End of Project Report – Gateway 5

PROJECT REF/NAME	**Digital Services 14-0012**
PROJECT SPONSOR	**- Corporate Director – Corporate Services**
COMPLETED BY	**Andy Donegan**
DATE	**28th February 2019**
Project Category (Choose from drop down list)	**Strategic**
Summary	• Summary of project performance

Schedule	Original Planned end date	August 2018	Actual end date	March 2019
Funding	**Original Planned budget**	£1,300,000	**Actual spend**	£1,162,000

End of Project Report – Stage 5

Table of Contents

1.   Report Purpose

This *is the End of Project Report for the Digital Services Project that was approved by Policy and Resources Committee on the 14th April 2015.*

The purpose of the report is to reflect on progress against the objectives identified at the outset, review the benefits realised and identify outstanding actions and lessons learned.

2. Report Executive Summary

The Digital Services project originated from the Scottish Governments "Scotland's Digital Future" agenda where digital public services were identified as a key theme.

Digital Public services recognises the rapid development in technology, in particular mobile technology, the increasing use of the internet across all age groups and the demand for online service delivery accessible 24/7.

The society of IT Managers (SOCITM) produced a report in 2012 that estimated the costs of transactions depending on the channel used, these being face to face, telephone or e-mail. The report indicated that face to face was 57 times and telephone 19 times more expensive than online.

A comparison of cost for Moray, indicate that face to face at the access points is £8.54 falling to £6.66 when reception duty are added. Telephone calls are £3.18 falling to £2.89 when switchboard calls are included.

From figures available from the contact centre during 2014 showed that the potential to introduce savings by achieving channel shift from traditional channels to online could be significant.

The drivers and justification for the project were based on Moray Council having a responsibility to provide excellent customer services to the public and value for money to the tax payer. People now expect services to be available 24/7 and accessible online.

The project team was established and work commenced in August 2015 to deliver solutions across the five themes and nine customer groups.

At the start of the project various consultation exercises were undertaken with the public and staff, the outcomes helped to identify priorities and maximise benefit. A review of existing systems was undertaken to identify opportunities to re-use, expand functionality or where new system would be required.

As the team worked through the project a number of risks and issues were identified and managed to minimise the impact. There were also a number of changes identified that were approved by the digital services working group and reported to and approved at P&R.

The work delivered has resulted in a significant increase on the number of services available online and available 24/7. It has also introduced new systems that provide stable and robust solutions to continue development and expand online service delivery.

The solutions implemented have provided many benefits both to the public accessing council services but also to departments delivering the services. The benefits identified will continue to deliver as the public continue to use the online services.

A number of milestones were set during the project; many have been achieved plus additional work that was introduced to meet other council priorities and initiatives including garden waste and Moray Leisure. One outstanding milestone for council house repairs has been identified which is also highlighted as an outstanding risk. The Digital Services working group has agreed that a review be completed of the available options before a decision on work for this milestone is progressed.

Financial monitoring was maintained during the project to ensure best value throughout the project. Tough negotiation with suppliers, the use of national contracts and reassessment of requirements resulted in a reduction on the initial budget identified.

As always with a project of this size and complexity a number of lessons have been learned and these will be shared to help future projects.

3. Project Objectives

The project set out a number of objectives at the outset. The project as it developed then set out a number of targets to help measure the success of implementation and to show the uptake of the new services being delivered.

The objectives set out were:
- Channel Shift
    - o Expand the number of online services
    - o Provide 24/7 access where appropriate
    - o Well-designed simple to use services
    - o Cost effective and where possible service efficiencies
- Introduce a citizen account
    - o Secure single sign on
- Better Use of Data
    - o Provide open data sets
- Information Sharing
    - o Ensure data is shared according to current legislation.
- Digital Awareness
    - o Encourage public to use digital solutions

Work was delivered across all customer groups to varying levels. A significant amount of solutions have been delivered for the majority of the customer

groups. External factors nationally have impacted in the work achievable for two of the customer groups.

Details of the work and solutions provided for each group can be found in **(Appendix 1)** .

3.1   Progress against Objectives

Significant progress against the objectives has been achieved. The number of online services has expanded considerably with over 80 services now available 24/7. These include some major services such as an improved online payment solution, leisure bookings and school payments.

A full list of online services can be found in **(Appendix 2)**

As online services continue to expand we are seeing significant increase in uptake with over 25000 online requests submitted using the e-form solution since it was launched in 2017. 100% of all sports development courses booked online in 2019

Online card payments have increased for like for like transactions and where we have introduced new online payments solutions these have seen significant uptake with over 80% of paid for primary school meals, 70% of garden waste permit applications and a continuous month on month increase for registrar copy certificates paid online.

We are also seeing an increase in the number of services accessed out with working hours with 40% of all website visits made between 5pm and 9am, 16% of e-forms submitted at weekends up from 11%. These indicate that the objective of increased 24/7 access to services where appropriate and putting customers at the centre have been achieved and will continue to be achieved going forward.

The feedback received from users using online services has generally been positive, indicating that users generally find these simple to use.

The secure single sign on account has provided a robust and stable platform to expand online services for the future. The number of registered users has increased to over 10000 resulting in over 10% of the population of Moray now having a myaccount, this will continue to expand as more services become available.

The project has delivered over 40 Open Data sets on the council website and the ARCGIS portal along with a number of dashboards. Information sharing has been limited to internal sharing of data only as sharing with third parties wasn't identified during the project, however with the introduction of the new GDPR legislation significant work was done to ensure compliance.

The project team identified a set of SMART (Specific, Measureable, Achievable, Relevant, Time-bound) targets to measure the progress against the objectives and show the success and uptake of the new services.

From the ambitious targets that were set and the progress against these there is certainly an appetite for the public to use online services but the uptake rate can be influenced by the customer group and their willingness to use online channels.

The details of the targets and the progress can be found in **(Appendix 3)** .

4.   Benefits

The approved business case set out a number of benefits the project would deliver. Many of the benefits identified were linked to the public, by providing services online that were available 24/7 where appropriate, providing a choice to how to access services, well designed simple to use and where possible provide efficiency to service delivery.

Due to the difference in transaction cost between face to face, telephone and online then achieving significant channel shift would also provide the benefit of services being accessed through more cost effective channels which could provide service efficiencies.

As well as the potential savings through channel shift a number of benefits have been identified across all the solutions that have been delivered. The details of these are available in **(Appendix 4)**

4.1   Benefits not Realised

Many of the benefits identified will continue to deliver as the use of online services increases. As technology develops and new solutions are identified then more opportunities will become available. One area where benefits have not been realised is:

- Increase work scheduling through online bookings

The uncertainty over the call handling for council house repairs has impacted on this work being progressed. A review of the available options is being prepared, once available a decision will be taken on how best to progress work for online bookings.

The outstanding work has been identified as a risk and a responsible person allocated to progress to resolution.

4.2   Measurement of Benefits

The financial benefits have still to be realised. A different approach was taken for the Digital Services project compared with DBS programme. Now that the solutions have been delivered it will be the responsibility of services to deliver based on the benefits they identified.

- As identified within the lessons learned a balance needs to be achieved between identifying benefits at the outset before the true value is known and being able to put a value against the benefits.

- The solutions introduced by the project, provide ICT as an enabler to deliver new solutions required by other services in a relatively short timescale. An example of this has been the introduction of the garden waste permits, which would not have been achievable in the timescales allocated without the Digital Services project.

A full list of the benefits still to be realised with areas of responsibilities agreed with the working group and are detailed in **(Appendix 4) .**

5.   Risks Issues and Changes

The major change that was identified and approved was the extension of the project. The project was initially planned to finish in the summer of 2018 but was extended to the 31st March 2019 to allow for work to continue.

A list of all the other major changes approved can be found in **(Appendix 5).**

A number of risks and issues were identified and managed throughout the project. All the risks and issues have been managed to a conclusion except for one outstanding risk. The one major risk still outstanding is regarding the call handling for council house repairs. The digital services working group have approved the recommended actions and a responsible person has been identified to monitor to resolution.

The major risks and issue identified and one outstanding risk are identified in **(Appendix 6)**.

6. Project Performance

6.1 Project Schedule Overview

The project has delivered a significant number of changes across the council that now provide a robust platform to enable continual development going forward.

The project encountered a number of challenges throughout the duration that the team managed successfully on a number of fronts including new technology, new processes and delivering solutions directly to the public. Progress at the beginning of the project was slow as a number of building blocks had to be introduced to provide the new solutions including secure online portal, improved online payment solution and integrated e-form solution. However since these have been delivered the number of online services has increased significantly and regularly throughout the project.

There was also some initial hesitancy from some services to engage with the project, however as new online services have been delivered it has open minds to the potential for online service delivery.

The use of online services by the public has also started to expand; it has taken time for public confidence to build and to change attitudes towards accessing services online. This will only continue to develop as customer expectations for secure online services are delivered consistently and meet expectations.

The one area not addressed is council house repairs where an options appraisal is being produced to review the options.

The lack of a secure national business account and the introduction of the Moray Integrated Joint Board restricted the amount of work achievable for these two customer groups.

A number of milestones were identified at the start of the project based around the customer groups. New milestones were set throughout the duration of the project as additional work and solutions were identified.

A table listing the milestones set against the deliverables can be found in **(Appendix 7)**.

7.   Budget Performance

7.1   Financial Summary

Capital Expenditure

Details of Expense	Original Budget	Revised Budget	Actual Expenditure	Closing Variance
2015/2016 to March 2019	£700 000	£573,000	£482,000	£91,000

The capital expenditure delivered new and expanded solutions to allow continued development and future expansion for online service delivery. The solutions provided include new Income management, E-form solution, customer portal, online school payments and leisure bookings and upgrades to revenues systems, housing and infrastructure.

Revenue Expenditure

Details of Expense	Original Budget	Revised Budget	Actual Expenditure	Closing Variance
2015/2016 to March 2019	£1,250,000	£797,000	£680,000	£117,000

8.   Lessons Learned

8.1   What went well

During the duration of the project a number of lessons were learned. The most significant lessons learned included:
- The use of Agile project management delivery methods allowed for continuous review and iterative developments.
- The secondment of staff into the project team accelerated the decision making process
- A more robust method of benefit realisation and agreement with the service before development begins.
- A full list of the lessons learned and the details of these can be found in **(Appendix 8).**

9. Follow on Actions

9.1 Post Project Tasks

A number of follow up actions have been agreed by the Digital Services working group to be taken forward to deliver new solutions or to further develop what has already been delivered.

The actions to be taken forward will be incorporated into the Improvement and Modernisation programme. The full list of actions agreed can be found in **(Appendix 9)**.

10. Project Closure

10.1 Conclusion

The project progressed successfully and introduced significant online solutions for the majority of the customer groups. Due to the introduction of the Integrated Joint Board and the lack of a secure business account there was only limited work undertaken for the Social Care and Business customer groups.

The project has delivered a framework and robust solutions that can be used as a catalyst to continue and expand the opportunities to deliver more services online and provide a platform for the Improvement and Modernisation programme.

The project has also opened minds to the potential that online service delivery offers to services to be delivered in alternative ways. It will however need departments to closely review working practices and consider how these can be changed to meet any new service delivery model.

The project has delivered many benefits but more needs to be done to ensure maximum benefits are achieved and translated to financial efficiencies. Services must use the benefits identified as a method to change, improve efficiencies and increase productivity

As technology continues to develop and change the way people want to engage and access services the council must adapt quickly and innovatively to meet these demands in a cost effective manner.

At the heart of this staff need to be empowered to identify new ways of working that drive efficiencies and increase productivity.

Security must remain a top priority and major consideration to ensure legislation and accreditation standards are achieved. Any failings in this area can have major consequences both financial and reputational.

We know that the public are willing and generally able to engage with the council through digital channels if the solutions provided are secure, easy to use and reliable. Where the public are unable to access then providing assistance to use digital channels can both help encourage channel shift and benefit the public to the advantages of improved digital skills

10.2   Project Closure Recommendations

- Continue to work on the progress that has already been made with online services and incorporate into the Improvement and Modernisation programme
- Carry out a digital maturity assessment to identify strengths, weakness and identify opportunities across the whole council.
- Make digital service delivery a priority within all service plans
- Continue to explore and consider new technologies to further expand opportunities to improve efficiencies and productivity
- Utilise the data held by the council to ensure that service delivery is targeted providing maximum benefit
- Where possible use data to be proactive rather than reactive to service delivery
- Use data available to identify failure demand and reduce costs based on failure
- Continuous engagement with the public to ensure digital solutions are simple to use and meet requirements.

Meeting Date	4 June 2019
Comments	Any relevant comments from the approving authority should be documented here.

11.　Version History

Version	Date	Details
1.0	05/03/2019	Draft report
2.0	13/03/2019	Approved by Digital Services Working Group

Appendix 1

Work undertaken for each of the customer groups

At the outset the plan was to have a standard approach and timescale for each customer group. It was quickly realised that this approach would only be partially relevant for some customer groups and inappropriate for other groups.

	Web Content	Eforms	Citizen Account	Open Data	Additional Work
Council House Tenant	Completed	Completed	Completed	Not progressed	Online Booking
Environmental	Completed	Completed	Completed	Completed	N/A
Householder	Completed	Completed	Completed	Completed	Income management
Parent/Guardian/Pupil	Completed	Completed	Completed	Completed	Online school payments
Social Care[1]	Not progressed	Not progressed	Not progressed	Not progressed	Call Handling
Leisure	In Progress	Completed	N/A	Not progressed	Gladstone leisure bookings
Business	Improvement Service working to deliver a business account. When available this will allow future developments with this customer group.			Completed	N/A
Internal/Visitor	Completed[2]	Completed	N/A	Completed	N/A

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[1] The work in this area hasn't progressed due to the creation of the Moray Integrated Joint Board. ICT are represented in the Infrastructure group which provides awareness to MIJB requirements.
[2] The interchange project using ICT staff has delivered new staff engagement website with external authenticated access being made available.

Appendix 2

Below is a list of all available online services:

Improved web content including service status page

No.	Main Description	Detail
1	Improved Online Payments (including)	Council Tax
		Housing Rent
		Account receivable invoices
		Tenants insurance
		Housing benefit overpayments and sundry debts
		Non domestic rates
		Garage rent
		Registrars copy certificates
		Taxi licence fees
		Garden waste
		School meals
		Other school costs
		Visiting harbour fees
		Library events
		Heritage centre
		Books
		Planning and building control
2	Online Leisure bookings	
3	Sports development bookings	
4	Council Tax change of address	
5	Registrars copy certificates	
6	Education	Online payments
		Registration
		Placing request
		Apply for school transport
		School crossing patrol complaint
		Early year's registration
7	Waste	Garden waste permit
		Report damaged missing bin
		Special collection
		Domestic waste look-up issues
8	Housing	Apply for a council house
		Apply for garage
		Check rent balance
		Instalment plan
		View Council house waiting list
		Apply for grass cutting
		Housing repairs
		Repair feedback
		Permission applications

Appendix 2

No.	Main Description	Detail
		Mutual exchange
		Census and equalities
		Report empty home
9	Roads	Report road surface (pothole)
		Report pavement/footpath
		Report Cycle path
		Report structure/wall
		Report drain/ditch
		Report manhole cover
		Report markings/cat's eyes
		Report road sign
		Report Street light fault
		Report verge
		Report advertising boards
10	Transportation	Challenge parking excess charge
		Report out of order parking ticket machine
		Request a disabled parking bay
		Mini bus hire
		Report damaged bus shelter
11	Lands and Parks	Report fault with play park equipment
		Report fault with park furniture
		Report non-native species
		Report grass cutting issues
		Report dangerous trees and hedges
		Litter bin fault
12	Development Services	Planning applications
		Building standard application
		Local development plan
		Copy documents
		Building warrant enquiry
		Public health complaint
		Planning permission enquiry
		Premises hygiene report
		Food Complaint
13	Licences	Taxi driver's licence
		Taxi vehicles licence
		Taxi booking office
		Other licences via (gov.uk)
14	Anti-Social Behaviour	Alcohol misuse
		Abandoned vehicle
		Dog Fouling
		Drugs/substance abuse
		Fly tipping

Appendix 2

No.	Main Description	Detail
		Graffiti
		Harassment
		Litter
		Noise
		Nuisance neighbours
		Other
		Rowdy behaviour
		Seagull feeding
		Vandalism
15	Social Care	Volunteer requests
		Carer self-assessment
16	Property	Note of interest property sales
		Note of interest property lease
17	Libraries	Housebound reader
		Library membership application
		Essential skills volunteer
		Course enquiry
18	Customer engagement	Feedback
		Council meetings
		Councillor Surgeries
		Consultations
		School and Nursery closures
		Online services disruption and Road closure.

Appendix 3

Table showing progress against the targets set;

Target	Progress
Increase Moray Council web site sessions by 25%	The number of web site sessions has increased year on year at the same time the number of pages being viewed has also increased significantly. We have also seen a massive shift on the technology being used to access the web site with mobile being the preferred option. We are also seeing an increase in the number of sessions and pages being viewed out with normal office hours and the weekend.
Decrease calls for targeted services within the contact centre by 30%	There has been no overall reduction in call volumes over the past 3 years in fact we have seen a very slight increase of 2%: Total Calls:2015 174900 Total calls 2018 178400 This can be accounted for in a number of ways. New functions have been added to the contact centre resulting in additional calls : NDR 3600 Income Maximisation 1000 Complaints 400 Calls recorded that were previously not included: Switchboard 6700 Access point 650 In addition policy changes locally and nationally are also seen to have an impact: The 3 week bin collection resulting in an increase in the number of missed bin calls up by 600. New car parking charges resulting in an increase in calls about carparks by 800 Universal credit has resulted in an increase of 1000 rent arrear calls Early indications show that the garden waste changes have also resulted in a significant increase in calls even with around 70% of applications completed online. There have also been increases in demand for some services where no work has taken place including: Dial-a-bus now receiving an additional 1000 calls Council house repairs receiving an additional 3500 calls. Taking these factors into consideration like for like would show a moderate decrease of 9% in calls recorded in Lagan

	We have no telephone call data for services not currently in the contact centre and have introduced new solutions online thereby reducing calls directly to the services for: Registrars, school payments, catering s and leisure bookings.
Decrease face to face contact for targeted services at access points by 20%	There has been a reduction of 17.5% on the number of recorded face to face between second half of 2016 to the second have of 2018.
Increase uptake of online payment for service delivery charges	There has been an increase in the number of existing online card payments received since the new online payment system was introduced. We have also introduced a number of new services that are able to be paid online, This includes the online payment for school meals, and Registrars copy certificates, the new garden waste charges, visiting harbour and rover tickets and taxi licences.
Introduce school on line enrolment achieve 30%	Online school enrolment and placing requests was introduced for P1 2018/19 registration week with 15% of all new P1s register online in the first year and 26% in year two. A new nursery registration was introduced for 2019/20 registration week. The online solution was used extensively throughout the academic year as families moved into or around Moray.
Introduce primary school online meal payment achieve 50%	By the end of February 2019 over 80% of paid for primary school meals were paid online which has been achieved in relatively short period of time. We have also seen a large increase in the amount collected online for secondary school meals with 40% more collected between August and December 2018 compared to the same period in 2017. The new online school system is now being used to provide online payments for trips, uniforms, events and subject costs in many schools.
Introduce bookings for leisure facilities, sports activities and active schools	100% sports development bookings made online in January 2019 and is live in the leisure centres. The team have also worked to deliver the reciprocal agreement with Moray Leisure and the Council centres. Work continues to deliver a more integrated and online solution between the partners.
Increase no of registered users of myaccount to 10% of eligible residents	The number of registered myaccount users is over 9700 which is more than 10% of the Moray population.
Introduce fully integrated online booking solution for housing repairs	Due to the on-going uncertainty around council house repair reporting, a new options appraisal is being developed to consider the options.
Introduce E-billing for council tax by March 2018 and achieve 20% uptake.	E-billing has been introduced as part of the billing for the 2019/20 council tax year. Promotion started with the issuing of the 2019/20 bills with several staff being used to trial the system.
Provide an online subscription and notification facility	An online subscription and notification is now available. The solution provides the ability for the public to get information sent directly to them. The system has also introduced service status information on the homepage of the council website providing a traffic light status for school information and closures, road status information, online services and council

	building status.
To make available 4 Open data sets that support the application process or usage of other services by March 2018	43 open data sets now available on the ARCGIS website

Appendix 4

Benefits Identified

Solution	Description	Direct	In direct	Internal	External	Short Term	Long Term
Web Content							
	Increase online services	Yes	Yes	Yes	Yes	Yes	Yes
	Increase services available 24/7	Yes	Yes	Yes	Yes	Yes	Yes
	Improved content	Yes	Yes	Yes	Yes		Yes
E-forms							
	Improved information gathering when form completed	Yes		Yes	Yes	Yes	Yes
	Allowed integration to Income Management system increasing online payment capabilities	Yes		Yes	Yes	Yes	Yes
	Introduced mapping allowing accurate location information to be submitted	Yes		Yes	Yes	Yes	Yes
	Introduced the ability to upload documentation and photographs improving information made available to officers	Yes		Yes	Yes	Yes	Yes
	Integrated to back end systems reducing the need for double keying		Yes	Yes		Yes	Yes
	Allow for automated responses to be issued when forms submitted and help better manage expectations		Yes	Yes		Yes	Yes
	Increased the availability to apply, report, and submit requests		Yes		Yes	Yes	Yes
Citizen Account							
	Authenticated access to personal information		Yes		Yes	Yes	Yes
	Single sign on for all council services except leisure		Yes		Yes	Yes	Yes
	Ability to use across many Scottish Government services		Yes		Yes	Yes	Yes

	Increased security	Yes	Yes	Yes	Yes	Yes	Yes
Online school Payments							
	Live reporting	Yes		Yes		Yes	Yes
	Improved information	Yes		Yes		Yes	Yes
	Improved debt management	Yes		Yes		Yes	Yes
	Reduce cash handling	Yes		Yes	Yes	Yes	Yes
	Remove the need for meal tickets to be printed and distributed.		Yes	Yes	Yes	Yes	Yes
	Improve information on meal choices and popular days		Yes	Yes	Yes	Yes	Yes
	Reduced travel to site	Yes		Yes		Yes	Yes
	Centralised configuration ensuring changes implemented quicker and consistently	Yes		Yes		Yes	
	Improved communication to primary school catering staff	Yes		Yes		Yes	
	Saved on postage	Yes		Yes			
	Introduced online ordering reducing telephone calls and improving time management.	Yes		Yes		Yes	Yes
	Reduce cash collection duties including receipting, banking time and the associated risks	Yes	Yes	Yes		Yes	Yes
	Consistent approach across all primary school for meal selection		Yes	Yes		Yes	Yes
	Reduce administration of free school meals	Yes		Yes		Yes	Yes
	Provides cross check for primary school absences		Yes	Yes		Yes	
	Removes need for duplication		Yes	Yes		Yes	
	Increased flexibility		Yes		Yes	Yes	Yes
	Provides 24/7 access for payment		Yes		Yes	Yes	Yes

	Increases social inclusion as no difference for pupils receiving FSM		Yes		Yes		Yes
	Information available on meal choices		Yes		Yes		Yes
	Email receipts provided to parents		Yes	Yes	Yes		Yes
	Email notification on low balance		Yes		Yes	Yes	Yes
	Real time account information available		Yes		Yes		
Leisure Bookings							
	Provides public with real-time access to class availability		Yes		Yes	Yes	Yes
	Allows for upfront payment	Yes			Yes	Yes	Yes
	Reduce the need for invoices to be issued	Yes		Yes	Yes	Yes	Yes
	Reduces debt recovery	Yes			Yes	Yes	Yes
	Improves management reporting		Yes	Yes		Yes	Yes
	Provides waiting list functionality increasing class attendance		Yes	Yes	Yes	Yes	Yes
School Registration							
	Reduced paperwork received	Yes		Yes			
	Reduction in data entry as information is collated	Yes		Yes			
	Improved notification to schools	Yes		Yes			
	Available 24/7 to public		Yes		Yes		
	Removes the need to present documentation in person at a school	Yes	Yes	Yes	Yes		
	Better support of military and other families moving to the area		Yes		Yes		
	Email acknowledgement confirming receipt of the request		Yes	Yes	Yes		
Text/Email housing							
	Reduced time taken for housing offers to be received	Yes	Yes	Yes	Yes		Yes
	Reduced time for offers to be accepted or	Yes	Yes	Yes	Yes		Yes

Category	Description						
	rejected prior to viewing						
	Reduced time taken for housing to be re-offered after rejection	Yes	Yes	Yes			Yes
	Reduced outgoing mail	Yes		Yes		Yes	
	Increased reminders to tenants	Yes	Yes	Yes	Yes		Yes
	Improved customer recording in i-world		Yes	Yes			Yes
Licence Reminders							
	Reduced number of licence reminder letters	Yes		Yes		Yes	
	Reduced printing	Yes		Yes		Yes	
	Reduced postage	Yes		Yes		Yes	
Public Engagement							
	Improved information	Yes	Yes		Yes		Yes
	Reduce customer contact		Yes	Yes	Yes		Yes
Open Data							
	Inspire 2009 Scotland Meets legislation		Yes	Yes	Yes		Yes
	Improved Information		Yes		Yes		Yes
	Reduce FOI		Yes	Yes			Yes
Income Management							
	PCI/DSS Compliance		Yes	Yes			Yes
	reduction in the online payment transaction costs	Yes		Yes		Yes	Yes
	Increased the potential for more online payments to be introduced		Yes	Yes			Yes
	paperless account receivable transactions	Yes		Yes			Yes
	Centralised bank reconciliation removing some function from the service areas	Yes	Yes	Yes			Yes
	Automated bank reconciliation with coding allowing direct processing into bank ledger	Yes		Yes			Yes
	Provide the ability to introduce new payment methods including paperless direct debit and reoccurring card payments		Yes	Yes	Yes		Yes

		Online Council tax and e-billing	Online leisure bookings	School Online Payments	Increase channel shift	Increase online payments	Paperless direct debit
Council tax/E-billing							
	Reduce postage	Yes		Yes	Yes	Yes	Yes
	Reduce printing	Yes		Yes	Yes	Yes	Yes
	Reduce carbon foot print		Yes		Yes		Yes

Benefits still to be achieved

Benefit	Online Council tax and e-billing	Online leisure bookings	School Online Payments	Increase channel shift	Increase online payments	Paperless direct debit
Benefit owner	Eric Bell	Ken Brown & Kim Paterson	Lindsey Stanley/Fiona Michie	Eric Bell	Diane Beattie	Diane Beattie and James Taylor
Measurement/ Observation Method	No of registered e-bill users	No of online bookings made	Total income received for school charges	Number of transactions	Value of transactions	Not of paperless DD submitted
Baseline measurement (pre project)	45000 annual bills with around the same number issued throughout the year	20000 bookings for leisure and 1800 sports development sessions	Value available through e-shop	Contact centre transactions	Income management system	Not available

To be measured by (who?)	Revenues	Leisure and sports development	Education business support	ICT and customer services	Payments service	Payments and revenues
Frequency	6 monthly	6 monthly	6 monthly	6 monthly	6 monthly	6 monthly
Proposed date of next measurement	September 2019	June 2019	July 2019	August 2019	August 2019	August 2019
To be reported to	P&R	P&R	P&R	P&R	P&R	P&R

Appendix 5

A list of the major changes agreed throughout the project a full list of all changes can be found in the RADIC log

Change Ref No.	Date Approved (dd/mm/yy)	Change Description e.g. Scope / timescales / costs	Date Closed (dd/mm/yy)
C1	22/12/2015	Change the timescale on the public engagement to progress work once a secure authentication solution has been delivered as part of the project.	31/05/2016
C2	10/02/16	Merge groups 8 and 9	4/05/2016
C3	7/6/2016	Increase communication officer role to 1.0FTE from 0.4 FTE	7/6/2016
C4	3/05/2017	Online bookings allow solutions not to be linked with myaccount	3/05/2017
C5	31/01/2018	Remove work from customer groups 5/6/7/8	31/01/2018
C6	22/08/2018	Extend project to March 2019 incorporating work as business as usual in ICT	22/08/2018

Appendix 6

This details the major risks and issues identified during the project and a summary of the actions taken to mitigate and resolve. The full list is available in the RADIC log.

Major Risks

Risk Ref	Red / Amber	Description and Actions Taken	Date Closed
R6/R26	Red	Replacement e-form solution required, new solution procured and e-forms redeveloped with a new solution	31/8/2016
R17	Red	Insufficient time to complete web site review. Extended communications officers role to 1.0 FTE for project duration	7/6/2016
R18/R21	Red	Eform solution unable to provide full functionality, alternative solution procured to meet changing demands	1/09/2016
R25	Red	Upgrade to Income management system may require full tender. All procurement channels investigated by procurement team resulted in alternative methods to ensure compliance	31/03/2017
R26/R28	Red	Remaining Idox e-forms not available. Alternative solutions identified and changes made on web page, new process introduced in contact centre and changes to emergency closure for schools and roads	1/12/2016
R42/45	Red	Inconsistent approach across schools could result in differences for online services adopted. Secondments from education to help standardise processes	24/5/2017
R52/R56/R57	Red	Supplier developments impacting on potential solutions. Continued to engage with suppliers to ensure developments continued and any new solutions were incorporated with future upgrades. PID developed to ensure full scale of work identified.	31/3/2018
R60	Red	Work with social care group affected by creation of MIJB and as the service had not gone through DBS programme. Work in the area was not progressed and approved by the working group.	29/09/2017
R65	Red	Introduction of leisure bookings delayed by leisure service removing support for implementing the solution. Worked with the service to help with recruiting new team member and with developing the solution	31/01/2019

Major Issues

Issue Ref	Major/ Critical	Description and Actions Taken	Date Closed
I10	Major	Delay in developing user stories. Asked all services to develop user stories early.	31/12/2016
I12	Major	Old e-form solution access removed alternative solutions put in place as new forms continue to be developed on the new platform	30/9/2016
I14	Major	New e-forms not available internally issued identified and resolved	4/10/2016
I18	Major	Schedule for secure citizen account not met revised plan approved by the working group	14/03/2017
I38/140	Major	Integration with Gladstone and Capita not working, Issue resolved by Gladstone and project team.	15/11/18
I39	Major	Latest version of Open revenues removes functionality. Work continued using our own forms solution.	6/11/2018
I41	Major	Gladstone join at home blank e-mails received by public. Configuration changes to resolve issue	10/01/2019

Outstanding Risks and Issues identified and agreed

Risk Ref	Red / Amber	Risk Description	Owner	Target Date
R74	Red	Plans being considered to move housing repairs to Mosstodloch impacting on council house repairs calls in the contact centre. Monitoring situation to find outcome online solution being developed that would reduce number of calls.		

Comment [--1]: Call handling for housing repairs. May be an idea to comment on the contrast with the principles established at the outset

Appendix 7

List of Milestones Set and the performance against those dates

Description or name of Milestone	Planned completion date	Revised completion date	Actual completion date
Channel Shift	Aug 18	Aug 18	Business as usual
Citizen Account	Aug 18	Aug 18	Business as usual
Data Sharing	Aug 18	Aug 18	Aug 18
Better Use of Data	Aug 18	Aug 18	Business as usual
Digital Awareness	Aug 15	Aug 16	Apr 17
Income Management	Oct 17	Nov 17	Nov 17
Leisure Bookings	Dec 17	Jan 19	On going
School Payments	Nov 17	Jun 18	Dec 18
Council Tax	Apr 18	Mar 18	Oct 18
E-billing	Aug 17	Mar 18	Mar 19
Public Engagement	Feb 17	Aug 18	Aug 18
Council House Repairs	Aug 18	Mar 19	On going

Appendix 8

Lessons learned

Lesson No.	Lesson Description	Suggested future action	Project Impact (H, M, L)
1	Use of Agile project delivery methods	The use of this project delivery method should be considered for all projects and used where beneficial or at various times during the project lifecycle.	H
2	Secondment of staff into project teams to help with decision making and liaising with the service.	Consider secondments into project teams to assist with project delivery. Secondments empowered can assist in delivering solutions in a timely manner but can also provide and maintain communication channels with service management teams accelerating decision process	H
3	Corporate priorities	A clear understanding of corporate priorities must be communicated to ensure that conflicting service demands can be identified and clear guidance given to allow work to be prioritised.	H
4	Identifying benefits	At the outset of the project a clear set of benefits are identified with an expected timeframe for them to be delivered.

Where channel shift is identified as a benefit the SOCITM figures are used as a benchmark to calculate potential savings based on anticipated channel shift.

The figures are reviewed by the service to provide an accurate estimate of savings and only | H |

Lesson No.	Lesson Description	Suggested future action	Project Impact (H, M, L)
		when this is completed a decision taken as to whether the project can be progressed.	
5	To maximise benefits high volume areas must be prioritised	To maximise the benefit of channel shift then high volume transactions need to be tackled first. The solution must consider full integration into back end systems and workflow to remove double keying and no value intervention in the process.	M
6	Service delivery principles	That consistent service delivery principles need to be adopted across the council. Customer expectations must be managed to provide unnecessary customer contact. Customer expectations when using online services differ from traditional channels due to their experience with other online providers.	M
7	Public engagement	Public engagement is used regularly across the council as part of consultation exercises. Public engagement can also be used to minimise unnecessary contact due to service failure or disruption. Allowing customers to select to receive information on relevant and areas of interest will reduce contact looking for information. Public engagement should also be considered as part of online service delivery. Engaging with the public to test new solutions prior to launch and also continuous feedback to ensure	M

Lesson No.	Lesson Description	Suggested future action	Project Impact (H, M, L)
		that solutions are simple to use and help identify areas of concern or potential problems.	
10	Digital First	Where a service is undertaking a review of how they deliver a service then digital should always be the first consideration.	M
11	System Rationalisation	By reviewing the capabilities of existing systems identify opportunities to expand functionality without the need to replace or provide new solutions.	M
12	Digital Awareness	As expectations for online and digital service delivery increases the council must make the public aware of services available online, promote and encourage their use. There is also a requirement to ensure that council staff have the digital skills and confidence to use tools provided ranging from computers on desks, to handheld devices used in the field. They have the ability to identify potential changes and efficiencies through digital service delivery.	M