Full Business Case (FBC)			
1. General Information			
Directorate	Economy	**Portfolio/Committee**	Deputy Leader
Project Title	ISS Phase 1 Implement-ation	**Project Code**	
Project Description	**Background**		

Within the Project Description cell:

Background

The Integrated Support Services (ISS) review was commissioned within the Future Council Programme in March 2015 and its terms of reference were to:

- strengthen corporate governance through corporately managed support services, by developing an integrated support service operating model (Kerslake 2014). This means taking a whole Council approach to support services in order to maximise the capacity and impact of the Council for Citizens of Birmingham
- To identify how Support Services can be delivered for less in order to achieve the annual savings in the Council Business Plan and Budget 2016+.
- To ensure customers of support services receive a service that is easy to navigate, joined up and focused on supporting front line services.

The ISS review designed a new integrated model for support services, through a series of structured design workshops with the Heads of Support Services and their team leads. This concluded in a set of recommendations being made and subsequently agreed by the ISS Programme Board in April 2016, attached as Appendix 3. These were also later presented and agreed in principle by the Directorate Management Teams. It was also agreed by the ISS Project Board that the proposed implementation of the changes to structures, access arrangements and IT solutions should be split into two distinct phases to incrementally deliver the required changes for the overall redesign and recommendations.

This FBC covers the first phase of implementation which involves the implementation of an Employee Portal, the formation of a Support Services Hub, deployment on a pilot basis of tools to increase efficiency i.e. service ticketing and workforce optimisation tools and process improvements to Freedom of Information requests, Starters and Leavers processes and invoicing. These areas were selected following consultation with the user community and the heads of in-scope support services.

Financial Implications

The services in scope for ISS have a total savings requirement of £20.1m by 2019/20. Savings in 2015/16 and this financial year have been achieved by restructuring of in-scope services and use of one-off resources.

This proposed first implementation phase of the ISS programme will deliver £11.2m of the total target through a combination of service redesigns and operational efficiencies by supporting the in-scope

	support services to reduce further while maintaining a high quality service to managers across the council as a whole. Investment in technology is required to support the transformational elements of the re-design. Up-front costs of £1.619m comprise of capital investment of £1.603m and training requirements of £0.016m. The challenge therefore for the redesign has been how to make Support Services yet more efficient at the same time as ensuring front line service priorities are supported. The programme Sponsors have been mindful at all stages of the risk associated with making cuts in the wrong places or undermining the ability of the Council to function and support front line service effectively. In other words, the challenge has been how to deliver the best operational performance and organisational value at the lowest cost possible. An intensive period of data gathering, data analysis, consultation event and workshops have identified a number of process efficiencies that can be delivered using the technology proposed under Project Deliverables. Service Birmingham have scoped the requirements for Phase 1 implementation and will deliver on a time and materials basis within a 12 month timescale.
Links to Corporate and Service Outcomes	The project is indirectly supporting the delivery of BCC priorities and is critical to and underpins the financial management of the Council. It is fundamental to maintaining and improving the Council's financial processes and ICT systems that support Service Directorate's to achieve the strategic outcomes detailed in the Council Business Plan and Budget 2016+. The project is specifically being delivered by the: • Deputy Leaders Portfolio. • Economy Directorate outcome – Improved Efficiency

Project Definition Document Approved by	Cabinet.	**Date of Approval**	8 Dec 2015

Benefits Quantification- Impact on Outcomes	**Measure**	**Impact**
	Increased efficiency of support services	FTE reductions
	Ease of access to information to support managers through the Employee Portal	Reduced demand
	Self-service tools are easy to use and intuitive	Take-up by managers
	Single visibility of all incoming work so managers and employees can track requests and processes are automated	Improved responses to requests, maximise use of reduced resources.
	Single and simplified points of access and getting the right query to the right person more effectively.	Easier navigation for users of the service

Project Deliverables	The project deliverables are: **Employee Portal** A new managed web platform supporting the internal channel shift through provision of a single front door for all knowledge, and links

to relevant transactions for employees and managers to self-serve. Simplifying transactions will support the increase in self-service take-up, supported by silent single sign-on to People Solutions and Voyager. Includes the need for 'access for all' in extending portal and transaction access to non-networked employees and various SAP enhancements that will support the employee and manager self-serve experience.

Ticketing and Workflow

The provision of a ticketing solution will enable the capture of requests for support and work, their assignment, and tracking through to closure. A pilot would cover Shared Services existing shared mailboxes, and Legal for new internal instructions. Service ticketing could also provide the ability to manage the end-to-end SLAM processes and associated workflows from recruitment to exit. Benefits include automation of workflows and a reduction in the number of forms for managers to complete.

Call Routing and Workforce Optimisation

Workforce optimisation tools include Desktop Process Analytics which provides visibility of how staff use applications and processes to perform their tasks. A pilot will cover Payroll, Accounts Receivable and Legal teams. Workload Management would provide visibility of overall workload, identify demand and available resources, and enable trends to be identified. Activity could be forecasted and scheduled, providing the ability to understand utilisation of team members. A pilot would cover the Payroll team.

Process Tools

SAP enhancements, including a redesigned SAP Portal, HR Renewals and Fiori, would support self-service processes, whilst new SAP tools such as Personas would improve efficiencies across common tasks.

Monitoring, Reporting and Hub Management

The evolving ISS and Hub user community will be supported by a the development of a suite of reports including the import of data from the new workforce optimisation and service ticketing solutions.

Non-IT solutions

As well as the IT solutions listed above, the Integrated Support Services project has focussed on process redesign and new ways of working including a new relationship with customers, These are set out in the design principles attached as Appendix 3.

In addition to the above, there will be the standard Project Management deliverables e.g. risk and issues logs, etc.

The project will follow standard project governance.

Scope	This project will be led by the Council programme manager, reporting into a Project Board, supported by dedicated project managers for various work-streams and a Service Birmingham project manager. The Project Bard will receive update on the progress of delivery, monitor benefits realised, deal with escalations etc. An integrated programme management approach will be taken to deliver the project with a single

	project structure, a single requirements document, a consolidated project plan and a co-ordinated risks and issues register. BCC and Service Birmingham governance applied. This will require significant resources. The scope of the project will include: • Addressing any training needs identified • Frequent engagement with future users of the self-service aspects e.g. Employee Portal • Council-wide consultation
Scope exclusions	The following are excluded from the scope of the project. • Further phases of system roll-outs following the pilots.
Dependencies on other projects or activities	• The project is dependent on the approval of this Full Business Case, and the placing of orders with Service Birmingham. • Due to the large scale number of changes required to processes, systems and documentation, the project is heavily dependent on the availability of staff and Service Birmingham to effect and test these changes. • Availability of SAP development and test environments. No hardware upgrades are expected as a result of Phase 1.
Achievability	For a successful project delivery to be achieved the following is required: • Detailed project plan • Communications Strategy • Implementation plan
Project Managers	BCC – tbc Service Birmingham –tbc – SB Project Manager
Budget Holder	Sarah Dunlavey Assistant Director - Financial Services sarah.dunlavey@birmingham.gov.uk Andy Fullard Andy.fullard@birmingham.gov.uk
Sponsors	**BCC** Angela Probert and Jon Warlow Strategic Directors angela.probert@birmingham.gov.uk jon.warlow@birmingham.gov.uk
Project Accountant	Jayne Bench – Head of City Finance jayne.m.bench@birmingham.gov.uk 0121 675 5785
Project Board Members	Members of the ISS Project Board are as follows. Angela Probert Jon Warlow Mandy Quayle Sarah Dunlavey Andy Fullard Dawn Hewins Directorate Representatives

Head of City Finance (HoCF)	**Jayne Bench**	**Date of HoCF Approval:**	1 Sept 2016

2. Budget Summary					
	Voyager Code	*2016/17*	*2017/18*	*2018/19*	*Totals*
Capital Expenditure & Funding **Expenditure**:		£	£	£	£
IT Development and Implementation	RBF24 L9Y0 A00	801,949	801,177		1,603,126
Totals		**£801,949**	**£801,177**		**1,603,126**
Funding 1. SAP Investment Plan.	RBF24 L9Y0 A00	£347,878	£300,000		£647,878
2. Corporate IT systems Investment Plan		£414,112	£501,177		£915,289
3. Corporate Resources Reserves		£39,959			£39,959
Totals		**£801,949**	**£ 801,177**		**£ 1,603,126**
		2016/17	*2017/18*	*2018/19*	*2019/20*
Revenue Consequences (funded from existing Corporate IT and SAP investment plans) Prudential Borrowing			£164,018	£336,471	£336,471
Ongoing Support and maintenance		£250,000	£250,000	£250,000	£250,000
Training			16,100		
Totals		£250,000	£430,118	£586471	£586,471

Planned Start date for delivery of the project	October 2016	**Planned Date of Technical completion**	September 2017

3. Checklist of Documents Supporting the FBC		
Item	Mandatory attachment	Number attached
Financial Case and Plan		
• Detailed workings in support of the above Budget Summary	Mandatory	Appendix 2A
• Statement of required resource	Mandatory	Appendix 2A
• Whole Lifecycle Costing analysis	Mandatory	Appendix 2A
• Milestone Dates/ Project Critical Path	Mandatory	Appendix 2A
Project Development products		
• Populated Issues and Risks register	Mandatory	Appendix 2A
• Stakeholder Analysis	Mandatory	Appendix 2A

ISS Implementation Phase 1

1. **Statement of required resource (people, equipment, accommodation)**

A large proportion of required resources will be met from existing provision within both the Council and Service Birmingham. External project management capacity will support the Employee Portal and Hub implementations, LEAN reviews and overall programme management. Resources have been identified from the Specific Policy Contingency for improvement projects.

2. **Whole Lifecycle Costing analysis**

n/a.

3. **Milestone Dates/ Project Critical Path**

The project will commence in October 2016 and complete by the end of September 2017 at the latest.

Phases	Dates
Analysis and design	Completed (December 2015 – July 2016)
Implementation	October 2016 – September 2017

Populated Issues and Risks register

Risk information			Counter Measures		
No.	**Description of Risk and Risk owner**	**Inherent Risk (Likelihood / Impact)**	**Description of current controls / mitigation in place**	**Residual Risk (Likelihood/ Impact)**	**Further actions proposed, and date for implementation**
R01	The delivery of the project is heavily dependent on key Council and Service Birmingham resources being available throughout the period October 2016 – September 2017.	High / High	Detailed project planning identifying when the key resources will be required and thereby identifying any resource issues to be addressed / escalated	Medium / High	Resources issues and pressures will be managed through the agreed escalation process detailed in the PID i.e. through Project Board and BCC / SB senior managers.

Risk information			Counter Measures		
No.	Description of Risk and Risk owner	Inherent Risk (Likelihood / Impact)	Description of current controls / mitigation in place	Residual Risk (Likelihood/ Impact)	Further actions proposed, and date for implementation
R02	There are a lot of process, system and documentation changes that need to be effected across BCC Support Services to ensure that the efficiencies are maximised as expected.	Medium / High	A set of detailed Initial Business Requirement documents have been compiled identifying as many of the required changes as possible. A list of all the key stakeholders within the Council and Service Birmingham has been compiled.	Low / Medium	A detailed project communications plan engaging all the project stakeholders will be developed to ensure buy-in and usage. By end of October 2016
R03	The project benefits will be driven out as separate projects following the system implementations of e.g. service ticketing, workforce optimisation, Employee Portal and telephony.	High / High	There is an element of needing to wait and see but demonstrations of proposed systems indicate that the pilots will see improved efficiencies from all the proposed solutions Benefits are closely and regularly tracked by the Project Board	Low / Medium	Outcome of pilots to be analysed in developing Phase 2 implementation

Risk information			Counter Measures		
No.	Description of Risk and Risk owner	Inherent Risk (Likelihood / Impact)	Description of current controls / mitigation in place	Residual Risk (Likelihood/ Impact)	Further actions proposed, and date for implementation
R04	Availability of development and test environments (i.e. SAP Voyager) for processing and validating system changes due to numerous other changes due to take place e.g. system upgrades, monthly SAP updates, etc.	High / High	Detailed programme plan under development by Service Birmingham of all planned system changes / upgrades thereby identifying the demand on all system environments.	Medium / High	Any issues or conflicts will be identified in advance and managed through the SB / BCC existing processes.
R05	There is little time in the financial cycle when changes can be effectively managed in SAP. Closedown needs to be avoided as do budget-setting and payroll dates.	High / Medium	SAP dual environments have been installed to allow parallel developments	Low/ Low	Detailed project plan and management of costs. Project Plan by September 2016
R06	There are problems with implementation which causes unexpected downtime or loss of functionality	Medium / High	Thorough testing	Medium	Testing plan to be signed off by the Project Board. Resources to be built into work plans May 2017
R07	The project overruns in terms of cost or time	Medium / Medium	Flexibility within the implementation timetable and ability to reduce scope.	Low / Low	Detailed project plan and management of costs. Project Plan by September 2016

Stakeholder Analysis

The stakeholders involved in this project are:
- All support services in scope of ISS
- BCC staff , managers and budget holders
- Specific groups of external customers e.g. debtors, suppliers
- Service Birmingham
- Birmingham Audit

Due to the nature of the change an integrated project management approach will be taken to deliver this project. Resources from both BCC and SB will be combined to form a single project delivery team. There will be a single project structure, a consolidated project plan and a co-ordinated risks and issues log. The project will be led by a SB project manager. A Project Board will provide direction and key decision making for the project, underpinned by a Design Authority.

Degree of Influence

High Influence	Low Influence	Importance
Strategic Director of Finance and Legal, Strategic Director of Change & Support Services		High
Managers and staff in in-scope support services		High
Service Birmingham		High
Managers and staff across the Council		High

Stakeholder	Stake in Project	Potential Impact on Project	What does the Project expect from Stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsibility
Council Cabinet Members	Portfolio holder	High	Support for proposals	Financial constraints and timescales affecting delivery	Approve budget and project	Portfolio holder
Service Birmingham	Develop and deploy the system changes	High	Complete work to project specification	On time and to budget	Contract and project plan	Deliver to required standard
Finance, Shared Services, Procurement, Legal, Corporate Strategy, Birmingham Audit and HR teams	Adoption and Roll-Out	High	Testing, Training and Usage. Support to end users.	Additional workload initially. Change of processes.	On-going engagement	Deliver to required standard