Operational review

Civica is a global leader in public services technology. We work closely with customers to develop existing products and innovative new solutions, connecting digital, cloud and data insights to enable modern services, improved regulation and greater efficiency.
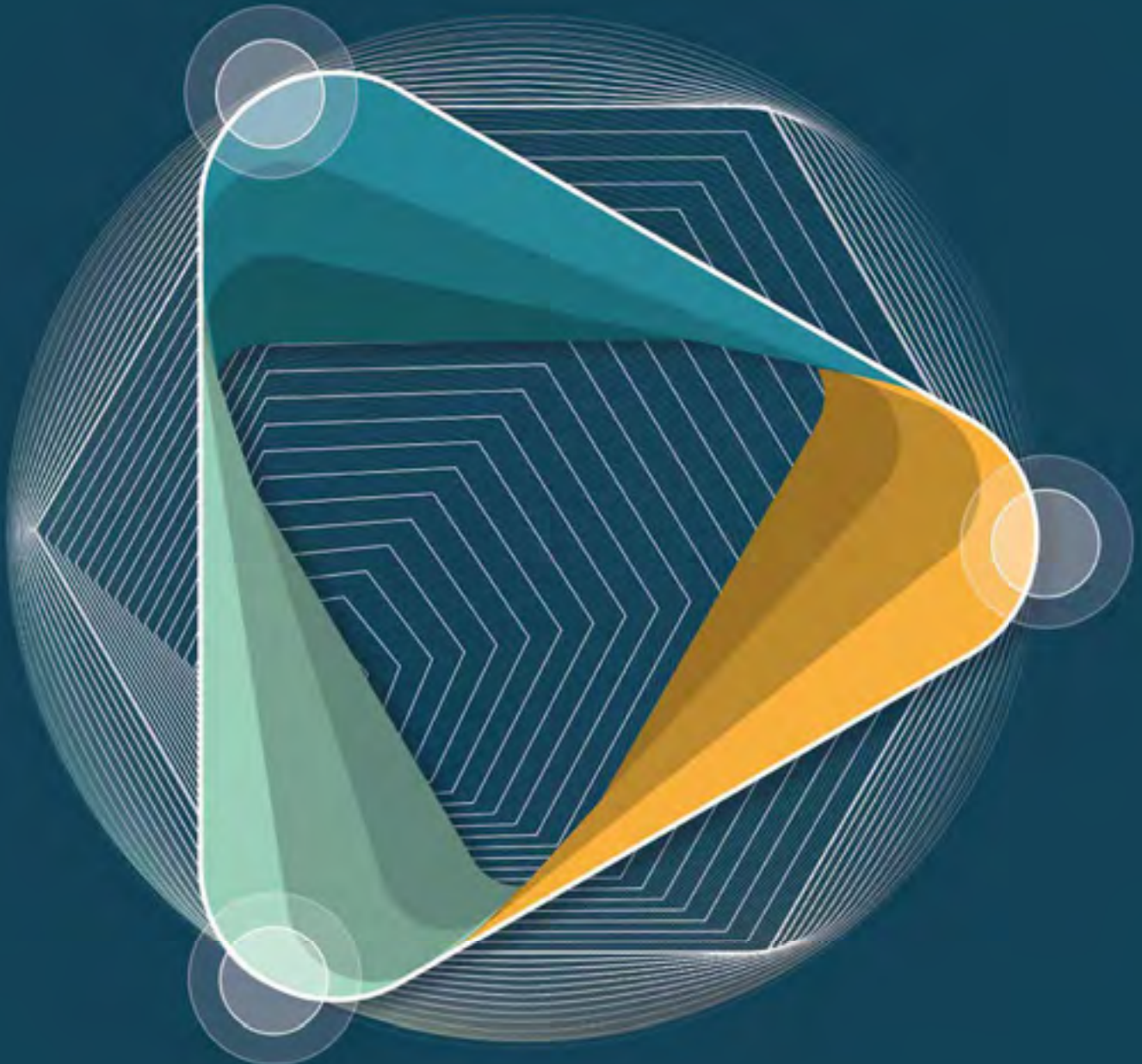
Capability overview

Business-critical software

Digital solutions

Managed services

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Review of operations

Business-critical software

With almost 20 per cent of Group revenues invested into development, Civica continued to respond to customer needs during the year from core requirements and support for new legislation to sustained product innovation.

We achieved excellent organic growth in software-based activities, with owned software IP and implementation revenues increased by 20 per cent on the previous year. This was led by a strong performance in Australia, including our largest contracts in health and education, supported by growth in UK local government and community protection, and greater focus on sales across geographies.

Civica continued to accelerate the introduction and adoption of cloud software, with initial take up for new applications across local government, health care and education. The Group maintained good momentum with new and existing customers, signing more than 100 agreements for cloud-based software, again with a strong performance in Australia and New Zealand where more than 80 per cent of sales in the year comprised cloud solutions.

The Group advanced development and innovation roadmaps for all product areas, focused around a common set of 'Development Tracks' informed by current and emerging technologies. Activities were boosted by acquisitions during the year, while further expansion of our centre in Vadodara helped accelerate our development effort globally through team extensions.

Customer priorities to achieve efficient modern services continue to sustain the requirement for enabling technologies. With a strong record of product innovation and delivery, Civica remains well placed to support improved software-led outcomes for our customers.

Digital solutions

Following the launch of Civica's digital business in 2017, the Group concentrated on bringing together our combined resources into a single integrated division.

With activities focused around design and development of fully digital services, we secured innovative new business. This included programmes with, among others, the Home Office, Department for Transport, Police Service of Northern Ireland, the Rail Delivery Group and a leading international prepaid services provider, to support its next generation of digital ready, cloud-based card processing and management systems.

The Group also made progress in local and regional government, such as at Cheshire West and Chester Council which awarded Civica a seven-year contract for a digital customer platform using our Workflow360 technology to support service improvement and deliver cost savings.

From chatbots to connected devices, the business continued to harness new technology and to add new skills in support of exciting opportunities to create high-value digital services across the wider business. In the area of workplace productivity, using technologies such as robotic process automation and other techniques, Civica has also been able to help customers save money and free up skilled people to focus on higher-value work.

Managed services

Building on our software and digital foundation, Civica's specialist business services include platform-based delivery of back office functions and contact centre operations. Our distinctive partnership model continued to prove successful with customers looking to sustain and improve performance while delivering major savings.

New contracts underpinned by Civica technology included a 7-year agreement to operate shared front-facing services for the East Kent partnership of Canterbury City, Dover and Thanet councils, to protect vital services while saving up to £5.3 million. A rapid transition on this and other new contracts including for the state government of Victoria saw smooth take on of more than 450 colleagues in total.

We also expanded our flexible OnDemand processing services, used by 125 authorities to address resource gaps or workload peaks in processing and administration. Contract highlights included extended agreements with the London Borough of Enfield and Leicester City Council.

The Group delivered a strong performance with technology managed services, to support assured and efficient operations from business-critical application hosting and cloud services to software asset management.

▶ **Hull City Council**

Civica's strategic partnership with Hull harnesses the company's full range of software, digital and service capabilities to drive overall performance and efficiency. Underpinned by core software, Civica runs revenues and benefits services and contact centre operations on behalf of Hull, together with a digital enablement programme. The distinctive model has allowed Hull to achieve multi-million savings, while improving claims assessment, and the partnership has secured more than £1 million for the council through improved council tax administration.