

Committee(s): Communication and Corporate Affairs Sub Committee – For Information	Dated: 24/04/24
Subject: Data Lighthouse Project Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4,5,6,7,9
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N
Report of: The Chamberlain	For Information
Report author: Sam Collins, Chamberlain’s Department	

Summary

This paper provides an overview of the Data Lighthouse Project which commenced in November 2023. The findings of the project support the need for a Corporate Customer Relationship Management (CRM) system as a key priority for the Corporation. The Digital, Information and Technology Service are proposing a proof of concept utilising Microsoft Dynamics 365 Customer Insights to start in April 2024. The proof of concept is funded, however there is no agreed funding to progress further at present. The proof of concept will be used to support the business case for future funding, but will also look to identify any benefit realisation and efficiency savings but most importantly will support one of the new Digital, Data and Technology Strategy strategic outcomes to be more ‘data driven’. Further information is provided in the accompanying presentation.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. In April 2023 the Digital, Information and Technology Service (DITS) initiated a Data Maturity Assessment for the City of London Corporation. The assessment was supported by Hitachi Solutions and consisted of 16 separate workshops covering various data related topics including data governance, data quality, data

architecture and data security. There were over 40 participants from across the City of London Corporation.

2. The findings from the Data Maturity Assessment were presented to Digital Services Committee in July 2023 and included immediate, intermediate and strategic recommendations. One of the immediate recommendations was the initiation of a 'Data Lighthouse Project' to demonstrate best practices and the 'art of the possible with data'.
3. The management of customer data and the requirement for a Corporate Customer Relationship Management (CRM) system was identified as a key priority for the organisation and was chosen as the focus for the Data Lighthouse Project.

Current Position

4. The Data Lighthouse Project commenced in November 2023 and focussed on the management of customer data across 7 areas of the City of London Corporation. For each area the project sought to identify the customer experience, the purpose and use of the data collected, the systems used to manage the data and the type, quality and format of the data collected.
5. The chosen areas included Electoral Services, Innovation and Growth Marketing Team, the Destination City Programme, the City Belonging Project, the Small Business Research and Enterprise Centre (SBREC) and the Planning Engagement Team. The selected areas were intended as a sample only, recognising that a Corporate CRM has the potential to be used much more widely, across all departments.
6. The project highlighted that there were multiple disconnected tools and applications in use across these areas and a significant amount of manual effort was required in managing and making use of the data available. The project also conducted an analysis of the 81,000 records held across the services and found that 45% data was duplicated across one or more services.
7. The project concluded with a strong recommendation to investigate and implement a single, user friendly application which could be utilised across multiple areas of the organisation for effective and efficient management of customer interactions through a single shared platform.

Options

8. Given the existing skills and knowledge within the City of London Corporation, the Data Lighthouse Project recommended a solution based on Microsoft Dynamics 365. Microsoft Dynamics 365 Customer Insights is a customer data platform that supports the management and unification of customer data onto a single platform, to provide a holistic view of customers and their interactions across all services and communication channels. Customer Insights can be used a single platform for managing all interactions with customers, as well as ingesting customer information from other sources to provide a single view of the customer.

Proposals

9. As part of the new Digital, Data and Technology Strategy, and in order to support one of the strategic outcomes to be more 'data driven' – DITS is taking forward a proof of concept for Dynamics 365 Customer Insights, which will commence by the end of April 2024. The proof of concept will include the migration of data collected through the Data Lighthouse Project into Customer Insights as well as ingesting data from the existing Strategic Engagement and Events Management solution (SEEMS), which is also built on Dynamics 365.
10. The Proof of Concept seeks to evaluate the functionality of the Customer Insights solution and understand whether it meets the requirements of the organisation. Customer Insights will be demonstrated to the services involved in the Data Lighthouse Project and other interested parties to seek their views and assess the viability of the product.
11. If successful, the proof of concept will support the development of a business case, highlighting the benefits realisation, potential efficiency savings and if required to secure funding for the implementation of Microsoft Dynamics 365 Customer Insights as the Corporate CRM tool for the organisation. It is anticipated that a single shared platform used across multiple departments would deliver significant efficiency savings through a reduction in manual effort to gather and manage multiple, duplicated data sets. A single platform would also support a more consistent experience for our stakeholders, providing a holistic view of their interactions with the Corporation and highlighting opportunities for further engagement.

Key Data

12. The Data Lighthouse Project commenced in November 2023 and included a sample of 7 different areas of the City of London Corporation.
13. The Project analysed 81,000 customer records and found that 45% of the data was duplicated across two or more of the areas within the project.
14. A Proof of Concept for Microsoft Dynamics 365 Customer Insights will be initiated by the end of April 2024.

Corporate & Strategic Implications

Strategic implications – The efficient and effective management of customer data and a better understanding of customer interactions across the City of London Corporation would help to support the successful delivery of the new Corporate Plan 2024-29, supported by the new Digital, Data and Technology Strategy. A well- managed Corporate CRM is a necessity for any large organisation, offering significant opportunities to collaborate more effectively across services, support cross functional working removing any duplication and provide better understanding and insight into the organisation's stakeholders.

Financial implications – There is funding in place for the proof of concept, however without further work to understand the benefit realisation and efficiency savings, additional funding

may be required to progress further. Licence costs for the proposed solution (Microsoft 365 Customer Insights) start from £20k per annum, but could increase significantly based on usage. The proof of concept will support the development of the business case to either repurpose or secure future funding. The ongoing licensing and internal support costs are estimated to start from £250k per annum.

Resource implications – For the Corporate CRM, consideration should be given to the future support model which is likely to require 2-3 additional roles to provide functional and technical support. The proof of concept will determine whether existing resources can be repurposed and presented within the business case.

Legal implications – The proposed Corporate CRM would support compliance with the Data Protection Act 2018 in seeking and recording consent from customers to store their data and ensuring compliant retention periods for customer data.

Risk implications – There is an ongoing risk that customer data is not being managed effectively, or consistently in compliance with the requirements of the Data Protection Act 2018.

Equalities implications – It is not considered that the proposed Corporate CRM would have any equalities implications, however an Equalities Impact Assessment will be conducted to ensure that any impacts are considered.

Climate implications - None

Security implications - None

Conclusion

15. This paper provides a summary of the findings of the Data Lighthouse Project and the proposal for a proof of concept in the use of Microsoft Dynamics 365 Customer Insights as the corporate CRM for the City of London Corporation, which supports one of the key strategic outcomes under the new Digital, Data and Technology Strategy. The proof of concept is funded, however further work is required to understand implications of further funding going forward. The proof of concept will be used to support the benefits realisation, efficiency savings and much needed transformation required across the Corporation. Further information is provided in the accompanying presentation.

Appendices

- Appendix 1 – Presentation – Lighthouse Project Discovery Playback

Background Papers

None

Sam Collins

Assistant Director Digital and Data
Digital, Information and Technology Service, Chamberlain's

E: sam.collins@cityoflondon.gov.uk