31ten – Service definition document

G-Cloud 15

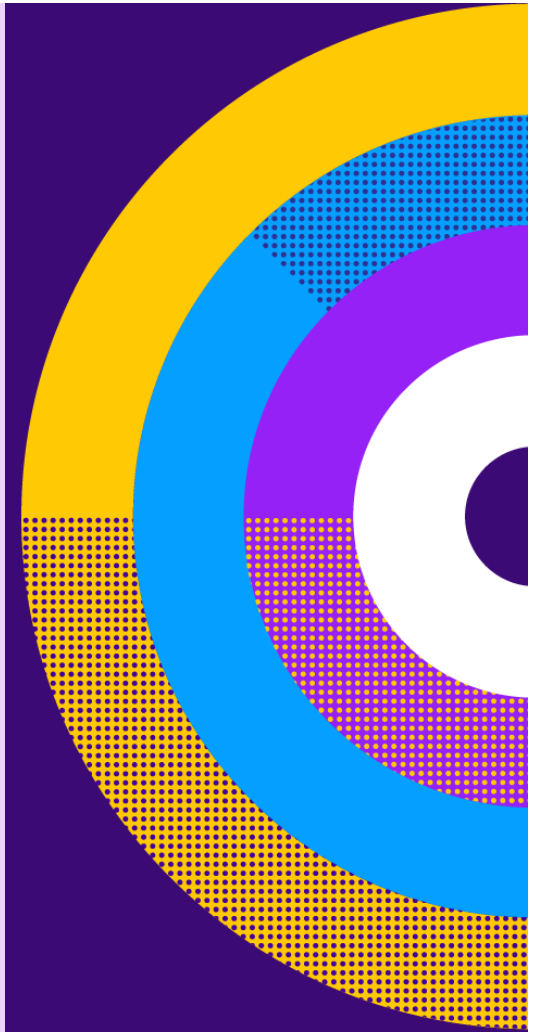
January 2026

About 31ten

Who we are

31ten are an independent, agile consultancy who specialise in providing high value support to the local government sector:

- We offer our clients highly experienced teams and we look to provide value in everything we do
- We are an ambitious, values-based business established on trust
- We work with you to develop your teams and equip them with the skills and knowledge to more forward sustainably
- We pride ourselves in developing excellent relationships with our clients and peers, who have contiguously voted us onto the Financial Times Top Management Consultancies List for the Public Sector, Organisational Change and Strategy



Our values

Our values

One of our founding ambitions was to move away from the corporate setting and to form a genuinely client-focussed consultancy that helped our clients achieve more with what they have or to be better at what they do. The values we uphold today continue to reflect that original ambition, as well as the environment in which we work with each other and our partners.



TRUST

Be trustworthy and trust others



INNOVATE

Challenge convention



HAPPINESS

Empower, encourage and reward individuals



VALUE

Create value and deliver quality



COMMUNICATE

Don’t assume – understand and be understood



RESPONSIVE

Agile to the needs of our clients and our own



COLLABORATE

With clients, competitors and each other

How we work

There are a range of important, common values that underpin the way we work with our clients.

We always relish a challenge. We want to help you solve your complex problems and challenges. We want to work with you to deliver the right interventions to deliver the best outcomes.

How we work

Working alongside you as one team with shared goals	We believe in collaboration and working together in small, agile teams that can quickly make a difference. We work flexibly, complementing your key skills to deliver results.
Access to the best that is out there	We support our clients to gain a comprehensive picture of all options available, and help them understand where they stand against 'best practice'.
Making a difference	All of our team are passionate about local government and local public services - we want to work with you to deliver better outcomes for your residents and communities.
Public sector operating environment	Our team includes experienced individuals that have worked directly for local authorities. We have firsthand knowledge and understanding of how to navigate the complex political aspects, internal governance, stakeholder management and approvals processes.
We do what we say we will do	We will deliver the commitments we make to you - we aim to be straight-talking and straightforward. We won't duck issues but we will work with empathy, providing the right mix of support and challenge. We won't make promises we can't keep.
Putting ourselves in your shoes	We will respect your cultures, pressures and context. We understand the pressures the sector has experienced and what this means for your teams. We aim to make the experience of working with us valuable, motivating and fun.

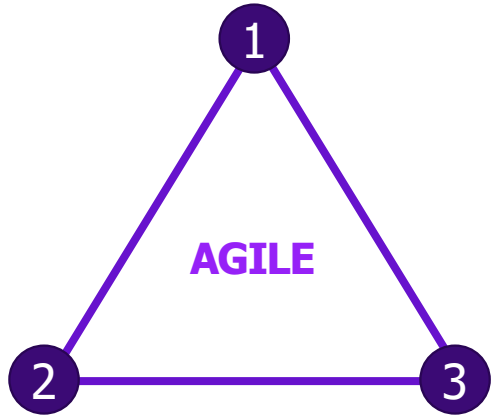
Our approach to delivery

Our approach to delivery

We deliver our projects in an agile way, in order to maximise the value we can achieve in a short amount of time. Our approach combines the best of Agile with a deep knowledge and understanding of working within the public sector. There are three key principles for each which underpin all of our projects.

Outcome focused

All our work is targeted at the desired outcome so no matter if we are designing a vision or deep into implementation, our focus will be driven by the results, priorities or new reality you want to create

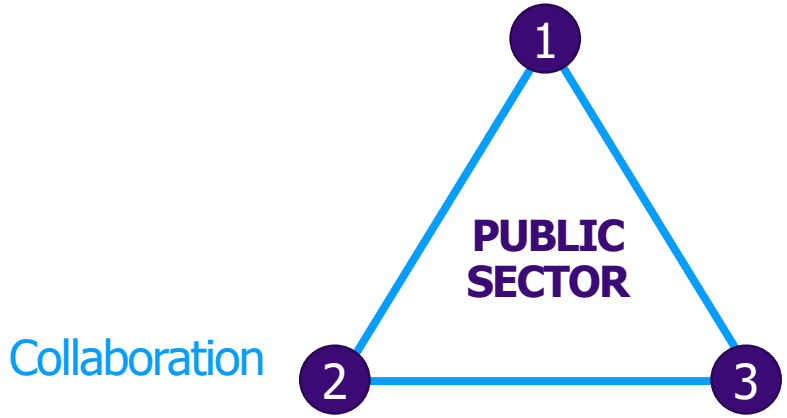


All our work is done with our clients, be they your teams, end users or customers. The focus is creating something and getting feedback from those who count. This prototyping' allows us to 'fail fast' and improve, making delivery timelines much shorter.

We are relentless in our quest for feedback (and improvement), which is core to our working culture. We deploy a range of techniques to ensure we take on board diverse opinions and create a safe space on our projects for a culture of continuous feedback and learning.

Political decision making and governance

We understand the extent of scrutiny required by the public sector and how to work within robust governance structures to ensure we deliver. All our projects cover extensive stakeholder engagement at all levels to ensure continued buy-in



We work in close collaboration with our clients at all levels by supporting senior leaders to make decisions and drive projects forward, and closely mentoring and transferring skills to service-based staff.

Our rigorous focus on benefits management, from identification to realisation, is a key feature of our work. Financial and cashable savings are identified alongside productivity improvements, revenue increases and a wide-range of non-financial benefits and outcomes.

Our approach to delivery

Complementing the three key agile principles, we use an overarching methodology of four stages to approach our client problems.

STAGE	Discover	Design	Deliver	Drive Benefits
	• Understand and analyse current state • Establish areas of good practice and pain points • Gather baseline information and key performance data	• Establish new service design principles • Work with stakeholders to embed new design • Evaluate design options • Generate business case for change	• Agile delivery plan, stakeholder engagement and supplier management • Resources agreed with all stakeholders and suppliers • Risk management • Benefits approach	• Benefits management approach mobilised • Financial benefits monitoring • Productivity, efficiency and non-financial outcomes defined
OUTCOME	• Wide range of opportunities for improvement identified	• Solution design • Prioritised opportunities • Supporting business case (e.g. ROI)	• Sprints deployed • Stakeholder buy-in • Mitigations • Benefits approach	• Financial and non-financial benefits realised

Our approach to delivery

Discover ▶ **D**esign ▶ **D**eliver ▶ **D**rive Benefits

Example discovery work

Working with a 'diagonal slice of the organisation' to better discover



Programme representatives to capture cross cutting themes and preparation

Evidence base which is specific

The diagonal slice group will meet to agree the key challenges facing the service



Example	*Benefits*
Needs: Data will be pre-populated wherever possible	What is the opportunity?: Re-keying data which exists in other systems represents 25% of admin officer time
Responsibilities: A commitment to keeping systems up to date at the point at which data is entered	How does this scale: Estimations of re-keying will need to be made in all service areas Investments in pre-population will need to be quantified

Our approach to delivery

Discover ▶ **D**esign ▶ **D**eliver ▶ **D**rive Benefits

Example design work

Development of design principles and creating the service vision

The development of design principles and the vision will be carried out rapidly, alongside your team. We will aim to:

- Review existing business case documentation and extract any principles or aspects of the vision which remain salient
- Engage Members to understand their priorities for the vision and design principles
- Work intensively early on with senior stakeholders and key members of service teams to develop a 'working prototype' of principles and vision. This will set out where we want to get to with Customer Contact across the Council and key savings themes to be developed into opportunities
- Hold Visioning Workshops with key officers and Members from both inside Customer Contact and across the Council to further develop the principles and vision. We envisage holding one session for officers and one for Members
- Engage in 1-1 meetings with key stakeholders from across the Council to iterate and finalise the vision particularly with stakeholders impacted by savings opportunities

Key Design Area	Outline business case content
The vision	• Articulation of where we want to go with Customer Contact in the Council (e.g. a picture, a pathway, an operational model). • Identification of key challenges or issues to be addressed.
Baseline	• A description of the service which identifies how customer contact is currently dealt with by the Council (e.g. number of contact centres). • Quantification of existing and forecast demand (e.g. activity through each channel). • Quantification of existing and forecast costs.
Opportunities	• An articulation of the distinct streams of work required to deliver the vision. • Detail of the activities and deliverables required. • Clear timeline with milestones.
Cost Benefit Analysis	• Clear identification of cashable and non cashable benefits as well as financial and non-financial. • Identification of benefits on a potential range including evidence where appropriate.
Risks, Dependencies & Mitigation	• Clear statement of the thing that could go wrong (risk). • Clear statement of link to other programme or requirement for something to happen first (dependency). • Clear statement of activity that will prevent things going wrong.
Implementation plan	• Clear milestone plan showing phases of activities at the opportunity level which give confidence the programme will be delivered.

Our approach to delivery

Discover ▶ **D**esign ▶ **D**eliver ▶ **D**rive Benefits

Example delivery work

We would typically run the Deliver phase with you, in a series of short focused periods of work called 'sprints':

Sprint planning

Key Activities

- Development of product backlog (supported by tools such as service catalogues).
- Host a **sprint planning meeting** to:
  - Communicate and get buy-in for the vision of the sprint (utilising tools such as customer journeys).
  - Present product backlog and assign tasks to the team.



Sprint delivery

Key Activities

- Implementation of product backlog.
- **Daily stand-up meetings** to review progress, re-prioritise effort and identify and remove obstacles.
- Continual updates to the product backlog to effectively focus effort.
- Release products for **User Acceptance Testing** to continuously improve based on feedback.
- Training and change management to deliver new ways of working.

Sprint closure

Key Activities

- Final sign-off of the product by the Product Owner.
- Host a **sprint retrospective** with the sprint team to reflect on lessons learnt for improvement of the next sprint.

Our approach to delivery

Discover ▶ **D**esign ▶ **D**eliver ▶ **D**rive Benefits

Example work to drive benefits

Far too often, consultancy projects create adversarial relationships where a lot of wasted energy goes into debating whether forecast benefits are realistic and achievable. Our approach seeks to minimise these risks and emphasises understanding, ownership and personal responsibility.

Estimating benefits at the 'right size'

When estimating benefits, there are two key factors that we consider:

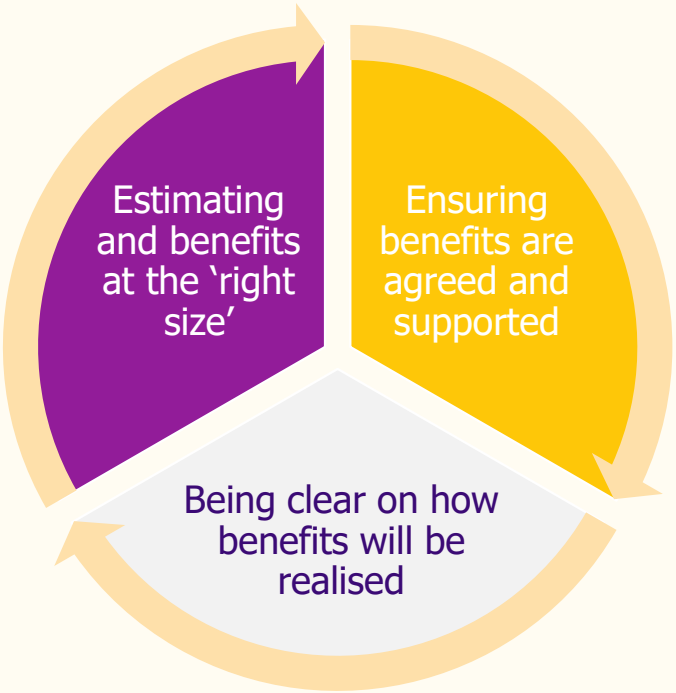
- What drives the benefit - for example, less work, more efficient processing, less management effort
- How much benefit will be delivered - for example, x% less units to process, x% efficiency processing improvement

In order to estimate benefits accurately, it is important to have a clear baseline (for example, number of transactions), understand how the baseline is changing (is it growing, shrinking or stable?), the expected impact of the opportunity or benefit on the baseline, and the timeline and costs involved (one-off and ongoing).

Only when each of these factors is estimated correctly can a benefit be accurately estimated and right-sized. We bring a range of experience, data bases of knowledge and industry benchmarks to assist in this process which ultimately needs to be owned by you.

Very often there is a lack of available data, especially where projects are completed at pace. In addition to the experiences and data sources we bring, we believe that a key data point often ignored is professional judgement of staff who know services (often intimately) and we will seek to draw on this.

Methodology for forecasting benefits

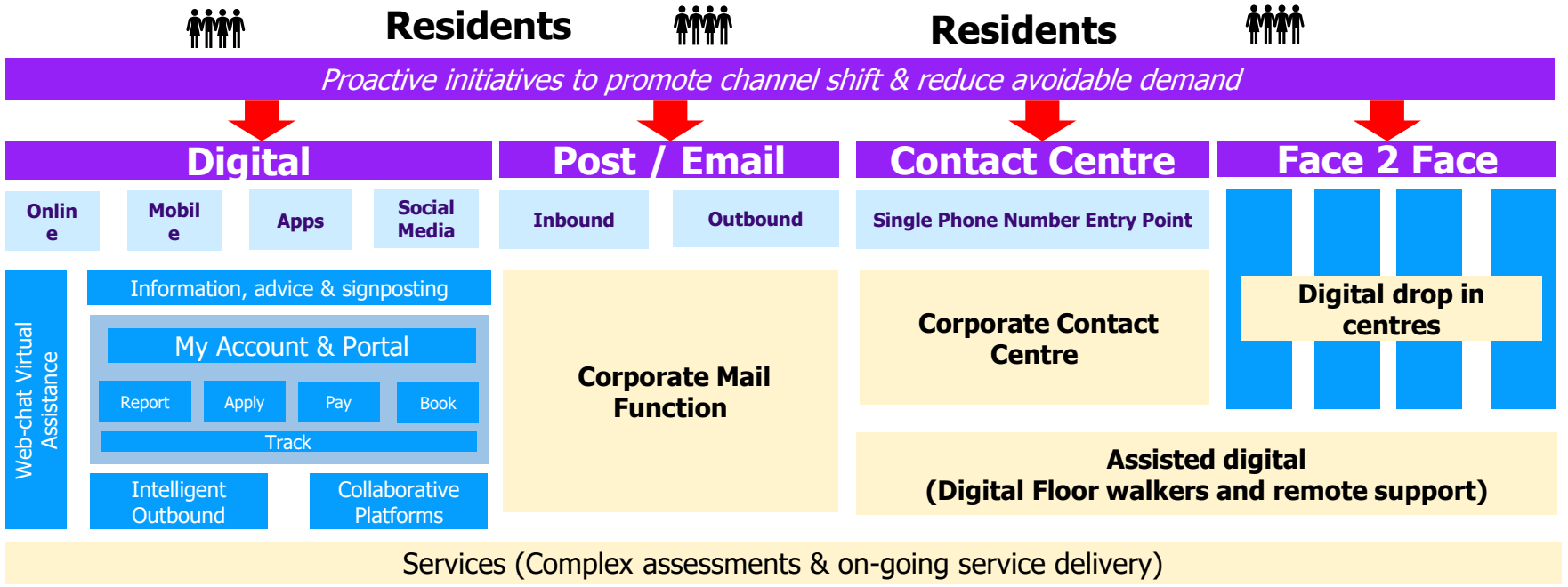


Examples of our work

Vision for Local Government Digital Services

	Element of vision	Desired outcome	What we have defined	Next steps
1	Framework for Quality Resident Interactions	A better, more consistent, high quality experience for our residents	• Principles for validation, testing and development	• Engagement with services • Defined standards, KPIs, training
2	Defined approach to digital leadership and inclusion	Improving the way our residents live and work day-to-day through better digital leadership, innovation and inclusion	Four priorities: • Assisted digital • Promotion of place • Connectivity & infrastructure • Open data & innovation	• Leadership engagement • Workstream plan to define key milestones
3	Digital by design offer with tailored support by exception	Service access designed with our residents and partners that provides greater digital channel choice, but respects our residents' preference for the way they want to access services	• Operating model • Example customer journeys • Digital channel description	• Service engagement • Customer journey outcomes
4	Consolidated resident contact operation	Delivering better value for money by simplifying the way we organise access to services and delivering a 'right first time', one Council response	• Phone, mail and face to face channel descriptions	• Service engagement • Customer journey outcomes
5	Enablers	Clear requirements from interdependent work across the rest of the Council	• Requirements for 5 key enablers	• Engagement with enabling workstreams

Vision for Local Government Digital Services



Enhanced digital capability
- More digital services
- Digital inclusion
- Better resident choices & service
- More efficient to deliver

Collaboration and digital democracy
- Local business support
- Enhanced engagement with Residents
- Reduced avoidable contact

Simplified Contact Centre arrangements
- Fewer phone numbers
- A more consistent Resident experience
- A better quality service
- More efficient to deliver

Improved face-to-face and consolidated mail
- A more consistent offer
- Aligned to resident & community needs
- A single postal address
- Safer mail handling

An assisted digital route
- Support for those that need it
- Better access to training and building skills
- Better connected & engaged residents

A Cloud Migration Business Case

Summary return on investment

Costs and benefits	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total ROI
Implementation costs	-£628,185						
Benefits	0	£421,161	£642,321	£642,321	£642,321	£642,321	
Total	**-£628,185**	**£421,161**	**£642,321**	**£642,321**	**£642,321**	**£642,321**	**£2,362,258**

It has been projected that this back-office system procurement and implementation will yield a £2.4m ROI over a 5 year period

Total implementation costs

One off costs	Amount
Data migration	Commercially sensitive
System supplier implementation costs	
Corporate Council support	
Legal	
Website	
Client Implementation costs	
Software investments saved	
TOTAL	**£628,185**

Total benefits

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Annual system savings	£83,001	£83,001	£83,001	£83,001	£83,001	£415,003
Headcount savings	£117,000	£117,000	£117,000	£117,000	£117,000	£585,000
Productivity savings[1]	£121,160	£242,320	£242,320	£242,320	£242,320	£1,090,440
Infrastructure savings[1&2]	£100,000	£200,000	£200,000	£200,000	£200,000	£900,000
TOTAL	**£421,161**	**£642,321**	**£642,321**	**£642,321**	**£642,321**	**£2,990,443**

[1]Benefits in the first year do not begin until halfway through the year
[2]Infrastructure savings will be realised by the council

The 'Total implementation costs' and 'Total benefits' tables above provide a breakdown of the figures which contribute to the £2.4m ROI over 5 years. The implementation costs are all one-off costs borne in Year 0. The benefits are a combination of cashable savings (system savings, headcount savings, infrastructure savings) and non-cashable savings (productivity savings).

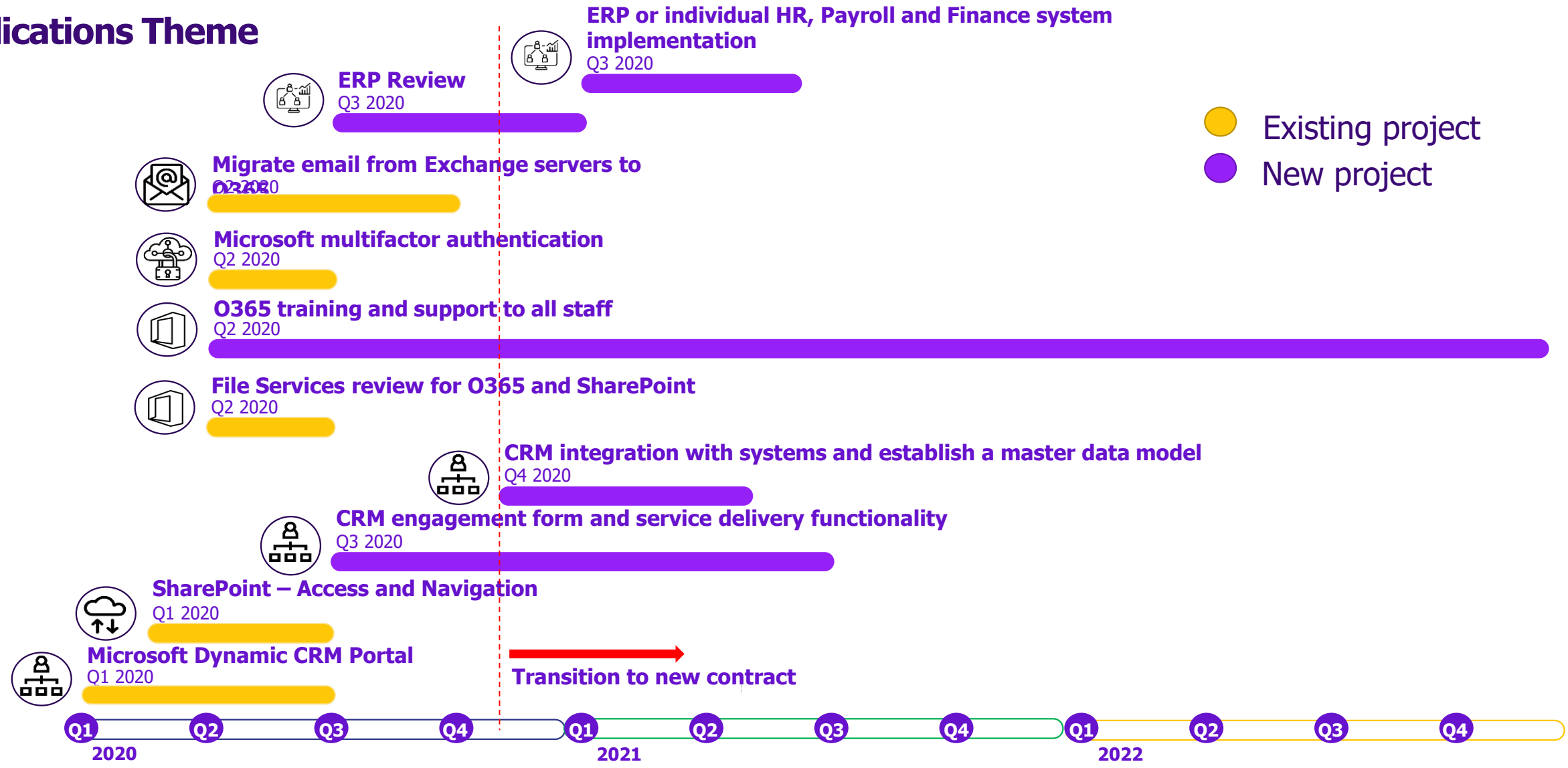
Non-Financial Business Case Benefits

Productivity gains the new back-office system has achieved

Productivity benefit type	Previous working arrangements	New working arrangements and productivity gains	Overall time/cost saving
Across all systems – system performance, speed and reliability	• Officers experienced significant latency issues with the legacy system – it often to took > 5 minutes to log into the system, the system would often unexpectedly freeze during the day, and officer would spend a significant amount of time waiting for the system to buffer in between screens and workflow steps	• Being Cloud software, the new system's performance is more reliable and speed is much faster comparable to the legacy system • The new system has optimised the workflow which means the amount of time spent buffering is minimal between steps • This allows officers to be more efficient and productive in their day-to-day tasks	Up to 20% of time saved per officer
Across all systems – mobile and remote working	• Officers relied on access to the legacy system via their Council laptops, often by logging in via Citrix	• The new system can be accessed by officers on any internet browser, increasingly their ability to work remotely	Up to 5% of time saved per officer
Across all systems – communication templates	• Officers were using non-standarised Microsoft Word templates, as the templates contained in the legacy system were not fit for purpose • Documents created were often being saved on local drives rather than indexed against the application	• All communication can now be generated in new system directly, with standardised built-in templates which have 'smarty codes' which allows certain details to be auto-populated. These are automatically saved and indexed against the application within the system • This is reducing the time taken to create reports and all letters to customer	1-2 hours per correspondence

A Service Improvement Routemap

Applications Theme



Our team

We only provide experienced teams with proven track records in their fields. What you see is what you get. You can rely on us to provide hands-on, practical support which you can be confident will deliver successful and sustainable change.

Our team



Amar Karia
Managing Consultant

Amar is an experienced finance and digital professional with extensive experience working within finance and technology teams across local and central government.
His experience spans financial management, systems implementation, data migration and financial modelling, with a focus on ICT system reviews and optimisation.



Campbell Walker
Director

Campbell specialises in supporting organisations develop and design strategic transformation and change programmes.
His areas of expertise are in strategic transformation using demand management and behaviour change techniques, performance improvement, organisational development and change management, including operating model design, digital change and financial management.



James Watson
Associate Consultant

James specialises in web architecture for user and organisational needs, managing high-traffic projects, and streamlining customer and business applications.
With expertise in strategy for tech initiatives, support for digital implementations, and knowledge in housing, council processes, and financial analysis, he ensures effective technology solutions.



Matt Huxley
Director

Matt is an experienced change professional who specialises in translating digital innovation into commercial value for public sector clients.
He has led both large and small teams to deliver a wide range of digital programmes at director level - transforming the full range of local public services including implementing next generation technologies (e.g. AI) in local government

Our team



Paul Milmore
Principal Consultant

Paul is a senior digital and technology service management, solutions and delivery professional.
He develops and implements enterprise scale technology and digital solutions, and brings a deep understanding of ICT strategy, enterprise scale customer and ERP platforms. He has extensive knowledge and experience of leading ICT delivery teams across all service and support functions, in addition to developing and leading the migration to modern cloud-based technology operating models and SaaS solutions.



Alex Deeming
Principal Consultant

Alex is an experienced public sector consultant, having worked with local government, public services and central government clients to deliver change and performance improvement.

His background as a consultant includes operating model development, procurement and programme management across a number of disciplines, including IT and digital, health and social care, and finance.



31ten Consulting Ltd
Ground Floor, Apex Yard
29-35 Long Lane
London, SE1 4PL

31tenconsulting.co.uk
@31tenconsulting