

## **A.2 APPENDIX B: Digital Transformation Programme – Potential Further Investment Opportunities**

The following Digital Transformation projects can be considered and prioritised / adopted through the council’s project appraisal and investment strategy process. It should be noted that a number of the projects have the potential to generate savings, cost avoidance and/or create opportunities for commercialisation and the potential to generate new income streams for the council.

<b>Council Priorities</b>	<b>Project Title</b>	<b>Description</b>	<b>Key Benefits</b>	<b>Capital Cost</b>	<b>On-going Revenue Cost</b>	<b>Delivery Timescales</b>
<p><b>A Growing and Inclusive Economy: (in terms of some Economic benefit to small business in payment speed improvements.</b></p> <p><b>Delivering High Quality Services &amp; Strong Finances and Governance.</b></p> <p><b>Customer Service Strategy.</b></p>	<p><b>Electronic end to end processing of orders and invoices</b></p>	<p>Orders will continue to be raised electronically (but not necessarily within the existing ‘Marketplace’ system). From that point on, our current processes will be completely revised. Invoices are sent by suppliers to an external portal which match the invoice to the original order and compares to the goods receipt. If the invoice matches the order and the goods receipt, it is automatically approved for payment. Those invoices that do not match are routed electronically to the relevant department for approval or rejection.</p> <p>Tendering to adopt a best practice “No Purchase Order, No Pay” approach</p> <p><i>Notes: The costs include software and technical consultancy with internal resource to support the implementation. There are various scoping phase options phases. A key decision is whether we keep Marketplace.</i></p>	<ul style="list-style-type: none"> <li>▪ Automated procurement and invoice processing procedural rules.</li> <li>▪ Digital matching of orders to invoices which will: Detect fraud, prevent payment duplication.</li> <li>▪ Significant efficiency improvements across all departments.</li> <li>▪ Improved budgeting: (automatic commitment management. against budget).</li> <li>▪ Alerting when raising an order against a code with insufficient budget</li> <li>▪ Keying data to monitoring, training and resolving queries e.g. Failure to comply with proper processes will be visible.</li> <li>▪ Improved compliance and governance.</li> <li>▪ The automated process will ensure timely payment of invoices supporting small businesses.</li> </ul>	<p>Up to £60,000</p> <p>Depending on project design/ delivery decisions.</p>		<p>6 months</p>

Council Priorities	Project Title	Description	Key Benefits	Capital Cost	On-going Revenue Cost	Delivery Timescales
<p><b>A Growing and Inclusive Economy: Promote tourism, cultural and heritage offers.</b></p> <p><b>Community Leadership Through Partnerships: Education for improved outcomes &amp; Law and Order for a safer community.</b></p> <p><b>Delivering High Quality Services &amp; Strong Finances and Governance.</b></p> <p><b>Financial Action Plan.</b></p> <p><b>Customer Service Strategy.</b></p>	<p><b>Credit/ Debit Card Payments System Update in compliance with Payment Card Industry Data Security Standards (PCIDSS).</b></p>	<p>To identify options to accept card payments over the telephone to ensure ensure on-going compliance with PCIDS Standards</p> <p>Risks of non-compliance can extend to financial penalties / censured.</p>	<ul style="list-style-type: none"> <li>▪ PCIDSS compliance.</li> <li>▪ Improved governance.</li> <li>▪ Provides a 'governance gap' between the council and being given card payment details.</li> <li>▪ Mitigates against the risk of card payment fraud and any resultant council reputational loss.</li> </ul>	<p>Up to £26,000 subject to final solution adopted.</p>	<p>TBC</p>	<p>12 weeks</p>
<p><b>A Growing and Inclusive Economy: Promote tourism, cultural and heritage offers.</b></p> <p><b>Community Leadership Through Partnerships: Education for improved outcomes &amp; Law and Order for a safer community.</b></p> <p><b>Delivering High Quality Services &amp; Strong Finances and Governance.</b></p> <p><b>Financial Action Plan.</b></p> <p><b>Leisure &amp; Tourism Strategy</b></p> <p><b>Customer Service Strategy.</b></p>	<p><b>Grannicus MyTendring govDelivery</b></p>	<p>My Tendring (Granicus govService) customer commercialisation provides integrated communications/ marketing solution that delivers new communication channels and extends the existing communications delivery to residents, providing a richer and more engaging communication channel - Email distribution (secure and only within gov network). Marketed promotions can be generated based on defined criteria with tracked delivery including: opened, click links, etc. The product also identifies disengaged customers with re-engagement campaigns.</p> <p>GovService can also be used to engage and communicate with staff and councillors internally.</p>	<ul style="list-style-type: none"> <li>▪ Caerphilly council reported a 12% increase in leisure promoted events income.</li> <li>▪ Bournemouth council reports Reduced customer demand, improved citizen satisfaction, and increased awareness of council's work.</li> <li>▪ South Staffordshire Council have used the product to promote and support local businesses and generate new income streams totalling £300,000 per annum.</li> <li>▪ Essex County Council have generated "warm service leads" ready for follow-up by sales team e.g. targeted &amp; integrated marketing campaign for School Activity Days led to £4,500 income in first 4 weeks &amp; £23,000 in pipeline.</li> </ul>	<p>£18,700</p>	<p>£10,800</p>	<p>3 months</p>

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<p><b>A Growing and Inclusive Economy:</b> Promote tourism, cultural and heritage offers.</p> <p><b>Community Leadership Through Partnerships:</b> Education for improved outcomes &amp; Law and Order for a safer community.</p> <p><b>Delivering High Quality Services &amp; Strong Finances and Governance</b></p> <p><b>Financial Strategy -</b> Commercialisation &amp; income generation.</p> <p><b>Leisure &amp; Tourism Strategy</b></p>	<p><b>Public Free WiFi Seafront(s) and Town Centre(s)</b></p>	<p><b>A public free Wifi service to enhance and promote our tourism offering</b> that can additionally be utilised as a communications and coordination network during council-events and civil emergencies.</p> <p>From a public safety perspective, the free Wifi could be used to 'push' council messages/ advice during a civil emergency and be used by officers and 'blue light' responders to communicate during council-events or civil emergency situations where the mobile network quickly becomes congested.</p> <p>The service could also promote the <i>LoveTendring</i> App, the council Website and even the <i>MyTendring</i> Service.</p> <p>Local business advertising is a possible future additional income stream.</p>	<ul style="list-style-type: none"> <li>▪ Enhanced Tendring tourism offering.</li> <li>▪ Resident offerings.</li> <li>▪ EduRoam for children, teachers &amp; students.</li> <li>▪ Public Safety &amp; council event management.</li> <li>▪ Officer communications &amp; data-services access.</li> </ul> <p><i>Note: Subject to the final technical solution chosen and available budget the Clacton seafront WiFi offering could be extended to cover a wider coastline area(s) and potentially a number of Tendring town centre and other leisure areas (parks and gardens).</i></p>	<p>£85,000</p>	<p>£12,000</p>	<p>3 months for initial seafront installations then subject to agreed roll-out plan.</p>
<p><b>A Growing and Inclusive Economy:</b> Promote tourism, cultural and heritage offers.</p> <p><b>Delivering High Quality Services &amp; Strong Finances and Governance</b></p> <p><b>Financial Strategy -</b> Commercialisation &amp; income generation.</p> <p><b>Customer Service Strategy</b></p> <p><b>Leisure &amp; Tourism Strategy</b></p>	<p><b>Internet of Things (IoT) Car Parking Information Reported Through the LoveTendring App</b></p>	<p>Utilising real-time IoT car parking use monitoring and parking space availability linked to our <i>LoveTendring</i> App.</p> <p>Practical implementation of useful IoT technology is starting to grow exponentially world-wide.</p> <p>This parking and App integration deployment is an Essex and possibly a local government first.</p> <p>Car Parks that could be included within the project:</p> <ol style="list-style-type: none"> <li>1) High Street, car park (soon to be Carnarvon Rd) Clacton.</li> <li>2) Martello Clacton.</li> <li>3) Walton High Street, car park.</li> <li>4) Starlings High Street Dovercourt.</li> <li>5) Western Prom Brightlingsea.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Further Enhanced Tourism Offering.</li> <li>▪ Increases the LoveTendring App usefulness &amp; should increase take-up which in turn increases our market presence.</li> <li>▪ May increase car parking pay &amp; display income (ANPR on entry/ exit).</li> <li>▪ Statistics dashboard on daily/ weekly usage &amp; analytics on revenues being generated, payment fines, with predictive analytics.</li> </ul> <p><i>Note: Costs are calculated using a Service-as-a-Solution pricing model, meaning that the hardware stays in ownership of Intergence partner, who remain responsible for any repair and maintenance.</i></p>	<p>£40,000</p>	<p>£30,000</p>	<p>3 months</p>

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<p><b>Delivering High Quality Services &amp; Strong Finances and Governance</b></p> <p><b>Financial Strategy</b></p> <p><b>Customer Access Strategy</b></p>	<p><b>Artificial Intelligence (AI) Chatbot technology across contact centre, website and Social Media.</b></p>	<p>Chatbot Artificial Intelligence (AI) service through which broader community can get automated answers to questions through webchat, SMS, WhatsApp, Facebook etc. For example a "How Do I ....?" with an AI generated response from our website or pre-scripted FAQs by the Customer Service Assistants (CSAs).</p> <p>This technology is proven and in use across every sector with typical service improvements of between 10-40%</p>	<ul style="list-style-type: none"> <li>▪ Using Artificial Intelligence (AI) to automate customer enquiries and improve customer service and response times.</li> <li>▪ The council's Electoral returns service have identified benefits in utilising this system.</li> <li>▪ Provides a new communications channel of choice for customers to benefit from if they wish.</li> <li>▪ Meets customers' growing expectations to further self-serve.</li> </ul>	£19,800	£15,000	<p>2-3 weeks</p>
<p><b>Delivering High Quality Services &amp; Strong Finances and Governance.</b></p> <p><b>Financial Strategy</b></p> <p><b>Customer Access Strategy</b></p>	<p><b>MyTendring Customer Records Management (CRM) Integration With Five9S Contact Centre</b></p>	<p>Integrate the Contact Centre with TDC's CRM system MyTendring to facilitate better Customer Service and reduce CSA time per call.</p> <p>Provides CSA's with the relevant <i>MyTendring</i> customer record to be "popped" when recognising the incoming caller's number ahead of answering the call.</p>	<ul style="list-style-type: none"> <li>▪ ROI &amp; Customer Service Improvements.</li> <li>▪ Gives CSA's seamless access to resident details including open cases at the point of contact without having to go search for it. Reduces the total time/cost per call for CSA's</li> </ul>	£10,700	TBC	2-3 weeks
<p><b>Delivering High Quality Services &amp; Strong Finances and Governance.</b></p> <p><b>Financial Strategy.</b></p> <p><b>Customer Service Strategy.</b></p>	<p><b>NEC (Northgate) Citizens Access Portal linking to MyTendring self-service portal</b></p>	<p>Purchasing the Northgate Citizen access portal 'front-ended' by <i>MyTendring</i> self-service channel to provide; Housing Benefit (claims/ changes/ enquiries/ online documentation).</p> <p>Council Tax online services will include balance statements, online documentation, Direct Debit self-setup, change of circumstance etc.</p> <p>NNDR self-services as per Council Tax.</p> <p><i>Note: The system is configurable so that claimant changes can be either pre-authorized to update accounts without officer intervention or with officers checking then releasing a change for the system to process.</i></p>	<ul style="list-style-type: none"> <li>▪ ROI &amp; Customer Service Improvements through channel-shifting a percentage of the Housing Benefits and Business Rates and Council tax enquiries and services to an online self-service model using our <i>MyTendring</i> portal.</li> <li>▪ This in turn will reduce the number of calls to contact centre CSA's and the back-office service experts thereby saving resource time/cost.</li> <li>▪ Further MyTendring accelerated growth and market penetration.</li> </ul>	£16,000	£48,500	3-4 months

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<p><b>Delivering High Quality Services &amp; Strong Finances and Governance</b></p> <p><b>Financial Strategy</b></p> <p><b>Customer Service Strategy</b></p>	<p><b>Phase 3 MyTending Specialist Developer &amp; Microsoft Resource</b></p>	<p>A pool of up to 80 specialist resource days to draw down to provide new and enhance existing <i>MyTending</i> Services including: Agile project management, technical consultancy, specialist developer &amp; database admin resources, management statistics/ customer analytics, performance optimisation, data governance &amp; retention compliance.</p>	<ul style="list-style-type: none"> <li>▪ ROI &amp; Customer Service Improvements through further channel-shift to our online self-service model using our <i>MyTending</i> portal.</li> <li>▪ This in turn will reduce the number of calls to contact centre CSA's and the back-office service experts thereby saving resource time/cost.</li> <li>▪ Further <i>MyTending</i> accelerated growth and market penetration.</li> </ul>	£88,000	-	12 months
<p><b>Delivering High Quality Services &amp; Strong Finances and Governance.</b></p> <p><b>Financial Strategy</b></p> <p><b>Customer Service Strategy</b></p>	<p><b>OneServe Integration Investigation</b></p>	<p>Investigate &amp; scope the work required to integrate the Housing repairs department's solution "OneServe" with the councils <i>MyTending</i> self-service portal for repairs reporting and end-to-end case management.</p>	<ul style="list-style-type: none"> <li>▪ Potential future ROI &amp; service efficiency improvements.</li> <li>▪ Council House tenants customer service and repairs service Improvements through self-service reporting and repair tracking.</li> <li>▪ Further <i>MyTending</i> accelerated growth and market penetration.</li> </ul>	£18,700	-	4 months
<p><b>Delivering High Quality Services &amp; Strong Finances and Governance.</b></p> <p><b>Customer Service Strategy</b></p> <p><b>Digital Strategy (Principles 1,2,3,4,5,6,8)</b></p>	<p><b>'Tell us once' service</b></p>	<p>Provide a "Tell us once" service that uses AI and a structured knowledge engine to distribute customer advised change of circumstances across the council, either as notifications to departments, or where possible via direct integration.</p>	<ul style="list-style-type: none"> <li>▪ Efficiency/ Effectiveness &amp; Customer Service Improvements giving back-office functions access to relevant information to deliver services with residents only needing to report a change in circumstances once.</li> <li>▪ Significantly reduces the possibility of the council corresponding with/ asking about a deceased partner.</li> </ul>	£55,000	-	4-6 months
			<b>TOTAL</b>	<b>£437,900</b>	<b>£116,300</b>	

*The costs set out above are estimates, which would be revisited as part of developing the projects further via the Corporate Investment Plan approach.*