

# Capital Programme Review 2019-20

## Project Appraisal Form

**COMMITTEE & BID  
NUMBER**

S&R Bid 2

**PROJECT TITLE**

Replacement of CRM and Operational Services Database Year 2

**ACCOUNTABLE OFFICER**

Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review.

Judith Doney

**DETAILS OF PROJECT**

<p>Project scope, what is included/excluded in the scheme</p>	<p>The project is to replace the existing customer relationship management system and to include integration into other back office legacy systems and also the data warehouse which holds all refuse and recycling data.</p> <p>The first phase of the project to move the data warehouse out of CRM and into a separate system is underway. One of the ICT application analysts has worked closely with Operational Services (OS) and Customer Services (CS) staff to ensure the technical specification for the tender document covers all aspects of the services they provide and defines not only current requirements, including digital capabilities, but ensures any new system will have the capacity to build on technical advances which will enhance the service OS can provide to customers.</p> <p>A comprehensive Project Initiation Document (PID) has been drawn up and a draft timetable (attached) which will be finalised once the system provider is engaged.</p> <p>The second phase of the project will concentrate on replacing the existing CRM functionality, streamline processes and improve resident engagement. There are a number of models which will need to be fully evaluated by the ICT application analysts to determine the best operating model for the Council. Technical advances in back office systems and resident/staff interfaces may provide a more streamlined service and therefore a lighter version of a CRM may be preferable.</p> <p>To define a future operating model for customer service ICT will engage with the various service areas in order to identify the best options for both current use and future developments. We need to ensure any new system is capable of adapting to future demands.</p>
<p>Project outcomes and benefits</p>	<p>For the new OS system the main outcome and benefit will be visibility for both the staff and residents. Staff will have a full view of their service and interactions with residents and have full reporting options to monitor performance and new initiatives.</p> <p>The new system will be a hosted solution reducing the risks currently associated with our poor infrastructure and reliance on interventions by our IT staff.</p> <p>Given the size and complexity of the services run by Operational Services we expect to take a modular approach to implementation which will allow IT and OS to reduce the risk of failure and to add</p>

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	<p>further modules as the service develops over time.</p> <p>For the CRM replacement options outcomes will include:-</p> <ul style="list-style-type: none"> <li>• Increased transactions online – reducing avoidable and repeat contact</li> <li>• Increase amount of requests which can be dealt with at first point of contact – improving the customer experience</li> <li>• Review of legacy systems and necessary integration and touchpoints to avoid double keying or double handling of requests</li> </ul>
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### FINANCIAL SUMMARY

		Cost of Project £	Comments and detail where necessary. Provide appendices where relevant. Examples of business cases spreadsheets can be found in the Finance Handbook
a	Estimated cost of purchase, works and/or equipment	556,000	Phase 1 – 250,000 Phase 2 – 306,000
b	Consultancy or other fees		
c	<b>Total Scheme Capital Costs (a+b)</b>	556,000	
d	External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made.	0	
e	<b>Net Costs to Council (c-d)</b>	556,000	
f	Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.)	0	
g	<b>Capital Reserves Needed to Finance Bid (e-f)</b>	556,000	
h	Annual Ongoing Revenue <b>Additional Savings</b> as a Direct Result of the Project	20,000	Potential Licence Cost savings of between £20k and £60k for current CRM but this is dependent on the ongoing costs of a new OS system
i	Annual Ongoing Revenue <b>Additional Costs</b> as a Direct Result of the Project		.

Year	2018/19 £	2019/20 £	2020/21 £
<b>Spend Profile of Scheme – please</b>	250,000	306,000	0

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identify which year (s) the scheme spend will fall into			
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### REVENUE IMPACT

Can revenue implications be funded from the Committee Base Budget? – Please give details	No
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### CORPORATE PLAN 2016/20

Is this investment linked to EEBC's Key Priorities? If so, say which ones and evidence how. How does project fit within service objectives?	Customer focus & providing services for our residents
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### TIMESCALES

What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.

		Target Start Date	Target Finish Date
1	Design & Planning	April 2018 – Phase 1 April 2019 – Phase 2	August 2018 – Phase 1 August 2019 – Phase 2
2	Further Approvals Needed		
3	Tendering (if necessary)	September 2018 – Phase 1 September 2019 – Phase 2	November 2018 – Phase 1 November 2019 – Phase 2
4	Project start date	August 2018 – both phases	
5	Project Finish Date		March 2020 – both phases

### BASELINE CRITERIA

All capital schemes are assessed against criteria set by the Capital Member Group annually. Bids should meet at least one of these criteria. State which capital criteria(s) for assessing bids are met and why. Leave blank any which are not met.

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Spend to Save schemes should meet the following criteria:

- Payback of the amount capital invested within the project within 5 years (7 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

<b>Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?</b> Please give details of funding streams, including any restrictions on the funding.	No.
<b>Is the Scheme a Spend to Save Project?</b> Will investment improve service efficiency including cost savings or income generation? What is the payback in years?	It is anticipated that there will be efficiency savings across all service areas if end to end processes are fully reviewed and improved to eliminate double handling and to improve passing of information between council systems. Furthermore, options for residents/service areas and members to self-serve and check the progress of their service requests will also reduce interaction and time required.
<b>It is mandatory for the Council to provide the scheme?</b> Is investment required to meet Health and Safety or other legislative requirements? If so, state which requirements.	Not directly. However, if service requests or issues reported by members of the public or members meet health & safety or legislative requirements these may not be logged and recorded and therefore may not be actioned.
<b>Is this project the minimum scheme required to continue to deliver the services of the Council?</b> - Is investment required for the business continuity of the Council? If so, say how.	Yes. 1) Customer services will not be able to deal with residents' interaction. 2) OS and other service areas will not be able to carry out service requests. 3) Subscription services are currently held in the CRM

### ASSET MANAGEMENT PLAN

Is investment identified in the Council's Asset Management Plan?	No
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### PRIORITISATION

State which one of the four prioritisation categories are met and why.

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1	Investment essential to meet statutory obligation.	Not directly. However, If service requests or issues reported by members of the public or members meet statutory or legislative requirements these may not be logged and recorded and therefore may not be actioned.
2	Investment Important to achieve Key Priorities.	Yes, managing resources priority, the system will enable multi-skilled staff to deal with queries across multiple service areas whilst also providing digital services to residents.
3	Investment important to secure service continuity and improvement.	Yes
4	Investment will assist but is not required to meet one of the baseline criteria.	Yes

#### RISKS ASSOCIATED WITH SCHEME

1	Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.)	PSN and PCI non compliancy Upgrade of Exchange past 2010 Lack of capacity in ICT/ Customer Services/OS/Finance
2	Are there any risks relating to the availability of resources internally to deliver this project	Yes. The CRM project will cover significant service areas across the council which will mean that a significant number of processes will need to be reviewed and changed. There is therefore a significant initial set up cost in time across the whole council, including customer services. ICT resources will be required to advise on the necessary infrastructure for the new system and to advise on the necessary approach and requirements for integration with legacy systems where required.
3	Consequences of not undertaking this project	The current system is unsupported at 'end of life'. This means that Microsoft no longer release any security patches for the application. This increases our vulnerability to a cyber attack. Due to the number of non-supported customisations, 3 <sup>rd</sup> line support is provided on a best endeavours basis. If the system ceases to work there will be no centralised system for customer services to use. The CRM is used by customer services to log customer interactions by phone, email, web or face to face, log service requests, deal with corporate complaints, take payments for council services and book certain council services.
4	Alternative Solutions (Other solutions considered – cost and implications)	To replace CRM with a like for like replacement – this option was not costed as the bespoke work alone to recreate the existing model was estimated as well above 500k and would not provide operational services with the system they now require and would still not provide the level of integration needed by other services

<b>Is consultation required for this project?</b> Please give details of who with and when by.	No, although service areas will be involved in shaping the future operating model for the council.
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Ward(s) affected by the scheme	All Wards
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