



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Cambridgeshire & Peterborough Combined Authority  
Pathfinder House  
St Marys Street, Huntingdon  
PE29 3TN

10th July 2025

[REDACTED]

[REDACTED]

Dear [REDACTED]

**Re: Freedom of Information request ref CA440**

Thank you for your request for information which was received on 10<sup>th</sup> June 2025

***Request***

Under the Freedom of Information Act 2000, I am writing to request information regarding your council's resident communication systems, digital engagement tools, website usage and performance, operational support centres, and waste and recycling services. This request is part of a wider research initiative into how local authorities deliver public information, manage service workflows, and engage residents in real time with an outcome-based desire to improve and support local authorities.

**Response**

Please find the response below.

I hope this information is helpful but if you are unhappy with the service you have received in relation to your request and wish to make a complaint or request a review, you should write to us via our contact us email address: [democratic.services@cambridgeshirepeterborough-ca.gov.uk](mailto:democratic.services@cambridgeshirepeterborough-ca.gov.uk) or write a letter to Complaints, Cambridgeshire and Peterborough Combined Authority, 2<sup>nd</sup> Floor, Pathfinder House, St Mary's Street, Huntingdon, Cambs PE29 3TN within 40 days of the date of this letter.

If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted via their complaints portal [FOI and EIR complaints | ICO](#) or writing to the Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF

Generally, the ICO will not undertake a review or make a decision on a request until the internal review process has been completed.

Yours sincerely

[REDACTED]

Sophie Purvis  
**Data Protection and Information Governance Assistant**

## 1. Resident Communication & Digital Notifications

This section explores how councils deliver real-time digital updates to residents, including tools used (e.g. email, SMS, app alerts), targeting methods, and performance tracking. It also covers accessibility, language support, and the integration of these systems with wider council services.

|       | Question   | Response   |
|-------|--|--|
| 1.1.  | What tools or systems does the council currently use to send digital communications to residents? (e.g. CRM-based email tools, SMS platforms, in-app notifications)                  | The Combined Authority does not currently send digital communications to residents.            |
| 1.2.  | Are these systems managed in-house or provided via third-party platforms? If third party platforms, which ones?  | N/A  |
| 1.3.  | Does the council segment residents to target notifications (e.g. by postcode, ward, vulnerability, or service use)? Please provide a breakdown of segmentation by notification type. | No   |
| 1.4.  | How are urgent or emergency communications (e.g. flooding, road closures, public health risks) sent to residents?  | This is not within the Combined Authority's remit.   |
| 1.5.  | Are multilingual alerts supported for non-native English speakers? If yes, please specify which languages.   | N/A  |
| 1.6.  | Are these alerts accessible to residents with disabilities? (e.g. screen reader compatible, text-to-speech options)  | N/A  |
| 1.7.  | How often are digital notifications used across different service areas (e.g. waste, events, public health)?   | N/A  |
| 1.8.  | Is there a CRM or back-end system that integrates and tracks these notifications? If so, please specify the platform.  | The Combined Authority uses the Evolutive CRM system but not for communicating with residents. |
| 1.9.  | How much did the council spend on marketing, communications, and advertising (excluding recruitment) in the most recent financial year?  | £179,826.45  |
| 1.10. | Can residents choose the types of updates or topics they want to receive? If so;   | N/A  |
|       | i. What are the topics residents can select from?  | N/A  |
|       | ii. What are the frequently chosen topics?   | N/A  |
| 1.11. | What analytics are available for these communications (e.g., open rates, click-through rates, engagement levels)?  | Open rates / click through rates   |
| 1.12. | Has the council identified any challenges in achieving public engagement or awareness for resident-facing initiatives in the last 12 months? If so, what challenges?                 | None   |
| 1.13. | Does the council track adoption rates (e.g. sign-ups, attendance, participation) following promotion of its initiatives?   | N/A  |

|       |  |  |
|-------|--|--|
|       | <i>Examining how local authorities coordinate crisis communications, the methods used to reach residents, and the systems in place to support timely and effective emergency response;</i> |  |
| 1.14. | How does the council currently communicate with residents during local emergencies or crisis events (e.g. phone lines, website updates, social media)?                                     | This is not within the Combined Authority's remit.                         |
| 1.15. | Does the council use any form of geographic targeting when communicating during a crisis (e.g. postcode-specific alerts)? If so, which?  | This is not within the Combined Authority's remit.                         |
| 1.16. | How does the council monitor or assess the effectiveness of its current crisis communications?   | This is not within the Combined Authority's remit.                         |
| 1.17. | What are the most common types of crises for which the council issues public communication (e.g. severe weather, public health, road closures)?  | This is not within the Combined Authority's remit.                         |
| 1.18. | Has the council identified any difficulties in reaching residents quickly or reliably during recent crisis events? If so, what difficulties?   | This is not within the Combined Authority's remit.                         |
| 1.19. | What is the average number of resident enquiries (calls/emails) the council receives during a typical local crisis event?  | This is not within the Combined Authority's remit.                         |
| 1.20. | What is the estimated cost per inbound call to the council's contact centre?   | The Combined Authority does not have a contact centre.                     |
| 1.21. | Has the council evaluated the cost or impact of crisis communications on internal resources (e.g. staff time, media spend)? If so, what are these costs?                                   | N/A  |
| 1.22. | What is the total annual budget allocated to emergency communications or response coordination?  | Not a specific communications budget for emergency / crisis communications |
| 1.23. | Has the council faced reputational or operational issues due to delays or gaps in emergency communication in the past 3 years? If so, what were they?                                      | No   |
| 1.24. | Does the council currently use any third-party tools or platforms for emergency alerts or crisis communication? If so, which?  | N/A  |
| 1.25. | Are crisis alerts or updates integrated into the council's website or mobile tools? If so, how?  | N/A  |
| 1.26. | Does the council operate or plan to operate a dedicated emergency communication system or interface (e.g. SMS alerts, mass notification platforms)? If so, which systems or interfaces?    | N/A  |
| 1.27. | Does the council have access to a system that allows for geo-targeted notifications (e.g. by ward or postcode)? If so, what is it?   | No   |
| 1.28. | Are analytics currently available to measure the reach or engagement of emergency communications?  | N/A  |

|       |   |  |
|-------|---|--|
| 1.29. | Does the council segment digital engagement data by demographics (e.g. age, geography)? If so, which demographics?  | Yes, we segment age and constituent authority area to support with promotion bus services.   |
| 1.30. | Does the council currently track resident engagement with digital services (e.g. website, social media, online forms)? If so, which are tracked?                    | Social media, online forms, lead generation for Combined Authority initiatives   |
| 1.31. | What metrics are currently used to evaluate the success of resident-facing digital campaigns or initiatives?  | <ul style="list-style-type: none"> <li>• Page views (total &amp; unique)</li> <li>• Impressions</li> <li>• Click-through rate (CTR) and link clicks</li> <li>• Time on page/session duration</li> <li>• Bounce rate</li> <li>• Social media interactions</li> <li>• Active users</li> <li>• Task completion/conversion rate</li> </ul> |
| 1.32. | How frequently does the council review resident interaction data to inform service delivery or campaign planning?   | Annually   |
| 1.33. | Does the council generate reports on resident engagement with digital services? If so, how often?   | Reports are based on specific campaigns  |
| 1.34. | What challenges has the council encountered in measuring ROI for digital services or campaigns?   | None   |
| 1.35. | Are there any examples where resident usage data has led to changes in service delivery, strategy, or budget allocation? If so, please provide referenced examples? | Resident usage data was able to inform / change our approach to promoting some bus routes and the Tiger Pass scheme to target underperforming audiences.   |
| 1.36. | What is the annual spend on digital engagement tools and analytics (if reported separately)?  | Orlo (Social Sign-In Ltd) £32,666.67   |
| 1.37. | What personally identifiable information is stored about residents and their communication mechanisms, through what mechanism or tools is this information stored   | None   |
| 1.38. | Are there any form of SLAs that the council must provide in terms of timing of emergency notifications?   | None   |
| 1.39. | How does the council manage statutory notices? What tools does it use, list as appropriate.   | Statutory documents / notices are published on the Combined Authority website, which is hosted via WordPress.  |
| 1.40. | What is the budget the council has specifically for issuing statutory notices?  | No specific budget   |
| 1.41. | How many statutory notices on average per annum does the council send (data on previous year for example)?  | 3  |

## 2. Call Centre & Resident Support Operations

This section looks at how councils manage resident support through call centres or helplines. It includes query volumes, cost, service breakdowns, automation, CRM use, and multilingual support. The goal is to understand operational efficiency and how digital tools enhance service delivery.

|      | Question  | Response |
|------|---|----------|
| 2.1. | What is the council's annual budget for its call/contact centre or resident services support?   | N/A      |
| 2.2. | What is the average number of inbound calls per:  |          |
|      | • Month   | N/A      |
|      | • Quarter   | N/A      |
|      | • Year  | N/A      |
| 2.3. | Please provide a breakdown (total calls or as a %) of calls by topic (or best estimate):  |          |
|      | • Bin collection dates/schedules  | N/A      |
|      | • Missed bin collections  | N/A      |
|      | • Reporting issues (e.g. potholes, fly-tipping)   | N/A      |
|      | • Events or public meetings   | N/A      |
|      | • Local service queries (e.g. libraries, health services)   | N/A      |
|      | • Contacting Local Councillor   | N/A      |
|      | • School Information (Team Dates, Applications, etc.)   | N/A      |
| 2.4. | What percentage of calls are redirected to online services or self-service platforms?   | N/A      |
| 2.5. | Does the council use any triage or automation tools (e.g. AI chat, IVR) for inbound call routing?   | N/A      |
| 2.6. | What CRM or ticketing system is used to log call centre interactions? Is this integrated with other departments?                            | N/A      |
| 2.7. | Does the council track average resolution time or cost per resident query? If so, what is it?   | NA/      |
| 2.8. | Does the council operate its own call/contact centre or is it outsourced?   | N/A      |
| 2.9. | Are multilingual support services offered through the call centre? If so, how many languages and what percentage of calls use this service? | N/A      |

### 3. Council Website Performance & Maintenance

This section focuses on the reach, content, and costs of the council's primary website(s). It covers visitor numbers, most viewed pages, technical management, accessibility standards, and the frequency of updates to assess digital service quality and resource use.

|     | Question   | Response  |
|-----|--|---|
| 3.1 | What was the total number of website visitors in the past:   |   |
|     | • Month  | 21,000  |
|     | • Quarter  | 53,500  |
|     | • Year   | 214,000   |
| 3.2 | What are the ten most visited pages / sections on the council's website? For each, please provide:                                 |   |
|     | <ul style="list-style-type: none"> <li>Website Page / Website Section (Bins, Waste &amp; Recycling, Schools, Tax, etc.)</li> </ul> | Tiger Bus Route<br>£1 Bus Fare<br>Home<br>Ely Junction<br>Mayor<br>Vacancies<br>Contact us<br>Paul Bristow Elected<br>About us<br>Let's Get Things Moving   |
|     | <ul style="list-style-type: none"> <li>Number of visits to each page (month / quarter / year)</li> </ul>                           | This year:<br>Tiger Bus Route – 21,027<br>£1 Bus Fare – 9,517<br>Home – 8,674<br>Ely Junction – 2,118<br>Mayor – 1,978<br>Vacancies – 1,506<br>Contact us – 1,445<br>Paul Bristow Elected – 1,057<br>About us – 952<br>Lets Get Things Moving – 936<br><br>Last Month<br>Tiger Bus Route – 7,291<br>£1 Bus Fare – 4,531<br>Home – 4,446<br>Ely Junction – 2,090<br>Mayor – 776<br>Vacancies – 731<br>Contact us – 714<br>Paul Bristow Elected – 235<br>About us – 448 |
| 3.3 | Does the council operate any standalone websites or microsites for specific services or initiatives? If so, how many?              | 2   |
| 3.4 | What is the total annual spend (or latest budget allocation) for:  |   |
|     | • Hosting  | Annual website budget which covers hosting, maintenance, content updates and technical developments £12,000   |
|     | • Maintenance  |   |
|     | • Content updates  |   |
|     | • Technical development  |   |

|      |   |   |
|------|---|---|
| 3.5  | How frequently is the main website content updated?   | Daily   |
| 3.6  | Does the council use in-house or contracted web developers?   | Contracted Web Developers   |
| 3.7  | What platform/CMS is used for the council's primary website?  | WordPress   |
| 3.8  | Are digital accessibility standards (e.g. WCAG 2.2) tracked and enforced?   | Yes these are tracked and reported to the relevant Thematic Committees. |
| 3.9  | What was the total amount spent in the last three financial years on developing and maintaining standalone websites or microsites for resident-facing initiatives (excluding the main council website)? | Common Place £22,312.50   |
| 3.10 | What was the total number of visitors (by month, quarter, year) for the following categories:   |   |
|      | • Bin collection dates/schedules  | Not relevant to a Combined Authority                                    |
|      | • Reporting issues (e.g. potholes, fly-tipping)   | Not relevant to a Combined Authority                                    |
|      | • Events or public meetings   | Not relevant to a Combined Authority                                    |
|      | • Local services (e.g. libraries, health services)  | Not relevant to a Combined Authority                                    |
|      | • Contacting Local Councillor   | Not relevant to a Combined Authority                                    |
|      | • School Information (Team Dates, Applications, etc.)   | Not relevant to a Combined Authority                                    |



## 4. Resident Polling & Community Engagement

This section examines how the council gathers public feedback through surveys and consultations. It includes platforms used, response rates, data usage, and CRM integration, aiming to understand how resident input informs services and decision-making.

|      | Question   | Response  |
|------|--|---|
| 4.1  | What tools or platforms does the council use to run resident surveys or consultations?   | Currently in contract with Orlo, previously used HubSpot and Common Place   |
| 4.2  | How frequently does the council conduct public engagement surveys?   | Around six times per year   |
| 4.3  | What is the typical response rate for resident surveys?  | Between 500 and 1200 responses depending on the subject matter  |
| 4.4  | How is survey data reviewed and actioned by the council?   | Survey data is reviewed by officers and relevant departments, who analyse the findings to inform decision-making, shape policies, and guide service improvements or future consultations. Sometimes this analysis will be done externally.  |
| 4.5  | Are any consultation platforms integrated into your website or CRM? If so, which?  | No  |
| 4.6  | How does the council currently conduct resident surveys or public consultations (e.g. online tools, post, telephone, in-person events)?            | The Combined Authority currently conducts resident surveys and public consultations through a mix of online tools, postal questionnaires, telephone interviews, and in-person events.   |
| 4.7  | What proportion of council surveys or consultations are delivered through each method (e.g. percentage split)?                                     | All engagement and consultation activity is a blend of different methodologies aligned with the success criteria of the engagement / consultation activity.   |
| 4.8  | How frequently does the council run resident surveys or polls in a typical year?   | In a typical year the Combined Authority would run between 4-6 engagements of this kind, however this will be driven by workload and priorities.  |
| 4.9  | What are the most common purposes for these surveys (e.g. planning, service feedback, policy input)?   | Surveys are used to inform decision-making, shape policies, and guide service improvements.   |
| 4.10 | How does the council ensure equal opportunity for residents to participate in consultations or surveys (e.g. accessibility, demographic outreach)? | The council ensures equal opportunity for participation by offering accessible formats, using multiple channels (online, print, in-person), and actively reaching out to diverse demographic groups, including those who are typically underrepresented. This is proportionate to the size and scale of the engagement. |
| 4.11 | How are residents informed of the results or outcomes of surveys they participated in?   | Residents are informed of survey results or outcomes through our websites, social media, public reports, and meetings.  |
| 4.12 | How are insights from resident behaviour currently used to influence council decision-making?  | Insights from resident behaviour can be used to identify trends, preferences, and service needs, helping shape policies, allocate resources effectively, and improve service delivery.  |
| 4.13 | What is the annual budget the council allocates to Resident Polling & Community Engagement   | No specific budget allocated, budgets allocated based on each individual engagement activity  |
| 4.14 | If the council uses third party tools or platforms to run resident surveys or consultations, what are they and what is the annual cost?            | Common Place £22,312.50 & Orlo (Social Sign-In Ltd) £32,666.67  |

## 5. Waste & Recycling Services

This section looks at how waste services are delivered and communicated, including who operates them, how schedules are shared, and whether digital tools or printed materials are used. It also covers booking systems and data formats available for integration.

|      | Question   | Response |
|------|--|----------|
| 5.1  | Which organisation manages household waste and recycling collection?   | N/A      |
| 5.2  | If different, who manages garden waste, bulky waste, or other services?  | N/A      |
| 5.3  | How many household waste and recycling centres (HWRCs) are in the council area?  | N/A      |
| 5.4  | Do residents need to book visits to HWRCs or can they turn up freely?  | N/A      |
| 5.5  | If booking is required, which system or tool is used?  | N/A      |
| 5.6  | Where can residents find information about HWRC opening hours?   | N/A      |
| 5.7  | Who operates the HWRCs (council or contractor)?  | N/A      |
| 5.8  | Does the council send printed bin calendars to residents? If so, what is the annual cost?  | N/A      |
| 5.9  | How are changes to bin collection schedules communicated?  | N/A      |
| 5.10 | What is the cost associated with notifying residents about bin changes (e.g. print, phone, digital)?                               | N/A      |
| 5.11 | Does the council maintain a bin schedule database?   | N/A      |
| 5.12 | If so, does the council offer an open API or ability for an external system to integrate with the bin schedule database?           | N/A      |
| 5.13 | Who manages this service internally (name or role of contact)?   | N/A      |
| 5.14 | How are collection schedules formed, i.e. by the council or by the service provider?   | N/A      |
| 5.15 | Is content about waste collection managed by the service provider or by the council? E.g. when looking up your bin collection day. | N/A      |
| 5.16 | Are there any contract agreements with the supplier(s) in terms of time of pickup? How are they enforced?                          | N/A      |
| 5.17 | Is there any real time information about where waste collection services are? If so, what information and how is it communicated?  | N/A      |
| 5.18 | What is the process for managing changes to bin collection schedules?  | N/A      |
| 5.19 | How frequently are bin collection schedules changed or updated?  | N/A      |

|      |  |     |
|------|--|-----|
| 5.20 | How far in advance are bin collection schedules planned, e.g. are the next schedules and routes for the next 12 months already decided (subject to changes)? | N/A |
| 5.21 | Does the council offer an app for residents to look up and keep informed about bin schedules?  | N/A |
| 5.22 | If the council has an app, was it built internally or by a 3rd party?  | N/A |
| 5.23 | If there is an app, what was the a) cost to develop the app and b) annual cost to maintain the app?  | N/A |

## 6. Reporting Issues & Digital Workflows

This section reviews how residents report issues like potholes or missed bins, and how those reports are processed. It asks about the platforms used, backend workflows, costs, resident feedback, and system integration to assess ease of use and operational efficiency.

|     | Question   | Response |
|-----|--|----------|
| 6.1 | What platform(s) does the council use to manage resident-reported issues (e.g. potholes, fly-tipping, missed bins)?  | N/A      |
| 6.2 | Is the reporting tool an in-house system or a third-party provider? If third party, what platform(s)? E.g. in house, FixMyStreety ( <a href="https://www.fixmystreet.com/">https://www.fixmystreet.com/</a> ), LoveClean Street ( <a href="https://lovecleanstreets.info/">https://lovecleanstreets.info/</a> ), other (please specify). | N/A      |
| 6.3 | What is the annual cost of any third-party reporting tool(s)?  | N/A      |
| 6.4 | How many reports/issues are submitted monthly or annually via these tools?   | N/A      |
| 6.5 | If the tool/platform has an app that can be downloaded, how many downloads does it have for the councils?  | N/A      |
| 6.6 | What is the backend process once a report is submitted? (e.g. does it route into a CRM, issue tracking, or manual workflow?)   | N/A      |
| 6.7 | Are residents updated on the status or resolution of their report? If so, at what stages (e.g. only when resolved, or at finer granularity)?   | N/A      |
| 6.8 | Are reporting tools accessible via mobile devices or embedded in the main council website? If so, which ones?  | N/A      |

## 7. MP/Councillor Communications & Digital Profiles

This section covers how councils support or oversee digital communication by elected officials. It includes whether profiles or tools are provided, the nature of updates, and whether content is moderated to ensure consistent, transparent public engagement.

|      | Question  | Response   |
|------|---|--|
| 7.1  | Does the council provide any digital tools or pages for local councillors to share updates with residents? If so, which?  | Councillors are members of the constituent authorities so any such pages would be hosted by those authorities, not the CPCA  |
| 7.2  | Are councillor profiles published on the council website? If so, what information is included?  | The only information on the CPCA website relating to elected members is contact details, photos and which committees they sit on at this authority.                                      |
| 7.3  | Are councillors permitted or supported to publish updates on behalf of the council (e.g. emergency comms, event notices)? If so, which type of updates are they permitted to post?                      | Yes Councillors are supported to do this, an example would be promoting bus routes subsidised or funded by the authority within their relevant ward / division.                          |
| 7.4  | Does the council monitor councillor communications for compliance with public guidance or party-neutral guidelines?   | No we do not monitor councillor's own communications. We ensure that any communications issued by the authority, including those on behalf of the Elected Mayor are politically neutral. |
| 7.5  | Does the council currently use any platform to manage councillor or MP digital activity? If so, which platform(s)?  | N/A  |
| 7.6  | How do councillors and MPs within the council area currently manage their digital communications (e.g. personal social media, council-supported platforms)?   | Many use personal social media accounts.   |
| 7.7  | Does the council provide any formal guidance or training on social media use to councillors? If so, is this internally or externally delivered? If external, which supplier(s) or platform(s) are used? | Constituent authorities have their own training programmes for elected members. The CPCA has provided social media training in the past (delivered by an external trainer via zoom).     |
| 7.8  | Has the council experienced any reputational or compliance issues due to councillor communications on social media in the past 3 years? If so, please provide details.                                  | No   |
| 7.9  | Are councillors required to follow any internal approval or oversight process when posting public-facing content related to council matters? If so, what is that process?                               | There is no approval process for Members of the Combined Authority's Constituent Councils when posting on their own social media / public facing channels.                               |
| 7.10 | Does the council currently pay for any social media management tools or content platforms to support councillors or communications teams? If so, which and what is the annual cost?                     | Orlo is used by the communications team but is not made available to Officers. The annual cost of Orlo is  |
| 7.11 | Has the council encountered instances where inappropriate or unauthorised posts by councillors led to complaints, formal investigations, or legal challenges? If so, please provide details.            | Two Code of Conduct hearings took place in early 2025 as a result of complaints received the previous year about member conduct on social media platforms.                               |
| 7.12 | What internal resource (e.g. staff hours) is typically spent reviewing, managing, or responding to councillor digital communications each month?  | None   |

|      |   |  |
|------|---|--|
| 7.13 | Does the council provide dedicated communications staff to support elected representatives? If so, how many and what is the cost of this support annually?                                  | Dedicated communications support is provided to the Mayor and Elected Members when performing duties on behalf of the Combined Authority e.g. Chair of a Thematic Committee / Deputy Mayor   |
| 7.14 | Has the council evaluated the benefits or risks of centralising or standardising councillor communication workflows? If so, what were the findings?   | This is not relevant to the Combined Authority as Councillors are elected to our Constituent Councils not the Authority itself. The only directly elected position is the Mayor.   |
| 7.15 | Does the council currently use any tools for managing or monitoring official social media accounts or those of elected representatives (e.g. Hootsuite, Sprout Social)? If so, which tools? | Orlo   |
| 7.16 | Are there any systems in place for archiving councillor or MP posts for transparency, audit or FOI compliance purposes? If so, which systems or processes?                                  | No   |
| 7.17 | Does the council maintain a public-facing directory or listing of councillors' contact details and official pages? If so, please provide a link and the source of the information.          | Formal email addresses for councillors are available on the CPCA website for members who serve on our committees. This information is provided by the constituent authorities.   |
| 7.18 | Is there a digital workflow or content approval process used for councillor announcements (e.g. press releases, campaign updates)? If so, what is that workflow or process?                 | No, only for the Mayor of Cambridgeshire & Peterborough  |
| 7.19 | Does the council provide councillors with a council email or digital ID that is used for resident communications?   | The Mayor is provided with a CPCA email address but members of the public are encouraged to use the <a href="mailto:mayorsoffice@cambridgeshirepeterborough-ca.gov.uk">mayorsoffice@cambridgeshirepeterborough-ca.gov.uk</a> address for communications. |

## 8. Technical Infrastructure & CRM

This section explores the council's CRM and technical systems, including which departments use them, integration with other services, resident segmentation, and support for open data. It helps assess the adaptability and connectivity of digital infrastructure.

|      | Question  | Response   |
|------|---|--|
| 8.1  | What CRM platform(s) does the council use?  | We don't use a CRM for resident services                 |
| 8.2  | Which departments use this system (e.g. waste, customer service, planning)?   | n/a  |
| 8.3  | Is the CRM integrated with the council website, resident self-service portal, or digital notification systems?  | n/a  |
| 8.4  | Does the CRM support dynamic segmentation of residents based on geography or service use? If so, how are residents segmented?   | n/a  |
| 8.5  | Does the council support open data standards (e.g. APIs) for external integrations? If so, which ones and how are they accessed?  | N/A  |
| 8.6  | Are any public dashboards currently available that show service performance or engagement metrics? If so, where can they be found?  | N/A  |
| 8.7  | What tools does the council use to measure website or online service usage (e.g. Google Analytics, CMS reports)?  | Google Analytics, WordPress, Orlo                        |
| 8.8  | Are data exports or scheduled reporting currently automated within the council's systems? If yes, please provide details.   | N/A  |
| 8.9  | What standards or frameworks does the council follow to ensure GDPR compliance when storing or exporting resident interaction data?   | N/A the authority does not store or export resident data |
| 8.10 | Is any technical infrastructure that is built and/or maintained by the council (including products, internal services and databases) hosted on prem, or use of a cloud provider? If applicable, what is the cloud provider? | Microsoft 365 cloud services ONLY                        |
| 8.11 | Have the council platforms ever been penetration tested? If so, please provide 3 of the latest reports (sensitive information may be redacted)  | N/A  |
| 8.12 | Have the council platforms ever been stress/load tested? If so, please provide 3 of the latest test reports   | N/A  |
| 8.13 | Does any of the online services offered by the council make use of rate limiting for external users?  | N/A  |
| 8.14 | If using multiple systems to provide digital services, how is authentication and authorisation managed across all services (e.g. SSO, AD-backed RBAC, MFA requirements etc).  | SSO and MFA required by default                          |