digital channel would become an additional route not the primary route. Channel shift targets missed	Control / Mitigate	Approach outlined in bus case to managing this - which will allow early conditional agreement. Critical this process is followed to give early warning of any equality or other concerns.
9	Overall	Governance and Security: Security compliance over registration or authentication processes causes slippage	Slippage, or worst case inability to proceed	Control / Mitigate	Engage early with Barnet IM team; produce agreed security documentation early in programme.
10	Overall	National policy or organisation changes necessitate a change to approach, or introduce new national services to which solution must integrate.	Unplanned work	Accept	Manage as a change to the project. Monitor.