Appendix 6 – Customer Focus Work Streams

# Customer Hub Workstream Overview

Scope

Design and operation of the customer hub. This will involve the preparatory work required to launch the customer hub initially as a service to provide a thin layer of consistent service across the organisation. Design of how the customer hub will operate, rationalisation of the telephone numbers, launch of the one telephone number and the associated updates to call scripts/performance standards/job roles and training. Detailed analysis of the business area (in the first instance Cleansing & Waste) to understand the types of requests, the volumes, the complexities and the capability requirements. There will be significant impacts on the business processes and it will require redesign and optimisation of key business processes to deliver the full benefits from the new functionality.

Related (as part of Service Design workstream) it will also be necessary to issue communications, complete training and manage impact on roles and responsibilities, job descriptions and job locations.

Projects, Work Packages and Activities

PROJECT	WORK PACKAGE	ACTIVITIES
Customer hub Design	Governance & Operation framework	• Define policy (e.g. elected members, Free telephone number) • Define channel protocol/strategy • Develop Management and Governance Framework • Analyse of Services/Hours of Operation • Develop Hours of Operation Policy • Develop KPIs and Standards
	Detailed Operating Model	• Design the Tiers of Operation • Analyse Services for Each Tier • Design of New Business Processes • Rationalise Telephone Number • Define Call and Email Routing
	Capability Assessment	• Develop Resourcing Model (e.g. staff numbers to deliver against the defined operating model) • Complete Capability Assessment • Define Impact on Roles and Responsibilities
	Content Development	• Develop scripts, Knowledge base and FAQ for 'thin and wide'
	Telephony Infrastructure	• Upgrade of Telephony • Analysis of Telephony • Design of Telephony • Implementation of Telephony
Cleansing & Waste Design	Business Area Detailed Operating Model	• Analyse Tier 1 and 2 Service Requests • Design New Business Processes
	Business Area Content Development	• Develop detailed business area scripts, knowledge base, FAQ
	Business Area Capability Assessment	• Complete Capability Assessment
Operationalise Cleansing & Waste	Operationalise Business Area	• Pre launch communications • Engage with Trade Unions • Complete staff training on new ways of working • Manage OD impacts of change
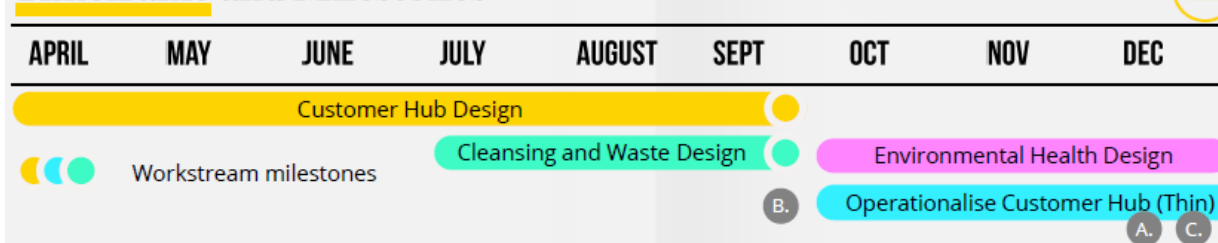
Project Roles

- Workstream Lead (**Temp resource identified**
- Product Owner
- Tech Lead
- Business Process Engineer
- Business area SME
- Content Editor
- Engineer/Developer
- UX
- BA
- Comms Support
- OD Support
- PMO
- Training Lead
- Trainer

Milestone Summary

Milestone 1:
- Customer Hub designed

Milestone 2:
- Detailed understanding of business area completed

Milestones 3:
- Customer hub launched – thin and wide services (detailed C&W)

Dependencies

A. Necessary OD R&R updates completed and roles filled

B. Belfast WI-FI upgrade, telephony Discovery and upgrade completed

C. Availability of CRM and website for launch of thin and wide service (detailed C&W)

Assumptions

- Timeframes aligned to planned Telephony Discovery, design, tech upgrade and Belfast WI-FI fibre upgrade
- Thin layer of services delivered across all of the organisation from Jan 2020 with more detailed C&W
- Alpha and Beta testing - Jan – March 2020. Full launch in march 2020

Timeframe and Milestones

APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC

Customer Hub Design

Workstream milestones

Cleansing and Waste Design

Environmental Health Design

Operationalise Customer Hub (Thin)

Customer Hub Workstream Timeframe

APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC

Customer Hub Design

Governance & Operation Framework (April 19 – June 19) **(WP1)**
1. Define policy (e.g. elected members, Free telephone number)
2. Define channel protocol/strategy
3. Develop Management and Governance Framework
4. Analyse of Services/Hours of Operation
5. Develop Hours of Operation Policy
6. Develop KPIs and Standards

Detailed Operating Model (July 19 – Sept 19) **(WP2)**
7. Design the Tiers of Operation
8. Analyse Services for Each Tier
9. Design of New Business Processes
10. Rationalise Telephone Number
11. Define Call and Email Routing

Capability Assessment (WP3)
12. Develop Resourcing Model (e.g. staff numbers to deliver against the defined operating model)
13. Complete Capability Assessment
14. Define Impact on Roles and Responsibilities

Content Development (WP4)
15. Develop scripts, Knowledge base and FAQ for 'thin and wide'

Telephony Infrastructure (WP5)
16. Upgrade of Telephony (April – June 0219)
17. Analysis of Telephony
18. Design of Telephony
19. Implementation of Telephony

*Alpha and Beta testing - Jan – March 2020
Full launch in march 2020*

Cleansing & Waste Design

Business Area Detailed Operating Model (WP6)
20. Analyse Tier 1 and 2 Service Requests
21. Design New Business Processes

Business Area Content Development (WP7)
22. Develop detailed business area scripts, knowledge base, FAQ

Business Area Capability Assessment (WP8)
23. Complete Capability Assessment
(Performed for each business area)

Environmental Health Design

Business Area Detailed Operating Model (WP10)
28. Analyse Tier 1 and 2 Service Requests
29. Design New Business Processes

Business Area Content Development (WP11)
30. Develop detailed business area scripts, knowledge base, FAQ

Business Area Capability Assessment (WP12)
31. Complete Capability Assessment
(Performed for each business area)

Operationalise Cleansing & Waste

Operationalise Business Area (WP9)
24. Pre launch communications
25. Engage with Trade Unions
26. Complete staff training on new ways of working
27. Manage OD impacts of change
(Performed for each business area)

Website Workstream Overview

Scope

Definition of tech spec to enable procurement. Procurement and implementation of a new website CMS (to replace current EOL system) in dev, test, pre-prod and production environments. Creation of build and test automation pipeline (to streamline website updates). Security hardening and pen testing of new platform (including SSL certs, domain name updates and necessary firewall/network configuration changes). Alpha, beta and go-live testing prior to switchover to new website.

Implementation of at least one priority service (e.g. bulky waste) end-to-end. Other services to follow based upon time and capacity. Review and update of existing content in priority order (as time and capacity allow) to include copy and visual/creative updates.

Related (as part of the Service Design workstream) it will also be necessary to issue early comms during the programme kick-off, as well as internal and external pre-launch and launch comms.

Projects, Work Packages and Activities

PROJECT	WORK PACKAGE	ACTIVITIES
Procure Website CMS	Policy Definition	• Develop guidelines and principles (e.g. partners, microsites, mobile applications etc) • Develop 'solution design' document • Develop approach to website implementation (e.g. go live with new website for all organisation)
	Procurement and Evaluation	• Review technical requirements from Discovery Exercise • Validate with business areas technical and non technical requirements • Determine procurement approach (single versus multiple supplier) • Determine procurement framework/route including funding • Develop ITT and issue to the market • Evaluate responses and appoint preferred supplier • Finalise contract with supplier
Cross Cutting Analysis	Cross Cutting Analysis	• Review and analyse the corporate cross cutting content and design (e.g. what is needed/what is not)
Cleansing & Waste Analysis	Business Area Content	• Complete user research analysis for the business area (Cleansing & Waste) • Complete content review of the business area including design (Cleansing & Waste) (e.g. what is needed/what is not)
Implement Website CMS	Governance	• Develop content/workflow/governance requirements
	Install and Configuration	• Migrate non priority business area content • Build/commission technical environments (dev, test, pre-prod, prod) • Install and configure CMS including customer profile account (within CRM)
Cleansing & Waste Build and Test	Testing and Building	• Testing (Security Hardening, Pen Test, Alpha/Beta testing) • Build corporate cross cutting web pages and Cleansing & Waste (other areas to follow)

Timeframe and Milestones

APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC

- Procure Website CMS
- Cleansing & Waste Analysis
- Cross Cutting Analysis
- Implement Website CMS
- Environmental Health Analysis
- Cleansing & Waste Build & Test
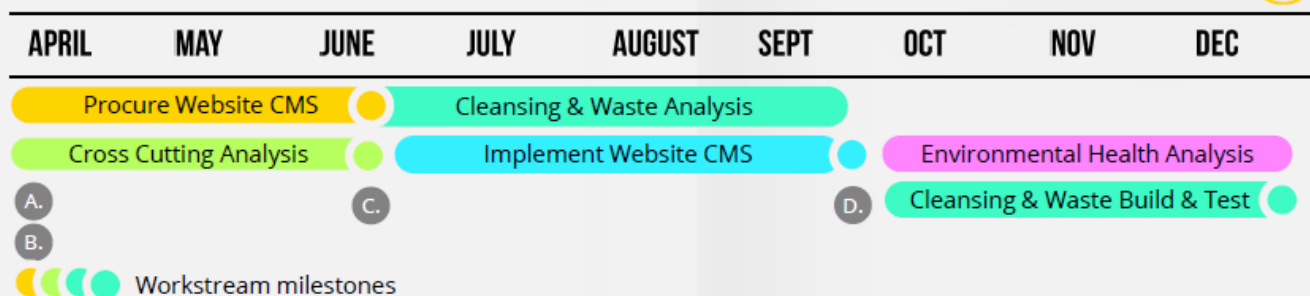- A.
- B.
- C.
- D.

Workstream milestones

Project Roles

- Workstream Lead (resource identified)
- Product Owner
- User Experience
- Creative Designer
- Content Editor
- Engineer/Developer
- Business area SME
- Tech Lead
- PMO Support

Milestone Summary

Milestone 1:
- Website CMS Software Procured

Milestone 2:
- Analysis of cross cutting themes completed

Milestone 3:
- CMS configured and ready for use

Milestones 4 & 5:
- CMS successfully tested
- Go Live for Cleansing & Waste and non priority business areas cross all services

Dependencies

A. Technical specification of website CMS
B. Necessary OD R&R updates and roles filled
C. Hardware for environments procured & configured (Milestone 2)
D. CRM customer profile setup

Assumptions

- Customer portal will be standard CRM functionality linked to from BCC website.
- Timescales could be impacted by other projects and business as usual activities e.g. summer period

Website Workstream Timeframe

APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC

Procure Website CMS

Policy Definition (WP 1)
1. Develop guidelines and principles (e.g. partners, microsites, mobile applications etc.)
2. Develop 'solution design' document
3. Develop approach to website implementation (e.g. go live with new website for all organisation)

Procurement and Evaluation (WP2)
4. Review technical requirements from Discovery Exercise
5. Validate with business areas technical and non technical requirements
6. Determine procurement approach (single versus multiple supplier)
7. Determine procurement framework/route including funding
8. Develop ITT and issue to the market
9. Evaluate responses and appoint preferred supplier
10. Finalise contract with supplier

Cleansing & Waste Analysis

Business Area Content (WP4)
12. Complete user research analysis for the business area (Cleansing & Waste)
13. Complete content review of the business area including design (Cleansing & Waste) (e.g. what is needed/what is not)

(Performed for each business area)

Cross Cutting Analysis

Cross Cutting Analysis (WP3)
11. Review and analyse the corporate cross cutting content and design (e.g. what is needed/what is not)

Implement Website CMS

Governance (WP5)
14. Develop content/workflow/governance requirements

Install and Configuration (WP6)
15. Migrate non priority business area content
16. Build/commission technical environments (dev, test, pre-prod, prod)
17. Install and configure CMS including customer profile account (within CRM)

Environmental Health Analysis

Business Area Content (WP8)
18. Complete user research analysis for the business area (Environmental Health)
19. Complete content review of the business area including design (Environmental Health) (e.g. what is needed/what is not)

(Performed for each business area)

Cleansing & Waste Build & Test

Testing and Building (WP7)
20. Testing (Security Hardening, Pen Test, Alpha/Beta testing)
21. Build corporate cross cutting web pages and Cleansing & Waste (other areas to follow)

(Performed for each business area)

For Dependencies please reference file: Final_Customer_Resourcing Model_v1.3.xlsx

CRM Workstream Overview

Scope

Definition of tech spec to enable procurement. Commissioning and implementation of a new CRM system (to replace the multiple iterations of corporate one that currently exists) in dev, test, pre-prod and production environments. Security hardening and pen testing of new platform (including SSL certs, domain name updates and necessary firewall/network configuration changes (If applicable)). Alpha, beta and go-live testing prior to switchover to new CRM.

Creation of master corporate data model outlining the core set of information that is required on the customer (e.g. name, DOB, address, etc) and is consistent across all business areas. Review of priority business process functionality (e.g. place an order for a new bin) and the specific data requirements for each of the business areas.

Projects, Work Packages and Activities

PROJECT	WORK PACKAGE	ACTIVITIES
Commission CRM	Policy Approach	• Develop guidelines and principles for managing data (e.g. Master record in CRM, GDPR, Legal etc)
	Requirements and Commissioning	• Develop requirements for CRM (based on user stories from Discovery) • Appoint preferred supplier(Microsoft Dynamics) • Procure technical delivery partner to support CRM implementation • Analyse the impact of CRM licensing
Define Corporate Data Model	Corporate Data Model	• Define corporate data model • Validate corporate data model with business areas • Refine and finalise corporate data model
Cleansing & Waste Analysis	Business Area Analysis	• Complete user research analysis for the business area (Cleansing & Waste) • Complete data requirements of the business area (Cleansing & Waste)
Design and Implement CRM	Data and Governance	• Develop governance requirements (e.g. business processes, data, online forms etc.) • Develop solution design document
	Commission and Configuration	• Commission technical cloud platforms/environments (e.g. dev, test, pre-prod, and prod) • Configure CRM for customer profiles, customer hub and live chat
Cleansing & Waste Build and Test	Testing and Building	• Testing (Security Hardening, Pen Test, Alpha/Beta testing) • Build corporate data model and Cleansing & Waste data model extensions (other areas to follow)

Timeframe and Milestones

APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC

Commission CRM
Cleansing & Waste Analysis

Define Corporate Data Model
Design & Implement CRM
Environmental Health Analysis

Cleansing & Waste Build & Test

A.
B.

Workstream milestones

Project Roles

- Workstream Lead (**resource identified**)
- Product Owner
- Engineer
- Business area SME
- Tech Lead
- Lead BA
- BA
- User Experience
- Creative Designer
- PMO support

Milestone Summary

Milestone 1:
- CRM software commissioned

Milestone 2:
- Corporate data model defined

Milestone 3:
- CRM configured and ready for use

Milestones 4 & 5:
- CRM successfully tested
- Go Live for Cleansing & Waste

Dependencies

A. Technical specification of corporate CRM
B. Design and operation of Customer Hub

Assumptions

- Parallel running of old & new CRM
- CRM functionality released on a phased approach by business area
- Customer portal will be standard CRM functionality linked to from BCC website.

CRM Workstream Timeframe

APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC

Commission CRM

Policy Approach (WP1)
1. Develop guidelines and principles for managing data (e.g. Master record in CRM, GDPR, Legal etc)

Requirements and Commissioning (WP2)
2. Develop requirements for CRM (based on user stories from Discovery)
3. Appoint preferred supplier(Microsoft Dynamics)
4. Procure technical delivery partner to support CRM implementation
5. Analyse the impact of CRM licensing

Cleansing & Waste Analysis

Business Area Analysis (WP4)
9. Complete user research analysis for the business area (Cleansing & Waste)
10. Complete data requirements of the business area (Cleansing & Waste)
(Performed for each business area)

Define Corporate Data Model

Corporate Data Model (WP3)
6. Define Corporate Data Model
7. Validate corporate data model with business areas
8. Refine and finalise corporate data model

Design & Implement CRM

Data and Governance (WP5)
11. Develop governance requirements (e.g. business processes, data, online forms etc.)
12. Develop solution design document

Commission and Configuration (WP6)
13. Commission technical cloud platforms/environments (e.g. dev, test, pre-prod, and prod)
14. Configure CRM for customer profiles, customer hub and live chat

Environmental Health Analysis

Business Area Analysis (WP8)
17. Complete user research analysis for the business area (Environmental Health)
18. Complete data requirements of the business area including design (Environmental Health) (e.g. what is needed/what is not)
(Performed for each business area)

Cleansing & Waste Build & Test

Testing and Building (WP7)
15. Testing (Security Hardening, Pen Test, Alpha/Beta testing)
16. Build corporate data model and Cleansing & Waste data model extensions (other areas to follow)
(Performed for each business area)

Integration Workstream Overview

Scope

Definition of tech spec to enable procurement. Procurement and implementation of an integration platform to enable integration between the critical line of business systems, website and the new corporate CRM in dev, test, pre-prod and production environments. Security hardening & testing of new platform (including SSL certs and necessary firewall/network configuration changes). Alpha, beta and go-live testing prior to implementation of the Platform.

Projects, Work Packages and Activities

PROJECT	WORK PACKAGE	ACTIVITIES
Define Integration Strategy	Integration Strategy	• Develop approach to integration - Integration Strategy (tactical)
Cleansing & Waste Analysis	Business Area Integration Requirements	• Analyse and assess integration requirements of the business area (Cleansing & Waste)
Cleansing & Waste Build and Test	Testing and Building	• Build integration for prioritised Cleansing & Waste (other areas to follow) • Testing
Procure integration Platform	Requirements and Commissioning	• Review technical requirements from Discovery Exercise • Liaise with business areas to determine integration requirements • Determine procurement framework/ route • Develop ITT and issue to the market • Evaluate responses and appoint preferred supplier
Implement Integration Platform	Governance	• Develop governance requirements (e.g. review of Integration Strategy
	Commission and Configuration	• Commission technical cloud platforms/environments (e.g. dev, test, pre-prod, and prod) • Set up and configure integration platform • Testing Integration Platform

Timeframe and Milestones

APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC

Define Integration Strategy

Cleansing & Waste Analysis

Cleansing & Waste Build & Test

Procure Integration Platform — A.

Environmental Health Analysis — B.

Workstream milestones

Project Roles

- Workstream Lead (**resource identified**)
- Product Owner (**resource identified**)
- Tech Lead (**resource identified**)
- Engineer
- Business area SME
- Lead BA
- BA
- PMO Support

Milestone Summary

Milestone 1:
- Integration strategy developed

Milestone 2 &3:
- Integration requirements for C &W developed
- Integration for C&W Built and Tested

Milestone 4:
- Integration platform procured
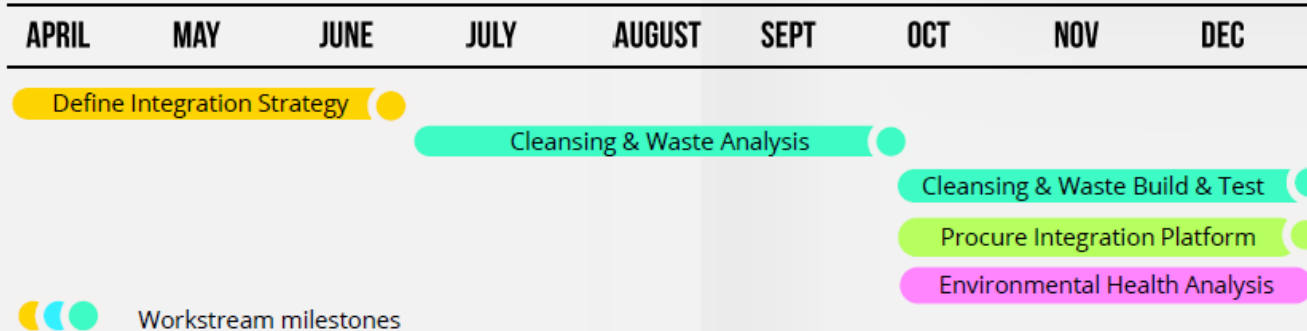
Dependencies
(for integration platform)

A. Technical specification of Integration Platform
B. Cloud environments procured & configured (Milestone 2)

Assumptions

- Assuming a cloud based solution.
- Assuming tactical integration in the first instance with C&W.

Integration Workstream Timeframe

APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC

Define Integration Strategy

Integration Strategy
1. Develop approach to integration - Integration Strategy (tactical)

Cleansing & Waste Analysis

Business Area Integration Requirements
2. Analyse and assess integration requirements of the business area (Cleansing & Waste)
(Performed for each business area)

Cleansing & Waste Build & Test

Business Area Tactical Build & Test
3. Build integration for prioritised Cleansing & Waste (other areas to follow)
4. Testing
(Performed for each business area)

Procure Integration Platform

Requirements and Commissioning
5. Review technical requirements from Discovery Exercise
6. Liaise with business areas to determine integration requirements
7. Determine procurement framework/ route
8. Develop ITT and issue to the market
9. Evaluate responses and appoint preferred supplier

Environmental Health Analysis

Business Area Integration Requirements
14. Analyse and assess integration requirements of the business area (Cleansing & Waste)
(Performed for each business area)

SD and Implementation Workstream Timeframe

APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC

Service Design

Service Design Methodology (WP1)
1. Develop BCC Service Design Methodology (including agree approach to working with External Delivery Partner, roles and resources, agree approach to skills transfer)
2. Apply Service Design methodology to the workstreams as required

Training

Training (April 19 – June 19) **(WP2)**
3. Identify 'tools and methods' required to support business change
4. Complete training needs analysis (new technology/ways of working/tools and methods)

Training (July 19 – Sept 19) **(WP2)**
5. Procure External training delivery (customer service)
6. Prepare training materials
7. Develop a training plan for impacted staff (customer service)
8. Deliver Customer Service Training (Jan – Mar 2020)

Roles & Responsibilities (WP3)
10. Assess impact to roles and responsibilities across impacted areas

Training (Oct 19 – Dec 19) **(WP2)**
9. Transfer skills to improve capacity to deliver service design

Roles and Responsibilities (Oct 19 – Dec 19) **(WP3)**
11. Refresh Job Descriptions as required
12. Complete processes and consultation (TUs) to transfer people as required

Communications

Communications Plan (WP4)
13. Identify key stakeholders/ milestones/ channels
14. Develop communications plan
15. Approve and implement communications plan
16. Deliver ongoing communications (across all quarters)

Resources

Space Requirements (WP5)
17. Identify accommodation and space for front facing staff (customer reception offering)
18. Develop any flexible/remote working solutions and associated HR impacts

*Training delivered ongoing through 2020 – including the customer hub, new ways of working etc.

Benefits

Benefits Management (WP6)
19. Develop baseline targets for benefits management (to include people strategy and E&D
20. Development benefits management plan
21. Measure benefits

For Dependencies please reference file: Final_Customer_Resourcing Model_v1.3.xlsx