



CPR.61 16/17

**Policy and Resources
Committee**

Date 16 June 2016

Subject: Systems Improvements in Land Based Services.

Report by:

Director of Resources

Contact Officer:

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Purpose / Summary:

To draw down the identified budget of £200k from the capital investment budget which has been approved by the Corporate Policy & Resources Committee on 12.5.2016, to purchase the integrated development management, building control and local land charges.

RECOMMENDATION(S):

1. Approve the draw down of the £200k capital investment to purchase a cloud-based integrated Planning, Building Control and Local Land Charges system.
2. To award on the basis of a direct call off arrangement under the Crown Commercial Service G-Cloud 7 Framework Contract.

IMPLICATIONS

Legal: Working with Lincolnshire Procurement, it has been identified that the best procurement route for the Council is to use the G-Cloud 7 Framework, and in particular the Digital Development Software lot and to award on the basis of a direct call off arrangement under the Crown Commercial Service G-Cloud 7 Framework Contract.

Financial :

FIN/EB/12/17 – included in the business case report agreed at Entrepreneurial Board on 25 May 2016.

The total capital investment of £200k has been approved by the CP&R Committee on 12.5.2016, this will be funded from the Business Improvement and Transformation Reserve. The estimated cost of the system is £117k, with a further £58k required for transfer of data and implementation.

Whilst not included in the financials, as it is yet to be established, there may be a requirement to backfill existing posts who will be the required for the project. However it is envisaged that this will be contained within the overall £200k budget allocation.

Ongoing revenue costs of £28k will be offset by savings totalling circa £41k. These savings will be generated from the reduction of licenses and salary savings. The table in the report provides a breakdown. The net saving of circa £13k will contribute towards the MTFP savings target and represents a 7% return on investment.

An experienced Project Manager is required to deliver this project and it is estimated that 3 days a week would be required at an approximate cost of £24k for the implementation stage of 16 weeks.

It is envisaged that there may be difficulty in finding a high quality Project Manager that is willing to work 3 days a week. With this in mind, it may be appropriate that this post be full time but utilised across other significant projects requiring this level of expertise, at a cost of £16k attributable to identified projects.

Within the report, there is a proposal to increase a post in the Corporate Systems Development Team to a full time equivalent which will support the ongoing system management and maintenance. The cost to increase this role by 18.5 hours would be circa. £11k. Under the required governance arrangements a separate request will be required, identifying the impact of the system on Corporate Systems Development Team and the business case for increasing the establishment and will be presented to CLT for approval.

Staffing :

Project resources have been identified in paragraph 16 of the report in appendix 1.

Equality and Diversity including Human Rights :

All software development is carried out in conjunction with existing guidelines on accessibility.

Risk Assessment :

Project risks are identified in paragraph 11 of the appendix 1.

Climate Related Risks and Opportunities :

Not applicable

Title and Location of any Background Papers used in the preparation of this report:

Report presented to Transformation Board on 30 March

Report presented to Entrepreneurial Board on 25 May

Call in and Urgency: Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

x

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1.0 Introduction

1.1 During the review of the Development Management and Local Land Charges services, the need was identified to improve the systems and processes in those services. To enable these improvements a new integrated IT system is proposed to allow a highly automated and efficient approach. The improvement and implementation plan will drive the change in the culture of how each service operates so that it can make the most of this investment.

1.2 The £200k costs are split between £117k for the system, £58k for the implementation and migration and £24k for project management/resource costs.

1.3 This report outlines the progress made so far, and the next steps required to deliver the system.

2.0 Current Position and next steps

2.1 The Council has undertaken a requirements specification and systems evaluation exercise to identify potential suppliers of systems that could meet the needs of the three services within scope.

2.2 The business case to procure the system has progressed through the internal governance boards and gained approval at each stage. It includes finances, project resources, and project plan. The business case/report is attached as appendix 1.

2.3 The next steps are to engage with the supplier and to start and deliver the project.

3.0 Timeline for project

1. Formal Approval of Financial Drawdown – June 16
2. Cleansing of data – May 16 to August 16
3. Call off Agreement from Framework Contract – June 16
4. Agreement of Scope and Project Plan with Supplier (Kick-off) – July 16
5. Confirm product owners (Oliver Fytche-Taylor – Development Management, Rachael Hughes – Building Control & Land Charges) – July 16
6. Discovery Phase – all – Sept 16
7. Sprint Phase DM LLC – Sept 16
8. Sprint Phase – BC – Sept 16
9. Sprint Phase – LC - Sept 16
10. Testing & Release Phase – Nov 16
11. Commencement of Data Transfer – Dec 16
12. Go Live date – Dec 16
13. Monitoring and Evaluation – from Go Live to April 2017

4.0 How the specification will deliver a system to meet our current and our future needs.

4.1 Key Deliverables

1. New Software System for the three Service areas
2. Revised Operational Procedures for the services.
3. Robust Workflow and Performance Management functionality.
4. Enhanced Online Functionality for access to Services and Information
5. Mobile Working Suite to enable Officer Field Working.
6. Electronic Records - Data Transfer of manual records to electronic format.

4.2 Tangible and Intangible Benefits

1. Integrated systems and data across the primary property and land based service processes for Development Management, Building Control and Land Charges. Facilitating simple and quick information provision across the services; and reducing integration effort, cost and related issues in operating different systems.
2. System is Cloud Based which aligns with the Council future Enterprise Architecture strategy.
3. Licence requirements can be increased and decreased as required; depending on the volume of staff in place.
4. Improved management of service applications; and activities related to the processing of those applications, including capture of progress and key decision information during the lifetime of the application. This will ensure that information is available to others to support customer enquiries both online and by telephone.
5. Enhanced online request capabilities and information for Customers across the three services, meeting the Councils digital by design objectives.
6. Common Customer Management facilities; providing (a) a more comprehensive understanding of the requests made by one Customer; and (b) providing opportunities for promotion and selling of Development Management and

Building Control services, to Customers accessing other services within the suite (supporting the Councils Commercial objectives).

7. Transfer of Land Charges Service Requests to electronic format only, facilitating the overall automation of the process; meeting the digital by design objectives of the Council; and reducing manual handling requirements.
8. Fully automated Land Charges processes (subject to manual data being converted to electronic format), which will result in the reduction of manual handling and resources required to support that; with resulting staff reduction and associated cost savings.
9. Online portal for the Land Charges Public Register, reducing the need for Personal Search agents having direct access to the systems, and office.
10. Improved integration with the Planning Portal, reducing manual handling of portal applications; with associated productivity gains.
11. Online capabilities to consultees for provision of consultee comments and representations, reducing manual handling and increasing speed of availability.
12. Improved progress/information available to Customers during the application process, through online and electronic methods of communication.
13. Enhanced Workload, Management and Reporting Capabilities through dashboard and reporting capabilities, which will provide advanced performance management opportunities for both staff performance and workload management.
14. Better management of formal process deadlines and escalation points for action.
15. Robust government performance reporting mechanisms, ensuring that the Councils returns are correct and consistent.
16. On-line and Off-line Mobile Working capabilities to enable data capture in the field, providing staff productivity improvements.
17. Partly automated Committee Report production capabilities, with associated productivity savings for staff.
18. System is flexible and provides opportunities to add additional commercial driven application processes within the Councils control.
19. System is based on a core CRM system; and provides opportunities for future customer management integration aligned to the wider Customer First strategy and any preferred customer target operating model.

5.0 Recommendations

5.1 To enable the project to progress in the time scales above with the availability of the key staff needed to deliver the project that Members approve the draw down of the £200k capital investment to purchase a cloud-based integrated Planning, Building Control and Local Land Charges system. And to award on the basis of a direct call off arrangement under the Crown Commercial Service G-Cloud 7 Framework Contract.

STAGE 2 – Project Development & Board Approval

FIN Ref:

FIN/EB/12/17

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Whilst not included in the financials, as it is yet to be established, there may be a requirement to backfill existing posts who will be the required for the project. However it is envisaged that this will be contained within the overall £200k budget allocation.

Ongoing revenue costs of £28k will be offset by savings totalling circa £41k. These savings will be generated from the reduction of licenses and salary savings. The table in the report provides a breakdown. The net saving of circa £13k will contribute towards the MTFP savings target and represents a 7% return on investment.

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It is envisaged that there may be difficulty in finding a high quality Project Manager that is willing to work 3 days a week. With this in mind, it may be appropriate that this post be full time but utilised across other significant projects requiring this level of expertise, at a cost of £16k attributable to identified projects.

Within the report, there is a proposal to increase a post in the Corporate Governance Team to a full time equivalent which will support the ongoing system management and maintenance. The cost to increase this role by 18.5 hours would be circa. £11k. Under the required governance arrangements a separate request will be required, identifying the impact of the system on Corporate Governance Team and the business case for increasing the establishment and will be presented to CLT for approval.

1. Background

The council is currently subject to increasing financial pressures which mean that services need to be as efficient as possible and deliver high productivity if the council is to avoid cuts in services to the communities it serves. Key to delivering efficiency and productivity is the technology the council uses. The council is technology dependent and has developed in recent months an Enterprise Architecture designed to support each future needs. It is important that any new ICT system is considered against a clear specification which sets out what the system needs to provide in order to deliver efficiency and productivity gains within services and meet the needs of the customer.

The procurement of the technology that can assist with service delivery by reducing the need for manual processes, entering data more than once and gives live performance information to officers and managers is central in improving productivity and efficiency. The system will be able to ensure that customers can access the services simply and effectively and be accessible at all times.

It is also important that services which rely on common source data use the same systems in order to maximise efficiency of productivity.

Local Land Charges, Building Control and Development Management are all land and property based services and rely on information about sites and properties in order to function efficiently. It is therefore important that when considering new ICT systems that integration issues are central to the procurement of systems.

They are also services which are public facing. Therefore customers should be able to access these services online and obtain the service or information they require.

Currently these “land based” services either rely on “legacy systems” (Civica APP and Idox document management) which have been in place for at least ten years or they rely on a significant element of manual processing of data (Local Land Charges). A principal driver for this work has been to automate the Local Land Charges service so that it can meet industry standards in terms of turnaround times for searches and provide secure access to the council’s data for private search companies (a legal requirement). The automation of Local Land Charges will reduce search times (currently at around 10 days) and mean that representatives of private search companies will no longer need to access the Guildhall in order to interrogated the council’s data.

Development Management relies on ICT to ensure that customers can submit planning applications, access data about planning applications and submit responses to consultation on planning applications. Any new integrated Development Management, Building Control and Local Land Charges System (DM,BC,LLC) needs to meet the approved specification to ensure it meets our current and future requirements. Any new system will assist in creating efficiencies and reduce service contact demands as it will easily provide a two-way flow of data and information. This will improve customer satisfaction with the Development Management service. Additionally the provision of “real-time” performance information for officers and managers will significantly assist the service in its focus on service improvements and meeting customer’s needs.

All services will also benefit from an increase in functionality brought about by a new system, especially when operating outside the Guildhall.

Land Charges

The provision of a public register in the Local Land Charges service is a statutory requirement that provides an income to the authority on a cost recovery basis. The service is a key part of the wider conveyancing process used to buy, sell re-mortgage etc. land and property within England and Wales.

A long running project was initiated to automate the service with the ultimate aim of reducing the level of resource required and ensure that the service could be ‘future proofed’ in the event of personnel leaving the authority. The approach adopted was to work with the supplier of the existing Civica APP system to provide an automated solution for the Local Land Charges work. After extensive attempts to automate the service using existing

systems this approach has failed due to the constraints of the existing system.

Currently the process of carrying out a Local Land Charge search is very resource intensive, which when appropriately staffed works well. However the service has no resilience and is very inefficient leading to service failure and backlogs when resource is depleted, for any reason. This causes unacceptable backlogs in processing and severely impacts the service's good reputation, ultimately leading to customers engaging the services of personal search companies and the Authority losing a valuable income stream.

A lot of the information Local Land Charges provides to customers comes from the Development Management and Building Control Services, in order to ensure that Local Land Charges can reach its full automation potential it is important that these services are able to provide this information with limited Officer Intervention. Therefore a fully integrated Land Charges, Building Control and Development Management system is the ideal solution.

Building Control

Building Control is a key element of the Councils environment and commercial focus. Whilst it is currently able to manage within its existing IT system, the future demand in terms of additional commercial offerings; and the requirement for more significant workload and resource planning demands, will mean that advanced systems support will be required.

The Building Control Inspectors have a significant volume of field based activities; which are currently unsupported by existing technology. The adoption of a modern forward thinking system, with mobile working functions will greatly enhance the capture of inspections and other works, reducing the need for re-keying of information back at base; and provide productivity improvement. This will increase capacity for additional work demands in the future.

Building Control also has a number of functions, for example the Competent Person Scheme that with the appropriate system could also be loaded automatically again reducing/removing officer involvement and manual handling.

Having a more dynamic and intuitive system will mean that officers and administrative staff, will in the long term, have more time to focus on new priorities for the Council. In Building Control specifically it is felt that a new system will help support and drive the commercial aspirations of the Council, ultimately leading to additional income streams.

Development Management

Development Management has experienced significant change over a number of years, with loss of resources; changes in management; changes in the Local Plan, changes in other governing policies and legislation; and a growing and changing profile of service demand. This has had a significant impact on its performance; and the Council recognises that significant improvements are required in the service to reach the high expectations required to support our Growth agenda. This includes ensuring that performance is visible to officers and managers in "real-time" and performance information is robust.

The Current System, Civica APP, has been in place for a lengthy period in time; and has not kept pace with the changing circumstances of the Development Management environment. As such, it is seen by the Team as a barrier to successful improvement in the area. Civica APP did not meet our current and future requirements.

Customer experience of Development Management processes is key to the success criteria of the improvement programme; and the current system lacks key enablers to providing access to information on the process. In addition, any online capabilities are then manually handled, and in some cases re-keyed in order to deliver these to the case officer. This is inefficient and a new integrated Development Management, Building Control and Land Charges system is central to improving productivity in these areas.

The Civica APP system is lacking in workflow functionality, activity notifications, triggered events, and lacks in hyperlink functionality to create a system that is easier to use for the staff.

Bulk notifications and reports area can be automated and can be developed to meet some of the service area needs but not all.

A new system would support the drivers of the improvement programme – performance, culture; quality outcomes and excellent customer experience.

2. Introduction

This document considers the preferred Procurement Option for a Software application to cover the Environment & Neighbourhood Services of:

- Building Control
- Development Management
- Local Land Charges

The preferred solution is a Direct Award to a single supplier under the Crown Commercial Service Digital Framework known as G-Cloud 7. This is available to all Local Authorities and is fully compliant with OJEU and associated procurement legislation.

It is linked to five other Corporate Projects:

- The Development Management Improvement Plan
- The Future of the Land Charges Service
- The Corporate Information Technology
- The emerging Customer Relationship Management Strategy
- The Agile Working Strategy

The Background Papers include:

- A Specification for digital Development Management, Building Control and Land Charges Services at West Lindsey
- The full Specification documents for the Crown Commercial Service G-Cloud 7 Digital Framework Contract
- The pricing catalogue for the Crown Commercial Service G-Cloud 7 Digital Framework Contract
- The Crown Commercial Service G-Cloud 7 Digital Framework Contract Guidance Manual
- A Treasury Five Case Model prepared by the Development Management, Building Control and Land Charges Teams

- A Cost Benefit Analysis prepared by the Development Management, Building Control and Land Charges Teams
- A Project Plan
- Technical and Specification details for the suppliers listed on the G-Cloud 7 Framework

3. Procurement Route and Potential Suppliers

The Council has undertaken a requirements specification and systems evaluation exercise to identify potential suppliers of systems that could meet the needs of the three services within scope.

The Council has also identified potential procurement routes including the use of Government standard Frameworks. Working with Lincolnshire Procurement, it has been identified that the best procurement route for the Council is to use the G-Cloud 7 Framework, and in particular the Digital Development Software lot.

There are three suppliers of Digital Development Software on the G-Cloud 7 Framework:-

- Arcus Global
- Tascomi
- Northgate

TABLE 1: THE G CLOUD 7 FRAMEWORK SUPPLIERS

	Key notes
Arcus Global Ltd	Arcus Global is a Cambridge based company and a new entrant into the market. They offer a Cloud based solution with the latest technology. An adjacent Lincolnshire Council has just gone live with this product for Development Management, Building Control and Land Charges
Tascomi	Tascomi Built Environment is a web based solution for Building Control. And Land Charges. The organisation does not currently offer a Development Management option, but may introduce one in the future
Northgate	Northgate is a major supplier of Legacy Platform products for local government services. They offer a digital version of their core development software

The Framework Review documents (attached as Appendices to this Report) include:

- A Pricing Schedule for the Core Product
- A Day Rate Schedule based on a Skills for the Information Age matrix
- A Service Definition
- Standard Terms and Conditions

The Framework Guidance includes a filter mechanism to narrow down the selection options.

Given that the Council requires a system that can deliver a Development Management solution this eliminates Tascomi (who can only deliver Building Control and Land Charges) from any further consideration. The Guidance Notes to the G-Cloud 7 Framework permit a

supplier to be excluded from final evaluation where they cannot satisfy one or more of the Project requirements. Tascomi are excluded as they cannot currently provide a Development Management option.

The final selection is between the ARCUS Global and Northgate options and utilises the Assessment Matrix highlighted in the G-Cloud 7 F=Guidance document.

This exercise has been undertaken using the Framework documents, supplemented by previous assessments, evaluation and presentation notes undertaken by the Service Assessment Panel.

The procedure used is as outlined in the Guidance Notes for the G-Cloud 7 Framework Contract using the Most Economically Advantageous method.

The Assessment Criteria and the scores allocated to each supplier are shown in Table 2 and outlined in full detail in Appendix 2

TABLE 2: THE G-CLOUD 7 FRAMEWORK ASSESSMENT

Criteria number	Direct award criteria	ARCUS	NORTHGATE
1	Whole life cost: cost effectiveness; Price and running costs (40%)	30.75	27.77
2	Technical merit and functional fit: coverage, network capacity and performance as specified in relevant service levels	34.49	27.27
3	After-sales service management: help de59sk, account management function and assurance of supply of a range of services	4.76	2.95
4	Non-functional characteristics	3.76	2.78
TOTAL		77.59	63.44

4. Recommended Option:

The recommendation is that ARCUS Global is appointed as the supplier of Digital Development Management, Building Control and Land Charges software on a Direct “Call Off” arrangement under the Crown Commercial Service G-Cloud 7 Framework Contract.

5. Financial Implications (summarised from detailed financial model):

The following assumptions are made and linked back to the emerging Development Management and Land Charges Improvement Projects:

- The Procurement Route is the G-Cloud 7 Digital Framework led by the Crown Commercial Service
- An initial two year agreement will be put into place – with the Option to extend to 5 years
- The Council will require additional Project Management resource during the Implementation Phase internally and will need to engage specialist external support
- The Council will identify internal resources to undertake the comprehensive Data Transfer associated with this Project. It will be necessary to engage temporary staff to fulfil this function
- The system will require a departmental product owner (normally a team manager plus one or more service area expert(s)) to maximise the benefits of the new system. However, it may be necessary to backfill team members due to competing requirements for capacity in all services during that time (please see assumptions for further detail).
- The integrated DM,BC, LC system will form part of the Applications Architecture and the Corporate Systems Development Manager will be the corporate Product Owner, with additional service area product owners for each specific module.

Estimates of cost are based on the G-Cloud 7 framework and costs incurred by Local Authorities on similar recent projects.

Area	2016/17	2017/18	2018/19	2019/20	2020/21
EXPENDITURE/INVESTMENT	£	£	£	£	£
a) <u>Revenue Investment</u>					
Data Transfer: 2 x 6 month temp posts	27,000				
Add Ons and Incidentals					
Annual Maintenance and Licences (ARCUS)		17,720	17,720	18,200	18,200
Contingency					
b) <u>Capital Investment</u>					
Software Supply and Implementation (ARCUS)	117,040				
Project Management: Externally sourced	24,000				
System Administration: Internally sourced	5,500	11,000	11,000	11,000	11,000

Total Expenditure	175,040	28,720	28,720	29,200	29,200
INCOME/SAVINGS					
Grants					
Income Generated					
Termination of existing agreement	5,000	5,000	5,000	5,000	5,000
Savings Expected		36,831	37,199	37,571	37,947
Total Income/Savings	5,000	41,831	42,199	42,571	42,947
Net Cost / (Savings)	170,040	(13,111)	(13,479)	(13,371)	(13,747)

6. Tangible & Intangible Benefits

1. Integrated systems and data across the primary property and land based service processes for Development Management, Building Control and Land Charges. Facilitating simple and quick information provision across the services; and reducing integration effort, cost and related issues in operating different systems.
2. System is Cloud Based which aligns with the Council future enterprise architecture requirements.
3. Licence requirements can be increased and decreased as required; depending on the volume of staff in place.
4. Improved management of service applications; and activities related to the processing of those applications, including capture of progress and key decision information during the lifetime of the application. This will ensure that information is available to others to support customer enquiries both online and by telephone.
5. Enhanced online request capabilities and information for Customers across the three services, meeting the Councils digital by design objectives.
6. Common Customer Management facilities; providing (a) a more comprehensive understanding of the requests made by one Customer; and (b) providing opportunities for promotion and selling of Development Management and Building Control services, to Customers accessing other services within the suite (supporting the Councils Commercial objectives).
7. Transfer of Land Charges Service Requests to electronic format only, facilitating the overall automation of the process; meeting the digital by design objectives of the Council; and reducing manual handling requirements.
8. Fully automated Land Charges processes (subject to manual data being converted to electronic format), which will result in the reduction of manual handling and resources required to support that; with resulting staff reduction and associated cost savings.
9. Online portal for the Land Charges Public Register, reducing the need for Personal Search agents having direct access to the systems, and office.

10. Improved integration with the Planning Portal, reducing manual handling of portal applications; with associated productivity gains.
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14. Better management of formal process deadlines and escalation points for action.
15. Robust government performance reporting mechanisms, ensuring that the Councils returns are correct and consistent.
16. On-line and Off-line Mobile Working capabilities to enable data capture in the field, providing staff productivity improvements.
17. Partly automated Committee Report production capabilities, with associated productivity savings for staff.
18. Improved GIS and spatial tools providing productivity improvements for staff.
19. System is flexible and provides opportunities to add additional commercial driven application processes within the Councils control.
20. System is based on a core CRM system; and provides opportunities for future customer management integration aligned to the wider Customer First strategy and any preferred customer target operating model.

7. Key Deliverables:

1. New Software System for the three Service areas
2. Revised Operational Procedures for the services.
3. Robust Workflow and Performance Management functionality.
4. Enhanced Online Functionality for access to Services and Information
5. Mobile Working Suite to enable Officer Field Working.
6. Electronic Records - Data Transfer of manual records to electronic format.

8. Key Milestones:

1. Selection of Supplier and agreement of price – May 16
2. Formal Approval of Financial Drawdown – June 16
3. Cleansing of data – May 16 to August 16
4. Call off Agreement from Framework Contract – June 16
5. Agreement of Scope and Project Plan with Supplier (Kick-off) – July 16
6. Discovery Phase – all – Sept 16
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9. Assumptions & Dependencies

The following assumptions have been made for the project.

- The improvements to the systems and processes in the services needed to make the optimum use of the new ICT system will be identified before the new ICT system is implemented. A programme for implementing these improved processes will be developed so that they can be introduced alongside the new ICT system. This is about changing the culture of how each service operates so that it can make the most of this investment.
- The Council will adopt the standard Agile development methodologies of the selected supplier.
- An external Project Manager will be engaged during the Implementation Phase. However, this role may well have capacity to manage other projects during the lifetime of this project; as the requirement will not be a consistent 5 day week.
- Corporate Staff for ICT, Development and Customer First will also be allocated to the project on a part time basis to ensure 'corporate' objectives and requirements are met.
- A technical administration service officer will be allocated to the project from each of the Services; and a professional service officer will be allocated from Building Control and Development Management.
- It is assumed that each service officer will be required part-time over the period of the project; but in particular will be required for 3 days per week during the early part and later part of the project.
- In addition, a small amount of time will be required from the Planning Enforcement Officer, Tree Officer and Conservation Officer to input into specific processes affecting their work, again during the early and later part of the project.
- Allocation of Building Control staff will have implications for the delivery of the commercial aspirations; and will reduce overall capacity for commercial, technical, marketing and invoicing support during the anticipated period of Sept-Dec 2016. A resourcing plan will be produced to identify available capacity from June to March 2017 for commercial business; and consideration will be given as to whether further resourcing is required to meet commercial aspirations for 2016-17. In addition, temporary administration support may also be required should commercial activities be introduced during that period.
- There will be a loss of two experienced staff members from the Development Management Technical team prior to the project start; and allocation of a Technical team member to the project will significantly reduce capacity further. This is likely to have the impact of a reduction in the performance of the team. Recruitment for the more senior of the two posts have not been successful and the DM Team Manager is considering other staffing options. Temporary backfill of basic administration duties may be required during this period to ensure a full capacity team.
- The allocation of a Development Management Officer will also have implications for the capacity of the Development Management Team during a period where a Public Inquiry and other Appeals have already reduced the overall staffing capacity. This may therefore have a detrimental impact on performance. Consideration will be given to back fill during the project period, either by transferring particular applications to an external body, or by utilising the

employment of contract staff for a short term basis. Anticipated contract staff costs would be £300-£400 per day.

- It is anticipated that a process review will be undertaken in each of the Services prior to the start of the project, to resolve and remove any inefficiencies and old working practises. It will thereby provide delegated officers with clear direction on what is required in the new system. This will require the allocation of a Business Analyst during the period from June to August.
- Data Cleansing will be undertaken during the period June to August; in order to resolve any quality or duplication issues and provide a clean dataset for loading into the new system. Additional staffing will be required for this; and has been included as a cost within the financials of this business case.

10. Constraints:

The following have been identified as project constraints.

Budgetary: The project requires funds from the Council’s Investment budgets as it has transferred over the financial year in which original project funds were allocated. Staffing Backfill requirements may also give a further burden to be funded by the services; depending on circumstances and staffing capacity at the time of the project.

Time: The project is planned to start in September due to holiday and other commitments immediately after the contract start point.

Resources: Existing staff members will not have spare capacity to deliver the entirety of the project. External support and temporary staff will be required to provide the additional capacity.

11. Key Risks & Mitigations:

Risk No	Date Logged	Impact 1 to 4	Probability 1 to 4	Score	Risk Description	Status	Mitigation
1	11/4/16	3	1	L	The new system will not integrate with the “Civica APP” system used by other services	Live	This should be low risk as all suppliers have pre-qualified on the basis that integration of this type will be possible
2	11/4/16	3	3	M	The Service teams have insufficient capacity to support this project	Live	An external Project Manager and temporary data cleanse staff members will be recruited during the implementation phase. A System Administrator post will

							be created to support the system in the long term. Further backfill will be considered dependent on the demands on the service at that time.
3	11/4/16	2	2	L	Devolution of services or shared working necessitates changes to operational working and the supporting software	Live	This is reflected in the scoring mechanism and would need to be discussed with the Supplier
4	11/4/16	2	2	L	The transfer of part of the Land Charges service to the land Registry means that some of the implementation work is abortive	Live	Maintain a dialogue with the Land Registry and understand their requirements
5	13/5/16	2	2	L	Integration to other enabling products including document management and GIS is more complex than originally understood.	Live	Pre-qualified as part of tender process. Initial discussion on integration requirements undertaken with supplier. Previous integrations at other sites.
6	13/5/16	2	3	L	System definition is more complex, or wider than expected and results in extended Project timescales	Live	Close Project Management; Change Control Management and regular checks against systems specifications.
7	13/5/16	2	2	L	Loss of dedicated staff during the key phases of the project	Live	2 team members from BC and DM, and regular feed to the Services on progress, so that someone else could step in.

12. Interdependencies:

Project	Relationship to this project	Monitoring method
Devolution	There may be need to integrate ICT systems in the event of a single Lincolnshire service	Links with Corporate project
Development Management Improvement Group	Improvements within the Development Management Service, including working methods, customer service, productivity and systems improvements which may feed into the systems definition.	ICT members on the DMIG.
Customer First	Improvement in Customer Service and Customer Interaction processes; and how the system can support those changes, which will feed into the systems definition.	SL Customer First involved in project.
Commercial Services	Introduction of commercial services in the Council, in particular for Building Control in this project.	Team Manager BC on plans for commercial.

13. Internal Service Interfaces:

Service Area	Interface	Impact/Opportunity
Corporate Governance	ICT/Development	Resource implication on ICT and Development Management for changes related to technical infrastructure, systems and website.
	Project Monitoring	Monitoring of project progress and feedback into Transformation Board Reporting.
	Business Analysis	There is an opportunity to review processes prior to systems implementation, to remove waste, inefficiencies and old working methods. This will require Business Analyst support.
	Planning Enforcement	

Remaining Civic APP Services	Trees & Conservation	Access to, and capture of information related to Service function.
	Environmental Data	

14. Key Communications messages:

- **Staff** - The new ICT system is part of a programme of Service Transformation linked to customer expectation and corporate priorities.
- **Customers and service users** - of the new online capabilities; and benefits to themselves.
- **Associated partners/stakeholders** - on the enhanced facilities available to them.
- **Solicitors and Personal Search Agents** – change to online accessibility of the system; and withdrawal of telephone and face to face requests.
- **Councillors** - on the enhanced facilities available to them and to their residents.

15. Training and Development need:

Area	Method of Delivery	Expectations of Staff
Development Management, Building Control and Land Charges Services	By Supplier	Sufficient training in the use of the selected system to make full use of its capacity
ICT / Business Development / Systems Administrator	By Supplier	Understanding of the Salesforce system development and administration to enable in- house development in future

16. Project Board Resources:

Officer name	Role within project	Responsibilities	Expected commitment
Mark Sturgess	Joint Project Sponsor	Chair project board meetings. Other ad-hoc meetings may be required.	2 hours per fortnight for duration of project
Ian Knowles	Joint Project Sponsor	Attendance at project board meetings to oversee the transformational elements of the project	2 hours per fortnight for duration of project
Michelle Carrington	Strategic Lead Customer 1 st	Attendance at project board meetings to oversee the transformational elements of the project.	Average 1 day per week.

		Other ad-hoc meetings may be required. Sprints workshops, UAT	
tbc	Project Manager	Manage project: <ul style="list-style-type: none"> • produce progress reports, • maintain plan • maintains issues log • maintains risk log • maintains assumptions log. • Coordinates internal resources for training, demos and releases • Ensures project runs on time and budget 	Average 3 days per week for duration of project. Mainly Discovery Phase and Deployment Week.
Jeannette Anderson	System Development Lead	System Development: <ul style="list-style-type: none"> • Provides info on APIs • GIS & Idox integrations, • Delivers sample data extract to dept. system owner • System Testing, GIS, Idox integrations • Data Migration 	3 day per week for duration of project (Kick-off, integrations, sprints and release)
Gurdev Marwaha	ICT Lead	Network infrastructure, firewalls, remote access configuration System Testing	2 days at start of project, and ad-hoc minimal time thereafter
Alistair Wearing	Digital Lead	Website development and integration	Ad-hoc
Oliver Fytche-Taylor	Development Management Manager	DM System Owner: <ul style="list-style-type: none"> • Write requirements • Sign of user stories • Manage and prioritise backlog • Signs off completed work • Answers developers questions and provides regular feedback • Schedules training and demos within team • Provides documentation (process maps etc.) 	2 days during project

Rachael Hughes	BC & LLC Manager	BC & LLC System Owner <ul style="list-style-type: none"> • Write requirements • Sign of user stories • Manage and prioritise backlog • Signs off completed work • Answers developers questions and provides regular feedback • Schedules training and demos within team • Provides documentation (process maps etc.) 	2 days during project
Service Area Experts:			
tbc	Dev Man SAE 1	Discovery, Sprints workshops, UAT	2 days during
tbc	Dev Man SAE 2	Discovery, Sprints workshops, UAT	2 days during
tbc	BC SAE 1	Discovery, Sprints workshops, UAT	2 days during
tbc	BC SAE 2	Discovery, Sprints workshops, UAT	2 days during
Deborah Chapman	LLC SAE 1	Discovery, Sprints workshops, UAT	2 days during
tbc	various Civica APP users	Data cleansing – as per schedule	8 -10 days
Third Party Suppliers:			
	Idox Consultancy	Integration	Est. 2 days @ £950 per day
	GIS Consultancy	Integration	Est. 2 days @ £800 per day
Ben Marshall	Arcus Project Manager	Project Management	Estimated 3 days for duration of project
Colin Wales	Arcus Business Development Director	Kick off meetings, and client liaison	Estimated 3 days at start of project
tbc	Arcus Technical Lead	Sprints, Development, System Testing, Sign-off	Estimated 5 days for duration of project

17. Date Stage 2 Considered by Board:

TB on 17 April, further TB meeting with IK on 4 May. Report circulated 13 May.
EB board – 25 May.
P&R CB – 2 June
P&R Committee – 16 June

18. Board Comments:

TB – recommended to approve subject to further meeting re finances
TB – meeting recommended to approve subject to detailed Stage 2 and fully worked project plan
EB -

STAGE 3 – Project Delivery & Monitoring Overview: See Progress Report & Project Registration Document

19. Progress Updates:

20. Change Request:

21. Issues:

STAGE 4 – Project Closure

22. Date Project Closed:

23. Date Closure Considered by Board:

24. Board Comments:

STAGE 4 – Project Evaluation

25. Brief Project Summary:

26. Evaluation Comments:

27. Benefits Realised:

28. Project Deliverables (Planned v Actual):

Planned Deliverable	Actual Deliverable	Summary

29. Outstanding Objectives:

Objective	Owner	Revised Delivery Date	Non-Delivery	Board Comments

30. Project Costs:

Project Phase	Budgeted Cost	Actual Cost	Comments

31. Project Schedule:

Project Phase	Scheduled Completion Date	Actual Completion	Comments

32. Recommendations for Future Learning:

Recommendation No.	Description	Suggested Future Action	Project Impact (H/M/L)