
REPORT FOR: CABINET

Date of Meeting:	10 October 2019
Subject:	Planning and Public Protection ICT Replacement Project
Key Decision:	Yes, because it involves expenditure which exceeds £500,000.
Responsible Officer:	Beverley Kuchar Interim Chief Planning Officer
Portfolio Holder:	Cllr Adam Swersky, Portfolio Holder for Finance and Resources
Exempt:	Public
Decision subject to Call-in:	No
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

This report seeks Cabinet approval to procure and implement a new line of business solution for Planning and Public Protection.

Recommendations:

Cabinet is asked to:

1. Delegate authority to the Corporate Director of Community and the Corporate Director of Resources, following consultation with the Portfolio Holder for Finance and Resources and the Director of Finance and Director of Legal & Governance Services to:

- undertake the procurement of a Planning and Public Protection ICT solution.
- approve the award of contract recommendations following the procurement process.
- enter into a contract with the successful contractor for a fixed term provided the cost is within budget

Reason: (For recommendations)

To move forward with the procurement of the new solution with the aim of providing new, up-to-date, capabilities that will meet the corporate ICT strategy for transition to new cloud based services

Section 2 – Report

Executive Summary

The Planning and Public Protection teams provide front line services to a broad range of customers across all wards. Their work is split between office work and, for the most part, site visits and inspections, from which they produce notes, reports and certificates.

The recommendation is to implement a new up-to-date software solution as the existing solution does not fall in step with the corporate ICT strategy for cloud based services.

Options considered

Three options have been considered:

- Option 1- do nothing
- Option 2- procure and implement a new solution
- Option 3- upgrade the current solution

Option 1 – Do Nothing

The do nothing option leaves all current systems and processes in place as an on premise solution with no mobile working capability.

Pros

As well as measurable capital cost savings against implementing a new solution, there would be no major upheaval to current ways of working. Some functionality and performance improvements could be realised through the existing contract support arrangements, but this is largely dependent on the supplier and may incur additional costs.

Cons

The existing solution will progressively deteriorate and any improvements under the existing support arrangements are likely to be offset by higher support costs to manage an increasingly obsolete solution – this is true of servers which are currently reaching end of life and need to be replaced. This

option exists as an on premise solution which will cause difficulties with the future civic move, which will ultimately result in expenditure.

Risks

Description	Likelihood	Impact	Mitigating Actions
Difficulty managing an on premises systems following move to new civic centre	Medium	Very High	Hold early meetings with Corporate ICT to identify and confirm requirement and options for this to be accommodated
Systems become unsupported	High	High	Re-negotiate support package with supplier
Failure to comply with GDPR and Environmental health legislation in respect of food safety	High	High	Will need to implement agreed manual workarounds

Assumptions

- The current on premise solution can be transitioned into the new world environment
- Supplier arrangements will be in place to maintain and support the current systems

Option 2 – Procure and implement a new solution

Description

The procurement and implementation of a new Planning and Building Control solution will provide capability for a single cloud based integrated solution.

Pros

Providing a new solution will vastly improve current ways of working and streamline the effectiveness of desk officers. Being cloud based, the solution will fall in line with the corporate strategy. In addition, a new solution will greatly improve digital customer services and integrate more effectively with the website and online account.

Cons

Introducing new systems is always associated with a degree of disruption/resistance that will have an initial impact on staff productivity. Time also, needs to be set aside for information gathering as well as training in respect of users, support and administration staff which can put pressure on busy teams.

Risks

Description	Likelihood	Impact	Mitigating Actions
Disruption to normal working	High	Medium	Ensure staff and stakeholders are engaged at an early stage and have an input in product development through to implementation
Solution won't meet business need	Low	High	Ensure a full requirements analysis is conducted and the suppliers are scored against requirements listing

Staff won't know how to use the system	Low	High	Ensure a full training needs analysis is conducted to ensure adequate training is provided to the right users and support teams
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Assumptions

Adequate funding will be in place to procure and implement the solution
Adequate resources will be in place to manage and implement the project; this will include project management, analysis, testing and training. Resources will also be required from business teams to provide information and advice on processes and procedures.

Option 3 – Upgrade Current Solution

Description

This option outlines the viability of upgrading all the existing equipment to provide the same capability.

Pros

Upgrading the current solution will be cheaper and less disruptive than procuring a new solution, as the supplier is currently in place. Consequently this option will provide savings (when compared to Option 2) in respect of procurement, design and build costs for a full software deployment.

Cons

Although an upgrade is available this will apply to an on premise deployment, which won't meet our ICT Corporate strategy. Consideration is being given to a cloud based solution provided by the same supplier; however, this will require additional design and build costs and, therefore, must be considered as an option 2 approach.

Risks

Description	Likelihood	Impact	Mitigating Actions
Unable to accommodate on premises 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
The solution capability differs from existing capability and may not fully meet business requirements	Low	High	Ensure full analysis is conducted and fully meets agreed requirements
Staff won't know how to use the system	Low	High	Ensure a full training needs analysis is conducted to ensure adequate training is provided to the right users and support teams

Assumptions

The upgraded system can be accommodated as an on premise solution in the new world environment.

Minimal resources will be required to implement the solution

Recommended Option

The option 1 'do nothing' approach was considered not viable in that it does not fall in step with the corporate ICT strategy to move to cloud based systems.

Option 2, 'implement a new solution', was considered the most viable option as this will conform with the corporate ICT strategy to move to cloud based systems.

The option 3 upgrade solution was considered not viable in that it does not conform to the corporate ICT strategy to move to cloud based systems. However, the supplier does offer a potential solution that can be considered as per option 2.

With all options, to ensure the maximum return of investment we will ensure the maximum customer and business benefits will be achieved from the project.

Background

Planning and Public Protection activities are predominantly managed through a combined; Northgate (M3 MVM) and Civica solution. Both Civica and Northgate have been in operation for over a decade, are largely outdated in respect of newer more functionality rich applications and will no longer be supported in their current configuration.

Why a change is needed

Change is required to conform to the corporate ICT strategy for cloud based services and provide improved capability for customers and officers.

Implications of the Recommendation

The recommended solution implementation will engage Planning, Public Protection and Programme Transformation to ensure that the most suitable solution is procured and deployed.

The project will be aligned to the transformation programme utilising, as far as possible, the transformation methodology or, where not possible, the introduction of a minimum viable product where the full transformation can be reviewed later.

From a corporate IT perspective; the implementation timeline will be de-conflicted with the closure of the Sopra Steria contract. It may be necessary that a short-term solution is put in place to manage the platform if that is the chosen solution.

From a Planning perspective; the use of the developing transformation model in the project will ensure full involvement of staff, an end-to-end review of the client journey and the implementation through its governance and project management method.

From a resident perspective; the digital services team will be engaged to initially outline the key product requirements following which a full in-depth discovery exercise will be conducted to determine how the solution must be implemented to provide the best service to residents.

Risk Management Implications

Risk management will be conducted in line with the Corporate Project Management Framework.

The project manager will review and enter all risks into the risk log template as provided. The risk log will be made available to the project board where any required actions will be agreed. Further escalation will be presented to the Transformation Governance board for discussion/action.

Where required, risks will be recorded in the SharePoint corporate log at the Executive Board Level. This will ensure that boards have immediate live information, without the need to collate logs from differing Programmes and projects.

Procurement Implications

Consideration has been given to all available options in sourcing the appropriate ICT Planning, and Public Protection solution. This has included a full OJEU procurement process to the use of specialist pre-tendered frameworks.

Legal Implications

The new Planning and Public Protection Solution will need to be procured in accordance with the Public Contract Regulations 2015 (PCRs) as its overall value exceeds the required threshold. The procurement process followed will depend upon whether the Council decides to run its own procurement process or call-off from an existing framework.

Should the Council undertake its own procurement exercise, it will be necessary to publish a contract notice in the Official Journal of the European Union (OJEU). However, this will not be necessary if calling off from the Crown Commercial Services' Framework RM3821 which is a current framework which has been lawfully procured and established in compliance with the PCRs with Harrow Council being identified as a potential call-off party in the published OJEU notice. The Council must follow the framework rules, including running the appropriate mini-competition if required.

Officers should observe a standstill period and inform any participating suppliers of the outcome of the mini-competition before contract award. The Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended by the Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014 (TUPE) is likely to apply and officers will be required to give due consideration to the implications of the transfer of staff during the tender process.

Legal support should be sought as appropriate during the procurement process and particularly in relation to drafting, negotiating and completing the contract documents

Financial Implications

There is a budget allocation of £1m in the 2019/20 capital programme for the implementation of a new ICT solution for Planning Services. Based on the indicative costs included in the business case, the implementation can be funded from within this capital budget. The procurement exercise will inform the final costs of the project.

The revenue budget available for Northgate system support and licences currently is £98k, which sits within Planning Services. This budget will be set aside to fund the annual support and licence costs for the new ICT solution.

In addition, the Council pays for annual support costs for the Northgate on premise server and this is charged through Sopra Steria as part of the corporate IT contract.

There is also an element of support and maintenance cost for the use of Civica W2 in Planning Services. However, it is not possible to disaggregate the cost of this particular module as the system is used across many services within the Council.

Some saving on revenue support costs is expected once the on premise server is decommissioned and the reduction in the service requirement from Civica W2 is confirmed. This can only be quantified at a later stage.

Equalities implications / Public Sector Equality Duty

Please see:

https://harrowhub.harrow.gov.uk/downloads/file/9714/committee_report_templates_-_implications_guidance

Council Priorities

Modernising Harrow Council

By delivering the new proposed solution the council will benefit significantly through greater efficiencies in working

Through an improved cloud based solution and mobile/electronic working capability the council will reduce the borough's carbon footprint through efficient use of technology and reduced reliance on paper based working.

Section 3 - Statutory Officer Clearance

Name: Jessie Man



on behalf of the *
Chief Financial Officer

Date: 10/09/2019

Name: Stephen Dorrian



Monitoring Officer

Date: 01/10/2019

Name: Nimesh Mehta



Head of Procurement

Date: 01/10/2019

Name: Charlie Stewart



Corporate Director

Date: 01/10/2019

MANDATORY

Ward Councillors notified:

No

EqIA carried out:

YES

EqIA cleared by:

Dave Corby

Section 4 - Contact Details and Background Papers

Contact: Mark Lupo

Title: ICT Transformation Project Manager

Direct no: 07837831878

Email: Mark.Lupo@harrow.gov.uk

Background Papers: None

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

NO