
Report To:	Policy & Resources Committee	Date:	27 March, 2018
Report By:	Chief Financial Officer	Report No:	FIN/35/18/AP/AMCD
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Subject:	Proposed Investment in Digital Technologies		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee approval for the upgrading and integration of existing Customer Service Management (CSM) and associated systems.

2.0 SUMMARY

- 2.1 In June 2017 the Committee approved Inverclyde Council's Digital Access Strategy for 2017-2020. The main outcome of the strategy is to increase the range of digital services available to staff and customers of the Council with the aims of improving user experience, reducing costs of delivering services via channel shift and improving service efficiency.
- 2.2 Currently the Council offers a range of services online however most of these consist of one way "eforms" that simply generate an email to Customer Service Centre (CSC) who then need to re-key the information in to the Customer Relationship Management (CRM) system and allocate to the appropriate back office service.
- 2.3 Officers have been in discussions with representatives from Verint (CRM system providers), Civica (payment system providers), Cadcorp (mapping system providers) and Kirona (booking system providers) in order to discuss the feasibility of all parties working together to enhance the Council's digital services offering and provide customers, and staff, with fully joined up end-to-end digital services.
- 2.4 Discussions have been positive and the business case has been prepared and approved by the CMT which presents a strong rationale for the Council to work in conjunction with these third parties to develop a suite of digital services that will work cross platform (on multiple device types) for both staff and customers. Skills transfer would form a major part of this project and should leave the Council better positioned to further develop services in the future within current resources.
- 2.5 A one off investment of £145,000 to upgrade Kana and implement full integration with other existing Council Systems is requested. This includes an upgrade to Civica payments (£36,000) that is required in anticipation of the withdrawal of the current Civica Web Pay service. The budget would be allocated from the existing Digital Access EMR.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee considers the contents of the report and approves the investment of £145,000 funded from the Digital Access Earmarked Reserve.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 In June 2017 the Policy and Resources Committee approved the 2017/20 Digital Strategy that identified a number of actions to improve accessibility, to increase and promote the range of digital services available to staff and customers of Inverclyde Council and to exploit the opportunities digital services can achieve:
- Improve user experience and interaction with Council Services
 - Reduce cost to deliver services via channel shift opportunities
 - Improve efficiencies and productivity of services
- 4.2 The implementation of the Customer Service Centre and introduction of Lagan CRM in 2009 created an opportunity for a range of services to be delivered using alternative technologies and aligned with the Council's Channel Shift Agenda. The implementation of services such as bulk uplifts and roads fault reporting involved integration between the CRM and the relevant back office systems. This integration has delivered limited functionality which resulted in a disjointed service in terms of 'customer service' delivery whereby the back office received notification of a customer's report, however feedback was seldom provided to the customer in terms of updates or case closure.
- 4.3 The Council also publishes a series of online eforms on the Corporate Website. These forms generate an email to a generic inbox. The recipient of these emails in the CSC would re-key the information in to the CRM which in turn created an auditable case for the back office to manage. Whilst these forms were a step in the right direction by providing a convenient method for customers to contact the Council, they provided limited service to the customer as no confirmation was sent to the customer to confirm creation of a case for the back office, and therefore no updates and/or closure notifications were provided.
- 4.4 Latterly the Council rolled out a mobile application developed by the providers of the CRM system and a series of online forms developed by the Council using the CRM platform. This allowed cases to be directed straight from the customer to the back office which removed the step of cases needing to be re-keyed by the CSC. Again these developments were very much a step in the right direction regarding channel shift however technical limitations of the mobile application and online forms still resulted in varying standards of information being provided by the customer to the Council.

5.0 PROPOSALS

- 5.1 It is proposed to work with the appropriate third parties to develop integrations between the Council's CRM, payment engine, booking system and GIS (Geographic Information System) that will provide the Council with the platform to implement the typical 'pay for it', 'book it' and 'report it' type services across multiple platforms and channels and to both citizens and employees.
- 5.2 This proposal would see the creation of a customer portal that would allow customers to create an online account using the MyGovScot/MyAccount as the authentication service. This in turn would remove the need for customers to re-key commonly asked pieces of information such as name, address and contact details as the solution could pull these directly from the CRM. This would also result in cases being created in the CRM by the customers themselves against their own records meaning that cases were auditable and searchable/retrievable at the point of creation and that customers would be provided with a case reference number for each case created. If the customer chooses to create cases through the authenticated means then these cases would be visible to them when logged on to their own customer account. The cases themselves would be directed straight to the appropriate back office service and in turn the back office service can provide updates and case closure notifications direct to the customer via the customer portal.
- 5.3 By integrating with the GIS system it is envisaged that location based fault reporting will become more accurate, saving time spent investigating by back office services.
- 5.4 Integration with the payment engine and booking system will see the scope of services the

Council is able to offer digitally increase as well as the ability to offer joined up services to both external customers and members of staff. For example, the ability to book and pay for a bulk uplift in a single joined up process rather than currently using the current disjointed process and four separate systems.

- 5.5 The implementation of the proposed developments would allow the Council to promote customer self-service. This in turn may allow provision to be made within the Council to either reduce resource or it may allow for real channel shift to be achieved, for example the reduction in phone lines, opening hours, etc. with the provision of end to end digital services.
- 5.6 The implementation of end to end digital services may also allow for self-service to be promoted at libraries and Councillor Surgeries if the appropriate hardware was made available, and also it would allow the Council to consider self-service kiosks to be located across the authority. If self-service was a channel that the Council wanted to pursue then this could then lead on to the implementation of other self-service hardware such as payment kiosks.
- 5.7 Close cooperation between CSC/ICT and Services will be essential for the success of the project and appropriate Officer led working groups will be established to develop and monitor the integration process.
- 5.8 Adopting the approach as detailed would support the broader strategic aim to support the move from making things easier for citizens; to making life better for citizens. The Council recognises the importance of providing a “joined” up service to enable these aims.

6.0 IMPLEMENTATION

- 6.1 Verint have approached a three stage implementation process, resulting in two full integrations being completed and handover and skills transfer completed at the end of the project.
- 6.2 An 8 week lead time for project pre-assessment and an 18-22 week project delivery. ICT have built in contingency and training requirements around the Verint timelines, including allocation of appropriate training requirements and resources.
- 6.3 The two process integrations will include a single simple integration with a mapping element, and a more complex full reporting, booking and payment process being delivered and available.
- 6.4 Identification of suitable process will be completed during the project pre-assessment stage and will include consultation with representatives from CSC and services as required
- 6.5 Completion of the integrations and availability of processes by December 2018 would allow for further implementation to be completed in early 2019.

7.0 IMPLICATIONS

7.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Digital Access EMR	Other Expenditure	2018/19	145		

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
ICT Software Maintenance	Modernisation	2018/19	9		To be contained within existing ICT/Finance Budgets

7.2 Legal

There are no legal implications.

7.3 Human Resources

There are no HR implications.

7.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

7.5 Repopulation

Modernising and expanding Council Service available through channel shift provide a positive impression of the Council and make Inverclyde a more attractive place to live.

8.0 CONSULTATIONS

8.1 The Corporate Management Team and the Channel Shift Officers group support the recommendations contained in the report

9.0 LIST OF BACKGROUND PAPERS

9.1 Investment in Digital Technologies Business Case