
REPORT FOR: CABINET

Date of Meeting:	18 January 2018
Subject:	MyHarrow Account replacement
Key Decision:	Yes
Responsible Officer:	Carol Cutler, Director of Customer Services and Business Transformation
Portfolio Holder:	Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

This report requests authority to replace the incumbent supplier of the MyHarrow Account. Cabinet is requested to

1. Note progress to date
2. Grant permission to commence the procurement process

3. To delegate authority to determine the most appropriate method of procurement to the Director of Commercial, Contracts & Procurement , following consultation with the Portfolio Holder for Performance, Corporate Resources & Customer Service
4. Following consultation with the Portfolio Holder for Performance, Corporate Resources and Customer Services, to delegate authority to the Corporate Director of Resources to award a contract to the successful tenderer following the procurement exercise.

Reason: (For recommendations)

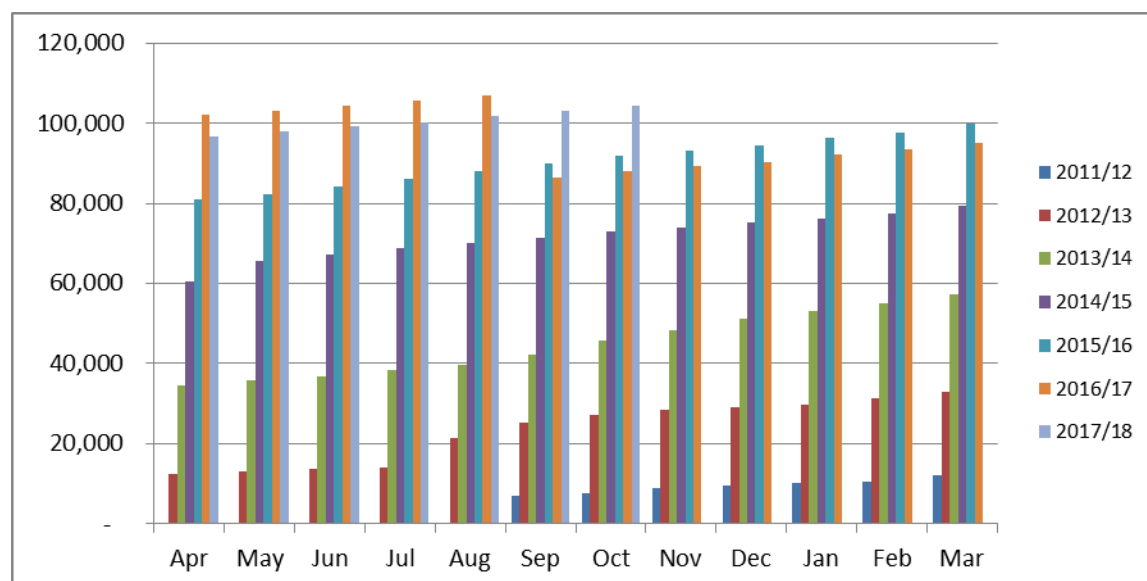
The Council has delivered significant savings in the past 5 years through channel migration and digitalisation. The MyHarrow Account has been an integral element of this work, and currently over 40,000 people log-in each month.

To ensure the savings achieved to date can be maintained, and that residents expectations of digital Council services are met, the Council therefore needs to commence the procurement of a replacement for the MyHarrow account.

Section 2 – Report

Introductory paragraph

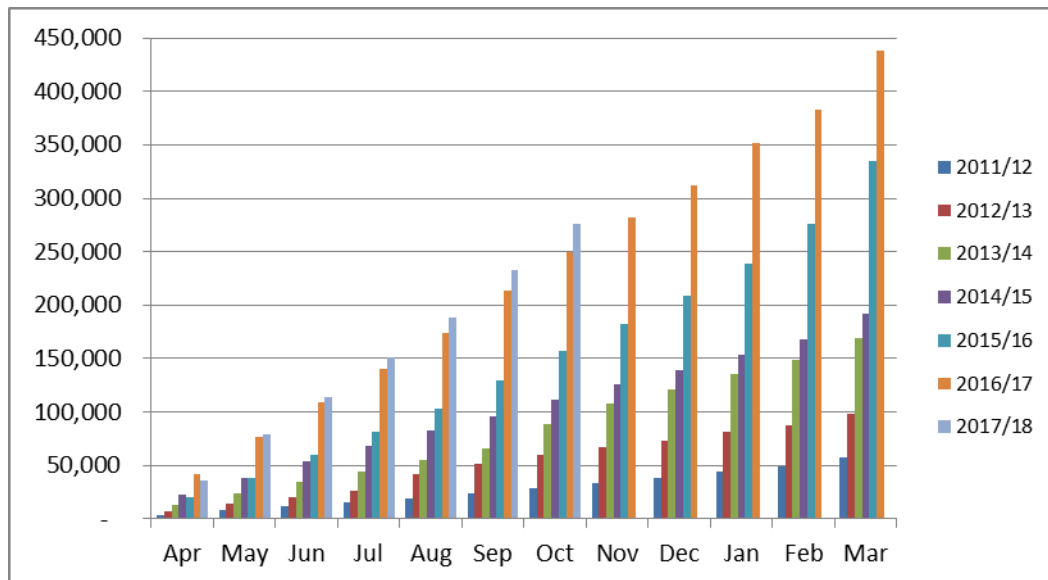
As at 31st October 2017 there are 104,500 MyHarrow account holders, a steady growth since the account was launched in 2011/12.



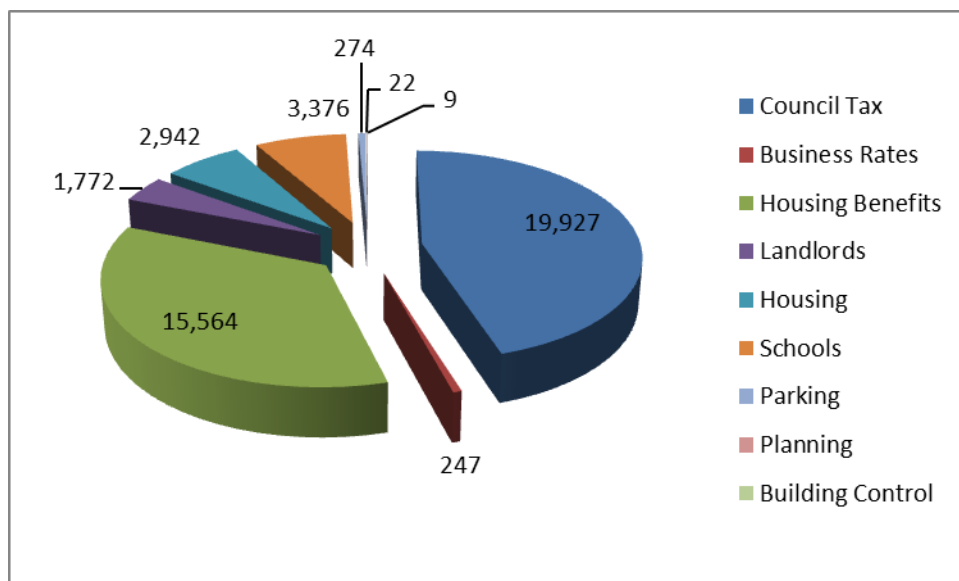
The MyHarrow account allows customers authenticated access to a range of Council services including:

- Council Tax
- Business Rates
- Housing Benefits
- Landlords
- Housing & Rents
- School Admissions & Education
- Parking
- Planning
- Building Control

As at 31st October 2017, the MyHarrow account had an average of 40,000 log-ins for the current year.



Access to the Account is split over the following services



The MyHarrow account is an integral part of the Council's channel shift programme whereby over 87% of enquiries are handled through self service, which has saved the Council over £2million per annum.

The current supplier, Gandlake, has informed us that they intend to leave the market which requires us to replace the system provider by 31st December 2020.

Options considered

The following options have been considered:

Non replacement of MyHarrow Account provider

Rejected due to the cost of employing required staffing levels.

The financial and reputational impact of not replacing the MyHarrow account with an appropriate replacement is too severe to be considered.

Replace existing supplier

Either through:

- Building a replacement system in-house with Council's IT Provider
- Procuring a new system
- Creating a hybrid system combining off-the-shelf product with in-house expertise

The Council will work to ascertain the best method for replacing the MyHarrow Account to ensure all existing functionality is replaced, while providing the greatest leap forward in terms of function and user experience, within the allotted budget.

The options for evaluation are:

Building a replacement system in-house with Council's IT Provider

Using the expertise of the in-house resources, including the Web and Digital team, working in conjunction with Sopra Steria, to develop the platform and functionality for the account replacement.

Procuring a new system

Procuring an off-the-shelf solution from vendors to provide replacement solution for the MyHarrow Account. Depending on the supplier, this solution may require the vendor to provide some customisation.

Hybrid solution

Developing a modular solution using in-house resources, Sopra Steria and vendors of existing off the shelf solutions to create a hybrid solution to replace and enhance the existing MyHarrow Account functionality.

With all options, to ensure the maximum return for the investment in development, we will propose to enter into a long-term contract with the relevant supplier/suppliers.

It is **Recommended** to replace the existing supplier by one of the methods above to:

- ensure the customer online experience is maintained and enhanced
- ensure previous years' savings are protected

Background

Like many Local Authorities, Harrow has faced steep financial challenges over the last few years.

Since its inception in 2006, Access Harrow has made cashable of savings in excess of £2,000,000 (45% of it's budget) through effective use of technology, performance management, multi-skilling of agents to create economies of scale and by process improvements.

In order to make further savings, the Council continues to deliver not only new technology for customers to access services more efficiently, but to change customer behaviour and move away from telephony-based customer service.

The Council's website offers access to many services through web forms however certain services required customer authentication before being able to accept and share personal data. The MyHarrow account was launched in 2011/12 as a single sign-in portal for residents to access personal and sensitive information. The account is available 24/7 (over 100 people logged in on Christmas Day) and offers integrated access to Council services. Customers authenticate themselves as they would for on-line banking ensuring that data was shared in a secure environment alleviating fear of personal information being accessed by other parties.

Once authenticated, customers can access services where authentication is required because of personal data such as Council Tax, Housing Benefits, Electoral Registration and Housing Rents alongside access to the library catalogue, local Planning detail, updates on service requests and non-sensitive details such as waste services.

The single sign-in is a vital component and the technology pulls together all a customer's interactions with the Council under a single login and password.

As the account is authenticated against an address (personal or business), the account utilises web services from other databases to personalise the site. Once logged in, the home page is populated with personalised location based your next bin collection date, open planning applications and licencing proposals within half a mile of your property and a link to your ward Councillors.

The successful development of the MyHarrow Account is due to a mixture of in-house expertise and an IT partner (Gandlake) who wanted to work in partnership.

This has resulted in the Council being a leader in technology and digitalisation, offering services in a way that are unique to Harrow.

Current situation - Why a change is needed

The current supplier, Gandlake, have informed us that they intend to leave the market which requires us to replace the system provider by 31st December 2020.

Implications of the Recommendation

Resources, costs

The capital and revenue cost of replacing the MyHarrow Account will be dependant upon the preferred route – either building a replacement system in-house, procuring a new system from the market or a hybrid of the two.

The sum of £2.2m has been provided as part of the Capital Programme.

Staffing/workforce

The recommendations within this report are not anticipated to have an impact on staffing and workforce considerations.

Performance Issues

The recommendations within this report are not anticipated to have an impact on current or future performance levels of the service.

Environmental Implications

There are no environmental implications arising from the recommendations set out within this report.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? Yes

Risks associated with the replacement system are effectively managed through the controls established at the commencement of the project. These were documented on the project risk register and managed through the Project Management arrangements.

Legal Implications

The procurement process will need to comply with the Public Contracts Regulations 2015 if the total estimated contract value exceeds £164,176 and

the Council's Contract Procedure Rules irrespective of the total estimated contract value.

Financial Implications

Since its inception in 2006, Access Harrow has made cashable of savings in excess of £2,000,000 (45% of it's budget) through effective use of technology, performance management, multi-skilling of agents to create economies of scale and by process improvements.

The staffing levels within Access Harrow has been reduced by approximately 50% over the last six years as services have been redesigned and transferred to a secure online process.

There are 40,000 log-ins each month to the MyHarrow account and the cost of employing staff to respond to this level of enquiries is £1,200,000 per annum.

In addition, complex integrations and process automation has been built into the MyHarrow Account saving the Council a further £500,000 per annum (realised through Project Minerva).

There is provision within the existing Resources Capital Programme of £2.2 million in 2018/19 within the budget lines for 'ongoing refresh and enhancement of IT' and Devolved Applications which will cover costs of a new replacement system.

Any increased revenue costs will need to be contained within the existing revenue budget for Access Harrow.

Equalities implications / Public Sector Equality Duty

Decision makers must have due regard to the public sector equality duty in making their decisions.

Consideration of the duties must precede the decision. Section 149 of the Equality Act 2010 sets out the equality duty as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This duty is extended to a person that is not a public authority but who exercises public functions.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The service continues to assess whether any particular groups are likely to be affected more than others and if so, how these may be addressed.

An Equalities Impact Assessment for the recommended changes has also been attached to this report.

Consequently, the recommendations within this report are proposed on the basis that due regard has been given to the Council's Equalities obligations and that the adverse impact identified within the Equalities Impact Assessment is justified in terms of the policy intent and recommendations concerned.

There is no adverse impact.

Council Priorities

The recommendations contained within this report support the corporate priorities for the following:

- Build a Better Harrow
- Be more Business-like and Business Friendly
- Protect the Most Vulnerable and Support Families.

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 January 2018		

Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 4 January 2018		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	No
EqIA cleared by:	N/A

Section 4 - Contact Details and Background Papers

Background Papers: None

Contact: Jonathan Milbourn
Head of Customer services & Business Support
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Jonathan.milbourn@harrow.gov.uk

Call-In Waived by the Chair of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in applies]</i>
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