

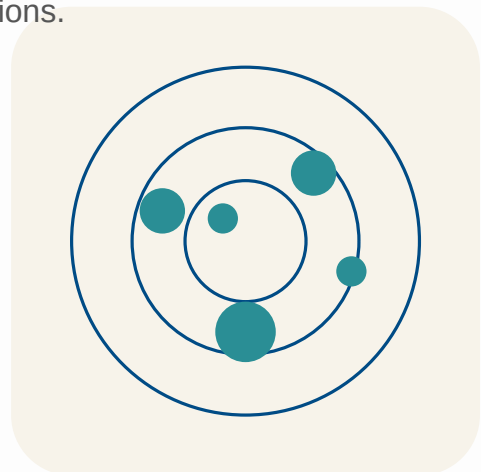
Alex Langley

DIGITAL TRANSFORMATION

PRACTICAL TOOLKIT

A practical transformation scorecard

A consistent way to compare opportunities, test assumptions and make better investment decisions.



GUIDANCE + BLANK TEMPLATE

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HOW TO USE IT

Use the scorecard to improve the conversation

This tool helps programme teams compare transformation opportunities on a consistent basis. It is deliberately simple: the scores support judgement; they do not replace it.

1**Describe the opportunity**

Name the work package, distinguish capability from service, and state the problem or outcome clearly.

2**Make an initial assessment**

Agree a reasonable 'best guess' using the guidance. Record assumptions and the evidence available.

3**Invest in evidence**

Use Discovery or a Proof of Concept to test demand, feasibility, costs, readiness and likely benefits.

4**Score it again**

Update every measure. A lower score can be a valuable outcome if it prevents poor investment.

5**Compare and decide**

Review the opportunity alongside other work. Proceed, defer, seek more evidence or stop.

The rule to keep

Use the scorecard comparatively. Ask whether this opportunity has more or less impact than other work scored at the same level. Consistency matters more than false precision.

CAPABILITY OR SERVICE?

Start with the unit of investment

This distinction keeps enabling technology connected to measurable outcomes and makes the value of reuse visible.

Capability

A reusable business or technical function that can be deployed across multiple services.

Examples

Case management; digital forms; email triage and automation; identity; integration; data and reporting.

Suggested description

'[Capability] enables [outcome] by [how it works]. It may be used by [services or teams].'

Service

The application of one or more capabilities to a specific service problem to create measurable outcomes.

Examples

Planning email triage; Housing case management; Waste service requests; Licensing applications.

Suggested description

'This work package applies [capability] to [service] to address [problem] and improve [outcome].'

Capabilities create opportunities. Services usually create the measurable outcomes.

A reusable capability may look expensive beside one service change, but its economics change when it supports ten services. Record both the enabling investment and the service work packages that realise its value.

CHECK	QUESTION TO ASK
Reuse	Could this be deployed across several services?
Outcome	Where will residents, staff or the organisation experience the benefit?
Ownership	Who owns adoption and benefit realisation?
Dependency	Does the service outcome depend on a capability being available first?

WHAT TO SCORE

The seven scorecard dimensions

Five dimensions assess potential benefit. Two assess deliverability. Score each from 1 to 5; higher is generally more favourable.

1	Resident experience How much will this simplify journeys, reduce effort, improve access or speed up responses?
2	Employee experience How much will this reduce frustration and manual work or improve tools and information?
3	Service effectiveness How much will this reduce demand or backlogs, improve throughput, capacity or management information?
4	Risk & quality How much will this improve compliance, security, data quality, consistency or continuity?
5	Technology simplification How much will this retire legacy, reduce debt or supplier dependency, consolidate platforms or simplify support?
6	Delivery readiness How ready are the sponsor, service, people, processes and data to proceed?
7	Delivery complexity How straightforward is the change, considering process, teams, suppliers, integration and dependencies?

Keep every scale pointing the same way

For delivery complexity, 5 means relatively straightforward and 1 means highly complex. This keeps higher scores consistently more favourable.

1-5 SCALE

Benefit scoring guidance

Use 1, 3 and 5 as anchors. Scores 2 and 4 sit between the descriptions. Record the reason for each score, especially where evidence is limited.

DIMENSION	1 - LIMITED	3 - MODERATE	5 - SIGNIFICANT
Resident experience	Little or no noticeable resident impact.	Noticeable improvement for some residents.	Significant improvement for a large number of residents.
Employee experience	Little or no impact on staff.	Moderate improvement for a team or service.	Significant improvement across multiple teams.
Service effectiveness	Minimal operational benefit.	Measurable improvement in service performance.	Significant improvement to efficiency or capacity.
Risk & quality	Little or no impact.	Reduces known risks or quality issues.	Addresses significant organisational risks.
Technology simplification	No meaningful simplification.	Simplifies a service or application area.	Removes significant complexity or legacy technology.

Calibration prompts

PROMPT	USE IT TO TEST THE SCORE
Scale	How many residents, staff, services or systems are affected?
Depth	Is the improvement marginal, noticeable or fundamental?
Evidence	What data, research, pilot or comparable implementation supports this?
Comparison	Which previous work package is the nearest benchmark?
Trade-off	Is an important statutory or strategic factor missing from the score?

DELIVERABILITY

Readiness and complexity

High potential benefit is not enough. These measures help distinguish an attractive idea from a deliverable investment.

Delivery readiness

Consider sponsor engagement, service commitment, available people, understanding of requirements, data and process maturity, and the skills and capacity to adopt change.

SCORE	GUIDANCE
1	Significant barriers, resistance or missing ownership.
3	Some preparation is required before delivery.
5	The service is actively engaged and ready to proceed.

Delivery complexity

Consider the scale of process change, number of teams, supplier dependencies, integrations, technical uncertainty and dependencies on other work.

SCORE	GUIDANCE
1	Major transformation with significant complexity.
3	Moderate complexity requiring active coordination.
5	Straightforward change with limited dependencies.

A useful tension

A high-value opportunity with low readiness may justify targeted preparation, not immediate delivery. A modest opportunity with high readiness and low complexity may still be worth scheduling as a quick, enabling move.

BENEFITS, CONFIDENCE & COST

Describe benefits honestly

Keep financial savings, service value and released capacity separate. Then make uncertainty explicit.

MEASURE	DEFINITION	EXAMPLES
Cashable benefit	Annual saving that could realistically be removed from the budget through lower expenditure, contracts or staffing costs.	Licences removed; supplier costs reduced; agency spend avoided; posts no longer required.
Non-cashable benefit	Value that improves services, outcomes or ways of working but is unlikely to create a direct budget reduction.	Satisfaction; fewer complaints; accessibility; data quality; lower risk; staff experience.
Capacity released (FTE)	Staff time released through less manual effort, automation or process improvement. It can be redirected without implying post reductions.	18.5 hours each week is approximately 0.5 FTE.

Benefit confidence

1	Assumption only; little supporting evidence.
2	Limited evidence or benchmarking available.
3	Some evidence from Discovery or comparable implementations.
4	Strong evidence from data, pilots or previous deployments.
5	Benefits demonstrated or supported by robust evidence.

Cost bands

BAND	ESTIMATED COST
£	Under £10k
££	£10k - £50k
£££	£50k - £150k
££££	Over £150k

FROM IDEA TO INVESTMENT

A simple governance flow

Separate the decisions to investigate, to proceed and to schedule. Each deserves its own evidence and commitment.

1**New work package**

Add the opportunity to the backlog. State whether it is a capability or service.

2**Initial benefit assessment**

Agree a best-guess scorecard and decide whether there is enough potential value to investigate.

3**Discovery / Proof of Concept**

Assign limited resource to understand the problem, test feasibility and gather evidence.

4**Update the scorecard**

Revise benefits, readiness, complexity, cost, capacity and confidence using what was learned.

5**Board review**

Compare opportunities. Proceed, defer, request more evidence or stop.

6**Schedule for delivery**

Place approved work on the roadmap when suitable capacity and dependencies align.

Board question

What has changed since the initial assessment, and is the evidence now strong enough to justify the next investment decision?

TEMPLATE 1 OF 2

Blank work package scorecard

Complete initially, then repeat after Discovery or a Proof of Concept. Use concise evidence, not just numbers.

WORK PACKAGE NAME	TYPE [] Capability [] Service
	OWNER / SPONSOR
SHORT DESCRIPTION	REFERENCE / ID

DIMENSION	SCORE 1-5	EVIDENCE / RATIONALE
Resident experience		
Employee experience		
Service effectiveness		
Risk & quality		
Technology simplification		
Delivery readiness		
Delivery complexity		

COST BAND	CASHABLE BENEFIT (annual)	NON-CASHABLE BENEFIT	CAPACITY RELEASED (FTE)	CONFIDENC E 1-5
£ / ££ / £££ / ££££	£			

TEMPLATE 2 OF 2

Evidence and decision record

Keep this page with the scorecard so assumptions, changes and decisions remain visible.

Problem, demand and baseline

What is happening now? Include volumes, time, cost, experience, risk or quality data.

Assumptions to test

Which claims have not yet been evidenced? What would change the investment case?

Discovery / Proof of Concept evidence

Summarise research, data, pilot results, technical findings and comparable implementations.

Dependencies and constraints

Record required capabilities, suppliers, integrations, policy, skills, capacity and timing constraints.

What changed after Discovery?

Note every material movement in score, cost, benefit, readiness, complexity or confidence.

DECISION	☐ Proceed ☐ Defer ☐ More evidence ☐ Stop
RATIONALE	
DECISION OWNER / DATE	/

The scorecard informs the decision. It does not make the decision.