

Voice Automation Cabinet Executive Report

Appendix D: Implementation Plan & Delivery method

The Council's ability to deliver voice automation capabilities and realise benefits from these are impacted by a number of factors:

- The procurement of a new contact centre platform, scheduled for the start of 2024/25
- The ongoing customer transformation programme
- Other programmes, such as robotic process automation, which may change the ways services fulfill customer requests.

Also, deploying voice automation across multiple service types, as well as locations, can be complex. To mitigate these risks and dependencies, the Council can adopt a delivery approach based on two characteristics:

- Delivering now those voice automations that can be created immediately (because data integrations already exist and are operational) and using this to inform the future delivery of the remainder of the opportunities in alignment with the factors listed above.
- Adopting an agile and modular approach. The technology is new to the Council and there are gaps in the data available, so the approach needs to enable the Council to 'fail fast' and apply instant learning to future activity within the programme.

In practical terms, this means commencing the delivery of voice automations for services in the Contact Centre which have existing Jadu integration, Environmental Health, Highways, Waste Management, Garden Waste.

Implementation plan

A proposed implementation plan (supported by the delivery method outlined on page 26) is outlined below that incorporates interlinked events e.g. contact centre platform procurement. For this implementation plan, it has been assumed that the Council process with a pilot of services with systems that are already integrated to Jadu (4) in the immediate term, followed by automating the in-scope calls remaining in the longer term, delivered in several tranches following the implementation of the new contact centre platform.

Alternatively, if the council wished to commence all voice automation sooner than July 2024, it would be possible for the CCasS platform to be ran alongside Cirrus and calls to be migrated over and voice automation implemented in a phased approach prior to the end date of the existing Cirrus contract. As this would run dual costs, this would heighten the consumption costings across 2023 and 2024.

Phase	List price consumption fees	Implementation costs
Initial Automation / PoC	£40k	£250k
Full Automation - Year 1	£715k	£1.5m
Year 2 and onwards	£715k	£0

Proposed tranches for delivery

- 1) **Phase 1 PoC (4 services)**
 - Environmental Health,
 - Highways,
 - Waste Management
 - Garden Waste.
- 2) **9 Contact Centre services**
 - Adults Social Care
 - Benefits
 - Complaints Line
 - Homes to School Transport
 - Parking
 - Parks
 - Planning
 - Revenues
 - Switchboard
- 3) **9 Contact Centre services**
 - Housing Repairs
 - Housing Solutions and Support
 - Rents
 - Tenancy Estate Management
 - Children's Trust (CC)
 - Clean Air Zone
 - Early Years
 - Household Support Hub
 - School Admissions
- 4) **Satellite services**
 - Business Rates
 - Children's Trust (Satellite)

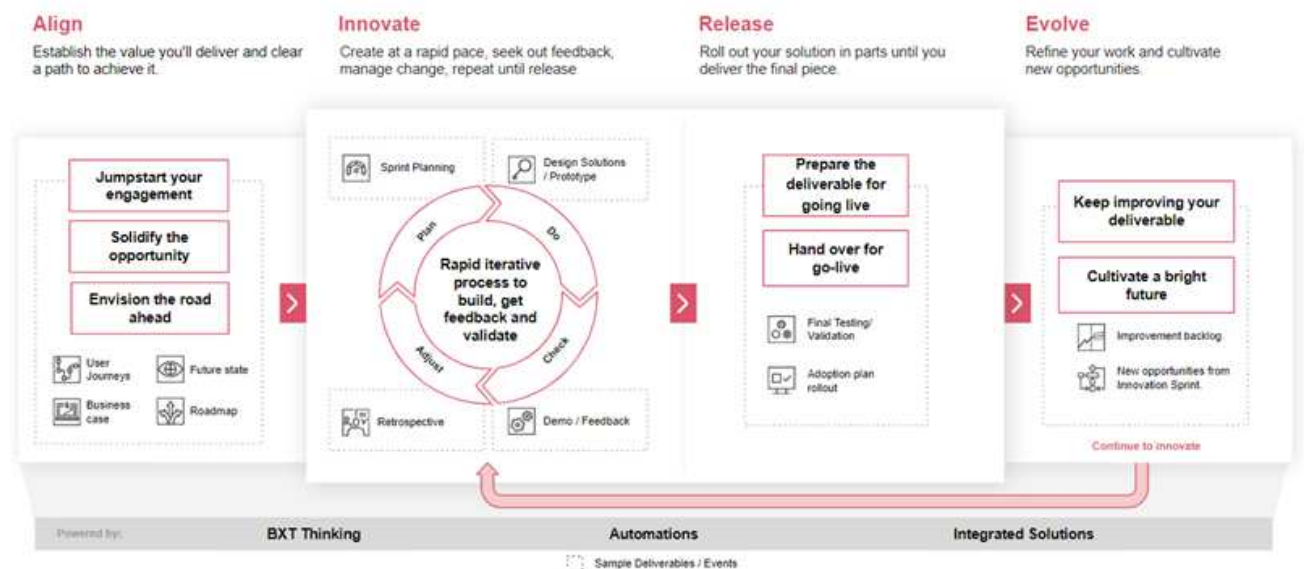
- Complaints
- Human Resources
- ITD Helpdesk
- OOH Home Care
- Parent Link
- Schools Back Office
- Bereavement Services

5) 8 Hunt Group

- Accounts receivable
- Bloomsbury Neighbourhood Service
- Capital Investment
- Commercial Waste
- Parking Enforcement
- Register Office - Birth and Deaths
- Register Office - Notice Applications
- SENAR Parent Line

Proposed Delivery Method

An agile and iterative approach will enable the best balance of user-centricity, inclusivity, speed to value and feedback/testing. This approach can be summarised as follows:



The **Align** phase (c. **2-3 weeks**) is a short and intense preparation for delivery in which the core project team members and their sponsors (incl. Members) and stakeholders will:

- Restate the objectives of the project and agree success measures.
- Agree on the plan and governance, the nature of the benefits and resourcing needed to be successful.

- Agree the approach to be taken to any missing data that impacts on benefits or delivery confidence (specific information pending is listed on page 13).
- Confirm the vendor technology to be used

The **Innovate** phase (**c. 12 weeks, partly concurrent with Release**) is about developing the solution through iterative short feedback cycles to learn and adapt quickly to deliver maximum outcomes. The project team will follow a Plan-Do-Check-Act continuous improvement cycle:

- The "Plan" step determines the approach to meet the objectives and goals outlined from Align, with a focus on realising benefits quickly and efficiently.
- Undertake user research to create call flows that meet objectives and deliver greatest value, based on the outcomes of Align.
- The "Do" step is about building the elements of the solution.
- The "Check" step is about testing that the solution is of high quality, works as intended (internal validation), and meets the end user expectations (external validation).
- The "adjust" step is about reviewing and incorporating learnings from the team's experience plus end user feedback by adjusting the approach for continued development.

The **Release** (**c. 12 weeks, partly concurrent with Innovate**) phase is about preparing the council, reducing risk to an acceptable level, and enabling a smooth roll-out to users. The project team will:

- Confirm that the solution performs as expected and meets the agreed requirements of the client and/or users.
- Confirm who the solution will be handed over to, once it is live - and verify that the intended recipient is ready to adopt the new solution.
- Communicate that, since there will be many releases, expectations will need to be managed: staff will need to understand that there will be a constant state of change. Communication and training will focus on "big rocks" as foundation and feedback on details will be heard and incorporated from each sprint.
- Put the solution live for productive use, including identifying the metrics for measuring the successful go-live.

Key roles

• Project Sponsor

- Ensure that the aims of the project continue to be aligned with the business.
- Ensure the programme is correctly established and supported by necessary control procedures.
- Ensure that an appropriate project structure is in place with agreed plans.
- Monitor and control progress of business change from the project at a strategic level.
- Chair any relevant governance forums.

- Formally close the project and ensure that lessons learned are documented and shared.
 - Escalation of risks, issues and constraints to senior management as necessary and to other Stakeholders in a timely manner.
- **Product Owner**
 - Overall ownership of the products being developed; specifically, the automation capabilities that are developed and delivered by the project.
 - Manages the relationship between the Council and other third parties as appointed by the Council.
 - Provides access to the relevant teams and stakeholders within the Council organisation.
 - Responsible for management of the overall backlog.
 - Responsible for sign off of the Backlog for each sprint.
 - Responsible for Acceptance Criteria sign off at the end of each Sprint.
 - Sets, in consultation and agreement with the supplier, priority actions and activities.
 - Escalation point for the management of delivery risks and issues as required.
- **Process Owner(s)**
 - Champion the future state and the means of achieving it.
 - Represent the views of the end customer within the project (based on user research and their own knowledge).
 - Ensure that the backlog addresses the priority areas for meeting customer needs.
 - Ensure Delivery Teams build the right product.
 - Maximise return on investment by setting clear priorities and focusing build activities on these.
- **Integrations Owner**
 - Ensures the availability of components for AWS Connect to integrate to via the Jadu (or other internal systems) platform.
- **Web Content and Forms Owner**
 - Ensures availability of components for Supplier team to edit any web content and build any web forms that may be required.
- **Solution Architect and Delivery Lead:**
 - Supports the Product and Process Owner(s) to convert their understanding of the Council's needs into addressable components of the solution.
 - Supports team members to adhere to the agile processes (as defined in the project terms of reference).

- Removes roadblocks and addresses risks in order to keep delivery team focused on production; escalating to the Project Manager where needed.
- Supports the team to maximise productivity.
- Responsible for daily huddles being held and completed in a timely manner.
- **Development team, comprising the following roles:**
 - User researcher
 - Service / interaction designer
 - AWS Connect Developers (or alternative vendor if selected), as needed.
 - Jadu (and other internal systems) Developer(s), as needed.