



Invitation to Tender for
Customer Engagement and Self-Serve Platform
DOCUMENT TWO: SPECIFICATION

CONTENTS

- 1 Background
- 2 Key Objectives
- 3 System Integration
- 4 Users
- 5 User Authentication and Access Control
- 6 Essential and Desirable requirements
- 7 Scope of procurement
- 8 Implementation Timescales and Associated Requirements (including testing)
- 9 Support and Maintenance
- 10 Performance Management

Appendix 1 Melton Borough Council ICT Information

Appendix 2 Current My Account functionality

Appendix 3 Required CRM Functions

1 Background

Melton Borough Council (MBC) is a small local authority that places great importance on adopting a person centred approach, helping and supporting residents to live independently. In doing this we work closely with a wide range of partners. Our ethos, “helping People – Shaping Places” is important and it is important that partners and suppliers both understand and support this approach.

MBC currently uses the Northgate Front Office CRM system. This system is no longer supported by Northgate Public Services.

Residents of Melton Borough are currently able to self-serve a number of interactions with MBC using the Agilysis My Account system. This contract ends in March 2020.

These factors along with a recent structural re-organisation provided an opportunity to review processes and how they are supported by IT solutions and in particular those processes and systems supporting our customer service functions.

We want to ensure that for appropriate transactional demands our customers have the best possible self service experience. Using automation where appropriate to minimise human intervention, this will enable us to release human resources to focus on responding personally to more complex demands which require a more holistic and nuanced approach.

Having completed the review we now wish to procure an IT solution that responds to our aspirations above and delivers a simple, straightforward and intuitive self-service facility for the public whilst at the same time providing officer access to the same, single, system to enable actions to be carried out on behalf of members of the public. The solution should provide a single, easily viewable personal record. It should fully integrate with back-office systems, minimising human intervention for transactional demands, to provide an exemplary customer service and a cost effective and efficient solution for MBC.

2 Key Objectives

The key objectives of this procurement are to:

- Replace specified CRM functions
- Replace the current My Account functions
- Integrate Whitespace waste management system
- Deliver an improved self-service experience for appropriate transactions for Melton Residents
- Deliver a more user friendly solution for MBC staff that will enable them to perform their duties more effectively and efficiently
- Deliver wider benefits for MBC e.g. savings, improved efficiency, more time to focus support on those who may need it.

3 System integration

It is important that the solution integrates fully with our back office systems. We expect the integration to be two-way (allowing citizens and MBC agents to both enter information and also for information to be retrieved and viewable by citizens and MBC agents).

Two way integration will allow a customer to track the progress of their enquiry but will also allow MBC Agents to update/request information from the customer. All interactions can be viewed by either MBC staff or the customer in real time.

The table below sets out the current levels of integration we have with back office systems along with the essential and desirable levels of integration we are looking for in the proposed solution.

System	Current Integration	Essential Integration	Desirable Integration
Northgate Revs and Bens	See Appendix 2 for details	As current plus self-service delivered without staff intervention i.e. for Discounts, Change of Circumstances, Benefit New Claims. Issue notifications when claims have been calculated to advise to log on to view the outcome. E-billing	Apply for other discounts/exemptions, notify changes of any description and update any occupancy changes ie others joining household.
Northgate estates and housing	To view rent accounts and transactions	As current	To be able to raise online repairs and link to the contractors DRS scheduling system to book appointment and track in real time
Northgate Allocations	N/A		To be able to view garage accounts
IDOX Uniform	Raise missed bin requests Raise replacement bin requests	To be able to access evidence/information in the IDOX system To be able to access planning notes re applications NB. Waste management functions to be replaced by Whitespace#	
IDOX EDMS	View benefit evidence via a link from the Customer's record within CRM	As current	To view all related documents within the EDMS for an individual customer from their Customer record within the solution.

Firmstep Achieve forms	Gazetteer and payment integrations as sub forms that can be easily reused in any electronic form.	As current	
Capita Payment Portal	Single payments per service within self service forms and CRM	As current	Shopping cart for multiple payments i.e. rents, Council Tax, Bulky waste across solution
Whitespace waste management system	N/A	To integrate with Whitespace to access the Whitespace data which identifies real time refuse collection including tracking in real time, refuse collection services including bulky waste, new/replacement bins, missed collections	
Jadu content management	Single sign on for navigation between CMS, My Account and Firmstep Achieve forms	As current integration	
Vodafone Storm telephony system and unified comms Vone-C solution	N/A	To integrate with the Storm telephony system to link a customer's single view account by recognition of their phone number/email address etc to bring the record up for the advisor when a customer calls in	
E-CINS	N/A		To integrate fully with our case management system to allow advisors to see who is managing a case when a customer makes contact

Sentinel	When an ASB is recorded it automatically links with Sentinel so the police are aware of the incident	As current integration	
Govmetric	Manual forwarding		At the end of all interactions we will need to log customer feedback through the forms/my account/call, working towards continued improvement of service delivery
Abritas	N/A	Customers wishing to complete a Choice based Lettings application and track its progress through My Account to Abritas	
Oracle	N/A		Sundry debts + invoicing
Gazetteer provided by IDOX	Address look up and details pulled across	As current integration	Other systems updated when Gazetteer updated.

4 Users

The system will be used by a variety of users, the table below shows the user groups so far identified.

User group	Types of user	Approx. numbers	Definition
Customers	Citizen	c51,000 population c21,500 households	People who use or will use public services in Melton Borough
	Business customers	c2,500 businesses	People who have businesses or who work but do not live within the Local Authority (LA) area
	Non residents	n/k	People who do not reside within the LA area but either work in the area or use facilities provided by the authority
Users	Front office staff	18	Staff who work in the Contact Centre and One Stop Shops
	Back office Staff	All council staff (approx. 150)	Specialist staff who work in service departments, who will have calls or information routed to them via the front-office staff
	Home workers	All council staff can potentially work from home	Staff who work from home but need full access to the system. These might include frontline staff, case workers and managers
	Management	Approx 16	Access to management information on their services
	Field Workers	Potentially all staff	Mobile Staff who work away from the office

5 MBC Officer User Authentication and Access Control

All access to the proposed solution should be via single sign on via the network and fully configurable for a number of different security levels in accordance with staff responsibilities and roles, the requirements of members and customer access to services and personal data. Some users may have a very restricted view of customer contacts whilst some may see all contacts but with minimal detail, and others would have access to full details.

Suppliers will be required to propose how their solution can be implemented to provide different methods of access control.

In addition, suppliers will be required to show that their proposed solution provides different levels of access rights, configurable for different types of user roles (groups) as well as individual users, including but not restricted to a minimum of System Administrator, Management, Contact Centre and Service Specific staff.

6 Further Essential and Desirable requirements

Essential requirements

The proposed solution must meet the following requirements:

- Be a single system that is accessible by MBC officers and the public
- Provide a single means of dealing with an interaction with the same process available to both customers and MBC agents acting on a customer's behalf and be able to record who has assisted the customer for statistical analysis
- Provide a single view of the customer's interactions with MBC showing all accounts the customer has with MBC along with associated account details and all transactions with MBC from all methods of contact available including the Social Media channels that MBC manage, Twitter and Facebook
- Be accessible through a single sign-on both for MBC officers using their network accounts and for customers to seamlessly navigate and transact with on-line services
- Enable MBC officers to intervene in real time part way through a process if the customer is having difficulty
- The system must integrate seamlessly (allowing information to be input and retrieved) with back office systems. See Section 3 above for details.
- Enable the migration of customer information (e.g. names, contact details, Usernames and passwords, past transaction details) and account information (Council Tax, Benefits, Rent) from the current My Account to the new system including account reference numbers and the fact that the customer has signed up for these services
- Provide regular activity reports (e.g. activity by agent, activity by service, methods of contact)
- Be able to create bespoke reports based on ALL data fields that reside in the system. Where new data fields are added they should be immediately available to report on
- Forms and processes must be easy for non-technical staff to build and maintain without the need for specialist technical skills and with all developed back office integrations available to be easily added to any forms without the need to build or configure these
- Must meet current and future security and GDPR requirements
- Must be accessible meeting WCAG2.1 standards as a minimum

- A test/live environment with the facility to copy and paste/migrate between the two
- Project management of the deployment for the duration of the implementation of all essential elements
- Technical development of the solution and capabilities
- Knowledge transfer and training for MBC staff
- Patch and version control updates
- All elements contained within Appendices 2 and 3.

Desirable requirements

- Provide the ability to track interactions in real time and inform customers if there has been an update to their interactions to save the need to check for updates
- Provide self-serve access for landlords with multiple properties (e.g. to allow landlords/agents to provide details of tenancy changes in properties they own or manage, to check payments received for tenants who receive Housing Benefit and to request direct payments)
- Provide self-serve access for businesses to set up National Non Domestic Rates (NNDR) accounts and for those accounts to have the same functionality as self-serve Council Tax accounts
- Provide data cleansing and automated identification of duplicate customer records
- For MBC agents to be able to work off-line when working away from base in an area with no signal and then for systems to synchronise once a signal is regained.
- The ability to direct specific messages to individuals (e.g. targeted email campaigns, system messages to certain customers on log-in, social media communications) or those in a particular geographical area
- To provide an option for customers to sign up for alerts (e.g. issues affecting bin collections; my enquiry has been updated or action is needed) issued by MBC
- To be able to log into the system through social media (i.e. Facebook, google etc) and store these social media accounts against the customer record if the customer allows this
- To be able to send appointments via Google or iOS calendar to customer

7 Scope of procurement

Through this procurement MBC is looking to replace our current CRM function and the current My Account system with all current functionality maintained and complete the integration of the Whitespace waste management system.

However we recognise that suppliers' proposed solutions that meet our minimum requirements may include wider functionality as standard. For example we

currently use the Firmstep Achieve Forms package and a proposed solution may remove the need for this separate package.

We consider that delivery of the essential items, as set out in the sections above, represents our minimum requirements. Current systems have a revenue cost implication of £650,000 over a 10 year period. We do not expect proposed systems to exceed this value over a ten year period and we expect to receive a full breakdown of costs associated with this project with the opportunity for savings against current costs fully considered.

We also recognise that suppliers may wish to propose additional elements or on-line services. For example, suppliers may wish to propose an alternative content management system for our website provision, an alternative means of gathering customer feedback or locational services for reporting environmental issues (e.g. litter, fly tipping, or abandoned vehicles). We would wish to be informed of these elements, but recognise that they are not core elements of this tender. Any additional elements recommended by suppliers (and which do not form an inescapable part of the core package) will be dealt with on a business case basis and will not form part of the tender evaluation process.

Any recommendation, module or feature presented by suppliers must be described in detail and presented together with complete costs including why they believe this would be better for MBC and why it would offer better value for money. The potential to deliver cashable savings through streamlined processes should be clearly explained and evidenced with examples. Software / solution dependencies must be explicitly identified

8 Implementation Timescales and Associated Requirements

MBC will have a dedicated project manager in post to 31 December 2019. MBC will also have a dedicated system expert who will lead the implementation for MBC.

Suppliers should show how they propose to deliver a phased implementation.

By 30 September 2019:

- CRM functions listed in Appendix 3 should be fully working
- CRM accessible by MBC customer service agents.
- Where applicable, integration, workflow and customer journey elements which relate to the essential requirements in Appendix 3.
- Integration with the Whitespace solution will be complete allowing customers to self-serve reporting a missed bin, order a new bin, deal with bulky waste, make appropriate payments and track their request.

This is to include all UAT, training and integration.

By 31 January 2020:

- Replacement for our current My Account

- Appendix 2 functionality (Council Tax, Rents, Benefits).
- Fulfilment of all the essential criteria elements as set out in Section 6 of this document, alongside any desirable elements as agreed.

9 Support and Maintenance

We expect the highest levels of support and maintenance. Suppliers should provide details of how they propose to deliver this. Any planned unavailability of the system should be fully outlined. The functions should be fully available throughout Council working hours and in line with customer usage and expectations.

We expect development work to be completed by the solution provider and that the solution provider will need to work in partnership with the Council's ICT provider and/or relevant system administrator where network and/or application access is required.

10 Performance Management

Performance management shall take place in accordance with Clause 8 and Schedule 3 of the Terms and Conditions.

11 Partnership working

As part of the Leicester ICT Partnership, shared principles regarding the delivery of customer focused systems are being developed. This will provide the potential for robust alignment of systems across the partnership in future years.

Appendix 1: Melton Borough Council ICT Information

Melton Borough Council (MBC) employs about 200 staff.

ICT services are provided by the Leicestershire ICT Partnership (LICTP) who manage and provide ICT services to four constituent Councils; these are Blaby District Council (BDC), Hinckley and Bosworth Borough Council (HBBC), Melton Borough Council (MBC) and Oadby and Wigston Borough Council (OWBC) and also the Leicestershire Revenues and Benefits Partnership.

MBC users are predominantly based in 1 main HQ site (Parkside) and several smaller ones, depot and children's centres and Phoenix House. Home workers connect to e-mail and network services via Citrix.

The LICTP support service is led by the Head of ICT and is responsible for the management of an outsourced ICT support contract and service delivery.

SopraSteria are the current outsourced support contractor and have a local team of engineers and provide a remote service desk facility that is available:

- 07:00 – 18:00 Monday to Friday
- 08:00 – 18:00 Saturdays (excluding Bank Holidays)
- and is capable of taking messages by voicemail, email at all other times.
- 2nd and 3rd line support based onsite across the LICTP councils.
- Collaborative Service Management
- End User Services
- Data Centre and Infrastructure Services
- Networks and Communications
- Application Support
- Support Tooling
- Web Services – supporting corporate teams
- Business Continuity Management / Disaster Recovery.

Additionally Council Service Departments own the major applications that they use, and in most cases undertake their own systems administration and testing.

Current IT Provision – PCs

Citrix end user compute is the primary desktop solution provisioned through thin client devices (HP, Wyse and IGel), laptops (Dell and HP) and remote desktop services.

The Strategy is to migrate from the on premise MS Exchange to Microsoft Exchange online and upgrade the MS Office suite from 2013 to 2016 delivered through predominantly Windows 2016 server based sessions supported by Citrix, with a number of networked windows based workstations and laptops. For internet browsing and cloud based services, a secured locked down version of Internet

Explorer 11 is the primary technology in use, with other browser technologies considered on an individual case by case basis.
Sign on / Directory Services are provided by Microsoft Active Directory.

Current IT Provision - Network

LICTP infrastructure is a switched HP/ Cisco network with a central highly available distribution layer connected to access layer switches in a hub and spoke design. Several remote sites are connected via a variety of WAN technologies ranging from adsl and FttC to WEES1000 supporting Citrix ICA and VoIP traffic. LICTP also has a Cisco Meraki wireless service covering across many locations allowing Council staff, Partners, Councillors and guests wireless access to the LAN infrastructure or Internet via 802.11b/g/n wireless access points. Suppliers must be able to confirm that any distributed solution will need to be able to be accessed by devices connected over these networks.

Current IT Provision

The Council WAN links are provided by Virgin Media.

Current IT Provision – Applications

The current estate is deployed into a single data centre hosted at Hinckley and Bosworth Borough Council (HBBC), with an additional data centre at Melton Borough Council (MBC) acting as a Business Continuity / Disaster Recovery location. The majority of the estate of all four councils is virtualised onto VMware hosts with Dell Equallogic and Nutanix Storage capacity.

Antivirus, Web and Mail security are in place and configured to resist attempts to introduce ransomware, Spam and malicious code into the IT environment by enforcing strong controls at the email gateway and network perimeter, approved builds for End User Devices (EUD) are permitted access.

The InePro system provides printing to Konica Minolta MFD.

Major applications include:

- Northgate Revenues and Benefits, Council Tax, Fraud management and Housing
- Idox Uniform - Building and Development Control, Planning, Document Management, Environmental Services, Land charges
- Finance – Oracle financials
- Cash Receipting – capita aim
- EPayments – Capita
- Election Registration – Strand
- Achieve Forms - E-Forms
- Northgate Front Office - CRM
- Jadu - Content Management
- MS Outlook and Exchange
- MS SQL 2008 updating to 2016

Security remains a top priority for the partnership, as for all government agencies and corporate institutions. LICTP has a patch management process that ensures the latest patches are applied to all equipment. Alerts, advice and information from the UK Nation Cyber Security Centre and US CERT are monitored and acted upon swiftly.

Cloud and hosted services must be able to demonstrate compliance and adherence to at least the same standards of security, controls and best practice to maintain the integrity of the Partnerships data and service provision. In addition to any local requirements the NCSC 14 Cloud security principles are used as part of this process (<https://www.ncsc.gov.uk/guidance/implementing-cloud-security-principles>).

Current IT Provision - Telephony

The telephony service is currently provided by an onsite Alcatel Lucent PBX and managed by the outsourced ICT provider with support from Dimension Data although this is being replaced by VoneC solution provided by Vodafone.

BT and Daisy Communications provide voice lines and broadband lines.
Vodafone provide mobile communications, including voice and data.

Current IT Provision – Internet / Intranet

The internet connection is 200 MB provided by Virgin Media with a 100MB Convergence connection breakout configured in the Hinckley and Bosworth Borough Council Data Centre. On-site firewalls maintain security; web filtering is via Sophos UTM.

MBC use Jadu Content Management solution for their hosted internet solution.

Appendix 2: Current My Account functionality

The My Account software solution provided by Agilysis provides a single sign on self-serve function to enable residents to access all online services within the melton.gov.uk domain. The sign up service and password creation uses the Customer's email address, the setting of a secure password and account recovery questions to validate the account creation (no pin numbers via the post is used). Forgotten password requests are managed via self-service using the account recovery question, the answer to which is set up by the Customer when originally creating the account.

The following details the current integration with Northgate Software providing the Council Tax and Revs and Bens services. The current integrations have been developed between Agilysis and Northgate,

Customers can perform/view the following:

Council Tax

(secure online self-service sign up, providing account information to ensure legitimate access. Also can be authenticated and added to a customers account by an MBC advisor)

- Set up a DD
- Amend DD eg change bank account /payment date/cancel DD
- Request a Refund
- Request a Single person Discount
- Report a move within the borough and a move out of the borough

Council Tax

And the following items are updated automatically in the back office system:-

- Open account
- Close account
- Update/ create liable responsibility
- Updates/ maintains occupancy periods
- Update owner details –liable responsibility
- Transfer Direct Debit (DD) (with move in move out)
- Change payment plan
- Update correspondence address – forwarding address
- Update contact details phone number and email details
- Add in vacant property discount at creation of account
- Add in Single occupant discount at creation of account
- Deal with move outs, move ins and move within the borough
- Calculate Bill Charge
- Terminate liable responsibility
- Maintain create notepad page

- Make a payment
- Maintain create instalment plan
- Suspends bill
- Notifies back office when a person is in receipt of council tax support
- Notifies back office where there is recovery taking place in respect of an account
- Automatically update Vacant Property Discount

Rent

(secure online self-service sign up, providing account information to ensure legitimate access. Also can be authenticated and added to a customers account by an MBC advisor)

- View a rent account balance
- View transactions
- View a rent statement
- Make payment

Benefits

(secure online self-service sign up, providing account information to ensure legitimate access. Also can be authenticated and added to a customers account by an MBC advisor)

- Create a new claim
- Report a change in circumstances
- Register for benefit services
- View the claim
- View open applications

Appendix 3: Required CRM functions

For the purpose of this document where mentioned, a Customer is defined as a Person, Business or organisation (e.g. resident group).

- The ability to be able to record generic notes and comments where the resolution to a customer's enquiry doesn't fit in with any services or forms provided by the solution.
- The ability to create, view and amend a Customer record, including all associated contact information, address details and sensitive data. The data that is viewable within the record should be subject to security access as part of an assigned business/account role.
- The ability to view all available account reference associated with the customer and for these reference numbers to be updated / added to when changed, for example if a customer moves house within the borough there should be a reference recorded for the old property and the new property.
- The ability to view all current and historical interactions the Customer has had with the Council for all contact channels within a single areas of the customer record. This should include Social Media channels and Back Office system interactions. All the interaction details shall be viewable if further information is needed. Access to interaction data should be determined by the assigned business/user role. For example a council employee in Planning should not be able to view any transactions not related to the service area the users belongs to.
- To be able to take payments for all services that have payment options on behalf of customers through the solution. This should record the user who has taken the payment on behalf of the customer, but must not store any card details within the solution. The outcomes of all payments made, whatever the contact channel, shall be viewable within the solution to identify any issues where payments have been attempted but not successfully completed.
- The ability to issue a Customer a receipt after a face to face service has been delivered so the Customer has a form of evidence of this being completed. Data captured within form used to deliver the service shall be available on the receipt to show what the resolution was. For example when providing benefit evidence, the receipt should detail what documents were provided and verified.
- Where service requests cannot be resolved at the first point of contact the solution should have the ability to route the enquiry to the relevant service area to allow them to view and respond to the issue. Some forms may need to be routed to the relevant service area depending on the type of issue that has been reported. This should be built in to the service rather than the advisor needing to know which service area deals with what issue. Some service requests may need to be routed to more than one service area, therefore there should be a method of defining the order that requests are routed to the service areas (i.e. workflow). All elements of the workflow should be reportable, i.e. how long has this stage of the process taken.

- Where requests have been routed to a service area, these should be viewable within a 'queue' interface that can be worked through on a set criteria as per the service's needs, i.e. priority, most recent, out of SLA etc.
- Service Level Agreements (SLA's) should be available to against all services within the solution. This could be set against the whole service or a particular stage of the process. When set and when breached the solution should escalate these to a named user or team via email and/or system notification. All SLA's should be reportable along with any breaches for performance monitoring.
- The ability record all address history where the customer has been known to have resided. The addresses shall be categorised by type if required (e.g. Main, term time address, holiday house, second home etc.) and ordered from most recent to the past with all associated reference numbers displayed.
- The ability link service requests together if the customer is chasing for an update to an open service requests. This should record the number of times the customer has chased for progress and be reportable to determine where intervention is required from management or a poor service is being experienced by the Customer.
- The solution should identify where duplicate customer records have been or are in the process of being created by a user and alert them to a possible duplicate record. Where duplicate records exist the system should provide a method to identify and easily correct these, merging the two records together but keeping any assigned reference numbers.
- The solution shall enforce defined data standards when customer records are created. Any records that do not meet these standards should not be created and the system should easily alert as to the data standard that has not been met in the record and what needs to be done to correct this.
- Incoming communications from a customer should be stored against their customer record within the solution when details of these are known. For example if we have a Customer's email address when an email is received from this email address this should be automatically associated with the relevant customer record. This should include Social Media messages where details of Customer accounts are known.
- The solution shall have the ability to send out all forms of communication in use by MBC to Customer and record this interaction against the customer record. Examples include, but are not limited to, emails, letters (mail merge templates), SMS messages and Social Media messages. This should include the ability to reply to an received communication via the same method it was received, for example Email, SMS, or Social Media platform (e.g. Twitter)