



Bristol City Council halves delivery time and achieves £112m in savings

Optimising delivery of Digital Citizen Services

Situation

Bristol City Council had an objective to achieve an ambitious cost saving target by delivering initiatives as part of a business change programme. One of the key initiatives was to redesign and recommission services to increase digital delivery.

The council recognised that to achieve the required level of savings and improvement, it would need to redesign its services around user needs, and deliver digital, user-centric services “so good that people prefer to use them”.

Task

Bristol City Council's change team recognised that using existing project delivery methods would not achieve required delivery speeds. The council had begun to change and improve its delivery process, adopting an Agile approach, but it needed to improve team knowledge and skills, and scale up to meet the demand for change.

Key areas that the council had to introduce or improve included reengineering processes for better citizen services, building organisational capability for relentless improvements, focusing on how to work in active partnership with citizens to improve performance and user experience.

Actions

Radtac's team delivered a combination of activities to help the Council's team to adopt, embed and evolve Agile ways of working, which included:

-  Coaching for stakeholder engagement across a large number of business areas to gain support for an Agile approach. This was recognised as critical to the success of the program
-  A custom training plan which was applied across the business change, project management and architecture teams to develop their Agile skills
-  Embedding Radtac certified Agile coaches within the Council's teams for 3 months to support the transformation and help design the Council's Agile delivery and service framework
-  Prioritising the business transformation backlog to manage and reduce work in progress and ensure successful early completion of important projects
-  Creating three scrum teams plus initiating and delivering the first Agile change project.

Results

The Radtac team enabled Bristol City Council to deliver projects faster, increase customer satisfaction and significantly reduce the change backlog.

In the very early period of adopting Lean and Agile, the Council successfully delivered a series of online services, including parking permits, registering births and deaths, and taxi licencing.

The new system has led to citizens self-serving, resulting in savings estimated at £112m. The key to achieving this target is due to:

- ✦ Applying a sustainable and scalable delivery and service framework across all Bristol City Council digital service projects
- ✦ Reducing time to delivery from 4 months to 6 weeks for digital services in the first project
- ✦ Evolving the Council's approach to enterprise architecture, and ensuring it sits at the centre of its Agile transformation and digital service delivery.

Bristol City Council was awarded 'Best Use of Agile in the Public Sector' at the Agile Awards. This award recognised the impressive results achieved by the Council as part of their Agile transformation.



We needed to redesign 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 empowered and provided our Service Managers with the right Agile skills that they could own in perpetuity, enabling them to identify saving opportunities, make more rapid business case assessments and deliver savings quicker than ever before.

*Strategic Director for Business Change,
Bristol City Council*



Radtac provided us with an important injection of high-quality talent and expertise. They helped us transform and create the capability to sustain an efficient and effective Agile approach. As a result we delivered effective, sustainable digital services across our organisation.

*Chief Enterprise Architect,
Bristol City Council*