



PUBLICATION OF DECISION LIST NUMBER 74/19-20

MUNICIPAL YEAR 2019/20

Date Published: 9 April 2020

This document lists the Decisions that have been taken by the Council, which require publication in accordance with the Local Government Act 2000. The list covers Key, Non-Key, Council and Urgent Decisions. The list specifies those decisions, which are eligible for call-in and the date by which they must be called-in.

A valid request for call-in is one which is submitted (on the form provided) to the Governance and Scrutiny Team in writing within 5 working days of the date of publication of the decision by at least 7 Members of the Council.

Additional copies of the call-in request form are available from the Governance and Scrutiny Team.

If you have any queries or wish to obtain further report information or information on a decision, please refer to:
– Claire Johnson (ext.1154)

Phone 020 8132 then extension number indicated

INDEX OF PUBLISHED DECISIONS – 9 April 2020

List Ref	Decision Made by	Date Decision came/ comes into effect	Part 1 or 2	Subject/Title of Report	Category of Decision	Affected Wards	Eligible for Call-In & Date Decision must be called in by (If Applicable)	Page Number
1/74/19-20	Executive Director Resources (Fay Hammond)	Tuesday 21 April 2020	Part 1&2 (Para 3)	Transforming the Customer Experience through the Digital Customer Platform Replacement Programme	Key Decision KD: 5042	All	Yes Monday 20 April 2020	1

DECISIONS

For additional copies or further details please contact Claire Johnson (020 8132 1154), Governance and Scrutiny Team.

LIST REFERENCE: 1/74/19-20

SUBJECT TITLE OF THE REPORT:							
TRANSFORMING THE CUSTOMER EXPERIENCE THROUGH THE DIGITAL CUSTOMER PLATFORM REPLACEMENT PROGRAMME							
Part 1 or 2 (relevant exempt Paragraph)	Wards affected by decision	Decision taken by	Date Decision comes into effect	Interest declared in respect of the Decision	Category of decision (i.e. Key, Non-Key, Council, Urgent)	Contact Details	Eligible for Call-in & Date to be called in by
Part 1 and 2 (Para 3)	All	Fay Hammond (Executive Director Resources)	Tuesday 21 April 2020	None	Key KD: 5042	Sue Nelson 020 8148 4903 Sue.Nelson@enfield.gov.uk	Yes Monday 20 April 2020

DECISION

AGREED: subject to not being called in:

1. To approve investment of (details in part 2 report) in a 1-year transformation programme (FY 20/21) required to decommission the old CRMs and replace with a new CRM solution by September 2020 (details in part 2 report). The programme will include redesigning customer journeys for services accessed via the website, telephone or face to face access points, funded from the ICT Capital Programme and ICT Revenue Budget
2. To approve the award of a 4-year hosting and support contract with a contract value of (details in part 2 report) to **Supplier B** to implement a new cloud-hosted Customer Relationship Management system by September 2020, funded by the ICT Revenue Budget.
3. To note the estimated annual revenue savings of £0.8m from year 2 onwards in the ICT revenue budget that this and the CMS procurement was meant to deliver has ceased to exist due to a robust procurement and due diligence exercise which in turn delayed the project start date
4. To note the reduced need for annual capital investment in the Digital Customer Platform compared with the last 4 years, with a budget requirement of £2m instead of £6m. The existing Digital Customer Platform is currently housed in 11 applications across multiple suppliers resulting in high running costs, high maintenance workload and a complex user experience. The current web platform is heavily customised as the existing proprietary code has been developed by the incumbent supplier to which the council has no access to modify, control or own. This has led to significantly high overhead support costs. The new CRM will have a

DECISION CONTINUED

reduced annual capital investment because most functionality required by LBE are provided out-of-the-box. It will also empower the Service Desk, Applications and Integrations teams to administer and perform first and second line support for the new system instead of relying on a third-party Supplier as they do currently. In-house digital solution architects and developers will be able to expand and configure the solution and integrate with new council systems as required, which previously also required a third party.

5. To note that if the CRM contract can be awarded by 20th of April 2020 and CMS contract awarded no later than 4 weeks afterwards we anticipate the Digital Customer Platform (CRM, CMS and Backup i.e. stabilised legacy system) fully operational (Minimum Viable Product) by 02/10/2020 and we would run the legacy systems (as a contingency for 6 months or less). This contingency is reflected in the budget forecast as £608,750 as referenced in the cost table section 4 of the report.
6. To note that a funding request for year 2 of the transformation programme will be made closer the time.

ALTERNATIVE OPTIONS CONSIDERED

- Option 1 – Do Nothing
 - Option 2 – Build on the Existing Microsoft Dynamics Platform
 - Option 3 – Big Bang Implementation
 - Option 4 – Three phased replacement
- Further details in the part 1 report.

REASONS FOR RECOMMENDATIONS

1. Option 4 is recommended because it will deliver significantly improved services to customers, reduce the annual revenue supplier costs by £800,000 a year, and create a platform that can be continuously improved in line with user needs by the in-house web and DDAT teams.
2. 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.
3. 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.
4. 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.

BACKGROUND

Please note that a copy of the Part 1 report is available on the Council's democracy pages. The Part 2 report contains exempt information and will not be available to the press or public.