End Stage Report

Project Name:	Digital by Default		
Date:	31 Dec 2015	**Release:**	Final
Author:	Sonia Constant		
Sponsor:	Susan Gardner-Craig		
Project Board:	EMT		

Project Manager's Report

External
- Removed all broken links and spelling mistakes and set up a process whereby any future broken links and spelling mistakes can be dealt with appropriately.
- We have improved the search facility for the new website by using Google so that it will now incorporate Modern.gov.
- We established a digital style guide, so that all authors can write in a similar way.
- We created a training guide for staff to administer the new website, this can now be used by all staff in the building. We also carried out successful training to WOW members and then sessions with the rest of staff.
- We renamed all the services to be words that residents will understand on our new website.
- We have a new system in place for amending all content on our website, this sits with WOW members and their respective service areas.
- We have set measureable improvement targets for the new website compared to the old.
- We launched our brand new website with icons and restructured content.
- We reviewed, added, amended or removed where appropriate all self-service forms to make sure they were fit for purpose and renamed them if necessary.
- We set up a process to review, in order to measure the benefits of the project by using the contact centre statistics and the web/self-service statistics.

Internal
- Established what solution is the best fit for our staff intranet.
- We transformed the paper sickness forms to a digital platform. We also transformed other quick wins in HR from paper forms to digital ones, e.g. starter and leaver forms.
- We collected all of our internal forms into one location, so that they were easy to find on the staff intranet.
- We established the requirements for a working servicedesk for stationery and graphics.
- We made some big changes in meeting room manager to make booking rooms easier e.g. catering can now be ordered when booking a room, you can choose layouts for rooms, invoices can be created and you can book the street for lunchtime stalls.

Customer Interaction
- We amended our branded templates to make sure that web was the prominent path of communicating with the Council, followed by email, telephone and then in person.
- All lines of communication were amended to keep them in line with our new branded

templates, including the South Cambs magazine.
- The benefits forms are now live on the website, including: a new claim for benefits, change of circumstance and benefits calculator.

Review of the Business Case/PID
(Summarising the validity of the project's Business Case/PID)

The primary objective for this project continues to be to remove barriers and improve access to our services, to the benefit of our customers.

Secondary objectives and outcomes so far:
- Improve the online customer experience – We have done this by improving our website and the introduction of eforms.
- Improve back office functions by ensuring we have lean processes – We have done this by introducing eforms, integration where possible and removing paper forms has been a driver for this. This work is ongoing.
- Save officer time so they can focus on other important tasks – The project will continue to drive down written and telephone communications freeing up officer time. This work is ongoing.
- Save money by being more efficient – See above.
- Reduce paper and postage costs – See above.
- Make it easier for staff to hot desk and work remotely – The driver continues to be enabling other projects to succeed by increasing the use of hot desking and work remotely. This will be done by focussing on system integration with self-service forms (reducing paper forms) and creating the tools for successfully working remotely.
- Staff to be active advocates for digital communication and self-service – This is being led proactively by WOW.
- More coordinated cross departmental approach to software purchase – This is a long term aim of the project, nothing has been achieved so far.
- Look for ways to use technology to deliver alternative ways of working - This is an underlying feature of the project and proven by the successful delivery of the benefit eform.

Outputs of the project are:
- A suite of fully functional external and internal self-service options – working in partnership with IEG4, we have successfully launched the benefit eforms and we are working on the corporate standard forms.
- An action plan of how tasks will be tackled. The project is large and will have many phases – fully engaged project team with an agreed project plan and work packages for all products.
- Fully trained and engaged Web Officer Working Group – actioned and engaged.
- Reports to show the effect the changes are having internally and externally – We are currently developing a benefits realisation plan.
- Increased number of self-service forms on our website – See above.
- More visitors to the website – See above.
- More people using the website to carry out tasks – See above.
- More appropriate software systems in place to support a digital by default approach – procurement processes are being examined to make sure staff are taking on board this new digital approach.

Benefits achieved to date

- We have launched a new website that is fresh, different and in line with other leading Council websites.
- We have introduced icons to the new website to help residents identify services easily.
- The website looks more professional, as links go to the correct place and spelling and grammar are no longer an issue.
- Fully integrated digital housing benefit application process.
- When searching on our website you can now search within the content of our site and also modern.gov.
- The style guide and training guide gives a consistent corporate approach to updating the website.
- The WOW and other website authors are leading by example.
- The website service areas are easily identifiable to residents e.g. waste and recycling is now bins.
- The improvements to meeting room manager.
- Some internal processes are fully digital e.g. HR sickness forms.
- Digital processes can now be carried out remotely.
- Staff can now easily locate digital forms.

Future benefits expected
(remaining stages and post-project)

- Staff will have the benefit of a fully upgraded and integrated intranet site.
- Staff will have the benefit of fully functional servicedesks for internal services.
- Residents will be able to self-serve with a wider range of eforms.
- Staff will have less data entry tasks as forms will integrate into software.
- Contact centre will have fewer phone calls from web able residents, allowing them to concentrate on the more difficult calls and maintain their first time call resolution rates.

Deviations from the approved Business Case/PID

The focus for the secondary objective to make it easier for staff to hot desk and work remotely has been transferred to other projects. This project still focuses on ways to enable better hot desking and working remotely.

Review of Project Objectives
(Review of how the project has performed to date against its planned targets and tolerances for time, cost, quality, scope, benefits and risk. Review the effectiveness of the project's strategies and controls)

- Despite some changes in personnel within the project team, the amount of officer time spent on the project is within agreed tolerances.
- The development budget is at £25,000 and to date we have spent £9,800 on website development; this does not include the most recent work from JDi to publish our new website.

- The initial partner for delivering the benefit eforms failed to deliver within agreed timescales and quality tolerances. Resulting in the contract being terminated and a new partner being engaged. The new partner delivered the benefit eform well within agreed timescales.
- The benefits agreed at the outset of the project are still relevant.
- The risk register and issue log are monitored monthly and updated accordingly. Now that the Firmstep issue has been resolved, the risks and issues are manageable.

Review of Stage Objectives
(Review of how the specific stage performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk)

This is the end of the first stage, therefore the project and stage objectives are one in the same.

Review of Team Performance
(In particular, providing recognition for good performance)

The team has performed well and the project is on target despite the huge delay caused by the Firmstep issue. The membership of the project team has changed slightly due to staff leaving the organisation. The workstream leader for the external team resigned due to work pressures but a new leader has been identified.

Despite some issues, our apprentice, using the experience gained in his time here has successfully moved on to a permanent contract with an IT software company. It has been identified that there is a need to replace him.

Work packages have been agreed with the workstream leaders for the delivery of products across the stages.

Lessons Report
(A review of what went well, what went badly, and any recommendations for corporate or programme management consideration)

What went well

- Successful completion of the PRINCE2 qualification by the project manager and the subsequent implementation of the skills learnt.
- The experience of having an apprentice and their successful transition to full time employment will enable the Project Manager to support and develop the next apprentice.
- Re-introduction of the WOW group, with regular meetings and a solid communication strategy.

What could've been better

- Failure of the Firmstep contract. As an organisation we have learnt that we need better contract management and as such have implemented much stronger links with IEG4.
- Underestimated the amount of time to successfully implement the new website. The

Project Manager will allow for a contingency plan in future which will include tolerances for time and quality. Communication with the Project Sponsor and the Senior Supplier will also be improved.

Issues and Risks
(Summary of the current set of issues and risks affecting the project)

An issues log and a risk register are attached to this document.

Forecast
(The Project Manager's forecast for the project and next stage against planned targets and tolerances for time, cost, quality, scope, benefits and risk)

The forecast would be that stage two, once approved, will conclude on the 31st July 2016.

Stage two of the project will include:

- Start to redevelop the staff intranet. This solution could have a cost implication if we were to purchase a new out of the box intranet system. No budget has yet to be allocated to this. A report will come to the next EMT outlining the projects recommendations regarding the future solution for our intranet.
- Start to integrate eforms to in-house software. This could have a cost implication per software solution in the Council. Each service area will be investigated individually and any decisions will be sought from EMT at the appropriate time during stage two. There has been a budget provision included in the estimates for 2016/2017.
- Completion of a fit for purpose monitoring strategy to monitor performance.
- Completion of external self-service forms. At this stage there should be no extra costs for the forms as it is included with the current contract with IEG4. But there may be some development costs. If this is the case the Project Manager will refer back to EMT at the appropriate time.
- Completion of internal self-service forms. At this stage there should be no extra costs for the forms as it is included with the current contract with IEG4. But there may be some development costs. If this is the case the Project Manager will refer back to EMT at the appropriate time.
- Completion of meeting room manager amendments. A statement of work and plan for implementation has been agreed.

Revision History

Revision Date	Previous Revision Date	Summary of changes	Owner
23/11/2015	N.A	Original draft	SC

Approval for next stage

Name	Signature	Title	Date	Version