

LB Havering Scrutiny Report - CRM Digital Platform Programme

Presented by: Gareth Nicholson (Programme Sponsor)

1. Report Contents

1.1. This report has been prepared to answer the following questions as requested by the panel:

- What was the purpose of the project and timescales?
- What were the key deliverables and are we on track?
- Reasons for any delays etc
- Where there any efficiencies and savings attached to the project - are we on track?
- What if anything could we have done differently?
- What are the next steps?
- When is the project due to end?
- What has it and will it improve for residents?

2. Background

2.1. The Digital Platform CRM (Customer Relationship Management) programme formally started in 2020 with a Cabinet decision in April of that year to commit a total of £5.075m to deliver a new CRM system. The Council's then current 2011 system was approaching end of life with external support for systems and software ending, creating significant risks around operational integrity and cyber security/GDPR. The intention behind the programme was:

- *...an opportunity to review the way services are designed and delivered and improve accessibility for our customers... to become an efficient, effective, customer centric organisation. The aim is to empower residents and service users to serve themselves using a 24/7 seamless, simple responsive service, backed with assisted digital services where required. The new CRM /digital Platform is scalable and flexible to support the Authority's evolving needs as service delivery and new operational models are developed to meet budgetary pressures.*

2.2. The programme was intended to have two main phases:

- Phase 1, the replacement of the out-of-support 2011 system, re-engineering processes and customer flows and building replacement modules in D365;
- Phase 1A, quick wins that would save money by replacing bespoke software used by services with new D365 modules or securing productivity gains by building new modules where no digital methods are currently being used; and
- Phase 2, a cross-Council review of all customer-facing services identifying where D365- either as a CRM system or an ERP (enterprise resource planning) system could improve outcomes and/or productivity and generate cashable savings.

2.3. The programme initially sat from 2017-2019 with the One Source IT team but was transferred to Havering's Chief Operating Officer (COO) portfolio in 2019. The programme was to form part of a wider digital programme, of which Digital Customer (including CRM) was one part (Digital Council and Digital Borough were the other parts of the programme).

- 2.4. The governance of the programme was one based in partnership: two co-SROs were appointed, one representing the Council's Customer Services senior leadership (Gareth Nicholson has served in this role since 2019) and the Council's IT Director serving as the other co-SRO. Since 2019 there have been six incumbents in this IT Director role during the lifetime of the current programme.
- 2.5. The SROs Chaired the Digital Platform (CRM) board which reported into the Transformation Strategy Board, chaired at SLT level by the Chief Executive.
- 2.6. The cabinet decision coincided with the Covid pandemic and focus for the entire Council switched to critical issues management. For this and other reasons discussed below initial timescales as set out in the Cabinet report quickly became undeliverable.
- 2.7. By mid-2021 the programme was significantly underperforming, with poor quality deliverables and significantly behind schedule, so much so that the Programme Sponsor (Gareth Nicholson) and new Director of Transformation (Paul Fisher) who joined in November 2021 recognised that a significant structural change to the programme was required.
- 2.8. The then programme leadership team (all agency workers) were released and a new programme management team were established by April 2022 to reset and deliver the programme objectives. At this point, a new programme manager was recruited (Gareth Charles) and took over the management of the CRM project.
- 2.9. The initial work of the new programme team was to simultaneously maintain delivery pace of in-flight work whilst assessing the capability of the remaining team members. It was determined that a number of agency workers were not of sufficient skill or capability and they were immediately released.
- 2.10. Understandably there was a significant level of frustration and expectation that the programme should be delivering valuable outputs by this stage, and the programme board and management team worked hard to rebuild confidence within the organisation that the programme would ultimately deliver its objectives
- 2.11. A new delivery plan was established that offered initially built momentum (noting that a new delivery team had to be established during this time) with a significant number of deliverables and objectives being achieved from autumn 2022 onwards.

3. What was the purpose of the project and timescales?

- 3.1. On establishing a new Programme Board in April 2022 the programme redefined its mission as follows.
- 3.2. **Purpose:**
 - The overarching purpose of the programme is to delivery an excellent online experience for Havering residents when making Service Requests and general enquiries relating to the processes within the scope of work.

- In doing so the programme will implement a modern, flexible and scalable digital platform that will support further development and improvement of service delivery, and replace a number of ageing legacy technology systems that cause business constraint, poor operational performance and are present a cyber-risk or operation failure threat.

3.3. Objectives:

- Improve resident experience and convenience through high quality online service offering, backed up by effective assisted support for those who need it.
- Increase channel shift and back-office efficiency improving service performance and enable efficiency and savings.
- Remove critical operational risk of systems failure, and escalating support costs for legacy digital platform.

3.4. How:

- The programme was planned to be delivered incrementally over 4 years through a combined team of internal Havering staff, technical expertise from OneSource, third party suppliers and augmented with agency expertise where required.

3.5. Key Risk:

- The fundamental programme risk is that it covers a wide number of council services and teams requiring a detailed and well managed plan to synchronise with their own priorities and projects in order to maintain pace

3.6. It was agreed that the initial phase of work (Phase 1) must prioritise the decommission of the legacy CRM Digital Platform consisting of a number of technologies including:

Microsoft CRM2011	An aged Microsoft technology no longer supported acting as the central component of the legacy digital platform storing customer details, transaction details and an interaction point to other systems.
Microsoft Biztalk	A supported but aging Microsoft platform acting as the integration technology that controls interaction between CRM2011 and other systems. Whist Biztalk is a currently supported technology its general industry use is diminishing along with skilled workers and increasing support costs.
My Havering	An aged bespoke platform acting as the resident front end for the My Havering Account and a number of online transactions.
Windows Servers	The legacy Digital Platform runs on a number of on-premise hosted aged Windows Servers that are no longer supported or security patched.

3.7. The aged nature of the legacy Digital Platform presented a number of critical operational risks to the council:

- As these platforms are no longer supported by Microsoft they do not receive regular security patching and therefore present a significant potential breach point for cyber-attack.

- As they are no longer supported by Microsoft they present a greater risk to business continuity in the event of failure.
- 3.8. It was therefore agreed by the Programme Board safe transition from the legacy platform and its decommissioning must be the overriding objective for Phase 1 of the programme.
- 3.9. It was also agreed that were possible there should be no degradation in the level of service offered by the new solution during Phase 1, but that the ambition to deliver improved resident experience and service efficiency needed to be balanced against the priority of decommissioning the legacy platforms.
- 3.10. An ambitious timeline was agreed to complete the migration of services from the legacy platform by September 2023, with the decommissioning activities to commence from September 2023 and be owned by OneSource IT.
- 3.11. It was also recognised that the programme faced a significant number of risks, and that this deadline may be required to flex accordingly. Those risks can be characterised into the following groups.
- 3.12. In April 2022 a number of other in-flight projects were identified that could have a direct impact on the programme due to the necessary integration work required with CRM to enable end-to-end processing. Those included:
- The replacement of Mayrise with Alloy as the core line of business system across Environment Services (Trees, Highways, Grounds and Street Lighting).
 - The replacement of Civica App as the core line of business system across Public Protection
 - The replacement of Info@Work as the document management system for a number of Council Tax and Benefits transactions.
 - The second phase of the project to implement CivicaPay (removing the legacy Paris system from back end processing).
- 3.13. It was also recognised that a general lack of end-to-end knowledge of how legacy systems and processes worked could cause significant challenges to the programme's delivery timeline.
- 3.14. A number of strategies were taken to mitigate these issues wherever possible including:
- Bringing forward and adopting a less ambitious 'like for like' implementation for Highways and Public Protection. This allowed the project to complete work in these service areas ahead of any subsequent systems implementation and so both breaking the project interdependency and incurring significant 'process re-engineering' work that would be done again under the main line of business system project.
 - Managing the delivery plan around other dependent project delivery to ensure minimal impact on programme milestones from external forces.

4. What were the key deliverables and are we on track?

- 4.1. The programme was restructured into a number of work packages, each delivering a number of service lines enabling residents to make service requests directly online or by phone to the contact centre, management of that request in the CRM system and integration through to the service line of business system where appropriate.
- 4.2. The following tables provide the position of this structure at the end of phase 1, explaining how the end scope differed from the starting point. Appendix B provides a complete listing of service lines delivered.

4.3. Original Phase 1 Scope Delivered

Service Area	Service Lines	Explanatory Text
Registrars	5	Online services for booking Birth Registration appointments and ordering Copy Certificates
Highways	9	Online and phone services for reporting issues on Havering highways (e.g road defects)
Highways Enforcement	2	Online and phone services for reporting Highways issues requiring enforcement action (e.g. abandoned vehicles)
Trees	1	Online and phone services for reporting issues with Trees
Grounds	2	Online and phone services for reporting issues with Grounds maintenance (e.g.weeds)
Recycling and Waste	9	Online and phone services for requesting Waste services (e.g. bulky collections, garden collections) and reporting issues (e.g. missed collection)
Street Cleansing	6	Online and phone services for reporting issues with Street Cleansing issues (e.g. graffiti, litter etc)
Planning and Building Control	3	Online services for requesting Planning and Building Control services (Pre application Planning Advice, Site Visits and reporting Dangerous Structures)
Public Protection	17	Online and phone services for reporting public protection issues (e.g. noise and pollution)
My Havering Account	n/a	My Havering online account enabling residents to track the status of requests
Single Signon to Housing and Council Tax	n/a	Enables residents to link through from My Havering to their online Council Tax, Benefits and Housing accounts.
Contact Centre CRM	n/a	Comprehensive Contact Centre solution enabling staff to receive calls, raise issues and report status to residents.
Data warehouse integration	n/a	Integration of enquiries from CRM to the council's Data Warehouse system enabling continuation of the view of interaction by resident or property across many council services.
Ctax and Bens document integration	17	Integration of a number of online forms supporting Council Tax and Benefits claims and enquiries to the councils Ctax and Bens system and document management system storing any attached documentation.

Transition to Service	n/a	Handover of all developed solutions to the councils establishment teams including ongoing platform costs, support documentation and decommissioning requirements.
------------------------------	------------	---

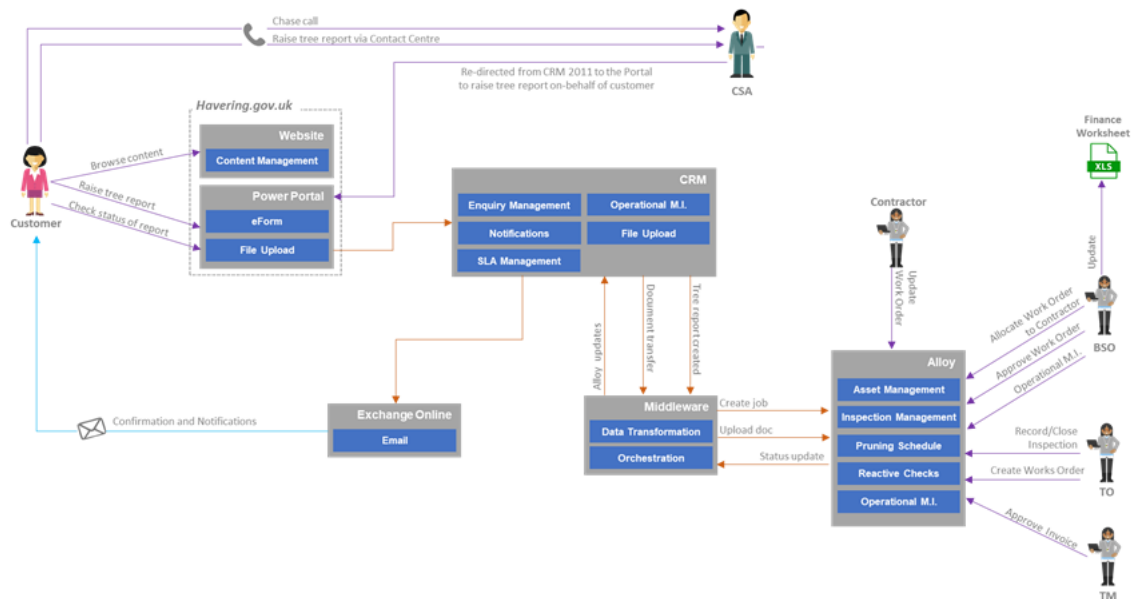
4.4. Additional Phase 1 Scope added during project

Service Area	Service Lines	Explanatory Text
Registrars Notice of Marriage	1	Mid-project the rules for booking notice of marriage appointments reverted back to pre-covid conditions, and the Registrars team requested that the legacy functionality for booking Notice appointments online be incorporated into the project.
Registrars Priority Appointments	n/a	Through the success of the new solutions for Birth and Notice appointments the Registrars team identified an opportunity for revenue uplift and improved customer service through offering priority appointments outside standard working hours.
Street Lighting	9	Due to delays in the implementation of the Alloy project for street lighting an opportunity was recognised to being this functionality into the scope of Phase 1 and in doing so remove the council's use of Love Havering and associated license fees.

4.5. Scope removed from Phase 1

Service Area	Service Lines	Explanatory Text
Complaints, FOI requests and Members' Enquiries	1	Removed from scope in-line with the agreed priority of retiring the legacy digital platform. Agreed that these services would be delivered through another project implementing an off-the-shelf solution.

- 4.6. Each of these service areas has a technical footprint varying based on the specific needs of the service lines. The following diagram provides an end-to-end illustration of customer, staff and system interaction takes place to satisfy an enquiry about a problem with a tree.



4.7. The table in Appendix C identifies the various technical deliverables associated with each service category.

5. Reasons for any delays etc

5.1. The programme had set an ambitious target of migrating from the legacy platform by September 2023, but significant external factors have impacted that timeline. The programme is now scheduled to complete this work and handover to IT for platform decommissioning on 16 April 2024.

5.2. Additional Scope

The reason for including the following items within the scope of Phase 1 is provided in section 4.4. The following table describes impact on the programme timeline.

Description	Impact
Registrars Notice of Marriage	Additional three months effort partially absorbed due to parallel with Urbaser delay.
Registrars Priority Appointments	Additional two months, partially absorbed due to parallel with Urbaser delay.
Street Lighting	Additional three months effort partially absorbed due to parallel with Urbaser delay.

5.3. Alloy trees project integration

Description	Impact
Incorporation of Alloy Trees implementation into Programme	Three months delay and significant additional effort from project team to enable delivery of Alloy system.

5.4. Urbaser contract delays

Description	Impact
Implementation of Urbaser as council's primary contractor for Recycling, Waste and Street Cleansing services was delayed by three months from June '23 to October '23.	Direct three month impact to project timeline.
12 week commercial system implementation in Urbaser plan led to significant post-go-live remedial work to complete full service implementation.	Two month impact on project resources to complete Urbaser implementation post go-live on 22 nd October 2024.

5.5. Information @ Work project impact

Description	Impact
The project to replace the Information@Work system as the document management system for Council Tax and Benefits experienced significant issues with its implementation.	Impact on CRM project resources to assist info@work project with issue diagnosis, remedial work and testing.

6. Where there any efficiencies and savings attached to the project - are we on track?

6.1. A savings target of £193,000 was allocated to Phase 1 of the programme. Cashable savings have been delivered as per below:

Saving Description	Value per annum	Owner	Realised
Reduction in software license costs for core CRM solution	£50,000	OneSource ICT	From 1 April 2024
Removal of annual license fee for Love Havering	£18,000	Business Support/Environment Services	Nov 2024
Revenue uplift from Registrars priority appointments	£20,000	Registrars	January 2023

6.2. Further financial savings are being identified as part of the scoping of phase 1 A opportunities. Current areas being explored are:

Benefit Description	Value per annum	Owner
Death registration moving back online due to change in rules post Covid.	Up to £25,000	Registrars
Online service for citizenship ceremonies	Tbc	Registrars
Online service for ceremony booking (e.g. marriage)	Tbc	Registrars

6.3. A significant number of indirect and/or non-financial benefits have been realised:

Benefit Description	Value Type	Owner
SME appointment reminders resulting in reduced missed appointments	Resident convenience Service efficiency	Registrars, Planning and Building Control
Channel Shift e.g.: <ul style="list-style-type: none"> Bulky Collections now fully integrated online removing dual keying in contact centre and resident able to select collection day at time of booking Improvement in online uptake e.g. Green Bin renewals currently at 76% online (60% in 2023) 	Resident convenience Service efficiency	Contact Centre
Contact centre call handling has been made more efficient by providing officers with an identical version of the resident online form. This has both a simple efficiency in terms of processing time against the cumbersome screens of the old system, and an added benefit that officers are now intimately familiar with the online experience and are well placed to help those who do call and encourage uptake of online self service	Resident convenience Service efficiency	Contact Centre
Many processes are now fully automated from resident to front line without an intermediate handling by staff. For example, Garden Waste contracts are now fully systemised, with the only required human interaction where a bin is physically delivered (the work order to raise the bin delivery is automated from the contract request).	Resident convenience Service efficiency	Contact Centre, Various Services
Significant improvements have been made across registrars service with birth registration appointments, copy certificates and notice of marriage appointments now fully online with appointment booking and rescheduling all self-serve. We receive a significant amount of positive feedback from residents for these services.	Resident convenience Service efficiency	Registrars
All services now have conditional feedback to residents (in email) based on the outcome of their request. In the example of trees we now provide feedback at multiple stages of the request (request raised, reviewed, inspection required, works to be conducted, works complete) with informed responses based on the outcome of each request (e.g. we have conducted an inspection and decided not to take any further action because..)	Resident convenience	Various Services

7. What if anything could we have done differently?

- 7.1. **Stakeholders.** We should have identified stakeholders at senior leader level, secured buy-in and their agreement to require their services to identify service design changes that might deliver more benefits from using D365. We found that, with some exceptions, services came on board expecting a simple like-for-like replacement and some services were unprepared or unable to identify resource to engage in a broader service review approach to identify where CRM could deliver further benefits. Stakeholders became frustrated at the lack of progress during 2021 and 2022 and this affected the reputation of the programme, thus requiring the re-set in early 2022.
- 7.2. **Programme scheduling.** We could have adopted a more aggressive approach to migrating from the legacy platform if we had accepted a reduction in service quality of increased manual back-office activity. For example, systems integration is a significant component of a number of the solution delivery and could have been re-keyed rather than building automated integration. However, this had the potential for significant service issues due to errors in rekeying or timing issues and was discounted as a viable option.
- 7.3. **Skills and capacity.** The unique nature of the governance of the board did not make for effective decision-making and challenge, particularly pre-reset. The IT co-SROs tended to operate more as 'commissioned consultant experts' rather than take a one Council approach and support initiatives on service design. The Customer co-SRO lacked the product knowledge to effectively scrutinise the work programme management were carrying out. Attendance at Board at senior level in IT was not consistent or regular, meaning that some decisions that might otherwise have been subject to more technical scrutiny were not effectively challenged. This contributed significantly to lack of progress in 2021 and 2022. That the team was set up outside of the existing OneSource ICT structure also indicates the lack of skills, capability and capacity for our inhouse professional IT function to run a project of this scale and complexity. It has also led to an 'hands off' approach by the current ICT team which has meant it has taken longer to handover the project to BAU staff. The IT function needs to develop these core change skills in the future.

8. What are the next steps?

- 8.1. In terms of the core public-facing elements of Phase 1, the programme is complete. However, the following activities need to be completed as part of Phase 1 of the programme.

Task description	Date	Owner
Completion of data archiving activity	16/4/24	Programme Team
Commencement of decommissioning activity	16/4/24	OneSource ICT
Development of Data Ware House integration from new platform (no dependency for decommission)	Tbc	OneSource ICT
Phase 1 Closure Report	April 2024	Programme Team

- 8.2. Final planning and baselining of Phase 2 activity including:

Item description	Indicative timeframe	Dependency
Implementation of Alloy for Highways and associated enhancements to Digital Platform	August 2024	Alloy commercials and project plan
Implementation of Alloy for Highways and associated enhancements to Digital Platform	October 2024	Alloy commercials and project plan
Implementation of Alloy for Highways and associated enhancements to Digital Platform	December 2024	Alloy commercials and project plan
Reintegration and enhancements for Public Protection driven by Arcus system implementation (replacement for Civica App)	Subject to planning	Arcus project plan
Implementation of Death Registration appointment booking for Registrars	Subject to approval and planning	Business case signoff
Implementation of Citizenship Ceremony appointment booking for Registrars	Subject to approval and planning	Business case signoff
Implementation of Marriage Ceremony appointment booking for Registrars	Subject to approval and planning	Business case signoff
Further enhancements to Waste and Street Cleansing services as part of Urbaser service improvement activity	Subject to approval and planning	Business case signoff
General platform improvement and management	Ongoing	Programme Team
Establishment of permanent team to manage and develop platform as part of IT disaggregation project.	December 2024	Havering

9. When is the project due to end?

- 9.1. The core project activity for Phase 1 is now complete, with the residual tasks identified in section 8.1 largely falling to OneSource ICT to complete.
- 9.2. Based on the identified scope above Phase 2 of the programme is likely to run to mid 2025.

10. What has it and will it improve for residents?

- 10.1. Online reporting has been significantly improved making it quicker and easier for residents to raise requests and report issues online. Some example feedback has been provided in Appendix D. Where residents provide negative feedback or opportunity to improve the project team discuss appropriate action with the respective Service Area.

- 10.2. Residents are now able to track the status of their requests if they log in to My Havering whilst raising the request online. Whilst fairly basic the intention is to improve this functionality in Phase 2.
- 10.3. The staff interface for processing phone requests has been significantly streamlined meaning resident calls will be quicker to process.
- 10.4. We now send SMS reminders for all appointment bookings at three and one day intervals before the appointment date. This has led to a significant reduction in missed appointments.

Appendices:

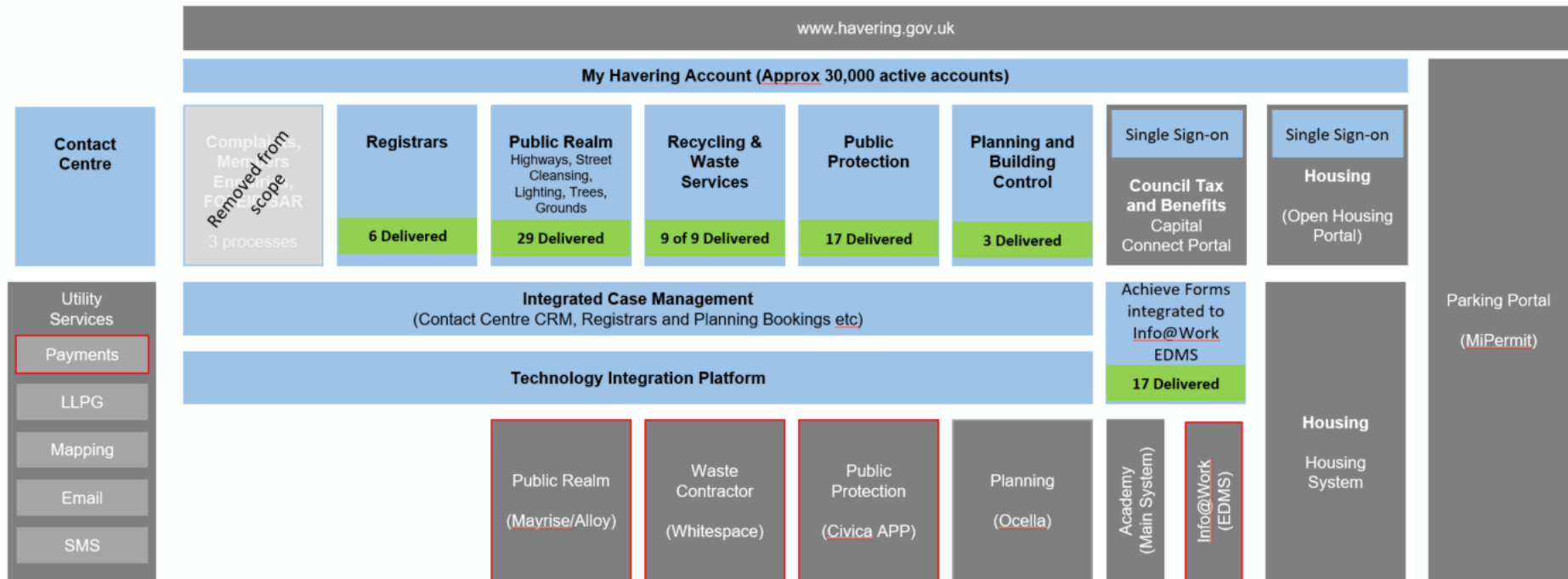
Appendix A: High level scope diagram

Appendix B: Full list of online/offline services delivered

Appendix C: Technical footprint by service area

Appendix D: Resident feedback

Appendix A – High level phase 1 scope diagram



Colour Key

Programme footprint – Microsoft/Dynamics implementation
Existing/remaining technology
Subject to concurrent change

Appendix B: Full list of online/offline Services Delivered

Service	Area	Web Page to access Service	Direct link to the online form
Report a damaged road or pavement	Highways	Damaged roads and pavements The London Borough Of Havering	Report a damaged road or pavement
Report flooded roads and blocked drains	Highways	Drains, flooded roads, rivers, streams and road spillages Hazards, pollution and flooding The London Borough Of Havering	Report flooded roads and blocked drains
Report an issue with road markings	Highways	Road markings Road signs, bollards, barriers, markings and lights The London Borough Of Havering	Report an issue with road markings
Report a damaged road sign	Highways	Road signs, bollards and barriers (non-illuminated) Road signs, bollards, barriers, markings and lights The London Borough Of Havering	Report a damaged road sign
Report a problem with a highway bridge or structure	Highways	Highway bridges and structures The London Borough Of Havering	Report a problem with a highway bridge or structure
Report an issue with street and utility works	Highways	Roads The London Borough Of Havering	Report an issue with street and utility works
Report debris from a road traffic accident	Highways	Parking, roads, transport and travel The London Borough of Havering	Report debris from a road traffic accident
Report a damaged bollard, barrier or other street Furniture	Highways	Road signs, bollards and barriers (non-illuminated) Road signs, bollards, barriers, markings and lights The London Borough Of Havering	Report a damaged bollard, barrier or other street Furniture
Insurance Claims (defects)	Highways	CRM / Contact Centre only Process - not accessed from the council website.	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Report an abandoned vehicle	Highways Enforcement	Abandoned vehicles Keeping Havering clean The London Borough Of Havering	Report an abandoned vehicle
Report a blocked pavement or road	Highways Enforcement	Blocked pavements and roads Road works and obstructions The London Borough Of Havering	Report a blocked pavement or road

Report a tree problem	Environment - Trees	Trees Trees, grass, hedges, leaves and weeds The London Borough Of Havering	Report a tree problem
Report a dead animal	Environment - Street Cleansing	Dead animal removal Keeping Havering clean	Report a dead animal
Report fly-posting	Environment - Street Cleansing	Graffiti and fly-posting Keeping Havering clean	Report fly-posting
Report dog and animal mess	Environment - Street Cleansing	Dog and animal mess Keeping Havering clean	Report dog and animal mess
Report dumped rubbish	Environment - Street Cleansing	Dumped rubbish (Fly-tipping) Keeping Havering clean	Report dumped rubbish
Report graffiti	Environment - Street Cleansing	Graffiti and fly-posting Keeping Havering clean	Report graffiti
Report litter or an issue with a bin	Environment - Street Cleansing	Street litter and bins Keeping Havering clean	Report litter or an issue with a bin
Report Noise pollution	Public Protection	Hazards, pollution and flooding The London Borough of Havering	Report Noise pollution
Report a problem with private drains	Public Protection	Drains, flooded roads, rivers, streams and road spillages The London Borough Of Havering	Report a problem with private drains
Report contaminated land to us	Public Protection	Contaminated land Hazards, pollution and flooding The London Borough Of Havering	Report contaminated land to us
Report dust pollution	Public Protection	Hazards, pollution and flooding The London Borough of Havering	Report dust pollution
Report light pollution	Public Protection	Hazards, pollution and flooding The London Borough of Havering	Report light pollution

Report smoke pollution	Public Protection	Hazards, pollution and flooding The London Borough of Havering	Report smoke pollution
Food safety enquiry	Public Protection	Food safety regulations Food business registration and safety The London Borough Of Havering	Food safety enquiry
Report pollution from smells	Public Protection	Hazards, pollution and flooding The London Borough of Havering	Report pollution from smells
Filthy and Verminous Properties	Public Protection	https://www.havering.gov.uk/info/20013/environment/915/pest_control	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Private Sector Housing and HMO	Public Protection	https://www.havering.gov.uk/info/20060/information_for_landlords/336/landlord_licensing_for_private_rented_properties/6	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Report Pests	Public Protection	Pests and dead animals Animals The London Borough Of Havering	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Report Found Dog	Public Protection	Found dogs Animals The London Borough Of Havering	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Report Lost Dog	Public Protection	Lost dogs Animals The London Borough Of Havering	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Air Quality	Public Protection	Air Quality	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Report Water issue	Public Protection	Drains, flooded roads, rivers, streams and road spillages The London Borough Of Havering	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Commercial Health and Safety Accidents	Public Protection	Health and safety at work investigation Health and safety The London Borough Of Havering	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Commercial Health and Safety Complaint	Public Protection	Health and safety at work investigation Health and safety The London Borough Of Havering	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Book your birth registration appointment	Registrars	Register a birth The London Borough Of Havering	Book your birth registration appointment
Order a copy of a certificate - Civil Partnership	Registrars	Copy certificates Copies or changes to certificates	Order a Copy of a Certificate

Order a copy of a certificate - Birth	Registrars	Copy certificates Copies or changes to certificates	
Order a copy of a certificate - Death	Registrars	Copy certificates Copies or changes to certificates	
Order a copy of a certificate - Marriage	Registrars	Copy certificates Copies or changes to certificates	
Notice of Marriage and Civil Partnership	Registrars	Giving notice of marriage or civil partnership Marriages and civil partnerships The London Borough Of Havering	Notice of Marriage and Civil Partnership eform
Apply for pre-planning application advice	Planning and Building Control	Planning pre-application advice Planning pre-application advice The London Borough Of Havering	Apply for planning pre-application Advice
Book building Control site Visit	Planning and Building Control	Book building control site inspection Apply for building regulation approval The London Borough Of Havering	Book building Control site Visit
Dangerous Structures	Planning and Building Control	Report dangerous structures	Accessed directly in CRM by Contact Centre Agent (requires CRM access)
Problem with weeds	Environment - Grounds	Grass, shrubs, hedges and weeds Trees, grass, hedges, leaves and weeds The London Borough Of Havering	https://portal.havering.gov.uk/Process-Grounds-GroundsMaintenance-Location/
Shrub bed problem and grass cutting	Environment - Grounds	Grass, shrubs, hedges and weeds Trees, grass, hedges, leaves and weeds The London Borough Of Havering	https://portal.havering.gov.uk/Process-Grounds-GroundsMaintenance-Location/
Spillage / Split sacks	Waste Services	https://www.havering.gov.uk/info/20013/environment/126/keeping_havering_clean/5	https://portal.havering.gov.uk/Process-Waste-SpillagesInRelationTo
Apply for help with your rubbish and recycling	Waste Services	Get help with rubbish and recycling The London Borough Of Havering	Currently retaining achieve form for public us. Contact Centre Agent has full D365 functionality (requires CRM access)

Book a bulky waste collection	Waste Services	Bulky collections The London Borough Of Havering	https://portal.havering.gov.uk/Process-Waste-Address/?type=BWC
Apply for or cancel a clinical waste collection	Waste Services	Clinical waste collections The London Borough Of Havering	Currently retaining achieve form for public us. Contact Centre Agent has full D365 functionality (requires CRM access)
Check your collection day	Waste Services	Check your collection day The London Borough Of Havering	https://portal.havering.gov.uk/Process-Waste-Address/?type=CD
Compostable sack service	Waste Services	Compostable sack service Garden waste The London Borough Of Havering	https://portal.havering.gov.uk/Process-Waste-Address/?type=CSC
Manage your garden bin service	Waste Services	Garden waste service Garden waste The London Borough Of Havering	https://portal.havering.gov.uk/Process-Waste-Address/?type=GWC
Report a missed collection	Waste Services	Report a missed collection The London Borough Of Havering	https://portal.havering.gov.uk/Process-Waste-Address/?type=MW
Request Green Re-usable bags	Waste Services	Garden waste service Garden waste The London Borough Of Havering	https://portal.havering.gov.uk/Process-Waste-Address/?type=CSC
Faulty bollard	Environment - Street lighting	Street lighting (including illuminated signs and bollards) Road signs, bollards, barriers, markings and lights	https://portal.havering.gov.uk/Process-StreetLights-Location
Damaged bollard	Environment - Street lighting	Street lighting (including illuminated signs and bollards) Road signs, bollards, barriers, markings and lights The London Borough Of Havering	https://portal.havering.gov.uk/Process-StreetLights-Location
Faulty Sign	Environment - Street lighting	Street lighting (including illuminated signs and bollards) Road signs, bollards, barriers, markings and lights	https://portal.havering.gov.uk/Process-StreetLights-Location
Damaged Sign	Environment - Street lighting	Street lighting (including illuminated signs and bollards) Road signs, bollards, barriers, markings and lights	https://portal.havering.gov.uk/Process-StreetLights-Location
Street light damaged	Environment - Street lighting	Street lighting (including illuminated signs and bollards) Road signs, bollards, barriers, markings and lights 	https://portal.havering.gov.uk/Process-StreetLights-Location

Street light flashing	Environment - Street lighting	Street lighting (including illuminated signs and bollards) Road signs, bollards, barriers, markings and lights	https://portal.havering.gov.uk/Process-StreetLights-Location
Street light out	Environment - Street lighting	Street lighting (including illuminated signs and bollards) Road signs, bollards, barriers, markings and lights 	https://portal.havering.gov.uk/Process-StreetLights-Location
Subway Light faulty	Environment - Street lighting	Street lighting (including illuminated signs and bollards) Road signs, bollards, barriers, markings and lights	https://portal.havering.gov.uk/Process-StreetLights-Location
Subway Light damaged	Environment - Street lighting	Street lighting (including illuminated signs and bollards) Road signs, bollards, barriers, markings and lights	https://portal.havering.gov.uk/Process-StreetLights-Location
Council Tax and Benefits – deliverable of integrating the following existing forms with the Information@Work document management system			
Council Tax - Student Certificate	Revenues & Benefits	Exemptions Reduce your Council Tax bill The London Borough Of Havering	Council Tax Student Discount eform
Benefits - Benefit Claimant Change of Income	Revenues & Benefits	Benefits - tell us about changes The London Borough Of Havering	Change of Income eform
Benefits - Direct Payment of Housing Benefit via BACS	Revenues & Benefits	housing benefit and council tax support/352/how benefit payments are made	Request Direct Payment of Housing Benefit eform
Benefits - Discretionary Housing Payment Application	Revenues & Benefits	Discretionary Housing Payments Money advice and benefits help The London Borough Of Havering	Discretionary Housing Payment eform
Benefits - Dispute a Council Tax Benefit Decision	Revenues & Benefits	Is my CT benefit right? page	Council Tax Support Disputes eform
Benefits - Dispute a Housing Benefit Decision	Revenues & Benefits	Is my Housing Benefit right? page	Housing Benefit Disputes eform

Benefits - Payment of Local Housing Allowance to Landlord	Revenues & Benefits	Benefit information for landlords Page	Advice only for LHA - not an eform process
Business Rates - Charity Relief	Revenues & Benefits	Business Rates - Discounts and exemptions The London Borough Of Havering	Business Rates Charity Relief eform
Business Rates - Move In / Move Out	Revenues & Benefits	Register or change your Business Rates address The London Borough Of Havering	Business Rates Address Change eform
Business Rates - Small Business Relief	Revenues & Benefits	Business Rates - Discounts and exemptions The London Borough Of Havering	Small Business Rate Relief eform
Council Tax - Charity Exemption	Revenues & Benefits	Exemptions Reduce your Council Tax bill The London Borough Of Havering	CTax Charity Ctax Exemption eform
Council Tax - Copy Bill Request	Revenues & Benefits	Council Tax bands and bills Council Tax bands and bills The London Borough Of Havering	Council tax copy bill request eform
Council Tax - Disabled Relief	Revenues & Benefits	Reduce your bill Reduce your Council Tax bill The London Borough Of Havering	Ctax reduction disabilities eform
Council Tax - General Enquiry	Revenues & Benefits	Council Tax The London Borough Of Havering	CTax general enq -eform
Council Tax - Landlord Reporting a Change	Revenues & Benefits	<u>No website landing page - not accessed via website</u>	Landlord Council Tax Change eform
Council Tax - Move In or Out	Revenues & Benefits	Moving home The London Borough Of Havering	Change of Address eform
Council Tax - Refund	Revenues & Benefits	Refunds The London Borough Of Havering	Council tax refund eform

Appendix C: Technical footprint by service area

Service Area	Resident Online	Contact Center via Phone/email	My Havering integration	Map integration	Appointment Booking	SMS Reminders	CRM Case Management	Payments	Address lookup	Resident email notifications	Line of business System Integration
Registrars	Y	Y	Y	N	Y	Y	Y	Y	N	Y	N
Highways	Y	Y	Y	Y	N	N	Y	N	N	Y	N
Highways Enforcement	Y	Y	Y	Y	N	N	Y	N	N	Y	N
Trees	Y	Y	Y	Y	N	N	Y	N	N	Y	N
Grounds	Y	Y	Y	Y	N	N	Y	N	N	Y	N
Recycling and Waste	Y	Y	Y	Y	N	N	Y	Y	Y	Y	Y
Street Cleansing	Y	Y	Y	Y	N	N	Y	N	Y	Y	Y
Planning and Building Control	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y
Public Protection	Y	Y	Y	N	N	N	Y	N	Y	Y	Y
Street Lighting	Y	Y	Y	Y	N	N	Y	N	Y	Y	Y
Ctax and Bens document integration	N	N	N	N	N	N	Y	N	N	N	Y

Appendix D: Resident feedback

Council Service (Enquiry) (Enquiry)	Created On	Is there any other feedback to give us	What information was not easy to understand
Registrar: Copy Certificates	02/02/2024 17:42		It was good. No problems
Registrar: Copy Certificates	02/02/2024 17:42		It was good. No problems
Registrar: Notice	07/02/2024 19:59		Explain why you are charging people extra money. We were forced to pay £30 extra without knowing why. A premium appointment was the only option. Disappointing.
Registrar: Copy Certificates	09/02/2024 13:53	Better communication and next step advice.	I don't understand how a copy of my marriage certificate is not available, no one has called to discuss this, I got married in havering, I don't feel an automated generic email is acceptable, what are my next steps?
Registrar: Copy Certificates	11/02/2024 10:19	Only to pay attention to the high postage costs for a fairly poor service courtesy of Royal Mail	The cost of postage is too high when the certificate is sent in an ordinary envelope. Mine arrives creased and took three days (both the fault of Royal Mail) £5 is excessive. Use a Do Not Bend envelope and tracked costs much less.
Registrar: Birth Registration	14/02/2024 10:46	Very easy process	N/A
Registrar: Copy Certificates	15/02/2024 17:39	Yes, I would like to thanks to your department for the simplicity made to obtain what I nedd. Well done. Kind regards	With the website is some issues special when you make the payment. In rest everything its really easy to use it.
Registrar: Copy Certificates	19/02/2024 16:13		Make the priority service available on the website please
Registrar: Notice	19/02/2024 16:51	The process was pretty simple to follow.	Nothing to improve.
Registrar: Copy Certificates	20/02/2024 13:38		Fine as it is

