



REPORT TO THE MEETING OF CABINET – 18 SEPTEMBER 2024

PORTFOLIO: RESOURCES – CLLR S MOUNTFORD AND SPECIAL PROJECTS & ASSETS – CLLR T GIBSON

REPORT FROM ASSISTANT DIRECTOR PERFORMANCE POLICY & CUSTOMER

CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM - BUSINESS CASE

1 PURPOSE OF REPORT

- 1.1 This report presents to Cabinet the business case for the Council to invest in a new Customer Relationship Management (CRM) system as a key step towards modernising the way that residents and businesses interact with the Council in order to access information, request support and access services.

2 LINKS TO COUNCIL'S PRIORITIES AND OBJECTIVES

- 2.1 The CRM will transform interactions between the Council and the people it serves, therefore it links to and supports all of the Council's priorities and objectives.

3 RECOMMENDATION

- 3.1 It is proposed that Council **RESOLVES**

- (1) To approve the business case presented alongside this report.

-
- (2) To approve creation of a new CRM capital scheme, with total scheme approval of £764,000, and payments approvals of £549,000 in 2024/25, £197,000 in 2025/26 and £18,000 in 2026/27.
 - (3) To approve for the CRM capital scheme to be funded by an appropriation from the IT earmarked reserve.

4 INTRODUCTION

- 4.1 In recent times there have been improvements to parts of the Council's website, accompanied by the development of a range of e-forms (e.g. in Council Tax, Benefits and Business Rates where there have been over 7,600 e-forms completed over 2023/24). However, most Council services can still only be accessed during office hours, usually through a telephone call or visit to the Council offices. In some cases, service areas offer generic email addresses to which emails can be sent out of hours, but the processes that sit behind requests for service by email are identical to those requests received by the other available access channels. There is little to no automation with activities processed manually.
- 4.2 The Council does currently have a CRM system. By way of a definition, the term CRM is used to describe systems that manage interactions with customers. The current system is used exclusively by the First Contact customer services team and has very little integration with other back-office systems in use across the Council. This lack of inter-operability results in inefficient processing of service requests; double-keying of information, multiple hand-offs across teams, and no automated workflow. Furthermore, the customer does not receive automated updates as their service request / application progresses through the system and this means that they have to chase the Council for progress, creating unnecessary and avoidable contact from customers.
- 4.3 This customer experience is at odds with the way people access services in almost all other aspects of their lives, including with other public bodies such as the DVLA, HM Passport Office, HMRC etc. which offer fully automated processes which can be undertaken at a time and place decided by the customer.
- 4.4 It is the Council's ambition to adopt a digital first approach to service delivery, allowing the Council to provide a modern and responsive service across all departments - which will drive improvements to customer satisfaction and facilitate more efficient working practices. Investment in a new CRM will create a significant leap forward in achieving this ambition. This investment will also include creation of a modern website as the "front door" through which customers access services and the CRM is the "back office" which enables the service(s).

5 BUSINESS CASE FOR INVESTMENT

5.1 One of the aims of the Council's transformation programme, called *Transforming Together (TT)*, is to embed new ways of working. The TT programme established a transformation fund from which projects could draw down budget to support this and the other aims of TT. Although the transformation programme has now moved to business as usual, the new CRM project commenced under TT and is a key step towards modernising the Council and achieving new ways of working.

Benefits

5.2 In developing this project, a CRM business case officer working group was established which includes officers from across the range of service departments at the Council. This working group not only helped to steer the development of the business case but also provided some important and key data which is been analysed and included in the business case to demonstrate the potential efficiencies that are achievable from implementing a new CRM system. Turning those efficiencies into cashable savings is the basis of the business case – an investment to make savings in the medium term.

5.3 From this analysis, it is estimated that over 7,943 hours can be made in efficiency savings through implementation of this project. This ranges in magnitude across different service areas, depending on the volume of transactional work that they undertake and the efficiency of the current systems and processes in place. There is also a forecast additional 7,231 hours in efficiencies from expected reduction in phone calls, walk-ins and emails received as demand is met online. It is projected for there to be a total of around £389,000 of cashable efficiency savings, made up of the following:

- In anticipation of more efficient working practices facilitated by the new CRM, 2.45 FTE (full-time equivalent) in vacant posts in the First Contact team have already been “banked” and put towards the project, delivering circa £88,000 of cashable savings year on year with immediate effect.
- There are also circa £31,000 of cashable savings which can be made by moving away from the existing CRM supplier, a reduction in support costs for the existing CRM system, the cost of a separate e-forms package currently used by the Council as well as an anticipated reduction in printing costs.
- It is projected that there is a further £270,000 of ongoing cashable efficiency savings to be delivered from future staff number reductions which will be realised post-implementation of the new system.

5.4 Reduction in headcount is not the driver for this project and, therefore, it is not proposed that the Council will be making redundancies to fund it. The implementation period of 18 months means that, on current projections, reduction in staff numbers is likely to be capable of being achieved over that

time period through vacancies arising from the normal course of business i.e. retirement or resignation. The Council will always try to avoid the need for compulsory redundancy. By achieving these efficiency savings in this way, the unsettling impact on staff is minimised whilst at the same time allowing the Council to recoup its initial investment and arrive at a position where the cashable savings – which are ongoing – more than cover the annual licensing costs of the new CRM.

- 5.5 Notwithstanding the strong financial argument for investing in a new CRM, first and foremost at the heart of this project is the desire of the Council to transform the way that it delivers its services to residents and businesses across the Borough. By implementing this new system the Council will be modernising and providing services in ways which are much more akin with the way that people access services in their everyday lives, both in the private and increasingly in the public sector. In this vein, the business case proposes the following outputs and outcomes:

Outputs

- a. New customer workflows
- b. eForms
- c. Customer Portal (Self-Serve)
- d. Member Portal to access information and raise requests on behalf of residents
- e. Website “front end” to access information and make service requests
- f. Integration with back-office systems

Outcomes

- a. Channel shift - away from more expensive customer facing support – face to face, telephone, email – towards self-service and automation of processes, freeing up time for officers to deal with more complicated cases
- b. Customer experience – improved customer satisfaction, quicker and more responsive case progression with automatic updates, (less chasing from customers)
- c. Member experience – a dedicated Member Portal to access information to support advice and guidance to residents as well as a means to raise and track requests on residents’ behalf
- d. Efficient and effective ways of working – better processes, more integration with other systems in use across the Council, data and insight to better understand service demand and drive decision making, avoiding duplication of effort

Costs

- 5.6 The new CRM system and website represents a significant investment for the Council. However, this amount reflects the lack of investment to date in systems which enable modernisation of service delivery; had the Council

made more modest, incremental, investments in such systems over time, it would have spent a similar amount to what is proposed in this business case. The business case includes detailed costings for the project, covering: staff costs; initial system purchase and implementation costs; and support and maintenance costs for the first three years.

- 5.7 At this stage of the project's development, these costs are estimated to be in the range of £850,000 - £1.05m, with a broad outline of costs in the table below.

Table 1 – Costings for the CRM System

Cost element	Amount (£)
Staffing resource (project management, business analyst, existing staff cost attributed to the project, IT specialist, potential backfill)	£280-310k
Initial purchase and implementation	£90-140k
3 years support and maintenance	£320-385k
Back-office system integration	£50-75k
Contingency	£112-139k
Total	£850k-1.05m

Implementation

- 5.8 The business case includes a high-level timeline of planned implementation. Whilst the need to modernise the Council is pressing, this is a complex project which needs to be implemented in a managed and controlled way. Rather than a “big bang” approach, the Council’s proposed methodology for implementation is through a series of sprints on a process-by-process basis informed by analysis included as an appendix to the business case. Proposed timescales are as follows:
- a. Develop detailed tender specification – end September 2024
 - b. Tender – October to December 2024
 - c. Contract award – December 2024
 - d. Discovery phase – end January 2025
 - e. Implementation – January 2025 to end March 2026
 - f. Post-implementation review – Apr/May 2026

Structure of the Business Case

- 5.9 The business case comes in four parts:
- a. Business case (the main document)
 - b. Appendix A – Forms and process analysis
 - c. Appendix B – High level specification (for the tender)
 - d. Appendix C – Equality Impact Assessment
- 5.10 The business case covers:
- a. background to the project
 - b. need for the investment
 - c. decision required,
 - d. key outputs and outcomes
 - e. benefits and cost analysis
 - f. project recourse costs
 - g. options appraisal
 - h. risks, dependencies and assumptions
 - i. delivery approach
 - j. high-level timeline
- 5.11 Appendix A (to the business case) provides the details of the analysis undertaken and summarised above in this report relating to potential efficiency savings achievable.
- 5.12 Appendix B sets out a high-level specification to inform the detailed tender specification which is in development and will be used to select a supplier of the new CRM system.
- 5.13 Appendix C is an Equality Impact Assessment should the project be implemented.
- 6 OPTIONS (see Table 4 of the Business Case for additional information about the options considered and presented below)**
- 6.1 Option 1: Do nothing – retain current systems “as is”
- Advantages:* Lowest investment option; CRM is well established and used by First Contact (principal user).
- Disadvantages:* Current system is only used by one part of the Council with no integration with other system; existing system will not improve customer experience due to limited functionality and no direct customer access; existing CRM is an on-premises solution with additional support costs (i.e. the system sits within the Council’s IT environment and is managed by the Council’s IT supplier).
- 6.2 Option 2: Do not purchase a new CRM and instead invest in the existing or new e-forms solution to supplement the existing CRM.

Advantages: Existing e-forms solution is well-established across Revenues & Benefits and offers option to purchase additional forms for other Council services (e.g. Planning and Environmental Health; legislative changes are reflected in e-form updates; lower investment solution that recommended option; faster implementation time (3-6 months).

Disadvantages: Not an integrated solution, requiring a large amount of manual intervention by Council officers; existing e-forms package does not cover all Council services and so compared to a full CRM solution with comprehensive e-forms package this option would only improve the customer journey for service areas covered by supplier.

- 6.3 Option 3: Do not buy an “off-the-shelf” CRM but instead develop a bespoke CRM system using in-house resources.

Advantages: CRM built to exact requirements; cost avoidance of standard modules in off-the-shelf solutions that the Council may not use

Disadvantages: High investment cost option; long development lead times (18-24 months); skills not readily available in house; high risk of unfit-for-purpose solution that requires frequent maintenance and high-level technical skills to maintain; risk if key staff leave the Council; new processes and workflows unlikely to be low- / no-code (i.e. changes cannot be made without highly technical coding skills); integration with back-office systems more difficult as other existing IT system suppliers will not have developed connectors for a bespoke system; major investment in staff training, upskilling and hiring of new staff required.

- 6.4 Option 4 - Preferred Option: Purchase a new Cloud-based CRM.

Advantages: Improved Member and customer experience; ability to provide anytime access to most Council services via self-serve (with 24/7 system availability); digitalisation of services and enhanced digital reputation; more efficient ways of working (saving time, delivering services faster); reduced cost of service delivery by shifting towards less-costly customer access channels; foundations in place for future development through low- / no-code interface to design new processes and workflows without the need for highly technical coding skills; improved data and insight.

Disadvantages: Highest investment cost option; significant IT and change project for the Council – delivery risks; medium-long implementation timescales (12-18 months)

- 6.5 Option 5: On-premises new CRM (i.e. the system sits within the Council’s IT environment and is managed by the Council’s IT supplier).

Advantages: As in option 4.

Disadvantages: As in option 4 *plus* system supported during office hours only (24/7 support for the Council’s IT environment would be major change to existing IT support contract with an increase in cost)

7 RISK IMPLICATIONS

- 7.1 The new CRM implementation comes with risks as included in Table 6 the business case, in summary:
- a. No supplier bids for the service (mitigated by a tender specification which meets the Council's requirements and also appeals to suppliers).
 - b. Insufficient capacity and skills in house to deliver the project and manage benefits realisation (mitigated by proposal for additional project management resource in the business case).
 - c. Insufficient funds to delivery the project (mitigated by robust approach to costing in the business case and availability of funds to deliver – see detail in Financial Implications below).
 - d. Availability and capability of staff to undertake the implementation of new workflows in the new system (mitigated by training – including from the supplier – and an in-house Business Analyst to support the work).
 - e. Landing the messaging correctly and positively in relation to proposed self-service changes (mitigated by a clear and comprehensive communications plan built into the project plan).
 - f. System availability only supported during normal working hours (mitigated by 99% system availability written into the service specification).
 - g. Project can only move at the pace of the slowest third-party (mitigated by early engagement with other IT third-party suppliers to set out requirement and expectations of their response times).
 - h. Insufficient time to develop the specification (mitigated by working with the Essex Procurement Hub EPH to develop a specification that is robust and meets the Councils requirements).
 - i. Delays to project implementation (mitigated by sufficient project management resource to make sure that project is delivered on time).
 - j. Change management element of the project is underestimated and under-resourced (mitigated by clearly defining change management requirements detailed project planning stage).
 - k. "In-flight" cases are lost within the legacy system at go-live (mitigated by implementation plan to be on a process-by-process basis with (where possible) a short period of pausing new requests to allow for in-flight cases to be cleared out before going live with new workflow).
 - l. Incumbent software suppliers are unable to integrate with the new CRM (mitigated by including a list of incumbent software suppliers across the Council in the tender specification and tenderers will be required to

confirm that they have integrated which each in previous installations with other customers).

8 CRIME AND DISORDER IMPLICATIONS

8.1 None.

9 ENVIRONMENTAL IMPLICATIONS

9.1 The CRM will drive “greener” ways of working as digital channel shift will reduce the Council’s need for paper, postage, and printing consumables with more done online. It will also help to reduce officer mileage as the system will work with mobile technology to remove the need to return to the office between work cases.

10 FINANCIAL IMPLICATIONS

10.1 The CRM would represent a significant investment for the Council and therefore it is critical that the benefits, both financial and non-financial, justify the investment.

10.2 The financials within the business case demonstrate the requirement for a capital investment of £764,000, with £549,000 of this being in 2024/25, £197,000 in 2025/26 and £18,000 in 2026/27. As part of the 2024/25 budget setting process, £800,000 was appropriated to the IT earmarked reserve in anticipation of this business case coming forward and is therefore available to fund this capital investment without the need for borrowing.

10.3 Included within the 2024/25 capital cost is contingency of £125,000 which is felt to be sufficient for a project of this nature and scale, the likes of which have not been undertaken previously by the Council.

10.4 As well as the capital investment, there are revenue costs that will be incurred in the delivery of the project. It is anticipated that existing staff resource totalling £38,000 in 2024/25 and £76,000 in 2025/26 will be required. As it is existing staff, the cost of this is already within the budget but it does represent an opportunity cost as the staff will be diverted from what they would otherwise have been working on.

10.5 Taking both the capital and revenue elements together, the total implementation cost is expected to be £878,000 broken down as £587,000 in 2024/25, £273,000 in 2025/26 and £18,000 in 2026/27.

10.6 Once the system is implemented, there will be an annual support cost which is estimated at £85,000 from 2026/27. Whilst this is higher than the costs for the current system, the additional cost can be covered by savings the new system will enable.

10.7 The new system is expected to enable significant efficiencies, with cashable savings estimated at just over £389,000 per annum once the system is fully implemented. The majority of these come from a reduction in the workforce

although it is expected that this reduction can be achieved through the normal course of business e.g. resignations and retirements.

- 10.8 At this level of saving, the cumulative position is that the new system will break even at the end of 2027/28 which represents a relatively quick period for an investment of this scale.
- 10.9 Because the capital investment can be funded from the earmarked reserve, the net revenue saving enabled by the implementation will contribute directly towards closing the budget gap in the Medium Term Financial Strategy.
- 10.10 In addition to the cashable savings, there is also an estimated £33,000 of efficiencies expected. These are where across a number of teams a small benefit will be achieved, but on its own it will not be high enough to warrant a reduction to the staffing for that service area. However it may, alongside other initiatives, enable a cashable reduction at some future point.
- 10.11 The current estimate of savings is predominately based on a forecast of time saved in delivering various processes within each team. Detailed process reengineering will be undertaken during implementation and, once the system has been implemented, a detailed review will be undertaken to ensure that the expected benefits are being realised. Should it be the case that the benefits being achieved are greater or less than expected for any given service area, adjustments will be made to the budgets at that point.

11 LEGAL IMPLICATIONS

- 11.1 The contract for the project will be subject to the Council's Contract Procedure Rules and the Public Contracts Regulations 2015.
- 11.2 The Council information governance policies will be reviewed and updated to take into consideration the new system in compliance with the Data Protection Act 2018.

12 HUMAN RESOURCES IMPLICATIONS

- 12.1 The efficiencies gained through the implementation of the CRM will have an impact on the roles and responsibilities of staff in service areas impacted, as the drive to digital channels will see a reduction in back-office administrative processes. Staff will be provided with the appropriate training and support needed to work through the implementation and corresponding usage of the CRM.
- 12.2 The CRM is not a driver for compulsory redundancies and there is a relatively small impact on reduction of full-time equivalent staffing needs from introducing the CRM. It is expected that the efficiencies realised and resulting reductions in headcount in service areas that will see the greatest benefits from CRM will be achieved through natural turnover of staff, such as resignations and retirement. The Council will try and avoid any compulsory redundancies.

13 EQUALITY AND DIVERSITY IMPLICATIONS

- 13.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need:
- 13.2 To eliminate unlawful discrimination, harassment and victimisation.
- 13.3 To advance equality of opportunity between people who share a protected characteristic and those who do not.
- 13.4 To foster good relations between those who share a protected characteristic and those who do not.
- 13.5 The protected characteristics are age, disability, gender, race, sexual orientation, religion, gender reassignment, marriage/civil partnerships, pregnancy/maternity.
- 13.6 The Equality Impact Assessment (EIA) indicates that the project is expected to have a positive impact for 8 of the 9 protected characteristic groups, with no impact on the remaining protected characteristic group (marriage / civil partnerships). Whilst there is potential for negative impact on the protected characteristic groups of age and disability (for which there are also positive impacts detailed in EIA) as a shift towards online services may be difficult, this will be managed as the project is implemented with support continuing to be made available over the telephone or face-to-face where needed.



Ben Brook

Assistant Director, Policy Performance and Customer

Background Papers:

CRM Business Case; Appendix A – Forms and process analysis; Appendix B – High-level tender specification; Appendix C – Equality Impact Assessment

For further information please contact Ben Brook and Mike Greenwood on:

Phone: 01268 882358

Email: bbrook@castlepoint.gov.uk

01268 8824978

mgreenwood@castlepoint.gov.uk

New Ways of Working (NWoW) Invest to Save Business Case

Project Business Case Name: New CRM and Website System

Date of document: 19 August 2024

Proposed Start & End Dates of the Project: From July 2024 to March 2026

Business Case Lead – Mike Greenwood, ICT Manager

Project Lead – Mike Greenwood, ICT Manager

Project Sponsor – Ben Brook, Assistant Director – Policy, Performance & Customer

Does this Business Case impact across services or require cross-service working?

This business case will impact all service areas of the council where there is an opportunity to move to automated e-form functionality, improved customer workflows and a single view of the customer, including integration with back-office systems to support more efficient working practices across the workforce (See appendix A, NWoW CRM forms and processes). The new CRM system will be widely accessible and a key business tool for all staff and members, as well as providing 24/7 access to customers seeking to self-serve a range of Council services that are currently only available during normal office hours. Cross-service working will be required to deliver the right solution for the Council aligned to the key Transforming Together principles of digital and customer first.

Background

The Council's ICT Strategy states that the Council needs to move towards new, digital and more automated, ways of working in future. Castle Point Borough Council (CPBC) needs to modernise to meet the needs and demands of its customers: the residents who live in the Borough, businesses who operate here and visitors who contribute to the growth of the local economy.

This requires an agile, skilled, and motivated workforce driving service provision, which is customer focused and future-proofed for a digital age set against a backdrop of continuing financial austerity.

To this end, CPBC established a transformation programme with the aim of delivering a modern, customer focused and financially sustainable organisation.

The Transforming Together (TT) Programme¹ will:

- Improve customer service through interactions and dealings with the Council.

¹ Although the Transforming Together programme was officially closed at the Programme Review Board held on February 2024, the principles and aims of the programme have been folded into business as usual and so continue to apply. Reference to Transforming Together (TT) in this Business Case reflects its development during when TT was a live programme.

- In line with the Council service reviews and working with service leads, introduce system and process improvements which will reduce the cost-of-service delivery; making sure the Council keeps services relevant and accessible to customers.
- Upskill and develop the Council's employees to embed new ways of working and deliver value for money alongside a financially sustainable medium term financial strategy with a commercial approach to income generation wherever possible.

The problem

Although in recent times there have been improvements to parts of the Council's website, accompanied by the development of a range of e-forms (e.g. in Council Tax, Benefits and Business Rates where there have been over 7,600 e-forms completed over 2023/24), most Council services can only be accessed during office hours, usually through a telephone call or visit to the Council offices. In some cases, service areas offer generic email addresses to which emails can be sent out of hours, but the processes that sit behind requests for service by email are identical to those requests received by the other available access channels.

The Council's website is not currently fit for purpose. The website is the online "front door" for customers and as well as being accessible and well-designed, it should also offer more to customers than just general information; it needs to be able to offer a truly digital experience where customers can access content tailored uniquely to them alongside enabling customers to transact with the Council across the full spectrum of services that we offer.

There is very little integration between the current CRM and other back-office systems in use across the Council, resulting in inefficient processing of service requests; double-keying of information, multiple hand-offs across teams, and lack of automated workflow. The customer does not receive automated updates as their service request / application progresses through the system, resulting in unnecessary and avoidable contact from customers checking and chasing progress.

Any systems that do include automated workflow (this is currently very limited) are highly technical requiring expensive and time-consuming interventions to change or update this workflow.

The case for change is strong, and this business case presents a robust proposal for what is a substantial investment but one which will enable significant and long-lasting change, driving customer satisfaction and delivering efficiencies across all Council service areas.

The proposal

This invest-to-save business case proposes to procure and implement a new CRM system and website, as a key enabler to delivering benefits in line with the objectives of the Council's transformation programme.

A Customer Relationship Management (CRM) solution is a system designed to manage interactions with customers. The key points of a CRM are:

1. **Definition:**
 - CRM stands for Customer Relationship Management.
 - It encompasses technology, strategy, processes and insights and efficiency.
2. **Technology Aspect:**
 - **CRM System:** Often cloud-based, it's a tool used for recording, reporting, and analysing interactions between the council and its customers.
 - **Contact Management:** CRM software records customer contact information (email, telephone, social media profiles, etc.).
 - **Website:** CRMs often come with a website “front end” which is what customers will use to access information and request services.
 - **Integration:** CRMs often have integration with other back-office products, which increases automation and speeds up processes from start to finish
3. **Strategy Aspect:**
 - **Customer-Centric Approach:** It shifts from departmental structures to a focus on individual people (customers, service users, colleagues, or suppliers).
4. **Process Aspect:**
 - **Nurturing Relationships:** CRM processes nurture and manage relationships.
 - **Streamlining Interactions:** It ensures efficient communication and drives excellent customer service.
 - **Streamlining Processes:** a CRM helps an organisation to develop improved processes (including automation) and more efficient ways of working
5. **Insights and Efficiency:**
 - **Reporting and Data analysis:** A centralised CRM system provides insights about customer interaction with the council, including how customers access council services (access channels and channel shift)
 - **Performance:** Insight into how the council performs delivering these services (speed of processing, satisfaction levels, cost of delivery)

Specifically, through embracing digital opportunities to improve the customer journey – both internal customers (where a business need is identified) and external customers via the means of self-service, including accessing information about Council services, completing online forms, uploading supporting documentation, receiving regular and automated updates, viewing historical and live service requests – alongside improving integration with back-office systems, a new CRM system will speed up the process of dealing with service requests / applications, leading to a reduction in avoidable contact, greater customer satisfaction and a fall in number of complaints. This in turn will reduce the need to email, phone or visit the Council, making efficiencies in the use of staff time.

Modern CRMs come with tools that make creating new and updating existing workflows / digital processes simple and intuitive, allowing for timely changes to workflow by the in-house team, without the need for expensive consultancy.

PURPOSE OF THIS BUSINESS CASE AND DECISION(S) REQUIRED

Purpose

At a Special Meeting of the Council on 31st May 2023, 'Transforming Together – the Council's Modernisation Programme' was agreed. Within the TT Programme, the New Ways of Working workstream committed to the consolidation and redesign of service delivery solutions around the customer journey to give effect to the new organisation structure and improved financial sustainability and customer experience.

This business case therefore presents an exciting opportunity to invest in a truly corporate and cross-cutting digital solution to enhance the customer experience and support the delivery of a modern, customer-focused and financially sustainable organisation.

The existing CRM system is only accessible to 5% of staff (First Contact team – to record cases that come in via email, phone call and walk-ins), with limited integration into the back-office products. A new CRM will be accessible to all staff and members, which will help to greatly improve the customer journey, with services provided by the Council more efficiently.

Accordingly, this business case outlines the resources needed and the approach to delivering this project, in order to achieve the desired outputs and outcomes and, ultimately, deliver the range of benefits set out later in this business plan.

Decision required

This business case supports the request for approval to proceed with the project, including approval of a total drawdown of between £852,100 and £1.064 million, covering procurement and set up costs for the new system, implementation (including in-house and specialist resource to support this implementation), and licensing for the first 3 years, with expected ongoing costs of circa £70,000 - £95,000 per year (after the initial 3 years).

Further details of costs and benefits relating to this requested expenditure are provided in Section 3 and in Tables 12 & 13.

1. Key Outputs and Outcomes:

Outputs

- To fully implement a new CRM system to support the move towards making all of our services digitally available and shifting 70% of customer contact to digital channels of communication in line with the TT Programme. This will be done on a process-by-process basis, prioritised by impact on customer and efficiency gain, incorporating the following aspects, as required for each process:
 - Improved customer workflows (where workflow already exists)
 - New customer workflows

- eForms
- Customer Portal (Self-Serve)
- Member Portal
- Website “front end” to access information, including a customer portal, and to make service requests
- Integration with back-office systems

Outcomes

- Reduction in the cost-of-service delivery
 - Achieving a channel shift away from more expensive customer facing support – Gov UK informs the costs of face to face (£8.62 per transaction), and telephone (£3.39). It is advised by CRM providers that email is the most expensive due to time taken to complete the interaction (approximately £10+) – towards web contact self-service (£0.15) and automation of process, which will achieve cashable and non-cashable savings and a reduced cost-of-service delivery.
- Customer experience
 - To improve customer satisfaction and the customer journey through the provision of 24/7 self-serve to a range of Council services for customers who do not need the additional support from telephone or face-to-face interaction
 - With officer time being freed up due to channel shift, increasing customer satisfaction with telephone and face-to-face contact as staff will be able to spend more time with customers who need additional assistance / have complex requirements, as well as assisting the customer with their digital skills, driving further towards self-serve
 - Quicker/more responsive case progression results in fewer complaints from the public, tangible service improvement, and improved digital reputation and customer satisfaction
 - Analysis of workflows for each service area to support continuous service improvement
- Efficient and effective ways of working
 - Improved Member experience through a Member Portal providing access to Council information to support advice and guidance provided to residents as well as a means to raise and track requests on behalf of residents
 - Efficiencies achieved through saving Officer time (internal) – reduced cost-of-service delivery (which can be re-routed to front-line delivery or contribute to mitigating the budgetary pressures in future years)
 - Integration with back-office systems will be enhanced, improving efficiency and speed of processing cases – reducing cost of service delivery
 - The new CRM will be easier to code, meaning that new workflows will be quicker and simpler to write – reducing the cost of service delivery
 - The new CRM will be accessible to all staff instead of one department, enabling more effective and joined up case management where multiple service areas are involved

- Data and analytics which can be used to generate insightful reports on citizen engagement, service usage patterns and trends, service performance and overall satisfaction levels, enabling data-driven decision-making.
- A range of electronic forms with full integration to systems within the Council driving the customer towards a self-service model
 - Enhancing the customer journey
 - Giving the opportunity to the customer to self-serve at a time convenient for them
 - Freeing up staff time to deal with more complex enquiries.
 - Giving staff more opportunity to expand their roles/upskill.
 - Avoiding duplication of effort
 - Automation of processes
- Additional outcomes
 - A “greener” way of working, including use of technology (reduced travel as there is less need to return to the office between work cases), less paper, postage, and printing consumables.
 - Consolidating customer records simplifying processes to ensure compliance with GDPR.
 - Cost avoidance (relates to current providers no longer commissioned)

2. **Success Measures** – we will know we have achieved our project goals when:

- 2.1 Time spent on manual entry (see Table 1 below) by staff is reduced by an estimated 6,700 hours - benefit to be refined through the tender exercise, based on suppliers’ experience of implementation in other, similar-sized local authorities.
- 2.2 Customer satisfaction surveys are completed with a high level of satisfaction – 80% good or above – for digital processes, performed by closure surveys at end of interaction. Note that satisfaction is not based on the outcome of the interaction but views on the process.
- 2.3 Automation and integration into back-office systems such as Idox, Pinnacle and Civica – OpenRevenues, along with new systems as we implement them - is fully functional and available 24/7:
 - Staff can access enquiries within the integrated systems, and check the status of open customer enquiries without needing to look at multiple systems
 - The customer can also access their enquiries within the new CRM – although the historic data from the existing CRM will not be transferred, existing cases from within the integrated systems will be viewable – as well as being able to pay for services (as appropriate), book calendar slots/appointments etc. through a single portal
- 2.4 100% of staff involved in writing workflows are trained to do so without supplier intervention, therefore saving time and consultancy costs.
- 2.5 70% channel shift away from face-to-face, telephone and email to online.
- 2.6 100% of online forms are made available via the customer portal.

- 2.7 100% of our transactional services are available digitally.
- 2.8 50% reduction in the amount of printing across the Council, contributing to the Council's commitment to reducing the carbon impact of its operations.
- 2.9 No more than 2% of applications received in hard copy.
- 2.10 Break even between initial costs and cashable savings delivered within 5 years of start of project (see detailed cost benefit tables below).

3. Benefits and Costs

3.1 Benefits – *non-financial*

- Staff time reduced on admin/data entry.
- Fewer calls/drop-ins/emails into the Council.
- Improved customer experience using 24/7 self-serve.
- Greater scope for reporting to provide valuable insight to inform decision making.
- Enables greater communication with customers, staff, and members – as the system will be able to provide updates as an application / request for service progresses – improving trust in the Council
- Improved collaboration between departments, for example understanding customers outstanding debts across multiple departments, currently dealt with in silos.
- Compliance and Transparency – for example GDPR
- Integration with other systems – streamlining the services, improved data accuracy.
- Greener way of working – requiring less driving for officers as case updates can be done “in the field” without having to come back to an office to update / write up notes

3.2 Benefits – *financial*

An estimate of costs avoided through reduced officer time and other cost savings is set out below, broken down into one-off and annual amounts (Tables 1 and 2). Further details of the data used to undertake these calculations is included in Appendix A CRM forms and processes and Table



Table 1: Annual Costs Avoided

(Please see Table 12 and Table 13 as well as Appendix A for further details)

Service area	Potential officer hours saved per annum (p.a.) and FTE equivalent (1 FTE = 1,636 hours)	Equivalent staff cost saved p.a. (based on average £20 per hour, rounded to the nearest £100)	Potential non-cashable savings p.a. (of staff costs of other cost savings)	Potential cashable savings p.a. (of staff costs of other cost savings)	TOTAL potential costs saved p.a. (non-cashable and cashable)	Notes & Confidence of delivery: 1=high 2=medium 3=low
Corporate IT	n/a	n/a	£0	£16,000	£16,000	Cost to maintain existing CRM 1
Corporate IT	n/a	n/a	£0	£2,000	£2,000	ABS costs to maintain existing CRM 1
Revenues & Benefits	n/a	n/a	£0	£9,600	£9,600	eForms (VicForms) annual charge, although there is potential to keep this set of eForms due to the forms being kept up to date to reflect the latest statutory guidance 2
Revenues & Benefits	563 (0.34 FTE)	£11,300	£0	£11,300	£11,300	Further automation of processes. This is a realisable cashable saving. 1



Service area	Potential officer hours saved per annum (p.a.) and FTE equivalent <i>(1 FTE = 1,636 hours)</i>	Equivalent staff cost saved p.a. <i>(based on average £20 per hour, rounded to the nearest £100)</i>	Potential non-cashable savings p.a. <i>(of staff costs of other cost savings)</i>	Potential cashable savings p.a. <i>(of staff costs of other cost savings)</i>	TOTAL potential costs saved p.a. <i>(non-cashable and cashable)</i>	Notes & Confidence of delivery: 1=high 2=medium 3=low
Strategy, Policy, and Performance	180 (0.11 FTE)	£3,600	£3,600	£0	£3,600	Further automation of FOI processes. This is too small to be a realisable cashable saving. 2
Licensing	284 (0.17 FTE)	£5,700	£5,700	£0	£5,700	This is too small to be a realisable cashable saving. 2
First Contact (Process improvements)	944 (0.58 FTE)	£18,900	£0	£18,900	£18,900	Public main point of contact for the Council, answering calls for multiple services, analysis includes: <ul style="list-style-type: none"> • Missed bins • Bulky waste bookings • Street Scene (fly-tips, street furniture, grass cutting) • Building control inspection appointments This is a realisable cashable saving. 1



Service area	Potential officer hours saved per annum (p.a.) and FTE equivalent <i>(1 FTE = 1,636 hours)</i>	Equivalent staff cost saved p.a. <i>(based on average £20 per hour, rounded to the nearest £100)</i>	Potential non-cashable savings p.a. <i>(of staff costs of other cost savings)</i>	Potential cashable savings p.a. <i>(of staff costs of other cost savings)</i>	TOTAL potential costs saved p.a. <i>(non-cashable and cashable)</i>	Notes & Confidence of delivery: 1=high 2=medium 3=low
First Contact <i>(Using data from other Councils, reductions in phone calls, walk-ins and emails expected to drop by 35%²)</i>	7231 <i>(4.42 FTE)</i>	£144,600	£0	£144,600	£144,600	<p>This is based on the annual reports from First Contact only, using GOV UK guidance on cost per interaction (i.e., moving from face to face, telephone, and email to online forms). Therefore, saving is in addition to the efficiencies also included in this table.</p> <p>This is a realisable cashable saving but confidence of delivering full amount scored as 3 because based on assumption from implementation of CRM in other local authorities.</p> <p>3</p>
Building Control	118 <i>(0.07 FTE)</i>	£2,400	£2400	£0	£2,400	<p>3 different processes can be automated.</p> <p>This is too small to be a realisable cashable saving.</p> <p>1</p>

² Figure from ROI tool developed by Hobson & Company, using volume data provided by CPBC in August 2023 and data gathered from CRM implementations across other councils.



Service area	Potential officer hours saved per annum (p.a.) and FTE equivalent <i>(1 FTE = 1,636 hours)</i>	Equivalent staff cost saved p.a. <i>(based on average £20 per hour, rounded to the nearest £100)</i>	Potential non-cashable savings p.a. <i>(of staff costs of other cost savings)</i>	Potential cashable savings p.a. <i>(of staff costs of other cost savings)</i>	TOTAL potential costs saved p.a. <i>(non-cashable and cashable)</i>	Notes & Confidence of delivery: 1=high 2=medium 3=low
Electoral Services	10 (0.01 FTE)	£200	£200	£0	£200	One process can be improved by automation. This is too small to be a realisable cashable saving. 1
Planning	255 (0.16 FTE)	£5,100	£5,100	£0	£5,100	This is too small to be a realisable cashable saving. 1
Housing	1047 (0.64 FTE)	£20,900	£7,900	£13,000	£20,900	Some of the estimated time savings are expected to be realised through a new Housing Management System, which is now being investigated by the service area (because of support for the current system ending). These are, therefore, not a cashable saving that can be attributed to the new CRM. However, there is circa 650 hours (0.40 FTE) of realisable cashable savings attributable to the new CRM, included as £13,000 in the



Service area	Potential officer hours saved per annum (p.a.) and FTE equivalent <i>(1 FTE = 1,636 hours)</i>	Equivalent staff cost saved p.a. <i>(based on average £20 per hour, rounded to the nearest £100)</i>	Potential non-cashable savings p.a. <i>(of staff costs of other cost savings)</i>	Potential cashable savings p.a. <i>(of staff costs of other cost savings)</i>	TOTAL potential costs saved p.a. <i>(non-cashable and cashable)</i>	Notes & Confidence of delivery: 1=high 2=medium 3=low
						cashable savings column 3
Climate and Growth	291 (0.18 FTE)	£5,800	£5,800	£0	£5,800	This is too small to be a realisable cashable saving 2
Human Resources	117 (0.07 FTE)	£2,300	2300	£0	£2,300 see note	Internal and external processes already automated. This is too small to be a realisable cashable saving. 1
Environmental Health	2994 (1.83 FTE)	£59,900	£0	£59,900	£59,900	Range of processes that the new CRM could make more efficient. This is a realisable cashable saving. 2



Service area	Potential officer hours saved per annum (p.a.) and FTE equivalent (1 FTE = 1,636 hours)	Equivalent staff cost saved p.a. (based on average £20 per hour, rounded to the nearest £100)	Potential non-cashable savings p.a. (of staff costs of other cost savings)	Potential cashable savings p.a. (of staff costs of other cost savings)	TOTAL potential costs saved p.a. (non-cashable and cashable)	Notes & Confidence of delivery: 1=high 2=medium 3=low
Local Land Charges	1140 (0.70 FTE)	£22,800	£22,800	£0	£22,800	The CRM has potential to reduce chasing details relating to a search to around 30 minutes on average per search This is a realisable cashable saving. 2
Reduction in printing by 50%	n/a	n/a	£0	£3,000	£3,000	1
Removal of vacancies – no longer required	2.45 FTE	£88,000 (actual amount based on budgets)	£0	£88,000		2.45 FTE vacant posts to be removed from First Contact. Cashable saving amount is based on actual budget for the posts. Immediately cashable saving 1
TOTAL	15,174 9.28 FTE (includes 7,943 hours expected from drop in email, tel calls and walk ins)	£391,500	£33,000	£389,100 (of which £358,500 staffing related 10.96 FTE)	£422,100	

Table 2: One-Off Costs Avoided

Service area	One-Off Officer Hours saved	One-Off Staff cost saved (based on average £20ph)	One-Off Costs saved	TOTAL One-Off costs saved	Notes
TOTAL	0	£0	£0	£0	

3.3 Costs – financial

An estimate of resources required to deliver this project are set out below (Table 3)

Table 3: Resource Costs

Description of resource required (and duration as relevant)	Cost £
Project Director – 1 day per week – performed in-house – overall responsibility for project delivery, ensuring that the project is delivered on time and to budget, delivering the expected outcomes. The role will also ensure that the chosen supplier delivers as per specification and contract. (calculation of 184 hours per year for 1 year = £11,600)	£11,600 (although opportunity cost as taken away from other work)
Business Analyst – as required by the project – to assist service areas with identified bottlenecks and advise on how best we can create the workflows (Business Analyst employed in Strategy Policy and Performance team on a 2-year FTC, working on this project for 1 year), will work closely with the system specialist. <i>Note: this resource will be supplemented by an existing internal resource (First Contact Support Officer who is already skilled in CRM)</i>	£54,000 (Inc. on-costs)
Project Manager – 1 year – duration of project (5 days a week) – To liaise with the third-party and internal staff to ensure that the project is running smoothly, providing support for the project director. (Project Manager is the Project Support Officer role employed in Strategy, Policy and Performance team)	£40,500 (Inc. On-costs)
Existing staff – UAT, training, and implementation (workflow creation), plus website development/design – potential backfill – utilising resource available from IT Team and First Contact Technical Support Officer and therefore do not anticipate major drain on service areas, although there will be some	£67,500 (inc. On-costs)
System Specialist – Supplier IT Support and training – 2-3 days per week,	60,000-

provided by supplier but will be costed as part of tender exercise, will work closely with the Business Analyst and the in-house development team*	£90,000
Financial support (in-house, as required)	0 (although opportunity cost as taken away from other work)
Service area assistance – specialist from each service area to assist with creating the workflows for each process – will be as required and when the project is working on that specific area – need for backfill is not anticipated but including some as a contingency	£47,000 (Inc. on-costs)
CRM System initial purchase and implementation*	£90,000-140,000
3-year, support and maintenance (See table 13)*	£320,000-385,000
Back-office integration (API purchase and implementation)*	£50,000-75,000
Contingency (15%) based on 3-year expected system purchase, implementation, and ongoing support & maintenance costs (Items marked with *)	£111,500-139,000
Total (3 year)	£852,100 – 1.05M

*See Table 13 for a detailed breakdown of costs

- 3.4 Overall, by proceeding with the project it is estimated that by year 3 of the project the equivalent of £335k of cost savings / efficiencies will be achievable per annum through a combination of officer time saved, efficiencies, and the drive to the self-serve facilities. This should 'pay-back' the required investment of £852k-1.06M in 4-5 years from the start of the project.
- 3.5 In relation to officer time saved, although this is not an immediately direct cashable saving to the council – cashable savings will be realised through organic attrition not compulsory redundancy, which comes with associated cost – it will release capacity for other work priorities and provide an opportunity for workforce/personal upskilling and development, as well as giving teams the time to explore commercial opportunities. Medium term, this project will facilitate the realisation of cashable savings through reduction in posts through organic attrition (i.e. not filling posts as the roles become naturally vacated through promotions, resignations and retirements). In anticipation of efficiency savings through this project, 2.45 FTE in vacant posts have been removed from the staffing establishment in First Contact, contributing almost £90k of cashable savings up front in advance of project implementation.

- 3.6 The savings presented above in Table 1, which are based on information provided by the service areas, will be subject to validation against analysis undertaken by the business analyst as part of their review of processes. To track benefits realisation, each process will be subject to review three months after implementation to establish savings that have been realised, and whether these savings are cashable or non-cashable. As a result, there may be revisions to the split of cashable / non-cashable savings presented.
- 3.7 It is important to note that at its core, this project is not just about 'saving money', as this project's primary objectives are:
- Improved customer experience
 - Reduced cost of service delivery through channel shift and efficiencies through integration with back-office systems
 - Improved member experience
 - Greener ways of working
 - Systems accessible 24/7 for the customers and staff
 - Digitalisation

4. Options Appraisal

Table 4: Options Considered

No.	Option Description	Viability – not viable and why, or recommended
1	Remain 'as is' Estimated cost of option: Approximately £70,000 over four years	<p><i>Advantages</i></p> <p>Lowest investment option</p> <p>CRM is well established and used by First Contact (principal user)</p> <p><i>Disadvantages</i></p> <p>While the existing CRM works, it is almost all separate with no interaction other than with the First Contact teams, and zero integration with other IT systems.</p> <p>Existing CRM has limited functionality, and will not improve the customer journey, or their satisfaction, without further investment or development (see option 2). Nor does it offer the opportunity for sustained savings set out in this business case that the preferred option can delivery.</p>

		<p>Not a 24/7 solution and offers no customer access.</p> <p>The current supplier is driving towards a full cloud-based system, we will still be supported on our existing solution, however supplier has informed the Council that they are working towards a cloud-only solution and as such, our on-premises system will no longer be supported.</p>
<p>2</p>	<p>Invest in existing or new eForms solution, working alongside existing CRM</p> <p>Estimated cost of option: £110,000 over 4 years</p>	<p><i>Advantages</i></p> <p>Existing eForms package (VicForms) is utilised by Revenues and Benefits departments and has the option to procure more modules to cover additional Council services (Environmental Health and Planning as examples).</p> <p>Any legislative changes required are dealt with swiftly by the company, without requirement for notification by the service area.</p> <p>Lower Investment solution than the recommended option.</p> <p>Implementation time of between 3-6 months.</p> <p><i>Disadvantages</i></p> <p>Not an integrated solution and will still require a large amount of manual intervention by officers, (there is potential for a small amount of automation)</p> <p>VicForms does not cover all Council service areas and so compared to a full CRM solution with comprehensive eForms package would only improve the customer journey for service areas covered by supplier.</p> <p>Other eForms providers have been investigated but as a standalone solution (that is not integrated with a CRM) have the same benefits but also the same limitations as the existing eForms package provided by VicForms</p>

		Existing CRM provider has informed the Council that the product is going to be desupported, this option is no longer viable
3	<p>Develop a bespoke CRM system in-house</p> <p>Estimated cost of option: Minimum £500,000 over 18 months, plus creation of eforms, ongoing development and support</p>	<p><i>Advantages</i></p> <p>The Council will have a CRM built to Council's exact requirements, with functionality as specified by the Council, avoiding paying for a range of standard modules that the Council may not use</p> <p><i>Disadvantages</i></p> <p>Would take a long time to develop and start using (18-24 months)</p> <p>Requires a large amount of investment in staff, recruitment, and upskilling</p> <p>High risk of ending up with a system that is not fit for purpose, requires frequent maintenance, is not readily understood due to technical skills required to build</p> <p>Bespoke system brings high risk if key staff leave the organisation</p> <p>New processes and workflows difficult to add as unlikely to be low- / no-code solution</p> <p>Integration into back-office systems could be more difficult as other existing IT system suppliers will not have developed connectors for a bespoke system</p> <p>Major investment in staff training, upskilling and hiring of new staff is required</p>
4	<p>Cloud-based CRM (SaaS) – Recommended option</p> <p>Estimated cost of option: £852k-£1.05m over four years</p>	<p><i>Advantages</i></p> <p>Established CRM solution that will provide the following benefits:</p> <ul style="list-style-type: none"> Enhanced customer experience, increase customer satisfaction as main interaction with the Council will either be digital or via self-serve, at a time convenient to them, available 24/7.

		<ul style="list-style-type: none"> • Digitalisation and an enhanced digital reputation • Efficiencies achieved (time/process/ways of working) • Reduced cost-of-service delivery • One off system/IT cost avoidance • Improved Member experience • Cost avoidance through more efficient working practices • Strengthened compliance • Greener way of working • 24/7 accessibility to systems/working • Foundations in place to support future digital growth – low- or no-code interface to develop new eForms, workflows and processes • Opportunity to achieve a digital channel shift • Improved data capture and reporting <p><i>Disadvantages</i></p> <p>Highest investment option</p> <p>Significant IT project for the Council to implement – risks around delivery (mitigated by proposed resource to implement project and more details on risk in risk section below).</p> <p>Significant change project for the Council – capacity across the organisation to support delivery likely to be stretched</p> <p>Implementation time of between 12-18 months</p>
5	<p>On-premises new CRM solution</p> <p>Estimated cost of option: £816k-1.02m</p>	<p><i>Advantages</i></p> <p>As for option 4</p> <p><i>Disadvantages</i></p> <p>As for option 4</p> <p>System supported Mon-Fri 8am-6pm (the current support arrangement with ABS) and 24/7</p>

		<p>support would constitute a major change to contract, with an increase in cost which could cause a requirement to re-tender the contract</p> <p>More difficult for staff to access the system remotely i.e. out on site</p>
--	--	---

Table 5: Key Benefits of Recommended Option

No.	Description of benefit	Financial or Non-financial	£ and when realised from Q/Year
1	Cashable savings – removal of support for existing CRM plus IT contract support cost for the existing system	Financial	£18k per year from Q1 26/27
2	Enhanced customer experience – internal &/or external	Non-financial	From Q4 25/26
3	Efficiencies – lowering walk-ins, phone calls, and emails	Financial - cashable	£145k from Q1 27/28, although this will start to build towards this once implementation starts in 24/25
4	Efficiencies (saved officer time)	Financial – non-cashable	£159k by Q1 26/27, although we will slowly start to see this reflected throughout the implementation process
5	Cashable Savings – organic attrition as efficiencies in 5 are realised, leading to reduction in head count	Financial - cashable	£65k from 26/27, increasing to £146k (fully realised amount) by 30/31
6	Cashable Savings – removal of existing vacancies	Financial – cashable	£88k from Q4 24/25
7	Other – increased staff satisfaction (from a system that works well)	Non-financial	From implementation of system, from Q1 25/26

See Tables 12 & 13 for further details

5. Key Risks, Dependencies, Assumptions and Benefits

Key risks and benefits identified in having developed this business case and proposal.

Table 6: Key Risks

No.	Description	Likelihood and Potential impact	Mitigating actions
R01	No supplier bids for the service	<p>Likelihood = 1 Impact = 3 Risk = 3</p> <ul style="list-style-type: none"> • The Council is unable to provide a more efficient and customer-focused service. • The Council will be less able to improve customer service through interactions and dealings with the Customer., causing reputational damage • The Council will be less able to introduce process improvements which will reduce the cost-of-service delivery; making sure the Council keeps services relevant and accessible to customers. 	Creating a specification that matches our requirements whilst also appealing to suppliers
R02	<p>Insufficient capacity and skills in house to</p> <ol style="list-style-type: none"> 1) deliver the project, and 2) project manage to achieve agreed deliverables and benefits 	<p>Likelihood = 2 Impact = 4 Risk = 8</p> <ul style="list-style-type: none"> • Project could be delayed or fail to be delivered • Benefits not realised 	<p>Ensure sufficient resource is built into the business case</p> <p>Ensure that interdependencies with other projects, and service area BAU are fully considered and built into the delivery timeline</p>

No.	Description	Likelihood and Potential impact	Mitigating actions
R03	Insufficient funds to deliver project	Likelihood = 1 Impact = 4 Risk = 4 <ul style="list-style-type: none"> • Project will be unable to be completed, or • Scope of project will be reduced • Benefits defined in business case unable to be fully delivered 	Ensure sufficient costs are built into the business case Availability of sufficient funds (note: already allocated to budget lines)
R04	Availability and capability of staff (workflow writers, First Contact, general use) to undertake training for upskilling for use of the new CRM	Likelihood = 2 Impact = 4 Risk = 8 <ul style="list-style-type: none"> • Staff will not be able to use the new system, impacting on the customer support. • Benefits will not be realised 	Ensure enough training is included in supplier proposal, training timeline built into project plan and flexibility with provider on when training is provided In-house Business Analyst to support work
R05	Availability and capability of staff to undertake the implementation of new workflows in the new system	Likelihood = 2 Impact = 4 Risk = 8 <ul style="list-style-type: none"> • Council is unable to create new, or modify, workflows in a timely manner. • Benefits will potentially not be realised, or to deadlines 	Ensuring that staff are available, training more staff on the requirements. Engage with supplier to explore them completing these actions – additional cost expected In-house Business Analyst to support work

No.	Description	Likelihood and Potential impact	Mitigating actions
R06	Landing messaging correctly and positively in relation to proposed self-service changes (internal and external)	Likelihood = 1 Impact = 3 Risk = 3 <ul style="list-style-type: none"> • Poor customer service – reputational damage • Customer unaware of self-serve – benefit not realised. • Staff morale through lack of/poor communication – impacting on customer service 	Ensure that clear and comprehensive communications plan is built into the project plan
R07	System availability is only supported during normal working hours	Likelihood = 1 Impact = 3 Risk = 3 <ul style="list-style-type: none"> • Customer satisfaction is not improved due to lack of system availability • Reputational damage for the Council in local media 	SLA to state 99% system availability, written into service specification
R08	Project can only move at the pace of the slowest third-party	Likelihood = 3 Impact = 4 Risk = 12 <ul style="list-style-type: none"> • Multiple third-parties can cause delays to implementation 	Project team to engage early with third party suppliers to set out requirement and expectations of their response times
R09	Insufficient time to develop the specification	Likelihood = 2 Impact = 4 Risk = 8 <ul style="list-style-type: none"> • Specification not fully developed, the Council requirements not fully established • The Council will not get exactly what they want from the solution 	Working with the Essex Procurement Hub (EPH) to develop a specification that is robust and meets the Councils requirements

No.	Description	Likelihood and Potential impact	Mitigating actions
		<ul style="list-style-type: none"> Third-parties will not fully understand the requirements and could then bid incorrectly 	
R10	Delays to project implementation	Likelihood = 2 Impact = 3 Risk = 6 <ul style="list-style-type: none"> Upgrade to existing CRM may be required, costing £20k 	Project Manager (supported by PSO) to make sure that project is delivered on time, contingency included in case of this
R11	Change management element of the project is underestimated and under-resourced	Likelihood = 2 Impact = 4 Risk = 8 <ul style="list-style-type: none"> Benefits are not realised as there is cultural resistance to change New processes are suboptimal as resistance to wholesale change to process and workflow 	Change management requirements more clearly defined at detailed project planning stage and resourcing assigned to this element of the project reassessed
R12	“In-flight” cases are lost within the legacy system at go-live (see assumption A01)	Likelihood = 2 Impact = 3 Risk = 6 <ul style="list-style-type: none"> Customer dissatisfaction as their case is lost / not progressed Additional failure demand as customers complain 	Implementation plan to be on a process-by-process basis with (where possible) a short period of pausing new requests to allow for in-flight cases to be cleared out before going live with new workflow
R13	Incumbent software suppliers are unable to integrate with the new CRM	Full benefits will not be realised. Poor customer and staff satisfaction.	List of incumbent software suppliers across the Council included in the tender specification

No.	Description	Likelihood and Potential impact	Mitigating actions
			and tenderers will be required to confirm that they have integrated which each in previous installations with other customers.

Table 7: List of Dependencies

No.	Details and nature of dependency	Impact on dependent activities should an issue or delay occur	Action required
D01	Staff availability across service areas to support project	Will delay the timings for going live with new workflows, impacting customer and potentially delay the completion of the project, increase costs with the supplier	PM supported by PSO to communicate with service area in advance to arrange availability of staff
D02	Supplier delivery	Once awarded, will need the supplier to be able supply all requirements from start of project	Project Lead will ensure that the supplier is ready to start – through the contract terms
D03	Third-parties availability for integration	Third parties may not be able to implement the requirements at the time needed by the project causing delay to implementation	PM supported by PSO to arrange this with third-parties in advance
D04	CRM Framework is let by EPH (formerly known as Essex Procurement Hub, based at Braintree DC)	Tender of new CRM will be delayed causing delay to project implementation	Ongoing communication with EPH to understand timescales and progress of framework development, including any delays

Table 8: List of Assumptions

No.	Assumption Description	Impact on the project if the assumption is incorrect	Action required to validate assumption
A01	<p>There will be no data transfer from existing CRM to new</p> <p>(See Risk R12)</p>	<p>Large delay to project as we plan the migration of data, increased cost with supplier(s)</p>	<p>PM to confirm with key stakeholders</p>
A02	<p>There will be third parties willing to bid for the supply of the CRM</p> <p>(See Risk R01)</p>	<p>Unable to change to a new CRM, existing CRM will be de-supported by supplier.</p> <p>Poor customer and staff satisfaction.</p>	<p>Market engagement has already been undertaken and confirmed there is interest from the market.</p> <p>EPH to complete their new framework of CRM suppliers which will be the preferred procurement route for the Council.</p>
A03	<p>Customisation of the new system will be kept to an absolute minimum. The intention is to adapt our processes (this increases need for Business Change Management – see assumption A09)</p>	<p>Increased cost</p> <p>Additional time to implement</p> <p>Missed opportunity to drive change</p>	<p>Agreement from SLT that this approach is supported</p>

No.	Assumption Description	Impact on the project if the assumption is incorrect	Action required to validate assumption
A04	Business Analyst – The Council can recruit a full time Business Analyst skilled in the CRM solution / building workflows / delivering training for £40k PA	Need to buy in additional resource leading to additional cost Benefits not fully realised as suboptimal quality of workflow analysis	Successful recruitment of Business Analyst Confirmation that First Contact Support Officer is able to support this work.
A05	Project Support Officer – The Council can recruit a full time PSO skilled in the CRM solution / building workflows / delivering training for £30k PA	Need to buy in additional resource leading to additional cost Benefits not fully realised as suboptimal quality of implementation skills	Successful recruitment of PSO Confirmation that ICT Team are able to support this work
A06	Existing IT service provider will provide– PEN testing/ integrations with Councils firewalls etc at no extra cost	Additional cost to project	Confirmation that work listed in assumption is included in standard terms of existing IT support contract
A07	There will be no ongoing cost for read only access to legacy CRM system	Additional cost if this is not the case	Confirmation from incumbent that data in existing CRM will be accessible as read only once migration to new system is complete

No.	Assumption Description	Impact on the project if the assumption is incorrect	Action required to validate assumption
A08	Internal staff will receive sufficient training to write reports without supplier involvement (See Risk R09)	Additional cost if requiring supplier / external resource to write reports	Build this into tender specification
A09	Change management skills and capacity to delivery change management is available in the core team supporting this project (See Risk R09)	Would lead to additional cost and suboptimal benefits realisation if skills not in place or insufficient capacity to support change management aspect of the project	Confirmation of skills and capacity in core team (plus proposed resource of Business Analyst and Project Support Officer) to support the change management required to deliver project
A10	Internal staff will receive sufficient training on writing reports without supplier involvement. (See Risk R09)	Additional cost if the training is not of sufficient level to perform without supplier intervention Delay to report creation due to the requirement of supplier input	Project specification to include sufficient training levels for the relevant staff
A11	Bramble Hub (FMS Supplier) will not charge for any work due to low involvement in the project	There will be additional charges from ABS	Contingency in place, engage with Bramble Hub prior to project kick-off

6. Delivery Approach – proposal to delivery

- **In-house (but with additional specialist external support)**

- Mike Greenwood (MG), ICT Service Manager, as project lead and Project Director.
- Ben Brook (BB), Assistant Director – Performance, Policy, and Customer as project sponsor. Ben Brook to chair the CRM project working group, which includes the roles referenced in subsequent bullet points
- Member of staff from each service area to be nominated as service representative, this will be performed through the CRM working group to assign these members of staff. The purpose of this role will be to work with the Business Analyst, and development team/supplier to create the department workflows and eForms.
- IT staff, First Contact Manager, First Contact Technical Officer, and Performance & Development Team to be project engineers – working with the Project Support Officer in developing the CRM and workflows.
- Communications Team – will be performed using the in-house comms team.
- Assistant Directors and Service Managers have joined a CRM Working group. This group has been developing an understanding of manual processes that could be automated, and educates the savings in Table 1, Annual costs avoided. Discovery of this is in Appendix A
- Working with the CRM supplier, and ABS to assist with the project. ABS will be consulted although there is no expectation of any costs associated with their work.
- Project will require:
 - A Business Analyst from start of the project, for 1 year. This role will perform analysis within the service areas to determine the order that processes will be implemented , and the chance to review the processes to see how they could be improved.
 - A Project Manager (to be fulfilled by the Project Support Officer to be employed in the Strategy, Policy, and Performance team), for the course of the project (1 years). This role will be skilled in the CRM solution provided and will work with the in-house team to start to implement the new workflows, as well as providing training to the in-house team.
- Consultation and stakeholder engagement

Stakeholder	How engaged with / consulted	How often
-------------	------------------------------	-----------

Public	Engaged with to advise as we come online with each service, potential for user testing	Ad-hoc, as we change the provision to the customer
CRM Project Board	Through the Project Board meeting	Monthly
Other Members	At point of approval of expenditure on new CRM	Once for approval but also see comms plan below
Portfolio Holder	Direct contact	Key phases of the project (no less frequently than quarterly)
CRM Project Team (currently wide membership – to refine for implementation)	Involvement in development of business case and in the project implementation	At point that business case is developed – NwoW CRM business case meetings (monthly) Project meetings – monthly
Service area experts	Meetings to discuss and create workflows	Ad hoc

- Comms plan

Stakeholder	How communicated with	How often
Public	Social media	3-monthly or at key milestones
Portfolio Holder	1:1 meeting with project sponsor	Monthly
Cabinet	Political Leadership Team	3-monthly or at key milestones
Other Members	Councillor e-Brief	3-monthly or at key milestones
CRM Project Board	Project documentation and through Project Board meetings	Monthly

Stakeholder	How communicated with	How often
CRM Project Team	Project documentation and through Project Team meetings	Monthly
Council staff	Newsletter	3-monthly or at key milestones

7. Anticipated High-level Timeline – from date of project implementation approval:

Table 9: Key Project Milestones

Date – from/to (MM/YYYY)	Phase/High level activity/Key milestone	Description – what will be achieved
Nov-23-Feb-24	Creation of the TT NWOW CRM project working group – consisting of service leads	Awareness raising Involvement in development of the Business Case, and exploration of where services can be improved by automation Data gathering
Feb 2024 – Review May 2024	Business Case through CCP	Confirmation that the Business Case is robust and can gain sign-off by the sponsor and is considered likely to be approved
June 2024	Sign off by Project Sponsor	Confirmation that the BC can go to Senior Leadership Team for review and approval to progress to Cabinet
Jul 2024	Business Case to Leadership Team for approval to progress to Cabinet	Leadership Team has full visibility of the BC and confident of member approval
Jul 2024 – Aug 2024	Engagement with Members about the project in advance of	Members engaged in project and understand Business Case in

Date – from/to (MM/YYYY)	Phase/High level activity/Key milestone	Description – what will be achieved
	formal submission of report and papers Further refining of the business case	advance of progression to Cabinet for formal approval Business case is ready to be submitted to Cabinet
Sep 2024	Cabinet approval for project implementation	Confirmation to proceed with the project implementation
End Sep 24	Development of detailed tender specification	Enabling the Council to be ready to go tender in October
Oct 2024 – Jan 25	Recruitment of Business Analyst (2 years) – once cabinet approval is gained – Appointment Oct 2024, start Jan 2025	To work with service areas to start to write their workflows
Oct 2024 – Jan 25	Recruitment of Project Support Officer – once cabinet approval is gained – Appointment Oct 2024, start Jan 2025	The project support officer will assist the CRM supplier, and in-house teams on creating the workflows
Oct 2024	Tender exercise Go Live – dependent on EPH going live with the new framework, dedicated to CRM procurement (see Dependency D04)	Tender is live for potential bidders submit tender
Nov/Dec 2024	Tender evaluation	Tenders evaluated against specification
Dec 2024	Approval from Cabinet to award contract (Key Decision – get on Forward Plan at least 28 days before decision)	Approval to award contract
Dec 2024	Tender award and contract signing	Award and contract signing
Dec 24 – end Jan 25	Supplier discovery	The supplier will work with the business analyst and project support officer, along with the service areas, to implement the Project

Date – from/to (MM/YYYY)	Phase/High level activity/Key milestone	Description – what will be achieved
Jan 25 – End of Mar 26	CRM / e-forms implementation and training and UAT <ul style="list-style-type: none"> • Paper forms • New eForms • CRM system upgrade • Improved customer workflows • New customer workflows • Member portal • Integration with back-office systems <p>Project will be implemented on a service area basis – likely to be implemented through a series of “sprints” with detailed timescales to be developed through the discovery phase with the successful tenderer.</p>	Implementation completed and into full BAU
Apr/May 26	Post-implementation review and project closure	Review complete, including lessons learned and project moved to BAU

8. Appendices

Appendix A – NWOW CRM forms and processes

Appendix B – Draft high-level specification

Appendix C – Equality Impact Assessment

9. Check, Challenge and Probe (CCP) Process and Business Case Sign-off.

This business case was subject to Check Challenge and Probe on 28 February 2024, attended by those in the table below.

Comments made at the meeting as well as those included in the business case in advance of the meeting were reviewed and addressed in subsequent drafts.

Table 10: List of CCP members at meeting

Area	Name	Job Title
Finance	Lance Wosko	Assistant Director – Finance and Procurement (S151 Officer)
HR & Communications	Mykela Smith	Assistant Director – People and Engagement
Transforming Together Programme	Deborah Cook	Transforming Together Programme Senior Responsible Owner (SRO)
Legal	Angela Law	Assistant Director – Legal and Democratic Services
Counter Fraud	Michael Dineen (Thurrock)	Assistant Director for Investigation, Enforcement & Community Safety
Internal Audit	Andrew Barnes (Southend)	Head of Internal Audit and Counter Fraud
ICT / Digital	Ben Brook	Assistant Director – Policy, Performance and Customer (and Project Sponsor)

Table 11: Record of Business Case Sign-off

Area	Name	Job Title (CPBC)	Date	Comments
Business Case/Project Lead	Mike Greenwood	ICT Service Manager		Recommended for approval to Project Sponsor
Project Sponsor – Director	Ben Brook	Assistant Director – Policy, Performance & Customer		Recommended for approval to SLT
Senior Leadership Team	Angela Hutchings Caroline Adlem Ian Butt Matthew Harwood-White Angela Law	Chief Executive Director – Corporate and Customer Director – Place and Communities Director – Commercial and Assets Assistant Director for Legal and	June 2024	Broad approval gained. Range of comments provided at meeting and added to the business case for further work before submitting to Cabinet

Area	Name	Job Title (CPBC)	Date	Comments
	Lance Wosko	Democratic Services (and Monitoring Officer) Assistant Director – Finance and Procurement (and S151 Officer)		
Cabinet			Sep 24	

Table 12: Breakdown of potential efficiencies per service area

Service area	Officer Hours saved per annum (p.a.)	FTE equivalent (1 FTE = 1,636 hours)	Potential non-cashable savings p.a	Potential cashable savings p.a	TOTAL potential costs saved p.a
Corporate IT			£0	£16,000	£16,000
Corporate IT			£0	£2,000	£2,000
Revenues & Benefits			£0	£9,600	£9,600
Revenues & Benefits	563	0.34	£0	£11,300	£11,300
Strategy, Policy, and Performance	180	0.11	£3,600	£0	£3,600
Licensing	284	0.17	£5,700	£0	£5,700
First Contact	944	0.58	£0	£18,900	£18,900
First Contact (drop off in phone calls, emails and walk-	7231	4.42	£0	£144,600	£144,600
Building Control	118	0.07	£2,400	£0	£2,400
Electoral Services	10	0.01	£200	£0	£200
Planning	255	0.16	£5,100	£0	£5,100
Housing	1047	0.64	£7,900	£13,000	£20,900
Climate and Growth	291	0.18	£5,800	£0	£5,800
Human Resources	117	0.07	£2,300	£0	£2,300
Environmental Health	2994	1.83	£0	£59,900	£59,900
Local Land Charges	1140	0.70	£0	£22,800	£22,800
Reduction in printing by 50%				£3,000	£3,000
Removal of vacancies – no longer required		2.45	£0	£88,000	£88,000
TOTAL	15174	11.73	£33,000	£389,100	£422,100



Table 13: Net cost/saving of new CRM

	24/25	25/26	26/27	27/28	28/29
Capital costs					
System Specialist (third-party)	75,000.00				
Back Office Integration	62,500.00				
CRM full bundle	125,000.00				
Contingency (15%)	125,250.00				
Project Director	3,867.00	7,733.00			
Business Analyst	9,000.00	27,000.00	18,000.00		
Project Manager	13,500.00	27,000.00			
Support & Maintenance	135,000.00	135,000.00			
Subtotal	549,117.00	196,733.00	18,000.00		
Ongoing Costs					
Annual Support Cost			82,500.00	82,500.00	82,500.00
Existing Staff UAT, Training, etc	22,500.00	45,000.00			
Service Area Assistance	15,667.00	31,333.00			
Subtotal	38,167.00	76,333.00	82,500.00	82,500.00	82,500.00
Total costs	587,284.00	273,066.00	100,500.00	82,500.00	82,500.00
Cashable Savings					
2.45 FTE (existing vacancies)	(86,500.00)	(88,000.00)	(88,000.00)	(88,000.00)	(88,000.00)
Expected efficiencies through drop in calls, emails, walk-ins		(54,000.00)	(144,600.00)	(144,600.00)	(144,600.00)
Forecast efficiencies (organic attrition/reassignment/redundancy)		(31,475.00)	(125,900.00)	(125,900.00)	(125,900.00)
Existing e-forms Package Removal			(9,600.00)	(9,600.00)	(9,600.00)
Existing CRM Support removal			(16,000.00)	(16,000.00)	(16,000.00)
Print Savings		(750.00)	(3,000.00)	(3,000.00)	(3,000.00)
IT contractor Support removal			(2,000.00)	(2,000.00)	(2,000.00)
Total savings	(86,500.00)	(174,225.00)	(389,100.00)	(389,100.00)	(389,100.00)
Net cost/(saving)	500,784.00	98,841.00	(288,600.00)	(306,600.00)	(306,600.00)
Information: Cumulative cost/(saving)	500,784.00	599,625.00	311,025.00	4,425.00	(302,175.00)
Information: Non-cashable savings		(8,250.00)	(33,000.00)	(33,000.00)	(33,000.00)

Service Area	Service Lead (name)	Forms						Potential Hours Saved				Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	hours saved (annually)		
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time	System Integration - Y/N			System	
14	Revenues & Benefits	Nick Bale/Matt Wynn	Council Tax move from landlords about tenants	M	PDF	Electronic form completed on website. Received in service area mailbox & imported into Revs & Bens Civica system	5	Public/ Third Party support agencies						1	1.5
15	Revenues & Benefits	Nick Bale/Matt Wynn	Council Tax move within the borough	M	PDF	Electronic form completed on website. Received in service area mailbox & imported into Revs & Bens Civica system	5	Public/ Third Party support agencies						1	1.5
16	Revenues & Benefits	Nick Bale/Matt Wynn	Income and Expenditure	M	PDF	Electronic form completed on website. Received in service area mailbox & imported into Revs & Bens Civica system	10	Public/ Third Party support agencies						1	3
17	Revenues & Benefits	Nick Bale/Matt Wynn	Direct Debit Mandate	M	PDF	Electronic form completed on website. Received in service area mailbox & imported into Revs & Bens Civica system	10	Public/ Third Party support agencies						1	3
18	Revenues & Benefits	Nick Bale/Matt Wynn	Ebiling request	M	PDF	Electronic form completed on website. Received in service area mailbox & imported into Revs & Bens Civica system	5	Public/ Third Party support agencies						1	1.5
19	Revenues & Benefits	Nick Bale/Matt Wynn	NNDR Refund form	M	PDF	Electronic form completed on website. Received in service area mailbox & imported into Revs & Bens Civica system	2	Public/ Third Party support agencies						1	1
20															
													396.5	562.5	

This is an opportunity to challenge and rethink how you currently work (processes and forms used)
 Think about current enquiries and processes - can self service help make this more efficient
 How can efficiencies be achieved and the customer experience improved through this digitisation
 What doesn't work, takes too long, feels unnecessary, could be done better, stopped – why?

Service Area	Service Lead (name)	Forms						Potential Hours Saved				Time saved (monthly)	Time saved (annually)			
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/ enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time	System Integration - Y/N			System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	
1	First Contact	Martin Roberts	Streetscene	M	VerseOne (cpbc web form) - PDF	5-10 mins - Web form completed by the public. Form received into FC mailbox. FC then create case in CRM system. The case is received by Streetscene/Pinnacle to action. Customer not informed of progress or outcome.	100 per month	Public/Internal	First Contact/Streetscene	Seamless flow from initial customer report via website, e.g. processing the form, telephone calls, emails, face to face etc	Currently takes FC approx 163 hours per year - this could be taken away by CRM system	Yes with 3rd party Pinnacle system	CRM	Separate spreadsheet compiled to show greater detail.	12.5	150
2	First Contact	Martin Roberts	Missed Refuse/Recycling collections	M	VerseOne/Excel	Phone call into FC reporting missed bin. Info reported in CRM and collated on a spreadsheet. Spreadsheet sent to Refuse twice a day (am & pm). Refuse do not use the current CRM system.	278 missed collections per month.	Public/Internal	First Contact/Refuse	By reporting online. Refuse team to use CRM system. Online forms go straight into CRM system		No			23	276
3	First Contact	Martin Roberts	Bulky waste appointment bookings	M	Intranet form, excel	Phone call into FC to book Bulky Waste collections. FC record enquiry in Lagan and complete intranet booking form and take payment. Form bookings collated into excel spreadsheet and sent to Pinnacle/Refuse weekly for collection.	176 bulky waste bookings a month.	Internal	First Contact/Pinnacle/Refuse	By reporting online via a booking system - book & pay all at once.		No			29	348
4	First Contact	Martin Roberts	Building Control Inspection appointments	M	Uniform appointment bookings	FC take call from builder, book appointment through Uniform. Log call in CRM	62 per month	Internal	First Contact/Building Control	Appointments to be booked online by builders/customers		No			10	120
5	First Contact	Martin Roberts	Environmental Health	M	Uniform	FC take call and record enquiry in CRM. Complaint raised as a service request in Uniform	See Erika	Internal	First Contact/Env Health	Online forms that go straight into CRM system & Uniform via integration		Yes				
6	First Contact	Martin Roberts	Halls	H	Outlook calendar, intranet forms, payment system	FC take call and record enquiry in Lagan. Complete a lengthy intranet form and booking is recorded in outlook calendar.	17 hall bookings per month. FC also refund damage deposits 20 per month. FC also respond to 150 halls enquiries per month.	Internal	First Contact/Halls	By reporting online and combining a system to book & pay all at once.		No			32 - double count see commercial and assets Admin sheet	0
7	First Contact	Martin Roberts	Housing Options	M	VerseOne (cpbc web form) - PDF	Web form completed by the public. Form received into FC mailbox. FC then ceate case in CRM system. The case is received by Housing options to action.	50 per month	Internal	First Contact/Housing Options	Online form that goes straight into CRM system		?			8	50
8															82.5	944

This is an opportunity to challenge and rethink how you currently work (processes and forms used)
 Think about current enquiries and processes - can self service help make this more efficient
 How can efficiencies be achieved and the customer experience improved through this digitisation
 What doesn't work, takes too long, feels unnecessary, could be done better, stopped – why?

Service Area	Service Lead (name)	Forms						Potential Hours Saved			System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time				
1 Legal / Strategy Policy Performance	Jason Bishop / Ben Brook	Freedom of Information Requests	L	Email Excel	Triaging 5 mins FOI investigation time varies Response email and closing off 5 mins	500-600 per year	Member of public	Reception (triaging FOI) All service areas (responding to FOI and closing on monitoring sheet)	Triaging Setting up email and closing off request	How will system help with triaging? Is there any time saving - won't speed up FOI investigation time - might be some saving in sending out auto email at end of process Directing customer to online form will discourage mailshot FOIs although if we get emailed then we have to accept the FOI			Some potential to improve process, although monitoring sheet and reminder emails already in place	180

This is an opportunity to challenge and rethink how you currently work (processes and forms used)
 Think about current enquiries and processes - can self service help make this more efficient
 How can efficiencies be achieved and the customer experience improved through this digitisation
 What doesn't work, takes too long, feels unnecessary, could be done better, stopped – why?

Service Area	Service Lead (name)	Forms						Potential Hours Saved			System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	Annual hours	
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time					
1	Commercial & Assest - Admin team	Shane Williams	Trade Waste service - Request for service information, new service, changing or cancelling service.	M	Excel spreadsheet / Word documents	phone call into Admin team, customer details taken, contracts drawn up, details added to spreadsheet. Contracts drawn up and sent out, bin tickets sent across to depot (and rec back)	Variable	Internal, Business owner		telephone calls, face to face, processing forms, more accurate records of customers/information easier to find.(First Contact taken 53 enquiries over the year 22/23, 49 payments taken)	various depending on enquiry from customer				
2	Commercial & Assest - Admin team	Shane Williams	Hall bookings - New bookings, changes to existing bookings, cancellations, regular and one off hires.	M	Excel spreadsheet Word documents / Outlook calendar	Booking forms into halls inbox from First Contact for one-off hires, emails/phone calls & word document booking forms for regular hires. All hire details updated in outlook calendars.	First Contact 920 over the year (400 bookings and 520 other enquiries / processes)	Internal, member of public for hire queries via email/tele call	Environment admin team and First Contact team	online booking - saves time processing forms/emails/telephone contact. Booking system reduces risk of using outlook as booking system. (First Contact taken approx 920 enquiries year 22/23 - 287 hours per year, 5-6 hours per week)	First Contact Booking = 30 mins; Other enquiries = 10 mins				First Contact 287 hours
3	Commercial & Assest - Admin team	Shane Williams	Allotments - Waiting lists, plot allocations	L	Excel spreadsheet/word documents/outlook	Emails/phone calls in to be added to waiting list, allocating of plots or taking back of plots, keeping up to date records of plot holders.	Variable	Internal, members of public for queries and waiting list request	Environment admin team	Online adding to waiting list saves administration, details of plot holders currently held on Excel spreadsheet. (First Contact taken 73 enquiries for year 22/23, 53 payments taken)	First Contact enquiries = 10 mins				
4	Commercial & Assest - Admin team	Shane Williams	Sports/open spaces bookings for Football, cricket, running clubs, bootcamps, horse shows, circus, funfairs etc. Customer emails in and all details are held on outlook calendars or excel spreadsheets.	L	Excel spreadsheet Word documents / Outlook calendar	Enquiry/booking forms via phone call/email, pitches allocated using excel, details held in folders for all bookings, outlook calendar used for larger outdoor bookings i.e Circus	Variable	Internal, member of public for hire queries via email/tele call	Environment admin team and First Contact team for any queries.	online booking - saves time processing forms/emails/telephone contact. Booking system reduces risk of using outlook as booking system. (First Contact taken approx 429 enquiries for year 22/23, varied enquiries)	First Contact enquiries = 10 mins				

Service Area	Service Lead (name)	Forms						Potential Hours Saved				Annual hours	
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time	System Integration - Y/N		System
5 Commercial & Assest - Admin team	Shane Williams	Assisted Collections	L	Excel spreadsheet and word documents	Enquiry via First Contact, or Recycling Admin Team, forms sent out, once received back to Recycling Admin, sent to Admin, added to spreadsheet and sent across to Refuse dept, who filter each address by round type, collection day and round list, letters detailing service sent out to customer, new front sheets and round sheet lists printed for refuse crews	Variable	Internal, member of public for service request	Environment admin team & refuse dept.	reduction in administration. (First Contact 89 enquirie, 66 assisted froms posted) Number of new residents 2022 YTD 117, 2023 YTD 94, 2024 MAY YTD 56	First Contact enquiries = 10 mins Refuse Admin -Time to filter each resident by refuse type, round, day etc - then print of crew round lists and front sheets up to 2 hours depending on number of new set ups each week.			

This is an opportunity to challenge and rethink how you currently work (processes and forms used)
 Think about current enquiries and processes - can self service help make this more efficient
 How can efficiencies be achieved and the customer experience improved through this digitisation
 What doesn't work, takes too long, feels unnecessary, could be done better, stopped – why?

		Forms						Potential Hours Saved					
Service Area	Service Lead (name)	Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time	System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?
1	Electoral Services	Cheryl Salmon	Change of Name Form	L	Word on Civica Xpress	Take request by email, post or phone and send form by post or email. When received back into office scan it into our system and send copy to council	Approx. 10 per month	Public	Electoral Services / Council Tax	telephone call or email exchange with elector and then forwarding on to council tax when received back .	5 mins including contact with elector and processing form		

This is an opportunity to challenge and rethink how you currently work (processes and forms used)
 Think about current enquiries and processes - can self service help make this more efficient
 How can efficiencies be achieved and the customer experience improved through this digitisation
 What doesn't work, takes too long, feels unnecessary, could be done better, stopped – why?

Service Area	Service Lead (name)	Forms						Potential Hours Saved			System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	Average hours (annually)
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time				
1	Support team	Stephen Garner	Document retrieval request form	M	Online form	Email in requesting documents, Email back directing to website web form. Web form email into inbox, click on web form - log in to form system, retrieve form, review form and email out payment details/price & requesting payment info, email in saying paid, email to finance for confirmation, email out advising waiting for cpmformation, email from finance with payment confirmed . Then action request.	2-3 per week on average	member of public completing form, support tem accessing form	Planning Support team	10-15 mins. per form	10-15 mins. per form	Online form Outlook		28
2	Support team	Stephen Garner	Planning application form	H	post, email Planning portal	From planning portal - tidy up the reception screen and check docs have imported to DMS correctly. Seperate any joined plans, rotate where necessary. Rename drawings and numbers, correct document type on DMS. Rename folder and enter address text. from email - enter form details on reception screen in uniform, search for ward on GGP and enter on uniform. Upload all docs to DMS with appropriate doc type and names. From post- Enter on uniform reception screen, check ward on GGP and enter, Scan in all documents, upload to DMS using appropriate doc types and names.	Approx 1000 per year	support team	Planning Support team	5-10 mins per application	5-10 mins per application	Planning Portal, Outlook		0
3	Support team	Stephen Garner	Enforcement form	M	internal form - complete on council website	Receive email with form, click on link and log in to view form. Review form and research to see if a case required. Download to pdf. Enter new case from info on form. including details of complainant. Upload the pdf form to DMS and any supporting photos/evidence. Email to complainant informoing case set up, Email to enforcement officer informong case set up. or email complainant not a matter for planning and advise where to take complaint if applicable.	approx 5 a month	memembr of public, support team	Planning Support team	10-15 minutes per form	10-15 minutes per form	Online form Outlook		12
4	Support team	Stephen Garner	Building control form	L	email from BC	Receive email from BC with new case and data sheet form. Review all received and check for any missing information/contact details. If contact details missing email/phone agent or applicant. Use datainput sheet form to enter the relevent fields on uniform. convert all email attachments to PDF, upload all application documents send out appropriate letters by email	approx 15 per week	Building Control Officer, support team	Planning Support team	10-15 minutes per form	10-15 minutes per form	Outlook, Uniform		165

CRM will not impact on this

This is an opportunity to challenge and rethink how you currently work (processes and forms used)

Think about current enquiries and processes - can self service help make this more efficient

How can efficiencies be achieved and the customer experience improved through this digitisation

What doesn't work, takes too long, feels unnecessary, could be done better, stopped - why?

Critical we have evidence to build a robust business case for change - we must be clear on the reasoning determining the proposed solution and able to demonstrate quantifiable anticipated benefits

Service Area	Service Lead (name)	Forms						Potential Hours Saved				Annual hours saved			
		Form/Process Description	Form/ Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time	System Integration - Y/N		System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	
1	Housing - Housing Management & Rents	Joshua Hunt	Anti-Social Behaviour. Process map available.	M	Word for forms, management of cases is done on an Excel sheet	Person calls/writes in to housing department explaining issue. If deemed ASB, diary sheets are issued to tenant with instructions on how/when to complete, and then sent back with any other required evidence. Sheets reviewed before subsequent actions taken. ASB actions and process currently managed on an Excel spreadsheet which is always riddled with mistakes and missing info. Further action to follow on a case by case basis.	30-60 per year	Dual process - both members of public and internal use as can be a long process.	Housing - Housing Management & Rents	Unknown	Unknown			Process map for an improved version of this process was created for the failed CX project, which I can supply. Benefit of having diary sheets and any other forms in this process being accessible to the public will have a time saving benefit, but it is difficult to quantify. The customer experience will be better as a result though, especially if we can include other useful info or resources alongside the forms via an ASB section of a portal.	1.5
2	Housing - Housing Management & Rents	Joshua Hunt	Setting up payment arrangements	L	Arrangement is set up and managed in OHMS	Either tenant calls/writes in requesting to discuss and set up payment arrangement, or rents office contacts tenant to set one up. Can also be set up via court order.	Estimated 150-200 cases per year but could be higher due to gaps in record keeping	Proposal is for tenants to be able to submit their own payment arrangement conditions for approval by rents officers.	Housing - Housing Management & Rents	Hard to say but will definitely provide a net decrease in admin time, as well as allowing tenants to be more proactive with their arrears management.	Current time taken is the length of the phonecall plus approx 10 mins to set up in OHMS.			Benefit here is less on time saved but more on giving tenants more options to manage their rent accounts and arrears. By signposting them to a payment arrangement form, this empowers tenants to be proactive and also reduces the need for chasing by the rents team.	6.5
3	Housing - Housing Management & Rents	Joshua Hunt	Rent card requests	L	No form currently exists, tenants contact us via phone/email and request one. New tenancy creations also have rent cards created by housing admin after creation in the OHMS system, but this can't be automated by the tenant so probably not relevant to this request.	No forms currently involved. Process of requesting rent cards is an internal process which is needlessly convoluted, but that is more down to our systems and probably not something a CRM would resolve. But having an option for tenants to request a new rent card at the click of a few buttons on a portal would be an easy increase in customer experience.	150-250 rent cards produced per year	Public	Housing - Housing Management & Rents	Minimal time saved as the actions relating to the ordering of rent cards is the main time cost, but positive customer experience.	1 batch of rent cards takes approx 15 mins to produce to the supplier (over 2 days to allow batch job to take place overnight). The time taken dealing with tenant requests will likely just be a minute or two phonecall.				6
4	Housing - Housing Management & Rents	Joshua Hunt	Standing order/direct debit forms	L/M	Standing orders are managed by tenants, direct debits is the big benefit here to try and automate but we do not currently have any dd's set up. In future we aim to change this and use them across the board.	No current internal process. We aim to move towards DD being the standard in future.	n/a	public	Housing - Housing Management & Rents	Speculative but if we do incorporate direct debits in future, having tenants being able to complete a form and send to us without having to contact us first will save a good amount of time given we have approx 1500 rent accounts at any one time.	n/a at present.			If we can get DD facility set up and accessible to tenants via CRM, it would be transformative to the rent arrears team. If I could pick one thing (outside of a whole new HMS/arrears system) to have the biggest impact on staff time and efficiency with managing rents, it would be DD's without a doubt. If we are automating DD's then Standing Orders would obviously be made available too. Majority of current rent payments (outside of HB/UC) are made manually every week/month by tenants, so the efficiency increase benefits both sides massively.	160
5	Housing - Housing Management & Rents	Joshua Hunt	Permission forms for Housing Management (various, including pet, business use, sheltered occupant for >2 days, scooter storage etc. Process maps available.	L	Word	Tenant emails/calls in to discuss request, form is sent out, tenant completes form and sends back, approval/rejection then given to tenant. Form is stored in physical house file.	Unknown but an estimate of 150-250 a year	Public	Housing - Housing Management & Rents	Hard to quantify but given the numbers of forms over a year there will be a tangible time save.	5-10 minutes per form.			Less so than time saving (although there will be some benefit here), I think the main benefit of having these forms incorporated into a CRM system would be easy tracking of number of applications, as well as a verifiable log of what permissions were sought by whom, when, and whether they were approved or not; having everything centralised. Currently it is very difficult to keep track of all of the above and I believe that the end point of the current process is having a physical document in tenants physical house file, which is very inefficient and makes them easy to miss.	12.5
6	Housing - Housing Management & Rents	Joshua Hunt	Tenancy amendment applications (including joint to sole, sole to joint, succession, tenancy termination, use and occupation)	M	Word for forms, OHMS for making the actual changes	Tenant emails/calls in to discuss request, form is sent out, tenant completes form and sends back, approval/rejection then given to tenant, actioned on system. Form is stored in physical house file.	Unknown	Public	Housing - Housing Management & Rents	Unknown	Unknown			Mostly same as above. There will be some noticeable time savings on the admin side should applications like this be more automated, but the real tangible benefit is again having all the information centralised, auditable and reportable.	2
7	Housing - Housing Management & Rents	Joshua Hunt	Tenant/occupant details changes (e.g add/remove occupants, contact info, preferences etc)	L	Word	Tenants call/write in to housing department with details of changes requested. Where applicable, evidence is requested to then be actioned within the HMS. Evidence is stored in physical house files.	Unknown	Public	Housing - Housing Management & Rents	Unknown	Unknown			Dual benefit here of having a reduction of admin time and an improved customer experience. If tenants can supply us with the change info and evidence through a form on a portal etc, the end user can action this much faster, and again we can have much better records for the types of amendments taking place.	4

Service Area	Service Lead (name)	Forms						Potential Hours Saved			System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	Annual hours saved	
		Form/Process Description	Form/ Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time					
8	Housing - Housing Management & Rents, Housing Options	Joshua Hunt	Notification from Benefits to Housing on HB being suspended or stopped	L	Email communication, with a list of accounts via CSV and/or Notepad files attached, files are generated via OHMS	Not an expert in how the files are generated but I know from asking previously that we cannot amend the parameters outside of basic info. But currently we get the account number and name, whether its stopped or cancelled claim, but no additional context.	A weekly email with varying numbers of impacted accounts. So 52 sets per year.	Internal	Housing - Housing Management & Rents, Housing Options	Unknown but main benefit is centralisation and accessibility of notifications as opposed to time saving.	Unknown			A bit speculative here but if it were possible to have HB claim stop/cancel notifications actioned via CRM we would have a number of benefits. We could have the notification logged against a person/account for reporting/monitoring purposes, as opposed to an email with files attached. We could also benefit greatly from context being added if possible, such as the reasons why a claim has been suspended, as currently this information is not provided with the files, so would require additional admin work to gain. This indirectly benefits the customer experience as both the rents team and tenancy sustainment officer could have access to the reasoning and then engage in earlier assistance/intervention with the tenant.	2
9	Housing - Maintenance	Joshua Hunt	Booking surveyor for property inspection	M	Not currently using any forms. All dealt with via internal communication and liaising with tenant	Form doesn't currently exist, so there is no self service element. Tenant will call maintenance and detail issues, then the team book a surveyor in if needed.	Approx 10-20 a week on average.	Mostly public but could also have internal benefit	Housing - Maintenance	Unknown but time saved wouldn't be main benefit here.	approx 5 mins per instance			Something like this to allow tenants to complete a pre-filled form would be a massively useful resource for maintenance team and surveyors. If we could build a form with a number of bespoke criteria that tenants could access and send through, surveyors could quickly make a decision on whether a property needs a visit, reducing the back and forth admin and speeding up actions. Better still if we could ask the tenant provide dates/times they can give access so that the surveyor can manage their diaries more efficiently.	1
10	Housing - Maintenance	Joshua Hunt	Requesting permission for tenant to carry out works on council property	M	Letter sent to tenant.	No self service available. Tenant would need to call/write in with details, then be sent a letter with a form attached if they meet criteria, then send completed form back for approval/rejection, then tenant informed of decision.	5-20 a year approximately	Public	Housing - Maintenance	Unknown	Unknown			Again, main benefit here isn't time saved, but having the info centralised and better record keeping, as well as allowing tenants to receive the form with less admin steps. The fact that the time taken/saved is unknown says more about our current record keeping standards than anything else, which a CRM would improve massively.	1
11	Housing - Maintenance	Joshua Hunt	Requesting/logging a repair for council property via a bespoke form on portal/CRM	M	Not currently in place as 3rd party contractor mostly deals with repairs bookings. Going forward, if we move to having more in house recording again, this would be a big resource to have and have a major impact on staff resourcing.	Currently managed by 3rd party contractor (MCP), so we don't have full visibility of the process. On occasion, maintenance may raise works directly with contractor on tenants behalf. But tenant calls up and explains issue, contractor raises a job for works to be completed, all recorded on 3rd party system we don't have full access to.	Approx 4000 general repairs works a year.	Mostly public but could also have internal benefit	Housing - Maintenance	Contingent on moving away from 3rd party management, but replacing majority of inbound calls/emails with an inbound form would represent a huge (but also hard to put a number on) time save. 22/23 we had 3999 routine repairs raised (excludes additional works such as gas works/servicing), so even saving just a few minutes per example represents a big time saving for staff.	Example of 5 mins saved per job would have saved 333 hours in 22/23 (if repairs management was back in house which is likely in future).			This is a speculative one as opposed to something we would see an immediate benefit on without changing the overarching process. If we designed a form with all the correct parameters and fields that tenants could fill in online and that be sent to maintenance staff, we could triage repairs works much more efficiently and have an easy way of recording inbound repair requests broken down by type, area etc. So would allow some much more detailed reporting than we have the facilities for now. There would be a big reduction in admin time spent as reacting to a form is much quicker than some telephone calls we would take. Housing Officers could also use the function and benefit from the above as well.	333
12	Housing - Housing Options	Joshua Hunt	Medical Form - completed by applicants to assess their housing need	M	Currently available on-line (verse one), however in none editable PDF form.	applicant needs to have the facility to print the form, in order to complete to either hand deliver or scan and email into generic email inbox. Officer then needs to save form onto a drive (together with any supporting documents), to enable them to attached/scan onto applicant's Abritas case onto abritas	30 per month	Public	Housing Options	For face to face, approximately 20-30 minutes of Officers, time would be save per visit from an applicant(s). Processing time would also be cut by half and currently applicants tend to scan save a 20 page (4 page form & supporting letter) page by page - which has to cut/pasted onto one document, before being saved and uploaded onto abritas system	Example of 15 minutes saved on each form subject, 7.5 hours would be saved.			If applicant have the facility to complete forms and upload/attached documents, and then received auto receipt reference, this will give the confidence this has been submitted and will be progressed, thus saving on unnecessary follow up/chasing calls. If submission of completed medical forms and documents could be fed into directly into individuals abritas case, this would supercede the need to save items onto the S drive (only to delete) before uploading. This will also assist with FOI enquiries.	7.5
13	Housing - Housing Options	Joshua Hunt	Duty to Refer - completed by professionals to notify the Council of households threatened with homelessness within 56 days	M	Currently available on line (verse one) and feeds into Housing Advice inbox	Notification is received into Housing Housing inbox that DTR. This has to be downloaded and a case opened up on Abritas	50 per month	External Agencies/partners	Housing Options	Unknown	Unknown				20
14	Housing - Housing Options	Joshua Hunt	Income & Expenditure form	H	Currently pre populated in non editable PDF format from HOTS abritas system	This is a populated document on the Abritas system which then can be emailed to the applicant. However the bureaucratic and timely progress is when completed PDF documents, with supporting documents, are returned. Terms of collating individual scan pages forms and supporting documents (often of poor quality as taken by applicants phones), to be saved as one document is the most time consuming and of risk of human error	80 per month	Public	Housing Options	40 hours per month would be saved	Completing forms with tenants can be time consuming, but varies wildly. Could take 10 mins or could take 1 hour.				480

		Forms							Potential Hours Saved				Annual hours saved	
Service Area	Service Lead (name)	Form/Process Description	Form/ Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time	System Integration - Y/N	System		Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?
15	Housing - Housing Options	Joshua Hunt	Pre appointment forms	H	Currently pre populated in non editable PDF format from HOTS abritas system	as above	80 per month	public	Housing Options	40 hours per month would be saved across this and below form.				
16	Housing - Housing Options	Joshua Hunt	Sheltered Housing application forms	L	Currently available on-line, however in non editable PDF form.	as above	25 per month	Public	Housing Options	As above.				
17	Housing - Housing Options	Joshua Hunt	Change of circumstances/renewal forms	H	Currently pre populated in non editable PDF format from HOTS abritas system	Letter/reminders populated via abritas but has with all non editable PDF, it is the process of receiving said completed documents and supporting docs causes the time consuming process	300 per year	Public	Housing Options	If this was on a CRM Unknown system and interfaced into Abrisas system this will not only save time but ensure housing register are reviewed in a timely manner as current new and homeless approaches take preference.				

This is an opportunity to challenge and rethink how you currently work (processes and forms used)

Think about current enquiries and processes - can self service help make this more efficient

How can efficiencies be achieved and the customer experience improved through this digitisation

What doesn't work, takes too long, feels unnecessary, could be done better, stopped – why?

Critical we have evidence to build a robust business case for change - we must be clear on the reasoning determining the proposed solution and able to demonstrate

Service Area	Service Lead (name)	Forms					Potential Hours Saved			System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	Hours saved (Annual)	
		Form/Process Description	Form/ Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish - please include any copying and pasting between systems	Number of forms/ enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc					Time to Process in hours - list and advise for each Service that will save time
1 Local Land Charges	Rebekah Giubarelli	Receipt of the Local Authority Search requests and payment	Medium	Customers can download from a range of sources, the standard forms that are the standard conveyancing documents approved by the Law society for the various different searches - this can be in a range of formats from PDF's, word documents, JPeg as some examples	The completion of the forms is not the element we in LLC focus upon. It is a standard, agreed set of request forms that directly relate to the conveyancing process, approved by the Law Society. The process we want to focus on is the receipt of these forms via our generic email address in the range of formats, we have to take these details, check the payments have been made (this is completely separate so lots of double checking payments have been recieved). The information on these forms is then inputted manually into TLC from the forms by the team and the spatial area plotted. There are three different search types	approximately 180 to 200 search requests are recieved and processed on a monthly basis. (this includes taking and checking the corresponding payment has been recieved before we can start the data input)	Solicitors, conveyancers, personal search agents, financial advisors / morgage brookers, estate agents and members of the public	If we could have a standardised set of three forms, set out as per Law Society guidance (no copy right issues they are public documents) These forms can then be in a single format with a linked payment system so the customer can submit the search, make payment. In addition if we could ensure some fields are mandatory and the customer has to complete these sections in order to submit the request this would avoid the frequent situation that hte customer leaves section blank because there is no regulation or control on how they obtain the forms. this will allow: - less queries and requests for further information. - to	It will save time in a number of ways: 1. it will reduce staff time requesting further information and for all parts of the form to be completed. 2. If the payment can be linked to the process and be part of this there will be no requirement to match and check payments - plus because there are only three types of searches, with standard fees the correct amount could be factored into the payments process again cutting down on time correcting or chasing payments. 3. Because all elements of form will be completed and it will be in a standardised format this will allow easy of data entry and make process more streamline as well as the spatial elments. (The team still have to manually input the search because part of the processing and completing certain elements of the search itself are undertaken at this initial data entry stage so it is not a simple download of the information on the form) 4. Reduce queries, inaccuracy and rejection of search requests. 5.	Local Land Charges service will save staff time by 1. reducing processing and chasing up payments. 2. requesting via email or telephone calls for further informatio n. 3. Decrease time spent logging searches as it will be in a single standardis ed format.			The current way of working is disjointed and the customer has a range of tasks and actions to do at different points to submit a search request. If we set up standard forms and payment can be taken at time of completion this would allow the customer to go to a single place, clear structure and not having to research or complete forms independently. Also this would allow us to standardise the forms and ensure all information is completed at the initial stage so speed of processing requests and the efficiency of this would improve. The overall process of accepting and logging searches would be streamlined, more efficient and present a more professional service and better customer experience.	Assume 190 search requests per month, 2280 per year; 30 minutes chasing / back and forth emails per search; free up time to pursue Con29 searches (income generatio

This is an opportunity to challenge and rethink how you currently work (processes and forms used)
 Think about current enquiries and processes - can self service help make this more efficient
 How can efficiencies be achieved and the customer experience improved through this digitisation
 What doesn't work, takes too long, feels unnecessary, could be done better, stopped – why?

Service Area	Service Lead (name)	Forms						Potential Hours Saved			System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time				
1	Planning Policy	Amanda Parrott	Process - monitoring residential development	H	UNIFORM	Draw down list of planning applications from UNIFORM. Determine which ones need to be moved into the monitoring module. Cross check all applications siting live in the monitoring module in terms of building regs applications, progress etc. However, as some applicants used external building regulations also have to check initial notices. However, as these don't always come through, and because some houses are occupied before building regulations is complete, and can sit un-complete for several years, also have to check Council Tax records for additions. Also pick up none traditional homes such as caravans, park	About 500 records reviewed once per year at present which takes circa 2 weeks of an experienced officers time. Practically that is how often this work can be done currently - live monitoring is not possible.	Internal process. However, information used by officers and Members in the decision making process for new housing developments in particular.	Planning Policy	If the CRM linked property records either in a database or on a map, this work could be automated or at least only one search for each record would be necessary. Automation would save 2 weeks of an officers time per annum, and may allow for live monitoring. A single database search per site would reduce the time take by approximately 50%	Planning Policy - automation - 74 hours saved, and ability to live report. Planning Policy - single database search per site - 37hrs	Y	UNIFORM Council Tax Database	



Service Area	Service Lead (name)	Forms						Potential Hours Saved			System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?		
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time					
2	Planning Policy	Amanda Parrott	Process - monitoring non-residential development	H	UNIFORM	Draw down list of planning applications from UNIFORM. Determine which ones need to be moved into the monitoring module. Cross check all applications siting live in the monitoring module in terms of building regs applications, progress etc. However, most applicants used external building regulations also have to check initial notices. However, as these don't always come through, and because some commercial developments only require internal alterations these can sit without evidence of delivery for several years in UNIFORM so also have to check Business Rates records for additions and changes. There is a lot	About 100 records reviewed once per year at present which takes circa 2 weeks of an experienced officers time. Practically that is how often this work can be done currently - live monitoring is not possible.	Internal process. However, information used by officers and Members in the decision making process.	Planning Policy	If the CRM linked property records either in a database or on a map, this work could be automated or at least only one search for each record would be necessary. Automation would save 2 weeks of an officers time per annum, and may allow for live monitoring. A single database search per site would reduce the time take by approximately 50%	Planning Policy - automation - 74 hours saved, and ability to live report. Planning Policy - single database search per site - 37hrs	Y	UNIFORM Business Rate Database		0
3	Planning Policy	Amanda Parrott	Engagement	M	Citizen Space and Excel	Citizen Space being used to undertake engagement on Castle Point Plan. Contacts for engagement held in MS Excel Spreadsheet. Emails sent from Outlook using spreadsheet. Separate posted notifications sent out to around 200 people (number grows as spreadsheet grows). Occasional need, based on Members demands for whole borough notification, which requires addresses from C'Tax and B' Rates.	Circa 1,500 respondents around 2 times per annum. Notifications currently being sent to circa 1,700 residents on mailing list. Whole borough notifications normally required by Members once per annum - circa 40,000 addresses.	Public and other stakeholders	Planning Policy Council Tax / Business Rates	If the CRM held list of those who wanted to engage, and this was linked to hybrid mailing, time spent separating out data and stuffing envelopes reduced. Improved ease for whole borough notifications if access to addresses and hybrid mailing from B'Rates and C' Tax achieved through CRM. Also, reduced costs where email held.	37 hours, 2 x per annum	Y	Engagement system - currently citizen space until March 2026. Hybrid mailing		74

picked up above

This is an opportunity to challenge and rethink how you currently work (processes and forms used)
 Think about current enquiries and processes - can self service help make this more efficient
 How can efficiencies be achieved and the customer experience improved through this digitisation
 What doesn't work, takes too long, feels unnecessary, could be done better, stopped – why?

Service Area	Service Lead (name)	Forms						Potential Hours Saved				System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	Efficiency annually (hours)	
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time						
1	Human Resources	Barbara Cree	Application Form for Employment	M	On line on Jobs Page and Word	Applicant inputs information to set sections	35	Job Applicants (Internal & External)	Applicants Managers	Save time for applicants and save time for managers not having to review unnecessarily length application forms	Approx 5/10 minutes less of manager time for each application For applicant closer to 30/60 minutes saved in terms of application time	N	Future potential integration depending on HR system solution but for now would benefit from simplifying process into simple application via CV attachment	Right approach to attract applicants to work for CPBC		ECC undertaking this function
2	Human Resources	Mykela Pratt	Change Form (for Payroll)	M	Word	Manager inputs information of necessary changes and submits to HR via email	10	Internal - managers	All Payroll / HR	Completing and processing the form	Approx 10 minutes for each form for both manager to complete form and then HR time to process	Y	Possibly iTrent	Need a work to continue to capture changes required however would be beneficial if we can integrate into existing system with relevant authorisations in place	20	
3	Human Resources	Mykela Pratt	Probation Form	M	Word	Manager inputs information of staff performance and submits to HR via email at a number of intervals before probation sign off at 6 months	7	Internal - managers	All HR	Completing and processing the form	Approx 2 hours of manager time	N	N/A	Need to retain probation management process however need to simplify the form and digitalise where possible, integration into existing HRIS (iTrent) unlikely	84	Won't remove all of the process, assume 1 hour time saving
4	Human Resources	Mykela Pratt	Employee Starters Form	M	Word	Manager inputs detail of new starter (e.g. scp etc) and sends to HR	7	Internal - managers	All HR	Completing and processing the form	Approx 10 minutes for manager to complete and HR to process	Y	Possibly iTrent	Need to capture info - can we do via iTrent system when setting up		CRM unlikely to save time here
5	Human Resources	Mykela Pratt	New Starter Personal Details Form	L	Word	Employee adds bank detail information and sends back to HR who add into to iTrent	7	Internal - employees	All HR	Completing and processing the form	Approx 10 minutes for employee to complete and HR to process	Y	Possibly iTrent	Need to capture info - can we do via iTrent system when setting up		CRM unlikely to save time here
6	Human Resources	Mykela Pratt	Next of Kin Emergency Contact Form	L	Word	Employee adds nok details and sends back to HR who place on file	7	Internal - employees	All HR	Completing and processing the form	Approx 10 minutes for employee to complete and HR to process	Y	Possibly iTrent	Need to capture info - can we do via iTrent system when setting up		CRM unlikely to save time here
7	Human Resources	Mykela Pratt	Working Time Regulations Form	L	Word	For employees to declare any additional employment outside of CPBC. HR put on file	12	Internal - employees	All HR	Completing and processing the form	Approx 10 minutes for employee to complete and HR to process	N	N/A	Need to retain - make an e form that automatically goes through to HR for records	2	
8	Human Resources	Mykela Pratt	Flexitime Sheet	M	Excel	For employees to log flexi hours and managers to sign off	200	Internal - employees	All employees and managers	Completing and authorising the sheet	Approx 5 minutes each week to update the sheet	Y	Possibly iTrent	Consider whether flexi working scheme still relevant. If so is there an option to record all time worked on iTrent		CRM unlikely to save time here
9	Human Resources	Mykela Pratt	Payroll Leavers Form	L	Word	For managers to complete to process a leaver	7	Internal - managers	All Payroll / HR	Completing and processing the form	Approx 10 minutes for manager to complete and HR to process	Y	Possibly iTrent	Implement as a workflow through system	1	

Service Area	Service Lead (name)	Forms						Potential Hours Saved					Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	Efficiency annually (hours)	
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx per month or certain time of year)	Main User - member of public, internal, business owner etc	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc	Time to Process in hours - list and advise for each Service that will save time	System Integration - Y/N	System			
10	Human Resources	Mykela Pratt	Stress Risk Assessment	M	Word	For employees to complete as and when needed	5	Internal - employees	All	Completing the document	Approx 30 minutes per document	N	N/A	Need to retain - make more user friendly and electronic	2.5
11	Human Resources	Mykela Pratt	Exit Interview Form	L	Word	For employees to complete when leaving the council's employemny	7	Internal - employees	All HR	Completing and processing the form	Approx 10 minutes for employee to complete and HR to process	Y	Possibly iTrent	Need to be able to record exit interview detail - explore how we make an electronic form or can we use iTrent to auto send out and then report back on completed forms	1
12	Human Resources	Mykela Pratt	Request to Recruit Form	L	Word	For managers to complete to get authority to recruit	10	Internal - managers	All HR	Completing and authorisation of the form	Approx 10 minutes for manager to complete and HR to process	Y	Possibly iTrent	Form not currently in use - could consider workflows within system in future	1.5
13	Human Resources	Mykela Pratt	Change of Personal Details	L	Word	For employees to complete when changing their personal details e.g. name or address and send to HR to process	10	Internal - employees	All HR	Completing and processing the form	Approx 10 minutes for employee to complete and HR to process	Y	Possibly iTrent	Need to have a facility to change details - could go via iTrent system to take effect. Change of name may need to link into ICT however for email etc so need to consider links	1.5
14	Human Resources	Mykela Pratt	Eye Test Form	L	PDF	For employees to get completed by optician and send to HR to process expense claim	10	Internal - employees	All HR	Completing and processing the form	Approx 10 minutes for employee to complete and HR to process	N	N/A	Requirement to offer to staff but process to be simplified. Option for employees to claim as expense via iTrent with supporting receipts which will negate need for form	1.5
15	Human Resources	Mykela Pratt	Declaration of Interests	L	PDF	For employees to complete and send to HR	1	Internal - employees	All HR	Completing and processing the form	Approx 10 minutes for employee to complete and HR to process	N	N/A	Need to retain a form to record - make an	1
16	Human Resources	Mykela Pratt	Declaration of Gifts and Hospitality Form	L	PDF	For employees to complete and send to HR as required	1	Internal - employees	All HR	Completing and processing the form	Approx 10 minutes for employee to complete and HR to process	N	N/A	Need to retain a form to record - make an electronic form which auto processes through to HR to retain on file	1
17															
18															
19															
20															

TT NWoW CRM business case 13.11.23

This is an opportunity to challenge and rethink how you currently work (processes and forms used)
 Think about current enquiries and processes - can self-service help make this more efficient
 How can efficiencies be achieved and the customer experience improved through this digitization
 What doesn't work, takes too long, feels unnecessary, could be done better, stopped – why?

Service Area	Service Lead (name)	Forms						Potential Hours Saved				Annual time savings			
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx. per month or certain time of year)	Main User - member of public, internal, business owner etc.	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc.	Time to Process in hours - list and advise for each Service that will save time	System Integration - Y/N		System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	
1	Environmental Health	Simon Llewellyn	Animal Welfare License applications /		Word, PDF -	Details checked,	Approx 15-20 a	License applicant	Environmental Health	Printing form/cover letter	10-15mins per application	Y	Uniform		1.41666667
2	Environmental Health	Simon Llewellyn	HMO applications	M	Word, PDF - either sent to us via email or post	Details checked, IDOXed to uniform, allocated to case officer for processing. Application and supporting documents need to be reviewed.	TBC	HMO applicant and EH	Environmental Health	Time saved chasing for incomplete forms and for supporting documents.	30 mins per application	Y	uniform		
3	Environmental Health	Simon Llewellyn	Food registration		Word, PDF - either sent to us via email or post	Details checked, IDOXed to Uniform, service request generated, allocated to case officer for further processing	60 per year	Food business proprietor and EH	Environmental Health	Processing the form	20 mins per application	Y	Uniform		10
4	Environmental Health	Simon Llewellyn	Special treatments registration		Word, PDF - either sent to us via email or post	Details checked, IDOXed to Uniform, service request generated, allocated to case officer for further processing	30 per year	Business proprietor and EH	Environmental Health	Processing the form	20 mins per application	Y	Uniform		5
5	Environmental Health	Simon Llewellyn	Disabled Facilities Grants process		email / Uniform system / post	OT sends recommendation, idoxed to uniform, customer phoned or written to, case transferred to delivery partner, consultation docs received / returned, approval docs received / returned, final approval sheets received / returned. Excel spreadsheets completed throughout the process so that we know what is going on with each case.	120 per year	Occupational Therapist, customer, delivery partner, Environmental Health.	Environmental Health	Processing the documentation, keeping track of cases that are being processed by the delivery partner, phone calls, post sent out.	3 hours per application.	Y	Uniform & system integration with delivery partner system (Epping BC)		180

Assume process time is halved

Service Area	Service Lead (name)	Forms						Potential Hours Saved				System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	Annual time savings	
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx. per month or certain time of year)	Main User - member of public, internal, business owner etc.	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc.	Time to Process in hours - list and advise for each Service that will save time						
6	Environmental Health	Simon Llewellyn	Service request process		email, post, in person,	The complexity of this and time taken varies greatly case by case. For instance, ATM Customer request comes in via email phone or in person, directly to us or to first contact, this may then require further email or telephone correspondence to flesh out their issue(s). This is then entered onto Uniform as a service request. Complaint is investigated, which may require multiple phone calls, emails, in person visits, correspondence / letters to be sent, multiple items to be iDoxed, info to be printed out to take out on cases. If the CRM was fully integrated with Uniform, all cases could be handled and updated from both sides through a single	1400 per year	Customer, first contact, Environmental Health	Environmental Health and First Contact - possibly other service areas if there was full case handling integration throughout the Council.	Processing / administration / multiple customer contacts / updates.	Difficult to estimate, each case would be different - from 30 mins to multiple hours.	Y	Uniform (and the CRM.)	Going to estimate time saving of 45 minutes per application	1050	
7	Environmental Health	Simon Llewellyn	Environmental permits		Word, PDF - either sent to us via email or post	Applicant completes application form and it is sent in (email / post.) Customer then needs to phone up FC to make a payment over the phone, to which EH need to confirm. Uniform entry, service request generated. Appointment made, visit(s) undertaken - correspondence by post and/or email. Permit issued if	20 per year	Customer, first contact, Environmental Health	Environmental Health / First contact	Processing the form, payment.	20 mins per application	Y	Uniform		3.33333333	Assume will halve processing time
8	Environmental Health	Simon Llewellyn	Request for rerating / rescore (food)		Word, PDF - either sent to us via email or post	Applicant completes application form and it is sent in (email or post.) Application processed, Uniform entry made, service request generated and forwarded to Officer.	10 per year	Customer, first contact, Environmental Health	Environmental Health / First contact	Processing the form	20 mins per application	Y	Uniform		1.66666667	Assume will halve processing time

Service Area	Service Lead (name)	Forms						Potential Hours Saved					Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	Annual time savings	
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx. per month or certain time of year)	Main User - member of public, internal, business owner etc.	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc.	Time to Process in hours - list and advise for each Service that will save time	System Integration - Y/N	System			
9	Environmental Health	Simon Llewellyn	DMS process integration		emails, scanned documents, photos, documents	As part of service requests, customer send in a variety of documents, photos are taken, etc. If this was integrated into a CRM system (with Uniform) documents could be uploaded directly into case records.	1000 per year	Customers, Environmental Health.	Environmental Health	Processing the documentation that is sent in / idoxing to case records.	Varies case by case depending on the amount of correspondence.	Y	Uniform / DMS / CRM		33.3333333
10															
11	Environmental Health	Simon Llewellyn	Payment process automation		Phone calls and follow up emails.	As part of the license process, a customer must phone up first contact to make payment over the telephone. This also involves phone calls to the customer to explain what to do, contact between FC and EH to confirm payment. This could all be automated via the CRM.	100 per year	Customers, first contact, Environmental Health.	Environmental Health	The actions around the payment process, contacting the customer to advise, payment being made, department being notified.	15 mins per transaction	Y	Uniform / CRM		25
12															
13	Environmental Health	Simon Llewellyn	Proactive inspection process		Variety of forms and documentation that is produced by officer as part of proactive interventions (such as food inspections, animal welfare inspections, HMO inspections)	During inspections of premises, information and paperwork requires printing and inspection forms need to be completed manually using pen and ink - photos and various other notes may be manually taken and then transferred over to Uniform / hard copy on return to the office. The use of tablets with integrated forms, linked to the CRM / Uniform could assist with this.	300-350 per year approx.	Environmental Health	Environmental Health	Taking manual notes and photos and then needing to come back to the office and re-enter details electronically. Paperwork to be taken to site needs to be printed, when it could be accessed directly via a tablet (or similar) if there was a working connector.	Varies dependent on type of intervention being carried out. 2 hours per proactive inspection potentially.		Uniform / CRM and additional equipment if necessary.		650

Assume 325 per year; 1 hour saved per inspection process

Service Area	Service Lead (name)	Forms						Potential Hours Saved				System Integration - Y/N	System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	Annual time savings	
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx. per month or certain time of year)	Main User - member of public, internal, business owner etc.	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc.	Time to Process in hours - list and advise for each Service that will save time						
14	Environmental Health	Simon Llewellyn	Reactive investigation process		Variety of forms and documentation that is produced by officer as part of reactive complaint investigations, such as noise nuisance cases, odor nuisance, drainage investigations, etc.	During inspections of premises, information and paperwork requires printing and inspection forms need to be completed manually using pen and ink - photos and various other notes may be manually taken and then transferred over to Uniform / hard copy on return to the office. The use of tablets with integrated forms, linked to the CRM / Uniform could assist with this.	1000+ cases per year	Environmental Health	Environmental Health	Taking manual notes and photos and then needing to come back to the office and re-enter details electronically. Paperwork to be taken to site needs to be printed, when it could be accessed directly via a tablet (or similar) if there was a working connector.	Varies dependent on complexity of case, some cases require multiple visits over a period of months, others may require much less intervention.	Y	Uniform / CRM and additional equipment if necessary.		1000	Assume 1 hour saving per case
15	Envirnmenatal Health	Simon Llewellyn	Food self inspection form		Paper form which is sent by letter to customer or email	Letter to customer notifying them to complete questionnaire, which is sent out and returned, this is scanned and procesed on Uniform and provided to officer.	150-200 per year	Environmental Health	Environmental Health	Sending out form, processing questionnaire.	20 mins per case	Y	Uniform		30	Assume 175 forms per year; assume 10 min saving per form
16	Environmenal Health	Simon Llewellyn	Approved premises (food) application		Paper form which is sent by letter to customer or email	Document sent out, completed by customer and returned, processed, scanned and added to Uniform, service request generated.	5 per year	Environmenal Health	Environmenal Health	Sending out form, processing form on return, including DMS / Uniform notes and generating service request if necessary.	20 mins per case	Y	Uniform		1	Assume 10 min saving per application
17	Environmental Health	Simon Llewellyn	Infectious desease questionnaire		Paper form which is sent by letter to customer or email	Document sent out, completed by customer and returned, processed, scanned and added to Uniform, service request generated.	10 per year	Environmental Health	Environmenal Health	Sending out form, processing form on return, including DMS / Uniform notes and generating service request if necessary.	20 mins per case	Y	Uniform		2	Assume 10 min saving per application
18	Environmenal Health	Simon Llewellyn	Asbestos notifications		Paper form which is sent by letter to customer or email	Document sent out, completed by customer and returned, processed, scanned and added to Uniform, service request generated.	5 per year	Environmental Health	Environmental Health	Sending out form, processing form on return, including DMS / Uniform notes and generating service request if necessary.	20 mins per case	Y	Uniform		1	Assume 10 min saving per application
19	Environmental Health	Simon Llewellyn	Caravan site licenses		Paper form which is sent by letter to customer or email	Document sent out, completed by customer and returned, processed, scanned and added to Uniform, service request generated.	5 per year	Environmental Health	Environmental Health	Sending out form, processing form on return, including DMS / Uniform notes and generating service request if necessary.	20 mins per case	Y	Uniform		1	Assume 10 min saving per application
20																

This is an opportunity to challenge and rethink how you currently work (processes and forms used)
 Think about current enquiries and processes - can self-service help make this more efficient
 How can efficiencies be achieved and the customer experience improved through this digitization
 What doesn't work, takes too long, feels unnecessary, could be done better, stopped – why?

Service Area	Service Lead (name)	Forms					Potential Hours Saved					Annual time savings (hours)			
		Form/Process Description	Form/Process Complexity - H/M/L	Format current exists - Word, PDF, on system other	Process of completing form/process - from start to finish	Number of forms/enquiries (approx. per month or certain time of year)	Main User - member of public, internal, business owner etc.	Service area(s)	What time will be saved, e.g. processing the form, telephone calls, emails, face to face etc.	Time to Process in hours - list and advise for each Service that will save time	System Integration - Y/N		System	Comments - is this the right approach - challenge the current - should this be different from the current way of working or cease etc?	
1	Licencing	Joanne Goodman	Street Trading Licences				200 per year			processing	10 minutes per form				33
2	Licencing	Joanne Goodman	Temporary Event Notice				50 per year			processing	20 minutes per form				17
3	Licencing	Joanne Goodman	Road Closure/Street Parties				5/year			processing	5 minutes				0.5
4	Licencing	Joanne Goodman	Pavement Permit				10/year			processing	10 minutes				1.5
5	Licencing	Joanne Goodman	H2H/Charitable Collections				20			processing	20 minutes				6.5
6			Small Society Lotteries (renewal as rarely do new applications)				10			processing	5 minutes				1
7			Personal Licences Change of Address				450/year but every 3 years			processing	30 minutes				225
8			Taxi driver related processes												
9															
10															
11															
12															
13															
14															
15															
16															
17															
18															
19															
20															

CRM Business Case Appendix B - CRM High Level Indictive Specification

Executive Summary

This tender seeks to procure a secure, scalable, and user-friendly Customer Relationship Management (CRM) system that will empower Castle Point Borough Council to effectively manage citizen interactions, enhance service delivery, and strengthen customer engagement. The selected CRM solution should seamlessly integrate with existing systems in use across the Council, prioritize data security, and provide comprehensive reporting capabilities.

Scope of Work

The CRM system should encompass the following functionalities:

Case Management: Efficiently store and manage citizen data, including contact information, service requests, and communication history.

Service Request Management: Streamline the service request process, from initial intake to resolution, ensuring timely and efficient service delivery with regular updates to the customer on progress and feedback.

Communication Management: Facilitate effective communication with citizens through various channels, including emails, phone calls, and social media, including personalised notifications and bulk messaging

Knowledge Management: Centralise and organise knowledge base for internal staff to enhance service knowledge and responses.

Data & Analytics: Generate insightful reports on citizen engagement, service usage patterns and trends, service performance and overall satisfaction levels, enabling data-driven decision-making.

Technical Requirements

The CRM system should adhere to the following technical specifications:

Cloud-based Deployment: Ensure easy accessibility and scalability through cloud-based deployment.

Multi-user Support: Support simultaneous access by multiple users with role-based access control.

Data Security: Employ robust data security measures, including encryption, access controls, and regular backups, to safeguard sensitive citizen data.

Integration with Existing Systems: Seamlessly integrate with existing systems, where specified

Reporting and Analytics: Provide comprehensive reporting capabilities to track key performance indicators (KPIs), identify trends, and measure the effectiveness of service delivery and customer feedback, and ability to extract data for the purposes of analysis in packages such as PowerBI .

Mobile Compatibility: Provide mobile access to the CRM system for field personnel and remote users.(mobile version of the system should automatically render on mobile devices in a way that makes the system as useable as any desktop-based version).

Booking system: Ability to make bookings and appointments.

Payments: Able to take payments through integration with existing payment provider

Artificial Intelligence: To provide the ability to implement AI such as a chatbot

Customer Portal: Ability to access a range of Council services as well as see history of contact and check progress on pre-existing requests

Councillor Portal: Provide separate access for Councillors to manage their own caseloads

Case Management: Ability to manage cases, including but not limited to: Freedom of Information requests, complaints, Ombudsman; Member enquiries

eForms: All online forms made as an intelligent electronic form

Contractor portal: Engagement process for third-parties

Communication: Implement a digital communication tool for staff & customer

Processes & Workflow: Low-code/no-code programming to enable faster, more efficient workflows to be created

Population of CRM: Ability to import customer/property data

Mapping: Ability for users (staff and customers) to pinpoint a location through mapping tools, with the possibility to add landmarks (open spaces assets)

Support Requirements

The CRM system provider should offer comprehensive support services:

Initial Training and Onboarding: Provide comprehensive training and onboarding sessions for all users to ensure system proficiency.

Technical Support: Offer prompt and responsive technical support through multiple channels, including email, phone, and chat.

Knowledge Base and Documentation: Maintain a comprehensive knowledge base and user documentation for easy reference.

Ongoing System Updates: Ensure timely product upgrades and new versions to maintain the CRM system's security and compatibility with evolving technologies.

Service Level Agreement (SLA): Establish a Service Level Agreement (SLA) guaranteeing system availability (99.99%), performance, and timely resolution of technical issues.

Evaluation Criteria

The tender evaluation will prioritise the following criteria:

Technical Solution: Evaluate the proposed CRM solution's technical capabilities, security measures, and comprehensiveness of integration with existing government systems.

Ease of Use: Assess the CRM system's user-friendliness, intuitive interface, and accessibility standards (WCAG standard) including frontline staff and non-technical personnel and members of the public.

Scalability and Performance: Evaluate the CRM system's ability to handle increasing user loads, manage large datasets, and ensure consistent performance.

Data Security and Compliance: Assess the CRM system's compliance with data protection regulations, security protocols, and government data standards.

Cost-effectiveness and Value Proposition: The proposed solution should be cost-effective and offer a compelling value proposition that aligns with the organisation's budget and objectives.

Submission Requirements

Tenderers must submit a detailed proposal that includes:

Company Overview: Company information, including experience, certifications, and references related to CRM solutions for local government.

Technical Solution: Comprehensive documentation of the proposed CRM system, including features, functionality, integration capabilities, and technical architecture.

Pricing Proposal: Clearly defined pricing options for user licenses, implementation fees, and ongoing support costs (clarify SaaS and Fixed price requirements).

Implementation Plans and Proposed Resourcing: Level of expected Council resource and supplier resource to deliver the project/ indicative resource profile / timelines for implementation / expected training requirements .

Benefits Realisation: Expected value of benefits realisation / return on investment, including indicative timescales of when benefits will be realised, with examples where possible from similar organisations.

Demonstration: Provision of a live demonstration of the CRM system to showcase its features and capabilities in a real-world context.

Scoring

Scoring will be on a price / quality mix. Exact split to be advised as the detailed tender documentation is developed, but anticipated to be a 70:30 split between price and quality (although setting the bar high on minimum requirements for quality in the tender documentation).

Timeline

The tender closing date is [TBC]. Shortlisted tenderers will be invited to present their proposals and provide further demonstrations. The final decision will be made by [TBC].

Proposed Appendices (to the detailed tender specification)

Appendix 1 – Data Sheets (on processes to be included in scope of the CRM system)

Appendix 2 – Technical Specifications (for system to be able to work with our IT infrastructure)

Appendix 3 – Scoring Mechanisms

Equality Impact Assessment (EIA) – Transforming Together (TT) [Service area] Review

Stage	Title	Purpose
1	Preliminary Assessment	Initial assessment of possible impact.
2	Equality Risk Assessment	Scoring to assess the level of risk.
3	Equality Impact Assessment – Addressing Impact	Level of detail depends on risk assessment scoring but any removal or reduction in service must go through Stage 3.
4	Sign Off	Approval and decision-making details.
5	Implementation	Action Plan to implement and minimise impact.

Stage 1 – Preliminary Assessment

Question	Response/Consideration
1.1 Decision being assessed	Procurement and implementation of a CRM system
1.2 Lead Officer	Mike Greenwood
1.3 What are the aims or function of the decision being recommended?	<ul style="list-style-type: none"> To fully implement a new CRM system and support the move of most of our customer contact to digital channels of communication in line with the TT Programme To achieve efficiencies through reduction on current levels of email, telephone and face to face queries primarily via First Contact and other relevant Council services

Question	Response/Consideration
	<ul style="list-style-type: none"> To improve customer satisfaction and the customer journey through the provision of 24/7 self-serve to a range of Council services To provide a better and more efficient way of working for Council staff and Members
1.4 Which policies relate to the delivery of this decision?	As the CRM will cover the vast majority of council services, all policies that support the delivery of those services relate to the delivery of this decision
1.5 Who are the main audience, users or customers who will be affected?	<p>The CRM will affect the way that customers interact and request service from the Council.</p> <p>Council employees will also be affected as users of the new system</p>
1.6 As a result of this decision being implemented will members of the community be treated less favourably and so contribute to inequality?	No

Equality Aims – consider how the decision meets the three Equality Aims listed in the Equality Act.

Aim	How does the decision meet the equality aim?
To eliminate unlawful discrimination, harassment and victimisation	The CRM will allow for increased transparency around how to access services and decision making relating to those services. Implementation will, therefore, support working towards eliminating unlawful discrimination when accessing and receiving council services
To advance equality of opportunity between people who share a protected characteristic and those who do not	The CRM will be fully accessible. Implementation will, therefore, support advancement of equality of opportunity between people who share a protected characteristic and those who do not. The project will ensure that those who are

	unable to access services offered through new digital channels – for example those who are digitally excluded - are still able to access those services in a way that is easy and convenient for them.
To foster good relations between those who share a protected characteristic and those who do not	The CRM will allow for increased transparency around how to access services and decision making relating to those services. Implementation will, therefore, help to foster good relations between those who share a protected characteristic and those who do not.

Stage 2 – Equality Risk Assessment - Protected Characteristic Groups

Place an 'X' in against either 'positive impact', 'negative impact', 'no impact' for each protected characteristic group

2.1 Assess the Equality Risk

	Age	Disability	Gender	Race	Sexual Orientation	Religion	Gender Reassignment	Marriage/Civil Partnerships	Pregnancy/Maternity
Positive impact	X	X	X	X	X	X	X		X
Negative impact	X	X							
No impact								X	

2.2 Conclusion – if there is 'No Impact' for all of the protected characteristics then stages 3 – 5 do not have to be completed

The project is expected to have a positive impact for 8 of the 9 protected characteristic groups, with no impact (positive or negative) on the remaining 1 protected characteristic group.

There is potential for negative impact on age and disability if the project is not implemented in a way to address this potential negative impact (see details in 3.4)

Stage 3 – Equality Impact Assessment – Addressing Impact

Question	Response/Consideration
<p>3.1 What is the reason for the proposed decision?</p>	<p>Implementation of a new CRM is a key part of the Council's aims to become a modern, customer focused and financially sustainable organisation.</p> <p>The impact of a new CRM is overwhelmingly positive for all but one of the protected characteristics groups, having no impact on that remaining one group (Marriage / Civil Partnerships)</p>
<p>3.2 What consultation activity has been undertaken or is planned?</p>	<p>At this stage, the decision sought is to proceed with procurement of a new CRM system, followed by implementation.</p> <p>As part of the procurement process, accessibility of the new system will be an essential criteria.</p> <p>As the project moves into implementation, consultation is planned with protected characteristic groups, in particular around age and disability</p>
<p>3.3 Service Users – What methods are used to monitor the characteristics of service-users with protected characteristics?</p>	<p>At present, the Council will have some data about service-users with protected characteristics, but this is far from universal.</p> <p>The new CRM system will allow for that information to be routinely collected – with the permission of the services user – providing far greater insight into service usage by those with protected characteristics, allowing the Council to better understand it's service user and promote and redesign services accordingly to meet their needs.</p>

3.4 Referring to Stage 2, which **'protected characteristic' group(s) are most likely to be affected by this decision? Describe any negative impacts identified in more detail.**

Outline ways in which negative or positive impacts will be addressed?

The protected characteristic groups are most likely to be affected by this decision are age and disability.

Age

Positive impact – the current way of accessing council services (telephone and face to face during office hours) makes it difficult for those who are of working age to access services in the same way as those who no longer or who are unable to work. The new CRM will provide more services online which are accessible 24/7

Negative impact – there is potential for older people, particularly those who are digitally excluded, to feel that unless they have the means and skills to access services online, they will no longer be able to easily and conveniently access council services. This will be addressed through consultation and engagement as the project is developed and implemented to ensure that new systems are well designed, easy to use and where customers cannot access them digitally other contact channels remain available (and we expect that because of channel shift, there will be more time available over the telephone and face-to-face to support customers who need it).

Disability

Positive impact – the new CRM will come with high standards of web accessibility so that those with disabilities, particularly those disabilities that lead to support from other technology such as screen readers, being able to access more services online. This will also help to eliminate unnecessary journeys to the Council offices, with a positive impact on those with disabilities which effect their mobility.

Negative impact – although the new CRM will come with high standards of web accessibility, there may be some disabilities which make accessing services through this channel difficult. The Council will be maintaining alternative access channels for those who are unable to access online services because of their

	disability (and we expect that because of channel shift, there will be more time available over the telephone and face-to-face to support customers who need it).
3.5 If the decision involves a service/policy being reduced/removed, will this lead to missed opportunities to promote equality of opportunity?	The decision to procure and implement a new CRM should increase accessibility across the vast majority of Council services. It is not the intention to remove other access channels.

3.6 What outcome does this assessment suggest we take? Select one option and action to be taken			
Option	Outcome	Tick Selected Option	Explanation
1	Continue with proposed decision No discrimination or adverse impact identified	<input type="checkbox"/>	
2	Continue with proposed decision Suitable adjustments to lessen the impact identified	<input checked="" type="checkbox"/>	The decision to procure and implement a new CRM system comes with many positives which support achievement of the Equality Aims. Impact on protected characteristic groups is also shown to be positive and, where there is potential for negative impact, this EIA includes suggestions for how these can be mitigated.
3	Continue despite adverse impact or missed opportunities to promote equality	<input type="checkbox"/>	
4	Stop and rethink Actual or potential discrimination identified	<input type="checkbox"/>	

<p>What plans are in place to monitor the actual impact of the proposal?</p>	<p>During implementation, there will be consultation and engagement with those with protected characteristics to ensure that what is being implemented does not lead to any negative impacts. Post implementation, the Council should be equipped with far richer data sets on usage of council services by those with protected characteristics in order to be able to promote and redesign services accordingly.</p>
---	--

Stage 4 – Sign-off

	Details
<p>Director/Service Manager approved by:</p>	<p>Ben Brook – Assistant Director Policy Performance and Customer</p>
<p>Date:</p>	<p>22 July 2024</p>
<p>Member Approval (Date and Title of Committee):</p>	<p>19 September 2024, Cabinet</p>
<p>Committee Decision:</p>	<p>To be updated once Cabinet held</p>

Stage 5 – Implementation

5.1 Referring to **Stages 1 (preliminary assessment)**, **Stage 2 (equality risk assessment)** and **Stage 3 (equality impact assessment)** please list what tasks/actions you will take to minimise the impact of this change.

Task	Outcome	Lead	Resources	Deadline
Pre-implementation engagement with service user with protected characteristics	Council is aware of any potential negative impact of procuring and implementing a new CRM system	Communications Lead Officer	CRM Project Team	October 2024 onwards
Post-implementation engagement with service user with protected characteristics	Council is aware of any potential negative impact that may have arisen during implementation a new CRM system	Communications Lead Officer	CRM Project Team	Jan 2026 onwards
Analysis of service users to ensure that users of council services broadly match the demographics of the Borough	Council is aware of service usage levels across the protected characteristics groups	Data Lead	CRM Project Team	Apr 2025 onwards