	EXECUTIVE 3rd October 2019	**Agenda Item No.** **7**

Title	Project Initiation Document for the replacement of various software
For further information about this report please contact	Andrew Jones (01926) 456830 Andrew.jones@warwickdc.gov.uk
Wards of the District directly affected	All
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No
Date and meeting when issue was last considered and relevant minute number	N/A
Background Papers	None

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes Ref 1,067
Equality & Sustainability Impact Assessment Undertaken	No
Not applicable.	

Officer/Councillor Approval	**Date**	**Name**
Chief Executive	2nd September 2019	Chris Elliott
CMT	2nd September 2019	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	2nd September 2019	Mike Snow
Monitoring Officer	2nd September 2019	Andrew Jones (author)
Head of Service	2nd September 2019	Mike Snow
Portfolio Holder(s)	9th September 2019	Councillor Falp
Consultation & Community Engagement		
Not Applicable		
Final Decision?		Yes.

1   SUMMARY

1.1   The report recommends that Executive approves the Project Initiation Document (PID) for replacement of software (Civica APP, IDOX, Acolaid & GGP and a range of bespoke in-house developed solutions) used by Health & Community Protection (HCP), Neighbourhood Services (NS), Private Sector Housing (PSH) and Development Services (DS).

2   RECOMMENDATIONS

2.1   That Executive endorses the Project Initiation Document (PID) at Appendix A, with extracted Business Case at Appendix B, for the replacement of software used by HCP, NS, PSH and DS.

2.2   That subject to agreeing recommendation 2.1, Executive agrees to release £15,000 from the Business Rates Volatility Reserve to employ a Project Manager for 2019/20 and that the remaining cost of the two-year post is addressed in the Budget Report 2020/21.

3   REASONS FOR THE RECOMMENDATIONS

3.1   At Appendix A to this report, Members will find the PID for procuring and replacing software (Civica APP, IDOX, Acolaid & GGP and a range of bespoke in-house developed solutions) used by HCP, NS, PSH and DS. Within the PID is the detailed rationale for the proposed changes. To assist with Members' understanding of the initiative, an Executive Summary is provided at Appendix B.

3.2   Ordinarily, Members would not be asked to approve PIDs as this is usually done at Project Board level. However, in this instance the proposed technology upgrades impact upon a number of high profile Council services and it is essential that Members fully understand what is being proposed.

3.3   In order to maintain the delivery of high quality services the business case argues that investment in improved technology must be made. Whilst this technology upgrade will in itself enable a positive impact on service delivery there will also need to be changes in the way that staff operate if the maximum advantage is to be gained by the enhancement. The initiative is referenced in the draft Business Strategy (also being considered on tonight's agenda) as an area where service can be improved whilst costs are reduced. Further work on the opportunity for cost reduction needs to be undertaken and an update on progress will be reported to the February 2020 Executive Committee meeting when it is anticipated that the Business Strategy will be approved.

3.4   Members will note from the Summary that in order to take this project forward extra staff resource will be required in the form of a Project Manager. It is recommended that the Project Manager post is established for an initial period of 2 years (agreed under the Chief Executive's delegated powers) as this aligns with the upgrade of the software used by HCP, NS and PSH. DS's current contractual position means that it could not upgrade until 2022 and so whilst the Service is minded to change suppliers, it is considering its options.

3.5   Pre-market engagement has commenced including demonstrations by software suppliers and visits to sites which currently use potential solutions. No decision will be reached upon which product to purchase until a Project Manager is in

place and full project governance arrangements are up-and-running. However, this initial work strongly suggests that there are products that can improve significantly the way the Council operates. Once a preferred supplier has been identified, a further report will be submitted to Executive detailing the full costs and savings associated with the project.

4   POLICY FRAMEWORK

4.1   Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. Amongst other things, the FFF Strategy contains Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The Council's SAP's are the programme of work fundamental to the delivery of the strands described in the table below.

FFF Strands		
People	**Services**	**Money**
External		
Health, Homes, Communities	**Green, Clean, Safe**	**Infrastructure, Enterprise, Employment**
Intended outcomes: Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	Intended outcomes: Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	Intended outcomes: Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
The upgraded technology will enable the improved delivery of services.	The upgraded technology will enable the improved delivery of services.	Not applicable
Internal		
Effective Staff	**Maintain or Improve Services**	**Firm Financial Footing over the Longer Term**
Intended outcomes: All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	Intended outcomes: Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	Intended outcomes: Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
The new software will enable improved functionality and provide	The software will enable processes to be redesigned to make	The redesign of services will enable opportunities for cost saving.

staff with better tools to do the job.	them more accessible to customers.	

4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies. The People Strategy is the most relevant here but what is being proposed is directly in line with that Strategy.

4.3 **Changes to Existing Policies**

None.

4.4 **Impact Assessments**

Not applicable.

5 **BUDGETARY FRAMEWORK**

5.1 The estimated cost of the post for 2 years is £106,000, including assumed future pay increases. Of this, an estimated £15,000 will need to be spent in 2019/20. This element is proposed to be funded from the Business Rate Retention Volatility Reserve which had a balance of £4.5m as at 31 March 2019. The remaining cost of the two-year post is addressed in the Budget Report 2020/21 where potentially it will need to be funded from New Homes Bonus or be factored into the Medium Term Financial Strategy.

6 **RISKS**

6.1 From a legal perspective, the Council is obliged to undertake a procurement exercise in respect of the functionality currently provided by the Civica APP software. There is therefore a risk of legal challenge if this isn't done. Having recognised that this needs to take place it is essential that the process is properly managed. The risks inherent in major change are best managed by deploying adequate resources and putting in place appropriate governance arrangements.

7 **ALTERNATIVE OPTIONS CONSIDERED**

7.1 The Council is required to undertake a procurement exercise so no alternative options were considered as the process needs to properly managed and resourced.