ENFIELD *Council*

ADVANCED PUBLICATION OF REPORTS

This publication gives five clear working days' notice of the decisions listed below.

These decisions are due to be signed by individual Cabinet Members and operational key decision makers.

Once signed all decisions will be published on the Council's Publication of Decisions List.

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Agenda Item 1

London Borough of Enfield

Individual Portfolio Holder Decision

Subject: New Content Management System

Cabinet Member: Cllr Maguire

Wards: All

Key Decision: Yes   Decision Number: KD5097 (published 31/01/2020)

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1. **Purpose of Report**

The purpose of this report is to seeks approval to award a 2-year CMS hosting and support contract and an investment in a transformation programme to implement the new CMS solution.

It is intended to promote the Content Management System as the principle point of access for the customer interaction with to London Borough Enfield to easily access council services and follow their customer journey and complete transactions.

There will be a strong inter-relationship between CMS and the Customer Relationship Management (CRM) system via the web forms that link the website to the database or CRM. The CRM and CMS make up collectively the digital platform which will contain customer records and the secure Enfield Connected account that customers can use to view their council account data (council tax, council tax support, housing benefits and housing rent). All this is collectively known as the 'Digital Customer Platform' (DCP).

Enfield Council has an ambitious vision to transform the relationship between the council and its customers by delivering a positive customer experience across all the council's services and approved a Customer Experience Strategy 2018-2022 in September 2018.

This document should be viewed in the context of the DAR to procure (ref: DCP DAR (KD5042)) which refers to the DCP and includes high level provision for both the CRM and CMS projects.

The DAR to Award for CRM describes the Customer Experience Strategy, Digital Transformation and Channel Shift so these details while applicable are not replicated in this document.

2. **Proposal(s)**

It is proposed to approve investment of **£361,872** over a 2-year period including the following:

- To enter into a contract with a contractor (details in appendix) Limited for a total contract value of £165,872.
- **£165,872** for a contract length of 2-years consisting of:
  - Decommission the existing CMS and replace with a new CMS solution by November 2020, redesigning the LBE website by migrating and upgrading content

to support principal services offered online, and introducing new content management facilities funded from the ICT Capital Programme – value **£90,780**

- o Provide a 2-year hosting and support contract to implement a new cloud-hosted Content Management System by November 2020, funded by the ICT Revenue Budget with a contract value of **£75,092**

In addition, it is also proposed to:

- Approve the investment of 2 extra Specialist staff on a fixed contract to support to support the existing CMS and website for the first year during the implementation of the first phase of the project funded from the ICT Capital Programme at a value of **£100,000**
- Approve an additional investment provision for a transformation programme for the LBE website over 2 years funded by the ICT Capital Budget with a value of £80,000 plus contingency of £16,000 (20%) giving a net transformation value of **£96,000** funded from the ICT Capital Programme.

3. Reason for Proposal(s)

The suite of technology that underpins the council's customer services function and website have presented several problems including complexity, age, duplication and cost, and has increasingly limited the council's ambition to continuously improve the customer experience via all contact methods.

The technology envisaged will promote the website/CMS as the principle point of access for the customer to LBE. Web content will support customers to easily access and follow their customer journey through to completion for council services and additionally to act as a community hub for residents with wider needs, for those requiring greater levels of support and for local businesses. There will be a strong inter-relationship between CMS and the Customer Relationship Management (CRM) system via the web forms which will contain customer records and the secure Enfield Connected account that customers can use to view their council account data (council tax, council tax support, housing benefits and housing rent). It is collectively known as the 'Digital Customer Platform' (DCP).

The existing LBE website currently consists of a principal website, plus an additional 40 off-platform websites (third party hosted) across multiple suppliers and contributors. The technology base will be obsolete by the end of 2020 and the current platform is subject to high running costs, high maintenance workload and results in an inconsistent user experience for LBE customers. The current web platform is heavily customised as the existing proprietary code has been developed by the incumbent supplier to which the council has limited access to modify, control or own.

The new content management facilities will empower the Web Team to administer and perform first and second line support for the new system, to publish content more quickly, to respond quicker to requests and deal with problems at source. Analysis of feedback implies that an improved web service will promote channel shift away from telephone and face-to-face services

4. Relevance to the Council Plan

The customer-facing services that most contribute to these three priorities are all within scope of this transformation and technology programme:

- **Good homes in well-connected neighbourhoods**
- **Safe, healthy and confident communities**
- **An economy that works for everyone**

Example customer requests in scope include:

- I want to report an environmental problem (e.g. fly-tipping, graffiti, potholes etc)
- I want to make a planning application
- I want to request a housing repair
- I want to apply for council tax support
- I want to report a nuisance
- I want to order a new recycling bin
- I want to pay council tax
- I want to find out about what my local library offers
- I want to apply for a school place

The process of implementing new technology enables the council to research what our customers need and expect from the council and use this to improve the design and content of the website, the forms, Enfield Connected, and the service processes. In other words, it is an opportunity to design a better customer experience from end to end.

A Modern Council

Making best use of the latest digital technology is critical to becoming a modern council, providing convenient 24/7 access to information through the council's website, meeting best practice accessibility standards, integrating different systems together and automating transactions so that they are quick, efficient, without multiple data entry or manual handling required by customers or staff, and both customers and staff can see full customer records in one place.

Moving to cloud-based software using a subscription model is a key part of the council's Digital, Data and Technology Strategy, reducing dependency on council on site infrastructure and support, ensuring that the software offers a reliable and high-performance service.

Reviewing service processes from the perspective of the customer will enable the council to identify triggers for avoidable contact and failure demand and design these out, supported by the design of the underpinning software, so that each contact between customers and the council adds value to both parties.

5. Background

Market research was undertaken, and a business case was produced which examined the costs and benefits of replacing this technology. These found that there are now solutions available in use by other councils across the country which offer a better customer experience, are cheaper to maintain and improve, and can be initially implemented across all council services within 6 months.

Current technology scope and scale

A simplified diagram of the system is shown in the figure below:
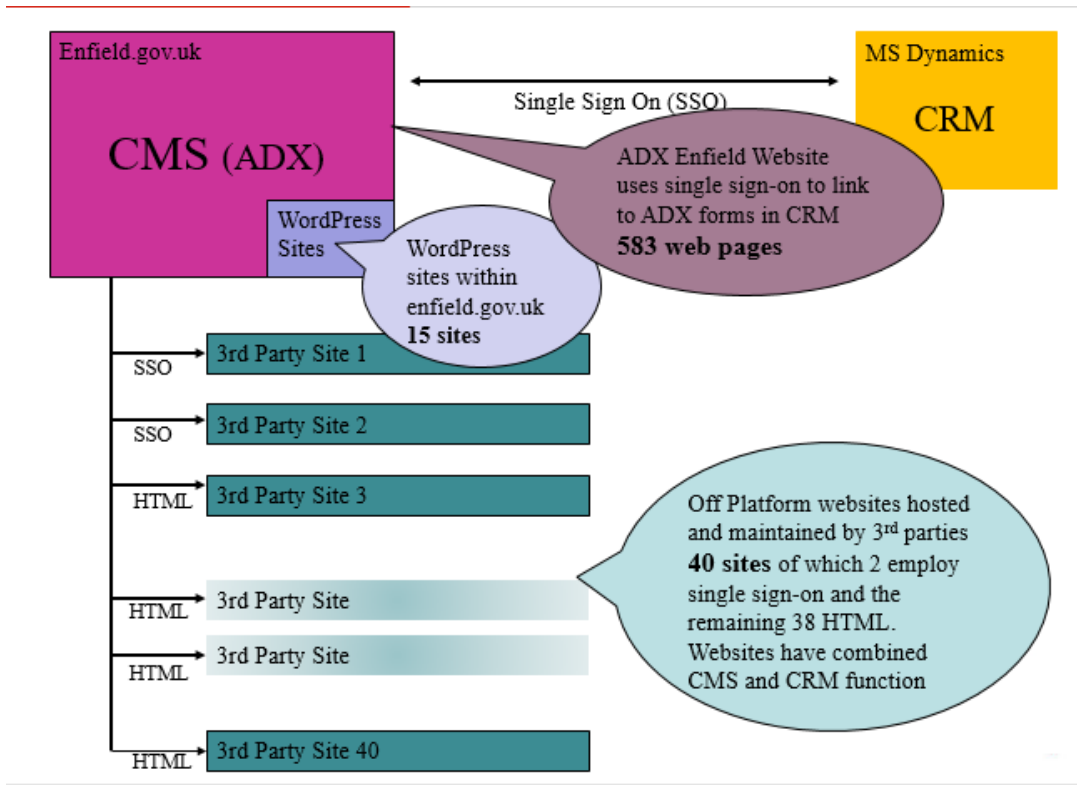
It indicates 3 types of site (see table below) that constitute the current LBE web estate. LBE would like to rationalise these where possible.

Enfield.gov.uk	Customers using the web online access the main website and for many standard council services use the web content developed by our partner Pythagoras and maintained in-house under ADX. These pages consist principally of static information, links to other pages, other websites or forms Single-Sign-On (SSO) enables customers to log in via Enfield Connected and to access ADX forms which subsequently update the MS Dynamics CRM	**583 web pages, 9,839,067 page views,** Major Service Areas Accessed: (page views) • Rubbish-and-recycling - 988,691 • Council-tax - 513,610 • Housing - 450,312 • Children-and-education - 425,477 • Planning- 339,999 • Parking - 260,881 • Births-deaths-and-marriages - 223,826 • Jobs-and-careers - 183,597 • Libraries - 181,925 • Benefits - 163,719 • Report-or-request - 138,973

WordPress Sites	Extra web pages developed in-house under WordPress for LBE under Linux OS to provide extra utility and reduce the dependence on third party providers. These consist of a range of specialist activities to augment facilities contained within the principle site. A range of static pages are offered which may generate emails but do not directly integrate to line-of-business systems	**15 sites**. The following sites are included: Build Enfield, CEPN, Enfield Innovations, Enjoy Enfield, ESP, Fostering and adoption, Healthy Enfield, Housing Gateway, Informed families, Invest in Enfield , Improving Enfield, Members' Portal, Pensions, Safeguarding, Whitewebbs, Youth
Off Platform Sites	Off platform websites, hosted and maintained by third parties but Enfield branded. These make up a major proportion of website functionality Each of these effectively acts as an independent CMS and CRM. Only 2 of these employ Single-Sign-On (Better Off, Entitled To) although there are plans to provide this for Enfield Music Service and Early Years. The remainder, employ a simple HTML link that effectively transfers control to these external websites. They have limited functionality to update our MS Dynamics CRM and our line-of-business systems although this is present within the Children's Services and Housing sites	39 active sites. These include MyLife for Adult Social Care, Liquid Logic for Children's portal, Housing, Parking and Libraries etc.

The current web platform has the following limitations:

- It cannot be easily decoupled from the current CRM solution to function with the replaced product. It is an essential requirement that the new CMS will effectively work with the majority of available CRM solutions

- It is heavily customised. The existing proprietary code has been developed by the incumbent supplier. The council has no access to modify, control or own the product which has led to significantly high overhead support costs.

- The current CMS platform does not provide the tools to enable our Web developers to easily produce and distribute content suitable for a website for the future, such as reusable elements, templates, multiple content types and to manage content effectively and efficiently including workflow, version control, rollback and real-time publishing.

- Disparate web content spread over multiple sites utilising third party providers and different technologies reduces our control over the content, results in an uneven look-and-feel and does not provide a joined-up experience for our customers.

- The website offers a limited experience and capability for those customers with greater accessibility requirements

- The website lacks the quality usability features such as ease of navigation and search, multilingual functionality, individualised permissions and personalisation to encourage our customers to use digital channels

- Limited reporting and data analytics are a limitation to the future development of the service for the customer

6. Market Research and the Procurement process

As part of the Digital Customer Platform (DCP) programme, the CMS procurement process has been undertaken in parallel with the procurement of a new Customer Relationship Management system (the CRM includes webforms application and the integration layer that provides the Enfield Connected account and connects to multiple other council systems).

7. Procurement Platform

Market research indicated that the expected costs to develop the initial version of the website and provide a content management system for the future would be less than the EU threshold of £185,312. Consequently, it was decided to fulfil the procurement via Quick Quote and to use the London Tenders Portal (LTP) for all communications.

8. Procurement Stages

The CMS procurement was a multi-stage process progressively refining the selection of potential suppliers

- **Market Research** to identify website development trends in local government and other sectors
- **Expression of Interest** via Digital Outcomes Specialists (DOS) Platform in which 29 potential suppliers responded to a series of high level requirements. These were reduced to 9 potential suppliers after analysis of the responses
- **Soft Market Testing** – from a range of potential suppliers, demonstrating their products and how they could work with LBE
- **Sandbox Testing** – selected suppliers provided a test environment (sandbox) to enable the LBE Web Team to compare development platforms for each supplier by testing a series of common scenarios encountered in local government. The evaluations were scored and the top 5 suppliers selected to receive and respond to the detailed requirements. Scores from this evaluation were retained for use in the final analysis.
- **Analysis of websites** - developed by selected suppliers
- **Due Diligence** and follow up of references provided by suppliers
- **Detailed Requirements Analysis** (see detail below)

The CMS Project and website will be delivered via the following approach:

- Phase 1 (referred to as Minimum Viable Product [MVP] – see Appendix C for definition) involves the replicating of all LBE's existing web offer and functionality contained within the current platform and transferring it to a new more stable platform. It is essential that the CMS MVP will provide the requisite front-end to enable all existing customer journeys to continue to function and to work in conjunction with the CRM. All Suppliers fulfilled our Pass / Fail criteria and can deliver MVP though with different levels of additional design.

- Phase 2 and subsequent phases will enable LBE to iteratively develop function to satisfy the transformation vision, to promote omni-channel shift from telephone and face-to-face towards digital (online / webchat), to increase automation, to enhance the digital Customer Experience, to provide a wider range of personalised services for Enfield customers, to promote accessibility. It was essential that suppliers could prove that they support the vision for Customer Experience via the website and that their toolkit would support our Web Team to promote and develop that vision.

A shortlist of 5 suppliers was drawn up and detailed requirements were submitted to them via the London Tenders Portal (LTP). Responses were received for the following categories of requirement:

- Customer Experience (requirements dealing with vision for the website)
- Functional (dealing with the CMS to manage the website) – including results from the Sandbox testing
- Technical
- Commercial
- Cost

Evaluation, scoring and moderation was completed by staff with expertise in each area, independently and professionally facilitated by the council's procurement team, with moderation facilitated by the Head of Customer Experience.

9. <u>Project team</u>

The project team will comprise the following resources.

Project Executive and Senior Product owner	Overall responsibility for the delivery of the constituent projects and programme.
Senior Supplier	Overall responsibility for facilitating and overseeing delivery of constituent project products ensuring and they align with LBE's Digital and ICT strategy and fulfil all specified requirements.
CMS Senior Customer & Web Manager	Overall responsibility for ensuring the delivered CMS components and new Enfield website continue to reflect customer interests (both internal and external).
CMS 3rd Party Supplier	Responsible for ensuring the CMS and new Enfield website is delivered successfully and fulfil all LBE's requirements.
Customer Experience Transformation Programme Manager	Manages the Customer Experience Programme; Oversees the progress of the Digital Customer Platform projects, to ensure they are delivered within the strategic objective of the Customer Experience Programme; Monitors the projects to ensure they are kept in line with the Customer Experience Programme governance structure, documentations and reporting processes; Monitor and steer the projects to ensure they are kept on track to deliver the IT requirements of the Customer Experience Programme and realisation of the programme benefits; Lead on joint up working between the Digital Customer Platform Programme with other non-IT projects within the Customer experience programme, ensuring dependencies are monitored.
Business Relationship Manager	Creates the Stakeholder engagement plan; Refine new requirements which emerge from workshops with the Business; Lead on Business Engagement activities with Services and the wider council; Responsible for engagement with services and ensuring that their views are represented and considered; Responsible for prioritising the ongoing development of the digital customer platform and its components; Responsible for understanding all components, their current and future capabilities and how these translate into operational and strategic value to the organisations.
Project Manager	Manage the project variables and ensure the project product is delivered with agreed timeframe and budget; Ensure project progress and communicated adequately; Responsible for setting up and Managing Governance mechanisms – project boards etc. Mitigate risks, resolve issues, manage actions and dependencies Activity, Resource and Budget Management.
Business Analyst	Support with eliciting current Customer journeys and Business processes; Validate Business processes with Service areas; Create Benefits review plan; Support with creation of Test scripts; Own the product backlog, manage the elicitation and documentation of future (transformational) requirements across

	LBE Services to be delivered post MVP.
Lead Technical Consultant	Provide Technical advice and expertise to LBE systems development technical group; Define, develop and review all existing and proposed applications for technical design.
Test Lead	Responsible for managing the Test team; Review software requirements and prepare test scenarios; Execute tests on software usability; Analyse and prepare reports on all aspects related to the software testing.
Test Analysts (x2)	Review software requirements and prepare test scenarios; Execute tests on software usability; Analyse and prepare reports on all aspects related to the software testing.
Change Manager	Responsible for conducting trainings, increasing employee adoption and usage; Create and implement change management strategies and plans
Systems Thinking Analysts (x2)	Support with facilitating workshops to validate current Customer journeys and Business processes
Project Support	Support with all project documentation, minutes, meetings and ad hoc admin duties
Network Team	Open ports and configure firewalls and configure routing
Security Team	Check s to ensure compliance with PSN, PCI, Govt Security measures. Ensure secure platform across all layers; Penetration Testing, Health check
Server Team	Build local servers needed for User names, passwords, replications and patching
Solution Architect	Build Active Directory federation and foresting; Set up AD permissions and AD forest. Certificates
Application Team	Integration of CMS and CRM applications
EUC and Desktop Team	Configuring Desktop environments for applications
SCCM	Application, Deployment and Desktop Configuration Manager Floor walking, troubleshooting
Web Manager	Manages deployment of new CMS and Website
Lead Web Developer	Responsible for successful launch and deployment of new CMS and Website
Web Content Editor/ Developers x2)	Responsible for successful launch and deployment of new CMS and Website
Content Editor	Creation of content Content quality Assurance and publishing

10. Main Considerations for the Council

From the options table below, option 3, Phased Replacement of CMS, is the main consideration for the Council because it has technological, functional and economic advantages and will significantly improve the customer experience.

The programme will significantly improve the web-based experience for customers, the quality of information available online, and the range of transactional services available. This will support our ambition for Enfield's website to offer such a high-quality and convenient experience that it becomes the contact method that most customers prefer to use, reflecting the increasingly important role of web-based services in society. This will free up resources to invest in the customers that most need personal assistance and contribute to the council's savings targets.

The process of implementing these new solutions also enables the council to research what our customers need and expect from the council and use this to improve the design and content of the website, the forms, Enfield Connected, and the service processes. In other words, it is an opportunity to design a better customer experience from end to end, starting from the perspective of the customer.

In the first instance the focus will be on replicating all existing information and functionality using the new technology within 6 months of the implementation project commencing – referred to as the 'Minimum Viable Product' – see Appendix E. After this point, the council will proceed with a programme of transformation and improvement, prioritised according to data and insight collected about user needs.

11. Safeguarding Implications

Investing in modern systems ensures that we capture and use accurate data about our customers, which includes issues that have health and safety implications, and enables the council to respond effectively. By bringing data about customers together in one system, our ability to understand our customers is enhanced.

The system should also enable us to capture data about customers that have exhibited inappropriate behaviour on council property and support the council in keeping staff safe.

12. Public Health Implications

Investing in modern systems ensures that we capture and use accurate data about our customers, which includes issues that have public health implications. By bringing data about customers together in one system, our ability to understand our customers is enhanced.

In addition, the solutions can help us increase our capture of mobile and email contact details in addition to address, so that we can improve our ability to rapidly contact large groups of people about issues that they have asked us to keep them informed about, targeted and tailored using the data they have provided.

13. Equalities Impact of the Proposal

This programme will enhance accessibility and customer experience for all Enfield customers, and should narrow any experience gaps between customers with protected characteristics and those without.

The programme will hold engagement activities with customers with protected characteristics in order to ensure that their specific needs and experiences are understood when designing

customer journeys via all access channels, and particularly via online self-service, so that this convenient model of access is available to them.

The programme will also make use of its existing data about customers, held within the existing CRM systems, as well as complaints data, and customer survey data.

Legislation took effect in September 2018 to improve the accessibility of all public sector websites. The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 require that all public sector website content meets the international WCAG 2.1 AA accessibility standard – found at http://www.w3.org/TR/WCAG21

Web Content Accessibility Guidelines (WCAG) 2.0 covers a wide range of recommendations for making web content more accessible. Following these guidelines will make content accessible to a wider range of people with disabilities, including blindness and low vision, deafness and hearing loss, learning disabilities, cognitive limitations, limited movement, speech disabilities, photosensitivity and combinations of these. Following these guidelines will also often make our web content more usable to users in general.

Designing and implementing a new corporate website and customer account will enable the council to ensure that it meets the requirement for the existing website to be compliant by 23 September 2020 and update its accessibility statement with any ongoing improvement areas.

14. Environmental and Climate Change Considerations

The improvements in website capability should not result in any increase in energy consumption associated with the service, and it is expected that energy consumption will remain at roughly current levels. There may be some decrease in car journeys required by customers to resolve issues at council offices, as a result of improved capabilities of the website, which could help contribute to a reduction in borough emissions. Although energy consumption is required to power devises used by customers, this is not expected to increase or decrease as a result of the improvements in the website.

Further work will be undertaken during 2020/21 to more accurately calculate scope 3 emissions from our suppliers in order to set a new baseline, and carbon emissions produced by contractor would be reviewed as part of this work.

15. Risks that may arise if the proposed decision and related work is not taken

The main risks associated with not approving the recommendations are the continued high running costs and the high maintenance workload associated with the current arrangements. Continuing with high costs and high workload are not desirable or sustainable long term.

Additionally, the Council currently experience difficulties in updating the website and there is no option for real time publishing. This creates a risk in time for relaying urgent updates to the website and of course creates a frustration for the workforce.

A further risk applies to the customer experience. The current system severely limits the Council's ambition to improve the customer experience associated with the website. The customer currently has a very inconsistent user experience, and this will continue if the proposed decision is not taken. At the very least this will be frustrating for the customer, but it could also lead to reputational damage.

The final risk to consider is that of the loss in momentum of channel shift from telephone and face to face. There has been good progress in the last few years, but a fit for purpose/customer friendly website is critical to continuing the shift.

16. Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

The risks associated with approving the recommendations are:

- **Staffing**: The programme does not recruit all the suitably skilled staff it needs to deliver to the time, quality and budget requirements.
    - o **Mitigation**: Resources required to deliver the constituent project products have been identified and recruitment of these resources will commence as soon the number and skill requirements have been re-verified with the supplier. Upon approval of this report, the re-verification will be carried out and recruitment will be expedited.

- **Staffing**: The Digital Data and Technology Service continues to experience delays in recruiting to the key technical roles that will lead on the development of the new products.
    - o **Mitigation**: Same as above

- **Delay**: The project does not keep to the timetable
    - o **Mitigation:** A detailed project plan with milestones and clear lines of responsibility will be written and agreed by all parties. The plan will be reviewed and adjusted weekly and subject to project and programme board governance and oversight. We will also communicate broadly to create awareness of the change and engage with stakeholders early. Best practice application of minimum viable product technique will be employed (user acceptance testing, staged implementation) to ensure the transition is well-managed and results in a quality product that delivers benefits to users and the council.

- **Quality:** The project does not deliver a high-quality CMS user experience in the Minimal Viable Product
    - o **Mitigation:** Conduct iterative and appropriate tests throughout the lifetime of the project with clear testable deliverables via Agile methodology.

- **Staff buy-in:** Stakeholders are not sufficiently informed or engaged in the programme, leading to delays or insufficient quality of product.
    - o **Mitigation:** All stakeholders will be identified, and an engagement and communication plan, supplemented with stakeholder workshops will ensure appropriate and frequent communication at all levels of staff to ensure expectations are managed for the duration of the project, and the long-term strategic value is made visible. Best practice for project management and change management will ensure minimal disruption to staff by providing adequate support with training and change acceptance.

- **Staff resistance to change:** implementing a digital transformation programme driven by customer needs will inevitably meet some resistance because it involves challenging and changing existing processes and ways of working.
    - o **Mitigation:** Strong leadership by the Director of Customer Experience and the Head of Customer Experience in engaging staff to think differently, detailed engagement work by the systems thinking analysts and change manager and strong and regular tailored communication and engagement activities that harness the best of staff talents and ideas.

- **Poor service design:** The council fails to properly plan and prioritise the service redesign and transformation work which ensures that services and systems are re-designed around customer needs, rather than historical operating patterns.
    - o **Mitigation:** Strong leadership by the Director of Customer Experience and the Head of Customer Experience in engaging staff to think differently, detailed engagement work by the systems thinking analysts and change manager, recruiting staff with expertise in service design, and strong and regular tailored communication and engagement activities that harness the best of staff talents and ideas.

- **Supplier failure:** The supplier is unable to keep to the commitments it makes in the contract leading to a poorer quality product and/or higher cost and/or increased timescales
    - o **Mitigation:** The vendor will be paid according to agreed delivery milestones and has committed to paying financial remedies to the council for any issues caused solely by them. The council will also do detailed planning with the vendor prior to commencing implementation so that roles and responsibilities for both parties are clear and agreed, and timescales are realistic.

- **Supplier management**: The relationship with the supplier is not well-managed, which can lead to misunderstandings, disagreements, delays and overspends.
    - o **Mitigation:** Clarity upfront about the contract, roles and responsibilities on both sides, and regular formal and informal meetings and other communication established involving the SRO, heads of service, the programme manager, and the DDAT Governance team.

- **Disruption to services:** Staff taken out of their day job to contribute to the programme causes disruption or dips in performance.
    - o **Mitigation:** The cost of backfilling key staff is built into the programme costs to reduce this risk, and effective communication of the programme's requirements and timetable will enable service managers to plan staff involvement to minimise disruption.

- **Poor data quality:** if data in the existing systems is poor quality it will impact on the experience of staff and customers when the new systems go live.
    - o **Mitigation:** Data quality will be assessed, and a decision made as to what data will be migrated as part of the implementation process, and what data quality activities need to be undertaken.

- **The systems are not user-friendly / do not have good quality content:**
    - o **Mitigation:** Recruiting experts in user research and user experience design to be part of the programme delivery team.

- **Customer resistance:** Customers may respond negatively to the new layout and look and feel of the new website and customer account
    - o **Mitigation:** We will ensure there is a clear communication strategy for external customers, which will ensure expectations are managed and users are educated on the advantages of the new system. Thorough user testing will be implemented, along with measures for customer satisfaction.

- **Disruption to Enfield Connected account holders:** customers will be disrupted if there is a need to create new login details with the new systems
    - o **Mitigation:** Adequate, relevant and frequent updates will be communicated to all Enfield Connected users. Transition will be planned for and seamless wherein users will receive a push notification when they log into their accounts and asked to change their passwords. This will be re-confirmed with Verint during discovery and onboarding.

17. Financial Implications

Detailed financial costs are available in the confidential appendix

Revenue costs for this project will be funded from the IT Staff and contracts budgets.

On the 12th Feb 2020, Cabinet recommended that Council approve the 10-year Capital programme, which included IT investment funded from Borrowing. This report is seeking approval to allocate £286,780 for the implementation of the new CMS solution.

18. Legal Implications

The Council must comply with all requirements of its Constitution and Contract Procedure Rules ("CPRs"). As the CRM contract to be awarded is below the EU Threshold for EU wide procurements but above £100,000, CPR 3.5 requires 5 quotes to be received.

The Council has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation and subject to Public Law principles. This power encompasses the power to enter into contracts.

Section 111 of the Local Government Act 1972 permits local authorities to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of their functions. The CMS system together with other software systems is central to assisting the council to discharge a wide range of their functions.

The Council must ensure value for money in accordance with the overriding Best Value Principles under the Local Government Act 1999.

The terms and conditions that are to be used must be consistent with the published terms that were made available to all bidders during the quote process and must be in a form approved by legal services.

The CMS system once up a running shall be available for use by all residents within the London Borough of Enfield. Consequently, this satisfies the second limb of the definition of a key decision.

The first limb of the definition of key decision may or may not be satisfied depending on when this decision is actually taken, and indeed whether or not Council agree to increase the key decision threshold value. However, the second limb of the definition of a key decision appears to be satisfied in any event. Consequently, this decision must be taken as a key decision and all the procedures for the taking of a key decision must be followed.

19. Workforce Implications

Several new additional staff need to be recruited to make this programme a success. The council's preference is to use existing council staff on the programme and backfill their posts with temporary staff to keep normal services running. Where possible, temporary staff recruited will be recruited to fixed-term contracts. Where this is not possible, they will be recruited via the council's Matrix framework.

Transfer of Undertakings (Protection of Employment) (TUPE) does not apply to any existing contracts that will be impacted by this recommendation.

The internal resources needed to deliver the project will be fulfilled mostly by existing permanent staff and additional contingent / contractor staff for the duration of the project.

2 additional Web Content Editor/Developers will be required during implementation to maintain the system.

Job descriptions for any new roles created and any existing roles in the ICT service that will have different / amended duties and responsibilities, as a result of this IT change programme, must be submitted in good time to HR job evaluations for job evaluation / grading, with person specifications, revised structure chart and the authorised DAR.

20. Property Implications

An improved customer journey via a new website should lessen the need for customers to visit Council buildings. This is consistent with the Council Corporate plan objective to deliver our services from fewer and better equipped buildings that are energy efficient, well-maintained, supported with the right technology and in the right locations for the benefit of our communities. Modernising and streamlining the Council's property estate will also greatly improve our carbon footprint and save money.

With external hosting there will be no need for Enfield Council to provide a server room.

There are no other property implications.

21. Other Implications
Digital, Data and Technology Implications
The new CMS system aligns with the council's Digital, Data and Technology strategy by adhering to the essential requirements set out above under the heading 'Market research and procurement process'.

The current CMS system is not supported and relies on using out of date technology and third party support to resolve issues. The new platform will enable in house support and development, as well as managing the supplier to ensure they meet their contractual obligations.

The new CMS will complement the new CRM system and this will now become part of the service catalogue and be integrated within the ICT support model and enterprise. This will include adhering and ensuring compliance with Enfield's Security and Information governance standards in addition to the Operations, Enterprise Architects, Service Management and Strategic Portfolio support.

The old CMS system will require decommissioning in line with organisations policies.

Any new development of requirements within CMS is expected to be undertaken within the product, either directly supplied via Release Management by the supplier or using ICT staff rather than third party contractor staff.

Web developers and digital design officers will be able to expand and configure the solution as required, which previously required a third-party supplier as they do currently.

Details are included in the Web Policy document (see Appendix C – Enfield's vision for a positive online user experience)

Performance and Data Implications
The council has a customer experience dashboard which has several indicators that will be used to measure the impact of this programme. This includes:
- % website availability
- Number of webforms submitted
- Site Morse scores out of 10, covering Accessibility, Code, Performance, Links and Spelling amongst other things
- % customers reporting positive feedback via the web-based Doorbell tool, the telephony survey, and the face to face comment cards
- Further use and development of surveys to understand the customer experiences

Where possible a baseline will be taken before and after the new system is integrated to understand and quantify the value to the organisation.

The programme will also enable the council to significantly enrich its data on the customer experience, enabling it to measure new indicators such as:
- % of customers able to complete a webform first time unaided
- % customers completing a transaction online rather than via another method
- % customers viewing their council tax account details online
- % customers viewing their housing benefit account details online
- % contact by customers that can considered avoidable/failure demand such as checking for updates

There are several other benefits that will be realised through this proposal:
- The potential to provide a personalised web experience for LBE customers based on data. It is intended that this may eventually be achieved via the wider use of data, in particular from customer data via the CRM. It will open the door to potential use of predictive analytics and Artificial Intelligence at a future stage.
- The ability to interrogate and produce meaningful insight and statistics is at the heart of this development and the selected CMS solution has good reporting functionality
- The council values and requires live customer feedback from our residents and this solution will be vital in enabling the organisation to capture and then use this insight to plan and deliver better services to our residents

Procurement Implications
Any procurement must be undertaken in accordance with the Councils Contract Procedure Rules (CPR's) and the Public Contracts Regulations (2015).

The award of the contract, including evidence of authority to award, promoting to the Councils Contract Register, and the uploading of executed contracts must be undertaken on the London Tenders Portal including future management of the contract. This includes procurements via frameworks.

All awarded projects must be promoted to Contracts Finder to comply with the Government's transparency requirements.

The CMS procurement was carried out via the London Tenders Portal via a quick quote process in line with the CPR's sub EU threshold (DN 465070). This was due to the project estimations of £150,000 contract costs bringing cost under the EU threshold. Hence the advice to proceed with Quick Quote. Subsequently transformation and contingency costs of £96,000 have been identified; this takes the value of the contract; if these are taken up over the EU threshold. These were not part the specification or tender exercise and are therefore not within the contract. When further transformation is required, there will be a procurement process to select a supplier.

6 suppliers were invited to bid to first stage; but only 5 met the essential criteria to go through to ITQ 2nd stage evaluation.

Evaluation process was carried out and a bidder was selected.

It is expected that the service on award will draw up a contract monitoring plan and carry out regular contract management meetings.

Under the CPR's this contract must have a nominated Contract Owner in the LTP to update the contract register and be responsible for maintaining the contract information; including the uploading of the signed contract for keeping.

It is also expected that the service reviews the contract prior in 12 months' time to allow sufficient time to carry out a full need's assessment; and procurement prior to the ending of this contract. The contract cannot be extended or 'rolled over' as there is no provision in the contract to do so. Therefore, should the service wish to continue to require a CMS platform a new procurement will be required.

22. Options Considered
The following options have been considered:

Option	Description	Reason for rejection
Option 1: Do Nothing	Retain the existing CMS ADX technology. This would involve extending the contract with the incumbent supplier for licensing and support services.	• The ADX technology is technologically linked to the existing version of MS Dynamics currently being replaced as the principal LBE CRM. It is doubtful if the existing CMS can be decoupled. In any case, it would be extremely expensive to develop. There would be ongoing licence and support costs • The CMS product is out-of-date, expensive to maintain on a daily basis in terms of resource and will not offer the enhanced customer experience reflected in the web and customer experience strategy.

Option	Description	Reason for rejection
Option 2: "Big Bang" implementation	Develop new CMS product to incorporate existing web content, upgrade the design, integrate with CRM, introduce transformational elements such as personalisation and incorporate off-platform websites into the main website as a single implementation	• The council lacks the time to deliver a perfect solution in the first instance, because Microsoft is releasing a global update in Autumn 2020 that will de-stabilise the current platform. The council therefore needs to replace the technology prior to this to avoid instability and loss of service and it is not feasible to complete all transformation work in such a short timescale. • The solution is not viable for integrating successfully with CRM which is itself going for a multi phased solution. It will be necessary for an upgraded CMS to provide the content to support the new CRM solution which cannot function under the existing CMS technology
Option 3: Phased Replacement	Phase 1 – replace the CMS in parallel with the new CRM system, upgrade to a stable platform, improve the design and introduce technology to facilitate maintenance of the website and enable future self sufficiency Phase 2 – begin a programme of iterative work to introduce design upgrades, improved content, incorporate off-platform websites and support the transformation agenda in conjunction with CRM	• This is the recommended option

23. Conclusions

The current Council website has become difficult to update, time consuming for staff and costly to continue with. It is also now significantly limiting the Council's ambition to improve customer journeys and the customer experience. A better website will also keep up the good momentum of channel shift from telephone and face to face contact which will clearly be of benefit to the Council and customer.

These proposals aim to reduce the current high running costs, lower the maintenance workload and improve the customer experience with a new website that is fit for purpose and indeed the future.

The market research and testing has been thorough, and a preferred system has been identified to provide the Council the website they need.

It is recommended that these proposals are agreed to enable the Council to move forward as quickly as possible and create a website to better serve the people of Enfield.

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Date of report: August 2020
Background Papers
The following documents have been relied on in the preparation of this report:

- 13 February 2020 Customer Experience Programme – Progress Update, Overview & Scrutiny Committee
- Cabinet Paper – Customer Experience Strategy
- £32m capital investment programme - KD4410
- DCP DAR – KD5042 - https://governance.enfield.gov.uk/mgIssueHistoryHome.aspx?IId=55471&PlanId=696&RPID=0

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