Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 14 December 2021

TITLE	Housing IT Transformation and procurement	
Ward(s)	All	
Author: Myriam Selfe / Sarah Spicer	**Job title: Project Manager / Business Innovation Manager**	
Cabinet lead: Cllr Renhard, Cabinet Member Housing Delivery and Homes	**Executive Director lead: Stephen Peacock, Executive Director Growth and Regeneration**	
Proposal origin: *BCC Staff*		
Decision maker: Cabinet Member **Decision forum:** *Cabinet*		
Purpose of Report: Seek Cabinet approval to: 1. Implement and deliver a housing IT transformation programme, that includes procurement of multiple systems reaching end of life or end of contact 2. Re-procure three critical IT applications: a housing management system, housing needs system and an asset management system. All three applications are currently delivered under a single contract with Civica (CxHousing, Abritas and Keystone applications) which expires in May 2022 3. Delegate authority to the Executive Director to award the contract(s) necessary for the continued provision of Cx Housing, Abritas and Keystone beyond May 2022, for a period of two years.		
Evidence Base: **Housing IT transformation programme** Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems are reaching end of contract or end of life. This brings an opportunity to explore and implement the best IT solutions available. To manage these opportunities, it is proposed that a housing IT transformation programme is developed and implemented. The purpose of the programme is to enable change and put in place tools that will allow Housing and Landlord Services to enhance service delivery, achieve efficiencies and improve working practices. This will support delivery of Moving Forward Together, our service transformation plan. The programme will explore options to replace end of contract applications and to deliver un-met business needs and requirements including: - Housing management system: current contract ends on 2022 (activity to reprocure for 2 years and to undertake a competitive procurement process for the end of the reprocured contract) - Housing needs system: current contract ends on 2022 (activity to reprocure for 2 years and to undertake a competitive procurement process for the end of the reprocured contract) - Asset management system: current contract ends on 2022 (activity to reprocure for 2 years and to undertake a competitive procurement process for the end of the reprocured contract) - Field service management system (scheduling): contract ends in July 2023 and the system will be reaching its end of life		

- Private housing case management: the system is reaching the end of contract and end of life
- Job costing solution: there is no solution in place, functionality is required to calculate repair job costings an support analysis of value for money and savings opportunities
- Building compliance and information: functionality required to meet the new legislative requirements for regulating the safety of high-rise blocks
- Digital Services: explore opportunities for improvement, including more opportunities for users to choose self-service
- Data and analytics: review options to improve data and analytics and align to the corporate solution

It is estimated that the next phase of work, developing an Outline Business Case, will cost up to £775k. The budget requirements are for resources that will:
- undertake detailed planning and mobilisation (Jan 2022)
- develop requirements (Jan/Feb 2022)
- identify solutions and undertake soft market testing (Feb/March 2022)
- soft market testing and option appraisal (March/April 2022)
- determine recommended procurement approach (April 2022)
- procurement phase planning (May 2022)
- deliver Outline Business Case (May 2022)

There are multiple systems reaching end of contact or end of life, plus gaps in functionality that need solutions. Due to the number of different requirements, there will be multiple projects and project teams within the programme. As a result we will secure additional, time-limited resources to resource this work. The costs identified are to resources these teams.

The programme will be overseen by a programme board, with representatives from multiple areas of the organisation including: Housing and Landlord Services, ICT, Finance, Audit, Legal Services and Procurement Services.

Extending the use of the Civica systems
Our housing services above are underpinned by a suite of business-critical systems. This includes three systems procured over the last 15 years and now owned by Civica. These are:

Cx Housing – Housing management system added to Bristol's estate in 2015 through a competitive process for the replacement of its housing management system. A 5+2-year contract with Civica was secured through a LASA framework. workarounds which have made the system fiddly and not easy to use, perhaps due to the configuration.
Keystone Asset Management – The application was initially procured to meet the requirements of the Housing Health and Safety Rating System (Housing Act 2004) in 2005 and help the council assess condition of its housing stock. It holds asset data, safety records and replacement dates for investment planning.
Abritas – Procured and implemented as Choice Based Lettings module in 2008 for Bristol City Council and over 14 housing associations, used to advertise and select tenants for vacant properties.

It is many years since we explored the market to identify the best possible software solutions for delivering housing services. This is a key factor in the decision to extend the use of Civica in the short term, whilst implementing an IT transformation programme that will manage a competitive procurement process. We need to ensure that our suite of systems enable both our aspirations for delivering high quality services, and compliance with financial and business practices. We aim to do this in the most cost- effective way whilst also ensuring flexibility to extend the arrangements if needed or to give notice on the contract.

Re-procuring these systems ensures that H&LS continue to have access to its three critical line of business applications when the contract ends in May 2022, providing Housing with stable systems whilst it is completing the procurement exercises. Information regarding budget provision for costs of the extension is commercially sensitive and contained in exempt Appendix I.

Context
Housing & Landlord Services manage 28,562 rented/leased homes, accounting for approximately 31,000 tenants and 2,000 leaseholders. We estimate to have 64,000 people living in our homes, which is approximately 14% of Bristol's

population.

Our service raises rent charges totalling c. £112.5m per year, which funds core HRA services:
Management of 28.5k tenancies inc. processing of tenancy changes, investigation of ASB incidents, tenancy enforcement and management of empty council homes
Provision of a caretaking service to over 8,500 tenants and leaseholders
Provision of critical responsive repairs and planned maintenance service, completing approximately c.80,000 repairs per year and over 27,000 services appointments to ensure the safety of our gas and electrical appliances
Maintenance, servicing and improvement of services and facilities to more than 450 blocks of flats
Improvement and replacement programme to homes and blocks
Administration and management of the Bristol Housing Register and choice-based lettings system.
Building new homes

Our housing IT systems are tools and enablers, the programme aims to bring benefits for residents that include:
- Improved options for self-serving, providing easy channels through which to seek information and make service requests
- Systems that allow processes to be simplified and where possible automated, bringing improved efficiencies
- Improves data and insights, that can be used to improve services and value for money

That Cabinet:
1. Authorise the Executive Director for Growth & Regeneration, in consultation with Cabinet Member – Housing Delivery and Homes and the Section 151 officer to take all steps required to award the contract(s) necessary for the continued provision of Cx Housing, Abritas and Keystone for two years from May 2022, in-line with the procurement routes and maximum budget envelope outlined in this report and exempt appendix I
2. Approve the commencement of a Housing IT transformation programme including the procurement of replacement major housing business systems reaching end of life or end of contract.
3. Authorise the Executive Director Growth and Regeneration to take all steps required to develop the outline business case including procuring and awarding contracts at a cost of up to £775k, with most costs met through existing budget provision in the HRA budget and Medium-Term Financial Plan, approved at Full Council in Feb 2021.

Corporate Strategy alignment:
Equip our colleagues to be as productive and efficient as possible.

City Benefits:
Secure the provision of critical housing systems to enable the business to discharge its legal functions citizens of Bristol
Supports the corporate strategy priorities:
- an effective organisation, making data driven decisions
- enables services that tackle homelessness and reduce carbon emissions through retrofitting of council homes

Consultation Details:
Public consultation is not applicable.

Background Documents:
None – no public documents to date to refer to.

Revenue Cost		Source of Revenue Funding	
Capital Cost	**£775k**	**Source of Capital Funding**	Up to £665k Housing Revenue Account Up to £110k general fund
One off cost ☒	**Ongoing cost** ☐	**Saving Proposal** ☐	**Income generation proposal** ☐

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice:

The current annual cost of the 3 systems provided by Civica is £456k, for 2021/22. This excludes costs for licences and the hosting environment. There is further information regarding potential contract costs for the new contract within the Exemption Appendix

The cost of developing the outline business case is estimated at up to £775k, of which it is estimated that up to £665k will be costs to the Housing Revenue Account. There is a capital budget provision of £2.5m for the IT transformation within the HRA 5 year capital programme, as agreed at Full Council in February 2021.

Two of the IT systems under review are for the provision of services which are funded via the General Fund. Therefore, there needs to be a contribution from the general fund for the next stage of activity, building the outline business case. This contribution is estimated at £110k.

Full detail of the breakdown of the financial costs per stage per system is provided in the Exemption Appendix

Finance Business Partner: Aisha Bapu, 01st Dec 2021

2. Legal Advice: The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regards to the conduct of the procurement process and the resulting contractual arrangements.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor 6 December 2021

3. Implications on IT: "IT/Digital Services are fully supportive of the need to extend current contracts whilst a thorough review of wider working practices and supporting systems/technology is undertaken to meet the stated Housing and Landlord strategy. It is highlighted that an investment in Data and Insights would significantly widen the opportunities available and this should be considered a key enabler of the IT element of the transformation work and should be a consideration for investment alongside the stated platforms. We will continue to work with Housing and Landlord colleagues to ensure plans are technically robust, make the most of the digital technology investments made so far and provide best value"

IT Team Leader: Simon Oliver, 13/10/2021

4. HR Advice: Additional staffing resource will be required to develop the Outline Business Case. The recruitment to the roles should follow BCC HR policies and procedures

HR Partner: Celia Williams, 01st Dec 2021

EDM Sign-off	Stephen Peacock	04th Nov 2022
Cabinet Member sign-off	Councillor Tom Renhard	15th Nov 2022
For Key Decisions - Mayor's Office sign-off	Mayor's office	15th Nov 2022

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES

Appendix G – Financial Advice	**NO**
Appendix H – Legal Advice	**NO**
Appendix I – Exempt Information	**Yes**
Appendix J – HR advice	**NO**
Appendix K – ICT	**NO**
Appendix L – Procurement	**NO**