

## APPENDIX 1



Corporate Services Directorate

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## Tell Us Once

Business Case

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➤ Registration Services  
➤ Customer First  
➤ Revenues & Benefits  
➤ Social Services  
➤ Housing  
➤ Electoral Services  
➤ Library Services

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## **Business Case**

This document outlines the business case for adopting the national Tell Us Once Programme in Caerphilly County Borough Council.

## **Background**

The Tell Us Once (TUO) Programme arose from a recommendation in a report by Sir David Varney called *Service Transformation: A Better Service For Citizens And Businesses, A Better Deal For The Taxpayer*. It stated that people often had to provide the same information to different agencies when notifying them of a change of circumstances. It concluded that citizens, taxpayers and public sector organisations could benefit from the provision of a joined up notification service provided through a single point of contact, particularly if those changes were to do with reporting a death, a birth or a change of address.

Following a citizen consultation process undertaken in 2007, the TUO Programme was created initially to identify and resolve any practical issues and develop a working model that could be trialled in local authorities to quantify its benefits and costs. This work consisted of a series of pilot (4 authorities) and pathfinder (15 authorities) implementations undertaken during the period 2007 to 2009.

This process resulted in the authorisation of a national roll out of the service to take place from April 2010 to March 2011 initially incorporating the birth and death services only. The change of address elements of the Programme will be undertaken at a later date.

Merthyr Tydfil and Rhondda Cynon Taf County Borough Councils have been selected to participate in the early adopter programme for Wales. Their implementations are scheduled to be completed during the period April to June 2010 with the remaining authorities of the UK implementing between November 2010 and the end of March 2011. After this time implementation assistance will no longer be available.

It is neither compulsory for citizens to participate in the TUO Programme nor for local authorities to implement.

## **Scope**

The service is restricted to the notification of births and deaths initially with a future phase planned to deal with address changes.

The local authority services identified as potentially benefitting from the implementation are as follows:

- Adult Services
- Children's Services
- Blue Badge
- Electoral Services
- Library Services
- Council Housing
- Housing Benefit
- Council Tax Benefit
- Council Tax
- Sundry Debtors / Miscellaneous Income

Registration Services and Customer First are likely to be the service areas whose workloads are impacted upon by the implementation as outlined in the Proposed Solution section below.

## Objectives

The implementation's objectives would include:

- Minimising the number of duplicated citizen contacts leading to resource savings.
- Reducing processing times.
- Decreasing the paper-based communication received and managed.
- Enhancing data quality / consistency across service areas
- Increasing income.
- Reducing the potential for fraud.
- Accelerating service delivery response times.
- Improving quality of service to the citizen.
- Protecting Caerphilly CBC's reputation / reducing waste by not sending inappropriate communication to deceased citizens.

## Options

Options that could be considered instead of implementing TUO would be to:

- Continue existing business processes unchanged.
- Introduce Caerphilly CBC specific measures to inform service areas of births and deaths when Registration Services process such matters. However, this would prove difficult as Registration Officers do not have the power in their statutory role to collect and share additional information with local authority departments that the pre-defined legal and data sharing elements of the TUO Programme offer. Such a move would require the negotiation, agreement and setting up of Caerphilly specific measures to accommodate the requirement.

It should be noted that neither of these options offer the same benefits as the

TUO service as both would capture only registrations undertaken by Caerphilly Registration Services. As deaths have to be registered in the registration district in which they occur, many Caerphilly citizens die outside Caerphilly boundaries particularly in the hospitals sited within Merthyr Tydfil, Newport, RCT, Cardiff and Monmouthshire. Should TUO not be implemented in Caerphilly CBC, access to notifications taken in those local authorities would not be made available. Figures released for 2006 identified Merthyr Tydfil as registering 1147 deaths and recent estimates stated that one third of their registrations relate to Caerphilly residents. Caerphilly registered 860 deaths during the same period illustrating the potential impact of a national service to increase the level of information received.

## **Proposed Solution**

### **Input Process**

The proposed solution will be initiated by the registration of a birth or death by Registration Services.

Initially, the registrar will have to enter details into their existing RON computer system and a new TUO web-based computer system although the Department of Work & Pensions (DWP) are working with the General Register Office (GRO) to alleviate this issue.

Pilot and Pathfinder sites have implemented a number of different methods of undertaking the data collection element of the TUO process. Some have used the registrars to collect the necessary details as an extension of the registration process whilst others have passed the process to specialist TUO teams to free up the registrar once the initial details have been logged onto the TUO system.

Initial thinking in Caerphilly has been to potentially adopt the registrar only service model for those citizens who would like to access the service immediately when registering the birth or death. For those who would prefer to access the service at a later date, a number of options would be offered:

- Customer First staff based in the Face-To-Face offices would complete the details on the system if the citizen came to the offices.
- Citizens could complete the process by accessing a national telephone service.
- Citizens could complete the process using a self-service web-based system that will be available in March 2011.

Results from the pilot sites who adopted this approach identified that registrars were able to absorb the additional tasks into their standard 30-minute scheduled appointment time limits.

Based upon the service delivery paradigm outlined above, it is estimated that the

work associated with the process post-implementation would equate to 0.07 FTE in Registration Services and 0.13 FTE in the Face To Face Customer Services Centres<sup>1</sup>.

The details collected during this process will be drawn together into a centralised national database controlled by the DWP and appropriate information made available to the providers listed in Appendix A.

### **Actioning Notifications**

Currently service providers will have to log onto the system to retrieve notifications awaiting processing although standard integration facilities that will allow integration with the systems of the authority should be available by March 2011.

Initial thinking in Caerphilly has been to potentially utilise Contact Centre staff to check all notifications and initiate appropriate action in the affected service areas. This would negate the need for individual service areas to perform checks and allow greater control and performance management to be undertaken.

Based upon the service delivery paradigm outlined above, it is estimated that the work associated with the process post-implementation would equate to 0.33 FTE in the Contact Centre<sup>2</sup>.

### **Benefits**

In addition to those objectives set out above, the implementation benefits would include:

- Reduction in Contacts – Pathfinders have reported a halving of contacts with the citizen associated with births and deaths since adopting TUO thereby reducing resource usage. Based upon an estimate of reducing contacts from 7 to 4 for each death only, the estimated annual saving would be approximately £23k per annum.<sup>3</sup>
- Housing and Council Tax Benefit - Benefits can be suspended and / or re-assessed more quickly so that loss of subsidy and overpayments are reduced

<sup>1</sup> Figures based upon the following assumptions. Mortality rate of 1782 p.a.; service take-up of 75%; each TUO process averaging 15 minutes to complete; Registrars to deal with one third and F2F two thirds of service demand; 1665 total FTE hours p.a.

<sup>2</sup> Figures based upon the following assumptions. Mortality rate of 1782 p.a.; service take-up of 75%; each TUO service change process averaging 5 minutes to complete; an average of 5 LA services being affected by each death; 1665 total FTE hours p.a.

<sup>3</sup> In 2008, ONS VS4 Births & Mortality stated that there were 1782 deaths in CCBC. The estimated take-up of the service was set at 75%. The cost of each contact (£5.72) used to calculate potential savings was derived from the average of the most recent SOCITM estimated costs of contact for face to face (£8.23 each) and telephone contacts (£3.21 each).

and therefore less time is spent trying to recover them. The estimated saving for this area would be approximately £18k per annum<sup>4</sup>.

- Housing - Early notification of death means that the tenancy can be re-examined and succession or reallocation action taken. This should lead to a reduction in void loss by minimising the length of time a dwelling is empty and potentially reduce the time tenants have to be kept in more expensive homelessness and temporary accommodation.
- Council Tax – This service area already receives notifications of death from the Registrar. However, this notification relates to people who die in CCBC only so TUO will allow appropriate action to be undertaken more quickly for a greater number of cases.
- Adult and Children’s Services – Notifications will facilitate earlier re-assessments of need required by the bereaved family or new parents. The stopping of services, collection and re-allocation of equipment process could be assisted. The estimated saving for this area would be approximately £33k per annum<sup>5</sup>.
- Blue Badges - Blue Badges can be cancelled and taken out of circulation more quickly thereby reducing their fraudulent use and consequent reduction in parking revenue to the local authority. The estimated saving for this area would be approximately £9k per annum<sup>6</sup>.
- Electoral Services - Early notification will assist the maintenance of the Electoral Register reducing the likelihood of fraud and post being issued with the deceased person’s name on it.
- Payments Owing To Local Authorities - The local authority can take decisions on what to do with any outstanding payments at an earlier stage and prevent inappropriate recovery action.
- Libraries – Early notification prevents letters being issued insensitively and fines building up for overdue books. If the Authority has a requirement to issue books to children at certain ages, TUO will allow the citizen to inform the service of the birth of a baby.
- Other areas of benefit - In addition to benefits to specific back office services, TUO pathfinders have also reported the following benefits:
  - Customer & staff satisfaction – There has been an increase in both staff and customer satisfaction and therefore a reduction in complaints.
  - Partnership working – TUO has encouraged organisations to work more closely.
  - Local authority funerals - Where no one is able to fund the funeral or there is no next of kin, the local authority will arrange and pay for the funeral. Early notification through TUO can expedite this process but also allows the identification of any payments that can be used to offset against the cost.

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<sup>4</sup> DWP predicts a £6.6m saving in this area nationally. CCBC and UK populations estimated at 170k and 61m respectively and the estimated saving apportioned based upon these figures.

<sup>5</sup> DWP predicts a £12m saving in this area nationally. Apportionment undertaken based upon population as in footnote 4.

<sup>6</sup> DWP predicts a £3.2m saving in this area nationally. Apportionment undertaken based upon population as in footnote 4.

These benefits will be much enhanced if the change of address service is adopted. This would potentially offer the opportunity to expand the role of the Contact Centre to act as the single notification point for such issues and reap the benefits afforded by such a change.

## **Risks**

There are some risks associated with the potential implementation:

- Additional work for registrars and Customer First staff.
- Additional work for IT staff to support initial set-up and management of future data integration facilities.
- Resource savings in the affected back-office functions not “cashed in”.
- Implementation highly dependent upon central government delivering the solutions.
- Citizen data held in national database and access managed by central government.
- Predicted benefits overstated.
- Lack of take-up by local authorities (particularly those surrounding Caerphilly).

## **Dependencies**

There are some dependencies associated with the potential implementation:

- Registrars, Customer First and IT staff can accommodate the additional workload.
- Appropriate business processes are adopted to support the effective collection and actioning of TUO details.
- Central government delivers a working and reliable set of solutions.
- Other local authorities commit to the Programme (particularly those surrounding Caerphilly).

## **Analysis Of Costs And Phasing Of Expenditure**

Direct costs are anticipated as being limited as the majority of requirement will be internal resource staff time resulting in opportunity costs only. Please see below a breakdown of the anticipated costs:

- Project Management – A CCBC resource will be require to manage the 5-month process. This is anticipated as being a 2 to 3 day per week commitment with the dedicated Welsh implementation team supplied by the DWP providing assistance.
- Project Implementation – A group of representatives from the Registration Service, Customer First, IT and the service areas would be required to plan and implement the necessary business changes.



- Training – The DWP implementation team will provide training on a “train the trainer” basis free of charge. However, an in-house training regime would need to be set up for those staff involved.
- Communication Strategy – Posters, rewording of bereavement leaflets and website content development. Given the implementation timescales, it is believed that the rewording of the bereavement leaflet could be built into the standard reprint schedule thereby minimising costs.
- Two Factor Authentication – The service is built upon the Government Connect on-line secure extranet facility. Each user accessing the TUO system will require access to this facility and use a two-factor authentication token supplied by the DWP. The response to a recent query identified that the tokens are likely to cost £10 to £15 each. It is suggested that for the purposes of estimating costs for this element of the implementation a unit cost of £20 is used and that there would be a maximum of 25 users across the Authority. Such assumptions would result in an estimated total cost of £500 for this element.
- TUO System And National Telephone Service – Provided at no cost.
- Change of Address – To be undertaken as a subsequent phase but is anticipated to require project management and implementation resource if adopted.

## **Stakeholder Engagement**

A communications strategy would need to be adopted. Initial thoughts relating to the citizen have centred upon:

- Issuing of publicity documentation – Poster and leaflet campaign wherever the bereavement leaflet is currently distributed.
- Revision of bereavement leaflet - Add references to TUO service.
- Website – Develop a campaign to be publicised on the CCBC website.

Stakeholder engagement related to the service areas, Registration Service and Customer First would form part of the overall project management element of the implementation.

## **Critical Success Factors**

Critical success factors would be a reduction in (where death is a factor):

- Citizen contacts.
- Processing times.
- Benefit overpayments.
- Housing average void period.
- Fraud.
- Complaints.

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### **Additional Information**

Merthyr Tydfil and Rhondda Cynon Taf County Borough Councils are reportedly making significant progress in their implementations and expect to be live during July 2010.

Significant interest has been generated in other neighbouring authorities with a large number of other Welsh councils committing to the process. CCBC has been invited to a collaborative TUC implementation meeting in Newport during week commencing 31<sup>st</sup> May 2010 with Torfaen and Monmouthshire pending a decision regarding the adoption of the Programme in Caerphilly.

A standing invitation to visit Merthyr Tydfil to assess their implementation has been received.

## **APPENDIX A**

### **TUO Core Services**

#### **Local Authority**

Adult Services  
Children's Services  
Blue Badge  
Electoral Services  
Library Services  
Council Housing  
Housing Benefit  
Council Tax Benefit  
Council Tax  
Money owed to council

Future Services Under Consideration  
Concessionary Travel  
Assisted Bin Collection

#### **DWP**

Bereavement Benefit  
State Pension  
Pension Credit  
Attendance Allowance  
Disability Living Allowance  
Carer's Allowance  
Incapacity Benefit  
Income Support  
Jobseeker's Allowance

#### **HMRC**

Working Tax Credit  
Child Tax Credit  
Child Benefit

#### **Identity and Passport Service**

UK passport

#### **DVLA**

Driving licence