
REPORT FOR: CABINET

Date of Meeting: 11 April 2019

Subject: Housing Management & Asset
Management Replacement Project

Key Decision: Yes

This is considered to be a key decision for the following reasons:

- It involves expenditure which exceeds £500,000

Responsible Officer: Nick Powell
Divisional Director – Housing Services

Portfolio Holder: Cllr Phillip O'Dell
Housing Portfolio Holder

Exempt: No

Decision subject to Call-in: Yes

Wards affected: All

Enclosures: Appendix 1: Equalities Impact Assessment

Section 1 – Summary and Recommendations

This report is to seek Cabinet approval to procure and implement a new Housing Management System and Asset Management Solution along with a new Health & Safety Compliance System. These are to be fully integrated and share the same underlying data set. They will also be cloud based to support mobile working and support our business continuity needs.

1.1 Recommendations:

Cabinet is asked to:

1. Delegate authority to the Corporate Director of Community, following consultation with the Portfolio Holder for Housing and the Director of Finance and Director of Legal & Governance Services to commence the procurement process for a new Housing and Asset Management solution and a new Health & Safety Compliance System.
2. Delegate authority to the Corporate Director of Community, following consultation with the Portfolio Holder for Housing, the Director of Finance and Director of Legal & Governance Services to approve the award of contract recommendations following the procurement process.

1.2 Reason: (For recommendations)

To progress the procurement of the systems which will achieve improvements to health and safety compliance and the way in which we serve our customers as it will enable service improvements and efficiencies

Section 2 – Report

2.1 Executive Summary

The Housing ICT Transformation Programme is the biggest piece of work to take place within the department for many years. The catalyst for change is the need to replace the existing Northgate OHMS system, which has become redundant and lacks many of the features and functionality found in more modern housing systems. It is not as efficient as the latest housing management systems and there are many tasks staff have to do manually which cannot be automated. Unlike modern systems, it does not support mobile working and customer access over the web. This entails a high degree of duplication of data recording and leads to problems of keeping data held in different system databases synchronised.

Benefits for Residents:

The new systems will enable enhanced capability for residents to obtain accurate up-to-date information on services they receive from the council. The new systems will be dovetailed into the new corporate ICT Strategy so that borough residents can access all information relating to their dealings with the council in one place. The main focus will be to resolve resident's queries at the first point of contact.

Logging in through the residents portal will allow residents to access their council tax, rent or service charge accounts, see the current status of any outstanding repairs, including what is due to happen next and when. Personal information held about them can be viewed, and if necessary, corrected. Application forms will also be made available for completion, signing and submitting online.

When reporting a repair online, a diagnostic tool will be provided to help them identify the works required. It will even be possible for tenants to upload pictures to illustrate the problem they are reporting.

The new systems will also enable the council to monitor and ensure that our homes are safe for our residents to live in and meet with all of our responsibilities to comply with Health and Safety legislation.

Benefits for Staff:

Staff will benefit from using the new systems in a wide variety of ways. All information will be held on fewer systems so that it will be easier to keep up-to-date and accurate. Real time access to accurate information will be made available on any device, anywhere, which will support more flexible ways of working. Having a single version of the truth based on reliable data means that it will be easier to plan ahead. Duplication of effort will be reduced resulting in more efficient use of time and reducing the potential for mistakes.

For example, surveyors will be able to carry out post inspection of repairs, Update the Housing system directly with any issues found, support these with photographs that are taken and uploaded whilst on site and request any follow on works and make a new appointment whilst with the tenant all at the same time. There will no longer be a need to come back to the office and update all the systems some time later.

The consolidation of information will make reporting more accurate and provide for modern and more efficient ways of working.

In addition to meeting the needs of Housing, the Asset Management tools within the new solution will also meet the needs of Corporate Estates. The high level requirements of this team have been shared with potential suppliers who all confirm that their system will meet these needs.

The Health & Safety Compliance system may also be used to meet the needs of other council departments to ensure health and Safety responsibilities for management of Asbestos, Gas Safety, Water Quality, Fire Risk Assessment and Electrical Testing are all carried out.

2.2 Business Systems

Shortcomings of the existing system:

Currently, there are 1,421 people registered to use the housing portal. The council now seeks to increase this number by making it easier to use.

The current housing management system (OHMS) has been in use by the Council for nearly two decades and is severely outdated. Its current owner, Northgate, have made clear that they have no plans for the further development of OHMS and its customer base is declining rapidly and Northgate is now encouraging remaining customers to migrate to their newer system.

Other systems currently in use, such as PIMSS, Integrator, Cloud Dialogues (pilot scheme) and other such systems are used in isolation from each other with only tenuous links between some of them. Users complain of constant difficulties with the use of PIMSS as our Asset Management system and the functionality available is deemed to be inadequate for us to meet our compliance responsibilities.

Risk of retaining the existing system:

The main risk of retaining the existing system is that it has become redundant and its owner has no plans to develop it any further and is encouraging any remaining users to migrate to their other system.

Benefits of New Systems:

This programme will completely transform the way in which services are delivered to our customers. The objectives of the programme are to:

- Enhance and improve the customer journey experience
- Improve the experience of staff in delivering those services with 24/7 real time monitoring information and improved functionality enabling staff to access and update information more speedily
- Meet our responsibilities for compliance with Health and Safety legislation
- Transform our internal business processes to be 'Digital by Default'
- Encourage and support digital inclusion for all our residents
- Consolidate our internal business systems
- Improve the management of information and data
- Design out waste and duplication of effort
- Achieve more cost effective services
- Allow greater flexible working with good remote access
- Support the council's corporate strategy to move to the Cloud and offer web based services

A new consolidated system will enable the Council to effectively manage information in one place which will significantly aid communication particularly across departments. Tenants will be given better, quicker and more consistent responses to their queries. The amount of time freed up for staff that will no longer be tied up with laborious manual jobs will enable an improved customer service.

There have been huge changes in the technology used in housing services to support new ways of working. This includes the ability to access cloud based systems on any device anywhere. Even if access to the internet is interrupted, users can still continue to work knowing that any changes will be synchronized once a connection is re-established.

The decision has also been made to seek authorisation for the procurement and implementation of a Cloud based health and safety compliance system, C365. This will be interfaced with the chosen Housing and Asset Management solution using standard Application Protocol Interfaces (APIs).

It is intended to carry out a post implementation review of the new Housing and Asset Management systems with a view to assessing whether the functional requirements of both Housing Needs and Health and Safety Compliance can be met by utilising the functionality within these new systems. If these requirements can be met, in either or both cases, then this will provide for further integration and cost savings to be achieved by ending the contracts for Locata+, C365, or both.

As systems are held off premise, this means that version upgrades, enhancements and bug fixes can all be managed remotely.

2.3 Business Analysis

The opportunity now exists to replace several other systems at the same time with a single integrated housing and asset management solution. Whilst systems consolidation will prove to be more cost effective in the medium to long term, the capability that will be provided will enable us to achieve new ways of working that will substantially improve service provision at reduced cost.

In particular, the implementation of a new consolidated system will enable us to demonstrate that we are fully compliant with meeting our statutory and locally agreed requirements. We will also meet the council's corporate ICT objectives of using web based systems within the Cloud. This will enable staff to benefit from mobile working and to be prepared for the eventual office move to new premises where flexible ways of working will be demanded. There will also be less capacity for accommodating hosted systems on premise.

These beneficial outcomes will be achieved as a result of business efficiencies, markedly improved reporting, more effective ways of communicating with our customers and more accurate data management.

Steps have already been taken to provide customers with a wider choice when it comes to communicating with the council. The customer portal, 'My Harrow' is one such example whereby customers can raise a repair request, check their rent and make payments online. This has proven to be popular but is not without its challenges in the way it currently operates. In most cases, this simply adds a further step as an officer is still required to physically enter the information onto our core system, resulting in a duplication of effort. The new systems that are now available will cut out this unnecessary duplication by allowing customers to update systems directly.

2.4 Market Intelligence Exercise

The requirements gathering exercise that was carried out in September 2018 has highlighted challenges in the way that services are currently being delivered. In many cases, our core systems are deemed to be unsuitable as an effective business tool and a plethora of workarounds, including stand-alone databases and a number of excel spreadsheets, have been adopted to provide operational services. This results in a fragmentation of information, making it very difficult to monitor current workload and produce accurate reporting.

In order to inform our understanding of what functionality is currently on offer in the market and most likely required by the council, a number of product demonstrations have been carried out with leading suppliers within the social housing sector as part of a soft market testing exercise.

Five Housing management systems designed for the UK social housing market were identified for this purpose and short demonstrations of four of these was carried out. The soft market testing has clearly demonstrated the opportunities that exist for Harrow to radically transform the ways in which we work. All of the products seen already offer, or are in the process of developing, a modern, integrated, cloud-based platform that can be accessed on any device, anywhere using multi-factor authentication.

Cloud based systems such as these are hosted off-premise. This means that we do not have to host a physical system on-site in a temperature controlled server room. Cloud based systems are also virtualized which means that disaster recovery is easily supported as systems can still be accessed on any device anywhere and council officers can continue to provide a service. This is also consistent with Corporate ICT policy which is supportive of moving towards Cloud based systems.

These initial system overviews are now being followed up by a series of more detailed product demonstrations that will enable users to see walk through basic business processes and get more of a feel for how they might be used in practice. These deeper dives will include the two most popular products and the main product from our existing supplier, Northgate.

The detailed product demonstrations are also being supported by site reference visits to recent customers of all three suppliers.

2.5 Available Options

There are just two options available. These are to:

- Option 1 - Do Nothing.
- Option 2 - Procure and Implement of a Fully Integrated Housing and Asset Management Solution along with C365

The rationale of each of these options is considered below.

2.6 Option 1 – Do Nothing

2.6.1 Description

This is not a viable option and entails carrying on in the same way as we do now. That is, to provide a costly and ineffective service using systems that are out of date, increasingly more difficult to maintain and the supplier has no plans to develop any further.

2.6.2 Benefits, Goals and Measurement Criteria

There are no perceived benefits provided by this option.

2.6.3 Costs

As the existing Housing system becomes increasingly outdated there are likely to be increased costs associated with continuing to manage an unsupported system.

Category	Cost
Business systems	<ul style="list-style-type: none">• The plans for the new Civic Centre do not include provision for a server room. This means that there will be no provision for continued hosting of our legacy housing system.
People	<ul style="list-style-type: none">• If no changes are made then the cost of maintaining existing systems is likely to increase. This will place increasing demand on support staff who will face difficulty trying to keep things working.• The proposed move of the Civic Centre will increase the demand for people to be able to work remotely as there will be less accommodation for existing staff. For this they will need to have access to systems and services from wherever they are working. This is easier to achieve using Cloud based systems that can be accessed in real time, on any device, using multifactor authentication.

Physical	<ul style="list-style-type: none"> No additional accommodation demands will be need to be met. However, there will be reduced capacity following the proposed relocation of the Civic Centre office and a consequent demand for available office space.
Organisational	<ul style="list-style-type: none"> The housing division will continue with outdated and inefficient business tools

2.6.4 Feasibility

Doing nothing is not a realistic option. Not only will the current high costs of providing housing services continue, they are also likely to increase as support for them comes to an end. We are also likely to fall further behind in the benchmarking comparison with our peers who are using emerging technology to enhance service delivery at reduced costs. We will also be faced with new difficulties following the relocation of the Civic Centre as we may not be able to accommodate our legacy systems on premise or accommodate the increasing numbers of staff who will need to work remotely.

2.6.5 Risks

Description	Likelihood	Impact	Mitigating Actions
Unable to accommodate legacy systems following office move	Medium	Very High	Hold early meetings with Corporate ICT to identify and confirm requirement and options for this to be accommodated
No improvement in service leading to further decline in our HouseMark ranking with peers	High	Medium	Identify worst performing areas for business process review to identify possible changes
Increased exposure by staying on OHMS Only one resource available from Northgate	Very High	High	The only alternative is to move away from OHMS at the earliest opportunity

2.6.6 Issues

Description	Priority	Resolution Actions
The current ineffective and costly business processes and use of systems will continue	Very High	Changes to existing business processes can be modified to achieve some minor improvements. New ways of working will depend on the use of modern, versatile business systems

Description	Priority	Resolution Actions
Fragmentation of Information due to the number of spreadsheets and databases currently in use	Very High	The existing suite of business tools do not support the changes that need to be made to consolidate information effectively
Existing business process issues are not addressed	High	Some internal reviews can be carried out by managers with the assistance of the Lean Team
Existing systems are becoming increasingly redundant and will not be supported in future	High	The suppliers of our existing housing system are obliged to continue supporting it for now but are also trying to persuade remaining customers on OHMS to migrate to their other offering Northgate NPS. (This is one of the options considered during the soft market testing referred to above). Whilst OHMS may be supported for the foreseeable future, it is not being developed to provide the capability offered by other systems that have been seen.
Staff will have difficulty in gaining access to systems following the move of the Civic Centre	High	The new Civic Offices will not cater for 100% of all staff. The figure is likely to be nearer to 60-65% of the total establishment. There will be a greater demand for staff to be able to work remotely, accessing services online and using any device. The existing suite of systems within housing services are not able to accommodate flexible working so easily and places a huge reliance on the services of Sopra Steria to maintain access over Citrix.
Arrangements will have to be made for the hosting of the existing systems following the office move	High	The proposed designs for the new Civic Offices to not include the provision of a server room. There is a presumption that most systems will be hosted off-premise which includes systems within housing services
Accurate reporting and effective planning will still be difficult to achieve		The current mix of systems, databases and spreadsheets means that it is difficult to ascertain a single version of the truth. Whereas some systems are interfaced with each other, many more are stand-alone systems that work in isolation. Effective reporting and planning is extremely difficult to achieve and this is reflected in our poor performance when compared with others within our peer group.

2.6.7 Assumptions

It is assumed that no significant change will take place with the use of our existing systems or the internal business processes. Some minor modification will need to occur but this will not be on a wide scale.

2.7 Option 2 – Procure and Implement a Fully Integrated Housing and Asset Management System along with C365

2.7.1 Description

This option is to purchase and implement a fully integrated Housing and Asset Management solution that will meet the needs of the housing service as a whole. The proposed solution is based upon the implementation of a new Cloud based housing system that supports all of the service functions within the Housing Division. This will be supported by the implementation of an Asset Management system that meets all our Planned Maintenance and Property Management needs. The new compliance system, C365, and the housing registration and homelessness system, Locata+, will be connected to the new housing system via generic interfaces.

2.7.2 Benefits, Goals and Measurement Criteria

The following benefits are based on a realistic estimation of the benefits that have been realised within other housing organisations that have undertaken a similar transformation. Some of these benefits are intangible, rather than financial resulting in a saving of time or effort that can then be translated into something more tangible. The data within C365 can be interfaced to any proposed new Housing & Asset Management solution via API's so that items such as gas service visits can be kept updated.

Category	Benefit	Value	
Service Delivery	<ul style="list-style-type: none"> Customers will benefit from a greater offering of 'Self Serve' reducing the number of customer contacts More issues dealt with at first point of contact Reduction in the number of customer complaints 	30% Reduction (estimated)	
		30% increase (estimated)	
		40% reduction (estimated)	
Efficiencies	<ul style="list-style-type: none"> Reduction in the number of business processes managed using spreadsheets Access to live information on any device, anywhere will remove duplication of effort 	40% reduction (estimated)	
		80% reduction (estimated)	
		Per annum	Over 5

			Years
Financial	<ul style="list-style-type: none"> System savings Efficiency savings- these have yet to be evaluated and will be done as part of the post implementation review as current business operational processes are refined. 	£18,000	£90,000
	Totals	£18,000	£90,000
Systems Hosting & Management	<ul style="list-style-type: none"> System hosted in the Cloud so easily accessible anywhere Cost of hosting in a server room is removed Cost associated with twice yearly, version upgrades are substantially reduced. 		

2.7.3 Costs

The cost of funding this project will vary depending on how it is to be resourced internally. This, in turn, is dependent on the Project team structure that is adopted.

A summary of the likely cost of this project is provided below. These figures are based on indicative costs received from at least three suppliers.

Resource Requirements

Human Resource Requirements		
Personnel Type / Role	Quantity	Time Estimate
Project Manager	1	12-18 Months (min)
Data Migration Specialist	1	9 Months
Business Analyst	1	Six months
Project Team members (in-house)	4-6	12-18 Months
Temporary staff to backfill staff on secondment to the project	4-6	12-18 Months

2.7.4 Feasibility

This option is the most feasible. It addresses the vast majority of the issues facing staff that prevents them from delivering a cost effective service to a high standard. This option will deliver a more positive customer journey experience; it will enable staff to work more efficiently and as a result produce financial savings, yet to be quantified.

This option will instantly remove the need for many of the workarounds and ad-hoc systems and spreadsheets that have evolved over many years and will revolutionise

our management of data, making our reporting more meaningful and our planning more accurate.

This option will also address the future needs of the Housing division as a result of the proposed office relocation and the need for more flexible ways of working using Cloud based systems that allow access to live data and systems in real time

2.7.5 Risks

No undertaking of this kind is without an element of risk. Those listed below are not intended to be a full list and are limited to those that have a medium to high likelihood of occurring. A full risk register will be incorporated into a RAID log at the commencement of the project.

Description	Likelihood	Impact	Mitigating Actions
Existing data sources are either too inaccurate or uncertain to be of use	High	Medium	Do not load any data into the new system without meeting stringent criteria. Identify alternative means of archiving and accessing legacy data where necessary
Internal resources are inadequate to effectively deliver the project outputs on time and to sufficient quality	Medium	High	Project is to be resourced appropriately with backfilling of posts where necessary to ensure that project team members can focus on project tasks
Supplier resources are stretched or not available when required causing delays to project tasks	Medium	Medium	Project is to be planned well in advance with dates confirmed as early as possible. Contingency plans and time is also to be incorporated
Push back from users who are negative about change	Medium	Medium	Set up and make full use of the user group as one means to get stakeholders fully engaged and on board with the aims of the project. Ensure that this is supported by a fully implemented communications strategy

2.7.6 Issues

The following issues are identified as events which currently adversely affects the ability of the solution to produce the required deliverables.

Description	Priority	Resolution Actions
Internal business processes need to be completely re-engineered as part of a new system implementation	High	Carry out a business process re-engineering process as a key part of this project. Our existing processes have evolved over time and incorporate a vast range of workarounds and spreadsheets. The set-up and configuration of the new systems will depend on an entirely new set of processes that maximise the potential benefits that can be delivered

2.7.7 Assumptions

- That the length of the overall project will be dependent upon the resources available at the relevant time to deliver it
- That sufficient funding for the project can be identified and made available
- That facilities will be made available to support project activities such as workshops, testing, training, data migration and review of business processes
- That all staff within Housing Services are able and willing to support the project
- That managers will do all they can to identify existing data sources and to carry out cleansing activities ahead of any migration

2.8 Procurement Implications

Procurement supports the recommendations made in this report and will support the tendering process..

The procurement of new housing and asset management systems, that support mobile working and use cloud based technologies, is a specialised area in which there are several leading suppliers.

The Crown Commercial Service (CCS) is an executive agency, sponsored by the Cabinet Office to provide direct buying to the public sector in order to save money for the taxpayer. CCS has developed The Data and Application Solutions framework (RM3821) for the provision of software-led office systems for the public sector including software licenses, associated hardware, app-related consultancy services, software support and maintenance. RM3821 is available to all central government departments, their arm's length bodies, devolved administrations, the wider public sector and third sector organisations. CCS also facilitate local authorities to use G-Cloud as an alternative route to market.

It is intended to use the Crown Commercial Services framework, Data Application Services RM3821 and G-Cloud for this procurement.

Prior to a sourcing exercise commencing, and as a precursor to the framework going live in February, a premarket engagement exercise commenced to establish the size and nature the potential supplier pool and to refine the borough's requirements.

This has involved detailed product demonstrations, site reference visits and discussions around product capabilities, future development and indicative costing. All of these suppliers have confirmed that they are on the proposed new framework

The Housing ICT Transformation Lead has also attended Housing Technology conferences to network with representatives from other social housing organisations that have recently procured and implemented similar systems. We now have an understanding of the learning experiences from public sector bodies who have already completed a similar procurement as well as their knowledge and experience of the potential supplier pool.

The final award of contract will be based on the Most Economically Advantageous Tender. The split between system functionality and pricing in the procurement will be:

System Functionality 60%

Price 40%

2.9 Legal Implications

The Council can access the newly established Crown Commercial Services Data and Application Solutions Framework Agreement (Framework) which is current and is for use by UK public sector bodies, including local authorities, to procure it's Housing Management System and Asset Management Solution along with a new Health & Safety Compliance System, so long as the services it is seeking to procure are in scope under the Framework.

The Council must comply with the Framework rules on running a mini competition or if permitted making any direct award.

The Council can refine and add special terms to the Contract call off terms (if these are provided for as part of the Framework package of documents) for a further competition, provided this is done in accordance with the Public Contract Regulations 2015.

The pre-market engagement that the Council has undertaken can be used in the planning and conduct of the procurement procedures, provided that it does not have the effect of distorting competition and does not result in a violation of the principles of non-discrimination and transparency when undertaking the procurement.

During the bid evaluation, the Council must treat all suppliers equally and fairly using the most economically advantageous tender criteria set out in the further competition documentation. It is also vital that bid evaluation is done in the same way stipulated in the further competition documentation and that a clear audit trail of the process is

kept.

Legal Services should be instructed to complete the drafting of the call off order forms and the other contract documents and Schedules.

2.10 Financial Implications

The current cost of existing systems to be replaced by the new Housing Management System and Asset Management Solution and new Health & Safety Compliance System total £80,670 as outlined below.:

Current Systems:	Revenue cost:
Northgate OHMS- Open Housing Management System	£52,820
PIMSS-stock condition database	£7,000
NBS Asset Management- Asset Management Delivery system	£4,590
Cloud Dialogues-operating platform	£6,000
i-Validate (Ensign) -tenancy software in reception	£3,000
Integrator Licence-support & maintenance	£7,260
Total Annual cost	£80,670

The overall project costs are divided into 2 categories:

1. The procurement of the system from software supplier
2. The implementation costs, most of which are additional resources required to carry out project management, business analyst, training and admin.

The final decision on the actual modules to be implemented and in what order, will partly depend on the system chosen as all suppliers price systems differently-some areas are included in the core systems, others are priced as optional extras.

Additional development of the system would be budgeted for but each new module would be subject to a full cost benefit analysis before proceeding.

Item	Health & Safety Compliance System	Housing and Asset Management Systems	Housing and Asset Management Systems
Capital Costs-one off *		Option 1- Purchase of licence	Option 2- Subscription Model
Capital Costs	9,000	876,000	696,000
Contingency at 10%:	900	87,600	69,600
Total capital cost	9,900	963,600	765,600

Revenue cost			
Total Revenue cost	12,720	50,000	274,800
Corporate Interfacing costs***	0	150,000	150,000

The recommended option is option 1 with the H&S compliance system, with a total estimated capital and revenue cost of £1,123,500 and £62,720 respectively.

On the assumption that allowable costs of the project would be capitalised, then the total annual impact on the Housing Revenue Account would be £62,720 p.a. for annual software and maintenance costs, resulting in an annual saving of approx. £18,000 p.a. compared with existing costs.

As part of the June 2018/19 Outturn Cabinet Report, a recommendation to set up a Transformation reserve was made and agreed for £500k to support redundancy and transformation costs to ensure that the HRA met its planned cost reductions. Of this reserve, it is estimated that £400k will be available to fund the Housing ICT Transformation Programme.

The remaining £723k, is proposed to be funded from underspends in the current Planned Investment Programme (£573k) and the Corporate Development Fund (£150k).

The £573k is funded from the current Planned Investment programme where schemes have underspent. This amount has been found from review of our capital planning assumptions to identify projects where properties no longer require an improvement or where the works specification included elements that are no longer considered a priority. All compliance works, however, will proceed as planned to ensure the health and safety of our residents. A recommendation will be made as part of the Finance Outturn Report to earmark these funds for the Housing ICT Transformation programme. There are no borrowing cost implications for the HRA as this element is funded entirely from HRA resources.

Corporate costs of interfacing existing corporate systems to the new ICT solution of approx £150k will be met from the Corporate Development Fund.

Currently it is assumed that the funding will be drawn down equally across 2019/20 and 2020/21. However, this may change following the procurement process and discussions with the successful supplier.

It is recognised that funding for this major project is only made possible, due to an underspend in the capital programme. The use of this money to fund technological change with our core business systems is necessary to support the wider transformational change within housing services. If we do not take this opportunity to provide customers and staff with the modern, efficient business tools they need then we will not be able to deliver the service improvements that are themselves dependent on using modern technology.

One of the beneficial outcomes of using new integrated systems is that we will be able to manage information and data more efficiently and plan capital programmes more effectively so that we can extract the maximum benefit for residents from available expenditure.

The financial implications of this proposal are likely to result in a net benefit to the Council from efficiency savings and from cheaper and more effective methods of communication being provided.

Savings arising from the systems implementation of a new system have yet to be included from the ongoing costs in Housing services. However, at this point in time, further work is required to ascertain the full extent and the realisation date of revenue savings resulting from efficiency savings and these will be reported back post implementation.

2.11 Equalities implications / Public Sector Equality Duty

An Equalities Impact Assessment has been completed in respect of this project which has now been signed off by the appropriate officer

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

- Building a Better Harrow
- Supporting Those Most in Need
- Protecting Vital Public Services
- Delivering a Strong Local Economy for All
- Modernising Harrow Council

The overriding priority of this project is to improve the customer journey experience and to give customers real choice as to how they communicate with the council, access council services and receive accurate and up-to-date information in respect of their dealings with the council.

Another priority is to modernise Harrow's service delivery by providing more efficient and affective services. We will streamline our internal business processes so that these are provided in a more business like fashion so that they are cost effective and make best use of available resources.

2.12 Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 2 April 2019		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 2 April 2019		

2.13 Section 3 - Procurement Officer Clearance

Name: Nimesh Mehta	<input checked="" type="checkbox"/>	Head of Procurement
Date: 2 April 2019.		

Name: Paul Walker	<input checked="" type="checkbox"/>	Corporate Director, Community
Date: 2 nd April 2019		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	YES
EqIA cleared by:	

2.14 Section 4 - Contact Details and Background Papers

Contact: Julian Freeman, Housing ICT Transformation Lead, Tel; 5541, Julian.freeman@harrow.gov.uk

Background Papers: None.

**Call-In Waived by the
Chair of Overview and
Scrutiny Committee**

NO