



Project Business Case

Project Name	Enterprise Document Management
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1.0 Background to the Project

Melton Borough Council has been using Livelink version 9.7.1 for a number of years. It is used in a number of service areas – Benefits, Housing and Legal, however it is only used in a passive manner; that is that paper is worked on by teams and only when the process is complete are the documents scanned and stored within the EDM.

Melton Borough Council is embarking upon a Transformational Change Programme where the overriding aim is to develop services that are recognised by people and businesses as outstanding whilst at the same time securing efficiencies over the longer term against the revenue budget. The vision is in relation to EDM for:

- People and businesses to choose electronic self serve options as their preferred way of contacting the Council because they work and always meet their expectations – 24 hours a day, 365 days a year.
- Use of electronic self serve to mean no re-keying of data by our staff because the electronic channels are fully integrated with back office systems, including electronic management and storage of all documents used by the Council in a single repository.

The EDM, therefore is at the heart of the transformational programme. It is the mechanism for ensuring all customer and case information can be stored in the right place and in its latest version.

2.0 Strategic Fit

The business need for the EDM comes from the 'digital by default' vision. Melton's citizens ought to have a choice of access channels for information and transactions including electronic. In a society where everybody uses electronic media, there is an expectation that Council services are available on line and that increasingly self serve becomes more important. None of this is possible without an Enterprise document management system.

The Government welfare reform changes are legal requirements with specific timescales for implementation. A large element of this is to encourage citizens self serve via Melton Borough Council's website. In order to facilitate this, it is necessary to have an Enterprise document management system.

Melton Borough Council's understanding of vulnerability is improving but there is still scope to develop it further. Many other agencies, have contacts with the same vulnerable people as the Council and in order to join up this work it is essential to have a single view of the customer which can be enabled via an Enterprise document management system that captures all incoming and outgoing correspondence with the Council's customers.

In terms of securing efficiencies against the revenue budget, the EDM once rolled out corporately and linking with back office systems will bring noticeable improvements to individuals, their departments and the Council as a whole.

3.0 Objectives

The overall objective of the EDM project is to roll out a corporate document management system that will:

- Scan all incoming post and deliver it electronically to service areas for processing
- Index documents as they arrive in the service area, this links them to the back office system and a workflow alerts staff to process them
- Integrate with back office systems and capture all outgoing documents and emails so that all documents relevant to a customer / case can be accessed:

Via EDM or the business system

By anyone – staff / CSA / Customer

So there is only a single copy of each document that is held in the EDM

- Enable relevant documents to be made available to the public via MBC website
- Hold all files currently stored on network drives.

The objectives for Phase 1, which for EDM is to support the implementation of the new Council Tax Support System that comes into place in April 2013 are:

- To upgrade to the latest version of the EDM software
- To capture all incoming communications (email, phone and post) for the new Council Tax Support Scheme and store within the EDM, linked to the customer record within Northgate Revs and Bens and CRM
- To capture outgoing documents* relating to the new CTS scheme and store within the EDM, linked to the customer record
- Integrate with the CMS / website so that the customer can view their communications / online

*In particular, two documents. Firstly, a letter that will be mailed out to citizens advising them of any contribution they need to make to their Council Tax bill and asking them to 'opt in' to the new scheme. Secondly, the annual Council Tax bill that is mailed out mid March 2013.

- Integrate with the CRM to ensure all customer contact is logged against their CRM record
- Integrate with the CMS / website so that the customer can view their communications / account online.

Please note that the integration with the CMS / website may require customer authentication which needs to be addressed as a separate project.

It is important to highlight that the objectives for Phase 1 still need to be scoped and costed by Opentext and Northgate. Any prohibitive costs may force the project to readdress its objectives.

4.0 Why is it needed now?

The EDM is needed now, because without it it will be impossible to:

- Meet the digital by default vision
- Offer the best self serve options for citizens to contact the Council
- Have a single view of the customer
- Offer ultimate customer experience
- Reduce storage on network drives
- Store all incoming and outgoing documentation for a customer in one place
- Ensure there is only one copy of each document in its latest version

5.0 Key benefits to be realised

- EDM will enable channel shift
- Easy, 24 hour, 7 days a week access to all relevant information and documentation around each customer/ case – for staff, CSAs and customers from anywhere
- All documents are held in one place with only one copy of each – more efficient, saves space, faster retrieval of information, current version is easier to find /is more obvious.
- Scanning incoming post means documents are instantly available for services to process and against the customer record
- Less paper, less likely for information to be misplaced
- Reduced need for storage on network drives. Storing one copy within the EDM will mean that file drives can be turned off which will realise savings in terms of costs incurred through duplication (IT hardware) and the time taken to find documents.
- Discovery times will be reduced – once all electronic documents (pdf, word, excel etc) are stored within the EDM, FOI requests response times and the number of people required to find information will be drastically reduced.
- Reduction in number of emails sent to request information because staff will be able to search for information themselves rather than having to ask another member of staff
- Reduction in number of calls from Customer Services to service area staff because CSA's will be able to search for information quickly and efficiently themselves

6.0 Critical success factors and how they will be measured

Phase 1:

- Upgrade existing Livelink software to latest version CS10.
- Successful integration between EDM and CRM to enable CTS (Council Tax Support Scheme) records to be accessible through CRM against the customer record.

- Successful integration between EDM and Northgate to capture system generated correspondence within the EDM and to be accessible from Northgate.
- Learn lessons from this Phase 1 prototype and proof of concept exercise to understand the financial and technical implications for wider EDM implementation.

Rest of Project:

- **Document retrieval time**
- Baseline retrieval times taken prior to the EDM system implementation compared to retrieval times post implementation. Improvements to document storage will be demonstrated by reduced document retrieval times when users become accustomed to the system.
- This will be measured by picking a document and 'clipboards and stopwatch' approach to timing how long it takes to find it

- **Documents held in the system**
- Successful adoption of the system will be demonstrated by a continuous rise in the number of documents held in the system.
- This can be measured by asking Brett Keet to write a query to find total number of documents held in the EDM (estimate 1hr of Brett's time)

- **Number of duplicate documents stored**
- Successful use of system functions will minimise the need for duplicate documents held in the system. Duplicate documents can be identified by matching meta data (e.g. Titles). Comparison with number of duplicate documents held before EDM system implemented should show a reduction in duplications.
- This will be measured by asking Brett Keet to A - write a script to identify duplicate documents held on shared network drives prior to implementation of EDM, then B - comparison with number of duplicate documents held on EDM post implementation. (Part A – estimate 1 day of Brett's time, Part B - further investigation required as to how this is best done)

- **Number of staff using the system**
- Growth in number of user accounts will demonstrate the extent of redeployment
- This will be measured by asking Brett Keet to write a script to identify no of logins and to identify inactive users (estimate 0.5 day of Brett's time)

- **Costs of network file storage**
- Reduction in number of files stored on the network drives will reduce IT hardware costs
- Need to speak to Chris Stone to find out how this can be measured.

- **Improved Customer Experience**
- When the web portal is implemented, an online questionnaire can be developed asking customers about the new online options.

- Implement GovMetric across all channels and ask how happy people are with the speed and quality of service they received when dealing with the Council
- **Channel Shift**
- Reduction in the number of face to face and telephone customer contact.
- This will be measured by asking Customer Services for number of telephone calls and face to face customer contacts in one month prior to EDM system implementation compared with number in one month post system implementation.
- Increased number of on line transactions
- This will be measured by asking Stuart Oliver to advise on number of completed on line transactions in one month period prior to the EDM system implementation compared with number in one month post system implementation.

7.0 Delivery Options

Initial delivery options were around Melton’s chosen supplier. Based on advice from Socitm, Melton has chosen to stay with its current EDM supplier, Opentext.

With this decided, there are two options available for the delivery of the EDM project.

- **Option 1**
- Opentext can provide technical consultancy and engineering for all the required integration
- **Option 2**
- Opentext can do the first part of the technical consultancy and engineering and then perform a knowledge handover exercise to enable Brett Keet to create the remaining integration himself.

The integration work is carried out using a Software Development Kit (SDK). Melton already are licenced for this module. Opentext would provide training to Brett Keet on the use of the SDK.

The SDK can be used to link Opentext to any third party solution.

It is important to note that third party software providers may charge for their own SDK, sometimes known as an ‘adapter’. There may also be consultancy days in order for them to expose their web services to Opentext.

8.0 Project Scoring Matrix

<i>Scoring – for your project – calculate the points</i>			
<u>Criteria</u>	<u>1 Point</u>	<u>2 Points</u>	<u>3 Points</u>
Cost £ (budget, time and human resource)	<£10k	£10k - £50K	>£50K
Timescale	< 6 months	6 – 12 months	> 12 months

Impact if project failed on the organisation	Minor disruption	Moderate	Major
Melton's Track Record	Done Successfully Many Times Before	Done Successfully Once or Twice Before	New Area of Working
Stakeholder Interest (internal and external)	Minimal	Moderate	Major
Project Complexity	Straight-forward	Moderately Complex	Highly Complex

The EDM project scores > 10 points meaning that formal project methodology is necessary.

9.0 Costs

To date, £10,800 has been invested to upgrade to the latest version of the Livelink software, CS10. This will create the required environment for integration, phase 1 and subsequent phases.

The costs of the upgrade was £11,000 including 2 days integration consultancy

Costing of Phase 1

Current estimates are £25,000.

This will cover the work described in Section 6.0. This is an estimate at the moment and fully detailed costings are underway as a result of finalising the CTS process.

Total Costs

One of the objectives of Phase 1 is to develop our understanding of the technical and architecture requirements to implement subsequent phases. This will include an understanding of the extent to which MBC are capable of meeting these challenges without external consultancy, which in turn will influence the overall costings of the entire EDM project.

Current understanding is £110,000

The 4 main systems to integrate with are:

- IDOX
- CRM
- Revs and Bens
- Housing

Approx. £20k for integration implementation for each of the above areas. In addition £30k is required for the web portal module (to enable documents held in the EDM to be made available through the Council website).

10.0 Achievability and Resources

This is a highly complex project that will rely heavily on the expertise of third party software suppliers.

It is an expensive project, new software itself is costly and integrating two or more systems is undoubtedly expensive.

It will require ICT resources at the outset to provide the infrastructure for the upgrade and it will require a lot of MBC's Systems Analyst time to understand the integration and to utilise the Software Development Kits.

If Melton Borough Council has the resources to fund the integration and there are no conflicting priorities for the project managers and the systems analyst, the project is achievable.

11.0 Financial Implications

The project will be paused between Phases 1 and 2 to allow for an additional "Baselining" phase.

This will follow on from Phase 1 due to the Welfare Reform deadlines.

This phase will ascertain the financial benefits and Return on Investment to be gained from continuing with further phases of the project.

The scoping and pricing sessions with Open Text and Northgate will input into this phase.

12.0 Risk Management

At this stage of the project, where we are implementing an upgrade to the existing software and at the infancy of scoping phase one the detailed risks are not yet known. The risks known at this stage are:

System Architecture – High Risk

Currently a system architecture is being drawn up to illustrate how / if a corporate EDM can work. This will form part of the EDM project documentation when it is completed. For example, can one EDM link to all back office systems? To date, this project has had to focus on the Council Tax Support Service (due to deadlines) and therefore has only focused on this area.

Limited ICT resource – High Risk

Any EDM resource is going to rely heavily in ICT resources and MBC are light on resources in this area.

- The head of ICT will be needed for consultation with any third party software supplier
- ICT resource will be needed to build VM ware where needed
- ICT resource will be needed to roll out any upgrades where staff's laptops need upgrading.
- System Analysts skills will be needed:

- For understanding any scoping documentation produced by third party software suppliers
- For understanding and using any Software Development Kits (SDK) released by third party software suppliers to facilitate any integration
- To build any integration
- To test any integration
- To support any integration
- ICT resources are needed for other projects within the Transformational Programme

Budget restraints – High Risk

- The EDM project will be expensive.
- EDM software is expensive
- Software consultancy is expensive
- APIs and integration costs are expensive
- The exact costs for each phase will not be known until at the scoping phase for each integration.
- Funds for the EDM project are not secured

Customer Authentication – Medium Risk

Currently, MBC has no way to authenticate customers that choose to self serve. Customers will need to validate themselves and ideally there will be a corporate authentication process. MBC needs to avoid a situation where customers need multiple logons – i.e. one for Planning / one for Council Tax.

There currently isn't a project for this.

Master Data Management – Medium Risk

Back office systems will have customer records in, with information stored against them. There are duplicate records for a number of customers and before a back office system can be linked with the EDM, the duplicate records and associated information will need to be merged.

There currently isn't a project for this.

13.0 Stakeholders

Stakeholders may change throughout the life of the project. Currently, the stakeholders for the EDM project are:

- Customers – in phase one of the project this will be benefit claimants
Low Interest and High Influence
- Councillors – PFA committee to agree project funds
High Interest and High Influence
- Staff – in phase one, Customer Services and Council Tax Support Scheme staff
High Interest and High Influence
- Transformational Board – agrees direction of the project
High Interest and High Influence

14.0 Contingency Plans

A contingency plan is developed to prepare for every eventuality. Below is a list of eventualities and how the EDM Team propose to deal with them

- Opentext fail to deliver: An alternative EDM supplier will be sourced.
- Prohibitive Costs to integrate corporate EDM with back office systems: Investigate using point solution EDMs and potentially integrate these point solutions with one EDM.
- Manual delivery of new CTS scheme: If the system integration can't be delivered in time to meet the Central Government Welfare Reform deadline, or the web front end isn't ready, the new CTS scheme can be delivered manually.

15.0 Communications Plan

The EDM project team needs to communicate with:

- Councillors: This will be done via PFA committee
- Management Team and Programme Board: This will be done via quarterly highlight reports
- Customers for Phase One: LCC have a project manager who is responsible for developing a communications strategy for the CTS scheme. This will be referred to when communicating with customers about changing to their Council Tax arrangements.
- Other project teams within the Transformational Programme: This will be done at Transformational Programme Board where each project will communicate their progress with project deliverables and understand where any interdependent deliverables are progressing.
- MBC staff: Communication the progress of the EDM project to MBC staff can be done via Corporate Messenger, Team Meetings and EDM user training.