

Procurement of the Contact Centre On-Premise Replacement - CCaaS

Date: December 2022

Report of: Victor Longfield (Programme Manager)

Report to: Neil Evans (Director Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

The high-level scope of this proposed project is for services to support a phased migration, and the Council is looking to engage a supplier to provide the design, configuration, commissioning, and support services for the following:

- Contact-Centre-as-a-Service
- An initial capacity of 220 concurrent agents / 600 named agents
- Omni-channel technology
- Contact / Call and skills-based routing
- Contact / Call recording
- Real-time and Historic Reporting
- A replacement for the Workforce Management Solution currently in Avaya
- Call reduction technology (such as Conversational AI / Chatbots)
- Integrated with Microsoft Teams (Presence and Directory as a minimum)
- Ability to integrate with the Council's future CRM system
- Minimum availability of 99.95% for all elements, with no single point of failure

In addition, the Council is looking to select a Supplier, with the relevant experience and expertise, to encourage the Council to implement Conversational AI across all contact channels to significantly reduce the number of contacts that need to be handled by an agent.

Recommendations

- a) The Director Resources is recommended to approve a further competition under Lot 13 of the CCS framework RM3808 (Network Services 2) and award a contract for the provision of a Contact Centre as a Service, on the basis that the contract award will be completed by 23:59 UK time on 16th August 2023.

What is this report about?

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- The Council have been running an on-premise Avaya Contact Centre system that is coming to the end of life and now wishes to replace this with a cloud-based service.
- The contact centre has approx. 220 concurrent agents / 600 named agents taking calls from users across the city. Currently, the main user of the Contact Centre is the Council's Customer service centre (the Council's primary customer-facing team), but there are smaller teams using the contact centre including Housing, Environmental Health and Social Care.
- As well as the contact centre, there are a number of users who use the Avaya system but do not rely on the specialist elements of the software such as Workforce Management and call routing.

This report details the background, procurement approach and timeline for the CCaaS project. This decision is being taken as a Key Decision and is therefore subject to Call-In.

- The Council has set a number of strategic objectives for this Contact Centre transformation:
 - To eradicate as many service failures as possible to minimise the need for contact
 - To provide clear public communications to minimise the need for clarification
 - To ensure effective feedback and completion of tasks once actions by the public are raised to minimise repeat contact
 - To enable those who have access to digital technology to self-serve as a first preference
 - To widen participation in the use of digital technology
 - To provide excellent face to face and telephony contact for key services which require complex handling or for customers who are unable to realistically self-serve

What impact will this proposal have?

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The proposal detailed within this report includes the Evaluation of Tenders to follow best practice when selecting a suitably qualified Supplier to deliver the CCaaS solution. The evaluation of submissions will be based upon a number of areas including as assessment of Technical and Business criteria (pass/ fail) and Award Criteria (scored). The criteria will be set in accordance with the Framework Terms and Conditions. Only those submissions that pass the Assessment criteria will then be evaluated against the award criteria. Those deemed not to meet the Assessment Criteria will not be considered further

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

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What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted? Yes No

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Leeds City Council has appointed 4C Strategies, an independent ICT consultancy, to assist with the procurement process and the subsequent selection of a suitably qualified Supplier to deliver this solution.

A series of requirements gathering workshops have taken place with internal stakeholders to inform the ITT document.

A pre-market supplier engagement exercise to pro-actively notify Suppliers on the RM3808 Procurement Framework of the high-level project scope and proposed Tender timelines.

What are the resource implications?

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External Costs:

The initial estimate of the value of the contract is £800K per year (OPEX) and £100K (CAPEX) for Professional Services. The total estimated cost of the contract will be £5.7M. Contract length will be 5+1+1 years.

Internal Costs:

Internal resources will be required to support the implementation of this solution – estimates to be confirmed.

What are the key risks and how are they being managed?

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Tender responses are low numbers or submitted as poor-quality responses. Mitigation: Complete a pre-market Supplier Engagement exercise to pro-actively notify organisations on the RM3808 supplier list of the high-level solution requirements and project timeline.

Project Management Controls to continuously manage and monitor risks throughout the project life cycle.

What are the legal implications?

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This is a Key Decision and therefore is subject to Call-In.

A standstill period will be held as part of the award process in order to mitigate any potential risk of challenge by unsuccessful suppliers.

The procurement process will be completed in accordance with the Council's Contract Procedure Rules.

Options, timescales and measuring success

What other options were considered?

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The current Avaya contact centre 'on premise' system is going "end of life" whereby ongoing support by the manufacturer for both software and hardware will be withdrawn and needs to be replaced by March 2024.

In common with most IT systems, Contact Centre technology provisioning has moved on in recent years and all vendors now offer a Contact Centre As A Service (CCaaS) approach which provides greater flexibility in how the infrastructure is provisioned and managed. This approach is in line with the council 'cloud first' IT strategy.

Two options were considered and rejected:

- A technology refresh of existing Avaya on-premise solution, which was viewed as being cost inhibitive and would provide minimal opportunity for future digital efficiency cost savings.
- To run a Leeds City Council procurement process – this procurement route has been rejected as a suitable framework has been identified.

How will success be measured?

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The tender will be issued on RM3808 – Lot 13.

General T&Cs have been agreed as part of the acceptance onto the framework.

There will be a mandatory specification issued and also a number of evaluated questions as well as the tender pricing. Any failure of mandatory areas will result in the bid being rejected.

The bid will firstly be evaluated on quality. Only those who pass the quality threshold will have their bids financially evaluated. There is also a social value requirement that will need to be met.

The bidders may be invited to give a presentation to the Leeds City Council team following the evaluation.

What is the timetable and who will be responsible for implementation?

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Issue ITT for further competition	26th January 2023
Deadline for receipt of ITT	6th March 2023
Contract award (envisaged)	24th May 2023
Contract mobilisation (envisaged)	1st June 2023

Appendices

- None

Background papers

- None