London Borough of Newham
Digital Experience Phase 2 Business Case
Tender Specification

1. Introduction

The successful consultancy is to carry out a strategic discovery across the work-streams identified in this specification and gather the relevant supporting information and data for the project opportunities that build an overall programme business case (i.e. options/recommended changes, costs, benefits, impact, issues, risks, estimated delivery plan and timeline).

The programme business case should provide an overview for phase two of the Digital Experience programme, and be summarised for presentation and decision making at board level.

Some of the projects, where rich data is not readily available, will require a high-level discovery analysis, in order to provide indicative figures for the business case and evidence the value of further, more detailed exploration.

Section 2 goes into more detail about the deliverables required of the successful consultancy.

Section 3 provides detail of the specific work-streams that have been identified during early engagement with stakeholders.

1.1 Background to Newham's current transformation

The first phase of the Digital Experience programme commenced in 2019, following recognition that Newham's investment in its core digital platforms had fallen behind and required a dedicated improvement programme to mitigate critical risks to business operations and escalating support costs.

The programme consisted of four main projects with the following objectives:

1. Modernise the council's main website **www.newham.gov.uk**
2. Modernise the **MyNewham account, corporate Customer Management System and associated online transactions** using Microsoft Dynamics365 (D365)
3. Implement a 'fit for purpose' system for managing **Complaints, Members Enquiries and Freedom of Information Requests**.
4. Implement a fit for purpose **Intranet** as a trusted and valuable resource for staff and to support the transformation of the organisation.

The programme implemented a new Content Management System (Jadu CMS) and redesigned the council's website to introduce a more accessible, user friendly and mobile responsive user experience for residents. This was followed by the upgrade of the council's Intranet platform (Sharepoint) and implementation of iCasework to manage Complaints, Member Enquiries and FOI requests. The final project in this first phase of Newham's digital transformation journey delivered an upgrade to the CRM and 'MyNewham' account portal, through implementation of MS Dynamics 365 and PowerApps.

Now that these core platforms have been implemented, the second phase of the Digital Experience programme intends to build on the investment and deliver:

- Enhance access to Services for citizens through new capabilities which assist those with cognitive, physical or language considerations
- Assist in developing a Citizen and Channel Strategy to include review of account management (single citizen account) and 'tell us once' approaches

- Establish our digital experience roadmap in the context of our current status of Newham's channels and portals (online and telephony) across the organisation and assist in the development of business case for Technology and Service rationalisation
- To identify and enable both cashable and non-cashable efficiency savings through maximised use of digital solutions and data solutions arising from our digital experience roadmap – for example (but not limited to) through reduced administrative effort, call handling and training (via negating need for call agents to be system trained on line of business systems), and using a single easy to use portal
- Establish a digital experience roadmap that delivers a credible and coherent business case and plan for the development of a single or coherent digital point(s) of access to enable the widest range of users/customers (for example Citizen, Staff and Member enquiries) to be served through a single portal delivering an integrated end-to-end experience for all users
- Ensuring that the above roadmap will also include the capability to have an organisation-wide single view of the truth with regards to our customers and users thereby promoting opportunities to reduce demand, and opportunities to reduce the number and complexity of systems in place to track and update Citizen enquiries
- Identify and quantify opportunities for further improvements to user experience across the wider digital estate improving first contact resolution for residents, by enabling automation into business systems and giving residents the ability to track progress which is a key way to reduce failure demand
- Identify and quantify opportunities to address resident experience issues and support service challenges identified in our wider Transformation Portfolio, through further adoption of digital across the wider organisation
- Identify and quantify opportunities to expand our use of CRM and migrate manual/stand-alone processes, enabling services to manage and track casework through the organisation
- Identify and quantify opportunities to improve digital adoption and help resident access online services, as well as improving digital inclusion across the services we deliver

1.2 What is out of scope for this programme?

- Data Transformation (e.g. robotics, automation, tell us once) will not be included in the scope of delivery for this programme, although any opportunities identified through discovery work in relation to resident facing digital services will be welcome

- We do not expect upgrades and improvements to service based back-office line of business systems (e.g. no resident facing/contacting abilities) to be in scope of delivery for this programme, unless there is a specific interface with our resident facing platforms

2. Expected deliverables

2.1 Provide an overall vision for the Digital Programme

- Develop an overall organisation-wide vision, programme and blueprint for digital experience
- Ensure this programme aligns with the council's emerging vision and plan for digital
- Identify the end-state of the overall digital resident experience, achieved through delivery of this next phase of the programme
- The vision needs to include how we deliver an improved resident experience through digital channels with an integrated view of the resident, improving first contact resolution via automation and the residents' ability to progress or chase on-line

2.2 Provide a strategic and operational blueprint of the digital technologies stack

- To identify any missing foundation technologies or capabilities that may be required to further enable the delivery of Phase 2 ambitions and enable alignment to single Technical and Citizen/Channel and Business Strategy
- Identify capabilities and options in regards to future ambition through current and future licensing options E.g. The differing levels of sophistication in chatbot technology available via the Azure Platform and Language understanding (LUIS) etc.
- Assess our digital estate and validate a future blueprint/architecture diagram showing how the ideal digital architecture could look like for our online services, and other resident contact channels which should also be as supported by technology as is possible to improve first contact resolution
- Take into account existing technical architecture / digital technology stack (to be provided during on-boarding) prior to identifying any appropriate solution
- The council have made a significant investment in D365 and MS Power platforms and will be looking to further expand use

2.3 Business case for the overall programme

Whilst we require suppliers to provide their approaches to delivery, we would expect the business case to include:
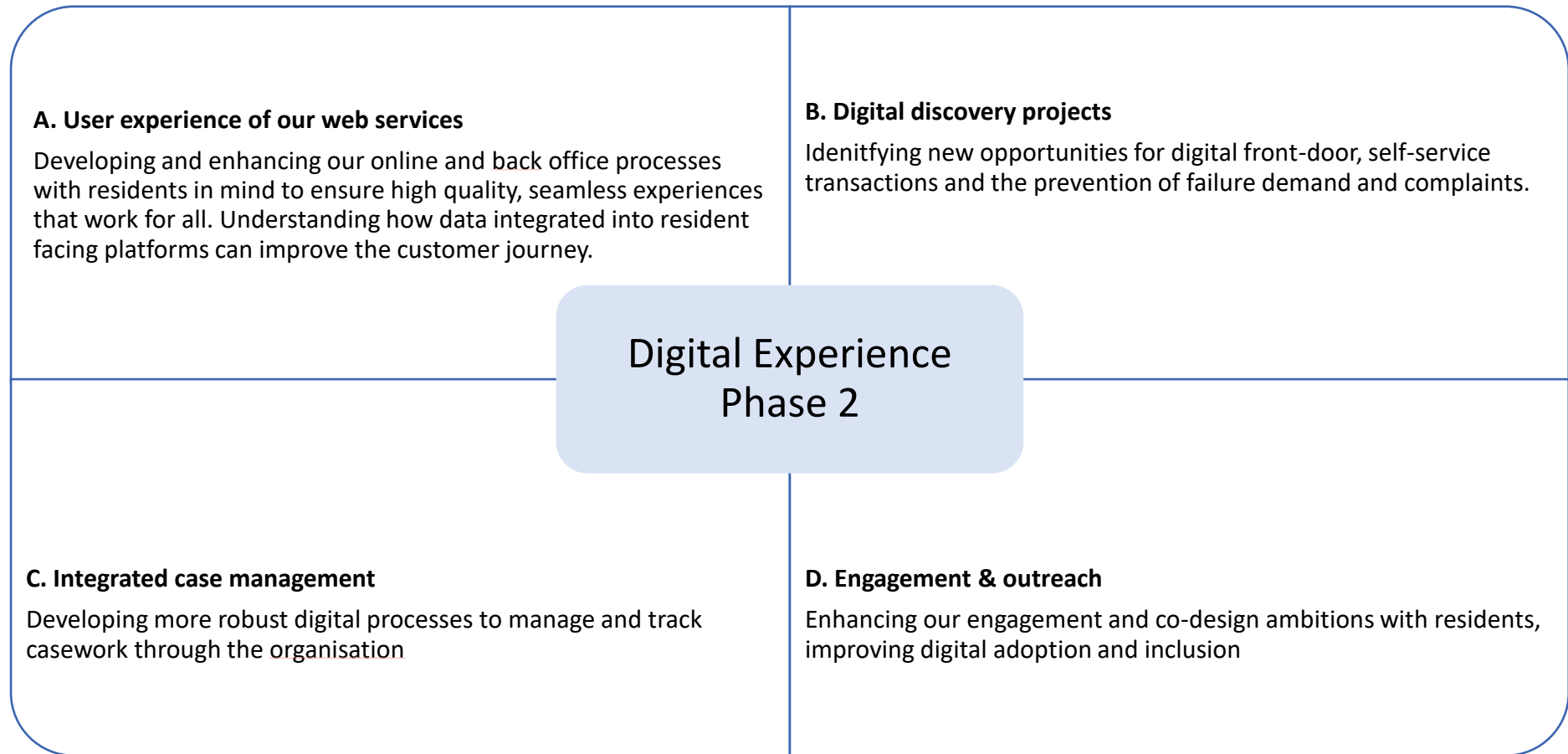
- A summary of analysis findings for each of the projects (see Diagram for project types), including analysis of existing data and business processes, and using wider market research or case studies if helpful
- Prioritisation of opportunities into a set of investment asks that are coherent - I.e. categorise different types of opportunities such as:

  - Obvious opportunities with a solid business case for doing them – either delivering efficiencies or improving user experience
  - Speculative opportunities that need further work and may only have limited financial/user experience benefit but may or may not have justifiable longer term organisational benefits
  - More spurious opportunities but may be potential long-term transformational enablers

    Note: Be clear on each one what will add value to the resident's experience

- High level Risks, Issues, Assumptions and Dependencies - and a delivery confidence rating for each of the projects

- A variety of recommended options - telling a story to the organisation and offering a Gold, Silver, Bronze approach –
  I.e. different levels of investment, the different available outcomes, showing detailed cost breakdown:

  - Temporary costs of the transformation programme of work (fixed length)
  - Resource plan for the digital team on an ongoing and permanent basis to maintain ongoing delivery and improvements, ensuring iteration as a result of resident feedback
    I.e. a review of existing budgets to deliver digital services and benchmark with other local authorities and make a recommendation
  - Cost of licensing and other non-salaried costs

- An overall Return On Investment (ROI) estimate for Gold, Silver, Bronze - factoring in:

    o Estimated financial savings or efficiencies with rationale
    o Qualitative benefits for both the organisation and the residents of Newham
    o Cost comparison: how much it is currently costing the service to deliver vs. automated or digitised approach

Diagram - The strategic discovery business case should include the following work streams

A. User experience of our web services

Developing and enhancing our online and back office processes with residents in mind to ensure high quality, seamless experiences that work for all. Understanding how data integrated into resident facing platforms can improve the customer journey.

B. Digital discovery projects

Idenitfying new opportunities for digital front-door, self-service transactions and the prevention of failure demand and complaints.

Digital Experience Phase 2

C. Integrated case management

Developing more robust digital processes to manage and track casework through the organisation

D. Engagement & outreach

Enhancing our engagement and co-design ambitions with residents, improving digital adoption and inclusion

The tables in section 3 provides more detail about the projects in these work-streams

2.4 Delivery plan showing resource effort and timescales

Create a high-level programme plan for each recommended option showing:

- the key deliverables including any further discovery effort required, anticipated effort, timelines and types of resources required

- the different delivery options and resourcing models (considering the current distribution of resources and capability relating to digital and currently split between the council's digital function and OneSource) to show estimated expenditure in a variety of different delivery options:

    o Fully outsourced
    o Fully in-sourced
    o Mixed resourcing

- The roadmap to show a recommended prioritised delivery

2.5 Knowledge transfer

- Transfer of programme knowledge and data to the existing internal team

3. Workstreams and projects

A. User experience of our web services

Project		Current situation	Request/outcomes	Technology
A1	**Digital platforms Review - overall user experience and accessibility**	A number of digital platforms exist across Newham's digital estate and there is a need to ensure user experience is consistent and accessible	Discovery into user experience across both microsites and 3rd party portals 1. Review key customer journeys across the digital estate 2. Identify opportunities for improvement to user journeys and accessibility 3. Include the cost/benefits for the above recommendations in the business case	All digital platforms
A2	**Rationalise our micro-sites and implement standardised processes / templates for consistency going forward**	Newham has a number of small websites/portals that are developed on external platforms, some of which have a limited lifespan. There is inconsistency and varying standards across the different micro-sites.	Assessing options for a common technical approach for all microsites including campaigns, events etc. Explore whether using microsites function in Jadu CMS (corporate website platform) as the foundation for basic communication sites will deliver a return on investment, and then agreeing common a common approach for specific purposes (e.g. Eventbrite for event booking). 1. Identification of all microsites and portals used by the organisation. 2. Review sites and make recommendations on an approach to rationalise or standardise / redesign 3. Include the cost/benefits for the above recommendations in the business case	Website Micro-site estate 3rd Party portals

	Project	Current situation	Request/outcomes	Technology
A3	**Implement single-sign-on across all council service portals to be as seamless for residents as possible**	Newham would like to explore the opportunity to develop single sign-on across the main MyNewham account and front-end portals used across the council. For example, Newham's parking portal which is completely technically independent of the main MyNewham account requiring a separate username and password to log-in. Additionally, new portals for Council Tax and Housing will shortly be coming online.	Implement SSO functionality for: - Environment Services - My Permit - Council tax - Housing - any others 1. Identification of all opportunities to implement SSO through the MyNewham account. 2. Review and make recommendations for platforms that can be configured for SSO. 3. Include the cost/benefits for the above recommendations in the business case	MyNewham/CRM Line of business portals
A4	**Implement an intuitive and consistently branded cabinet web portal experience**	Newham uses the MGov platform for managing and publishing all official democratic information. The current version of the portal is aging and requires review.	Review the MGov platform to either upgrade/revamp the user experience or investigate whether the critical components can be delivered on another platform (e.g. similar platforms that other authorities may use) What would the implications be of upgrading our existing platform versus moving to a new platform? 1. Review the existing MGov platform and experience 2. Make recommendations to improve the MGov platform or options for other platforms if necessary 3. Make recommendations to improve the user journey between main website and Mgov 4. Include the cost/benefits for the above recommendations in the business case	MGov platform Website

	Project	Current situation	Request/outcomes	Technology
A5	**Website user experience and accessibility improvement opportunities**	Information on the Newham website and current online processes are generally structured in a service centric fashion (e.g. all information about Registrars grouped together). Information has not always been maintained or journeys can be confusing.	Creation of new/improved groupings and user journeys to support residents – also explore the option of grouping content based on live events to compliment the 'service based' groupings, e.g.: - I've just moved into the borough - I've just moved into my first home - I've just had my first child How can we present a different lens or view of the content users may need to see based on that context? Resident user research to identify what would be useful and why Review, challenge and recommend required improvements to the Newham.gov.uk in relation to its overall accessibility to all users	Website
A6	**Identify the viable opportunities for chatbot and live chat**	Newham have explored the use of a chatbot on its parking pages but have not extended it out to other parts of the website. Additionally live chat has not been explored as a channel for direct engagement between officers and residents.	Explore the value of Chatbot and Live Chat as potential resident facing services to minimise calls/enable residents to self-serve or assisted serve. Examples could be where there are high-volume/low complexity FAQ content but also there is a need to explore opportunities for transactional processing via chatbots, e.g. 'my bin collection was missed' and the chatbot automatically raises a CRM case thus preventing the resident from calling the council. Explore if there is a Dynamics 365 solution that can integrate with CRM 1. Review call data across the organisation and explore solutions	Website Chatbot/Livechat platforms

Project		Current situation	Request/outcomes	Technology
			2. Identify opportunities for Chatbot implementation 3. Include the cost/benefits for the above recommendations in the business case	
A7	**MyNewham Portal user experience improvements**	The first phase of the CRM implementation focused on migrating over existing processes onto Dynamics 365 and MyNewham portal using a low-code approach. User experience was not prioritised in order to move off the previous unsupported platform as quickly and out-of-the box functionality was used where possible. Review of existing processes as well as opportunities such as better feedback loops to residents via MyNewham – e.g. status dashboards or tracking	Discovery into user experience across the My Newham portal and engage with key stakeholders to identify current issues. 1. Review key customer journeys across the MyNewham portal 2. Identify opportunities for improvement 3. Include the cost/benefits for the above recommendations in the business case	MyNewham/CRM

B. Digital Discovery Projects

Project		Current situation	Request	Technology
B1	**Opportunities for our digital front-door** High call volumes - e.g. ASC digital offer	There are a number of contact centres across the organisation taking calls on behalf of services. There is an opportunity to review high-volume call areas and identify where we can introduce digital front-door to on-board the resident into the service.	High level analysis and assessment of the opportunities identified (defined by high-volume call or other non-digital interactions) looking at the user journey from web search/home page until resolution. Potentially leading to full discovery projects with an ROI. 1. Review our face-to-face and high-volume call areas 2. For areas identified review the online offer and resident journey 3. Identify where we are manually on-boarding residents into the service 4. Identify top-5 opportunities to digitise contact and produce: ❯ Customer Journey Mapping ❯ Business process mapping ❯ Activity-based costing (current v future costs) ❯ Estimate financial benefits of digital channel shift	Website MyNewham/CRM Line of business portals Other
B2	**Opportunities for self-service**	Identify areas where we are collecting information or processing transactions on behalf of residents which could be transitioned to a self-serve online model, reducing the need for staff interaction.	High level analysis and improvement assessment of the opportunities identified (defined by high-volume call, failure demand and potential for self-service) looking at the user journey from web search/home page until resolution. Potentially leading to full discovery projects with an ROI. 1. Review our transactional areas 2. For areas identified review the online offer and resident journey 3. Identify where process information could be transitioned to self-serve 4. Identify top-5 opportunities to digitise the processing of transactions and information collection – and produce: ❯ Customer Journey Mapping ❯ Business process mapping	Website MyNewham/CRM Line of business portals Other

			➢ Activity-based costing (current v future costs) ➢ Estimate financial benefits of digital channel shift	
B3	**Investigate areas of high failure demand and complaints**	Through our Resident Experience work we know that there is a significant amount of dissatisfaction where processes fail and then our response to complaints is not adequate, there is an opportunity to review the end-to-end customer journeys and identify any opportunities to introduce digital interventions that can help to address failure demand.	High level analysis and improvement assessment of the opportunities identified (defined by failure demand and complaints) looking at the user journey from web search/home page until resolution. Potentially leading to full discovery projects with an ROI. 1. Review top failure demand and complaints 2. For areas identified review the online offer and resident journey 3. Identify where the back-office processes are failing – e.g. residents not kept informed 4. Identify opportunities for keeping resident up-to-date with progress and changes – e.g. change of bin collection date	Website CRM/MyNewham

C. Integrated case management

Project		Current situation	Request	Technology
C1	**Replace all static web forms with online forms linked to CRM**	We have a number of static website forms (PDF and Word) that need to be replaced by online forms that are linked to our CRM solution.	Review all static website forms with a view to developing them as online forms with a Dynamics 365 case management back-end, to improve user experience, data accuracy and internal process management. For general enquiries there could be a single generic form used across multiple services, which could have categories for each service and the ability to route it to the correct CRM module or system. 1. Identify opportunities to introduce digital forms to replace Word/PDF form. 2. Recommend opportunities for integrated case management into Dynamics 365 (e.g. where existing web form ends up in an email inbox) 3. Include the cost/benefits for the above recommendations in the business case	Website CRM/MyNewham
C2	**All email contacts provided on the website to be linked to Dynamics 365 so resident emails can be managed as CRM cases**	We have a number of email contact points on the website that are not currently linked to our case management system, causing concerns around traceability and service delivery	Explore the use of Dynamics 365 to create a case management approach behind the many email contact points on Newham.gov.uk, leading to increased traceability and improved confidence in service delivery. 1. Identify opportunities to introduce digital forms where an email address is published. 2. Recommend opportunities for integrated case management into Dynamics 365 (e.g. where existing web form ends up in an email inbox) 3. Include the cost/benefits for the above recommendations in the business case	Website CRM/MyNewham

C3	Explore moving Complaints, Member's Enquiries and FOI into D365 – to reduce software costs and provide an improved integrated view	Implementing iCasework for Complaints and ME was a tactical decision to expedite resolving a critical business issue, but is an avoidable cost as D365 could provide the solution.	Rebuilding the solution in D365 could save current iCasework costs and improve the integrated view of case management across the council. 1. Explore if Dynamics 365 is a suitable solution for Complaints & Member Enquiries 2. Include the cost/benefits for the above recommendations in the business case	iCasework CRM/MyNewham Other

D. Engagement & outreach

Project		Current situation	Request	Technology
D1	**Implement a standardised solution for consultation and wider resident engagement across the organisation**	CitizenLab is being used in the Regen part of the council and to satisfy local democracy requirements so running consultations (community assemblies) during the pandemic - The council has a Resident Engagement Framework and it was proposed that CitizenLab is considered as an option for the standard platform. CMT have approved a 1-year extension during which time user and resident feedback will be gathered.	Review CitizenLab as the 'Newham co-create' platform as a standard solution for consultation and wider resident engagement (e.g. local assemblies). Data analytics available in platform would provide rich information on who is engaging in what. **No action required for the discovery – input will be provided by internal team, but may need to be included as part of the Digital Programme Business case**	CitizenLab
D2	**A 'find my nearest' online directory for residents**	The Council's temporary 'MyNeighbourhood' solution is provided using out of the box functionality available using the ESRI 'Find My Nearest' solution. It is a basic user interface using the postcode search.	Developing an updated and rebranded online offering to replace the current and temporary 'MyNeighbourhood' solution. Introduce a process to ensure it maintained going forward and the content is always up-to-date and accurate. 1. Explore options for enhancing the current solution vs a custom solution 2. Include the cost/benefits for the above recommendations in the business case	MyNeighbourhood Website Other

D3	Digital Inclusion	Currently no strategic approach to digital inclusion for our residents. The services are delivering various initiatives in isolation mainly focused on skills and devices. Requires a more coordinated approach through the lens of social inclusion, rather than just digitally. (e.g. a resident without a bank account cannot go online and make a payment)	Identifying those at risk using data an analytics Connectivity, devices, skills, innovation – how do we target groups across each of those areas? Develop an organisational approach to building digital inclusion into project and programmes, as well as looking service specific online offerings. Develop the types of digital assistance and support that we can provide across these channels. 1. Rapid discovery, building on existing research and proposals by the Digital team, identifying opportunities to tackle Digital Exclusion 2. Include recommended approach and resource requirements in the programme business case.	TBC