

Programme Business Case



A. PROGRAMME SUMMARY INFORMATION

Programme Name:	Housing IT Transformation programme
Programme ID:	21EN625
Cabinet Member:	Councillor Tom Renhard
Executive Dir. Sponsor:	Stephen Peacock
Senior Responsible Owner (SRO):	Donald Graham
Programme Manager:	Stewart McDermott
Business Change Manager/s:	Sam Marsh
Associated Directorate/s:	Housing And Landlord Services
Service Areas impacted:	Housing and Landlord Services
Report Lead Author:	Stewart McDermott
Report recipients:	Stephen Peacock, Cllr Tom Renhard, Donald Graham

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	Theme 2: Economy and Skills (Good Growth and Digital Inclusion) Theme 5: Homes and Communities Theme 7: Effective Development Organisation
Portfolio Prioritisation Position:	#11
Programme category:	<input type="checkbox"/> Saving delivery <input checked="" type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling <Other>
Associated risk:	If the proposal relates to the mitigation of a risk (or risks) listed on the Directorate or Corporate Risk register provide details here.

Council Budget saving delivery:	Budget reference: HRA Strategic Planning & Governance					
	Savings related to benefits from new Housing IT, less delivery and operating costs. Includes savings vs. current IT costs.					
		24/25 £'000s	25/26 £'000s	26/27 £'000s	27/28 £'000s	Full Yr. recurring £'000s
	NET Total (net savings less total expenditure):	(717,946)	(2,092,843)	(2,095,369)	(2,094,636)	NA
	Cumulative Net Total	3,833,409	1,740,566	(354,803)	(2,449,439)	

C. DOCUMENT CONTROL

Document status:	<input checked="" type="checkbox"/> Draft <input type="checkbox"/> Final
Document owner:	NAME

Version	Author(s)	Description	Date
V00_01	SMcD	First draft	05.07.2022
V00_01	SMcD	Updated draft	10.08.2022
V00_01	SMcD	Updated draft	06.08.2022
V00_01	SMcD	Updated draft	23.09.2022
V0.03	SMcD	Final draft, EDM submission Nov-22	23.11.2022
V0.04	SMcD	Submission for PMO Assurance, Cllr Renhard	08.12.22
V0.05	SMcD	Assured (green), submitted version for Cabinet, EDM and CLB approved.	12.01.23

EXECUTIVE SUMMARY: DECISION REQUIRED

Decisions requested for Full Business Case sign-off:

That Cabinet

1. **Approves** up to **£7.5m** (net, less sunk costs) over the next five years, drawn from Housing Revenue Account (80%) and General Fund (20%) to deliver the Housing IT and Transformation programme as set out in below. Agreement to baseline the final business case budget and to allocate future funding to support delivery of programme and maintenance of those services it delivers.
2. **Approves** up to **£3.1m**, including Optimism Bias at 20%, as part of the above, to deliver Phase Three of the programme (internal costs related to design, build and implementation) in financial years FY23-24 and FY24-25, without which the programme cannot continue.
3. **Authorises** the Executive Director, Growth and Regeneration to take all steps necessary to procure and enter into contract(s) to give effect to the programme, including decisions with a value of over £500K.
4. **Approval** of this Final Business Case itself, agreement to proceed with Preferred Option and completion of the full scope of the programme, with the Preferred Supplier.

Contractual:

1. **Authorises** Executive Director – Growth and Regeneration in consultation with Cabinet Member for Housing Delivery and Homes and S151 Officer to spend up to **£7.5m** (estimated internal *and* supplier one-off costs, over two years) to deliver the programme in full, in-line with expected governance and maximum budget envelopes outlined in the Finance section below. Includes BCC Optimism Bias at 20% and Supplier at 30%, for Delivery (one-off) costs.
2. **Authorises** Executive Director – Growth and Regeneration in consultation with Cabinet Member for Housing Delivery and Homes and S151 Officer to take all steps required to confirm the Preferred Supplier and award the contract(s) necessary for the implementation of comprehensive new Housing system(s) (five-year contract, fully managed service, **£4.4m** total value inc. one off supplier costs), in-line with the procurement and legal routes and maximum budget envelopes outlined in the Finance section below.
3. **Authorises** Executive Director – Growth and Regeneration to invoke subsequent specific and relevant extensions/variatioins specifically defined in the contract(s) being awarded, up to the maximum budget envelope approved as part of the Final Business Case, where this relates to the extension of current contracts for Housing IT support services, should the programme not be able to full delivery before these expire. In consultation with Cabinet Member for Housing Delivery and Homes.
4. **Authorises** the Head of Strategic Procurement & Supplier Relations to approve appropriate procurement routes to market where these are not yet fully defined in this report, or if changes to procurement routes are subsequently required.

Endorsements given:

- HITT Programme Board – above endorsement given on 19th December 2022;
- DTP Programme Board – above endorsement given on 7th Dec-22;
- HSLT – endorsed on 29th Nov-22;
- EDM Board – above endorsement given on 30th Nov-22.

The Service Area Lead prioritising availability to support the progress of the next phase of work is **NAME**.

Programme context summary:

Current Housing systems will all reach end of life / end of support by May-24 at the latest. As these systems are between 8-20 years old and do not fully support our business processes. Replacement is essential if critical service delivery is to be maintained.

With specific reference to the existing technology in use within the Housing and Landlord Service:

- i. Current core housing systems all reach end of contract, and some core systems will be end of life by May-24 (Dec-23 for workforce system). There are also significant functional, compliance and productivity issues with these such as:
 - a. The technology in use within Housing and Landlord Services, which supports delivery of our critical services, reached end of contract in May-22. Support has been extended whilst a replacement is found;
 - b. These systems range in age from eight to over twenty years old.
 - c. There are functional shortfalls within our current business processes and related systems, which have led to the ad-hoc development and ongoing use of numerous inefficient manual workarounds. These hinder our ability to deliver the best and most appropriate services to the citizens of Bristol in the most effective and productive ways.
 - d. Current technology was procured separately, from different suppliers. As such, each sits within its own silo leading to complex systems where it is very difficult to integrate data. This has led to inconsistencies and issues with data quality. Please see section 3.3 (Scope) for more information.

Key support contracts for the above have been extended until May-24, however due to their age, contain key components which are no longer in manufacturer support or have been retained at a version level which the supplier can no longer support. These support Critical Systems.

As exception to the above is The Current Supplier Click, our core system for Maintenance and Repairs. This reaches end of life in Dec-23 and the supplier will not support the system beyond this. Again, this is core IT support for a Critical Service.

The above also means that the current technology and some of our business processes now in use cannot support our business and IT strategies such as Digital First, do not align to corporate goals and strategies, and we are unable to fully comply with the latest government legislation related to Social Housing.

Our outdated and inefficient technology provides a burning platform for change; however we are also focused on how new technology will support our business goals: ensuring provision of dynamic, fit for purpose, citizen-focussed services and productivity improvements. We will deliver the technology, process and supporting implementation support (including “small c” changes) that will enable our Housing and Landlord Service to do this. The programme and our Preferred Supplier, NEC Software Solutions UK Ltd (“NEC”), will provide sector and industry leading technologies that will underpin our revised ways of working. We expect this to deliver significant service benefits to our tenants, residents and staff through such new and updated services such as self-service, digital delivery channels and process automation that will:

- ii. increased productivity and efficiency throughout our business areas
- iii. reduce ‘double handling’
- iv. unify disparate business processes as “end to end”
- v. remove manual workarounds
- vi. remove poor and duplicated data etc.

The significant current technology issues noted above presents us with an opportunity, not only move our systems forward from our 2014 isolated silos, but to a new, future proofed and modular system leveraging this as an enabler for greater efficiencies in Service Delivery, such as:

- Automate where possible – replace manual, gap-filling workarounds with modern, fully functional systems, releasing staff from administrative to citizen-supporting roles and/or delivering identified savings.
- Adopt Digital First as a core tenet for service delivery through a new digital platform which ensures that we, with our delivery partner, design digital services that are “easy, engaging, and inclusive as a core tenet”. We expect this to include a citizen app for core services, improved portals and intelligent tech in support (e.g., chat bots etc.) that reduce the load on our call centre and speed up service delivery for our citizen, tenants, residents and leaseholders, staff and related user groups across BCC.
- Develop and deliver a new (To-Be, future state) model for service delivery across Housing and Landlord Services. This will ensure that we frame the size and scope of our business transformation through evaluation of current business processes, working with our staff to build and design the best possible means to deliver the most appropriate services, in the most efficient and productive ways we can.

The above had been borne out in Phases One and Two of the programme, where we have had significant engagement with BCC staff and senior stakeholders, to understand their requirements and the current 'as-is' ways of working. This has enabled us to deliver a detailed set of business and technical requirements approved by our business users, supporting an open procurement competition, as well as the ongoing development of our Future State. At time of writing, through ongoing engagement with staff, we have completed 75% of detailed To Be process maps for Housing Services, on which the new IT systems will be based, focused on optimal Ways Of Working.

We intend to deliver new systems and process with our single Preferred Supplier, NEC Software Solutions UK Ltd ("NEC"), who were identified via a competitive procurement. NEC will work with us to deliver a leading-edge Housing and Landlord services through business process change and modern, fit for purpose technology.

This programme is a part of the Housing and Landlord Services 'Moving Forward Together' strategic initiative to improve housing services, meet the needs of our residents and make Housing and Landlord Services a great place to work, with equality and diversity at its heart.

NB: the above was achieved by the Housing Directorate and programme team in 10 months, from a standing start in January 2022.

What the HITT Programme seeks to deliver:

We will replace the legacy systems with a managed service which provides a full supported IT Housing system, with the applications and data our tenants, residents and staff need to successfully manage their social housing journey. Our Preferred Supplier will work with the HITT Programme and Housing to deliver a new, unified technology platform that supports business and tenant needs and aligns with our business and technology strategies:

- Replacing legacy housing IT systems with new line of business applications via a single, strategic IT platform, that provides our staff and tenants / residents with up-to-date technology that best supports our service delivery processes.
- A digital self-service platform that provides tenants / residents with access to key services, appropriate to their needs and in the best, most efficient way possible
- Cleansing and migration of currently fragmented housing data to a new operational data source, removing current issues re: duplication and data loss, and providing real-time information for enhanced reporting and improved service management functions.
- An achievable To-Be model that enables BCC to better serve the needs of tenants / residents and customers through adoption of best practice business processes and supportive technology.
- Change and transition activities that will enable to deliver the above in such a way that the maximum number of benefits, efficiencies and opportunities can be achieved as soon as possible.
- Delivery of the above, including new technology, re-training staff via a detailed deployment and implementation phase.
- Tangible and intangible benefits, efficiencies and productivity improvements, and savings related to the above.

This includes but is not limited to the following examples:

- **Digital** – a range of applications and web-based service delivery options that support Digital First and enable our tenants / residents and partners to self-serve, as the primary and preferred option. Including:
 - New tenant facing mobile applications that will facilitate self-service access to our key Housing Services such as repairs, maintenance and rents.
 - New tenant portal which will align to the above, and provide additional support / access to other important services such as choice based lettings, licensing etc.
 - New contractor portal that will make it easier and more cost effective for BCC to continue to use third parties as part of a hybrid service delivery model.
- **Automation** – replacement of current manual processes and workarounds with new technology, mapped to our to-be processes and preferred, optimised Ways of Working. Including:
 - Automated estimation, costing and scheduling of the majority of Repair and Maintenance jobs;
 - Automation of licensing workflows, to make efficiencies in the Private Housing service;

- Support for automatic payments of correct invoices.
- **Data** – migration of cleansed, operational data to a new, central data source. Including:
 - Data duplication and consistency issues will be removed – The new database will provide a “single version of the truth”;
 - The need for manual data management will be removed. Data loss and errors associated with this will be fully mitigated;
 - Support for new reporting tools, providing up to date management reporting etc.

In addition to the above, the new system will be delivered and supported as part of a Fully Managed Service from the preferred supplier. This will significantly reduce the current IT support effort and related costs, which at present are fully born by the Housing and Landlord Service.

Anticipated key measurable benefits:

The benefits we have identified so far can be summarised as follows, in line with the agreed scope for the programme:

1. New IT system for Housing – current applications will be replaced with a new, single system (platform):
 - a. This will meet BCC requirements and represent a significant step forward – as such it underpins **all** savings, benefits and opportunities.
 - b. The new system will fully support the current known processes and those being reviewed and revised by the HITT Programme analyst team at present.
 - c. We expect that ‘out of the box’, the new system will better support the current Housing and Landlord Services teams and deliver substantial benefits (pre-change management) by addressing the main technical issues which the current multi-system / multi-supplier approach has caused.
 - d. In addition, new tools that will automate a number of our key (but still manual) processes such as workforce scheduling, will quickly improve efficiency and increase productivity.
2. Tenant facing – better access to services / improved service delivery
 - a. The above will include a much-revised tenant front end portal, which support their access to Housing services online and reaches far more user groups than before;
 - b. We’ll also be delivering a mobile app that enables tenants / residents to get rapid access to some of our most used services (e.g., Repairs and Maintenance) and to fully self-serve many of these. This will lead to less calls and tenants / residents spending less time on hold;
 - c. As (b) -for field teams, we’ll be delivering device-agnostic access to the ‘back end’ systems, giving staff apps and browser-based systems that mean they can get to what they need, wherever they are via phone, laptop, tablet. This will also support improved service delivery.
3. Data – single version of the truth
 - a. As part of our new IT system for Housing, we (lead by the Preferred Supplier) intend to cleanse current, operational (not historic) housing data, removing duplicates so that wherever possible we can migrate clean, quality assured data to a new operational data source;
 - b. This will remove current issues re: duplication and data loss, as well as providing data sources that will be updated in real time and improve management reporting, service management etc.;

- c. This will provide BCC with a comprehensive dataset for all tenants / residents and assets, unifying our currently fragmented databases;
 - d. Data quality is a real issue for the Housing and Landlord Service, with implications across systems – addressing this will be a significant benefit to BCC.
4. TCO (Total Cost of 'ownership') reduction for BCC, in comparison to the current Housing systems and support model and Value for Money (VfM)
- a. We are procuring a fully managed service from potential suppliers, and this is a must have. We can expect this to be cloud based (no / very little on premise tech) and don't expect to be providing dedicated BCC technical staff to support the system itself. This should reduce operating costs.
 - b. Charging model – we are expecting to procure a "Software as a Service" (SaaS) solution, as this is now the most common model for large systems provision. Suppliers typically charge quarterly in arrears and based upon usage of the system, which should see a reduction versus the 'per seat' fixed price cost model, paid in full 12m in advance that BCC is currently subjected to.
 - c. Cross charging for non-Housing Revenue Account (HRA) – In addition, the new charging model mentioned above in point b, will allow us to identify the usage of what will primarily be HRA-funded services versus non-HRA (e.g. Public Health for Case Management etc.). This will enable BCC to accurately levy cross charges versus the current situation where HRA funds IT, for a number of GF roles and services (e.g. Public Health for Case Management etc.).
 - d. Stock Control – BCC Repairs and Maintenance do not have an effective stock control system for 'standard' activities carried out by field teams. Our requirements for the new system address this and include accurate reporting tools that will enable managers to see what stock has been checked out for each job, reducing / preventing over allocation and wastage and the associated costs.
5. Support Model and Service Level Agreement (SLA) – managed services model
- a. The new proposed SLA represents a considerable improvement on the current service and support agreement. Availability time is higher, response times quicker and down time (inc. maintenance) much shorter, and it's clear that the supplier is responsible for end-to-end support and maintenance;
 - b. This also includes an enforceable Service Credits regime where service costs for BCC reduce should performance fall below the SLA set levels. If recent outages were repeated in the new world, there would be financial compensation for this;
 - c. The new support model is also predicated on the Single Supplier model – We will only engage with the primary service provider, and they are responsible for meeting the SLA, including managing any third parties, sub-contractors etc. BCC will not need to pursue different providers, with differing SLAs in order to ensure that the new systems are available and performant.
6. Finance interface and 'single route' to (some) services
- a. Large £ value is assigned to Repairs and Maintenance (R&M) within the Finance system, which has not passed through existing Housing systems (Cx or CLICK) for this. Figures quoted for this are approx. £2m in the last financial year (FY) (or approx. 33% of total R&M spend). The new system will push all R&M jobs through a single system, via a single interface with Finance. This

will allow BCC to see which of this spend is allocated to projects, non-standard works etc. and ensure that costs are correctly allocated.

7. Inherent change and future change opportunities: Improved processes for service delivery

- a. The change workstream is focused on re-training, re-aligning staff (to revised business processes). Also show where resources could be re-allocated (where new system releases time), where roles are directly impacted by the new systems, as we adopt best practice for service delivery (e.g. move towards the tech);
- b. So that BCC can get best value from the new system and deliver best services to tenants / residents and citizens, the team is mapping out a new to-be model for our key housing services.
- c. This is based on our requirements and is aspirational at present. When the Preferred Supplier is known, we will work with them to adapt out processes to their best practice model and off the shelf, industry proven technology, and deliver an achievable final To-Be model
- d. Where we identify an opportunity to improve service delivery beyond (a) (e.g. greater automation and mobile technology would support a move to centralised R&M model, rather than regional), this will be referred to the Head of Housing for action;
- e. We have currently noted several areas where new technology and business processes will release time / roles (e.g. reduction in CSC due to self-service, IT support staff due to new SLA). These are being quantified and will be included in the FBC as a tangible benefit;
- f. We are not planning to restructure any areas / teams within Housing – as confirmed at the programme board in September 2022, our focus will be on change related to implementation and realisation of the benefits set out in this document.

We are clear that the main drivers for the programme are; the age, inbuilt redundancy and cost of the current housing systems. That they do not support current business processes as well as they could, so bring with them inherent issues around data and security vulnerabilities etc.

Therefore, the main benefits that we will be delivering are linked to a new stable, scalable and secure Housing IT platform that addresses these, as well as the lack of a fit for purpose digital offering and the improvements to tenant facing service delivery that this can bring.

We can deliver these, savings in BCC support and delivery costs and see the main benefits above realised without the need for a significant business change, but we will have delivered the platform to support this, when Housing is ready to do it.

Please refer to **Section 3.6, 3.7 and 3.7 (Benefits)** for a detailed breakdown of expected and potential benefits.

Any key changes since previous decision point (may be Mandate or OBC approval):

Since the approval of the Outline Business Case, the programme has conducted a competitive procurement using Crown Commercial Service framework RM3821 (Data and Application Solutions). This has identified **NEC** as the Preferred Supplier for Housing IT systems and services.

The appointment of **NEC** as the Preferred Supplier was endorsed by the HITT Programme board on 19th December 2022, and they were informed of this and that we would be seeking to sign an agreement with them subject to Cabinet approval.

Anticipated cost/benefit profile for programme

Table 1 showing costs submitted by NEC And BCC expected costs and benefits:

Redacted – commercially sensitive

This represents the financial position should the Preferred Supplier be chosen from the two shortlisted above, their appointment approved, and the Programme delivered as expected.

The above table includes:

- i. One off costs to deliver the new Housing System;
- ii. One off costs related to training and change / transition during and after systems delivery;
- iii. Ongoing support costs for legacy systems, until these reach end of life, end of support or when BCC use has ceased and notice to terminate given;
- iv. New costs related to service charges etc. levied by the new supplier for the life of the contract;
- v. Cost benefits associated with the above.

	Value	Supporting commentary
Confidence level	75%	The Preferred Supplier has supplied a comprehensive response to our requirements and presented a plan to deliver these. The plan is reinforced with financial incentives for them to deliver on schedule.
Contingency budget	£__k	Calculated as 20% of BCC and 30% of supplier delivery costs sought, plus £217k (10%) for ongoing support charges.

Identified sources of funding (including any shortfall):

- Capital Programme

Estimated programme timescale to deliver:

- The completion date for new systems delivery and full go-live proposed by the Preferred Supplier is **by October 2024**.
- Expected date for programme closure, including decommissioning old systems and infrastructure and post go-live tasks (e.g. Lessons Learned) is Dec-24.

Learning from previous work

For Phase Three (e.g. to date), key Lessons Learned include:

- Staffing and Resourcing – BCC has, in the past, seen projects and programmes fail due to inadequate resources being available / applied. We have mitigated this by recruiting and maintaining an experienced team of seasoned professionals to deliver the programme.
- Supplier responsibilities – BCC has experienced problems where supplier responsibilities have either been unclear or where clear, not enforced. This has seen BCC using resources and funds to cover gaps. We have mitigated this by making the Preferred Suppliers scope clear, baking this into the contract and reinforcing this with financial incentives to deliver and then properly maintain the service.
- Unbalanced contract terms – A number of contracts reviewed during the programme to date have contained unusual terms (such as payment for services in advance), missing standard expected terms (e.g. no “terminate for convenience” clauses) and unenforceable terms (e.g. financial penalties where the bar is set so high / low, BCC can never recover costs in the event of poor performance etc.). We have mitigated this through setting our own contract requirements to address these, and using an established Crown Commercial Services framework agreement, with strong pre-agreed schedules covering performance and availability etc.

Any decisions / endorsements already secured:

- Programme Mandate was approved at Cabinet in Dec-21;
- Programme OBC was approved at Cabinet in Jun-22;
- Cabinet Report approved to continue at EDM 30/11/22.

Total spend to date - Opp costs:	£'000s
Total spend to date - New costs:	£1,600,000

New costs to <u>deliver</u> programme:	£ (BCC) £ (Supplier one-off) £ (Supplier annual charges)
Opportunity costs to deliver programme:	£'000s
Funding required:	£7,538,038
Funding source(s):	Capital Programme
Est. timescale for programme delivery:	Mar-23 – Dec-24

1.0 PROGRAMME BUSINESS CASE

1.1 Overview and context: Vision Statement

Past:

Current Housing IT systems will reach end of life / support in May-24. These are out of date (up to 20 years old), do not fully support our or peer group standard services (e.g. very limited automation and heavy reliance on manual workarounds) are based on disparate, duplicated and sometimes inaccurate data sources.

This hampers service delivery and we have fallen behind comparable public sector organisations, evidenced by our market testing in 2021. The systems are inflexible and have proven to be incapable of changing to meet the growing needs of BCC, except at high costs to us. The systems do not support fully core business activities that we must undertake to deliver critical services (e.g. building compliance, estimation, scheduling, choice based letting etc.).

The current IT systems are not capable of supporting the BCC Digital First strategy, due to age, fragmented nature of the application and database estate, and costs that would be incurred in tactical changes to these.

Transition:

We will replace the current Housing legacy IT systems with fully supported IT Housing system as part of a managed service with a professional delivery partner. This will provide BCC Housing and Landlord Services with the applications and data our tenants / residents and staff need to successfully manage their social housing journeys. We will review and revise current ways of working and adapt to our new IT system such that our tenants / residents are able to access the most appropriate services to their needs in the best way possible.

We will identify and rationalise the data and information we have and begin to use this to inform our future state. We also need to start to grow our use of automation to shift reliance on individuals from 'what they know' to 'what they do' and what technology can do, as well as equipping individuals to better use the information and data available to them. We must become more efficient and to increase productivity without increasing our headcount.

BCC must understand what our tenants / residents want and demonstrate learning from past experience. This will help us to build their confidence in the services we (or are partner) provide and will help us to take our customers on a journey with us as we strive to improve Housing service delivery.

Future:

BCC wants to be an organisation that has developed the capability to source, securely store, share and use knowledge easily and with confidence. We will ensure that this information is more readily accessible to our tenants / residents and staff, to enable better service provision and improve decision making through development and delivery of a new, comprehensive Housing IT system that support our business processes and tenant needs. This will ultimately enable us to drive strategy and to target and prioritise the areas that will deliver best services / best value.

Housing Services will be provided in a variety of ways, with an innovative delivery partner. For some services, we will enable the tenant community to help itself and step back through self-service. We will also improve our ability to strategically deliver services and we will operate at a "whole city" level. Information and plans will be shared and aligned. Staff and leaders will have the technology and supporting competencies they need.

This is a strategic technology change for BCC that will significantly improve our ability to deliver critical services across Housing and Landlord Services

2.0 Strategic fit / alignment to the corporate priorities

2.1 Alignment to corporate theme(s)

The programme aligns to and supports the following themes, As set out in the [Bristol Corporate Strategy 2022–2027](#):

- Theme 2: Economy and Skills (Good Growth and Digital Inclusion)
- Theme 5: Homes and Communities
- Theme 7: Effective Development Organisation

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.

This programme is aligned to our Homes and Communities Priorities for 2022 – 2027, as improvements to Housing and Landlord Services will enable us to continue building and retaining social housing and reducing and preventing homelessness and rough sleeping etc.

We can also support our Development Organisational goals by introducing a single integrated system, which will both enable good governance and tackle manual workarounds, resulting in a high performing and supported housing workforce.

2.2 Background and drivers for change (AS-IS)

The Housing IT Transformation programme (HiTT) was convened in late 2021 to ensure the timely and cost-effective replacement of our current Housing systems and to deliver business improvement and efficiencies alongside this.

Current Housing IT systems will be fully or partially out of manufacturer support in 2024. This means that they as well as a lack of manufacturer support, their present security vulnerabilities and their ongoing use is no permitted by UK government organisations. Some component parts of older systems have already reached this point and their continued use is only permissible whilst a suitable alternative is found – The first major system to reach end of life will be The Current Supplier Click, in December 2023. This is critical to the delivery of repairs and maintenance services.

In addition, current systems have been sourced from multiple suppliers which has led to fragmented and inefficient service delivery processes, where technology is not able to support the best practice that the directorate wishes to follow. We are unable at present to support BCC business and IT strategies, such as Digital First, and are hampered by systems that are not able to comply with current legislation or support our As-Is business model.

Our Housing systems, which range from 8 to 20+ years old, were all at end of contract in May 2022 and core systems supporting critical services will be at End of Life in Dec-23, or will reach this point at the end of our support contract extension in 2024:

- a. Housing management system: current contract ends in 2024. Current system does not fully support business needs and is fragmented and outdated (e.g. physical system rather than cloud-based service) with ongoing data and performance issues;
- b. Housing needs system: under support until 2024 at present and reaching end of life, cannot support current and future expected requirements (e.g. changes to Choice Based, lack of a digital offering etc.)
- c. Asset management system: current contract ends in 2024. System is end of life and no longer sold by the supplier, except as part of a larger new, cloud-based service. Data, reporting and interface issues are ongoing;
- d. Field service management system (inc. scheduling, estimation and costing): contract ends in July 2023 and the system will be as end of life in Dec-23;
- e. Private Housing Case Management & Accessible Homes: current contract ends in 2023. The system is reaching end of life in 2024;
- f. Job costing solution: there is no solution in place, functionality is required to calculate repair job costings and support analysis of value for money and savings opportunities
- g. Building compliance and information: functionality required to meet the new legislative requirements for regulating the safety of high-rise blocks

- h. Digital Services: explore opportunities for improvement, including more opportunities for users to choose self-service. Not available using current, fragmented systems and poor data;
- i. Data and analytics: review options to improve data and analytics and align to the corporate solution, address data issues with quality, consistency and duplication.

The above has been investigated through Soft Market Testing in 2021 and a supplier evaluation / solution investigation exercise in 2022. Both confirm that the above is achievable via a single system / single supplier “software as a service” (SaaS) solution that would support BCC IT and business strategies for service delivery.

The BCC Housing programme solution architecture provides summary diagrams of the available functionality for three Housing Management system vendors:

See “BCC HITT Solution architecture - INTERNAL ONLY.PDF”

It is our intention to replace these systems with modern, industry standard solutions whilst exploiting the opportunities presented by this to bridge current functional and process gaps using modern technology, and to restructure current business processes and practices. This will enable Housing to ensure that it can deliver the most appropriate services in the best possible way, to our citizens, and to do this in the most productive manner possible.

2.3 Where do we want to be / desired outcomes (TO-BE)

#1	Replacement of disparate, end of life / support legacy IT systems with a single, strategic cloud-based Commercial Off The Shelf system for Housing, as part of a fully managed service from our Preferred Supplier.
#2	Migration of multiple data sources to a single operational database, cleansing of this data such that the information itself is correct (current issues removed) and that new source represents ‘one version of the truth’ for Housing.
#3	Updated business processes and Ways Of Working, that will move BCC Housing from bespoke practices to “industry std” used by our peers and inbuilt within the Commercial Off The Shelf (COTS) solution we will be moving to.
#4	Increased productivity and efficiency as BCC embraces the combination of #2 and #3 and is able to deliver services more efficiently and at a lower cost point.
#5	Reduced operating costs as new COTS solution, fully supported by the supplier, requires significantly less / no hands-on BCC IT support. All IT changes will managed via an agreed, supplier-led process.

2.4 Gap analysis

As-Is	Gap Analysis	To-Be
Housing management system	<ul style="list-style-type: none"> i. Support gap: current support contract ends in 2024. ii. Does not integrate with other systems. iii. Does not fully support Digital First. iv. Difficult and expensive to support (e.g. requires a large, full time in-house support team as well the suppliers support service to maintain it.) v. Current system does not fully support business processes. vi. Performance issues. vii. Data issues – no ‘single version of the truth’, duplication and data loss (due to manual workarounds). viii. Reporting issues: data for reports is often not ‘live’ and several systems and databases need to be bridged manually to deliver key 	<ul style="list-style-type: none"> i. Multiple current contracts replaced with a single contract / single supplier as part of a full managed service. ii. Single integrated system / platform meeting all Housing IT and tenant facing (service delivery needs). iii. Full support for the Digital Inclusion strategy via new digital app for tenants / residents, portals and mobile apps for staff. iv. Off The Shelf, industry std system based on UK Housing best practice and in use with comparable organisations. Change control process in place and lead by the supplier. Controlled and dependent of cost / benefit of any proposed changed. v. New IT mapped with the Preferred Supplier to our revised (To-Be) business processes. New system will meet business requirements as provided by and agreed with BCC Housing and senior stakeholders. vi. Performance managed via a much-improved service level agreement, with penalties for missing availability targets etc.

	line of business (LOB) reports. Ad-hoc capability is limited and manual.	vii. All operational data cleansed and migrated from multiple databases to a new single operational data source. Manual workarounds will be removed. viii. New system / servuces will include a (new) reporting function for ad-hoc, LOB and dashboard reports. The above apply to all sections within this table.
Housing needs system	As per above Housing Management above, plus: i. Viability gap: End of Life in 2024. ii. Cannot support current and expected future business requirements (e.g. Choice Based Lettings changes).	Specific or key to this system / service: i. Single integrated system / platform meeting all Housing IT and tenant facing (service delivery needs). ii. New system will meet business requirements as provided by and agreed with BCC Housing and senior stakeholders.
Asset management system and Compliance	As per above Housing Management above, plus: i. Current and known future Compliance needs cannot be supported. ii. Ongoing data issues – duplication and data loss etc. Requires a dedicated IT (data) support team to maintain current system.	Specific or key to this system / service: i. New system will meet business requirements as provided by and agreed with BCC Housing and senior stakeholders ii. Data will be cleansed and migrated to the new system. This will be managed and maintained by the supplier as part of the managed service. The new system plus our improved processes and workflows will eradicate the issues re: loss and duplication and remove the need for a dedicated BCC support function for Housing asset data.
Field service management system and Job costing solution (inc. scheduling, estimation and costing): contract ends in July 2023 and the system will be as end of life in Dec-22.	As per above Housing Management above, plus: i. Job estimation has to be done manually. ii. Job costing process in manual and all invoices checked by hand. iii. Majority of job scheduling is carried out manually. iv. No interfaces with larger suppliers for the above – reporting, tracking etc. mostly manual. v. Limited mobile app / system access – no push notifications, job assignment etc. vi. Above app is not available to non-BCC staff. vii. No stock control – BCC does not know what stock its team hold. viii. Analysis of value for money and savings opportunities.	As per above Housing Management above, plus: i. New system will meet business requirements to automate this process. ii. As per (i). iii. As per (i). iv. Technical requirements for the new system include the capability to interface with supplier systems, either via API or Microsoft (AD or federation). v. New system will include new mobile app for BCC field staff and suppliers. This will include push notifications, auto scheduling and diarising of jobs etc. vi. As per (v) above. vii. This has been included as a requirement for the new system. Management use of the information that this will provide and control that it will enable is not. viii. New system will include enhanced and ‘real time’ reporting capability that will enable the management team to better understand working practices, costs per job etc. and exploit these to improve productivity and reduce costs.
Private Housing Case Management & Accessible Homes	As per above Housing Management above, plus: i. Case Management relating to service requests, private housing licensing, home accessibility adaptations and grants and loans management, as well as lease, rent and related processes for non-std tenants (e.g. vehicle dwellers) requirements should be met by the new Housing Management system.	As per above Housing Management above, plus: i. Specific requirements have been gathered, synergies with Housing identified and included within our requirements for the new system.
Building compliance and information	As per above Housing Management above, plus: i. Current system cannot support legislative requirements, post-Grenfell,	As per above Housing Management above, plus: i. Specific requirements related to compliance have been included and the new system will meet these.

	for regulating the safety of high-rise blocks.	
Digital Services	<p>As per above Housing Management above, plus:</p> <ul style="list-style-type: none"> i. Self Service – current system does not offer / cannot support a self-service app for tenants / residents. This must be the primary means by which tenants / residents’ access std housing services (e.g. repairs and rents) in the future and is key to the success of automation and a significant Evalue in cashable benefits and savings. ii. Digital services portal (tenants / residents, web) – in addition to and supporting the above, for more complex interactions where a mobile app may be insufficient / tenants / residents who do not have a smartphone. iii. Digital services portal (contractors, web) – for external suppliers, to interact with BCC and for digital submission of invoices, confirmation of payments etc. 	<p>As per above Housing Management above, plus:</p> <ul style="list-style-type: none"> i. New, digital Housing app will be delivered by the new supplier. This is a critical deliverable and will cover rents, repairs, maintenance in the first instance. Requirements also include a chatbot and FAQs for support, as well as an instant messaging function. ii. New revised web portal for tenants / residents and citizens, with new and updated forms, that will improve service delivery and service management. iii. As per (ii) above but focused on our suppliers. Will include new functionality that enables them to submit invoices on line, using an automated process to replace the current manual, paper based way of working.
Data and analytics	<ul style="list-style-type: none"> i. Fragmented and disparate data sources that complicate reporting, limited ad hoc capabilities and no (live) dashboards available. ii. Data quality issues inc. duplication and loss related to the above. iii. Manual, people and cost-heavy ways of working that have evolved to address the above. iv. Dedicated IT / data support teams required to maintain the above. 	<ul style="list-style-type: none"> i. Data cleansing and migration to a new single operational data source will be delivered by the programme, alongside enhanced reporting capabilities and tools. ii. Data cleansing and migration to a new single operational data source will improve data and analytics, align to corporate data strategy and address data issues with quality, consistency and duplication. iii. The above will support process automation and remove the need for manual data cleansing and report building. iv. Support time needed will be reduced as a result of the above and system support for apps and data will be provided by the supplier as part of a fully managed service. Dedicated BCC resources will not be needed.

2.5 Relevant lessons learned

1. In the past, BCC Housing has procured its own technology, using Best of Breed systems and suppliers:
 - This has led to a disparate and fragmented technology platform, with numerous support, performance and compatibility / interface and data issues.
 - Market testing has identified a number of suppliers who provide single platform, modular housing systems to our peers, which meet all our core requirements.
 - These are the suppliers, whom we have already met with and discussed our requirements and plans, that will take part in our competitive procurement exercise.
2. Previously, BCC Housing has procured systems and applications which have then been heavily customised to meet the perceived needs / culture / preferred ways of working of the Housing And Landlord Services:
 - This has seen us fall victim to long and expensive lead times to deliver these systems and applications, and has led to a ‘move the mountain’ rather than a ‘move to the mountain’ approach to technology.
 - As a result, technology has been heavily customised or built to spec (bespoke). These systems and applications, which adhered to the current strategy and practice, have proven difficult and costly to support, which has led to poor user perception of the delivered end products.
 - The previous approach as above has seen systems developed as silos and not in concert, leading to a number of functional and technical shortcomings, which have impeded the abilities of our staff to deliver services, in some cases seriously.
 - To mitigate this, we will only consider proven, in live use COTS (configurable, off the shelf) technology for the Housing systems element of our programme. Bespoke IT systems will not be considered or used.

- System customisation will not be allowed (it is rarely offered as a supportable product by the suppliers, in any case), configuration will be limited and we plan to adopt a market leading, peer used technology platform, based on Best Practice Housing Service processes.
 - Delivery will be supported by a comparable focus on business process change, change management and training and education.
3. When conducting large / complex project and programmes in the past, BCC has underestimated the time, resources and costs of delivery:
- Recent experience shows that some BCC projects have required additional funding, scope changes and have missed milestones due to a reticence to ask for what seemed like large amounts of money, people and long timescales.
 - As a result, dis-benefits have emerged during delivery that have reduced or removed project benefits, with quality, cost and time milestones compromised.
 - To mitigate this, we have used an existing BCC model to estimate the costs in this business case. These have been used successfully by other projects and use a mix of known internal and estimated supplier / freelancer costs based on available rate cards etc.
 - Further mitigation could be achieved through use of external expertise and we would strongly recommend that Procurement and Change consider re-engagement of Gartner or similar. This would enable objective evaluation of project proposals, costs and timelines versus market averages and real world, comparable examples.
4. When negotiating new agreements and extensions, BCC has not always benefited from the use of standard public sector or commercial frameworks and their enforcement:
- Recent examples include a contract where the supplier removed a standard clause re: Termination For Convenience. This will see BCC bearing higher costs when the contracted service is no longer required but will support charges still need to be paid;
 - Also two new agreements where the award was made without a 'cooling off' period and where the winning suppliers proposals have subsequently been called into question re: fitness for purpose. This has compromised the ability to re-tender or terminate.
 - We are mitigating the above through use of the most appropriate Crown Commercial Services framework and lot for the Housing IT services that BCC is seeking. This includes pre-agreed contract schedules that will avoid the issues noted above.
 - In addition, the procurement process is being run by a dedicated, professional procurement manager fully supported by the BCC in-house team and internal legal counsel. We will also be seeking legal assistance on the completion of the contracts prior to signing.

2.6 Any changes since last approval

The programme has completed the planned Procurement stage and identified a Preferred Supplier, NEC Software Solutions UK Ltd ("NEC").

3.0 Programme Definition

3.1 Overview of the Programme

The Housing IT Transformation Programme (HITT) was convened in late 2021 to ensure the timely and cost-effective replacement of our current Housing systems and to deliver business improvement and efficiencies alongside this.

Our Housing systems range from 8 to 20 years old, were all at end of contract in May 2022. This has been extended until May-24 (The Current Supplier systems), when several will reach end of life and must be replaced. Our main Workforce system (The Current Supplier CLICK) reaches end of life in Dec-23 and must also be replaced. These operate alongside a number of smaller, supporting systems which are equally old / inefficient and expensive to maintain such as CDP, RentSense etc.

Current systems procured under the now outdated concept of “best of breed”, were sourced from multiple suppliers. This led to fragmented and inefficient service delivery processes, where technology is not able to support the Best Practice that the Service wishes to follow. In addition support was complex, expensive and a high cost – high maintenance middleware solution was needed to connect them (where this was indeed possible).

The above has led to the current position where Housing Services are unable to support BCC business and IT strategies, such as Digital First. The Service is also hampered by systems that are not able to comply with current legislation or support our As-Is business model or our preferred Ways of Working and optimal To-Be process.

Several legacy systems which deliver Critical Services will also be partially out of manufacturer support in 2023-24. This means that the system, applications and databases are no longer supported and present security vulnerabilities: ongoing use is no permitted by UK government organisations making early replacement vital for BCC. Some component parts of older systems have already reached this point and are now in final, extended support.

Continued use of the above is only permissible within UK govt whilst a suitable alternative is found.

It is our intention to replace these systems with modern, industry standard solutions whilst exploiting the opportunities presented by this to bridge current functional and process gaps using modern technology, and to support re-alignment of current business processes and practices. This will enable Housing to ensure that it can deliver the most appropriate services in the best possible way, to our citizens, and to do this in the most productive manner possible.

The programme commenced procurement in Sept-22, and we expect to complete this in Nov-22, with a Preferred Supplier identified by end-Dec-22.

3.2 Options Appraisal

Options Appraisal was presented to Cabinet on 7th June 2022 and approved.

Our recommendation, that the programme be allowed to identify a suitable supplier to deliver new services, systems and transformational change and to contract with them, was accepted and the OBC approved by Cabinet. This has now been completed, a Preferred Supplier identified, and the programme is now ready to proceed to Phase Three (Delivery).

The summary (updated to include expected, proposed Preferred Supplier costs) is below. For more details, please see pages 23-37 of the [Outline Business Case](#).

Preferred option	Option title	Outcome #1: New Strategic Housing System & tools	Outcome #2: Updated To-Be business processes & practices	Outcome #3: New digital citizen facing service delivery	Outcome #4: Single, cleansed & accurate operational database	Risk level	Total New Costs (22/23) £'000s	FY 23/24 & 24/25	Ongoing costs (annual S&M)	Confidence level (%)	Equalities Impact
<input type="checkbox"/>	1 Do Nothing	N	Partial	N	N	H	£380,000	£694,000	£5,860,000	75%	Neutral
<input type="checkbox"/>	2 Direct Award to an Existing Supplier (Do Something)	Y	Y	Partial	Partial	M	£1,398,318	£3,950,714	£5,860,000	50%	Positive
<input checked="" type="checkbox"/>	3 Competitive Tender to Identify and Appoint a Preferred Supplier (Do Everything)	Y	Y	Y	Y	M	£1,398,318	£4,621,375	£2,831,893	75%	Positive

3.3 Programme scope

Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems within Housing IT will reach end of contract or end of life, by May-24 at the latest. This brings an opportunity to explore and implement the best IT solutions available. To manage these opportunities, The Housing IT Transformation Programme (HITTP) commenced in Jan-22.

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 the wider aspirations of Moving Forward Together, of which this Programme is part.

The HITTP Programme will explore options to replace end of contract applications and to deliver un-met business needs and requirements including:

- i. Housing Management systems: current contract ends May-24 (extended for two years from 2022);
- ii. Housing needs system: current contract ends May-24 (extended for two years from 2022);
- iii. Asset management system: current contract ends May-24 (extended for two years from 2022)
- iv. Field service management system (scheduling): contract ends in July 2023 and the system will be reaching its end of life. Support will be extended in line with the above.
- v. Private Housing Case Management & Accessible Homes: the system is reaching the end of contract and end of life as per (i) above;
- vi. Job costing solution: there is no solution in place, functionality is required to calculate repair job costings and support analysis of value for money and savings opportunities;
- vii. Building compliance and information: functionality required to meet the new legislative requirements for regulating the safety of high-rise blocks;
- viii. Digital Services: explore opportunities for improvement, including more opportunities for users to choose self-service;
- ix. Data and analytics: review options to improve data and analytics and align to the corporate solution.

Fig #3: technology scope as defined by As-Is systems, Feb-22; **REDACTED**.

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 resource these teams.

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

4.1.1 Current Housing IT Systems and Services

Our housing services above are underpinned by a suite of business-critical systems. This includes four systems procured over the last 15 years and now owned by The Current Supplier. These are core systems supporting Critical Services, as follows:

1. Cx Housing – Housing management system was 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 The Current Supplier was secured through a Local Authority Software Applications (LASA) framework. Workarounds have made the system fiddly and not easy to use, perhaps due to the configuration.

2. The Current Supplier APP – used in Housing to manage private landlords and their properties, but more widely used across BCC as a pure case management system. This is heavily used by Regulatory Services in particular. Support is as per (1) above. Current version has functional gaps and is reaching the end of life.
3. 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.
4. Abris – Procured and implemented as Choice Based Lettings module in 2008 for Bristol City Council and over 14 housing associations. Abris issued to advertise and select tenants / residents for vacant properties.

The above are supported by a dedicated Housing IT Team, now moved into the wider BCC IT Service under Common Activities, but still funded by Housing. In addition, there are dedicated technical resources within H&LS who are fully engaged bridging reporting, data and systems gaps (e.g. data team within Asset Management).

In addition:

5. BCC uses a The Current Supplier system called Click to support our maintenance teams and their delivery of key services to tenants / residents. This system is not integrated with our core housing systems mentioned above, which necessitates time consuming and unproductive workarounds. In addition, the current version / system deployment has significant functional shortfalls where it cannot properly cost jobs or schedule these automatically.
 - a. This has been supported by a small IT team within Workforce, now moved to the wider IT Service. but still funded by HRA. Additionally, a number of Business Process Analysts have become involved in ad hoc systems support.
6. We have also identified a peripheral system, CDPSoft which also reaches end of contract in May-24. This is used within Housing Needs but is not integrated to our core housing systems. Again, this necessitates time consuming and unproductive workarounds and does not support the As-Is business functions.
7. Life Ray is the existing tenant portal which will be fully replaced as part of a new Digital app / portal, by the Delivery Partner.
8. Multiple other tactical systems also in use and continuing to be identified, will be replaced with the new IT system. These includes VoiceScape, Essendex, Sava.

Also, **RentSense** is an existing, tactical, application that identifies poor payers / missed payments. We hope to replace this with the new capabilities provided by the Preferred Supplier, to be confirmed that this is the case during planning and design. RentSense is not within scope however **NEC** have signalled that their native technology could perform the same tasks. This cost saving has not been included in our benefits statement at present.

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 support for our current housing IT systems in the short term, whilst carrying out 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.

NB: It is important to note that the burning platform issue facing Housing is that all its critical service supporting systems reach End of Support in 2024. All except The Current Supplier CX, will be End of Life by that point and **must** be replaced. In addition, these are not currently capable of meeting regularity and legislative requirements for social housing and are already non-compliant.

4.1.2 Business change and transformation

As a consequence of the replacement of old and outdated systems, business tasks and roles will inevitably change. We will be uplifting our technology from a baseline that will be over 10 years old when it is replaced, and the new systems will bring with them a much greater degree of automation. Whilst this may result in seismic changes across

Housing, it should be recognised that a number of manual tasks will be replaced and the roles covering this task released for re-deployment.

At the time of writing, this work has not yet started, except with the exception of some business and technical requirements clearly specifying a desire to replace workarounds with more automated systems. Please see section 3.6 (Benefits) for more information.

4.1.3 Phase Three Scope Summary

In Scope for Phase Three	
<p>These are, in summary, products that this proposal will seek to deliver and the teams/services/user groups that we anticipate may be impacted by the change. To ensure that we identify what should be included and integrated in an effective future state design, the BCC Processes, Organisation, Technology and Information (POTI) model has been used:</p>	
<ul style="list-style-type: none"> • Technology, buildings, IT systems and tools, equipment and accommodation (the decommissioning of the existing technology, buildings, equipment etc should be considered). <ul style="list-style-type: none"> ➢ The programme will deliver a new Housing IT system, moving from multiple applications to a single technology platform. ➢ This will include data migration and cleansing, a new digital front end and tenant self service functions as well as new tools (inc. reporting, mobile and office applications) for staff. • Information and data required for the future business operations and performance measurement. (Consider the current quality of existing data/information and any data cleansing and/or data migration activities that will be necessary as part of the programme). <ul style="list-style-type: none"> ➢ Current data is spread across multiple databases and of indifferent quality. The programme will cleanse and migrate all operational data to the new Housing system. This data will be accurate and updated in real time. ➢ There are currently no formally agreed data owners within BCC Housing. These are required by UK GDPR – the programme will identify Housing data owners and ensure that they are aware of their responsibilities. ➢ Accurate reporting is not always possible without manual intervention and it is not possible to easily obtain a single view of all records related to a tenant or asset. The programme will deliver clean data and new reporting functionality to address this shortfall. ➢ Duplication and data loss are an ongoing issue within Housing, exacerbated by manual interventions where multiple versions of data are created / maintained. The programme will address this by delivering a “single version of the truth” within a single operational dataset. • Processes and business model including performance metrics <ul style="list-style-type: none"> ➢ The programme has developed a To-Be model for the functions affected by the new Housing system. We have worked with the Preferred Supplier to ensure that Aspirational has become Achievable and that their Best Practice (for which their technology has been designed), has been included. This ensures that we will move towards To-Be and not customise systems and processes. ➢ Performance metrics related to the self-service have been estimated in the Expected Benefits section. ➢ Whilst the programme will re-train and realign resources, we will not deliver large scale organisational change. As such, service delivery performance metrics are out of scope, with the exception of self-service. • Organisational structure, staffing levels, roles, culture and skills <ul style="list-style-type: none"> ➢ The programme has a comprehensive plan to deliver training and operational changes that have been identified and agreed as being in scope. This encompasses all service delivery areas within Housing. ➢ This approach was reviewed and agreed by the programme board 26/9/22. ➢ Organisational change opportunities will be reviewed as part of the programme’s Benefits Review Group and passed to Commo Activities for action, where appropriate and agreed. 	

Out Of Scope for Phase Three	Any risks/consequences associated with “Out of scope” items
Any systems or business processes (and related change management) that are not listed in this document or our project and programme mandates as being within scope, will not be	None at present. The scope of the programme has been assessed at a more granular level and related or dependent systems and processes added to it’s scope (for example: CDPSoft).

<p>included. Business change outside of the Housing Service is specifically excluded.</p> <p>Extension of current contracts for Housing IT systems – these remain with their current owners and budget holders. They have been made aware of the programme timeline.</p> <p>Any proposed changes to this will be subject to Change Control, financial impact assessment and funding (where needed) and approval to change the scope given by the programme board.</p>	
<p>Decommissioning of Legacy Systems and related infrastructure</p>	<p>The programme will replace all systems functionality where this is still required and migrate all data to the new system and data lake. Physical decommissioning of legacy systems remains the responsibility of the contract owner, and will follow the plans set out within the supplier agreements.</p>

3.4 SMART Programme objectives

We will have succeeded when the programme has:

- a. Identified a Preferred Supplier and entered into an Agreement with them for the provision of the services needed by Housing, to meet their requirements;
- b. Documented the Aspirational To-Be model with the business and defined the Achievable To-Be model with the business and our Preferred Supplier;
- c. Built, tested and delivered a training and change plan that realises the benefits identified in the above;
- d. Successfully replaced the legacy Housing applications, systems and databases with a single, unified system having cleansed and migrated all operational data to this, trained and transitioned staff to new / revised ways of working.
- e. Delivered the Benefits as set out in this document.

4.1.4 Current SMART Objectives – Phase Three:

	Specific	Measureable	Achievable	Relevant/Realistic	Timebound
1	New Housing systems platform, single operational database and updated business processes ("Future State").	<ol style="list-style-type: none"> i. Replacement systems for current services ii. New systems for new / updated business processes iii. Replacement / new systems for new areas (e.g. cross-BCC case management) 	<ol style="list-style-type: none"> a. Soft market testing in 2021 identified systems are which will meet our needs. b. A Supplier & Solutions Investigation in 2022 confirmed that approx 10suppliers can provide systems and act as our delivery partner to ensure that the technology and change goals are achieved. 	<ol style="list-style-type: none"> a. Soft Market Testing in 2021 and Supplier & Solutions Investigation in 2022 confirmed that the programme outcomes are achievable. 	<ol style="list-style-type: none"> a. Delivery by May-24 wherever possible
2	Identification and appointment of a single delivery partner, for the above and using a single, modular technology platform.	<ol style="list-style-type: none"> i. A competitive procurement process, using an appropriate govt framework will provide us with a realistic plan and complete audit trail. 	<ol style="list-style-type: none"> a. A robust plan to complete the procurement (identify the Preferred Supplier) by end-Nov 2022. b. This has been supported / accelerated by early engagement with key suppliers in early 2022. 	<ol style="list-style-type: none"> a. Soft Market Testing in 2021 and Supplier & Solutions Investigation in 2022 confirmed that the programme outcomes are achievable. 	<ol style="list-style-type: none"> a. Preferred Supplier will be appointed at the conclusion of the procurement exercise, by Dec-22. b. Delivery by May-24, wherever possible.
3	Delivery of the future state – new technology, business processes, change management and on-boarding etc.	<ol style="list-style-type: none"> i. As-Is gap analysis, requirements gathering and To-Be model construction has been instigated to identify changes that will be beneficial to BCC. 	<ol style="list-style-type: none"> a. Requirements gathering completed as planned Q2 2022. b. As-Is analysis and mapping will complete as planned in Q3 2022. c. To-Be mapping and Gap Analysis will complete as planned in Q4 2022. 	<ol style="list-style-type: none"> a. Change planning will involve working closely with our business stakeholders to devise an achievable plan that delivers highest possible business benefits. 	<ol style="list-style-type: none"> a. Some elements of the change plan will need new systems in place to complete delivery. b. Delivery by May-24, wherever possible.
4	Business change and transformation – delivering re-training and re-alignment of	<ol style="list-style-type: none"> i. Informed by the agreed To-Be model, a plan to deliver re-training and support 'coal face' business changes (e.g. 'working day'). 	<ol style="list-style-type: none"> a. To-Be model drafted by 30/10/22 with the business then reviewed and agreed with the Preferred Supplier(Aspirational to Achievable). 	<ol style="list-style-type: none"> a. Final To-Be will be built with the business and supplier. b. Proposed model will be subject to review and approval by the programme board. 	<ol style="list-style-type: none"> a. To-Be completed and approved by Feb-23; b. Change plan agreed and approved by Mar-23;

	roles. Supporting re-allocation of staff where appropriate.		b. BCC will move towards the suppliers systems and Best Practice and not vice versa.		c. Delivery in line with the Implementation Plan, that will be agreed with the Preferred Supplier in Q1 2023.
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3.5 Project portfolio – the projects or workpackages that will feature in the Programme

ID (If known)	Project (or Work package) name	Named Lead	Key deliverables	Estimated delivery <i>(Or prog tranche for delivery)</i>	Assoc. prog objective/s #ID (Section 3.4.1)
21EN625.9	Case Management inc. Private Housing, Accessible Homes	Project Manager #1	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	Section 3.4.1 Objectives #1 - 4
21EN625.1	Housing Management	Project Manager #2	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above
21EN625.6	Workforce Scheduling and Costing, Repairs and Maintenance	Project Manager #3	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery New mobile applications for field teams Interface to self-service system / app	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above
21EN625.2	Housing Needs Register	Project Manager #3	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above

			Cleanse and migrate operational data Improved business processes for service delivery		
21EN625.8	Digital Services, Data and Reporting	Project Manager #4	New tenant facing portal Tenant self-service app for Housing Services Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above
21EN625.3	Asset Management & Compliance	Project Manager #2	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above

3.6 Benefits Map

The Programme will replace outdated, inefficient and unsupported technology with a new, fit for purpose system as part of a fully managed service from our Preferred Supplier **NEC**. This change will support our three key technology objectives for the Programme, which will in turn support non-tech change within the organisation, and allow us to realise the benefits set out below. These objectives can be summarised as:

1. **Digital** – provision of tenant facing self-service platform (portal and app) that will be our primary means to offer services out to tenants / residents and citizens. The new system will be location agnostic and provide mobile access for staff, with a secure connection to the full system. New mobile applications will meet the specific service delivery needs of our staff, support their roles, and be device agnostic.
2. **Data** – cleansing of our current operational data to remove issues related to duplication and quality, and migration of this to a single data source to create 'one version of the truth'. Removal / replacement of manual process, increasing efficiency and mitigating the current data loss issues. Improved reporting via a new tool, including line of business (LOB), ad-hoc and dashboards based on accurate and up to date data. Ongoing use of the data lake as the Housing data archive.
3. **Automation** – use of the new Housing IT system to automate currently manual processes, wherever possible. This will support **Digital** by integrating end-to-end processes within the new system e.g. service requests can be automatically processed, estimated and costed then resources etc. signed. In addition, we will deliver a To-Be model that sets out optimum business processes for key areas affected by / able to benefit from the new Housing IT system.

Programme benefits will be driven by three major changes to the current Housing Services IT provision:

- i. **Fully Managed Service:** HRA currently funds a number of roles and support services which are dedicated to the legacy technology currently in use. These services and roles will change, reduce and may be removed once the new system is live. In addition, there are a number of support activities within Housing which will no longer be needed, for the same reasons. These include roles dedicated to addressing current issues with data and reporting, which the programme will remove via new technology and applications.
- ii. **Automation:** Housing currently employs a number of manual processes to support and deliver key services, where our peer group now utilise better technology to automate these. The new technology that the programme will deliver will enable BCC to automate more elements of Housing Services delivery. This will improve services to the tenants / residents of Bristol through greater efficiency (e.g. expedite delivery) and increased productivity as technology enables staff to do more, moving from hands-on service delivery models to oversight and management by exception.
- iii. **Self Service:** BCC currently has a very poor digital offering, in comparison to its peer group. It offers a very limited range of services through its website, nothing through other digital channels and is heavily reliant on a people-centric telephony contact and support model. This is not able to deliver services to or interact with our tenants / residents in the most effective and cost efficient manner, leaving us unable to deliver best services in the most appropriate way. We are running significantly behind our peer group and other service providers in this respect. The Programme will address this and deliver self-service capabilities for key housing services to our tenants / residents, providing better and immediate access to core services such as repairs and rents via a digital platform, supported with better mobile applications and system access for our staff. This will also drive efficiencies and benefits throughout our back-office as processes are streamlined and re-aligned to support digital channels as the preferred method of service delivery and (initial) contact with tenants / residents.

In addition to the above, process reviews underway as part of our Future State (To-Be) activities have identified opportunities for wider business change (e.g. Re-Allocation and Re-Organisation of staff, teams etc.). These are being presented to Common Activities for their consideration: potential savings etc. linked to these are not presented in this document, as further investigation by a non-IT project is required.

4.1.5 Caveats and Assumptions

Please note that the tangible benefits set out in this benefit map will not be realised by the programme in its current lifecycle. These benefits require programme delivery to complete before they can be realised, as they are dependent upon new technology, new / revised processes or both. Delivery of this will be assigned to owners by the programme and formally handed over once the new Housing IT system is live. We expect that the current delivery team will be largely stood down once Phase Three is complete (Implementation).

Please also note that all financial benefits and savings can only be delivered once the new system is live and established and are not expected to take effect until Year Two of the new contract. Benefits and savings will then be delivered over the life of the contract.

4.1.6 HITT Benefits Map – November 2022

“A detailed outline of our benefits realisation strategy, including owners and timelines, can be found in section 4.4 below.

NB: we have used the standard BCC benefits expected, as given in the Change Directorates Benefit Map:

- Items **In Bold** are relevant to the Enabler noted;
- Items ~~struck through~~ are not relevant to the Enabler noted.

Benefit ID	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
BEN01	<u>New IT system for Housing – current applications will be replaced with Single System.</u>	<p>This will meet BCC requirements and represent a significant step forward: as such it underpins all other benefits and opportunities.</p> <p>The new system will fully support the current known processes and those being reviewed and revised by the analyst team at present.</p> <p>We expect that ‘out of the box’, the new system will better support the current Housing teams and deliver substantial benefits (pre-change management) by addressing the main technical issues which the current multi-system / multi-supplier approach has caused.</p> <p>In addition, new tools that will automate a number of our key (but still manual) processes such workforce scheduling, will quickly improve efficiency and increase productivity.</p>	<p>Reduced costs</p> <p>Income/ revenue generation</p> <p>Reduced pressures</p> <p>Cost avoidance</p>	<p>Reduced cycle/ process time</p> <p>Reduced response time</p> <p>Environmental (e.g. reduced Carbon)</p>	<p>Improved reputation</p> <p>Improved staff satisfaction</p> <p>Improved customer satisfaction</p> <p>Increased awareness</p> <p>Reduced risk</p>
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		

	<p>Modern, up to date and fully supported systems.</p> <p>Full support for business processes.</p> <p>Reduced support overheads.</p> <p>Support for Digital First.</p> <p>Increased productivity and efficiency.</p> <p>Improved service delivery for tenants / residents.</p>	<p>Potential resistance to change from Housing IT and Support teams, as the fully managed service supporting our new housing IT system changes Working Day activities for staff.</p>	<p>Cannot be realised until the programme has delivered: resources must be retained to support the old systems.</p> <p><i>Redacted – operationally sensitive information.</i></p>	<p>Ability to deploy To-Be processes for service delivery, supported by new IT.</p> <p>Improved response times due to automation and digital access to services (for tenants / residents, citizens as well as staff).</p> <p>Support for Carbon Reduction goals – less paper, reduced used of energy consuming IT infrastructure.</p>	<p>Frustration with current system will be removed, manual workarounds replaced with fit for purpose IT.</p> <p>Improved service delivery processes leading to SLA being met / exceeded for tenants / residents and citizens.</p> <p>Reduced Risk of failure, less downtime and (un)scheduled maintenance.</p>
BEN02	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Tenant Facing – better access to services / improved service delivery via a new digital service delivery platform.</u>	<p>To include a much-revised tenant front end portal, which support their access to Housing services online and reaches far more user groups that before;</p> <p>We will deliver a mobile app that enables tenants / residents to get rapid access to some of our most used services (e.g., repairs and maintenance) and to fully self-serve many of these. This will lead to less calls and tenants / residents spending less time On Hold;</p> <p>As above but for field teams, we'll be delivering device-agnostic access to the 'back end' systems, giving staff apps and browser-based systems that mean they can get to what they need, wherever they are via phone, laptop, tablet. This will also support improved service delivery.</p>	<p>Reduced costs</p> <p><i>Income/ revenue generation</i></p> <p>Reduced pressures</p> <p>Cost avoidance</p>	<p>Reduced cycle/ process time</p> <p>Reduced response time</p> <p><i>Environmental (e.g. reduced Carbon)</i></p>	<p>Improved reputation</p> <p>Improved staff satisfaction</p> <p>Improved customer satisfaction</p> <p><i>Increased awareness</i></p> <p>Reduced risk</p>
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	<p>Improved service delivery via new digital app and improved online portal for Tenants / residents.</p> <p>Support for Digital First, alignment to BCC strategy.</p>	<p>Potential resistance to change from Workforce and CSC teams, as automation and reduced Housing</p>	<p><i>Redacted – operationally sensitive information.</i></p>	<p>Automation of current manual processes leading to reductions in cycle / process time for</p>	<p>New digital front end that lifts BCC above its peer group. Immediate access to key services for tenants /</p>

	<p>Reduced report-resolution time.</p> <p>Supports automation of Workforce processes for Repairs and Maintenance.</p> <p>Support automation of workflow processes for Private Housing Licensing.</p>	calls and emails change Working Day activities for staff.		<p>internal support activities and tenant facing services.</p> <p>Improved response times due to automation and digital access to services (for tenants / residents, citizens as well as staff).</p>	<p>residents via apps and portals.</p> <p>Less staff frustration as manual workarounds, incorrect data and inefficient technology are replaced.</p> <p>Reduced Risk of failure, less downtime and (un)scheduled maintenance.</p>
BEN03	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Data – single version of the truth. Cleansing and Migration of operational data to a new, single data source.</u>	<p>BCC, lead by the Preferred Supplier will be cleansing the current housing data, removing duplicates and migrating clean, quality assured data to a new operational data source.</p> <p>This will remove current issues re: duplication and data loss, as well as providing data sources that will be updated in real time and improve management reporting, service management etc.</p> <p>This will provide BCC with a comprehensive dataset for all tenants / residents and assets, unifying our currently fragmented databases.</p> <p>Data quality is a real issue for Housing with implications across systems – addressing this will be a significant benefit to BCC.</p>	<p>Reduced costs</p> <p><i>Income/ revenue generation</i></p> <p><i>Reduced pressures</i></p> <p><i>Cost avoidance</i></p>	<p>Reduced cycle/ process time</p> <p>Reduced response time</p> <p>Environmental (e.g. reduced Carbon)</p>	<p><i>Improved reputation</i></p> <p><i>Improved staff satisfaction</i></p> <p><i>Improved customer satisfaction</i></p> <p><i>Increased awareness</i></p> <p>Reduced risk</p>
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	<p>Data will be fit for purpose with duplication and data loss issues resolved.</p> <p>Cleansed data will support more accurate, real time reporting.</p> <p>Data will be auditable and fully traceable.</p>	<p>Potential resistance to change from Housing Data and Support teams, as cleansed data and improved reporting functionality change Working Day activities for staff.</p>	<p><i>Redacted – operationally sensitive information.</i></p> <p>Cannot be realised until the programme has delivered: resources must be retained to support the old systems.</p>	<p>Improved Management reporting.</p> <p>Live data and ad hoc reports to support service delivery and management.</p> <p>Support for carbon reduction goals – less paper, reduced used</p>	<p>Current data duplication and accuracy issues removed.</p> <p>Data loss risk (manual data management) fully mitigated.</p>

				of energy consuming IT infrastructure.	
BEN04	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>TCO (Total Cost of ‘ownership’) reduction for BCC, in comparison to the current Housing systems and support model and Value for Money (VfM).</u>	<p>We have procured a Fully Managed Service from our preferred supplier: this was a Must Have. We can expect this to be cloud based (no / very little on premise tech) and don’t expect to be providing dedicated BCC technical staff to support the system itself. This should reduce operating costs.</p> <p>Other <u>expected</u> benefits include:</p> <p>Improved Charging model – FMS suppliers typically charge quarterly in arrears and based upon usage of the system, which should see a reduction versus the Per Seat fixed price cost model. Also removes the need for BCC to pay for Housing IT annually in advance as it currently does.</p> <p>Cross charging for non-HRA –model above will enable BCC to accurately levy cross charges versus the current situation where HRA funds IT for a number of GF roles and services (e.g. Public Health for Case Management etc.).</p> <p>Stock Control – Requirements for the new system include stock monitoring and include accurate reporting tools that will enable managers to reduce / prevent over allocation and wastage, and the associated costs.</p>	<p>Reduced costs</p> <p>Income/ revenue generation</p> <p>Reduced pressures</p> <p>Cost avoidance</p>	<p>Reduced cycle/ process time</p> <p>Reduced response time</p> <p>Environmental (e.g. reduced Carbon)</p>	<p>Improved reputation</p> <p>Improved staff satisfaction</p> <p>Improved customer satisfaction</p> <p>Increased awareness</p> <p>Reduced risk</p>
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
<p>BCC will be able to evidence that it’s new Housing IT provides the best possible services at the optimum price: VfM.</p> <p>Support services for IT will be simplified and costs will reduce (see other sections in this table).</p> <p>New systems will be “Stable, Secure, Scalable”.</p>	<p>Changes may disrupt the current IT and Housing support teams.</p>	<p>See Section 3.6 for costs comparison, new vs. old and associated benefits.</p>	<p>Improved stock control and management reporting.</p> <p>Cross charging non-HRA users of the HRA system.</p>	<p>Enhanced reputation amongst our peer group as services and technology improve.</p> <p>Staff morale improves as fit for purpose, process aligned IT is rolled out.</p>	

					Customer satisfaction lifted when TCO savings are public – lower costs and less waste in a time of tight purse strings.
BEN06	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	Support Model and SLA – fully managed service (FMS) model	<p>The new proposed SLA represents a considerable improvement on the current service and support agreement. Availability time is higher, response times quicker and down time (inc. maintenance) much shorter and it’s clear that the supplier is responsible for end-to-end support and maintenance;</p> <p>This also includes an enforceable Service Credits regime where service costs for BCC reduce should performance fall below the SLA set levels. If recent outages were repeated in the new world, there would be financial compensation for this;</p> <p>The new support model is also predicated on the Single Supplier model – we will only engage with the primary service provider, and they are responsible for meeting the SLA, including managing any third parties, sub-contractors etc. BCC will not need to pursue different providers, with differing SLAs in order to ensure that the new systems are available and performant.</p>	<p>Reduced costs</p> <p>Income/ revenue generation</p> <p>Reduced pressures</p> <p>Cost avoidance</p>	<p>Reduced cycle/ process time</p> <p>Reduced response time</p> <p>Environmental (e.g. reduced Carbon)</p>	<p>Improved reputation</p> <p>Improved staff satisfaction</p> <p>Improved customer satisfaction</p> <p>Increased awareness</p> <p>Reduced risk</p>
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	<p>FMS will remove the current support burden from Housing IT (dedicated team at present), with all non-training / FAQ support provided by the supplier.</p> <p>All changes subject to change control – this will be chargeable and must show a clear cost benefit.</p>	<p>Current BCC model is that contract owners manage the contracts themselves. We would recommend that this is made the responsibility of a Service Manager. This role / function would then objectively manage Agreements for BCC. There may be cost associated with this although it could be resourced from roles reduced as a result of the new FMS for Housing IT.</p>	<p>Greater availability of systems delivered as part of a fully managed service, policed by an SLA with financial penalties for missed targets.</p>	<p>Service Credits – value cannot be currently calculated.</p> <p>Improved system availability will help improve cycle and processing times.</p> <p>Up to date technology that support our Ways of Working will</p>	<p>Visibility of the SLA and also of penalties when this is not met.</p> <p>Better access to services provided by IT with much greater availability.</p>

	<p>Significantly reduced allowed downtime within the new SLA: availability increased to over 99%</p> <p>Significantly improved support services: response times for issues etc. reduced by 50% from current.</p> <p>Financial incentives regarding system and support service improvements: enforceable and tangible service credits regime to encourage high performance. Current agreement includes such long service delivery targets, credits are almost impossible to recover.</p>			support response time improvements.	
BEN07	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<p><u>Improved finance Interface and ‘single route’ to (some) services – improved cost control through tighter processes for service delivery.</u></p>	<p>Example: Repairs and Maintenance spend, which has not passed through existing Housing systems (Cx or CLICK) for this. Figures quoted for this are approx. £2m in the last FY (or approx. 33% of total R&M spend).</p> <p>The new system will push all R&M (repairs and maintenance) jobs through a single system, via a single interface with Finance. This will allow BCC to see which of this spend is allocated to projects, non-standard works etc. and ensure that costs are correctly allocated.</p> <p>This will be replicated across all services where charges are applicable or spend incurred.</p>	<p>Reduced costs</p> <p>Income/ revenue generation</p> <p>Reduced pressures</p> <p>Cost avoidance</p>	<p>Reduced cycle/ process time</p> <p>Reduced response time</p> <p>Environmental (e.g. reduced Carbon)</p>	<p>Improved reputation</p> <p>Improved staff satisfaction</p> <p>Improved customer satisfaction</p> <p>Increased awareness</p> <p>Reduced risk</p>
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	<p>Currently, costs can be allocated to Housing outside of the Housing Systems. Approx 30% of current costs allocated to Repairs and Maintenance has not passed through the current systems. This will be properly allocated to the correct cost centres.</p> <p>Current Finance interface / Housing system do not allow almost-live or ad-hoc updates. Although some data will remain historic (e.g. rent payment</p>	None	<p><i>Redacted – operationally sensitive information.</i></p> <p>Costs will be correctly assigned and processed according to the business’s To-Be process(s).</p> <p>Reduced costs and improved management reporting through process automation.</p>	Staff and tenant access to (up to date) information will be improved.	Risk of incorrectly or un-assigned costs will be mitigated.

	upload) due to BCC use / config of Agresso, we will be able to introduce ad-hoc.				
BEN08	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Inherent change and Future Change Opportunities: improved processes for service delivery.</u> Where we identify an opportunity to improve service delivery beyond (a) (e.g. greater automation and mobile technology would support a move to centralised R&M model, rather than regional), this will be referred to the Head of Housing for action (e.g. via Common Activities).	The change workstream is focused on Re-Train, Re-Align (to revised business processes) and show where resources could be Re-allocated (where new system releases time) where roles are directly impacted by the new systems, as we adopt Best Practice for service delivery (e.g. move towards the tech).	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Staff will be fully trained to use the new system. Staff can be re-aligned to support To-Be processes and improved Ways of Working, when the IT system has been delivered. BCC Housing will have a To-Be process model that supports future re-organisation and business process engineering, as it fully embraces Digital First and Automation.	Staff may resist small change if they sense Large Change looming, and disrupt programme delivery. BCC may miss the opportunity to fully embrace Digital First and Automation and not realise the benefits highlighted in this section.	Value of Inherent Change is given above - Redacted – operationally sensitive information. Redacted – operationally sensitive information. In addition, a further est. £ could be saved by Repairs and Maintenance automating job estimation and scheduling, which would release resources currently doing this manually.	Revised / new processes plus Automation and Self-Service will reduced cycle/ process and response times.	New system and processes will elevate service delivery to a level equal to its peer group. Staff will be supported by fit for purpose technology and Ways of Working. Tenants / residents will service delivery improve.
BEN09	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Supplier and Third Party Contract Facing – better access to services / improved service delivery via a new digital portal.</u>	To include a much-revised front end web portal and app for external suppliers / contractors, which improves their access to Housing online – invoicing, job allocation etc.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness

					Reduced risk
Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)			
<p>Improved service delivery via new digital app and improved online portal for contractors.</p> <p>Support for Digital First, alignment to BCC strategy.</p> <p>Reduced resolution time for invoices.</p> <p>Supports automation of Workforce processes for Repairs and Maintenance.</p> <p>Planned marketing activities will raise awareness of services, app and portals with tenants / residents and suppliers.</p>	None	<p>Approx. £1,000,000 over the the life of the contract, in reduced invoicing costs alone (high confidence benefit).</p> <p>Efficiency uplift and improved productivity expected as the supplier app takeup improves and cycle time (job logging to completion) is shortened.</p> <p>Medium confidence benefits.</p>	<p>Automation of current manual processes leading to reductions in cycle / process time for internal support activities and tenant facing services.</p> <p>Improved response times due to automation and digital access to services (for contractors and suppliers).</p>	<p>New digital front end that lifts BCC above its peer group. improved access to jobs and services for third portals via app / portal.</p> <p>Less staff and supplier frustration as manual and inefficient processes, payment times and costs reduced.</p>	

All £ values above are estimated and assume that the new systems inc. digital front end and supporting automation of business processes have been delivered.

3.1 Tangible Potential Benefits and Savings: Summary

Cost savings related to benefits etc. set out in the table above can be summarised as follows. The thought behind these figures is set out in section 3.7 below:

Business Area	Annual Saving / Benefit	Total Saving / Benefit over four years (gross)
NEC annual license and support saving (vs. The Current Supplier)	£476,875 avg. over 4Y	£2,384,375
Operational benefit #1, over time	£299,192.63	£1,196,771
Operational benefit #2, over time	£121,587.25	£486,349
Operational benefit #3, over time	£261,979.74	£1,047,919
Operational benefit #4, over time	£516,415.72	£2,065,663
Operational benefit #5, over time	£100,828.00	£403,312
Digital Invoicing via contractor portal	£244,910.00	£979,640.00
Debt management and fund allocation – removing write offs of unallocated costs etc.	Approx. £80,000	£320,000
Operational benefit #6, over time	£15-25,000 est.	£92,000
ForgeRock – cost saving, migrating to Azure (existing BCC IT service).	£82,400	£329,600
Licensing – new systems remove need for manual workarounds etc.	£95,000 est.	£380,000
Small systems replaced by new functionality, as part of a single platform	£145,000	£580,000
Reduction in SYSTEM charges (partial replacement of some functionality)	£48,000	£192,000
Total potential gross savings:	£2,889,101	£11,556,404

Please note:

- a. Figures are estimates only.
- b. Resource / staff costs used included employer NI but not all employee benefits as these can be specific to roles and individuals. A 5% pension cost estimate has been included.
- c. Totals assume a four-year saving within a five-year contract, with year one being devoted to delivery of the new system etc.
- d. Figures are gross, excluding system delivery costs etc.

Confidence levels for the above benefits and savings are **High** with the solution provided by **NEC**

Potential benefits where current confidence levels are lower (**Medium-Low**) include the following:

Business Area	Annual Saving / Benefit	Total Saving / Benefit over four years
Rent System – requirements include the algorithm for this app as a Should and delivery is TBC with NEC Partial cost saving (reduced use) is expressed above.	£250,000	£960,000

A minimum expected 20% is included in our benefits case.		
Images At Work – standalone document management system. Not needed in NEC solution but decommissioning this is out of scope.	£130 PA per license £13,000 PA for 100 users est.	£52,000

3.7 Potential Benefits and Savings: Further Information

This section is intended to illustrate the thought that has gone into the tangible benefits and saving presented above. This is not exhaustive but provides evidence to support some of the major savings and benefits that will be delivered by the programme.

NB: commercially and operationally sensitive data has been removed from this section.

3.7.1 NEC license and support charge savings

The current legacy IT systems that NEC will replace are current charged as follows

1. The Current Supplier system charges: £ support and £ licensing per annum;
2. The Current Supplier (case management): £ per annum (support and software);
3. Rent System: £ per annum, based on the current estate (charged per asset item);
4. The Current Supplier Workforce System: Support charges £ per annum.

The NEC costs for a solution which replaces the above for BCC Housing has been quoted as £ per annum. Therefore, once deployed, the new IT systems would deliver the following tangible benefits over the life of the agreement:

	Y1-Y2	Y3	Y4	Y5	Potential gross Savings (four years)
NEC Costs	£	£	£	£	
Legacy IT Costs	£	£	£	£	
Saving	NA – cutover period	£705,600	£707,897	£707,230	<u>£2,120,727</u>

NB: commercially and operationally sensitive data has been removed from this section.

Costs have been compared over four years to tie in with overall Benefits Case, which assumes Y1 for delivery then fully live in Y2. We have also assumed that Y1 costs are borne by BAU (for legacy) and HITT (all supplier related costs), in this case.

Legacy IT costs include current BCC IT Support costs, the removal of which is presented as a benefit below.

3.7.2 Redacted – operationally sensitive, internal use only

3.7.3 Redacted – operationally sensitive, internal use only

3.7.4 Redacted – operationally sensitive, internal use only

3.7.5 Invoicing – move to Digital channel, Automate supporting processes

In FY21-22, BCC processed 24,491 contractor invoices for Housing works. These were processed manually as our current fragmented systems do not support automation, although we know that this is possible following soft market testing.

The current, paper based manual processing cost is £612,275 in total or £25 per invoice processed.

The new system will support our preferred automated invoice process, where contractors submit these via the new contractor portal / app, and these are system checked and cleared for payment. This is detailed in our requirements, and subject to the applicable business rules (e.g. value, variance against purchase order etc.). Soft market testing and interaction with potential suppliers have confirmed that this is possible.

Potential Tangible Benefits:

FY24-25	Total cost	Method	Annual Cost Saving	Total Cost Saving (Y2-Y5)
24,491	£122,455.00	100% Automated	£489,820.00	£1,959,280.00
"	£244,910.00	75% Automated	£367,365.00	£1,469,460.00
"	£367,365.00	50% Automated	£244,910.00	£979,640.00

Our research indicates that with little promotion and no compulsion, approx. 50% of suppliers will use the portal-automated service as it is quicker, easier and cheaper for them to do so. With some promotion and incentivised use (e.g. faster processing and payment times), 75% is achievable although this would be outside of the scope of the programme to deliver. This research also indicates that e-invoicing typically costs an organisation £4-5 per item.

Our recommendation would be to enforce use of the portal, once it has been launched and bedded in. For example, 3 months after go-live and with a supporting information campaign (plus the incentives noted earlier), make the new Contractor Portal the only means for suppliers to submit invoices for payment. This would increase take-up to 90-100% in a relatively short space of time

We have assumed, for planning purposes, that the new Portal service would be fully operational in Year Two of the expected five-year contract with the Preferred Supplier. This would realise minimum expected savings of £979,640 which could be as high as £1,959,280.

3.7.6 Other Potential Benefits

In order to understand the needs of the business fully, and to ensure the new systems maps to these whilst supporting IT and business strategy, the programme has worked with our SMEs to map out preferred processes and ways of working. This will inform our Future State and ensure that we deliver a new Housing System that meets the immediate and expected needs of BCC.

These are summarised as (Medium-Low) above and examples of other potential benefits, TBC with the NEC, are listed here:

See "HITT potential benefits.PDF"

3.8 Future Benefit and Change / Savings Opportunities – out of scope for HITT

3.8.1 Licensing – potential benefit

There is a political aspiration for BCC to introduce a new property licensing scheme to improve conditions in the private rented sector. System requirements have been included within the scope of HITT but not delivery of the scheme itself – this must remain with the business.

License fees are variable, based property occupants, facilities and type of license but in general terms, depending on the license, a single license fee can cost between £700 to £1,300, depending on whether a landlords receives none, some or all of the cashable rewards. Property licensing generates On Costs, which are used to pay for the back-office operation to run the service i.e. HR/Finance/ICT etc as well as administrative support staff to issue licenses. As such, automating the licensing generation process presents a clear opportunity to potentially generate significant cashable benefits, should a further property licensing scheme be approved by Cabinet.

Private Housing has an in-year revenue budget of £3.2m for salary and operating costs with 75% of these costs funded by licensing income. The General Fund pays for approximately 30% of statutory Private Housing work. Licensing revenue is generated from both a mandatory licensing scheme as well as two discretionally schemes, separately approved by Cabinet. Bristol has approx. 9,500 licensable properties, which bring in approximately £2.4m income per annum, of which £564,000 (23.5%) is returned to the General Fund as 'On-Costs', over a five-year period.

A new Licensing scheme could add a further 3,000 to 60,000 new license properties which could deliver an additional revenue stream of between £2,100,000 and £42,000,000. This could realise a return to the General Fund of on-costs an additional £493,500, if the lower end target were achieved. This would be Subject to public consultation and cabinet approval for any new scheme meeting the necessary designation criteria.

The current Licence Processing Service currently employs three members of staff, at a cost of approx. £95k per annum. The delivery of this political priority would be very challenging given limitations of the current system. Also,

depending on the size of any new scheme the service would need to employ additional staff to manage the expected increase in applications: approx. six-nine staff at a cost of £190-300,000 per annum.

It is our expectation that the new Housing IT system will support the automation of current work processes related to licensing applications, will deliver significant benefits to the service improve efficiency in the team and could be scaled up to accommodate an increase in licenses without the need for a significant change in the resource noted above.

NB: Licenses once issued last for five years.

Redacted version

4.0 Programme Delivery Approach

3.9 Programme Delivery Strategy

The programme has recently identified NEC as our Preferred Supplier and Delivery Partner for the programme. Approval of this business case will enable us to formally reach agreement with them for delivery of the new Housing IT services, including detailed Transition, Training and Implementation plans.

Phases below relevant to these plans are aligned to the proposed plans submitted by NEC as part of their winning response to our procurement exercise.

The programme has been divided at the high level, into four stages as below:

- 1. Phase One – discovery, requirements gathering and analysis.**
 - a. This Phase commenced in Jan-22 and concluded in Jul-22;
 - b. Status: complete.
- 2. Phase Two – Future State and Preferred Supplier procurement.**
 - a. Documentation of To-Be processes, gap analysis versus As-Is.
 - b. Identification of a Preferred Supplier via competitive tender using Crown Commercial Framework RM3821, Lot 1a.
 - c. Contract including Implementation plan agreed with the Preferred Supplier, to deliver new Housing IT system.
 - d. Change plan agreed with the business stakeholders, to deliver Re-Training and Re-Alignment to the new system.
 - e. Status: This phase completes in Dec-22.
- 3. Phase Three – design, configuration, and implementation of the new Housing IT system.**
 - a. Including data cleansing and migration, new digital platform, business facing apps, reporting etc. testing and delivery of these.
 - b. This will be full detailed in the Implementation Plan, which we will agree with the Preferred Supplier.
 - c. Status: this phase is expected to commence in Q2 2023 and expected to complete by the end of 2024, with implementation commencing in Q2.
- 4. Phase Four – programme closure and benefits realisation.**
 - a. This includes completing delivery of in-scope change (Re-train, Re-Align).
 - b. Final backup of all historical data, from current (then legacy) The Current Supplier and The Current Supplier systems to the data lake.
 - c. Decommissioning of an IT infrastructure related to the above.
 - d. Project and programme closure reports, including Lessons Learned.
 - e. Handover of all outcomes and deliverables to BCC BAU teams (e.g. Housing, IT, Service Management etc.).
 - f. Status: This phase is expected commence in Q3-24 and to take three months to complete.

NB: To-Be activities in Phase Two have been extended due to gaps in the As-Is process model and resource constraints, where departed contract staff have not been replaced due the 2022 recruitment freeze. This may over run into Phase Three, and we have planned accordingly.

3.10 Programme Governance Strategy

3.10.1 Programme Governance

Programme Role	Name	Job Title
Sponsor and Programme Executive	NAME	Director, Homes and Landlord Services
Programme User(s)	NAME NAME NAME NAME NAME	Business Innovation Manager Head of Housing Management & Estates Head of Housing Options Service Manager, Private Housing Head of Housing Repairs and Maintenance
Programme Supplier(s)	NAME	NAME
Programme Assurance	NAME	PMO Change Business Partner
Programme Manager	NAME	Programme Manager, Change Directorate

- Programme Board meeting regularly? Yes – last Monday of each calendar month.
- Programme Board ToR's agreed? Yes – agreed at Feb-22 programme board, revised Jun-22.

3.10.2 Programme Methodology

The programme will continue to be run following BCC Change Directorate project management process and Best Practice.

3.10.3 Programme Tolerances & Controls

Please refer to the programme TOR in Appendix B for more information.

Tolerance areas	Programme level tolerance	Escalation route	Control & tracking document(s)
Time +/- amounts of time on target completion	4w if a milestone will be missed, if no impact on critical path.	Programme Manager Programme Board	Programme Plan Highlight Report
Cost +/- amounts of planned budget	+5% - planned vs. expected costs. Plans include contingency but supplier costs remain indicative until procurement completes.	Programme Board	Programme Plan Highlight Report
Quality Defining quality targets in terms of ranges	Quality measured as Outcomes and planned deliverables, so tolerance remains at 4w, if no impact on critical path. Change to the above subject to change control.	Programme Manager Programme Board	Requirements Document(s) Project Highlight Report(s) To-Be Process Mapping Supplier Proposals
Risk Limit on aggregated value of threats and any individual threat (e.g. threat to operational service)	Risk Tolerance is set out in the RAID as maturity dates, which are actively monitored by the Risk Owner. Risk migrates to issue at maturity -2w.	Programme Manager Programme board	RAID Log Programme Highlight Report

versus threat to organisation)			
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3.11 Programme risk and issue management strategy

Our risk management strategy is based on the following key principles:

- i. Identify all possible risks and their cause, as soon as possible;
- ii. Evaluate each and every Risk raised, to determine its probability, severity and impact;
- iii. Develop a Mitigation plan to manage each identified risk;
- iv. Carefully and regularly monitor progress against those plans;
- v. Review and revise both RAID and mitigating actions as and when necessary.

Risks are documented in the programme and project RAIDs and managed at the programme and project or workstream level. At project level, PMs document and manage Risks and Issues within the bounds of their scope, interacting with their peers as needed when this is or could be exceeded. Risks and Issues are reviewed and updated weekly, during Project Focus meetings.

The programme manager acts as the first point of escalation, then the Programme Board.

Issues are managed at a programme level where a milestone, outcome or deliverable will or could be compromised. The programme manager holds weekly meetings with PMs for this purpose as well as three weekly stand-ups to actively manage the programme inc. Risk.

Risk Management approach is as follows:

- i. Avoid
 - a. We will continue to seek to avoid a noted risk where the risk has a high impact and high probability of happening.
- ii. Mitigate
 - a. We will continue to seek to mitigate the impact of a noted risk and to reduce the probability of that risk event happening.
- iii. Transfer
 - a. We will continue to seek to transfer noted risks where appropriate where these have a low probability of occurring (rare events) but high impacts, and where a relevant Risk Owner has been identified.
- iv. Acceptance (and monitoring)
 - a. We will continue to seek to accept noted risks where the expected risk impact is low, and there is no suitable remedy or mitigation available (e.g. cost of mitigation outweighs the impact of the Risk).

Programme [RAID](#) example is included in Appendix B. This is reviewed at least weekly.

3.12 Programme Benefit Realisation Strategy

Having established the intended beneficial impact of the changes being delivered, the programme fully considered how that impact could be measured and tracked and ensured that baseline numbers and appropriate measures have been established as part of programme delivery.

Consideration has been given to how the service will continue to build on and sustain benefits beyond the life of the programme, through establishment of a Benefits Working Group. This has identified owners and agreed delivery plans for benefits that will be realised after the programme has concluded, and opportunities for change that we have identified but which are outside of the programme's scope.

During the life of the programme, the current team, including project teams, SMEs and board will provide the structure and functions required to support benefit realisation. These will be established in Phase Two (see below) with the introduction of the business-led Benefits Working Group.

Key roles and associated responsibilities are set out in the Programme Terms of Reference. Responsibilities (e.g. which sits at a project level versus a programme level) are detailed in the Programme Plan and Preferred Supplier's Delivery and Implementation plans.

Key documentation to be produced by the projects or the programme to capture, agree and then track benefit delivery during the life of the programme include the following:

- Programme Plan, including detailed Project and Workstream Plans.
- Design, Build and Test plan
- Delivery and Implementation plan.
- Change and Training plans.

The benefits case for the programme set out in this section has been derived from three sources:

1. “Implicit Change” related to the replacement of the current Housing IT systems. For example, potential reduction in operating costs, benefits of a better Service Agreement which improves system availability;
2. Alignment to IT and Business strategy, which has not been possible to date but is enabled by (1) above. For example, digital platform for tenant service access (“self-service”) and automation of currently manual processes, such as job costing and scheduling;
3. “Opportunity Change” where the programme has identified additional benefit / savings opportunities as a result of (1) and (2) above, but which are outside of our scope.

The above including cashable savings, limited only by the extent to which change is embraced, and numerous non-tangible benefits which are highlighted in this section.

Benefits have been compiled throughout Phase Two of the programme in collaboration with SMEs and Project Execs and reviewed by the appropriate stakeholders prior to inclusion here.

Please note the benefits realisation contract (for **financial** savings) can be found within the [Programme Financial Spreadsheet](#) listed in [Appendix B](#) (Mandatory documents) and within Section 3.6 (Benefits) of this document, where the rationale behind expected savings etc. is given.

3.12.1 Summary of programme benefits

Programme benefits are set out in section 3.6. These can be summarised as Delivery of a new Housing IT system that support our business processes and optimal Ways of Working:

- **Digital** – a range of applications and web-based service delivery options that support Digital First and enable our tenants / residents and partners to self-serve, as the primary and preferred option. Including:
 - New tenant facing mobile applications that will facilitate Self-Service access to our key Housing Services such as repairs, maintenance and rents.
 - New tenant portal which will align to the above, and provide additional support / access to other important services such as choice based lettings, licensing etc.
 - New contractor portal that will make it easier and more cost effective for BCC to continue to use third parties as part of a hybrid service delivery model.
- **Automation** – replacement of current manual processes and workarounds with new technology, mapped to our To-Be processes and preferred, optimised Ways of Working. Including:
 - Automated estimation, costing and scheduling of the majority of Repair and Maintenance jobs;
 - Support for automatic payments of correct invoices.
- **Data** – migration of cleansed, operational data to a new, central data source. Including:
 - Data duplication and consistency issues will be removed – new database will provide a “single version of the truth”;
 - The need for manual data management will be removed. Data loss and errors associated with this will be fully mitigated;
 - Support for new reporting tools, providing up to date management reporting etc.

In addition to the above, the new system will be delivered and supported as part of a Fully Managed Service from the Preferred Supplier. This will significantly reduce the current IT support effort and related costs, which at present are fully born by Housing Services.

3.12.2 Programme Benefits Realisation

The programme benefits realisation approach will be realised as follows:

Programme Outcome	Potential Benefit(s)	Responsible Owner(s)	Delivery & Realisation
New IT system for Housing – current applications will be replaced with Single System	Support for business processes Automation of the above Better office applications Better remote applications	Donald Graham – Director, Homes and Landlord Services. Overall owner of the new systems etc. Stewart McDermott – programme manager. Responsible for delivery to the agreed plan. Vicki Underhill – programme change manager, responsible for delivery of non-tech outcomes.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24. Change management and training as part of the Implementation Plan for Phase #3. By May-24. Change Delivery (ex- and post-programme) of large-scale change opportunities identified in Phase #2. Year #2 – approx. 12m after programme implementation is complete.
Tenant Facing – better access to services / improved service delivery	Digital self-service platform	NAME – Business Innovation Manager & chair of the Benefits Working Group for HITT. Supports tracking, delivery and realisation of benefits. NAME – Head of Housing, Repairs & Maintenance. Responsible for delivery of change related to the new digital platform, including new service delivery processes. NAME – Head of Housing Management & Estates. Responsible for delivery of change related to the new digital platform, including new service delivery processes. NAME – Head of Applications & Digital. Responsible for delivery of change related to the new digital platform, including new IT & support processes.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24. Change management and training as part of the Implementation Plan for Phase #3. By May-24.
Data – single version of the truth	Cleansed operational data – no duplications etc. Updated in real time Improved reporting	NAME – Head of Service Improvement and Performance. Responsible for delivery of including new IT & support processes, future integration / interfaces with the new Housing IT system. NAME – Asset Management and Review Manager. Responsible for delivery of asset related changes, including new service delivery processes.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24.
TCO (Total Cost of 'ownership') reduction for BCC, in comparison to the current Housing systems and support model and Value for Money (VfM)	Fully managed service – supported by the supplier Reduced reliance on in-house support Better SLA Cross Charging Improved stock control	NAME – as above. Theresa Jones – contract owner. Responsible for ongoing management of the new Housing IT service (SaaS), SLA etc. NAME – as above. NAME – as above.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24. Change management and training as part of the Implementation Plan for Phase #3. By May-24.

New Finance Interface and 'single route' to (some) services	Full cost visibility / transparency for Housing Services	Name Name	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24.
Inherent change and Future Change Opportunities: Improved processes for service delivery	Improved processes Improved Service Delivery Greater efficiencies Improved productivity	Name Name Name Name Name Name	Change Delivery (ex- and post-programme) of large-scale change opportunities identified in Phase #2. Year #2 – approx. 12m after programme implementation is complete. Change management and training as part of the Implementation Plan for Phase #3. By May-24.

As many of the programme benefits will not be realised until Year Two, when the new technology has been delivered, we have assembled a Benefits Working Group. This will identify owners and assign benefits realisation to them, supported / delivered by other teams, individuals and projects such as Common Activities.

In October 2022, the programme assembled its Benefits Working Group to ensure ownership, delivery and ongoing realisation of the expected and any agreed opportunity changes (both those inside and outside of our scope). This includes the above.

The group is chaired by NAME with the programme as Senior Customer and Common Activities as Senior Supplier, for any out-of-scope / post-programme Change.

Please Note: the programme will keep to its scope and deliver re-training and some, small and low-level role re-alignment to support the new IT system and processes changes that are key to the success of this. The programme will not deliver organisational change, removal or re-assignment of roles – this cannot be done until the programme has delivered and will be carried out by Common Activities, or its replacement.

3.13 Programme Quality expectations

3.13.1 Business and Technical Requirements

Comprehensive business requirements have been gathered from across Housing with regard to their business activities, preferred Ways of Working and system requirements.

Sub-Project	Documentation Examples
Non-functional requirements	See "HITT NFRs 2022.PDF"
Housing Management	See "HMS Requirements 2022.PDF" and HMS Requirements V7 Final - Master Requirements .xlsx
Asset Management	See "ASSET MANAGEMENT & COMPLIANCE.PDF"
Case Management (Housing)	See "Case Management requirements 2022.PDF" and Case Management Requirement Document V0.08.xlsx
Digital, Data and Reporting	See "HITT Functional Requirements 2022.PDF" and 21EN625.8 HITT Functional Requirements v.3.1.xlsx
Workforce, Repairs and Maintenance	See "Workforce Requirements 2022.PDF" and Requirements Log - Workforce Scheduling and Job costing project v1.0.xlsx
Housing Needs	See "Housing Needs Requirements 2022.PDF" and Housing Needs Requirements 2.0- consolidated .xlsx

This represents a detailed view of the needs of our user community and senior stakeholders and formed the basis of our procurement.

3.13.2 Approach and Standards

The programme will follow current BCC PMO best practise and adhere to Prince2 (Agile) standards.

3.13.3 Programme Deliverables

Programme deliverables are listed as Benefits in section 3.3 and 3.4 (Scope and SMART), these include:

Replace all legacy Housing systems with a single IT platform that meets our stated business and technical requirements

Data – cleanse and migrate all operational data to the new system, provide new ad-hoc, line of business and dashboard reporting.

Digital – provide tenants / residents with a new online portal and mobile application, as their primary route to key services such as repairs, rent information etc. Utilise digital delivery to ensure that this is quicker and easier for tenants / residents, more effective and lower cost for BCC.

Automation – through a review of key Housing process, identify those where automation would deliver productivity, efficiency and tenant service delivery benefits.

3.13.4 Programme Success Factors

Measuring the success of a project after the fact is important because it helps discern future strategies when planning new projects. Continuous improvement derived from the data gleaned from past projects lets PMs proactively identify any issues before the next occurrence. Using past data means new processes can happen with fewer mistakes and better management success.

The success of the programme will be measured as follows:

1. **Stakeholder Satisfaction:** we will use post-implementation feedback surveys and interaction with our users to determine the extent to which their requirements have been met. We will moderate this and include objective feedback etc. within Lessons Learned.
2. **Targets Achieved:** we will continuously review the progress of the overall programme and sub-projects against the agreed implementation plan to ensure that milestones are met. Post-delivery, we will review these objectively against Time, Quality and Cost goals to measure how successful delivery has been. This will show that the stated objectives have been delivered.
3. **Budget and programme costs:** we will continuously review the budget during delivery to ensure that the programme costs do not exceed the value or limits placed upon them. The budget will be adjusted and refined as needed throughout the life of the programme. At the conclusion of each sub-project and then the programme as whole, we will review the budget in detail with our Finance Partner and relevant stakeholders to ensure that financial goals have been met, controls adhered to and outcomes delivered as expected, in line with these.
4. **Delivery of Milestones and Outcomes:** we will monitor and measure delivery of our outcomes and milestones versus the programme plan, ensuring good time management. This will include managing any changes to the plan, whilst being aware of the impact this may have on other projects, other resources (including non-programme) and the programme as a whole. Time management is and will continue to be communicated to the programme stakeholders.
5. **Quality Assurance:** the new system will be delivered as part of a fully managed service, with a detailed and prescriptive SLA. This will enable us to monitor and manage the service during and post-delivery to ensure that quality of performance, access etc. standards are being achieved. In addition, we will utilise our requirements (business and technical) as quality standards for products and outcomes delivered, measuring success of these with our users and stakeholders.
6. **Programme Team Satisfaction:** we currently meet as a programme team three times per week, to review progress etc. and hold weekly focus meetings with each sub-project. This allows PMs and BAs an opportunity to openly discuss all aspects of their roles in the team and overall programme, progress, frustrations and successes. Finally, the programme manager has made themselves available for 1-2-1 meetings with any member of the team to discuss any matters that do not fit within the stand-ups or focus meetings: a happy team feels pride in work well-done which is great for the stakeholders. Knowing how to manage a team for success means the next project becomes something to look forward to.

7. **Management Feedback:** We will hold specific sessions with our senior stakeholders and the wider Housing management team post-delivery to gather and assess their feedback with regard to programme objectives, outcomes and overall satisfaction of them and their teams. We currently do this via programme boards and monthly 1-2-1 meetings with all Heads of Service and Housing senior management.

3.14 Programme Communication and Engagement Strategy

Approach: Our communication strategy plan has a mission around the following themes – Re-align (processes), Re-allocate resources (time, money, people) and Re-train (on the new system and ways of working). Our updated communication plan is here (insert) and is aligned with our current Digital Transformation Strategy.

Current communications approach and plan:

See "HITT Comms Plan Overview.PDF"

To date, the programme communications plan has been focused on providing progress updates to affected users and interested parties. Now that we have identified a Preferred Supplier, a detailed and low-level communications plan is being developed with them. This will include testing, training and delivery comms as well as progress updates.

Our strategy for engagement for external users includes:

- On the website, where content needs to include the use of the app as the go to method
- Consulting in more depth with tenancy engagement teams within housing as to best methods for leaflet sharing or accessibility, and how often these are used
- For tenants / residents, the wording in the Tenant Handbook needs to include the App information and what the benefits are for using the App
- In tenancy agreement documentation – change in the wording to advertise the app as part of the 'getting in touch' wording
- On message whilst waiting on any phone-calls
- CSC advisors messaging around using the app on each call, and spreading this message verbally
- Changes notified to external partner organisations we work with in Housing Options and Private Housing, as well as charities and 3rd party stakeholders
- Citizens Advice notification in change in methods so that the message is cascaded to potential residents
- Home Choice Portal and Housing Portal to tie in digital alerts or messaging
- In adult social care we may be able to draw on intel on current methods of communication and how often these are used
- We will engage with external comms and marketing to raise awareness and promote the use of the app and portal, and that the app will not be an optional choice in the future.

The communications plan will be reviewed and thoroughly revised with NEC, early in 2023 so that our plan aligns to theirs.

5.0 Programme Interfaces, Constraints & Assumptions

5.1 What other work is happening that this connects with or is reliant upon / dependencies

Primary internal & external dependencies that the programme is actively managing:

Internal or External	Dependency title	Description	Owner
Internal	Resources	Support for delivery: that the programme will have full access as needed to SMEs from the affected business areas. That these resources will be available to support design and testing.	Name
Internal	Data	Technical support (data migration): the programme is dependent on current IT resources to assist with scoping, sizing and then working with the Delivery Partner to ensure historical and live data is migrated to the new system. We assume that these will be available to the programme as needed.	Name
Internal	IT Support (1) – Housing IT Support team	Technical support (decommissioning): the programme is dependent on current IT resources to assist with planning and delivery of the new IT system, then decommission legacy systems. As these are HRA funded, we assume that we will continue to have full access to and support from this team.	Name
Internal	Architecture	Technical support (interfaces): the programme is dependent on current IT resources to assist with scoping, sizing and then working with the Delivery Partner to build new interfaces to non-Housing systems (e.g. Payments, Data Lake). We assume that these will be available to the programme as needed.	Name
Internal	IT Support (2)	Technical support (migration): the programme is dependent on current IT resources to assist with scoping, sizing and then working with the Delivery Partner to integrate new services to the existing BCC infrastructure (e.g. Azure, single sign on etc.). We assume that these will be available to the programme as needed.	Name
Internal	PMO	PMO (assurance process): the programme is dependent on PMO / Change resources to assurance at critical milestones etc. E.g. OBC and FBC. We assume that these will be available to the programme as needed.	Name

5.2 Contract interfaces

Contract description	Supplier	Current contract owner	Contract value	End date
Housing, case and asset management systems – SW licenses and support charges	The Current Supplier	Name	£1.7m	31/5/24
Maintenance and repairs scheduling and costing system – SW licenses and support charges	Sales Force	Name	<£1m	1/7/2022
Housing support system – SW licenses and support charges	CDP Soft	Name	<£1m	31/3/2024
Case Management – Housing and Public Health (also use APP)	The Current Supplier	Name	£70,000	31/1/2024

5.3 Technology system interfaces

System	Responsible Owner	Description
Housing Management System	Name	Legacy HMS – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Case Management System	Name	Legacy case management – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Keystone	Name	Legacy asset management – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Abritas	Name	Legacy housing needs – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Click	Name	Legacy workforce, R&M – to be replaced. Expect a period of concurrent operation with the new, replacement system.
CDP Soft	Name	Legacy housing options – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Agresso	Name	Current and ongoing Finance system.
Capita PAY	Name	Payment system, linked to Agresso for rents etc.
BCC Data Analytics Platform	Name	Data archive and reporting source. Ongoing – will be the archive for all non-operational data not migrated to the new system.
RentSense	Name	Legacy payment defaulter & reporting – to be replaced. Expect a period of concurrent operation with the new, replacement system.
<p>NB: where legacy systems are replaced by the new Housing IT System:</p> <ol style="list-style-type: none"> Operational, live data will be migrated to the new system; All other data (legacy) will be migrated to the data lake, and available for reporting etc. Legacy systems suppliers will be notified when these reach end of use and we will then follow the agreed decommissioning plan for these. The above will include removal, secure cleaning and disposal of any related hardware. 		

5.4 Core business process interfaces

The programme has reviewed the existing As-Is process maps for Housing Services, then worked with SMEs across the directorate to construct viable To-Be models. These detail our preferred and optimal ways of working, to realise service improvements for our tenants / residents via greater productivity and efficiencies. This has been inclusive, and all teams and managers have been involved:

Sub-Project	Example Documentation
Digital, Data and Reporting	See "DDR process Example.PDF" and <link> to all documents.
Housing Management	See HMS process Example.PDF
Workforce Repairs and Maintenance	See "Workforce process Example.PDF" and <link> to all documents.
Asset Management	See" Workforce process Example.PDF" and <link> to all documents.

Housing Needs	<link> to all documents.
Housing Case Management	<link> to all documents.

A link has been provided where documents could not be attached as a PDF (e.g. Visio).

5.5 What limitations do you have to work within / constraints

Title	Description	Potential Impact
Time	The programme is constrained by the end dates for legacy system support (May-24) and end of life (Dec-23). Support extension for some systems is available until Dec-24 and Jun-25, but not for all.	High – critical systems may be unsupported or being used past End of Life
Cost	Programme budget will be constrained by the general budget shortfall that BCC is currently looking to address. Also benefits plan has had to be changed from productivity / efficiency to tangible benefits.	Med – programme has identified tangible benefits to offset delivery costs.
Quality	Programme focus was originally on delivering a high quality, fit for purpose replacement IT system. This is still inherent but focus on costs may impinge this.	Med – programme has identified tangible benefits to offset delivery costs.
Resources	Due to the recruitment freeze, the programme has not been able to replace all contractors who have left BCC – two at present. Work has been re-prioritised, re-planned and re-allocated to accommodate this so far, but future repeats will impact upon our ability to deliver.	Med – we are assured that reasonable and funded requests for replacements will be accepted going forward.

5.6 Any assumptions that have been made

Correct as of November 2022. An example of our RAID is included in Appendix B:

Assumption description (including source)	Further work required to increase confidence	Associated impact	Priority	Owner	Status
That the project / programme spend for resources will stay within the planned budget, by the project / programme manager.	Current funding will be exhausted by Jul-22, OBC approval needed for Phase Two.	Procurement and Delivery activities will be impacted.	High	Name	Open
Salary costs for those working on the programme (FTE and freelance) will not exceed current ratecards.	Rate cards have been published. Slight changes can be managed via Optimism Bias.	Procurement and Delivery activities will be impacted.	Low	Name	Open
That all resources are skilled and experienced to complete their respective tasks within the schedule / plan.	Current team have sufficient skills to deliver the programme.	Procurement and Delivery activities will be impacted.	Low	Name	Open
That the Delivery Partner will deliver on time, as per their plan.	Assurance needed from potential Delivery Partner plans.	Delivery	High	Name	Open
That all relevant stakeholders will come to the next meeting as scheduled.	Instances when the stakeholders are unavailable to attend should be mitigated via a delegated attendee.	Procurement and Delivery activities will be impacted.	Low	Name	Open
That the expected programme timeline can be met and the will complete within the scheduled time.	Assurance needed from potential Delivery Partner plans.	Procurement and Delivery activities will be impacted.	Medium	Name	Open

That the scope and specifications of the programme will not undergo changes when the programme takes place.	Any cases where the scope and specifications need to be altered to cater to the requirements and needs of the programme will be subject to Change Management and approval by the programme board.	Procurement and Delivery activities will be impacted.	Medium	Programme Board	Open
That all services supplied by the Delivery Partner meet expected / preferable quality standards e.g. as set out in the agreed plan and schedule.	Assurance needed from potential Delivery Partner plans.	Delivery	High	Name	Open
That any technology / IT services procured will be able to meet the need of the stakeholders and end users.	Assurance needed from potential Delivery Partner plans.	Delivery	Medium	Name	Open
That currently assigned external resources will be available to the programme, for as long as they are needed.	Confirmation of funding for Phase Two, so that contracts can be extended.	Procurement and Delivery activities will be impacted.	Medium	Name	Open
That currently assigned internal resources will be available to the programme, for as long as they are needed.	None - NAME has confirmed that PMs can be retained for the life of the programme.	Procurement and Delivery activities will be impacted.	Low	Name	Open
Supplier will provide Testing resources needed to build and manage delivery of the (user) test plan and that our SMEs will be utilised for this.	Included in requirements.	Resource and Cost - BCC would have to bring in additional resources.	Low	Name	Open
Supplier will provide Training resources needed to build and manage delivery of the (user) training plan and that our training will be utilised as part of this.	Included in requirements.	Resource and Cost - BCC would have to bring in additional resources.	Low	Name	Open
No customisation of supplier products will be allowed - applications etc. will be 'off the shelf' and represent the sum of the suppliers experience, in delivering similar systems to other Housing Services providers.	Included in requirements.	Additional costs for BCC.	High	Name	Open
Supplier will provide Data resources needed to build and manage delivery of the operational data cleansing and migration plan and that our data and reporting teams will be utilised as part of this.	Included in requirements.	Resource and Cost - BCC would have to bring in additional resources.	Low	Name	Open

5.7 Any external interfaces

The new system will maintain the current Finance interfaces to Agresso UNIT4 ERP, with integration through to D365 CRM, as set out in our Solution Architecture interfaces documentation.

6.0 Programme Financial Summary

6.1 Summary Costs and Benefits

Table 1 and 2 below show estimated costs including the change from current Housing IT related costs and potential savings, using information supplied by the two shortlisted suppliers.

Table 2 showing costs for the Preferred Supplier:

Redacted – commercially sensitive

This represents the financial position should the Preferred Supplier be chosen from the two shortlisted above, their appointment approved, and the Programme delivered as expected.

The above will be amended when the Preferred Supplier has been identified.

6.2 Anticipated end benefits (see appended Benefits Register)

These are detailed in section 3.6 and 4.4 above.

Programme potential benefits are divided into three areas of probable or possible opportunity for BCC:

1. Potential resource savings – related to roles directly linked to legacy system (inc. manual processes) support. Also roles which have been reduced or replaced by Automation;
2. Contract Savings versus legacy costs – where benefits of the improved services offered by the Preferred Supplier have been taken into account;
3. Business efficiency and productivity – where savings could be realised due to expected use of new technology or the further, future exploitation of this.

These are detailed in section 3.6 and 3.7 above.

6.3 Programme resources

Estimated resource costs to deliver Phase Three of the programme and realise the Outcomes set out in this Business Case. This cover full delivery of the programme, FY23-24 and FY24-25:

Redacted – commercially and operationally sensitive

Total opportunity costs	£0
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Total new costs	£3,107,837
Total resource costs FY23-24 and FY-24-25	£3,107,837
Total funding being sought (BCC one off costs)	£3.1m

6.4 Costs & Funding Sources

Funding source	Budget Holder	Cost-Code	Financial Year (or recurring)	Amount
Capital Programme (new funding)	NAME	NA	23/24 & 24/25	£7,538,038

Total funding required (ref S15.3)	£7.5m
Total funding secured (to date)	£2.2m
Variance	£0
Variance commentary: <If there is a variance provide detail of the unfunded elements of the programme together with the options that are being considered and the decisions required to resolve this>	

7.0 Timeline and Key Milestones

Current key milestones (Oct-22):

Key Milestones	Target Date
Programme procurement phase: completion	07/12/2022
Programme Business Case sign off	07/02/2023
Contract signed with the Preferred Bidder	21/2/23
Deliver (Phase #3): Initiated	06/03/2023
Deliver (Phase #3): Completion	31/10/2024
Close Down and Decommission (Phase #4): Initiated	01/11/2024
Close Down and Decommission (Phase #4): Completion	31/12/2024
Programme closed	05/01/2024
Full benefit delivery achieved (<i>financial and non-financial – post closure</i>)	03/01/2025

Our current plan is included in Appendix (B).

8.0 Programme risks & contingency planning

8.1 Key Risks and Issues including Impact Analysis

Correct as of Oct-22. Full RAID example (Nov-22) is given in [Appendix B](#) – this is a working document.

Ref/ID (risk)	Risk Description	Key Causes	Key Consequence	Key Mitigations	Likelihood	Impact	Risk Rating
HIT_R023	Resources: there is a Risk that contract staff could leave the programme due to the buoyant freelance market and IR35 (little or no notice periods).	Market rates for freelancer staff have increased by 10-20% since Dec-21 and the programme is reliant on team members who could move roles easily and quickly (for them).	Which may lead to: (i) Higher additional resource costs for staff we need to retain beyond Summer 2022; (ii) Additional recruitment costs for replacement staff; (iii) Delivery deadlines for Phase One being missed.	1. Extend resources as needed for Phase Two, in advance of the Jun-22 contract expiry dates.	3	5	15
HIT_R032	There is a Risk that the Business Case Approval will not be completed in time to sign an Agreement before the framework expires in Feb-23.	Current timeline for FBC approval means we have to follow a lengthy process and gain multiple sign offs from specific meetings on fixed dates. Given the delays encountered with procurement (resource issues), this will be very difficult to achieve.	Which may lead to: (i) FBC not ready for approval at Feb-23 cabinet. (ii) BCC not able to agree a new contract with the Preferred Supplier before the framework expires. (iii) The procurement may have to be re-run, potentially causing significant delays.	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces RM3821, using the same documents, to the same suppliers, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	3	5	15
HIT_R032	There is a Risk that one or more bidders may ask for an extension and that this will compromise reaching Cabinet for approval in Feb-23.	Current timeline for FBC approval means we have to follow a lengthy process and gain multiple sign offs from specific meetings on fixed dates. Given the delays encountered with procurement (resource issues), this will be very difficult to achieve.	Which may lead to: (i) FBC not ready for approval at Feb-23 cabinet. (ii) BCC not able to agree a new contract with the Preferred Supplier before the framework expires. (iii) The procurement may have to be re-run, potentially causing significant delays.	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces RM3821, using the same documents, to the same suppliers, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	3	5	15

HIT_R030	There is a Risk that the programme may not deliver all outcomes by May-24.	The programme Timeline is very tight for a major systems replacement initiative. We have some 'float' within the plan but a significant event (i.e. contract delays, extension to procurement) would soon consume this and put the Critical Path at Risk.	Which may lead to: (i) Delays to Phase Two, which will cause a Procurement issue (see _32 below); (ii) Additional support costs for some legacy systems (formal and 'best effort' etc); (iii) Legacy systems remaining operational beyond end of life (e.g. Click); (iv) Additional supplier costs related to either acceleration or extension; (v) Reputational risk / user confidence may impact landing the new systems with staff.	Ongoing risk.	2	5	10
HIT_R033	There is a Risk that one of the losing bidders decides to challenge the outcome of the Procurement.	Whilst we are endeavouring to run a full and fair procurement, when an incumbent supplier is bidding there is a heightened Risk that they could challenge the outcome if they do not win. Incumbent suppliers often believe themselves to be in an inherently stronger position than new competitors.	Which may lead to an extension of the Procurement phase as the Challenge is dealt with scoring may need to be reviewed again, bids re-submitted etc.	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces RM3821, using the same documents, to the same suppliers, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	2	5	10
HIT_R020	Current Supplier Support: there is a Risk that the new two-year agreement is not enough to complete the programme	As of 08.03.22 we have 24m to complete requirements, procurement and deliver technical and business change. This is a very small-time window with little contingency.	Which may lead to: (i) Higher additional support costs if an optional extension is not agree by Summer 2022.	1. Discuss additional extension period (optional) with The Current Supplier, Rachel Lovelock.	3	3	9
HIT_R025	Risk: there is a Risk that data quality is so low that this impacts upon the ability of the new service to meet our requirements for reporting, analysis etc.	Multiple databases currently supporting disparate systems has led to existing data quality issues, including duplication.	Which may lead to: (i) additional time needed for data cleansing and migration; (ii) increase in costs related to (i) above.	We have formally engaged the BSA team to build a data dictionary, including schemas, for databases linked to the main systems. This should identify any major data concerns.	2	3	6

HIT_R026	Risk: there is a Risk that resistance to change impacts upon Phase Two-Three.	Common Activities has moved several staff we have been engaged with from Housing to IT, Working Together programme is continuing, and the possibility of Change Fatigue is emerging.	Which may lead to: (i) Attendance at and contribution to Future State activities may lessen; (ii) Quality of outcomes (i.e. To-Be) may be affected.	We have engaged with Change Directorate and a Change Manager has joined the programme (P/T at present). VH will work with the team to document, assets and mitigate resistance to change.	2	3	6
HIT_R004	CLICK: There is a Risk that we will not be able to replace this system before it reaches EOL in Q4 2023.	System was procured separately from the main Housing management systems and from another supplier (The Current Supplier). Due to be replaced by this programme but contract not aligned to core systems.	Which may lead to: (i) Increased and unplanned costs linked to extending support for 12m; (ii) A move away from the Single Supplier / Single Platform strategy.	<ol style="list-style-type: none"> 1. We are discussing the process to extend support with Niotia Ferguson. 2. Annual support cost is £60k per annum. We would need to submit an extension request. 3. No issue if The Current Supplier are the preferred bidder as they will support their old products until replaced with new version(s). 4. Requirement for any new supplier to support CLICK could be included. 5. We will extend support, if necessary, until new solution lands. 	1	5	5

8.2 Contingency Planning

We recognise that when it comes to estimating programme success a number of key factors are often either over or underestimated with the primary outcome of portraying a picture that is often more positive than the reality. With this in mind, we have used some common traps to summarise our current contingency plans.

Estimates used below based on previous experience and/or extrapolated data from other good and comparable sources (Soft Market Testing etc.).

Most Preferable Scenario – new system in place by 31st May 2024

Likelihood – 50% (at time of writing)

- Over optimism or “optimism bias” – whilst experience and market testing indicate that it would be possible to meet a May-24 deadline, cultural factors within BCC combined with change fatigue means that this will remain a ‘stretch target’ even though it is supported by the Preferred Supplier
 - Contingency planning has taken place: current Housing IT Support Team can remain in place until Dec-24. System support extension has been agreed with The Current Supplier until Mar-25.
- Under estimation of the level of resources required to deliver the programme will be avoided through retention of the current team, including supporting roles within the business areas affected (SMEs) and dedicated support (Housing IT and Data teams).
 - Contingency planning has taken place: BCC will provide knowledge and expertise whilst the majority of resources for Phase Three will come from the Preferred Supplier, including Training, Testing and Configuration.
- Known factors outside of the programme’s control – we are not aware of any other large programmes planned or in-flight that could impact on our ability to deliver. We remain conscious of the limited availability of resources within BCC, especially technical and business area experts, and have planned accordingly.

Acceptable Scenario – new system in place by 31st December 2024

Likelihood – 75% (at time of writing)

- Over optimism or “optimism bias” – we will agree the delivery plan with Preferred Supplier and include 20% contingency time and funds, taking the end date for Phase Three up to Dec-24. We believe that this is sensible, given the history of complex deployments within BCC and our own and the Preferred Supplier’s previous experience.
- Under estimation of the level of resources required to deliver the programme will be avoided through retention of the current team, including supporting roles within the business areas affected (SMEs) and dedicated support (Housing IT and Data teams). These will be retained in line with the programme plan as above and only released when agreed outcomes linked to each role have been met.
- Known factors outside of the programme’s control – as above.

9.0 Programme Impact Assessment

9.1 Equalities Impact Assessment (EqIA) Summary of Impact and Key Mitigation

Programme EQIA is included in Appendix B. This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

9.2 Climate and Environment Impact Assessment Summary of Impact and Key Mitigation

Programme ECO is included in Appendix B. This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

9.3 Privacy-Impact Assessment Summary of Impact and Key Mitigation

Programme PIA is included in Appendix B. This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

9.4 People Impact

No location moves will be necessary as part of the programme.

No culture change is anticipated, given the scope of the programme.

Workforce re-modelling has been carried out to identify the impact of inherent change due to the new system. This has been used to calculate tangible benefits and savings related to staff. Delivery of this change has been handed off to Benefits Owners, Heads of Service and Common Activities and will commence after the new system is in place.

All users of the new system will be fully trained in its use. This includes Super Users and Train The Trainer.

This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

Redacted Version

10.0 Document Sign off

Below is a record of who has received a copy of the Full Business Case **ahead of submission** for sign-off.

Name	Job Title	Date circulated
NAME	Director, Homes & Landlord Services	24/11/2022
NAME	Finance Manager	24/11/2022
NAME	Principal Accountant	24/11/2022
NAME	Operations Manager	24/11/2022
NAME	Director, Policy Strategy & Digital	24/11/2022
NAME	Head of Service Improvement & Performance	24/11/2022
NAME	HR Business Partner	24/11/2022
NAME	Change Business Partner	24/11/2022
NAME	Category Business Partner	24/11/2022
NAME	Category Specialist	24/11/2022
NAME	Head Of Information Assurance	24/11/2022
NAME	Data Protection Manager	24/11/2022
NAME	Solicitor	24/11/2022

Decision making authority	Cabinet
Date seeking endorsement	07/02/2023

11.0 APPENDICES

A. Required commentary and recommended consultation

Recommended bodies/individuals for consultation ahead of submission to the relevant decision-making Board:	Commentary (if any)	Date	Version Reviewed
Cabinet Lead	NAME	21/11/2022	V0.03
Executive Director Meeting (EDM)	NAME	30/11/2022	V0.03
Professional Views	Commentary	Date	
<p>MANDATORY – and must include confirmation of funding source(s)</p> <p>Finance Business Partner</p> <p><NAME></p>	<p><u>General commentary:</u></p> <p>This report seeks approval of the full business case (FBC) supporting the renewal of business-critical housing systems. Authorisation is also sought to proceed with the awarding of a contract to deliver the Preferred Option outlined in the FBC.</p> <p>The overall investment delivered in two phases (Development and Implementation) was estimated at £8.7m over the life of the programme, with £500K included as contingency. In phase 1, (2021-22) £430K was spent and a further £1.0m is expected to be incurred during this financial year. In June 2022 Cabinet approved £1.4m as funding for the development of the FBC, 20% being allocated to the General Fund. Funding for the HRA share (£1.12m) will come from in-year underspends and transfers from the HRA general reserves. The amount expected to be funded from the Change Management Programme budget (GF) is £280K.</p> <p>Approval is sought for the further investment of £7.5m, to be incurred over the remaining life of the programme during the financial years 2023-24 to 2027-28. It is anticipated that up to 80% of the expenditure could be funded from the capital programme, provision having already been made in the 2023-24 refreshed HRA business plan.</p>	25/11/2022	V0.03

	<p>Business case provides the potential to generate efficiencies and through savings from process automation of and improved integration with back-office systems. The potential savings generated by the project is estimated to be approximately £11.5m cumulative over the life of the contract.</p> <p>The table below shows estimated investment required for the business case and potential savings:</p> <p>Redacted – commercially sensitive</p> <p>The costs in this report are based on technology enablement and implementation support. The programme enables cost avoidance with service provision and are expected to generate saving as illustrated in the table above.</p> <p><u>Confirmation of funding source(s):</u> Capital Programme</p>		
<p>MANDATORY where there is a resource request PMO Operations Manager <NAME></p>	<p>Decision-makers should feel a good level of confidence in the resourcing elements of this business case.</p> <p>This view is based on the overall professional experience of the team; the team’s proven success in planning earlier phases successfully; and the level of consideration evident in the range of roles and their responsibilities.</p> <p>Confidence will be increased once it is possible to produce a plan for the next phase in partnership with a preferred supplier.</p> <p>There are three of minor points that may not be material in terms of impact on timescales or budgets, but which might help refine the programme’s view of forecast costs:</p> <ol style="list-style-type: none"> 1. Some rates stated in the resourcing table in this document are not in line with current published costs (e.g. project managers costed at £X/day instead of the current £Y). May seem minor in isolation but could become material over the long duration of the programme. 	01/12/2022	V0.03

	<p>2. With a programme running over years, rates (internal and external) will certainly change and increase – potentially multiple times. There doesn't appear to be a contingency proposed specifically on resources costs. The significant overall contingency proposed will almost certainly cover this, but the programme should profile in increases at least at the start of each financial year and anticipate rising costs.</p> <p>3. Some of the rates in the table in this document do not align with rates for the same resource in the financial spreadsheet – e.g. Programme Support Officer costed at £197/day here and £256/day in the spreadsheet. This should be checked, and the correct rates used in forecasts from the start of the next phase.</p> <p>NAME 26/11/22: costs and rate changes noted above have been included in the budget submitted for approval as part of this business case. Expected increase in rates included within the overall resource budget (annual & cost of living).</p>		
<p>MANDATORY Director of Digital Transformation <NAME></p>	<p>This project is well aligned to the council's Digital Strategy 2022-27 and its aims, and appropriate governance is in place to ensure continued collaboration and sight of the project via the Digital Transformation Board.</p> <p>However, the FBC does raise some concerns regarding cost and contingency, namely:</p> <ul style="list-style-type: none"> The 15% contingency budget seems overly optimistic in light of current economic issues, past experiences of major transformation and the complexity of the project. Anything below 30% I would question. 	01/12/2022	V0.03

	<ul style="list-style-type: none"> • New detail on day rates from the council's intended Digital Strategic Partner will potentially increase some of the cited costs if and when the DSP is used to provide resourcing. Detail can be provided to the Project Manager after 7 December 2022 subject to DTP Board approval of the DSP FBC. • There is no costed support from Data Engineering and/or Analytics – which I would expect to be required. • There may be some risk of benefit double-count with the Common Activities Programme (relating to system support functions) and the CRM/Channel Shift project (in relation to call centre benefits) – I would suggest further due diligence or, if that has occurred, more detail in this FBC to clarify this. <p>NAME 26/11/22: costs for Data Analytics and the increase in Optimism Bias recommended and noted above have been included in the budget submitted for approval as part of this business case.</p>		
<p>MANDATORY</p> <p>Information Security View</p> <p>Information.Security@bristol.gov.uk</p> <p><NAME></p>	<p>Information Governance are fully involved and supportive of the project. Resources will be made available to support relevant work to ensure this is delivered in-line with our corporate policies and that relevant risks and issues are documented, mitigated and/or approved where appropriate.</p>	<p>02/12/2022</p>	<p>V0.03</p>

<p>HR Business Partner <NAME></p>	<p>The report identifies areas where people resource could be realigned or reduced as a result of the implementation of a new system, and the potential savings linked to these changes. Workforce re-modelling has been carried out to identify impact on roles which support our current systems and how the benefits of the new system might affect teams and services in Homes and Landlord Services and other areas of the Council.</p> <p>Any workforce change that proposed reduction or change to roles will require consultation in line with the Council's HR procedures and should be considered when the new system is imbedded and after a period of evaluation to determine the resource requirements.</p>	15/12/2022	V0.04
<p>Change Services View <NAME></p>	<p>In the v0.03 that I reviewed clarity on the overall delivery costs and funding sources were still outstanding which is a key area to confirm before final consideration of the business case.</p> <p>NAME 14/11/23: this is now set out clearly in the Finance comments above.</p> <p>Delivery of the financial and non-financial benefits is a key area for the programme to focus on through the delivery phase, and this will need to be strengthened once a project can be agreed with the preferred supplier.</p>	01/12/2022	V0.03
<p>Enterprise / Solution Architecture View <NAME></p>	<p><u>General commentary:</u></p> <p>This business case fully aligns with agreed architecture signed off at ARB, as described in the associated EA Azure Dev Ops Decisions repository links listed below:</p> <p><u>ARB Decision & Date</u></p> <p>35469 HiTT programme architecture 03/05/22</p> <p>36256 Contractor Portal 19/07/22</p> <p>35965 Private Housing 19/07/22</p> <p>35828 Integration architecture 11/07/22</p> <p>35732 Interfaces for CSC 17/06/22</p>	28/11/2022	V0.03

<p>Legal View</p> <p><NAME></p>	<p>Due to the complexity of the call-off terms, legal assistance should be sought to capture the winning tender within the Order Form and call-off Schedules. As no issues regarding compliance of the winning supplier's tender documentation with the council's requirements or the call-off terms were referred to legal during the evaluation stage, the process of finalising the contract terms should be low risk and involve permitted clarification and supplementing of the terms only.</p> <p>The call-off contract will need to be signed before 22 February 2023, the current expiry date for the CCS framework.</p> <p>At the appropriate time, HR advice will need to be sought in respect of changes to staff requirements / working hours and any redundancies that may result from the delivery of the project.</p> <p>Where not already provided for, Procurement will need to advise on the process for extending the existing legacy contracts, where necessary supported by legal.</p>	21/11/2022	V0.03
<p>Commissioning & Procurement View</p> <p><NAME></p>	<p>The procurement phase has been carried out using the Crown Commercial Services framework RM3821, Lot1a, to select a supplier for delivery of BCC's extensively scoped a numerous requirement.</p> <p>A further competition has been utilised in line with the framework's own terms, with the tender released in Sept 22 and bids received in early Nov 22. Scoring of Quality, Price and Social Value elements have been undertaken separately and in accordance with the instructions in the tender and a preferred bidder identified after holding a moderation panel.</p> <p>Due diligence is underway to ensure Award Notification letters can be released after a Tender Award Report is completed.</p>	08/12/2022	V0.03

	<p>A draft Call Off Form under the RM3821 framework will underpin the contracting going forward once the preferred bidder is informed. The final form of the contract can be worked alongside any risk mitigation if required to ensure timelines are met for signing before the end of the RM3821 framework on 22 Feb 2023.</p> <p>Going forward, multiple existing contracts will need to be scaled with the final delivery schedule and their associated risks advised against compliance with BCC's Procurement Rules and wider regulatory requirements.</p>		
<p>Statutory Data Protection Officer View (if PIA applicable)</p> <p><NAME></p>	<p>As this is a major change in processing involving personal data a mandatory Data Protection Impact Assessment has been advised which will be monitored and evaluated by data protection at key points through the project phase to implementation. In particular we will be looking at inherent risks to the processing of personal data and advise on appropriate mitigations. A DPIA should be started as soon as possible to raise any concerns and address early to avoid potential waste of resources. The DPIA should be treated as a "living" document and will be a key IG document even after implementation and should be reviewed on a regular basis.</p>	16/12/2022	
<p>Senior External Communications Officer</p> <p><NAME></p>	<i>Redacted – operationally sensitive.</i>	14/12/2022	
Other consulted parties (as required)	Commentary	Date	
NA		Click here to enter a date.	
NA		Click here to enter a date.	

B. Mandatory Programme Documents

Document Name (& links to templates)	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
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Programme Financial Spreadsheet <i>(Costs and benefits/ sources of funding/ benefits contracts)</i>	Yes	NAME	Preferred Supplier: See Financial PDFs supplied with this document.
RAID Log – Nov-22	Yes	NAME	See 21EN625 Programme RAID Log.PDF
<u>Programme Plan</u> As of Nov-22, BCC only. NEC Preferred Supplier plan will be added when confirmed.	Yes	NAME	See HITT High Level Plan Nov-22.PDF
<u>Equality Impact Assessment Form</u> For guidance and support in completing the EqIA please refer to the guidance on The Source, or contact the Equalities Team: equalities.team@bristol.gov.uk Please make sure that the Equalities and Inclusion Team have added their comments/views to the business case before submission.	Yes	NAME	See HITT Equality Impact Assessment.PDF
<u>Climate and Environmental Impact Assessment (CEIA) (previously EcolA)</u>	Yes	NAME	See HITT Eco impact.PDF
Privacy Impact Assessment template <i>For guidance see Privacy Impact Assessments, for support in completing contact Information Management</i> Please make sure that the SDPO has made their recommendations and the PIA has been signed off by the appropriate IA0(s) before submission of this Business Case.	Yes	NAME	See HITT PIA Screening Questions 2022.PDF
Programme Board Terms Of Reference	Yes	NAME	See HITT TOR 2022.PDF and HITT TOR Overview 2022.PDF
End of Stage Financials Capture Sheet	No		
Solution Design <i>(No template – this should be unique in content/ structure/ detail for each programme)</i>	No		

C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1	Programme Board	12/12/22	Decision	Dec/Jan	NAME
2	G&R EDM	30/11/22	Condition	NA	NAME
3	Digital Transformation Board	7/12/22	Condition	NA	NAME
4	Cabinet Member briefing – Cllr Renhard	13/12/22	Condition	NA	NAME

5	CLB	10/1/23	Noting Programme Board decision & progression to Cabinet.	NA	NAME
6	Cabinet	7/2/23	Decision	7/2/23	NAME

Redacted version