Connected Knowledge

Technology Strategy 2017-2022 Delivery

A Look Back (Phase 1 & 2)

Version: Draft

Date: Nov 2018

Authors: Maryvonne Hassall

Megan Phillips

Andrew Small

1.0 Purpose

The purpose of this document is to present the achievements of Connected Knowledge over the previous phases which includes a look back at the work completed to date, the projects current in flight in Phase 2 and the benefits achieved so far. The full Connected Knowledge Technology Strategy 2017-2022 was agreed at the Feb 2017 Council meeting, Phase 1 funding was agreed in May 2017 and Phase 2 funding was agreed in January 2018.

2.0 Executive Summary

The programme (and strategy) has built on initial set of projects, so far delivering 46 projects, with 27 in flight and a further set in the planning stages.

The programme has delivered the first council Alexa skill, and then improved it by adding 'Find Your Bin Day' in line with customer demand. It has delivered the first true Artificial Intelligence in our customer services area and continues to expand this capability to include more breadth of queries and automation. There are currently 59,881 active My Accounts, and the team can now handle 1900 webchats a month.

The programme board and steering group has provided governance to control the call off of funds for each project once a business case, including benefits realisation has been put in place. In addition, there has been a strong focus on closing down projects and moving to Business as Usual.

Some elements of the programme have been delayed due to resourcing issues, but funding for these elements has been ring fenced to ensure they can still be delivered.

The Connected Knowledge programme has continued to deliver in line with these key areas

- Innovation - the introduction of innovative new solutions such as voice recognition and artificial intelligence for call handling and decision making
- Transformation - the rollout of internal process automation and customer self service
- Legacy reduction - the removal of legacy technology and introduction of more flexible systems that will further support integration of data to enable customer needs to be anticipated.

The programme has delivered

- the first council to have an Alexa skill
- use of Artificial intelligence in customer services
- a new corporate network with improved resilience
- a new public wifi network with increased capacity for staff usage
- new licensing and environmental health system on an integrated platform
- new building control system on an integrated platform
- new planning and land charges system on an integrated platform (still in flight)
- more resilient Revenues and Benefits system

The advances we have made have created a strong foundation for the next five years, enabling us to think bigger and more creatively about the challenges and opportunities and how we are best positioned to benefit from them.

3.0 Connected Knowledge (CK) Programme

The programme consists of a number of projects which build on previous deliveries to enable AVDCs future vision of improved access to services, and increased levels of customer self service, through the use of better technology.

The programme will enhance customer experience and deliver solutions which underpin a flexible, modern working environment. It will streamline IT within the council, resulting in a reduction in the number of applications and associated licencing and support costs.

It will also deliver the technology service which delivers significant savings and is required to support the councils future commercial ambitions.

It will enable AVDC to move away from reliance on proprietary IT services such as Microsoft's Windows system and to a service which enables staff and Customers to access services using any device using a web browser.

The council has been on a cultural transformation journey and has implemented a new customer facing organisation structure based on a set of commercially minded behaviours.
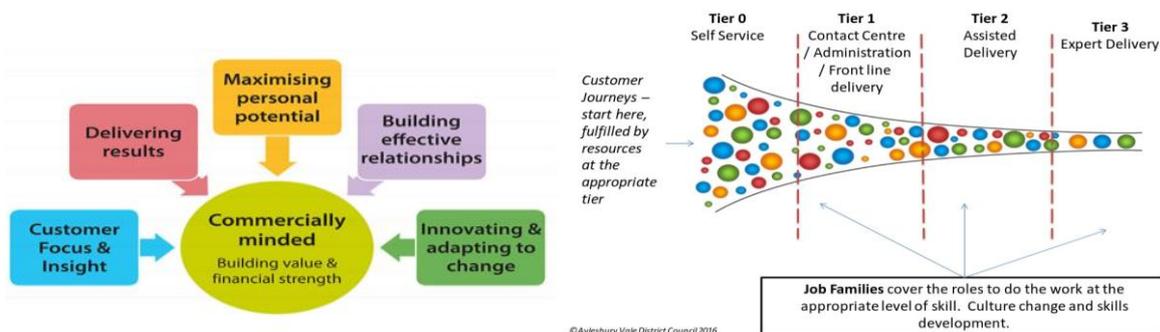
3.1 Connected Knowledge Programme Team

A programme of this size, scale and complexity requires dedicated people to ensure focus on delivery is maintained throughout the lifecycle and ensuring successful programme delivery.

Programme Manager (1) – To manage, and control, the overall programme and the outcome it delivers.

Project Managers (4)– To deliver individual projects, outputs, within the programme. It is envisaged that one of these will be a senior project manager. N.B We have 2 vacant posts that we are currently recruiting

Business Analysts (3) – To complete detailed analysis into current process(es), costs, technology solutions and resources. To assist in project delivery.

Data Scientist (1) – To complete detailed analysis into the data AVDC currently has, to match to external data sources, to identify potential improvements or opportunities. To assist in project delivery.

Project Support Officer (1) - To prepare steering groups and boards, capture decisions and actions from meetings, organise and manage the CK Champions and support Project Managers and Business Analysts day to day in the project delivery.

AVDC staff (if/where available) will be used to fill programme roles and will be supplemented by external resource where a) there is insufficient internal resource, b) there is a requirement for a specific skillset which is not available internally within AVDC. Project support resource will need to be provided.

Additional [non dedicated] resource will also be required from other internal teams such as Communications and Marketing, Project office support, Sales, Finance, Legal.

Member involvement will be essential to assist with the direction and benefits realisation of the programme.

Connected Knowledge – Meet the team

'Steering the programme to deliver it's strategic objectives and stretching our thinking in terms of the 'Art of the Possible'.
Programme Sponsor and Assistant Director for Digital – Maryvonne Hassall

"Leading the programme and team to deliver to time/quality/budget and ensuring we are realising benefits and meeting the organisation's strategy aspirations."
Programme Manager – Megan Phillips

"Proactively managing projects to ensure we achieve expected deliverables and real benefit for the customer and AVDC"
Project Managers – John Barter and Richard Chalkley

"Help the business to grow by ensuring that working methods are fit for purpose"
Business Analysts – Amanda Hughes, Doug Gray, Ian Miles

"Supporting the programme by ensuring information is well documented and CK Champions are actively involved"
Project Support – Mark Walsh

3.2 Programme Governance

The steering group meets on a fortnightly basis and tracks the progress of the programme. It has cross council representation and is used to check progress and decide on direction.

The programme board has meets on a monthly basis. The board is made up of the directors and assistant directors and other key members of staff. The board has authorised formal business cases and spending, standardised processes across the council and closed down projects. New templates have been introduced to improve the quality of benefits realisation going forward.

The programme governance has been set up as part of Phase 1 and currently takes the following form. It is envisaged that this governance framework will continue.

Strategic Board Quarterly	
Connected Knowledge Programme Board Monthly	Director, ADs
Connected Knowledge Steering Group Fortnightly	Customer Fulfilment, Comms, Commercial property, IT, Procurement, Project Office, Audit, Finance

The existing Strategic Board will be reported into on a quarterly basis.

The programme board will meet monthly and ad hoc as required, and will be comprised of senior members and Officers from both AVDC and our senior delivery partner.

The board will have overall responsibility for the success of the Programme to deliver the strategy and ensure that the promised benefits of the programme are fed back into the wider Council. Fundamentally the Programme Board will ensure that the right things are done in the right way at the right time and that risks to the programme are being appropriately managed at all times. Specifically the board will:

- ensure that a comprehensive risk register is established and maintained and that risks are managed appropriately at all stages of the programme.
- agree and approve the overall programme delivery plan.
- allocate project budget and tolerances
- agree any overspend over project tolerance
- ensure that controls and processes are in place to ensure that promised benefits from the programme are
- review progress reports from all ongoing projects
- approve projects for inclusion into the pipeline
- agree gain share credits with the supplier for each projects, and the mechanisms for their applications
- receive reports on sales activities and sales pipeline
- resolve all issues arising or escalated to the board
- approve annual gain share amounts, following reports / audits as appropriate commitment.

The role of the board, and individuals on the board, will be further defined as part of the Programme mobilisation.

The programme board will report into the AVDC Strategic Board and will be supported by the central AVDC Project Management Office.

The programme board has met on a monthly basis since October 2017 and have agreed the following release of funds:

Alexa Improvements including 'Find my bin day' - £22,500

Data Exchange - £55,510

Member Engagement - £9,970

Let's Talk Rubbish - £8,720

Paygate - £7,800

MDM - £7,336

Rating and Recovery Automation - £45,000

N.B. Prior to programme board being set up other projects were authorised by either the Steering Group or the Programme Sponsor and AD for the Service Area the project was being implemented to. Also, overall spend in earlier section includes staff spend which does not require programme board approval.

A further 2 business cases were rejected by the board.

It has been recognised as part of a recent programme lessons learnt exercise that there is inconsistency in our approach to projects across the council and that in particular we are not rigorous enough around our benefits realisation process. As part of this it became clear that our business case and project closure templates were not fit for purpose especially when trying realise benefits at a later date.

As a result of this, we have done extensive work in the last couple of months to standardise the process across the council and agree new templates for projects. We are already seeing positive results from this exercise and project managers (and service areas in which benefits are to be realised) are already finding it easier to monitor and track progress. We have also involved Finance in the cashable benefits so that they can reduce budgets as benefits are achieved.

3.3 Programme Risks

Risk	Mitigation
1.0 Programme may not deliver the benefits detailed within the approved business case	Robust governance will be in place to monitor benefits, with reviews taking place at regular intervals throughout the programme lifecycle. Responsibility for benefit management, post programme completion, will be handed over to a named individual.
2.0 Programme Costs might increase	Robust governance will be in place to monitor budgets and spend, with reviews taking place at regular intervals throughout the programme lifecycle. A named individual from finance will work alongside the programme manager to ensure programme spend remains within tolerance, and to ensure any variation to

	forecast is noticed, and addressed, at the earliest opportunity.
3.0 Programme may not deliver to timescales	AVDC has a history of successful programme and project delivery, with large deliveries being broken up into smaller delivery components to reduce complexity and aid rapid delivery. Delivery of these components is spread across the duration of the programme and, when combined with robust governance, ensures delivery is achieved within agreed timescales
4.0 External suppliers may not deliver	AVDC will select suppliers that have a proven track record and will carefully govern delivery. Output based deliverables will be used at milestones.
5.0 External factors may impact programme	There are many external factors that will impact this programme such as the Unitary decision. These factors will be monitored as they develop and the impact evaluated at each decision point.
6.0 Internal resources not allocated to or are lost from the project	This programme is strategically significant for AVDC to enable delivery of the commercial future. The programme will ask through the corporate programme office for the right internal skills and try to ensure upskilling of internal staff takes priority over external staff.

3.4 Connected Knowledge (CK) Programme - Phase 1 and 2

3.4.1 Projects

Innovation - Complete

- the first council to have an Alexa skill
- use of Artificial intelligence in customer services
- Innovative use of 2nd floor space to allow 3rd floor executive team move
- Implementing Chromecast

Innovation - In-flight / Planned

- Commerical development of products
- Space re purposing and tidy up
- Artificial intelligence on voice channel
- Innovation ideas from staff and members (via innovation process)

Transformation - Complete

- New building control system on an integrated platform
- New licensing and environmental health system on an integrated platform
- Enhanced telephony platform and functionality
- Salesforce Process flow improvements

- Mobile Canvas using tablets
- Trailblazer for housing
- Customer services centre

Transformation - Inflight / Planned

- Box rollout
- Improved financial processes
- New planning and land charges integrated platform
- Single financial assessment
- Customer data management and mining
- Waste management integration
- Improved MyAccount
- Online bookings
- Market stalls online booking form
- Member engagement improvements

Legacy reduction - Complete

- Move to SaaS - SMTP, GIS, Tree management, Business intelligence
- New Network and Public WiFi
- More resilient (SaaS) Revenues and Benefits system with integrated document management
- a new corporate network with improved resilience
- a new public wifi network with capacity for staff usage
- Documented ICT Selection criteria to ensure all new technology is in line with strategy
- Device trials
- Process mapping tool
- Website replatform
- Cloud authentication (OKTA) - improved connected working for staff, enhanced data protection
- Member engagement – improved security, re use of county council devices
- Decommission pencil, visio, harvest, IWS, orgplus, crystal reports, timebase, Lisson grove, energy systems
- New recruitment solution
- CCTV evaluation
- Payment engine upgrade

Legacy - Inflight / Planned

- Mobile Device management
- Shut down citrix desktops

3.4.2 Financials to date

Phase 1 was allocated 1.57M to deliver the first phase of the Connected Knowledge programme in the period April 2017 to March 2018.

Phase 2 was allocated £1.53m to deliver the first phase of the Connected Knowledge programme in the period April 2018 to March 2019.

Overall Summary of Spend

Phase 1

Phase 2

| Phase 1 | Phase 2 |

£424452.39

£1122024.86

£305173.31

● Actual Spend   ● Committed Spend   ● Anticipated Spend

| Phase 1 - Monthly budget vs spend | Phase 2 - Monthly budget vs spend |

160K
140K
120K
100K
80K
60K
40K

Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

● Budget   ● Actual Spend
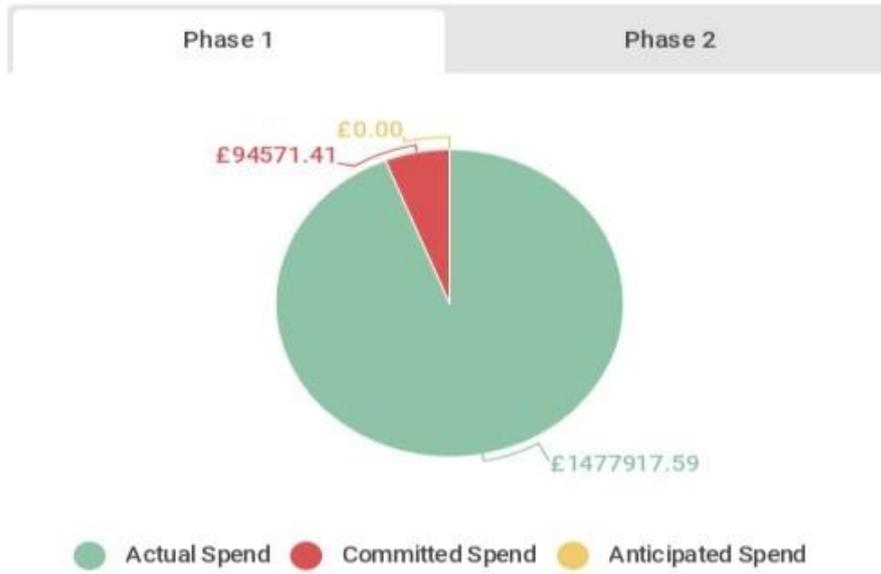
Spend By Type

Phase 2 Budget and Spend across High Impact Projects:

Top 10 high impact projects

Showing Connected Knowledge budget vs spend across our top 10 high impact projects throughout phase 1 and 2 of the programme

Project	Budget	Actual Spend	Anticipated Spend	% variance budget vs spend
Alexa	£75,700	£75,700	£0.00	0%
Digital Genius/AI	£154,165	£48,900	£100,000	-3.42%
Northgate	£50,004	£77,050	£0.00	+54%
Okta	£42,000	£38,567	£0.00	-8.17%
Network/Wifi	£72,935	£72,869.87	£0.00	-0.09
Regulatory Services	£230,634	£155,904	£74,730	0%
Telephony	£3,000	£0.00	£1,890	-37%
Replacing old systems	£50,000	£0.00	£0.00	0%
Customer Services Center	£0.00	£0.00	£0.00	0%
Chromecast	£345	£345	£0.00	0%

TOP 10

Impacts of CONNECTED KNOWLEDGE

50% increase in AVDC Amazon Alexa skill downloads and questions asked with the introduction of 'Find your bin day'.

System which issues bills and benefits moved to the Cloud:
- Saving staff costs by £2k pa
- Reduced data breaches
- Robust & secure

Revenue & Benefits

AVDC receives approx. 2,000 webchats a month

That's up by 27%!

ARTIFICIAL INTELLIGENCE has reduced the duration of webchats meaning customers' answers are being provided quicker.
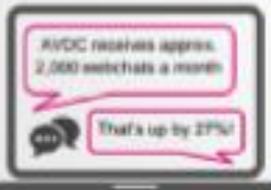
Almost 4X the amount of regular MyAccount users since its launch in November 2015.
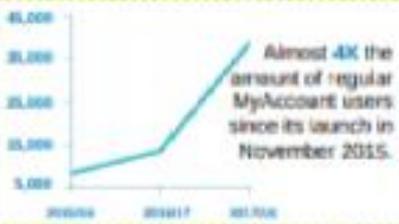
3X faster speeds

Separate Wi-Fi networks means faster speeds for staff without impacting conference guests.

Phone system UPGRADE

Call queue positioning	→	50% fewer call 'drop outs'
Greater control over switchboard	→	Live updates for customers
Improved performance monitoring	→	Reactive and responsive to customers' needs.

Okta

In the last 30 days, Okta has thwarted **12,000+** suspicious login attempts.

We've scrapped 5 small software databases...

saving £10k

Salesforce helps our teams work more efficiently in the field.

Cutting edge **Chromecasting** offers competitive and attractive conference facilities.

Phase 2 Budget and Spend across Project Theme:

Theme	Budget	Actual Spend To Date	Expected Still to Spend
	C/F from phase 1: £295,395		
Innovation	£350,480	£11,795	£288,714
Transformation	£470,000	£83,344	£646,923
Legacy	£210,000	£26,432	£237,027
Resourcing	£500,000	£302,881	£282,500

In Detail

Detail breakdown shown in separate smartsheet - https://app.smartsheet.com/b/home?lx=GDX-iGRfN5f7xWD0u3dDBA

Overall Summary of Benefits

Summary of financial benefits for projects delivered/in-flight to date showing % of Actual, Committed and Anticipated. NB. We had not forecast any 'Actual' benefits to have been realised at this point in the programme.
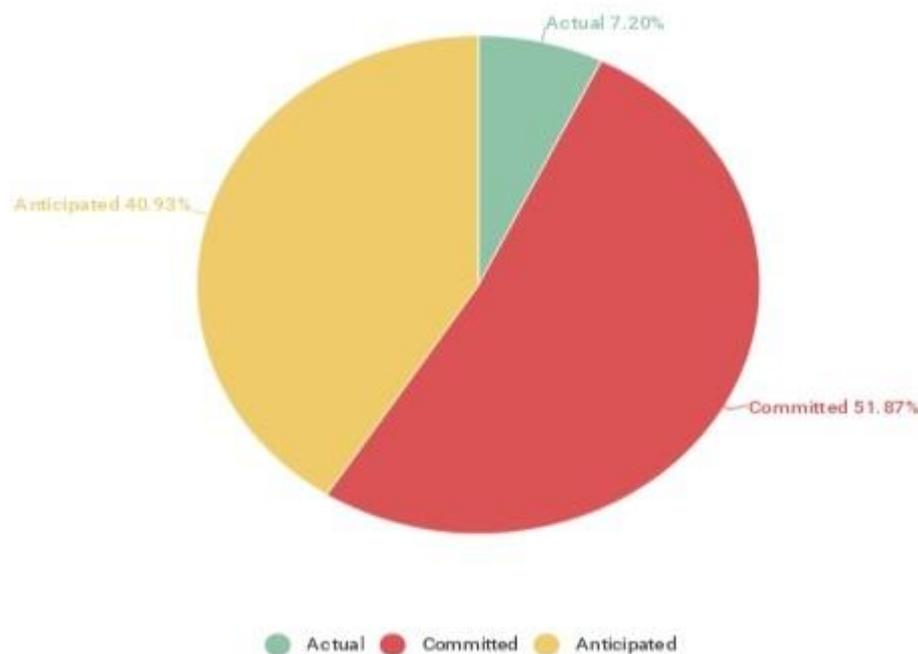
Summary of financial benefits for projects delivered/in-flight to date showing actual/committed and anticipated over the lifetime of the strategy (to 2022):
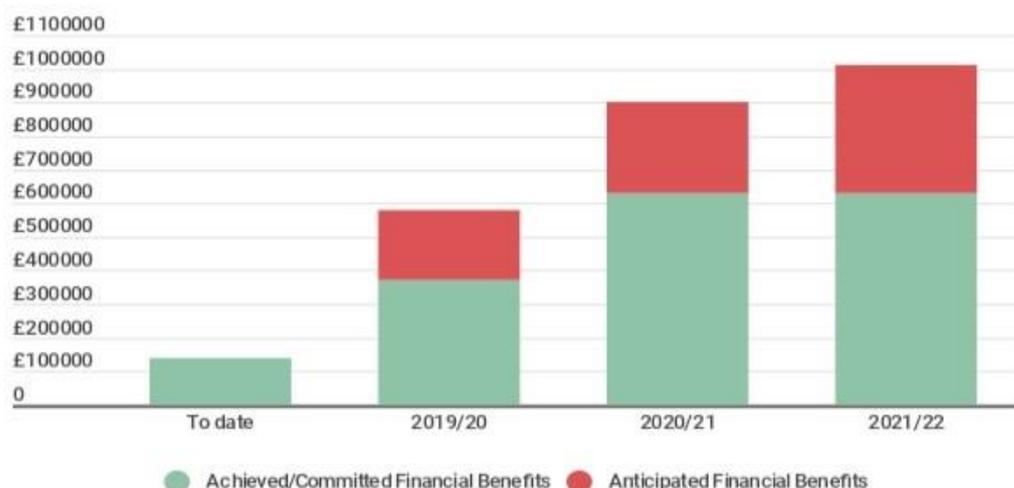
Benefits by Type

Detail of committed benefits for projects delivered/in-flight projects to date. These are benefits that have been signed up to and budget committed to being reduced:

Theme	Financial Benefits Achieved to Date	Committed Financial Benefits 2019/20	Committed Financial Benefits 2020/21	Committed Financial Benefits 2021/22	Total Committed Financial Benefits (for duration of strategy)
Innovation	£51,984	£51,984	£51,984	£51,984	£207,936
Transformation	£0	£67,732	£297,340	£297,340	£662,412
Legacy	£87,000	£251,000	£281,000	£281,000	£900,000
Note: These are annual benefits and will continue to be achieved year on year					

Other Benefits

Commercial Opportunities for AVDC arising from our transformation and pioneering digital innovation;

- Multiple councils requesting to visit AVDC resulting in consultancy sales for thought leadership workshops and more recently implementation support for the Arcus Software. (2018/19 total to date £59,000)

- Commission income from our partners through providing proven business model references

(Currently 8x8 and Arcus income - £2018/19 total to date £6,800)

- Income for speaker requests (2018/19 total to date £2,000)

- Potential to collaborate with commercial and public sector partners to provide end to end solution for failing councils or those looking to transform in record time.

Phases 1 and 2 have delivered a series of projects and has raised the council's commercial profile by show casing our innovative deliverables and transformational processes.

The following benefits have also been delivered

- Increased breadth and depth of on line services for customers leading to increased self service
- Voice activated services which are available 24X7 for customers

- Improved customer accessibility with webchat
- Introducing a new, technology facilitated customer services centre
- Amazon lockers on site for staff and customers to use
- Flexible working for staff from a range of devices
- Process automation reducing staff processing time
- Reduction of operational IT costs: licences, system retirement, desk phones, amazon web services, general maintenance
- Improved systems resilience leading to less downtime and greater staff productivity
- Reduced office footprint for AVDC staff as a result of modern, flexible working which enables rental of office space to third parties to generate income.
- Commercial income: Commission from suppliers selling services based on AVDC expertise Conferences, Consultancy provided by AVDC to other organisations
- Improved staff connected working to allow greater agility

Commercial opportunities

Benefits of PR and Publicity

- Validates our credibility as an organisation recognised for what being ahead of many councils
- Raises AVDC profile and reach new potential customers and partners
- Through hearing best practice potential customers are more likely to approach us for help

### Some of the events AVDC has presented at 2017/8

## Articles & coverage

• The Local Digital Declaration 2018

3.4.3 Metrics
MyAccount Results so far

This section shows the results of the analysis of the current MyAccount. The information is designed to be representative at a snap shot in time as the information continually changes. The MyAccount data has been correlated against the Acorn socio demographic data which has shown the profile of accounts to be representative of the cross section of population across the Vale. The number of MyAccount users continues to rise. The usage of MyAccount has increased, with more people logging in more often. Usage is spread across the age groups and across the Vale.

Active Accounts

8221

13350

38907
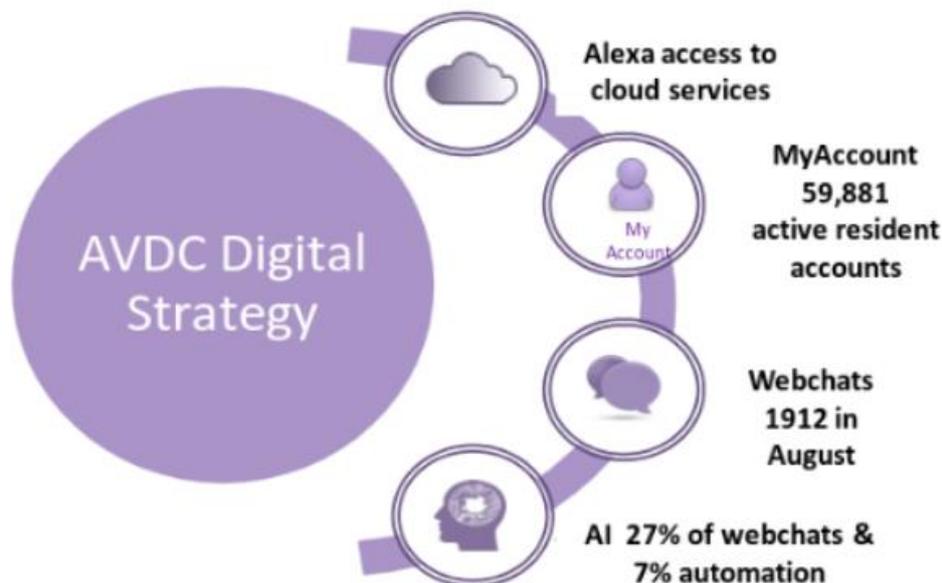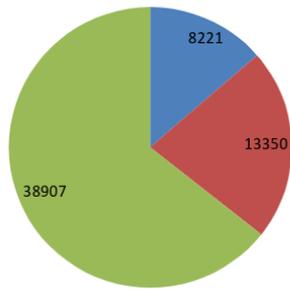
- 2015/16
- 2016/17
- 2017/18

	My Account		Population	
Age	Number	%	Number	%
over 90	37	0.46%	1543	1.02%
65-89	1077	13.37%	31099	20.61%
41-64	3188	39.56%	63878	42.33%
26-40	3232	40.11%	38353	25.42%
25 and under	524	6.50%	16017	10.62%

Webchats Per Year

Alexa Downloads

Number of Hits on our web 2017/18				Total	1,743,031
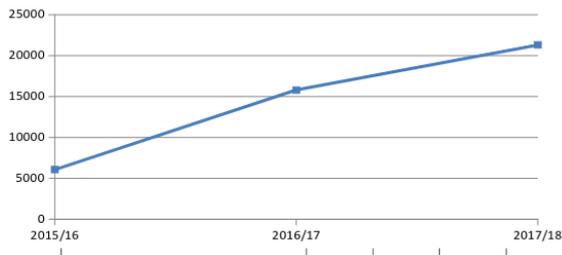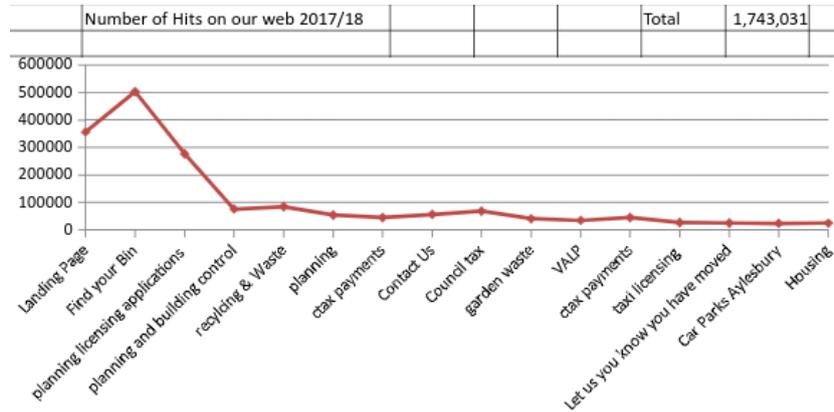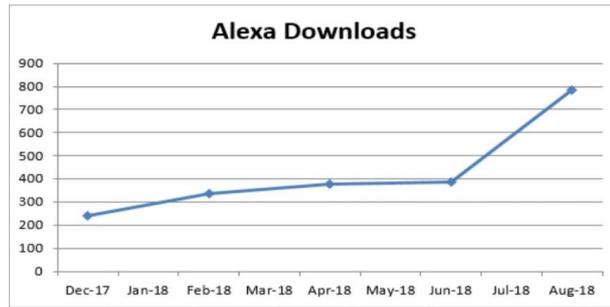
My accounts are used across the Vale, the purple dots below show the spread across all areas.
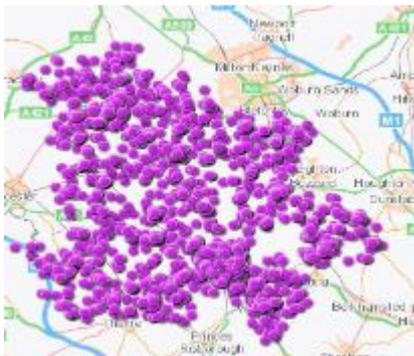
The majority of the MyAccount residents have not opted out of marketing which suggests this would be a good platform for future marketing activity. There are also a significant number of residents who have linked to their council tax record which is more convenient for the resident and saves the council money.

Digital process and evolving communication channels are not just for those customers that immediately spring to mind but actually bring real benefit to some of our more vulnerable customers. As displayed by Alicia de Barry, one of our residents using our webchat service: "This service is fantastic. I am profoundly deaf and unable to talk to people of the phone, so having a service like this means that I can resolve issues for myself without compromising my independence which is just so important to disabled people."