FEASIBILITY REVIEW OF ONLINE SERVICES FOR NEW RESIDENTS

SPONSOR: CAPITAL AMBITION

FINAL REPORT

JULY 09

Final Report

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1. EXECUTIVE SUMMARY

Agilisys Consultancy were asked to support a feasibilty study of how Local Authorities could provide an online registration service for new residents. The objective was to research and evaluate the different approaches and options for online service provision that are currently available and being taken up, with the purpose to assess whether there would be any merit in developing a joint programme for more than one local authority . The study was sponsored by Capital Ambition and undertaken over 12 weeks in Partnership with three London Borough Councils - Hammersmith & Fulham, Bexley and Wandsworth.

The scope of the project included reviewing 7 services across the three councils i.e. Council tax registration, Electoral services, Waste & Recycling information provision, Parking permits, Waste & Recycling permit, Library membership and Leisure membership. The seven services were chosen in order to limit the scope of the study to a group of core services used by new residents. The intention was that once a solution for these core services is established, other relevant services for new residents, such as health and transport, could be added.

We discovered that the current provision for services in scope varied between the three Councils – mainly in terms of number of hand-offs, front-office/ back-office setup and policies (*see section 8.1*). Each Council is currently taking a different approach to online registration and is at a different stage of the journey towards full (i.e., self-service) online service. The approach appears to be disjointed wherein the solutions offered for different services are inconsistent. The online provision across the three councils involves downloadable pdf forms, and in some cases eforms. Both these provisions are asynchronous options and have limited value to customers and the organisation, as there is an ongoing requirement for staff intervention to key-in the data into back-office systems to process the registration. This adds additional hand-offs, creates customer record data inconsistencies across different back-office systems and increases registration turnaround time. It also means that the customer has to contact each service team individually to process new registration wherein multiple customer records are created by the processing teams.

On the contrary, based on our research and experience, there is strong evidence to suggest that full online service provision (self service registration) could accelerate service Transformation , as it will allow the organisation to bye-pass the hand-offs and delays built into the existing offline process. This will eventually enable a smoother transition from the "as-is" to the desired "to-be" organisation. In order to obtain maximum value (financial and non-financial) from their investment, local authorities should be looking to move towards self-service online provision.

We also researched and visited other London Councils deemed to have an effective online service provision (*see section 8.3*). Further to our review with Westminster, Redbridge & Southwark, we found no examples of a fully synchronous solution (i.e., an end-to-end solution that's integrated from the online portal to back office systems, enabling self service for new registrations without any staff intervention). Councils are taking different approaches in their move towards automation. Additionally, we also reviewed the back office systems used by councils and spoke to the respective vendors to understand system capabilities and constraints in relation to an online portal.

Not only are there differences in whats offered online between Councils, even within each Council, there are multiple types of online solutions for various services. We also identified key issues such as data inconsistencies across different back office systems, absence of common client record index and minimal sharing of of data between services – some key dependencies for an effective online self-service solution. Given this understanding, our objective was to produce options that are flexible (to include more services in future), channel neutral (usable across multiple channels) and adaptable (generic modules which can be created as shared development by multiple clients). Therefore, we concluded that there are five technology approaches our clients could take in their move towards online registration (*see section 4.3)*:

    1(a) Off-the-shelf Eforms package (without any integration with back-office systems)
    2(a) Off-the-shelf Eforms package (asynchronous integration with back-office systems)
    2(b) Customised online portal (asynchronous integration with back-office systems)
    3(a) Vendor product extensions for self-service (based on existing back-office systems)
    3(b) Customised self-service Portal (synchronous integration with back-office systems)

Our business case evaluation of these options was conducted based on the new registration volumes for each of the three client organisations. The total cost, savings and net result has been calculated for a range of scenarios – realistic, optimistic & pessimistic (*see section 5*). These scenarios take into the account the possible variations between the costs and savings that may occur due to specific risks & factors for each client. The analysis led us to a number of conclusions:

- o Council tax and Parking Permits are the key drivers for savings. Together, these two services account for almost 70% of savings for all councils (*see chart 20*)

- o The savings for all solution options are directly proportional to the volume of new registration transactions in the council. The implementation cost for each solution option does not vary much between Councils. Therefore, between the three clients, the highest positive net result is returned for Wandsworth (upto £1,100,000 over 5 years, ROI of 128%) while Bexley just breaks-even over this period (ROI of 6%).

- o The total cost of implementation (over 5 years) is relatively lower for asynchronous options (i.e., 1a, 2a, 2b - cost range: £75,000 - £700,000) as compared to the synchronous self service options (i.e., 3a, 3b - cost range: £700,000 - £1,200,000). These costs are based on standard assumptions applicable to the three councils. Actual costs may be higher or lower, depending on specific circumstances that prevail within each council (such as system modules that may already have been purchased, use of common property references, policies, types of back office systems used etc).

- o Equally, the overall financial savings (over 5 years) are limited for the asynchronous options (savings range: Zero to £400,000) when compared with the synchronous options (savings range: £550,000 to £1,800,000).

- o Financial benefits have been calculated based only on process savings that will accrue related to new registrations. Depending on the option selected, there will be additional benefits in accommodation, overheads and ancilliary savings.

- o For self service options (3a & 3b), there will be additional savings from offering Change of Circumstances, Account access and other services through the same online portal (see illustration 17). If these additional savings are taken into account, self-service options breakeven within 3 years for all three councils (*see charts 24-28*).

Equally, there will be additional costs in order to enable these functionalities. However, the net marginal return on that investment will be much higher.

- o For the integrated solutions (2a, 2b, 3a, 3b), a single customer data record will be created for all services. This would prevent data inconsistencies in back office systems that are propagated by the current processes. It will also allow Councils to consistently apply changes in customer records across all systems, in a single transaction and a timely manner.

- o There are certain constraints and dependencies that need to be considered for each option. These range from review of current policies (evidence requirements) to data sharing across IT systems and use of common property reference (*see section 4.2*).

- o We believe there is good potential to share development costs between Councils. In case of the three clients, the costs would be shared only for the service portal and user interface, due to the diversity of back office systems (*see section 3.3*). There would be additional cost savings if the back-office systems are common between councils and a shared development programme is commissioned by multiple councils. Data relating to IT systems within London Boroughs is included in section 8.5.

Therefore our recommendations for moving this agenda forward are to:

- rescope the current group of 7 services to include only those that return the highest relative benefit (financial and customer) in order to maximize the savings and reduce the overall implementation risk

- Revise the business case based on an increased scope of transactions for self-service, such as follow-up and ongoing account access for such services,

- Reassess the service take-up rate (i.e., the percentage of total new resident registrations that may take place through the online portal) assumptions for each council, for the purpose of the business case, based on actual customer profile in respective Boroughs.

For other Councils to benefit from this study, we recommend them to review their ongoing online access strategy in order to devise a consistent approach (across services) to deliver self-service online. Key drivers for a positive business case are high new registration volumes for this core group of services, common back office systems when compared with other councils and the customer profile in the borough.

2. PROJECT OVERVIEW

2.1. Scope of the Project

The project involved undertaking a feasibility study of developing a joint solution to providing an online registration service for new residents. The scope of the project included the following:

- What are London councils doing for online service provision?
- What are the benefits and constraints of investing in the solutions?
    - To the Customer
    - To the Organisation
- Is there a business case for developing a joint/ common solution to registering services for new residents?
- How common are the services? (7 in scope)*
- What are the volumes and how many residents could this impact?
- What are the benefits and/ or constraints to consider?
- What are the options and indicative costs of rolling out different proposals and are there any benefits to doing so?
- Recommendations on how this agenda can be moved forward.

*The seven named services in scope are:

1. Council Tax and direct debit registration
2. Provision of Information on bin collection and recycling methods
3. Permit registration for the new residents local recycling service
4. Electoral registration
5. Registering for a parking permit
6. Registering for a Library membership and
7. Registering for a Leisure membership

2.2.   Sponsors

The Project is sponsored by Capital Ambition. The Project Board comprised the following:

Sponsor: Will Tuckley, London Borough of Bexley Chief Executive

Project Manager: Steve Pennant (Capital Ambition)

Project Board Members:

Frank McGeady   – London Borough of Wandsworth

John Collins   – London Borough of Hammersmith & Fulham

Graham Ward   – London Borough of Bexley

2.3.   Project drivers

There is much evidence to show that new residents account for a significant amount of annual demand for Council Services. A quick survey by the Board's Partners established that the annual turnover of residents in their Boroughs can range between 10-30% of households. With multiple council services that could be implicated by any new household, the relationship to demand is not difficult to establish.

The aspirations of the Board and the key project drivers are therefore to:

- improve customer satisfaction and convenience through the provision of a single online access route to multiple services
- reduce the number of multiple contacts that a new resident would make (avoidable contacts)
- increase resident participation in local amenities and democracy and
- reduce its members' costs in providing these services in the medium to long term through more automation, less human contact in the process and reduction of front office costs.

2.4.   Approach & deliverables

The final deliverable of this project is:

- Final Report summarising the business case, findings & next steps

As part of our approach, the following key activities were carried out by Agilisys:

- Over 20 interviews with Service managers in the three Councils and benchmarked organisations, mainly to...
    - o Understand the current service design, IT systems & volumetrics
    - o Understand the customer journey and constraints
- Reviewed research and resources on government websites to...
    - o Undertake IT systems benchmarking across clients & London Councils
    - o Investigate the current trends and issues related to customer access and new resident "moving in" process
- Analysed data/ insights, created solution options, assessed potential costs & savings and business impact, in order to...
    - o Develop a business case
    - o Create a high level transition and programme plan
    - o Outline the next steps and how to move forward with the solution(s)

3. CURRENT SERVICE PROVISION

3.1. New resident service volumes

The headline volumetrics data relating to the three client organisations is shown in the table that follows:

Indicator	H&F	Bexley	Wandsworth
Total Population[1]	172,500	222,100	281,800
Total Domestic Properties	83,008	94,622	132,079
New Council Tax Registrations p.a. [2]	19,030	20,000	41,490
Moving-in as a % of Total Properties	23%	21%	31%
Parking Permits issued p.a.[3]	27,972	8,560	47,837
Electoral Registrations (Rolling) p.a.[4]	11,358	9,000	8,315
Electoral Registrations (canvass) p.a.[5]	20,270	16,151	45,692
Library Membership p.a.[6]	14,373	15,638	20,802
Leisure Services Membership p.a.[7]	8,570	11,034	14,000
Waste & Recycling Enquiries p.a.[8]	435	3,994	750

Chart 1: Service Volumes for New Registrations

1 – Total population estimates based on 2007-mid-year National statistics estimates

2 – All figures are actual for year 2008-09 and include "moving in" and "moving within". H&F figure is adjusted for (excludes) 4,521 Landlord accounts. Wandsworth figure is adjusted for (excludes) 10,372 Landlord accounts – based on estimated 20% of total accounts.

3 – Figures include temporary and full Permits. H&F is an annual estimate based on actual 3-month data from Jan-Mar2009. Bexley & Wandsworth figures are actual for 2008-09.

4 – Figures are actual for new registrations for 9 months upto September 2008.

5 – Figures are actual based on stats returned to Electoral commission for Oct08-Dec08. These volumes have NOT been included in the service volumes for business case and are shown in the above table for information only.

6 – H&F and Bexley figures are actual for 2008-09 Wandsworth data not available and estimated based on H&F and Bexley data.

7 – Actual data available only for Wandsworth for 2008-09. Data for H&F & Bexley estimated based on WAndsworth data.

8 – H&F data is an annual estimate based on CRM for new resident enquiries. Bexley data includes Recycling Permits and new resident enquiries based on CRM. Wandsworth data is estimated new resident enquiries based on anecdotal evidence provided by the Service.

3.2. Current service design

The provision for in-scope services for new Residents varies across the three client organisations. The differences are mainly on account of the front office/ back office set-up, hand-offs and customer registration at first point of contact.

The chart below summarizes the service provision for the three Boroughs for the services in scope.
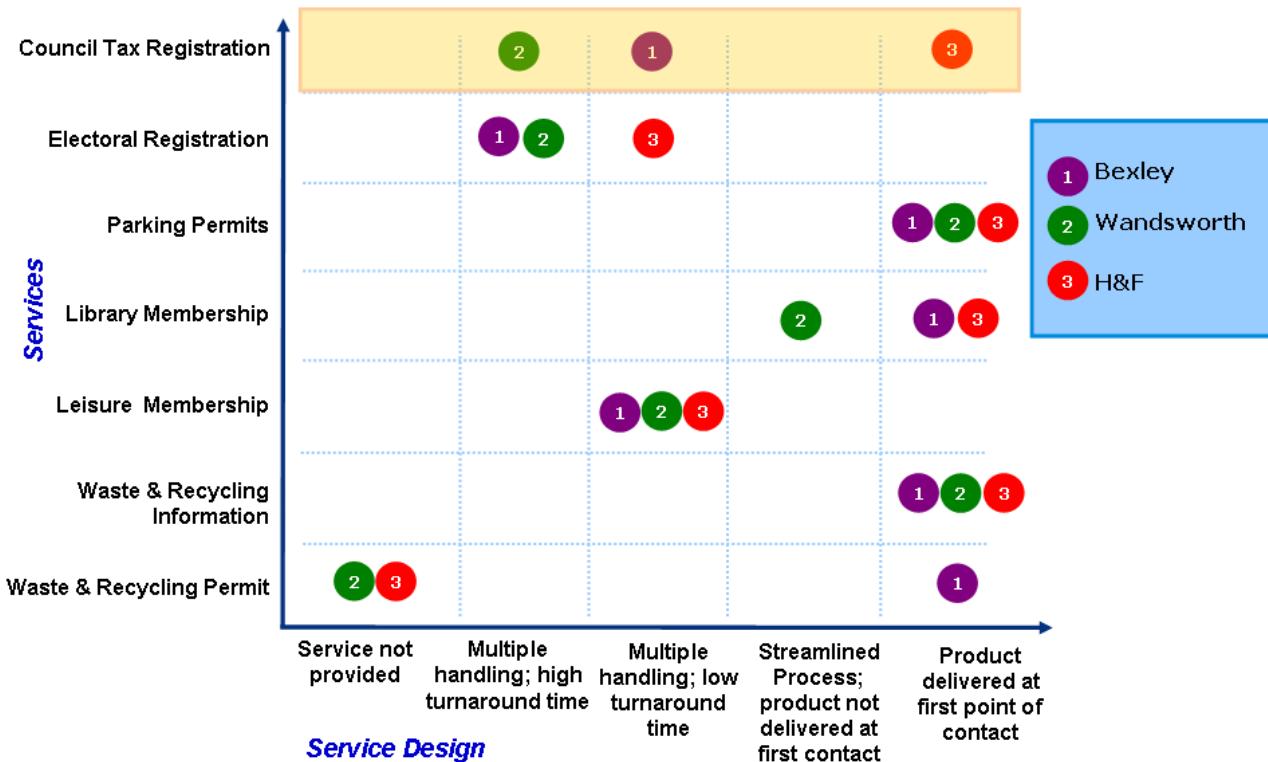
Illustration 2: Comparison of current service design

The turnaround time for Council tax registration varies from immediate to 10 days between the three Councils. This is a key service for new Residents, as evidence of Council tax account facilitates the registration for other services.

The Waste & Recycling permits are issued only by Bexley.

There is a lot of disparity in the service design, both within and between the the clients. This results in inconsistent processes and poor customer experience for new residents attempting to register for these services. The disparity also raises a challenge for an out-of-the-box generic online solution for registration – primarliy due to 17 different IT systems in use for these services in the three client organisations.

There is between 30%-100% overlap in the customer data requested by each of the 6 services everytime the new resident attempts to register. This not only means poor customer service but also propagates data inconsistencies between the IT records for that customer. This also has an impact on managing the future changes in circumstances for the customers.

We also found that multiple handling and interventions has resulted in increased turnaround times. The varied policies relating to address validation make that a manual process since there is little or no sharing of data across IT systems.

The detailed process diagrams and insights for services are included in the Appendices Section 8.1

3.3. Comparison of IT systems

The following matrix outlines the different IT systems used by client organisations for services in scope. The matrix also highlights the systems which facilitate or support integration – a key requirement to facilitate online self-service provision for new Residents.

Service	System	BEXLEY		H&F		WANDSWORTH	
		Application	Integration	Application	Integration	Application	Integration
Council Tax	Academy Revs & Bens	✔	✔	✔	✔		
	Northgate Revs & Bens					✔	✔
Parking	Permit Gateway	✔	✔				
	Authority Traffic					✔	✔
	Permits-HFBP			✔	✔		
Library	Unicorn	✔	✔				
	SpyDus			✔	✔		
	Galaxy					✔	✔
Leisure	Torex					✔	✔
	GladStone MRM	✔	✔	✔	✔		
Electoral	Pickwick	✔	✘				
	EROS			✔	✔		
	eXpress					✔	✘
Waste/ Recycling Information/ Permit	Confirm			✔	✔		
	Contact Manager	✔					
	Contender					✔	✔
Document Management System	IDOX	✔	✔	✔		✔	✔
	Anite@Work	✔	✔	✔	✔		
	View360					✔	✔

Chart 3: Current IT systems matrix

There are over 15 systems between the client organisations. This makes it necessary to have a large part of the solution that is customised to each client – especially in the case of fully self-service option where system integration will be required.

4. SOLUTION OPTIONS

4.1. Principles & assumptions

4.1.1. The optimal position is "customer self-service"

The current level of online service provision varies between the three councils. The chart below maps the three clients based on level of online service provision for services in scope. The chart can be viewed in conjunction with Illustration 2, shown earlier in this document. It also highlights the key premise that the optimal position for any council to be is to have the highest number of services being offered through online self-service model.
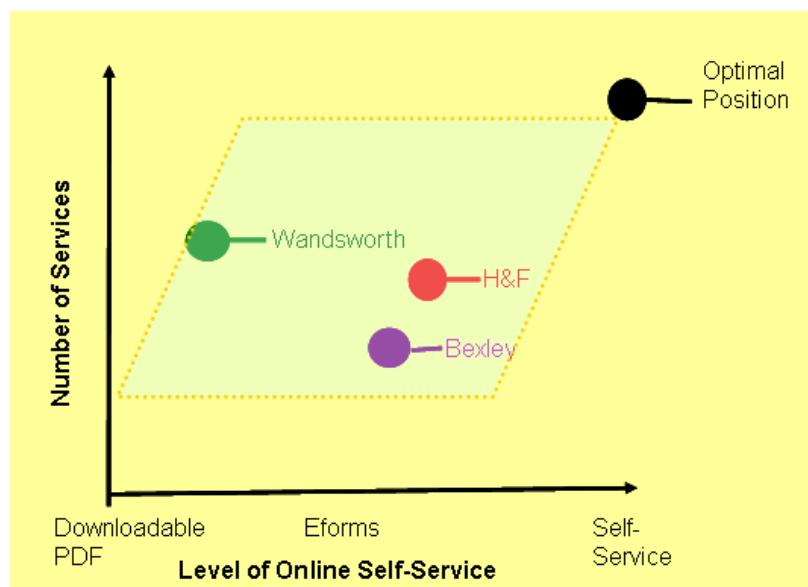
Illustration 4: Current Online Service Provision & Optimal Position

By achieving the optimal position, councils will be able to make substantial front and back office savings as well as offer the highest customer benefit.

4.1.2. Multiple solution options cover the spectrum

Councils are in different stages of customer service offering. We've covered the entire spectrum (highlighted by the shaded area in Illustration 4) with the Solution Options

that have been recommended. Our view is that the aim should be to achieve full "Self-service" in order to eliminate most of the avoidable front & back office transaction costs.

4.1.3. Business process impacts online service take-up rate

Self-service and "real-time" registration are the two key factors that determine the take-up rate of online service. Current experience shows that when there is a hand-off in the online process, and the web channel is only used to collect registration information, the take-up rate is extremely limited – the demand tends to get channeled to F2F and tel access points. The chart below illustrates this relationship, and the impact it has on avoidable contact.
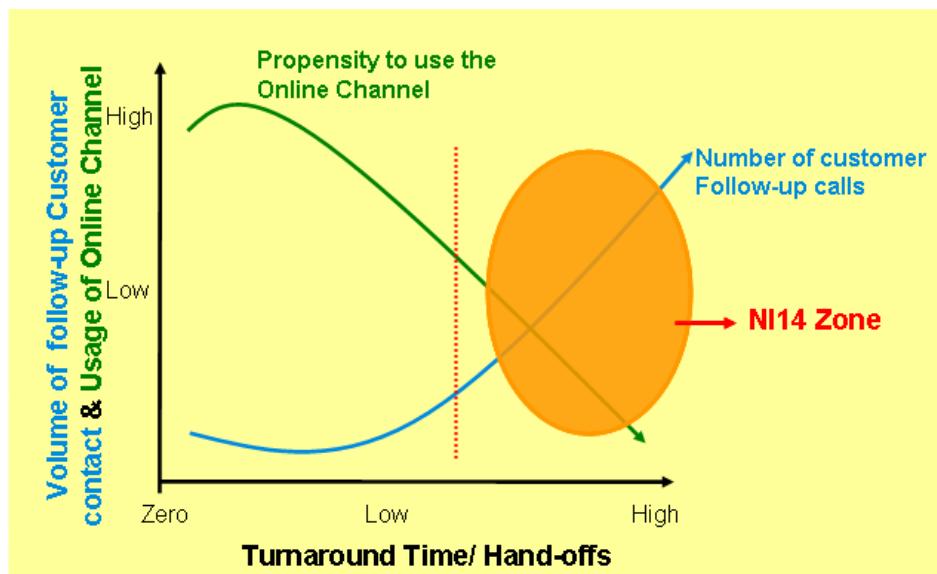
Illustration 5: Impact of Turnaround time on online channel access & repeat contact

The solution options recommended are flexible (to include more services in future), channel neutral (usable across multiple channels) and adaptable (generic modules which can be created as shared development by multiple clients)

4.1.4. Single data entry to avoid inconsistencies

The table highlights the % of common data fields requested for services as compared with council tax, i.e., mainly name, address & postcode.

| Service	% of data fields common with Council tax
Parking Permit	29%
Leisure	70%
Library Services	80%
Electoral Services*	83%
Waste & Recycling services	100%
High data-match based on fields for the Council tax Account holder.	

Chart 6: Form-fields mapping

Customer is required to provide similar information across services, which is processed by multiple front and back-office teams. Not only does this add avoidable over-heads, but it also propagates data inconsistencies across IT systems which results in multiple records for the same customer. In turn, this has an impact on change of circumstances processing in the future.

For example, consistent data will allow the council, from the moment a change is reported by a customer, to be able to cancel parking permit, stop benefits, avoid overpayments etc. with the ability to apply the change across all IT system records without any additional process.

4.2.   Dependencies

In order to implement any effective online access solution, there are some key dependencies that need to be considered by the clients.

- o Consistent property reference database – All customer records need to be linked to a common property reference database for the services offered online. This is required to ensure that online real-time validation of information submitted by the customer can be facilitated, as well as to ensure that consistent data records are maintained across all service systems.

- o Ability to share information across IT systems – This is a dependency for integrated online solutions. In order to facilitate processing registration without having to completely rely on offline evidence validation, there should

be a facility to have read-only validation access across important systems (such as Council tax).

- o Pragmatic policies – There is a need to have policies that are pragmatic and support online service provision. For example, the ability to issue temporary permits, memberships and registrations, subject to offline validation at a subsequent date will increase the take-up rate of online services.
- o The IT vendors for the back-office systems used by councils should have integration services available for their systems which have been tested for bugs and robustness.

4.3.   Solution Options

There are 5 potential solution options grouped into 3 main categories. These range from standard e-forms to full self-service. The diagram below shows the solution options tree.
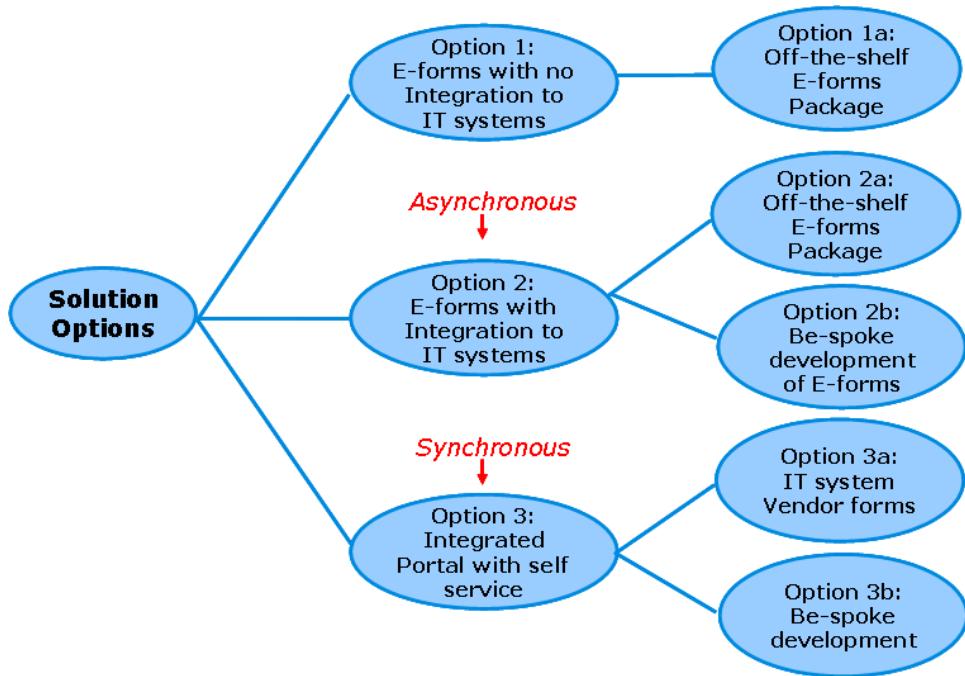
Illustrations 7: Solution Options tree

Option 1 offers the simplest form of value-added online channel access by adding more functionality online than just downloadable pdf forms. The solution will allow the user to update the e-form on the corporate website and submit the registration request. The data will be received by the processing team and re-keyed into the back office systems to complete the registration.

Option 2 builds on the first option and includes the added integration function to allow for the user data to update the back office systems automatically. This option only involves asynchronous transfer, which means that someone in the back office still needs to intervene to process the registration and confirm to the user. The data is integrated and may be held in a holding area, or within the main system itself, awaiting processing. This functionality can be achieved either by using off-the-shelf e-forms package and integrating the same or by undertaking a bespoke development of connectors to achieve integration. The latter offers more flexibility and requires lesser relative investment in order to progress to Option 3 model in the future.

<u>Option 3</u> builds on the previous option and allows for self-service through automatic registration for the service. The account (or related) reference is returned to the user as part of the same online interaction. Again, there are two ways of achieving this solution – through the back office system extensions offered by the vendors (in most cases) or through a bespoke development of online interface that is integrated with the back office system. The latter offers a more consistent and coherent user interface online as the data for all services can be collated through a common portal. In the system vendor extension model (Option 3a), the online user interface for all the different services is not coherent, and users are expected to maintain multiple login information for each service.

The detailed IT architecture diagrams for all 5 Solution options follow, along with a brief explanation.

In the IT architecture diagrams that follow, the "Channels" layer highlights the channels through which this solution can be accessed. If there is little or no value in using the solution for another channel besides online, those specific access channels have been highlighted with a question-mark.

The "Service request" layer shows the solution used to facilitate online access for the users. Based on the solution options, this could either be an off-the-shelf e-forms package (Options 1a & 2a), bespoke portal (Options 2b & 3b) or vendor products (Option 3a).

The "Service" layer contains the custom-developed logic that validates the customer information against a standard common property database or any other reference. This layer also contains the logic of how the customer data would be transmitted to each service. It also defines the type of integration or format of customer data required for each service (for example as an email attachment, txt file, integrated into work-flow, integrated into back office system etc.)

The "Integration" layer shows the type of integration defined for each service (for example through Line of Business connectors, work flow, email etc).

Finally, the one-way or two-way arrows into the back-office systems show whether the integration is synchronous, or asynchronous, which determines whether or not registration and account information is shared with the customer through the online channel.

4.3.1. Solution Option 1a: Off-the-shelf Eforms
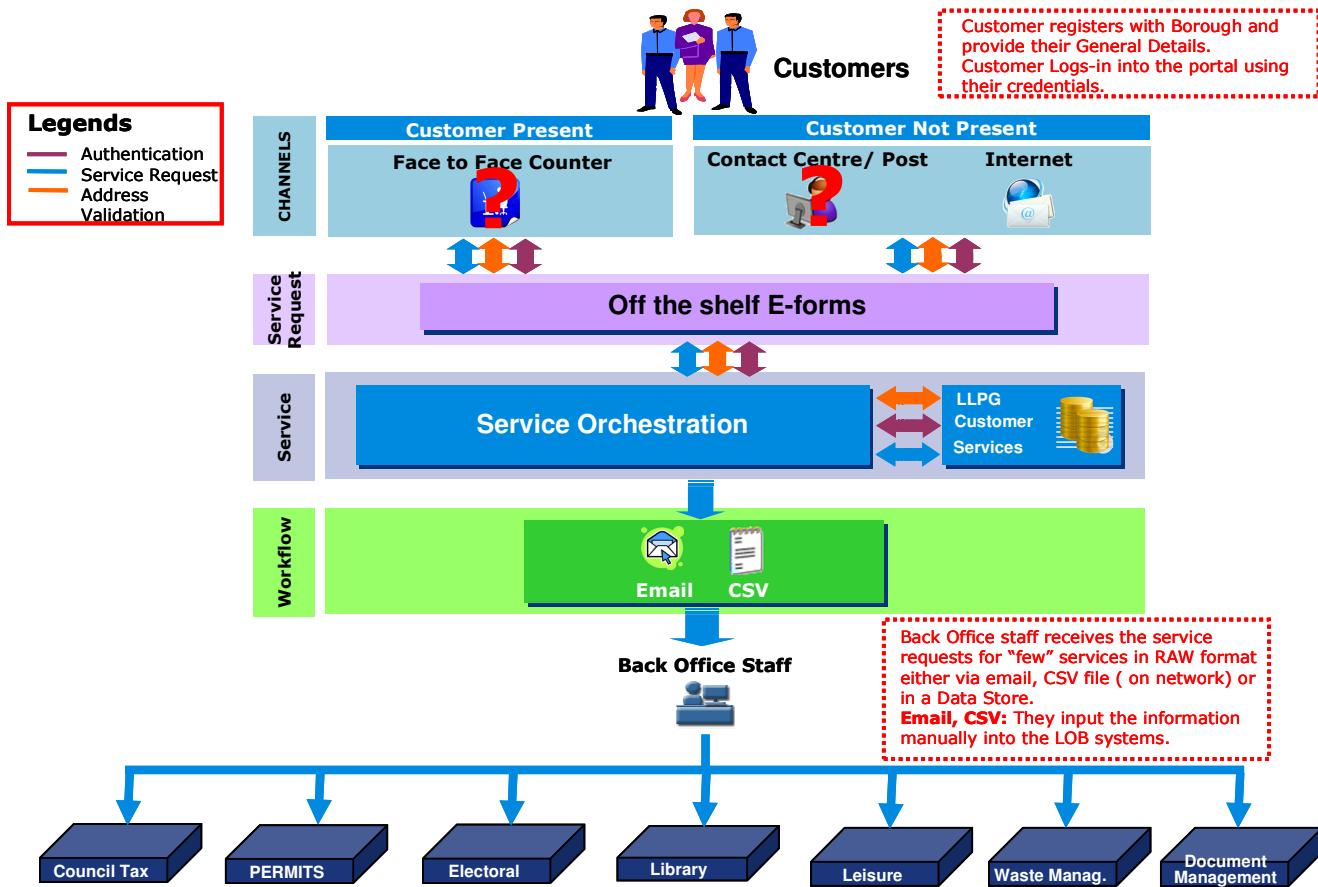
Illustration 8: IT Architecture Diagram – Solution Option 1a

Benefits	Limitations	Customer Experience
Low implementation cost & less development effort (compared to bespoke options) No impact due to office system upgrades	Back office resources have to key-in data into the systems Potential data entry issues due to double keying-in Limited savings in front office and no back office savings	Customer does not get registered real-time Customer is not informed of any status Inferior online experience as its only used as a data collection channel

4.3.2. Solution Options 2a & 2b: Integrated E-forms (Off-the-shelf or Be-spoke)
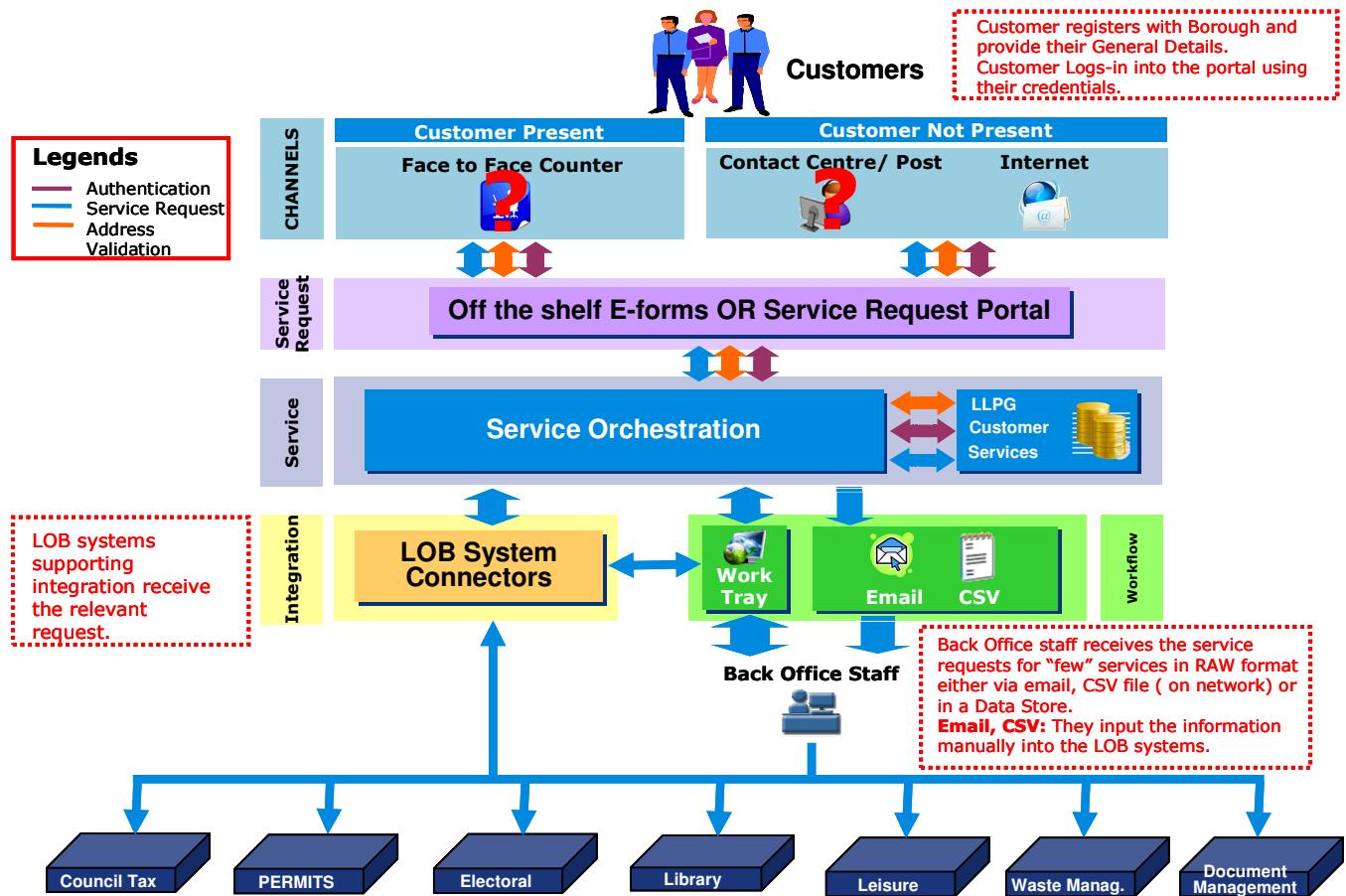
Illustration 9: IT Architecture Diagram – Solution Options 2a & 2b

Benefits	Limitations	Customer Experience
Fewer back office resources required as data integrates automatically No data entry issues as there's no requirement for double keying	Back office resources required to process the registration Limited or no benefit from using the solution for F2F or tel channels Impact of software upgrades on connectors	Customer does not get registered real-time Customer can be informed of the status manually through the service portal Inferior online experience as its only used as a data collection channel

4.3.3. Solution Option 3a: Integrated System Vendor's Eform
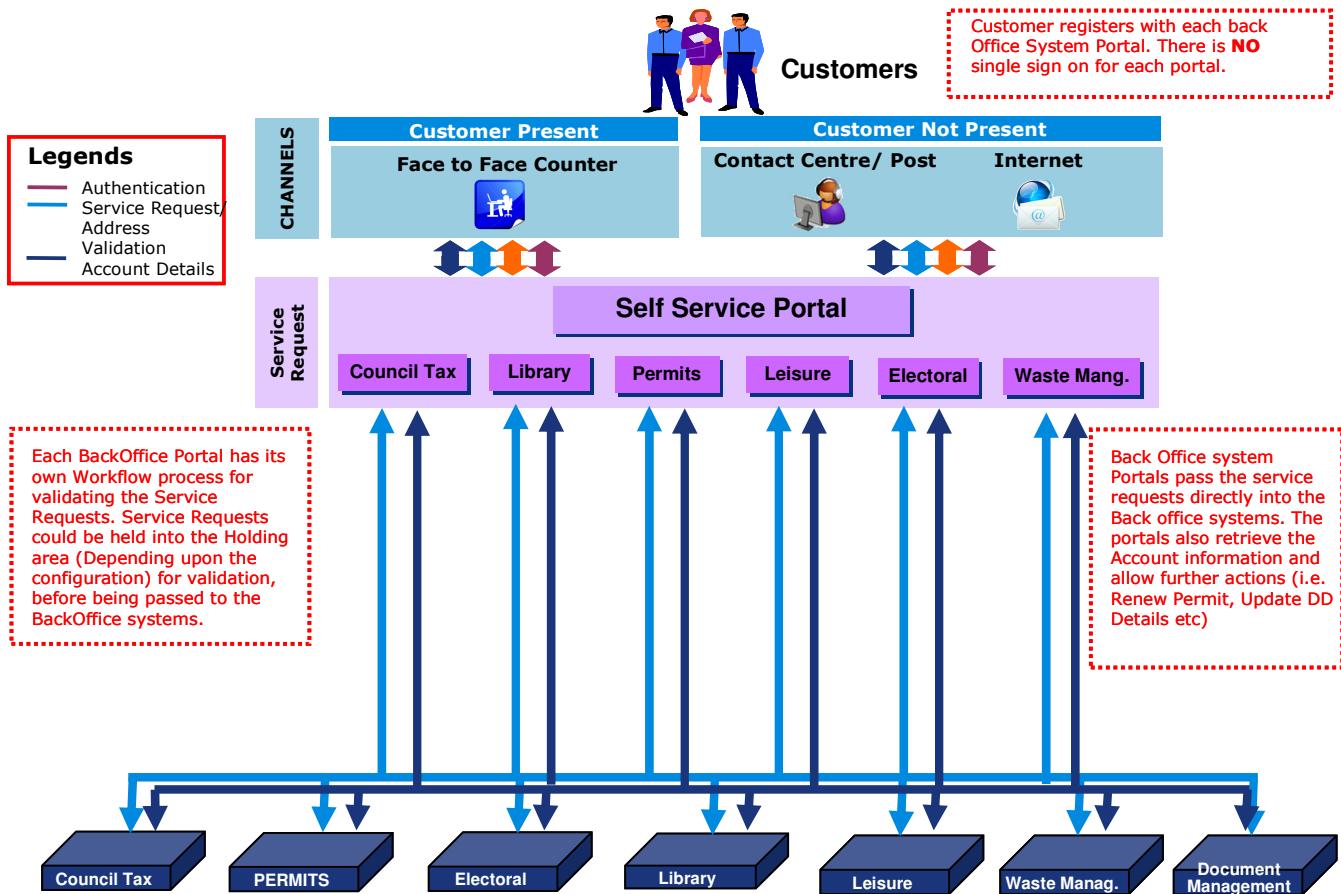
Illustration 10: IT Architecture Diagram – Solution Option 3a

Benefits	Limitations	Customer Experience
High front and back office savings Elimination of manual intervention Fewer customised developments required	Solution is less joined-up and difficult to add more services There's a dependency on Vendors for availability of products/ features Limitations on using common client references Ongoing supplier support and license fees	Customer gets registered real-time Customer can be informed of status through the service portal Users require to remember multiple logons for separate services

4.3.4.   Solution Option 3b: Fully Integrated Self-Service
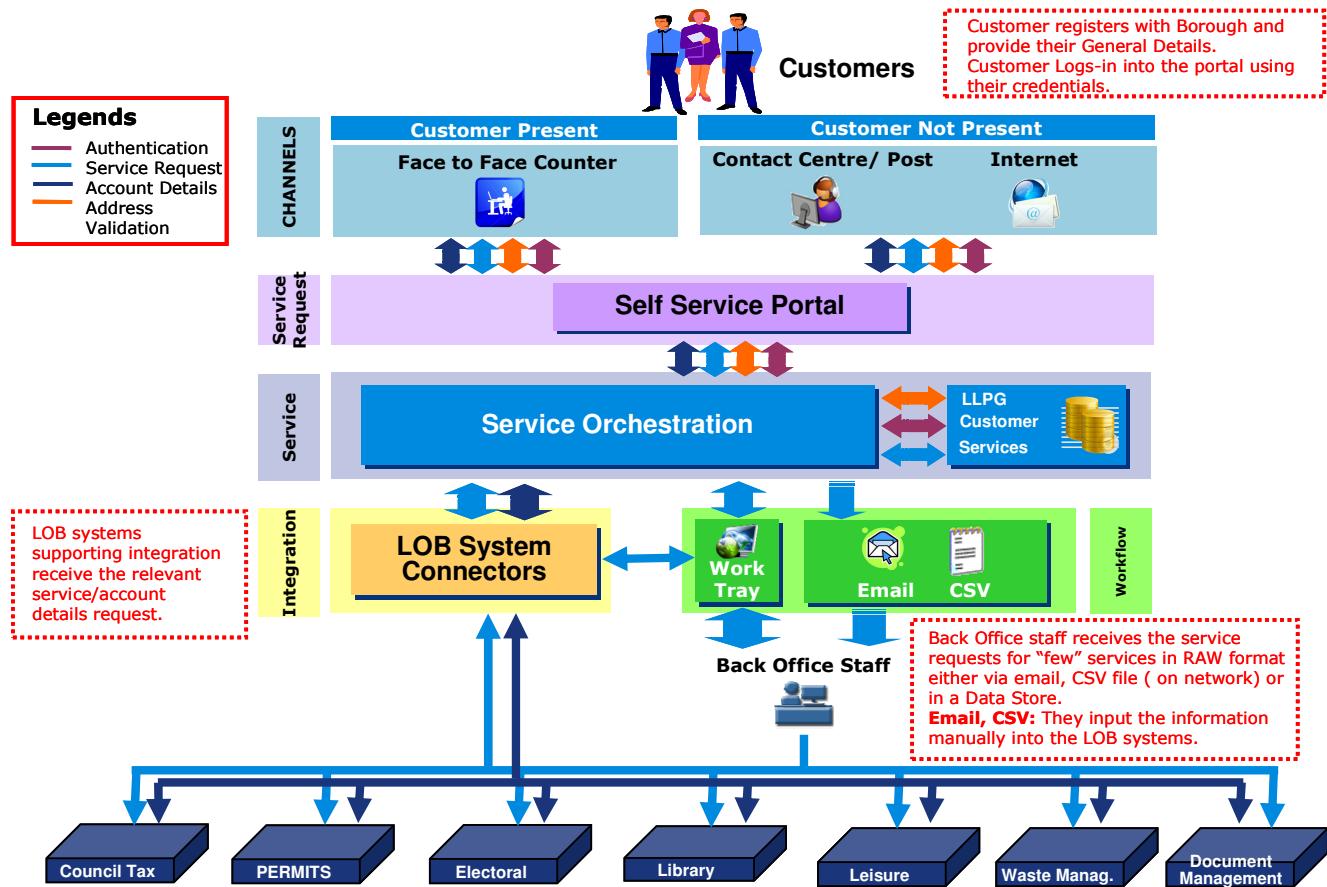
Illustration 11: IT Architecture Diagram – Solution Option 3b

Benefits	Limitations	Customer Experience
Highest front and back office savings Elimination of manual intervention Fully customised & flexible solution to add more services Potential to offer account access & change of circumstances services.	Impact of software upgrades on connectors High cost and effort required in initial development	Customer gets registered real-time Customer can be informed of status through the service portal Account access can be provided

4.4.   Solution Options: Comparison summary

Features	Option 1	Option 2	Option 3
Customer access	Through off-the-shelf Eforms	Through E-forms or bespoke Portal	Through System Vendor product or bespoke Portal
Integration with back office systems	No integration	One-way, asynchronous integration	Two-way, synchronous integration
Channel Neutral	No benefit in using for F2F & Tel channels as re-keying of data in back office will be required	Limited benefit in using for F2F & Tel channels as registration will need to be processed by back office	Fully Channel neutral solution. Can be used for F2F & Tel channels for highest efficiency
Data Integrity	Potential for data errors as the data has to be re-keyed into back office systems	Ensures data consistency as common data integrates into back office systems	Ensures data consistency as common data integrates into back office systems
Impact of Upgrades	No impact based on back office system upgrades	Any upgrades to the back office system will have an impact on connectors	Any upgrades to the back office system will have an impact on connectors
Registration status	No registration status is provided to customer	Confirmation of data receipt into back office system provided. Registration status not provided.	Status confirmation provided to user in a "real-time" environment
Account Information	No access to account details for the services	No access to account details for the services	Full account access available including potential to allow minor changes
Cashable Benefits	Low savings in front office. No savings in the back office.	Medium level savings in front and back office	High level of savings in front and back office
Development Costs	Relatively low cost of development	Medium level of development cost	Medium to High level of development cost
Policy Implications	No change required to existing policies.	Limited or no change required to existing policies.	Review of policies required to facilitate self-service registration based on automatic validation or post-event evidence submission.
Authentication & Security	Low Risk. Basic email and password authentication required.	Medium Risk. Data integrates into the system. Additional authentication procedures may be required before registration can be completed.	Higher Risk. Multiple authentication procedures may be required & supported by off-line address validation after the event.

4.5. To-be User Journey Maps

Based on the potential solution options, this section outlines the user journey maps.

4.5.1. To-be User Journey Map: Option 1a (Off-the-shelf Eforms)

Illustration 12: To-be User Journey Map: Option 1a

4.5.2.   To-be User Journey Map: Options 2a & 2b
(Integrated Eforms – Off-the-shelf or bespoke)

Illustration 13: To-be User Journey Map: Options 2a & 2b

4.5.3. To-be User Journey Map: Options 3a & 3b

(Integrated Self-service – Vendor product/bespoke)

OPTION 3a & 3b	Council Website	Online E-forms or Portal	Registration
Service User Emma (New Resident)	**Website Registration** Emma accesses new resident section & registers on the website with her email id and password. She can access the site again using the same authentication details **New Resident Services** Emma selects new resident services which she wants to register for.	**Registration for Services** Based on the services selected, Emma updates the registration forms with the required information. **Confirmation** Once the information is submitted, the data is processed by the back office system and live status confirmation is returned.	**Registration confirmed** The data is passed onto the Back office systems and processed. Validation is done automatically from other IT systems. Emma receives a confirmation about her registration i.e., A/c No., Permit, membership no. etc. If additional evidence is required, a temporary registration may be issued subject to offline verification.

	Registration data	Registration
Back-office Back office (Services) teams	**Registration data received** The registration data updated by Emma is integrated in the back office systems through Connectors. **Registration data processed in the system** The details are processed automatically by the back office systems. The data is processed, subject to defined rules, in a live environment while Emma is online.	**Validate & Confirm Registration** Depending on the Service policies, the registration is processed in the back office system and confirmed to Emma. The relevant account no., permit, membership no. etc is provided to Emma. In case additional evidence validation is required, a temporary registration may be processed subject to verification of the evidence through post or face to face.

Online Channel access	User-Data consistency across IT systems	Live Registration status confirmation to User	Online Account access to view information	Channel-neutral Solution
✓	✓	✓	✓	✓

Illustration 14: To-be User Journey Map: Options 3a & 3b

5. BUSINESS CASE

5.1. Approach, assumptions & limitations

The following flowchart outlines the approach adopted to calculate the savings & costs for the business case. All references are made to the Business case spreadsheet.

Collate the Volumes data (p.a) for each service in scope (per Council).	Estimate Staff costs for Front Office and Back office (based on benchmarked data from Local Authorities)	Collate timings for Current registration process. This is based on current service design (Front office/ Back office) in each Council, and benchmark Activity based costing data
Outline the Online channel migration take-up rate for all three Councils for the next 5 years.	Estimate the new process timings for each Service per solution option proposed. Calculate the *new* cost of process based on these timings.	For the 5 solution options, estimate the savings (Front office & Back office). This will give the potential process savings for every service in scope for the 3 Councils.
The cost of new process, based on online migration assumptions, is calculated.	Calculate net Process savings i.e., current process cost *less* new process cost (for each solution option per Council for years 1 to 5)	Calculate the estimated costs for each solution option. This includes IT implementation costs, Business analysis, maintenance, connectors (as applicable) and support costs.
	Calculate the estimated costs of implementation when the development is shared between 2 Councils. Re-Calculate the Net Results.	Outline the Net Result for every solution Option per Council, i.e., Total process savings *less* Cost of implementation.

Illustration 15: Business Case Approach

The main assumptions for the calculation of savings are:

- All six* services (Council tax, Parking, Waste & Recycling, Electoral, Library, & Leisure) have been included in the solution for all Councils. For Bexley, Recycling permits has also been considered *(i.e., the seventh service)

- The service take-up rate estimates are based on the statistic that Internet penetration levels are 75% households in London (based on National statistics estimates for 2008). It's also based on the benchmark available for a London Authority where online parking renewals had a take-up rate of over 60% in year 1. Therefore the online service take-up rate has been assumed at a level of 30% (Year 1), 40% (Year 2), 50% (Year 3), 60% (Year 4) & 70% (Year 5).

- The savings are process-based. These only account for new registrations. None of the additional savings that may accrue from full self-service have been calculated.

- The process timings for existing and to-be processes are based on actuals or benchmarking information, taking into account the access channel & service design per client.

The main assumptions for the calculation of costs are:

- The cost of connectors for all systems has been assumed either based on actuals or benchmarked information.

- The cost of solution options has been calculated for individual council as well as shared development between 2 councils. Only the front-end portal development has been considered as shared cost. For the purpose of this business case, the economies from shared development due to common back-office systems have not been included. However, there will be further reduction in costs due to shared integration requirements.

- Any physical infrastructure costs (such as servers etc) have not been included as these will be specific to the IT set-up at the client organisation.

- The chart that follows shows the main cost headings and the solution options that it applies to.

Cost Headings	Solution Options				
	1a	2a	2b	3a	3b
Development, branding & design of Customer Portal (User interface)	✔	✔	✔	✔	✔
Development/ implementation of E-Forms	✔	✔	✔	✘	✔
Development of Customer views of Account login details & history	✘	✘	✔	✔	✔
Delivery of form data to back office staff as email, attachment or into workflow	✔	✔	✔	✘	✔
Connectors & related development for data integration to back office systems	✘	✔	✔	✘	✔
Portal/ holding area for back office to view & process form data	✘	✘	✔	✔	✔
2-way Connectors & related development for customers to access Account	✘	✘	✘	✘	✔
Vendor software product	✘	✘	✘	✔	✘
Business Analysis	✔	✔	✔	✔	✔

Illustration 16: Applicable costs per Solution Option

The main limitations of the business case calculations are:

- o The cost of connectors for certain IT systems has been assumed based on benchmarking data or related assumptions (where suppliers did not provide this information). This may vary (+-15%) as compared to actuals.

- o The cost of development assumes that all 7 services (6, in case Recycling Permits are not issued) will be integrated. A client may decide to integrate fewer services or relevant connectors may not be available, and that will impact the business case results.

- o The Business case is based on a cost model created on the basis of standard assumptions. The cost of developing each solution has been considered as independent of the service volumes and specific IT system implications for each client. The actual costs for each client would vary from those in the business case (within a practical range of +-15%).

Additional savings for self-service solution have not been calculated:

- o The Net result calculation for Option 3b does not take into account the benefits that will accrue from reduced repeat and follow up contact, as well as reduction in change of circumstances enquiries when residents are able to access their account online. The business case analysis scope has been limited to new registration processes. It's estimated that the potential monetary benefit (not analysed as out of scope for this review), could be as high as the total benefit already projected in this business case. There will also be additional non-monetary customer benefits. Equally, there will be additional costs in order to enable these functionalities. However, the net marginal return on that investment will be much higher.

- o Some of the potential benefits (accruing mainly from Option 3b) are outlined below:

Service	Transactions (in addition to new registrations)	Potential for annual transactions to migrate to self-service Portal
Council Tax	Direct Debit set-up and changes	Annual transaction volume of upto 40% of total number of Council tax Accounts
	Payments	
	Account & balance enquiries	Annual transaction volume of upto 30% of total number of Council tax Accounts
	General Change of circumstances requests	
	Banding Enquiries	Annual transaction volume of upto 30% of total number of Council tax Accounts
Parking Permits	Parking Permit Renewals	Annual transaction volume of upto 125% of total number of new Permits issued
	Penalty charges	Variable annual volume
Electoral Registration	Notification of changes & annual Canvass updates	Annual transaction volume of upto 100% of total electors
Waste & Recycling	Service requests	Variable annual volume
Library Services	Renewals and membership account management	Annual transaction volume of upto 300% of total active membership
Leisure Services	Booking & management of sports facilities including payment	Variable annual volume

Illustration 17: Potential additional savings from Self-service

5.2. Estimated Savings & Costs

Service Volumes for new Registrations
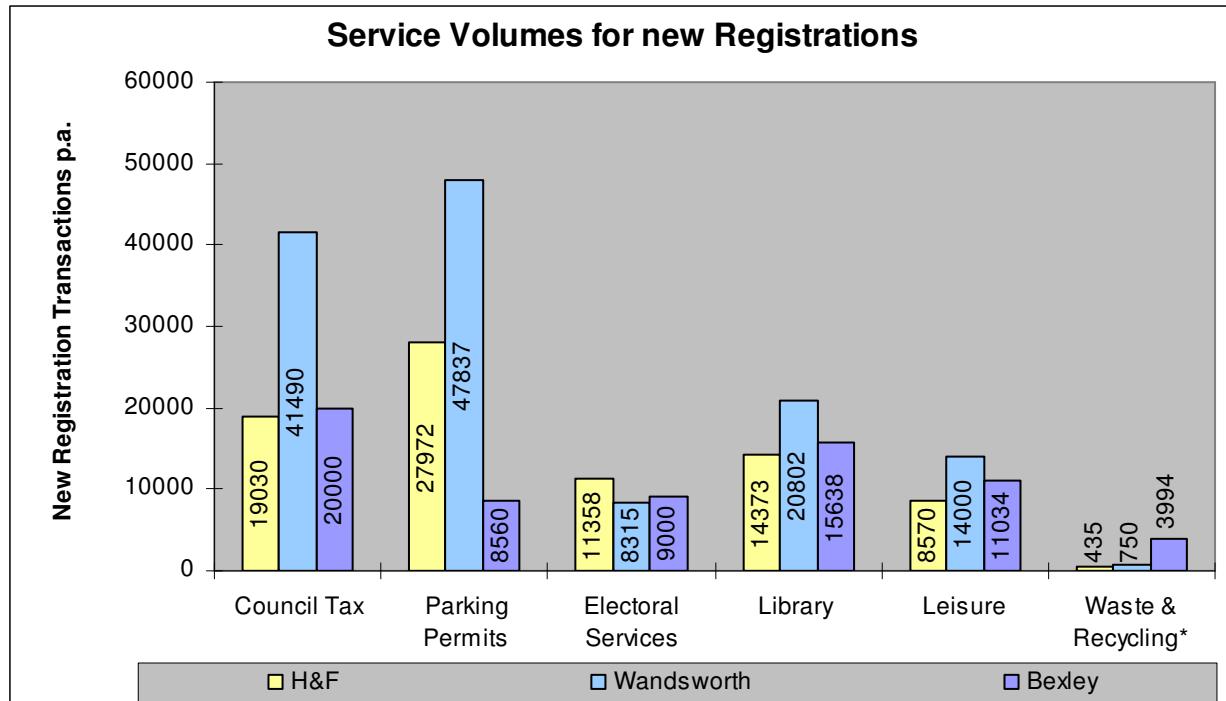
*Chart 18: Current Service volumes for new Registrations p.a (*includes Information or/ & Recycling Permits).*

Current Activity based Process Costs

Total Process cost of new registration transactions*:
H&F: £422,986
Wandsworth: £636,776
Bexley: £328,328

excludes overheads or other costs.
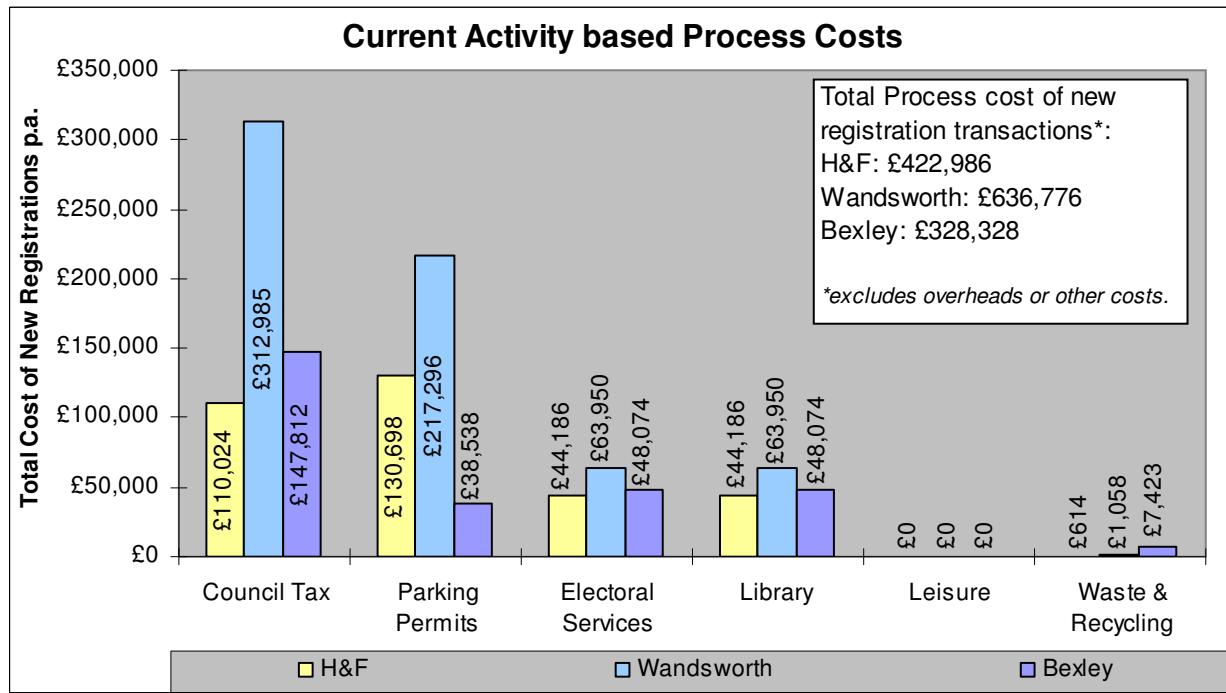
Chart 19: Current Activity based Process costs for new Registrations

Based on Charts 18 and 19 in the previous page, we find a high number of parking permit transactions in Wandsworth. Conversely, there is a low volume of parking permits in Bexley.

The total processing cost in Chart 19 is calculated as activity based costing – accounting only for the process cost. It does not consider any associated overheads, support and other costs for the registration process. Subsequently, the potential savings that may be accrued for such "other" costs have also not been considered in the business case calculation. This has been done to ensure a consistent and comparable business case for three clients, without being influenced by specific client circumstances associated with factors such as accommodation costs, overheads etc.

The chart below shows the per Service (averaged across three clients) contribution to total savings. The costs are contributed equally by each service (15%-17% per service).

Savings contribution per service

- Council Tax
- Electoral
- Leisure
- Parking
- Library
- Waste & recycling
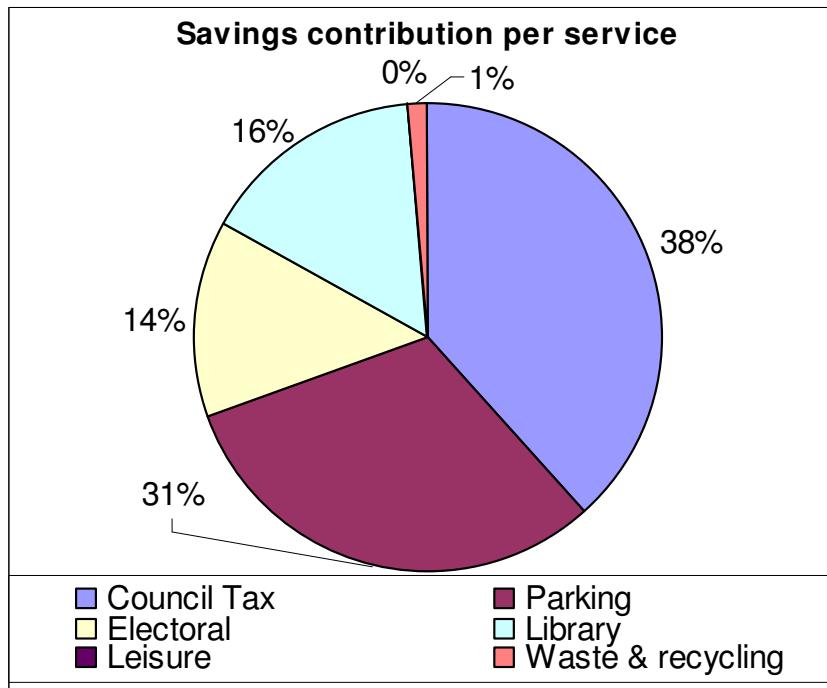
*Chart 20: Average Savings contribution per service for all Clients for all solution options, over 5 years.*

The Charts that follow show the main indicators from the Business Case. The savings and costs are based on three scenarios – realistic (actual calculations), pessimistic (savings: realistic scenario -10%, costs: realistic scenario +15%) & optimistic (savings: realistic scenario +10%, costs: realistic scenario -15%)

Cumulative 5-year Process Savings & Costs (Realistic Scenario)

Option		Value
Option 3b	Costs	£1,026,426
	H&F	£1,009,845
	Wandsworth	£1,726,885
	Bexley	£838,870
Option 3a	Costs	£909,619
	H&F	£835,057
	Wandsworth	£1,325,603
	Bexley	£635,696
Option 2b	Costs	£682,808
	H&F	£189,354
	Wandsworth	£508,981
	Bexley	£235,169
Option 2a	Costs	£484,218
	H&F	£189,354
	Wandsworth	£508,981
	Bexley	£235,169
Option 1a	Costs	£92,380
	H&F	-£1,061
	Wandsworth	£174,893
	Bexley	£81,325

Legend: Bexley, Wandsworth, H&F, Costs

Total Savings, Costs and Net result breakdown

REALISTIC SCENARIO

Individual Development

	Years 1-5				
H&F	Option 1a	Option 2a	Option 2b	Option 3a	Option 3b
Total Savings	-£1,061	£189,354	£189,354	£835,057	£1,009,845
Total Cost	£91,680	£451,918	£644,208	£842,769	£980,126
Net Result	-£92,741	-£262,564	-£454,854	-£7,712	£29,719
Bexley	Option 1a	Option 2a	Option 2b	Option 3a	Option 3b
Total Savings	£81,325	£235,169	£235,169	£635,696	£838,870
Total Cost	£92,380	£484,218	£682,808	£909,619	£1,026,426
Net Result	-£11,055	-£249,049	-£447,639	-£273,923	-£187,556
Wandsworth	Option 1a	Option 2a	Option 2b	Option 3a	Option 3b
Total Savings	£174,893	£508,981	£508,981	£1,325,603	£1,726,885
Total Cost	£91,680	£451,918	£644,208	£842,769	£980,126
Net Result	£83,213	£57,064	-£135,226	£482,834	£746,760

Chart 21: Cumulative 5-year savings, costs & net result per Option per Client – Realistic scenario

Cumulative 5-year Process Savings & Costs (Pessimistic Scenario)

Option 3b
- Costs: £1,180,390
- H&F: £908,861
- Wandsworth: £1,554,197
- Bexley: £754,983

Option 3a
- Costs: £1,046,062
- H&F: £751,552
- Wandsworth: £1,193,043
- Bexley: £572,126

Option 2b
- Costs: £785,229
- H&F: £170,418
- Wandsworth: £458,083
- Bexley: £211,652

Option 2a
- Costs: £556,850
- H&F: £170,418
- Wandsworth: £458,083
- Bexley: £211,652

Option 1a
- Costs: £106,237
- H&F: -£955
- Wandsworth: £157,404
- Bexley: £73,192

Legend: ■ Bexley ■ Wandsworth □ H&F ■ Costs

Axis: -£200,000, £0, £200,000, £400,000, £600,000, £800,000, £1,000,000, £1,200,000, £1,400,000, £1,600,000, £1,800,000, £2,000,000

Total Savings, Costs and Net result breakdown
PESSIMISTIC SCENARIO
Costs 115%, Savings 90%

H&F	Option 1a	Option 2a	Option 2b	Option 3a	Option 3b
Total Savings	-£955	£170,418	£170,418	£751,552	£908,861
Total Cost	£105,432	£519,705	£740,839	£969,184	£1,127,145
Net Result	-£106,387	-£349,287	-£570,420	-£217,633	-£218,284

Bexley	Option 1a	Option 2a	Option 2b	Option 3a	Option 3b
Total Savings	£73,192	£211,652	£211,652	£572,126	£754,983
Total Cost	£106,237	£556,850	£785,229	£1,046,062	£1,180,390
Net Result	-£33,045	-£345,198	-£573,577	-£473,936	-£425,407

Wandsworth	Option 1a	Option 2a	Option 2b	Option 3a	Option 3b
Total Savings	£157,404	£458,083	£458,083	£1,193,043	£1,554,197
Total Cost	£105,432	£519,705	£740,839	£969,184	£1,127,145
Net Result	£51,972	-£61,622	-£282,756	£223,858	£427,052

Chart 22: Cumulative 5-year savings, costs & net result per Option per Client – Pessimistic scenario

Cumulative 5-year Process Savings & Costs (Optimistic Scenario)

Chart 23: Cumulative 5-year savings, costs & net result per Option per Client – Optimistic scenario
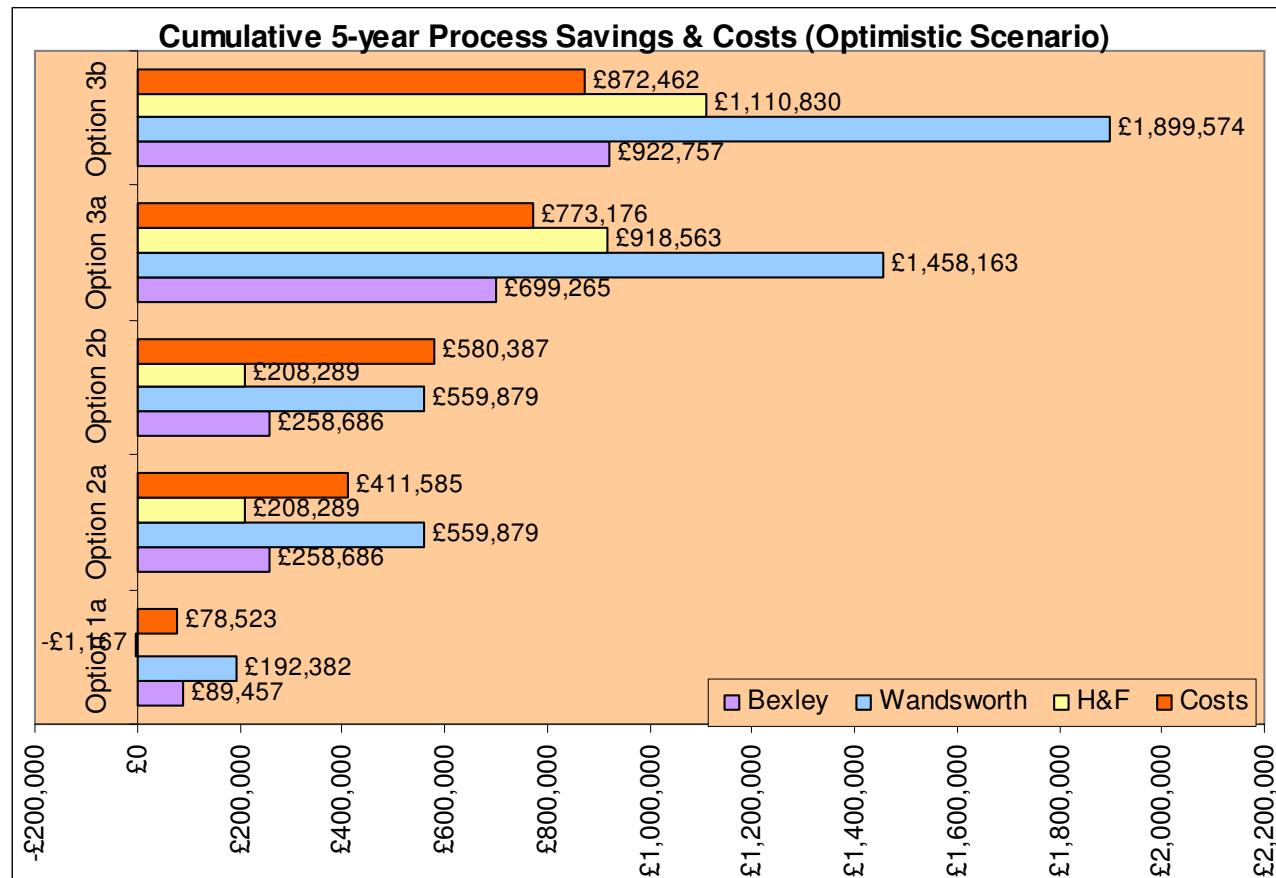
Total Savings, Costs and Net result breakdown					
OPTIMISTIC SCENARIO					
Costs 85%, Savings 110%					
H&F	Option 1a	Option 2a	Option 2b	Option 3a	Option 3b
Total Savings	-£1,167	£208,289	£208,289	£918,563	£1,110,830
Total Cost	£77,928	£384,130	£547,577	£716,354	£833,107
Net Result	-£79,095	-£175,841	-£339,287	£202,209	£277,723
Bexley	Option 1a	Option 2a	Option 2b	Option 3a	Option 3b
Total Savings	£89,457	£258,686	£258,686	£699,265	£922,757
Total Cost	£78,523	£411,585	£580,387	£773,176	£872,462
Net Result	£10,934	-£152,899	-£321,700	-£73,911	£50,295
Wandsworth	Option 1a	Option 2a	Option 2b	Option 3a	Option 3b
Total Savings	£192,382	£559,879	£559,879	£1,458,163	£1,899,574
Total Cost	£77,928	£384,130	£547,577	£716,354	£833,107
Net Result	£114,454	£175,749	£12,303	£741,810	£1,066,467

Key points from the previous 3 charts are as follows:

- o The savings, costs and net results are based on three scenarios in order to account for the possible variations in costs and savings.

- o The aggregate savings are made up of cost reductions in the front and back office staff due to elimination of processes. The highest benefit comes from Option 3b – fully integrated self service model – which can also be used across telephony and F2F channels.

- o The annual savings increase year on year on account of higher take-up rate of online channel. Typically, the savings in year 5 are twice those of savings in year 1.

- o The overall savings figure in Bexley is the lowest relative to the other two councils because of the lower volume of council tax and parking permits.

- o The initial outlay for Option 3 is the highest and this is due to development of customised portal, integration and support for 6 services (Option 3b) or due to cost of software and ongoing support by vendors (Option 3a).

- o As the current process in H&F is more streamlined with fewer hand-offs, solution options 1 & 2 do not return a positive business case. However, in Wandsworth the current process involves multiple hand-offs, and hence there is a marginally positive business case even for solution options 1 & 2.

- o The total cost includes initial development cost, ongoing maintenance and cost of connectors. All physical infrastructure, software, hardware or licenses are not included as these will vary based on the client situation (requirements of independent servers vs. virtualisation vs. shared hosting, licenses etc).

The next 6 Charts show the net result for each client over 5 years based on realistic scenario calculations. There are two charts per client – one reflecting the result based on individual development by the council while the other chart reflects the result based on shared (portal) development between 2 councils.

The charts also contain an additional column of estimated potential savings from each option – these are linked to additional savings that will be accrued outside the scope of the current analysis which is limited to New Registrations. The estimate is based on a percentage of the projected savings (35% for Option 3a & 90% for Option 3b) that

have been calculated based on analysis. This is based on the volume of follow-up & account enquiries, changes and general enquiries for these services.

Independent Development	H&F	Total Savings	Total Cost	Net Result	Additional Potential savings	Cumulative 3-yr & 5-yr
Option 1a	Year 1	-£127	£79,680	-£79,807	£0	
	Year 2	-£170	£3,000	-£3,170	£0	
	Year 3	-£212	£3,000	-£3,212	£0	-£86,189
	Year 4	-£255	£3,000	-£3,255	£0	
	Year 5	-£297	£3,000	-£3,297	£0	-£92,741
	Total	-£1,061	£91,680	-£92,741	£0	
Option 2a	Year 1	£22,722	£329,105	-£306,383	£0	
	Year 2	£30,297	£29,019	£1,277	£0	
	Year 3	£37,871	£30,105	£7,766	£0	-£297,340
	Year 4	£45,445	£31,245	£14,199	£0	
	Year 5	£53,019	£32,443	£20,576	£0	-£262,564
	Total	£189,354	£451,918	-£262,564	£0	
Option 2b	Year 1	£22,722	£521,395	-£498,673	£0	
	Year 2	£30,297	£29,019	£1,277	£0	
	Year 3	£37,871	£30,105	£7,766	£0	-£489,630
	Year 4	£45,445	£31,245	£14,199	£0	
	Year 5	£53,019	£32,443	£20,576	£0	-£454,854
	Total	£189,354	£644,208	-£454,854	£0	
Option 3a	Year 1	£100,207	£495,440	-£395,233	£35,072	
	Year 2	£133,609	£81,643	£51,967	£46,763	
	Year 3	£167,011	£84,989	£82,022	£58,454	-£120,955
	Year 4	£200,414	£88,504	£111,910	£70,145	
	Year 5	£233,816	£92,194	£141,623	£81,836	£284,558
	Total	£835,057	£842,769	-£7,712	£292,270	
Option 3b	Year 1	£143,777	£712,515	-£568,738	£129,399	
	Year 2	£172,873	£64,860	£108,013	£155,586	
	Year 3	£201,969	£66,177	£135,792	£181,772	£141,823
	Year 4	£231,065	£67,561	£163,505	£207,959	
	Year 5	£260,161	£69,013	£191,148	£234,145	£938,580
	Total	£1,009,845	£980,126	£29,719	£908,861	

Chart 24: H&F – Individual Development – Total Savings, Costs, Net Results & Potential additional Savings

Shared (2) Development		Total Savings	Total Cost	Net Result	Additional Potential savings	Cumulative 3-yr & 5-yr
Option 1a	Year 1	-£127	£66,140	-£66,267	£0	
	Year 2	-£170	£3,000	-£3,170	£0	
	Year 3	-£212	£3,000	-£3,212	£0	-£72,649
	Year 4	-£255	£3,000	-£3,255	£0	
	Year 5	-£297	£3,000	-£3,297	£0	-£79,201
	Total	**-£1,061**	**£78,140**	**-£79,201**	**£0**	
Option 2a	Year 1	£22,722	£292,755	-£270,033	£0	
	Year 2	£30,297	£29,019	£1,277	£0	
	Year 3	£37,871	£30,105	£7,766	£0	-£260,990
	Year 4	£45,445	£31,245	£14,199	£0	
	Year 5	£53,019	£32,443	£20,576	£0	-£226,214
	Total	**£189,354**	**£415,568**	**-£226,214**	**£0**	
Option 2b	Year 1	£22,722	£365,180	-£342,458	£0	
	Year 2	£30,297	£29,019	£1,277	£0	
	Year 3	£37,871	£30,105	£7,766	£0	-£333,415
	Year 4	£45,445	£31,245	£14,199	£0	
	Year 5	£53,019	£32,443	£20,576	£0	-£298,639
	Total	**£189,354**	**£487,993**	**-£298,639**	**£0**	
Option 3a	Year 1	£100,207	£433,473	-£333,266	£35,072	
	Year 2	£133,609	£81,643	£51,967	£46,763	
	Year 3	£167,011	£84,989	£82,022	£58,454	-£58,987
	Year 4	£200,414	£88,504	£111,910	£70,145	
	Year 5	£233,816	£92,194	£141,623	£81,836	£346,526
	Total	**£835,057**	**£780,801**	**£54,256**	**£292,270**	
Option 3b	Year 1	£143,777	£545,150	-£401,373	£129,399	
	Year 2	£172,873	£64,860	£108,013	£155,586	
	Year 3	£201,969	£66,177	£135,792	£181,772	£309,188
	Year 4	£231,065	£67,561	£163,505	£207,959	
	Year 5	£260,161	£69,013	£191,148	£234,145	£1,105,945
	Total	**£1,009,845**	**£812,761**	**£197,084**	**£908,861**	

Chart 25: H&F – Shared Development – Total Savings, Costs, Net Results & Potential additional Savings

Independent Development	Bexley	Total Savings	Total Cost	Net Result	Additional Potential savings	Cumulative 3-yr & 5-yr
Option 1a	Year 1	£9,759	£80,380	-£70,621	£0	
	Year 2	£13,012	£3,000	£10,012	£0	
	Year 3	£16,265	£3,000	£13,265	£0	-£47,344
	Year 4	£19,518	£3,000	£16,518	£0	
	Year 5	£22,771	£3,000	£19,771	£0	-£11,055
	Total	£81,325	£92,380	-£11,055	£0	
Option 2a	Year 1	£28,220	£350,605	-£322,385	£0	
	Year 2	£37,627	£31,719	£5,908	£0	
	Year 3	£47,034	£32,805	£14,229	£0	-£302,248
	Year 4	£56,441	£33,945	£22,495	£0	
	Year 5	£65,847	£35,143	£30,705	£0	-£249,049
	Total	£235,169	£484,218	-£249,049	£0	
Option 2b	Year 1	£28,220	£549,195	-£520,975	£0	
	Year 2	£37,627	£31,719	£5,908	£0	
	Year 3	£47,034	£32,805	£14,229	£0	-£500,838
	Year 4	£56,441	£33,945	£22,495	£0	
	Year 5	£65,847	£35,143	£30,705	£0	-£447,639
	Total	£235,169	£682,808	-£447,639	£0	
Option 3a	Year 1	£76,283	£537,290	-£461,007	£26,699	
	Year 2	£101,711	£87,893	£13,819	£35,599	
	Year 3	£127,139	£91,239	£35,900	£44,499	-£304,491
	Year 4	£152,567	£94,754	£57,813	£53,398	
	Year 5	£177,995	£98,444	£79,551	£62,298	-£51,430
	Total	£635,696	£909,619	-£273,923	£222,493	
Option 3b	Year 1	£127,528	£745,215	-£617,687	£114,775	
	Year 2	£147,651	£68,260	£79,391	£132,886	
	Year 3	£167,774	£69,577	£98,197	£150,997	-£41,442
	Year 4	£187,897	£70,961	£116,936	£169,107	
	Year 5	£208,020	£72,413	£135,607	£187,218	£567,427
	Total	£838,870	£1,026,426	-£187,556	£754,983	

Chart 26: Bexley – Individual Development – Total Savings, Costs, Net Results & Potential additional Savings

Shared (2) Development		Bexley			Additional Potential savings	Cumulative 3-yr & 5-yr
		Total Savings	Total Cost	Net Result		
Option 1a	Year 1	£9,759	£66,840	-£57,081	£0	
	Year 2	£13,012	£3,000	£10,012	£0	
	Year 3	£16,265	£3,000	£13,265	£0	-£33,804
	Year 4	£19,518	£3,000	£16,518	£0	
	Year 5	£22,771	£3,000	£19,771	£0	£2,485
	Total	£81,325	£78,840	£2,485	£0	
Option 2a	Year 1	£28,220	£314,255	-£286,035	£0	
	Year 2	£37,627	£31,719	£5,908	£0	
	Year 3	£47,034	£32,805	£14,229	£0	-£265,898
	Year 4	£56,441	£33,945	£22,495	£0	
	Year 5	£65,847	£35,143	£30,705	£0	-£212,699
	Total	£235,169	£447,868	-£212,699	£0	
Option 2b	Year 1	£28,220	£392,980	-£364,760	£0	
	Year 2	£37,627	£31,719	£5,908	£0	
	Year 3	£47,034	£32,805	£14,229	£0	-£344,623
	Year 4	£56,441	£33,945	£22,495	£0	
	Year 5	£65,847	£35,143	£30,705	£0	-£291,424
	Total	£235,169	£526,593	-£291,424	£0	
Option 3a	Year 1	£76,283	£475,323	-£399,039	£26,699	
	Year 2	£101,711	£87,893	£13,819	£35,599	
	Year 3	£127,139	£91,239	£35,900	£44,499	-£242,524
	Year 4	£152,567	£94,754	£57,813	£53,398	
	Year 5	£177,995	£98,444	£79,551	£62,298	£10,538
	Total	£635,696	£847,651	-£211,956	£222,493	
Option 3b	Year 1	£127,528	£577,850	-£450,322	£114,775	
	Year 2	£147,651	£68,260	£79,391	£132,886	
	Year 3	£167,774	£69,577	£98,197	£150,997	£125,923
	Year 4	£187,897	£70,961	£116,936	£169,107	
	Year 5	£208,020	£72,413	£135,607	£187,218	£734,792
	Total	£838,870	£859,061	-£20,191	£754,983	

Chart 27: Bexley – Shared Development – Total Savings, Costs, Net Results & Potential additional Savings

Independent Development	Wandsworth	Total Savings	Total Cost	Net Result	Additional Potential savings	Cumulative 3-yr & 5-yr
	Year 1	£20,987	£79,680	-£58,693	£0	
	Year 2	£27,983	£3,000	£24,983	£0	
Option 1a	Year 3	£34,979	£3,000	£31,979	£0	-£1,731
	Year 4	£41,974	£3,000	£38,974	£0	
	Year 5	£48,970	£3,000	£45,970	£0	£83,213
	Total	£174,893	£91,680	£83,213	£0	
	Year 1	£61,078	£329,105	-£268,027	£0	
	Year 2	£81,437	£29,019	£52,418	£0	
Option 2a	Year 3	£101,796	£30,105	£71,691	£0	-£143,918
	Year 4	£122,156	£31,245	£90,910	£0	
	Year 5	£142,515	£32,443	£110,072	£0	£57,064
	Total	£508,981	£451,918	£57,064	£0	
	Year 1	£61,078	£521,395	-£460,317	£0	
	Year 2	£81,437	£29,019	£52,418	£0	
Option 2b	Year 3	£101,796	£30,105	£71,691	£0	-£336,208
	Year 4	£122,156	£31,245	£90,910	£0	
	Year 5	£142,515	£32,443	£110,072	£0	-£135,226
	Total	£508,981	£644,208	-£135,226	£0	
	Year 1	£159,072	£495,440	-£336,368	£55,675	
	Year 2	£212,096	£81,643	£130,454	£74,234	
Option 3a	Year 3	£265,121	£84,989	£180,131	£92,792	£196,919
	Year 4	£318,145	£88,504	£229,641	£111,351	
	Year 5	£371,169	£92,194	£278,975	£129,909	£946,795
	Total	£1,325,603	£842,769	£482,834	£463,961	
	Year 1	£259,722	£712,515	-£452,793	£233,750	
	Year 2	£302,550	£64,860	£237,690	£272,295	
Option 3b	Year 3	£345,377	£66,177	£279,200	£310,839	£880,980
	Year 4	£388,205	£67,561	£320,644	£349,384	
	Year 5	£431,032	£69,013	£362,019	£387,929	£2,300,956
	Total	£1,726,885	£980,126	£746,760	£1,554,197	

Chart 28: Wandsworth – Individual Development – Total Savings, Costs, Net Results & Potential additional Savings

Shared (2) Development	Wandsworth	Total Savings	Total Cost	Net Result	Additional Potential savings	Cumulative 3-yr & 5-yr
	Year 1	£20,987	£66,140	-£45,153	£0	
	Year 2	£27,983	£3,000	£24,983	£0	
Option 1a	Year 3	£34,979	£3,000	£31,979	£0	£11,809
	Year 4	£41,974	£3,000	£38,974	£0	
	Year 5	£48,970	£3,000	£45,970	£0	£96,753
	Total	£174,893	£78,140	£96,753	£0	
	Year 1	£61,078	£292,755	-£231,677	£0	
	Year 2	£81,437	£29,019	£52,418	£0	
Option 2a	Year 3	£101,796	£30,105	£71,691	£0	-£107,568
	Year 4	£122,156	£31,245	£90,910	£0	
	Year 5	£142,515	£32,443	£110,072	£0	£93,414
	Total	£508,981	£415,568	£93,414	£0	
	Year 1	£61,078	£365,180	-£304,102	£0	
	Year 2	£81,437	£29,019	£52,418	£0	
Option 2b	Year 3	£101,796	£30,105	£71,691	£0	-£179,993
	Year 4	£122,156	£31,245	£90,910	£0	
	Year 5	£142,515	£32,443	£110,072	£0	£20,989
	Total	£508,981	£487,993	£20,989	£0	
	Year 1	£159,072	£433,473	-£274,400	£55,675	
	Year 2	£212,096	£81,643	£130,454	£74,234	
Option 3a	Year 3	£265,121	£84,989	£180,131	£92,792	£258,886
	Year 4	£318,145	£88,504	£229,641	£111,351	
	Year 5	£371,169	£92,194	£278,975	£129,909	£1,008,762
	Total	£1,325,603	£780,801	£544,801	£463,961	
	Year 1	£259,722	£545,150	-£285,428	£233,750	
	Year 2	£302,550	£64,860	£237,690	£272,295	
Option 3b	Year 3	£345,377	£66,177	£279,200	£310,839	£1,048,345
	Year 4	£388,205	£67,561	£320,644	£349,384	
	Year 5	£431,032	£69,013	£362,019	£387,929	£2,468,321
	Total	£1,726,885	£812,761	£914,125	£1,554,197	

Chart 29: Wandsworth – Shared Development – Total Savings, Costs, Net Results & Potential additional Savings

The two charts that follow show the total cost break-down (for single council as well as shared (between 2 councils) development) per option over a 5 year period.

Breakdown of Costs - per option (for individual development per Council)

Option 1a

Cost Heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
IT implementation	£50,380	£0	£0	£0	£0	£50,380
Business Analysis	£27,000	£0	£0	£0	£0	£27,000
Connectors	£0	£0	£0	£0	£0	£0
Maintenance	£3,000	£3,000	£3,000	£3,000	£3,000	£15,000
Total Cost	£80,380	£3,000	£3,000	£3,000	£3,000	**£92,380**

Option 2a

Cost Heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
IT implementation	£220,320	£0	£0	£0	£0	£220,320
Business Analysis	£41,400	£0	£0	£0	£0	£41,400
Connectors	£78,885	£21,719	£22,805	£23,945	£25,143	£172,498
Maintenance	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Total Cost	£350,605	£31,719	£32,805	£33,945	£35,143	**£484,218**

Option 2b

Cost Heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
IT implementation	£418,910	£0	£0	£0	£0	£418,910
Business Analysis	£41,400	£0	£0	£0	£0	£41,400
Connectors	£78,885	£21,719	£22,805	£23,945	£25,143	£172,498
Maintenance	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Total Cost	£549,195	£31,719	£32,805	£33,945	£35,143	**£682,808**

Option 3a

Cost Heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
IT implementation	£135,585	£0	£0	£0	£0	£135,585
Business Analysis	£27,000	£0	£0	£0	£0	£27,000
Vendor Software	£353,750	£66,938	£70,284	£73,799	£77,489	£642,259
Maintenance	£20,955	£20,955	£20,955	£20,955	£20,955	£104,775
Total Cost	£537,290	£87,893	£91,239	£94,754	£98,444	**£909,619**

Option 3b

Cost Heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
IT implementation	£513,810	£0	£0	£0	£0	£513,810
Business Analysis	£81,000	£0	£0	£0	£0	£81,000
Connectors	£108,495	£26,350	£27,667	£29,051	£30,503	£222,066
Maintenance	£41,910	£41,910	£41,910	£41,910	£41,910	£209,550
Total Cost	£745,215	£68,260	£69,577	£70,961	£72,413	**£1,026,426**

Chart 30: Breakdown of Costs – per Solution Option – for individual development per Client

Breakdown of Costs - per option (for shared development between 2 Councils)						
Option 1a						
Cost Heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
IT implementation	£36,840	£0	£0	£0	£0	£36,840
Business Analysis	£27,000	£0	£0	£0	£0	£27,000
Connectors	£0	£0	£0	£0	£0	£0
Maintenance	£3,000	£3,000	£3,000	£3,000	£3,000	£15,000
Total Cost	£66,840	£3,000	£3,000	£3,000	£3,000	**£78,840**
Option 2a						
Cost Heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
IT implementation	£183,970	£0	£0	£0	£0	£183,970
Business Analysis	£41,400	£0	£0	£0	£0	£41,400
Connectors	£78,885	£21,719	£22,805	£23,945	£25,143	£172,498
Maintenance	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Total Cost	£314,255	£31,719	£32,805	£33,945	£35,143	**£447,868**
Option 2b						
Cost Heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
IT implementation	£262,695	£0	£0	£0	£0	£262,695
Business Analysis	£41,400	£0	£0	£0	£0	£41,400
Connectors	£78,885	£21,719	£22,805	£23,945	£25,143	£172,498
Maintenance	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Total Cost	£392,980	£31,719	£32,805	£33,945	£35,143	**£526,593**
Option 3a						
Cost Heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
IT implementation	£73,618	£0	£0	£0	£0	£73,618
Business Analysis	£27,000	£0	£0	£0	£0	£27,000
Vendor Software	£353,750	£66,938	£70,284	£73,799	£77,489	£642,259
Maintenance	£20,955	£20,955	£20,955	£20,955	£20,955	£104,775
Total Cost	£475,323	£87,893	£91,239	£94,754	£98,444	**£847,651**
Option 3b						
Cost Heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
IT implementation	£346,445	£0	£0	£0	£0	£346,445
Business Analysis	£81,000	£0	£0	£0	£0	£81,000
Connectors	£108,495	£26,350	£27,667	£29,051	£30,503	£222,066
Maintenance	£41,910	£41,910	£41,910	£41,910	£41,910	£209,550
Total Cost	£577,850	£68,260	£69,577	£70,961	£72,413	**£859,061**

Chart 31: Breakdown of Costs – per Solution Option – for shared development between two Clients

The Charts below show the total cost break-down (for single council development).

Total Cost breakdown (5 yrs) Option 1a

Total Cost: £92,380

16%
0%
29%
55%

- ☐ IT implementation
- ☐ Connectors
- ☐ Business Analysis
- ☐ Maintenance
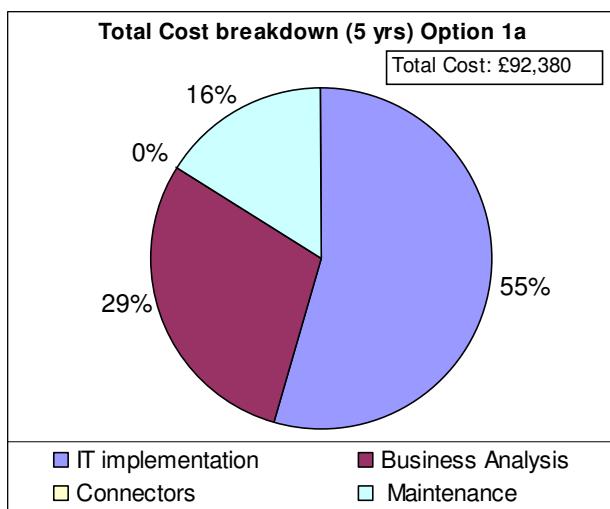
The cost comparison highlights that IT implementation costs are largest component (includes development, design, system & UAT testing, project management, IT architecture, & deployment) for all options except 3a.

The maintenance cost consists of application maintenance over 5 years. It's assumed as a dedicated 0.5 FTE for option 3a and 1.0 FTE for option 3b.

Cost of connectors includes initial investment as well as ongoing maintenance for 5 years.

Total Cost breakdown (5 yrs) Option 2a

Total Cost: £484,218

10%
36%
9%
45%

- ☐ IT implementation
- ☐ Connectors
- ☐ Business Analysis
- ☐ Maintenance

Total Cost breakdown (5 yrs) Option 2b

Total Cost: £682,808

7%
25%
6%
62%

- ☐ IT implementation
- ☐ Connectors
- ☐ Business Analysis
- ☐ Maintenance

Total Cost breakdown (5 yrs) Option 3a

15%
3%
12%
70%

Total Cost: £909,619

- ☐ IT implementation
- ☐ Vendor Software
- ☐ Business Analysis
- ☐ Maintenance

Total Cost breakdown (5 yrs) Option 3b

Total Cost: £1,026,426

20%
22%
8%
50%

- ☐ IT implementation
- ☐ Connectors
- ☐ Business Analysis
- ☐ Maintenance

Chart 32: Breakdown of Cost components per Solution Option

6. IMPLEMENTATION OVERVIEW

6.1. High-level Impact Assessment

An organisational redesign project can impact on a number of areas. A summary of the project's impacts (for each option) is provided below. The impact has been classified as major, moderate or minor, along with identification of primary issues.

Options 1a, 2a & 2b

Impact Areas	Major	Moderate	Minor	Primary Issues /Actions
People				
Organisational Culture				• None
Organisation Structure/Design			✓	• Minor impact on front office & back office as there may be some staff savings.
Job Design/ Responsibilities			✓	• New responsibilities for the back office to retrieve/ process data entered through online channel
Capability Requirements				• None
Staff Motivation/Incentives				• None
Management Reporting				• None
Communications		✓		• Customer communication to encourage usage of online e-forms
Human Resource Management			✓	• Minor impact on front office & back office as there may be some staff savings.
Process				
Process flows/ Workflows		✓		• Eform data re-keying required at the back-office (option 1a). Registration will be processed based on data

				received through online forms and integrated into the systems (options 2a & 2b).
Technology				
Technology Interfaces	✔		✔	• Minor for Option 1a. Major for Options 2a & 2b as it involves connectors into the back end systems

Options 3a & 3b

Impact Areas	Major	Moderate	Minor	Primary Issues /Actions
People				
Organisational Culture	✔			• Customer self-service registration will involve a major change in the culture from a manual intervention in every registration to automatic approvals based on pre-set rules – and after-the-event corrections, if required.
Organisation Structure/Design	✔			• Major impact on front office & back office as there will be staff savings, especially when channel migration to online increases.
Job Design/ Responsibilities			✔	• Some new responsibilities for the back office to check registration data and take after-the-event intervention, if required.
Capability Requirements				• None
Staff Motivation/Incentives				• None
Management Reporting		✔		• New management reporting structure to include online channel performance metrics
Communications	✔			• Customer communication to encourage usage of online self

				service
Human Resource Management	✓			• Major impact on front office & back office structure as there may be staff savings.
Process				
Process flows/ Workflows	✓			• Auto registration will require defining rules to allow certain types of cases to be registered automatically, while others may require staff intervention (e.g, if the existing council tax account is in arrears, an exemption is involved etc).
Technology				
Technology Interfaces	✓			• Major technology impact due to new connectors, integration and direct write-access to the back-office systems. Major impact on systems security and associated rules (authentication, service attacks etc).

6.2. High-level Transition Plan

The table below illustrates the main activities and responsibilties involved in implementing the solution options. It highlights the key activities (work-streams) involved in the transition to the new to-be design, depending on which solution option is implemented. Closer to the implementation, and depending on the solution option selected, these activities will need to be defined in greater detail and integrated into the detailed programme plan.

Activity/ Workstream	Applicable to Option(s)			Responsibility/ Dependencies/ Notes
	1a	2a, 2b	3a, 3b	
Testing & Feedback	✓	✓	✓	• The programme team will be responsible to undertake system testing and facilitate UAT to ensure that all bugs are resolved. Initial beta launch could be done with a selected sample of customers to incorporate feedback.
Communications	✓	✓	✓	• This would be part of the overall programme communication. HR will ned to to keep teams informed of implementation process & timelines involved. Council will need to keep the customers informed of the new access channel in order to promote channel migration.
Interviews		✓	✓	• For solution options 2 and 3, where organisational restructuring is expected, HR will be required to schedule interviews after consultation with Unions, as applicable, is completed. Interviews will be needed for appointments to new posts/ structure.
Training		✓	✓	• The programme team will be required, together with the managers, to provide support to implement the training plan.
Accommodation			✓	• Due to the potential scale of organisational restructuring, there will be impact on the accommodation plan. Sponsor and managers will determine the accommodation plan for the new team(s).
Benefits Realisation	✓	✓	✓	• A benefits realisation plan should be agreed at the start of the programme, and key personnel should be made responsible (Manager, HR, Sponsor) to ensure that the benefits are realised.

6.3.   High-level Programme Plan

The charts below illustrate the high-leve programme plan for the two main workstreams – Business analysis and IT. An outline plan has been provided for each option. The key assumptions, applicable to all five plans, are:

- o Timeline assumes some parallel development time.
- o The total duration specified is subject to changes (reduction or increase) depending on the actual programme plan and number of resources working on the project.
- o Project Resources assumed for the plans:
  - o Business Analysis Workstream: Senior Business Transformation Analyst(s) & Business Transformation Analyst(s)
  - o IT Workstream: Developer(s), Web Designer(s), Tester(s), Architect, Project Manager

Option 2a

Weeks

| 1 to 10 | 11 to 20 | 21 to 30 | 31 to 40 | 41 to 50 |

Business Analysis — Business Analysis and Process Definition,

- Agree Scope,
- As-Is review, technical definition
- To-be Design, Content, Impact assessment
- Roll-out and communication
- Define metrics & savings realisation plan
- ◆ Online systems goes live

Technology — IT

- Web Design & Development
- Testing & UAT
- Deployment

Option 2b

Weeks

| 1 to 10 | 11 to 20 | 21 to 30 | 31 to 40 | 41 to 50 |

Business Analysis — Business Analysis and Process Definition,

- Agree Scope,
- As-Is review, technical definition
- To-be Design, Content, Impact assessment
- Roll-out and communication
- Define metrics & savings realisation plan
- ◆ Online systems goes live

Technology — IT

- Web Design & Development
- Testing & UAT
- Deployment

Capital Ambition - Feasibility review of online services for new Residents copyright H&F Agilisys 2009

Option 3a

Option 3b

Illustration 33: High-level Programme Plans – Options 1a, 2a, 2b, 3a & 3b

7. CONCLUSION & NEXT STEPS

Based on the analysis, it can be concluded that the two drivers of the savings are Council tax and Parking permits. The overall net result for self-service solution options is dependent on the volumes of these two services. For H&F and Bexley, the net result is either negative or marginally positive for solution options 3a & 3b. For Wandsworth, due to high transaction volumes, the business case is positive for these solution options. Also, for Integrated Self service Solutions (solution option 3a and 3b), there will be additional savings for all three Councils from offering Change of Circumstances, Account access and other services through the same Online Portal (as outlined in Illustration 17). If these potential additional savings are taken into account, solution options 3a & 3b present a strong Net result with break-even in less than 3 years for all three councils. This strengthens the case to pursue the fully integrated self-service solution and look beyond just an initial registration service.

It is recommended that the current group of services be rescoped to include only those services that return the highest relative benefit (financial and customer). In Chart 20 it's shown that Council tax and Parking together contribute close to 70% of the total savings in the business case, while costing only 34% of the total cost. Electoral services and Library membership contribute to the remaining savings.

There is value in adapting the business case based on these 4 core services, and increased scope to include follow-up and account transactions for such services, i.e., full self-service solution. Furthermore, The service take-up rate assumptions can also be reviewed based on actual customer profile for each Borough.

In summary, based on the net result of this business case, and potential customer benefits, there is merit in considering Options 3a and 3b for further review. For these solution options, all three indicators – risks, costs & Benefits (financial & non-financial) – are very high. Hence, there is a need to undertake a detailed evaluation, before any of options 3a & 3b can be considered for implementation.

8. APPENDICES

8.1. Current Service Process Diagrams

The process diagrams that follow in the subsequent pages illustrate the flows for the services in scope and draw a comparison between the three client organisations.

The terminology used in the diagrams is explained below.

The "Access Channel" represents the channels available to new residents to request registration for that service.

The "Reception/Customer Services" represents the front office team. In some cases (for example, Parking services in Wandsworth), the front office team may process the request without any hand-offs. In most cases, the front office team represents a light touch customer request processing team that hands-off to back-office for processing registration.

The "Document Mgmt/ Workflow" highlights the Document management system in use (if any) for that service.

The "Processing Team" represents the back office team. In some cases (for example, Council Tax in H&F), this team may also deal with the customer enquiry directly.

The back office IT system is represented in the rectangle alongside the Processing team. Any CRM system in use is represented by another rectangle containing the system name alongside the back office IT system.

"Manual Intervention" represent hand-offs and multiple processing incidents for the registration request.
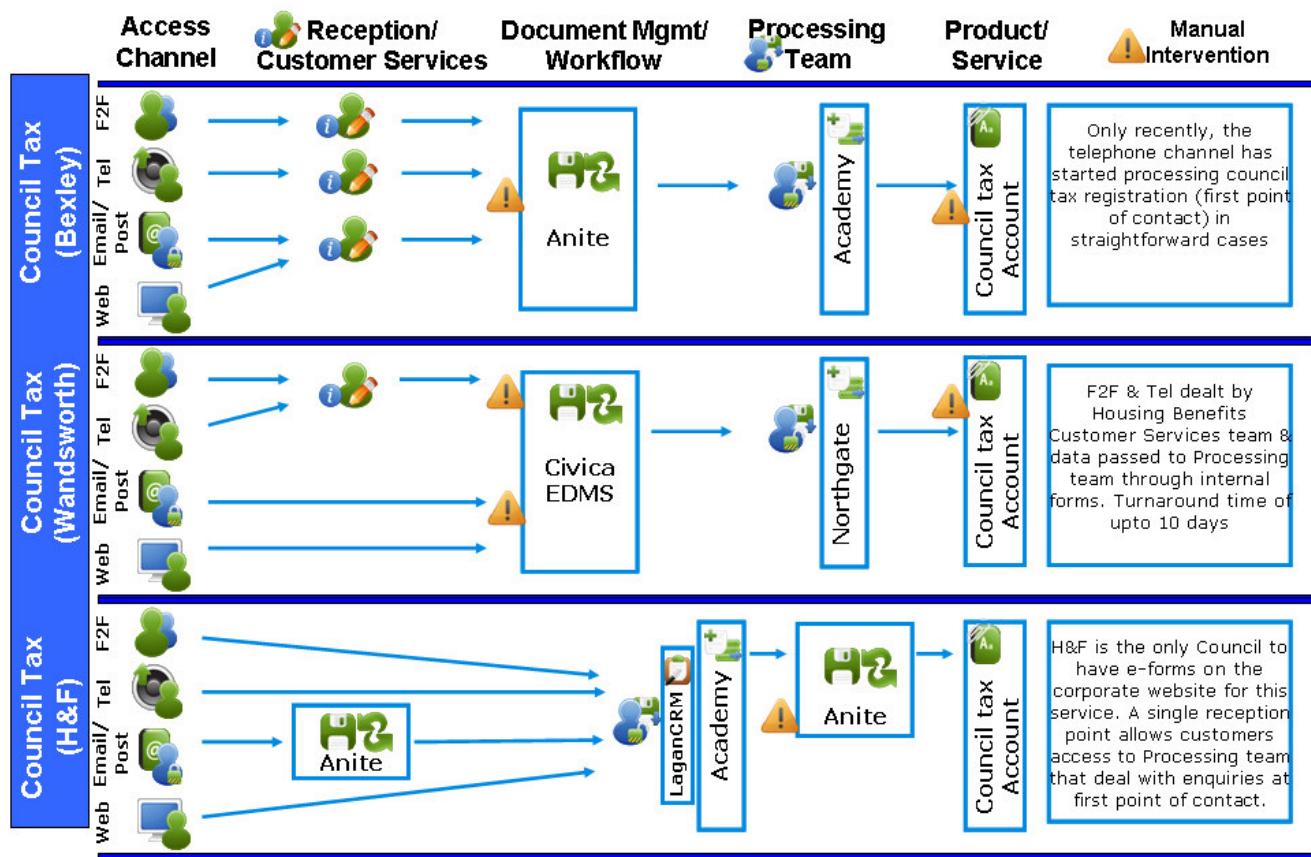
Illustration 34: Comparison of current service process – Council Tax Registration

Council Tax registration is available across all access channels in the three Councils. The key differences between the three organisations are:

- o All customer contact is passed through front office in Bexley, while this applies to Tel and F2F channels in Wandsworth. The registration request is then scanned/ integrated into the workflow system which is processed by the back office/ Processing team. From a residents' viewpoint, they can never expect to register for Council tax at the first point of contact.
- o The service set-up at H&F means that all requests are processed directly by the Processing team, that complete the end to end registration at the first point of contact. H&F is also the only Council, amongst the three, to use a CRM system.

The existing service provision has an impact on the potential solution option for online access. As E-forms are already available to H&F customers, while Bexley & Wandsworth do not have that provision, it implies that any Online solution for H&F Council tax registration will need to go beyond e-forms to add value to the service.
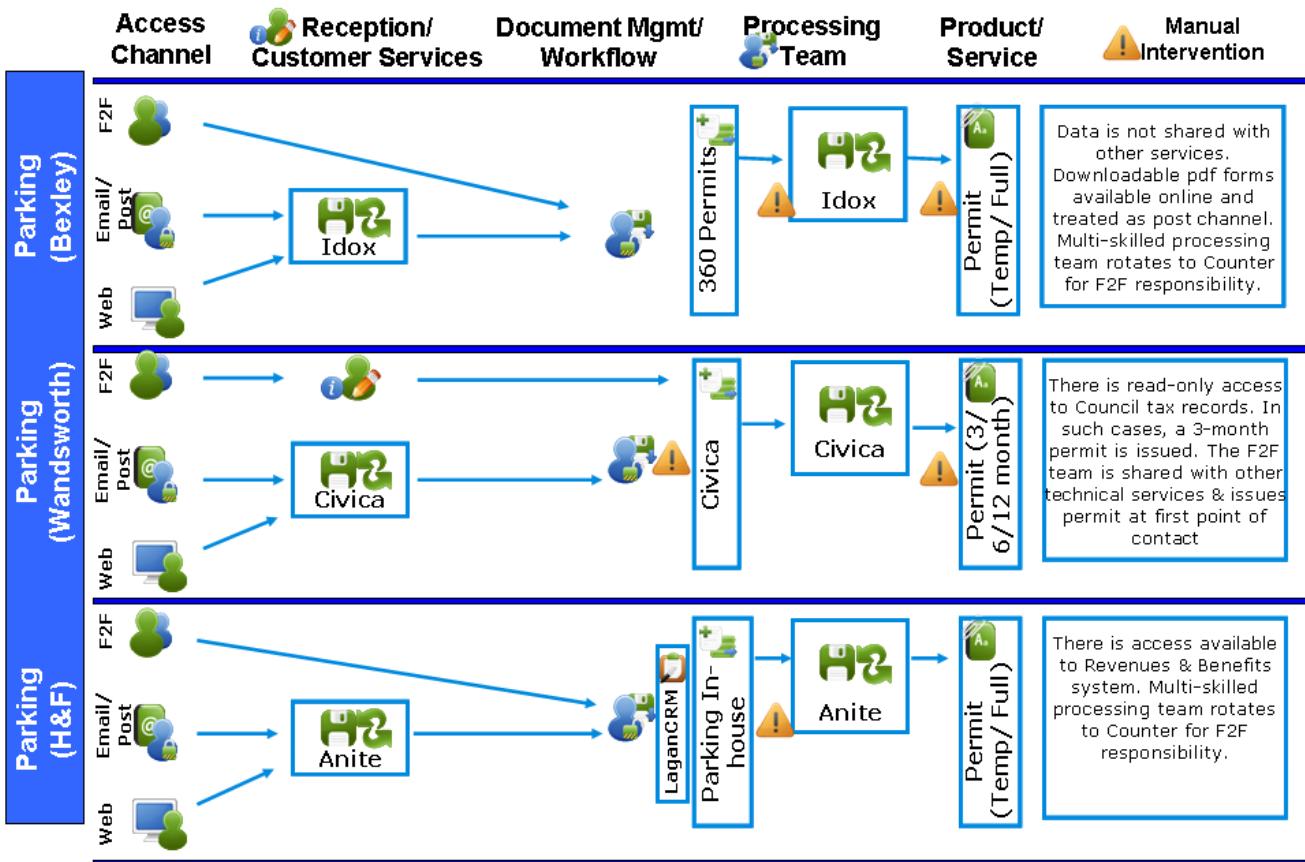
Illustration 35: Comparison of current service process – Parking Permits

All three clients have the facility to issue Parking Permits at the first point of contact. The evidence requirements and policies are consistent across all three clients. H&F is the only Council that has the facility to access the Council tax system to validate customers residency, allowing them to issue Permits (subject to verification of vehicle related documentation) without waiting to see the copy of the Council tax bill. This also means that H&F is able to issue a higher proportion of full permits to new residents, as opposed to Bexley and Wandsworth, who tend to issue permits of a shorter duration to most new residents. This leads to follow-on requests for longer duration permits when the residents subsequently receive a copy of the Council tax bill.

Data sharing across the IT systems of different services is a key dependency for online self-service for new residents.
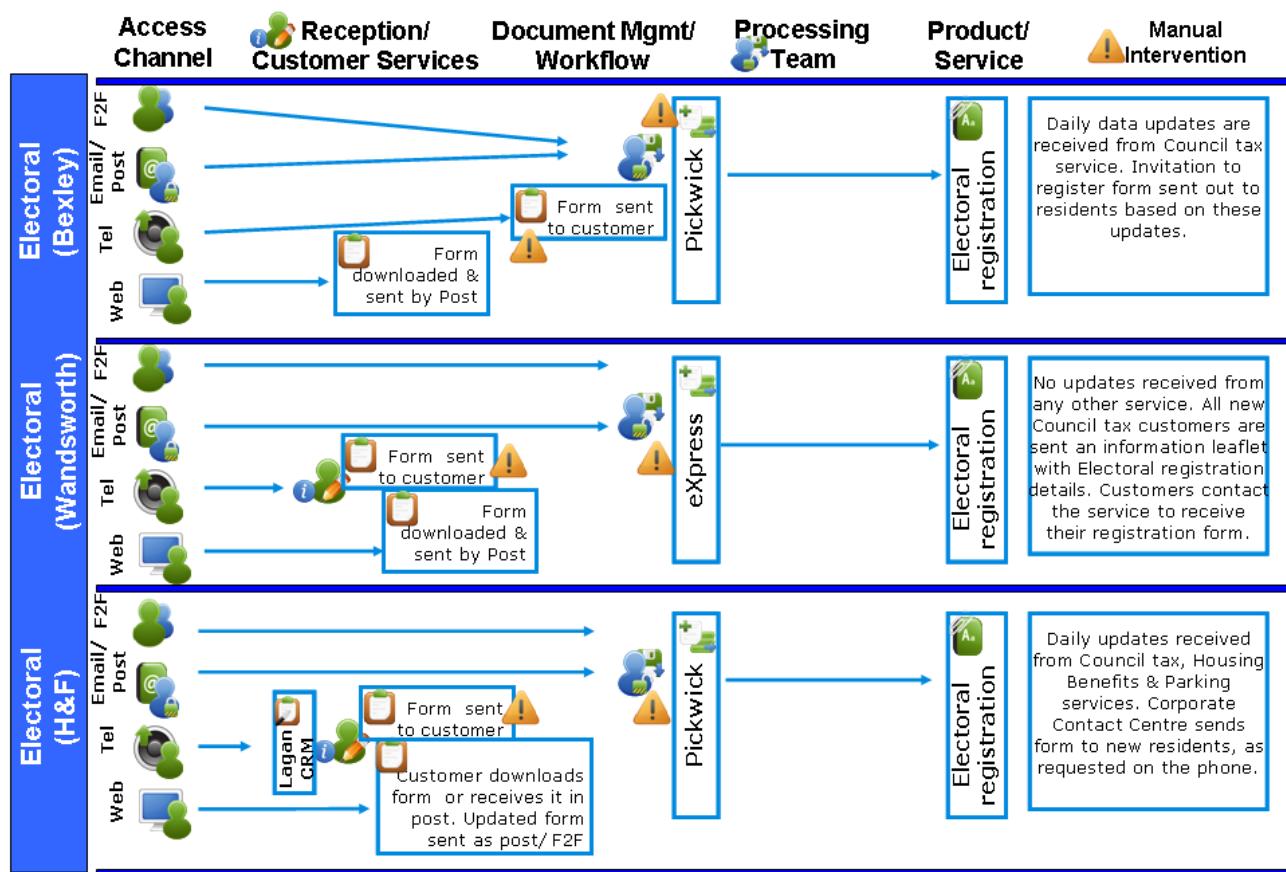
Illustration 36: Comparison of current service process – Electoral Registration

Electoral Registration process is governed by policy rules that require all new registrants to return signed applications based on which the register is updated.

The key difference between the Councils is that the Wandsworth Electoral team do not receive any updates from other services to inform them of new residents in the Borough. All new electoral registrations are trigerred by the resident getting in touch with the service, potentially in response to general information about Electoral registration disseminated in the Borough.

The actual registration process is governed by strict regulations and is consistent between the three Councils.
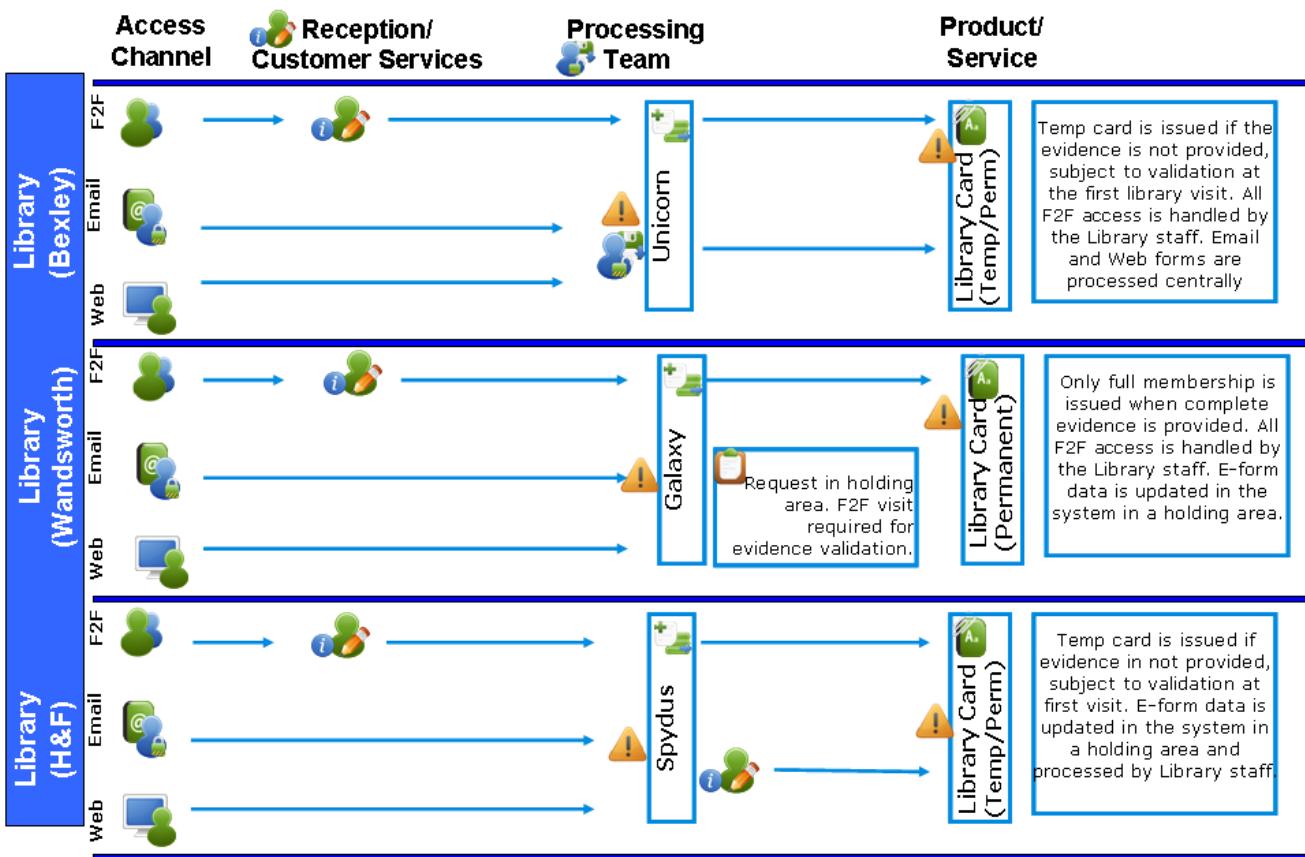
Illustration 37: Comparison of current service process – Library Registration

There are no residency limitations on signing up for a library membership. Even customers who may not be residents in the Borough can request library membership.

The key difference between the three Councils is that Wandsworth does not issue temporary membership cards. This means that users have to bring in their evidence F2F for validation in order to be issued a membership card – even though they may submit the request online.

In H&F, users can sign up online through self-service portal and receive their temporary membership immediately. This allows them limited access to library borrowing. Thereafter, the permanent membership is subject to evidence verification during the first library visit.

In Bexley, the same policy as H&F applies, except that the system does not facilitate self-service – all online requests are processed by the back-office who issue temporary membership cards by post.
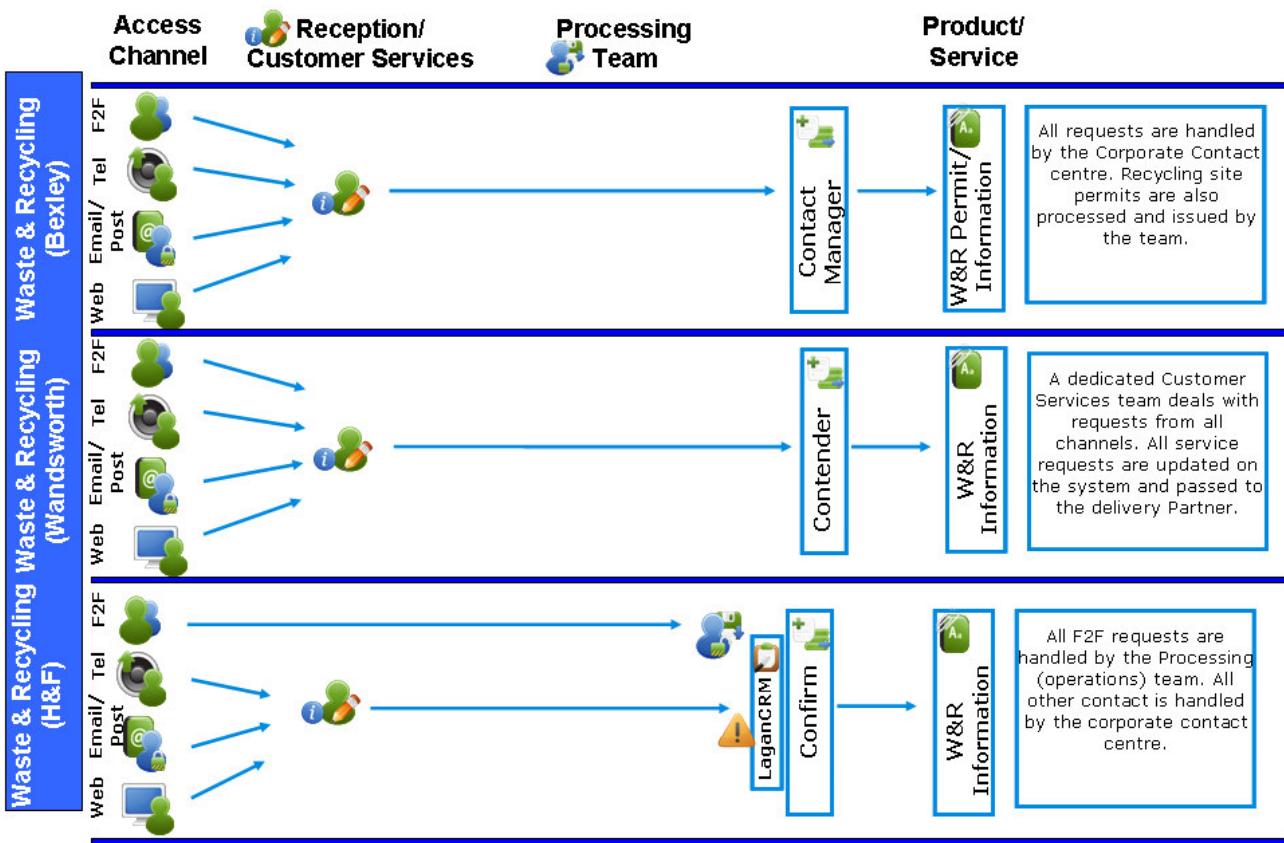
Illustration 38: Comparison of current service process – Waste & Recycling Information Provision

New Resident request for Waste & Recycling services relate mainly to information provision for recycling collection timings. In some cases, there could be specific service requests relating to request for bin or sacks (based on the Council policies).

In all three Councils, the resolution is done at the first point of contact. Wandsworth have a dedicated Waste & Recycling team that deals with enquiries across all access channels. H&F have a shared contact centre to deal with tel, email and web enquiries, while the F2F contact is dealt with by the back office. In Bexley, all enquiries are dealt by a shared Contact centre and reception team.

All three client organisations have an integrated automatic interface to transfer service requests to the suppliers/ contractors.
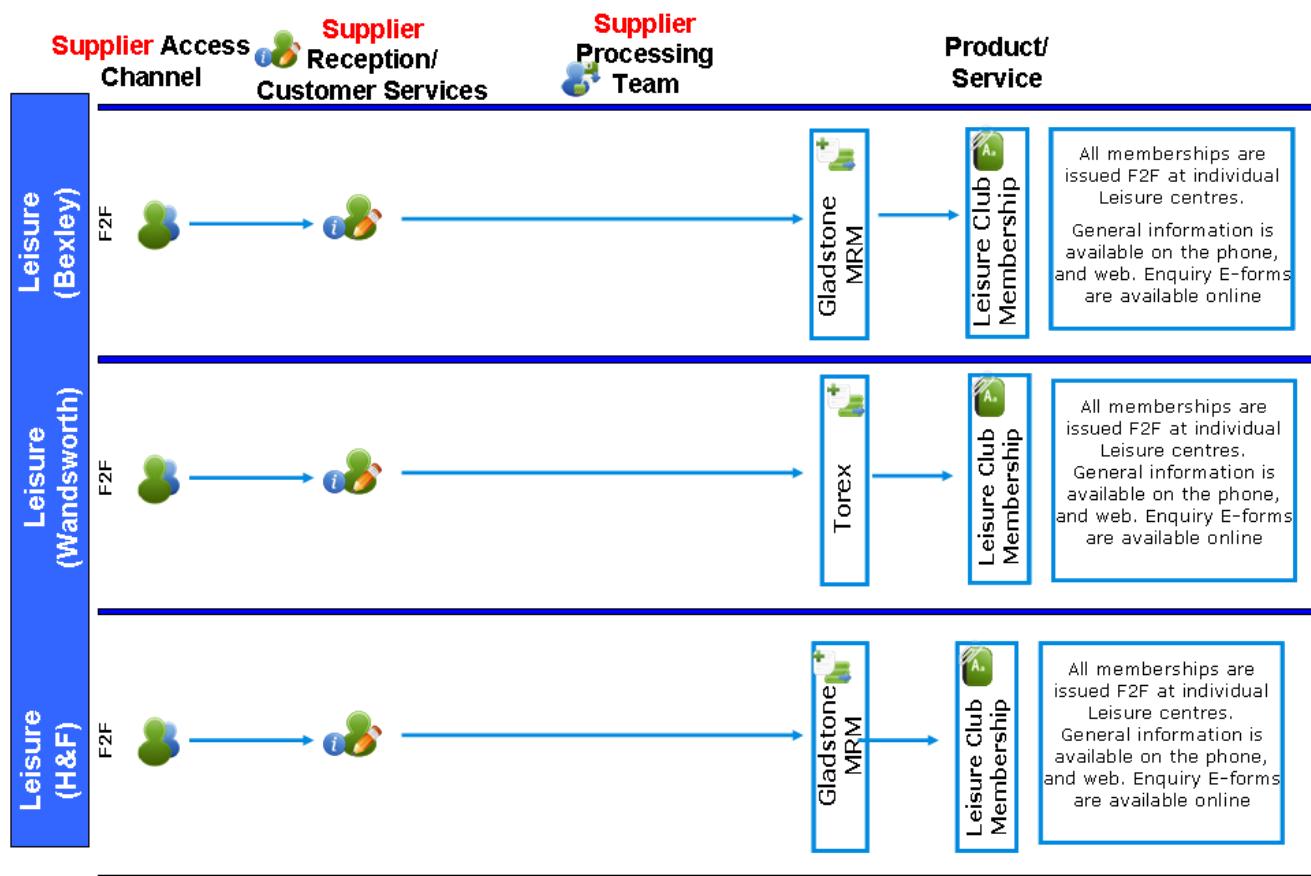
Illustration 39: Comparison of current service process – Leisure Services Membership

The Leisure centre service is outsourced in all three client organisations. All new membership enquiries are dealt with and managed directly by the suppliers. The standard process is to issue new membership cards through F2F channel only. Tel, email and web enquiries are handled directly by the suppliers.

There is no exchange of customer data or registration information between the Council and their Partner.

H&F also issue a "Lifestyle" card that offers discounted access to the Leisure facilities. This card is issued and managed by the Council directly – although its used at the outsourced Leisure facilities.

8.2.   List of Stakeholder meetings

Below is a list of the stakeholders and organisations with whom face to face meetings were conducted as part of this project.

S.No	Council	Service	Stakeholder(s) met
1	Bexley	Council Tax	Gary Mitchell, Geoff Hodson
2	Bexley	Parking Permits	Tina Brooks, Greg Tippett
3	Bexley	Electoral Service	Sue Loynes
4	Bexley	Library Service	Judith Mitlin, Juliet Oliver
5	Bexley	Leisure Service	Ruth Baty
6	Bexley	Waste/ Recycling Information	Duncan Bridgewater
7	Bexley	Waste Amenities Permit	Duncan Bridgewater
8	H & F	Council Tax	Steve Barrett
9	H & F	Parking Permits	Natalie Luck
10	H & F	Electoral Service	Steve Miller
11	H & F	Library Service	David Herbert
12	H & F	Leisure Service	John McHenry
13	H & F	Waste & Recycling Information	Dave Newman
14	Wandsworth	Council Tax	Suzanne Lancaster
15	Wandsworth	Parking Permits	Simon Ayre, Richard Long
16	Wandsworth	Electoral Service	Neil Kennett, Christine O'Brien, Christopher Vickers
17	Wandsworth	Library Service	Geoff Boulton
18	Wandsworth	Leisure Service	Simon Ingyon
19	Wandsworth	Waste & Recycling Information	Sharon Wright
20	Wandsworth	Leisure & Amenity Services	Robert Clark
21	H&F	Council Tax - ICT	Darren Cowie
22	Westminster	MyWestminster	Nicola Woods (Project Manager)
23	Bexley	ICT	Julia Sanders / Tony Allen

Chart 40: List of Stakeholders met

8.3.   Benchmarking

The Chart below outlines the results of our benchmarking undertaken with some other London Councils. It shows the current online service provision in comparson to the client organisations.
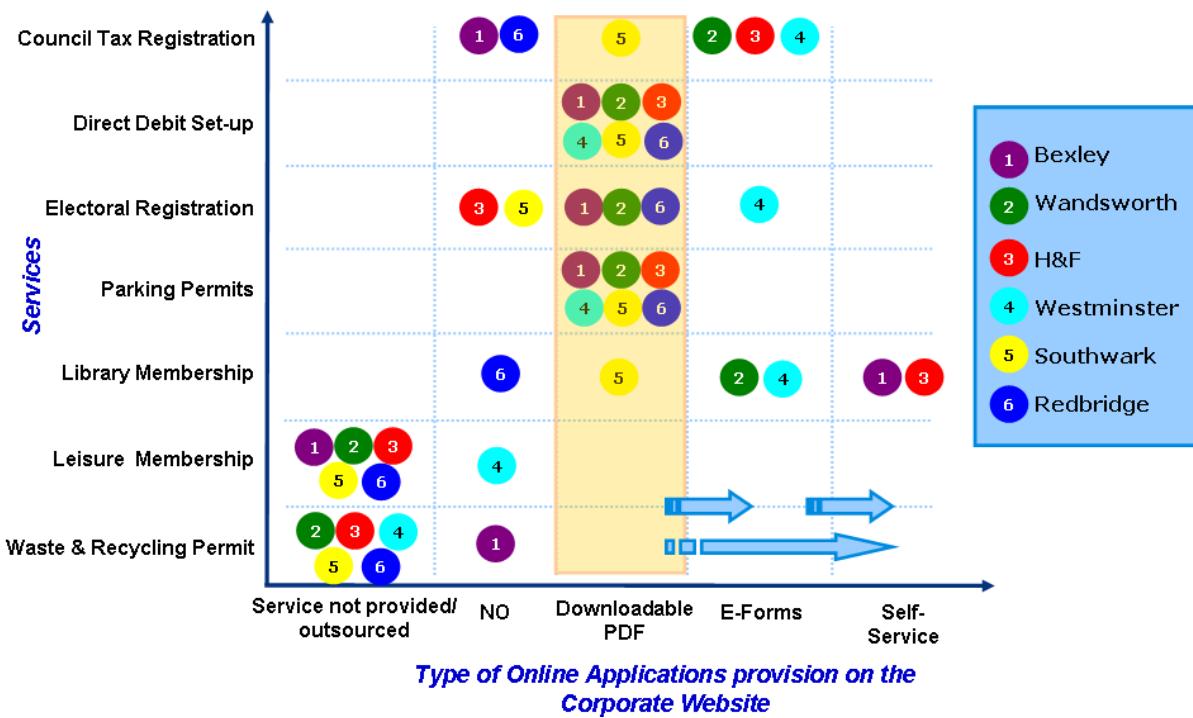

Illustration 41: Benchmarking of Online service provision

Most of the Councils offer downloadable forms as on online service access provision. Besides Library services in H&F and Bexley, no other Council offers Self-service for an of the listed services.

The options for the client organisations, in order to move forward, are to either undertake a gradual transition from downloadable forms to E-forms to Self-service, or move directly from their current position to the self-service model. The latter offers higher savings in front and back office, along with substantial customer benefit. It also offers a future opportunity to expand the online offering and allow account transactions.

8.4. Technical specifications for Solution Options

The list below shows the technologies used by the proposed components:

Resident Service Portal:

Operating System: Windows 2003 Standard (or Higher)

Application Host: IIS 6 (or Higher)

Database: SQL Server 2005

Runtime Framework: .Net 3.5 (or Higher)

Language: C#

Description:

Service portal will be used by the residents to register for number of online services available to them. It will be using Forms authentication for authenticating the residents. It will be built on the .Net Framework which provides a rich library of built-in components to be used within the application. This is a Generic portal and is re-useable across number of boroughs. Custom-branding for each client will be required.

Business/Data Layer Components:

Operating System: Windows 2003 Standard (or Higher)

Application Host: IIS 6 (or Higher)

Database: SQL Server 2005

Runtime Framework: .Net 3.5 (or Higher)

Language: C#

Description:

Business/Data Layer will be a .Net component which will be used by the service portal to deliver the requests in any of the following formats:

- o Email
- o CSV
- o Holding area
- o Call to Connector

This component decouples the request delivery logic from the Service Portal. Except for "Call to Connector", the other three delivery mechanisms are generic.

Staff Portal (Holding Area):

Operating System: Windows 2003 Standard (or Higher)

Application Host: IIS 6 (or Higher)

Database: SQL Server 2005

Runtime Framework: .Net 3.5 (or Higher)

Language: C#

Description:

Staff portal will be used by the staff to view the various service requests. It is used in the work flow scenarios. It allows the BackOffice Staff to change the Status of the Service Request and also send the request to the BackOffice system using the Call to Connector. It will be using Forms & Windows authentication for authenticating the BackOffice Staff. Staff within the Council's domain will be authenticated using the Windows authentication and the staff/contractors using the portal from outside the domain will be authenticated using Forms authentication. This is a Generic portal and is re-useable across number of boroughs. Custom-branding for each Client will be required.

Connector Components:

Operating System: Windows 2003 Standard (or Higher)

Application Host: IIS 6 (or Higher)

Database: SQL Server 2005

Runtime Framework: .Net 3.5 (or Higher)

Language: C#

Description:

This component will be responsible to communicate with the Connectors for the BackOffice systems. This will be the only component in the solution which will be custom built based on the BackOffice system requirements for each client. If the same BackOffice system is used by more than one client, then there is a possibility of the re-

usability of the component. Mapping between the requests & responses will be implemented using the Style Sheets which is industry standard for the mapping. These components could connect to the following two types of connectors for the BackOffice systems.

Web Services (SOAP/Rest API):

These are the most traditional form of connectors exposed by most the BackOffice providers. These are also the industry standard way of integrating two systems. In this approach, the message formats are agreed to be shared between the participating systems for communicating with each other. As the message formats are contracts, any changes made to them by the BackOffice providers will be notified in advance. Therefore specific actions will be taken to make sure that the integration between the two systems continues to work uninterruptedly.

HTML Form Post & Screen Scrapping:

This integration technique is also widely used in the scenarios where there are no Web Services available from the BackOffice system provider but they may provide some portal product to request for the services and view the account details. Mostly, the BackOffice system providers do not support this form of integration due to a number of reasons:
- o No agreed message format
- o Portal product interface could be changed at any time

8.5. IT systems mapping for London Councils

IT systems mapping of London Councils. See embedded spreadsheet below (or for pdf copy, see additional file).

IT Systems
Comparison - London