

Decision Maker: **Executive**

Date: **14 September 2016**

Decision Type: Non-Urgent Executive Non-Key

Title: **UPGRADE OF WEBSITE**

Contact Officer: Duncan Bridgewater, Head of Customer Service
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Chief Officer: Director of Corporate Services

Ward: (All Wards);

1. Reason for report

- 1.1 The Council was advised earlier this year that support for the current version of Web Content Management System (CMS) provided by Jadu would cease in September 2016.
 - 1.2 £100k was allocated by the Executive in February 2016 to review both this and the Customer Relationship Management system (CRM), propose alternatives to the current system provision, and cover the initial scoping and implementation costs, and bring forward a further report to outline additional funding requirements.
 - 1.3 This report outlines recommended next steps and further funding requirements.
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2. **RECOMMENDATIONS**

Executive are requested to:

- 2.1 **Agree that a sum of £176K is included in the latest Capital Programme for the upgrade of the Web content management system as set out in section 3 of this report, to be funded from capital receipts.**
- 2.2 **Agree that officers proceed to commission Jadu Ltd to upgrade the Web content management system as a negotiated single tender at an estimated cost of £53k.**
- 2.3 **Agree that officers proceed to commission Liberata to upgrade the components of the MyBromley Account web portal and provide staff resource to transition to the new system, avoiding service interruption, as additional work associated with their existing contract, at an estimated cost of £116k.**

- 2.4 Agree that officers proceed to commission Blue Sky to provide a temporary environment to enable the upgrade process as a negotiated single tender at an estimated cost of £20k.**

Corporate Policy

1. Policy Status: Existing policy
 2. BBB Priority: Excellent Council
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Financial

1. Cost of proposal: Estimated Cost £276k
 2. Ongoing costs: Non-Recurring Cost
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £100k
 5. Source of funding: Capital receipts
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Staff

1. Number of staff (current and additional): 1
 2. If from existing staff resources, number of staff hours: N/A
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Legal

1. Legal Requirement: Statutory Requirement Non-Statutory - Government Guidance None: Further Details
 2. Call-in: Applicable
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 100,000 visitors, 300,000 phone calls, 30,000 e-mails and 4,000,000 web visitors (26,000 registered account holders)
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 In February 2016, Executive approved a capital budget of £100k to review and scope long term requirements of the Web and CRM systems and agreed that a further report would be bought back to Executive with the outcome of that work setting out any additional funding requirements.
- 3.2 Given the complex and specialist nature in this area of the Council's business, it was necessary to recruit a specialist temporary resource to manage the technical scoping and specification activities required to review the current systems provision.
- 3.3 A number of attempts were made to recruit a Web and CRM system 'subject matter expert' which were unsuccessful. Various agencies were approached, which resulted in interviewing a number of potential candidates which unfortunately were unsuitable. The initial £100k therefore has not yet been utilised and officers have had to consider alternatives options available to the Council.
- 3.4 Officers from IT, Customer Services and Liberata have reviewed the options in the timescales available and taking into account the core commissioning activities around the main users of the CRM system.
- 3.5 Further work is required to review the longer term requirements and alternatives for the CRM system, particularly as it is a line of business system for Neighbourhood Services, and how that fits in with the wider commissioning work. A further report will be brought forward once this concludes for Members to consider. £50k of the original capital budget has been set aside to fund this.
- 3.6 The preferred solution is to upgrade the Web content management system now, to 'Jadu Continuum' as quickly as possible, for the following reasons:
- The change is required to maintain uninterrupted service of the main Council website and avoid loss of this important access channel
 - The provision of web services is a key enabler for customer self-service and underpins most departmental service delivery plans.
 - MyBromley Account now has over 26,000 registered users and will enable customer contact behaviour change in the future to reduce costs
 - Encouraging use of My Bromley Account to access Revenue & Benefits services on line is an essential component to allow Liberata to deliver the savings offered to the Council earlier this year.
 - The original procurement of the Jadu product in 2010 highlighted it to be some £300k cheaper than any other product available at the time. There is no evidence to suggest its 'value for money' position has changed. Another London Borough has recently commissioned replacement of their Web and CRM systems for a total cost of £3.1 million.
 - The new 'Jadu Continuum' platform is provided on the basis of continuous release, which means it removes the need for future upgrades, which officers will seek to have written into the contract. This will avoid future upgrade costs and provides higher levels of security and usability, as well as providing us with quicker access to new features.
 - Continuum offers cheaper potential alternatives to the customer contact aspects of CRM, which could better manage 'customer contact' of a range of commissioned services with a number of different providers and service delivery partners. This will be explored in the work outlined above in 3.5.
 - The combination of the Jadu system and the hosting of it by Blue Sky have provided a robust and reliable service to our customers since 2010.
 - Jadu will continue to support our current operating system during the upgrade process until end of June 2017.

- 3.7 Liberata was commissioned by the Council in 2013 to develop the MyBromley Account web portal, and also manage the content on the corporate website within the Customer Services element of the Exchequer Contract. The technology is bespoke and the service to alter it can only be provided by Liberata. Therefore, it is recommended that the Council commission Liberata to upgrade the components to the MyBromley Account web portal and provide staff resource to transition to the new Web system and avoid service interruption, as additional work under their existing contract. The scoping/design work, project management and alterations to the My Bromley Account are estimated to be £116k.
- 3.8 Jadu continue to hold a strong market position as providers of web systems, and the original procurement of the system in 2010 highlighted them to be significantly cheaper than alternative products. There is no evidence to suggest this has changed, highlighted by a recent procurement by another London Borough replacing their web and CRM system at a total cost of £3.1 million, over a 2 year delivery period.
- 3.9 Moving to a different web system provider would increase costs for the Council significantly, particularly around the MyBromley account integrations, and likely take a minimum of eighteen months to transition, with negative impact on service delivery through the current web customer interface. This is an upgrade to an existing licence, which only Jadu can perform, Members are therefore asked to approve award of this contract to Jadu rather than go out to market.
- 3.10 It is therefore recommended that Jadu is commissioned to upgrade the web content management system as a negotiated single tender, at an estimated cost of £53k.
- 3.11 An estimated cost of £20K is required to commission Blue Sky for setting up and hosting a temporary pre-production environment, and to carry out essential security testing on the new system to ensure compliance with data security, before it is moved to a live environment. Blue Sky provides hosting services for the current website, and the temporary environment is a separate extension to that therefore can only be provided by Blue Sky. It is recommended that Blue Sky is also commissioned to provide this as a negotiated single tender.
- 3.12 An amount of £37k has been set aside as a contingency budget for unforeseen costs that may arise from the one-off capital costs.
- 3.13 The proposed indicative delivery timetable is indicated below

Delivery Timetable	
Executive Decision	Sep-16
Orders placed with providers	Sep-16
scoping and preparatory work	Sep-Dec 16
commencement of upgrade work	Jan-17
testing and refining	Apr-17
move to live environment	Jul-17

4. POLICY IMPLICATIONS

- 4.1 Continuation and investment in this system will support the Council's objectives of providing efficient services and excellent council in Building a Better Bromley, and supports the delivery of high standards of service across all areas of our borough.

- 4.2 Corporate Operating Principles state that for our customers, we will reduce the overall need to contact the Council. Where contact is necessary, we will ensure that it is accessible, convenient, efficient and responsive to demand. This system underpins this principle.
- 4.3 With 4 million annual users to the web site, customers expect 24/7 access to services, with an experience that is better than telephoning or visiting the offices. It is essential the Council maintains investment in this growing contact channel.
- 4.4 MyBromley Account further enhances that experience by personalising on-line customer interactions with us, enables access to secure financial information and saves personal information to make future interactions easier, therefore becoming the 'channel of choice'.
- 4.5 The Council has already agreed to move to a 'digital by default' position on a number of Revenue & Benefit enquiry types, for which Liberata have offered savings against. The web site and the MyBromley portal enable that.

5. FINANCIAL IMPLICATIONS

- 5.1 The table below summarises the estimated capital cost of upgrading the Web CMS systems and the review work for the CRM system: -

	£'000	£'000
Work required to review alternative options for the CRM system		50
<u>Jadu Continuum system</u>		
Implementation of Jadu upgrade	53	
Liberata costs for design, project management & alterations to My Bromley Account	116	
System Hosting & testing by BlueSky	20	
Contingency (20%)	37	
		<u>226</u>
Total estimated capital costs		276
Current budget in Capital Programme		100
Additional capital funding required		<u>176</u>

- 5.2 Some scoping and design work has been done in order to bring forward a costed proposal for the work required by Liberata and Jadu to make the necessary alterations to the MyBromley portal to ensure it works with the new web CMS system, this is included in the above table.
- 5.3 This report is requesting the Executive approve additional funding of £176k from capital receipts, to meet the costs of upgrading the CMS web systems and to review the alternatives for the CRM system.
- 5.4 The current revenue costs of website systems are £104k per annum. £56k of this cost is recovered from Liberata as part of the of the Customer Services element of the contract with them, and the Housing Division contribute £5k to the remaining £48k costs.
- 5.5 Overall, the annual revenue costs for the new Jadu Continuum system will remain the same, at £104k per annum.

6. LEGAL IMPLICATIONS

- 6.1 This report seeks the approval of the Executive to award 3 contracts as follows:
- 1 a contract to Jadu Limited for the provision of an upgrade to the web management system for an estimated cost of £53,000;
 - 2 a contract to Liberata UK Limited for the provision of an upgrade to MyBromley Account web portal for an estimated cost of £116,000; and
 - 3 a contract to Blue Sky Hosting Limited for the provision of a temporary environment to enable the upgrades to take place for an estimated cost of £20,000
- 6.2 It is proposed to extend existing contracts to permit the upgrades. The permission of the Director of Corporate Services and the Finance Director with the approval of the Executive is required where the total value of the contract is over £1million (as in the case of the Liberata contract).
- 6.3 The Public Contracts Regulations 2015 apply to service/supply contracts with a total value over £164,176. The negotiated procedure without negotiation applies where the service or supply can only be supplied by a particular economic operator as competition is absent for technical reasons. In this case Regulation 32 applies, see paragraphs 3.7, 3.9, 3.11 of this report.

Non-Applicable Sections:	Personnel
Background Documents: (Access via Contact Officer)	