

COUNCIL
21 NOVEMBER 2019

Report of the Chief Executive

CUSTOMER INNOVATION PROJECT - CAPITAL FUNDING REQUEST

PURPOSE OF REPORT

The report updates members on the implementation of the Customer Relationship Management system and associated technology.

RECOMMENDATION

That the sum of £46,077 is included in the Capital Programme to enable the procurement of the additional software integration work, mobile application, payment portal and associated technology as outlined in the report and supporting documentation.

WARDS AFFECTED

All

STRATEGIC LINK

Enabling the customer to enquire of, and transact with, the District Council in the most efficient manner, is at the heart of the District Council's objectives.

1 BACKGROUND

1.1 At the meeting of the Governance and Resources Committee held in November 2018, Members considered the work of the Customer Innovation Hub which was established with the following aims and objectives:-

Aims

To scope, procure and implement, a customer platform that integrates with existing systems to enable us to drive channel shift and to deliver easier, faster and better customer service.

Objectives

- Provide our customers with an improved, user friendly and accessible means of accessing and paying for services electronically;
- Promote a culture of '*digital by choice*' for all customer interactions and move the organisation to a future state where customer service and satisfaction is key to our success;
- Minimise avoidable contact by unifying communications across the organisation;

- Transform customer interactions to the leanest form;
- Identify cashable efficiencies by the transformation of service delivery;
- Provide a means of implementing income generation opportunities;
- Develop by June 2019, a Customer Access Strategy as a means of setting standards and guidelines for delivering convenience and excellence for our customer which we can measure our performance by;
- Map current service provision on key priority areas and estimate level of time and effort required to deliver 'as is service'. Key priority areas currently defined are:

Ordering, paying for and providing:

- new / replacement bins;
 - regular chargeable bin collections;
 - occasional bulky waste collections;
 - regular or occasional trade waste collections;
 - ordering, paying for and providing car park permits and replacement resident passes;
 - paying non domestic rates and council tax bills;
- Devise simple means of gauging customer interest in modernising service provision and likely resistance to change.

1.2 An update on the work of the Customer Innovation Hub was presented to the Governance and Resources Committee on 28th February 2019, where it was resolved to allocate financial resources in the Capital Programme to enable the procurement of a Customer Relationship Management system and associated technology in order to transform our processes and services to the public. The objectives being to achieve:

- Significant cost reductions;
- Streamlined, efficient working processes and procedures;
- Creation of income generation opportunities;
- Services that focus on the customer whilst achieving optimal operation efficiency.

1.3 The potential impact on the organisation and the way in which it delivers services to the public is huge and will release cashable savings in the future in terms of employee time and redundant technological solutions, which often currently stand alone without integration or automation of processes.

1.4 The contract for the provision of a CRM system was signed with the preferred supplier; Meritec Ltd, at the end of March 2019 for an initial period of two years. The contract includes professional services to configure the system to replicate the councils existing e-Forms, the development of a new website home page built to encourage customer use of the CRM system and the integration of the system with the council's network infrastructure and core systems.

1.5 A further update on the project was presented to members at the Governance and Resources Committee in September 2019.

1.6 Recruitment has taken place for the Role of Digital Transformation Project Manager who will be leading both the CRM project and the wider Digital Transformation

programme. Glenn Burton was appointed to the role on 15th July 2019 having previously delivered digital transformation programmes for the NHS and a number of East Midlands Police forces. The Digital Transformation Project Officer role was advertised at the beginning of August 2019 and Ian Brailsford was appointed internally.

1.7 As the project has progressed, it has become clear that there are three areas of work, in order to maximise the benefits available, additional capital funding would be required. Those areas are as follows:

- Integration work with the new waste contractor's software systems;
- The procurement of a mobile application that links directly to the CRM; and
- The revision of existing payment portals and income management systems to better align back office payments with the enhanced self-service provision and offering revenue savings alongside process efficiencies.

2 ADDITIONAL MERITEC INTEGRATION WITH WASTE CONTRACTOR MIS

2.1 It has become clear that additional integration work between the new Meritec CRM and the waste management information system of the new Waste Contractor will be necessary, due to a limitation in the existing waste management system (Mayrise).

2.2 In simple terms, Mayrise can receive data and data can be retrieved from it, but it cannot actively 'push' data to other systems. This means that the CRM system cannot receive updates on service requests and activities from Mayrise as new information comes in. This would mean the original scope of the CRM project would not be fully realised.

2.3 Several options were considered with the preference being to integrate the new Meritec CRM directly with the new waste contractor's systems, rather than integrating both with Mayrise as intermediary. As a backup, Mayrise will continue to be updated overnight with round and container data for an interim period.

2.4 Advantages of adopting this alternative model include:

- It allows for more streamlined, efficient processes;
- Reduces the risks of undertaking complex tripartite multi-system integration;
- Provides the opportunity to retire the Mayrise system earlier than originally anticipated leading to revenue savings of around £5,500 per annum.

2.5 This additional integration was not scoped as part of the original procurement process for the CRM system. Estimated additional integration costs are not to exceed £15,000 but the exact figure cannot be defined until the waste contract has been signed and the contractor system identified with certainty.

3 MERITEC MOBILE APPLICATION

3.1 End to end process mapping of Clean and Green processes has identified that job creation and allocation is currently heavily paper based. Meritec can also provide a mobile application that directly integrates with the new CRM and which will enable service requests and jobs to be allocated, processed and signed off in the field, in real time.

3.2 Benefits that can be derived from this additional application are:

- It enables fully end to end digital processes initially for the Clean and Green team but as a corporate licence it can be expanded to other teams/service areas for no additional cost;
- Reduced process cycle time (waiting) which will lead to improvements in response times;
- Allows for smarter allocation of tasks based on geography;
- Enables wider digital transformation of Clean and Green service;
- Reduces workload of Depot Supervisors.

3.3 The costs of the mobile application are £1,500 capital for implementation and £6,250 revenue costs each year thereafter for support and licensing. Subject to formal approval, the revenue implications of this solution will be taken into consideration as part of the 2020/21 budget process.

4 PAYE.NET PAYMENT PORTAL

4.1 The Council has many online forms and portals and there are many 'broken links' where customers can submit information online and there is no integrated method of taking payments and passing that information and payment data to key business systems for action.

4.2 Investigation into the self-service payment options was undertaken and a paper was considered by the Corporate Leadership Team on the 18th December 2018, which recommended the purchase of Capita SCP to provide a payment portal that links with self-service online forms.

4.3 At present, payments taken via the phone and in person are often processed separately within as many as three distinct systems (card terminal, cash receipting and line of business system). SCP cannot be used by internal 'back office' users to process CRM transactions over the phone and in person (assisted digital) for data protection reasons.

4.4 The ideal future state for transactions of this type is a seamless, end-to-end process where information is captured in the CRM, payment made via an integrated portal and (once the transaction is complete) the service request automatically generated in the line of business system.

4.5 The Council's existing income management financial systems are provided by Capita. Capita can provide an integrated payment portal called Paye.net which will enable direct integration with the Meritec CRM and existing income management systems.

4.6 Adoption of this may also enable some rationalisation of other existing payment methods. There will be other additional elements of the existing Capita support package that will be cancelled as a result of successful Paye.net implementation (as well as the 4 ACR licences). This will include the existing legacy internet payments portal and associated CMS and Gladstone payment portal that is now obsolete after the transfer to Freedom leisure.

4.7 This will lead to actual revenue savings of around £5k per annum. Additionally, allowing for time savings of 3 minutes per transaction will release approximately £6k per annum or 0.25 FTE in efficiencies (based on 2018/19 transaction numbers at Grade 5).

4.8 Enhanced outcomes resulting from this will include:

- Enables new ways of working;
- Assists with business continuity and disaster recovery;
- Increases capacity from 5 cashier terminals located in a static location to 25 that can be deployed anywhere with network connections;
- Reduces the capacity for fraud;
- Reduces the capacity for error;
- Reduces duplication of effort;
- Aligns directly with the Council's customer experience ambitions;
- Simplified ICT architecture will facilitate better service delivery and be more robust than maintaining multiple systems.

4.9 The capital cost of the implementation will be £29,577.00 (£23,077 for Capita modules/development and £6,500 for Meritec integration work).

5 CONCLUSION

5.1 Council is recommended to include the additional sum of £46,077 in the Capital Programme to enable the procurement of the additional software, integration work, mobile application, payment portal and associated technology as outlined in the report and supporting documentation.

5.2 This additional integration and software will represent an important step towards achieving the authority's goals in terms of channel shift and online service delivery and it offers the opportunity for more efficient ways of working, removing duplication of effort and increasing capacity.

5.3 The ability to 'channel shift' important service requests coupled with the increased access to services residents/customers will enjoy as a result should lead to increased customer satisfaction income potential through greater service resilience and enhanced customer experience and better data capture and being able to respond to customer demographics more efficiently.

6 RISK ASSESSMENT

6.1 Legal

Procurement of additional software and integration will follow the route prescribed in Contract Standing Orders. The legal risk is therefore low.

6.2 Financial

The proposed capital expenditure of £46,077 can be financed from the Customer Innovation Reserve. The financial risk is assessed as medium.

7 OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

8 CONTACT INFORMATION

Paul Wilson, Chief Executive
Telephone: 01629 761125;
Email: paul.wilson@derbyshiredales.gov.uk

9 BACKGROUND PAPERS

Date	Description	Location
5 th September 2019	Report to Governance and Resources Committee	DDDC Website
25 th February 2019	Report to Governance and Resources Committee	DDDC Website
22 nd November 2018	Report to Governance and Resources Committee	DDDC Website
2018/2019	Customer survey findings	CS/Members Portal