Peter Sloman
CHIEF EXECUTIVE

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24 July 2020

Your contact is: Simon Hill - Committee Services (simon.hill@reading.gov.uk)

NOTICE OF MEETING - POLICY COMMITTEE 3 AUGUST 2020

A meeting of the Policy Committee will be held on Monday, 3 August 2020 at 6.30 pm via Microsoft Teams. The Agenda for the meeting is set out below.

ITEMS FOR CONSIDERATION IN CLOSED SESSION

1.   **EXCLUSION OF THE PRESS AND PUBLIC**

      The following motion will be moved by the Chair:

      "That, pursuant to Section 100A of the Local Government Act 1972 (as amended) members of the press and public be excluded during consideration of the following items on the agenda, as it is likely that there would be disclosure of exempt information as defined in the relevant Paragraphs of Part 1 of Schedule 12A (as amended) of that Act"

2.   **DECLARATIONS OF INTEREST FOR CLOSED SESSION ITEMS**

3.   **SOUTHCOTE LIBRARY**   SOUTH-   To
                                                                          COTE   Follow

ITEMS FOR CONSIDERATION IN PUBLIC SESSION

4.   **CHAIR'S ANNOUNCEMENTS**

5.   **DECLARATIONS OF INTEREST**

6.   **MINUTES**   5 - 10

7.   **PETITIONS AND QUESTIONS**

      To receive any petitions from the public and any questions from the public and Councillors.

POLICY COMMITTEE MEETING MINUTES - 20 JULY 2020

Present: Councillor Brock (Chair);

                         Councillors Page (Vice-Chair), Barnett-Ward, Duveen, Ennis, Hoskin, Rowland, Skeats, Stevens and White

RESOLVED ITEMS

17. MINUTES

The Minutes of the meeting held on 22 June 2020 were agreed as a correct record and would be signed by the Chair.

18. PETITIONS AND QUESTIONS

Catherine Whipple presented a petition about improving air quality and road safety on Crescent Road. Councillor Page, Lead Councillor for Strategic Environment, Planning & Transport, responded to the petition.

Questions on the following matters were submitted by members of the public:

	Questioner	Subject	Reply
1.	Tom Lake	Health & Wellbeing Board	Cllr Hoskin
2.	Els de Mets	Pedestrian Crossing - Upper Redlands Road	Cllr Page

Questions on the following matters were submitted by Councillors:

	Questioner	Subject	Reply
1.	Cllr Duveen	Council Accounts	Cllr Brock
2.	Cllr White	Risks of Covid-19 to the Black, Asian and Minority Communities	Cllr Ennis
3.	Cllr White	Road Safety on Crescent Road	Cllr Page
4.	Cllr White	Road Safety on Upper Redlands Road	Cllr Page
5.	Cllr R Singh	Litter	Cllr Barnett-Ward
6.	Cllr McGonigle	Litter in Parks	Cllr Barnett-Ward

(The full text of the petition, questions and responses was made available on the Reading Borough Council website).

19. DECISION BOOKS

The Assistant Director of Legal & Democratic Services submitted a report listing the Decision Books that had been published since the meeting of the Committee held on 22 June 2020.

Resolved –

> **That Decision Book Nos 601-606 be noted.**

20. **HOUSEHOLD WASTE - IMPLICATIONS OF COVID-19 PANDEMIC ON THE FOOD WASTE AND 140L BINS TIMETABLE**

The Executive Director of Economic Growth and Neighbourhood Services submitted a report providing an update on the impact of the COVID-19 pandemic on the current project timetable for the delivery of the food waste/140 litre bin project and to present a revised timetable for consideration and approval. Maps showing the locations of the early adopters, and the results and responses from the consultation with the Citizen's Panel, were attached to the report.

The report noted that the pandemic had impacted on the resources available to the team and the ability to deliver an effective early adopters' phase. This initial phase was considered vital to the success of the project, with learning outcomes being fed into the main roll out. The early adopters' phase had originally been planned for July 2020, but it was now proposed to commence in October 2020 with a full roll out of the scheme planned for February 2021. The main roll out would be dependent on the success of the initial phases of work, which would still be liable to some risks associated with the on-going implications of the pandemic on resources and the community's capacity to embrace a change to the collection process. The Council's Medium Term Financial Strategy had expected £171k of savings to be delivered in 2020/21 and a further £171k in 2021/22. The preferred option would not achieve the 2020/21 saving due to the later than anticipated full roll out of the service. However, it was anticipated that in 2021/22 the full saving of £342k would be achieved.

Resolved –

> **That the introduction of a food waste collection service and the introduction of 140 litre bins project be commenced from 5 October 2020 (Early Adopters) and 1 February 2021 (Main Roll Out).**

21. **HIGH STREET HERITAGE ACTION ZONE PROGRAMME 2020-2024**

The Executive Director of Economic Growth and Neighbourhood Services submitted a report seeking approval to add the High Streets Heritage Action Zones (HSHAZ) Project to the Capital Programme. A map showing the area covered by the Project was attached to the report.

The report explained that Historic England (HE) had launched the High Street Heritage Action programme with the goal to make the high street a more attractive, engaging and vibrant place for people to live, work and spend time. HE had invited applications to run

programmes with the main criteria being that the high streets should lie in conservation areas. The Council had been successful in its bid to HE following significant input from the local community. The high streets that would be the focus of the HSHAZ would be the eastern end of Oxford Road, Castle Street, Minster Street, the southern end of St Mary's Butts and Market Place.

The report advised that the project had been awarded a grant of up to £806,500 from HE and therefore required £808,500 to be match funded from Reading Borough Council through S106 contributions and CIL funding and other sources, such as property owners and other sponsors to make up the full cost of the scheme. The purpose of this report was to seek approval to include the HSHAZ Project within the Capital Programme.

Resolved –

    (1)   That the inclusion of an additional £1,340k to the 2020/21 – 2024/25 Capital programme be approved for the High Street Heritage Action Zone to be funded from Historic England grant and central area S106 and CIL monies;

    (2)   That the funding, as set out in Section 10 of the report, be allocated and authority to receive grant money and spend funds to support the programme be delegated to the Executive Director of Economic Growth and Neighbourhood Services, in consultation with the Lead Councillor for Strategic Environment, Planning and Transport and the Lead Councillor for Culture, Heritage & Recreation;

    (3)   That it be noted that future years' funding allocations would be sought from CIL 15% (Central Area) local funds and Section 106 funds.

22.   DRAFT DESIGN GUIDE FOR HOUSE EXTENSIONS SUPPLEMENTARY PLANNING DOCUMENT

The Executive Director of Economic Growth and Neighbourhood Services submitted a report on a Draft Design Guide to House Extensions Supplementary Planning Document (SPD), which was attached at Appendix 1 to the report.

The report explained that the SPD gave user-friendly guidance on how planning applications for house extensions would be decided. Approval was sought to undertake community involvement on the draft SPD, which would be taken into account in the preparation of the final version of the Guide. It was intended that the consultation would begin in August and last for eight weeks, rather than the usual six, to take account of the school summer holidays. The new SPD retained much of the guidance within the existing Design Guide, as good practice on the design of house extensions had not changed significantly. However, the document was brought up to date with new references and links to the new Local Plan policy. It also took account of changes that had happened in recent years, such as those to permitted development rights for house extensions. It was anticipated that the final version of the Design Guide would be adopted in the autumn 2020.

Resolved –

    (1)   That the Draft Design Guide for House Extensions SPD, as set out in Appendix 1 to the report, be approved for consultation;

    (2)   That the Deputy Director of Planning, Transport and Regulatory Services be authorised to make any minor amendments necessary to the SPD that did not alter the policy direction, in consultation with the Lead Councillor for Strategic Environment, Planning and Transport, prior to consultation.

23.   **CENTRAL AND EASTERN BERKSHIRE JOINT MINERALS AND WASTE PLAN - PROPOSED SUBMISSION**

The Executive Director of Economic Growth and Neighbourhood Services submitted a report on the Central and Eastern Berkshire Joint Minerals and Waste Local Plan (CEBJMWP), which was being prepared on behalf of Reading Borough Council, Bracknell Forest Borough Council, Royal Borough of Windsor and Maidenhead and Wokingham Borough Council. The Proposed Submission Central and Eastern Berkshire Joint Minerals and Waste Plan and an equality impact assessment were attached to the report.

The report noted that the Plan had now been through several stages of consultation, and it recommended the approval of a Proposed Submission version of the Plan for consultation followed by submission to the Secretary of State. This was intended to be the final consultation draft of the document, and submission would be followed by a public examination, which would include a set of public hearings, before final approval could be granted.

Resolved -

    (1)   That the results of consultation on the Draft Central and Eastern Berkshire Minerals and Waste Local Plan and Focussed Regulation 18 Consultation be noted;

    (2)   That the Proposed Submission Central and Eastern Berkshire Minerals and Waste Local Plan, as set out in Appendix 2 to the report, be approved;

    (3)   That community involvement on the Proposed Submission Central and Eastern Berkshire Joint Minerals and Waste Plan and associated supporting documents be authorised;

    (4)   That the Deputy Director of Planning, Transport and Regulatory Services be authorised to make any minor amendments necessary to the Proposed Submission Central and Eastern Berkshire Joint Minerals and Waste Plan in consultation with the Lead Councillor for Strategic Environment, Planning and Transport, prior to community involvement;

(5)   That the Proposed Submission Central and Eastern Berkshire Joint Minerals and Waste Plan be authorised for submission to the Secretary of State should no significant issues arise during community involvement that would necessitate a substantive change to the document;

(6)   That the Deputy Director of Planning, Transport and Regulatory Services be authorised to make any minor amendments necessary to the Proposed Submission Central and Eastern Berkshire Joint Minerals and Waste Plan that did not alter the policy direction, in consultation with the Lead Councillor for Strategic Environment, Planning and Transport, prior to their submission to the Secretary of State and prior to the consequent Public Examination of the plan.

(The meeting started at 6.30 pm and closed at 7.53 pm)

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READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF ECONOMIC GROWTH AND NEIGHBOURHOODS

TO:	POLICY COMMITTEE		
DATE:	3 AUGUST 2020		
TITLE:	MODULAR DEVELOPMENT – CATTLE MARKET CAR PARK		
LEAD COUNCILLOR:	CLLR ENNIS	**PORTFOLIO:**	HOUSING
SERVICE:	HOUSING	**WARDS:**	BATTLE
LEAD OFFICER:	ZELDA WOLFLE		
JOB TITLE:	AD OF HOUSING AND COMMUNITIES	**E-MAIL:**	Zelda.wolfle@reading.gov.uk

1.   PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1   To provide an update about move on accommodation for rough sleepers, and to seek spend approval to progress a development of 40 modular temporary accommodation units to provide further move on accommodation at the Cattle Market site on Great Knollys Street.

1.2   Appendix A shows the site plan.

2.   RECOMMENDED ACTION

2.1   **That Policy Committee approve the £2m addition of the Modular Home Development to the 2020/21 – 2024/25 Housing Revenue Account (HRA) Capital programme, funded through a combination of external subsidy and HRA borrowing.**

2.2   **That Policy Committee give approval to spend up to £2m within the Housing Revenue Account for the purpose of delivering 40 units of modular accommodation units to rehouse rough sleepers currently accommodated in Bed and Breakfast (B&B) as part of the Covid-19 response to the pandemic.**

3.   POLICY CONTEXT

3.1.1   In March 2020, as part of the Government's response to the Covid-19 pandemic, it was announced that local authorities should house all rough sleepers and those at risk of rough sleeping so that they could socially distance effectively and self-isolate if they needed to do so. As a result of the national 'Everyone in' response, over 160 people who were rough sleeping or at risk of rough sleeping were accommodated in B&B/hotel accommodation in Reading. The Council's housing teams have been working hard to support and protect these individuals, working with partners to make sure that their health and wellbeing needs are met. The net cost up to June 2020 of accommodation and

food is £843k. Based on the current arrangements, the current year-end pressure is estimated to be £2.760m.

3.1.2 To date 54 people have been moved out of B&B in to alternative accommodation, this has been achieved through working with our voluntary sector partners and private sector landlords. There are 106 people still currently in B&B.

3.1.3 The Council does not have any statutory obligation to this group under Homelessness legislation, however there is an expectation that support, and accommodation continues to be provided and it is not financially sustainable to keep them in B&B.

3.1.4 Approximately 39 of the cohort have no recourse to public finds, options for this group are limited, and the Council is working with local partners and the MHCLG to find a sustainable accommodation offer for this group. This includes reconnection where desired and supporting individuals to get settled status to allow them to be eligible for public funds.

4. THE PROPOSAL

4.1 Current Position: Move on Options

The service is working closely with MHCLG and Homes England to look at sustainable support and accommodation options for this cohort moving forward.

4.1.1 A range of move on options are being utilised and considered and plans are being made to ensure that an offer of suitable accommodation to all eligible individuals is possible, including:

- o Utilisation of existing temporary accommodation within the housing stock - and prioritising current temporary accommodation tenants into permanent accommodation.
- o Utilisation of existing supported accommodation units within commissioned services (including the Salvation Army, Launchpad and the Housing First initiative) - supporting providers to maximise move on opportunities and create additional throughput.
- o Utilising private rented accommodation with support from Reading's Rent Guarantee Scheme - supporting the provision of accommodation for individuals within the cohort and accommodation to provide move on assisting throughput.
- o Acquisition of units in the private market using right to buy receipts
- o Prioritising suitable permanent general needs accommodation (both for the above cohort and to enable move on from supported accommodation)
- o Refurbishing of existing void hostel accommodation that had been due for remodelling
- o Accessing general needs accommodation through the support of our Registered Provider partners.
- o Support to return to family and friends.

4.1.2 This picture is developing and changing regularly. Due to the complexity in the needs of the cohort, there is intricacy in developing suitable options and to identify where existing resources may be more efficiently utilised, so this is kept under weekly review.

4.2 Options Proposed

4.2.1 In order to meet the needs of a large majority of the client group, the service is proposing a temporary development of 40 units of modular accommodation with intensive support on site.

4.2.2 Crown Commercial Service, the public procurement arm of Government, have offered assistance in procuring the modular housing solution both in terms of drawing up a specification and drawing off their frameworks for supply and construction which will help reduce costs. This assistance will be provided free of charge.

4.2.3 Homes England and MHCLG have confirmed that grant funding is available to cover 40% of the development costs of new or refurbished accommodation targeted for this client group. Individual bids will need to be submitted via the standard process. If the Council were not successful in this process, then 30% of the scheme cost can be funded through right to buy receipts which are currently available and not linked to any other development.

4.2.4 In order to progress a modular solution, a site is required. Having conducted a high-level feasibility of the sites, the Cattle Market (a general fund owned site) appears to be the most suitable. It is proposed that intensive 24-hour support is provided on site to ensure that the residents are adequately supported, and the site is effectively managed. Officers are reviewing the funding opportunities for this provision. The Government has indicated that revenue funding will be available shortly which Council's can bid for to assist in these circumstances. The service is also reviewing the modelling of existing services to provide a fall-back position for the support should a bid for funding not be successful.

4.2.5 The Cattle Market site is currently being used as a surface level car park to bring additional income into the Council of c £150k per annum. A business case has been developed to improve access to the car park which indicates that it would provide the Council with an estimated additional income of a maximum £100k per annum. A planning application has been submitted. This improvement is unlikely to be possible if part of the land is made available for the 40 modular units, however officers are keeping this under review.

4.2.6 In comparison, the use of this land to provide 40 units of modular temporary accommodation would reduce the Council's spend on emergency accommodation by £80k per month, c.£960k per annum.

4.3 Delivery

4.3.1 The cost of delivery of 40 units of fully furnished accommodation connected to utilities is estimated at just under £2million.

4.3.2 It is possible for temporary accommodation to be held in both the Housing Revenue Account (HRA) and the General Fund.

4.3.3 It is proposed that the HRA funds the development and retains the income from the rent. There is no requirement for the land to be appropriated from the HRA to the General Fund, as it for a temporary arrangement over a short period, but the HRA can pay the General Fund a charge for using the land. This has been valued at c.£90k per annum based on the value of the land.

4.3.4 The financial modelling on this option, assuming the use of the Homes England grant, indicates that this development will provide a net income to the HRA of c.£178k per annum. If right to buy receipts were used instead of Homes England grant, the development would provide a net income to the HRA of c.£172K per annum.

4.3.5 Due to the net income received on each unit, up to 20 of the properties could be used for residents with no recourse to public funds, and therefore no ability to pay rent, and the scheme would still break even.

4.4 Next Steps

4.4.1 Part 12A of Schedule 2 of the Town and Country Planning (General Permitted Development) (England) Order 2015 states that a 'Permitted Development' will include any development by or on behalf of a local authority (3) or health service body on land owned, leased, occupied or maintained by it for the purposes of—

(a)preventing an emergency;

(b)reducing, controlling or mitigating the effects of an emergency; or

(c)taking other action in connection with an emergency.

4.4.2 This legislation enables local authorities, on their own land, to carry out temporary development in relation to the coronavirus emergency, without obtaining a site-specific planning approval. However formal permission is required before the 31st December 2020 or the land must cease being used for this purpose immediately, and the buildings we need to be removed within 12 months.

4.4.3 Therefore the project would be progressed in conjunction with the Local Planning Authority to ensure it is in line with planning requirements, and a full planning application would be submitted as soon as possible. Critically, however, this legislation enables the Council to move swiftly and install additional temporary accommodation without waiting for the planning application to be approved.

4.4.4 It is anticipated, that clearance of the site and installation of the modular units could start in August and be completed by October 2020.

4.4.5 A site plan is attached.

4.3 Other Options Considered

4.3.1 No other site is appropriate for the development, so the alternative option is for the service to not develop modular homes for this cohort and instead move them on to existing provision. Due to the shortage of specialist housing and social housing, move on would be likely to take considerably longer then if the modular development is completed. This would extend the length of time individuals would remain in nightly paid accommodation and continue the projected budget pressure.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The proposal meets the following of the Corporate Plan priorities:
1. Ensuring access to decent housing to meet local needs
2. To protect and enhance the lives of vulnerable adults and children
3. Keeping Reading's environment clean, green and safe

5.2 By facilitating sustainable accommodation for individuals who were previously homeless the proposal contributes to the Council's strategic aims below:

- To promote equality, social inclusion and a safe and healthy environment for all

5.3 Stable accommodation for this client group will also contribute to the following:
- Community Safety
- Health

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

6.1 The Council declared a Climate Emergency at its meeting on 26 February 2019

6.2 The pods will be manufactured off site using Modern Methods of Construction to minimise waste and maximise efficiencies of the build process. The units will be built to a minimum of current Building Regulations, and to maximise energy efficiency. They will be well insulated and heated via electric panel heaters. Hot water will be provided with an instantaneous electric water heater ensuring that there is no heat loss on the hot water system through stored water. LED lighting will be used both internally and externally on the pods. Windows and doors will be triple glazed. Although these pods are temporary in nature, they are robustly manufactured and one of their key features is that they can be craned off and re used many times in many different locations.

6.3 The pods are to be sited in a town centre location offering excellent transport links through Reading and the wider Thames Valley maximising residents' opportunities to engage with the community and seek employment through the public transport network.

6.4 As part of the design and build process with the manufacturer, we will discuss the opportunities to bind carbon within the structure and we will explore the viability of solar panels to off-set electrical usage for heating and hot water.

7. COMMUNITY ENGAGEMENT AND INFORMATION

7.1   A statutory consultation will be completed as part of the planning process.

8.   EQUALITY IMPACT ASSESSMENT

8.1   An EIA is not required for this decision.

9.   LEGAL IMPLICATIONS

9.1   Part 12A of Schedule 2 of the Town and Country Planning (General Permitted Development) (England) Order 2015 enables the modular homes to be constructed without planning permission being obtained if controlling or mitigating the impacts of an emergency. Planning permission will then be sought retrospectively before the end of December 2020.

9.2   The Council's Financial Regulations state that a capital programme is prepared on an annual basis for consideration by the Policy Committee. However, schemes may be added to, or removed from, the capital programme outside of the annual budget setting process with the approval of the Policy Committee, where the scheme is urgent (see Financial Regulation 4.3.5).
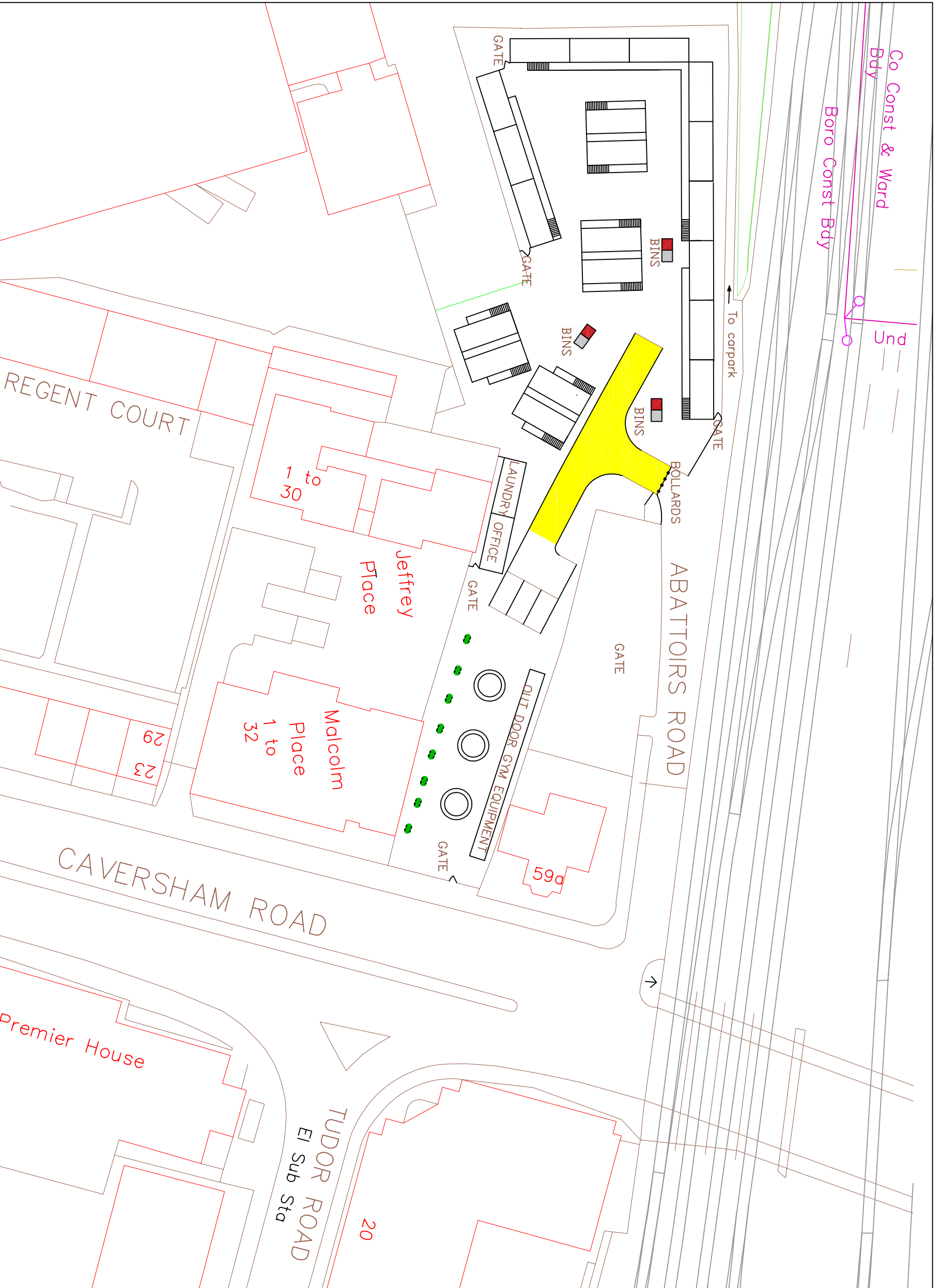
10.   FINANCIAL IMPLICATIONS

10.1   As recommended above it is proposed to add an additional £2m to the HRA capital programme to fund the building of these units. This will a combination of subsidy (either Homes England Grant or RTB 1-4-1 replacement receipts) and HRA borrowing (no more than 70% of the costs/ £1.4m).

10.2   There is a net income to the HRA of £172-178k per annum depending whether grant funding can be secured (£178k) or whether right to buy receipts need to be used (£172k). There is a charge of £90k from the GF to the HRA for use of the land and an estimated reduction in nightly paid accommodation costs of £960k per annum. A table setting out the financial implications of the proposal is below:

Budget delivering units	Subsidy	Net income from modular units to HRA	Net income from modular units to GF	Total net income/ cost avoidance of proposal to General Fund
HRA	Grant Funding	£178k per annum	£90k per annum	£950k per annum
HRA	Right to Buy Receipts	£172k per annum	£90k per annum	£950k per annum

11.   BACKGROUND PAPERS

11.1   None

GATE

Co Const & Ward Bdy

Boro Const Bdy

To carpark

Und

BINS

BINS

GATE

BINS

REGENT COURT

LAUNDRY OFFICE

1 to 30

Jeffrey Place

GATE

BOLLARDS

ABATTOIRS ROAD

GATE

29

23

Malcolm Place 1 to 32

OUT DOOR GYM EQUIPMENT

GATE

GATE

59a

CAVERSHAM ROAD

Premier House

El Sub Sta

TUDOR ROAD

20

PROPERTY SERVICES
19, Bennet Road, Reading RG2 0QX
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Reading
BOROUGH COUNCIL
PROPERTY SERVICES

Abattoirs Road

Pods

Scale: 1:500
Drawing No: AP/MF1
Drawn By: M.Finch
Date: June 2020

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READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF ECONOMIC GROWTH & NEIGHBOURHOODS

TO:	POLICY COMMITTEE		
DATE:	3 AUGUST 2020		
TITLE:	CONTRACT AWARD – NORTHGATE NPS HOUSING		
LEAD COUNCILLOR:	JOHN ENNIS	PORTFOLIO:	HOUSING
SERVICE:	HOUSING & NEIGHBOURHOODS	WARDS:	BOROUGHWIDE
LEAD OFFICER:	ZELDA WOLFLE	TEL:	0118 937 2285
JOB TITLE:	ASSISTANT DIRECTOR OF HOUSING & COMMUNITIES	E-MAIL:	Zelda.wolfle@reading.gov.uk

1.   PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1   This report is seeking expenditure approval and delegated authority for the award of a five year contract with a possible 2 year extension for software licences, support and maintenance and hosting of the Northgate NPS Housing IT system.

1.2   The following documents are attached to the report:

- Appendix 1 – Equality Impact Assessment
- Appendix 2 – Data Privacy Impact Assessment
- Appendix 3 - Housing Systems Blueprint report

2.   RECOMMENDED ACTION

2.1   **That Policy Committee grant delegated authority to the Assistant Director of Housing & Communities and the Chief Digital Information Officer in consultation with the Lead Councillor for Housing to approve the award of a contract to Northgate Public Services Housing (UK) Limited for a period of five years from the commencement date for the provision of an upgraded cloud Northgate Housing system delivered as SaaS (software as a service)**

2.2   **That Policy Committee approve expenditure of £1,137,640 over 5 years.**

3.   POLICY CONTEXT

3.1   The Councils current Housing IT system Ohms enables the team to deliver frontline Services to residents of the borough however the system is ageing and is no longer being developed by Northgate. The current contract expires in December 2020.

3.2   The Housing Service requires a modern IT system which is fit for purpose in delivering Services in an efficient and effective way; that enables customers to self-serve as much as possible and allows staff to mobile work and work remotely.

3.3   There are a limited number of Housing Systems in the market and in order to ensure that the service could obtain a replacement system that was value for money with the desired level of functionality it commissioned NCC Group to perform a soft market test.

3.4   NCC carried out a number of workshops incorporating officers within Housing, Customer Services and Corporate IT to pull together a set of requirements for a new system.

3.5   Following completion of the soft market test NCC recommended Northgate Public Services (NPS) Housing system which would offer the best functionality and value for Money.

4.   THE PROPOSAL

4.1   Options Proposed

4.1.1   The proposal is to procure Northgate's NPS Housing as the replacement cloud IT system for the current Ohms system which is no longer fit for purpose.

4.1.2   Northgate have demonstrated the product and its capabilities to key stakeholders as well as putting forward a proposal on the upgrade path including licenses and implementation costs.

4.1.3   The proposal from Northgate will cover future upgrades due to the SaaS model, the legal team have agreed the contract in principle obtained through the DAS framework which best utilises existing licenses leading to cost efficiencies.

4.1.4   The procurement of this upgraded software supports the Council's ICT and Digital Strategy promoting better access for customers to digital and online service delivery and is in line with the future operating model of the Council. This proposal has been signed off by the digital futures board and is aligned to the Councils cloud IT strategy.

4.1.5   Since the current Ohms system is owned by Northgate the NPS Housing System implementation will be treated as an upgrade by Northgate which will significantly reduction the implementation time and cost as compared with procuring an alternative system.

4.3   Other Options Considered

4.3.1   **Keep Ohms**
The current Ohms system is at the end of its life and is no longer fit for purpose, the current contract ends in December 2020 and therefore a new system is required.

4.3.2   **Full Procurement Exercise**
A full procurement exercise is likely to lead to the same conclusion in terms of system choice based on the soft market test carried out by NCC and would incur unnecessary cost and delay in obtaining a replacement system.

5.   CONTRIBUTION TO STRATEGIC AIMS

5.1   The NPS Housing system will support the Council's strategic aims of 'providing homes for those in most need' and 'remaining financially sustainable to deliver service priorities' by providing more efficient and effective ways of working that will benefit both staff and customers. The new NPS system will allow online self-service options to customers of the service, and will simplify backend processes allowing for more resources and time to be allocated to front line services.

5.2   The contract will also contribute to the Councils Customer Experience Strategy 2020-2 024.

6.   ENVIRONMENTAL IMPACT

6.1   None directly relevant to this contract award decision

7.   COMMUNITY ENGAGEMENT AND INFORMATION

7.1   None directly relevant to this contract award decision

8.   EQUALITY IMPACT ASSESSMENT

8.1   Equality impact assessment carried out and no negative impact is expected to any stakeholder group

9.   LEGAL IMPLICATIONS

9.1   This contract is being proposed under the RM3821 DAS framework which allows for a direct award where the contract is "intrinsically linked to a system already within the customers organisation." Awarding a contract under the terms of a framework agreement complies with the Council's Contracts Procedure Rules.

10.   FINANCIAL IMPLICATIONS

10.1   The HRA capital programme agreed at Policy Committee in February 2020 included £715k of funding for purchase and implementation of the system with the ongoing revenue costs relating to software funded by the HRA revenue budget basis.

FINANCIAL IMPLICATIONS

The financial implications arising from the proposals in this report are set out below:-

1.   Revenue Implications

	2019/20 £000	2020/21 £000	2021/22 £000
Employee costs (see note1) Other running costs Capital financings costs	£55,000 Extended S&M for OHMs		
Expenditure		£69.5K S&M 70k hosting	£69.5K S&M 70k hosting
Income from: Fees and charges (see note2) Grant funding (specify) Other income	HRA	HRA	HRA
Total Income			
Net Cost(+)/saving (-)	+£55k	+£139,500	+£139,500

The net cost of the proposal can be funded from budget code 5960.

2.   Capital Implications

Capital Programme reference from budget book: page line	2019/20 £000	2020/21 £000	2021/22 £000
Proposed Capital Expenditure	£49,748 Staff £40k new licenses £29k Hosting set up £181,820 Implementation Costs	£49,748 Staff £181,820 Implementation Costs	£49,748 Staff
Funded by Grant (specify) Section 106 (specify) Other services Capital Receipts/Borrowing	HRA	HRA	HRA
Total Funding	£300,563	£231,568	£49,748

3.   Value for Money (VFM)

NCC report attached.

4.   DPIA & Equality Assessments

Attached as appendices.

![Reading Borough Council logo]

Equality Impact Assessment

Provide basic details

Name of proposal/activity/policy to be assessed: Implementation of new Housing IT System

Directorate: DEGNS

Service: Housing and Communities

Name and job title of person doing the assessment

Name: Johnnie Stanley

Job Title: Senior Project Manager

Date of assessment: 07/05/2020

Scope your proposal

What is the aim of your policy or new service/what changes are you proposing?

The project is to replace a legacy IT system in Housing with a new IT system from the same supplier. The project will consolidate data from multiple IT systems and paper-based forms to simplify the process for end users and residents.

Who will benefit from this proposal and how?

This project will benefit both internal RBC staff as well as residents of the borough who engage with the service. RBC staff will benefit through simplified IT processes. Residents will benefit from a modern online portal that will allow them to manage their applications, rent and repair requests. This new IT system will support RBC staff to perform their housing duties more effectively.

What outcomes does the change aim to achieve and for whom?

The aim of the change introduced by this project is to replace the legacy IT system (OHMS) with the new NPS Housing system. Held within this change will be the migration of data from multiple IT systems over to NPS Housing. The two groups who will benefit from this change are internal RBC staff and residents who engage with the housing team.

Who are the main stakeholders and what do they want?
The main stakeholders are Northgate who are supplying the system and the RBC staff who will benefit from using a modern and simplified IT system. Residents of the borough who will use the system will want an easy to access and use online portal.

Assess whether an EqIA is Relevant

How does your proposal relate to eliminating discrimination; promoting equality of opportunity; promoting good community relations?

Do you have evidence or reason to believe that some (racial, disability, gender, sexuality, age and religious belief) groups may be affected differently than others? (Think about your monitoring information, research, national data/reports etc.)
No

Is there already public concern about potentially discriminatory practices/impact or could there be? Think about your complaints, consultation, and feedback.
No

If the answer is **Yes** to any of the above you need to do an Equality Impact Assessment.

If No you **MUST** complete this statement

An Equality Impact Assessment is not relevant because: This project to implement the new IT system does not impact or change any policies that would impact any residents access to y services within the housing department. The online portal offering will enhance the online channel but will not replace other access channels such as phone or face to face.

Signed (completing officer Jstanley	Date 18/05/2020
Signed (Lead Officer) Z Wolfle	Date 19/5/20

Assess the Impact of the Proposal

Your assessment must include:

- **Consultation**
- **Collection and Assessment of Data**

- **Judgement about whether the impact is negative or positive**

Think about who does and doesn't use the service? Is the take up representative of the community? What do different minority groups think? (You might think your policy, project or service is accessible and addressing the needs of these groups, but asking them might give you a totally different view). Does it really meet their varied needs? Are some groups less likely to get a good service?

How do your proposals relate to other services - will your proposals have knock on effects on other services elsewhere? Are there proposals being made for other services that relate to yours and could lead to a cumulative impact?

Example: A local authority takes separate decisions to limit the eligibility criteria for community care services; increase charges for respite services; scale back its accessible housing programme; and cut concessionary travel.

Each separate decision may have a significant effect on the lives of disabled residents, and the cumulative impact of these decisions may be considerable.

This combined impact would not be apparent if decisions are considered in isolation.

Consultation

<table>
<tr><td colspan="3">How have you consulted with or do you plan to consult with relevant groups and experts. If you haven't already completed a Consultation form do it now. The checklist helps you make sure you follow good consultation practice.

My Home > Info Pods > Community Involvement Pod - Inside Reading Borough Council</td></tr>
<tr><td>**Relevant groups/experts**</td><td>**How were/will the views of these groups be obtained**</td><td>**Date when contacted**</td></tr>
<tr><td></td><td></td><td></td></tr>
</table>

Collect and Assess your Data

Using information from Census, residents survey data, service monitoring data, satisfaction or complaints, feedback, consultation, research, your knowledge and the knowledge of people in your team, staff groups etc. describe how the proposal could impact on each group. Include both positive and negative impacts.

(Please delete relevant ticks)

Describe how this proposal could impact on Racial groups	
Is there a negative impact?	No

Describe how this proposal could impact on Gender/transgender (cover pregnancy and maternity, marriage)	
Is there a negative impact?	No

Describe how this proposal could impact on Disability	
Is there a negative impact?	No

Describe how this proposal could impact on Sexual orientation (cover civil partnership)	
Is there a negative impact?	No

Describe how this proposal could impact on Age	
Is there a negative impact?	No

Describe how this proposal could impact on Religious belief?	
Is there a negative impact?	No

Classification: UNCLASSIFIED

Make a Decision

If the impact is negative then you must consider whether you can legally justify it. If not you must set out how you will reduce or eliminate the impact. If you are not sure what the impact will be you MUST assume that there could be a negative impact. You may have to do further consultation or test out your proposal and monitor the impact before full implementation.

Tick which applies (Please delete relevant ticks)

---

1.   No negative impact identified   Go to sign off

2.   Negative impact identified but there is a justifiable reason

You must give due regard or weight but this does not necessarily mean that the equality duty overrides other clearly conflicting statutory duties that you must comply with.

Reason

3.   Negative impact identified or uncertain

What action will you take to eliminate or reduce the impact? Set out your actions and timescale?

How will you monitor for adverse impact in the future?

Signed (completing officer)	Date
Signed (Lead Officer)	Date

Data Privacy Impact Assessment (DPIA)

What is a DPIA?
DPIA is a new obligation under the GDPR which requires us to set out and have recorded all our processing activities across the council. It will also help us to identify and tackle problems at an early stage and ultimately help to reduce associated costs and damage to RBC's reputation.

When do I need to conduct a DPIA?
You must carry out a DPIA :

- If you are currently processing data and have not completed a DPIA
- When using new technologies and the processing is likely to result in a high risk to the rights and freedoms of individuals.

What information should the DPIA contain?
- A description of the processing operations and the purposes, including, where applicable, the legitimate interests pursued by the controller.
- An assessment of the necessity and proportionality of the processing in relation to the purpose.
- An assessment of the risks to individuals.
- The measures in place to address risk, including security and to demonstrate that you comply

Directorate:	Economic growth and Neighbourhood services	Lead Officer	Zelda Wolfle
Brief Description or Title of activity requiring a DPIA	New Housing IT System	Date:	07/05/2020

Please leave this blank
DPO Reference Number:

Version	Reason	Author	Date
0.1	Draft	Johnnie Stanley	07/05/2020
1	Final Version	Johnnie Stanley	19/05/2020

Approvals- This document requires the following approvals:
Please ensure that approval is sought from your Head of Service and the Data Protection Officer

Name	Title	Signature	Date
Zelda Wolfle	Assistant Director of Housing and Communities		
Ricky Gill	Data Protection Officer		

Distribution – This document has been distributed to:
Please ensure that a copy once approved is sent to the Data Protection Officer for record-keeping

Name	Title	Company	Date
Ricky Gill	Data Protection Officer	RBC	18/05/2020

1. Screening Questions

Description of process or activity
Give a detailed explanation of the process or activity and attach relevant reports or papers

This DPIA is being submitted for the procurement and implementation of a new Housing IT system.

The housing teams currently use a legacy IT system called OHMS to manage their processes and data as well as paper-based forms. These processes include but are not limited to, managing homeless cases, providing housing advice, collection of rent, managing repairs, tenancy management, capturing applicants' details and sharing data with 3rd parties where appropriate. The housing team are procuring a new IT system from the same supplier in which data will be migrated from OHMS and other IT systems to simplify the processes for end users and residents. The paper-based forms will also become digitised to reduce, if not eliminate, paper-based forms and processes within the housing team.

Regarding data, this projects goal is to consolidate multiple IT systems and paper-based forms into one IT system.

Detail what personal data you will be processing
List the personal data you will be collecting that can identify an individual/individuals

Through this project no new data categories will be captured than are currently captured. Currently residents of the boroughs individuals' names, address, occupants, contact details, family connections ,medical problems, anti-social behaviour history, benefits history, bank details for direct debit collections, credit check reports and other ancillary details are processed through the housing team and council operations.

Explain why the processing is necessary & proportionate to the activity
Explain why each item of personal data listed above is needed in relation to the activity

The above processing is necessary as without the customers details the Council can't assist with their housing needs. The data needs to be moved from the legacy system to the new system to continue the service provided.

Is there a lawful basis for processing ?
- With consent of DS
- Necessary for a contractual obligation with DS
- Necessary for compliance with a "clear and precise" legal obligation
- Necessary to protect vital interests of DS
- Necessary for performance of public interest task in exercise of official legal duty
- Necessary for your legitimate interests or the legitimate interests of a third party (When not performing tasks as a public authority)

The above personal data is captured and processed on the basis of…

(a) Consent: the individual has given clear consent for you to process their personal data for a specific purpose.
(b) Legal obligation: the processing is necessary for you to comply with the law (not including contractual obligations).

Impact on individuals Explain whether there will be any negative impact on or risks to the affected individuals
No negative impact is anticipated for the individuals affected. The main risk to individual's data is focused around any change of processes internally that are expected as part of this project as well as leakage from the secure network. This is due to purchasing a non-bespoke product that RBC may need to adapt processes to fit as well as data will be moved from multiple IT systems over to the final IT system. Their remains a risk where data is leaked outside the secure network during these migrations.
Measures Explain what measures will be put in place to mitigate the impact (eg. security, deletion, redaction, encryption, restricting access, staff training)
To mitigate the risk of data leakage or exposure the following controls will be put in place: - Encryption when moving data from secure networks across non-secure networks - Restricting access via the systems roles and responsibilities functionality - Staff training provided by the systems supplier - Review and agreement of data sharing and processing terms on contract with supplier

How many individuals' personal data will be affected? Enter the number of individuals or an approximate number if exact number is unknown	Approx. 20,000

	Yes (x)	No (x)
Will the personal data collected include sensitive personal data? These include medical/health, religious, political, racial/ethnic or trade union data	X	
Will the data be used for profiling purposes? Profiling means making automated decisions (typically involving algorithms or IT systems) that would have an impact on a person's life	X	
Will the activity compel individuals to provide information about themselves?	X	
If Yes, has consent been sought?	X	
Will the information about individuals be disclosed to organisations outside of RBC? If so, who and why? Please include a copy of the contract or agreement governing the sharing of information	X	
Does the activity involve you using new technology which might be perceived as being privacy intrusive? For example, the use of biometrics or facial recognition.		X
Will the activity require you to contact individuals in ways which they may find intrusive?		X

Please submit completed form to the IG team at the following e-mail address: GDPR@reading.gov.uk

DPIA full v0.1

Housing Systems Blueprint

Reading Borough Council

25th February 2019 - Version v1.0 (Issued)

Prepared by:

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V0.3 (Draft)	27th November 2018	Brian Hughes	Issued for internal QA
v1.0 (Draft)	10th December 2018	Brian Hughes	Issued to client for review
v1.0 (Issued)	25th February 2019	Brian Hughes	Issued to client as final version

1 Executive Summary

1.1 Introduction

Reading Borough Council (the Council) has commissioned NCC Group to undertake an independent review and soft market test to consider the strengths and weaknesses of current and possible providers and solutions to support the business requirements across the Council's Housing Service.

The scope of the review has covered Housing Management, Reactive Repairs and Planned and Cyclical Maintenance, Asset Management and Enterprise Content Management. The solutions being reviewed have also provided opportunities to be explored for mobile working and self-serve by customers.

Strategically, RBC should be focusing on the following:

- Move to NPS Housing, Northgate's 'flagship' Housing Management System (HMS);

- Expansion of TotalMobile across RBC using the Software as a Service (SaaS) model;

- Implementation of SharePoint as the corporate Enterprise Content Management (ECM) solution.

The latter two are dependent upon other service areas adopting these approaches and the undertaking of significant upfront data cleansing and integrity checking for ECM.

However, to ensure affordability and achievability and to move RBC's Housing Service forward in line with its proposed future path, this blueprint positions the future direction by:

- Implementing NPS Housing as an upgrade to OHMS;

- Commencing content cleansing over time by introducing a fresh instance of Information@Work;

- Reviewing processes and making full use of its current TotalMobile capabilities.

In the case of asset management, the growing trend is to move this capability into the core housing system due to the close alignment with core property management functions. Hence RBC should wait for NPS Housing to introduce the new asset module, which is planned for 2019, and review its capabilities at that time. It may be possible that this module will be available in time for RBC's upgrade to NPS Housing.

The extent to which each option considered supports the key drivers of the Housing Service's Target Operating Model (TOM) are highlighted in Table 1, where:

(B)lue indicates a small, tactical improvement over the current level of delivery for the TOM driver.

(A)mber highlights a noticeable improvement in terms of supporting delivery of the TOM driver.

(G)reen indicates a significant improvement towards fully meeting the TOM driver.

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Target Operating Model (TOM) Drivers	Housing Implement NPS Housing	MMR Do Minimum	Asset Do Minimum	ECM Do Minimum
Personalised portal	G	B	B	B
Consistent interaction across services	G	B	B	B
Digital by default, yet facilitating digital inclusion	G	A	B	B
Mobile first for housing and maintenance staff	G	A	B	A
Facilitates channel migration	G	B	B	B
Front office integration	G	N/A	A	A
Single version of the truth	G	B	A	A
Back office 'specialist' interaction layer	G	N/A	A	B
Real-time reporting dashboard / client	G	A	N/A	N/A
Data segregation / client	G	N/A	B	A
Drives business efficiencies through automation and standard ways of working	G	A	B	A

Table 1 – Overall TOM Alignment across all Preferred Options

Table 2 summarises the selection of the preferred option across the viable options considered for each in-scope system review.

Housing Management (Section 3)	Maintenance Management (Section 4)
• **Option 1**: Do Minimum - Enhance/extend current system usage and provide training	• **Option 1:** 1:Do Minimum - Operate with current solutions in short to medium term
• **Option 2:** Implement NSP Housing as OHMS upgrade	• **Option 2:** Expand use of the TotalMobile solutions suite
• **Option 3:** Approach market and seek OHMS replacement	• **Option 3:** Formally approach and review market for most economical and viable solution

Asset Management (Section 5)	ECM (Section 6)
• **Option 1:** Do Minimum - Enhance/extend current system usage and provide training	• **Option 1:** 1:Do Minimum - Operate with current solutions in short to medium term
• **Option 2:** Approach market and seek Codeman replacement	• **Option 2:** Implement Microsoft SharePoint Online as replacement for non-core systems content repositories
	• **Option 3:** Formally approach and review market for most economical and viable solution

Table 2 – Selection of Preferred Option across Viable Options Considered

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1.2 Further Considerations

1.2.1 Introduction

NCC Group presented its findings and recommendations contained in this report on two occasions to RBC's stakeholders:

- 10th December 2018: to the IT programme board;

- 4th February 2019: to the maintenance and asset management stakeholder group.

It is clear that RBC must be pragmatic when it comes to moving forward with its housing systems strategy and not be too over optimistic in terms of what it feels can be achieved from an affordability, capability and capacity perspective.

1.2.2 Affordability

Table 3 summarises the total cost of ownership which is estimated at around £2M if RBC considered the enhanced maintenance option (option 2) and selected and implemented a replacement for its asset management solution (option 2).

Cost Element	Housing Implement NPS Housing	Maintenance Option 2 Enhancement	Asset Option 2 Replacement	ECM Do Minimum
Capital costs – including hardware, software and external consultancy	£382,000	£141,000	£252,500	£80,000 (1)
Annual costs – including annual subscriptions, maintenance & support	£75,000	£43,534	£32,500	£12,000 (1)
Total cost of ownership over 5 years – excluding internal costs	£757,000	£358,670	£415,000	£140,000 (1)
Internal resource costs for implementation	£138,375	£68,625	£58,500	£60,000 (1)
Total cost of ownership over 5 years including Internal resource costs	**£895,375**	**£427,295**	**£473,500**	**£200,000 (1)**

Notes:
(1) Cost quoted are thumbnail estimates

Total Capital £1.7M

Total TCO £2.0M

Table 3 – Budgetary Requirements across Further Options

1.2.3 Resource Capacity and Capability

If RBC agrees to adopt NCC Group's recommendations across all options, then Table 4 aims to summarise the level of resource commitments across a number a generic implementation roles: Programme Board, Programme Manager, Module Leader, Module Team, Data Architect and Technical/Security. The table also aims to provide some specific assumptions that help to shape the level of resource commitments that have been proposed.

Internal Resource	Assumptions	Assigned Resource	Commitment/ Resource
Programme Board	Senior management representing Finance, Housing Services, Maintenance and Corporate IT	4	0.25 to 0.5 day/week
Programme Manager	On average 3 days/week commitment – can rise to full time across key periods of the programme	1	3 days/week
Module Leader	5 module leaders across core modules: rents, maintenance, housing options, asset management, content management	5	1.5 to 2.0 days/week
Module Team	5 teams with 2 members attending workshops, supporting the configuration of modules, training, transformational change	10	3.0 to 4.0 days/week
Data Architect	Single point of contact for data cleansing and migration – ensures data quality controls implemented	1	2.0 days/week
Technical/Security	Providing key technical responsibilities: interface development, reporting, workflow development, ICT infrastructure set up, cyber security controls enabled (ideally resources assigned from Corporate IT)	2	No less than 1.5 days/week

Table 4 – Estimated Internal Resource across Proposed Programme

RBC should note the following:

(1) Resources should be committed across 12 to 14 month period;

(2) RBC would need to multiply the above resource figures by **at least 30% across all the above roles** in Table 4 in order to embrace the other options for Maintenance (option 2) and Asset Management (option 2);

(3) The 'Rule of Thumb' is that RBC should plan for committing internal resources at a ratio of around eight for every one external implementation resource assigned due to the assisted build process that is adopted by Northgate.

1.3 Structure of the Report

The references to sections in Table 2 above relate to the sections in this blueprint.

The specific details underpinning NCC Group's recommendations are contained in the relevant sections of this blueprint, namely:

- Section 2: introduces the Target Operating Model for RBC's Housing Service;

- Section 3: specifies the options appraisal for the housing management system solution;

- Section 4: specifies the options appraisal for the maintenance management system solution;

- Section 5: specifies the options appraisal for the asset management system solution;

- Section 6: specifies the options appraisal for the ECM system solution.

- Appendix A: summarises the consultation sessions that were convened.

1.4 Acknowledgements

NCC Group would like to thank all those stakeholders from RBC who took part in the consultation sessions and those who have subsequently reviewed this housing systems blueprint.

1.5 Limitations

The options appraisals contained within the blueprint are reliant on the management and technical information provided to NCC Group by all stakeholders, the Council or their agents being complete and accurate.

NCC Group is an independent organisation and does not endorse any 3rd party supplier or solution provider.

2 RBC Housing Service Target Operating Model

2.1 Introduction

Given RBC's current position and its vision for customer service delivery it must therefore realign its organisation to deliver the required services using solutions that facilitate and fully support the achievement of these strategic objectives.

The diagram in Figure 1 provides an illustration of the proposed organisational and alignment of solutions to deliver the services to RBC's housing customers and fully achieve its strategic business objectives.

A customer-centric approach where a full range of front line services are provided will facilitate consistency of customer interaction and, where possible, offer contact and service delivery through the customer's channel of choice.

Where possible, a fully integrated suite of housing-related systems will help to develop and deliver services through standard corporate-focused processes to improve consistency and efficiency, yet maintaining current flexibility and responsiveness.
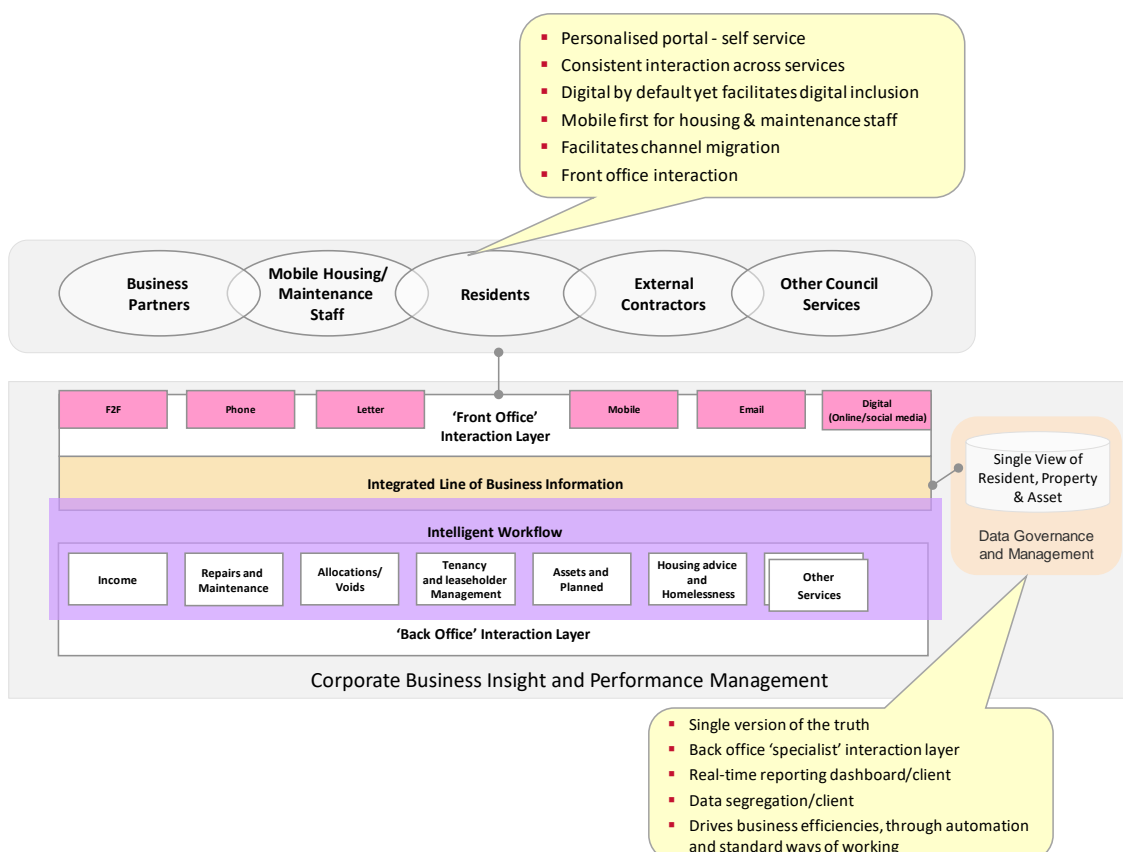
Figure 1 – Customer Service Delivery Vision

The customer's expectations will be managed through conformance to the agreed customer access strategy and service level agreement.

Process improvements will be made, as necessary, to deliver better customer service.

The functionality and capability of RBC's front office service delivery will be extended and supported through the implementation of corporate systems such as Customer Relationship Management (CRM), contact management, intelligent workflow and Electronic Content Management (ECM). Contact management will enable all contact with customers to be captured in an efficient manner potentially through solutions capabilities such as Computer Telephony Integration (CTI).

RBC Housing Service will strive for continuous service improvement through benefits-led business process transformation; success will also fully reflect alignment to its Key Performance Indictors (KPIs) in order to demonstrate that lessons learned have resulted in refined processes and changes to policy and procedure.

3 Housing Management Systems Options Appraisal

3.1 Introduction

This section provides a high-level appraisal of the systems options available for housing management functions within the Reading Borough Council (RBC) Housing Management service.

NCC Group has developed a set of viable options for this appraisal and will be presenting them using the following categories:

- **Functional description:** a summary of the functionality and business requirements that are to be made available through the implementation of the option. NCC Group has provided RBC with an indication of a minimum option (option 1) that will provide a baseline against which to compare the other viable options.

- **Strengths, benefits and weaknesses:** the benefits and weaknesses of the option.

- **Risk:** a high-level risk analysis and assessment for the option.

- **Impact analysis:** a high-level assessment of the impact or effect on the user, the technology and the organisation and the relationships that RBC has with its residents and business partners.

- **Implementation plan:** a high-level implementation plan for the option.

- **Assumptions:** any underlying assumptions that have been made when developing the cost model and implementation plan.

- **Indicative costs:** a high-level summary of the costs of the option. **Please note these costs should only be regarded as thumbnail approximations at this stage and are based on a significant number of assumptions. As a result, the costs should not be used as a serious input to any funding request or more detailed cost benefit analysis.** Although these costs will be thumbnail approximations, they will be at an accuracy that will enable RBC to compare options from a financial perspective**.**

3.2 Current Housing Management System Summary

3.2.1 Introduction

The review of Northgate OHMS revealed that there were a number of issues and concerns raised by system users and managers:

- Northgate OHMS is a reasonably stable legacy system with a steady, but slowly declining client base;

- Northgate has continued to announce that support for the OHMS system will be limited and that full support will be removed over time. RBC has had it confirmed that Northgate will provide support for the system until 2021;

- OHMS is not considered particularly intuitive/usable and users have to visit multiple screens to gain any form of consistent view;

- Due to the number of tactical solutions employed, multiple data repositories and poor variable data quality there is no 'holistic' view of data and no one version of the truth, leading to silo-based, inconsistent and inefficient working. This is particularly significant in the areas of tenancy management, Right to Buy (RTB) and leaseholder management;

- Many key operational processes supported by OHMS are protracted, inefficient, inconsistent and essentially manual;

- Upgrades and system changes can be protracted, time-consuming with some functionality disappearing after system changes applied;

- A large volume of free text fields, no enforced standard address entry format and the fact that notes are not handled in a consistent way can lead to varying data quality resulting in wasted time checking and reconciling details, which ultimately can lead to poor decision making;

- Northgate maintenance can inhibit the services requirements to operate in a more agile manner. Functionality such as daily debits are not possible due to the constraints imposed by the current support regime;

- Where interfaces do exist between systems, they are generally limited in terms of direction (some only one way), content (subsets of information) and timeliness (end of day or weekly batch updates in some cases). This leads to considerable duplication of information, disparity in information content between systems, overall uncertainty as to the accuracy and quality of information held across the systems, inhibits joined up working and proliferates data duplication;

- Core OHMS functionality is heavily underpinned by tactical solutions to deliver key functional controls such as task management and reporting. This results in a lack of operational control and visibility;

- RBC's implementation of OHMS lacks the capability of offering flexible and proactive reporting. This leads to managers and users reacting to situations as they occur instead of being able to resolve them more proactively before they become real issues;

- There is a significant level of manual documentation being maintained by users e.g. diaries to support and provide manual alerts;

- Currently there are no significant digital links enabled between OHMS and RBC's key stakeholders: residents, contractors and trusted business partners. This means that RBC is currently not able to fully exploit more efficient and cost effective communication channels;

- In conclusion, many of the issues associated with the OHMS implementation are the result of it being a legacy solution which has had little recent investment made in it by Northgate.

3.2.2 Detailed Assessment of OHMS Implementation

In order to assess its effectiveness, NCC Group has identified a number of performance attributes i.e. accuracy and auditability against which RBC's OHMS system has been measured. For each performance attribute, NCC Group has considered fundamental measures associated with these performance attributes and provided, for each attribute, an overall assessment rating as illustrated in Table 5.

Unacceptable	Poor	Average	Good	Excellent
0 – 20%	21 – 40%	41 – 60%	61 – 80%	81 – 100%

Table 5 – Performance Rating

The results of the analysis are documented in Table 6.

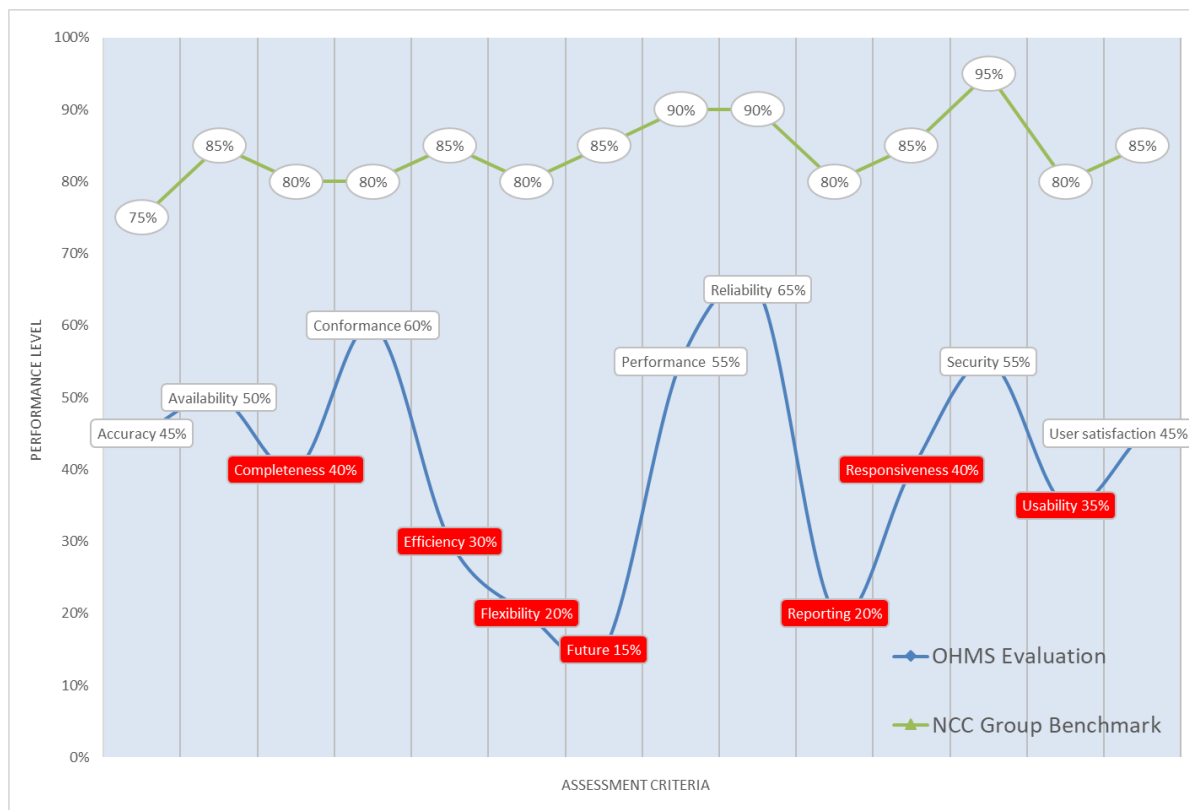Figure 2 illustrates the summary assessment across the key performance evaluation criteria.

Figure 2 – Overall Benchmark Assessment of OHMS

Performance Attribute	Description	Overall Assessment
Accuracy	System's ability to deliver a service that is free from errors	Average
Availability	Ability of the system to deliver a service to users within agreed service times	Average
Completeness	Extent to which the system meets the needs and requirements of the business	Poor
Conformance	Demonstration of conformance with standards as required by the business	Average
Flexibility	Ability of the system to accommodate changes in requirements & circumstances	Unacceptable
Efficiency	Ability to facilitate business efficiency and agility	Poor
Future	Ability of the system to meet future needs	Unacceptable
Performance	Ability of the system to handle the required workload or volumes	Average
Reliability	Ability to provide a service with required functionality which is available as needed	Good
Reporting	Ability of the system to support the reporting requirements of the business	Unacceptable
Responsiveness	Ability to react to a single event in time	Poor
Security/audit	Ability to resist security threats and maintain security and confidentiality	Average
Usability	Ability of users to exploit the facilities of the system easily and productively	Poor
User satisfaction	Extent to which users are satisfied with the system they use	Average

Table 6 – OHMS Benchmark Assessment

An average figure of c40% was achieved across all performance criteria. Although there is no industry benchmark equivalent, NCC Group would recommend that this figure indicates that a significant level of remedial action is required to address the issues of the overall performance of the OHMS system.

OHMS is also significantly lacking across key criteria as shown in Figure 2, such Completeness (40%), Efficiency (30%), Flexibility (20%), Future (15%), Reporting (20%), Responsiveness (40%) and Usability (35%).

This analysis enforces the view that RBC must move away from OHMS as a matter of urgency.

3.3 Required Position

This section provides a benchmark summary of the type of 'best of breed' housing management system solution that RBC would require to meet its current and future business vision and associated strategy.

The solution has been divided into a number of key areas:

- 360° enabled business through full integration, see section 3.3.1;

- Workflow, process automation and task management, see section 3.3.2;

- Flexible and proactive reporting, see section 3.3.3;

- Mobile and location independent access, see section 3.3.4;

- Digital links to business partners and housing customers, see section 3.3.5;

- Extended core system support, see section 3.3.6;

- Customer relationship management, see section 3.3.7.

3.3.1 360° Enabled Business through Full Integration

Full integration of data and functionality will enable RBC to operate as a 'joined up' housing service enabling events occurring in one area of the business to be fully visible in real-time to other areas of the business. Full integration between system modules and associated systems will ensure that key data is stored and managed only once. This has been termed by some suppliers as having 'one version of the truth'.

The housing management and maintenance system solution should be underpinned by a central tenant/property database that will provide a 360° view of RBC's business.

An example of 360° business within RBC would be where a new asset is procured and made available to housing management. The asset becomes an asset on the system and automatically becomes available for allocation. The system automatically allocates a rent and service charge figure to the asset based on clearly defined business rules. Following successful allocation of the asset to a tenant, the system automatically sets up a rent account. Following receipt of the tenant's rent; RBC's financial accounts are automatically and appropriately updated. Repairs on the property are then efficiently progressed through the repairs facility by the repairs service.

3.3.2 Workflow, Process Automation and Task Management

The core housing management system should also operate within a fully integrated workflow environment to ensure that the management and control of processes is handled as required by the business. For example, the system should automatically alert the appropriate manager with details of a rent arrears case where the value owed by a tenant exceeds a specified level.

The manager can then proactively manage the situation through the system by informing the tenant of the arrears and closely monitoring the situation to ensure that it does not get further out of control. Full integration with the benefits and sundry debtor systems will ensure that debt can be managed more corporately than is the case currently.

Workflow facilities will support the definition, modelling, implementation and execution of key business processes and business rules and will enable staff to become more proactive in the activities that they are expected to undertake through the use of auto-alerts arising from diary and work tray task entries. This level of automation is in no way intended to reduce the skills requirements of the staff. If used correctly, it will provide the staff with tools to determine actions and timescales, enabling staff to make more effective use of their time.

The fully integrated workflow environment should support the management and control of business-related tasks, cases and situations. For example, the system should automatically alert the appropriate manager with details of a rent arrears case where the value owed by a tenant exceeds a specified level of debt. It should then support the progression of the rent arrears case that can be managed through a defined set of statuses, triggering the issue of standard letters and key events, as appropriate. The manager can then proactively manage the situation through the system by informing the tenant of the arrears and closely monitor the situation to ensure that it does not get further out of control.

The workflow solution should also facilitate 'joined up working' with key business partners for example the Council's housing benefit departments and external contractors, as appropriate.

3.3.3 Flexible and Proactive Reporting

The standard reporting facilities within the core system coupled with a suitable data analysis solution should provide management and users alike with the tools they need to proactively manage their business responsibilities more effectively.

Reporting facilities must provide:

- Standard/off-the-shelf reporting for periodic management and Key Performance Indicator (KPI) reporting. In all cases, these reports should be generated from core system data. The level of external manipulation should be minimal;

- Reporting against business-specified norms, proactively alerting management when exceptional circumstances and tolerances are exceeded;

- Ad hoc/DIY reporting where there is ease of information access and presentation. RBC operates a wide-range of initiatives that must be effectively managed. These initiatives change over time and vary in size and reporting requirements. The opportunity to develop ad hoc reports must be provided directly to business managers;

- 'What-if' and 'drill through' capabilities via dashboards available to managers to enable exceptions to be explored and resolved.

3.3.4   Mobile Working and Location Independent Access

Suitable technologies, when deployed appropriately, can facilitate efficiencies across the housing service and deliver against RBC's housing strategy. The specific components covered in this section are:

- Mobile working: the ability for locally-based housing management staff to transact work out in the field using suitable mobile devices such as Personal Data Access (PDAs) devices, laptops and tablets;

- Location independent access: the ability of staff and other stakeholders to access systems and data, where appropriate, irrespective of their location. This will apply to RBC's core systems, email, shared diaries, and specific project data.

The housing management system **must effectively support and manage** all staff who operate remotely e.g. housing officers and surveyors, by providing them with the capability and opportunity to readily gain access to core system data and information. This access should enable them to undertake their business with confidence, accuracy and efficiency.

Providing mobile capabilities will facilitate the opportunity of two-way communication where remote-based staff can initiate and record inspections, initiate/log repairs and provide key information to the system i.e. asset details, void statuses, tenant feedback etc.

To drive through efficiencies and to address the work life balance and flexible working agendas, managers and key staff should be able to gain location independent access to systems and information. The access they receive should be fit for purpose.

3.3.5   Digital links to Business Partners and Housing Customers

RBC should be able to provide a more effective service to its residents (tenants and leaseholders) by enabling a direct digital link to the organisation and its systems via the Internet. This will provide the resident with the opportunity to log any repairs, view his/her rent account, potentially pay his/her rent etc., providing information and receiving feedback.

RBC will also be able to build relationships with its key business partners such as suppliers, contractors, Registered Social Landlord and Housing Association partners and regulatory bodies. This will help gain economies of scale, maintain visibility of service across organisational boundaries and ensure that data enquiry and update can be achieved directly by trusted 3rd party partners.

3.3.6   Extended Core System Support

RBC, over time, has become very reliant upon tactical database solutions developed in applications such as Microsoft Excel and Access. Any tactical developments must be avoided, if at all possible, and only considered following the development and agreement of a business case that clearly indicates a case for tactical development. The preferred option is always to ensure that all housing services are adequately supported by core system functionality.

The housing management system should support all business functions and be readily flexible and extendible into new areas that become requirements over the next three to five years.

This requires a solution that is extendible and supported by a supplier who appreciates the changing business environment of housing management and maintenance and proactively canvasses relevant Government and regulatory bodies such as the Ministry of Housing, Communities and Local Government (MCLG), Homes England and the Regulator of Social Housing.

3.3.7   Customer Relationship Management

Complimentary Customer Relationship Management (CRM) functionality, either integrated with the core housing management system or provided through RBC's CRM solution integrated with the housing management system should be available to provide improved customer service levels through the building and on-going management of customer relationships.

RBC's business should be supported by this level of functionality and associated technologies to deliver, and where appropriate, automate and streamline communication with the organisation's customers through the use of a combination of tools e.g. graphical repairs ordering facility, knowledge bases with intuitive search capability, automated email and the support for multiple access channels.

3.4   Proposed Options

To facilitate and deliver the required position, three options are considered, namely:

- **Option 1: Do Minimum - Enhance/extend current system usage and provide training.** This is essentially a do minimum option which will involve working with OHMS's supplier Northgate to review its current usage in more detail, and where appropriate, for RBC to invest in the take-up of additional functionality that is not currently part of the core configuration. The option will also involve the implementation of a programme of business-focused training to help address the shortfalls in the awareness of how to get the best from OHMS. It should be stated that this is seen as a short to medium term option as eventually RBC would need to move away from OHMS as Northgate will discontinue to support OHMS in the longer term. This option will act as a key comparator for the other options;

- **Option 2: Implement NSP Housing as an Upgrade to OHMS.** This option will involve engaging with Northgate through the most appropriate Government procurement framework underpinned by the strategic partnership arrangements that both RBC and Northgate have in place. The implementation will follow a transitional approach and could commence once contractual arrangements have been finalised;

- **Option 3: Approach market via the Government Procurement Framework and seek replacement for OHMS.** This option will enable RBC to consider the procurement of a replacement housing management system solution. This option will enable RBC to market test NSP Housing against its direct competition: Civica, Aareon, Capita, Orchard, Castleton and MIS. The option will also include the commissioning of a suitable range of implementation services as required to successfully deliver the preferred solution in line with RBC's requirements.

For each of the options, it is essential to be cognisant of other ongoing change initiatives within Housing and the overall RBC corporate environment, and the impact they may have on the Maintenance and Repair services.

Each option is now explored in more detail.

3.5 Option 1: Enhance/extend current system usage and provide training

3.5.1 Functional Description

This is essentially a do minimum option which will involve working with OHMS's supplier, Northgate professional services team to review its current usage in more detail, and where appropriate, for RBC to invest in the take-up of additional functionality that is not currently part of the core configuration.

The option will also involve the implementation of a programme of business-focused training to help address the shortfalls in the awareness of how to get the best from OHMS. It should be stated that this is seen as a short to medium term option as eventually RBC will need to move away from OHMS as Northgate will discontinue to support OHMS in the longer term. This option will involve addressing some of the key shortfalls within the current OHMS implementation and ICT support arrangements, but essentially remain 'as is' with only tactical improvements being made.

This option will focus on getting better usage from the system, training and data quality will be a key area requiring improvement. On completion, a post implementation review will be undertaken to determine the completeness and effectiveness of the project, and to ensure follow-on training, support arrangements and awareness processes and plans have been fully established and are delivering business value.

Option 1 will act as a key comparator for the other options.

3.5.2 Strengths and Benefits

The strengths and benefits associated with this option are:

- This is the lowest cost option.

- The level of disruption to the business will be minimal.

- Assessing current usage of the systems against best practice will provide a clearer view as to the long-term viability and positioning of the solutions.

- Prioritising and addressing specific quick win opportunities will deliver benefits in terms of data quality, enhanced system capabilities and process improvement. Benefits will start to be realised in a short timeframe i.e. 3+ months.

- Raising awareness and training within the functional teams will yield further on-going benefits.

3.5.3 Weaknesses

The key weaknesses associated with this option are:

- New workarounds will have to be developed to manage all functional core system shortfalls.

- Although tactical issues may be addressed, more significant faults and issues will not be addressed including impact of efficiency.

- As there is little capacity for any enhancements of future development, OHMS offers limited scope for process enhancement and operational change particularly in respect of fully embracing digital capabilities such as mobile working and customer self-service.

- Savings and cashable benefits opportunities are potentially the lowest for this option, although they will be realised quicker than the other options.

- Some level of investment in terms of cost, time and resource (internal and external) will be required, albeit low in comparison to the other options.

- It will not fully address many of the key fundamental issues around lack of functionality and systems integration.

- This option will not enable RBC to formally review the market which would provide an opportunity to gain an appreciation of the scope and capability of housing management systems available.

- The review of RBC's Housing Services strategic and operational requirements has strongly indicated that OHMS will not meet the future demands.

3.5.4   Risks

There are a number of risks associated with this option, including:

- OHMS is a legacy system for Northgate and whilst it is currently supported, it is unlikely that this will continue indefinitely, therefore presenting a business risk to the Council.

- Continuing to use OHMS in its current form is a significant risk for RBC due to the limited support and premium charged for any work required by Northgate.

- Not all of the existing faults and issues will be fully addressed.

- There is the potential for new business and technical workarounds, rather than structured managed processes, to be introduced to manage system functionality shortfalls.

- Success and benefits will be compromised if the right blend of Northgate professional services and Housing resources are not assigned to the project.

- There will be an additional dependency on key internal staff to deliver and maintain process and system change on an ongoing basis.

- Unavailability of key RBC resources to work with Northgate will negatively impact the return from the consultancy investment.

- Motivating staff is a challenge when delivering limited process improvements below aspiration and expectation levels.

- There is a high risk that the Housing Services will not efficiently comply with the legislative requirements across key services.

- This option will leave RBC in an unsupported state in the longer term.

3.5.5 Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** little short term business impact although longer term business will be impacted due to ineffective functional fit and issues with compliance to legislative requirements.

- **Other Council Services:** there is likely to be some minor impact on other Council services who receive or provide information from/to the Housing Service functions.

- **Resident:** the impact on the resident will be low initially, although, longer term the inability to readily offer digital solutions to meet resident needs will have an adverse impact.

- **Client:** there will be low levels of impact on client organisations who contract RBC to provide housing, maintenance and repair services. Minor modifications to existing integrations and/or reporting mechanisms may be introduced.

- **Contractor:** some minor working process changes may be required, and contractors will be expected to adopt and adhere to them.

- **Systems and Service Providers:** Northgate will be integral to the success of the project. For others, there is unlikely to be any significant impact on the current integrations.

- **Technology:** there is likely to be little impact with regards to the technical environment although longer term, the ability to transition OHMS to the cloud will not be easily undertaken if this is the direction RBC wishes to go strategically.

3.5.6 Implementation Plan

Although this is a "do minimum" option, a formal implementation plan is still required, albeit not on the same scale as for the other more expansive options. Resourcing on this option will be a combination of internal and Northgate Professional Services (PS) staff, and timings will have to align with the prevailing business priorities. The identification and implementation of the tactical improvements are likely to take circa 4-6 months and will include the following phases:

- Set up, resource and plan the programme of work with the assistance of Northgate. Include representatives from Corporate Improvement and Corporate ICT.

- Define, prioritise and deliver an ongoing data quality and cleansing activity and introduce data governance processes to maintain data quality at an appropriate level.

- Conduct a focused operational review in conjunction with Northgate PS consultants. Identify systems and process improvement opportunities.

- Where applicable, discuss process change, impact and integration requirements with all affected parties.

- Plan, develop and implement the improvement opportunities, either in a phased or big bang approach depending on scale, disruption impact, resource demands and availability.

- Undertake training and conduct robust testing of functionality as part of the implementation.

- Perform a post implementation review.

Business focused training should be an integral part of the overall implementation.

3.5.7 Assumptions

The key assumptions made when formulating this option are:

- Northgate continues to support OHMS in the medium term and, as a minimum, continues to maintain the level of resource they are providing currently for support and maintenance.

- Housing staff will be available to work on the project.

- Suitably experienced Northgate PS consultants will be assigned to the project.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

3.5.8 Indicative Costs

NCC Group's experience and discussions with Northgate have provided an indication of the typical level of support they have provided similar clients with to enhance their use of the product suite. The following costs are based on these discussions and experience.

Cost Element	Indicative Cost
Capital costs – including hardware, software and external consultancy	**£40,000**
Annual costs – including annual subscriptions, maintenance & support	**£7,000**
Total cost of ownership over 5 years – excluding internal costs	**£75,000**
Internal resource costs for implementation	**£13,050**
Total cost of ownership over 5 years including Internal resource costs	**£88,050**

It is important to note that these costs:

- Are based on current resource usage levels.

- Include a small element of contingency for external consultancy services and additional software.

- Assume only Northgate external resources will be procured, with all other activities undertaken by incumbent Housing and Council resources.

- Are predominantly incurred during the implementation period, with a very low incremental annual cost uplift.

3.6 Option 2: Implement NSP Housing as an Upgrade to OHMS

3.6.1 Functional Description

This option will involve engaging with Northgate through the most appropriate Government procurement framework and, where relevant, leverage the strategic partnership arrangements that both RBC and Northgate have in place in relation to the managed service. The implementation will follow a transitional approach and could commence once contractual arrangements have been finalised.

RBC is in a relatively unique position whereby the implementation of NSP Housing can be legitimately viewed as an upgrade to OHMS and can be procured through the existing contractual arrangements between Northgate and RBC without significant risk of supplier challenge.

3.6.2 Strengths and Benefits

The strengths associated with this option include:

- Delivers well against strategic requirements and Target Operating Model (TOM) as defined in section 2.

- Provide an opportunity to embrace core functionality across all services and address many of the functional issues and shortfalls with the current OHMS system.

- Ability to efficiently comply with legislative requirements.

- Where, relevant, current tactical databases and bespoke out of core systems and workarounds will be reduced, preferably eliminated.

- Increased efficiency and accuracy of information as all the information relating to a person or property will be held in one place rather than dispersed over a number of disparate systems.

- Enable the option to drive through transformational change of current processes and procedures to leverage the greatest benefit from the core system.

- Achieve significant ongoing savings in time, cost and effort by minimising the need for re-keying data as the system will enable core data to be stored only once.

- Offer a fully integrated solution with appropriate interfacing which facilitates total and consistent visibility of the business.

- Enable RBC to leverage the existing Northgate arrangements e.g. consolidated support model and improved integration opportunities with other Northgate systems such as Codeman and Information@Work.

- No market test/procurement will be required, saving between 5 and 7 months.

- Disruption to the business can be better controlled than in Option 1 as RBC will be able to adopt a more formal programme of work.

- The expanded functionality will address major weaknesses within the current environment and offer more management and control.

- Upgrading the housing management system will become a key driver for addressing the data quality issues and through extensive data cleansing routines, data duplication will reduce.

- Northgate will be able to fully and effectively support the upgrade from OHMS to NPS Housing. The transition is well proven and the supplier has a number of standard data loaders that should be effectively exploited.

- NPS Housing is the leading system across local authorities and housing associations and as such is expected to continue to develop and grow in line with the market.

- Northgate has partnership arrangements in place with the leading HMS suppliers and is aligned with their functional and technical requirements.

- This is a more cost-effective option than going to market, providing wholesale change is not expected across the Housing systems environment.

- Although commercial negotiations will be required with Northgate, initial dialogue has indicated that RBC will be able to consider a 'like for like' cost for those core modules where there is a direct correlation between OHMS and NPS Northgate.

- The current NPS Northgate solution can be deployed and accessed as a totally cloud-based solution. Anchor Trust, for example, has recently opted for this deployment.

- RBC will be able to review and embrace the additional functionality that is offered by NSP Housing. For example, Northgate NSP is due to be expanded to include an integrated asset management capability which can offer RBC a viable alternative to Codeman.

- Provides opportunity through agreeing contract terms to facilitate working relationships with incumbent suppliers such as TotalMobile.

3.6.3 Weaknesses

- Although the implementation of NPS Housing will be viewed as an upgrade, data migration will still be required and is likely to require a significant level of resources to deal with not only the migration, but also the associated cleansing of the data. Within RBC's implementation of OHMS there are certain data compromises that have been made where data is being stored in fields for which it was not designed.

- Implementation duration will be extensive (12-14 months) and will have an impact on service delivery that will need to be carefully managed.

- The Total cost of Ownership (TCO) for this option will be significant, but is likely to be less than option 3.

- Due to the level of investment required, RBC will be tied into the Northgate suite of products for the medium term i.e. minimum 3 years.

3.6.4 Risks

The risks associated with this option include:

- NSP Housing cannot fully support RBC's requirements, either directly or in partnership with other related systems.

- The level of expenditure and resource commitments results in the business case and associated benefits not being realised.

- The level of resource commitment cannot be secured resulting in an unsuccessful implementation.

- The ability of Northgate to manage a successful implementation.

- There is a dependency on key internal staff to deliver and maintain process and system change.

- Legacy data quality and duplication issues will remain a concern and may impact the targeted benefits.

3.6.5 Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** significant impact on the business in terms of service delivery and the resources required to implement the solution – the contract with Northgate will need to be reviewed and refined to better reflect the new proposition.

- **Other Council Services:** there will be varying levels of impact on other Council services who receive or provide information from/to the Housing Management functions.

- **Resident:** the impact on the resident will be significant and must be carefully managed as working practices, service levels and expectations will undoubtedly change.

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- **Client:** there will be varying levels of impact on client organisations who contract with RBC to provide housing and other related services. Changes may include the introduction of new, or modifications to existing, integrations.

- **Systems and Service Providers:** revised, enhanced and/or new integrations and working practices will have to be discussed and agreed with the providers who interact directly with the housing management systems. The level of impact will vary by provider.

- **Technology:** the mobile device portfolio will require refresh and expansion to cater for new features and expanded functionality. Interfaces between core systems will require enhancements or redevelopment. The potential need to introduce cloud-based web services to support contractor mobile working will also have to be supported.

3.6.6   Implementation Plan

The estimated implementation timeframe for this option is circa 12-14 months and will include the following key stages:

- Define and specify the functional and operational requirements.

- Undertake commercial negotiation and acceptance of terms with Northgate.

- Set up, resource and plan the programme of work. Include representatives from Corporate Improvement and Corporate ICT.

- Undertake business process review across all impacted service areas in line with proposed system scope.

- Discuss integration requirements with all affected parties – systems and service providers, material suppliers and contractors.

- Undertake specification and phased enhancement and implementation of interfaces and integrations.

- Undertake specification and development of reports.

- Undertake extensive data cleansing and migration exercise.

- Assess the current technical infrastructure for servers, mobile working and cloud services against the new environment requirements and initiate upgrades where needed.

- Conduct phased system implementation in line with business process dependencies, and include robust testing of functionality, security and access control.

- Undertake formal acceptance and comprehensive training.

- Switchover to new housing management system and switch old solution to read only mode and provide look up access.

- Perform a post implementation review.

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3.6.7   Assumptions

The key assumptions made when formulating this option are:

- The necessary budget can be secured for both the procurement of additional modules and system enhancements and to implement the solution as a controlled and well managed project.

- Suitable contractual and commercial arrangements can be secured with Northgate.

- Suitably experienced Northgate PS consultants will be assigned to the project.

- Resources will be made available within the Housing teams to fully support the project.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

- Other areas of the Council impacted by the changes will align to them as required.

- It is assumed that the deployment to the cloud will be a longer term aspiration, hence additional hardware will be required, including servers and end user mobile devices.

- New and revised integrations are technically feasible and can be delivered within the stated timeframes.

- All 3rd party clients will support and align with the changes in working practices.

3.6.8   Indicative Costs

NCC Group's experience and discussions with Northgate have provided an indication of the typical level of support they have provided similar clients with to enhance their use of the product suite. The following costs are based on these discussions and experience.

Cost Element	Indicative Cost
Capital costs – including hardware, software and external consultancy	**£382,000**
Annual costs – including annual subscriptions, maintenance & support	**£75,000**
Total cost of ownership over 5 years – excluding internal costs	**£757,000**
Internal resource costs for implementation	**£138,375**
Total cost of ownership over 5 years including Internal resource costs	**£895,375**

It is important to note that these costs:

- Include a relatively significant element of contingency for external consultancy services, hardware and additional software.

- Additional licences need to be purchased to support the further required functionality.

- Assume only Northgate external resources will be procured, with all other activities undertaken by existing Housing and Council resources.

- Are predominantly incurred during the implementation period, with only a relatively small incremental annual cost uplift compared to current costs.

3.7 Option 3: Approach market and seek replacement for OHMS

3.7.1 Functional Description

This option will enable RBC to consider the procurement of a replacement housing management system solution. This option will enable RBC to market test NSP Housing against its direct competition: Civica, Aareon, Capita, Orchard, Castleton and MIS.

The option will also include the commissioning of a suitable range of implementation services as required to successfully deliver the preferred solution in line with RBC's requirements.

3.7.2 Strengths and Benefits

The strengths and benefits associated with this option are:

- Potential to deliver well against strategic requirements and Target Operating Model (TOM) as defined in section 2.

- Provides RBC will real choice and gives the Housing Service the opportunity to benchmark its current suppliers and solutions against the open market.

- Engages all key stakeholders within Housing to facilitate shared ownership of the procured solution.

- Enables Housing to take advantage of the benefits offered by RBC's new strategic ICT direction, including flexibility in deployment options such as Software as a Service (SaaS), externally hosted and/or Cloud services etc.

- Provides RBC with the opportunity to introduce a commercially innovative contract e.g. risk and reward, shared benefit, performance focused etc.

- Offers the opportunity for Housing to re-engineer its business processes and eliminate bad practices such as manual workarounds and bespoke in-house solutions.

- Will enable RBC to review the market in detail and ensure that costs of eventual solution remain extremely competitive.

3.7.3 Weaknesses

The key weaknesses of going to the market include:

- Although RBC is able to exploit a Government procurement framework, the procurement process will be more time consuming than the other options, adding a minimum 5-7 elapsed months to the timeframe.

- Likely to be the highest cost option when internal costs are considered.

- Integration across other core solutions will be more of a challenge than option 2.

- Decommissioning the incumbent solution will require existing systems integrations to be redeveloped if moving away from Northgate.

- Current equipment may have to be decommissioned if no longer suitable to support the new solution, and this may result in a loss of investment.

- Cleansing and migration of data to the new solution will be time consuming and likely to be costly, particularly if the selected solution is not Northgate.

- The overall project timeframe is likely to be in the order of 15-18 months.

- Potentially the Housing Services staff will be working with a new housing system supplier.

3.7.4 Risks

Notable risks associated with this option are:

- Although stakeholders will be actively involved in the selection of the solution they do not embrace it as expected and benefits are not realised.

- Key suppliers qualify out of the procurement process.

- Increased resource demands of a full system replacement.

- May not be possible to achieve the same level of integration as per the current systems.

- Ability to align implementation and contract termination timeframes across all systems.

- Learning curve for new solution and its potential impact on performance.

- Ability to maintain the level of service for the solutions to be retired.

- Solution switchover management, timing and communication.

- Working relationship with Northgate if another housing system supplier is selected.

3.7.5 Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** significant impact on the business in terms of service delivery and the resources required to implement the solution – a new contract with the housing management system supplier will need to be drawn up to better reflect the new proposition.

- **Other Council Services:** there will be varying levels of impact on other Council services who receive or provide information from/to the Housing Management functions.

- **Resident:** the impact on the resident will be significant and must be carefully managed as working practices, service levels and expectations will undoubtedly change.

- **Client:** there will be varying levels of impact on client organisations who contract with RBC to provide housing and other related services. Changes may include the introduction of new, or modifications to existing, integrations.

- **Systems and Service Providers:** revised, enhanced and/or new integrations and working practices will have to be discussed and agreed with the providers who interact directly with the housing management systems. The level of impact will vary per provider. The impact on Northgate will be significant if not selected.

- **Technology:** the mobile device portfolio will require refresh and expansion to cater for new features and expanded functionality. Interfaces between core systems will require enhancements or redevelopment. The potential need to introduce cloud-based web services to support mobile working will also have to be supported.

3.7.6 Implementation Plan

The estimated timeframe for the implementation of this option is circa 15-18 months and will include the following:

- Define and specify the functional and operational requirements.

- Form a procurement team and systematically review the market.

- Undertake a detailed solution/supplier selection process.

- Undertake commercial negotiation and acceptance of terms with the selected provider.

- Set up, resource and plan the programme of work. Include representatives from Corporate Improvement and Corporate ICT.

- Undertake business process review across all impacted service areas in line with proposed system scope.

- Discuss integration requirements with all affected parties – systems and service providers, material suppliers and contractors.

- Undertake specification and phased enhancement and implementation of interfaces and integrations.

- Undertake specification and development of reports.

- Undertake extensive data cleansing and migration exercise.

- Assess the current technical infrastructure for servers, mobile working and cloud services against the new environment requirements and initiate upgrades where needed.

- Conduct phased system implementation in line with business process dependencies, and include robust testing of functionality, security and access control.

- Undertake formal acceptance and comprehensive training including disaster recovery capabilities.

- Switchover to new housing management system and switch old solution to read only mode and provide look up access.

- Perform a post implementation review.

As with Option 2, business process and technical (mobile device) training should be an integral part of the overall implementation, not only for RBC but also contractors and suppliers as required.

3.7.7   Assumptions

The key assumptions made when formulating this option are:

- The indicative costs presented below for this option include costs for procurement and are based on NCC Group's understanding and experience of the market.

- The necessary budget can be secured for both the procurement of additional modules and system enhancements and to implement the solution as a controlled and well managed project.

- Suitable contractual and commercial arrangements can be secured with the selected housing management system supplier.

- Suitably experienced housing management system consultants will be assigned to the project.

- Resources will be made available within the Housing teams to fully support the project.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

- Other areas of the Council impacted by the changes will align to them as required.

- It is assumed that the deployment to the cloud will be a longer term aspiration, hence additional hardware will be required, including servers and end user mobile devices although, longer term, housing management solutions could be migrated to the cloud;

- New and revised integrations are technically feasible and can be delivered within the stated timeframes.

- All 3rd party clients will support and align with the changes in working practices.

- Existing data can be mapped across and migrated to the new solution.

3.7.8 Indicative Costs

NCC Group's experience and discussions with housing management system suppliers have provided an indication of the typical level of support they have provided similar clients with to migrate from their current to a new enhanced HMS. The following costs are based on these discussions and experience.

Cost Element	Indicative Cost
Capital costs – including hardware, software and external consultancy	**£614,500**
Annual costs – including annual subscriptions, maintenance & support	**£107,000**
Total cost of ownership over 5 years – excluding internal costs	**£1,149,500**
Internal resource costs for implementation	**£201,375**
Total cost of ownership over 5 years including Internal resource costs	**£1,350,875**

It is important to note that these costs:

- Include a relatively significant element of contingency for external consultancy services, hardware and additional software.

- Additional licences needed to be purchased to support the further required functionality.

- Assume only external resources from the selected housing management system supplier will be procured, with all other activities undertaken by existing Housing and Council resources.

- The following are NOT included:

  o Decommissioning costs for the current systems.

  o Savings achieved from decommissioning the current systems i.e. annual operating costs for the systems and associated hardware, including reduced future server hardware procurement requirements.

3.8 High Level Alignment against Strategic Goals and Target Operating Model

All the options proposed have been aligned, to varying degrees, against the strategic goals agreed for the housing management solution set, including:

- Increased service efficiency through more automated and controlled processes, and the effective utilisation of supporting housing-related systems.

- Elimination of manual processes and bespoke outside of core system solutions.

- Substantial improvement and confidence in data quality.

- Enablement of point of capture electronic data collection for field-based operatives.

- Single entry of data.

- Single master source of information.

- Paperless, except when required for regulatory compliance.

- Bi-directional interfaces running at optimal frequency. i.e. real-time, hourly, daily etc.

- Robust and secure system interfaces, within and external to RBC.

- Device and operating system agnostic mobile services.

- Dashboard management and reporting.

The extent to which each option supports the key drivers of the Target Operating Model (TOM) are highlighted in the following Table (Table 7), where:

(B)lue indicates a small, tactical improvement over the current level of delivery for the TOM driver.

(A)mber highlights a noticeable improvement in terms of supporting delivery of the TOM driver.

(G)reen indicates a significant improvement towards fully meeting the TOM driver.

Target Operating Model (TOM) Drivers *(options appraisal specific comments)*	Option 1 Do Minimum	Option 2 Implement NPS Housing	Option 3 Approach Market
Personalised portal *– only replacement housing management system will provide this capability*	B	G	G
Consistent interaction across services *– single HMS and retirement of tactical systems*	B (1)	G	G

Target Operating Model (TOM) Drivers _(options appraisal specific comments)_	Option 1 Do Minimum	Option 2 Implement NPS Housing	Option 3 Approach Market
Digital by default, yet facilitating digital inclusion – _NPS Housing and other selected HMS are by default a digital solution_	A	G	G
Mobile first for housing and maintenance staff	B	G	G
Facilitates channel migration – _limited opportunities with OHMS_	B	G	G
Front office integration – _dependent upon the sophistication of task management/workflow_	A (1)	G	G
Single version of the truth – _limited opportunities with OHMS_	B	G	G
Back office 'specialist' interaction layer – _dependent upon the sophistication of task management/workflow_	A (1)	G	G
Real-time reporting dashboard / client – _limited for OHMS_	B	G	G
Data segregation / client – _NPS Northgate and others can offer data segregation_	B	G	G
Drives business efficiencies through automation and standard ways of working	B	G (2)	G (2)

Table 7 – Housing Management TOM Alignment

Clarification Notes:

(1) Option 1 delivers tactical improvements rather than significant functional enhancements.

(2) Level of improvement will be dependent on number of areas within Housing and other services deploying the solution.

3.9 Recommended Way Forward

It is NCC Group's recommendation, taking into account impact, risk, cost/benefits and return on investment that RBC selects option 2 as its preferred way forward and implement NPS Housing to replace OHMS.

This option will involve engaging with Northgate through the procurement framework that both organisations have in place as part of the strategic partnership arrangements. The implementation will follow a transitional approach and could commence once contractual arrangements have been finalised.

The sections that follow provide a clear pathway and action plan that RBC can use as a template to plan for and embark on the way forward.

Top-level underpinning tasks include:

- **Plan and market way forward** – Once decisions have been made on how to continue, this should be communicated to the business through the normal communications channels i.e. team briefing, Intranet/email bulletins etc. All staff will be impacted by this new implementation and whether they are involved actively or not must feel positive about it. Channels must be set up to enable staff to voice their concerns and issues to the module implementation teams. This will also enable management to gauge staff opinion during the implementation of any replacement system;

- **Form project management team** – to maintain ownership and increase visibility of the project a project management team should be selected. The team should include a project board to maintain governance during implementation as well as appointing a near 'full time' project manager. Individual module implementation teams should also be formed. These teams will be responsible for the implementation of functionality into their specific areas and manage associated change. Training should also be planned;

- **Facilitate Ownership and understanding by the Business** – it is recommended that Northgate is asked to demonstrate their housing solution to the business and summarise how they intend to replace the current OHMS solution. Further ownership should be achieved by representatives from the key services undertaking one or more reference site visits so they are able to review the NPS Housing solution in an operational environment;

- **Ensure Continued Business Involvement** – Every opportunity should be undertaken to maintain the momentum achieved so far by actively involving business areas in the implementation of the new system. In the early stages of the implementation, project teams can be asked to review functionality, undertake prototyping sessions, review documentation, take part in specification working parties etc.;

- **Develop Specification of Requirements** – it is recommended that the Housing Service builds upon the high-level requirements in this document and develops a more detailed specification of requirements. This will enable business priorities to be reflected and ensure that Northgate responds with a solution design that will clearly articulate how NPS Housing will be configured to deliver against the priorities and benefits of the business;

- **Finalise Key Technical Arrangements** – there are a number of important technical considerations that will need to be agreed between RBC and Northgate before implementation can commence;

- **Formalise agreement with Northgate** – once all the above key enabling actions have been undertaken to RBC's satisfaction then a formal agreement with Northgate should be drawn up based on the most relevant Government procurement framework. It is recommended that RBC negotiates with Northgate the total cost of ownership of the solution. Ideally, RBC should engage with Northgate on a fixed cost proposal based on phased acceptance of deliverables. Once agreed, the total set of implementation days should be managed as a call off contract.

4 Maintenance Management Options Appraisal

4.1 Introduction

This document provides a high-level appraisal of the systems options available for the maintenance, repair and field service management functions within the Reading Borough Council (RBC) Housing Management service.

NCC Group has developed a set of viable options for this appraisal and will be presenting them using the following categories:

- **Functional description:** a summary of the functionality and business requirements that are to be made available through the implementation of the option. NCC Group has provided RBC with an indication of a minimum option (option 1) that will provide a baseline against which to compare the other viable options.

- **Strengths, benefits and weaknesses:** the benefits and weaknesses of the option.

- **Risk:** a high-level risk analysis and assessment for the option.

- **Impact analysis:** a high-level assessment of the impact or effect on the user, the technology and the organisation and the relationships that RBC has with its residents and business partners.

- **Implementation plan:** a high-level implementation plan for the option.

- **Assumptions:** any underlying assumptions that have been made when developing the cost model and implementation plan.

- **Indicative costs:** a high-level summary of the costs of the option. **Please note these costs should only be regarded as thumbnail approximations at this stage and are based on a significant number of assumptions. As a result, the costs should not be used as a serious input to any funding request or more detailed cost benefit analysis.** Although these costs will be thumbnail approximations, they will be at an accuracy that will enable RBC to compare options from a financial perspective**.**

4.2 Current Maintenance & Repair System Summary

Currently a loosely integrated blended approach is taken towards housing maintenance, repair and field service management within RBC, consisting of:

- Northgate OHMS is used to record property asset, resident, and selected maintenance and repair information.

- Northgate Codeman records property asset details and the capital planned maintenance programme.

- Northgate Information@work holds scanned maintenance and repair documents and certificates.

- Northgate Repair Finder is used as an aid in fault diagnosis.

- TotalRepairs by TotalMobile manages schedules of rates (SOR), job requests, work scheduling and job management.

- TotalMobile supports field delivery and recording of information for scheduled maintenance and repair jobs.

- Oracle Fusion manages purchase orders, payments and recharges.

- Photographs of properties and repairs are stored in TotalView.

- Bespoke Microsoft Access databases and Excel spreadsheets are used for warranty management, gas servicing, asbestos, kitchen and bathroom refurbishments etc.

- Property plans and other related documents are held in an Access database.

- Citizen Space is used for post inspection consultation.

- Glasscubes cloud-based collaboration services are used to share information and documents within teams and with external partners.

- Contractor management, including pay and productivity, is managed via Access databases.

- Contract management is primarily a manual process.

- A variety of reporting tools are used including Business Objects, Infomaker and Crystal Reports.

Only RBC direct labour use the TotalMobile and TotalRepairs systems.

Where integrations do exist between systems, they are generally limited in terms of direction (some only one way), content (subsets of information) and timeliness (end of day or weekly batch updates in some cases). This leads to considerable duplication of information, disparity in information content between systems, and overall uncertainty as to the accuracy and quality of information held across the systems.

4.3 Required Position

The required position is one whereby:

- The number of core systems required to deliver effective and efficient maintenance, repair and field service management is minimised to:

  o Housing and Asset Management System.

  o Maintenance & Repair System.

  o Mobile Field Service Management System.

- o Enterprise Content Management System.

- o Financial System.

- The core systems are tightly integrated with bi-directional information flow as and when applicable.

- Workaround internal bespoke solutions are decommissioned and replaced by in-built functionality within the core systems.

- The key services expected within the housing maintenance, repair and field service management solution are delivered by the chosen core systems, in particular:

  - o Planned and cyclical maintenance.

  - o Dynamic job scheduling.

  - o Job management including recharge handling.

  - o Warranty management.

  - o Compliance management.

  - o Contract management including invoicing.

  - o Contractor management.

  - o Supplier management and integrations.

  - o Commercialisation

    - Support the needs of multiple client contracts.

    - Client management and integrations.

  - o Electronic capture of information at source.

  - o Online and offline working for the mobile workforce.

  - o Access to and visibility of accurate real time information.

  - o Elimination of paper, except where there is a regulatory requirement.

  - o Management and performance reporting.

For this options appraisal the focus will be on the core Maintenance and Repair, and Mobile Field Service Management systems. The Housing and Asset Management, and Enterprise Content Management systems are the subjects of their own specific options appraisals. Oracle Fusion is the corporate wide financial system and will remain in situ for the foreseeable future.

4.4 Proposed Options

To facilitate and deliver the required position, three options are considered, namely:

- **Option 1** – Continue to operate with the current solutions in the short to medium term. Review the use of the systems in more detail and implement a range of tactical improvements where feasible. This is the "Do Minimum" option.

- **Option 2** – Expand the use of the TotalMobile solutions suite (TotalRepairs and TotalMobile) within the maintenance, repair and field service management functions to bring more of the core requirements into the systems and reduce the need for bespoke in-house solutions.

- **Option 3** – Formally approach and review the market for the most economical and viable solution, assessing the current environment against suitable competing products including Kirona, 1st Touch and housing management system suppliers' modular options for maintenance, repair and mobile working.

For each of the options, it is essential to be cognisant of other ongoing change initiatives within Housing and the overall RBC corporate environment, and the impact they may have on the Maintenance and Repair services.

Each option is now explored in more detail.

4.5 Option 1: Continue to operate with existing systems

4.5.1 Functional Description

This is the "do minimum" option, consisting of a review of the current operations in conjunction with the supplier's professional services team, identification of tactical improvement opportunities and implementation thereof. The improvements identified must:

- Address any inefficient uses of the current TotalRepairs and TotalMobile systems, explore opportunities around unused and/or underutilised functionality, including support for commercialisation, and implement improved operational processes.

- Align with the results of the other options appraisals being undertaken in parallel; in particular for the main Housing Management System (HMS) as this is likely to require operational process changes.

This option will also look to address known issues with the systems and their support and oversee the necessary corrective actions. As highlighted in the overall Housing systems review, training and data quality will be a key area requiring improvement.

On completion, a post implementation review will be undertaken to determine the completeness and effectiveness of the project, and to ensure follow-on training and awareness processes and plans are in place.

Option 1 will act as a key comparator for the other options.

4.5.2 Strengths and Benefits

The strengths and benefits associated with this option are:

- This is the lowest cost option.

- The level of disruption to the business will be minimal.

- Assessing current usage of the systems against best practice will provide a clearer view as to the long-term viability and positioning of the solutions.

- Prioritising and addressing specific quick win opportunities will deliver benefits in terms of data quality, enhanced system capabilities and process improvement. Benefits will start to be realised in a short timeframe i.e. 3+ months.

- Raising awareness and training within the functional teams will yield further on-going benefits.

- It will better prepare TotalRepairs users for the 2019 major user front end refresh and, if timings align, could be undertaken in parallel with this annual system upgrade.

- This is the most pragmatic option when considering the uncertainty surrounding the current Housing Management System, Northgate OHMS.

- If it is decided to replace OHMS, this option can align with and be delivered in parallel to the HMS replacement system. Furthermore, it will have limited resourcing impact on the OHMS replacement project.

- If deemed appropriate, it can also be used as a precursor to Option 2 without incurring significant overhead, whilst offering a structured improvement plan in conjunction with the potential OHMS replacement.

4.5.3 Weaknesses

The key weaknesses associated with this option are:

- Without the addition of further modules, it offers limited scope for process enhancement and operational change when considered against Housing's aspirations, in particular commercialisation.

- Savings and cashable benefits opportunities are potentially the lowest for this option, although they will be realised quicker than the other options.

- Some level of investment in terms of cost, time and resource (internal and external) will be required, albeit low in comparison to the other options.

- It will not fully address some of the key fundamental issues around lack of functionality and systems integration.

4.5.4 Risks

There are a number of risks associated with this option, including:

- Not all of the existing faults and issues will be fully addressed.

- There is the potential for new business and technical workarounds, rather than structured managed processes, to be introduced to manage system functionality shortfalls.

- Success and benefits will be compromised if the right blend of TotalMobile professional services and Housing resources are not assigned to the project.

- There will be an additional dependency on key internal staff to deliver and maintain process and system change on an ongoing basis.

- Unavailability of key RBC resources to work with TotalMobile will negatively impact the return from the consultancy investment.

- Motivating staff is a challenge when delivering limited process improvements below aspiration and expectation levels.

4.5.5 Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** minimal short-term business impact as no new major functionality to be introduced. In the longer term this may adversely impact the effectiveness of new companion systems introduced e.g. new Housing Management System.

- **Other Council Services:** there is likely to be some minor impact on other Council services who receive or provide information from/to the Housing Maintenance and Repair functions.

- **Resident:** there will be no direct impact on the resident.

- **Client:** there may be varying low levels of impact on client organisations who contract RBC to provide maintenance and repair services. Minor modifications to existing integrations and/or reporting mechanisms may be introduced.

- **Contractor:** some minor working process changes may be required, and contractors will be expected to adopt and adhere to them.

- **Systems and Service Providers:** TotalMobile will be integral to the success of the project. For others, there is unlikely to be any significant impact on the current integrations.

- **Material Supplier:** in the event of the proposed introduction of new processes, these will have to be discussed and agreed with the relevant suppliers, although overall impact is likely to be minor.

- **Technology:** there is likely to be little impact with regards to the technical environment, however there may be a small expansion in mobile data capture capabilities. Recommendations for the procurement of further TotalRepairs or TotalMobile modules may be raised during the course of the project, however these should be addressed separately.

4.5.6   Implementation Plan

Although this is a "do minimum" option, a formal implementation plan is still required, albeit not on the same scale as for the other more expansive options. Resourcing on this option will be a combination of internal and TotalMobile Professional Services staff, and timings will have to align with the prevailing business priorities. The identification and implementation of the tactical improvements are likely to take circa 4-6 months and will include the following phases:

- Set up, resource and plan the programme of work with the assistance of TotalMobile. Include representatives from Corporate Improvement and Corporate ICT.

- Conduct a focused operational review in conjunction with TotalMobile consultants. Identify systems and process improvement opportunities.

- Where applicable, discuss process change, impact and integration requirements with all affected parties.

- Plan, develop and implement the improvement opportunities, either in a phased or big bang approach depending on scale, disruption impact, resource demands and availability.

- Undertake training and conduct robust testing of functionality as part of the implementation.

- Perform a post implementation review.

Business focused training should be an integral part of the overall implementation.

4.5.7   Assumptions

The key assumptions made when formulating this option are:

- The current versions of the TotalMobile suite of products will continue to be supported by TotalMobile for an extended period of time – beyond 2 years.

- Housing staff will be available to work on the project.

- Suitably experienced TotalMobile consultants will be assigned to the project.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

- Additional opportunities identified during the project which require the procurement of new TotalRepairs and/or TotalMobile modules will be documented and passed to the Housing ICT Board for future consideration.

- In the event of the current Housing Management System (HMS) being replaced in the medium term:

  o The TotalMobile solutions suite of products will be compatible with the new HMS.

  o Tactical improvement changes proposed will be cognisant of the new HMS and its capabilities.

  o Changes to and/or development of the necessary interfaces between the TotalMobile solutions suite and the new HMS will be funded by the replacement HMS project.

4.5.8 Indicative Costs

Without undertaking a detailed review of the TotalMobile suite of products and their current use within RBC, it is difficult to accurately estimate the level of external resource required to support Housing in making better use of the solution. Discussions with TotalMobile have provided an indication of the typical level of support they have provided similar clients with to enhance their use of the product suite. The following costs are based on these discussions and findings.

Cost Element	Indicative Cost
Capital costs – including hardware, software and external consultancy	**£38,750**
Annual costs – including annual subscriptions, maintenance & support	**£2,000**
Total cost of ownership over 5 years – excluding internal costs	**£48,750**
Internal resource costs for implementation	**£18,000**
Total cost of ownership over 5 years including Internal resource costs	**£66,750**

It is important to note that these costs:

- Are based on current resource usage levels.

- Include a small element of contingency for external consultancy services and additional software.

- Are incremental to the current TotalRepairs and TotalMobile annual operating costs.

- Assume only TotalMobile external resources will be procured, with all other activities undertaken by incumbent Housing and Council resources.

- Are predominantly incurred during the implementation period, with a very low incremental annual cost uplift.

4.6 Option 2: Expand the use of the TotalMobile solutions suite

4.6.1 Functional Description

This option consists of a partial re-implementation and expansion of the TotalRepairs and TotalMobile systems and functionality within RBC's Housing service areas to achieve maximum benefit from the systems and to increase mobile working capabilities. The option will entail:

- Reviewing and understanding the identified operational issues and functional gaps between the current deployment of the TotalMobile suite and the ideal business process requirements.

- Assessing the range of functionality and upgrade options available within the TotalRepairs and TotalMobile products, mapping these against the RBC requirements and identifying the enhanced integration opportunities with the HMS, Oracle Fusion financial system and other associated products.

- Deploying selected expanded functionality across maintenance, repair and field service management in a controlled manner, including, but not limited to:

  o Planned Maintenance.

  o Dynamic Scheduling.

  o Contractor Management.

  o Contract Management.

  o Supplier Management.

  o Compliance Management.

  o Enhanced mobile capabilities and data capture.

  o Enhanced bi-directional integrations with HMS and Finance systems.

- Aligning with associated business and technical change, including:

  o Potential replacement HMS.

  o Potential electronic document and content management changes.

  o New approved mobile technology.

  o Increased adoption of Cloud services.

Please note there is a variant associated with this option that includes expansion of the TotalMobile field service support functionality to further areas within Housing and other Council services. This variant has not been explored in this option as it is highly reliant on factors external to the Maintenance & Repair area, including the systems used. Furthermore, the desire to support such expanded functionality will be highly dependent on proven success within Maintenance & Repair.

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This option in its current form is therefore a potential proof of concept for an expansion in mobile field service management across the Council, and as such will be high visibility.

4.6.2   Strengths and Benefits

The strengths associated with this option include:

- Disruption to the business can be better controlled than in Option 1 as it will be a more formal programme of work.

- The expanded functionality will address major weaknesses within the current environment, including the lack of commercialisation support capabilities, and offer more management and control.

- Data quality and visibility will increase, data duplication will reduce.

- Current bespoke out of core systems and workarounds will be reduced, preferably eliminated.

- Staff will continue to work with a familiar product suite that they are comfortable with.

- TotalMobile suite experience to date will assist in helping define realistic and deliverable change.

- TotalRepairs and TotalMobile are leading products within local authorities and housing associations and as such are expected to continue to develop and grow in line with the market.

- TotalMobile has partnership arrangements in place with the leading HMS suppliers and is aligned with their functional and technical requirements.

- Selection of Option 1 does not preclude a future decision to move forward with this option as they are compatible and can be aligned. i.e. Option 1 can be a precursor to Option 2, with minimal incremental cost.

- This is a more cost-effective option than going to market, providing wholesale change is not expected across the Housing systems environment.

4.6.3   Weaknesses

- The solution is both tactical and strategic in that it does address some key operational issues.

- Success will be partially dependent on the integration capabilities of the systems that the TotalMobile suite receives information from or sends information to.

- Although a fully cloud-based solution is preferable, due to the limited number of users a hybrid solution consisting of both on premise and cloud services is the most economically viable - the breakeven threshold for fully cloud-based services is approximately 250 users/devices.

- The overall cost may not deliver an acceptable return on investment in the short term.

- Due to the level of investment required, RBC will be tied into the TotalMobile suite of products for the medium term i.e. minimum 3 years.

- Staff have concerns around TotalMobile's expansion into other industries and the potential negative impact this may have on the continued development of maintenance and repair functionality.

4.6.4 Risks

The risks associated with this option include:

- TotalRepairs and/or TotalMobile cannot fully support RBC's requirements, either directly or in partnership with other Housing systems.

- Not all required improvements will be implemented due to non-delivery of other partner system change requirements, be they for technical or financial reasons.

- There is a dependency on key internal staff to deliver and maintain process and system change.

- Some suppliers and contractors may not buy into the proposed new ways of working.

- Legacy data quality and duplication issues will remain a concern and may impact the targeted benefits.

- Strategically this option is an interim step on the path to a fully SaaS based solution. Consequently, if the use of TotalMobile is expanded to include other service areas, the user/device count will rise above the threshold at which a full SaaS solution is the most economic option. This will then require a further migration onto the new platform for Housing, which will incur additional costs and subject to timing potentially impact the return on investment of this option.

4.6.5 Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** there will be a reasonable level of business operational impact both within and outside of the Maintenance and Repair teams; including for other Housing teams, contractors and suppliers.

- **Other Council Services:** there will be varying levels of impact on other Council services who receive or provide information from/to the Housing Maintenance and Repair functions.

- **Resident:** there will be minimal impact on residents, with the occasional need to electronically sign forms on the maintenance engineer's device.

- **Client:** there will be varying levels of impact on client organisations who contract RBC to provide maintenance and repair services. Changes may include the introduction of new, or modifications to existing, integrations.

- **Contractor:** the introduction of new working processes will impact contractors to varying extents depending on their current capabilities. They will be required to adhere to the new processes, including supporting mobile recording of work undertaken.

- **Systems and Service Providers:** revised, enhanced and/or new integrations and working practices will have to be discussed and agreed with the providers who interact directly with the maintenance and repair systems. The level of impact will vary per provider.

- **Material Supplier:** in the event of the proposed introduction of new processes, these will have to be discussed and agreed with the relevant suppliers, who in turn may be required to adjust their technical and operational processes, however this will depend on their ability to adapt.

- **Technology:** the mobile device portfolio will require refresh and expansion to cater for new features and expanded functionality. Interfaces between core systems will require enhancements or redevelopment. The potential need to introduce cloud-based web services to support contractor mobile working will also have to be supported.

4.6.6   Implementation Plan

The estimated implementation timeframe for this option is circa 10-12 months and will include the following key stages:

- Set up, resource and plan the programme of work. Include representatives from Corporate Improvement and Corporate ICT.

- Define the requirements and assess their impact.

- Review requirements, assess feasibility and define workable solutions with TotalMobile, including integrations.

- Undertake business process review for impacted areas in line with proposed system improvements.

- Develop detailed specification, including interfaces.

- Discuss integration requirements with all affected parties – systems and service providers, material suppliers and contractors.

- Assess the current technical infrastructure for servers, mobile working and cloud services against the new environment requirements and initiate upgrades where needed.

- Finalise contractual arrangements with all suppliers.

- Conduct phased implementation in line with business process dependencies, and include robust testing of functionality, security and access control.

- Undertake formal acceptance and comprehensive training.

- Perform a post implementation review.

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Business process and technical (mobile device) training should be an integral part of the overall implementation, not only for RBC but also contractors and suppliers as required.

4.6.7   Assumptions

The key assumptions made when formulating this option are:

- The necessary budget can be secured for both the system enhancements and to implement the solution as a controlled and well managed project.

- Suitably experienced TotalMobile consultants will be assigned to the project.

- Resources will be made available within the Housing teams to fully support the project.

- The TotalMobile suite of products will continue to be supported and enhanced by TotalMobile for the long term.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

- Other areas of the Council impacted by the changes will align to them as required.

- A hybrid solution consisting of a combination of on premise and cloud-based services will be deployed rather than a full SaaS solution.

- Additional hardware will be required, including servers and end user mobile devices.

- Additional licensing will be required, both on a user and module level.

- The move to enhanced cloud-based TotalMobile solution, whilst expanding core on premise TotalMobile capabilities, will not present an issue to Corporate ICT.

- New and revised integrations are technically feasible and can be delivered within the stated timeframes.

- Contractors and suppliers will support and align with the changes in working practices.

- In the event of the current Housing Management System (HMS) being replaced in the medium term:

  o   The TotalMobile solutions suite of products will be compatible with the new HMS.

  o   The system and process changes proposed will be cognisant of the new HMS and its capabilities.

  o   Changes to and/or development of the necessary interfaces between the TotalMobile solutions suite and the new HMS will be funded by the replacement HMS project.

4.6.8 Indicative Costs

The following indicative costs are based on high level discussions with TotalMobile, during which RBC's identity was not disclosed, and NCC Group's experience with atypical projects. As with the other options, the costs are estimates based on informed calculations and previous project experience rather than RBC specific TotalMobile figures.

Cost Element	Indicative Cost
Capital costs – including hardware, software and external consultancy	**£141,000**
Annual costs – including annual subscriptions, maintenance & support	**£43,534**
Total cost of ownership over 5 years – excluding internal costs	**£358,670**
Internal resource costs for implementation	**£68,625**
Total cost of ownership over 5 years including Internal resource costs	**£427,295**

It is important to note that these costs:

- Include a small element of contingency for external consultancy services, hardware and additional software.

- Are based on an increase in mobile users from 60 to 80. It is assumed the increased licences will be used for inspections, surveys and other Housing related maintenance management activities.

- Include dynamic scheduling for all 80 resources. This is based on the on-premise subscription service rather than perpetual licensing. This makes it easier to switch to the SaaS solution in the longer term.

- Enhance the TotalRepairs system with the inclusion of a Subcontractors Portal for online management of maintenance and repair jobs.

- Are incremental to the current TotalRepairs and TotalMobile annual operating costs.

- Assume only TotalMobile external resources will be procured, with all other activities undertaken by existing Housing and Council resources.

- Are predominantly incurred during the implementation period, with a very low incremental annual cost uplift.

4.7 Option 3: Formally Approach and Review the Market

4.7.1 Functional Description

This option will enable RBC to market test its current repair, maintenance and field service management solutions against their most viable direct competition including Kirona, 1st Touch and housing management system suppliers' who offer modular options for these service areas. In the case of the latter, HMS supplier mobility modules generally require online access and do not support an offline capability,

The option will also include the commissioning of a suitable range of implementation services as required to successfully deliver the preferred solution in line with RBC's requirements.

4.7.2 Strengths and Benefits

The strengths and benefits associated with this option are:

- Provides RBC will real choice and gives Housing the opportunity to benchmark its current suppliers and solutions against the open market.

- Offers the opportunity to expand the mobile workforce remit to include other areas of Housing, thereby providing the potential for a common solution across the various Housing teams, which in turn can lead to reduced operational costs.

- Engages all key stakeholders within Housing to facilitate shared ownership of the procured solution.

- Enables Housing to take advantage of the benefits offered by RBC's new strategic ICT direction, including flexibility in deployment options such as Software as a Service (SaaS), externally hosted and/or Cloud services etc.

- Provides RBC with the opportunity to introduce a commercially innovative contract e.g. risk and reward, shared benefit, performance focused etc.

- Offers the opportunity for Housing to re-engineer its business processes and eliminate bad practices such as manual workarounds and bespoke in-house solutions.

- Enables Maintenance and Repair to align the solution more closely and effectively with the current or potential new Housing Management System.

4.7.3 Weaknesses

The key weaknesses of going to the market include:

- The procurement process will be more time consuming than the other options, adding a minimum 5-7 elapsed months to the timeframe.

- Replacing the complete maintenance and repair solution will significantly increase the implementation costs.

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- Decommissioning the incumbent solution will require existing systems integrations to be redeveloped.

- Current equipment may have to be decommissioned if no longer suitable to support the new solution, and this may result in a loss of investment.

- Migration of information to the new solution will be time consuming and likely to be costly.

- If a new Housing Management System (HMS) is to be selected, then:

    o This option will have to integrate and align closely with it, which is therefore likely to extend the delivery timeframe.

    o It is highly likely that TotalMobile will already be a recommended, and in some cases preferred, mobility partner of the selected HMS.

- Disruption to the business will be highest for this option and may not be acceptable, particularly given the current resourcing constraints.

- The overall project timeframe is likely to be in the order of 15-18 months.

4.7.4 Risks

Notable risks associated with this option are:

- Although stakeholders will be actively involved in the selection of the solution, they do not embrace it as expected and benefits are not realised.

- Key suppliers qualify out of the procurement process.

- Increased resource demands of a full system replacement.

- May not be possible to achieve the same level of integration as per the current systems.

- Ability to align implementation and contract termination timeframes across all systems.

- Learning curve for new solution and its potential impact on performance against, and commercial arrangements for, RBC client contracts.

- Ability to maintain the level of service for the solutions to be retired.

- Solution switchover management, timing and communication.

4.7.5 Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** there will be significant impact on the business in terms of service delivery and the resources required to implement the solution.

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- **Other Council Services:** there will be varying levels of impact on other Council services who receive or provide information from/to the Housing Maintenance and Repair functions.

- **Resident:** there will variable impact on residents depending on their level of engagement, with the opportunity to report faults online, and the occasional need to electronically sign forms on the maintenance engineer's device.

- **Client:** there will be notable levels of impact on client organisations who contract RBC to provide maintenance and repair services. Changes may include the introduction of new, or modifications to existing, integrations.

- **Contractor:** impact will be significant with new working processes introduced and contractors required to adhere to these, including supporting mobile recording of work undertaken.

- **Systems and Service Providers:** New integrations and working practices will have to be agreed and developed with the providers who interact directly with the maintenance and repair systems. The level of impact will vary per provider depending on the technical flexibility of their systems.

- **Material Supplier:** The introduction of new processes will require suppliers to adjust their technical and operational processes. Impact will depend on the flexibility offered by the material suppliers' systems and the new maintenance and repair solution.

- **Technology:** the mobile device portfolio will require refresh and expansion to cater for new features and expanded functionality. Interfaces between core systems will require enhancements or redevelopment. The potential need to introduce new servers or cloud-based web services to support contractor mobile working will also have to be supported.

4.7.6   Implementation Plan

The estimated timeframe for the implementation of this option is circa 15-18 months and will include the following:

- Set up, resource and plan the programme of work. Include representatives from Corporate Improvement and Corporate ICT.

- Define the detailed requirements for the new solution, whilst also considering other areas of Housing and the wider Council services.

- Review the market.

- Undertake a detailed solution/supplier selection process.

- Obtain commercial acceptance.

- Finalise contractual arrangements with all suppliers.

- Conduct detailed planning.

- Review current and define new business processes.

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- Implementation of new solution, including:

    o Commissioning of new infrastructure and external technical services.

    o Data migration.

    o Specification and development of interfaces.

    o Training for both internal and external resources.

    o Formal acceptance testing, including disaster recovery capabilities.

    o Switchover to new solution.

    o Switch old solution to read only mode and provide look up access.

- Post implementation review.

As with Option 2, business process and technical (mobile device) training should be an integral part of the overall implementation, not only for RBC but also contractors and suppliers as required.

4.7.7 Assumptions

The key assumptions made when formulating this option are:

- The necessary budget can be secured to implement the replacement solution as a controlled and well managed project.

- The preferred supplier will support (and potentially host) the application following implementation.

- The indicative costs presented below for this option include costs for procurement and are based on NCC Group's understanding and experience of the market.

- Resources will be made available within the Housing teams to fully support the project.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

- Other areas of the Council impacted by the changes will align to them as required.

- New hardware will be required, including servers and end user mobile devices.

- New licensing will be required, both on a systems and user basis.

- Existing data can be mapped across and migrated to the new solution.

- Integration changes required for existing service provider, client and supplier interfaces are technically feasible and can be delivered within the stated timeframes.

- Possible move to SaaS and/or cloud-based will not present an issue to Corporate ICT.

- Contractors, clients and suppliers will support and align with the changes in working practices.

- In the event of the current Housing Management System (HMS) being replaced in the medium term:

    o The new solution chosen will be fully compatible with, and approved by, the new HMS.

    o The process changes proposed will be cognisant of the new HMS and its capabilities.

    o Additional changes to and/or development of the necessary interfaces between the new maintenance and repair solution and the new HMS will be funded by the replacement HMS project.

4.7.8   Indicative Costs

The indicative costs shown below are based on high level discussions with a number of solution providers and NCC Group's experience with similar "go to market" projects. As with the previous options, the costs are estimates based on informed calculations and experience rather than definitive supplier quotations.

Cost Element	Indicative Cost
Capital costs – including hardware, software and external consultancy	**£352,000**
Annual costs – including annual subscriptions, maintenance & support	**£214,400**
Total cost of ownership over 5 years – excluding internal costs	**£1,424,000**
Internal resource costs for implementation	**£132,750**
Total cost of ownership over 5 years including Internal resource costs	**£1,556,750**

It is important to note that these costs:

- Assume Housing moves to a fully cloud-based SaaS service for all Housing maintenance and repair management.

- Include a small element of contingency for external consultancy services, hardware and additional software.

- Are based on an increase in mobile users from 60 to 100. It is assumed the increased licences will be used for inspections, surveys and other Housing related management activities not previously supported.

- Include the replacement of TotalRepairs with a new cloud-based service supporting up to 30 users.

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- Assume legacy data, other than schedules of rates (SOR) and standard configuration information, will not be transferred to the new system.

- Include dynamic scheduling for all mobile resources.

- Include a Subcontractors Portal for online management of maintenance and repair jobs.

- Assume only the selected solution provider's external resources will be procured, with all other activities undertaken by existing Housing and Council resources.

- The following are NOT included:

   o Decommissioning costs for the current systems.

   o Savings achieved from decommissioning the current systems i.e. annual operating costs for the systems and associated hardware, including reduced future server hardware procurement requirements.

As mentioned above, it is important to note that this option is a total operating cost for running the solution over a 5-year period, whereas the other options are additional costs on top of the current operating costs for the incumbent solutions. Unfortunately, as we do not have accurate figures for the current operating costs it is not possible to compare all three options in a like for like manner i.e. compare the total Housing maintenance management solution costs for each.

4.8 High Level Alignment against Strategic Goals and Target Operating Model

All the options proposed have been aligned, to varying degrees, against the strategic goals agreed for the housing management solution set, including:

- Increased service efficiency through more automated and controlled processes, and the effective utilisation of supporting maintenance, repair and field service management systems.

- Elimination of manual processes and bespoke outside of core system solutions.

- Substantial improvement and confidence in data quality.

- Enablement of point of capture electronic data collection for field-based operatives.

- Single entry of data.

- Single master source of information.

- Paperless, except when required for regulatory compliance.

- Bi-directional interfaces running at optimal frequency. i.e. real-time, hourly, daily etc.

- Robust and secure system interfaces, within and external to RBC.

- Device and operating system agnostic mobile services.

- Dashboard management and reporting.

The extent to which each option supports the key drivers of the Target Operating Model (TOM) are highlighted in the following Table (Table 8), where:

(B)lue indicates a small, tactical improvement over the current level of delivery for the TOM driver.

(A)mber highlights a noticeable improvement in terms of supporting delivery of the TOM driver.

(G)reen indicates a significant improvement towards fully meeting the TOM driver.

Target Operating Model (TOM) Drivers (options appraisal specific comments)	Option 1 Do Minimum	Option 2 Scale up TotalMobile	Option 3 Approach Market
Personalised portal – *self-service per M&R operative*	B (1)	A	G
Consistent interaction across services – *dependent on HMS*	B (1)	A	A (2)
Digital by default, yet facilitating digital inclusion – *totalmobile is by default a digital solution*	A (3)	A	G
Mobile first for housing and maintenance staff	A (3)	A (2)	G
Facilitates channel migration – *limited opportunities*	B (1)	A	A
Front office integration – *not directly applicable*	N/A	N/A	N/A
Single version of the truth – *dependent on how HMS handles data sent / received*	B (1)	A	A
Back office 'specialist' interaction layer – *not applicable*	N/A	N/A	N/A
Real-time reporting dashboard / client – *limited for client*	A (4)	A	G
Data segregation / client – *not applicable as system is data presenter / collector / conduit.*	N/A	N/A	N/A
Drives business efficiencies through automation and standard ways of working	A (5)	A	G

Table 8 – Maintenance Management TOM Alignment

Clarification Notes:

(1) Option 1 delivers tactical improvements rather than significant functional enhancements.

(2) Level of improvement will be dependent on number of areas within Housing and other services deploying the solution.

(3) Option 1 will deliver more effective use of what is currently in place.

(4) There is the potential within Option 1 to improve the current TotalView capabilities by making full use of its functionality.

(5) Although Option 1 is tactical, the improvements made should result in a noticeable efficiency improvement within daily working processes.

4.9   Recommended Way Forward

Considering the current functional fit of the incumbent systems, Housing's strategic goals, the strengths, benefits, weaknesses and risks of each option, and the wider systems, operational and data issues to be addressed within Housing, it is proposed that RBC considers Option 1 as the way forward for maintenance, repair and field service management.

If the Council was not considering replacing its housing management system then Option 2 would be a sensible approach to take as it builds on the current environment and associated investment, offers considerable improvement opportunities and maintains familiarity and consistency in the service delivery approach for Housing staff. **A key caveat against this option is the potential future use of TotalMobile within other Council service areas.** If this were to be actively considered then Housing should work together with the other service areas to deliver a fully SaaS based solution, which would be more economically advantageous.

Option 3 on the other hand is the pragmatic way forward as it considers all possible solutions and validates the preferred solution. It is however very resource and time intensive, will conflict with the likely HMS replacement project for resources and add confusion to the overall situation. Furthermore, it is likely that the TotalMobile solution set will be a leading candidate when undertaking a market review.

Although it does not deliver the full remit of change desired, this leaves Option 1 as the preferred route for the following reasons:

- It is the least disruptive option in terms of impact on Housing, its clients, residents and suppliers.

- It can be delivered in a relatively quick timeframe.

- There will be a significantly lower demand for internal resources than that required for the other options.

- The recent Housing review highlighted manual processes, workarounds and a lack of clear understanding of TotalRepairs' and TotalMobile's full capabilities. The inclusion of Total suite consultancy expertise within this option should identify and offer significant opportunities for improvement.

- It builds on existing infrastructure, is relatively low cost and offers the potential of a good and quick return on investment.

- A phased rather than big bang approach can be taken if required i.e. implement individual step improvements. This can reduce the level of risk and resource demands.

- The project will introduce revised working practices into the business and start to build a culture of change.

- The training provided will build up expertise within the Housing teams and lead to improved working practises and hopefully fewer operational errors.

- It is unlikely to be significantly impacted by the potential HMS replacement project and could be an interim phase complementary project.

- If desired, it can be implemented as a precursor to Option 2 in the event of a future decision to expand the use of TotalMobile within Housing and potentially throughout the Council.

5 Asset Management Systems Options Appraisal

5.1 Introduction

This section provides a high-level appraisal of the systems options available for asset management functions within the Reading Borough Council (RBC) Housing Management service.

NCC Group has developed a set of viable options for this appraisal and will be presenting them using the following categories:

- **Functional description:** a summary of the functionality and business requirements that are to be made available through the implementation of the option. NCC Group has provided RBC with an indication of a minimum option (option 1) that will provide a baseline against which to compare the other viable options.

- **Strengths, benefits and weaknesses:** the benefits and weaknesses of the option.

- **Risk:** a high-level risk analysis and assessment for the option.

- **Impact analysis:** a high-level assessment of the impact or effect on the user, the technology and the organisation and the relationships that RBC has with its residents and business partners.

- **Implementation plan:** a high-level implementation plan for the option.

- **Assumptions:** any underlying assumptions that have been made when developing the cost model and implementation plan.

- **Indicative costs:** a high-level summary of the costs of the option. **Please note these costs should only be regarded as thumbnail approximations at this stage and are based on a significant number of assumptions. As a result, the costs should not be used as a serious input to any funding request or more detailed cost benefit analysis.** Although these costs will be thumbnail approximations, they will be at an accuracy that will enable RBC to compare options from a financial perspective**.**

5.2 Current Asset Management System Summary

RBC, over time, has become reliant upon tactical database solutions developed in applications such as Microsoft Excel and Access to supplement Northgate's Codeman's asset management solution.

5.3 Required Position

The requirement, therefore, should be to ensure that all key asset management requirements are adequately supported by core system functionality, namely:

- Efficient maintenance and management of property attributes and asset-based data;

- Development and management of planned maintenance programmes;

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- Contract and project management;

- Development and management of cyclical and servicing programmes;

- Management of stock condition surveys and associated data;

- Management of decency and compliance against the Decent Homes agenda;

- Housing Health and Safety Rating System (HHSRS) assessment, recording and reporting;

- Energy Performance Certification (EPC), SAP and compliance reporting;

- Management of fully complaint asbestos register, alerts and warnings;

- NROSH reporting and data extraction;

- Forecasting, scenario planning and what if analysis;

- Cost modelling, profiling and reporting;

- Development of regulatory returns.

5.4 Proposed Options

To facilitate and deliver the required position, two options are considered, namely:

- **Option 1: Do Minimum - Enhance/extend current system usage and provide training.** This is essentially a do minimum option which will involve working with Codeman's supplier Northgate to review its current usage in more detail, and where appropriate, for RBC to invest in the take-up of additional functionality that is not currently part of the core configuration. The option will also involve the implementation of a programme of business-focused training to help address the shortfalls in the awareness of how to get the best from Codeman. It should be stated that this option will act as a key comparator for the other option.

- **Option 2: Approach market via the Government Procurement Framework and seek replacement for Codeman.** This option will enable RBC to consider the procurement of a replacement asset management system solution. This option will enable RBC to market test Codeman against its direct competition: PIMS, Promaster and Keystone. The option will also include the commissioning of a suitable range of implementation services as required to successfully deliver the preferred solution in line with RBC's requirements.

For each of the options, it is essential to be cognisant of other ongoing change initiatives within Housing and the overall RBC corporate environment, and the impact they may have on the Maintenance and Repair services.

Each option is now explored in more detail.

5.5 Option 1: Enhance/extend current system usage and provide training

5.5.1 Functional Description

This is essentially a do minimum option which will involve working with Codeman's supplier, Northgate professional services team to review its current usage in more detail, and where appropriate, for RBC to invest in the take-up of additional functionality that is not currently part of the core configuration.

The option will also involve the implementation of a programme of business-focused training to help address the shortfalls in the awareness of how to get the best from Codeman. This option will involve addressing some of the key shortfalls within the current Codeman implementation and ICT support arrangements, but essentially remain 'as is' with only tactical improvements being made.

This option will further focus on getting better usage from the system, with training and data quality being a key area requiring improvement. On completion, a post implementation review will be undertaken to determine the completeness and effectiveness of the project, and to ensure follow-on training, support arrangements and awareness processes and plans have been fully established and delivering business value.

Option 1 will act as a key comparator for the other option.

5.5.2 Strengths and Benefits

The strengths and benefits associated with this option are:

- This is the lowest cost option.

- The level of disruption to the business will be minimal.

- Assessing current usage of the systems against best practice will provide a clearer view as to the long-term viability and positioning of the solutions.

- Prioritising and addressing specific quick win opportunities will deliver benefits in terms of data quality, enhanced system capabilities and process improvement. Benefits will start to be realised in a short timeframe i.e. 3+ months.

- Raising awareness and training within the functional teams will yield further on-going benefits.

- If NPS Housing or an associated housing management system with a fully integrated asset management module is selected then this option will enable Codeman to be reviewed and potentially replaced in the longer term.

5.5.3 Weaknesses

The key weaknesses associated with this option are:

- Although tactical issues may be resolved, more significant faults and issues may not be addressed, including impact on efficiency.

- Savings and cashable benefits opportunities are potentially the lowest for this option, although they will be realised quicker than the other option.

- Some level of investment in terms of cost, time and resource (internal and external) will be required, albeit low in comparison to the other option.

- It will not fully address many of the key fundamental issues around lack of functionality and systems integration.

- This option will not enable RBC to formally review the market which would provide an opportunity to gain an appreciation of the scope and capability of asset management systems available.

5.5.4 Risks

There are a number of risks associated with this option, including:

- Not all of the existing faults and issues will be fully addressed.

- There is the potential for new business and technical workarounds, rather than structured managed processes, to be introduced to manage system functionality shortfalls.

- Success and benefits will be compromised if the right blend of Northgate professional services and Housing resources are not assigned to the project.

- There will be an additional dependency on key internal staff to deliver and maintain process and system change on an ongoing basis.

- Unavailability of key RBC resources to work with Northgate will negatively impact the return from the consultancy investment.

5.5.5 Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** little business impact will be experienced if Codeman is retained and functional gaps are addressed.

- **Other Council Services:** there is unlikely to be adverse impact on other Council services who receive or provide information from/to the Housing Service functions.

- **Resident:** there will be no adverse impact on the resident.

- **Client:** there will be low levels of impact on client organisations who contract RBC to provide maintenance and repair services. Minor modifications to existing integrations and/or reporting mechanisms may be introduced.

- **Contractor:** some minor working process changes may be required, and contractors will be expected to adopt and adhere to them.

- **Systems and Service Providers:** Northgate will be integral to the success of the project. For others, there is unlikely to be any significant impact on the current integrations.

- **Technology:** there is likely to be little impact with regards to the technical environment although longer term, the ability to transition Codeman to the cloud will not be easily undertaken if this is the direction RBC wishes to go strategically.

5.5.6   Implementation Plan

Although this is a "do minimum" option, a formal implementation plan is still required, albeit not on the same scale as for the other more expansive options. Resourcing on this option will be a combination of internal and Northgate Professional Services (PS) staff, and timings will have to align with the prevailing business priorities. The identification and implementation of the tactical improvements are likely to take circa 3-4 months and will include the following phases:

- Set up, resource and plan the programme of work with the assistance of Northgate. Include representatives from Corporate Improvement and Corporate ICT.

- Define, prioritise and deliver a large scale data quality and cleansing activity and introduce data governance processes to maintain data quality at an appropriate level.

- Conduct a focused operational review in conjunction with Northgate PS consultants. Identify systems and process improvement opportunities.

- Where applicable, discuss process change, impact and integration requirements with all affected parties.

- Plan, develop and implement the improvement opportunities, either in a phased or big bang approach depending on scale, disruption impact, resource demands and availability.

- Undertake training and conduct robust testing of functionality as part of the implementation.

- Perform a post implementation review.

Business focused training should be an integral part of the overall implementation.

5.5.7 Assumptions

The key assumptions made when formulating this option are:

- Northgate continues to support Codeman in the medium term and, as a minimum, continues to maintain the level of resource they are providing currently for support and maintenance.

- Housing staff will be available to work on the project.

- Suitably experienced Northgate PS consultants will be assigned to the project.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

5.5.8 Indicative Costs

NCC Group's experience and discussions with Northgate have provided an indication of the typical level of support they have provided similar clients with to enhance their use of the product suite. The following costs are based on these discussions and experience.

Cost Element	Indicative Cost
Capital costs – including hardware, software and external consultancy	**£35,000**
Annual costs – including annual subscriptions, maintenance & support	**£5,000**
Total cost of ownership over 5 years – excluding internal costs	**£60,000**
Internal resource costs for implementation	**£14,175**
Total cost of ownership over 5 years including Internal resource costs	**£74,175**

It is important to note that these costs:

- Are based on current resource usage levels.

- Include a small element of contingency for external consultancy services and additional software.

- Are incremental to the current Northgate Codeman annual operating costs.

- Assume only Northgate external resources will be procured, with all other activities undertaken by incumbent Housing and Council resources.

- Are predominantly incurred during the implementation period, with a very low incremental annual cost uplift.

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5.6 Option 2: Approach market and seek replacement for Codeman

5.6.1 Functional Description

This option will enable RBC to consider the procurement of a replacement asset management system solution by market testing Codeman against its direct competition: PIMS, Promaster and Keystone. The option will also include the commissioning of a suitable range of implementation services as required to successfully deliver the preferred solution in line with RBC's requirements.

The option will also include the commissioning of a suitable range of implementation services as required to successfully deliver the preferred solution in line with RBC's requirements.

5.6.2 Strengths and Benefits

The strengths and benefits associated with this option are:

- Provides RBC will real choice and gives the Housing Service the opportunity to benchmark its current suppliers and solutions against the open market.

- Engages all key stakeholders within Housing to facilitate shared ownership of the procured solution.

- Enables Housing to take advantage of the benefits offered by RBC's new strategic ICT direction, including flexibility in deployment options such as Software as a Service (SaaS), externally hosted and/or Cloud services etc.

- Provides RBC with the opportunity to introduce a commercially innovative contract e.g. risk and reward, shared benefit, performance focused etc.

- Offers the opportunity for Housing to re-engineer its business processes and eliminate bad practices such as manual workarounds and bespoke in-house solutions.

- Will enable RBC to review the market in detail and ensure that costs of eventual solution remain extremely competitive.

5.6.3 Weaknesses

The key weaknesses of going to the market include:

- Although RBC is able to exploit a Government procurement framework, the procurement process will be more time consuming than the other options, adding a minimum 4-6 elapsed months to the timeframe.

- Will be the highest cost option when internal costs are considered.

- Integration across other core solutions will be more of a challenge than option 1.

- Decommissioning the incumbent solution will require existing systems integrations to be redeveloped if moving away from Codeman.

- Current equipment may have to be decommissioned if no longer suitable to support the new solution, and this may result in a loss of investment.

- Cleansing and migration of data to the new solution will be time consuming and likely to be costly, particularly if the selected solution is not Northgate.

- The overall project timeframe is likely to be in the order of 10-12 months.

- Potentially the Housing Services staff will be working with a new asset management system supplier.

5.6.4 Risks

Notable risks associated with this option are:

- Although stakeholders will be actively involved in the selection of the solution they do not embrace it as expected and benefits not realised.

- Key suppliers qualify out of the procurement process.

- Increased resource demands of a full system replacement.

- May not be possible to achieve the same level of integration as per the current systems.

- Ability to align implementation and contract termination timeframes across all systems.

- Learning curve for new solution and its potential impact on performance.

- Ability to maintain the level of service for the solutions to be retired.

- Solution switchover management, timing and communication.

- Working relationship with Northgate if another housing system supplier is selected.

5.6.5 Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** significant impact on the business in terms of service delivery and the resources required to implement the solution – a new contract with the asset management system supplier will need to be drawn up to better reflect the new proposition.

- **Other Council Services:** there will be varying levels of impact on other Council services who receive or provide information from/to the Housing Management functions.

- **Resident:** the impact on the resident will not be significant.

- **Client:** there will be varying levels of impact on client organisations who contract with RBC to provide asset management and other related services. Changes may include the introduction of new, or modifications to existing, integrations.

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- **Systems and Service Providers:** revised, enhanced and/or new integrations and working practices will have to be discussed and agreed with the providers who interact directly with the asset management system. The level of impact will vary per provider. The impact on Northgate will be significant if not selected.

- **Technology:** the mobile device portfolio will require refresh and expansion to cater for new features and expanded functionality. Interfaces between core systems will require enhancements or redevelopment. The potential need to introduce cloud-based web services to support mobile working will also have to be supported.

5.6.6   Implementation Plan

The estimated timeframe for the implementation of this option is circa 10-12 months and will include the following:

- Define and specify the functional and operational requirements.

- Form a procurement team and systematically review the market.

- Undertake a detailed solution/supplier selection process.

- Undertake commercial negotiation and acceptance of terms with the selected supplier.

- Set up, resource and plan the programme of work. Include representatives from Corporate Improvement and Corporate ICT.

- Undertake business process review across all impacted service areas in line with proposed system scope.

- Discuss integration requirements with all affected parties – systems and service providers, material suppliers and contractors.

- Undertake specification and phased enhancement and implementation of interfaces and integrations.

- Undertake specification and development of reports.

- Undertake extensive data cleansing and migration exercise.

- Assess the current technical infrastructure for servers, mobile working and cloud services against the new environment requirements and initiate upgrades where needed.

- Conduct phased system implementation in line with business process dependencies, and include robust testing of functionality, security and access control.

- Undertake formal acceptance and comprehensive training including disaster recovery capabilities.

- Switchover to new asset management system and switch old solution to read only mode and provide look up access.

- Perform a post implementation review.

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5.6.7 Assumptions

The key assumptions made when formulating this option are:

- The indicative costs presented below for this option include costs for procurement and are based on NCC Group's understanding and experience of the market.

- The necessary budget can be secured for both the procurement of additional modules and system enhancements and to implement the solution as a controlled and well managed project.

- Suitable contractual and commercial arrangements can be secured with the selected asset management system supplier.

- Suitably experienced asset management system consultants will be assigned to the project.

- Resources will be made available within the Housing teams to fully support the project.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

- Other areas of the Council impacted by the changes will align to them as required.

- It is assumed that deployment to the cloud will be a longer-term aspiration, hence additional hardware will be required, including servers and end user mobile devices. If RBC do select a SaaS asset management solution then the costs below would need to be revisited.

- New and revised integrations are technically feasible and can be delivered within the stated timeframes.

- All 3rd party clients will support and align with the changes in working practices.

- Existing data can be mapped across and migrated to the new solution.

5.6.8 Indicative Costs

NCC Group's experience and discussions with asset management system suppliers have provided an indication of the typical level of support they have provided similar clients with to enhance their use of the product suite. The following costs are based on these discussions and experience.

Cost Element	Indicative Cost
Capital costs – including hardware, software and external consultancy	**£252,500**
Annual costs – including annual subscriptions, maintenance & support	**£32,500**
Total cost of ownership over 5 years – excluding internal costs	**£415,000**
Internal resource costs for implementation	**£58,500**
Total cost of ownership over 5 years including Internal resource costs	**£473,500**

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It is important to note that these costs:

- Include a relatively significant element of contingency for external consultancy services, hardware and additional software.

- Additional licences needed to be purchased to support the further required functionality.

- Assume only external resources from the selected asset management system supplier will be procured, with all other activities undertaken by existing Housing and Council resources.

- Are predominantly incurred during the implementation period, with only a relatively small incremental annual cost uplift compared to current costs.

- The following are NOT included:

  o Decommissioning costs for the current systems.

  o Savings achieved from decommissioning the current systems i.e. annual operating costs for the systems and associated hardware, including reduced future server hardware procurement requirements.

5.7 High Level Alignment against Strategic Goals and Target Operating Model

The two options proposed have been aligned, to varying degrees, against the strategic goals agreed for the housing management solution set, including:

- Increased service efficiency through more automated and controlled processes, and the effective utilisation of supporting housing-related systems.

- Elimination of manual processes and bespoke outside of core system solutions.

- Substantial improvement and confidence in data quality.

- Enablement of point of capture electronic data collection for field-based operatives.

- Single entry of data.

- Single master source of information.

- Paperless, except when required for regulatory compliance.

- Bi-directional interfaces running at optimal frequency. i.e. real-time, hourly, daily etc.

- Robust and secure system interfaces, within and external to RBC.

- Device and operating system agnostic mobile services.

- Dashboard management and reporting.

The extent to which each option supports the key drivers of the Target Operating Model (TOM) are highlighted in the following Table (Table 9), where:

(B)lue indicates a small, tactical improvement over the current level of delivery for the TOM driver.

(A)mber highlights a noticeable improvement in terms of supporting delivery of the TOM driver.

(G)reen indicates a significant improvement towards fully meeting the TOM driver.

Target Operating Model (TOM) Drivers *(options appraisal specific comments)*	Option 1 Do Minimum	Option 2 Approach Market
Personalised portal *– only replacement asset management system will provide this capability*	B	G
Consistent interaction across services *– integrated asset management system and retirement of tactical systems*	B (1)	G
Digital by default, yet facilitating digital inclusion *– NPS Housing and other selected HMS are by default a digital solution*	B	A (3)
Mobile first for housing and maintenance staff	B	G
Facilitates channel migration *– limited opportunities with Codeman*	B	G
Front office integration *– dependent upon the sophistication of task management/workflow*	A (1)	G
Single version of the truth *– limited opportunities with Codeman given current implementation*	A	G
Back office 'specialist' interaction layer *– dependent upon the sophistication of task management/workflow*	A (1)	G
Real-time reporting dashboard / client *– not really a requirement for asset management*	N/A	N/A
Data segregation / client *– 3rd party asset management solutions can offer data segregation*	B	G
Drives business efficiencies through automation and standard ways of working	B	G (2)

Table 9 – Asset Management TOM Alignment

Clarification Notes:

(1) Option 1 delivers tactical improvements rather than significant functional enhancements.

(2) Level of improvement will be dependent on number of areas within Housing and other services deploying the solution.

(3) Potential to be available in the integrated asset management module of NPS Housing, but not currently operationally available.

5.8   Recommended Way Forward

It is NCC Group's recommendation, taking into account impact, risk, cost/benefits and return on investment that RBC selects option 1 as its preferred way forward and aims to address some of the key issues with the current implementation of Codeman. This improvement programme should be conducted as a formal project that is adequately resourced and has sufficient budget assigned to facilitate its success.

6 ECM Options Appraisal

6.1 Introduction

This document provides a high-level appraisal of the systems options available for the enterprise content management functions within the Reading Borough Council (RBC) Housing Management service.

NCC Group has developed a set of viable options for this appraisal and will be presenting them using the following categories:

- **Functional description:** a summary of the functionality and business requirements that are to be made available through the implementation of the option. NCC Group has provided RBC with an indication of a minimum option (option 1) that will provide a baseline against which to compare the other viable options.

- **Strengths, benefits and weaknesses:** the benefits and weaknesses of the option.

- **Risk:** a high-level risk analysis and assessment for the option.

- **Impact analysis:** a high-level assessment of the impact or effect on the user, the technology and the organisation and the relationships that RBC has with its residents and business partners.

- **Implementation plan:** a high-level implementation plan for the option.

- **Assumptions:** any underlying assumptions that have been made when developing the cost model and implementation plan.

- **Indicative costs:** a high-level summary of the costs of the option. **Please note these costs should only be regarded as thumbnail approximations at this stage and are based on a significant number of assumptions. As a result, the costs should not be used as a serious input to any funding request or more detailed cost benefit analysis.** Although these costs will be thumbnail approximations, they will be at an accuracy that will enable RBC to compare options from a financial perspective**.**

6.2 Current Enterprise Content Management (ECM) System Summary

Currently a blended approach is taken towards the recording of electronic documents, scanned images, photographs etc., commonly referred to as Digital Content (or simply Content), within the RBC Housing systems' environment, consisting of:

- Northgate Information@work is used to store scanned documents relating to various Housing activities including applications, repairs, resident photographs etc.

- TotalRepairs and TotalMobile hold various types of electronic content information relating to asset maintenance and repair and mobile device activity, including:

    o Property photographs.

    o Repair photographs against specific jobs.

    o Resident photographs.

    o Contents of forms completed on mobile devices.

- This information is stored in a combination of internal repositories, including the TotalRepairs database (job related information), TotalView (photographs) and the TotalMobile flat file datamart (completed mobile form contents and other non-job-related files).

- Network shared folders are used to store various types of documents and images, often on a temporary basis i.e. active documents for applications etc. which are not scanned into Information@work until the process has been completed.

- Bespoke Microsoft Access databases are used to store documents, including property plans and photographs.

- Citizen Space is used to manage post inspection consultation.

- Glasscubes cloud-based collaboration services are used to share information and documents within teams and with external partners.

This diverse range of electronic storage means that:

- Housing staff are often required to search across multiple sources for content relating to their work activities and/or external enquiries.

- The dispersed nature of content storage leads to high levels of duplication and different versions of content stored across the sources.

- Data is often retained beyond its useful, or indeed legal life, due to no clear archiving and retention policies and processes.

- The effectiveness and robustness of security controls across the content sources varies considerably.

- The combination of the above severely compromises the data quality and integrity of the content held within the Housing environment.

6.3   Required Position

The optimal required position is one in which:

- The number of content repositories is minimised to system specific content repositories and a Reading corporate wide enterprise content management (ECM) solution.

- There is a specified master source for all content elements. i.e. the 'go to' source for determining current status.

- Content is managed via clearly defined data retention and archiving policies across all content sources.

- Access to content is securely controlled.

For this options appraisal the focus will be on Housing Services, in particular the content repositories that are not embedded within the core systems i.e. integrate with the core systems or operate on a standalone basis.

6.4 Proposed Options

To facilitate and deliver the required position, three options are considered, namely:

- **Option 1** – Continue to operate with the current solutions in the short to medium term. Review the use of the systems in more detail and implement a range of initiatives to improve data quality and integrity, specifically for Information@work. This is the "Do Minimum" option.

- **Option 2** – Implement Microsoft SharePoint Online as a replacement for the non-core systems content repositories. Integrate it with the core systems and processes, using it as the primary repository for storing Housing content and to deliver collaboration services.

- **Option 3** – Formally approach and review the market for the most economical and viable ECM solution, assessing the current environment against suitable competing products including Microsoft, IDOX, Civica, Opentext and Hyland.

For each of the options, it is essential to be cognisant of other ongoing change initiatives within Housing and the overall RBC corporate environment, and the impact they may have on content management services.

Each option is now explored in more detail.

6.5 Option 1: Continue to operate with existing systems

6.5.1 Functional Description

Irrespective of budget or resource constraints, the ongoing and growing issues of data quality and integrity need to be addressed, therefore the "do minimum" option in this case is not simply to continue as is but rather to focus on the key content repository of concern, namely Information@work.

This option will look to address the current quality and integrity concerns with Information@work by creating a new instance of the database for all future content, with existing content accessible via the legacy (original) instance. It also offers the opportunity to move some of the other non-core content store operations into Information@work, where technically and operationally feasible. As highlighted in the overall Housing systems review, awareness and training will also be key areas requiring improvement.

The improvements identified must be aligned with the results of the other options appraisals being undertaken in parallel, particularly for the main Housing Management System (HMS) and Field Service Management (TotalMobile) as these are likely to require operational process changes.

On completion, a post implementation review will be undertaken to determine the completeness and effectiveness of the project, and to ensure follow-on training and awareness processes and plans are in place.

Option 1 will act as a key comparator for the other options.

6.5.2   Strengths and Benefits

The strengths and benefits associated with this option are that:

- This is the lowest cost option.

- The level of disruption to the business will be minimal in comparison to the other options, however there will be a need to educate and train staff on the revised content storage and access methods, albeit they will be using a familiar solution.

- Segregating new and future content from the legacy content will significantly improve the quality and integrity of this content both in the short and long term; and will help facilitate smoother transition of accurate and relevant information to future new Housing systems solutions.

- Although a data cleansing exercise is still required for important content that needs to be retained for the longer term, this is more manageable than for the other options as it can be phased and delivered over a prolonged period and undertaken in line with resource availability.

- There are opportunities to migrate some of the non-core content store operations to Information@work. This will not only reduce the number of repositories but also help address the database storage limit and/or access speed issues currently being encountered with some of the content stores, particularly Microsoft Access databases.

- Raising awareness and training within the functional teams will yield further on-going benefits as there is currently a significant disparity between teams in terms of their knowledge of what process support can and is being delivered by Information@work.

- Staff confidence in the integrity of the content stored and accessed will grow over time.

- This is the most pragmatic option when considering the uncertainty surrounding the current Housing Management System, Northgate OHMS, as it is focusing on improving the quality of content regardless of the main HMS.

6.5.3   Weaknesses

The key weaknesses associated with this option are:

- It offers limited scope for process enhancement and operational change.

- Savings and cashable benefits opportunities are lowest for this option, and indeed it is expected to incur an operational cost overhead particularly in the short term.

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- A level of investment in terms of cost, time and resource will be required, albeit relatively low in comparison to the other options.

- It will not address some of the key fundamental issues around lack of functionality and systems integration.

- Although there is an opportunity to consolidate some non-core content sources this will be limited due to Information@work technical restrictions e.g. content file types supported.

6.5.4   Risks

There are a number of risks associated with this option, including:

- The changes in process required may lead to confusion and result in new content being wrongly placed in the legacy Information@work database. Occurrences of this should reduce significantly after the initial 3-4 months as staff become acquainted to the new processes.

- There will be an additional dependency on key internal staff to deliver and maintain process and system change.

- There may be reluctance in migrating some of the non-core content store operations to Information@work.

- The number of users with authorised access to the legacy Information@work instance may not decline at the expected rate over time, which in turn is likely to incur additional licensing costs.

- The retention period for the legacy instance could be prolonged if important information is retained within it and not transferred across (over time) to the live instance.

- Motivating staff is a challenge when delivering limited process improvements below overall aspiration and expectation levels. This must be managed by focusing on the data quality improvements this option offers, which are an essential prerequisite in supporting the successful implementation of future new Housing solutions.

6.5.5   Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** there will be some minor business impact as the revised processes for storing and accessing content are introduced, however the main positive impact will be the improvement in data quality and integrity over time.

- **Other Council Services:** there is likely to be some minor process change impact on other Council services who have access to Housing Services content repositories. There should also be a noticeable improvement in content quality in the longer term.

- **Resident:** there will be no direct impact on the resident, however the quality of information linked to the resident should improve over time.

- **Client:** there is unlikely to be any direct impact on clients, albeit, as per residents, the quality of information maintained on and for the client should improve in due course.

- **Contractor:** there may be some minor working process changes required, which contractors will be expected to adopt and adhere to.

- **Systems and Service Providers:** there is likely to be a requirement to update some of the current integrations to point to the new Information@work repository, however these should be minor changes.

- **Material Supplier:** no direct impact.

- **Technology:** there is a need to create a new instance of Information@work, which may require an additional server (physical or virtual), licences and storage, however in the case of the latter the increase should roughly be in line with normal growth expectations as the overall volume of data will not increase significantly. i.e. limited, if any content, will be replicated / transferred from the original Information@work database.

6.5.6   Implementation Plan

Although this is a "do minimum" option, a formal implementation plan is still required, albeit not on the same scale as for the other more expansive options. Resourcing on this option will be primarily internal, and as such will have to align with the prevailing business priorities. The identification and implementation of the data quality improvement initiatives are likely to take circa 4-6 months and will include the following stages:

- Set up, resource and plan the programme of work. Include representatives from Corporate Improvement and Corporate ICT.

- Define the requirements, assess their impact and identify process changes required.

- Where applicable, discuss integration requirements with all affected parties.

- Assess the current technical infrastructure and licensing impact; and establish upgrade costs.

- Undertake business process reviews for impacted areas in line with proposed improvements.

- Finalise commercial and contractual arrangements with all suppliers – primarily Northgate.

- Plan and implement technical upgrades as required and establish new Information@work instance.

- Conduct phased implementation by service area/team, including training and robust testing of functionality, security and access control.

- Perform a post implementation review.

Business focused training should be an integral part of the overall implementation.

6.5.7 Assumptions

The key assumptions made when formulating this option are:

- The necessary budget can be secured to implement the improvement initiatives as a controlled and well managed project.

- The indicative costs presented below for this option include costs for procurement and are based on NCC Group's understanding and experience of the market.

- Resources will be made available within the Housing teams to fully support the project.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

- Other areas of the Council impacted by the changes will align to them as required.

- The current version of Information@work supports multiple instances within the same environment.

- There are no restrictions on expanding the technical environment.

- New hardware may be required, including servers.

- New licensing will be required, both on a systems and user basis.

- If required, existing data can be mapped across and migrated to the new instance.

- Integration changes required are technically feasible and can be delivered within the stated timeframes.

- Data security and access control will not be compromised.

- In the event of the current Housing Management System (HMS) being replaced in the medium term:

  o The content within the new Information@work instance will be compatible with, approved and used by the new HMS.

  o The process changes proposed will be cognisant of the new HMS and its capabilities.

  o Additional changes to and/or development of the necessary integrations with the new HMS will be funded by the replacement HMS project.

6.5.8 Indicative Costs

Without undertaking a detailed contractual review, in conjunction with Northgate Public Services, of the current Information@work solution and usage within RBC, it is difficult to accurately estimate the licensing and support costs for a new additional instance of the Housing content repository. Furthermore, it has also not been possible to obtain the current Information@work annual costs for Housing, therefore the following figures exclude the additional licensing and storage costs for the new instance of Information@work.

It is assumed that the worst-case scenario in year 1 is a doubling of current costs with this decreasing significantly from year 2 onwards as the new instance becomes the main source of all necessary content. Commercial discussions should be undertaken with Northgate to negotiate a favourable arrangement that meets both parties need.

Cost Element	Indicative Cost
Capital costs – including hardware and external consultancy, but excluding new Information@work software licensing	**£38,500**
Annual costs – including specific maintenance & support apart from those for the new Information@work instance	**£5,000**
Total cost of ownership over 5 years – excluding internal costs and Information@work licensing and support	**£63,500**
Internal resource costs for implementation	**£49,050**
Total cost of ownership over 5 years including Internal resource costs – excluding Information@work licensing and support	**£112,550**

It is important to note that these costs:

- Include a small element of contingency for external consultancy services and additional software.

- **Exclude the current and new Information@work instances licensing and annual operating costs.**

- Assume only Northgate Public Service external resources, either new or currently contractually supporting RBC, will be procured, with all other activities undertaken by incumbent Housing and Council resources.

- Include internal resource time costs for:

  o The integrity checking and cleansing of essential elements of the current Information@work Housing content prior to it being loaded into the new instance as part of the project implementation phase.

- Migration of applicable other Housing content repositories into Information@work over time.

  - Technical resources to support the content cleansing and migration.

- Data cleansing will be phased across the project and the first year of the implementation rather than undertaken in advance of the introduction of the new Information@work instance.

6.6 Option 2: Implement Microsoft SharePoint Online

6.6.1 Functional Description

This option will enable Housing to align with the Corporate ICT strategic direction, consolidate content repositories and deliver enhanced collaboration via Microsoft cloud-based services. It will require existing active and relevant historical content to be cleansed and uploaded into SharePoint. The option will also require the commissioning of a suitable range of implementation services to successfully deliver the preferred solution in line with RBC's requirements.

6.6.2 Strengths and Benefits

The strengths and benefits associated with this option are that it:

- Aligns and positions Housing as an innovator within the Council, enabling it to take advantage of the benefits offered by RBC's new strategic ICT direction, including the flexibility of Software as a Service (SaaS) deployment.

- Offers the opportunity to expand the enterprise content remit to:

  - Increase the number of types of unstructured content that can be captured, organised and referenced.

  - Expand integration options with the Housing core systems.

  - Align with other service area content solutions over time as they implement SharePoint.

- Provides enhanced and new collaboration opportunities with both internal and external partners.

- Reduces the implementation and ongoing operational costs of the solution by benefiting from RBC's Microsoft corporate agreements.

- Provides tight integration between the Microsoft Office suite (Outlook, Word, Excel etc.) and SharePoint, enabling more streamlined processes for content capture and retrieval.

- Offers the opportunity for Housing to re-engineer its business processes and eliminate bad practices such as manual workarounds and bespoke in-house solutions.

- Complies with all regulatory requirements including data protection and GDPR.

- Offers enhanced data loss prevention (DLP) capabilities for content, thereby further supporting GDPR compliance.

- Staff confidence in the quality and integrity of the content stored will grow as the solution is implemented.

6.6.3 Weaknesses

The key weaknesses of this option are:

- The implementation timeframe for this solution will be noticeably longer than Option 1.

- Replacing the complete set of Housing content repositories will increase the storage requirements and implementation costs.

- Decommissioning the incumbent solutions will require existing systems integrations to be redeveloped.

- Current equipment will, after the required solution verification period, have to be decommissioned and this may result in a loss of investment.

- Migration of information to the new solution will be time consuming and likely to be costly as significant data quality issues will have to be addressed. It may be necessary to phase the migration. i.e. active then legacy or by Housing function.

- If a new Housing Management System (HMS) is to be selected, this option will have to integrate and align closely with it, which is therefore likely to extend the delivery timeframe.

- Disruption to the business will be significant for this option and may not be acceptable, particularly given the current resourcing constraints.

- There will be limited internal experience of SharePoint within RBC as Housing will be an innovator rather than follower.

- The overall project timeframe is likely to be in the order of 10-12 months.

6.6.4 Risks

Notable risks associated with this option are:

- Increased resource demands of a single solution replacement of all content repositories.

- As one of the first Services to use SharePoint within RBC, it may take longer to implement the solution as there may be elements of trial and error within the project due to the general unfamiliarity of the product.

- In-house operational support expertise will be limited compared to current solutions.

- Complexity of integrations with existing core systems.

- Data cleansing issues.

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- Learning curve for the new solution and its potential impact on overall Housing team performance in the short term.

- Ability to align implementation and contract termination timeframes across all systems.

- Ability to maintain the level of service for the solutions to be retired.

- Service partner, client and resident resistance to the new services introduced.

- Solution switchover management, timing and communication.

6.6.5   Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** there will be significant impact on the business in terms of service delivery and the resources required to implement the solution, however this will eventually be offset by the expected substantial improvement in data quality and integrity over time.

- **Other Council Services:** there will be varying levels of impact on other Council services who have access to Housing content repositories, however there should be a noticeable improvement in content quality in the longer term.

- **Resident:** there will be initially be minimal impact on residents, however this may increase in the longer term if self-service and collaboration is introduced.

- **Client:** there is likely to be a positive impact with respect to clients in that approved content will be easier to share through the collaboration portal.

- **Contractor:** impact is likely to be significant in certain areas with new working processes introduced and contractors required to adhere to these, including supporting electronic data capture and sharing. As with clients there is the opportunity to share relevant content through collaboration portals.

- **Systems and Service Providers:** New integrations and working practices will have to be agreed and developed with the providers who interact directly with the Housing core systems. The level of impact will vary per provider depending on the technical flexibility of their systems.

- **Material Supplier:** There is likely to be limited impact on the day to day operational processes with material suppliers, however there may be an opportunity to share suitable information via collaboration portals e.g. product catalogues, pricing tables etc. Impact will depend on the flexibility offered by the material suppliers' systems.

- **Technology:** the impact on technology will be driven by move to cloud-based services. The majority, if not all, of the new technology will reside in the Cloud as part of the solution's service contract. It is essential that the sizing of current and future content needs is accurately forecast. The need for cloud-based collaboration services with Housing's various partners and clients will have to be assessed and supported. The on-premise equipment used to deliver the current solutions will eventually be decommissioned.

6.6.6   Implementation Plan

The estimated timeframe for the implementation of this option is circa 10-12 months and will include the following:

- Set up, resource and plan the programme of work. Include representatives from Corporate Improvement and Corporate ICT.

- Define the detailed requirements for the new solution, whilst also considering the wider range of Council services.

- If a corporate SharePoint implementation partner is not in situ, undertake a detailed partner selection process.

- Obtain commercial approval.

- Finalise contractual arrangements with all suppliers.

- Conduct detailed planning.

- Review current content quality and develop remediation plan.

- Define new business processes and integrations.

- Implementation of new solution, including:

  o Commissioning of new SharePoint Online infrastructure and technical services.

  o Data cleansing and migration.

  o Specification and development of interfaces.

  o Training for both internal and external resources.

  o Formal acceptance testing, including disaster recovery capabilities.

  o Switchover to new solution.

  o Switch old solution to read only mode and provide look up access for an agreed timeframe.

- Post implementation review.

It is imperative that business process and technical training is an integral part of the overall implementation, not only for RBC but also all affected contractors, clients and suppliers as required.

6.6.7 Assumptions

The key assumptions made when formulating this option are:

- The necessary budget can be secured to implement the SharePoint Online solution as a controlled and well managed project.

- Housing will leverage RBC's Microsoft corporate licensing agreement and pricing.

- The RBC authorised Microsoft service partner will host the solution.

- The implementation partner will provide an agreed level of support following implementation.

- The indicative costs presented below for this option include costs for procurement and are based on NCC Group's understanding and experience of the market.

- Resources will be made available within the Housing teams to fully support the project.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

- Other areas of the Council impacted by the changes will align to them as required.

- Existing content can be cleansed, mapped across and migrated to SharePoint Online.

- Integration changes required are technically feasible and can be delivered within the stated timeframes.

- Contractors, clients and suppliers will support and align with the changes in working practices.

- Data security and access control will not be compromised.

- SharePoint Online is fully compliant with all regulatory requirements including data protection and GDPR.

- In the event of the current Housing Management System (HMS) being replaced in the medium term:

    o The content and supported file types within SharePoint Online will be compatible with, approved and used by the new HMS.

    o The process changes proposed will be cognisant of the new HMS and its capabilities.

    o Additional changes to and/or development of the necessary integrations with the new HMS will be funded by the replacement HMS project.

6.6.8 Indicative Costs

The following indicative costs are based on NCC Group's experience with similar SharePoint enterprise content management projects and RBC's need for data cleansing. As with the other options, the costs are estimates based on informed calculations rather than RBC specific Microsoft contractual pricing.

Cost Element	Indicative Cost
Capital costs – including hardware, software and external consultancy	**£162,000**
Annual costs – including annual subscriptions, maintenance & support	**£58,829**
Total cost of ownership over 5 years – excluding internal costs	**£456,144**
Internal resource costs for implementation	**£142,875**
Total cost of ownership over 5 years including Internal resource costs	**£599,019**

It is important to note that these costs:

- Are based on an estimated Housing user count of 200.

- Include a small element of contingency for external consultancy services, hardware and additional software.

- Assume migration of all Housing content management to the cloud in a Software-as-a-Service (SaaS) arrangement.

- Include the full cost of a Microsoft Office 365 Enterprise E3 license per user. The E3 licence includes the full use of the Microsoft Office suite as well as SharePoint Online, therefore there is the potential to exclude some or all of these costs if RBC move in advance to full Office 365 service delivery – licence costs would be picked-up by that project.

- Assume only the selected RBC Microsoft partner's external resources will be procured, with all other activities undertaken by existing Housing and Council resources.

- Include internal resource time costs for:

  o The integrity checking and cleansing of the to be retained elements of the current Information@work Housing content prior to it being loaded into SharePoint Online as part of the project implementation phase.

  o Migration of applicable other Housing content repositories into SharePoint Online. This does not have to occur immediately but can be part of a phased implementation.

  o Technical resources to support the content cleansing and migration.

- Assume there will be some element of SharePoint expertise within the Corporate ICT Team that can be utilised within the project.

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- The following are NOT included:

  o Decommissioning costs for the Housing elements of the current Information@work environment.

  o Savings achieved from decommissioning the Housing elements of the current Information@work environment i.e. annual operating costs for the systems and associated hardware, including reduced future server hardware procurement requirements.

  o Costs for an RBC Microsoft Azure cloud environment.

6.7 Option 3: Formally Approach and Review the Market

6.7.1 Functional Description

This option will enable RBC to market test its Housing ECM and proposed corporate SharePoint solutions against their most viable direct competition, including the need for internal and external collaboration services linked to the content repositories. Both ECM and Content Service Platform (CSP) solutions – both of which manage enterprise content – should be considered and assessed, including those from IDOX, Civica, Opentext and Hyland. The option will also require the commissioning of a suitable range of implementation services to successfully deliver the preferred solution in line with RBC's requirements.

6.7.2 Strengths and Benefits

The strengths and benefits associated with this option are:

- Provides RBC will real choice and gives Housing the opportunity to benchmark its current suppliers and solutions against the open market.

- Offers the opportunity to expand the enterprise content remit to:

  o Include other service areas within the Council, thereby providing the potential for a common corporate wide solution, which in turn can lead to reduced operational costs.

  o Increase the number of types of unstructured content that can be captured, organised and referenced.

  o Expand integration options with the Housing core systems.

- Enables Housing to take advantage of the benefits offered by RBC's new strategic ICT direction, including flexibility in deployment options such as Software as a Service (SaaS), externally hosted and/or Cloud services etc.

- Offers the opportunity for Housing to re-engineer its business processes and eliminate bad practices such as manual workarounds and bespoke in-house solutions.

- Enables content management to be aligned more closely and effectively with the current or potential new Housing Management System.

- As with most modern ECMs, the ability to deliver collaboration portals and tools as part of the overall solution will bring additional operational benefits for all parties.

- The chosen solution will comply with all regulatory requirements including data protection and GDPR.

- Staff confidence in the quality and integrity of the content stored will grow as the solution is implemented.

- Provides RBC with the opportunity to introduce a commercially innovative contract e.g. risk and reward, shared benefit, performance focused etc.

6.7.3 Weaknesses

The key weaknesses of going to the market include:

- The procurement process will be more time consuming than the other options, adding a minimum 3-4 elapsed months to the timeframe.

- Replacing the complete set of Housing content repositories may significantly increase the implementation costs.

- Decommissioning the incumbent solutions will require existing systems integrations to be redeveloped.

- Current equipment may have to be decommissioned if no longer suitable to support the new solution, and this may result in a loss of investment.

- Migration of information to the new solution will be time consuming and likely to be costly as significant data quality issues will have to be addressed.

- If a new Housing Management System (HMS) is to be selected, this option will have to integrate and align closely with it, which is therefore likely to extend the delivery timeframe.

- Disruption to the business will be highest for this option and may not be acceptable, particularly given the current resourcing constraints.

- The overall project timeframe is likely to be in the order of 12-15 months.

6.7.4 Risks

Notable risks associated with this option are:

- Although stakeholders will be actively involved in the selection of the solution, they do not embrace it as expected and benefits are not realised.

- Key suppliers qualify out of the procurement process.

- Increased resource demands of a single solution replacement of all content repositories.

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- Complexity of integrations with existing core systems.

- In-house support expertise may be limited compared to current solutions.

- Learning curve for the new solution and its potential impact on overall Housing team performance in the short term.

- Data cleansing issues.

- Ability to align implementation and contract termination timeframes across all systems.

- Ability to maintain the level of service for the solutions to be retired.

- Service partner, client and resident resistance to the new services introduced.

- Solution switchover management, timing and communication.

6.7.5   Impact Analysis

The high-level impact analysis is as follows:

- **Organisational:** there will be significant impact on the business in terms of service delivery and the resources required to implement the solution, however this will eventually be offset by the expected substantial improvement in data quality and integrity over time.

- **Other Council Services:** there will be varying levels of impact on other Council services who have access to Housing Services content repositories, however there should be a noticeable improvement in content quality in the longer term.

- **Resident:** there will be a variable degree of impact on residents depending on their level of engagement, with the potential opportunity for them to directly access and/or upload authorised content to the Housing solution.

- **Client:** there is likely to be a positive impact with respect to clients in that approved content will be easier to share through portal and other technologies.

- **Contractor:** impact is likely to be significant in certain areas with new working processes introduced and contractors required to adhere to these, including supporting electronic data capture and sharing. As with clients and residents, there is also the opportunity to share relevant content through portal technologies.

- **Systems and Service Providers:** New integrations and working practices will have to be agreed and developed with the providers who interact directly with the Housing core systems. The level of impact will vary per provider depending on the technical flexibility of their systems.

- **Material Supplier:** There is likely to be limited impact on the day to day operational processes with material suppliers, however there may be an opportunity to share suitable information via collaboration portals e.g. product catalogues, pricing tables etc. Impact will depend on the flexibility offered by the material suppliers' systems and the new ECM solution.

- **Technology:** the impact on technology will very much be driven by the hosting and delivery mechanisms for the new solution. If, as expected, it is cloud-based then existing on premise technology will need to be decommissioned after a suitable period of time, plus a limited amount of new supportive technology introduced on premise as required. Ultimately the majority of the new technology, including servers and storages, will reside in the Cloud as part of the solution's service contract. It is therefore essential that the sizing of current and future content needs is accurately forecast. The potential need to introduce additional cloud-based web services to support collaboration with Housing's various partners and clients will also have to be assessed and supported. The on-premise equipment used to deliver the current solutions will eventually be decommissioned.

6.7.6   Implementation Plan

The estimated timeframe for the implementation of this option is circa 12-15 months and will include the following:

- Set up, resource and plan the programme of work. Include representatives from Corporate Improvement and Corporate ICT.

- Define the detailed requirements for the new solution, whilst also considering the wider range of Council services.

- Review the market for both Enterprise Content Management (ECM) and Content Service Platform (CSP) solutions.

- Undertake a detailed solution/supplier selection process.

- Obtain commercial acceptance.

- Finalise contractual arrangements with all suppliers.

- Conduct detailed planning.

- Review current content quality and develop remediation plan.

- Define new business processes and integrations.

- Implementation of new solution, including:

  o Commissioning of new infrastructure and technical services, internal and/or external.

  o Data cleansing and migration.

  o Specification and development of interfaces.

  o Training for both internal and external resources.

  o Formal acceptance testing, including disaster recovery capabilities.

  o Switchover to new solution.

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- o Switch old solution to read only mode and provide look up access for an agreed timeframe.

- Post implementation review.

As with Option 2, business process and technical training should be an integral part of the overall implementation, not only for RBC but also all affected contractors, clients and suppliers as required.

6.7.7   Assumptions

The key assumptions made when formulating this option are:

- The necessary budget can be secured to implement the replacement solution as a controlled and well managed project.

- The preferred supplier, authorised service partner or existing RBC external service partner will host the solution.

- The preferred supplier will support the application following implementation.

- The indicative costs presented below for this option include costs for procurement and are based on NCC Group's understanding and experience of the market.

- Resources will be made available within the Housing teams to fully support the project.

- Corporate Improvement and Corporate ICT staff will be available to support the project as required.

- Other areas of the Council impacted by the changes will align to them as required.

- The expected move to a hosted SaaS and/or cloud-based solution will not present an issue to Corporate ICT.

- The majority of, if not all, new hardware required, including servers and storage, will be hosted externally.

- Existing content can be cleansed, mapped across and migrated to the new solution.

- Integration changes required are technically feasible and can be delivered within the stated timeframes.

- Contractors, clients and suppliers will support and align with the changes in working practices.

- Data security and access control will not be compromised.

- The chosen solution will be fully compliant with all regulatory requirements including data protection and GDPR.

- In the event of the current Housing Management System (HMS) being replaced in the medium term:

  o The content and supported file types within the new solution will be compatible with, approved and used by the new HMS.

  o The process changes proposed will be cognisant of the new HMS and its capabilities.

  o Additional changes to and/or development of the necessary integrations with the new HMS will be funded by the replacement HMS project.

6.7.8   Indicative Costs

The following indicative costs are based on NCC Group's experience with atypical enterprise content management projects and RBC's need to address its current data quality and integrity concerns. The costs are estimates based on informed calculations rather than supplier specific product pricing.

Cost Element	Indicative Cost
Capital costs – including hardware, software and external consultancy	**£243,500**
Annual costs – including annual subscriptions, maintenance & support	**£56,000**
Total cost of ownership over 5 years – excluding internal costs	**£523,500**
Internal resource costs for implementation	**£180,000**
Total cost of ownership over 5 years including Internal resource costs	**£703,500**

It is important to note that these costs:

- Are based on an estimated Housing user count of 200.

- Include a small element of contingency for external consultancy services, hardware and additional software.

- Assume migration of all Housing content management to the cloud in a Software-as-a-Service (SaaS) arrangement.

- Assume the selected product is compatible and integrates with the Microsoft Office 365 product suite.

- Include internal resource time costs for:

  o The integrity checking and cleansing of the to be retained elements of the current Information@work Housing content prior to it being loaded into the new ECM as part of the project implementation phase.

- Migration of applicable other Housing content repositories into the new ECM. This does not have to occur immediately but can be part of a phased implementation.

- Technical resources to support the content cleansing and migration.

- Assume only the selected solution provider's external resources will be procured, with all other activities undertaken by existing Housing and Council resources.

- The following are NOT included:

  - Decommissioning costs for the Housing elements of the current Information@work environment.

  - Savings achieved from decommissioning the Housing elements of the current Information@work environment i.e. annual operating costs for the systems and associated hardware, including reduced future server hardware procurement requirements.

6.8   High Level Alignment against Strategic Goals

All the options proposed have been aligned, to varying degrees, against the strategic goals agreed for the housing management solution set, including:

- Increased service efficiency through more automated and controlled processes, and the effective utilisation of supporting ECM system(s).

- Expansion in the content file types supported by the ECM system.

- Alignment were practical with the Corporate ICT strategic direction.

- Substantial improvement and confidence in data quality.

- Elimination of manual processes and bespoke outside of core system solutions.

- Enablement of content management support for point of capture electronic data collection.

- Single entry of data.

- Single master source of information.

- Paperless, except when required for regulatory compliance.

- Robust and secure system interfaces, within and external to RBC.

- Compliance with all regulatory requirements including data protection and GDPR.

The extent to which each option supports the key drivers of the Target Operating Model (TOM) are highlighted in the following Table (Table 10), where:

(B)lue indicates a small, tactical improvement over the current level of delivery for the TOM driver.

(A)mber highlights a noticeable improvement in terms of supporting delivery of the TOM driver.

(G)reen indicates a significant improvement towards fully meeting the TOM driver.

Target Operating Model (TOM) Drivers (options appraisal specific comments)	Option 1 Do Minimum	Option 2 Implement SharePoint	Option 3 Approach Market
Personalised portal – *self-service per operative*	B (1)	G	G
Consistent interaction across services – *dependent on HMS*	B (1)	A (2)	A (2)
Digital by default, yet facilitating digital inclusion – *Information@work is by default a digital solution*	B (1)	G	G
Mobile first for housing and maintenance staff – *in conjunction with other M&R enhancements*	A (3)	A (3)	A (3)
Facilitates channel migration – *opportunities for self-serve*	B (1)	G (4)	G (4)
Front office integration – *in particular with Office 365*	A	G	G
Single version of the truth – *not directly deliverable*	A (5)	A (5)	A (5)
Back office 'specialist' interaction layer – *level of integration*	B (6)	G	G
Real-time reporting dashboard / client – *not applicable*	N/A	N/A	N/A
Data segregation / client – *security controls to manage access to content.*	A (7)	G	G
Drives business efficiencies through automation and standard ways of working	A	G	G

Table 10 – ECM TOM Alignment

Clarification Notes:

(1) Option 1 delivers tactical improvements rather than significant functional enhancements.

(2) Level of improvement will be dependent on number of areas within Housing and other services deploying the solution.

(3) ECM is a key part of Digital First solutions delivery, however it cannot deliver this on its own. Potential enhancements to M&R mobile working could be further supported by the ECM.

(4) Options 2 and 3 offer the opportunity to push electronic content collection out to the resident.

(5) Although not directly delivering a "single version of the truth", having a central content store that everyone can search should reduce the occurrences of multiple instances of content.

(6) Information@work has limited back office integration options compared to Options 2 and 3.

(7) Although it does have security access control features, Information@work does not have the same level of configuration flexibility as the other options.

6.9 Recommended Way Forward

Considering the current functional fit of the incumbent systems, Housing's strategic goals, the strengths, benefits, weaknesses and risks of each option, and the wider systems, operational and data issues to be addressed within Housing, it is proposed that RBC considers Option 1 as the way forward for enterprise content management.

In an ideal world, given the Council's stated ICT strategy, Option 2 is the sensible approach. However, it is NCC Group's view that the Housing, Corporate ICT and Corporate Improvement teams are not yet at the point where they can successfully deliver this option within the next 12-18 months. As the ICT strategy is relatively new and still evolving, there are too many outstanding questions around how RBC will implement the strategy in a coherent, consistent and effective manner. The lack of in-house SharePoint Online expertise and the embryonic state of Azure cloud-based service capabilities within the Council pose unacceptable risks to Housing and its need to address data quality sooner rather than later. This is a particularly prevalent point when viewed against the likely imminent recommendation to replace Northgate OHMS.

Option 3 would generally be the recommended pragmatic approach when an organisation is looking to completely replace a core business solution. However, in the case of RBC, the Council has, through its ICT strategy, already selected a corporate solution that can meet the enterprise content management requirements of Housing. As Microsoft are a leader in this field, a market assessment is likely to concur with the already selected corporate solution. Consequently, going out to the market will only add unnecessary costs and extend implementation timeframes.

This leaves Option 1 as the preferred route for the following reasons:

- It is the least disruptive option in terms of impact on Housing, its clients, residents and suppliers.

- It can be delivered in a relatively quick timeframe.

- There will be a significantly lower demand for internal resources than that required for the other options.

- Data quality issues can be addressed in a structured and phased manner, namely:

  o New content captured will have quality addressed at its point of entry into the new instance of Information@work.

- o Time can be taken to assess legacy content and a decision made on what should be retained and cleansed, and when this work should be undertaken.

- A phased rather than big bang approach can be taken, reducing the level of risk and resource demands.

- The project can either standalone as a discrete project or align with the proposed HMS replacement project. In the case of the latter, Option 1 provides a quicker route to delivering cleansed data to the new HMS.

- The project will introduce new content management working practices into the business and start to build a culture of change.

- Familiarity with Information@work will:

  - o Reduce the risk of failure whilst also offering practical critique and advice on data cleansing and new processes.

  - o Significantly reduce the level of training required compared to that for a completely new solution.

  - o Hasten the implementation and content cleansing timescales and deliver a faster return on investment in the short to medium term.

Appendix A: Consultation Schedule

The following table summarises the level of consultation that has been undertaken, it includes 12 x workshops, 3 x 1:1 interviews and over 60 staff consulted.

Workshop Title	Date	Time
Housing Advice and Homelessness	26/09/2018	09:00 - 10:30
Allocations and Voids	28/09/2018	10:00 - 12:00
Rents and Arrears Management, Rent Guarantee Scheme team	25/09/2018	10:00 - 12:00
Tenancy Services, RTB and Leaseholder Management	24/09/2018	09:00 - 11:00
Sheltered and Supported Housing	18/09/2018	10:00 - 12:00
Client-side Repairs and Works Management	20/09/2018	14:00 - 16:00
Planned/cyclical Maintenance, Servicing and Asset Management	21/09/2018	09:00 - 11:00
The Council's Corporate ICT Team	14/09/2018	14:00 - 16:00
The Council's Corporate Improvement Team	17/09/2018	15:00 - 16:00
The Council's Customer Services Team	13/09/2018	14:00 - 15:00
Representative from Affinity Housing	18/09/2018	15:00 - 16:00
Homes for Reading	13/09/2018	10:00 - 11:00
Team managing Wokingham BC client-side repairs contract	25/09/2018	14:00 - 15:00
Document Management and utilisation of Information@Work	26/09/2018	14:00 - 16:00
Mark Green, MD, Homes for Reading	26/09/2018	13:00 - 14:00

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READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO:	**POLICY COMMITTEE**		
DATE:	**3 AUGUST 2020**		
TITLE:	**ESTABLISHMENT OF THE READING COVID-19 OUTBREAK ENGAGEMENT BOARD**		
LEAD COUNCILLOR:	**COUNCILLORS BROCK/ HOSKIN**	**PORTFOLIO:**	**LEADER OF THE COUNCIL/ HEALTH, WELLBEING AND SPORT**
SERVICE:	**LEGAL & DEMOCRATIC SERVICES**	**WARDS:**	**BOROUGHWIDE**
LEAD OFFICER:	**MICHAEL GRAHAM**	**TEL:**	**0118 937 3470**
JOB TITLE:	**ASSISTANT DIRECTOR, LEGAL AND DEMOCRATIC SERVICES**	**E-MAIL:**	**michael.graham@reading.gov.uk**

1. **PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

1.1 This report sets out a proposal to set up a Reading COVID-19 Outbreak Engagement Board (OEB) to involve the public and partners in the evolution of the Reading COVID-19 Outbreak Control Plan, and to support swift and effective local communication with all residents potentially impacted by a local outbreak.

1.2 The report also deals with the membership, terms of reference and arrangements for holding meetings of the OEB.

2. **RECOMMENDED ACTION**

2.1 That the Reading Covid 19 Outbreak Engagement Board (OEB) be set up as a Sub-Committee of Policy Committee with the terms of reference set out in paragraph 4 of the report and the following membership:

- 10 Councillors (Labour 6; Conservative 2; Greens 1; and Lib Dems 1) (Group Leaders will make nominations at the meeting);
- All non-Councillor members of the Health & Wellbeing Board (including co-opted members) to be co-opted onto the OEB;
- Other appropriate officers, Ward Councillors or other people to be co-opted onto the OEB as necessary;

2.2 That the OEB determine its frequency of meetings as necessary.

3. **POLICY CONTEXT**

3.1   On 23rd May 2020, the Department of Health and Social Care issued a letter to all local authorities in England setting out the requirement to develop Local Outbreak Control Plans as part of the continuing response to the COVID-19 virus. A national Test and Trace service has been launched, alongside which local systems will play a critical role in helping to contain the spread of the virus and enable a gradual resumption of many of the activities which have been restricted in the first phases of the national COVID-19 response.

3.2   Councils need to involve partners in the development and implementation of Local Outbreak Control Plans, providing strategic direction and building on local expertise and activity already in place. An agreed initial Plan was put in place by 30 June 2020, agreed by the Chief Executive through the Decision Book to meet the required deadline, but the Plan includes arrangements for the Plan to be refined, adapted and reviewed via a public-facing partnership Board.

3.3   The Outbreak Control Plan was approved by the Health Protection Board for Berkshire West, which is another component of the new governance arrangements required to establish a local response mechanism to complement the nationally driven arrangements. The Health Protection Board will provide oversight of local outbreak management and review the latest data on infections at a local level. It will direct resources at a sub-regional level as required to support the actions taken by Reading Borough Council's Gold Command emergency response forum in accordance with the Reading COVID-19 Outbreak Control Plan.

3.4   The Reading COVID-19 Outbreak Control Plan provides for the establishment of a Reading Outbreak Engagement Board to involve the public and partners in the evolution of the Plan, and to support swift and effective local communication with all residents potentially impacted by a local outbreak.

4.   **THE PROPOSAL**

4.1   It is proposed to establish a Reading Covid-19 Outbreak Engagement Board to involve the public and partners in the evolution of the Outbreak Control Plan, and to enable effective communication with the public in the case of a local outbreak.

4.2   The Reading Health and Wellbeing Board is an existing partnership board that brings together the Council, NHS, police, fire and rescue service, local voluntary sector infrastructure organisation and the Local Healthwatch provider. With an established focus on reducing health inequalities, early intervention, and the prevention of poor health, the members of this Board are well placed to be involved with the work of the OEB, and so it is recommended that these partners are co-opted onto the OEB.

4.3   The proposed Terms of Reference for the Reading Outbreak Engagement Board are:

        "The Reading Outbreak Engagement Board will function to ensure that:

   • Reading residents and partners have a voice in the development of the more detailed Plan and the ongoing approach to delivering it;
   • System leaders are accountable for the policy and operational decisions taken in support of the Plan;
   • A Reading Outbreak Communications Plan is developed and kept under review to ensure it is building public trust and participation in the Control Plan;
   • The Reading Plan respects and promotes equality and diversity and demonstrate how disproportionate impacts on vulnerable groups can be mitigated; and

- There is appropriate scrutiny of decisions taken in support of the Reading Plan either by the Berkshire West Health Protection Board or by Reading's Gold Command emergency planning forum."

4.4 It is proposed to set up the Outbreak Engagement Board as a Sub-Committee of the Policy Committee, which has itself been set up during the Pandemic as a smaller group of Councillors to make decisions on behalf of other Committees, in accordance with Urgency Procedures in the Constitution.

4.5 In order to make the Councillor membership of the OEB proportional and allow each Political Group to be represented, the Sub-Committee would have 10 councillors based on 6 Labour; 2 Conservative; 1 Green; and 1 Liberal Democrat. This allocation will require the Labour Group to give up one seat to enable the Liberal Democrat Group to be represented (and, because of this variance from the proportionality of seats on the Council as a whole, it will need to be agreed without dissent). The Group Leaders will make nominations at the meeting for the Councillors from each Group to be appointed to the OEB.

4.6 The membership of the Health & Wellbeing Board is

- 4 Councillors – the Leader of the Council, and the Lead Councillors for Health, Wellbeing & Sport, Adult Social Care and Children
- The Director of Adult Social Care & Health *
- The Director of Children's Services *
- Director of Public Health for the Local Authority or his/her representative *
- Two representatives from the Berkshire West Clinical Commissioning Group (CCG)
- A representative from the Local Healthwatch organisation

(* the Members asterisked do not have voting rights)

The following are co-opted as non-voting additional members:

- The Chief Executive of Reading Borough Council (or his/her representative)
- A representative of Reading Voluntary Action
- A representative from Thames Valley Police's Reading Local Police Area
- A representative from Royal Berkshire Fire & Rescue Service

4.7 It is proposed that the non-Councillor members of the Health & Wellbeing Board are co-opted onto the OEB, technically as non-voting members of the Sub-Committee (OEB), but to allow it to run in practice in the partnership working way that the Health & Wellbeing Board does currently. The Council officers, who cannot be members of a Council committee set up under the Local Government Act 1972, will be advisors to the OEB.

4.8 The membership of the Board could be extended as necessary by the OEB co-opting further officer advisors, Ward Councillors or other appropriate people onto the Board as felt necessary in the case of a local outbreak or incident.

4.9 The quorum of the Health & Wellbeing Board is currently 3 voting members, and this is also proposed for the OEB.

4.10 The meetings of the Board will initially be held on-line, in a way that allows public access to them, but it is possible that the meetings might be held in the Civic Offices

in future if committees are able to do this whilst remaining compliant with COVID-19 guidance.

4.11 The existence of the OEB will be time-limited, for the period that it is needed for the Covid-19 pandemic.

4.12 The frequency of meetings of the OEB and the details of how the engagement with the public is carried out will be determined by the OEB itself.

5. CONTRIBUTION TO STRATEGIC AIMS

5.1 The work of the Outbreak Engagement Board will build on the contribution to the Councils' Corporate Plan priorities made by approving the Reading COVID-19 Outbreak Control Plan:
- *Safeguarding and protecting those that are most vulnerable* – by supporting those who are vulnerable to be able to self-isolate as required, and by preventing and managing outbreaks in care homes or within other high risk communities;
- *Providing the best start in life through education, early help and healthy living* – by focusing on the prevention and management of outbreaks in schools;
- *Keeping the town clean, safe, green and active* – by helping to reduce the spread of infection and supporting a safe return to physical activity; and
- *Providing infrastructure to support the economy* – by establishing a localised response system which allows more businesses to resume trading.

5.2 The work also contributes to the Council's strategic aim *to promote equality, social inclusion and a safe and healthy environment for all* by putting in place local health protection arrangements specific to COVID-19 but which recognise and address the risk which the virus poses to exacerbating health inequalities.

5.3 The work will also support the three-point strategic framework that the Council has adopted in response to COVID-19:
- *support and protect vulnerable children and adults by ensuring the social care system continues to function effectively;*
- *support the people who are most vulnerable and isolated in our communities; and*
- *support businesses and the local economy, and secure Reading's economic recovery.*

6. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

6.1 The Council declared a Climate Emergency at its meeting on 26 February 2019 (Minute 48 refers).

6.2 There are no direct environmental or climate implications of setting up the Reading COVID-19 Local Outbreak Engagement Board.

7. COMMUNITY ENGAGEMENT AND INFORMATION

7.1 The purpose of the OEB is to lead engagement with the public and partners regarding Covid risks and prevention and will involve the public and partners in the evolution of the Outbreak Control Plan, and to support swift and effective local communication with all residents potentially impacted by a local outbreak.

8. EQUALITY IMPACT ASSESSMENT

8.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to—

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

8.2 It is imperative that in responding to the Covid emergency we look to protect the most vulnerable and marginalised in our society. The Council's revised priorities in the Covid 19 pandemic facilitate this, and the members of the OEB will have this in mind when carrying out their work, ensuring that the local plan respects and promotes equality and diversity and demonstrates how disproportionate impacts on vulnerable groups can be mitigated.

8.3 The setting up of the OEB is considered to be of neutral effect to the public sector equality duty.

9. LEGAL IMPLICATIONS

9.1 Under the provisions of Sections 101 and 102 of the Local Government Act 1972, a local authority may arrange for the discharge of any of their functions by a Committee or Sub-Committee. That committee may include persons who are not members of the appointing authority or authorities or, in the case of a sub-committee, the authority or authorities of whom they are a sub-committee.

9.2 The Coronavirus Act 2020 received Royal Assent on 25 March 2020 and contained provision for the Secretary of State to make Regulations in relation to the arrangements for holding local authority meetings (Section 78), during the current pandemic.

9.3 The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020' [The Regulations] came into effect on 6 April 2020 and enable local authorities to hold online meetings.

9.4 Regulation 5(1) states that a meeting of a local authority is not limited to a meeting of persons all of whom, or any of whom, are present in the same place and any reference to a "place" where a meeting is held, or to be held, includes reference to more than one place including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.

9.5 Regulation 5(5) states that the provision applies notwithstanding any prohibition or other restriction contained in the standing orders of the local authority and Regulation 5(6) allows a local authority to make other standing orders and other rules relating to the arrangements for and attendance at online meetings of the authority.

9.6 Sections 15-17 of the Local Government & Housing Act 1989 deal with the duty to allocate seats to political groups in accordance with the proportionality of the groups' representation on the Council. Section 17 allows an exemption to the proportionality requirement where no member of the committee dissents to disapplying the rule.

10. FINANCIAL IMPLICATIONS   Page 133

10.1   There are no direct financial implications as a result of setting up this Board.

10.2   However, to support its overall COVID-19 control activity, Reading Borough Council has received a one-off grant of £901k. This is ring-fenced for the following purpose *"to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred in relation to the mitigation against and management of local outbreaks of COVID-19"*. To support the response work occurring at a Berkshire wide and at a Berkshire West level, the Council has committed to contributing £386k of this money to the Berkshire Shared Team to support the following roles and functions:

- Dep Director of Public Health
- Covid Surveillance Specialist
- Analytical capacity
- Health protection cell project management support
- Public Health Expertise - capacity for Health Protection Cells
- Capacity for out of hours triage of notifications and response to organisational queries
- Specialist public health Comms & Engagement.
- Social media management and delivery of campaign work
- Comms and engagement budget

10.3   That leaves a further £515k for Reading Borough Council to use at its discretion, within the conditions of the grant, to support local COVID-19 response and outbreak control. Further work will be undertaken to determine the most cost-effective use of these monies on local priorities.

11.   BACKGROUND PAPERS

11.1   None