Document Reference:
BTP-CCAD Blueprint

CCAD

Access Harrow
Blueprint
Issue 1.5

Owner	Author	Date of Issue	Version
Ghan Varsani	Maggie Keating	16th December 2010	Issue 1.5

DOCUMENT LOCATION
The source of this document can be found with the author / PMO

REVISION HISTORY
Detail the history of the change

Summary of Changes	Author	Date of Issue	Version
Template Drafted	Maggie Keating	3rd August 2010	Draft 0.1
Revised format to include vision	Maggie Keating	22nd October2010	Draft 0.3
Revised format to include sponsor feedback	Maggie Keating	27th October2010	Draft 0.5
Updated with PwC vision sections	Maggie Keating	28th October 2010	Draft 0.6
Updated with PwC revised vision sections	Maggie Keating	1st November 2010	Draft 0.7
Review comments added	Maggie Keating	5th November 2010	Draft 0.8
Document updated following sponsor review	Maggie Keating	15th November 2010	Draft 0.9
Further review updates included plus cost model	Maggie Keating	25th November 2010	Draft 0.10
First issue of the document	Maggie Keating	30th November 2010	Issue 1.0
Cash flow and implementation timeline adjusted	Maggie Keating	1st December 2010	Issue 1.1
Additional review comments added plus glossary	Maggie Keating	2nd December 2010	Issue 1.2
HRD sections expanded	Maggie Keating	8th December 2010	Issue 1.3
Adults 'Core Business Issues' further expanded & further review comments included	Maggie Keating	14th December 2010	Issue 1.4
Registration Services Comments included / responded to	Maggie Keating	15th December 2010	Issue 15

APPROVALS
The People required to approve this document.

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DISTRIBUTION
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Name	Title	Org.	Date of Issue	Version
Paul Marray	BTP Programme Manager	Capita	30/11/10	Issue 1.0
Neil Simpson	BTP Solution Architect	Capita	30/11/10	Issue 1.0
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Tim Hoban	PwC Lead Consultant	PwC	05/11/10	Draft 0.10

RELATED DOCUMENTS
List the document reference, title & version or related documents

Document Title	Date of Issue	Version
Harrow CCAD Overall Output v0.9	21/10/10	V0.9
Harrow CCAD Blueprint Proposal	22/09/10	V1.1

Contents

1. Executive Summary

1.1. Introduction

Harrow Council has embarked on an efficiency programme under the 'Better Deal for Residents' Programme: Shaping Harrow for the Future' (BDfR), under which efficiencies will be delivered. The overall BDfR programme identifies a number of projects under three key headings:

- Being a more efficient and effective organisation that can live within its means;
- Joining up and personalising customer service for our residents; and
- Building on the community spirit of residents to be more involved in the future of their Borough.

As part of the BDfR programme, senior management indicated that they wished to extend the range and depth of Council services offered through Access Harrow. An initial Strategic Business Case (SBC) was developed by PwC to identify which services' customer contacts could be delivered in a more efficient way through Access Harrow. This SBC was approved on 22nd December 2009 although further work was carried out for Adults to ensure that relevant concerns were addressed. Further details are included in this documentation.

Following the SBC significant work was undertaken by PwC and Capita to validate the future efficiencies and understand the costs. This resulted in each of the directorates signing up to the scope and savings that the programme will deliver for their directorates, with Capita committing to deliver the programme within a price ceiling and to a design to support benefits realisation, to be defined in a Blueprint.

The Blueprint started in August 2010 and was tasked to develop the fully costed design for delivering the Customer Services, Assess and Decide (CCAD) programme. The objectives for this engagement were to design the future of customer contact in Harrow by:

- Consolidating contact in Access Harrow
- Standardising and simplifying contact processes
- Consolidating and simplifying pre-assessment and moving to Access Harrow
- Moving contact to lower cost channels
- Implementing automated transaction and self assessment for selected processes

The CCAD programme will deliver these objectives for all services (with the exception of Children's services) and specifically the following services:

- ***Place Shaping*** - Planning, Building Control
- ***Community and Environment*** - Adult Learning; Community Grants; Community Lettings; Housing Adaptations and Repair Team (HART); Arts centre booking; Corporate Minor Works;
- ***Legal and Governance*** – Registration Services
- ***Corporate Finance*** - Shared Services
- ***Adults and Housing*** - Adult Social Care; Helpline

It is proposed that these Services are migrated into Access Harrow in line with the phasing plan presented below:

<table>
<tr><th>Directorate</th><th>Service Area</th><th>AH Go-Live</th></tr>
<tr><td>CEX</td><td>Access Harrow (Platform Enhancements & Enablers)</td><td>27th April 2011</td></tr>
<tr><td>Adults & Housing</td><td>Adults (People only)</td><td rowspan="2">11th May 2011</td></tr>
<tr><td>Place Shaping</td><td>Planning Tranche 1 (People only)</td></tr>
<tr><td>Adults & Housing</td><td>Technical Go live (Adults)</td><td>8th June 2011</td></tr>
<tr><td>Place Shaping</td><td>Technical Go live (Planning Tranche 1)</td><td rowspan="4">22nd June 2011</td></tr>
<tr><td rowspan="2">Community & Environment</td><td>Corporate Minor Works</td></tr>
<tr><td>HART</td></tr>
<tr><td>Place Shaping</td><td>Planning Tranche 2</td></tr>
<tr><td>Legal & Governance</td><td>Registration Services</td><td rowspan="6">29th June 2011</td></tr>
<tr><td rowspan="4">Community & Environment</td><td>Community Grants</td></tr>
<tr><td>Community Lettings</td></tr>
<tr><td>Adult Learning</td></tr>
<tr><td>Arts Centre</td></tr>
<tr><td>Corporate Finance</td><td>Shared Services</td></tr>
</table>

The following areas of change will be delivered as part of the CCAD programme:

Technology

- System integrations
- System automations
- Web forms
- Gandlake portal extension

2. Process Change
   - Consolidating customer contact to Access Harrow
   - Consolidating processes (land charges)
3. Organisational Restructure
   - Across both the back office service delivery teams and Access Harrow

The proposed transformation will deliver cost savings and an improved customer experience.

1.2. Net financial benefits

Details of the benefits to be derived from this project are detailed in Section 9 Business Case and Cash Flow Model of this document with the MRP 5 year model at Section 9.5 - Cash Flow MRP. The key highlights are as follows:

- Total Blueprint & implementation costs: £2.8m (Capita £1,787k, Council £974k and PwC £220k)
- Ongoing costs (per annum): £116.3 (Capita £90.8k and Council £25.5k)
- Net benefit over 5 years: £995k
- Net benefit over 10 years: £4.5m
- Net FTE reduction
  - 36 FTE

1.3. Variances from the SBC

In the subsequent preparation of the Blueprint, work has been undertaken to revisit the proposals made in the SBC and to further define and refine the benefits to be derived. The net benefit has reduced by £122k as a result of revising the assumed average salaries with the actual salaries.

1.4. Next Steps (Outline Plan)

Each service area work stream will be delivered in a series of phases:

- Develop detailed solution
- Document detailed solution
- Signoff detailed solution
- System build
- Complete SIT (System Integration testing)
- System Test Acceptance document signed off
- Complete UAT (User Acceptance Testing)
- User Acceptance Test document signed off
- Training
- Go-Live
- Stabilisation

The duration of each of these phases is dependant on the complexity and size of the solution being developed.

ID	Task Name	Start	Finish
1	Sign-off Blueprint	15/11/2010	30/11/2010
2	Contract Schedules	22/11/2010	16/12/2010
3	Mobilisation (PID)	22/11/2010	14/01/2011
4	Assessment & Selection Process	04/01/2011	01/04/2011
5	Change Management	04/01/2011	29/07/2011
6	Detailed Solution Design	01/11/2010	01/04/2011
7	System Build	21/02/2011	12/05/2011
8	System Integration Testing (SIT)	24/03/2011	03/06/2011
9	User Acceptance Testing (UAT)	06/04/2011	17/06/2011
10	TNA & Training Development	14/03/2011	20/06/2011
11	Training Delivery	18/04/2011	24/06/2011
12	AH Environment Extension	04/01/2011	01/04/2011
13	Phased Go-Live	27/04/2011	29/06/2011
14	Stabilisation	30/06/2011	15/07/2011
15	Close Out	15/07/2011	28/07/2011

2. Introduction

2.1. Document Purpose

The key purpose of this Blueprint is to describe the future state design of Customer Contact, Assess and Decide (CCAD) services to implement the Council's vision for Customer Services.

This Blueprint provides sufficient detail to allow a fixed price cost of implementation to be determined and includes the implementation plan to deliver the identified changes.

The document covers:

- Executive Summary
- CCAD Vision
- Solution Architecture
- Solution Scope
- Technical Solution Core Components
- Service Review
- Implementation Programme Deliverables
- Implementation Timeline
- Implementation Costs
- ACRID Analysis

The information held within this document has been collated as a result of many staff across the Council who gave up their time and shared their expertise during the workshops and observational sessions. We thank them all for their input and honesty during this time.

2.2. Context

The London Borough of Harrow currently has a £34m funding gap through to 2014/15 (post BDfR) and has embarked on a series of efficiency programmes and projects to help manage the potential deficit. One area that has been identified as having potential for further efficiency savings is the transformation and migration of further services into Access Harrow as this continues with the implementation of the Council's customer service strategy, as well as driving out efficiencies in the way that customer service is provided across the Council.

Access Harrow currently supports customer contact processes for a range of Council services including:

- Revenues
- Housing Benefits
- Housing – Repairs & Resident Services
- Planning & Building Control
- Parking
- Electoral Services
- Environmental & Public Realm Services
- Education & People Line
- General Enquiries / Switch Board

Access Harrow is a multi-channel environment that owns the responsibility for:

- Face to face (OSS)
- Telephone (Contact Centre)
- Emails and Webforms
- Self Service portal

Access Harrow not only receives contacts but meets requests for service and currently achieves a resolution rate of 90% of issues at the first point of contact.

This level of service, coupled with performance levels of 85% of calls being answered within 30 seconds and average wait times within the One Stop Shop of 14 minutes, has resulted in Access Harrow being recognised as delivering Customer Service Excellence over the last two successive years.

3. The CCAD Vision

3.1. Background

In 2009, PwC were engaged by the Council to carry out a cross-Council efficiency review. Ten Strategic Business Cases were produced and put forward to CSB on 22 December 2009.

CSB decided to take forward the Customer Contact, Assess and Decide (CCAD) business case to extend and deepen the services provided by Access Harrow in accordance with an agreed set of design principles (outlined in section 3.2). Since this time, significant work has been undertaken by Capita and PwC to validate the future efficiencies, understand the costs and identify the teams involved with the aid of Directorate-based sponsors.

Each of the Directorates have consequently signed up to the scope and savings that the programme will deliver for their Directorates, with Capita committing to deliver the programme, within a price ceiling, over a period of six months.

3.2. Design Principles

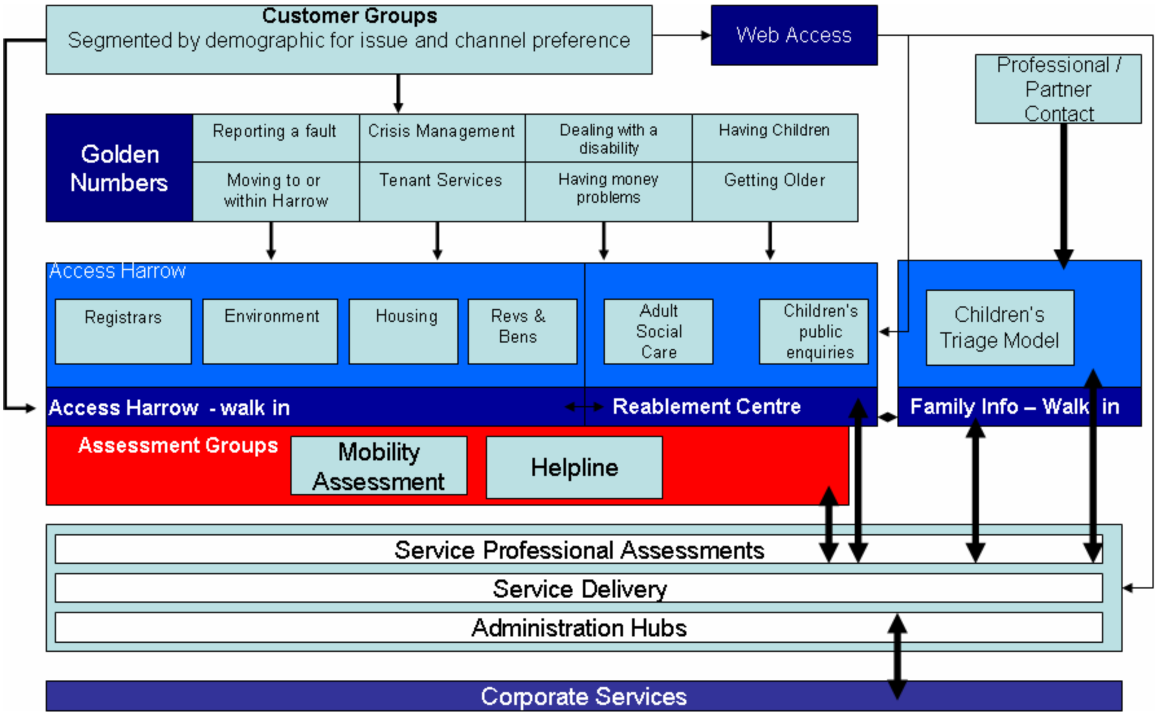
Key to maintaining Access Harrow's exceptional levels of service are a number of core principles adhered to both in support of business as usual (BAU) service delivery and as Access Harrow develops and expands. These design principles are fundamental to guiding the blueprint design and have been accepted by CSB.

- Adopt a Customer centric approach to service delivery
- Direct all initial customer contact through Access Harrow and migrate customers to the web where possible
- Maximise first time resolution of issues ('one and done')
- Target to resolve 80% of contacts at first point of contact (to increase to the current resolution levels as the services bed in)
- Simplify, standardise and share our internal ways of working
- Minimise double keying
- Maximise systems integration and automation wherever beneficial
- Utilise electronic, structured handoffs where possible
- Maximise opportunities for internal shared services working
- Pursue lower cost ways of working
- Build organisational resilience through standardised ways of working
- Build opportunities for development and training and create a modern and attractive working environment

3.3. Development of the CCAD Vision

3.3.1. The Structure of Access Harrow

The high level overview of contact in Harrow (based on the design principles) has been expressed in previous documents, which have been presented to CSB including the following summary diagram which was presented in April 2010:



This diagram shows the core structure (but not the detail) of the expanded Access Harrow service, incorporating the following key features:

- Calls will be directed to the relevant Access Harrow team via a set of delivery numbers
- Online access will be available for processes, if appropriate
- The incorporation of key assessment processes – e.g. Mobility
- Close links to Adult reablement and Children's triage operations
- Access Harrow will be organised by skill groups with cross-skilling across relevant areas based on customer demand for linked services.

Since the above diagram was published, the overall structure of Access Harrow has been fundamentally retained. However, the overall vision for customer contact in Harrow has been developed to provide a simpler and more inclusive service for customers, whilst standardising process within the operation to allow significant efficiency savings to be made.

3.3.2. Customer Contact in Access Harrow

All customer contact will be channeled through Access Harrow with the following exceptions:

1. Professional-to-professional contact in Children's will be channeled through an in-service triage team (which will be run in conjunction with the Police service and the PCT)
2. Walk-in reablement clients (Byron NRC) will be dealt with directly by Adults staff

3. Major housing repairs will remain part of the Housing team with a view to migrating to Access Harrow at a point in the future (potentially within a 12 month period) once their move to Housing has been consolidated. This is due to the synergies between Major and Minor Housing Repairs and Corporate Minor Works

Note:

Due consideration will be given to establish the correct approach to take in channeling those distressed and emotional customers who walk in to register a death. The approach needs to ensure that they are not placed in a difficult situation of having to queue in a public space to see an adviser.

3.3.3. Design Elements

In order to achieve this vision a number of design elements, emerging from the high-level design principles established by the CSB, were incorporated into the future Access Harrow:

1. Understanding the customer need

In order to inform the organisational structure of Access Harrow and improve the existing high levels of customer satisfaction, various sources of data were gathered to understand customers' needs:

- Basic demographic information - including the typical services required and the contact channel of choice
- An analysis of call volumes by service
- A survey of service users to get first hand information of real need

This information provided valuable insight into the most common call types and the potential for bundling or linking typical enquiries a caller may have. Details are provided in section 3.5.1

2. Creating a structure for Access Harrow that addresses the customer need and realises potential synergies between teams

The organisational structure in Access Harrow will be a balance based on the typical needs of callers, the ability to multi-skill staff vs the need for highly skilled staff and the creation of logical units within the centre, which can create efficiencies through standardised processes and reduction of effort. To service this need within Access Harrow a number of existing enabling technologies will be expanded and new technologies implemented by Capita. These include (where appropriate):

- The use of web forms to allow scripting capabilities and workflow – To help staff create a relevant call structure based on needs
- Single-sign on to all systems relevant to a skills group
- Integration of core systems to guide the agents through a call and automate data transfer between systems
- Use of internal webforms to capture customer requests in a standardised, consistent and thorough manner which populate and trigger actions in back office systems
- Standardised electronic hand-offs to back office teams, where necessary, which contain all the required information to process the request

- Allowing warm transfers – staff cannot learn and manage all skill types, and sometimes calls need to be transferred - a warm transfer ensures the agent receiving the handover has all the data populated on their systems so the caller does not need to repeat information already given
- Single data entry – to avoid re-keying information such as change of address – with sharing of relevant data across technology platforms.

3. Encouraging the use of lower cost channels

Where there are high volume processes which require a significant amount of data capture or payments, functionality will be introduced to encourage self service. This will aim to either direct traffic away from Access Harrow entirely or reduce effort associated with certain processes. The following facilitate this (where appropriate):

- Self-service webforms which capture all the required information from the customer in a consistent and thorough manner
- Self-service webforms which are integrated with relevant systems
- Expanded use of current on-line payment capabilities
- Personalised information, triggers and pre-populated webforms through the MyHarrow Services Portal.

4. Identifying common enablers

Through various workshops across the Council, issues were identified which are common across a number, if not all, of the services to be migrated. Common solutions will aim to realise a collective benefit:

- Common approach to manage corporate bookings
- Extended use of document management linked to core systems to allow better management and sharing of written documentation.

3.4. Key drivers of benefit for CCAD design

Two clear drivers of benefit are presented when the design elements in **2.2.3** are applied to the expansion and design of the future Access Harrow: Enhanced customer service which is essential for meeting public demands and efficiency gains, essential to meet corporate objectives.

1. Enhanced customer service

Currently the customer has multiple access points into Harrow services, resulting in hand offs, repeat questioning, information capture and repetitive assessment processes. The new ways of working will reduce this by:

- Creating a relevant list of telephone access numbers (extended to include trigger numbers)
- Creation of balanced agent skill groups based on the surveyed needs of a cross-section of service users and the capability to multi-skill the individual staff members
- Ensuring highly skilled groups such as Adult Social Care are focused on primary service drivers
- Service bundling - ensuring common groups of services can be handled by a multi-skilled agent or group of agents with warm transfers

- Replicating (high volume/demand) elements of the voiced based service with the equivalent on-line service with pro-active marketing of the on-line service to reduce call volumes and encouraging self service

This will not only give a better customer experience but will also allow

(a) active channel migration creating further financial benefits

(b) enhanced performance data allowing the identification of avoidable contacts and other opportunities to reduce or manage customer demand.

2. Efficiency gains

There are three key areas of efficiency gain which enable the financial benefits illustrated in the business case and cash flow model:

- Migration and standardisation of contact and assessment process within the front office (scale benefits)
- Utilising optimised contact centre operational methodology
- Migration of selected services to a lower cost channel such as the web (informed by the local demographic and usage statistics)
- Removal of avoidable contact (such as the provision of information to reduce repeat calls)

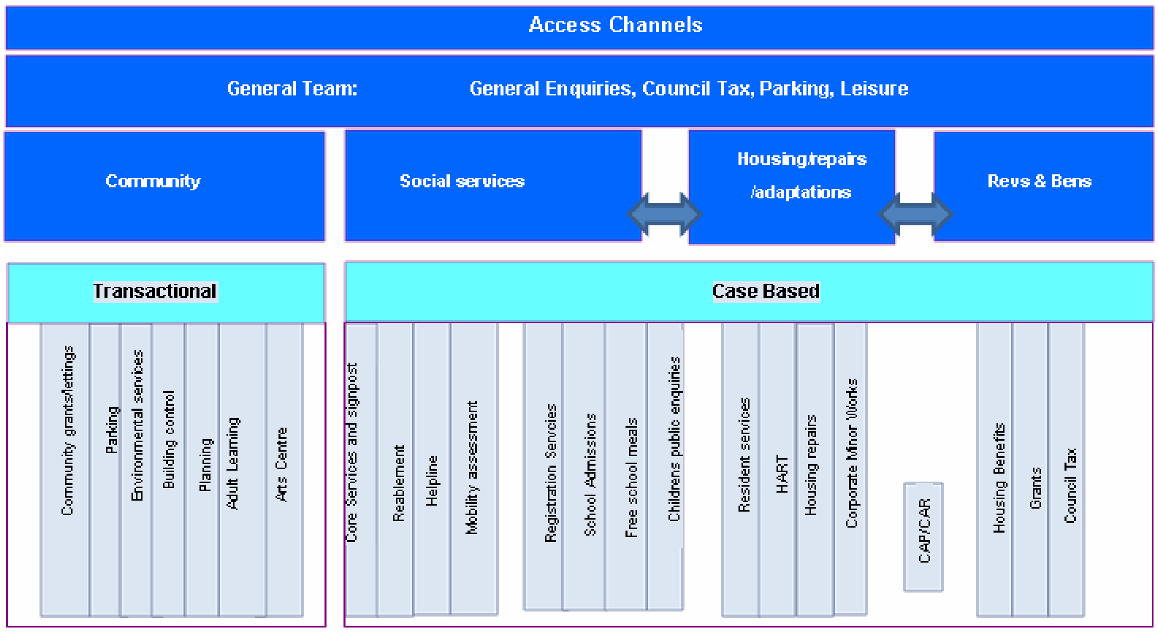
3.5. Delivering the Vision

The new Access Harrow will contain the following services once the implementation is complete:

Revenues	Adult Services
Housing Benefits	Adult Learning
Housing repairs	Community grants and lettings
Resident services	HART
Planning	Arts/Culture bookings
Building control	Corporate minor works
Electoral services	Registration Services
Environmental /Public realm Services	CAP/CAR
Education and People line	Helpline/EDT
General enquiries/Switchboard	Place Shaping

This represents the majority of customer contact in Harrow and allows us to create a much more efficient front office based on the design principles and design elements outlined in section 3.2 and 3.3.3.

Access Harrow structure post service migration



The new Access Harrow is organised to preserve the specialist team knowledge from the migrated groups. However these teams will be organised into groups with similar/linked skills to allow a gradual cross skilling to take place among grouped teams.

Additionally it can be seen that there is a core of transactional services and of case-based services, with the transactional services being Community based. The core case based services are clustered around Social care, Residents and repairs and Revenue, Benefits and grants.

The core operational features within the new Access Harrow are as follows. Calls are call routed by type based on the call arrival number:

- Simple enquiries and informational calls (the majority) - generic calls that need simple scripting or knowledge to answer. Typically could be answered by any staff member - these calls are typified as being easy to deal with, simple with a very high percentage being closed during the first contact
- More specialist transactional calls – managed by a team with some overlap between specialist groups (e.g Planning and Building control), but with some relevant cross skilling to manage less complex tasks (e.g. All environmental, parking calls)
- More complex case based calls managed by core teams:
  - Social care
  - Repairs and adaptations
  - Revenues and benefits

These calls would be typically handled by a core team of specialists so the more specialised and complex the call the more specialist the individual/team answering and dealing with the call.

By linking call types and by cross skilling agents and teams, periods of high demand within the contact centre, for a specific service, can be effectively dealt with.

It is very important to realise that Access Harrow will not become a generic centre. High levels of skill will be retained in core areas linked to the host Directorate. However, cross skilling and linking broader teams will allow efficient management of call volumes, maximise efficiency and maintain fast and easy contact.

3.5.1. How calls will be managed

A large percentage of calls (>80%) into Harrow have a single thread. These tend to be the general enquiry, transactional and simple case type enquiry. In the new model of Access Harrow these will be completed within one call or the relevant workflow started to complete the call.

However, a proportion of the remainder are more complex multi-Directorate enquiries. We have used our demographic information (Harrow and other London Boroughs) and benchmark data, as well as the Harrow customer survey to identify a number of “trigger calls” which will, via scripting, offer a bundle of services to ensure the caller, especially vulnerable callers, are offered the best and most accurate advice and support.

3.5.2. Key triggers and services required

The following are a list of initial trigger calls. As Access Harrow matures and collects more relevant management information, these will be tuned to the evolving need of the local demographic.

The trigger questions will be supported by a range of web forms to ensure a seamless journey for the customer.

1. **I have just moved into the area**
2.

Trigger enquiry	Linked service need	Call Journey	Enabled by
I have just moved into the area	Council Tax registration	New call routed to Revenues & Benefits skill group, information noted – Address details populated across other service areas	Trigger FAQ and script for "Mover" Workflow
	Information - Libraries, Leisure, Refuse collections	All information given	Information available on-line
	Parking permit and Electoral registration	Automated via new web form	Workflow to generate an automated form
	Schools registration Free school meals	Warm transfer to schools team in Access Harrow	System integration and Cisco telephony to transfer call

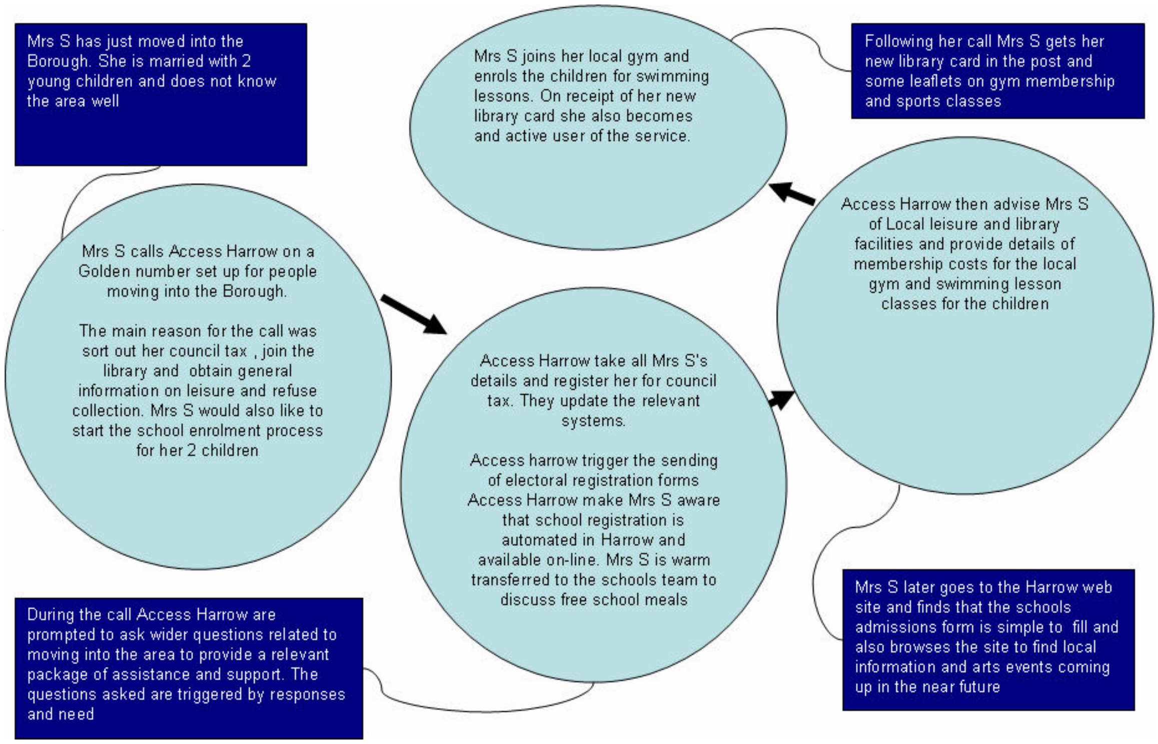
Baseline data suggests that 80% of new movers would contact us via telephone and 10% would rather deal with us face to face. A new web form will allow those who move the ability to complete their new details and access the majority of information online. The web form would propagate to all relevant linked systems to ensure that only one call would be needed to activate all relevant services.

A number would be published for individuals moving into the area. This number would be routed to the Revenue and Benefits team in Access Harrow as the "core skill set".

Call routing in Access Harrow is currently service based, and this will not change; however, additional numbers linked to "Triggers" will be published and these will be routed for the core skill for that trigger. This will allow minimum disruption and change to the current numbering strategy.

It is anticipated that the new customer journey will look and feel like this as per this example:

Typical call flow for a "I have moved into the area" Trigger call

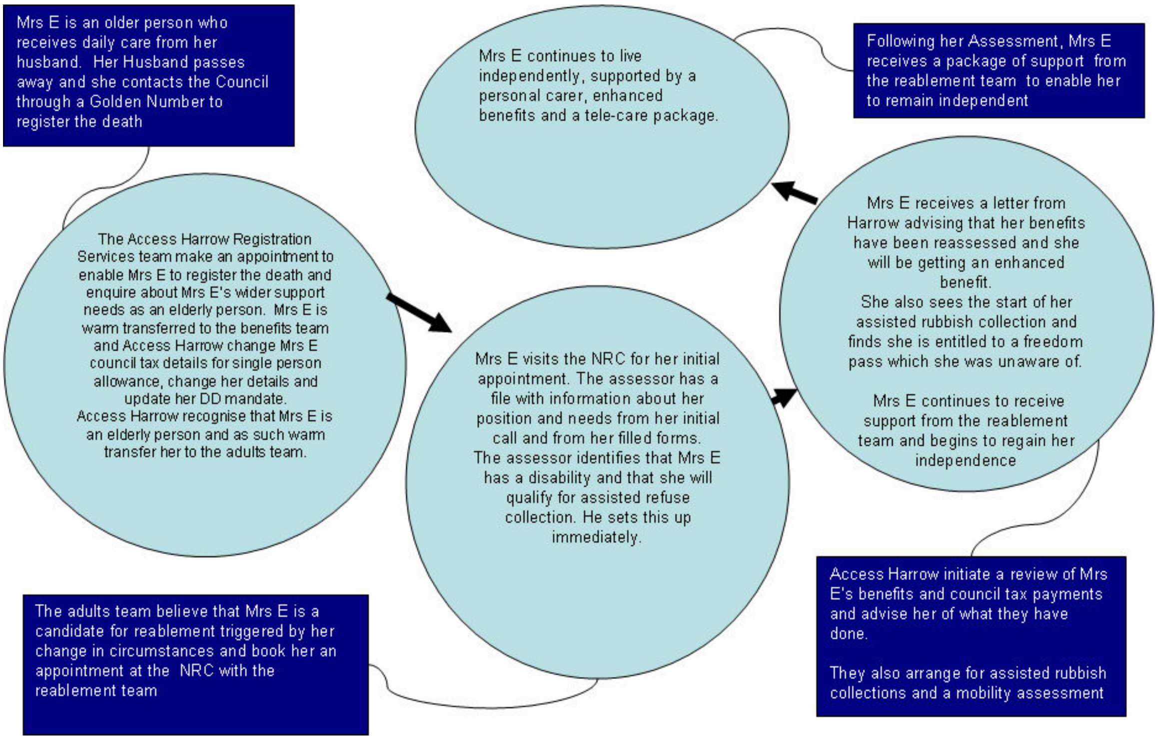


3. I am registering a death

As a second example of a more complex call the following illustrates a potential flow for "I am registering a death" trigger call. It should be noted that the key trigger for this is the need for the customer to make an appointment to register the death and the triggers to the tell us once process will take place as a result of this appointment, with the route still to be defined.

Trigger enquiry	Linked service need	Call Journey	Enabled by
I wish to register a death (Older Person)	Registration Services & Tell Us Once service (triggered following appointment)	Initial call taken by Registrations team in Access Harrow	Trigger FAQ and script for Older person death commencing a screening process to identify further services available
		Appointment made with Registrar in Legal and Governance	Corporate booking solution
	Care requirements – Reablement, assisted refuse collection, concessionary travel	Warm transfer within Access Harrow to Adults team	System integration and Cisco telephony to transfer call
	Financial assessments - Council tax, Benefits, CAP/CAR, Rent	Warm transfer to R&B based on status	Workflow with details forwarded

Baseline data would suggest a high percentage of registrations are face to face. All scripting/workflow is common amongst all Access Harrow staff so the experience will be the same via call or face to face.


Mrs E is an older person who receives daily care from her husband. Her Husband passes away and she contacts the Council through a Golden Number to register the death
The Access Harrow Registration Services team make an appointment to enable Mrs E to register the death and enquire about Mrs E's wider support needs as an elderly person. Mrs E is warm transferred to the benefits team and Access Harrow change Mrs E council tax details for single person allowance, change her details and update her DD mandate.
Access Harrow recognise that Mrs E is an elderly person and as such warm transfer her to the adults team.
The adults team believe that Mrs E is a candidate for reablement triggered by her change in circumstances and book her an appointment at the NRC with the reablement team
Mrs E visits the NRC for her initial appointment. The assessor has a file with information about her position and needs from her initial call and from her filled forms. The assessor identifies that Mrs E has a disability and that she will qualify for assisted refuse collection. He sets this up immediately.
Access Harrow initiate a review of Mrs E's benefits and council tax payments and advise her of what they have done.
They also arrange for assisted rubbish collections and a mobility assessment
Mrs E receives a letter from Harrow advising that her benefits have been reassessed and she will be getting an enhanced benefit.
She also sees the start of her assisted rubbish collection and finds she is entitled to a freedom pass which she was unaware of.
Mrs E continues to receive support from the reablement team and begins to regain her independence
Following her Assessment, Mrs E receives a package of support from the reablement team to enable her to remain independent
Mrs E continues to live independently, supported by a personal carer, enhanced benefits and a tele-care package.

4. I am a council tenant

Trigger enquiry	Linked service need	Call Journey	Enabled by
I am an unemployed council tenant, awaiting a repair who is going back to work	Housing Repairs, Kier Revenues & Benefits	Call taken and handled by multi-skilled housing team in Access harrow via designated tenant's number	Repairs system and internal link with Kier staff Impact on benefits explained

This trigger question is typically delivered 30% face to face and 70% by telephone. The majority of the call will be completed with scripting and warm transfer.

Additional trigger workflows will be constructed for:

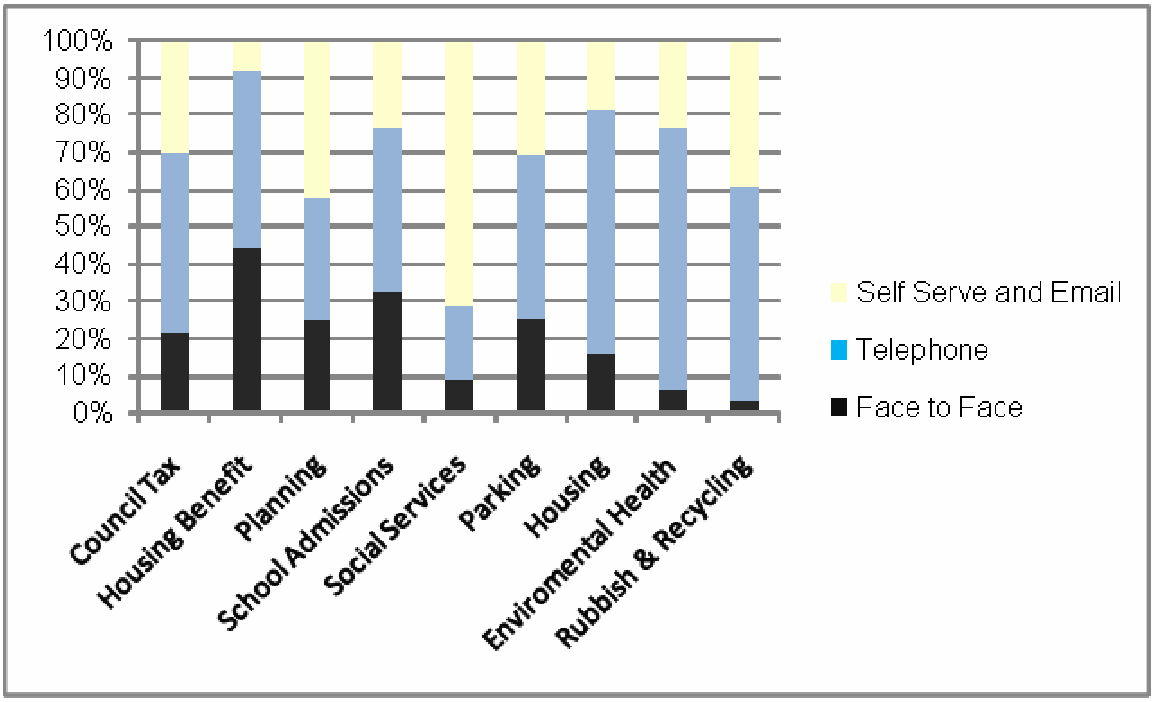
5. **I wish to claim for housing benefits - Possible change in circumstance – Joblessness**
6. **I am an older retired person and need to understand what help I'm entitled to**

Additional scripts and workflow will then be constructed as required by Access Harrow as the service evolves and stabilises.

3.5.3. Reducing call volume

A key to efficiency within Access Harrow is the provision and the migration of core services via the web. These web services will also be used by Access Harrow staff. The user experience will therefore be the same irrespective of channel. A survey of current channel use showed the following

3.5.4. Summary of contact channel by service



N.B Social service data is based upon the carer/family member contacting the Council rather than the recipient of the service.

This shows the dominance of F2F and Telephone as the channels of choice in Harrow.

Through enabling customers to transact online by ensuring current, useful and accurate information is available and easy to use web forms are clearly accessible from the homepage, the percentage of transactions will begin to move towards self service and the web.

The continuing enhancements and promotion of the MyHarrow Services account will encourage further migration away from more traditional and expensive channels as customers can access personalised services directly through their own portal.

4. Solution Architecture

In terms of technical change, there are two main areas that have been focussed on to support the vision for CCAD.

4.1. Access Harrow Capabilities

Through a single logon, agents will be linked to all of the applications and systems relevant to their skill group. As their skill group expands, the system can easily be configured to include the additional applications and systems relevant to the expansion.

When a customer contacts the council and the agent identifies what service the caller is contacting them about, the agent can enter details once to trigger the system and account searches across the full range of applications and services that may be required to respond to the enquiry.

Simple request triggers will be identified upfront that will indicate to an agent that the customer may need a wider range of services than the specific request being placed. Intelligent web forms will be developed to guide the agent through a series of questions that will allow any other services to be triggered appropriate to the customer “life event” identified.

For example, a customer ringing to report a change of address for council tax purposes may also need to:

- Trigger Tell Us Once processes
- Update the electoral register
- Make changes to parking permits
- Alter their library registration details and be made aware of where their nearest library now is
- Have benefit entitlements reviewed
- Update their social care records where they are in receipt of a care package

Whilst agents may not have all the necessary skills to complete the full range of associated needs themselves, agents will be able to

- Warm transfer customers to colleagues with the right skills.
- Create electronic handoffs to back office service delivery teams to progress requests that are out of scope for CCAD processes
- Sign post customers to web sites or other organisations that will provide the necessary information or services to fulfil the customers needs

Upgrades to the telephony systems in Access Harrow will allow agents to make use of call prioritisation capabilities to ensure the transfer is completed quickly and efficiently to minimise the impact on the customer experience.

Over time, the need to transfer calls at all will decrease as agent multi-skilling progresses and management information continues to inform the optimum grouping of skills.

Information relating to an enquiry or request will be captured only once by the agent and, through system integrations, update all the relevant systems with the required information. Customer information will be captured for all contacts to provide management information and inform strategic direction by proving data on:

- Customer location

- Channel accessed
- What the customer is contacting the Council about
- What the outcome of the contact is e.g. type of service delivered, back office task triggered
- Time taken to deliver services where a back office handoff has been necessary

Electronic handoffs to the back office to create tasks for follow up action will be created automatically within the relevant back office systems. These will include all of the information required by the back office service delivery teams to progress the next stage in service delivery, gathered through structured questioning and online forms. For example, Access Harrow systems will be integrated with Framework-i.

Agents will complete structured forms in response to the customer which will automatically record the contact details against the relevant customer record in Framework-I and, where appropriate, prompt the service delivery team to take follow-up action.

An online corporate booking solution will be implemented to enable agents to schedule appointments and book resources required to progress customer service delivery. Current processes are unwieldy, service specific and often paper based resulting in inefficiencies and difficulties in sharing resources across services.

Queuing technologies will be enhanced within the One Stop Shop to enable customer details to be linked to their queuing 'ticket' number. Through system integrations the agent will automatically be presented with customer details and service information relevant to the next person being called from the queue. This will allow agents to immediately start to address the customer needs when they reach the OSS desk, rather than system searches being the first stage of the customer experience.

4.2. Channel Shift

Core to achieving the Customer Services vision is to encourage to using cheaper channels where appropriate. This is both the for customer contacts and for the Councils communication back to the customer that forms part of service delivery.

For example, customers calling Adult services who are signposted to another service deemed appropriate to meet their needs currently receive a telephone call at a later date to confirm that the information provided was sufficient or whether they still have outstanding issues that need to be addressed. Where appropriate, this service will be automated so that a customer will receive an electronic call back and only if they record that their needs have not been satisfied will a call back be made by a skilled agent to address the shortfall.

MyHarrow Services Portal

The MyHarrow services citizen account will be further enriched to include more services and alert capabilities and agents will be able to offer to set up calling customers with their own account to encourage greater use of this channel for low level enquiries.

A range of web forms will be developed that will, where appropriate, be available to both agents and online to enable customers to self serve. Online payment capabilities will be extended to allow customers to complete more interactions in full on line. For example, the ability to request and pay for building control and planning documents.

Where the forms developed are accessed by the customer through their MyHarrow services account, personal information held against their profile will be pre-populated and they will be able to request updates on the status of their requests, via the portal, once the form has been submitted. For example, customers will be able to see when a fly tipping incident they have reported has been cleared. This will further reduce contacts into Access Harrow.

As a result of the service review undertaken to support CCAD, it has been recognised that some processes lend themselves to almost entirely being web based. For example, applications for discretionary grants for organisations can be managed more effectively and efficiently through the portal by:

- Allowing organisations to confirm status e.g. charitable or voluntary, when they register with that eligibility then being retained against their profile reducing repeat work for both the council and the organisation
- Support intelligent web forms that perform eligibility checks for the service being requested as part of completion
- Allow organisations to check the status of their application through the portal

Remote Access using Video Conferencing

Video booths will be installed in sites across the borough to provide customers with an alternative to coming into the One Stop Shop.

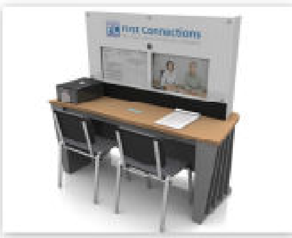
The project will cater for the installation of up to three booths with sites being selected on customer mosaic information already available, located within main thoroughfares. An additional dependency will be that the target sites are on the existing Access Harrow telephony network.

By integrating with the Access Harrow telephony system and installing video links, customers will be able to:

- talk through problems with Access Harrow agents face to face
- provide evidence to support claims and request using scanners
- provide signatures using digital signature capturing technologies
- receive print outs of information or forms
- be guided through the completion of application forms on screen

Initially these will be installed to demonstrate proof of concept and sites will be selected based on network connectivity and customer demographic data already collected that indicates likely foot fall.

Whilst the design is still at an early stage, examples of how these video access points might look are shown below.




5. Technical Solution Core Components

Integrations

The existing Access Harrow technology will be extended to support CCAD services and will be developed to uphold the relevant core principles for design, namely:

- Minimise double keying
- Maximise systems integration and automation wherever beneficial
- Utilise electronic, structured handoffs where possible

The core flow will be:

1. The agent will log in to one system and will then be automatically logged on to the core systems and applications that are relevant to their skill set
2. Searches within these systems to access the information needed to respond to a customer enquiry will be automated, removing the need for the agent to re-key information across systems.
3. Customer details, information relating to the enquiry and the outcome of that enquiry will be captured automatically. This will provide valuable insights into why customers contact the council, how well enquiries can be resolved through a single contact and where opportunities to improve the capability at the first point of contact exist

Automated handoffs

Automated electronic hand offs will be developed, via email or Civica, which will trigger Back Office activities or notify the back office of actions taken This will allow handoffs to be structured to ensure that the right information is being received by the service delivery teams to progress the request and, where appropriate, provide end to end visibility of service delivery

Online Payments

The corporate payment solution will be further extended to support additional online payments where appropriate. This will be linked to new web forms which will enable the Council customers to request and pay for a number of new services via the web. E.g.

- Purchasing planning documents
- Supporting online payments for Building Control applications
- Nationality Checking Service

Web forms

Web forms have been identified by service area to both support the customer self serving via the Web and to support agents in capturing the right information and to make the right decisions as part of a customer interaction.

The following online forms will be developed to support CCAD service areas:

Service Area	Sub Area	Form	Simple / Comple	Internal / Extern
Adults		Signposting	Complex	Both
		EPB - New	Complex	External
		EPB - Renewal		
		EPB - Appeal	Simple	External
		EPB - Misuse	Simple	External
		Lost / Stolen Form	Simple	External
		Non Visual Registration Application	Simple	External
		Minor Adaptations and Equipment Order	Simple	Internal
		Referral & Contact Assessment	Simple	Internal
		Trigger Questionnaire / Pre-Reablement	Simple	Internal
Helpline		Harrow Helpline Notification	Simple	Internal
		Helpline Application (Private Clients)	Simple	External
EDT		Harrow EDT Capture Form	Simple	Internal
		Brent EDT Capture Form	Simple	Internal
C&E	HART	N/A		
	Cultural Services	Venue Booking Form	Complex	External
		Community Grants Applications	Simple	External
		Discretionary Grant Appeal Form	Simple	External
		Charity / Voluntary Org Registration	Simple	External
		Charity / Voluntary Org Lettings Concession Request	Simple	External
		School Hall Hire Amendment / Cancellation	Simple	Both
	Community Development	Adult Learning	Complex	External
	Community Safety	N/A		
	Corporate Minor Works	Generic Request	Simple	External
Corporate Finance	Shared Services	N/A		
Place Shaping	Planning	Invalid Applications	Simple	External
		Request for Planning Documents	Simple	External
		Payment Webforms	Complex	External
	Building Control	Submission of Additional Documents	Complex	External
		Status Updates	Simple	External
		Request for Building Control Documents	Simple	External
		Payment Webforms	Complex	External
Registration Services	Land Charges	Personal Search Request	Simple	Both
		CON29 / Full Search request	Complex	Both
	Nationality Checking	Nationality Checking Service	Simple	External
	Marriage	Notice of Marriage	Complex	Both
	Citizenship Ceremony	Booking Request Form	Simple	External
	Cemeteries	Burial Request Form	Simple	External
		Memorial Appl	Simple	External
	Electoral Roll	Electoral Registration	Simple	External
	Generic	Generic Booking Request	Simple	Both
Corporate Booking	Corporate Booking	View Booking Form	Simple	Both
		Amend Booking	Simple	Both
		Cancel Booking	Simple	Both
General	Life Event Trigger Forms	x 3 - T.B.C.	Complex x 3	Internal
Optional	Mobility Assessment	Single integrated service application form	Complex	Both
TOTALS		**44**	**31 Simple / 13 Complex (9 Internal)**	

All new external web forms developed will be available through the MyHarrow Services portal which will pre-populate forms for Customers once they have signed in.

MyHarrow Services Portal

The MyHarrow Services portal will be exploited to encourage greater usage of the web as a contact channel, thereby reducing cost to serve. For some customer segments the portal will be communicated as the only access route for specific services.

For example, applications for grants through the Community Development service will need to register through the Gandlake portal and complete the appropriate grant application form. This approach will allow the organisation authentication to take place once, with the authenticated status being held against the organisation's registration details. Applying for the grant via a web form accessible from the portal will allow:

- Auto-population of customer details
- Structured eligibility assessment questioning
- Information pre-requisites to processing a grant application being met

6. Solution Scope

6.1. Place Shaping

6.1.1. Planning

Some Planning contacts are already managed by Access Harrow and there is a Duty Planning Officer rota to support Customers who come into the OSS with more complex enquiries. The CCAD project will extend and deepen the services and capability within Access Harrow, with professional support still being available from the Back Office service delivery team as necessary.

Overview of Service

The majority of customer contact currently managed by Planning covers the following areas:

1. Submission of planning applications
2. Submission of ancillary documentation
3. Status update checking
4. Queries around invalid applications
5. Confirmation of receipt of documents/payment
6. Planning Search Enquiries
7. Land Charges

The solution developed will be flexible enough to cater for any lower volume activities not specifically listed above. These will be captured as part of the detailed design activities which form part of during the implementation phase.

The Land Charges process is replicated across a range of service areas and it is planned that the CCAD implementation will standardize these processes in Access Harrow, aligning charging and payment mechanisms.

Summary of Changes

All planning applications will be routed to an Access Harrow team who will apply rules to identify complex applications (e.g. large scale or controversial applications).

Complex applications will be routed to the Planning Team Manager, for non-complex applications the team will issue the appropriate correspondence to relevant parties (neighbours).

For all cases following the site visit and assessment conducted by a Planning Officer, Access Harrow will manage the objections process and subsequent issue of documentation in both successful and unsuccessful applications. Similarly the receipt of and entry into workflow of supporting documentation will be managed by Access Harrow.

Technology Requirements

The following technical solutions will be developed to support Planning in Access Harrow:

- All contacts logged to inform resource planning and strategic direction
- Automated electronic handoffs to the Back Office where an enquiry cannot be resolved by Access Harrow

- Automated searches between key systems to remove the need to re-key information
- Additional systems e.g. GIS for conservation areas will be introduced into Access Harrow to deepen service offering
- Web forms will be developed to replace unstructured customer emails and automating validation and eligibility capabilities
- Online payments facilities available for customers to pay for services on the web, linked to structured web forms e.g. Apply for Planning permissions, request certificate
- Email notifications to provide application references and payment links to complete the application process
- Booking of planning surveyors will be electronic
- Solicitors with regular enquiries will be encouraged to sign up for the Gandlake portal.
- Integration with Access Harrow telephony

Process Requirements

The following are the outline process requirements needed to deliver the new ways of working:

- Access Harrow staff are empowered to assess which are the non-complex and which are the complex cases
- Letter generation and dispatch currently occurs within the Planning department; this process will be delivered by Access Harrow going forward.
- All letters will contain channel migration messages to encourage the use of new web forms.
- The ongoing lean project is exploring reasons for invalid applications to reduce volume of unnecessary calls. This may influence the processes and therefore Planning will be delivered in two tranches. The second tranche will include the process elements post transformation.

People Requirements

It will be crucial that all appropriate documentation and information is available via systems and knowledge bases to allow Access Harrow to manage the service.

6.1.2. Building Control

Overview of Service

The majority of customer contact currently managed by Building Control covers the following areas:

1. Submission of building control applications
2. Inspection booking
3. Property searches
4. Payment

5. General queries
6. Land Charges

The solution developed will be flexible enough to cater for any lower volume activities not specifically listed above. These will be captured as part of the detailed design activities which form part of during the implementation phase.

Summary of Changes

The processes of determining the need for Building Control, estimating cost and issuing relevant applications will be managed in Access Harrow. Following the receipt of applications a validity check will be performed in Access Harrow, the reasons for invalidity will be communicated to the customer. For valid applications following decision the process of informing the customer of the outcome will be managed by Access Harrow.

The ongoing administration of inspection visits and the issue of completion certificates will be managed by Access Harrow (with Building Control Officers conducting the visits).

The entire process for property searches will be managed in Access Harrow.

Technology Requirements

The following are the outline technology requirements needed to deliver the new ways of working

- All contacts logged to inform resource planning and strategic direction
- Automated electronic handoffs to the Back Office where an enquiry cannot be resolved by Access Harrow
- Automated searches between key systems to remove the need to re-key information
- Online payments facilities available for customers to pay for services on the web, linked to structured web forms e.g. request for inspections
- Web forms for submission of additional information
- Web forms for status update
- Web forms for requesting certificates (with or without payment)
- Corporate booking solution for inspections
- Integration with Access Harrow telephony

Process Requirements

The following are the outline process requirements needed to deliver the new ways of working:

- Booking of inspections moves away from a manual process to the use of a corporate booking solution
- Consider policy change to take payments up-front in order to address inefficiency of issuing multiple invoices for multiple inspection visits
- All letters should contain channel migration messages to encourage use of new web forms.

People Requirements

Existing staff will migrate across with current knowledge and expertise necessary to assess and validate Building Control applications, and conduct land charge/ property history searches.

Wider Access Harrow staff will require training as to the situations in which a Building Control application is needed and the corresponding fees and the basis of a valid application.

6.2. Community and Environment

6.2.1. Adult Learning (FTE – 4 (1 release))

Overview of Service

Adult Learning organises and takes bookings for courses run by council teachers and private tutors. They currently use a booking system called Learner Track and also keep copious paper records.

The majority of customer contact currently managed by Adult Learning covers the following areas:

1. Enquiries about available courses
2. Registering and booking customers onto courses

Through discussions with Adult Learning the processes described above will be sufficient to cover any residual work.

Summary of Changes

Access Harrow will handle course enquiries and bookings. All forms and evidentiary documents will be processed by Access Harrow and where possible, scanned and archived electronically.

Technology Requirements

The following are the outline technology requirements needed to deliver the new ways of working:

- All contacts logged to inform resource planning and strategic direction
- Automated electronic handoffs where an enquiry cannot be resolved immediately
- Online web form linked and the ability to pay online to support self service requests where appropriate.
- The facility to scan and store documents electronically
- Integration with Access Harrow telephony

Process Requirements

The following are the outline process requirements needed to deliver the new ways of working:

- Forms and evidentiary documents will be sent/ brought into Access Harrow for validation and storage where appropriate.

People Requirements

Access Harrow staff will require training on the use of Learner Track and associated Adult Learning business rules if required, as existing staff will be migrated.

6.2.2. Community Grants (3 / 1)

Overview of Service

The Community Grants team processes applications from voluntary or charitable organisations requesting council grants. Applications are received normally via post and are assessed by the team. Grant application reports are then produced, printed and passed to the Grants Advice Panel. The team then processes decisions, notifies organisations, sets up payment regimes and administers the appeals process. Much of the process is manual using excel and word to capture and record information, and relies on the transfer of paper based documents between panels and committee.

The majority of customer contact currently managed by Community Grants covers the following areas:

1. Applications and appeals for discretionary grants to the voluntary sector.

The solution developed will be flexible enough to cater for any lower volume activities not specifically listed above. These will be captured as part of the detailed design activities which form part of during the implementation phase.

Summary of Changes

All queries regarding grant funding for voluntary or charitable organisations will be handled by Access Harrow. The Grants Officer role will also sit within Access Harrow.

Technology Requirements

The following are the outline technology requirements needed to deliver the new ways of working:

- Structured web forms to capture requirements and establish eligibility
- Potential use of MyHarrow services portal to create authenticated profiles and encourage web only applications
- Implementation of document management system to store documentation and introduce workflow to manage work requests.

Process Requirements

The following are the outline process requirements needed to deliver the new ways of working:

- Web only process will significantly reduce telephone contact and improve efficiency of the process
- Community Development to directly input payment details to SAP.

People Requirements

Minimal training required as existing team is migrating. However, Access Harrow staff may require training in Community Grants business rules and process.

6.2.3. Community Lettings

Overview of Service

The Community Lettings team offers voluntary and charitable organisations concessionary rates for booking school facilities. Applications are currently all received by post and filed in hard copy. The team uses physical filing and excel spreadsheets to keep a record of registered organisations and manage bookings throughout the year.

The majority of customer contact currently managed by Community Lettings covers registering voluntary organisations and processing concessionary school facilities booking.

The solution developed will be flexible enough to cater for any lower volume activities not specifically listed above. These will be captured as part of the detailed design activities which form part of during the implementation phase.

Summary of Changes

Access Harrow will assess and process all applications for concessionary rental rates for school facilities.

Consideration should also be given to shifting the process post application to the management of schools however this will require negotiation with the business and schools.

Technology Requirements

The following are the outline technology requirements required to deliver the new ways of working:

- All contacts logged to inform resource planning and strategic direction
- Structured web forms to capture requirements and establish eligibility
- Potential use of Gandlake to create authenticated profile and encourage web only applications
- Implementation of document management system to store documentation and introduce workflow to manage work requests
- Implementation of online payments mechanism
- Integration with Access Harrow telephony

Note: The majority of organisations have registered for grants with the Community Grants team; therefore have already submitted documents to verify charitable/ voluntary status. This established verification of status can be held against the organisation's profile held in the MyHarrow Services portal

Process Requirements

The following are the outline process requirements required to deliver the new ways of working:

- Upon migration into Access Harrow, a number of services potentially including Adult Learning, Community Grants and Community Lettings are consolidated into a single community based team

People Requirements

Minimum training is required as existing staff will deliver the service which requires knowledge of the process and basic business rules. Wider Access Harrow staff can be rapidly trained if required.

6.2.4. Housing Adaptations and Repair Team (HART) (4 FTE – 2)

Overview of Service

The Housing Adaptations and Repair Team process applications for grant funding for works to be carried out on a service user's property. The Project Officer's role is primarily administrative, largely managed through established electronic workflow and liaison between caseworkers, occupational therapists and surveyors. The core systems used are Civica, M3 and Excel.

The majority of customer contact currently managed by HART covers the following areas:

1. Processing Grants applications.

Summary of Changes

Referrals for HART grants will now be routed to an Access Harrow team where they will be assessed, logged and passed to the HART team leader. Access Harrow will then conduct the appropriate land registry checks and initiate the tendering process which will be concluded by the surveyor's selection of a suitable contractor. Access Harrow will then process approvals and payments where required.

Technology Requirements

The following are the outline technology requirements needed to deliver the new ways of working:

- All contacts logged to inform resource planning and strategic direction
- Existing electronic workflow will drive the process with the relevant work queues now being managed out of Access Harrow
- Contacts will be logged and inter-system searches automated where possible to avoid double keying of information.
- Integration with Access Harrow telephony

Process Requirements

There are no significant process change requirements.

People Requirements

Access Harrow staff will require training on the Housing Adaptations and Repairs team's business rules and processes around types of grant applications and the use of relevant systems.

6.2.5. Arts Centre Booking

Overview of Service

The Arts centre team provides a service for booking of event and performance space and additionally act as a box office for the booked performances.

There is currently a lean programme running for events/space booking to reduce the cycle time for booking requests (currently 29 days) and increase the 6% conversion rates for bookings.

It was agreed that the following processes are in scope:

- Space and venue bookings

Box office bookings will remain at the Arts Centre and are deemed out of scope for CCAD. It should be noted that a new bookings system has recently been implemented and it is planned that for box office the majority of bookings will be on-line (including payment). This will reduce the demand for telephone bookings over the next 12 months.

The core booking system used by the arts centre team is currently being assessed for fit with wider corporate booking requirements. The team also uses paper based files for each venue booking.

Summary of changes

The team will be integrated into Access Harrow as a general venue bookings team.

Technology Requirements

There is no active CRM system however basic details are held in the booking system. Technology implementation for CCAD:

- All contacts logged to inform resource planning and strategic direction
- Online web forms and payment capabilities to support venue bookings
- Electronic document management implemented to store online requests received
- Integration with Access Harrow telephony

It is recommended that the current lean programme is concluded prior to migration of the team.

People Requirements

Wider Access Harrow staff will require minimal training on the use of the booking system and scripted rules.

Process Requirements

Process improvements are designed to increase the 6% conversion on venue bookings. However, there is no anticipated change to the core bookings process.

6.2.6. Corporate Minor Works

Overview of Service

The majority of customer contact currently managed by Corporate Repairs covers the following areas:

1. Requesting a repair
2. Chasing status of repair

The solution developed will be flexible enough to cater for any lower volume activities not specifically listed above. These will be captured as part of the detailed design activities which form part of during the implementation phase.

The complexity of the service appears to be that there is little formal documentation and what exists are written contract based documents. Consequently, individuals running the service are essential for its ongoing success. Additionally, some members are acting as prime contact for a number of schools.

Summary of Changes

Access Harrow will receive and manage requests for corporate repairs.

Technology Requirements

The following are the outline technology requirements required to deliver the new ways of working:

- All contacts logged to inform resource planning and strategic direction
- Automated searches between key system to remove the need to re-key information
- Automated electronic handoffs to the Back Office where an enquiry cannot be resolved by Access Harrow
- Webforms will be developed to replace unstructured customer emails

- Integration with Access Harrow telephony

Process Requirements

The following are the outline process requirements required to deliver the new ways of working:

- Link the raising of invoices closer to CAP/CAR team which will sit within Access Harrow.

People Requirements

Existing staff will migrate and continue to deliver the service. Lack of structured pricing model and easily accessible contractual information compounds ability to train wider Access Harrow staff.

6.3. Registration Services

Overview of Service

Registration Services offer four key services:

1. Nationality Checking and Citizenship;
2. Registration of births, deaths, marriages and civil partnerships;
3. Cemetery Administration (interments)
4. Local Land Charge searches.

Customer contact is via telephone and email with substantial volume of face to face drop-ins for booking appointments, receiving a service and seeing qualified registrars.

The core systems are Groupwise, Access and Excel, while Cemeteries use Epilog, Registrars use RON and Local Land Charges use MVM, Ocella, and Archview. The Nationality Checking Service currently utilises an office in Access Harrow to see customers. There are also a large number of registers, deeds and other title documents to which staff refer when referencing and researching information.

The majority of customer contact currently managed by Registration Services covers the following areas:

- Nationality Checking Service (NCS)
- Citizenship Ceremonies
- Local Land Charge searches
- Registration of births, deaths, marriages and civil partnerships
- Cemetery Administration - booking interments
- Cemetery Administration – processing memorials applications

The solution developed will be flexible enough to cater for any lower volume activities not specifically listed above. These will be captured as part of the detailed design activities which form part of during the implementation phase.

Summary of Changes

All initial customer contact relating to the main service areas (NCS, citizenship, registrations, cemetery administration and local land charges) will be delivered through Access Harrow. All appointment bookings will be taken via Access Harrow. This will cover nationality checking service appointments, citizenship ceremony bookings, and registration of births, deaths, notice of marriage, marriages, and civil partnership appointments; and booking interments and processing memorial applications. In addition, local land charge searches will be conducted and made ready for collection via Access Harrow. Legal & Governance Services will retain the income generation and full responsibility for Registration Services and accordingly will continue to monitor quality and standard of the services delivered to ensure compliance with legislation and governance, with the exception of Cemetery Administration where the governance and responsibility for the service is retained with Public Realm Services.

Technology Requirements

The following are the outline technology requirements needed to deliver the new ways of working:

- All contacts logged to inform resource planning and strategic direction
- Integration with Access Harrow telephony

Nationality Checking Service

- Structured web forms to support self service applications (*detail of the extent that these should be developed and how web forms can enhance the service in conjunction with the work already undertaken by the Home Office will be confirmed during the detailed design phase of implementation*)
- Online payments
- Integrated system to remove the need for double keying wherever possible
- Electronic document management to store evidence and requests received online
- Exploitation of Corporate booking solution (which may involve a number of systems at this stage)

Registration of births, deaths, notice of marriage, marriages and civil partnerships

- Better online sign-posting to correctly report the majority of births and deaths queries to Brent *(subject to finalizing the location and agreed practice in registering deaths as part of the TUO project)*
- Structured web forms to support self service applications for booking appointments e.g. notices of marriage
- Online payments *(provided that these are clearly known at the time of booking, eg customers are not always aware of where they are required to give notice or the number of certificates that may be needed otherwise it will need 2 or more separate payments)*
- Integrated system to remove the need for double keying wherever possible
- Electronic document management to store evidence and requests received online
- Exploitation of Corporate booking solution (which may involve a number of systems at this stage)Citizenship Ceremonies
- Structured web forms to include an internal web form to support Access Harrow and ensure the right information is captured
- Integrated system to remove the need for double keying wherever possible
- Electronic document management to support automated handoffs and hold service evidence and requests
- Exploitation of Corporate booking solution

Citizenship Ceremonies

- Structured web forms to book a place at a ceremony to include an internal web form to support Access Harrow and ensure the right information is captured
- Integrated system to remove the need for double keying wherever possible
- Electronic document management to support automated handoffs and hold service evidence and requests
- Exploitation of Corporate booking solution (which may involve a number of systems at this stage)

<u>Cemetery Administration (Public Realm Services)</u>

The main areas of work in this area are the booking of interments, processing memorial applications, processing purchases and transfers of graves under the schemes of Exclusive Right of Burial or Option to Purchase, and general enquiries about grave location, ownership, and records of interments.

- Integrated system to remove the need for double keying wherever possible
- Electronic document management to support automated handoffs and hold service evidence and requests
- Online payment capabilities

<u>Local Land Charges</u>

There are three main types of Local Land Charge searches undertaken within Registration Services, namely, a personal search, a LLC1 (which is an official personal search) and a Con29 search. Planning and Building control, together with a number of other service areas also assist in the collating of data for the more detailed searches and can also be the starting point for a customer’s enquiry.

As part of CCAD transition these will be streamlined and standardised.

- Web form for search requests
- Online payment capabilities linked to web forms
- Integrated system to remove the need for double keying wherever possible
- Access to Ocella (unsupported by IT)
- Offline systems: Alchemy, Micromedia, Microfiche, ‘Bibles’. Ocella (unsupported by IT)

<u>Cemeteries</u>

- Integrated system to remove the need for double keying wherever possible
- Electronic document management to support automated handoffs and hold service evidence and requests
- Online payment capabilities

Process Requirements

The following are the outline process requirements needed to deliver the new ways of working:

<u>Registration of births, deaths, notices of marriage, marriages and civil partnerships</u>

- Access Harrow staff will require visibility of Registrars' diaries in order to fully exploit a corporate booking system which also meets the needs of Registration Services

- Rules of prioritisation will be required to appropriately manage the booking of appointments for births and deaths particularly but also for notices of marriage, marriages and civil partnerships..

Citizenship Ceremonies

- Option to take payment for ceremony photographs up front ie before the event
- Encourage customers to make payment online or via card on the day for the photograph (moving away from manual cash payments).

Cemetery Administration (Public Realm Services)

- Payments will be taken via Civica Icon.

Land Charges (potentially consolidated into a single team drawing from Planning & Building Control)

- Personal searches completed there and then, automatically linking to relevant systems
- Official search/ searches requiring offline systems handed off electronically to the relevant individuals to complete the requirements as an offline process. Where the full end to end process is transferred to AH with the associated resources, these handoffs will be received by and fulfilled by AH.

People Requirements

Legal & Governance Services will retain the income generation and full responsibility for Registration Services and accordingly will continue to monitor quality and standard of the services delivered to ensure compliance with legislation and governance, with the exception of Cemetery Administration where the governance and responsibility for the service is retained with Public Realm Services.

Where possible, migration of existing staff will take place to continue to deliver services. There may be opportunities for wider Access Harrow staff to undertake Nationality Checking and the responsibility for overseeing the training, monitoring and compliance will remain with Legal & Governance Services.

Local Land Charges will potentially benefit from consolidation of Planning and Building Control migrated staff into a single property search team whilst being mindful that information required to deliver this service is provided by a range of service areas, e.g. highways, environmental health. However, the governance and income generation from Local Land Charges searches will remain with Legal & Governance Services.

6.4. Corporate Finance

6.4.1. Shared Services

Overview of Service

The Corporate Finance Shared Services team provide a shared service to support accounts payable, receivable, payroll and pensions.

The CA/CAR team performs a manual data entry and checking function supported by electronic document management and workflow delivered as a result of HARP2.

It was agreed during the first CAP/CAR workshop that the following processes would be included in scope as they constituted >80% of the current workload

- Corporate Accounts Payable
- Corporate Accounts Receivable
- Framework I data entry process
- Adults services Billing (Data Consolidation)

It was also agreed that the following processes would not be in-scope:

- Pensions – due to legal restrictions to utilise pensions staff for other non-pensions work
- Payroll – this service is part of the corporate services business case

Summary of Changes

The CAP/CAR team will form the core of the contact centric administration team within Access Harrow using existing systems and workflow to support their processes.

Technology Requirements

The following are the outline technology requirements needed to deliver the new ways of working:

- All contacts will be logged to ensure enquiry types and outcomes are captured by volume.
- Electronic workflow systems will be further exploited to manage work loads
- Integration with Access Harrow telephony

Process Requirements

There are no anticipated major changes to CAP/CAR process. The technology changes will result in an efficiency improvement as manual data entry is reduced. Additionally the corporate service rollout will reduce the amount of data entry as self service increases within the directorates.

People Requirements

The business case for Shared service indicated a service migration of the whole of the CAP/CAR team where a staff reduction of 3 is estimated. Wider Access Harrow staff will require training in SAP and CAP/CAR business processes and rules.

6.5. Adults and Housing

6.5.1. Core Business Issues

At an early stage of the CCAD project some core issues were raised by the business as priority areas that needed to be addressed as part of solution design. These were addressed through a series of meetings to understand and talk through the problems and to identify possible solutions.

A conference call with Brian Doughty (Corporate Director Adult Social Care) at Hillingdon was arranged to discuss how they had solved similar issues when transferring the service to their contact centre.

Core Issue	Response
Safeguarding - people with experience of adult social care with professional supervision dealing with inbound contact	• Skill sets of existing staff will be utilised to handle customer contact • Access Harrow staff will be trained by Adult's staff • Ongoing training and support will improve staff knowledge • Rules and/or scripts will be utilised by staff to inform customers • Social Workers will be involved in the supervision of staff • Social Workers will be available to AH staff (on site or remotely) • Professional to professional contact will be routed directly to the relevant social worker • Potential to locate Access Harrow staff within Reablement team
Demand Management – retaining the services ability to manage demand for service resource at the point of contact	• As above • Enhanced MI predict flow of demand • Scripting to trigger change in process • Ongoing communication to control demand and understand issues • Improved use of resources during peaks/troughs
Technology & Audit Trail – ensuring that any change will work and have clear audit trails	• Staff will use Framework-I • Systems integrated at front end to provide audit trail • Access to wider MI for inspections
Service Aligned Objectives – ensuring that efficiency objectives are balanced by wider service objectives and performance Indicators	• Access Harrow to support PIs within Adults • Core PI in Access Harrow is 'resolution' • Importance of calls being answered • PIs in Access Harrow used to resource and manage demand • Regular communication to improve PIs • Potential to work with PCT and other partners as a future opportunity; o Use of Access Harrow technology o Better telephony platform o Joined up data – big picture analysis o Improved customer journey

6.5.2. Adult Social Care

Overview of Service

Adult social care is currently undergoing a major internal change and moving from a traditional care pathway based service to a primarily reablement based service. In the new model the majority of new clients will be channeled through this key pathway.

In parallel with this change the core team of TSO/CSOs are currently staffing the care pathways will be migrated into Access Harrow. They will continue to process the following core processes:

- Customer contact and signposting
- Disability registration
- Visual/ auditory impairment registration
- Equipment requests and repairs
- Home Care; Meals on Wheels; Day care and Nursing care; Direct Payments and Sheltered housing and Residential placements.

The team will continue to be the telephony front end for the new service, using a basic scripted questionnaire to determine the routing of the call.

Summary of Changes

Access Harrow will receive calls relating to the above captured processes and any residual work associated. Consequently, initial enquiry handling; preliminary assessment and information gathering; and determined hand-off/ appointment booking will be the key activities absorbed by Access Harrow, (consistent with the majority of customer contact work currently carried out by Team and Customer Support Officers).

Technology Requirements

The following are the outline technology requirements needed to deliver the new ways of working:

- All contacts logged to inform resource planning and strategic direction
- Automated searches between core system to remove the need to re-key information
- Web forms to ensure the advisors capture the correct information to supply the service including the ability to signpost clients to other services where appropriate
- Online forms to encourage users to self serve where appropriate
- Exploitation of automated voice messaging (Voicesage) scheduled customer satisfaction feedback
- Integration with Access Harrow telephony

Process Requirements

There are no significant process changes. It will be paramount that clear lines of communication remain between TSOs/ CSOs and the team manager/ duty officer.

People Requirements

Existing Team support officers and customer support officers will migrate into Access Harrow, bringing the necessary level of experience to handle calls which may be of a sensitive and critical nature. There is clearly potential skills cross-over with Helpline operators, specifically with regard to the nature of callers.

Wider Access Harrow staff will require significant training to support assessment processes.

6.5.3. Helpline

Overview of Service

Note: Helpline operates a 24/7 service

The Helpline team provides an alarm installation and monitoring service, catering for both private customers directly and responding to requests via social services. As part of the monitoring service, Community Alarm Officers are also required to conduct site visits when required. The main system used to set up and monitor alarms is Jontek Answerlink.

An out of hours emergency call service is also delivered by the Emergency Duty Team between 5pm-9am.

There is currently heavy use of paper based diaries, application forms, and call log sheets. The alarms and emergency duty team also deliver the service for Brent.

The majority of customer contact currently managed by Helpline covers the following areas:

1. Alarm requests and installations
2. Customer contact when an alarm is triggered
3. EDT – out of hours request for a duty social worker

The solution developed will be flexible enough to cater for any lower volume activities not specifically listed above. These will be captured as part of the detailed design activities which form part of during the implementation phase.

Summary of Changes

Access Harrow will receive and manage all requests for alarms; organise and complete installations; monitor and respond to triggered alarms and deliver the emergency duty team service. The Community Alarm Officer role will therefore also sit within Access Harrow, effectively absorbing the Helpline service comprehensively.

Technology Requirements

The following are the outline technology requirements required to deliver the new ways of working:

<u>Helpline</u>

The migration of Helpline into Access Harrow is three-fold. The three stages are as follows:

- Physically migrating the current Helpline infrastructure and team into Access Harrow as-is
- Moving the Helpline infrastructure onto the Harrow corporate network and Cisco telephony to maximise opportunities for efficiencies
- Integrate and automate Helpline processes in line with the CCAD project objectives.

Ultimately, the key functionality delivered will be as follows:

- There will be no integration between Answerlink 3G and Framework-i at this stage
- There is no clear business necessity from Adult Services to be able to view every Helpline visit recorded in Answerlink
- Where the Helpline team deem that a social worker should know about repeated visits to a given client, they can fill in a webform which will be integrated with Framework-i and appear in the Framework-i inbox of that social worker

- Paper case files will be scanned into the Answerlink 3G system using the in-built document management system
- Improved webform for private customers applying for Helpline on the Harrow web including mandatory fields
- Improved referral form within Framework-i
- Electronic booking for installations and non-urgent visits

Emergency Duty Team (EDT)

Access Harrow will handle EDT calls for clients in both Harrow and Brent. The solution for these two client groups is different.

Key Functionality of proposed solution for Harrow clients

- The agents will have access to Framework-i
- A customer data extract from Framework-i will be loaded into CRM to ensure a more successful search rate
- Once a customer has been found in CRM, CCPH will automate a client search in Framework-i
- CCPH will launch a webform from within the client record and the agents will log EDT call details into this webform which, on submission, will feed into Framework-i as an episode and be sent to the Framework-i inbox of the relevant Duty Worker to pick up and update later
- The agent will continue to telephone the details through to the EDT team as well as per the current process

Key Functionality of proposed solution for Brent clients

- The agents will continue to have no access to Framework-i (Brent)
- Brent customers will be logged in CRM as a quick customer (out of Borough)
- Once the customer has been confirmed in CRM, CCPH will launch a webform. The agent will need to complete all fields including the client name and address
- On submission of this form, CCPH will automatically create an email and PDF attachment and will send it to an identified generic EDT email box at the London Borough of Brent
- The agent will continue to telephone the details through to the EDT team as well.

- Electronic forms for EDT calls

- Two EDT internal web forms – Harrow sent to Framework I; Brent sent to generic inbox

- Entry to SAP CRM for EDT

Process Requirements

The following are the outline technology requirements needed to deliver the new ways of working:

- Use of Jontek document management system will require Access Harrow staff to scan in hard-copy applications and attach online applications

- Access Harrow staff will arrange pre-planned site-visits and installation appointments for Community Alarm Officers

- The technology solution proposed for a more robust and efficient EDT process requires Access Harrow staff to search for an existing client record or create one and capture information electronically against this record, therefore replacing the current manual process

- The captured information, as well as handed off to a social worker over the phone, will be emailed rather than sent through internal post and uploaded to Framework I in the case of Harrow service users.

- Personalised budgets through the MyHarrow Services account

People Requirements

Access Harrow staff will need training on how to handle calls of a Helpline nature, which often require the assessment of a person's wellbeing and safety through a series of investigative questions, while also providing comfort and reassurance.

Training on Jontek Answerlink will also be required.

7. Change Management

Managing Business Change is a vital component to the success of the proposed transformation. The objectives of CCAD can only be met by the business embracing the new ways of working brought about by the proposed process and technology changes. The business is required to accept their role in ensuring of the continued success of the delivery of the end to end service by developing robust support and continuous improvement mechanisms for these new ways of working

One of the key lessons learnt from previous BTP implementation was the need for greater engagement and ownership of the required changes within the organisation.

A Change Manager will be appointed to work within the project team to ensure that the necessary cultural changes are embedded within the organisation to support the correct outcomes and deliver the overall project objectives.

A key enabler to successful implementation will be the identification of individuals from within each of the affected service delivery areas. These change champions will work with the project change manager to ensure that all of the perceived inhibitors and enablers to change are understood and managed. They will also take a lead role in ensuring key messages are communicated appropriately back into the business and that key stakeholders are kept informed throughout the implementation process. The Terms of Reference for the Change Champion role are detailed in APPENDIX B – Change Champion Role Profiles

A key principle that will be upheld is that the business will continue to own the change and therefore be instrumental in its' success or failure.

The Council's principles of 'Managers own the change' and 'Capacity building of staff' will again be at the forefront of the approach to Change Management. Regular structured sessions with the CCAD key stakeholders and the project team will be introduced and where necessary, alternative approaches will be adopted to ensure successful outcomes. The Change Manager will coach and support the business Change Champions and CCAD key stakeholders in change and management techniques, exploiting the 'toolkits' that were originally developed during the HARP Programme:

- **Analysing change:**

  Understanding the implications of the changes to the service area and undertaking a change impact assessment

  Understanding the benefit cards and planning the impact of these on the service area

- **Planning for change:**

  Mitigating the change impact assessment and developing change readiness plans

- **Transition Planning:**

  Understanding and planning transition from old to new ways of working during the period before and after 'go live'

- **Delivering Change:**

  Stakeholder planning and how to overcome resistance to change with key

- **Planning for improvement:**

  Undertaking continuous improvement during steady state, including cost / benefit analysis and risk analysis

As part of the PID activity, a full Change Management Strategy & Plan will be developed.

Additionally, the following change products will be delivered in support of project implementation:

Area	Summary
Change Impact Assessment	This tool will be used to identify the key changes, both macro and micro, as a result of the initiatives being implemented as part of the project. Each change impact will be categorised, assessed and a mitigating action developed. These mitigating actions could be owned with either the service area or the project team.
Business Readiness Plan	A business readiness plan will be developed for each service area to help ensure it is 'ready' for the new way of working. These plans will define to a low level of detail containing all the activities that need to be undertaken by both the service area and in some instances, the project team.
Stop Start Continue Guides (SSCG)	Prior to Go-Live, a short guide will be sent to the relevant staff outlining the key changes to their way of working together with frequently asked questions. The guides are primarily designed to engage the staff to think about their new work practices prior to attending any training.
Equalities Impact Assessment	A test of relevance has been completed and the existing EQIA has been reviewed in respect of the impact on both staff and customers

7.1. Staff Selection

Recruiting staff to the service will be in line with the Council's Protocol for Managing Organisational Change. The options and activities to transition and recruit staff to the service are being explored. This may include the use of development centres to ensure the staff are supported to make a smooth transition and understand the requirements of their new role.

Development centres will be designed in accordance with the requirements set out in the role profile(s) and activities will be constructed in order to assess existing skills and competencies and establish where there are gaps and how these might be addressed in the future.

The Development Centre will be designed and delivered in partnership by a Development Centre provider (to be confirmed) supported by the council's HRD Lead for Business Transformation and nominated officers who will be trained to support the development centre process. This approach will facilitate a skills transfer, build capacity and capability in this area in order to support future projects wishing to adopt a similar approach.

The development centre approach was used previously when the Access Harrow Service was first created.

Where the use of assessment/developments centres is the chosen option, these will be run in advance of CCAD services being transferred to Access Harrow. Unsuccessful candidates will be placed on the council's redeployment register and supported by transitional and outplacement support services.

7.2. Training

Training will be provided to transitioning staff to ensure that the Council can deliver excellent customer service.

A detailed Training Needs analysis and training strategy will be completed as part of project Initiation once the specific individuals who will be transferring has have been identified. Data from the outcome of the Development Centre will also be used to inform this process.

Generic Access Harrow training modules delivered will cover:

- Setting expectations of the training programme
- Customer service basics
- Understanding the call procedure
- Telephony
- Call waiting and transferring skills
- Positive language
- Listening skills
- Empathy & Rapport

Specific systems training will also be provided to ensure the integrations and automations delivered by the programme are understood and therefore fully exploited by transitioned staff.

7.3. Consultation

Staff engagement has so far consisted of workshops and data gathering exercises to inform the benefit and high level future state design.

Change Champions will be appointed within service areas who will be responsible for ensuring communications messages are consistent and continue to meet the needs to in scope service areas.

We will ensure we engage with staff throughout the development and implementation of the project. Specifically this will involve:

1. Ensuring staff in scope understand how they may be affected by the project
2. Ensuring staff in scope are clear about the service they are transitioning into, the roles, requirements and expectations of the service
3. Ensuring staff in scope are supported to engage with the project team and feedback their ideas and concerns.
4. Ensuring staff in scope are clear about the options and support available to allow them to make informed decisions about their future.
5. Ensuring staff in scope are clear about the timelines, consultation and recruitment, selection, development centre and outplacement support processes in the event they become 'at risk' of redundancy.

Meetings have taken place with the trade unions on a monthly basis in order to develop their knowledge and understanding of the project and to provide them with the opportunity to ask questions and put forward their ides and any concerns they have about the proposal. The trade unions have also been provided with data on benefits, operating structure, workshop activities and outcomes.

Meetings with the trade unions will continue throughout the design and implementation of this project to ensure they are informed and continue to understand the project objectives and related processes.

8. Implementation Timeline

8.1. Work Stream Deliverable Phases

Each service area work stream will be delivered in a series of phases:

- Develop detailed solution
- Document detailed solution
- Signoff detailed solution
- System build
- Complete SIT (System Integration testing)
- System Test Acceptance document signed off
- Complete UAT (User Acceptance Testing)
- User Acceptance Test document signed off
- Training
- Go-Live
- Stabilisation

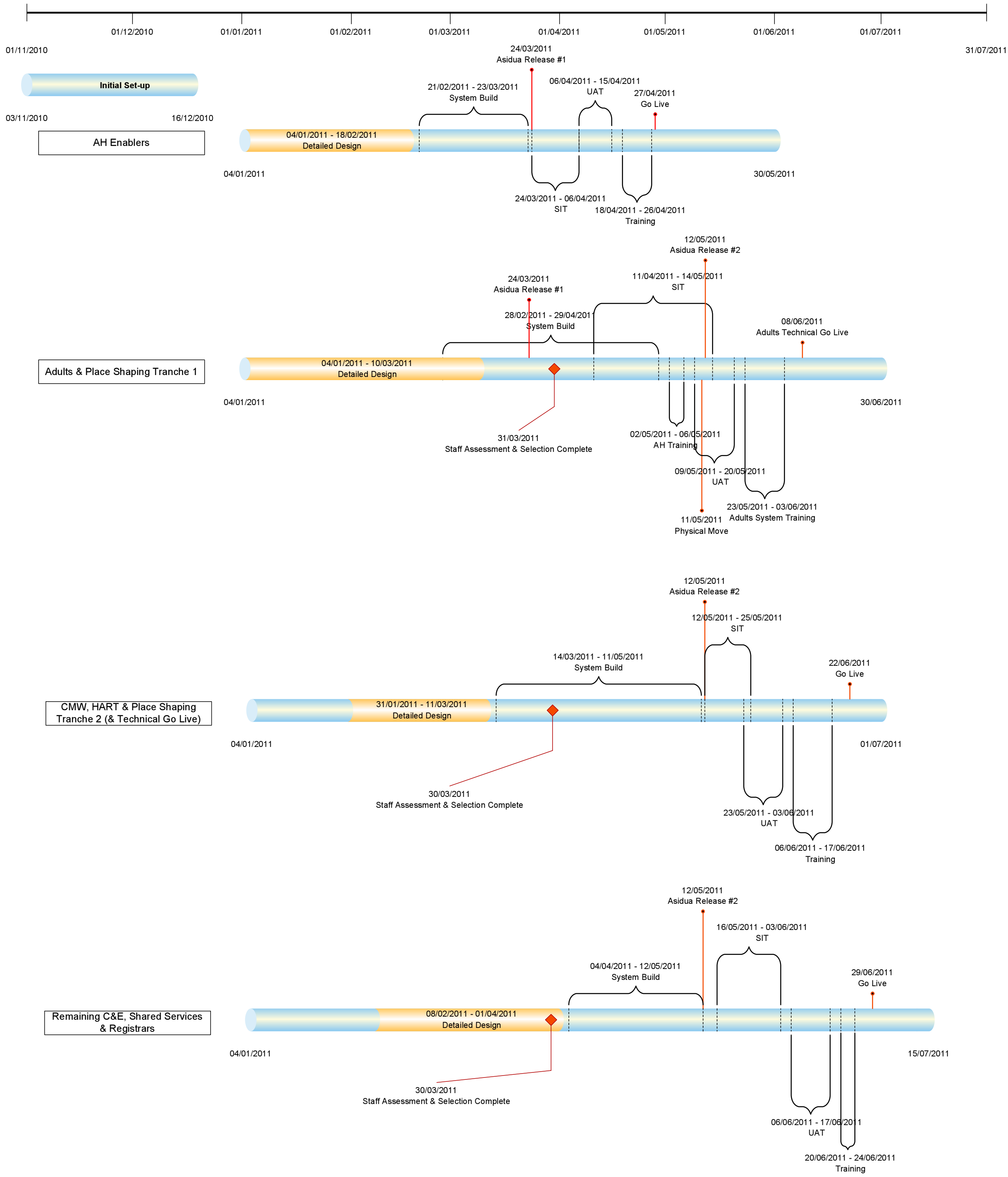
The duration of each of these phases is dependant on the complexity and size of the solution being developed.

8.2. Outline Plan

The next steps and high level plan to deliver these phases can be depicted as follows:

ID	Task Name	Start	Finish
1	Sign-off Blueprint	15/11/2010	30/11/2010
2	Contract Schedules	22/11/2010	16/12/2010
3	Mobilisation (PID)	22/11/2010	14/01/2011
4	Assessment & Selection Process	04/01/2011	01/04/2011
5	Change Management	04/01/2011	29/07/2011
6	Detailed Solution Design	01/11/2010	01/04/2011
7	System Build	21/02/2011	12/05/2011
8	System Integration Testing (SIT)	24/03/2011	03/06/2011
9	User Acceptance Testing (UAT)	06/04/2011	17/06/2011
10	TNA & Training Development	14/03/2011	20/06/2011
11	Training Delivery	18/04/2011	24/06/2011
12	AH Environment Extension	04/01/2011	01/04/2011
13	Phased Go-Live	27/04/2011	29/06/2011
14	Stabilisation	30/06/2011	15/07/2011
15	Close Out	15/07/2011	28/07/2011

8.3. Delivery Timeline



9. Business Case and Cash Flow Model - CCAD

9.1. Scope

Following the initial design process (Jan-May 2010) each corporate director signed off resources required to deliver the CCAD vision. During this detailed design phase these numbers have been preserved and remain as follows:

Directorate	Service	Migration	FTE Release
Place Shaping	Planning	13	4
	Building Control		
Community & Environment	Comm.Safety	23	9
	Adult Learning		
	Comm. Grants		
	Comm. Lettings		
	HART		
	Art & Culture		
	Corporate Minor Works		
	In service agreed number		
Legal	Registration Services	6	2
Finance	Shared Services	9	3
Adults & Housing	Adult Services	32	15
	Helpline & EDT	14	
Chief Executives	Acces Harrow		3
Totals		97	36

As can be seen from the table the total number of FTE has been preserved through this phase of the project. The overall impact on Access Harrow will see an increase in seats of 63 to accommodate the additional services once the efficiencies have been realized.

9.2. Costs

An exercise was undertaken to examine the average salary and redundancy costs across all of the in-scope teams. The figures are:

Average fully loaded salary for migrated staff = £25,180

Average redundancy cost = £5,435

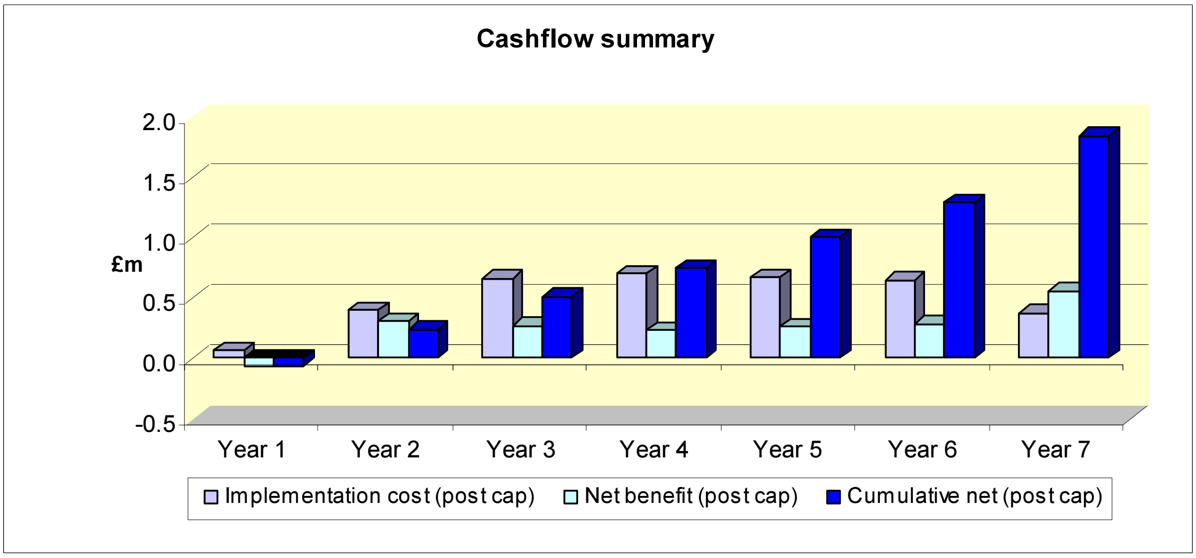
These numbers indicate an annualised gross benefit for CCAD of £938k

These numbers were then included in the standard cash flow model. The following is a summary from the model.

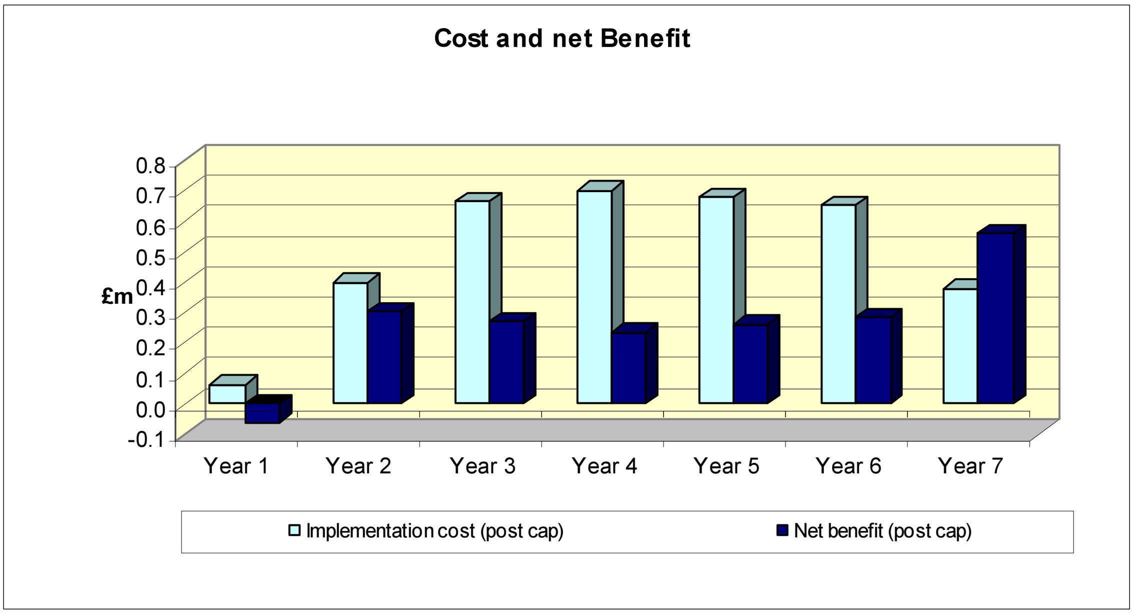
9.3. CCAD overview

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Implementation cost (post cap)	0.1	0.4	0.7	0.7	0.7	0.7	0.4
Net benefit (post cap)	-0.1	0.3	0.3	0.2	0.3	0.3	0.6
Cumulative net (post cap)	-0.1	0.2	0.5	0.7	1.0	1.3	1.9
Gross benefit	0.0	0.7	0.9	0.9	0.9	0.9	0.9
Total cost (pre capitalisation)	1.3	1.4	0.1	0.1	0.1	0.1	0.1

The overview shows the implementation cost post capitalisation. The capitalisation values have been calculated using the newly agreed rules. As can be seen the project recovers cost in year 2 and makes a net benefit of £0.2m the cumulative net benefit by year 7 (end of capitalised cost) is £1.9m



The cash flow summary gives a summary of cost v benefit over a 7 year period.



The Cost and net benefit graph shows the annualised cost position, showing that the programme is providing net benefit in year 2. The majority of cost (new capitalisation rules) is taken in year 1.

9.4. Implementation Cost Model

The table below shows the comparative cost breakdown between the estimates that formed the price ceiling that constrained the blueprint solution and the refined costs developed as part of the blueprint process.

Additional solution elements have been identified during this process that were recognised as adding value in the realisation of the CCAD vision however were not included in the original ceiling price estimates provided. These additional elements have been included in the blueprint investigations and, where value and cost permit, now form part of the CCAD solution whilst keeping the overarching cost still well within the agreed ceiling price.

SUMMARY OF CCAD PROJECT COSTS

Cost Element	Sub-element	Blueprint Ceiling	Developed Blueprint
Design Stage			
	AH Technology Blueprint	227,015	227,015
		227,015	227,015
Systems & Integrations			
	Adults - Reablement	124,500	88,913
	Adults - EDT & Helpline	190,000	30,240
	Community and Environment	84,000	35,480
	Corp Finance (Shared Services)	20,000	29,986
	Place Shaping	22,000	81,200
	Legal & Governance	29,000	43,779
	Hardware Capacity Expansion (CCPH)	80,000	14,490
	Infrastructure Changes (incl. desk top moves)	80,000	30,050
	SAP Changes	22,000	11,325
	AH Enablers		63,707
	Appointment Bookings & Scheduling	35,000	32,552
	Q-Flow (CCPH Integrations)		7,027
	Tandberg teletalk (proof of concept)		59,146
	Workforce Management Tool		56,306
	Mobility Assessment (Single Assessment Form)		4,208
	Enable external webforms through portal		563
	Sub-Total	686,500	588,972
Implementation Project Team			
	Project Team	192,000	210,610
	Technology and Systems	76,216	91,760
	Business Analysis	361,764	334,864
	Change and Communications	57,096	95,001
	Testing	132,183	133,652
	Training	200,000	104,896
	Sub-Total	1,019,259	970,783
TOTAL CAPITA		**1,932,774**	**1,786,770**
Council Implementation costs			
	Project Team	203,861	171,471
	Adults Reablement		3,250
	Process Design (PwC)	220,000	220,000
	Facilities	320,000	350,000
	PR & Communications	25,070	-
	Access Harrow Set-up	99,368	145,850
	Access Harrow Transition	38,058	84,050
	Sub-Total	906,356	974,621
	Redundancy Payments	323,750	179,355
TOTAL COUNCIL		**906,356**	**974,621**
	TOTAL CCAD	**2,839,130**	**2,761,391**

9.5. Cash Flow MRP

CCAD Project Cashflow Forecast

* All cashflows are recorded on an unindexed basis

LBH POSITIVE CASHFLOWS*

LBH POSITIVE CASHFLOWS*	Financial Years											
	FY1	FY2	FY3	FY4	FY5	FY6	FY7	FY8	FY9	FY10	FY11	TOTAL
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20	
Benefits Realised												
		705,221	940,294	940,294	940,294	940,294	940,294	940,294	940,294	940,294	940,294	9,167,867
TOTAL POSITIVE CASHFLOWS		**705,221**	**940,294**	**940,294**	**940,294**	**940,294**	**940,294**	**940,294**	**940,294**	**940,294**	**940,294**	**9,167,867**
	5	4	3	2	1	5	4	3	2	1		

LBH NEGATIVE CASHFLOWS*		Financial Years											
		FY1	FY2	FY3	FY4	FY5	FY6	FY7	FY8	FY9	FY10	FY11	
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20	
Council payments to Capita													
Milestone Payment (depreciation)	5 years			317,375	317,375	317,375	317,375	317,375					1,586,873
Milestone Payment (revenue items)			199,897										199,897
Milestone Payment (interest on capital)	4.5%		79,344	79,344	63,475	47,606	31,737	15,869					317,375
Periodic Payment (on going)			65,215	91,230	91,230	91,230	91,230	91,230	91,230	91,230	91,230	91,230	886,289
			344,456	**487,949**	**472,080**	**456,211**	**440,343**	**424,474**	**91,230**	**91,230**	**91,230**	**91,230**	**2,990,434**
	b/f	*1,586,873*	*1,586,873*	*1,586,873*	*1,269,498*	*952,124*	*634,749*	*317,375*					
Council project costs													
Programme Costs (depreciation)	5 years			194,924	194,924	194,924	194,924	194,924					974,621
Programme Costs(interest on capital)	4.5%		43,858	43,858	35,086	26,315	17,543	8,772					175,432
		0	**43,858**	**238,782**	**230,011**	**221,239**	**212,467**	**0**	**0**	**64,400**	**0**	**0**	**1,010,757**
	b/f	*974,621*	*974,621*	*974,621*	*779,697*	*584,773*	*389,848*	*194,924*					
Council on-going costs		**0**	**25,469**	**25,469**	**25,469**	**25,469**	**25,469**	**25,469**	**25,469**	**25,469**	**25,469**	**25,469**	**254,687**
TOTAL NEGATIVE CASHFLOWS		**0**	**413,782**	**752,200**	**727,559**	**702,919**	**678,279**	**449,943**	**116,699**	**181,099**	**116,699**	**116,699**	**4,255,878**
CASH IN/OUTFLOW FOR PERIOD		**0**	**291,438**	**188,094**	**212,735**	**237,375**	**262,015**	**490,351**	**823,595**	**759,195**	**823,595**	**823,595**	**4,911,989**
CUMULATIVE		**0**	**291,438**	**479,533**	**692,267**	**929,642**	**1,191,658**	**1,682,009**	**2,505,604**	**3,264,799**	**4,088,394**	**4,911,989**	**4,911,989**

10. ACRID Logs

Assumptions

No.	Description
1	The current Access Harrow environment will not require major infrastructure changes to accommodate CCAD technical solution requirements.
2	Capita provides resources with the correct skills and knowledge to deliver the requirements in the agreed timescales.
3	The CCAD project will be kept informed of any necessary system or process changes made as part of business as usual
4	The release management schedule will account for other projects happening at the same time e.g. Streets Project and will ensure that releases are undertaken in accordance with the CCAD timescales
5	The appropriate development and test environments will be available for all systems outlined in this Blueprint
6	Each service area will supply a Change Champion to support the project
7	The relevant Harrow stakeholders will have sufficient capacity to support project activities
8	Council staff participating in project activities will be authorised to represent their service areas and have the necessary knowledge to participate
9	Council staff will provide available information in a timely manner
10	£20k of the costs to integrate CCPH with the Q-Flow solution will be funded direct from Access Harrow
11	Any costs associated with assessment / development centres for transitioning staff have been excluded from this blueprint / cost model as the scale of the requirement is unknown until the individuals transitioning have been identified.

Constraints

No.	Description
1	The project will implement the solutions outlined in this Blueprint. Any material changes to the scope or the solutions may be subject to Change Control
2	The project will be delivered in accordance with the timescales outlined in this Blueprint
3	The project will be delivered within the budget outlined in the cost model

Risks

No.	Description
1	The business resistance to CCAD change has been underestimated despite robust change management strategy
2	The project has not been provided with all the key processes due to be transitioned into Access Harrow
3	The corporate booking system will not be available in time to meet some of the Blueprint requirements
4	The expanded Access Harrow environment is not ready in time to receive the new services
5	The transformation activities in Adults will not be sufficiently stable to accommodate the process changes necessitated by CCAD

6	High management turnover may impact directorate's ability to positively lead change

Dependencies

No.	Description
1	Asidua deliver their parts of the project on time and to budget
2	The Web Team will support the development of the web forms and provide suitable governance (including robust version control mechanisms) in accordance with project timescales
3	Civica W2 General Filing will be delivered via the Business Support project and within the timescales required to support CCAD delivery.

APPENDIX A - Programme Deliverables

The following items will be delivered in support of CCAD implementation

1. Capita Deliverables

Capita's deliverables are as follows:

1. Implement the solution identified in Section 6 - Solution Scope

Governance

2. Define Contract schedule required to support delivery of CCAD vision
3. Develop and agree PID

BPR

4. Complete functional specification documents, supporting the Blueprint, to include:
    - Specific solution components
    - Detailed solution design
    - Process maps
    - Integration requirements
    - Business rules
    - Webform design
    - Gandlake solution extensions

5. Coordinate definition of PIDS and SLAs.

6. Produce OLA based on findings.

Systems

7. Define the 3rd level hierarchy relevant to in scope services.

8. Configure SAP CRM in line with the defined 3rd level hierarchy.

9. Development of the solution architecture in line with Solution Architecture.

10. Manage suppliers to ensure business expectations are met.

11. Implement technical solution as defined in agreed functional specifications

12. The development of exception handling processes related to the integration.

Knowledge Base

13. Extend information identified through PwC workshops and develop FAQs for acceptance.

Training

14. Complete Training Strategy and TNA to support CCAD vision

15. Produce relevant training materials and content relating to in scope service processes and customer service standards in conjunction with those services that are transitioning into Access Harrow.

16. Deliver the core training to in scope service staff transitioning (or being employed) into AH in technology, systems and processes.

17. Coordinate sessions with additional requirements to train out AH Policies and Procedures, Customer Service and the use of telephony system.

ICT

18. Develop ITS Work Package for co-existence testing.

19. Develop ITS work packs for desktop relocation

20. Develop ITS Work Package for workstation configuration and build.

21. Identify and develop ITS Work Package for transferring/ setting up phone numbers to AH.

22. Execute Work Package for Co-existence Testing

23. Execute ITS Work Package for AH Workstation Configuration

24. Execute ITS Work Package for Transferring Phone Numbers

25. Agree on boarding process for CCP-H support requirements post delivery (ITS)

Change Management

26. Undertake change impact assessment.

27. Develop Stop Start Continue Guides for impacted employees.

28. Develop and action Communication Plan.

29. Transition plan

Testing

30. Define Test plan.

31. Undertake system testing.

32. Organise User Acceptance Testing.

33. Organise Operational Acceptance Testing.

Post Go Live

34. Provide support of 1 week of Floor walking support Post Go-Live. After this initial period the responsibility of providing support will be a BAU process whereby third level support calls are handled by Capita.

2. Harrow Council Deliverables

The Council will be responsible for:

BPR

1. Identify description for CRM level 3 PIDS hierarchy.
2. Define Service Level Agreements per PID.

Systems

3. Attend workshops to define and agree the 3rd level hierarchy.

Knowledge Base

4. Attend workshops to define FAQs.
5. Identify any additional 'FAQs' not identified in first draft and provide appropriate responses.
6. Sign off Final Draft of FAQs for configuration in JADU.
7. Add 'Frequently Asked Questions' in JADU.
8. To identify the knowledge base owner for in scope service areas
9. Web team to train knowledge base owner on how to upload FAQs.

Training

10. Provide / resource backfill resource to cover for the transferring staff to accommodate training (the schedule will be agreed to ensure minimum disruption and cost to the service).
11. Support from the in scope service areas in the development of Access Harrow training content.

Change Management

12. Identify and empower Change Champions to represent each directorate
13. Review and Sign off Stop Start Continue Guide.
14. Review and Sign off Communication Plan.
15. Review communication material prior to delivery.

Testing

16. Participate in Systems Integration Testing
17. Provide resources to undertake UAT testing.
18. Provide resources to undertake OAT.
19. Sign-off on testing phases.

Staff Transition

20. Engage with Unions through HR contact and facilitate ongoing communication for the length of the project.

21. Undertake Staff consultations.
22. Complete selection process
23. Resolve all contract issues.
24. Agree transfer budget.
25. Sign off transfer budget.

Accommodation

26. Deliver a suitable working environment to house the extended Access Harrow environment.

Post Go Live

27. Define who is responsible for undertaking exception handling and providing ongoing technical support for the integration after the initial 2-week support period.

APPENDIX B – Change Champion Role Profiles

Business Change Champion – Terms of Reference

Role Purpose

This is a business leadership role, which requires the post holder to support the management, development and implementation of the CCAD Vision in partnership with the Business Transformation Partner.

Specifically, the role holder will, in relation to their service area:

- Be directly responsible to the Head of Service for the delivery of the CCAD Vision
- Own, validate and approve the solution design in conjunction with key stakeholders, ensuring that the solution is operable, meets service requirements and is signed off in a timely manner
- Provide expert advice and guidance in all aspects of the existing process and in the Council's expectations of future service delivery
- Champion the solution design (particularly in the area of Organisational Design) in discussion with key stakeholders, identifying and resolving issues
- Provide challenge and support to Managers as they take responsibility for the design and deployment of the revised processes, technologies and the associated organisational structure
- Identify, secure and supervise additional resources that will be required to support short term programme activities
- Attend all required design, training and other events, including providing support for the learning and development activities for managers in their service area particularly in relation to culture change.
- Ensure that new working methods are embedded into the service after the initial implementation

Context

The post provides access to expert understanding of the current situation in Harrow processes. This role will shape the detailed solution for their specific process area to meet the detailed requirements of the Council and ensure that the new processes and organisation deliver the performance and customer experience expectations agreed.

Behaviours

In fulfilling this role, you will:

- Demonstrate a real understanding of the strategic drivers for change, support the achievement of these and be enthusiastic in presenting them at all times
- Work with the service and the BTP Change Manager to ensure that the necessary culture changes are embedded within their specific service delivery directorate. In particular:
  - Analysing Change – preparing the Managers for change
  - Supporting Change Management
  - Input to ACRID logs, categorisations and associated actions and mitigations

- Observing and managing reactions to change
- Communicating benefits
- Identifying additional opportunities to maximise benefit and/or improve service
- Have a good understanding of the service and it's culture and represent these into the programme
- Sell the benefits of the CCAD programme, speak positively about the change, overcome objections and support staff to embrace the programme
- Support the communications plan by providing input and reviewing key messages, and take responsibility for channelling communication of messages upwards and downwards, and
- Facilitate and drive the change process, taking staff with you and have the stamina to confront and deal with challenges.
- Network with staff at all levels, attend and deliver presentations at management and team meetings.
- Empathise with, empower and motivate people at all levels.

APPENDIX C – Project Roles

Role	Responsibilities
Project Sponsor	• The Sponsor is ultimately responsible, supported by the Programme Team, for ensuring that the project delivers the Business Benefits defined in the Business Case. • The Sponsor has to ensure that the project is value for money, ensuring a cost-conscious approach to the project, balancing the demands of business, User and Supplier. • The Sponsor will ensure that Harrow dependencies and staff are managed through the project lifecycle. Throughout the project the Sponsor 'owns' the Business Case.
Programme Management (Capita)	• Provide governance and oversight to the project (PMPR and Stage Gateways) • Challenge and support project to ensure scope, benefits and costs are enveloped as per Full Business Case • Point of escalation • Supplier engagement (3rd parties and other Capita groups) • Contracts and Commercial aspects of programme management • Financial control (operational) • Managing dependencies and conflicts (cross programme)
Programme Manager (Council)	• Provide governance and quality checking • Challenge and support project to ensure scope, benefits and costs are enveloped as per Full Business Case
Project Manager	• Ensure that the project delivers the required products, as specified in the Business Case, on time and within budget • Oversee day-to-day project activity and assist in managing issues that arise during delivery • Ensure that Business Case requirements are met • Challenge and support project team including mentoring and coaching to seconded Council staff
Project Management Office (PMO)	• Maintain document libraries (Sharepoint) • Cross programme governance management • Configuration management • Quality assurance

Role	Responsibilities
	• Programme management information
Solution Architect	• Overview of and strategic input to Solution Design and integrations • Ensure requirements and supplier are aligned • Ensure alignment to all other BTP business case technology initiatives
Technical Architect	• Input and manage the technical HITS workpackages • Ensure all systems are technically aligned • Work with suppliers to resolve server, firewall, performance, integration and other related technical issues
Release manager	• Coordinating releases of software across projects to ensure conflicts are managed • Supporting the test and project managers to ensure timescales can be met where solutions affecting more than one project have been bundled • Managing and reviewing release notes
Change & Communications Manager	• The Change Manager is responsible for ensuring the Change Champions have the necessary support for delivery of the significant changes to ways of working that the project will engender. • Creation and ownership of the Change and Communication Plan • Provide coaching and support to the Business Change Champions and Operational Management team • Ensuring the HR element of the project is delivered in a timely fashion and that all HR issues are resolved satisfactorily • Develop Organisational Structure, Impact Assessments, Business Readiness / Transition Plans, and Stop Start Continue Guides in conjunction with the Change Champions and Operational Management team
Senior Business Analyst	• Agree overall System Design and work with Change Champions to ensure systems & processes align with requirements • Responsible for delivering process improvements (system and non system) to deliver required efficiencies • Management of System development with suppliers

Role	Responsibilities
	ensuring system requirements are correctly interpreted • Liaise with Change Manager to ensure organisational changes are reflected into overall system and business process design
Business Analysts	• Work with suppliers, Change Champions and representatives of the business to develop functional specifications ensuring design meets business requirements • Hold workshops to present the functional specifications and ensure agreement with the business • Input to test script development to ensure the agreed functional specifications and associated business scenarios are covered. • Input top training to ensure business context and application is clearly understood. • Work with change champions, the service and supplier to define the data for the Works Management activity • Support go-live activities through to stabilisation
Business Change Champions (Council)	• Work with the Change Manager to assist with the implementation of the organisational re-structure • Work with the manager to help embed the cultural change (through change impact and business readiness activities) • Work with the Senior Business Analyst to help define improved processes (system and non system) • Work with the business analyst to develop the functional specifications ensuring alignment to business requirements • Work with the System Change Champion to review the design of the systems to ensure that the business requirements are properly implemented. • Ensure all User Acceptance test sessions are properly supported and direct the System Change Champion in UAT testing • Support the communications plan by providing input and reviewing key messages • Liaise between the BTP and the business as needed
Test Manager	• Develop the Test Strategy • Co-ordinate the test team for both System and User Acceptance Testing

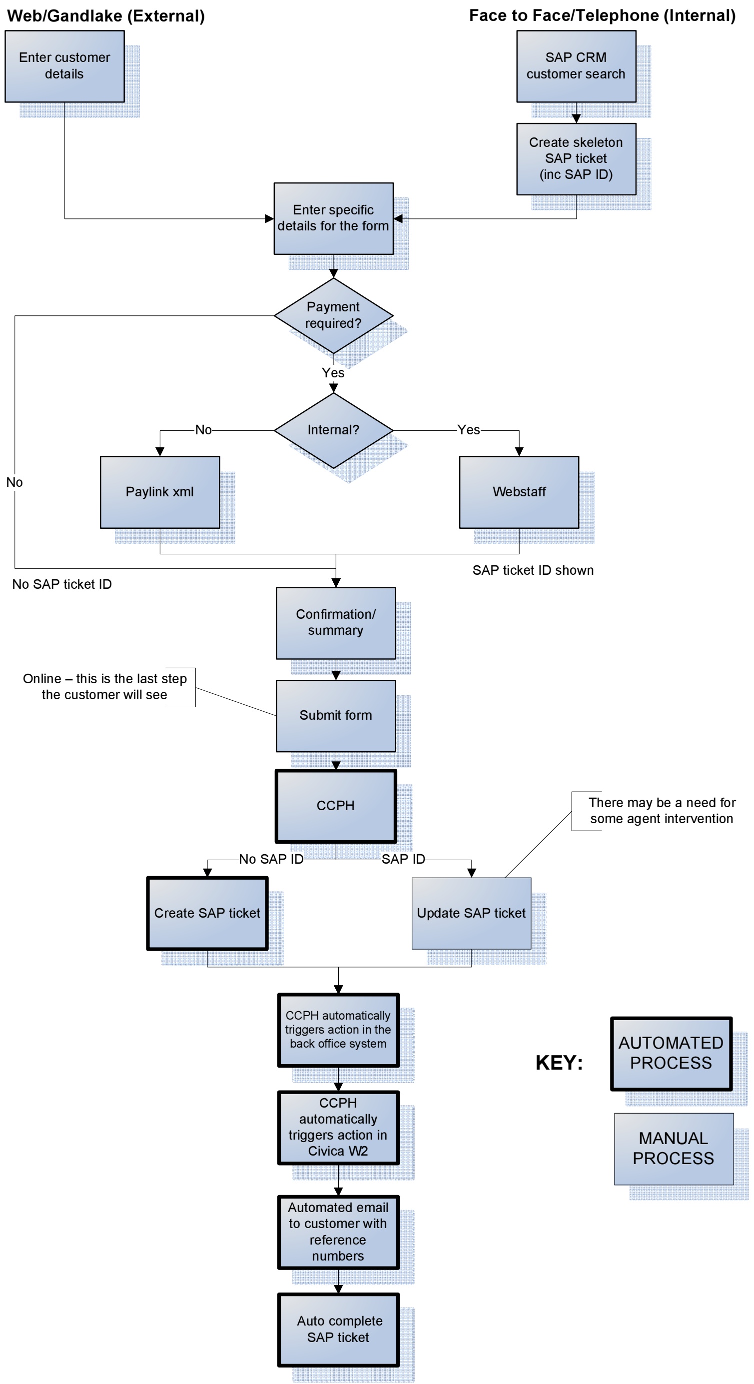
Role	Responsibilities
	• Provide status reports to the Project Manager and Project Board • Test requirements and design documentation • Review test documentation provided by the suppliers • Manage the usage of the test environments • Co-ordination and allocation of tests • Review the results from the test reports • Manage issue/defect process between the Council and the suppliers
Testers	• Provide testing experience and support for Council's testers • Write test scripts based on test scenarios • Peer review test scripts to ensure system coverage • Execute tests and record results in test scripts • Validate applications environment • Report and document test progress • Perform System Testing • Document and report defects/issues
Trainers	• Produce training materials for end-user training • Deliver end-user training • Provide 'floor-walking' support
HR Advisor	• Provide advice and guidance on employee relations including consultation with staff and trade unions • Providing support to managers in implementing the council's Protocol for Managing Organisational change - consultation and other processes • Providing advice and guidance on the implementation of organisational change – appointment process (including advice on job matching process, assimilation, ring fencing, open competition), support options for employees, dealing with displaced employees, redeployment, protection arrangements, redundancy and notice of termination, • Providing advice and guidance on development, cultural change/transitioning including – design and development of training activities/interventions, development and assessment centres, retraining, up-skilling, qualification training/courses and apprenticeships. • Providing advice and guidance on job design, drafting role

Role	Responsibilities
	profiles, selection criteria, job evaluations. • Providing advice on council's organisational standards including spans of control and management tiers and escalating issues of non-compliance • Providing advice and guidance on in scope service area requirements for creating and assigning staff to new roles and updating and maintaining organisational structures in SAP. • Providing advice and guidance to the service on the introduction of new working conditions e.g annualised hours and weekend working, remote working. • Providing advice and support to management in undertaking Workforce equality impact assessments and monitoring

APPENDIX D – GENERIC SYSTEM FLOWS

There are generic system flows for both webforms and making payments. Generally, the service specific flows will follow these, with a few exceptions which are outlined in the service sections below.

1. WEBFORMS – EXTERNAL AND INTERNAL FLOWS



1.1. Web/Gandlake (External) – Flow Description

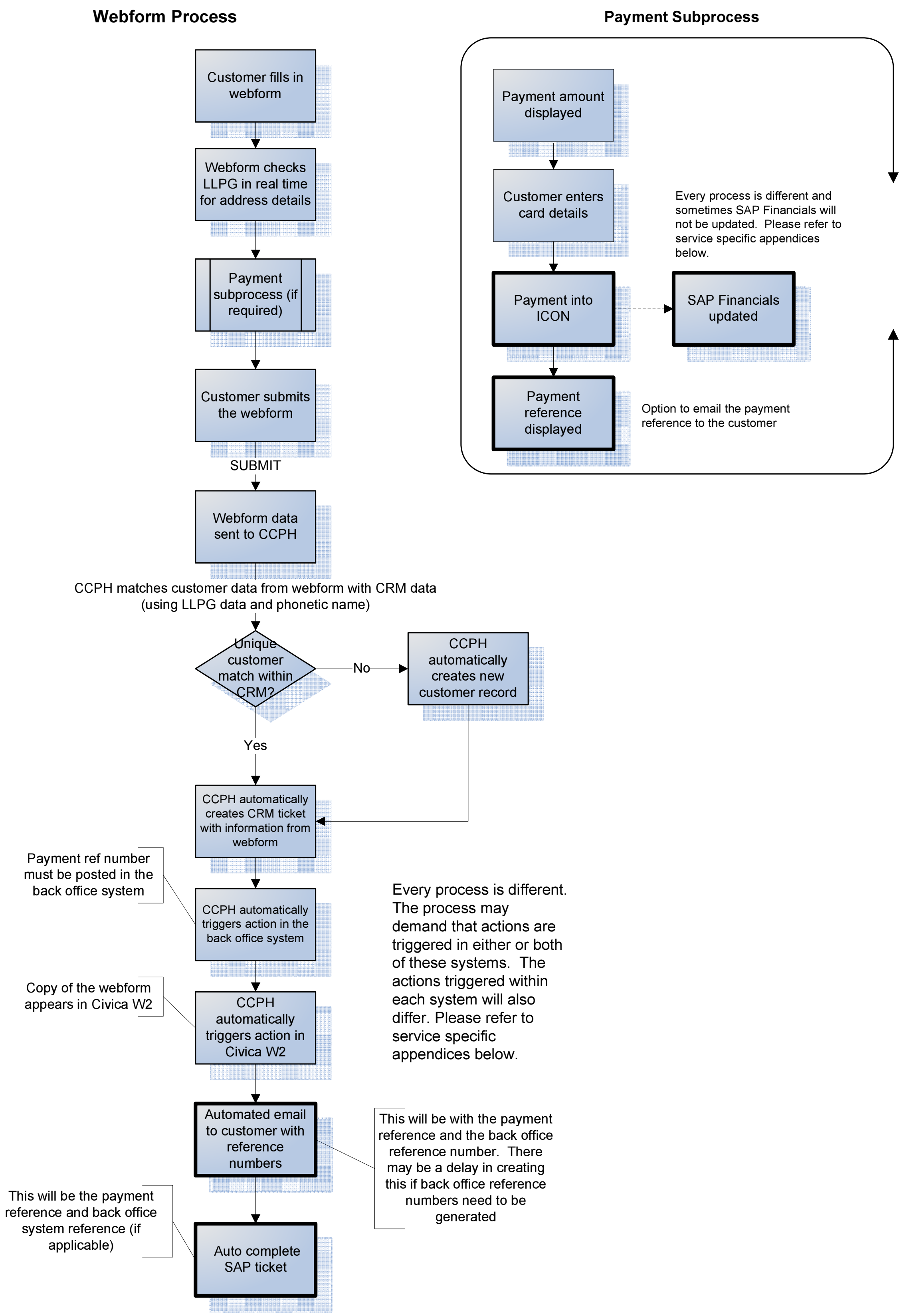
The customer will enter their name and address and the details relevant for the form. If payment is not required, they will see a summary of what they have entered and will be given the option to submit. On submission, the flow will be completely automated. The Harrow Customer Care Platform (CCPH) will automatically create a CRM SAP ticket (see the webforms with payment process below) and then will automatically trigger an action in the back office system or Civica W2. The specifics for each service can be found in their sections below. Once the relevant system has completed its action, the SAP ticket will be closed.

If the customer needs to make a payment, this will be via Paylink xml which will either display or calculate the payment the customer needs to make (see the webforms with payment process below for further details). CCPH will automatically create a CRM SAP ticket (see the webforms with payment process below) and then will automatically trigger an action in the back office system or Civica W2. Once the relevant system has completed its action, the SAP ticket will be closed.

1.2. Face-to-Face/Telephone (Internal) – Flow Description

The customer will request a service and the agent will select the appropriate workflow within CCPH. The agent will enter and confirm the customer name, address and location address in CRM. The SAP ticket will be assigned a SAP ID number. CCPH will launch the relevant webform, which will be the same as the external webform. The customer name, address and location address will be pre-populated. The agent will complete the webform and will take payment, if required, via Webstaff as is currently the case. The agent may have to manually select some fields dependent on the service and then submit the form. On submission, the flow will be completely automated as with the web process described above.

2. WEBFORMS WITH PAYMENT



2.1. Webforms with Payment - Flow Description

The customer fills in the webform and there is real time LLPG check for the address details.

If the customer needs to make a payment, this will be via Paylink xml which will either display or calculate the payment the customer needs to make. When the card details are entered, the payment is recorded within the ICON system and a payment reference is returned to the customer. The customer gets the option to have the reference emailed to them. SAP Financials may or may not be updated dependent on the service.

When the customer submits the form, the data is sent to CCPH which automatically matches it to the customer at that address in CRM. If there is no match, this record will be automatically created in CRM. CCPH will create the SAP ticket using the information from the webform which will also complete the fields necessary for internal management information.

CCPH will automate actions in the back office system, Civica W2 or both (dependent on service). The actions will differ from system to system and from service to service. This Blueprint specifies what these actions are and at what point they are considered complete. When they are complete, an automated email can be sent to the customer with the payment reference and the back office system reference eg the planning application number. The customer will be advised to keep this number so that they can make future online requests and payments against that application. The SAP ticket will then be automatically closed.

APPENDIX E – REGISTRATION SERVICES (TECHNICAL SOLUTION OVERVIEW)

The following section provides an overview of the solution architecture framework that will be delivered as part of CCAD to enable the delivery of the CCAD vision. The full detail of how the agreed solution architecture will be exploited, the structure of transitioned processes and associated business rules etc. will be defined and agreed in detailed design workshops and 1:2:1 sessions as an initial phase of implementation.

Legal & Governance Services will retain the income generation and full responsibility for Registration Services and accordingly will continue to monitor quality and standard of the services delivered to ensure compliance with legislation and governance, with the exception of Cemetery Administration where the governance and responsibility for the service is retained with Public Realm Services.

The proposal outlined below Registration Services is based on all the Registration Officer's being transferred into Access Harrow (AH).

1. REGISTRATION SERVICES – LOCAL LAND CHARGES

There are three main types of Land Charges searches undertaken within Registration Services, namely, a personal search, a LLC1 (which is an official personal search) and a Con29 search. Planning and Building control, together with a number of other service areas, also assist in the collating of data for the more detailed searches and can also be the starting point for a customer's enquiry. The service will not be put into Access Harrow until these processes have been streamlined and standardised.

1.1. Key Functionality of proposed technical solution

- Personal searches dealt with face to face through AH will be dealt there and then. All other searches will be completed off-line within the appropriate SLA. Where the full end to end process is transferred to AH with the associated resources, these handoffs will be received by and fulfilled by AH.
- Web forms will be made available directly through the Harrow website and Gandlake.
- Searches requested through NLis and by post will also be dealt with through CCPH, SAP CRM and MVM.

1.2. Associated Benefits

- Electronic payments, eliminates the need to store cheques within the department or other departments, when the value of the cheques held exceeds £2,000. It also ensures the funds are in the council's account prior to results being given to the customer, which currently isn't always the case.
- More efficient channels for the customer to make search requests i.e. Gandlake, web forms etc.
- Eliminating the need for double keying into the back office system, thus releasing staff to work on more important aspects of the service.
- Providing more accurate customer contact statistics.

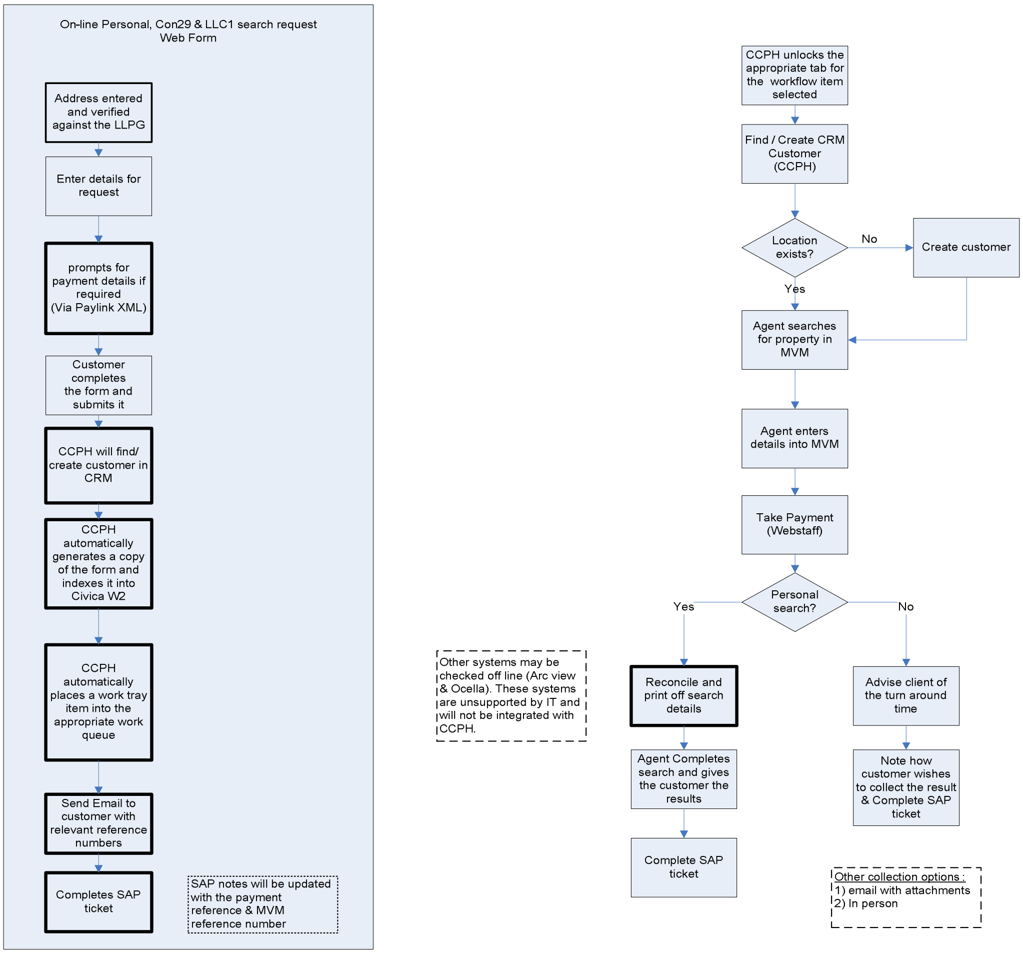
1.3. Key challenges and issues

- The data within in MVM is not trusted due to a number of historic incomplete data migrations hence the Senior Registrations Officer currently conducts checks for accuracy of all information despatched to clients and this will continue until there is confidence in the new streamlined systems.
- AH agents dealing with Con29 and full searches may also need to search Civica W2, Ocella, Micro Media (temporary staging platform), Alchemy, Microfilm and the paper copies, depending on the date the property was built.
- Data integrity issues within MVM prevents the council from allowing the data to be obtained directly through self-service channels, which is crucial to realising the full benefits of streamlining the process and in satisfying changes in Regulations which require inspection of the Register at no cost and/or free access to information that would fall under the Environment Information Regulations (EIR).
- The AH agent will also need to check Ocella for Personal Searches, to verify the data produced through MVM. Legal & Governance Services will undertake their monitoring role by checking information produced for customers regularly to ensure compliance with regulations and accuracy of data.
- Search requests received through NLis and post will still need to be catered for – the approach will be determines as part of the detailed design phase of implementation.

1.4. Overview of System Architecture

The searches will be property based which should all be available within SAP CRM system already.

The system architecture for Land Charges



1.5. Description of system architecture

- The agent will search for the Customer in SAP and either confirm or create the customer before searching for the location (of the Land Search required)
- Local Land Charge searches will be raised and the results will be produced for the customer while they wait
- Payment for all searches (where applicable) will be taken using Webstaff through AH.
- Customers initiating searches via the web will be asked to complete the appropriate web form and make the relevant payment via Paylink XML (where applicable). On submission of the form the customer will be thanked for their customer and an indication of when a response will received be given based on agreed SLAs
- After submitting the form, CCPH will check whether the customer exists and if not, sets them up. This information will then create a copy of the form to index into Civica W2 and an action request in the appropriate work queue.
- Once an entry is made within MVM an acknowledgement email with the relevant key information (i.e. MVM reference number, Payment reference, if applicable etc.) will be sent to the customer.

1.6. Technology Requirements

- Access through CCPH to CRM, Paylink XML, MVM and Civica W2

1.7. Web forms

There are two web forms associated with this sub service area, which will be accessible through Access Harrow and the Gandlake portal.

Channel	Webform Name	Purpose	Integration/automation	Complexity of Form	Additional Comments
Telephone /Internet Face to face	Personal search request form	Form to capture the relevant information to enable a local land charge personal search by the Registration team.	CCPH, SAP CRM, PAYLINK XML, Civica w2	Simple	
Telephone /Internet face form	CON29/full search request form	To capture information relevant to the Con29 / full search request.	CCPH, SAP CRM, PAYLINK, XML, Civica W2	Complex	

2. REGISTRATION SERVICES - NATIONALITY CHECKING SERVICE

The Nationality Checking Service is a service provided by Registration Services which currently utilises a room in Access Harrow to meet with customers. This will form the basis for this proposal.

2.1. Key functionality of the proposed technical solution

- Registration Services staff check the application form and evidence provided for a Home Office application for British Nationality. The Home Office has currently developed an online application form which can be downloaded prior to submission. CCAD will develop a web form that can be completed online (rather than being downloaded) and which will guide the applicant through relevant sections and indicate what evidence the applicant will need to supply to progress their request. The form will be received electronically by the AH Registration staff and the subsequent process steps that need to be followed will be guided by pre-defined Civica workflow. The point at which payment and the appointment is made will be determined as part of the detailed design process.
- On the day of the appointment the agent checks the Home Office application form, scans the form (where a paper form has been submitted), scans attachments, verifies the attached documents by adding the official stamp required by the home office, before it is despatched.

- As part of the detailed design phase, the solution will be aligned to current plans to change this process which will be facilitated by the ability to submit the required form online. (and changes to Home Office regulations relating to scanned documents)

2.2. Associated Benefits

- Civica workflow to guide advisors in the completion of NCS activities
- Online web form that can be completed and submitted online (associated with payment) top ascertain eligibility for the service.
- Electronic appointment booking solution to enable shared visibility of diaries and the ability to manage appointments for professionals

2.3. Key challenges and issues

- A corporate booking solution is yet to be identified which will also meets the needs of the service).

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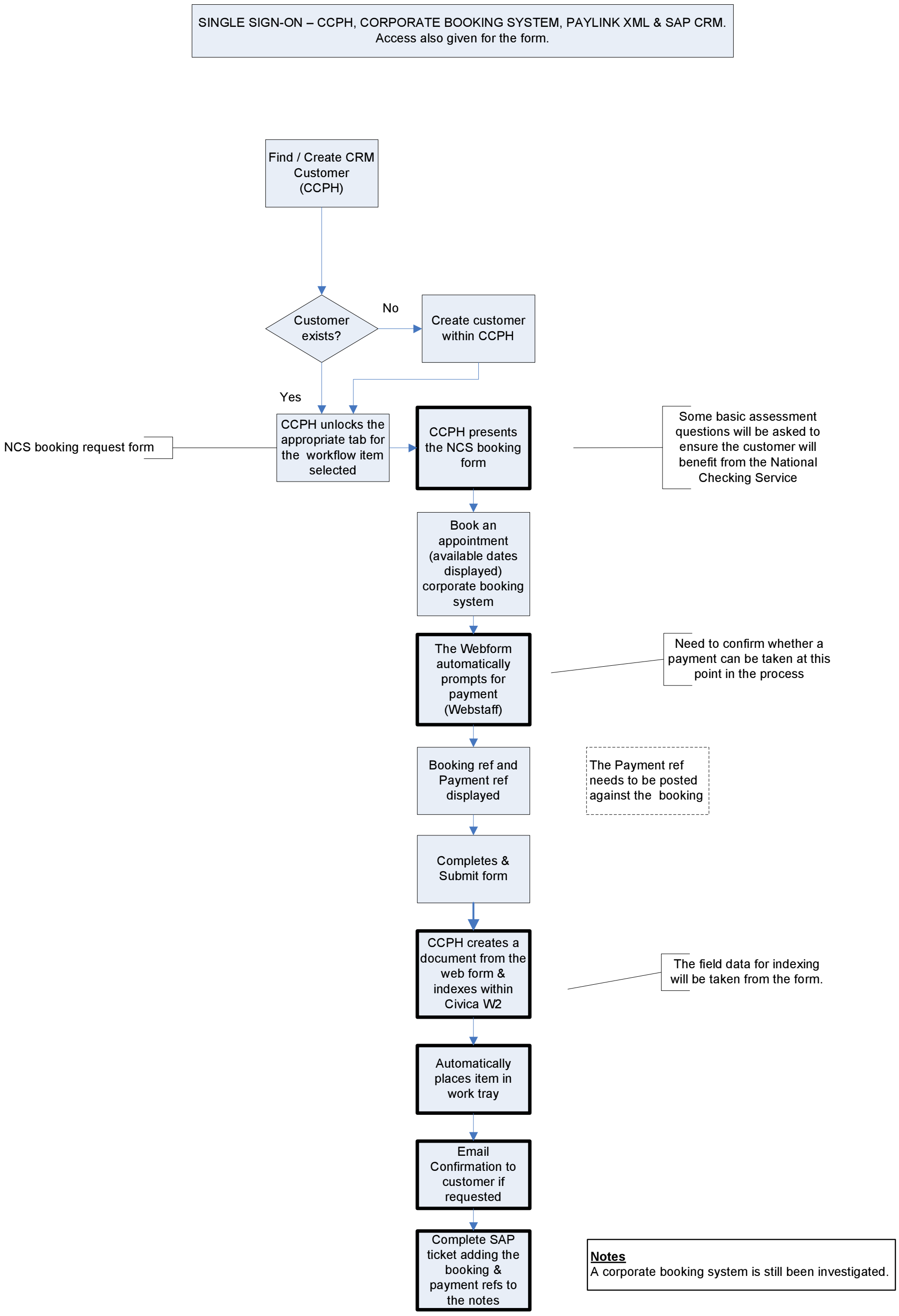
2.4. Overview of System Architecture

The system architecture for Nationality Checking Service



2.5. Description of system architecture

- When the forms are used through AH this will be done using CCPH to check if the customer concerned exists within SAP CRM. If the customer exists CCPH will automatically launch and pre-populate the form with the key property/contact information required (including the UPRN) and the agent will then assist the customer in completing the rest of the form taking when prompted the appropriate payment through PAYLINK XML. On completion of the form the system will automatically generate a copy of the web form to be stored in CIVICA W2 using the correct meta data as an index, a action request workflow item will be added to the appropriate work queue and then SAP ticket will be completed.

- The appointment section of the web form will prompt the advisor to make an appointment for the NCS. The agent will agree with the customer a convenient slot.

- On completion of the form the system will automatically send an acknowledgment to the customer, submit the SAP ticket then generate a copy of the web form to be stored in CIVICA W2, using the correct meta data as an index and create a workflow item to be actioned by the appropriate AH team.

2.6. Technology Requirements

- The web form is available via the internet for external customers and through CCPH for AH agents and access for Registration Services to monitor standards and compliance with legislation and to support and enable remote working.

- Access through CCPH will also give access to CRM, Paylink XML and Civica W2 for document storage and retrieval.

2.7. Webforms

There is only one web form is required at this stage of the process.

Channel	Webform Name	Purpose	Integrations/ automations	Complexity of Form	Additional information
Telephone/Internet/Face to face	Nationality Checking Service web form	To assess whether the customer meets the criteria eligible to apply, to capture the information required and book an appointment for NCS.	SAP, Civica W2, CCPH, Corporate booking, PAYLINK XML.	Complex	Not sure how complex the form will be until we review the checklist.

3. REGISTRATION SEVICES – CITIZENSHIP CEREMONIES

The Home Office notifies Registration Services and the customer that the customer's request to become a British citizen has been accepted. The customer will ring the council to book a Citizenship ceremony, which are held in groups (up to 52 adult citizens) each week on a Thursday and during the last week of the month on a Tuesday as well. The customer can also choose to have an individual ceremony and this is booked with a Registrar. At the end of the Citizenship Ceremony customers are asked whether they would like to enrol on the electoral register. The Electoral registration form will allow them to do this. In addition customers will purchase photographs taken at the Ceremony and these will need to be recorded, photos developed and then despatched accordingly.

3.1. Key functionality of the proposed technical solution

- All customer contacts will be logged on SAP CRM to inform Customer Service MI
- When the Citizenship Ceremony Request web form is completed, the appointment is booked and the service ticket is then automatically generated.
- The advisor will be able to view available appointments from which the customer may select a convenient date.
- Upon confirmation of the appointment an email will be sent to the customer.

3.2. Associated Benefits

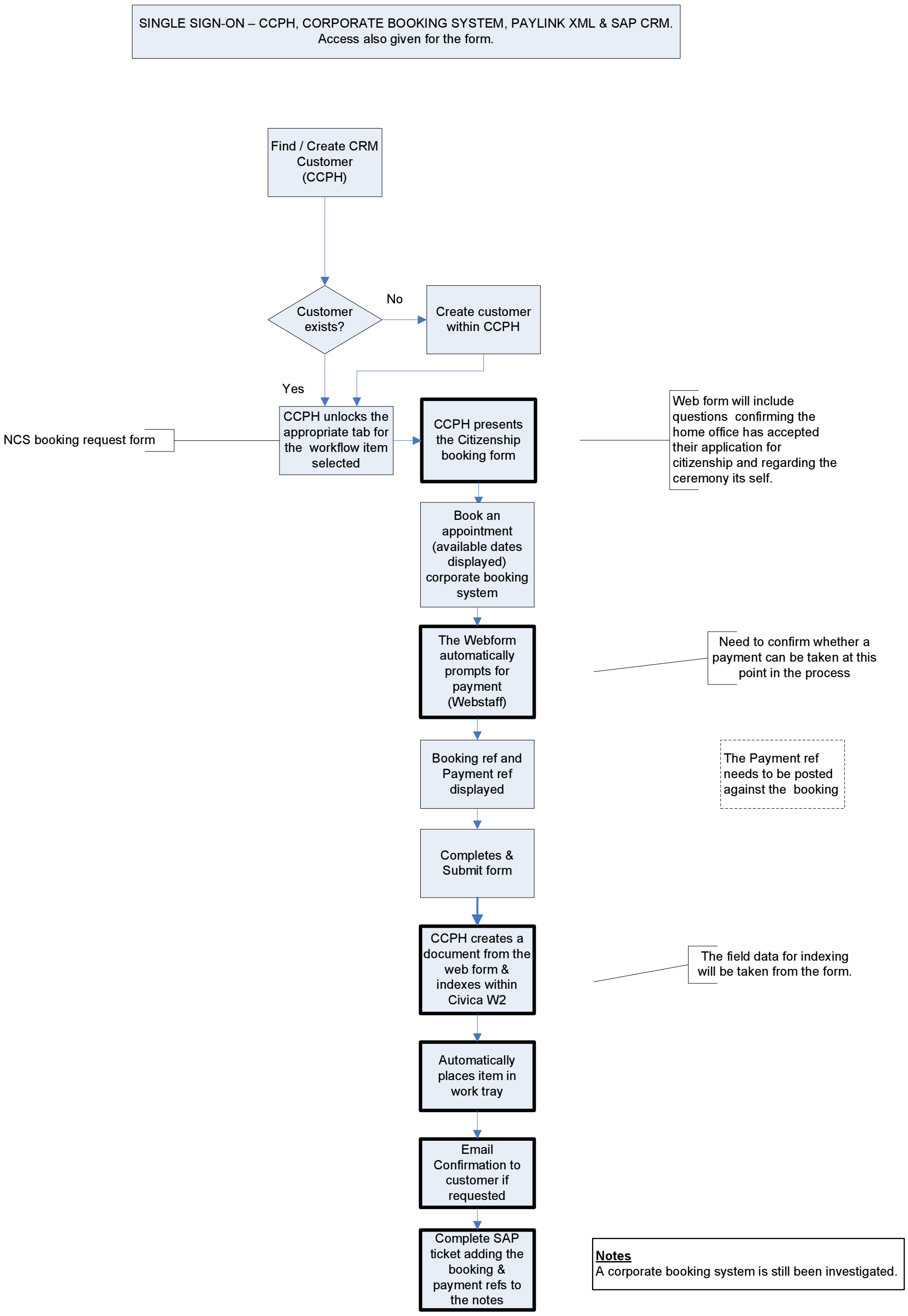
- Scan documents rather than photocopy so that a permanent copy is retained as an audit trail of what was supplied (only where legislative requirements dictate).
- Key information is captured electronically and available prior to them attending the ceremony.
- Electronic appointment booking solution to enable shared visibility of diaries and the ability to manage appointments for professionals

3.3. Key challenges and issues

- A corporate booking solution is yet to be identified which will also meets the needs of the service).

3.4. Overview of System Architecture

The system architecture for Citizenship Ceremony

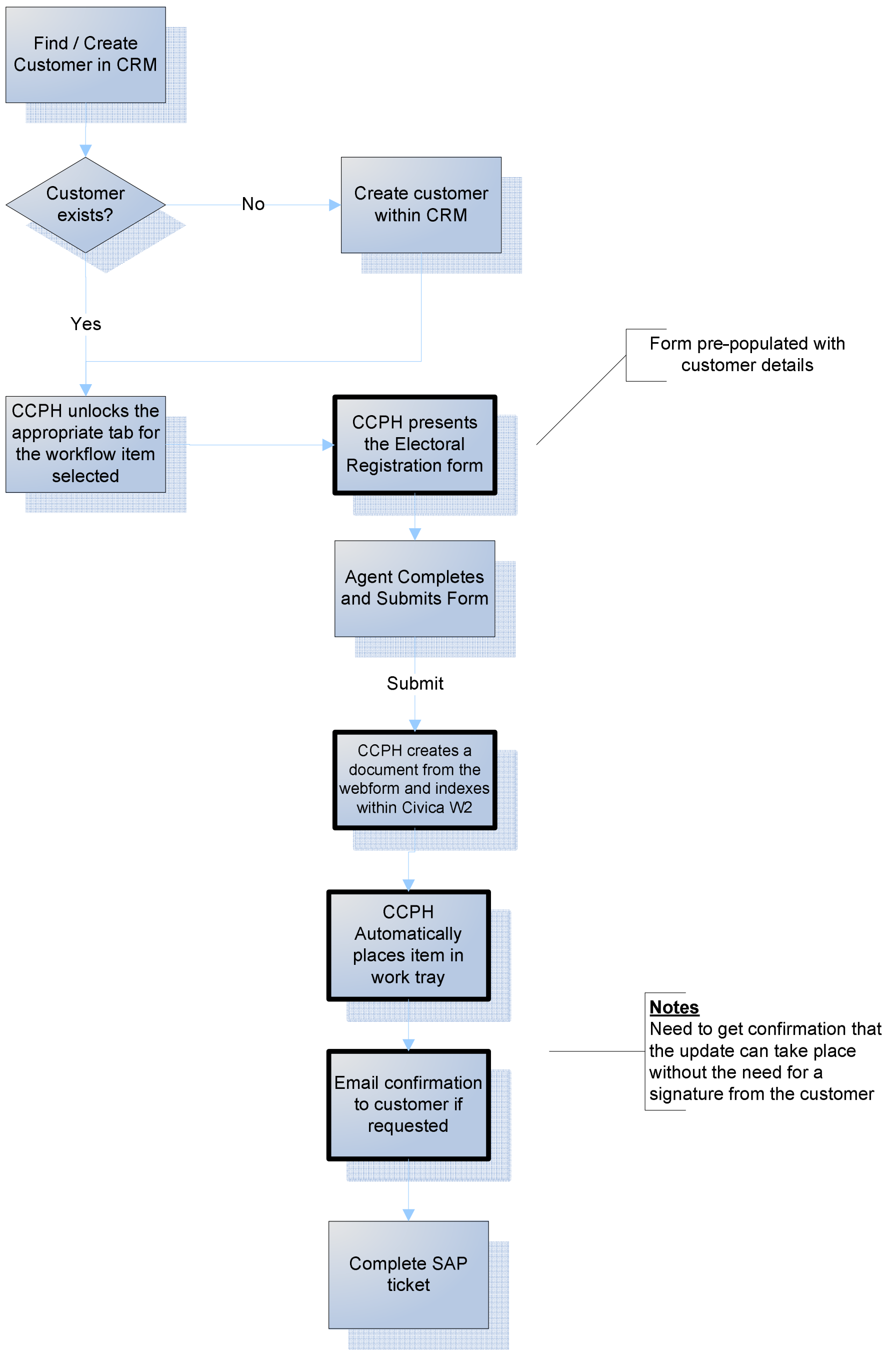


4. REGISTRATION SERVICES – ELECTORAL REGISTRATIONS

Currently, customers attending a Citizenship Ceremony, who are then British Citizens, are given the opportunity to sign an electoral registration form to enable them to vote in future elections if they are not already on the Electoral Register. This information is then manually keyed into the Strand system. The proposal below caters for customers who are attending the ceremony as well as anyone that is eligible and needs to register. The proposal is that this can be done via the Gandlake portal or face to face within Access Harrow. Customers will also be given the opportunity to take away a form to be signed and returned at a later date if they so choose.

4.1. Overview of system architecture

The system architecture for Electoral Registration:



4.2. Technology Requirements

- The web form is available via the internet for external customers and through CCPH for AH agents
- Access through CCPH will also give access to CRM and Paylink xml.

4.3. Webforms

Channel	Webform Name	Purpose	Integrations/ automations	Complexity of Form	Additional information
Telephone/Internet/ Face to face	Citizenship ceremony booking request form	To capture details off the Home Office confirmation letter, the extra information required by Registrar's and the customer to arrange an appointment	SAP, CCPH, Civica W2, Corporate booking solution.	Complex	
Telephone/Internet/ Face to face	Electoral registration form	To register customer's to be able to vote in elections	SAP, CCPH, scan signed document into Strand	Simple	

5. REGISTRATION SERVICES – CEMETERY ADMINISTATION

The Cemetery Service is governed by Public Realm Services and the administration work carried out by Registration Services, in Legal & Governance Services, is undertaken under a Service Level Agreement (SLA). The Cemetery Administration Service has been transformed in the last few years from a manual, staff intensive service to a streamlined electronic paper-light service which is efficient and effective and is highly valued by customers and colleagues. The main areas of work are the booking of interments, processing memorial applications, processing purchases and transfers of graves under the schemes of Exclusive Right of Burial or Option to Purchase, and general enquiries about grave location, ownership, and records of interments.

5.1. Key functionality of the proposed technical solution

- Two web forms, one for requesting an interment and another making an application for a memorial which will allow a document to be uploaded to support the application (normally a diagram showing the dimensions of the memorial etc.)
- CCPH will find/create a customer within SAP CRM, place a copy of the web form into Civic W2 and a request for the interment/memorial request work tray. Any document

uploaded to support the memorial web form will be emailed to the appropriate team and imported into Civica W2, against the relevant customer record manually.

- The Access Harrow agent will also have the ability to raise a request on behalf of the customer through CCPH. If the agent has the knowledge to process the query there and then they will. If the query is dealt with off-line, i.e. the transaction can be completed whilst the customer is one the phone or within the OSS, the agent will update the customer at a later date.
- Payment for the interments and memorials can not be taken upfront. In the case of memorials the customer will only be notified of the amount due, once the agent has looked at their requirements and worked out the cost (including performing checks as to whether the customer has made any upfront payments or arrangements – full business rules in this area will be established as part of the detailed design phase). Once this has been done and the customer has been notified, he/she can complete a separate payment web form (with the relevant back office reference number) and make the necessary payment. This form has not been included under the web form section because it is generic and already specified within building control.

5.2. Associated Benefits

- Standardised channel for requests
- Removing the need for faxing documents to and from the Cemeteries Team. *(This is only possible if Public Realm Services have access to IT and Epilog for cemetery operational staff).*

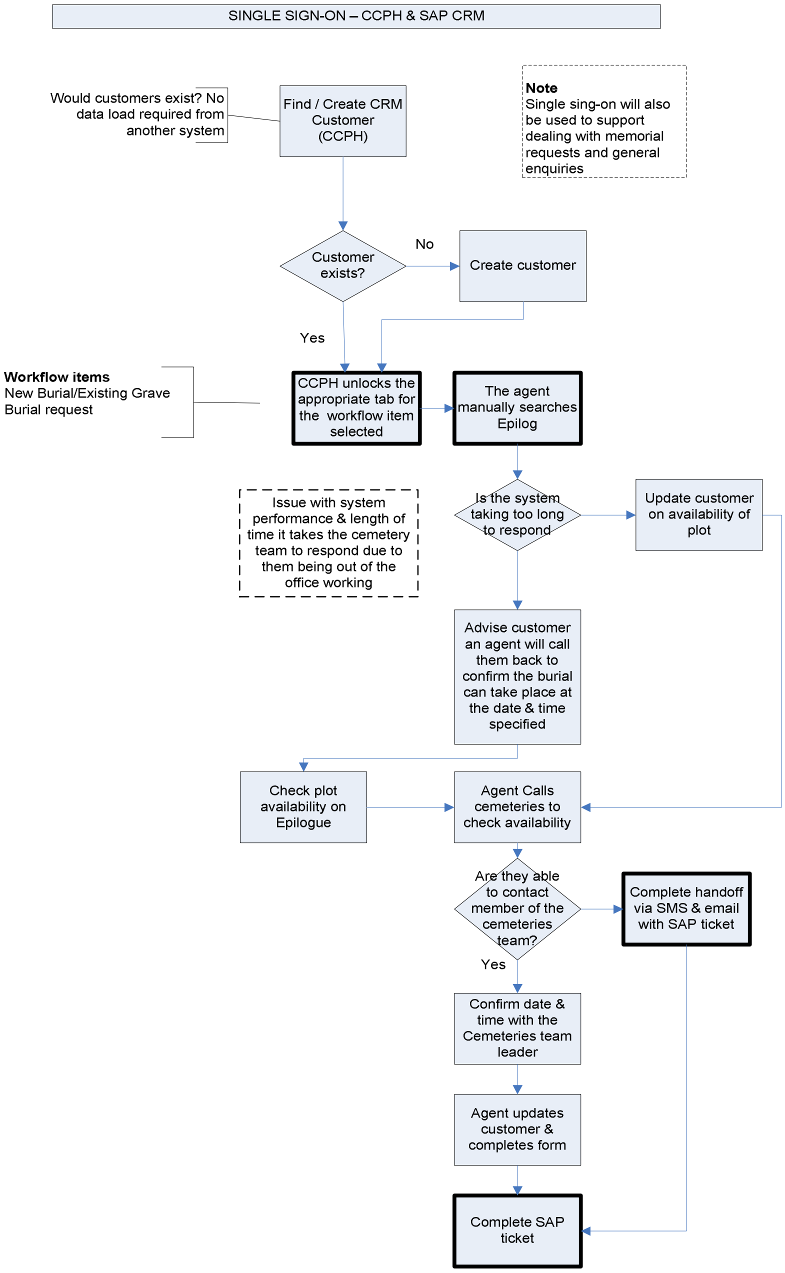
5.3. Key challenges and issues

- Staff processing memorial requests currently check whether the Mason specified, to do the work is on an approved list using two web sites (www.namm.org.uk and www.bramm-uk.org)
- Should the scanning be done into Epilog rather than Civica as it has its own scanning facility.
- The council are currently reviewing how they can better serve the Muslim community and others who require burials over the weekend orBank Holidays if a person dies on a Friday. (*For interments to take place on a Saturday, Sunday or Bank Holiday trained staff will need to be available to ensure that the relevant documentation and payment is presented prior to an interment taking place – the ongoing review will need to resolve these issues)*.
- An Access DB exists and is used to check some of the historical plots, due to incomplete data migration. If this system is required the agent will access the system outside of CCPH. *(In addition from time to time checks and referencing needs to take place with the hard copy registers and title deeds – consideration needs to be given to the location of the registers and title deeds so that they can be accessed by AH agents.)*
- Business need to clarify how we can deal with collecting payments for burials in advance (currently under review).

5.4. Overview of System Architecture

Only the flow for burial web forms is shown.

The system architecture for Cemeteries:



Note: The customer can be the individual, a memorial mason and/or a funeral director.

5.5. Technology Requirements

- The web form is available via the internet for external customers and through CCPH for AH agents and access to Public Realm Services
- Access through CCPH will also give access to CRM and Paylink xml.

5.6. Webforms

Channel	Purpose	Integrations/ automations	Complexity of Form	Additional information
Telephone/Internet/Face to face	Interment request form	CCPH, SAP, Civica W2	Simple	
Telephone/Internet/Face to face	Memorial Application form	CCPH, SAP, Civica W2, ICON – it may not be possible to pay upfront as request may need to be priced.	Simple may have an attachment associated	

6. REGISTRATION SERVICES – BOOKING A NOTICE OF MARRIAGES, NOTICE OF CIVIL PARTNERSHIP AND NOTICE OF NO IMPEDIMENT

6.1. Key functionality of the proposed solution

- Use of web forms in order to complete the notice of marriage forms/Notice of No Impediment forms
- Online booking of appointments
- Payments will be available online

6.2. Associated Benefits

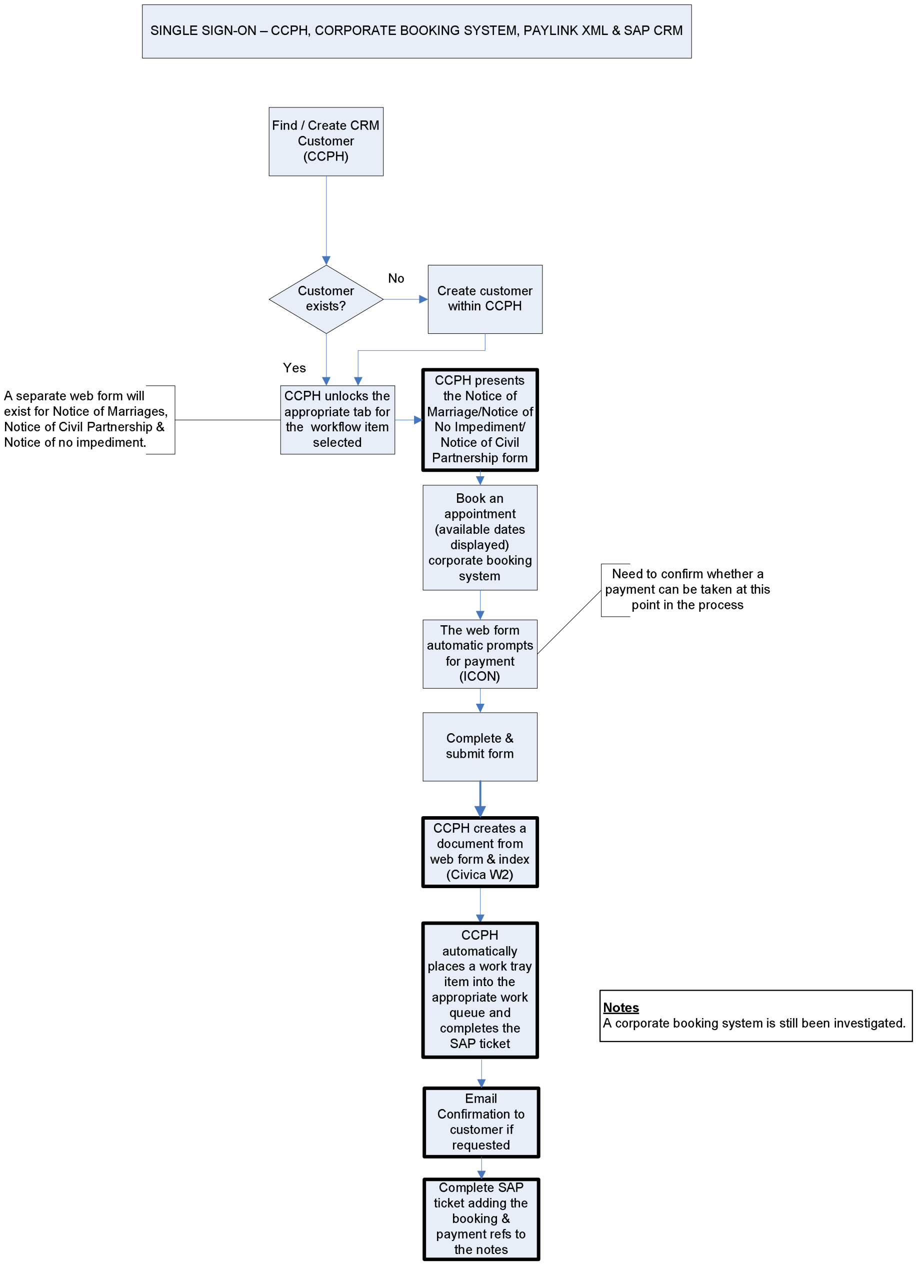
- Increases the channels of access to complete the notice of marriage forms/Notice of No Impediment forms and book appointments.
- The request is captured and stored electronically, reducing the need for physical storage and releasing staff from manual tasks to focus on more important aspects of the service.
- Payments are taken electronically and in advance of the appointment rather than allowing customers to pay by cheque, which is normally held within the department until the next day.

6.3. Key challenges and issues

- A corporate booking solution is yet to be identified which will also meets the needs of the service).

6.4. Overview of System Architecture

The system architecture for Registration notices



6.5. Technology Requirements

- The web form is available via the internet for external customers and through CCPH for AH agents
- Access through CCPH will also give access to CRM and Civica W2.
- The corporate booking solution will be easily accessible through the advisors desktop

6.6. Webforms

Channel	Purpose	Integrations/ automations	Complexity of Form	Additional information
Web – Notice of Marriage/Notice of no Impediment request form	To collate the data necessary to book a notice and book an appointment to see a Registrar.	CCPH, SAP, Civica W2, ICON, Corporate booking solution.	Complex	

7. REISTRATION SERVICES – REGISTERING BIRTHS AND DEATHS

The registration of births and deaths will be explored during detailed design phase. Feedback would indicate that this is not an insignificant amount of work undertaken by Registrars with approximately 500 deaths, 25 births and 150 declarations of births undertaken each year. TUO has not yet been finalised and depending on how this is managed may have a significant impact on the number of registrations undertaken by Harrow Registrars. It has been agreed that bookings for these registrations will be undertaken by Access Harrow staff and therefore will need to be supported by the CRM system, online payment, and use of a corporate booking solution that meets the needs of Registration Services. All of these technical elements are in scope of the CCAD solution architecture and associated requirements can therefore be met.

8. REGISTRATION SERVICES – GENERIC BOOKINGS (NAMING CEREMONY, RENEWAL OF VOWS, PRE-MARRIAGE MEETING)

The solution will be refined / confirmed as part of the generic corporate booking solution requirements of the Council and to support AH managed services specifically and will be subject to time and budget constraints as to the extent of the solution that will be possible to offer to the external community.

8.1. Key functionality of the proposed technical solution

- Use of web forms
- Online booking of appointments
- Payments will be available online

8.2. Associated Benefits

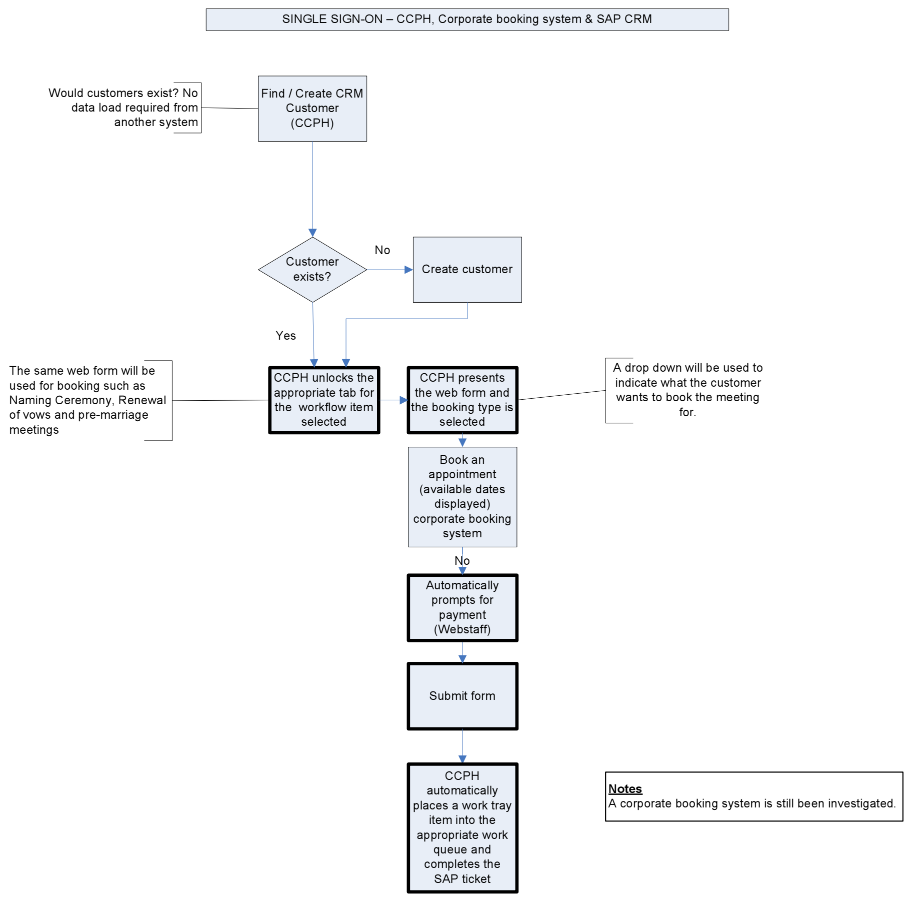
- Increases the channels of access to complete the web forms and book appointments.
- The request is captured and store electronically, reducing the need for physical storage and releasing staff from manual tasks to focus on more important aspects of the service.
- Payments are taken electronically and in advance of the appointment rather than allowing customers to pay by cheque, which is normally held within the department until the next day.

8.3. Key challenges and issues

- A corporate booking solution is yet to be identified which will also meets the needs of the service).

8.4. Overview of System Architecture

The system architecture for Generic registration booking



8.5. Technology Requirements

- The web form is available via the internet for external customers and through CCPH for AH agent
- Access through CCPH will also give access to CRM and Paylink xml.
- Scanner

8.6. Webforms

Channel	Purpose	Integrations/ automations	Complexity of Form	Additional information
Web – Naming Ceremony, Renewal of vows, Pre-	This is a generic data capture for booking	CCPH, SAP, Civica W2, Corporate booking system,	Simple	

Channel	Purpose	Integrations/ automations	Complexity of Form	Additional information
Marriage meeting	time with the Registrar	ICON.		

APPENDIX F – COMMUNITY AND ENVIRONMENT (TECHNICAL SOLUTION OVERVIEW)

The following section provides an overview of the solution architecture framework that will be delivered as part of CCAD to enable the delivery of the CCAD vision. The full detail of how the agreed solution architecture will be exploited, the structure of transitioned processes and associated business rules etc. will be defined and agreed in detailed design workshops and 1:2:1 sessions as an initial phase of implementation.

The Community and Environment section currently processes the grant application for charities/ voluntary organisations manually. The proposal going forward is that this process is simplified and done electronically.

1. COMMUNITY GRANTS & LETTINGS

1.1. Key functionality of the proposed solution

- All charities/voluntary organisations wanting to apply for a community grant will need to complete the Community Grants Request web form through the Gandlake portal.
- All charities/ voluntary organisations wanting to apply for a discretionary discount for school hall hire will need to complete the Charity/ voluntary organisations Hall Letting Discount Request web form through Gandlake portal.
- All charities/ voluntary organisations within the borough can register to use Gandlake via the Community Environment Charity/ voluntary organisations Registration web form.
- Ability to create a charity or voluntary organisation in the SAP CRM if they do not already exist.
- All web forms are available to Access Harrow staff in case the charity/ voluntary organisations needs assistance in filling them in.

1.2. Associated Benefits

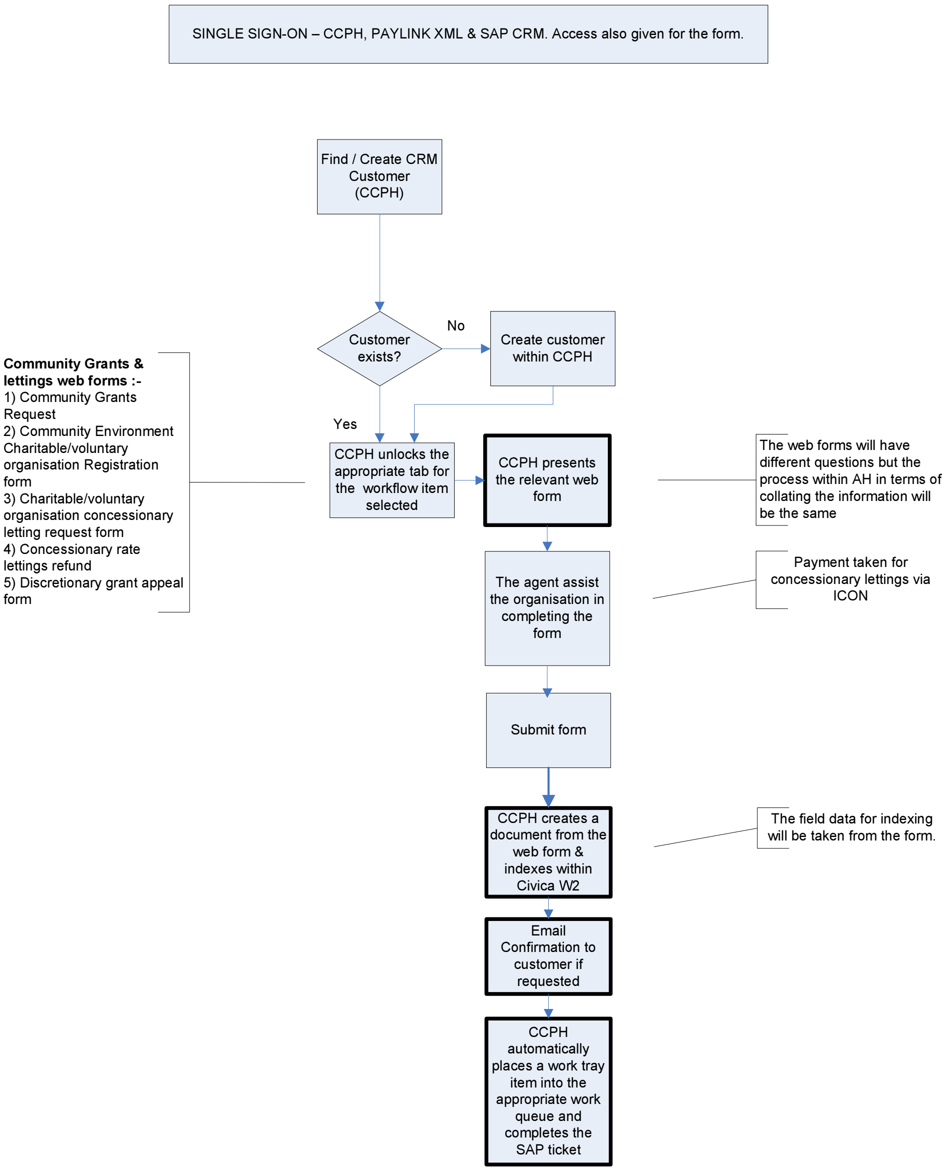
- Authenticating Charities / voluntary organisations through the Gandlake portal will reduce the amount of times the organisation is asked for the same information and save the council time in terms of processing.
- Scan documents rather than photocopying to eliminate the need for physical storage.
- A more streamlined and efficient process which reduces manual intervention and results in schools getting electronic notification of whether concessions should be applied quicker
- The ability to have mandatory fields on web forms ensures all charities /voluntary organisations provide the correct Information and therefore have an equal chance of being successful. Currently some applications are rejected because mandatory information is missing and the department are not allowed to point this out to the organisations concerned.

1.3. Key challenges and issues

- The web form is available via the internet for external customers and through CCPH for AH agents
- Access through CCPH will also give access to CRM, Paylink XML and Civica W2 for document storage and retrieval.

1.4. Overview of System Architecture

The system architecture for Community Environment Services



1.5. Technology Requirements

- The web form is available via the internet for external customers and through CCPH for AH agents
- Access through CCPH will also give access to CRM, Strand and Civica W2.

1.6. Webforms

Channel	Webform	Purpose	Integrations/automations	Complexity of Form	Additional information
Web/Face to face & telephone	Community Grants Request web form	To capture all the information required for a Community grant application	CCPH, SAP, Civica W2, Gandlake	Complex	This request can only be made by Charities that have registered through the Gandlake portal.
Web/Face to face & telephone	Community Environment Charity/voluntary organisation Registration form	To capture all the relevant information required for the registration voluntary/ Charitable organisation	CCPH, SAP, Civica W2	N/a	As part of the registration process the charity/voluntary organisation must bring in supporting documentation, which will be scanned and passed to the relevant department for processing.
Web/Face to face & telephone	Charity/voluntary Organisation Hall Letting Concessionary Request form	To capture all the relevant information required for applying for concessionary Hall hiring rates.	CCPH, SAP, ICON, Civica W2, Gandlake	Simple	
Web/Face to face & telephone	School Hall Hire cancellation form	To capture details of a booking cancellation	CCPH, SAP, Civica W2, Gandlake	Simple	Web form available through Gandlake and as a web form through Access Harrow.
Web/Face to face & telephone	Discretionary grant appeal form for the Charitable/voluntary sector	To allow customers to appeal electronically	CCPH, SAP, Civica W2, Gandlake	Simple	Web form available through Gandlake and as a web form through Access Harrow.

2. ADULT LEARNING

This will be developed by the in-house Web Team with assistance from Asidua, to ensure the sub form integrations work correctly.

The Adult Learning website (known as Learn in Harrow) is currently hosted externally. The Harrow Web team are looking to bring this in-house as part of a different project. CCAD will work closely with this team.

The enrolment and management information system used by the Adult Learning team – Learner Track – is a third party web based system. Foreseen difficulties will mean that there will be no integration of Learner Track through CCPH with either CRM or webforms.

2.1. Key Functionality of proposed solution

- All customer contacts will be recorded on CRM
- Civica W2 will be used to store customer forms and evidentiary documents
- Webform to check availability and apply online
- Online payments via Paylink XML

2.2. Associated Benefits

- Documents scanned into Civica W2 will reduce paper storage
- Self service due to online application form
- Online payment mechanism

2.3. Key challenges and issues

- No integration with Learner Track will mean that Adult Learning will still have to undertake manual processes including entering customer details from the webform onto Learner Track
- Updating course availability on the website will be a manual process due to no integration with Learner Track. This will need to be undertaken on a very regular basis to ensure that customers are not applying for and paying for courses that are unavailable
- Their financial year follows the academic year rather than council financial year meaning that project codes change in August. This will need to be accommodated as part of the online payment development
- Currently the volumes are low because customers are unable to get through to the Arts Centre with a reasonable time and eventually give up. This issue is being addressed via the Lean project.

2.4. Overview of system architecture

- The existing technologies will be migrated to Access Harrow as-is
- The agents will select the Adult learning workflow, will search for and confirm the customer on CRM and categorise the call using the relevant 4th level category

- Over the telephone, enrolments will be processed directly into Learner Track - the third party system – and payments will continue to be taken via Webstaff
- Customers will be able to check course availability online and then apply and pay online using a webform. This webform will follow the Payments flow outlined in the generic webform section.

2.5. Webforms

The Adult Learning webform will follow the Webform with Payments flow outlined in the generic webform section.

Channel	Webform Name	Purpose	Integrations/ automations	Complexity of Form	Additional information
Web	Adult learning application and payment form		CCPH, SAP CRM, Paylink XML	Complex	

3. ARTS CENTRE – This will be developed by the in-house Web Team.

The Arts Centre room booking facility is to be made available through Access Harrow, Gandlake and over the internet.

3.1. Key functionality of the proposed solution

- Web form to enable a customer to make booking via the web and take full payment upfront.
- Once the customer is found or created within the CRM, CCPH will automatically take the agent to the booking form.
- On completing the form a copy will be indexed and placed in Civica W2 and an action request will be sent to the appropriate AH work tray.
- The customer will automatically receive acknowledgement that their request has been raised, specifying the booking and payment reference numbers.

3.2. Associated Benefits

- Increases the channels of access and updates the back office booking system.
- Bookings are made and paid for, at the first point of contact
- Call backs reduced as only agents will only call where necessary to make changes rather than in every instance.

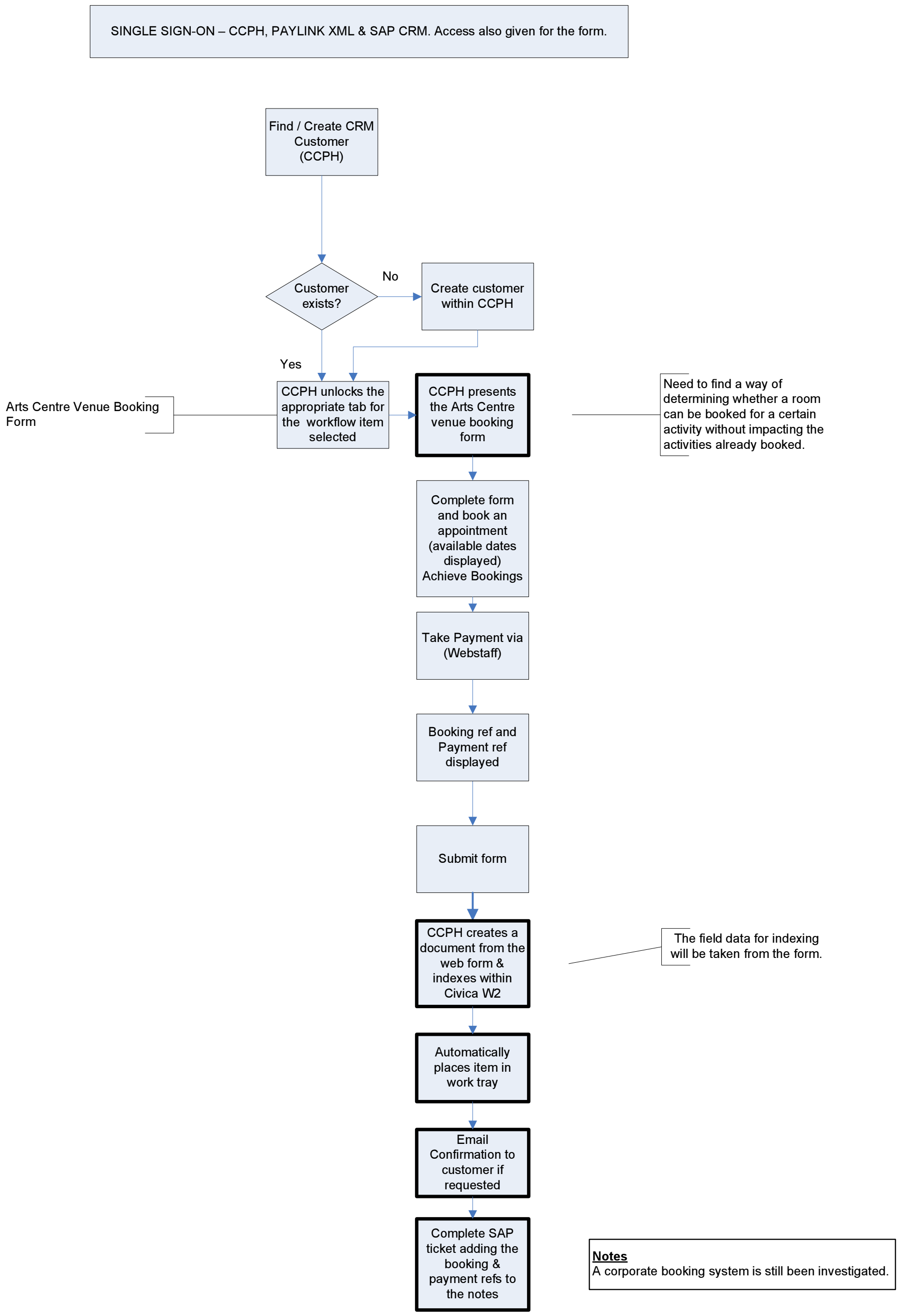
3.3. Key challenges and issues

- The Arts Centre currently use the Achieve Booking system for venue bookings.

- Currently the volumes are low because customers are unable to get through to the Arts Centre with a reasonable time and eventually give up. This issue is being addressed via the Lean project.

3.4. Overview of System Architecture

The system architecture for the Arts Centre Venue Booking



3.5. Technology Requirements

- The web form is available via the internet for external customers and through CCPH for AH agents
- Access through CCPH will also give access to CRM, Civica W2, Achieve Bookings and Paylink xml.

3.6. Webforms

Channel	Webform Name	Purpose	Integrations/ automations	Complexity of Form	Additional information
Telephone/Internet/Face to face	Arts centre venue booking request form	To assist a customer in placing a booking for a venue	CCPH, SAP CRM, Paylink XML or Webstaff, Achieve bookings, Civica W2	Complex	

4. CORPORATE MINOR WORKS

4.1. Key Functionality of proposed solution

- Once a customer has been found in CRM, CCPH will automate a search in both OHMS and Civica W2
- CCPH will automate a Civica W2 memo handoff to the service area where necessary
- Webforms will be developed to replace unstructured customer emails
- Handoffs through the end-to-end process between Access Harrow and the surveyors will be identified and configured within Civica W2 to ensure that they are all automated.

4.2. Associated Benefits

- Elimination of double keying leading to reduced call handling times
- Automated and standardised approach to handoffs
- Automated and standardised approach to self-service

4.3. Key challenges and issues

- Location/customer search for OHMS
- There is a recommendation that the Corporate Minor Works contracts are scanned into the existing Civica W2 Cyclical Works module as they are currently kept hard copy
- There is a future opportunity to align and standardise the technology for Housing Repairs and Corporate Minor Works as part of an overall review of the services

4.4. Overview of Key Corporate Minor Works Processes

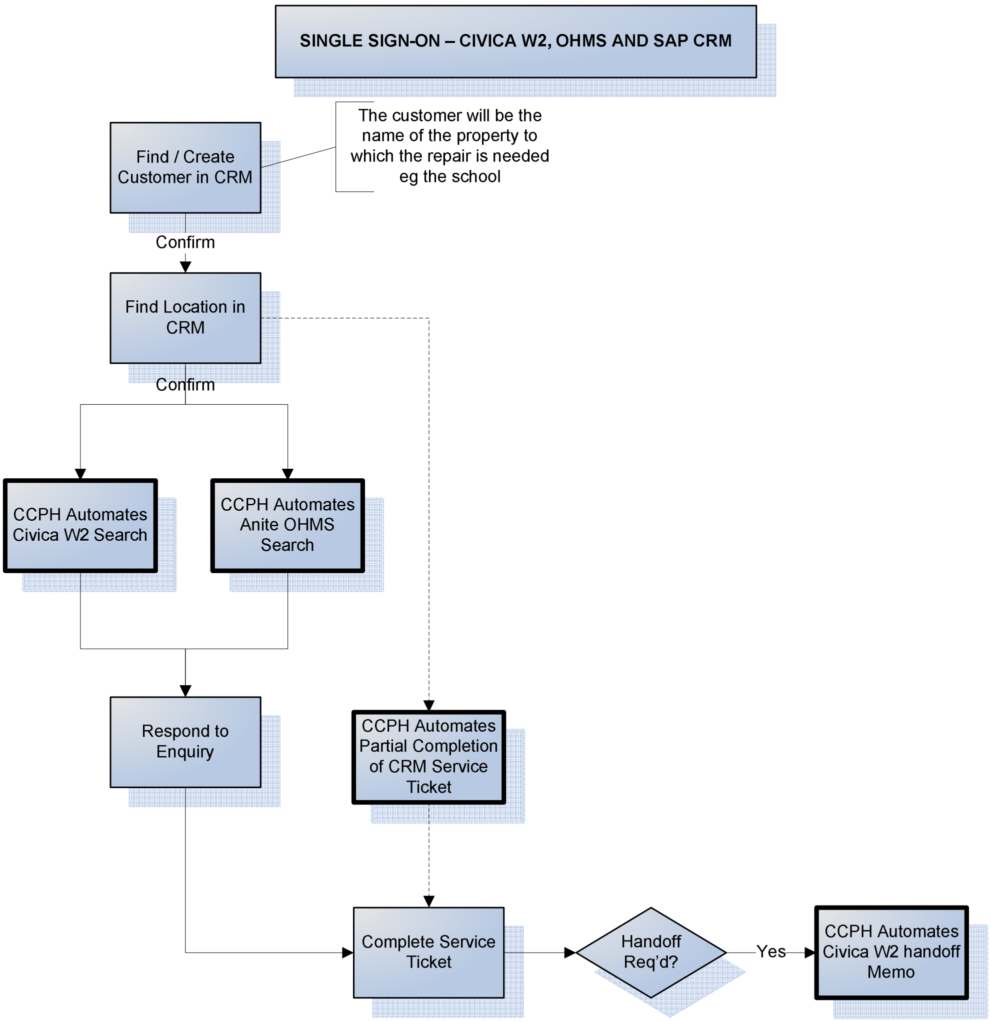
There are two key customer processes which inform the system architecture for corporate minor works and these are:

1. Status update about an existing repair request
2. Requesting a repair

These two processes are considered individually in the sections below.

4.4.1. Status update about an existing repair request

Overview of system architecture



Description of system architecture

The agent will log onto CCPH and select the Corporate Minor Works workflow. The customer will be found/created in CRM and the location address (the address which the customer is calling about) will be entered and confirmed in CRM. CCPH will automate the OHMS search for the property related to the enquiry.

The agent will interrogate the system, respond to the customer query, add brief notes about the call on CRM and then close the CRM service ticket selecting the most appropriate level 4 category.

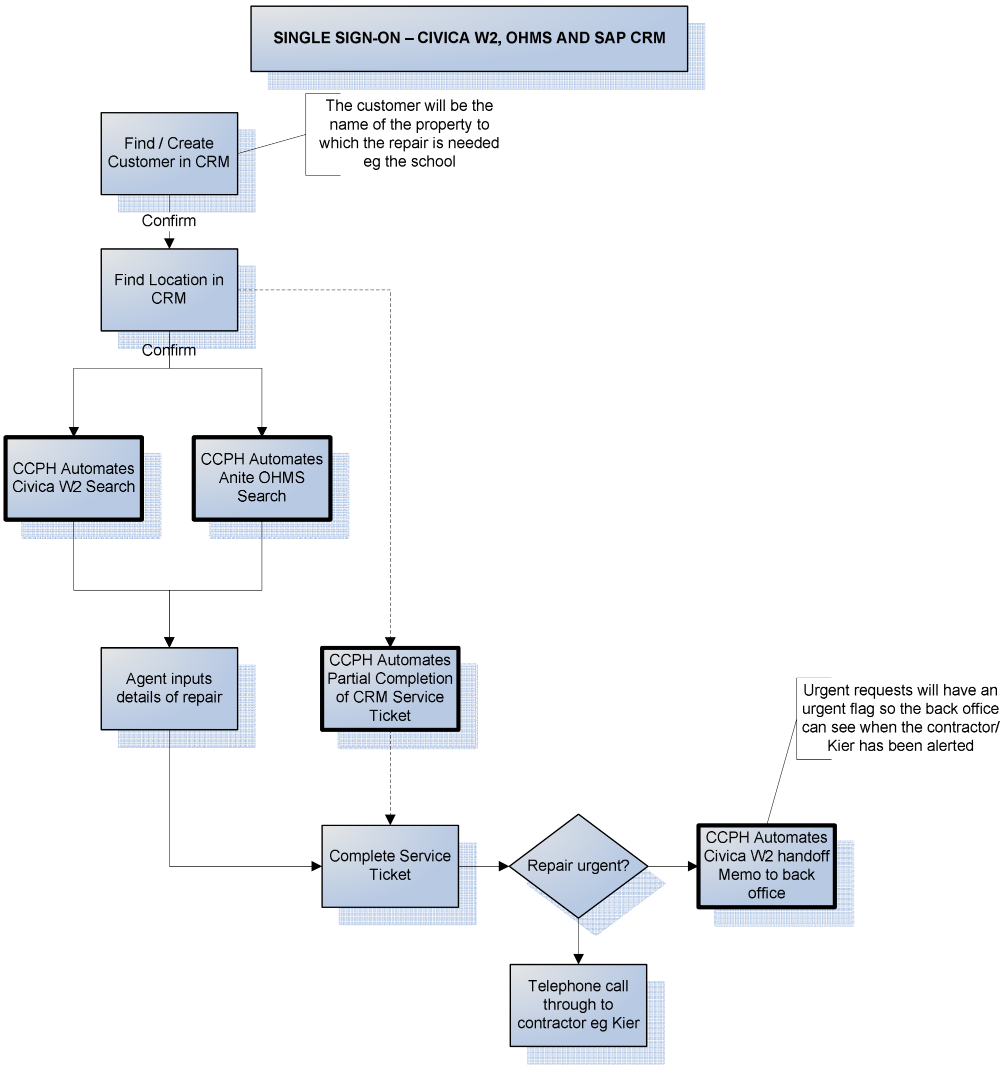
If a handoff is required the agent will add brief notes about the call and instructions for the back office in CRM and complete the service ticket. A Civica W2 memo will be triggered either to a worktray in Access Harrow if the agent has to make some enquiries or to a worktray in the back office. The memo will be at the repair request level. The memo is automatically populated with the application details from CRM and the agent's instructions.

Technology Requirements

- CRM to be configured to include automated hand-offs via Civica W2 memo for Corporate Minor Works enquiries.
- A worktray to be created within Corporate Minor Works Civica W2 in both Access Harrow and the back office.

4.4.2. Requesting a repair

Overview of system architecture



Description of system architecture

The agent will log onto CCPH and select the Corporate Minor Works workflow. The customer will be found/created in CRM and the location address (the address which the customer is calling about) will be entered and confirmed in CRM. CCPH will automate the OHMS search for the property related to the enquiry.The agent will record the details of the repair in OHMS and complete the service tickets in SAP. CCPH will automatically pull the notes recorded in OHMS through to SAP.

A Civica W2 memo will be triggered to a worktray in the back office with the OHMS repair reference number and details.

If the repair is urgent, the agent will also call it through to the relevant contractor eg Kier. The memo handoff will have an urgent flag, so that the back office can identify these.

Technology Requirements

- CRM to be configured to include automated hand-offs via Civica W2 memo for Corporate Minor Works enquiries.
- A worktray to be created within Corporate Minor Works Civica W2 for the back office, which will include an urgent flag for urgent requests

4.5. Webforms

The proposed webforms will follow the webform technology process as outlined in Appendix One.

There is a need to replace unstructured email requests for information or sending in of information to ensure integration with CRM and where possible Civica W2. There is no one email subject type which stands out for Corporate Minor works and therefore the webform will be a generic Corporate Minor Works webform.

Channel	Webform Name	Purpose	Integration/ automation	Complexity of Form	Additional Comments
Web	Corporate Minor Works	Customers can submit their enquiries online.	Web, CRM, CCPH, Civica W2	Simple	Customers will be prompted for a repair reference number where applicable (though no mandatory), so the information can be integrated with Civica W2 workflow.

5. HOUSING ADAPTATIONS AND REPAIRS TEAM (HART)

5.1. Key Functionality of proposed solution

- The solution capitalises on the existing M3 and Civica W2 workflow functionality for HART
- Once a customer has been found in CRM, CCPH will automate a search in Civica W2 based on the UPRN
- CCPH will automate a Civica W2 memo handoff to the service area where necessary

5.2. Associated Benefits

- Elimination of double keying leading to reduced call handling times
- Automated and standardised approach to handoffs

5.3. Overview of Key HART Processes

There are two key customer processes which inform the system architecture for HART and these are:

1. Application for grants
2. Enquiry about a specific application or application status

These two processes are considered individually in the sections below.

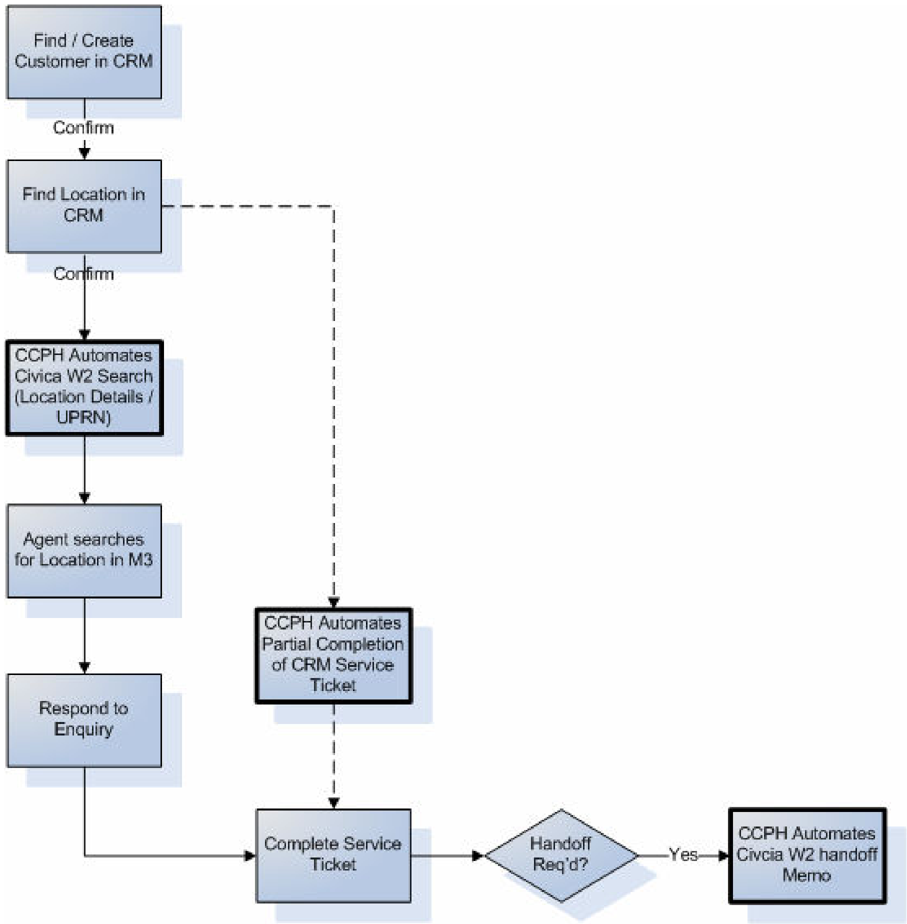
5.3.1. Application for grants (internal referrals from social workers)

Grant applications are internal referrals from social workers.

The system architecture for applications will remain the same as it is currently using Civica W2 workflow functionality.

5.3.2. Enquiry about a specific application or application status

Overview of system architecture



Description of system architecture

The agent will log onto CCPH and select the HART workflow. The customer will be found/created in CRM and the address will be entered and confirmed in CRM. CCPH will automate a property search in Civica W2 based on the UPRN and the agent will search for the property in M3.

The agent will interrogate the system, respond to the customer query, add brief notes about the call on CRM and then close the CRM service ticket selecting the most appropriate level 4 category.

If a handoff is required, the agent will add brief notes about the call and instructions for the back office in CRM and complete the service ticket using the status of In Process BO. A Civica W2 memo will be triggered. The memo will be at the application level rather than the property level. The memo is automatically populated with the application details from CRM and the agent's instructions. The memo will be sent to a HART worktray in Civica W2.

There should be relatively few handoffs to be the back office, as the Access Harrow agents will have good service knowledge and will be able to consult each other.

APPENDIX G – CORPORATE FINANCE (SHARED SERVICES)

The following section provides an overview of the solution architecture framework that will be delivered as part of CCAD to enable the delivery of the CCAD vision. The full detail of how the agreed solution architecture will be exploited, the structure of transitioned processes and associated business rules etc. will be defined and agreed in detailed design workshops and 1:2:1 sessions as an initial phase of implementation.

1. SHARED SERVICES - CAP/CAR

1.1. Key functionality of the proposed solution

- Internal customers will be treated as different type of quick customer, so that we can capture statistics on the different types of enquiries relating to CAP/CAR.
- Suppliers will be captured as customers within CRM.

1.2. Associated Benefits

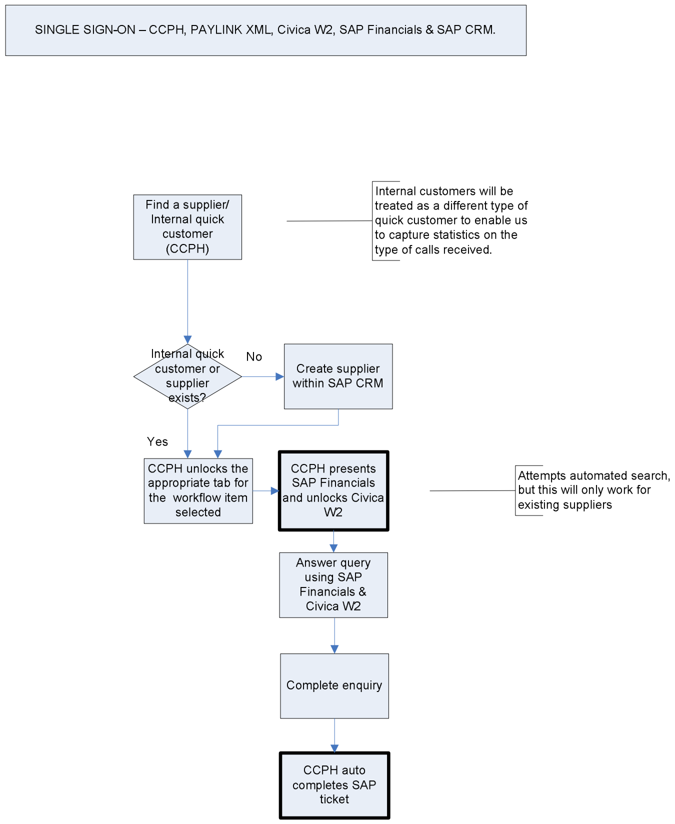
- Capturing enquiries through the CRM will enable statistics to be produced on suppliers and internal department queries.

1.3. Key challenges and issues

- None

1.4. Overview of System Architecture

The system architecture for CAP/CAR



1.5. Technology Requirements

- Access through CCPH will also give access to CRM, SAP Financials and Civica W2 for any associated documents.

1.6. Webforms

There are no webforms.

Channel	Webform Name	Integrations/ automations	Complexity of Form	Additional information
Access Harrow Agent	N/a - Access Harrow Agent	CCPH, SAP CRM, SAP Financials, Civica W2,	N/a	

APPENDIX H – ADULTS & HOUSING (TECHNICAL SOLUTION OVERVIEW)

1. ADULTS SOCIAL CARE (RE-ABLEMENT)

1.1. Key Functionality of proposed solution

- The agents will continue to have access to Framework-i
- A customer data extract from Framework-i will be loaded into CCPH to ensure a more successful search rate
- Once a customer has been found in CRM, CCPH will automate a client search in Framework-I and create that customer if they are new
- A selection of webforms which, through CCPH, create an episode and outcome in Framework-i or are sent to a worktray in Civica W2
- Use of Voicesage for scheduled customer satisfaction feedback

1.2. Associated Benefits

- Use of webforms mean that all the right questions are asked and the information is captured consistently and thoroughly
- Elimination of double keying when creating new customers in CRM and Framework-i
- Extended self-service offering to customers
- Improved automation of this self-service offering
- A complete record of the call is held in Framework-i

1.3. Overview of System Architecture

The system architecture for Adults Re-ablement focuses on webforms, both available on the Harrow website and for the agents to complete on the telephone.

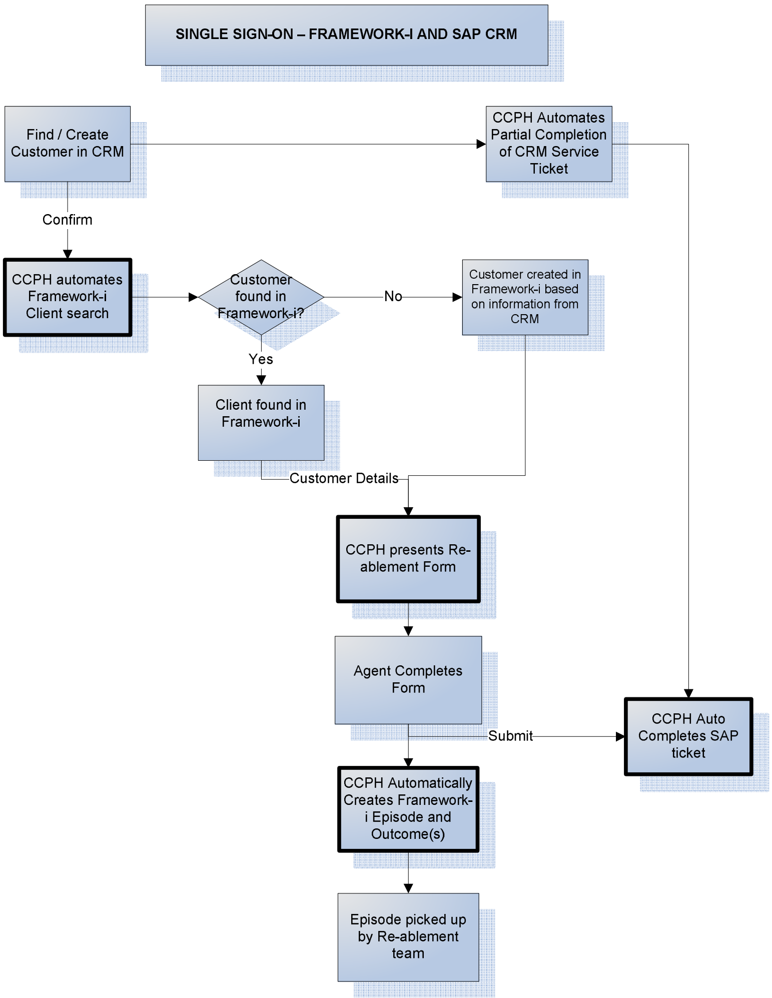
The system architecture flows are:

1. Re-ablement – via the telephone
2. Re-ablement – via the web (self-service)
3. Customer feedback

These three flows are considered below.

1.3.1. Re-ablement – via the telephone

When a customer calls the contact centre, the flow will be as follows:

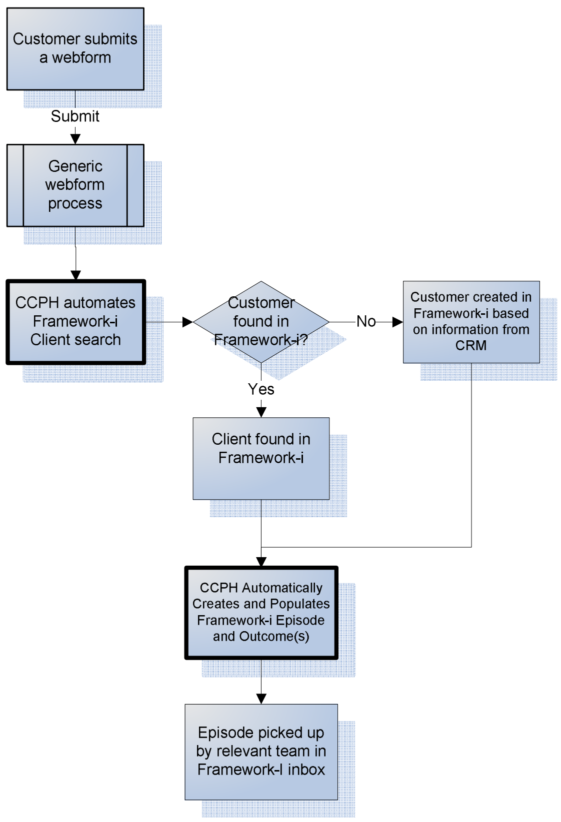


The different webforms which the agent will complete and their corresponding episodes and outcomes can be found in the table in the Webform section below.

1.3.2. Re-ablement – via the Web

All of the Adults webforms include the generic webform process in their flows. This can be found in Appendix D.

In addition, the Adults webforms (see table in Webform section) will create an episode and outcome in Framework-i and the flow will be as follows:



1.3.3. Signposting and Customer Feedback

Agents may signpost customers to other organisations and services.

Adult Services want to gain feedback from customers who have been signposted to other organisations and services by their frontline staff. This will be done using Voicesage. When the customer calls up and is signposted to another service, the agent completes the SAP ticket and selects the relevant level 4 category. This creates a new job for the Voicesage call back system which is configured to give the customer a call-back within a pre-determined amount of time. Voicesage can gather responses to questions using IVR functionality and through CCPH will update the original SAP ticket with the customer's answers. CCPH will also pass the responses back through to Adult Services via a Framework-i episode.

1.4. Technology Requirements

The technology requirements for Adult Services are as follows:

1. Framework-i to be added to CCPH single sign-on
2. Voicesage

1.5. Webforms

The webforms for the Adults Service are listed below and will be available via the web or to the agent in the contact centre.

The Adult webforms will create Framework-i episodes and outcomes as per the table below.

			Framework-i		Complexity	
Process	Forms	Trigger	Episode	Outcome		Comments
General	Signposting and request for service	New client/representative telephone/visit	x	x	Complex	Series of questions leading to signposting or trigger questionnaire
EPB Service	EPB - New	Client/representative telephones/visits	EPB	EPB Process	Complex	
	BB3		EPB	EPB Process		BB3 form sent by GP to confirm eligibility
EPB Appeal Service	EPB - Appeal	Appeal letter	EPB Appeal	EPB Process	Simple	
Misuse of EPB Service	EPB - Misuse	Member of public/Councillor contact	EPB Misuse	EPB Process	Simple	
		Police or Council Anti Fraud Team			Simple	
		Ineligible - receipt of BB3	EPB	EPB Process	Simple	
Disability and Registration Service	Non-Visual Registration Application	Client/representative telephones/visits	Disability Registration	Dis Reg Process	Simple	
	Lost / Stolen Form		Disability Registration	Dis Reg Process	Simple	
Certificate of Visual Impairment Registration		Receipt of VI Certificate (from ophthalmic consultant)				
No Service Process	Trigger Questionnaire	New / existing Client/representative telephones/visits	Contact	No Further Action	Simple	
	Referral & Contact Assessment		Referral	Overview Assessment	Simple	
Equipment and Minor Adaptations Service			Contact	Advice & Information	Simple	Schedule Follow-up to confirm advice / information sufficient?
		New Client/representative telephones/visits	Referral	Overview Assessment	Simple	
		Existing Client/representative telephones/visits	Contact	Unscheduled Review	Simple	
Equipment and Minor Adaptations Order Service	Minor Adaptations and Equipment Order	New Client/representative telephones/visits	Referral	Overview Assessment	Simple	
		Existing Client/representative telephones/visits	Contact	Unscheduled Review	Simple	
		Request for replacement	Contact		Simple	
Home Care Service	Trigger Questionnaire	New Client/representative telephones/visits	Referral	SDS Self-Assessment or Overview Assessment	Simple	
		Existing Client/representative telephones/visits	Contact	Unscheduled Review	Simple	
Meals On Wheels Service	Trigger Questionnaire	New Client/representative telephones/visits	Referral	Overview Assessment	Simple	
		Existing Client/representative telephones/visits	Contact	Unscheduled Review	Simple	
Respite/Residential Care Service	Trigger Questionnaire	New Client/representative telephones/visits	Referral	Overview Assessment	Simple	
		Existing Client/representative telephones/visits	Contact	Unscheduled Review	Simple	
Direct Payment Service	Trigger Questionnaire	New Client/representative telephones/visits	Referral	Overview Assessment	Simple	
		Existing Client/representative telephones/visits	Contact	Unscheduled Review	Simple	
Daycare (Day Care) Service	Trigger Questionnaire	New Client/representative telephones/visits -Client requiring immediate day care (Urgent)	Referral	Overview Assessment	Simple	
		Existing Client/representative telephones/visits - Client requiring immediate day care (Urgent)	Contact	Unscheduled Review	Simple	
		New/Existing Client/representative telephones/visits - Client not receiving personal budget	Referral	SDS Self-Assessment	Simple	

2. HELPLINE

The migration of Helpline into Access Harrow is three-fold. Stages 2 and 3 could happen consecutively or at the same time. The three stages are as follows:

1. Physically migrating the current Helpline infrastructure and team into Access Harrow as-is
2. Moving the Helpline infrastructure onto the Harrow corporate network and Cisco telephony to maximise opportunities for efficiencies
3. Integrate and automate Helpline processes in line with the CCAD project objectives.

Stages 1 and 3 are outlined below. Possibilities for Stage 2 are currently being investigated by the Harrow Head of Customer Service who will be considering costs and implications versus efficiencies.

2.1. Moving Helpline Infrastructure (Stage 1)

2.1.1. Issues and Challenges

The current Helpline function is based in Elmgrove Road. The whole Helpline set-up will be physically moving into Access Harrow in the Civic Centre. This presents several challenges:

1. The current infrastructure is provided and supported by a third party company Jontek
2. It is hard-wired and is not linked to either the corporate network or corporate telephony network
3. It is a 24/7 emergency service
4. It is backed up by an on-site uninterruptible power supply (UPS)
5. It has an on-site server
6. The move will require additional infrastructure and space within Access Harrow over and above that required by other services.

2.1.2. Implementation Plan for Stage 1

The implementation plan assumes a go-live date of March 2011.

The technical move will be undertaken by the third party supplier – Jontek. Loan equipment will be hired from Jontek to test the Access Harrow infrastructure before Helpline is moved over. There is an assumption in the costs that there will be adequate power and network points in Access Harrow to accommodate the Helpline PCs and server.

Jontek will continue to provide 24/7 support to the Answerlink system. However, to get access to the server out of hours, they will need to be accompanied by an IT approved engineer. Costs for 24/7 on-call and call-out support from Capita ITS have been included as part of this Blueprint, although it may be decided that the Disaster Recovery (DR) site will be used if problems are experienced out of hours and support will be sought during working hours only.

The DR site will continue to be at Milmans Resource Centre as is currently the case. The DR and processes will be tested and improved as part of the move.

2.2. Moving Helpline onto the Harrow network (Stage 2)

The Harrow Head of Customer Service is currently investigating and assessing opportunities for Stage 2. Proposals and costs will be supplied when these investigations are complete.

2.3. Meeting CCAD Objectives (Stage 3)

2.3.1. Key Functionality of proposed solution

- There will be no integration between Answerlink 3G and CRM
- There will be no integration between Answerlink 3G and Framework-i at this stage
- There is no clear business necessity from Adult Services to be able to view every Helpline visit recorded in Answerlink
- Where the Helpline team deem that a social worker should know about repeated visits to a given client, they can fill in a webform which integrates with Framework-i and appears in the Framework-i inbox of that social worker
- Paper case files and visit notes will be scanned into the Answerlink 3G system using the in-built document management system
- Improved webform for private customers applying for Helpline on the Harrow web including mandatory fields
- Improved referral form within Framework-i
- Electronic booking for installations and non-urgent visits

2.3.2. Associated Benefits

- Eliminating paper case files and paper notes by optimising the use of the current Jontek system
- Ensuring a cross-service approach to client case files by updating Framework-i on a ‘need to know’ basis eg for repeat Helpline callouts
- Reducing incomplete applications by improving the webform and referral form

2.4. Overview of System Architecture

The key points of the proposed system architecture are as follows:

- The internal webform into Framework-i will follow the same process as the EDT internal webform. The agent will search for the client in Framework-i. CCPH will launch the Helpline webform. The agent will complete the webform and this will automatically create a Framework-i episode and outcome and be delivered to the relevant social worker in Framework-i (selected from a drop-down list).

- The private customer application webform will be on the Harrow website and will follow the webform process outlined in Appendix D, except there will be no integration with CRM. The Helpline team will not have Civica W2 and therefore will receive the application webform as a PDF attachment to a generic email.

- All client paper case files and Community Alarm Officer notes will be scanned into the relevant client record in Answerlink 3G. Only necessary documents will be kept eg a signed copy of the customer contract.

- The corporate booking system will be used for agents to book appointments with the Community Alarm Officers for installations and non-urgent visits. If this is not available in time, an interim electronic solution will be implemented.

2.5. Technology Requirements

- 24/7 access to Framework-i
- 24/7 access to Answerlink
- Scanner
- Corporate Booking system

2.6. Webforms

Channel	Name of Webform	Purpose	Integration/ automation	Complexity of Form	Additional Comments
Internal	Harrow Helpline (Internal)	To pass details of repeated Helpline callouts into Framework-i and to that client's social worker	Webform, CCPH, Framework-i	Simple	Should not include fields which are in Framework-i
Web	Helpline application from for private clients	Private clients (5% of all applicants) can apply for Helpline online	Webform, CCPH Framework-i	Simple	This is an existing form which needs improving and integrating with CCPH

3. EDT

Access Harrow will handle EDT calls for clients in both Harrow and Brent. The solution for these two client groups is different.

3.1. Key Functionality of proposed solution for Harrow clients

- The agents will continue to have access to Framework-i
- A customer data extract from Framework-i will be loaded into CRM to ensure a more successful search rate
- Once a customer has been found in CRM, CCPH will automate a client search in Framework-i
- CCPH will launch a webform from within the client record and the agents will log EDT call details into this webform which, on submission, will feed into Framework-i as an episode and be sent to the Framework-i inbox of the relevant Duty Worker to pick up and update later
- The agent will continue to telephone the details through to the EDT team as well as per the current process

3.2. Associated Benefits

- Reduction in use of paper notes, manual logging and internal mail
- Using a webform means that all the right questions are asked and the information is captured consistently and thoroughly
- Record reaches EDT team and relevant social worker in a more timely and secure manner
- The agent no longer has to write down details such as the client name and address, social worker name etc because this information is already held in Framework-i
- A complete record of the call is held in Framework-I, which is date and time stamped by the system.

3.3. Key Functionality of proposed solution for Brent clients

- The agents will continue to have no access to Framework-i (Brent)
- Brent customers will be logged in CRM as a quick customer (out of Borough)
- Once the customer has been confirmed in CRM, CCPH will launch a webform. The agent will need to complete all fields including the client name and address
- On submission of this form, CCPH will automatically create an email and PDF attachment and will send it to an identified generic EDT email box at the London Borough of Brent
- The agent will continue to telephone the details through to the EDT team as well.

3.4. Associated Benefits

- Reduction in use of paper notes, manual logging and internal mail

- Using a webform means that all the right questions are asked and the information is captured consistently and thoroughly
- Record reaches EDT team and relevant social worker in a more timely and secure manner

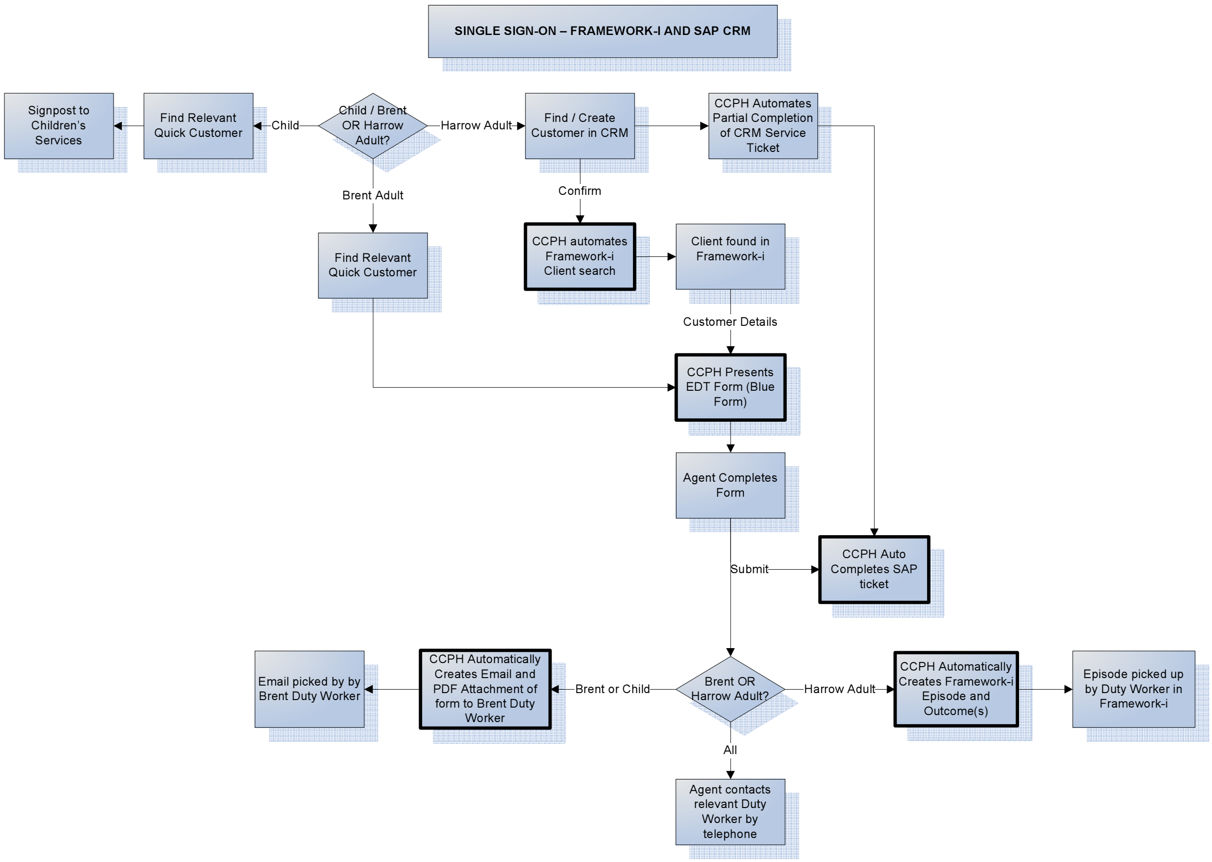
3.5. Key challenges and issues for EDT

- 24/7 access to Framework-I, CRM and CCPH. There is a need to consider downtimes and workaround processes.

3.6. Overview of System Architecture for EDT

An extract of non-sensitive customer details will be taken from Framework-i prior to implementation and loaded into CRM. This will increase the match rate of the CRM search and ensure that the EDT calls are dealt with as quickly as possible. These details will not be visible to the agents unless a customer requests a service post data load.

The system architecture for EDT is as follows:



3.7. Description of system architecture

There are three types of EDT client, each of which triggers a different process and handoff.

3.7.1. Children's EDT calls

Children's EDT calls will be logged as a quick customer on CRM and the caller will be signposted to the Children Services number as is currently the case.

3.7.2. Harrow Adults EDT calls

The agent will log onto CCPH and select EDT – Harrow from the workflow. The customer will be found/created in CRM. The customer, in this instance, will be the person whom the call is about. CCPH will automate a client search within Framework-i. Agents will continue to have read-only access to Framework-i. The client record will be brought up on Framework-i and an EDT webform will launch from within that record. This form will not replicate fields/information which is already held within Framework-i eg client name, address, name of social worker, time and date, but will have fields relating to 'new' information eg caller details, nature of problem etc Using a webform rather than inputting notes directly into Framework-I will ensure that agents ask the right questions and capture the information in a consistent and thorough manner.

Once complete, the agent will submit the form. CCPH will automatically create a Framework-i episode and outcome which will appear in the Framework-i inbox of the relevant Duty Worker/Duty Team. A form will be completed for every EDT call. CCPH will automate the closure of the CRM ticket and set it to the 4th tier category. No notes will be drawn into CRM due to the sensitive nature of the call. The category name should also reflect this sensitivity, as an 'EDT' category will be obvious that an emergency call has been made by that customer.

The Duty Worker will pick up the contact and add any further notes before sending this onto the client's Social Worker/CSO team within Adults Services. The Duty Worker has no remote access to Framework-i. The agent will therefore continue to telephone the contact through to the relevant Duty Worker. Remote access for the Duty teams is outside of the scope of CCAD, though details have been passed to the Mobile and Flex project.

3.7.3. Brent Adults EDT calls

The agent will log onto CCPH and select EDT – Brent from the workflow. Brent customers will be logged as a quick customer (out of Borough) on CRM. Once this has been confirmed by the agent, CCPH will launch a webform. This form will have all the fields needed including client name, address, name of social worker, caller details, nature of problem etc

Once complete, the agent will submit the form. CCPH will automatically create and send to a specified generic Brent inbox, an email which has a pre-populated subject including the client name and text. The webform will be a PDF attachment to this email.

3.8. System Downtime

When the systems are down for a short period out of hours, the team will manually record the details on a piece of paper and input them as soon as the system is back up. The telephone call to the Duty Worker will happen regardless, so the service to the client will not be affected.

3.9. Technology Requirements

The technology requirements are as follows:

1. Framework-i to be added to CCPH single sign-on. This will be access to Framework-i
2. 24/7 access to, and support for Framework-i, CRM and CCPH within Access Harrow

3.10. Webforms

The webforms required for this solution are internal and will not be available on the Harrow website. The Harrow webform should not replicate fields and information which can be found in Framework-i. The webforms are as follows:

Channel	Webform Name	Purpose	Integration/ Automation	Complexity of Form	Additional Comments
Telephone	Harrow EDT	To pass EDT details into Framework-i	CRM, CCPH, webform, Framework-i	Simple	Internal form. Should not include fields which are in Framework-i
Telephone	Brent EDT	To pass EDT details to a generic Brent EDT email address	CRM, CCPH, webform, Framework-i	Simple	Internal form. Should include fields for all information required

APPENDIX I – PLACE SHAPING (TECHNICAL SOLUTION OVERVIEW)

The following section provides an overview of the solution architecture framework that will be delivered as part of CCAD to enable the delivery of the CCAD vision. The full detail of how the agreed solution architecture will be exploited, the structure of transitioned processes and associated business rules etc. will be defined and agreed in detailed design workshops and 1:2:1 sessions as an initial phase of implementation.

1. PLANNING

Some Planning calls are already handled within Access Harrow and there is a Duty Planning Officer rota which handles the face-to-face contact. This CCAD project aims to extend and enhance the offering within the contact centre. The face-to-face contacts will remain a service offered by the back office and does not therefore fall within the scope of this Blueprint.

The Planning Service already uses Civica W2 EDRMS and workflow. This is integrated with its primary system M3.

1.1. Key Functionality of proposed solution

- The solution capitalises on the existing Civica W2 functionality for Planning
- Additional systems eg GIS for conservation areas will be introduced into Access Harrow to deepen service offering
- Once a customer has been found in CRM, CCPH will automate a search in Civica W2 based on the UPRN of the location address
- CCPH will automate a Civica W2 memo handoff to the service area where necessary
- Paylink XML will be the preferred payment mechanism for purchasing planning documents online
- On record creation, customers will receive an email with their M3 reference number so that they can make payments online
- A payment facility will also be offered on the Harrow website for additional payments
- Booking of planning surveyors will be electronic
- Webforms will be developed to replace unstructured customer emails
- Solicitors with regular enquiries will be encouraged to sign up for the Gandlake portal.

1.2. Associated Benefits

- Improved customer service offering in Access Harrow leading to fewer handoffs
- Elimination of double keying leading to reduced call handling times
- Extended self-service offering to customers including online payments
- Improved automation of this self-service offering

1.3. Key challenges and issues

- The M3 system used in Planning sits on Citrix
- The Planning Service uses unsupported old systems eg Ocella

- Planning has a good online offering so CCAD proposals will need to ensure everything is joined up
- The CCAD proposals eg for payments must accommodate the different functionality and processes for online applications and applications received hard copy
- There will be a need to attach documents to online webforms and ensure these are received into Civica W2

1.4. Overview of Key Planning Processes

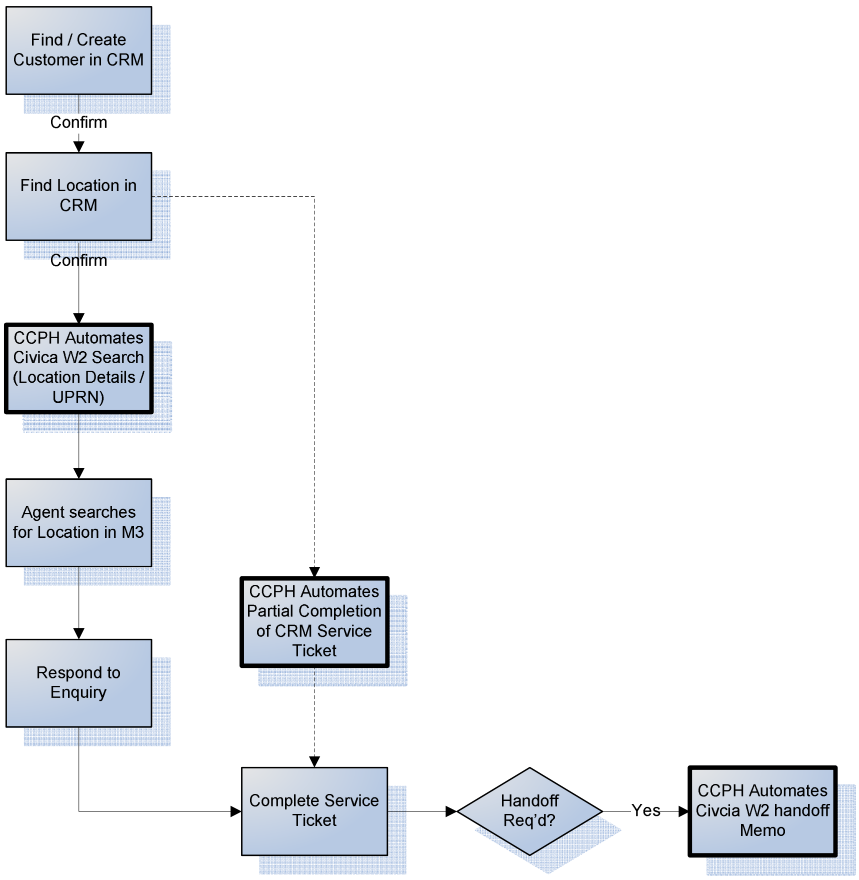
There are three key customer processes which inform the system architecture for planning and these are:

1. Enquiry about a specific application or application status
2. Submitting/receiving an application and payment online
3. Requesting a planning document online/on the telephone and paying for it online/on the telephone

These three processes are considered individually in the sections below.

1.4.1. Enquiry about a specific application or application status

1.4.1.1. Overview of system architecture



1.4.1.2. Description of system architecture

The agent will log onto CCPH and select the Planning workflow. The customer will be found/created in CRM and the location address (the address which the customer is calling about) will be entered and confirmed in CRM. There will be a field for the planning application number if the customer knows it. CCPH will automate a property search in Civica W2 based on the UPRN or the planning application reference number if entered. The agent will search for the property in M3.

The agent will interrogate the system, respond to the customer query, add brief notes about the call on CRM and then close the CRM service ticket selecting the most appropriate level 4 category.

If a handoff is required the agent will add brief notes about the call and instructions for the back office in CRM and complete the service ticket using the status of In Process BO. A Civica W2 memo will be triggered. The memo will be at the application level rather than the property level. The memo is automatically populated with the application details from CRM and the agent's instructions. The memo will be sent to a Planning worktray in Civica W2.

There should be relatively few handoffs to be the back office, as the Access Harrow agents will have good planning knowledge and will be able to consult each other.

1.4.1.3. Technology Requirements

- CRM to be configured to include automated hand-offs via Civica W2 memo for planning enquiries.
- A worktray to be created within Planning Civica W2 for Planning to receive these handoffs.

1.4.2. Submitting/receiving an application and payment online

1.4.2.1. Technology Requirements

This system architecture will build upon the existing use of the national Planning Portal for online application submissions and payments and the existing M3 and Civica W2 workflow functionality.

Online applications via Planning Portal

Customers can submit a planning application and plans online via the Planning Portal (signposted from the Harrow website). They can also make a payment from the Portal into the Harrow ICON system through Paylink xml. The Planning Portal is integrated with Harrow's M3 system and on submission of the application, a case is automatically created in M3 with customer details, location details etc and a corresponding case for the plans is created in Civica W2 in an overnight run. An M3 reference number is allocated to the application and this is the reference number in both systems. If payment has been made, this will be shown in the M3 fee section under the relevant application.

When the Civica W2 record has been created, an email will be sent to the customer thanking them for their submission and providing them with their M3 reference number. This reference number will allow them to make online payments.

The Planning Portal does not validate an application. Plans have to be manually indexed by Planning and the application and plans checked. The application may be made valid or invalid.

Once an application is validated on M3, the associated documents are pushed out onto the Harrow website and a letter is sent out to the customer from M3 giving a date when a decision can be expected (the SLA is 8 weeks).

If an application is invalid, a letter is sent out to the customer from M3 explaining the reasons and asking the customer to act. The application has a pending status on Civica W2. There is currently a Lean project being undertaken to address the number of invalid applications and subsequent customer calls. CCAD will work alongside the Lean project. In addition, the solution proposes a webform with an attachment facility so a customer can provide the documents to make their application valid.

Hard copy applications

Planning applications and plans received through the post are scanned in by the Central Scanning team. A case is automatically created in Civica W2 with a temporary reference number. There is no M3 record until the information is manually inputted by Planning and the record merged with that in Civica W2.

If deemed appropriate, the agent can trigger from W2 the email with the customer M3 reference number and payment link. The customer will need to have provided an email address and no payment.

The customer will receive a valid/invalid letter once their application has been checked.

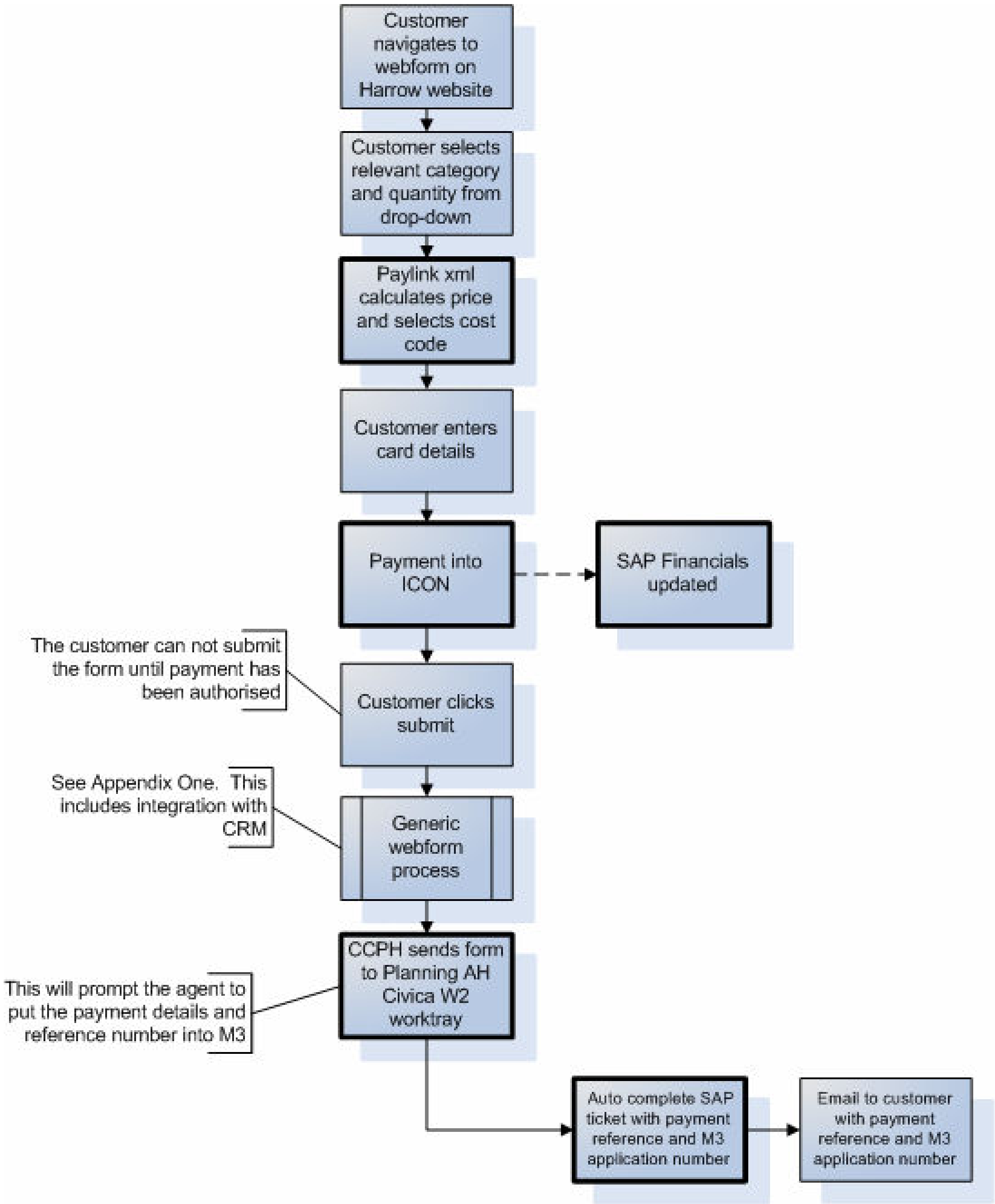
Online payments

Currently, the customer can pay for their application when they submit it via the Planning Portal. This Blueprint proposes a Harrow payment facility so that customers can:

1. Pay for an application retrospectively – if they submitted an application via the Planning Portal but did not pay at that time
2. Pay for an application online where they have posted their application
3. Pay an additional sum online

The customer will need to know their M3 planning application reference number – this will be a mandatory field. In all the scenarios above, the customer will have received an email with their M3 reference number. The payment process will replicate the existing Paylink xml functionality used for parking payments.

The flow is as follows:



1.4.3. Receive a planning application

The process will remain the same as it currently is and will use the existing functionality of M3 and Civica W2.

Each Planning and Building Control agent will continue to print and send out their own letters. Harrow Shared Services have confirmed that they are not resourced to send out approx 150-200 letters per day and that the process would be simpler kept within Access Harrow.

The booking of planning inspections and inspectors will be undertaken using the corporate booking system. If the corporate booking system is not available in time, an interim Groupwise solution will be implemented to replace the current paper process.

1.4.3.1. Technology Requirements

- Payment webform with Paylink xml
- Corporate booking system
- Civica W2 worktray for Planning in Access Harrow

1.4.4. Requesting a planning document online and paying for it online

1.4.4.1. Overview and description of system architecture

It is currently possible to view all notices on the Harrow website, although they are in 'web format' with a watermark across them. Consequently, solicitors and members of the public request originals. There is a £7.85 charge for this.

The most effective way of putting this service online is to encourage 'simple' requests ie where the customer knows the application number and which notice they would like. These fields will be mandatory and the application field will have validation. If the customer does not have all the information to hand, it is more time effective to ask them to call the contact centre so they can discuss their needs with an agent.

This functionality will combine the webform process outlined in Appendix D and the planning payment process above.

The agent will pick up the request from the worktray and process as appropriate ie from M3, Ocella etc

Requesting a planning document on the telephone and paying for it on the telephone

If the agent is competent on the subject of planning documents and is fairly certain that the document will be on M3/Civica W2 (if the document is post 2006), they can search for the document on M3/Civica W2, print it off and take payment over the telephone via Webstaff.

If the agent is unsure or the document is an old notice, the telephone process will follow the online process in that the request will be created and sent to a Civica W2 worktray and payment will be taken over the telephone via Webstaff. Access Harrow will resource the team in such a way that an agent will be freed up to deal with these requests. These may include looking up information on an old system eg Ocella or microfiche.

1.4.4.2. Technology Requirements

- Payment webform with Paylink xml
- Civica W2 worktray for Planning in Access Harrow

1.5. Webforms

The proposed webforms will follow the webform technology process as outlined in Appendix D.

The current online Planning service is already quite developed and therefore there are relatively few opportunities for webforms. Online planning applications are submitted via the Planning Portal. Objections to a planning application can already be logged online by clicking on a specific planning application on the Harrow website and 'making a comment'.

However, there is a need to replace unstructured email requests for information or sending in of information to ensure integration with CRM and where possible Civica W2. The most popular email subjects will be received in a structured format via webforms on the Harrow website. These webforms will be received into a Civica W2 worktray in Access Harrow Planning. The proposed webforms can be found in the table below.

Channel	Webform Name	Purpose	Integration/ automation	Complexity of Form	Additional Comments
Web	Invalid applications	Customers can submit online additional information required to render their invalid application valid	Web, CRM, CCPH, Civica W2	Simple	This will need to include a validated reference number, so the information can be integrated with Civica W2 workflow.
Web and Telephone	Request for planning documents	A solicitor or member of the public may request a document eg decision notice	Web, CRM, CCPH, Civica W2, Payment	Simple	Documents are already available on the web, but they are watermarked. Solicitors request originals. Customers will be able to pay for the documents online. The application number field and document type field will be mandatory.
Web	Payment webform	The customer wishes to make a planning payment online	Web, CRM, CCPH, Payment	Complex	This will replicate the functionality currently used for the

Channel	Webform Name	Purpose	Integration/ automation	Complexity of Form	Additional Comments
					parking fine webform.

1.6. Gandlake Solution Extension

The Planning service regularly receives calls from Solicitors requesting documents. Solicitors will be encouraged to register as an organisation for a My Harrow Account.

Gandlake are already providing the council with the capability to pre-populate webforms using the information supplied during Gandlake registration. Once a solicitor has logged into the Harrow website using their registration details, they can complete webforms wherever on the website which will pre-populate.

2. BUILDING CONTROL

Some Building Control calls are already handled within Access Harrow and a Building Control Professional is called if there is a request for face-to-face contact. This CCAD project aims to extend and enhance the offering within the contact centre. The face-to-face contacts will remain a service offered by the back office.

Building Control already uses Civica W2 EDRMS and workflow. This is integrated with its primary application management system M3.

2.1. Key Functionality of proposed solution

- The solution capitalises on the existing Civica W2 functionality for Building Control
- Additional systems eg GIS for conservation areas will be introduced into Access Harrow to deepen service offering
- Once a customer has been found in CRM, CCPH will automate a search in Civica W2 based on the UPRN
- CCPH will automate a Civica W2 memo handoff to the service area where necessary
- Paylink XML will be the preferred payment mechanism for paying for Building Control service online
- Online applications will continue to be submitted through the national Submit-a-Plan Portal
- On record creation, customers will receive an email with their M3 reference number so that they can make payments online
- A payment facility will also be offered on the Harrow website for applications made online and for additional payments
- Webforms will be developed to replace unstructured customer emails
- Solicitors will be encouraged to sign up for a Gandlake portal.

2.2. Associated Benefits

- Improved customer service offering in Access Harrow leading to fewer handoffs

- Elimination of double keying leading to reduced call handling times
- Extended self-service offering to customers including online payments
- Improved automation of this self-service offering

2.3. Key challenges and issues

- There is ambiguity over whether Building Control can charge the public for documents after an Information Commissioners Office (ICO) decision under the Environmental Information Regulations. A Harrow management decision is pending.
- Integrating with the national portal – Submit-a-Plan - for online payments and integration with M3 – as with the Planning Portal

2.4. Overview of Key Processes

There are three key processes which inform the system architecture for Building Control and these are:

1. Enquiry about a specific application or application status
2. Submitting/receiving an application online and payment online
3. Requesting a building control document online and paying for it online

These three processes are considered individually in the sections below.

2.4.1. Enquiry about a specific application or application status

This mirrors the Planning process for 'enquiry about a specific application or application status'.

The only differences will be the level 4 category (it will be a Building Control category), SAP CRM will have a building control application number field and the memo handoff will go into a Building Control Access Harrow worktray in Civica W2.

2.4.2. Submitting/receiving an application and payment online

2.4.2.1. Overview and description of system architecture

This system architecture will build upon the existing use of the national Submit-a-Plan Portal for online application submissions and payments and the existing M3 and Civica W2 workflow functionality.

Online applications via Submit-a-Plan

Customers will continue to be able to submit applications via the Submit-a-Plan portal. At present, there is no integration with the M3 system and customers cannot pay online.

Going forward, Submit-a-Plan will be integrated with M3 so that once an application is submitted, an application record is created in M3 and an M3 reference number generated. A corresponding Civica W2 record with the same M3 reference number will be automatically created in an overnight run. The plans will be stored here.

Once the Civica record has been created, an email will be sent to the customer thanking them for their submission, providing them with their reference number and providing them with a link to the Harrow payment webform. This will then allow the customer to make a payment online.

This mirrors the Planning Portal-M3-Civica W2 process.

Hard copy applications

Building Control applications and plans received through the post will continue to be scanned in by the Central Scanning team. A case is automatically created in Civica W2 with a temporary reference number. There is no M3 record until the information is manually inputted by Building Control.

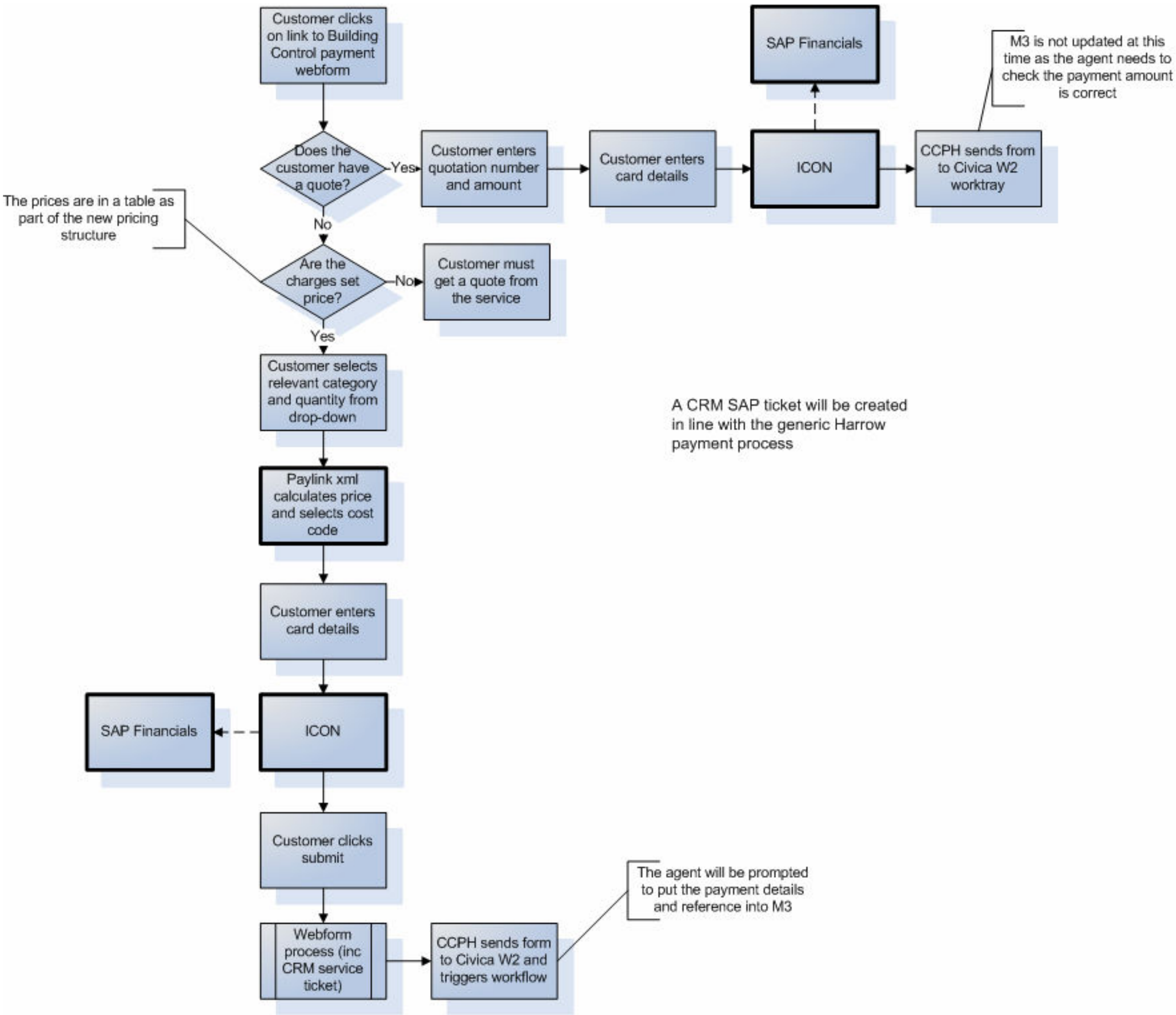
If deemed appropriate, the agent can trigger from W2 the email with the customer M3 reference number and payment link. The customer will need to have provided an email address and no payment.

The customer will receive a valid/invalid letter once their application has been checked.

Online Payments

Unlike Planning, Building Control charges may vary and sometimes have to be calculated by the Building Control service. In addition, a handful of customers gain a quote from the service before they make their application on Submit-a-Plan. These considerations have influenced the payment flow for Building Control.

Once the customer has received their email with M3 reference number and clicked on the link to the Harrow payment page. The flow is as follows:



2.4.3. Receive a planning application

The process will remain the same as it currently is and will use the existing functionality of M3 and Civica W2. Each Planning and Building Control agent will continue to print and send out their own letters. Harrow Shared Services have confirmed that they are not resourced to send out approx 150-200 letters per day and that the process would be simpler kept within Access Harrow.

The booking of building control inspections and inspectors will be undertaken using the corporate booking system. If the corporate booking system is not available in time, an interim Groupwise solution will be implemented to replace the current paper process.

2.4.3.1. Technology Requirements

- Payment webform with Paylink xml
- Corporate booking system
- Civica W2 worktray for Planning in Access Harrow

2.4.4. Searching for a building control document online and paying for it online

2.4.4.1. Overview and description of system architecture

Currently, a Building Control 'history' is available on the Harrow website for each application. However, the actual certificates are not available online.

The most effective way of putting this service online is to encourage 'simple' requests ie where the customer knows the application number and which certificate they would like. These fields will be mandatory and the application reference field will have validation. If the customer does not have all the information to hand, it is more time effective to ask them to call the contact centre so they can discuss their needs with an agent.

As with the Planning process, this functionality will combine the webform process outlined in Appendix D and the planning payment process (if applicable) above.

Requesting a building control document on the telephone and paying for it on the telephone

If the agent is competent on the subject of building control documents and is fairly certain that the document will be on M3/Civica W2 (if the document is post 2006), they can search for the document on M3/Civica W2, print it off and take payment over the telephone via Webstaff (if applicable).

If the agent is unsure or the document is an old notice, the telephone process will follow the same as the online process and payment will be taken over the telephone via Webstaff (if applicable). Access Harrow will resource the team in such a way that an agent will be freed up to deal with these requests. These may include looking up information on an old system eg Ocella or microfiche.

There is currently ambiguity around whether Building Control can charge for these documents. The Information Commissioners Office (ICO) has recently determined local authorities should make Building Regulations data available to 'view' if requested and that they should not charge for this service. A decision on the way forward by Building Control Managers is pending as to whether and how they should charge for Building Control documents.

2.5. Webforms

The webforms will follow the webform process outlined in Appendix D.

Building control will have the following webforms:

Channel	Name of Webform	Purpose	Integration/ automation	Complexity of Form	Additional Comments
Web	Submission of additional documents	The customer will be able to submit additional documents where required	Web, CRM, CCPH, Civica W2	Complex	The application number is a mandatory field.

Channel	Name of Webform	Purpose	Integration/ automation	Complexity of Form	Additional Comments
Web	Status updates	The customer can ask for an update on where there application is at	Web, CRM, CCPH, Civica W2	Simple	The application number is a mandatory field. The customer will receive a response via email.
Web/ Telephone	Request for Building Control documents	A solicitor or member of the public may request a Building Control document eg a completion certificate.	Web, CRM, CCPH, Civica W2	Simple	The application number field and document type field will be mandatory.
Web	Payment webform	The customer wishes to make a building control payment online	Web, CRM, CCPH, Payment	Complex	This will replicate the functionality currently used for the parking fine webform.

2.6. Gandlake Solution Extension

Any customer wishing to make a Building Control application on the Harrow website will need to first register for a My Harrow Account. This authentication process will prevent the customer from having to provide an electronic signature with their application. A customer may be an organisation or a member of the public.

The Building Control service regularly receives calls from Solicitors requesting documents. Solicitors will be encouraged to register as an organisation for a My Harrow Account.

Gandlake are already providing the council with the capability to pre-populate webforms using the information supplied during Gandlake registration. Once a solicitor has logged into the Harrow website using their registration details, they can complete webforms wherever on the website which will pre-populate.

APPENDIX J - CORPORATE BOOKING SYSTEM (General Forms)

The following web forms will be required to manage customer bookings across the council, but will initially be used for Registrar's services.

Channel	Webform Name	Purpose	Integrations/ automations	Complexity of Form	Additional information
Telephone/Internet/Face to face	View booking form	Viewing a booking for a given service	CCPH, SAP CRM, Paylink XML or Webstaff, Achieve bookings, Civica W2	Simple	
Telephone/Internet/Face to face	Amend booking request form	Amending a booking for a given service	CCPH, SAP CRM, Paylink XML or Webstaff, Achieve bookings, Civica W2	Simple	
Telephone/Internet/Face to face	Cancel booking request form	Cancelling a booking for a given service	CCPH, SAP CRM, Paylink XML or Webstaff, Achieve bookings, Civica W2	Simple	

The process flow of the forms is in line with the generic processes defined at the start of this document. It is important to note that at the time of writing this document a final decision had not been made on a corporate booking system.

APPENDIX K - Extended Scope Explorations

In addition to the service specific elements in scope for CCAD, the Blueprint development team has also explored the solution, delivery and benefits associated with a number of enabler options:

Booking System Integration

Objective

To investigate the implications of fully exploiting a corporate appointment bookings solution to support Access Harrow services. A corporate solution will need to be identified that meets cross departmental requirements as a pre-requisite to progressing this requirement.

Response

The Achieveforms solution selected to support the Arts Centre has been marketed and selected based on a wider set of capabilities that represent a corporate solution. The CCAD project team will work with the Council and Achieveforms to ensure these capabilities are available and deployed in Access Harrow.

CCAD processes have been mapped to ensure that opportunities for exploitation of a corporate booking solution are identified however the ability to deploy this as part of the CCAD implementation phase will be predicated on Achieveforms being able to deliver against the expected set of requirements within a suitable timescale.

Housing Benefit eForm Integration

Objective

To investigate the potential and associated value of Benefits application e-forms and integration with LoB systems, reviewing the Birmingham solution as an example.

Response

The form developed by Service Birmingham presents more of an opportunity for the Back Office in its' delivered form. It is also used as tool by agents however involves more time being spent with the customer. It is felt that the solution would not deliver significant benefits to Access Harrow at this stage and it is not recommended that significant investment be applied to developing new functionality in this area given the muted move to the Universal Credit system which would remove the responsibility of managing benefits applications from the local authority. There is, however, a need to develop an on-line solution in support of video conferencing customer contact options should these be pursued. It is recommended that this functionality be delivered using existing Achieveforms technology to minimise cost whilst the concept is being proved.

Feedback from Service Birmingham is as follows:

- E-Benefits is a Northgate module (off the shelf). It is separate product to Northgate's RBIS system, and so the transfer of data is not as seamless and easy as one might imagine.
- E-Benefits is not on-line (i.e. no public web access) at this stage. It is a web type form that the advisors in the One Stop Shop (OSS) and Contact Centre use. The Contact Centre use scheduled call backs to complete the as it can take up to 40 minutes to complete.

- It guides the advisor through the form, and shortens the interview by taking out the unnecessary questions based on the answers given.
- It is used for Change of Circumstances for C Tax and Housing Benefits and also for New Claims
- The data is captured through a series of linked questions. The data is then transferred automatically to RBIS, and at the same time an electronic document is created that goes straight into their EDRMS workflow to create the work flow. They currently use Vectus (not a Northgate product) and getting this to work was the biggest headache of the project. BCC are moving to Documentum as their corporate EDRMS solution and so will be migrating this to that solution in the near future.
- In terms of how the need for a signature is dealt with, in the OSS they print out the evidence form and get the claimant to sign it and scan it back in. In the Contact Centre they record all calls and have accepted a time stamped call as evidence.
- The project is now looking at moving to the on-line version however Customers are not able to complete the form on their own, so they will produce part completed forms that require a follow up call or visit to the OSS

Note: Consideration is also being given to merging the delivery of services with Croydon, recognising the size of their operation in comparison to Harrow

Replacement Queuing System

Objective

To investigate the implications of integrating the OSS queue management with Access Harrow systems e.g. connect the CRM system to the queuing system, linking the two systems in a way similar to CTI on the telephony system. The customer would register with Reception who would take a few details and then the advisor's CRM system would be populated as the ticket is called. The selection of solution between Q-Matic and Q-Nomy will drive the solution and integrations requirements

Response

Q-Flow, supplied by Q-Nomi, has been selected as the replacement queue management system for OSS. Asidua have been consulted to confirm their ability to integrate the solution with CCPH. The solution design and associated costs have been included in this Blueprint and it is recommended that this be delivered as part of the CCAD implementation phase. It is also recommended that this functionality form part of an early delivery of new AH functionality in advance of the new services being transitioned recognizing that this requirement forms a significant change to the Ah enabling infrastructure and as such is service independent.

The go live for the product is scheduled for the second week of December with CCPH integrations being scheduled to take place in the first quarter of 2011

Video Conferencing Integration

Objective

To explore full integrated solution architecture required to provide video links to Access Harrow from remote sites.

Response

The team has re-engaged with Tandberg who have recently been taken over by Cisco. A proof of concept design and associated costs have been included in this Blueprint. The solution has been based on:

- Delivering a proof of concept 'booth' for Revenues and Benefits customer
- Locating the 'booth' in one of the priority sites previously identified although ultimate selection will rely on the target site being on the Harrow network
- Developing an online version of the benefits new claims form. This will be developed by the local web team to minimise cost whilst the concept is being proven

APPENDIX L – COST MODEL DETAIL (Capita Costs)

ID	Work Str	CAP or Rev	Resource	Description	Cost Day Ra	Resource Type	Price Day Ra	Total Pri	Total Day
	Blueprint								
PCA1		CAP	AH Technology Blueprint		227,015	**Capita**	227,015	227,015	1
PCA2									
PCA3	**Implementation Programme Team**								
PCA5		CAP	Programme Management	Ed Temple / Ghai	Rate card (Prog Mana	**Capita**	1,064	57,456	54
PCA6		CAP	Project Manager	Maggie Keating	Rate card (Consultant)	**Capita**	793	141,154	178
PCA7		CAP	PMO	Nick Alexander	Rate Card	**Capita**	500	12,000	24
PCA8		CAP	Technical Architect	Andy Lovell	Rate Card	**Capita**	692	13,840	20
PCA9		CAP	Solution Architect	Neil Simpson	Rate Card	**Capita**	887	16,853	19
PCA10		CAP	Release Manager	tbc	Rate card (BA)	**Capita**	773	30,147	39
PCA11		CAP	Civica BA	tbc	Rate card (BA)	**Capita**	773	30,920	40
PCA12		CAP	Business Analyst	Daisy Gibbs	Rate card (BA)	**Capita**	773	122,675	159
PCA13		CAP	Business Analyst	Lola Olaleye	Rate card (BA)	**Capita**	773	127,313	165
PCA14		CAP	Business Analyst	tbc	Rate card (BA)	**Capita**	773	84,875	110
PCA15		Revenue	Change Manager	tbc	Rate card (Consultant)	**Capita**	793	95,001	120
PCA16		CAP	Test Manager	tbc	Rate card (BA)	**Capita**	773	30,920	40
PCA17		CAP	Test Analyst 1	tbc	Rate card (BA)	**Capita**	773	61,763	80
PCA18		CAP	UAT Manager	tbc	Rate card (BA)	**Capita**	773	40,969	53
PCA19		Revenue	Training	tbc	L&D	**Capita**	596	104,896	176
PCA20									
PCA23									
PCA24	**Adults - Reablement**								
PCA25		CAP	Web forms x9 - 3 internal	Asidua	20,555	**Third Party**	23,148	23,148	1
PCA26		CAP	Portal (Widget to link to Shop4support.com)	Gandlake	5,000	**Third Party**	5,631	5,631	1
PCA27		CAP	CCPH Implementation (Frameworki deep integratic	Asidua	50,400	**Third Party**	56,757	56,757	1
PCA28		CAP	Enable external webforms through portal	Gandlake	3,000	**Third Party**	3,378	3,378	1
PCA29									
PCA30	**Adults - EDT and Helpline**								
PCA31		CAP	Set up and migration of JontekSystem	Jontek	9,439	**Third Party**	10,629	10,629	1
PCA32		CAP	Integration of Jontek system with Telephony	Jontek / Cisco	5,000	**Third Party**	5,631	5,631	1
PCA32		CAP	ITS Support budget	Capita ITS	5,000	**Capita**	5,000	5,000	1
PCA33		CAP	Web forms x 4 - 3 internal	Asidua	7,475	**Third Party**	8,418	8,418	1
PCA34		CAP	Enable external webforms through portal	Gandlake	500	**Third Party**	563	563	1
PCA35									
PCA36	**Community and Environment**								
PCA37		CAP	Web forms x 10	Asidua	18,686	**Third Party**	21,043	21,043	1
PCA38		CAP	Civica Integrations (Automated searches and hand	Asidua	8,820	**Third Party**	9,932	9,932	1
PCA39		CAP	Enable external webforms through portal	Gandlake	4,000	**Third Party**	4,505	4,505	1
PCA40									
PCA41	**Corp Finance (Shared Services)**								
PCA42		CAP	CCPH Implementation (hosting in CCPH, SSO & search in SAP Financials)	Asidua	17,808	**Third Party**	20,054	20,054	1
PCA43		CAP	Civica Integrations (Automated searches and hand	Asidua	8,820	**Third Party**	9,932	9,932	1
PCA44									
PCA45	**Place Shaping (Planning & Building Control)**								
PCA46		CAP	Web forms x 7	Asidua	18,686	**Third Party**	21,043	21,043	1
PCA47		CAP	Application in my area alert	Gandlake	2,000	**Third Party**	2,252	2,252	1
PCA48		CAP	M3 Submit Application Connector	MVM	5,499	**Third Party**	6,193	6,193	1
PCA49		CAP	CCPH Implementation (M3 integration costs)	Asidua	30,240	**Third Party**	34,054	34,054	1
PCA50		CAP	Harrow Hub Maps	Asidua	3,360	**Third Party**	3,784	3,784	1
PCA51		CAP	Civica Integrations (Automated searches and hand	Asidua	8,820	**Third Party**	9,932	9,932	1
PCA52		CAP	Enable external webforms through portal	Gandlake	3,500	**Third Party**	3,941	3,941	1
PCA53									
PCA54	**Legal & Governance**								
PCA55		CAP	Web forms x9	Asidua	20,555	**Third Party**	23,148	23,148	1
PCA56		CAP	Portal	Gandlake	5,000	**Third Party**	5,631	5,631	1
PCA57		CAP	Civica Integrations (Automated searches and hand	Asidua	8,820	**Third Party**	9,932	9,932	1
PCA58		CAP	Enable external webforms through portal	Gandlake	4,500	**Third Party**	5,068	5,068	1
PCA59									1
PCA60	**CCPH Expansion**								
PCA61		CAP	Additional VMware Server set-up (Year 1)	Capita ITS	10,212	**Capita**	10,212	10,212	1
PCA62		CAP	Additional VMware Server set-up (Year 2)	Capita ITS	4,278	**Capita**	4,278	4,278	1
PCA63									
PCA64	**Infrastructure Changes**								
PCA65		CAP	ITS implementation (Desk top moves)	Capita ITS	350	**Capita**	350	22,050	63
PCA66		CAP	ITS implementation (General)	Capita ITS	8,000	**Capita**	8,000	8,000	1
PCA67									
PCA68	**SAP Changes**								
PCA69		CAP	SAP CRM New PIDS added (Pre-prod & prod)	SAP Support	3,352	**Third Party**	3,775	3,775	1
PCA70		CAP	SAP BW 'Values' added to capture CCAD PIDS	SAP Support	6,704	**Third Party**	7,550	7,550	1
PCA71									
PCA72	**AH Enablers**								
PCA73		CAP	Generic Webform Enablers e.g. New subform for achieve bookings, update payment subform etc.	Asidua	18,480	**Third Party**	20,811	20,811	1
PCA74		CAP	Life Event Webform Enablers	Asidua	11,212	**Third Party**	12,626	12,626	1
PCA75		CAP	Circles of Need (w/f reset) & Webform Error Handli	Asidua	26,880	**Third Party**	30,270	30,270	1
PCA76									
PCA77	**Appointment Bookings & Scheduling**								
PCA78		CAP	Firmstep upgrade & enhancements	Firmstep	5,000	**Third Party**	5,631	5,631	1
PCA79		CAP	Generic Webforms x 3 (view, amend and cancel b	Asidua	5,606	**Third Party**	6,313	6,313	1
PCA80		CAP	System Integrations (CCPH)	Asidua	16,800	**Third Party**	18,919	18,919	1
PCA81		CAP	Enable external webforms through portal	Gandlake	1,500	**Third Party**	1,689	1,689	1
PCA82									
PCA83	**Additional Solutions**								
PCA84		CAP	Q-Flow (CCPH Integrations)	Asidua	6,240	**Third Party**	7,027	7,027	1
PCA85		CAP	Tandberg teletalk (proof of concept)	Tandberg	17,507	**Third Party**	19,715	59,146	3
PCA86		CAP	Workforce Management Tool	T.B.A.	50,000	**Third Party**	56,306	56,306	1
PCA87		CAP	Mobility Assessment (Single Assessment Form)	Asidua	3,737	**Third Party**	4,208	4,208	1
PCA88		CAP	Enable external webforms through portal	Gandlake	500	**Third Party**	563	563	1
PCA89									
PCA90									
PCA91									
								1,786,770	1,384

APPENDIX M – COST MODEL DETAIL (Council Costs)

ID	Work Stream	Resource	Cost Day Rate	Expenses per day	Total Cost Day Rate	Grand Total Cost	Total Days
	Project Team						
PC01		Programme Manager	630		630	27,443	44
PC02		BTP Project Support	300		300	21,000	70
PC03		BTP HR support	300		300	24,202	81
PC04		Change Champion 1 - Adults	245		245	19,765	81
PC05		Change Champion 2 - C&E	245		245	19,765	81
PC06		Change Champion 3 - Shared Services	245		245	19,765	81
PC07		Change Champion 4 - Planning	245		245	19,765	81
PC08		Change Champion 5 - Registrars	245		245	19,765	81
PC09					0	0	0
PC010	**Adults Reablement**				0	0	0
PC011		Framework-I Configuration	650		650	3,250	5
PC012							
PC013	**Process Design**				0	0	0
PC014		PwC Design project	220,000		220,000	220,000	1
PC015					0	0	0
PC016	**Facilities**				0	0	0
PC017		AH Environment Expansion	350,000		350,000	350,000	1
PC018					0	0	0
PC019	**Access Harrow Set-up**				0	0	0
PC020		Teleconferencing Council Infrastructure	3,000		3,000	9,000	3
PC021		CRM / CISCO Licences (£980 each)	980		980	116,620	63
PC022		Adiditional headsets (£170 each)	170		170	20,230	63
PC023					0	0	0
PC024	**Access Harrow Transition**				0	0	0
PC025		Access Harrow Transition Manager	500		500	64,050	128
PC026		One off costs to manage transition e.g. temps / licenses	2,000		2,000	20,000	10
PC027					0	0	0
PC028	**Redundancy**				0	0	0
PC029		Cost of redundancy	179,355		179,355	0	0
PC030					0	0	0
PC031					0	0	0
					0	0	0
						974,621	872

APPENDIX N – COST MODEL DETAIL (On going costs)

Assumptions

- For the purposes of these models a unit represents an item e.g. licence or handset &/or person
- On going costs are calculated over a 10 year period
- License volumes reflect the number of users multiplied by 10
- The server support figure is multiplied by a factor higher than 10 as the cost of server support increases after year one. The annual maintenance figure used has been averaged out over the 10 year period.

Capita

ID	Work Stream	Resource	Name	Total Cost (per unit)	Resource Type	Total Cost (per unit)	Total Cost (over 10 years)	Total Units (over 10 years)
OCA1								
OCA2	System Support	Server Support	ITS	6,762	**Capita**	6,762	106,119	15.6934
OCA3	System Support	CCPH Support	Asidua	31,200	**Third Party**	35,135	351,351	10
OCA4	System Support	CCPH Licenses	Asidua	200	**Third Party**	225	126,126	560
OCA5	System Support	Gandlake solution support	Gandlake	8,305	**Third Party**	9,353	93,528	10
OCA6	System Support	Workforce Management (assumed at 20% of solution cost)	T.B.A.	10,000	**Third Party**	11,261	112,613	10
OCA7	System Support	Video Conferencing (3 units)	First Connections	3,501	**Third Party**	3,943	118,291	30
OCA8								
OCA9								
OCA10								
OCA11								
OCA12								
OCA13								
					TOTAL		908,027	635.6934

Council

ID	Work Stream	Resource	Total Cost (per unit)	Total Cost (per unit)	Total Cost (over 10 years)	Total Units (over 10 years)
OCO1	Telephony	Handset p.a. (CRM/CISCO Licenses)	**186.6**	186.60	117,558	630
OCO2	Telephony	24/7 Maintenance Per Head	**217.7**	217.67	137,129	630
OCO3				0.00	0.00	0
OCO4				0.00	0.00	0
				0.00	0.00	0
				0.00	0.00	0
					254,687.06	1260

APPENDIX O – GLOSSARY OF TERMS

Term	Description
ACRID	Assumptions, Constraints, Risks, Issues and Dependencies
AH	Access Harrow
BDfR	Better Deal for Residents
BPR	Business Process Reengineering
BTP	Business Transformation Partnership
Business Partner	SAP terminology for Individuals/Organisations involved in a SAP business transaction (e.g. customers).
BW	solution.
CAP/CAR	Corporate Accounts Payable / Corporate Accounts Receivable
CC	Contact Centre
CCAD	Customer Contact, Assess and Decide
CCER	Cross-Council Efficiency Review
CCPH	support integrations and automations within AH
Civica W2	Corporate EDRMS and workflow system
CMW	Corporate Minor Works
CRM	Customer Relationship Management
CSB	Corporate Strategic Board
CSO	Clerical Support Officer
Customer	A generic term encompassing service users e.g. citizens, businesses, and employees
DMT	Directorate Management Team
EDRMS	Electronic Document Management and Records System
EDT	Emergency Duty Team
F2F	Face to face
FTE	Full Time Employee
HART	Housing Adaptations and Repairs Team
ICT	Information, Communications and Technology
ITS	Capita Information Technology Services
LBH	London Borough of Harrow
LGCS	Local Government Classification Scheme
LLPG	Local Land and Property Gazetteer
LOB	Line Of Business application – e.g. Framework-i
MI	Management Information
NLPG	National Land and Property Gazetteer
OBC	Outline Business Case
OLA	Operational Level Agreement
OSS	One Stop Shop
NCS	Nationality Checking Service
PID	Project Initiation Document
PwC	Price Waterhouse Coopers
QA	Quality Assurance
SAP CRM	recording and processing of all Customer Interactions.
SBC	Strategic Business Case
Service Areas	LBH back office departments
Service Ticket	Interaction.
SIT	System/Integration Testing
SLA	Service Level Agreement
TSO	Technical Support Officer
UAT	User Acceptance Testing
UPRN	Unique Property Reference Number
XML	Extensible Markup Language