Customer Contact Programme: Outline Requirements

www.merton.gov.uk

Contents

1. Introduction

1.1. Background

Merton Council is undertaking a procurement exercise utilising the Competitive Dialogue procedure to engage the marketplace and establish the options for electronic service delivery (**eSD** – terms in green throughout this document are defined in the Glossary) across the organisation.

The Council may or may not procure some, all or none of the **eSD** components detailed in this document.

Summary of Merton

The Council comprises 60 elected Councillors, representing 20 wards and five groups. The current composition of the Council is:

- Conservative - 21 councillors
- Independent member - 1 councillors
- Labour - 28 councillors
- Liberal Democrat - 2 councillors
- Merton Coalition - 5 councillors
- Merton Park Ward Independent Residents - 3 councillors

Full Council usually meets five times a year, and is responsible for agreeing the Council tax and setting the overall direction of the Council.

A cabinet of nine Labour Councillors makes the majority of decisions throughout the year, with Overview and Scrutiny arrangements to hold Cabinet to account.

Regulatory committees are appointed by Council and carry out planning and licensing functions.

The Council had a net revenue budget of £151m in 2012/13 with around 45% of this being spent on social care.

4,081 **FTE** or 5,513 headcount (as at Jan '13) employees provide a range of public services, from street cleaners and town planners to teachers and social workers, who work in the four departments, including Merton's schools:

- Children, Schools and Families (CSF)
- Environment and Regeneration (E&R)
- Community and Housing (C&H)
- Corporate Services (CS) – where Business Improvement and Customer Services sit

1.2. Purpose

The purpose of this document is to provide bidders with sufficient information for them to prepare for initial dialogue, so that they can engage effectively with Council officers and advisers to develop their outline solutions. It describes the broad requirements of the London Borough of Merton for electronic service delivery (**eSD**), which is seen as a key enabler for offering customer self-service, giving customers a personalised view of relevant information and achieving **Channel** shift, as defined in Merton's Customer Contact Strategy.

The requirements have been clustered under category headings (see contents page) and organised into a table that sets out the current technologies and processes in use - the 'as is' state – against our requirements, described as the 'to be' (ideal) state. We have also set out some of the known challenges and issues relevant to each thematic area.

Bidders should note that the Council is currently engaged in a number of system procurements and other major change projects in addition to the Customer Contact Programme, including:

- The review and likely replacement of key financial systems covering the general ledger, purchase to pay, debtors and reporting – due for completion April 2015;
- The re-procurement and implementation of a social care information system by April 2015;
- The procurement of a document labelling solution to be implemented in 2014;
- The **Flexible Working Programme** which aims to transform the way people work within the Council through enabling technology, innovative use of work space modern working practices and an outcome-focused performance culture.
- As the Council continues its transformational change there is a possibility that alternative delivery models will be adopted in the future.

In particular, Bidders are asked to consider how the above projects will impact on the Customer Contact Programme and vice versa. The Council's expectation is that these interdependencies will be identified and managed through dialogue.

As with any organisation, the Council operates in a dynamic environment and is likely to undergo a range of changes and improvements over the coming months. Throughout the process the Council will share information on changes and improvements with Bidders in a consistent and timely manner.

It is recognised that our requirements will not be met by a single system; nor will it be possible to implement a strategic **eSD** platform to meet all requirements in one go. At any one time the platform will be likely to comprise of a mix of strategic and tactical components.

It is envisaged that solutions will cover a number of key areas:

- eService delivery
- Customer management
- Corporate systems
- Systems integration
- Document management
- Mobile working

This procurement presents an opportunity to move towards a strategic **eSD** platform by replacing some of the tactical components, and/or existing systems, with strategic ones, as well as acquiring missing components, and implementing them in an integrated manner in line with the Council's IT Strategy.

1.2.1. Key Issues

Inevitably, the national and local context in which we design and deliver services continues to change and evolve. These are some of the key factors that have prompted us to review our strategy for customer contact:

Our customers want a greater say in decision-making
By better understanding how our customers interact with services delivered by the Council, listening to feedback and engaging service users in service design, we can ensure that this is the case.

Our customers want an open and honest relationship
By using the information they provide more intelligently, we can develop a more consistent customer experience and ensure there is greater transparency and visibility of their interactions with us.

Our customers want to engage on their terms
By understanding how and why our customers contact us for the wide range of services we provide, we can ensure the right services are available through the most appropriate channels, with customers better able to engage at a time and in a way that suits their lifestyle.

The need to reduce financial expenditure
Following the government's Comprehensive Spending Review the Council is required to make spending cuts. This makes it all the more important that we interact with customers in the most cost efficient way. By resolving more customer queries and requests at the first point, we can minimize the impact of these savings on front line services.

The need to join-up public services across providers
By understanding customer needs and providing appropriate and effective access routes into services, we can ensure high-quality services are commissioned, provided and delivered jointly with other key public sector partners, where appropriate and possible. We must ensure that investments in **eSD** take full account of the flexibility, security and integration requirements of the kind of unpredictable and volatile requirements of service delivery in the future.

The drive towards greater localism
By introducing alternative routes into services, partnering with other providers, and increasing transparency, and therefore local power within communities and localities, we can draw closer to customers and become more agile and responsive.

The need for individual services to anticipate and plan for demand
It is imperative for the Council to keep pace with and respond to changing demand for individual services across the various access channels available. This requires greater insight into customer needs, behaviours and motivations, plus more information for customers on the services we offer. This will ensure the right service is delivered to meet their need and allows the Council to reduce inefficient activity and focus investment on areas that add value for customers.

The need for services to operate in a coherent way and 'know' their customers
By maintaining an intelligent, cross service picture of our customers (rather than isolated islands of information) we can ensure service delivery is structured in ways that make it easier for our customers to communicate and interact with the Council more simply and effectively that is possible today. It will also mean that our staff are supported and empowered to deliver excellent customer service at the first point of contact.

The need to design and deliver services around customer needs
If we are to ensure customers consistently experience the most streamlined and coherent route through our services, we need to understand – on the basis of evidence – customer pathways and this can inform the way we improve and simplify our processes in partnership with other providers so that they make sense to our customers. This resonates with our adoption of lean thinking in business improvement and placing the customer at the heart of services.

To support these changes, we will need to transform the way we work, the way our systems interact with each other and the way some of our services are designed. The Customer Contact Strategy is intended to capture what change is necessary and identify how we will know we've succeeded and the Customer Contact Programme will facilitate and coordinate the necessary improvements and changes. Everyone in the Council will have a part to play in achieving this change.

1.2.2. Outcomes

The Council's Customer Contact Strategy identifies five key outcomes:

1. All customers have fair access to services	• We value diversity and will ensure that our Customer Contact programme will address (and not introduce) any barriers to individual access to services. • In accordance with central government guidelines we aim to create web pages that comply with the **W3C Web Content Accessibility Guidelines** 1.0 to "AA" standard.
2. Customers can access services in different ways	• Wherever possible, we will encourage and enable customers to determine their interaction channel with the Council. • We will work with service users to ensure the most appropriate and efficient access to individual services. • Wherever possible, we will provide seamless delivery across the principal access channels – face to face, telephone and online.
3. Customers influence the design and delivery of the services available for them	• We will make sure we learn from our interaction with customers to further improve access to services. • We will place customer experience and feedback at the heart of service commissioning and re-design.
4. Customer needs are, wherever possible, resolved at the first point of contact and on time	• We will ensure we have a consistent and comprehensive understanding of our customers and, as far as possible, anticipate their needs. • We will ensure all access points provide consistent information, advice and tools to resolve queries at the first point of contact. • All front-line staff will be trained and enabled to provide resolution at the first point of contact for as many queries as possible.
5. Customer feedback drives service improvement	• We will place customer feedback at the heart of our performance management framework. • We will place customer feedback at the heart of our commissioning framework.

- We will publish satisfaction levels against a set of measurable customer service standards.

1.3. Definition of customers

We use the term ‘customer’ to describe a person, business or other organisation (e.g. CVS) using/interacting with a public service. Our customers, then, are those people for whom we work to commission, contract, deliver, and enable services. They are also local citizens, or people coming into the Merton area to work or visit. They may be direct service users, employees of the Council, employees of other organisations, elected Members or partner organisations, such as the Police or GPs.

In many cases our customers may be better defined as those who derive secondary benefit from the way we organise and deliver our services and not just those who are in direct receipt of them. We know that ‘customers’ are not always willing recipients of council services, for example when in receipt of a parking penalty notice or anti-social behaviour order. In these and other instances, the Council is delivering its regulatory responsibilities that reflect its broader role in influencing and improving civic life in the borough and, in some cases, protecting our most vulnerable residents.

1.4. Definition of electronic service delivery (eSD)

The traditional government based definition of electronic service delivery is the provision of government services to the customer through the internet or other electronic means. This can either be through direct provision to the customer (self-service) or mediation where an officer acts on behalf of the customer.

There is an implied requirement that, where possible, electronic service delivery is automated.

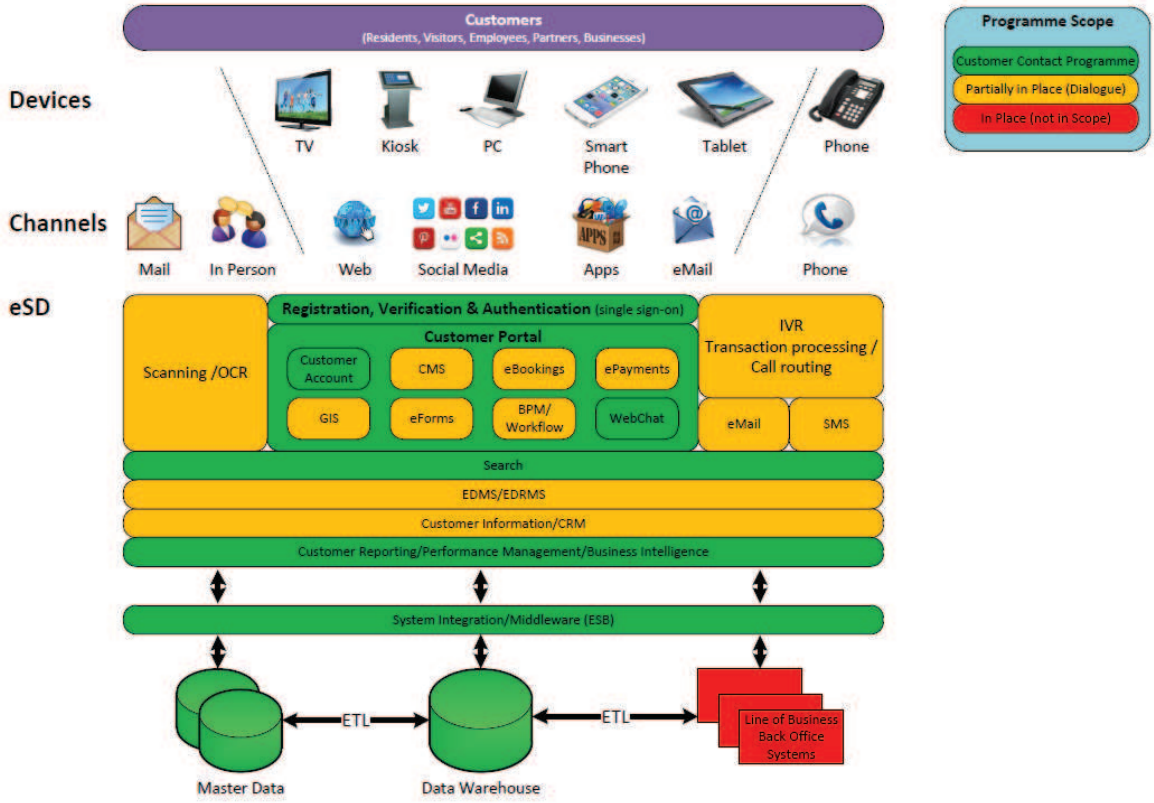
The Council anticipates the following functions and components will form part of the **eSD** platform and are therefore in scope for this procurement exercise. The table below also shows the existing systems that currently provide or partially provide these functions and are therefore in scope for replacement and/or need to be interfaced with (shown in **bold**).

Function	Component	Existing systems
eServices Delivery	Customer registration, verification and authentication	**Open Revenues**(Civica) -
	Customer portal	**Open Revenues** (Civica) - Merton-i portal (for Adult Care services) content only, no login
	Customer account	**Open Revenues** (Civica)
	Content Management System (CMS)	Livelink WCM (OpenText) • Council website (www.merton.gov.uk) • Various microsites • Intranet The Council does not currently use an Extranet capability for 3rd party access.
	eForms	AchieveForms (Firmstep), with workflow and payments
	eMail	**Outlook/Exchange (Microsoft)**
Customer Management	Customer Relationship Management (CRM)	Dynamics CRM (Microsoft)
	Unique Transaction Reference Number (UTRN) generator	-
	Customer Reporting	-
	Customer Performance Management	QMATIC (Qmatic) face to face queuing system and performance monitoring
	Master Data – Customers	Various line of business systems (no master data set)
	Master Data – Addresses	**LLPG** (no master data set) – Current plan is to use Gazeteer (aligned Assets)
Corporate Systems	Graphical Information System (GIS)	MapInfo (Pitney Bowes)
	ePayments	Icon (Civica) interface only
	eBookings	Mango (BookingLive) **Outlook/Exchange (Microsoft)**
	Telephony	Integrated Voice Recognition (IVR) Liberty (Netcall Telecom Ltd) queuing system SMS (Process Flows)
Service-specific systems	Parking permits and PCNs self-service	**360 FPN/PCN** (ICES) and **Permit Portal**
	Benefits application forms	**IEG4** (Civica)
	Service directories (adult social care and family services)	OpenObjects (Merton-i adult social care) **MCA** (family services directory)
	Adult Education course booking	**AEC** (Plus Business Systems Ltd) **e-enrol** (Plus Business Systems Ltd) **Cashplus** (APS group)
	Registry office bookings	**Registrar Bookings** (Zipporah)
Systems Integration	Integration of Line of Business systems	A full list will be made available during dialogue
	Extract, Transform & Load (ETL) services	-
	Data Warehouse	-
Document Management	Electronic Document and Records Management (EDRM) system	R/KYV (OpenText) – known as SMART within the council
	Business Process Management (BPM) and Enterprise Workflow	-
Flexible working	Mobile working	Some point solutions for some mobile teams

Other professional services that will be required but may or may not be included in the contract, subject to dialogue, and therefore are not currently defined in this document, include:

- Business process analysis and re-engineering (BPA/BPR), including customer segmentation/journey/experience mapping and analysis
- Software development and configuration
- Functional testing and user acceptance
- Training for staff, including train the trainer
- Programme and project management
- Technical infrastructure services, e.g. Disaster Recovery/Business Continuity
- Hosting of systems and/or platform/software as a service

The diagram below has been designed to indicate the likely overall scope of the solution and the main capabilities required of that solution.



1.5. Confidentiality and Data Security

It will be a requirement of any Solution that the following principles in relation to data security and confidentiality are adhered to:

- All customer data will be kept secure at all times in accordance with the requirements of the Data Protection Act 1998.
- Any collation of customer data into a master 'client index' should only present specific service 'flags' relating to that customer, e.g. previous or current interactions with services (existing cases), potentially violent people, etc.
- All aspects of the proposed **eSD** platform should be compliant to ISO/IEC 27001 (Information Security Management standard) and should support IT security best practices.
- The **eSD** platform should also facilitate sharing of data and information across organisational boundaries – i.e. in order that the Council is able to accommodate shared services (such as Sutton/Merton HR function and any other new shared services that are introduced) as well as sharing with NHS, GPs, Public Health, Police etc. This functionality will need to enable not just sharing of standard data, but also highly sensitive data with relevant security.
- The **eSD** platform should also support **Open Data** standards and increased transparency and public access to Council data.
- The **eSD** platform needs to respect and work with 'labelled documents and content' and meta data as appropriate.

Required levels of verification and authentication are set out in 2.1 below

1.6. Customer access channels

Customers access Council services through various 'channels'. Typical electronic channels include the website, IVR (interactive voice response), SMS (short message service aka texting) and eMail.

Customers' use of the Council's website is increasingly via small mobile devices such as tablets and **smartphones**, so web content needs to be configured for this purpose.

Social Networking sites (Facebook, Twitter, YouTube) typically accessed via **smartphones** are becoming increasingly important to a wide range of customers. The Council wishes to explore opportunities to use new **channels** as they develop over time and expects solutions to be flexible enough to support such developments.

Traditional non-electronic **channels** include face to face at one stop centres, in various Council and partner premises, and in customers' homes, the telephone and the postal service.

A key design principle for **eSD** is that it should enable, as much as possible, interaction with the Council that is agnostic to the access channel being used. This means offering support for all **channels** whether electronic or not. For example, a customer could submit a service request via the website and receive a progress update on the request when visiting the Civic Centre or another Council access point, e.g. Library.

This document now turns to the Council's requirements, considering in turn the following thematic areas:

- e-Service Delivery
- Customer Management
- Corporate Systems
- System Integration
- Document Management
- Mobile working

Where we believe a definition of the relevant category or sub-category is required this has been included as introductory text. For each sub-category there is a table that sets out:

- **'As is'** – the current processes and systems in place relevant to the sub-category
- **Current issues and challenges** that need to be considered when designing and implementing a solution
- **Ideal 'To be'** – the Council's ambition in relation to the required solution.

2. e-Service Delivery

2.1. Registration, verification and authentication

For online access to some services prior identification of the customer will be required, depending on the confidentiality of the data in question. The customer will be required to register for the service which will then need to be checked (verified) to confirm their identity. Credentials, usually a unique user name and password, can then be associated with the customer's identity and subsequently used to access services online (authentication).

As Is	Current Issues and Challenges	Ideal to Be
• The Council does not have a corporate customer registration, verification and authentication service. • A tactical registration, verification and authentication service has been implemented to comply with the implementing electronic government (IEG) requirement of providing customers and businesses with online access to Council Tax and Business Rates balances. See: http://www.dwp.gov.uk/docs/eas-cis-faqs.pdf • The verification of a customer's identity is currently based upon checking their name, address and account numbers against details stored in the relevant	• The amount of checking required to confirm a customer's identity is determined by the requirements of the particular service a customer wishes to access. The more sensitive the service the greater the checking. • This could result in customers requiring several sets of user name and password in order to access different services available through the Council's website. • There are also other issues regarding the quality and security of current suppliers' authentication, including password strength and also the support issues (technical and business) of using several different authentication	• A common customer registration process for all on-line services with access provided by a single set of credentials (username, password). • A means of checking the real world identity of customers using external (to the Council) data sources. The level of checking will be dependent upon that required by the service being accessed. Typically services would be classified into tiers. • For access to more sensitive services 2 factor authentication must be supported, i.e. the use of additional credentials such as one time passwords. • Existing public access modules would

As Is	Current Issues and Challenges	Ideal to Be
systems, there is not a single registry but disparate datasets and sources. • There are a number of public access modules from suppliers of systems currently in use that provide local registration, verification and authentication to allow customers online access to personal information held within these systems.	services. • An integrated approach would require public access modules to trust the corporate authentication service. This may not be possible in all cases, in which case customers may require more than one set of credentials to access services on the Council's website until the suppliers of public access modules have developed the 'trust' capability.	need to trust the corporate authentication service so that customers do not need to log in twice, etc. • The ability to support automated electronic checking of documentation/information from other agencies as and when external agencies make such functionality available. • Automatic pre-population of personal details when submitting a service request using an electronic form

2.2. Customer portal

A customer portal is a means of offering individual customers, or groups of customers with shared requirements, secure, consistent electronic access to relevant information and services.

As Is	Current Issues and Challenges	Ideal to Be
• The Council's website does not have a customer portal. However, there are a number of secure areas where registered users can access their personal details and their Council Tax. • Other secure areas are 3rd party provided as part of the public access modules of corporate systems.	• Easy identification of people who are trying to register with the wrong Council; this is a known issue.	• A customer portal that is flexible and simple to configure to offer personalised access to customers or customer groups. • A customer portal that is designed to enable and encourage self-service, including the delivery of multiple services in a single visit. • A single sign on and validation of a user is required when accessing multiple services. • Where public access modules from corporate system suppliers are still utilised by the Council then access to the modules is via the customer portal. • The customer portal delivers content from external partner organisations, e.g. Health, where there is a benefit for the customer and it is feasible. • User registration validates users to ensure they are registering with the right Council. • The portal directs customers to third

As Is	Current Issues and Challenges	Ideal to Be
		party service providers portals or websites as appropriate (e.g. TfL) • The portal displays specific service 'flags' for council staff that relate to previous customer interactions with the Council.

2.3. Customer account

As Is	Current Issues and Challenges	Ideal to Be
• The Council does not currently offer customers a single account through which they can access all relevant services. • The Council provides a 'tactical' customer account for users who registered for online access to their Council Tax account. • The next upgrade to Merton's epayment system (Civica ICON v12), which is projected for January 2014, will have an integrated customer portal including a personal account.	• There are other customer accounts associated with various public access modules of Council systems. All of these customer accounts operate independently of each other and require their own registration, verification and authentication and they do not permit access to information in the other customer accounts. • For example, reporting a fly tip online using an existing **eForm** requires a customer to enter details of the service request and personal details, which is automatically populated in CONFIRM (Pitney Bowes) (the waste management system). Booking a sports pitch online is now via the Mango eBooking system and also requires personal details to be entered to create a 'customer account' and payment is made online as part of the booking process using the Civica ePayments system. • Services offered by the Contact Centre (Bulky waste collection, household	• Each customer has a single account with the Council, covering all relevant Council services and accessed via a common registration, verification and authentication process. • All payments for services are made via the customer account using the Civica ePayments system. • The customer account is structured to distinguish among individual customers who may share the same address but may have different access rights. • Relevant Customer data is portable in the event of a change of address • 'On behalf of' functionality is provided for the customer account if a customer has approved this, e.g. a disabled customer who is looked after by a carer. • The customer account can 'link' to other partner organisations, e.g. Health, where this has a benefit to the customer and is feasible.

As Is	Current Issues and Challenges	Ideal to Be
	waste collection, Garden Waste collection etc) also require customers to create an account in Microsoft Dynamics.	

2.4. Content Management System (CMS)

As Is	Current Issues and Challenges	Ideal to Be
• The Council currently uses the OpenText LiveLink CMS product. • The CMS includes the Council website (www.merton.gov.uk), microsites and the Intranet. • A number of 'microsites', which are primarily static information sites, are in operation. • Content ownership and day-to-day editing of most web pages is devolved to a number of CMS users across the organisation. • Training for CMS users is delivered by Merton's in-house IT trainers. • Some services use content different management systems from the corporate website.	• The current CMS platform is likely to become externally hosted. • The range of different **content management** systems used makes administration unnecessarily complex. • The Council's transformation programme may result in alternative delivery models being implemented in some service areas.	• Content served by the CMS is accessible to **channels** not traditionally thought of as the web for example self-service using IVR. • The new CMS may be externally hosted. • The new CMS platform will replace all Council microsites, unless there are sound strategic or business reasons not to. • The CMS holds the contextual information that will be used by staff to resolve customer enquiries and by customers themselves to 'self serve'. • The content editing model will remain partially devolved, but possibly with greater level of centralisation of content editing in the Web Team. • Training by in-house trainers continues

2.5. Website Design and Build

This relates to all web public-facing pages, such as those on the main content management system, microsites, public access modules, and e-forms.

As Is	Current Issues and Challenges	Ideal to Be
• Most of Merton's websites have a consistent 'look and feel' with a predominantly blue colour scheme. • Some areas of the site have a customised look and feel to reflect individual services' marketing and publicity materials (e.g. Safeguarding Children Board, children's social care jobs) • Pages on the main content management system have been made smartphone-friendly by adding some 'responsive design' features to the existing page templates. • As with all UK government websites, we comply with **W3C 'AA' content accessibility guidelines** to ensure that disabled people can use our site • The Council's current websites have been developed incrementally over a number of years and recent enhancements have introduced some transactional functionality, but the website in its current design is not fundamentally transactional.	• The current 'look and feel' has evolved from the last full redesign which was in 2005. • The use of sub-sites provides an inconsistent user experience when navigating the Council's website. • The visual design of 'microsites' is inconsistent • Around a quarter of visits to the Council's website come from mobile devices and this is rising rapidly – a number of high demand services are unable to accommodate this effectively.	• The Council website is 'device agnostic' and designed and built to be used on mobile devices across different form factors. • More transactional services for customers via the website. • Public access modules are used and form part of the Council's website where it is not possible or cost effective to redevelop this functionality as part of the customer portal. • All public-facing web pages have a visual design which has been developed with input from relevant stakeholders and is compliant with the Council's branding and visual identity guidelines. • Template designs allow for a degree of 'sub-branding' for some individual services while maintaining a strong corporate consistency. • Web pages are designed and built using 'mobile-first' and 'responsive' techniques to ensure that they are easy to use on mobile devices.

As Is	Current Issues and Challenges	Ideal to Be
		• Templates follow the latest web standards – e.g. HTML5, CSS3 – while also being compatible older browsers

2.6. Electronic Forms (eForms)

eForms are filled in online by customers or staff acting on behalf of customers to collect information and data when submitting requests for service or processing transactions etc. Use of **eForms** ensures that the data requested is complete, valid and structured. Data can be extracted from the **eForm** and sent electronically to update other systems or databases.

As Is	Current Issues and Challenges	Ideal to Be
• Currently AchieveForms (Firmstep) is used by the Council for creating **eForms** used for both internal and external services. This system provides unique receipt numbers for each transaction raised. • Merton's current **eForm** solution is integrated to make payments through Icon (Civica) • **eForm** guidelines are currently being reviewed	• A significant number of existing **eForms** need to be integrated into systems to reduce manual processing.	• **eForms** enable online self-service • **eForms** can be designed and implemented by skilled, non-technical staff. • All 3rd party **eForm** developments follow the Council's e-form design guidelines. • **eForms** are built in a modular manner with re-usable components • The outputs from **eForms** conform to Council data schemas to ensure output data is correctly processed and routed (as part of the integration with a corporate system). • **eForms** are designed for ease of use taking into account accessibility requirements. • Auto pre-population of fields is provided wherever possible.

2.7. eMail

As Is	Current Issues and Challenges	Ideal to Be
• The Council uses Microsoft Exchange and Outlook and SourceOne (EMC^2) archiving • The Council advertises a number of eMail addresses which can be used by customers to communicate with the Council, while these are addressed progress is not tracked • EMail messages are sent to customers as confirmation of online service requests submitted using **eForms.** • Automated eMails are sent by the Council to customers for confirmation of appointments, delivery of services, alerts and marketing.	• The use of eMails as a contact **channel** is time consuming, costly and error prone. • eMails sent to general eMail addresses need to be classified so that they can be responded to by the correct team. If that team is outside the Contact Centre and does not use **CRM** the eMail will need to be forwarded to them. This then makes it difficult to keep track of the interactions with the customer.	• The Council will encourage the use of specific **eForms**, SMS and social media as an alternative to eMail by making these easy to identify and locate and simple to use. • Automated eMail alerts, responses and notifications will be required as well as the ability for customers to unsubscribe to services delivered through eMail • Customers are able to choose their preferred method of receiving alerts, responses and notification and not rely on eMail only. • Integration of eMail to workflows.

3. Customer Management

3.1. Customer Relationship Management (CRM)

A customer relationship management system is used to record and manage all relevant contact with customers. **CRM** aids in building an on-going relationship with the customer and can provide process-aids (scripts) for customer service officers when interacting with customers.

As Is	Current Issues and Challenges	Ideal to Be

• The Council has a limited implementation of Microsoft Dynamics CRM technology which is only used by Waste Services for residential waste operations like refuse and recycle collection, bulky waste and garden waste collection etc. Garden waste collection is one of the biggest chargeable services on Microsoft Dynamics with 5000 customers. Microsoft Dynamics is integrated with CONFIRM (Pitney Bowes).
• Existing enquiries handled by Contact centre via Microsoft Dynamics for Waste Service are:
  ○ Street scene enquiry
  ○ Report an Abandoned Vehicle
  ○ Report a Fly Tip
  ○ Report a Dead Animal
  ○ Report Graffiti
	• Not all customer contacts are recorded in the Microsoft Dynamics system and there are also a number of other Council systems which record customer contact details. A list of these systems can be provided upon request.
	• Thus it is not possible to view all contacts a customer has had with the Council.
	• The Council has undertaken a review of its **CRM** requirements due to concerns that the current implementation is not meeting the Council's needs.
		• The council does not necessarily require a **CRM** system. It requires an innovative approach to managing the relationship with its customers that allows the business to implement changes rapidly and independently of the Council's ICT function and suppliers.
		• The solution is **channel** and access device agnostic, for example social media, and capable of capturing all customer interactions.
		• The solution is designed with customer self-service as the model at the heart of **service delivery**, and so customers have access to transaction information.
		• The customer is able to access their contact history with the Council via their customer account.
		• Customers are able to register for

As Is	Current Issues and Challenges	Ideal to Be
○ Report Street Cleansing (includes litter and dog bins) ○ Report Drains and Gullies ○ Report Gritting ○ Bulky Waste Collection (including Fridge/Freezers) ○ Garden Waste Collection ○ Report a Missed Collection ○ Request recycling box and bags		updates/marketing via a digital channel of their choice.

3.2. Unique Transaction Reference Number Generator

A “Unique Transaction Reference Number” (UTRN) is a unique identifier generated by a system that can be used to identify the same service request/transaction across different systems involved in the end to end fulfilment of the request. The UTRN can be used by to check the progress of service requests online, over the telephone or in person. For certain services registration of the customer may not be required if the UTRN is known. The UTRN Generator is the system used to create a UTRN.

As Is	Current Issues and Challenges	Ideal to Be
• The Microsoft Dynamics CRM generates a UTRN. • Other corporate systems also generate a UTRN. A list can be provided upon request.	• The Microsoft Dynamics CRM generates a UTRN, but this is not used across the organisation. • Duplicate customer records in Microsoft Dynamics means one customer can have more than one UTRN.	• A means to generate UTRNs that is integral to **eSD** and common across services. • Key systems including customer account and corporate systems are capable of storing the UTRN. • All customers receive the UTRN for their transaction. • A standard format for the UTRN regardless of **channel**.

3.3. Customer Reporting

As Is	Current Issues and Challenges	Ideal to Be
• The Council does not currently have a corporate business intelligence solution for customer contact. • The Council use Covalent CPM (Covalent) for corporate reporting and performance reporting.	• No consistent, easy way to understand customer demand for services or channels. • No consistent technical solution or platform to help integrate and present an on-going picture of customer demand and service delivery nor collate customer concerns across different **channels**. • No single point of accountability in the organisation for demand and insight data. • **Business intelligence (BI)** is likely to play an increasingly important role in business planning and on-going decision making in the Council.	• The ability to access and analyse data at multiple levels including the options to drill down to gather specifics. • The ability to identify failure demand though trend analysis • The right information and knowledge is available for management, service delivery staff and customers to enable the decisions they need to make. • Business intelligence (BI) provides timely, relevant information on key aspects of service delivery

3.4. Customer Performance Management

Customer performance management is the alignment of customer demand, **service delivery**, value for money and customer satisfaction with strategic business goals.

Typical components would include dashboards, key performance indicators (KPIs) and balanced scorecards.

As Is	Current Issues and Challenges	Ideal to Be
• The Council's approach to customer performance management is reliant upon Excel spread sheets which are either automatically generated from systems or manually populated, e.g. customer complaints, FOI requests and Member enquiries.	• No corporate customer satisfaction tool • No consolidated view of customer concerns establishing a link between FOI requests, Complains and Member enquiries. • Inconsistent complaints management and handling across service areas and channels	• The system must produce pre-defined and user configurable performance management dashboards • A complaints handling function capable of analysing and tracking complaints for all stakeholders. • Customer satisfaction data is available

3.5. Master data – customers

Master data for customers allows an organisation to identify the same individual across all systems. It supports functionality such as personalised customer access to relevant information, customer account, corporate authentication and other initiatives.

As Is	Current Issues and Challenges	Ideal to Be
• The Council does not have a definitive master data file of all customers in Merton.	• There is a need to identify the correct approach for joining up customer data from Council systems in support of the customer account. • The use of automated matching techniques based on probability raises a number of concerns regarding fitness for purpose for future uses of the master file of customers. There is a risk that personal information displayed to customers online by accessing their customer account may not be theirs. This may not be in compliance with the requirements of the Data Protection Act. • The Council could implement a tactical authentication service whereby an online identity is created for each requestor. They would then be asked to submit details of their Council Tax account. These together with other personal details would be checked against the relevant corporate systems	• A single master dataset for customers feeding into all other systems. • The master data provides a unique customer reference which links the customer details across all the services being provided to them. • All systems use the same referencing in order to provide a single view of the customer. • Customer references are linked to unique address reference data in **LLPG** or wider master data set for customers outside of the borough. • Sufficient controls in place to maintain up to date and accurate information • Flexibility to deal with frequent changes • Appropriate data retention

As Is	Current Issues and Challenges	Ideal to Be
	and then associated with the online identity. The online identity could then be used to retrieve the customer's Council Tax balance. This **tactical solution** is an example of a customer consent-driven model where the customer is directly involved in deciding which information can be pulled together into their customer account, with the 'carrot' being that this will improve the customer experience through the ability to perform more transactions online, be able to track progress more effectively, facilitate a personalised customer portal of information, provide a 'tell-us-once' approach and streamline the process of raising service requests by having an element of pre-population for future service requests. • Alongside this consent-driven model, there may be a requirement for pulling together customer information for the purposes of fraud prevention, or to support proactive action to safeguard vulnerable customers. This is unlikely to be consent-driven given its nature, and so the legal ramifications of this would need to be understood. This type of proactive business intelligence	

As Is	Current Issues and Challenges	Ideal to Be
	solution would need to be separate from the ‘consent-driven’ customer account solution to prevent misuse, but there may be some overlap in terms of the technology components underpinning both solutions.	

3.6. Master data – addresses

Addresses in systems are linked by a Unique Property Reference Number (UPRN) provided that the addresses in these systems have been matched or synchronised.

As Is	Current Issues and Challenges	Ideal to Be
• The master list is the Council's **Local Land and Property Gazetteer (LLPG)** which is a feeder system for the national land and property gazetteer (NLPG). • Currently the Council does not have ready access to the NLPG. • The Council's **LLPG** is maintained through the iManage (Aligned Assets) system. • The addresses in other key systems (Civica Revenues and Benefits, Electoral Register) were synchronised with the **LLPG** using address matching software. • Web service lookups to iManage (Aligned Assets) provide data for **eForms**. • **eForms** use a live version of **LLPG** through SQL query • Civica Revenues and Benefits and the Environmental and Regeneration department have automated processes	• The addresses (Merton and non-Merton) in some systems have been sourced from Postcode Address File (PAF) rather than the **LLPG**. This makes it more difficult to identify the same property in different systems and to automate transfer of property related information between these systems. • Manual processes are currently used to keep some systems synchronised. • It is likely that the NAG (National address gazetteer) will be available to local authorities for out of area addresses as an intranet or internet web service subject to licensing. This could be held locally or be provided by a 3rd party supplier. Availability of the NAG or equivalent should provide the Council with a consistent approach to managing 'out of Merton' addresses. • There are duplicate records of customers in multiple systems which will not all have a unique reference	• All addresses in all systems are, and will be, sourced from or synchronised with the **LLPG** or NLPG or their successors. • Merton no longer uses PAF data to source addresses. • Connection to the NAG when available to link customers to addresses • Real time access to the Gazetteer for third party systems. • All systems take a Department of Treasury and Finance (**DTF**) compliant set of addresses. • Provision of a 'single source of the truth' is a must to ensure accurate and up to date information is being used consistently for customer contact and service provision.

As Is	Current Issues and Challenges	Ideal to Be
to update through iExchange and Electoral registration will do soon. • Find my neighbourhood service on Merton's website uses **LLPG** via SinglePoint	number and therefore providing a single view of a customer will be challenging. • The quality of the data sources is at present unknown and will need to be addressed. • Customers will not always be resident in the borough but there remains a need to ensure they are linked to an accurate address and the master data source is maintained • Addressed in some systems have been manually entered	

4. Corporate Systems

4.1. Mapping/geographic information system (GIS)

The ability to display information on a map and to undertake spatial analysis, e.g. identify 'my nearest' (e.g. school) is now seen as an essential facility of most websites and intranets:

- Traditionally reference maps from the Ordnance Survey have been used. In recent years aerial photographs have become increasingly popular as has the use of Google Maps and Microsoft's BING Maps. These provide a traditional mapping layer as well as aerial photographs.
- Displaying information on a map or undertaking spatial analysis requires the geo-coding of data, i.e. the provision of easting and northing map co-ordinates. .

As Is	Current Issues and Challenges	Ideal to Be
• **GIS** information provided through MapInfo (Pitney Bowes), Stratus (Pitney Bowes) and PlanWeb (Pitney Bowes) has been available to the council and customers in Merton, through the website, for some time • The Council currently uses Google and OS maps to present map based information and services on the Council website. • MapInfo Professional provide the Council's corporate **GIS** • Stratus (Pitney Bowes) is currently the Internet mapping solution which	• The use of Google maps on the Council's website is being phased out in favour of more accurate mapping as part of our GIS strategy. • Maintaining a single set of geospatial data in synch with address and property data is challenging due to different legislative requirements and multiple entry points for inputting and maintaining the data • An issue currently exists with automated synchronisation with some asset systems. • A business case is currently being	• Where the information relates to property, geo-coding can be achieved through matching the address of the property with that in a property gazetteer such as the Council's **Local Land and Property Gazetteer (LLPG)** which contains the map co-ordinates of all addresses in Merton • The Council's website has the ability to display spatial data on maps and in text lists related to the customer's location or postcode. • Access via the web to Council spatial data in real time which would allow the

As Is	Current Issues and Challenges	Ideal to Be
includes viewing portal, although this is being reviewed for replacement in 2014 due to going out of vendor support in April 2014. • Planweb is currently the Intranet solution, although this system is being reviewed for replacement in 2014 as it is now no longer supported by the vendor. • Current use of maps to display information relating to the latest planning applications can be seen on the front page of the Council's website using My Neighbourhood • The Council's 'My Neighbourhood' web pages displays information related to nearest parks, GP surgeries etc. and key facts about a customer's address (www.merton.gov.uk/myneighbourhood) and were built using Stratus, although this system is being reviewed. • The 'Interactive Map' web page allows customers to find their nearest schools (www.merton.gov.uk/maps) and was built using Stratus, currently being reviewed.	developed for the implementation of GPS tracking across the Council's fleet • Not all of the Council's assets have been geocoded.	Council to display customer data and information geographically, e.g. planning applications or public health information. • Solutions are designed to enable effective self-service, allowing customers to define accurate location information relevant to the service – e.g. defining location of a parking bay, a pot hole or a school. • The creation and deployment of **GIS** services to websites and other web based applications, e.g. mobile **smartphone apps**. • GPS enabled **apps** for mobile devices. • Geospatial reporting available through the customer portal for viewing as well as reporting (e.g. picking point on map to highlight fly tipping, or using GPS information from mobile/smart devices). • Real time location of vehicles and route optimisation on maps • Linking GPS mobile devices to address and customer data

4.2. eBookings

The ability for customers to book services, make appointments, etc online via the website and/or the customer portal.

As Is	Current Issues and Challenges	Ideal to Be
• The Council has implemented the BookingLive Mango eBookings system for some services. • The Council uses Microsoft Outlook to book meeting rooms internally. • The Firmstep eBooking system is used for Committee rooms and the Council Chamber although this is due to be retired. • Impulse (Caci) is used for booking rooms with a Chartered Institute of Personnel Development (CIPD) module used by teachers.	• Providing payments, deposits and refunds for events and facilities within Council offices and outside in a single solution is challenging. • Integrating bookings with internal exchange is challenging. • Customers are unable to book high volume transactional services online	• All online bookings including cancellations and changes are available via the customer portal and/or the website and 'linked' to the customer account. • eBookings are integrated with the required corporate systems to help minimise administration overheads. • This will also include internal use for staff. • Booking is configurable by the Council and the customer to include resources, materials and furniture • Any Council service requiring booking is managed though the solution e.g. library room bookings. • Booking confirmation is provided to the customer by digital medium of their choice.

4.3. ePayments

An ePayments service allows users to pay for services using a credit or debit card on all self-service **channels**, including but not restricted to online and IVR.

As Is	Current Issues and Challenges	Ideal to Be
• The Council uses RBS Streamline as its merchant acquirer. • The Council uses the hosted ePayment web service from Civica • The Council uses the ePayment web service from Civica. This is a part hosted service for automated telephone payments, self service web payments and mediated payments to the Council. When payments are taken the income management system is automatically updated at the end of the day's business. • Related payment services are required when mediation is used, e.g. over the telephone (mail order, telephone order – MOTO) or at the Civic Centre (customer present – chip and pin). • For 'customer present' card payments, Council staff use TNS chip and pin card readers with Civica's hosted Webpaystaff module which connects to the hosted payments service via the	• Continuity of existing data interfaces between Merton's core ICON payments system to systems used by Merton is essential and needs to be taken into account in any new integrated customer contact proposal. These interfaces /processes have been mapped and will be provided to bidders. • The Council is currently undertaking a project to replace its financial systems. The project is focussed on the replacement of the Council's General Ledger, Accounts Payable, Purchase to Pay and Debtors systems with a single integrated system, it should be noted ePayments are outside the scope of the project. • The new social care system will require consideration in terms of the collection of client contributions.	• ePayment services comply with the latest Payment Card Industry (PCI DSS, PA DSS) security standards. • Refunds to be processed to the same payment card. • A Council wide approach to taking customer present/chip and PIN payments. • Payments automatically update the Council's income management system. • Online payments are made via the customer portal and/or the website and 'linked' to the customer account where one exists. Note that customers will not be forced to have an Account in order to make payments. • Customer self-service and ease of use will be at the heart of ePayments design. • Payments can be made to customers e.g. volunteers.

As Is	Current Issues and Challenges	Ideal to Be
web. Mediated mail order and telephone order (MOTO) (card not present) are also taken using Webpaystaff. There is no real time integration with Council systems so the amount to be paid needs to be manually entered on the reader and the transaction reference code manually entered into Webpaystaff at time of payment. Manual reconciliation is then required between the Council's system and the income management system. • A series of end-of-day processes automatically update the Council's income management system (based on Infor's Masterpiece, General Ledger) with payment details from ATP, card present and card not present payments. Automated and (when necessary) manual reconciliations are then completed daily. • Mail order and telephone order (MOTO) payments are taken using the Worldpay and Webpaystaff browser payment modules which automatically update the Council's income management system with payment details.		

4.4. Telephony

As Is	Current Issues and Challenges	Ideal to Be
• Incoming and outgoing lines are currently provided by BT and Telewest/Virgin which are routed through a PABX system. • A number of services including the corporate contact centre utilise Liberty (Netcall) telephone system to manage incoming calls. • IP handsets are used throughout the Council. These are easier to manage and ensures greater flexible working. • All calls through Liberty are recorded when presented to the agent, not if the agent transfers the call to a non-Liberty user. • VoiceMail available on each number. • Prime numbers used for high volume areas. • One number for main contact.	• The future of **0300 numbers** for customer calls is still to be decided. • The **MASCOT Service**, an early emergency warning system for vulnerable adults, is currently being reviewed. • Inconsistent messaging service on menu options • Non-compliance with recording legislation.	• The Council's preference is for migration towards self-service where possible including the use of IVR technology to pre-populate data. • The telephony system provides a holistic view of all incoming customer calls including the capacity to record failure demand and other KPI. • Consistent approach to professional service providing voice recorded menu options and messages, • The telephone system is accessible for all customers that need to or choose to use this as a channel to access Council services. • A consolidation of external customer-facing telephone numbers allowing more effective monitoring of customer demand (initial customer calls, not service-specific case-based calls). • Potential and scope for video chat or conferencing. • Retention of recordings to comply with Council policy and legislative

As Is	Current Issues and Challenges	Ideal to Be
		requirements • Ability to report against performance metrics

4.5. Interactive Voice Response (IVR)

IVR allows customers to submit service or information requests using a telephone. Customers respond to pre-recorded audio prompts using the telephone keypad and/or speech. The latter requires speech recognition technology whilst the former uses the DTMF (dual-tone multi-frequency signalling) tones generated by the keypad.

As Is	Current Issues and Challenges	Ideal to Be
• The Council has several instances of IVR technology from Liberty (NetCall), e.g. Contact Centre, IT Service Desk, Health and Safety team. • IVR is being used as a critical self-service platform for the Council for selected services including, but not limited to, general information requests, payments, general status updates and personalised transaction updates.	• Inconsistent use of Liberty means that it is difficult for the Council to assess overall demand and performance of telephone use.	• The IVR application interfaces with the rest of the Council's application infrastructure. • Information accessed via IVR required to complete a request should be delivered from the same content source/CMS as requests over the Web channel. • An integrated approach must be taken to the issues around customer relationship management that is agnostic to the access channel – e.g. web self-service, telephone calls requiring human assistance and those dealt with via IVR should all use the same approach to recording details of customer interactions across all services.

4.6. SMS (Simple Text Messaging aka texting)

As Is	Current Issues and Challenges	Ideal to Be
• The Council currently uses Process Flows for inbound and outbound SMS services, the advantage of using a single supplier is that the unit charge per message decreases as the number of messages increases. • A number of services use SMS to send reminders. This requires service users to provide their mobile phone number to the Council which is stored in the relevant corporate systems or Microsoft Dynamics. • SMS messages are used to target specific groups of customers.	• Many examples of services currently not utilising SMS or other means of reminding or updating customers of progress. • No means of customers choosing their preferred method of being updated. • Significant avoidable contact due to customers not being automatically kept up to date.	• Customers can submit information to the Council by SMS when appropriate. • Storage of mobile numbers in primary customer dataset. • Data submitted by text is treated in the same way as data received through other **channels.** • The Council can send texts to individuals/groups of customers in relation to specific issues or service clusters. • Customers have the option to opt-out of an SMS specific service.

5. Systems Integration

5.1. Integration with Line of Business Systems

As Is	Current Issues and Challenges	Ideal to Be
• The Council has many legacy systems which do not have **web services** or **APIs**. • CONFIRM (Pitney Bowes) is the Customer Services and Asset management system for Environment & Regeneration directorate. There are many **eForms** that currently integrate in to CONFIRM (Pitney Bowes) • Microsoft Dynamics also directly integrates with CONFIRM (Pitney Bowes). • A full map of system integrations will be provided to all bidders.	• The Council is currently procuring its Social Care system. It is anticipated it will be implemented by April 2015 – integration with the system is essential and needs to be considered and planned for carefully – details of other projects are set out in Section 1.2 • There is a dependency upon the creation of a customer cross-reference index containing the identities of customers in the various Council systems – see 'Master data – customers'.	• Appropriate **web services** and/or **APIs** for all relevant Council systems. • A 2-way process, both transferring details of service requests captured using **eForms** or other means to these corporate systems in order to avoid double keying, and of extracting data required by customers or front office systems. The architecture of **eSD** should ensure it is as simple and inexpensive as possible to integrate with corporate systems, and that as much as possible the access channels and business logic is separated from the details of the specific corporate systems being used.

5.2. Data hub/warehouse

A data warehouse is a specialised database (either relational or multi-dimensional) used for reporting and analysis (business intelligence). Typically data is extracted from a number of operational systems, transformed and then loaded Extract, transform and load (ETL) into the data warehouse. Extracts are periodic which allows the identification of trends, forecasting and decision making.

As Is	Current Issues and Challenges	Ideal to Be
• The majority of the Council's current data warehouses are Microsoft Access databases or Microsoft Excel spread sheets. • Most of the data sources are data marts and only use operational data from one system and are, therefore, considered to be used for enhanced line of business reporting rather than true cross-service business intelligence.	• Rationalising the current access and other databases into a data warehouse will be challenging whilst maintaining operations. • Not all systems will facilitate the use of a data warehouse approach	• A single data source covering all services will enable cross–Council intelligent reporting and business intelligence. • A single source of quality maintained data. • Security of sensitive data must be maintained and in many cases needs to be anonymised to protect individuals.

6. Document Management

6.1. Electronic Document and Record Management System (EDRMS)

EDRMS is a critical dependency to at least three of the Council's highest priority improvement programmes:

- **Flexible (and mobile) working**: alongside the planned changes to equipment and working culture, it will be necessary to implement the technology needed to enable operatives to access and update information necessary to their function from any location electronically in order to deliver more efficient, paper-free working practice and a more responsive service to customers.
- **Customer Contact**: enabling resolution to customer issues at the first point of contact will require quick and easy access to a range of documentation across a range of services. Migration to **self-serve** will demand that customers themselves also have similar access.
- **Lean business improvement and the Public Value Review programme**: both require efficient access to information and documentation currently held in physical and virtual locations across the organisation.

As Is	Current Issues and Challenges	Ideal to Be
• The Council has a limited implementation of the OpenText R/KYV document management system. Support for this system finishes in 2014. • The Council makes extensive use of Windows File Servers for storing documents. • The Council has implemented a number of departmental document	• The Council is currently in the process of reprocuring its social care case management solution which is heavily dependent on document management – It is likely that the resulting solution will have an **EDRMS** functionality, which will be implemented before this programme (2014). • The Council is currently looking to procure a document labelling system	• There will be a requirement for some form of **EDRMS** to be used for managing and storing records of a customer's interaction with the Council, in conjunction with and along side the solutions in place and planned. • The solution should also link seamlessly into any **scanning** capability that is/will be used across the organisation.

As Is	Current Issues and Challenges	Ideal to Be
management systems some of which form an integral part of a corporate system. These systems do not have true record management capability and make it difficult to apply a corporate **records management** policy. • EMails sent to certain eMail addresses from the Contact Centre are stored in the Microsoft Dynamics database. A list can be provided upon request. • The Civica Revenues and Benefits system has a fully integrated document image and **workflow** solution.	by 2014 to retrospectively and real-time label all existing documents. • Many of the Council's systems have document management requirements and capabilities, and the Council needs to consider the most appropriate approach. • Current and planned system procurements are likely to include some form of integral document management related to transactions. • There are currently plans to back scan documents in some departments. • Analysis undertaken indicates a significant number of duplicate documents stored across the Council, taking up unnecessarily server space and complicating document retention. • The Council is currently embarked on a **flexible working programme** which has identified a number of service areas as key priorities for **EDRMS**, without which it will be difficult to achieve more flexible ways of working. • Completed **eForm**s are currently not preserved as records. Instead details are extracted from the form and used to update other systems. It is possible to remerge the details with the **eForm** template, however, from an audit point	• Ideally systems utilising local document management capability should interface with any corporate **EDRMS**. • **Workflows** in the **EDRMS** should also allow all outgoing post to be directed to the Post and Print room for printing, and then with other technology available on the market collate all post for each address, saving on postage costs and printing by teams. • Completed electronic forms are converted into long term preservation formats • The **EDRMS** integrates with the intranet CMS to allow better discovery and **version control** of corporate policy documents • Integration with **scanning** solutions and OCR and meta data tagging will be required.

As Is	Current Issues and Challenges	Ideal to Be
	of view this may not be robust enough as it is not possible to rule out tampering. This approach also relies on versioning of templates and knowing which template was used to capture the data originally, as data items, formats and validation may have changed.	

6.2. Scanning

Scanning is a process of converting documents such as letters, forms, receipts, contract etc. into a digital copy.

As Is	Current Issues and Challenges	Ideal to Be
• The existing **scanning** software is housed in the Post and Print Room. It currently provides only basic functions. • A **scanning** module is provided as part of the RKYV (OpenText) system, which uses **workflow** to pass images from the post room database to the relevant service team. • Return of documents to the post room is also managed with this process.	• The **scanning** software utilised within the Post and Print Room – where hard documents are digitised – is unable to meet demand and business needs. This leads to significant inefficiencies, with officers dedicating time to rework such as rescanning documents	• Barcoding and the automatic indexing of documents. • Automatic **redaction** enables documents to be ready for publication, and allows both the original and redacted version to be available and saved • Scope and flexibility for the solution to take on work for other public sector organisations. • The solution enables the Council to meet its requirements under the Data Protection Act. • Images meet relevant standards and are legally admissible.

6.3. Business Process Management (BPM) and Enterprise Workflow

According to AIIM (Association for Information and Image Management) Business Process Management (BPM) is a way of looking at and then controlling the processes that are present in an organisation with a view to ensuring that the processes are efficient and effective. A business process is an activity or set of activities that will accomplish a specific organisational goal.

Typical BPM steps include analysis, re-design and modelling, implementation, monitoring, management and automation. Additionally, **workflow** support for long lasting processes also tends to be supported.

As Is	Current Issues and Challenges	Ideal to Be
• The Council uses standalone tools such as MS Visio for documenting business processes. • Some Council systems contain their own **workflow** capability, which operates within the confines of the particular system. • The Council does not have a BPM system.	• The Council does not have detailed requirements for a 'corporate' business process management suite and it may be that tactical approaches need to be adopted to help the Council progress whilst its approach to BPM matures.	• The Council adopts an approach to business process management /enterprise workflow that enables the definition and management of end to end business processes that is independent of the council's organisation and service structure. • The Council will reach a stage where BPM informed by Customer insight will be seen as a standard approach across services

7. Mobile working

As Is	Current Issues and Challenges	Ideal to Be
• The Council currently uses hand held Symbol devices for mobile working which provide online capability so that staff can update COFIRM (Pitney Bowes) when a job has been completed and access details of their next job in the field rather than going back to the office. The Council is looking at updating these devices as well as expanding to other areas such as the use of iPads for bailiffs out in the field. • There is a programme underway across the Council to enable more flexible and mobile working, which will involve the use of vendor **apps** and mobile devices to be implemented to facilitate this as appropriate.	• The Council has limited specialist development software for developing applications for **smartphones**/tablets at present • Business system suppliers are at different stages in the development of mobile-enabled versions of their systems. To be cost effective, upgrading to mobile versions, where available, requires an on-going commitment to a particular supplier, which may not necessarily be in the Council's best interests • There are a number of services looking to implement mobile working as part of their cost saving targets, the timings of which may/will fall within or before the delivery of this programme.	• The mobile working solutions are device agnostic and support the principles of 'Bring Your Own Device (BYOD)'. • Data security is of high importance and hence remote management capabilities are provided that comply with Public Service Network and other compliance requirements. • Mobile applications support offline working where possible/applicable, once a network connection is available, updated job details can then be uploaded to the central system. • Mobile devices will require network connectivity via the 3G/4G mobile data network or a WiFi hotspot.

8. Glossary

0300 numbers	a range of telephone numbers for use by the public sector and not-for-profit bodies such as registered charities. They cost the same to call as standard landline numbers, even from mobile phones.
API	Application Programming Interface.
Apps	computer software specifically designed for mobile phones, particularly Smartphones. They enable the phone to work like a mini computer. There are an increasing number of apps available for a whole range of functions e.g. games, rail timetables, maps, news, etc. Many apps are available free of charge.
Assisted Digital	assists customers who do not have access to digital channels at home or work to communicate with the Council with support from trained staff at existing public offices and other associated sites with Internet access. Assisted digital can be provided through phone and web channels.
Auto Redaction	is the process of redacting content stored in digital form automatically, so the information can be easily accessed by many individuals or published, while protecting certain data. It saves staff the work of reading though every piece of text in a document in order to locate passages of text and manually redacting them.
Business Intelligence	the transformation of raw data into meaningful, useful and contextual information for business purposes to understand our customers and service provision so that service offerings can be improved.
Cautionary database (PVP)	a database of people who are known to the Council and who pose, or could pose, a risk to members of staff who come into contact with them. Having a single database means that any member of staff who is likely to come into contact with the person has access to the relevant information about that person in order to be able to manage the potential risk.
Change impact analysis	carrying out an exercise to identify the potential consequences of a change, both positive and negative

Channel	a means of communication by which a service is delivered or accessed. Examples of direct channels used by the public sector include post, telephone, mobile telephone, web, digital television, kiosks and face-to-face (services delivered in physical locations, such as JobCentrePlus).
Channel preferences	the preferences that customers have in terms of contacting and doing business with the Council, for example, by phone, by eMail, etc.
Channel shift	when somebody stops using one channel, for example telephone, and uses another one, such as online. The aim is to design cost effective, efficient and user-friendly means of contacting the Council and then encourage customers to use the channels that work best for them. Channel shift may involve a customer being directed to the website in future to access information or complete a transaction with the Council, rather than ringing the contact centre or visiting Merton Link.
Channel strategy	an organisation's plan for the channels it will use to deliver services to its customers. A channel strategy explains how an organisation will meet the demands of its customers using the resources it has available.
Contact centre operational methodology	the processes and tools that are used in a contact centre in order to make the most efficient and effective use of staff resources.
Content Management	a broad term which refers to information systems which hold information generally accessed by web interfaces. Most common examples are systems which hold internet and intranet pages. Content can be dynamic and can be a "place holder" for transactional activities such as forms, mapping and links to web sites.
Cost per channel	the estimated cost of dealing with a customer contact for each different channel (face-to-face, phone, letter, eMail, online).
Customer	a person, business or other organisation (e.g. CVS) using/interacting with a public service. The person could be using the service for personal reasons (e.g. registering the birth of a child, finding out information),

	for business reasons (e.g. paying business rates), either for themselves or on behalf of someone else.
Customer account	unique login details specific to a single individual, which enables that individual to access personal information relating to themselves and carry out transactions available to them.
Customer authentication	identifying and verifying that a customer is who they say they are e.g. by checking date of birth, Council tax reference number, using a password, etc.
Customer Insight	an insight into a customer is a deep truth based on an understanding of customer behaviour, experiences and attitudes, and their needs from a service. Organisations with insight into their customers can deliver the services their customers need, through the right channels.
Customer insight software	computer software that can analyse information about customers in order to try and understand their behaviours and preferences e.g. analysing what they buy in order to target sales. In a local authority context, customer insight software has been used to profile key customer characteristics e.g. their preferences for doing business with organisations, or to target actions at specific groups of customers rather than universally.
Customer portal	a web-site (usually) which provides personalised information and links from diverse sources into a uniform single point of access to facilitate ease of use by the customer. Normally accessed using the customer account information.
Customer relationship management (CRM)	the main component of a CRM solution is a single customer database, allowing information to be collected once but used many times to build up information on customers and use that information to provide customers with services relevant to them.
CVS	Community and Voluntary Sector
Digital inclusion	ensuring that the increasing use of digital technology does not exclude certain customers from properly accessing servicse they need.

Document Linking	allows users to link all related documents together, even if they documents are filed in different folders or systems. It allows decisions to be made using all available documentation, not just based on information that is easily and readily accessible to the user.
Document Retention	the process of retaining documents for a specific and pre-determined time period in accordance with its use, and ensuring that after this time the document is destroyed. Some records will be archived for their historical and social value. Retention periods vary for different documents and records.
DR/BC	Disaster Recovery / Business Continuity
DTF	Department of Treasury and Finance
Dual factor authentication	this requires the customer to present two or more of the three commonly used authentication factors ('something the user knows', 'something the user has', 'something the user is'). It is used when a customer wants to carry out a transaction and sensitive data e.g. a bank account number is being accessed. It increases the probability that the customer is who they say they are.
EDRMS	a type of content management system and refers to the combined technologies of document management and records management systems as an integrated system. An EDRMS enables an organisation to manage a documents and records throughout their life-cycle, from creation, through use, to destruction or archiving.
Effective	channels that are effective deliver services which meet the desired outcome, with minimal difficulty for the customer or service provider.
Efficient	channels that are efficient deliver services without wasting time, money or effort for either the customer or service provider.
eForm	an electronic version of a paper form; they enable a customer to fill out a form online and submit it to the Council without the need to print and post it.

Electronic Document	any electronic media content (other than computer programmes or system files) that is intended to be used and stored in electronic form. Electronic documents can be used as printed output where required.
Electronic Service Delivery (eSD)	the provision of government services to the customer through the internet or other electronic means. This can either be through direct provision to the customer (self-service) or mediation where a customer services operator acts on behalf of the customer.
Failure demand (avoidable contact)	demand for a service when an organisation fails to do what the customer expects, or fails to do something how, or when, the customer expects it. This failure results in avoidable contact, including duplicate contact with the organisation on the same matter. Failure demand can be addressed by reducing the need for customers to contact us.
First and second tier services	first tier: simple information provision or signposting to a more appropriate part of the Council or a different organisation; second tier: provision of a simple service requiring no professional judgement e.g. provision of a parking permit based on proof of residence and car ownership.
Flexible Working Programme	aims to transform the way people work within the Council through enabling technology, innovative use of work space modern working practices and an outcome-focused performance culture
Front to back office end-to-end automation	a process, for example applying and paying for a parking permit renewal, is undertaken completely online, with no need for the back office to re-enter information.
FTE	full-time equivalent, based on a 35-hour week
GDS	Government Digital Service (refer to https://www.gov.uk/designprinciples)
Geodemographic segmentation	segmenting the population by recognising that people generally live in close proximity to other people who are demographically similar. The demographic profile is typically based on age, income/wealth, family size, lifestyle.
GIS	Geographic Information System: a system designed to capture, analyse and present all types of

	geographically referenced data. It can be used for a range of purposes. For example, mapping data to plan the best route for a mobile worker, enabling a customer to report graffiti on a map, or enabling them to find their nearest library.
Legal Admissibility	an electronic record being admissible in court, and its authenticity being beyond question. There is a code of practice (BIP 0008) and a British Standard (BS 10008 Evidential Weigh and Legal Admissibility of Electronic Information) that can be used to ensure electronic records are legally admissible.
Local Land and Property Gazetteer (LLPG)	an address database maintained by local authorities. Having a single address database means that a customer can, for example, notify the Council of their change of address once, without having to repeat the process across a number of services.
MASCOT service	provides a number of services, including the provision of telecare support (an alarm service for vulnerable residents enabling them to call for help if something happens to them), the emergency out of hours line, and the dedicated adult safeguarding line.
Matrix management model	brings together individuals who report to different managers in order to undertake a particular task; individuals may have dual reporting relationships instead of a more traditional line management arrangement.
Middleware	sometimes called an Enterprise Service Bus (ESB) and is the 'backbone' of a Service Orientated Architecture (SOA) that enables re-use of systems integration components to manage data in various ways to support the needs of the business and as part of an overall Enterprise Application Integration (EAI) strategy. Middleware can enable the acceptance, transformation, translation, routing, message delivery and business process management of data across an organisation.
My Account	an online customer account, which enables customers to access Council services separately or through a single online portal. Customers are able to report issues, apply for services, make payments and check on the status of their service requests through a 'My Account' function.
Ofcom	Office of Communications: the independent regulator and competition authority for UK communications

	industries.
Online transactions	customers are able to undertake transactions independently online using an automated e-form linked to corporate systems, or via an automated payments system. An example of an online transaction is renewing a parking permit or paying a Council tax bill.
Open Data	data that is accessible (ideally via the internet), in a digital, machine readable format and that is free of restriction on use or redistribution.
PA-DSS	Payment Application Data Security Standard (**PA-DSS**). This is a requirement that software vendors can validate that a payment application complies with the PCI DSS. This is achieved by Payment Application-Security Assessment Procedures v2.0 (PA-DSS).
PCI-DSS	Payment Card Industry Data Security Standard Requirements. PCI DSS version 2.0 is the global data security standard that any business of any size must adhere to in order to accept payment cards, and to store, process, and/or transmit cardholder data. It presents common-sense steps that mirror best security practices.
Point-to-point integration	where two systems are integrated together using APIs (connectors), but without any middleware. This means that the APIs are specific to those systems and the whole integration will potentially need to be re-designed and re-implemented if one of those systems or interfaces changes – middleware acts as a 'buffer' between the systems and enables changes to be made to one API without affecting the other.
Public Service Network	is a UK Government programme to unify the provision of network infrastructure across the United Kingdom public sector into an interconnected "network of networks" to increase efficiency and reduce overall public expenditure.
Records Management	the practice of maintaining the records of an organisation from the time they are created up to their eventual disposal; a record's lifecycle. It can include classifying, storing, securing and destruction of records (and in some cases can include the archival preservation).

Redaction	the censuring or obscuring part of a text in a document for legal or security purposes. It allows the selective disclosure of information while keeping other parts of the document secret. Typically the result is a document suitable for dissemination to others than the intended audience of the original document, or for publication.
Retention Schedule	a policy document that prescribes the length of time for retaining documents and records of varying classes. It helps an organisation to ensure that its documents and records are kept for a prescribed length of time and are disposed of properly and deliberately.
Roadmap	a plan that matches short-term and long-term goals with specific technology solutions.
Scanning	the way of converting paper documents and records to an electronic form. This allows the easier sharing and more secure storage of information. The equipment needed for scanning includes a scanner, scanning software and a computer.
Self-Serve	customers can carry out transactions with the Council themselves, without the need for a member of staff to do anything. This may be by doing something online, for example, completing a form to request a service, or doing something using automated telephony. Payments can be self-service, as can using self-service access points in the face to face contact centre (Merton Link).
Service	a provision of information or a transaction that an organisation delivers to its customer. Examples of public sector transactional services are the state pension and vehicle registration.
Service delivery	the process by which a customer receives or accesses a service. Service delivery often involves multiple stages, for example a public sector service delivery process may involve: Enquiries and requests for information (e.g. “What benefits am I entitled to?”) Service fulfilment (e.g. registering for benefits and payment of benefits to customer) Follow-up and after care (e.g. reviewing benefits entitlement after a change in circumstances) Public sector service delivery can involve a complex chain of actions across multiple organisations.
Smartphone	a type of mobile phone, with more advanced features than a normal mobile phone, e.g. touch screen

	facility, high speed data access, GPS (Global Positioning System) availability. They enable a user to browse the web, handle eMail, locate themselves on a map, for example.
SOCITM	the association for IT and related professionals in the public and third sectors.
System Customisation	the changes made to a system so it operates in a way that is preferable to the organisation. It is a way of ensuring the system follows the existing business rules and practices, rather than the organisation changing working practice to fit to a system. System customisation can range from minor changes to a full scale change of a system.
Tactical solution	a solution that meets a specific ('silo') service need, rather than provides a corporate capability.
Telephony automation	push button or voice recognition software is used to reduce the need for a member of staff to answer the phone.
Version Control	the management of changes made to a document. Changes are usually identified by a number or letter code. Each version should be associated with a time stamp and the person making the change. Revisions can then be compared, restored or in some cases merged. It ensures that the latest version of a document is always identifiable and used for decision making.
Virtual team	a geographically dispersed group of staff who do the same tasks but who are not all in the same location as each other.
W3C	World Wide Web Consortium. **W3C** is the main international standards organization for the World Wide Web
WCAG Web Content Accessibility Guidelines	are part of a series of Web accessibility guidelines for making content accessible, primarily for disabled users. Published by the W3C's Web Accessibility Initiative.
Web portal	enables a customer to sign in via the web and access a range of services; it presents information from a

	number of different places in a single view for the customer therefore making it easier to access those services.
Web Publishing	web publishing or online publishing is the process of publishing content on the internet and can include creating websites or updating web pages. Published content can include text, images, audio or video.
Web Services	A web service is a method of communication between two electronic devices over the World Wide Web. A web service is a software function provided at a network address over the web or the cloud, it is a service that is "always on".
Workflow	an automated process. It can be built into an EDRMS to automate processes making efficiencies and improvements to existing business processes.

This page is intentionally left blank