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Digital Transformation Project, Phase 2 - Implementation

(Bob's 11)

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Digital Service Team

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Approvals

This document requires approval from the Argyll and Bute Council Transformation Board.

Distribution

In addition to the above, this document has been distributed to

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Project Team and CSB	N/A	29/03/2019	FINAL

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CSC Operational Team	N/A	TBA	FINAL
CSB and SMT	N/A	TBA	FINAL

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1   Purpose of the Document

This document is the Project Manager's assessment for the Transformation Board (as the Project Board), on the success of the implementation of the Digital Transformation Project (also known as Bob's11), against the scope and deliverables agreed by the Transformation Board and as reported in Highlight Reports to it.

This project had 11 distinct business cases of which nine were approved for implementation as part of this project. There was only one Exception Report required during implementation and that did not affect scope, but did extend the project to the end of March 2019 (from end December 2018). A separate report has already been approved regarding the first phase of the Project for the development of the Outline Business Cases, so this report will focus on the Phase 2 Implementation.

The purpose of this document is to:

- To record the status of the approved deliverables in each of the business cases;

- To assess achievement against the original Success Criteria;

- To document project costs against budget;

- Check all outstanding issues are closed or actioned for follow up;

- Communicate continuing project or operational risk;

- To document the residual activities that will need to be undertaken and the responsibility for doing this;

- To pass on lessons that can be usefully applied to other Projects;

- To ensure all Project Documentation is complete and archived;

- To ensure there is a plan for ongoing assessment of benefits and consideration of cashable savings.

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2   Background

At the request of the Chief Executive, Bob Miller produced a recommendations report as to where the council could transform the services it provides using Digital enablers to make them more efficient. SMT directed that eleven Outline Business Cases (OBC) should be worked up in Phase 1 of the Digital Transformation Project and they became colloquially known as 'Bob's 11'.

£172k was allocated covering Phase1 (£52k) and Phase2 (£120k): the implementation of nine OBCs agreed by SMT. The funding covered both staff and capital ICT costs (See Para 5.1). Two Project Officers did both the development work on the OBCs and the implementation work packages, with the assistance of a virtual team of colleagues across Services, but largely in ICT and Revenues and Benefits.

3   Project Objectives

The deliverables from the OBCs were allocated to six work streams with the following objectives (Note the detailed deliverables within each stream are covered in section 5.3):

1. **Proactive Communications stream** to improve the Council's engagement with customers through proactive digital outbound notifications across a range of notification scenarios and channels and to improve appointment management through notifications of reminders and cancellations.

2. **Universal DD Stream** to increase DD take-up for existing services, implement DD for other relevant services, implement self-service DD and where appropriate make DD mandatory, plus other online payment enhancements.

3. **Smartforms, Voiceforms and Back Office integration** to implement additional integrated online forms, missed bin voiceform and transfer Oban Airport and ICT Service Desk calls to Netcall Liberty to benefits from advanced features and functionality:

4. **CRM to Back Office integration** to implement new and improve existing integration between Oracle Service Cloud CRM / Netcall Liberty and relevant back office systems:

5. **Nil Cost eAdvertising** to work with Tell Me Scotland to develop new notice categories and for the Council to start using existing Licensing and Traffic categories:

6. **Real Time Performance Broadcasting** to deliver real time performance broadcasting on the Council website and so head off more avoidable contacts and increasing transparency to customers.

4   Project Products

Stage 1 Project initiation

Product ID	Product Name/Description	Status
M001	**Project Initiation Document** As a conveyor belt of OBCs was approved and added to the scope of the	COMPLETE

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	Project. Although there is no PID for the overall project, once all OBCs were considered by SMT a report was issued collating the deliverables, budget, Risks etc. This was approved by SMT and the Transformation Board and provides the basis against which the project success can be measured in this End Project Report.	
M002	**Project Plan** The plan will describe the project end-to end, defining the Stage structure and detailing the tasks, timeline, responsibilities, dependencies and progress notes. The project Plan was approved by the Transformation Board and has been maintained in MS Project format and updated by the Project Manager.	COMPLETE
M003	**Outline Business Cases** The OBCs will describe each of the individual projects within the Digital Transformation programme. These were not developed simultaneously and were delivered as they were prepared.	COMPLETE
M003	**Risk Log** A log of all significant project Risks, summarising their key aspects, e.g. probability, impact, countermeasures, owner, current status. Also reported in Highlight Reports.	COMPLETE
M004	**Issue Log** Log of all project Issues, summarising their key aspects, owners and current status. Also reported in Highlight Reports.	COMPLETE
M005	**Communications Plan** A reference document detailing who the project's stakeholders and interested parties are and how the project will communicate with them via different media and communication products. Because this was a programme of individual mini-projects each individual detailed business case had a communications plan.	COMPLETE
M006	**Highlight Report**s A progress report prepared monthly by the project Manager for the Project Board using the standard council template. A new format of single sided summary reports was used and issued to each Transformation Report.	COMPLETE

5 Project Success

A project involves the delivery of a product or service that meets a set of objectives agreed at the start. Success for this project is measured by the following overall success criteria:

5.1 Completion within budget

In June 2017 the Council approved the allocation of £172,000 be earmarked from the revenue budget underspend within Customer Services (vacancy savings) to fund the development of 11 digital transformation options (known as Bob's11) and to support the broader work of the Transformation Board.

The spend in Phase 1 for 2017/18 was £51,413 as follows

Total Earmarked Allocation	£172,000
Revenue costs for Project Officers developing OBCs	£(52,131)
Total Balance Remaining for Phase2 2018/19 Onwards	**£119,870**

The spend in Phase 2 2018/19 was £128,144 as follows:

Capital costs for new/enhanced systems	£44,737
Revenue Project Implementation Staff Costs	£39,553
Total costs for 2018/19	**£84,290**
Total spend versus £172k Allocation: Underspend	-£35,580

The underspend was utilised to fund the QIO Post costs for Transformation. The underspend was achieved by not filling a Project Officer post. There will also be £2,075 of ongoing ICT revenue costs that will be paid for by the owning Services and funded from efficiencies.

In the success criteria scoring this element of budget control has therefore scored 99 out of 100.

5.2 Completion by agreed timescales defined in the project plan

The project was extended by three months due to supplier side software issues (Oracle Virtual Assistant). An exception report was raised and this was approved by the Transformation Board. The total duration of the project was therefore 22 months instead of the original forecast of 19 months including both phases. In the success criteria scoring this element of timeliness has therefore scored 85 out of 100.

5.3 Completion of project deliverables

There are three statuses of project deliverables: Complete; Partially Complete; Descoped.

Stream 1. Proactive Communications	Status.
Create a GDPR complaint email and SMS subscription service for customers to receive notifications about: Service Disruptions, Change to Services, Consultations and Customer Satisfaction Surveys. New Oracle Outreach Service is fully operable.	COMPLETE

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Develop integration between Oracle Service Cloud CRM and Janet.TXT to enable SMS texts to be sent from within Oracle e.g. for disruption notifications. The integration has been developed and implemented in house.	COMPLETE
Develop outbound Council Tax reminder by SMS. Currently being piloted by Council Tax who used the new Civica Revenues System Module	COMPLETE
Procurement, installation and Configuration of Stopford Agenda appointments module. Module implemented and soon to be used by Welfare Rights as the first service to adopt it.	COMPLETE
eMessage App and Social Media Outreach Integration. Incumbent supplier does not have Social Media outreach on their roadmap within the project's lifetime. Alternatives are not financially viable. This will be pursued when the supplier has an implementable solution.	Descoped

Stream 2. Universal Direct Debit and enhanced payment mechanisms	Status.
Make payment by DD for Social Work services mandatory and provide Health and Social Care Partnership with relevant project support. H&SCP insisted that they will pursue their own approach to the transfer of their customers to DD and in the budget papers for 19/20 the IJB endorsed a Direct Payment First policy for collection of fees by DD. We provided the IJB with an extensive analysis of the amount of payers by DD and write offs as a percentage of sundry debts across the council and best practice approaches.	PARTIAL
Enhanced online payment for Community Let resources. Will be live by the end of April 2019. Involved the development by Stopford of a complex cost calculator for pitches etc. to take account of the discounts and non linear pricing. Also the development by the Web Team of an online service for Oban Marina berthing. Awaiting end of month go live for reporting purposes.	COMPLETE
Implement payment of Rental Incomes by DD Worked with service to develop this but Legal Services advised this was impractical. We have discussed altering payment dates each time there is a change of tenant or a rent review but these are infrequent and the rent reviews built into the majority of leases are at 5 yearly intervals.	Descoped
Introduce Council Tax functionality to transfer DD when customer moves address. A fully automated approach is unachievable however processes were reviewed following the implementation of the new Civica OpenRevenues system and a number of improvements have been implemented across teams.	COMPLETE
Introduce paperless DD for Non-Domestic Rate and Sundry Debtors. NDR now has AUDDIS and ADDACS integration thus removing need for paper DD	PARTIAL

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copies to be sent to banks. However our bank has refused to grant approval for full BACS paperless DD due to stringent interpretation of authentication that would potentially require the procurement of an expensive 3rd party verification system which may not be cost justifiable.	

Stream 3. **Smartforms, Voiceforms and Back Office Integration**	Status.
Replace existing Drupal Contact Us form with Smart Assistant. Smart Assistant fully implemented and is reducing contacts to the CSC by 30% from customers using the Contact us feature on the website (circa 1200 less emails per annum) and provides a 24/7 service.	COMPLETE
Procure, install and configure Virtual Assistant Will go live on Revenues web pages by the end of April. Is currently undergoing user testing by CSC Agents. This is the first artificial intelligence machine learning system deployed by the council. Benefits pages will follow in May and Roads and Amenities in June.	PARTIAL
Remove downloadable Planning and Building Standards forms from Council website. Customers now directed to the recently upgraded Planning Portal.	COMPLETE
Create online Oracle webform for Community Planning Third Sector. Online form fully developed, however the Service has decided not to deploy at present pending the imminent release of a bookmarking capability by the supplier.	COMPLETE
Replace R&A General category with more process specific webforms. Five separate categories of work process have been identified that used to be classified as General and new products and eforms have been created for them in Oracle and on the web. There are plans for an additional ten more which will be created by the Digital Service Team.	COMPLETE
Replace existing Permit and License applications with Oracle webforms The highest traffic form, Iona Permits, is complete and is live. The remaining forms have a much smaller usage and they will be completed as part of the future job plan.	PARTIAL
Create six online Oracle webforms for Animal Health and Environmental Health as part of wider IDOX –Oracle integration. Substantial work was done on the integration to Idox Uniform but the Service decided the integration may not meet their requirements as it stands and were revisiting their business processes	Descoped
Implement voice automated postcode lookup service and create Missed Bin voiceform. This is a complicated integration between Netcall and three other systems but	PARTIAL

despite this it is progressing smoothly. The new components have been procured and implemented and are being developed in Test. This will be live by the end of May 2019.	
Promote Netcall as a corporate tool for voice automated information requests. Specific automated prompts and services have been added by Services regarding second bin exercise, promotion of new online council tax services and paysmarti system. Awareness raised at CSB and DMTs.	COMPLETE
Design and Configure ICT Helpdesk Contact Management Solution and Oban Airport telephone contact management in Netcall. New partitions have been built in Netcall for both these Services and they are ready for the Service to adopt them when ready.	COMPLETE
Develop interactive Shellfish Sampling Online Map. There was a lack of engagement from the Service despite repeated attempts. This will not be pursued in the future job plan.	Descoped

Stream 4. **CRM to Back Office Integration**	Status.
Configure Oracle to transfer the management of initial Commercial Waste enquiries from Commercial Waste Team to Contact Centre. Management of commercial waste enquiries has been moved from an Access database to the CRM system, removing re-keying, adding customer focused functionality and enhancing management reporting.	COMPLETE
Adding Netcall contact management switchboard to Planning calls. Enhanced functionality including call whispering and specialist call routing to allow greater control by Planning officers and CSC, thus speeding response times for customers.	COMPLETE
Replace CRM to Carefirst Integration with nightly file upload rather than slow NDL integration. The advent of GDPR and addition of healthcare (former MIDIS) records to Carefirst has complicated and slowed the implementation of this task, which will now be completed by September 2019.	PARTIAL
Implement new balance files from Debtors to OracleCRM to allow CSCAgents to provide information more speedily and reduce call times. Quotes from supplier showed this was not cost effective for the volume of enquiries received and so was descoped.	Descoped

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Stream 5. **Nil Cost eAdvertising**	Status.
Develop Councillor Casebook for logging Councillor Surgeries. Councillors or Democratic Services staff can add surgeries to Councillor Casebook and there is now an automatic feed to the website: https://www.argyll-bute.gov.uk/cllr-surgeries	COMPLETE
Expand Council offering on Tell Me Scotland to include Road/Traffic Orders. These orders are now being published on TMS via a direct feed and the same process can be applied to other notices e.g. Licencing if the Service thinks it could bring value.	COMPLETE
Work with Improvement Service to add new categories to TMS (e.g. Councillor Surgeries) via an Oracle integration. The Councillor Surgeries category has been added to the TMS Test system and an integration API to Oracle has been developed by IS to allow us to send updates directly from Oracle. The Councillor Surgery element will be completed as part of future job plan.	PARTIAL

Stream 6. **Real Time Broadcasting**	Status.
Develop real time feeds of Contact Centre performance and agent availability from Netcall to Council website. A new feature has been added to the Contact details pane on the website that shows the number of calls waiting in the call queue for the CSC whenever there is more than one in the queue.	COMPLETE
Develop and build feeds for correspondence handling to show customers current handling times. After further analysis it was determined that internal measures of correspondence handling are not suitable for public display and reworking them would be a significant administrative overhead.	Descoped

In addition to the originally mandated deliverables the Project Team implemented a number of additional **Added Value Tasks** that were agreed at the Transformation Board of 22nd November 2018, including:

- A new Outreach subscription service for the Weekly News Roundup with training for the Communication Team in how to use the system.
- Further development of Commercial Waste handling in Oracle to include a new online form and integration between Oracle and the Commercial Waste core application.
- Councillor Casebook Improvements: A new 'Future Programme' status for works that are programmed beyond the current year and new Directorate products.
- Create automated rolling customer satisfaction surveys to replace manually generated and collated quarterly Face to Face and Email surveys in the CSC.

Another of the Bob's 11 streams was completed as an independent project between the CSC and Roads and Amenities Services (RAS Customer Service Improvement Project) to wholly review the handling of customer contacts end to end via all channels and across all products. This resulted in many changes to guidance for agents and customers, online form improvements and process improvements.

In Summary therefore there were 29 original deliverables and 20 deliverables have been fully implemented (including the added value ones), 7 are still in progress and will be completed in the coming months and 6 were descoped. On this basis a score of 81 out of 100 has been added to success criteria scoring.

5.4 Achievement of Business Objectives and Benefits

Many of the savings identified in the business cases for the work streams were to be marginal gains to be realised over 4 years. Therefore measuring the impact of these changes and realisation of benefit savings will require ongoing review and reporting (See section 10).

The non-cashable benefits of improving our digital efficiency, working smarter and enhancing digital engagement with customers are already being substantially achieved through the twenty implemented improvements, and these will be added to by the seven that are nearing go live. Only one of the partial deliverables (extending paperless Direct Debit to Debtors and NDR) will not be fully realised due to BACS rules and the descoped elements were minor enhancements.

There have already been a number of significant business benefits, including:

1. The new corporate Outreach service , which has had an unexpectedly high take up by customers:

CATEGORY	Volume of Voluntary Subscribing Customers
Changes to Services	5,322
Consultations	3,932
Customer Satisfaction Surveys	2,746
Events	4,089
Service Disruptions	5,415

The disruption notification service has delivered dozens of pro-active service disruption messages that has led to a noticeable drop in avoidable contacts to the CSC as well as enhancing the reputation of the council and the consultation service has greatly improved take up on consultations; for example a 75% increase in budget consultation, lively input to the council strapline consultation, 1100 returns on
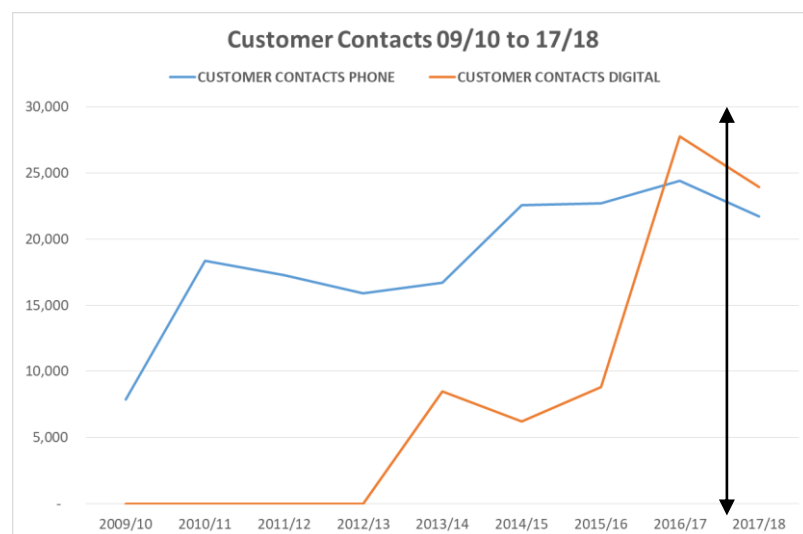
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the Active Travel consultation and many more. The council News Service currently has 875 subscribers, but this is soon to be subject to an Outreach Campaign that will see a significant increase. Another unexpected use has been to replace the commercial SMS ferry disruption alert system that the council was paying for on our council ferries. This has now been taken back in house and will go live in April.

The largest cashable saving (over £200k) was from increasing the take up of DD in the H&SCP. This process has only recently begun, but take up has increased from 62% to 64% and debt write offs reduced from £102k in 2017/18 to £86k in 2018/19. The full benefits here will only become apparent over time. More immediately the introduction of DD transfer for Council Tax when a customer moves address has made the process of moving easier for both the service and the customer, and will reduce the number of non-payments which can happen throughout the moving process.

We have integrated 17 eforms into Oracle CRM across multiple streams thus removing significant re-keying and manual management in Excel spreadsheets. This increase in self-service has been augmented by the new Virtual Assistant 24/7 service that provides 30% of its users with answers to queries or direction to online resources that they need and routes the others for fulfilment. Along with the new improvements to the voice automated service and publication of real time CSC performance on the website, this has greatly reduced needless or simple contacts to the CSC, leaving agents to deal with complex cases. It is no coincidence that there was a near 5% reduction in phone calls to CSC in 2018 and the call abandon rate fell from 12% in FQ1 to under 4% in FQ4.

Working with the Improvement Service to enhance information on the Tell me Scotland Service provides an alternative channel to the council website for important information such as road order closures and replicating councillor surgeries information on the Website via an automation to Councillor Casebook, paves the way for removing this information from expensive newspaper ads once legislation allows. The new Virtual Assistant system will provide an excellent platform for the provision of topical and long standing information with the added benefit that its machine learning capability will lead to an ever improving success rate.

The parallel work on the RAS Customer Service Project has also had a significant impact. Customer expectations for RAS are now far better managed and avoidable contacts reduced from 18.2% of contacts in 2017/18 to 14.6% in 2018/19 and there was a significant fall in the volume of contacts and thus workload.

The migration of the Commercial Waste contact management to the core Oracle CRM has also enabled the service to have more control over this commercial element and of course across the whole of the omni-

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channel customer engagement area the new automated customer satisfaction surveys provide regular metrics to allow identification of specific issues and continuous improvement.

Hence while many of the benefits will only be fully realised over time, significant progress has already been made and is feeding through into improved performance, enhanced customer satisfaction and reputational gain. Reduced mediated contact management will also allow savings going forward, or management of higher customer demand from within existing resources.

On this basis a score of 75 out of 100 has been added to success criteria scoring to reflect the current position.

6 Success Criteria Scoring

To reach a Success Evaluation of the Project, the following ranking has been established based on that commonly applied to Argyll and Bute Council projects

Success Criteria	Percentage Ranking
Completion within Budget	25%
Completion by Agreed Time Scale	15%
Achievement of Project Objectives	20%
Achievement of Business Benefits including realisation	40%
	100%

Calculation of Success Scoring:

Success Criteria	Score	Weighting %	Points	Comment
Completion within Budget	99	25	24.8	Under £1k overspend
Completion by Agreed Time Scale	85	15	12.8	3 month extension to 22 months
Achievement of Project Objectives	81	20	16.2	20/29 implemented, 7 in progress
Achievement of Business Benefits inc. Realisation	75	40	30	Significant benefits already accruing
Final Points = (Sum of Score * Weighting) / 100			**83.8%**	

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7 Outstanding Issues and Risks

7.1 Outstanding Risks

Risk identifier	Description	Probability	Impact	Overall Risk Rating	Mitigation	Status and date	Owner(s)
001	Additional digital scope (e.g. Increased integrations and outreach activity) cannot be effectively supported by existing system admin leading to fix delays and outages.	Medium	Medium	Medium	With careful management of ongoing workload we should have the capacity to expand integrations and outreach. We should also get early sight of any changes affecting any integrated systems so we can schedule and plan any required development. Ultimately reduced demand will allow a switch of resource from CSC Ops to Digital Service Team	Open	D. Ritchie
002	Savings from H&SCP significantly increasing DD take up will not be realised.	Medium	Medium	Medium	Budget papers for 19/20 the IJB endorsed a Direct Payment First policy for collection of fees by DD. Post Project Review in September will establish progress and allow additional measures to be put in Service Plan if required.	Open	S.Whiston
003	Residual activities from the project will not be completed after project Closure	Low	Medium	Low	Section 9 details the Follow On actions to be handed over at project Closure and Section 10 the Post Project Review measures to see that these have been done.	Open	R.Miller

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7.2   Outstanding Significant Issues

1. Third parties we have worked with have not always been as responsive and delivered what was agreed in a timely manner; particularly certain suppliers. This has affected our planning and delivery significantly. Most procurements and system installs are now complete, but the Stopford Agenda system and Oracle Virtual Assistant systems are still not fully live so will require vigilance going forward.

8   Project Experiences and Lessons Learned

8.1   What went well?

Focused project team

Having two seconded Project Officers working on the development of business cases in this programme of transformation had a powerful positive effect. When they then went to the implementation stage they had a deep understanding of all the issues around implementation including stakeholders and financial implications.

Wider project team cooperation and self sufficiency

The wider Project Team worked well together and the cooperation was exemplary. Where there was time to spare team members would help each other with their own developments. The team was also largely self-sufficient; working on things they could self-organise and not needing to escalate or seek help except where specific types of expertise were required.

Programme development and implementation

Having the business cases come through on a production line with individual sign off rather than all being delivered at once smoothed the process of developing the programme of change. This made orchestration of the project easier and allowed implementation of each to begin in a timely way.

Post go live issues management

When implementing complex processes with multiple back office integrations and totally new functionality there is always going to be a lot of issues and improvements that come out just after go live from system users. Managing these in a controlled but responsive way is never easy but the project team had the advantage of staggered delivery because of the structure of the project.

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8.2   What could have been better?

Supplier delivery

For Stopford resource booking, and Oracle Virtual Assistant integrations there were a lot of problems which required a lot of handling. This was not solely done by the project team and an ICT project manager was also heavily involved in managing some of the issues. Having to regularly do further testing and finding old problems have not been fixed or new problems have been introduced and have to be managed creates a heavy burden on the team. We need to recognise that, where projects involve over stretched third party software providers, timescales for delivery are largely out of our control and take that into account when we are planning.

9   Follow on Actions

9.1   Forward job plan for outstanding deliverables marked Partial at 5.3

These are all being taken forward as business as usual by the Digital Service Team. The project structure was disbanded at 31 March 2019 as planned.

Number	Deliverable	Notes
1	Complete the implementation of the Stopford Agenda Appointments module	Currently in test and will be live for Welfare Rights Team June 2019. D Renton leading.
2	Virtual Assistant Live.	Currently in test and will be live for Revenues in May and Benefits in June with the rest following. K Nelson leading.
3	Replace remaining Permit and Licence applications with Oracle webforms.	Remaining forms all live by July 2019. D Renton leading.
4	Implement voice automated postcode lookup service and	Currently in testing and will go live in May 2019. J Robertson leading

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	create Missed Bin voiceform	
5	Add councillor surgeries to Tell Me Scotland Service	Functionality in Casebook now live and will be linked to TMS by June 2019. J Robertson leading.
6	Create six online Oracle webforms for Animal Health and Environmental Health	Has a dependency to a larger element of integration between Oracle and IDOX, which is currently under review. Decision on viability to be made in FQ1 2019. J Rains leading.
7	Replace NDL CRM to Carefirst integration with nightly file transfer to Oracle LAP integrator.	This will be recommenced in FQ1 but depends on resource availability from the CareFirst systems team which has not yet been fully agreed. Aiming for FQ2 2019. D Ritchie leading.

10   Post Project Review

It is recommended that a Post Project review should take place in September 2019 to:

1. Ensure the follow on Actions at section 9 above have been completed

2. To take fuller stock of the benefits realisation (particularly cashable benefits), in order that follow up actions can be included in Service Review and budget planning.

A Benefits Realisation Report will therefore be completed by the Digital Service Team on conclusion of the Post Project Review for consideration by the Transformation Board.