

Project/Item Title	Bookings System		Version	0.1
Corporate Head	Linda Norman - Customer, Digital & Collection Services	Service Area	Digital Services	
Service Committee to Approve Budget	Corporate Management Committee			
Anticipated Cost of Proposal (Capital)	£25,000	Anticipated Cost Proposal (Revenue)	£0	
To be completed for Projects only				
Type of Project	Improvement	Project Duration	6 months	
Proposed Project Start Date	Jun-24	Proposed Project End Date	Dec-24	

Business Case Context

Background

Describe the purpose of the Business Case, what benefits are expected to be delivered or what problem will be solved (What is wrong with the status quo? What are the drivers for change?). Is the scheme a result of legal/statutory requirements or a stakeholder consultation?

Artifax Event is a web-based booking system used by Runnymede Borough Council to manage bookings for community halls and sport and pitch facilities. It allows customer service advisors to search for available facilities, book them, and arrange for invoice payment terms.

The system was originally introduced in 2015 and upgraded in 2020 as part of a hall hire review set of recommendations. The system has since been rolled forward on a rolling basis.

The council has a variety of community facilities that can be booked by customers. The current system is now outdated and needs to be upgraded to offer functionality for customers to self-service online, making it easier to book, pay, and manage bookings with the Council.

The Council's Digital Platform offers online bookings through integrating with Microsoft Outlook. It offers a flexible design and build solution that is already used for housing benefit appointments, land charges personal search appointments.

This business case sets out the options available with regard to the current system and the future replacements or upgrade.

Scope of services for bookings system

Day centres: Manor Farm Day Centre, Woodham and New Haw Day Centre, Eileen Tozer Centre

Football pitches: Abbeyfields, Chertsey Recreation Ground, Heathervale Recreation Ground, Otter-shaw Memorial Fields

Cricket: Abbeyfields, Chertsey Recreation Ground, Heathervale Recreation Ground, Ottershaw Memorial Fields

Bowls: Chertsey Recreation Ground, Heathervale Recreation Ground, Ottershaw Memorial Fields, Victory Park

Halls: Chertsey Hall, The Hythe Centre

Exclusions

Leisure centres

There are three leisure centres in Runnymede Borough Council, which offer a variety of sports facilities, including swimming pools, gyms, fitness studios, and sports halls. Booking these facilities are out of scope of this project as the operators of these facilities have their own services for bookings.

Park tennis courts

There are eleven park tennis courts in Runnymede Borough Council, which are available for public booking. Residents in Runnymede book these direct with Park Tennis, therefore booking these facilities are out of scope of this business case.

Strategic Links - relate this Business Case to RBC Corporate Strategies and Corporate Values

Corporate Strategies	Describe how this Business Case meets / contributes to the Corporate Business Plan through each of the Corporate Strategies.
Organisational Development Strategy <i>Enable Officers and Members to perform their duties to the best of their ability and make Runnymede Borough Council the employer of choice for local people.</i>	Empowering the Community The new booking system would make it easier for residents to book community facilities, which would help to empower them to participate in more activities and events. This would support the council's goal of creating a vibrant and engaged community. In addition, the new system would enable the council to surface community events taking place in our venues. This would help to promote these events to residents and encourage them to participate.
Empowering the Community Strategy <i>Evidence Based Decision Making, Listening to residents, Enabling Communities to help themselves and to take control of services or plans for their areas, Working effectively with partner organisations, Dealing with inequalities.</i>	Organisational Development The new booking system would improve the quality of services offered by the council by making it easier for residents to book facilities and pay for bookings. This would support the council's goal of providing excellent public services to its residents. Offering online bookings will make it easier for regular and one-off bookings to be made online. This will channel shift any unnecessary contact to the council when customers are checking availability or want to proceed with a booking. They will have the tools to do this online themselves.
Corporate Values	Describe where this Business Case fits in our Corporate Values
People-focussed – we will put people at the heart of what we do and they will be able to deal with us easily.	People-focussed The new booking system would make it easier for people to book community facilities on our website, which would help them to participate in more activities and events. This would support the council's goal of being people-focused and providing services that meet the needs of the community.
Innovative – we will aim to creatively improve our services and be open to new ways of providing services.	Innovative The new booking system would be an innovative solution to the problem of booking community facilities. It would be more user-friendly and efficient than the current system, and it would allow residents to book facilities from anywhere, at any

Promoting equality and diversity – we believe in fairness as well as maintaining a diverse workforce so we can draw upon a wide range of views and experiences to meet the changing needs of our communities.

user-friendly and efficient than the current system, and it would allow residents to book facilities from anywhere, at any time. This would support the council's goal of being innovative and using technology to improve services.

Promoting equality and diversity

The new booking system would be accessible to everyone, regardless of their background or ability. It will be easy to use on any device or browser. This would support the council's goal of promoting equality and diversity in the borough.

Transparent – we will be open and honest to all about what we do.

Transparent

The new booking system would be transparent and accountable. Residents would be able to see the availability of facilities and book them directly online. This would help to ensure that the booking process is fair and equitable.

List your Business Case Objectives, ensuring they are Specific, Measurable, Achievable, Realistic and Timely

Review processes and procedures

Prior to commissioning Jadu to undertake any system development we will undertake review the council's current processes and procedures for booking facilities. This will help to identify any areas where the new system can improve efficiency or effectiveness.

Develop requirements

Following the review we will develop the requirements for the new system. This will involve working with all stakeholders to understand their needs and to identify the features that the Jadu system should have for us internally and for customers online.

Jadu development for additional requirements

The council may need to develop additional requirements for the Jadu Digital Platform. This could include features such as recurring bookings, search functionality to crawl availability, and new homepage widgets to manage bookings within OneAccount. We will capture our requirements into a specification of work. This will be used to quantify time, effort and cost for the project from Jadu's perspective.

Building services in Jadu Digital Platform

Once the requirements have been developed and deployed services will begin to be built in the Jadu Digital Platform.

Testing

The system will need to be thoroughly tested before it goes live. This will involve testing the system for functionality, security, and performance.

Go live

Booking services will be designed, developed and deployed in an interactive approach. This will

Ongoing service support

Once the system is live, the council will need to provide ongoing service support. This will involve monitoring the system for performance issues and resolving any problems that arises.

List the Constraints or Parameters in which this Business Case will operate

Integration with Jadu

If Option 2 is selected, we must ensure that the system has OAuth single sign-on capability as a mandatory requirement. This will allow customers to sign in to the bookings portal through our online OneAccount.

Accessibility

Any new online booking portal implemented must meet the Web Content Accessibility Guidelines (WCAG) 2.2. WCAG is a set of international accessibility standards that ensure that websites and web content are accessible to people with disabilities. By meeting WCAG, the council can ensure that its online booking portal is accessible to everyone, regardless of their abilities.

Timelines

The Artifax contract is due to end in June 2024. If either Option 1 or Option 2 is agreed, an alternative system must be available and bookings must be migrated by June 24, 2024, to ensure that the contract can be terminated. If we are unable to meet this deadline, we may need to extend the contract for an additional six months to allow for more time.

List the Outcomes and Benefits (including efficiency gains) you expect the scheme to achieve

Increased convenience for customers

Customers will be able to book facilities online, 24/7, from anywhere with an internet connection. This will save them time and hassle, and it will make it easier for them to find and book the facilities they need.

Reduced workload for customer service advisors

The new system will automate many of the tasks that are currently done by customer service advisors, such as searching for availability and processing payments. This will free up advisors to focus on other tasks, such as providing customer support.

Improved data accuracy

The new system will be able to store and track booking data more accurately than the current system. This will help the council to better manage its facilities and to make better decisions about how to allocate resources.

Improved customer satisfaction

Customers will be more satisfied with the council's booking system if it is easy to use and if it offers a wider range of features. This will lead to increased customer loyalty and repeat business.

Reduced workload for payments/sundry debtors

By offering online bookings, customers will be able to make a payment at the time of booking. This will reduce workload around preparing, processing and chasing payments for bookings across the Council.

Better visibility of bookings

The current system is limited in licenses which means only a few officers across the council can get instance access to see what bookings we have. Service areas get job sheets within bookings on but do not see calendars. We will look to change this by leveraging Microsoft outlook calendars which mean.

Increase income

By making it easier for customers to view availability and book online, it is anticipated that once the new services are live on the council's website and a marketing campaign is delivered that we will see an increase in income from these community facilities. Also by seeing availability we can be more creative about pricing strategies for periods within a week where bookings are very low.

Appraisal of Business Options (must include evaluation of a 'do nothing' option)

Option 1 - Bookings in Jadu Digital Platform

Description

This option would involve developing new booking services within the Jadu Digital Platform. The Jadu Digital Platform is our cloud-based platform which includes our website, CRM and online service systems. This option would maximise the technology we have available using the following features for managing bookings, including:

Booking case management

The Jadu Digital Platform can be used to manage booking cases, including tracking the status of bookings, communicating with customers, and managing payments.

Calendar views

Through integrating our online forms with Microsoft Outlook we can provide customers with a tool to view availability. This makes it easy for customers to see their upcoming bookings and make changes as needed.

Online booking service

The Jadu Digital Platform can be used to provide an online booking service for customers. This will allow customers to book appointments and services without having to call us or visit a physical location in the Community. This includes online payments. Although, the new system will give our customer services team the same view of availability through internal forms so should a customer call we can handle that all within the CRM system.

Benefits of business case

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Advantages to Service Area (preferred option)	Disadvantages to Service Area (preferred option)
<ul style="list-style-type: none"> This option would be the most cost-effective, as it would leverage existing systems and infrastructure to build our own booking services. It would be quicker to implement, as the Jadu Digital Platform is already in use by the council and we would not need to run a procurement exercise. Bookings will integrate seamlessly with the council's OneAccount system. 	<p>The Jadu Digital Platform does not have all the desired functionality in place. This option would include the Council working with Jadu to develop recurring/repeat bookings, view only calendars for the website, quick search of available slots and a OneAccount homepage widget to enable customers to view, manage or cancel bookings from within OneAccount.</p>

Costs to Organisation (preferred option)	Benefits to Organisation (preferred option)
<p>Upfront costs A budget of £25,000 for the development and enhancement of additional booking functionality required.</p>	<p>The council would have a custom-built booking system that meets its specific needs.</p> <p>The council would have more control over the development and maintenance of the booking system services.</p> <p>The council would save money on licensing fees.</p>

Negative Environmental Impacts

Environmental Sustainability Benefits (direct and indirect benefits to support Climate Change Strategy)

Outline any direct and indirect benefits of the Preferred Option that aims to minimise negative and promote positive environmental impacts and/or reduce carbon emissions, where possible

Direct Environmental Sustainability Benefits (preferred option)	Indirect Environmental Sustainability Benefits (preferred option)
<p>Reduce paper usage as part of current administrative process.</p> <p>Improved asset utilisation reporting to determine best use of council facilities, resources and energy used.</p>	Not applicable.

Negative Environmental Impacts

Not applicable.

Resource Requirements

Staffing Appraisal (preferred option):

Outline the expected staffing / resourcing requirements for the preferred option in the table below, think about resources required in your team and others. This should include job titles, number of hours worked and salary.

Existing Staffing	New RBC Staff Requested	New External Staff Requested
<p>Community Services</p> <p>Parks and Open Spaces</p> <p>Digital Services Team</p> <p>Customer Services</p>	Not applicable.	Jadu development and consultancy is factored into the business case capital requirements.

Add any costs into the financial appraisal table.

Not applicable.

FINANCIAL APPRAISAL

Finance Appraisal (preferred option) - To be completed with the Finance Department:

Describe the financial and resource implications of this option. See Financial Appraisal below to capture numbers.

How will it be financed? Is a Supplementary Revenue Estimate required? Can it be resourced via a Virement (including areas other than your own)?

Is there other funding available? Has funding been agreed? Demonstrate how the council can receive a return on investment, whether cashable, cost avoidance or quantifying tangible benefits – **Seek advice from your accountant. Business cases will not be considered by the Chief Executive unless a full financial appraisal has been agreed by the Accountancy Team.**

Explain how the cost estimate has been drawn up e.g. based on the costs of a similar project/item; based on quotes from suppliers etc:	High level desktop research including a comparison of other Council booking system procurements and indicative costs (where available) from frameworks.
Please explain how you have considered the VAT implications of the project/item:	Not applicable.
If this project involves building or refurbishment work within corporate assets has the project/work been consulted on and agreed by the Corporate Head of Strategic Land and Property Assets? Please give details.	Not applicable.

CAPITAL COSTS

Capital Expenditure (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
Bookings development	25,000					
Total Capital Expenditure	25,000	-	-	-	-	-

Capital Income (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
Total Capital Income	-	-	-	-	-	-

Net Capital Outlay	25,000	-	-	-	-	-
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Estimated Useful Life of the Asset: Where the expected lives of each significant component of the asset are different (i.e. buying a house with a flat roof) you must estimate both the useful live and cost of replacing each component part. Please only include components greater than £20,000 in cost or more than 20% of the total value of the asset.	Estimated Value (£)	Estimated Life (yrs)
Overall asset	(basis of estimation)	
Component 1 (specify):		
Component 2 (specify):		
Component 3 (specify):		

REVENUE COSTS

Revenue Expenditure (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
Additional CRM Licenses (where required)						
<u>Less:</u> Savings to existing budget (Please specify)						
Total Revenue Expenditure						

Revenue Income (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
Total Revenue Income	-	-	-	-	-	-

Net change to revenue budgets	0	0	0	0	0	0
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Business Case / Risks

Outline the risks (Managerial, Financial, Operational etc.) to RBC if delivering the preferred option. A risk summary only is required here.

Risk Description	Mitigation / Help needed
The project may not be completed on time or within budget. This could happen for a number of reasons, such as unforeseen technical difficulties, changes in requirements, or delays in procurement.	Prepare a detailed project plan at the outset. Engage with all stakeholders to define and capture system requirements. Statement of works drawn up with Jadu to capture project timelines, including payment milestones. The Artifax contract rolls forward each June, so we would need to extend for another year to enable all functionality to be built and bookings to be migrated.
The new system may not meet the needs of users. This could happen if the system is not userfriendly or if it does not have the features that users need.	A review of processes and service design will be undertaken to ensure we capture all system requirements. These will be documented and signed off by the service prior to commissioning any development work.

The new system may require changes to the way that staff work. This could lead to resistance from staff or to problems with the implementation of the new system.	Early engagement and communication will ensure any changes to the service and it's processes are co-designed with the customer at the heart of the service.
Migration of existing bookings need to be within the new system.	All existing booking will be exported out of Artifax and Imported into the Jadu case management system.

Option 2 - Procure a standalone booking system

Procure a brand new bookings system which will integrate to our OneAccount via OAuth single sign-on.

Advantages to Service Area - Option 2	Disadvantages to Service Area - Option 2
The council could procure a system that meets its specific needs. We would still need to do requirements gathering, but less of an emphasis on technical requirements.	This option would be the most expensive as we would need to pay additional licenses and support costs for the new supplier. It would take the longest to implement as we would need to run a procurement exercise prior to implementation. There would be a risk of integration problems with the OneAccount system if the succesful supplier does not have Oauth capability.
Costs to Organisation - Option 2	Benefits to Organisation - Option 2
Upfront costs £40,000 to purchase and implement new booking system Ongoing costs £15,000 annual support and licensing costs.	Ability to test the market to see what other suppliers can offer the Council.

Option 3 (rejected option) - Do nothing

Description	
This option is the do nothing. The Council would continue with out current Artifax contract, rolling forward the contract annually but maintaining the status quo.	
Advantages to Service Area - Option 3	Disadvantages to Service Area - Option 3
The Council would not have to spend any money on a new booking system. The Council would not have to disrupt its current booking process. This option would be the least expensive and quickest to implement.	The Artifax system does not meet the council's needs The Council do not have sufficient licenses to enable all of Customer Services to process bookings. If we increase licenses annual support almost doubles to £11,000. No integration with our website to offer online services No integration with CRM to enable customer
Costs to Organisation - Option 3	Benefits to Organisation - Option 3
Contract renewal costs £5703 per annum, plus any future upgrades which may be required.	The council would avoid the risks associated with changing booking systems. The council would maintain continuity of service for its customers.

Authorisation

Approved by Corporate Head of Finance		Date	
Approved by Corporate Leadership Team		Date	Priority Score
Corporate Leadership Team Feedback			
Taken to Corporate Property & Acquisitions Member Working Group / Services and Digital Transformation Working Party (Where applicable)		Date	
Committee Report to be presented to:		Date	