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CABINET AGENDA

Membership: Councillor Wilson (Chairman)

Councillors Bains, Bowerman, Pike, Turner and Hughes

Meeting: Cabinet

Date: Wednesday 5 December 2018

Time: 2.00 pm

Venue: Hollybank Room, Public Service Plaza, Civic Centre Road,
Havant, Hants PO9 2AX

The business to be transacted is set out below:

Nick Leach
Monitoring Officer

27 November 2018

Contact Officer: Penny Milne 02392446234
Email: penny.milne@havant.gov.uk

Page

PART 1 (Items open for public attendance)

1 Apologies for Absence

To receive and record any apologies for absence.

2 Minutes

1 - 6

To confirm the minutes of the last meeting held on 24 October 2018.

3 Declarations of Interests

To receive and record any declarations of interest.

4 Chairman's Report

To receive any reports the Chairman wishes to make.

5 Cabinet Lead Delegated Decisions, Minutes from Meetings etc. 7 - 12

RECOMMENDED that the following Delegated Decisions and Minutes of Meetings be noted:

- (1) Delegated Decision: Park Tennis Provision;
- (2) Delegated Decision: Proposed Traffic Regulation Order Havant, St Albans Road and Lockerley Road; and
- (3) Delegated Decision: Proposed Traffic Regulation Order Padnell Road, Padnell Avenue and Cherry Tree Drive

Deputy Leader and Cabinet Lead for Finance and Regeneration

6 Treasury Management Strategy

To be circulated separately.

7 Design and System Programme 13 - 34

PART 2 (Confidential items - closed to the public)

None.

GENERAL INFORMATION

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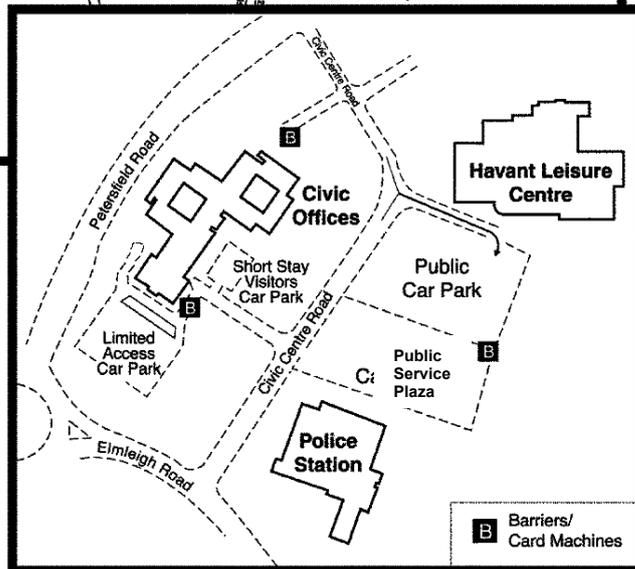
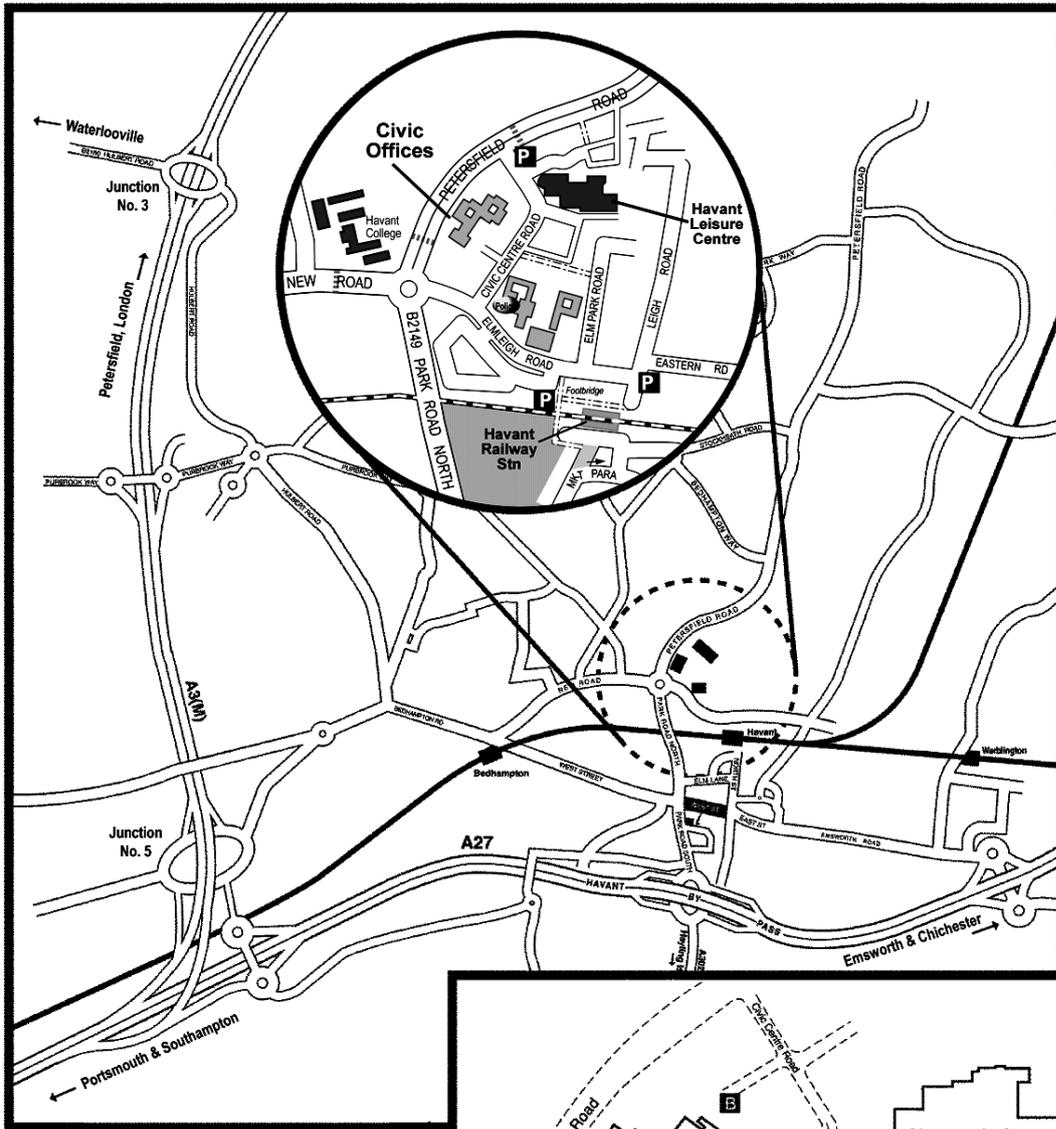
PROTOCOL AT MEETINGS – RULES OF DEBATE

Rules of Debate

- Councillors must always address each other as “Councillor ...” and must always address the meeting through the Chairman;
- A motion must relate to the business included on the agenda or accepted by the meeting as urgent business
- A motion must be proposed and seconded before it is debated until it is either accepted or rejected by a vote;
- An amendment can be proposed to the original motion and this must be seconded before it is debated;
- An amendment cannot be considered if it is inconsistent with an amendment previously adopted or repeats an amendment previously rejected;
- The mover of an original motion may, with the consent of the mover of an amendment, incorporate an amendment into the motion;
- Only one amendment may be moved at a time. No further amendments can be moved until the previous amendment has been dealt with;
- Each amendment must be voted on separately;
- If an amendment is carried, the amended motion becomes the substantive motion to which further amendments may be moved;
- If an amendment is lost, other amendments may be moved to the original motion.
- The mover may withdraw an amendment at any time
- After an amendment has been carried, the Chairman will read out the amended (substantive) motion, before accepting any further amendment, or if there are none, put it to the vote.

Voting

- Voting may be by a show of hands or by a ballot at the discretion of the Chairman;
- Councillors may not vote unless they are present for the full duration of the item;
- Where there is an equality of votes, the Chairman may exercise a second (casting) vote;
- Two Councillors may request, before a vote is taken, that the names of those voting be recorded in the minutes
- A recorded vote will always be taken in respect of approval of the Annual Budget
- Councillors may not vote unless they are in the meeting for the full debate on any particular item
- A Councillor may request that his/her vote be recorded in the minutes



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HAVANT BOROUGH COUNCIL

At a meeting of the Cabinet held on 24 October 2018

Present

Councillor Wilson (Chairman)

Councillors Bains, Bowerman, Pike and Turner

101 Apologies for Absence

Apologies for absence were received from Councillor Hughes.

102 Minutes

The minutes of the meetings of the Cabinet held on 27 June, 31 July, 19 September and 26 September were approved as a correct record.

103 Declarations of Interests

There were no declarations of interest.

104 Chairman's Report

The Chairman reported that he had consented to the addition of item 7a as a late item in view of the need to progress the Civic Plaza Car Park project. The Chairman had consented to the withdrawal of items 9 and 10.

105 Cabinet Lead Delegated Decisions, Minutes from Meetings etc.

RESOLVED that the following be noted:

- (1) Minutes of the meeting of the Portchester Crematorium Joint Management Committee held on 17 September 2018; and
- (2) Delegated Decision: Approval of Revised Parking Charges.

106 Recommendations from the Scrutiny Board

There were no recommendations to Cabinet from any of the Scrutiny Boards.

107 Opportunity Havant: Draft Regeneration Strategy

Councillor Pike presented a report to Cabinet seeking a recommendation to Council to approve the Opportunity Havant: Draft Regeneration Strategy and, subject to Council approval of the Strategy, setting out progress and next steps relating to the delivery of the Council's regeneration programme for the Council to note.

In presenting the recommendations, Councillor Pike set the draft Strategy in the context of the Council's regeneration aspirations for the Borough to 2036 in alignment with the new Local Plan and emerging Corporate Strategy. The Regeneration Strategy, if approved by full Council, would provide a strategic framework that would inform the Medium Term Financial Strategy (MTFS) and service budgets for 2019/20 and beyond.

The Strategy would not give authority for individual projects or property acquisitions, which would each be considered subject to individual business cases and statutory planning processes. Cabinet noted that, whilst the Strategy provided a framework for prioritisation of projects, new opportunities coming forward during the life of the Strategy would also be considered on merit.

The Head of Regeneration was invited to join the meeting and answered Cabinet members' questions on the draft Strategy. Cabinet was assured that, in taking forward the Council's regeneration aspirations, there would be close liaison with local businesses, schools and colleges in seeking to develop the skills needed to generate and sustain local employment. Ongoing research and consultation with communities would be critical in understanding what housing, jobs, leisure and infrastructure would be needed for future generations, to attract and retain young people and build diverse communities across the Borough.

Cabinet was advised of the following amendments to the report:

- (1) Paragraph 2.2, remove "set out in the accompanying exempt Regeneration Programme report";
- (2) Paragraph 3.2, remove "(Separate Confidential Report)"
- (3) Paragraph 3.8, dates amended to read:

Phase 1 (2018-2024)
Phase 2 (2024-2030)
Phase 3 (2030-2036)

RESOLVED that Cabinet recommends to Council that:

- (1) the **Opportunity Havant** Regeneration Strategy for Havant Borough 2018-2036 (attached at Appendix A) be approved and adopted; and
- (2) subject to 2.1 above, the Council notes the prioritisation and phasing of the initial projects. These projects are prioritised on the basis that:

- They have potential for the generation of income that can be re-invested in the delivery of other projects within the Regeneration Programme;
- They are on land owned by the Council;
- They are allocated/identified in the Adopted and the emerging Local Plan;
- They attract external grant funding; and
- There are no significant barriers to development and therefore are potential quick wins.

108 Civic Plaza Car Park Redevelopment Project

Councillor Pike presented a report to Cabinet seeking approval for the progression of the Civic Plaza Car Park development project up to the submission of a planning application.

In the context of the emerging Regeneration Strategy considered under the previous item, this report presented the first of a number of specific projects that would come back for formal approval in due course. The present recommendation sought a delegation to the Chief Finance Officer to agree the award of funding from Homes England and to authorise the officers to proceed with the procurement of a Development Partner to progress a business case and planning permission for redevelopment of the Civic Plaza car park, a final decision to be brought back for Cabinet consideration in due course.

The Chairman had agreed to the addition of this matter as a late item in view of the need to secure the funding and progress the project.

RESOLVED that

- (1) Power be delegated to the Chief Finance Officer to agree the Funding Agreement from Homes England (HE) relating to the award of a £3.36M grant from the Accelerated Construction fund; including the agreement of project milestones and the setting up of financial mechanisms required to enable the spending of the funds;
- (2) The Executive Director for Operations and Place Shaping and the Head of Regeneration, in consultation with the Cabinet Lead for Property, Finance and Regeneration, be instructed to proceed with the project for the redevelopment of the Civic Plaza car park;
 - 2.2.1 to write the brief for the development parameters of the site to include reference to the PACEⁱ of development and the use of Modern Methods of Construction (MMCⁱⁱ)
 - 2.2.2 to write the brief for the procurement of a Development Partner
 - 2.2.3 to undertake the procurement of a Development Partner which could include a Joint Venture Partnership (or other appropriate) Agreement or Development Agreement,

- 2.2.4 alongside the procurement process, to draft a business case that sets out the procurement options for a development partner and the draft of a Joint Venture Partnership (or other appropriate) Agreement or Development Agreement to implement the development. The implementation of development will include securing a design and preparing a Planning application in accordance with a detailed project plan to be approved by the Executive Board.
- 2.2.5 that the detailed business case is recommended for Cabinet decision at the earliest opportunity and an option to move forward is determined.

109 Council Tax Support Scheme 2019-20

Councillor Bowerman presented a report to Cabinet seeking a recommendation to Council to approve the Council Tax Support Scheme for 2019/20.

Cabinet also received an update from the officers on the national roll-out of Universal Credit and the potential implications for local residents.

RESOLVED that Cabinet recommends to full Council that:

- (1) the 2018/19 Council Tax Support Scheme is retained for 2019/20 but with the following amendments:
 - (i) the Allowances and Premiums used in determining entitlement for working age claims are changed as set out in paragraph 5.3 of this report; and
 - (ii) the Non-Dependant deductions used in determining entitlement for working age claims are changed as set out in paragraph 5.4 of this report; and
- (2) that the necessary amendments are made to the Council Tax Support Scheme document and that it is then published in accordance with Local Government Finance Act 1992 Section 13A(2).

110 Exclusion of the Press and Public

This item was withdrawn with the consent of the Chairman.

111 Regeneration Programme

This item was withdrawn with the consent of the Chairman.

The meeting commenced at 2.00 pm and concluded at 2.35 pm

.....
Chairman

ⁱ PACE is a Ministry of Housing, Communities and Local Government term for build out rates in excess of the historic norm in the particular location. In this case the increase in PACE that is aimed for is at least 50% quicker than is the norm in Havant. This will be subject to market feedback.

ⁱⁱ Modern Methods of Construction (MMC) is the use of factory-built homes or house components e.g. bathroom pods. The aim in this case is to achieve a panelised construction to increase the speed of construction and make a significant change to the housing construction format in the borough.

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Havant Borough Council Record of Decision

Non Key Decision

1. **TITLE:** Park Tennis Provision - Upscaling Tennis Provision

2. **PURPOSE OF DECISION**

To seek permission to upscale the current booking and access tennis delivery model seen at Hayling Island and Front Lawn Tennis courts to another location within the Borough at Bidbury Mead (Bedhampton).

3. **DECISION MADE BY:** Cabinet Lead for Communities, Development and Housing

4. **DECISION:**

Subject to funding officers to implement a sustainable self-financing bookable tennis facility at Bidbury Mead to be operated by a third-party operator identified through a tender process.

5. **DOCUMENT CONSIDERED:** Delegated Authority Report Tennis

Decision Status	Date of Decision Made	Call In Expiry Date
Recommendations Approved (subject to call-in)	02 November 2018	9 November 2018

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**Havant Borough Council
Record of Decision**

Non Key Decision

1. **TITLE:** Proposed Traffic Regulation Order - Havant St Albans Road and Lockerley Road

2. **PURPOSE OF DECISION**
To introduce traffic restrictions in St Albans Road and Lockerley Road, Havant

3. **DECISION MADE BY:** Cabinet Lead for Neighbourhoods, Safety and Enforcement

4. **DECISION:**
 - a) officers be authorised to proceed with the process of implementing a Traffic Regulation Order (TRO) in the above-named roads; and
 - b) officers be authorised to bring the proposed TRO into force except where:
 - (1) a ward Councillor registers a request that the matter be dealt with by Cabinet; or
 - (2) ten or more representations from separate addresses are received (and not withdrawn) which are in objection to the officer recommendation.
 - c) in the case of b)(1) and c)(2), the council's constitution delegates authority to the Portfolio Holder to make the final decision on implementing the TRO where:
 - (1) 10 or more representations from separate addresses are received (and not withdrawn) which are in objection to the officer recommendation; or
 - (2) where a ward Councillor has called in the proposed works.

5. **DOCUMENT CONSIDERED:** Report
2018BON01

Decision Status	Date of Decision Made	Call In Expiry Date
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For Determination	17 October 2018	25 October 2018
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**Havant Borough Council
Record of Decision**

Non Key Decision

1. **TITLE:** Proposed TRO for Padnell Road, Padnell Avenue and Cherry Tree Avenue

2. **PURPOSE OF DECISION**
Tro for waiting restrictions

3. **DECISION MADE BY:** Cabinet Lead for Neighbourhoods, Safety and Enforcement

4. **DECISION:**
 - (1) officers can proceed with the process of implementing a Traffic Regulation Order (TRO) in Padnell Avenue, Padnell Road and Cherry Tree Avenue and undertake the public consultation regarding the proposed changes; and

 - (2) officers can bring the proposed TRO into force except where:
 - a) a ward councillor registers a request that the matter be dealt with by Cabinet; or

 - b) ten or more representations from separate addresses are received (and not withdrawn) which are in objection to the officer recommendation.

5. **DOCUMENT CONSIDERED:** Proposed TRO for Padnell Road, Padnell Avenue and Cherry Tree Avenue
2018COW01
2018COW02
2018COW03
2018COW04

Decision Status	Date of Decision Made	Call In Expiry Date
For Determination	19 October 2018	25 October 2018

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NON EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

5 December 2018

DESIGN & SYSTEM IMPLEMENTATION PROGRAMME

FOR DECISION

Portfolio: Cllr Narinder Bains
Cllr Leah Turner
Cllr Lulu Bowerman

Heads of Service: *Simon Jenkins, Natalie Meagher, Brian Wood*

1.0 Purpose of Report

- 1.1. This report is submitted to Cabinet to agree the release of funding set aside within the Capital budgets for the procurement and mobilisation of a new IT System(s) for Regulatory Services including Planning, Planning Compliance, Land Charges and Environmental Health to enable delivery of transformational change and services vision

2.0 Recommendation

THAT

- 2.1. The release of planned funds from capital funds be authorised; and
- 2.2. The Executive Director (Operations and Place Shaping), in consultation with the Portfolio Holders be delegated authority to allocate at Programme Level and spend the funds on completion of the procurement processes

3.0 Executive Summary

- 3.1. Acolaid is a software system used by a range of services at both East Hampshire District Council (EHDC) and Havant Borough Council (HBC). Both Councils use the same application, however they are separate installations and have been configured differently to suit each Councils process. Acolaid is used by Planning, Planning Compliance, Building Control, Environmental Health, Land Charges and holds our Local Land and property database (LLPG). It also links into some

other key systems such as document management systems, geographic information systems (GIS) and public information pages online.

- 3.2. Acolaid is provided by IDOX and is no longer being developed to progress with current digital functionality such as mobile working and does not enable either authority to deliver flexible services for the future. The current system is not scalable or mobile.
- 3.3. Our historic approach of Acolaid development has been to 'bolt on' additional modules which has meant we have a large legacy application and can not easily accommodate new ways of working and service design to best suit our customers needs. New shared application (s) will enable single and shared efficient process to be applied for both councils where beneficial and the right solution selected for each service area.
- 3.4. We are developing a refreshed Digital Plan to ensure new models of service delivery are enabled by good digital design. Investment in technology will ensure we provide tangible improvements to the customer journey and efficient operations of the Councils.
- 3.5. The Design and system implementation programme will not deliver benefits purely by implementing new system(s), it has a focus on service re design and outcomes, ensuring new digital solutions act as an enabler for new service delivery models, improved processes and ways of working and most importantly outcomes for our customers. It will provide greater flexibility for change and future opportunities in line with customer expectations and ensure we are positioned to adapt.
- 3.6. The Councils are preparing to sign up to the Local Digital Declaration which describes a common aspiration for the future of local public services and the digital technology we use. This compliments our ambitions to make sure we break our dependence on inflexible and expensive technology and ensure we can design our services around the needs of the people using them.

Approach

- 3.7. Initially a programme of work was initiated called the Regulatory Services System Review (RSSR) Programme, which aimed to replace Acolaid using a big bang approach of all services completing a procurement together. The complexity of this was clear due to all the system links and dependencies, and the differing service requirements highlighted the traditional one size fits all approach may not deliver the right tools and therefore outcomes for our customers.
- 3.8. Building Controls service aspiration to change their service delivery model was a key corporate priority and led to a change in this approach. The service progressed as a single project and a Business

Case for a new digital solution to replace Acolaid and enable a shared service was approved at Cabinet on 14/03/2018.

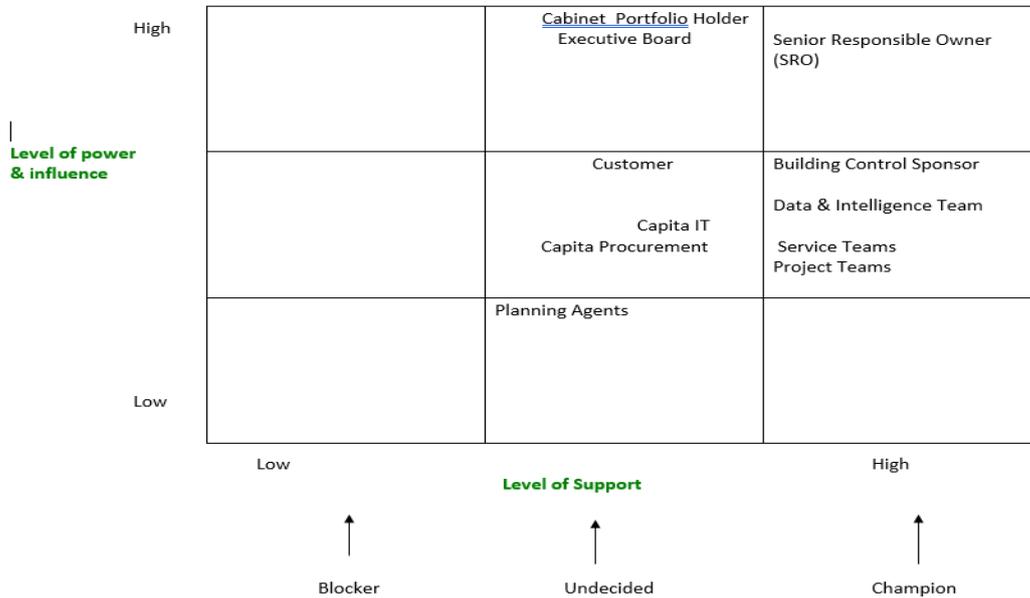
- 3.9. Following approval of the business case for Building Control, a Project Team has been working to complete a design phase and identify the requirements for the service to develop a thorough specification for procurement of a new system. The design phase of the project included mapping all the processes at both authorities. This created a 'As Is' position for each authority. Along with customer journey mapping, single shared 'To Be' processes were agreed for each service area.
- 3.10. The design phase is now complete for Building Control and provides a service vision and service blueprint. A new software solution will enable this vision to be achieved and the procurement process has been initiated on 09/10/2018.
- 3.11. Since the initiation of the Building Control project other service areas that use Acolaid have also initiated projects to re design services and replace Acolaid. Planning, Planning Compliance and Land Charges have formed a project and currently initiating their design phase of work. A project is also being scoped for Environmental Health.
- 3.12. To ensure transparency, clear governance and decision making as well as manage the links between these services and systems, a programme structure is in place to oversee delivery of individual projects. This is not to delay progress of individual service implementation, and does not follow the previous 'big bang' replacement approach but will ensure management of links and dependencies, high level risks and issues are managed so that the right tool is selected for each service area.

It is anticipated the Programme will oversee the following design and solution projects:

- Building Control (approved)
 - Planning, Planning Compliance & Land Charges
 - Environmental Health & Private Sector Housing/Licensing
 - Local Land and Property Gazetteer (LLPG)
- 3.13. Now that all the other project areas are initiating, release of planned capital funding is required to enable services to transform the way they work, by making the best use of resources, designing the best and most efficient processes for our customers and make use of digital enablers for mobile working.
 - 3.14. Please see Appendix C Programme structure. Each project considers key stakeholders as well as at programme level. A communications strategy and plan developed for each project in the programme.

Stakeholder Mapping

Place stakeholders (individuals or groups of people) on the grid as objectively as possible



3.12 Each project has a requirement for internal resources. Each project has an individual project organisation and governance. There is a project manager from the Business Solutions Unit as well as a service lead, Project Sponsor, Project Board and project team.

3.13 It is important to schedule internal resources effectively to ensure high quality design and implementation of each service area. This is why projects are grouped into a ‘tranche’ (phases), which also supports the councils requirement to progress to meet differing services requirements and priorities.

4.0 Background and relationship to the Corporate Strategy and Directorate Business Plan/s

4.1. As part of the 2018/19 Business plans both Planning and Environmental Health are aiming to review and re design processes and ways of working to ensure a responsive and effective service. This aligns well with the Building Control service re design and system implementation and the programme as a whole. This programme will deliver the capability to enable the Corporate Priorities of:

- Innovation & Creativity- flexible updated technology will enable services to design and deliver new service delivery models based on customer insight
- Financial sustainability – software and redesign will enable more efficient processes and technology in the way we work, engage and deliver. We will also seek a less restrictive licensing model and

software design approach which will provide greater savings in the future.

- Public Service Excellence: the correct digital solution will enable services to be delivered in a more efficient and responsive way based on customer needs, this will improve the quality of services received by the customer.
- Commercial- re design and scalable, future proofed technology will enable services to operate in new delivery models such as Local Authority Trading companies, provide services to other authorities, but most importantly be flexible for the future and for future change.

4.2. This Programme of work forms part of the Transformation Framework, a toolkit of project/programme and design best practice to ensure true transformation is delivered, incorporating all the elements of re design into the system procurement. A new system is only ever an enabler for delivering the services customer based vision and processes. Therefore the design phase is essential in the success of the project to ensure benefits are achieved.

5.0 Options considered and reasons for the recommendation

Option A- 'do nothing'

The do nothing option would see Building Control project commence and procure a new software solution. The other services would continue to use Acolaid which would not be flexible for the future or allow mobile working or support changes to service organisation such as shared services.

Pros

- No initial Capital costs

Cons

- Unable to progress mobile working
- More difficult to implement new service delivery models such a shared services, LATC etc
- Business plan objectives may not be met
- Not fit for the future
- Running 2 systems- not most effective model financially

Risks

- IDOX will de-support Acolaid so we will be forced into procurement on a limited timeline, removing the opportunity to fully re design and plan our services, risking a costly solution that does not meet our requirements.

Option B- Service design and system implementation programme with funding released for all projects. (recommended option).

Pros

- Services are able to move forward with individual service aspirations for change with timescales to suit each service area, with the overarching programme to ensure each project delivers corporate priorities and co-ordinates decision making and manages system links & dependencies
- Design phase work will ensure any digital solution is able to deliver true transformation
- Move away from Acolaid is controlled and planned
- Links with Building control project are maintained to ensure quality data sharing with land charges and impact on shared systems like DMS is considered and managed.
- Budget can be monitored at a Programme level, seeking efficiencies at project level.
- Programme management will ensure project outputs and benefits are delivered

Cons

- Initial capital spend required to unlock efficiencies in the future
- Change fatigue – recent major IT change to new platform.

Risks

Please see appendix B for full Programme risk register

Option C- Individual project areas seek capital funding release and implementation on a project by project basis

Pros

- Less internal resource needed at one time

Cons

- Difficult to manage system links and dependencies which is likely to result in additional spend and inefficiencies
- Time consuming- delivery of benefits will take longer

Risks

- Conflicting decision making
- Councils may be left with elements of Acolaid which will not be cost effective or enable streamlined processes. Key risks are not identified or managed

Recommended Option

The recommended option is option B, Service design and system implementation programme with funding released for all projects together. This will enable projects to be managed as a programme, including risks and issues and the important technical links.

6.0 Resource Implications

6.1. Financial Implications- please see Appendix E for financial information.

The Building Control procurement currently underway will provide a good benchmark to further estimate with greater accuracy costs at project level for each service area.

6.2. Human Resources Implications

The replacement of Acolaid is an enabler for services make changes in the way they work, it is closely linked with Service Reviews and new models of delivery which will also seek relevant approvals.

Programme level-Senior Responsible Owner (SRO)

The Senior Responsible Owner is The Executive Director (Operations and Place Shaping)

Programme Board

The Project Board will consist of SRO (Senior Responsible Owner) – The Executive Director (Operations and Place Shaping)
Project Sponsors from each project- Simon Jenkins, Natalie Meagher, Chris Bradley, Brian Wood
Business Change Managers, as required- Services leads with role to ensure delivery of benefits are achieved in services.
Executive Client for IT - Paul Merrick

Business Solutions & Digital Design Team

The newly defined Business Solutions Unit which includes the Digital Design Team which as a team focus on service design and implementation of the right solution will be providing resource to enable delivery of this Programme.

Business Solutions lead for design and implementation phases as required - Lorna Palmer, Nicola Reay

Project Boards

Building Control Project Board
Planning & Land Charges Project Board

Environmental Health Project Board

Please see attached programme structure for full roles.

Project Teams

Project Teams have been designed for each project area but ensure full representation from the service area and relevant technical expertise.

There is also a links & Dependences working group led by Peter Silvester, Data Intelligence Team to ensure links and dependencies from system areas are managed and implemented.

Capita Resources

Capita have been engaged through the Client Team and are currently providing technical input for the Building Control system procurement. Capita procurement will also be consulted and worked with throughout each procurement process.

7.0 Legal Implications

7.1. Legal will be included in the project as a key stakeholder and consulted before procurement in relation to Terms & Conditions and contract negotiations for each service area.

8.0 Risks

8.1. Please see Appendix B for full risk register.

Key programme risks are:

- Procurement approach. The traditional property based system procurement approach is to go to the market for all systems together. This can lead to a one size fits all solution and may not be flexible for the future. There is the risk suppliers feel there is an existing relationship with the Building Control supplier. The mitigation for this is to be clear in the specification and market testing that this is an open, transparent process and each service area will take the same approach.
- Project costs- The programme is only able to estimate costs of a new solution. There is a risk costs will be higher than anticipated. Mitigation includes learning from the Building Control procurement and managing costs at a programme level.
- System links and dependencies. Acolaid is a complex system and currently links with sub systems such as a document management system and GIS. There is a risk that new solutions will not link with sub systems as anticipated and will be more complex and costly to manage. To mitigate this risk a 'links and dependencies' working group led by Peter Silvester has been put together as part of the programme

and has done some in depth analysis in part of the building control design phase. This working group will continue to meet to support the implementation of new solutions and will develop links between systems working with Capita IT.

- The IT system is an enabler for wider transformation and change. There is a risk services will not embrace new ways of working and fully realise benefits for our customers. This is mitigated through the Programme approach and the role of business change managers who are responsible for fully managing and embedding the benefits realisation process.

9.0 Consultation

- 9.1. There will be consultation with each Portfolio Holder throughout project delivery for each service area and key Stakeholders.

10.0 Communication

Previous relevant papers:

Authorisation of Building Control IT System Implementation Project

Cabinet: 14/03/2018

Appendices

Appendix A: Programme Plan overview

Appendix B: Risk Register (EXEMPT)*

Appendix C Design & Implementation Programme Structure

Appendix D: Benefits map

Appendix E: Financial Information (EXEMPT)*

*Appendices B and E are **NOT FOR PUBLICATION** under Paragraph 3 of Part 1 of Schedule 12A - (as amended) of the Local Government Act 1972 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

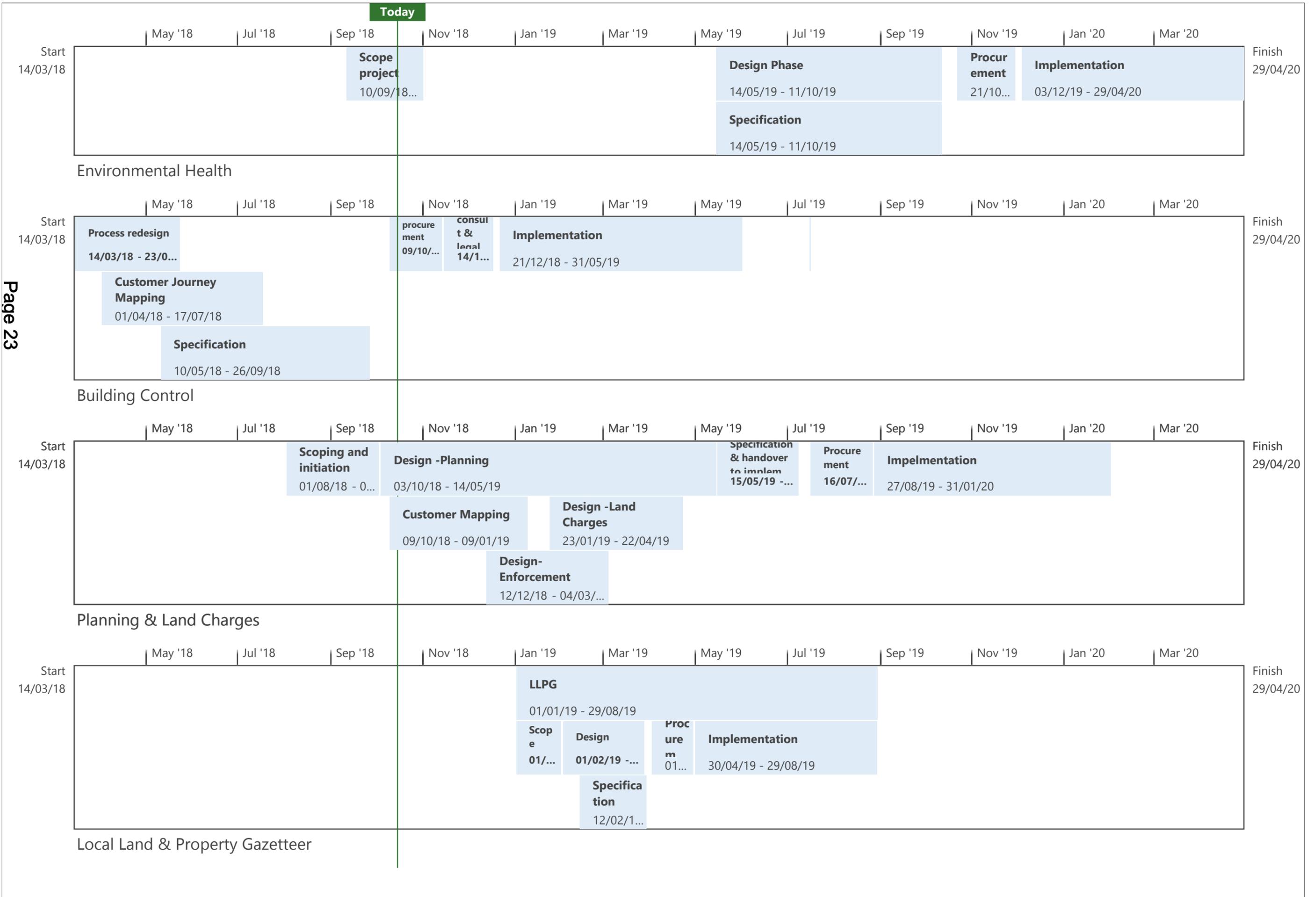
Agreed and signed off by:

Monitoring Officer: 23/11/18

S151 Officer: 23/11/18

Director: 19/10/18

Portfolio Holder: 23/11/18



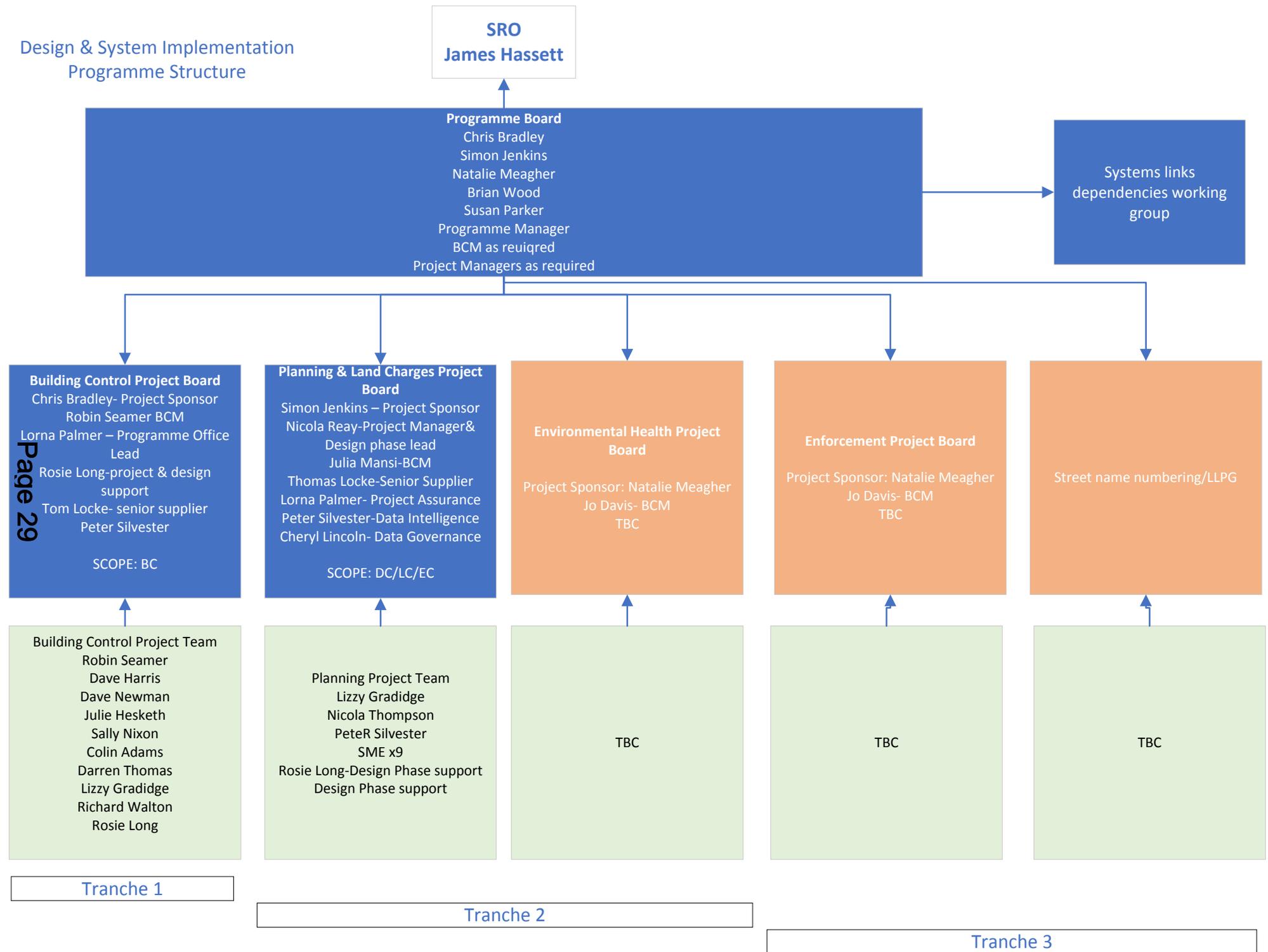
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Design & System Implementation
Programme Structure



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Tranche 2

Tranche 3

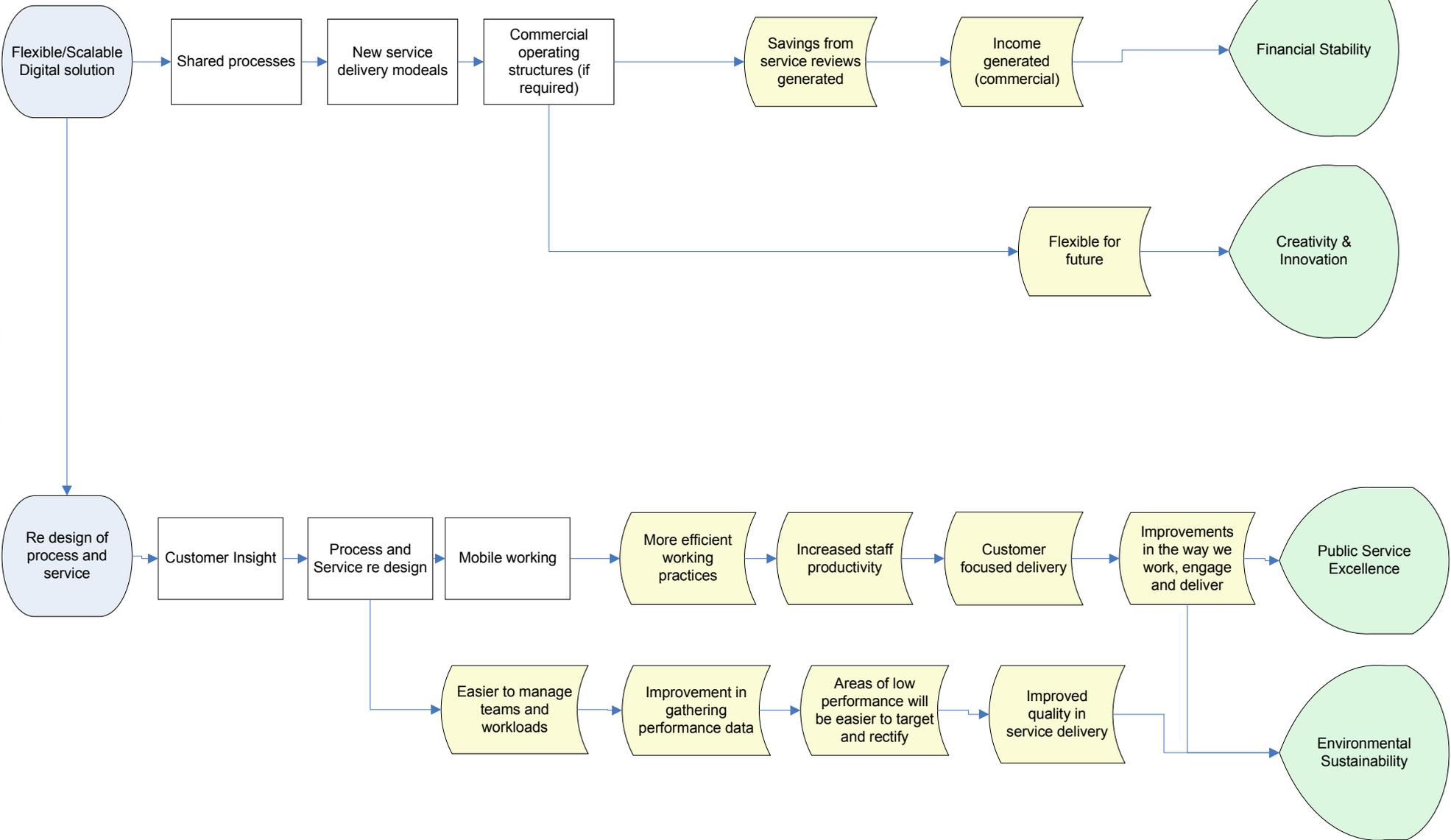
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Enablers

Changes

Benefits

Corporate Priorities



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