

MUNICIPAL YEAR 2019/2020 REPORT NO.

DELEGATED AUTHORITY:

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| Agenda – Part: 1 | Item: |
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| <p>Subject: Transforming the Customer Experience through the Digital Customer Platform Replacement Programme Wards: N/A Key Decision No: 5042</p> |
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| <p>Cabinet Member consulted: Councillor Maguire</p> |
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1. EXECUTIVE SUMMARY

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.

To achieve our vision, we need to replace the suite of technology that underpins the Council's Customer Services function, the website and Enfield Connected service. These are the bedrock of the service for customers, whether they choose to self-serve online or speak to customer services staff via telephone or in person.

There are now solutions available in use by other councils across the country which offer a much better customer experience and are cheaper to maintain and improve.

The solution includes the Customer Relationship Management (CRM) system containing customer records, 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), an integration layer which connects the CRM to several Line of Business systems used by Council services areas for Business as usual, webforms, the Content Management System (CMS) used to manage website content and a new website. It is collectively known as the 'Digital Customer Platform'.

Whilst we will maintain telephone and face to face access for digitally excluded customers, our ambition is for Enfield's website and Customer platform to offer a high-quality and improved user experience which becomes the preferred contact method for most customers. This reflects the increasingly important role of web-based services in society and will free up resources to invest in the customers that most need personal assistance.

The process of implementing these new solutions also enables the council to research what our customers need and expect from the council and this will in turn be used 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.

This Delegated Authority report seeks approval to award a 4-year CRM hosting and support contract and an investment in a 1-year transformation programme to implement the new CRM solution.

The CMS will be procured separately, and the CMS DAR will be submitted for approval shortly.

2. RECOMMENDATIONS

- Approve investment of **see part 2** in a 1-year transformation programme (FY 20/21) required to decommission the old CRMs and replace with a new CRM solution by November 2020 and January 2021. There is a balance of **see part 2** brought forward from 2019/20 . The balance of **see part 2** will be funded from the ICT capital fund
- 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
- Approve the award of a 4-year hosting and support contract with a contract value of **see part 2** to **Supplier B** to implement a new cloud-hosted Customer Relationship Management system by November 2020, funded by the ICT Revenue Budget
- The annual revenue savings of £600k in 2020-21 and £200k in 2021-22 was agreed in the MTFP. Due to the robust procurement, this will deliver savings profiled as follows: **see part 2**
- 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 CRM contract sign-off has been delayed and will be signed w/c Monday 8 June 2020. The first of the two legacy CRMs – MS Dynamics will be replaced in Nov 2020 and the second Lagan will be replaced in Jan 2021. Following a short bed-in period to review lessons learnt and resolve a few expected transition bugs, there will be several iterations of digital transformation such as Business process re-engineering, automation, single view of the Customer to mention a few.
- The legacy CRMs will be run concurrently with the new CRM (as a contingency for 3 months). This contingency is reflected in the budget forecast as **see part 2** as referenced in the cost table section 4
- Note that the Capital budget request is for Year 1 costs only. A future request for funding year 2 onwards will be submitted at a later date.

3. BACKGROUND

3.1 Customer Experience Strategy

Customer experience is a priority for Enfield Council. The Customer Experience Strategy 2018-2022 was approved by Cabinet in September 2018 and sets out how the council will deliver on its vision of a positive customer experience and transform the relationship between the council and its customers, despite the challenging times faced by local government.

The Customer Experience Programme was set up to implement the strategy, establishing multiple projects addressing customer journeys, skills, culture, data, digital technology and access to services.

The following set of outcomes were established to guide the delivery of a positive customer experience, and accompanied by a growing set of data measures to track progress:

- Achieve high customer satisfaction
- Be accessible and inclusive
- Deliver timely outcomes & right first time
- Increase effective customer self-service
- Use customer data and feedback to improve service delivery

3.2 Digital transformation and channel shift

Whilst we will maintain telephone and face to face access for digitally excluded customers, our ambition is for Enfield's website and Customer platform to offer a high-quality and improved user experience which becomes the preferred contact method for most customers. This reflects the increasingly important role of web-based services in society and will free up resources to invest in the customers that most need personal assistance.

Digital inclusion in the UK is increasing all the time, and 78% of Enfield's residents have all five digital skills according to 2017 research from The Tech Partnership (see Appendix B). These residents expect to be able to easily obtain service information, make bookings, payments and service requests 24/7 via the council's website, just as they can with the retail and financial services they use.

Investing in improving our web offer has the twin benefit of meeting customers' needs and expectations and achieving significant efficiency savings.

Enfield's website already offers a wide range of forms and digital services, and whilst the volume of customers that use them is quite high, it could be much higher. Every month:

- An average of 2,700 webchats occur
- An average of 4,300 visits to the main customer access points occur
- An average of 6,000 requests are submitted via the website
- An average of 45,000 phone calls are received to the main 1000 number
- An average of 240,000 website sessions occur. Unique page views are approximately 600,000.

Recent analysis by the council has found that the like-for-like transaction costs differ significantly by contact method, shown in the table below, which means that there is significant scope for cost reduction simply by changing customer behaviour and achieving channel shift.

| | Face to Face | Telephone | Doorbell & Social Media | Webchat | Website (All 111hits) | IVR |
|--------------------------------------|---------------|--------------|-------------------------|--------------|-----------------------|--------------|
| Enfield Council Costs 2019-20 | £11.91 | £5.25 | £3.83 | £2.88 | £0.06 | £0.50 |
| PWC report | £10.53 | £3.39 | N/A | N/A | £0.08 | N/A |
| SOCITM analysis | £14.00 | £5.00 | N/A | N/A | £0.17 | £0.20 |

The PWC figures are averages from 19 Local Authorities in London and the South East and a mixture of services and transaction and the SOCITM figures were gathered from a group of Local Authorities in the North West. Both conducted in 2017 or earlier, quoted in “Channel Shift: Realising the Benefits” By Dr. Gerald Power.

3.3 Improving the technology

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 includes the Customer Relationship Management (CRM) system containing customer records, 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), an integration layer which connects the CRM to several Line of Business systems used by Council services areas for Business as usual, and the website and webforms. It is collectively known as the ‘Digital Customer Platform’.

These solutions are the bedrock of the service for customers, whether they choose to self-serve online or speak to customer services staff via telephone or in person. The council needs technology that is continually updated and can be iteratively developed and improved to keep up with changes to services and customer needs.

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 implemented across all council services within 6 months.

3.4 Current technology scope and scale

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.

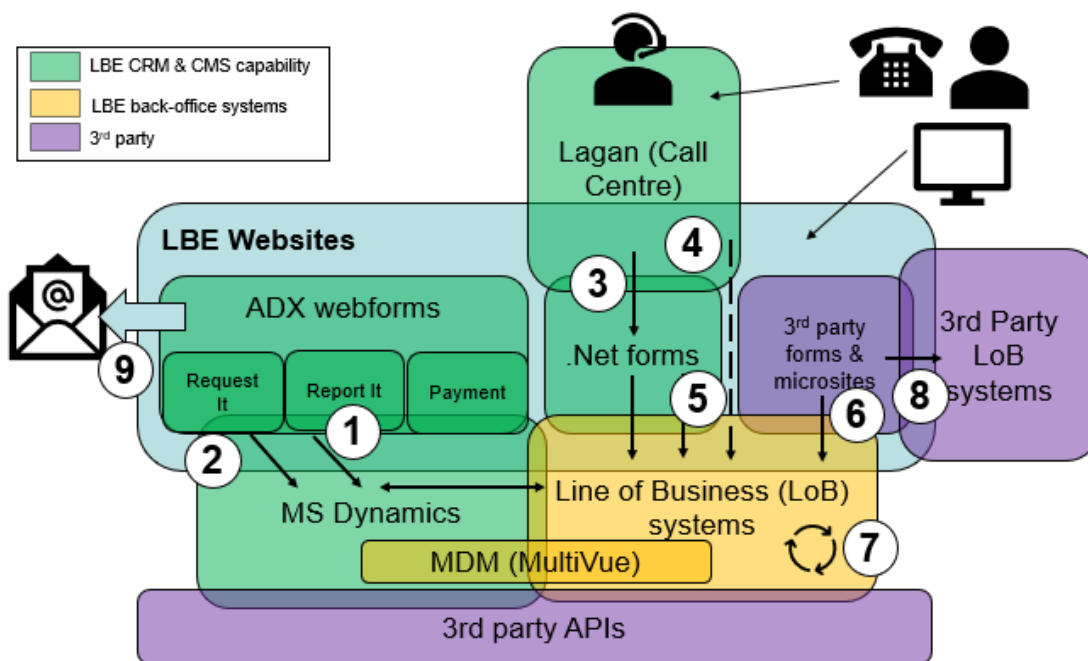
A simplified diagram of the system is shown in the figure below; the numbering relates to 9 distinct types of customer journey, using different components of the technology.

There are 1,440 distinct customer journeys. A customer journey is each unique customer request that is offered by customer services whether offered on the website or not.

The current web platform is heavily customised. 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 Lagan CRM system is so old it is no longer supported by the vendor.

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 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



| Distinct customer journey types | CRM component usage | Number in diagram |
|--|------------------------------|-------------------|
| Journeys starting from ADX e-forms on the Enfield website, leading to process in each services' back office system via MS Dynamics (2-way) | CRM, CMS & integration layer | 1 |
| Journeys starting from ADX e-forms on the Enfield website and being managed entirely in MS Dynamics | CRM & CMS | 2 |

| | | |
|---|------------------------------|---|
| Journeys via call centre contact, captured in Lagan CRM script, leading to use of .Net form and downstream process in service back office systems | CMS & integration layer | 3 |
| Journeys via call centre contact, captured in Lagan CRM script, leading to call centre agent re-keying data into each services' back office system | CRM contact centre | 4 |
| Journeys starting with customer use of .Net form on website, leading to downstream processing in each services' back office system | CMS & integration layer | 5 |
| Customers interact with web forms provided by third party suppliers, which lead to downstream processes each services' back office system | CMS & integration layer | 6 |
| Customers contact the back-office teams directly, via a call, email, mail or walk-in, and their journey is captured directly in each services' back office system | None | 7 |
| Customers access services entirely provided by third parties, with no further processing by Enfield teams, e.g. microsites | None | 8 |
| Journeys starting from ADX e-forms on the Enfield website, leading to emails to pre-configured mailboxes | CRM, CMS & integration layer | 9 |

3.5 Market research and Procurement process

We have undertaken two parallel procurement processes for the following:

- A solution and partner to implement, host and support a new Customer Relationship Management system, webforms application and integration layer that provides the Enfield Connected account, and connects to multiple other council systems
- A solution and partner to implement, host and support a new Content Management System which provides the council's website

The most complex element of the technology is the CRM system, and so this procurement process commenced first. The CMS procurement follows closely behind.

The council conducted a CRM market research and identified a long list of CRM suppliers to attend soft market test days at the council, attended by 14 suppliers. Each supplier was given the following scenarios to demonstrate to an audience of staff from DDAT and several service areas:

- Housing Repairs
- Change of circumstances
- Change of address
- Waste collection request
- A general customer enquiry

Suppliers were also asked to complete questionnaires identifying their flagship clients, key details about the technology and functionality, screenshots of or links to their product so that we could see how user-friendly it is.

Our essential criteria for shortlisting the suppliers was:

- Contains functionality for local authority services

- Is a mature product with significant market share
- Complies with the good practice standards contained in the Government Technology Code of Practice: <https://www.gov.uk/government/publications/technology-code-of-practice/technology-code-of-practice>
- Is offered as a fully cloud-hosted and managed service access via the web – called ‘Software as a Service’ (SaaS) – where payment is via subscription and the technical input required by the council is minimal
- Has a high level of interoperability; can be integrated with multiple third-party systems, applications and plug-ins, and integrate with any Content Management System
- Provides the client with tools to create new forms integrated with council systems without specialist technical expertise (known as low-code or no-code), as well as the ability to re-use and modify existing webform templates
- Comes with an in-built reporting tool, enabling easy access to existing reports and the creation of new reports
- Can be implemented across Enfield’s scope of services in a 6-month timeframe, replicating all existing services and functionality as a minimum
- Is CMS agnostic as both Suppliers confirmed that they can and will work with any CMS design and build company we select
- Compliant with Enfield’s Digital, Data and Technology strategic design principles:
 - **Simple:** The Council has been extremely reliant on support and development services from external resources due to a heavily customised CRM platform. They need a platform that can be easily supported and maintained using in-house resources.
 - **Agile:** The services provided by the Council must be responsive to legislation and public feedback. The system must be able to adapt to the ever-changing demands to ensure that the Council can always provide the highest quality customer experience.
 - **Integrated:** An integrated solution that provides a 360-degree view of the customer, allowing service areas with regular customer interaction to provide consistent communication, as well as monitor services to understand where resources need to be invested.
 - **Informed:** By having access to data from multiple systems in one place, the business can derive insights and take more informed decisions.
 - **Digital:** The local community is changing, and people need access to services 24/7. The Council needs to adapt to a mobile world, with updates and information available on demand. By building a digital-first CRM the Council can empower its workforce to deliver these services.

This information gathering and conversations with existing clients of the suppliers allowed us to use the G-Cloud 11 framework which is one Crown Commercial Services’ Technology solutions for carrying out procurement to shortlist to two CRM products that met all our essential criteria.

Two suppliers were then invited to Enfield’s procurement exercise via G-cloud and communication was managed via London Tenders Portal, through which we shared our detailed requirements and sought evidence and clarification that they could meet our requirements.

Part of the market research involved discovering the advantages and disadvantages of using a single supplier to design and support both the CRM and CMS systems. The two suppliers meeting all our essential criteria for CRM do not currently specialise in CMS design and deployment and so the decision was taken to seek a ‘best of breed’ solution for each of

them, with our procurement criteria ensuring that both solutions would easily integrate with each other.

The procurement for the Content Management System is due to complete with a contract award due by May 2020.

3.6 CRM solution evaluation results

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 Director of Customer Experience & Change.

The resulting scores below show that Supplier B scored highest against the Council’s quality requirements, and highest overall:

| Requirements & weighting | Supplier A | Supplier B |
|--|--------------|--------------|
| Quality (70%) | | |
| Business (Functional) Requirements (30%) | 21.59 | 28.32 |
| Technical Requirement Requirements (25%) | 20.00 | 22.40 |
| Integrations to back office applications (5%) | 2.24 | 3.75 |
| Commercials & supplier management (10%) | 7.83 | 8.17 |
| Sub total | 51.66 | 62.64 |
| Cost (30%) | | |
| One-off costs plus recurring cost over 4 years | 30.00 | 21.33 |
| TOTAL SCORES | 81.66 | 83.97 |

The detailed comparison of the two solutions is contained in Appendix A.

Whilst Supplier B’s solution is more expensive, the cost still offers a minimum saving of £0.8m annually compared with the current costs and includes the estimated annual cost of a new CMS which will be procured next.

In addition, there are significant financial savings to be achieved through delivering user-friendly web-based services that customers prefer to use compared with more traditional contact methods, and the additional functionality and features that Supplier B offers will increase the council’s ability to deliver online services that are appealing and effective, and therefore unlock broader organisational savings whilst offering a far better customer experience.

3.7 Benefits of the recommended CRM vendor’s solution

Benefits of the recommended CRM vendor’s solution include but are not limited to the following:

- Improving customer experience and promoting channel shift. Integrations are not excessively dependent on email interventions by line-of-business systems and users. Automation examples indicated how Enfield council could reduce customer demand by introducing outbound SMS contact and notifications and other more efficient methods that reduces production costs and carbon footprint.

- Payment Shopping Basket functionality added. The solution is robust enough to offer customers the ability to purchase goods and services in one transaction e.g. collection of bulky wastes and request for new bins.
- Ability to allow co-browsing as an add-on which fulfils Enfield's aspiration to support vulnerable people through online transactions, i.e. sharing screens and increasing the uptake of the LBE Digital Offer.
- Omni-channel comprehensive. Web chat tool available as part of the product with excellent and user-friendly functionality. Facility to handle web chat and SMS correspondence also available out-of-the-box.
- Complete coverage of all SSO functionality with demonstrable example in Edinburgh council.
- Provision of a wide range of personalised alerts at multiple stages within the case workflow and including emergency alerts. Notifications to users can be via multiple channels.
- There were no obvious hidden costs as most functionality is provided out-of-the-box and other costs were included in the submission.
- The underlying data structure of the recommended solution is the same for our old Lagan CRM data hence minimising risks and complexity of importing data from Lagan. There was also a clear commitment to importing CRM data from MS Dynamics.
- Suite of out-of-the-box solution reports compatible with LBE's preferred reporting tool - Power BI.

3.8 CRM Procurement method

Supplier B's solution is offered by the G-Cloud 11 framework which is one Crown Commercial Services' Technology solutions for carrying out procurement, which has a range of suppliers who have competed to be part of the framework and demonstrated adherence to the Government Technology Code of Practice and agreed to a standard set of terms and conditions with buyers. G-Cloud offers several other advantages:

- Often the quickest way to procure off-the-shelf products;
- Is re-tendered regularly, so contains the latest services and suppliers;
- Scalable services which can be expanded or shrunk as demand requires;
- Provides an opportunity to provide and seek clarification from suppliers;
- There are no hidden charges as prices, terms and services are provided up front;
- Call-off contracts are compliant with the latest legislation including GDPR.

We are now seeking to award the contract to Supplier B via G Cloud and establish the transformation programme that will implement and integrate both new solutions.

3.9 Transforming the customer experience

It is vital that this technology implementation is led by the need of customers and staff and is designed around the optimum service design for meeting customer needs, rather than staff assumptions or historical operating patterns.

This requires focussing on the key purpose and desired outcome from each service, identifying how each customer journey contributes to this, challenging existing policies,

processes and ways of working, and getting a real insight into customer needs and experiences.

The transformation programme will research what our customers need and expect from the council, and use the voice of the customer to challenge existing ways of working - council policies, processes, culture and structures – to design a better customer experience from end to end, whether they choose to self-serve online, or speak to customer services staff via telephone or in person. It will focus on delivering the following outcomes:

- Achieve high customer satisfaction
- Be accessible and inclusive
- Deliver timely outcomes & right first time
- Increase effective customer self-service
- Use customer data and feedback to improve service delivery

The key benefits of the transformation programme are that it will:

- Provide Customer Services staff with a more modern and user-friendly tool to support them in serving customers via the telephone, webchat and face to face access methods
- Design customer journeys that are quick, easy and straightforward for all customers to navigate, regardless of the contact methods used, and effective processes to support customers quickly and effectively if things go wrong
- Simplify and streamline the customer experience when they use our website, by using best practice design and accessibility standards, offering a single secure sign-in process that offers access to all council services available online, and enable customers view the status of their requests so they know when the request will be completed
- Integrate the Customer Platform with all the major service systems so that the data that customers enter online goes directly into these systems to prompt action by the service area, and data about the status of requests is visible to customers and customer services staff
- Increase the number of services available online so that customers who prefer to use this channel have the option to do so
- Provide the council with rich customer insight about customer behaviour and service experiences to drive ongoing improvement, strategy development and transformation
- Enable the council to make continual improvements to the systems in response to user feedback over the life of the contracts, with releases of new functionality and user experience improvements taking place every few weeks, without disruption and downtime, or reliance on expensive third parties.
- Enable the council to consolidate its large network of over 60 microsites, supporting a more consistent Enfield brand identity, and reducing costs
- Deliver savings of at least £0.8m revenue from the DDAT service budget, £0.5m capital investment annually from the ICT capital programme, and further savings from increasing the proportion of services accessed via web self-service

The basic structure of a customer journey review can be found as Appendix F.

3.10 Programme team

The programme team will comprise the following resources.

| | |
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| 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. |
| CRM Senior Customer | Overall responsibility for ensuring the delivered CRM components continue to reflect customer interests (both internal and external). |
| 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). |
| CRM 3rd Party Supplier | Responsible for ensuring the CRM and Customer platform is delivered successfully and fulfil all LBE's requirements. |
| CMS 3 rd Party Supplier | Responsible for ensuring the CMS and new Enfield website is delivered successfully and fulfil all LBE's requirements. |
| Digital Customer Platform Programme Manager | Plans the programme, allocates resources across its projects, define governance, manage budget, resolve issues, manage programme risks and dependencies between projects. Report on Programme progress, support on messaging, support the overall programme in meeting its objectives and DCP feeds into wider CX ICT Holds overall responsibility for the managing progress and delivery of the CRM and Customer platform components. Reports into Digital CRM and Customer platform (+CMS) board, wider Customer experience board and Strategic Delivery Board (SDB). Monitor Budgets via BPC etc. |
| Customer Experience Transformation Programme Manager | Manages the Customer Experience Programme; Oversees the progress of the Digital Customer Platform Replacement Programme, to ensure the programme is delivered within the strategic objective of the Customer Experience Programme; Monitors the Digital Customer Platform Replacement Programme to ensure it is kept in line with the Customer Experience Programme governance structure, documentations and reporting processes; Monitor and steer the Digital Customer Platform Replacement Programme, to ensure the programme is 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 |

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| | <p>are represented and considered;</p> <p>Responsible for prioritising the ongoing development of the digital customer platform and its components;</p> <p>Responsible for understanding all components, their current and future capabilities and how these translate into operational and strategic value to the organisations.</p> |
| Project Manager | <p>Manage the project variables and ensure the project product is delivered with agreed timeframe and budget;</p> <p>Ensure project progress and communicated adequately;</p> <p>Responsible for setting up and Managing Governance mechanisms – project boards etc.</p> <p>Mitigate risks, resolve issues, manage actions and dependencies</p> <p>Activity, Resource and Budget Management.</p> |
| Business Analyst | <p>Support with eliciting current Customer journeys and Business processes;</p> <p>Validate Business processes with Service areas;</p> <p>Create Benefits review plan;</p> <p>Support with creation of Test scripts;</p> <p>Own the product backlog, manage the elicitation and documentation of future (transformational) requirements across LBE Services to be delivered post MVP.</p> |
| Lead Technical Consultant | <p>Provide Technical advice and expertise to LBE systems development technical group;</p> <p>Define, develop and review all existing and proposed applications for technical design.</p> |
| Technical Consultant (Integration Architect) | <p>Responsible for successful launch and deployment in SIT, Pre-Production and Production environment of CRM and customer platform components.</p> |
| Test Lead | <p>Responsible for managing the Test team;</p> <p>Review software requirements and prepare test scenarios;</p> <p>Execute tests on software usability;</p> <p>Analyse and prepare reports on all aspects related to the software testing.</p> |
| Test Analysts (x2) | <p>Review software requirements and prepare test scenarios;</p> <p>Execute tests on software usability;</p> <p>Analyse and prepare reports on all aspects related to the software testing.</p> |
| Change Manager | <p>Responsible for conducting trainings, increasing employee adoption and usage;</p> <p>Create and implement change management strategies and plans</p> |
| Systems Thinking Analysts (x2) | <p>Support with facilitating workshops to validate current Customer journeys and Business processes</p> |
| Project Support | <p>Support with all project documentation, minutes, meetings and ad hoc admin duties</p> |
| Network Team | <p>Open ports and configure firewalls and configure routing</p> |
| Security Team | <p>Check s to ensure compliance with PSN, PCI, Govt Security measures.</p> <p>Ensure secure platform across all layers; Penetration Testing, Health check</p> |
| Server Team | <p>Build local servers needed for User names, passwords, replications and patching</p> |
| Solution Architect | <p>Build Active Directory federation and foresting;</p> <p>Set up AD permissions and AD forest. Certificates</p> |

| | |
|--|---|
| Application Team | Integration of CRM and Customer platform to Line of Business applications |
| EUC and Desktop Team | Configuring Desktop environments for applications |
| SCCM | Application, Deployment and Desktop Configuration Manager Floor walking, troubleshooting |
| Lead Web developer | Responsible for successful launch and deployment of new CMS and Website |
| Digital Design Officer (Wed developers x2) | Responsible for successful launch and deployment of new CMS and Website |
| Content Editor | Creation of content Content quality Assurance and publishing |

4. Costs

The costs are broken down in the table below. Whilst it is expected that the transformation programme will take at least 2 years, only the costs for the first year are shown below, as we will be in a better position to estimate the second and any third-year costs closer the time.

This programme is starting at a time of significant organisational restructuring and the staffing roles within the Web team and the Digital, Data and Technology service will change and expand over the next 12 months and require fewer programme staff once permanent staff take on digital transformation as a 'business as usual' activity.

Cost Table: **see part 2**

Any future capital expenditure and revenue expenditure will be captured in the ongoing financial planning as part the MTFP.

Note that a funding request for year 2 of the transformation programme will be made closer the time.

CRM Resource costs have been incorporated in the Digital Platform resource cost above and the CRM DAR to follow will seek approval for the CMS product whole life cost.

Transformation resources for the CRM/CMS project for FY20/21 will be authorised via the Customer Experience Programme DAR KD 5062 and are not included within the authorised costs in this DAR.

5. Digital, Data and Technology Implications

The new CRM 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 Service Desk, Applications and Integrations teams will be able to administer and perform first and second line support for the new system instead of relying on a third-party Supplier's 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 required a third party.

Whilst the Digital, Data and Technology service currently has some of these roles, in order to become self-sufficient, it needs to establish a dedicated Digital Team to include service design capabilities in addition to architects and developers. The establishment of this team will be part of a separate report.

6. ALTERNATIVE OPTIONS CONSIDERED

The following options have been considered:

| Option | Description | Reason for rejection |
|--|---|--|
| Option 1: Do Nothing | Maintain the existing platform and support structure. Extend the contract with the incumbent supplier for licensing and support services. | <ul style="list-style-type: none"> Costs would continue to be excessive and hinder the council from keeping pace with customer needs and expectations It is not possible to obtain vendor support for Lagan CRM because the product is so old |
| Option 2: Build on the existing Microsoft Dynamics platform | Migrate Lagan CRM functionality to MS Dynamics, replace the incumbent Supplier, re-build the proprietary code on MS Dynamics to become fit for purpose. | <ul style="list-style-type: none"> Costs would continue to be excessive and hinder the council from keeping pace with customer needs and expectations Vendors who work with MS Dynamics were included in the soft market testing and were not shortlisted as they did not meet our essential criteria |
| Option 3: “Big Bang” implementation | Re-design all the customer journeys, and build the new CRM and CMS solution to fit this, so that the new solution is designed to best meet user needs | <ul style="list-style-type: none"> 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 |

| Option | Description | Reason for rejection |
|---|---|---|
| Option 4: Three-phased replacement | <p>Phase 1 – replace the CMS and the Microsoft Dynamics CRM system used for website transactions</p> <p>Phase 2 – replace the Lagan CRM system used by the Customer Services function</p> <p>Phase 3 – begin a programme of iterative work to improve existing customer journeys and create new customer journeys</p> | <ul style="list-style-type: none"> It is possible to do the first 2 phases together in a shorter timescale and therefore reduce the cost |
| Option 4: Two-phased replacement | <p>Phase 1 – replace the CMS and both CRM systems at the same time</p> <p>Phase 2 – begin a programme of iterative work to improve existing customer journeys and create new customer journeys</p> | <ul style="list-style-type: none"> This is the recommended option |

7. REASONS FOR RECOMMENDATIONS

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.

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.

8. COMMENTS FROM OTHER DEPARTMENTS

8.1 Financial Implications

Revenue Finance comments

The current DCP revenue cost is **see part 2** and after full implementation the cost of the new CRM solution will reduce to **see part 2** ignoring inflationary increases in subsequent years. Although this translates into a potential annual saving of **see part 2** it ignores the additional revenue CMS cost which will reduce this saving. The future CMS cost is currently undetermined. There is also a staff resource requirement to support the CRM replacement on an on-going basis, but this is expected to be absorbed within the IT staff budget.

There is an agreed MTFP saving of **see part 2** associated with the DCP replacement to be achieved in 2020-21 and a further **see part 2** in 2021-22.

The cost schedules in the tables above assume a mid-year implementation in 2020-21. The existing DCP supplier costs for 3 months incurred in 2020-21 combined with the new revenue CRM costs indicate that the saving requirement of £600k will be achieved (**see part 2** less **see part 2** revenue costs).

Due to the robust procurement, this will deliver savings profiled as follows:
see part 2

There is a risk associated with the revenue staff cost requirements for years 2, 3 and 4 as these costs are currently unknown. At present, BAU staff resource requirements are expected to be absorbed within the existing ICT team. The revenue cost implications will be monitored periodically as part of the council's regular budget monitoring process and reported accordingly.

These savings will reduce proportionately once the new CMS costs are known.

Revenue costs for this project will be funded from the IT contracts budgets FG0227 & FG0230.

8.2 Capital Finance comments

In December 2016 (See 16. Background Papers - KD4410), Cabinet approved £32m for ICT programmes funded from borrowing. This report is seeking approval to allocate a Capital budget of **see part 2** in 2020/21 to fund the year 1 costs of replacing the existing Customer Relationship Management (CRM) system with a new CRM system. The new System will consist of a Customer Relationship Management (CRM) system and a

Content Management System (CMS), jointly called a Digital Customer Platform. The budget of **see part 2** requested is for the CRM element only.

The project will be funded from **see part 2**

Section 3.10 of the report above provides information on the resources required to deliver the project and Section 4 provides a high-level analysis of the year 1 costs

The table below splits the total 1-year Resource budget

see part 2

Note that the Capital budget request is for Year 1 costs only. A future request for funding year 2 onwards will be submitted at a later date. There will also be a separate report requesting approval for the non-resource costs of the Content Management system

8.3 Legal Implications

(Legal imps added by SM on 27/03/2020 based on the version of the report circulated on 18 March 2020 11:31) In order to use a framework agreement outside of the council's own frameworks the council must be legally allowed to use it. Due diligence must be conducted of the relevant paperwork to establish this, and, the OJEU advert for the framework should specify that the framework provider is purchasing on behalf of other contracting authorities and that this includes Enfield Council.

Any awards of contracts under the framework agreement must be in accordance with the procedures set out under that framework agreement, and the contracts awarded shall be subject to the terms and conditions that are specified to apply to such call off contracts under the framework agreement.

The Council must comply with all requirements of its Constitution, Contract Procedure Rules ("CPRs") and the Public Contracts Regulations 2015 ("Regulations").

Regulation 40 of the Regulations allows for preliminary market consultations, and regulation 40(1) states:

'Before commencing a procurement procedure, contracting authorities may conduct market consultations with a view to preparing the procurement and informing economic operators of their procurement plans and requirements.'

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

As the value of the award of the contract and the 1 -year transformation programme is well in excess of £250,000, this decision is a key decision and as such the procedures for the taking of key decisions must be followed.

Contract Procedure Rule 1.18 of the council's constitution applies to all contracts with a value of £1,000,000 or over. CPR 1.18 states that the Contractor must be required to provide enough security. Evidence of the form of security required or why no security

was required must be stored and retained on the E-Tendering Portal for audit purposes. 'Sufficient security' takes on of the following forms:

- A parent company guarantee, ultimate holding company guarantee or holding company guarantee where their finances prove acceptable; or
- Director's guarantee or personal guarantee where their finances prove acceptable; or
- Performance Bond, retained funds or cash deposit; or
- Any other security as determined by Financial Management Services and or Legal Services.

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. In addition, 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.

8.4 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.

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

The new CRM solution was procured through the Crown Commercial Services (CCS) G-Cloud 11 framework. Frameworks such as these provides the council the ability to procure services and products in a compliant and standardised manner.

A robust process for evaluation of requirements was carried out in order to select the winning provider.

Even though a framework was used the P&C Hub expect that the LTP is used to record all activity, to ensure that the process is fair, transparent and equal, and that there is a comprehensive audit trail.

The CPR's state that Contract over £100,000 must have a nominated contract manager in the LTP, who takes responsibility for the management of the contract and the LTP record.

The P&C Hub expect that the contract is properly managed to ensure that renewals take place in time to ensure that a full procurement can be carried if required.

Imps provided by C E Reilly 19/03/2020

8.5 ICT Implications

9. KEY 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.
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 B. 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.
Mitigation: Same as above
- **Delay:** The programme does not keep to the timetable
Mitigation: A detailed programme 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.
- **Cost overruns:** The programme does not keep to the budget
Mitigation: We have allowed a contingency of 35% added as an “optimism bias” to account for uncertainty in the level of complexity, skills of resources, lack of precise clarity on scope in the implementation costs.
- **Quality:** The programme does not deliver a high-quality CRM and CMS user experience in the Minimal Viable Product
Mitigation: Conduct iterative and appropriate tests. De-risk the CRM project by initially replacing the CRM at risk of being destabilised due to the Microsoft update in by November 2020 followed by a replacement of Lagan CRM by January 2021. This was recommended by the Supplier B and is subject to Programme board approval.
- **Strategic alignment:** The programme is not driven by a web strategy and web policy and therefore implementation is not focused on long-term strategic change goals and success metrics
Mitigation: The web strategy and web policy are concluded by May 2020 and approved by the council’s Executive Management Team and relevant Cabinet members.
- **Staff buy-in:** Stakeholders are not sufficiently informed or engaged in the programme, leading to delays or insufficient quality of product.
- **Mitigation:** All stakeholders will be identified, and an engagement and communication plan will ensure appropriate and frequent communication at all levels of staff to ensure expectations are managed for the duration of the project. 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.
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.
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
Mitigation: Supplier B 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.
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.
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.
- **Non co-operation of third-party suppliers:** Migration of existing software and information systems is reliant on co-operation of third-party suppliers.
Mitigation: Early engagement with suppliers, clear understanding of the contracts, and development of a data migration plan that is validated with clients in the business.
- **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.
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:**

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

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

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 Supplier B during discovery and onboarding.

10. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

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**
- **Sustain strong and healthy communities**
- **Build our local economy to create a thriving place**

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, starting from the perspective of the customer.

10.1 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.

11. EQUALITIES IMPACT IMPLICATIONS

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.

12. 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

- % CRM system availability
- Number of webforms submitted
- Number of online Enfield Connect account logins
- 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 be considered avoidable/failure demand such as checking for updates

There are several other benefits that will be realised through this proposal:

- A CRM replacement will ensure that customer data is stored in a single place thus reducing silos, data duplication and ensuring accurate insight gathering and reporting
- The ability to interrogate and produce meaningful insight and statistics is at the heart of this development and the selected CRM 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

13.HEALTH AND SAFETY 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.

14.HR 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 developers (funds incorporated in the project annual revenue budget) will be required post implementation to maintain the system subsequently and 2 additional Customer Service Officers (this will be accommodated in the inflation and optimism bias – 35% applied to the project financial figures) will be recruited on a permanent basis.

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.

15. 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.

16. Background Papers

- 13 February 2020 Customer Experience Programme – Progress Update, Overview & Scrutiny Committee
- [Cabinet Paper – Customer Experience Strategy](#)
- [£32m capital investment programme - KD4410](#)

Appendices:

[Appendix A – Evaluation of two shortlisted CRM solutions](#)

[Appendix B – Basic Digital Skills framework](#)

[Appendix C – Enfield’s vision for a positive online user experience](#)

[Appendix D – High level programme plan](#)

[Appendix E – Minimum Viable Product](#)

[Appendix F – Enfield’s approach to customer journey reviews](#)

Appendix A – Evaluation of two shortlisted CRM solutions

Following a Soft Market Test with 14 Suppliers, Supplier A and Supplier B were invited to LBE’s procurement exercise via G-cloud and communication with Suppliers was managed via London Tenders Portal.

Scoring and moderation for Business, Technical, Commercial and Cost categories have been completed.

The objective of this report is to identify the differentiators between both Suppliers in all Requirement categories, Business, Technical, Commercial and Cost.

The evaluation approach to the 2 suppliers followed strict procurement guidelines and obtained values as follows:

| | Supplier A | Supplier B | % Weighting |
|----------------------------------|-------------------|-------------------|--------------------|
| Business | 21.61 | 28.28 | 30 |
| Technical | 20.00 | 22.40 | 25 |
| Integration | 2.24 | 3.75 | 5 |
| Commercial | 7.83 | 8.17 | 10 |
| | 51.68 | 62.60 | |
| One-off + Recurring 4 years cost | 30.00 | 21.33 | 30 |
| Total | 81.68 | 83.93 | 100 |

Business Requirements Summary

1. The relative evaluation scores indicate a considerable advantage to the business to Supplier B over Supplier A (see above) and an overall higher aggregate score
2. The product will be delivered in the following approach:
3. Phase 1 (referred to as Minimum Viable Product [MVP]) involves the replicating all LBE’s existing functionality contained within the current platform and transferring it to a new more stable platform. Both Suppliers fulfilled our Pass / Fail criteria and can deliver MVP.
4. 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 and provide a single view of the customer. Supplier B demonstrated the additional features necessary to achieve both the improved user and customer experience to achieve Enfield Council’s vision. Supplier A on the other hand are more dependent on third party solutions to fully deliver subsequent phases which deviates from LBE’s preferred approach.

5. Both suppliers were asked to produce evidence where applicable to support the fulfilment of each requirement. Supplier B consistently presented high quality evidence to support each statement, either by screenshot or video. In many cases these were obtained in reference to developed products in Edinburgh and Hertfordshire.
6. Projected long-term benefits should also be considered and Supplier B have been able to demonstrate how they can deliver this in subsequent phases, and this was evidenced via self-service and automation opportunities.

Recommendation

Award the contract to Supplier B.

BUSINESS CATEGORY:

Evaluators - Lee, Gerry, Ade with contributions from Sam Buckley around Data and Insight requirements

Both solutions will give us:

- Delivery of the Minimal Viable Product we've set out, including replication of all existing customer journeys and functionality including mobile-responsive webforms for reporting issues, requesting services and making payments
- A stable and reliable Digital Platform that is hosted and managed by a third party as a Software as a Service Product and receives continual non-disruptive technical updates to maintain the performance of the service.
- Commitment that any software updates requiring downtime will be carefully planned in ahead of time, avoiding untimely breaks in service
- A tool that will enable the council to create new online forms and other interactive features without reliance on the vendor, due to the solutions' low and no code features
- The ability for the customer to sign in once to an improved customer account to see all historical and current transactions presented in one place, from most council line of business systems, where customers can submit, track, and view real-time progress of requests they have made to the council
- Transfer of data from the website or CRM system to the multiple separate business systems is automated, to support efficient fulfilment of customer requests.
- Responsive and personalised online content, where the customer can be presented with information and suggestions reflecting their past account activity such as frequently used forms or related forms or information
- Recording of customer transactions made via multiple contact methods in one customer record – online, telephone and in person
- An easy and quick to use repository of advice and information called a 'Knowledge base' to obtain articles, documents, web content and online forms, and a good search facility for this
- Rich data and customer insights on customer interactions whichever contact method is used
- In summary, a service that will offer a better customer experience via all contact methods, and which will encourage customers to self-serve via the web channel

DIFFERENTIATORS:

| SUPPLIER A | SUPPLIER B |
|---|--|
| CUSTOMER EXPERIENCE - promoting Channel Shift | |
| Automation | |
| Automation generally pushes actions into staff email inboxes relying on manual interventions and actions, rather than automated replies | Integrations not excessively dependent on email interventions by line-of-business systems and users. |

| | |
|---|---|
| | Automation examples indicated how Enfield council could reduce customer demand by introducing outbound SMS contact and notifications and other more efficient methods that reduces production costs and carbon footprint. |
| Payment Shopping Basket | |
| Could not offer a basket functionality to enable customers to perform multiple requests such as requests for blue, green and black bins. The Customer would have to submit multiple requests and payments. This is now a common standard e.g. Amazon and other shopping sites and would be expected by customers | Basket functionality offered |
| Co-browsing | |
| No ability for LBE Agents and Members of the public to Co-browse online via the LBE website | Ability to allow co-browsing as an add-on which fulfils Enfield's aspiration to support vulnerable people through online transactions, i.e. sharing screens and increasing the uptake of the LBE Digital Offer |
| Omni-channel | |
| Web chat tool not provided by the Supplier B via a 3 rd party or use of LBE telephony. | Web chat tool available as part of the product with excellent and user-friendly functionality. |
| Lack of facility to handle web chat and SMS correspondence | Facility to handle web chat and SMS correspondence available out-of-the-box |
| Social Media via Single Sign-on (SSO) | |
| Few real-world examples of social media demonstrated and 3 rd party consultancy required | Complete coverage of all SSO functionality with demonstrable example in Edinburgh council |
| Alerts | |
| Minimal evidence of alert mechanisms provided | Supplier B indicated the provision of a wide range of personalised alerts at multiple stages within the case workflow and includes evidence of emergency alerts. Notifications to users can be via multiple channels. |
| FINANCIAL - Hidden Costs | |
| <p>Delivery of missing features would rely on use of third-party tools which were not priced in.</p> <ul style="list-style-type: none"> Enfield Connected usability i.e. to Council Tax required additional licences SharePoint Integration via 3rd party The function to run campaigns via 3rd party Extra consulting required for report-it, request-it and payment customer journeys | Out-of-the-box functionality included, and costs included in the submission |
| Data Migration | |
| Supplier does not support or price in the cost of data migration. The historical interaction is integral to providing high quality personalised customer service and specifically important for Customer Complaints and Subject access requests. | <p>Quoted seamless migration to the new platform of Lagan data minimising risks.</p> <p>Underlying data structure is the same as for Lagan ECM v7 system and clear commitment to importing CRM data from MS Dynamics.</p> |

| Reporting | |
|--|--|
| Insufficient evidence was presented to support the effectiveness and usability of the 3 rd party product. | Suite of in-house reports compatible with Power BI. Full suite of reporting tools including appropriate screenshots as examples. |
| User Authorisation | |
| Although Supplier A may provide this functionality it isn't really dealt with in the response | Supplier B dealt with the application of user authorisation in a more direct and relevant way. |

TECHNICAL CATEGORY:

Evaluators – Joe, Mohammed, Farooq

Both solutions will give us:

- Externally hosted and highly available infrastructure based on Cloud technology that can be scaled up or down as required.
- Secure infrastructure and web applications built to ensure the least number of vulnerabilities. Regular security testing undertaken to identify and fix any identified vulnerabilities.
- The desired performance of the web applications - regularly monitored with alerts generated to relevant support personnel for immediate investigation.
- 24/7 pro-active monitoring of the infrastructure that generates alerts for any failed or problem components.
- Single Sign-On for the internal staff using their normal LBE account allowing them to login to their laptop and then auto login to the CRM system without typing in their username and password again. Multi-Factor Authentication is also available.
- Existing integration connectors to a wide selection of Line of Business systems used by local authorities.
- Extensive API that allows further integration possibilities with 3rd party systems not previously integrated with.
- Many form components that can be used to quickly generate a wide variety of forms.
- Granular level of Role Based Access Control (RBAC) to control who can view/update/delete records in the system.
- Payment portal integration to LBE payment gateways.
- Desired level of DR and BC capabilities.
- Restriction of Live data only to Live environment, test environments only use non-Live data.

Both solutions lack:

- Commitment to using open source code, both solutions are proprietary. This means that where significant change is required to the solution, there will be reliance on developers within the vendors' own companies and it will have to be paid for.
- The use of OpenStack for portability of infrastructure. This means that if we must migrate to a new supplier, we will not be able to migrate the infrastructure components.
- True Master Data Management (MDM) customer matching across LBE Line of Business (LoB) systems. The customer is asked for each LoB reference number and then matched to their records within each LoB. This is the most common method available, and the safest method in terms of data protection, but it does require that the customer knows their individual reference numbers, rather than the council internally matching its records.

| SUPPLIER A | |
|---|---|
| Score: 21/30 | |
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> Provides offline capability in mobile application that can be used by field workers when data signal is lost. Many other Local Authority clients can share forms and workflows already created by other peers. | <ul style="list-style-type: none"> No direct data migration capabilities from existing LBE CRM systems. The desired service level of 99.99% availability was not possible as a mandated contracted SLA. |

| SUPPLIER B | |
|--|---|
| Score: 22/30 | |
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> Ability to handle data migration directly from existing LBE CRM system. The desired SLA 99.99% was possible to mandate in the contract. Answers supported by links to screenshots and videos where possible. | <ul style="list-style-type: none"> No offline capability in mobile application that can be used by field workers when data signal is lost. |

COMMERCIALS CATEGORY:

| SUPPLIER A | |
|---|--|
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> Provided a clearer Supplier management procedure Will cover cost of changes to CRM's API in future if any free of charge | <ul style="list-style-type: none"> Not willing to undertake penalty credits |

| SUPPLIER B | |
|--|---|
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> Happy to undertake penalty credits up to a max of 6 weeks for delays solely caused by Supplier B | <ul style="list-style-type: none"> Did not provide a clear Supplier management procedure Insufficient evidence on how they plan to work with LBE commercially |

COST CATEGORY:

Evaluators – Omar, Farooq
 Support with clarification – Daniel, Gerry, Mohammed, Alina

Cost based on partnered approach between Suppliers and LBE. Assumption of LBE having a team of 5 in order to achieve fairness and equality in procurement.

see part 2

Methodology

Approach

The Basic Digital Skills measure was created by Doteveryone and partners to measure the level of digital skills of adults across the UK. The first Basic Digital Skills report was published in October 2015.

Doteveryone and Lloyds Bank commissioned Ipsos MORI to recalculate the national result, using a quarterly Tech Tracker to achieve a UK representative view of device ownership and usage amongst adults aged 15+ (including Northern Ireland).

The research uses 4,000 face-to-face interviews, conducted in November 2016. Respondents were given eleven digital tasks (Figure 1), and were asked:

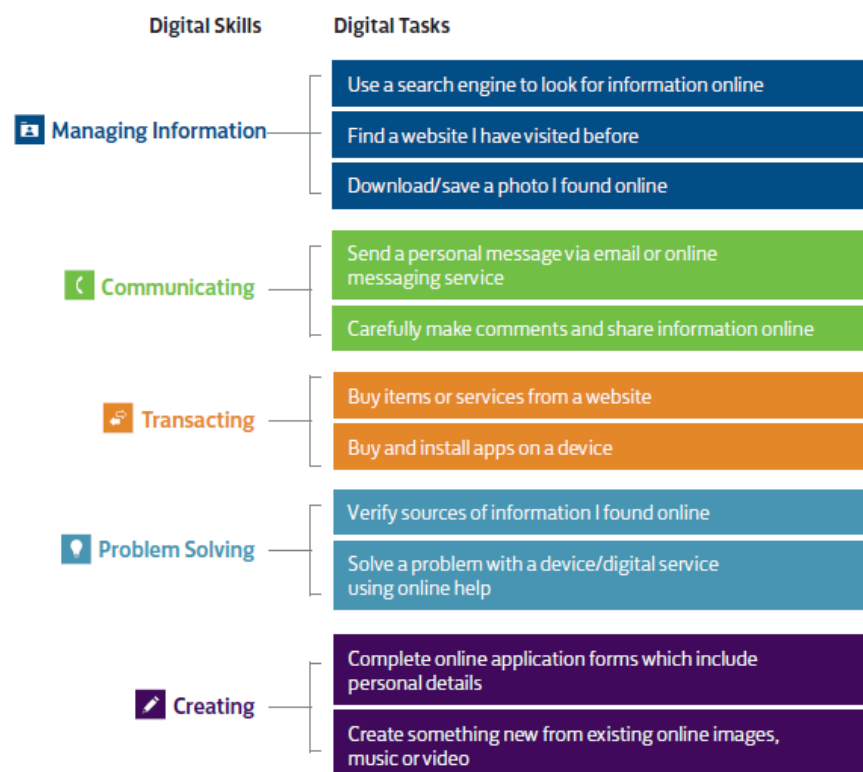
- Which tasks could you do if asked?
- Which tasks have you done in the last three months?

The answers to these questions were combined to identify a respondent's digital skills.

Underpinning all of these skills is online safety – knowing how to use secure tools and websites, knowing how to protect yourself and your data online and being aware of scams and malware.

Those who said they could do one task in all of the skills categories were classified as having Basic Digital Skills

Figure 1: Basic Digital Skills framework



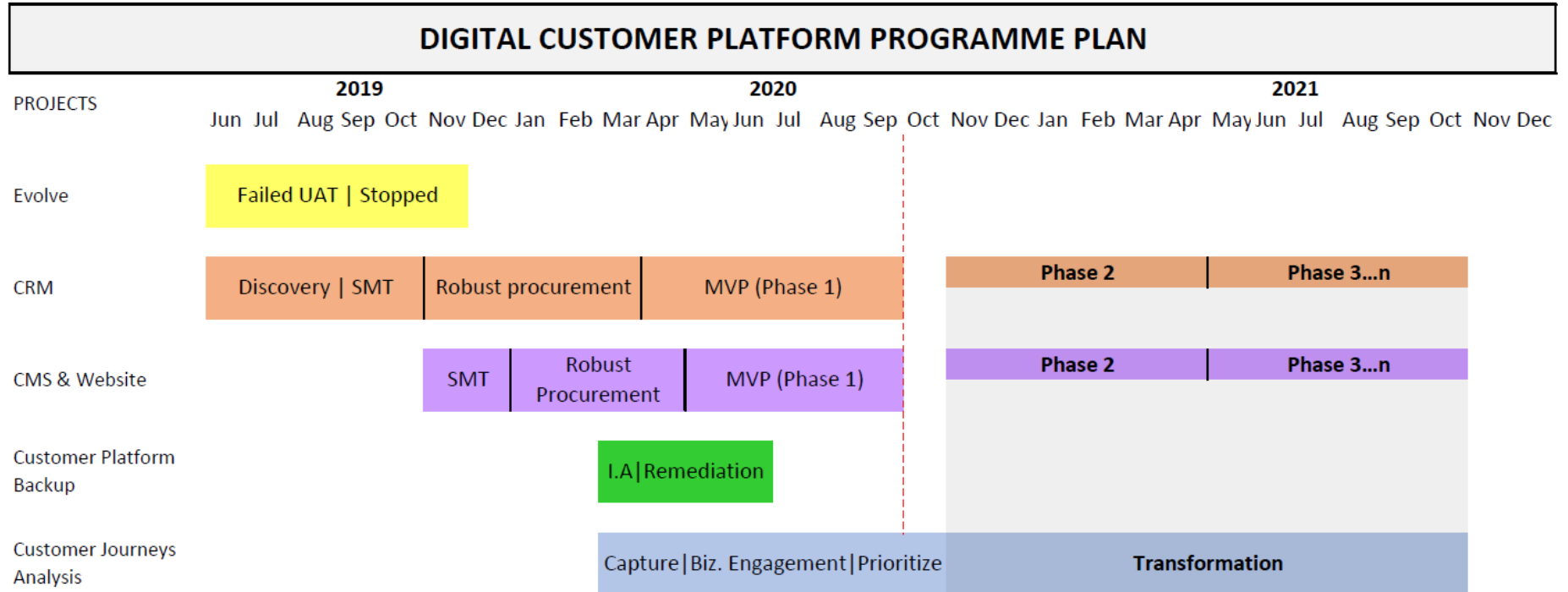
Appendix C – Enfield’s vision for a positive online user experience

This is the online user experience we wish to deliver for Enfield customers:

- Our website is easy to find, easy to read, and all users with digital skills can complete tasks and transactions unaided first time, via any device.
- All the information customers need is there when they need it, at the right point in their journey, is up to date and complete, and customers do not need to contact us for more information unless in exceptional circumstances.
- Information is presented in a variety of ways that make sense to customers and makes it easier for customers to understand – for example maps that show the location of facilities and services; calendars that show the dates of events, service schedules and bookings; videos that demonstrate instructions if they are new or complicated. People who register for an account should have versions of these they can customise and save with the service information most relevant to them.
- The style and language of the web experience stays the same throughout, regardless of the service, so that customers feel safe and secure that they are dealing with the council and they become familiar and comfortable with all the different functions available including payments, calendar bookings, and looking at their various account details, and how to navigate around the site efficiently. The style and language are designed by user experience experts, based on research with inexperienced digital users about what makes sense to them.
- There are no ‘dead ends’ on our website – customers can always easily see how to go backwards, or forwards, go to the home page, their account page, or use key navigation functions such as search and site map.
- Customers who experience challenges in using digital services can customise the experience to make it easier – such as making the font size bigger, having text read out loud, or having the text translated.
- Before a customer completes a form on our website, they know exactly what information they need to have to hand, and how long the form is likely to take. They can save it part way through and return to it at a time of their choosing. They know what the service timescales are, and if there are costs involved, what these are.
- Information is requested from customers only when necessary, we explain why we need it, what we will use it for, and how we protect their data.
- We don’t ask customers for the same information twice – they only need to ‘tell us once’ – and we store it securely for them.
- When a customer has completed a web form, they get proof of submission via the contact method they have chosen, with a reference number, and can print it out if they choose to. They can also choose to view this submitted form via a password-protected online account if they need to follow up on it later.
- The service or information customers have requested is fulfilled within the expected timeframe and they have been kept informed throughout the time period by their chosen communication method. If there were any delays, they find out about these in advance with an apology, and what the new expected timescale is.

- Throughout their experience customers can submit feedback, which is acknowledged, and used by council staff to continuously improve the customer experience.
- If something goes wrong online, there is clear guidance about how the customer can get the outcome they need: they can stay online and use webchat or contact us via phone – either way, an advisor can remotely view their computer screen and help them complete the journey, or if there is a technical fault, the advisor can take over the process for the customer and ensure their request is logged successfully.
- Key details that customers submit via webchat are added to their customer account without any additional typing required by the customer.
- When parts of the website or webforms are unavailable due to a fault or planned maintenance, a message will advise customers of known timescales for completing the repair work, and alternative access methods for them to get urgent issues done.
- A secure customer account is easy to set up, and the password and authentication requirements are as simple as we can make them without comprising the security of the customer's data.
- Customers can choose to set up an account before they submit a form, or after they submit a form, or submit a form without setting up an account at all – it is their choice.
- We encourage customers to set up an account by making it easy and selling the benefits - particularly the ability to see all their services, forms and transaction history in one place, track the progress of their requests from start to finish, and save time by pre-populating forms with all data stored by their account.
- Over time the account uses the customer's securely managed customer data to learn about the customer and recommend services and events that they might be interested in. These may be from any provider including the NHS, Police and voluntary sector partners. But customers have complete control over this and can choose not to see recommendations. Customers can also customise what they see and how they see it in their account, what they are notified about, frequency and method.
- Customers find they can use the same clever tools with the council's website that they are used to using with other websites which make life easier, such as logging in using their social media account, adding bookings automatically to their personal calendar, and using faster payment tools. They are also able to use trusted tools provided by central government such as Verify, to confirm their identity.

Appendix D – High level programme plan



Key:

SMT - Soft Market Test

UAT - User Acceptance Test

CRM - Customer Relationship Management

CMS - Content Management System

MVP - Minimum Viable Product

I.A - Initial Assessment

Appendix E – Minimum Viable Product for the CRM implementation

The MVP consists of:

- All webforms with integration to Line of Business systems (see attached ADX and .NET Webforms spreadsheet). In the Webforms document attached, there may be some additional forms which do not integrate with Line of Business applications that have been excluded but these are believed to cover less than 10% of the total number of forms. It is expected that these will be identified during the CRM implementation discovery on onboarding phase with the winning Supplier;
- CRM and corresponding workflow configurations (legacy CRMS are Lagan and Dynamics 365);
- Customer Account – Enfield Connected. (see attached Enfield Connected Fields spreadsheet for more details of fields within Enfield Connected);
- Integration to Line of Business systems (see integrations tab for Line of Business applications);
- Integration to enterprise telephony system;

ENFIELD CONNECTED

Below is a high-level summary of LBE's Customer Account – Enfield Connected Account.

There is a spreadsheet that comprehensively outlines the fields currently populated in EC which is also uploaded.

Enfield Connected account

- My account Personal Details - View and edit (Name, Title, Address, Phone number, Date of birth, NI Number), email id
- Address details, household detail(add/edit/remove), Income details (View /Edit), health and care
- Reports made, date of making report, and status
- Requests, date of making report, and status
- Application made, date of making report, and status
- Open tasks for you to complete
- On recent transactions can also view details of case reference numbers etc.
- View Required evidence and Submitted evidence.

Upgraded EC account

In addition to the above for Upgraded account the below details are also available:

- Visibility of council tax annual bill amount; amounts owing in this financial year; payment schedule; payment history
- Visibility of housing benefit entitlement; payment schedule; payment history
- Visibility of housing rent bill amount; amounts owing in this financial year; payment schedule; payment history

Business Account

- Manage account details (view and edit business account details including address of business account and business representative
- View recent transactions with details of case reference number, date of application and current status
- View services available (Business Rates, Licensing, Environmental health and trading standards, Planning, Recruitment and jobs, Waste and recycling, Get help
- Links to other webpages within the portal

CUSTOMER EXPERIENCE



CUSTOMER EXPERIENCE VISION

‘Delivering a positive customer experience.’



CUSTOMER PROMISE

1. Friendly and helpful
2. Honest and respectful
3. Professional and courteous

SEVEN STEPS FOR A CUSTOMER EXPERIENCE REVIEW

- 1** Pick a customer journey that needs improving
Look at complaints and members enquiries and customer feedback
- 2** Map the end to end customer journey and business processes
Work with all the different council functions involved
- 3** Understand what customers expect from their journey and how they currently feel about it
Listen to customers and question your assumptions about who they are and how their experience can be improved
- 4** Identify gaps between how things are and how they could be
Look at how performance is measured; the customer “touch-points”; staff culture, behaviours, knowledge and skills; policies, processes and IT
- 5** Create an ideal customer journey with related business processes
Work with customers, show how the identified gaps can be filled
- 6** Agree how improvements will be measured
Get the right combination of internal measurements and customer feedback
- 7** Develop and communicate an action plan
Agree who will do what, and by when