



Overview

Country: United Kingdom

Industry: Government Agencies

Customer Profile

Derby City Council is rated among the best local authorities in England and Wales by the Audit Commission. It provides 230,000 people with more than 600 public services.

Business Situation

Derby City Council, which has 12,000 employees, wanted a customer relationship management (CRM) system to overcome departmentalised service delivery and fragmented views of citizens and their needs.

Solution

Derby Council deployed a new CRM system based on Microsoft® Dynamics™ CRM 3.0, Microsoft BizTalk® Server 2006, Microsoft Office InfoPath® 2003, and Microsoft Office SharePoint® Portal Server 2003.

Benefits

- Staff can focus on citizens™ needs
- Improved quality of service from Derby Direct
- First call™ resolution reduces repeat calls
- Most effective use of departmental specialists expertise
- Making the customer the focus of business transformation

New Service Information System Helps City Council Deliver Citizen-Centric Services

"The Microsoft components have helped to improve the productivity of developers by 50 per cent on some projects. This is due to the ease of reusing existing Web services."

Charles Emes, Lead Architect at CIBER UK

Senior officials and elected members at Derby City Council in the U.K. have created a new Customer Service Information System (CSIS) to enhance service delivery to citizens. This removes the need for repeat calls to separate city council departments by providing citizens with a single point of contact for public services online. Built on Derby's™ Strategic IT Framework, it incorporates Microsoft® Dynamics™ CRM 3.0 for essential customer relationship management processes, and Microsoft BizTalk® Server 2006 to orchestrate processes between agencies. Microsoft Office InfoPath® 2003 and Microsoft Office SharePoint® Portal Server 2003 ensure that CSIS agents and departmental specialists can share public records effectively. The new system has improved service quality and increased efficiency in the development and delivery of multi-agency services.

Situation

In recent years, local authority reorganisations and tightly controlled public sector budgets have been a recurring challenge for councils throughout the United Kingdom. As a result, the development of business solutions has often been gradual, creating silos of information within council departments. As a result, employees typically react to the specific needs of citizens rather than providing them with a cohesive service.

Acknowledging the need for change, the U.K. Government introduced its transformation agenda in 2005. This was designed to ensure that local authorities focus on Shared Services. Its vision placed the citizen at the heart of local services and, in particular, challenged public sector directors and their staff to achieve better integration between front and back office systems.

David Gale, Principal IT Consultant at Derby City Council, emphasises the challenges of meeting these objectives. He says: "Many authorities, led by traditional departmental procurement processes, have delivered specific point solutions in response to separate government initiatives. This has created a legacy of duplicated and often inaccurate systems and data, leading to a fragmented view of the citizen. As a result, it was far too difficult for customer service advisers to coordinate simple activities into the fast resolution of citizens™ issues.

"Derby City Council delivers more than 600 separate services to 230,000 citizens. We were led by a vision that required a strategic framework, capable of supporting an integrated response to citizens diverse requirements across a range of services and agencies. It had to deliver a range of generic capabilities that could manage change and processes in an efficient and flexible way."

In addition to their central customer focused vision, government targets on e-government and other influences have increased focus on service improvement. Gale explains: "The need to retain the council. Corporate Assessment four-star rating from the Audit Commission, and to achieve the efficiency improvements proposed by the 2004 Gershon Review, provided added incentives for our IT Services team to enable our Change Programme and enhance customer service."

Gale summarises the scale of the challenge the council leadership faced. He says: "To realise the vision of a unified view of each citizen as the focus of public-sector service delivery, we needed a 360-degree view of their customers relationships with multiple public and voluntary sector agencies across the city. We also had to deliver seamless processes that would allow customer service advisers to be proactive in meeting all the needs of the citizen with a single, cohesive service."

The Customer Services Information System (CSIS) is an integrated, multi-component solution, designed to facilitate Derby's™ vision. As part of its radical, multi-agency transformation agenda, Derby has used CSIS as a key tool within the new Derby Direct customer contact centre.

Solution

To help develop the programme, the council turned to strategic partner CIBER UK, A Microsoft® Gold Certified Partner and system integration consultancy working with major public and private sector clients throughout the U.K.

Since the company's initial engagement with Derby Council three years ago, CIBER UK has established a role as a trusted adviser in terms of strategic IT planning. Charles Emes, Lead Architect at CIBER UK, says: "As every IT initiative must be integrated into the existing

infrastructure, we touch nearly every project for integrating new service requests every month.”

Derby’s™ Strategic IT Framework, an adaptable, extensible system architecture that helps employees drive business transformation, underpins the CSIS development. Emes says: “The Strategic IT Framework helped us give Derbys™ customer service advisers access to the information they need to deal with service requests effectively. It helped us to offer citizens a seamless service that removes the frustrations caused by multiple hand-offs to different council departments.”

The CIBER UK team started working with Derby City Councils™ IT Services team on the CSIS project in June 2005.

Chosen for its architectural fit, both at code and component level, with Derby™ Strategic IT Framework, Microsoft Dynamics™ CRM 3.0 provides the essential customer relationship management (CRM) capabilities required by CSIS agents. Supported by a Microsoft SQL Server™ 2005 database, it helps customer-facing CSIS agents record client information quickly and process requests for service. These agents also get immediate access to a centralised repository of customer data.

At the start of each call, a Microsoft ASP.NET Web service can connect with Derby Local Land and Property Gazetteer (LLPG). This helps CSIS agents confirm the unique identity of any property in the city in real time. A specific request for service is captured in a pre-populated Microsoft Office InfoPath® 2003 form and the intelligent fields of InfoPath 2003 help CSIS agents respond to each individual’s special needs. Emes says: “InfoPath 2003 provides the hard working information agents need to deal with each enquiry, including taking payment and making appointments if required. The forms

are designed with the same look and feel as Microsoft CRM.”

Microsoft BizTalk Server 2006 supports integration between the systems involved. Once an agent completes the initial interaction, workflow orchestration manages all the processes required to resolve the citizen query. Initially, it saves the InfoPath 2003 form as a document in a Microsoft Office SharePoint® Portal Server 2003 document repository.

Gale explains: “It is very important to retain the details of our interactions with our customers and SharePoint Portal Server 2003 provides a document library for active cases that we can easily integrate into the call process. It helps us ensure continuity and deliver excellent services for customers. It also helps us monitor our performance and resolve any disputes that might arise. “

“SharePoint Portal Server 2003 provides CSIS agents with immediate access to supporting information, such as documents and images. These knowledge base resources are vital during a call, especially for new, less-experienced call centre employees who need more help to answer queries efficiently. Using SharePoint Portal Server 2003 for this function means that we maintain the information once only, for both internal and external access.”

The orchestration functions of BizTalk Server 2006 are used to send e-mail messages to the appropriate customer teams, helping them respond to calls effectively. It also updates case records in Microsoft CRM 3.0 with links to InfoPath 2003 forms in SharePoint Portal Server 2003. This ensures that every customer-facing council employee shares one view of the clients™ call. BizTalk Server 2006 also monitors case histories to detect completion, and updates Microsoft CRM 3.0 when queries are resolved. Once

cases are complete, data is stored as legally compliant records in the corporate Electronic Document & Records Management System (EDRMS).

The exchange of data between BizTalk Server 2006 and the other elements of the system is managed by Web services developed using Microsoft Visual Studio® .NET 2003, the Microsoft .NET Framework 2.0, and Microsoft ASP.NET. The .NET Framework provides a programming model and runtime for Web services, Web applications, and smart client applications.

Gale is delighted with the success of the CSIS programme, the first implementation of which went live in September 2005. He says: "With the help of CIBER UK, we have successfully architected a CSIS solution using our Strategic IT Framework, Microsoft CRM 3.0, and BizTalk Server 2006. This is helping Derbys™ employees and partners provide a seamless service to local citizens. It also ensures that we can resolve customer needs and issues quickly and efficiently, without the delays caused by unnecessary hand-offs and the frustrations of inconsistent information.

"In doing so, the system provides irrefutable evidence of the interoperability and sustainability of the varied components in the Microsoft technology stack."

Benefits

The new framework fully supports™ Derbys agenda for streamlining services to citizens by placing accurate, up-to-date information at agents™ fingertips.

Development Times for New Services Reduced by 50 Per Cent

Thanks to the extensible architecture of Derbys Strategic IT Framework, developers in the IT Services group are deploying new, citizen-centric services quickly and easily. As a result, the council is achieving ongoing

improvement in the quality of the services it offers to the local community.

Emes is impressed with the reduction in development times for new services. He says: "The Microsoft components have helped to improve the productivity of developers by 50 per cent on some projects. This is due to the ease of reusing existing Web services."

Gale emphasises how these advantages benefit Derbys citizens. He says: "Our Strategic IT Framework provides an efficient toolkit to support our business transformation agenda and ensures the continued improvement of local services. InfoPath 2003 makes it easy to create new forms in response to business managers™ requests and BizTalk Server 2006 helps us integrate new elements into our infrastructure quickly and easily. As a result, our customer-facing agents are better able to meet the changing needs of their customers.

Helping Call Centre Advisers Improve Service Quality

The framework supporting Derbys change programme has ensured that the council is meeting the demands of the new transformation agenda and the Gershon Review efficiency targets. Customers are enjoying improved access to services and an enhanced customer experience. They also feel they are known when they talk to Derby Direct agents.

Gale is clear about these benefits. He says: "The Microsoft components of our framework have played a central part in improving the public engagement with Derby Direct. An initial fear about electronic service delivery (ESD) was that interaction would be predominantly Web-based and, therefore, impersonal. In fact, ESD is equally about improving traditional channels. Our citizens can still access the council using traditional means, either face-to-face or by telephone.

Our investments in ESD, such as BizTalk Server 2006 and Microsoft CRM 3.0, mean they enjoy improved service, however they choose to access it.”

Making the Most Efficient Use of Departmental Experts

Gale is keen to emphasise the service delivery efficiencies gained. He says: “Before we implemented CSIS, our customer service agents did not have access to the information they needed to respond to callers™ needs. Customers were often directed to specialist departments with their enquiries. At worst, during peak times, it was often difficult to find someone who could help, and some calls were abandoned. At best, highly-paid specialists were often involved in resolving simple issues that did not require their expertise.

“Now, our Derby Direct agents answer 82 per cent of calls within our customer service standard of six rings, which is above our target of 80 per cent. They have real-time access to specialist line-of-business applications, so they can respond to queries and take payments during the first call. As well as improving customer satisfaction, we also avoid the time and costs of follow-up calls. By empowering our Derby Direct agents to deal with most enquiries themselves, BizTalk Server 2006, InfoPath 2003, and the other elements of our architecture, ensure our specialist staff can concentrate their efforts where they are most effective.”

Helping Developers Increase Productivity and Protect Technology Investments

The choice of Visual Studio .NET 2003 as its single development environment is delivering significant benefits for Derby City Council. Gale highlights the capability to write reusable code, and expose application components for consumption as Web services to deliver capabilities within new applications.

He says: “We have developed a range of technology components. They include the ability to track the customer, manage documents and records, collaborate online across multiple agencies irrespective of location, and access information securely from any device irrespective of its format. We can integrate these to deliver multi-agency, city-wide services in a sustainable way without huge costs of development or maintenance. In essence, we've™ created standards-based disciplines for our Strategic IT Framework.”

Derbys™ LLPG provides a clear example. Offered as a Web service, it is consumed by five line-of-business applications to give a single definition of property records across the city. Gale says: “This type of architecture typifies Derbys understanding of the need for service orientated architecture and helps us to reuse the investments we make in development.”

Making the Customer the Focus of Business Transformation

Derby Strategic IT Framework is providing change managers and business analysts with a flexible toolkit to execute the councils™ business transformation agenda. Knowing that they can achieve whatever is required removes the emphasis from the technology involved. Instead, change managers can focus on customer needs as the drivers of change and business transformation across agencies and departments.

Gale says: “This is not about overlaying new technology on old processes. It is about real business transformation within a change management environment, streamlining delivery and achieving efficiency, with the customer as its primary focus. The new CSIS environment is an example of continuous improvement. We've been able to address customers™ needs far more successfully than before thanks to the flexibility of our Strategic

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For hearing impaired customers with a Minicom contact: 0870 50 30 400*.

*Lines are open 8am-6pm Monday to Friday. Please note Numbers prefixed 0870 will be charged at national call rates. For details of national call rate charges please contact your telecoms provider.

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IT Framework. In particular in this case, we're adding value through Microsoft CRM 3.0 and BizTalk Server 2006."

Microsoft Dynamics

Microsoft Dynamics is a line of integrated, adaptable business management solutions that enables you and your people to make business decisions with greater confidence. Microsoft Dynamics works like familiar Microsoft software such as Microsoft Office, which means less of a learning curve for your people, so they can get up and running quickly and focus on what's most important. And because it is from Microsoft, it easily works with the systems that your company already has implemented. By automating and streamlining financial, customer relationship, and supply chain processes, Microsoft Dynamics brings together people, processes, and technologies, increasing the productivity and effectiveness of your business, and helping you drive business success.

For more information about Microsoft Dynamics, go to: www.microsoft.com/dynamics

Software and Services

■ Products

- Microsoft Dynamics CRM
- Microsoft Office Infopath 2003
- Microsoft Visual Studio .NET 2003
- Microsoft BizTalk Server 2006

- Microsoft Office SharePoint Portal Server 2003
- Microsoft SQL Server 2005
- Technologies
 - Microsoft .NET Framework 2.0
 - Microsoft ASP. Net

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Document published November 2006

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