

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.

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

