



Bristol City Council optimises their delivery of Digital Citizen Services



Implementing an Agile Delivery and Service Design Framework

Executive Summary

Bristol City Council (BCC) has an ambitious target to create significant savings via their business change programme. BCC recognised that to achieve the required level of saving and improvement they would need to re-design services around user needs and deliver digital services "so good that people prefer to use them". By partnering with Radtac BCC were able to deliver projects faster, with greater customer satisfaction and reduce the backlog of change significantly.

Challenges

The BCC Change Team recognised that using their existing project delivery methods would not provide the speed of delivery they needed. They had begun to change and improve their delivery process, adopting an Agile approach, but needed to deepen team knowledge and skills, and scale up to meet the demand for change.



How Radtac Helped

In November 2014 Radtac partnered with BCC to provide expert Agile support and skills. Radtac introduced and developed Agile skills to the BCC technical and service teams, and worked with the Council to build a delivery model to achieve BCC's Digital Service delivery goals.

Radtac and BCC's work together included the following activities:

-  Stakeholder engagement across a large number of business areas, to gain support for an Agile approach that was recognised as critical to the success of the engagement
-  Custom Training Plan was agreed and delivered across the Business Change, Project Management and Architecture teams to provide them with the Agile skills they needed
-  Radtac Agile coaches were embedded within the BCC teams for a period of 3 months to support the transformation and help design the BCC Agile Delivery and Service Framework
-  Prioritisation of the Business Transformation Backlog to manage and reduce the work in progress, and ensure successful early completion of important projects
-  Creation of three Scrum teams and the initiation and delivery of the first Agile Change Project deliveries.

Results,
Return on
Investment
and Future
Plans

Radtac and BCC's work together included the following activities:

-  Sustainable and scalable delivery and service framework applied across all BCC Digital Service Projects
-  Reduced time to delivery from 4 months to 6 weeks for digital services in the first project
-  Evolution of BCC's approach to Enterprise Architecture ensuring it is a central part of their Agile Transformation and Digital Service delivery.



Testimonials



I wanted to specifically acknowledge my thanks for your hard work, support and boundless enthusiasm during Sprint Zero for our first Agile project.

Your support has really helped deliver a cohesive and well thought-out agenda of activities and helped cement our new team together.

The success of the activities covered has given the programme some amazing learning with which we can shape future Sprints.



Jessica Phoursa
BCC Project Manager



Radtac provided us with an important injection of high-quality talent and expertise to help us transform and create our capability to sustain an efficient and effective Agile approach – and deliver effective, sustainable Digital Services across our organisation.



Gavin Beckett
BCC Chief Enterprise Architect



Through the establishment of our Applied Programme there was recognition that we need to re-design Council Services and make a major shift from face-to-face and voice interaction with our customers to more of a self-serve model.

With Radtac's support we developed a Training Programme that provided our Service Managers with the right Agile skills that they could own in perpetuity, identify saving opportunities, make more rapid business case assessments and deliver savings quicker than would have been achieved before.



Max Wide
BCC Strategic Director for Business Change



The ambition and scale of our change programme, combined with our genuine desire to put citizens at the heart of our design, meant that we needed to adopt a very different approach to some of the more traditional delivery techniques we had used in the past.

Colleagues from Radtac allowed us to do this; providing expertise and energy, they worked alongside us - sometimes leading, other times coaching and other times providing a much needed sounding board - to implement changes to our delivery approach that were both right for us as an organisation, but also stretched us to achieve the outcomes we wanted.

As a result, we have now embedded a range of new skills and techniques within our change teams, allowing us intelligently apply the right approach to the right situation and ensure we are continually delivering iterative change, based on user need – always learning and improving as we go.



Tara Dillon
BCC Service Manager - Programme Management Office