

# EXECUTIVE BOARD DECISION



**REPORT OF:** Executive Member for Digital and Customer Services

**LEAD OFFICERS:** Director of Digital and Business Change

**DATE:** 9 January 2020

**PORTFOLIO/S AFFECTED:** All

**WARD/S AFFECTED:** All

**KEY DECISION:** YES  NO

**SUBJECT:** Procurement of Digital Customer Portal

## 1. EXECUTIVE SUMMARY

This report is to provide an update to the Executive Board on the procurement of the new Digital Customer Portal and to seek approval to award the contract to the successful bidder with the associated financial implications.

## 2. RECOMMENDATIONS

That the Executive Board;

- Further to the approval of the Capital Programme at Finance Council in February 2019, the Executive Board is asked to approve the reallocation of £850,000 from the earmarked ICT Capital Reserve, to commence the programme of works to replace the Council's current Customer Contact Portal (CCP) with a new Digital Customer Portal (DCP) and progress with phase 1 and 2 of the project.
- Approves the awarding of the contract to the successful bidder.
- Notes the future phases in relation to the programme.

## 3. BACKGROUND

The Executive Board previously noted the works in relation to the project in the report presented on the 12th September 2019.

The report highlighted that the current CCP acts as a portal to enable customers to access Council services through a series of online forms. These forms allow the customers to request services in the Council via electronic means including in some instances the ability to pay for these for waste management, street cleansing and registrars. The current CCP solution is going 'end of life' leaving the Council with no option but to replace this due to security and support vulnerabilities.

The department undertook soft market testing to look at the maturity of the market in providing a new

solution. Responses were received for both Tactical and Strategic solutions. Due to the mix of responses, it was decided that the procurement would be geared to allow responses from suppliers for both of these solutions.

- Tactical Solution – A solution that could replace the current CCP with the ability to add additional services and enhance current one to provide fully transactional and integrated services.
- Strategic Solution – Would provide the building blocks to allow us to build services into one core platform with the ability to replace additional legacy systems in the Council.

Approval was given from the Service Lead for Contracts and Procurement to progress via the departments recommended strategy for the procurement being an OJEU competitive process with negotiation. This process allows for an initial pre-qualification stage (PQQ) to narrow down the number of suppliers to be invited to bid for the main tender as well as allowing for negotiation phases if the Councils requirements change.

#### PQQ stage

A total of 23 responses were received from suppliers, these were evaluated by a panel of senior leads representing IT, procurement, Environment, Customer Services, Highways, Environmental Health and Revenues and Benefits. The responses were initially evaluated on pass/fail criteria in relation to exclusion grounds, economic and financial standing, insurance, quality management, audit and information security. The suppliers then responded to 13 questions in relation to their technical and professional ability to provide the services.

Based on their overall scores 5 suppliers were selected to progress to the full tender stage of the process.

#### Tender stage

The tender documents asked each bidder to respond to over 200 questions regarding their solution split into the following sections;

- Strategic Differentiators – To address the Council’s strategic aims of the project including the likes of partnership, analytics and integration.
- User Stories – To address the needs of the business gathered from speaking to individuals within service areas.
- Non-functional - To address IT, security and project implementation.

Reponses were received from all 5 suppliers who were invited to bid with the scores outlined in the table below;

	Supplier A	Supplier B	Supplier C	Supplier D	Supplier E
Strategic Differentiators	9.00	8.75	10.50	11.00	7.25
User story must have requirements	15.96	13.50	16.98	14.95	15.21
User story other requirements	6.88	5.38	5.18	4.82	6.06
Non-Functional Requirements	5.36	6.09	6.82	5.95	6.21
Price	30.00	14.46	25.80	21.60	23.79
Demonstration of Strategic Differentiators	3.53		2.33		
Demonstration of user friendliness	0.80		0.60		
Total	71.54	48.19	68.22	58.32	58.52

As outlined in the tender documents, following stage 1 evaluation the lead bidder, together with those whose score was within 5% of the lead bid were invited to demonstrate how their product would meet the Council’s strategic differentiators and the user friendliness of the system.

The leading bidder is offering the Council a Tactical solution, the procurement exercise demonstrated that the additional costs that would be incurred for a Strategic solution did not provide the additional benefits to outweigh those costs.

It is therefore recommended to award the contract to Supplier A as they had the highest overall score.

The new DCP will provide a platform for us to continually digitise services across all areas of the Council. The DCP will provide future opportunities to incorporate more and more services, rationalising IT applications and continually reutilising the forms and workflows already developed.

### Project Phases

The department is requesting approval to progress with the first two stages of the project as outlined below;

#### Phase 1 – To replace the current CCP which is going end of life.

This phase will replace the existing CCP with the new DCP including the same functionality which is currently available to Citizens.

- 91 non-integrated forms which are a combination of forms that go through the current CCP for services (such as; environmental health processes, registrars),
- 11 waste processes,
- 8 street cleansing processes,
- 4 accounts processes.

#### Phase 2 – To move high volume services from Environmental Health and integrate Highways and Street lighting to the DCP

This will create a much better customer experience and reduce lead times as well as free staff up for more value added tasks, including the following key areas;

- **Pest Control** - Better customer experience, payments on line, potential revenue increase as there will be improved lead times due to a decrease in administration work for pest control officers. Local environmental benefits will be achieved as service requests are dealt with more efficiently.
- **Dog Wardens** - Better customer experience, makes it easier for customers to report issues potentially leading to an increase in fixed penalty notices issued.
- **Fly Tipping** - The Fly Tipping gang will be provided with mobile working, making the Fly Tipping team more responsive. Removal of fly tip quicker reducing impact of vermin, and providing a safe and clean environment for our citizens.
- **Taxi Licencing** - A digital end to end on line application process. The ability for taxi drivers to attach their evidences rather than email, saving on staff time in processing emails. There are benefits in multiple service areas in terms processing requests and booking MOTs, better lead times and potential to increase revenue. Because it is a complex licensing process once this process is in place then this forms the baseline for all the other licenses provided by the Council e.g. Alcohol and Gambling related licenses.

- **Selective Licensing** - Ability to provide a Landlord portal so that Landlords can submit evidences and apply for a Selective License as an end to end digital process. Provide the Council with more detailed information about the Landlords and be able to identify areas for concern on behalf of citizens. This in turn will provide a safer and cleaner environment for our citizens.
- **Noise Pollution** - Ability to provide a digital solution for citizens to submit diary and sound files to evidence to report nuisance noise and anti-social behaviour. This in turn will reduce staff administration time and provide a better customer experience.
- **Tip Permits** - This is currently a completely manual process managed by spreadsheet. The DCP will provide the ability to make this a digital process and issue a digital permit. This will reduce fraud, improve customer experience, reduce fly tipping and remove the majority of the staff manual process.
- **Food Hygiene** - Easier to raise complaints about establishments. It will provide a digital process for inspections which is currently fulfilled on paper.
- **Integration with the new Highways system** for Pot Holes, Carriage Way defects, street lighting faults, street furniture etc. A new digital platform for gully and drainage. There are 7 paper applications for Highways that will be integrate with the DCP.

#### Phase 3 – To move other services from Environmental Health

This Phase will look at moving all the remaining services from Environmental Health into the DCP.

#### Phase 4 – Will look at other systems and processes

This phase will be focussed on the enhanced development of the DCP further to include services digitally across all our back office systems (e.g, other Council Service case management systems) so that our citizens can interact with the Council Services via one Digital approach, providing a simple and effective interaction with all our services, regardless of the Department processing the work. The potential scope of this phase could replace many current line of business applications.

A separate paper will be produced for approval to proceed for Phase 3 and 4 at a later date including the associated cost/benefit analysis.

## **4. KEY ISSUES & RISKS**

- The Current CCP solution is going end of life leaving the Council no option but to replace it.
- If the system is not replaced then the Council would have to resort to manual processes this would mean an increase in Customer Services and Environmental staff, this is currently estimated at £177k per annum. Revenue received from paid services such as green waste could decrease due to the inconvenience of customers having to phone the Council to book and pay during normal working hours.
- Citizens currently have multiple accounts to access the large array of Council services.
- Not all services are available to Citizens digitally.
- The current system requires manual processing by Council officers at various stages.
- Customer data is disjointed being held in multiple systems.

## 5. POLICY IMPLICATIONS

The project will enable the Council to harness the opportunities that digital offers to drive improvement across services and customer experience. It will unlock further potential efficiencies within our workforce by giving them the right tools, systems and skills to drive change. Decisions will be increasingly driven by high quality data. By Increasing channel shift for those who can interact digitally with the Council we will free up more face to face or phone contact time for our most vulnerable residents and those who are currently digitally excluded.

## 6. FINANCIAL IMPLICATIONS

The following initial, minimum annual savings have been identified for phases 1 and 2;

	Phase 1 (£)	Phase 2 (£)
Current system support savings	41,210	
Creating new and integrating forms	11,135	71,273
Channel shift for contact centre	9,505	2,693
	61,850	73,966

The Capital costs are made up of supplier implementation costs, internal BwD Council staff costs, integration costs and a 5% contingency.

The current system support costs are less than those required for the new solution, the remainder of the support costs will be made up by the virement of savings to the department when they are made in phase 1.

It is expected that the real value of savings to the Council will be higher than those quoted in the above table, The project team will work with the Finance Team to identify and quantify these savings which will be dependent on the level of channel shift achieved in each area.

If the system is not replaced then the Council would have to resort to manual processes this would mean an increase in Customer Services and Environmental staff, this is currently estimated at £177k per annum. Revenue received from paid services such as green waste could also decrease due to the inconvenience of customers having to phone the Council to book and pay during normal working hours.

## 7. LEGAL IMPLICATIONS

The procurement process used complies with the regulations of the Council's Contract and Procurement rules and the Public Contract Regulations 2015.

All contracts and contract variations will be in a form approved by legal officers in the Commissioning and Procurement team.

## 8. RESOURCE IMPLICATIONS

There is a considerable amount of internal, Council staff resource required to deliver the project as outlined in the table below;

Resource	Number	Years
Project Manager	1	2

Business Analyst	2	2
Business Experts	2	2
Senior Developer	1	2
Developer	1	2
Technical Manager	0.5	2
Operations Analyst	0.5	2

The project team will be responsible for the following areas;

- Digitally reviewing the services
- Re-engineering current work processes
- Migrating data from the current system
- Conducting user research
- Testing the new solution
- Training frontline staff
- Training staff to further develop the platform without the need for costly ongoing consultancy

For the ITM&G staff these will be factored into existing work plans although there is a risk that due to future digital projects staffing could become an issue.

There is also the requirement for two business experts to be seconded onto the project from wider Council teams who will need to be backfilled.

## 9. EQUALITY AND HEALTH IMPLICATIONS

**Please select one of the options below. Where appropriate please include the hyperlink to the EIA.**

Option 1  Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2  In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. *(insert EIA link here)*

Option 3  In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. *(insert EIA attachment)*

## 10. CONSULTATIONS

Consultations have already taken place with Customer Services, Public Protection, Environment, Highways, and Business Support. The department is planning consultation with Citizens in late January 2020 in relation to customer experience of online services so that any concerns can be fed back into the project to improve their digital journey.

As project progresses further consultation will take place with service users and Citizens.

## 11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

## 12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

**VERSION:** 1

**CONTACT OFFICER:** Peter Hughes

**DATE:** 12/12/2019

**BACKGROUND PAPER:** Executive Board Decision 12/09/2019 – Replacement of the Councils Customer Contact Portal.