Health & Community Protection, Neighbourhood Services, Private Sector Housing & Development Services - Systems Solution

Project Initiation Document

Date: 17 September 2019

PROJECT DOCUMENTATION

PROJECT INITIATION DOCUMENT

Health & Community Protection, Neighbourhood Services, Private Sector Housing & Development Services Systems Solution

Release: Draft/Final

Date:

PRINCE 2

Warwick District Council

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Project Manager: TBC

Project Sponsor: Andrew Jones

Document Number:

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Project Initiation Document History

Document Location

This document is only valid on the day it was printed.

The source of the document will be found on the project's PC in location

Revision History

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Approvals

This document requires the following approvals:

Name	Project Role	Title
Andrew Jones	Project Sponsor	Deputy Chief Executive

Distribution

This document has been distributed to:

Name	Project Role	Title
Andrew Jones	Project Sponsor	Deputy Chief Executive

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Marianne Rolfe	Project Board	Head of Health & Community Protection
Robert Hoof	Project Board	Head of Neighbourhood Services
Dave Barber	Project Board	Head of Development Services
Lisa Barker	Project Board	Head of Housing Services
Mike Snow	Project Board	Head of Finance
Lorna Hudson	Project Board	Regulatory Manager
Tass Smith	Project Board	Application Support Manager
Matt Pearce	Project Board	Website Manager
Rebecca Reading	Project Board	Senior Procurement Business Partner

Legend

HCP – Health & Community Protection

NS – Neighbourhood Services

PSH – Private Sector Housing

DS – Development Services

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Project Initiation Document

Purpose of Document

This document constitutes the Project Initiation Document (PID) for procuring and replacing the third-party software systems (Civica APP, IDOX, Acolaid & GGP and a range of bespoke in-house developed solutions) for Health & Community Protection, Neighbourhood Services, Private Sector Housing and Development Services. The purpose of this PID is to:

- Provide a formal basis for the initiation of the project;

- Ensure that all parties have a common and agreed understanding of the purpose of the project, the objectives, what will be delivered and the responsibilities in achieving the stated goals. Acceptance of this PID is taken to mean the issues are understood and that commitment is given to providing the resources and effort identified as necessary for successful completion of the project. In this way this PID acts as a formal agreement between the Project Sponsor, and the project team;

- Provide a base against which any need for alterations to the project can be measured. Once the PID is approved any requested amendments will be subject to a change control procedure that must be sanctioned by the Project Sponsor before being incorporated;

- Define the scope of the project;

- Identify the required internal/external resources.

- Provide a means of assessment for its overall success.

Background

Warwick District Council is looking to review its current environmental health, private sector housing, planning and building control software, assessing current suitability to ensure that they are fit for purpose, with an objective to modernise ways of working in line with current consumer requirements.

The Civica APP software was first awarded a contract in 2004 and has been on a rolling contract since implementation. The Acolaid and IDOX software in conjunction with GGP mapping was first contracted over fifteen years ago.

While Civica APP has served HCP, NS & PSH reasonably well for many years, the software has not moved with the times and it has been necessary to bolt on a number of in-house or 3rd-party solutions to fulfil a range of requirements.

As part of the premarket engagement exercise, several software suppliers have been identified and selected via a government framework to showcase their solutions. This engagement has not only highlighted the extent to which Civica APP, Acolaid and IDOX lag behind the current market, it has also identified a range of advanced, dynamic cloud-hosted solutions that would drastically improve the Officer and Customer experience and would assist HCP, NS, PSH & DS to meet increased service demand from the ongoing district growth.

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With regards to timescales this would require extending the current contract end date for Civica APP (7th June 2020) by an additional 12 months to give enough time to carry out this project.

The Acolaid and IDOX contract end date is 30TH June 2022 so it is not anticipated that an extension will be required for this software.

Relationship to the Corporate Strategy and / or Corporate Programmes

The improvement of the system and our services would link with the following corporate strategies.

- ICT and Digital Strategy

- Fit for the Future (FFF)

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Project Definition

Project Objectives

Id	Objective	Priority (High, Medium, Low)	Desired Outcome	Current Performance	Target Performance
1.	*Procurement and implementation of a software as a service solution (SaaS) to replace legacy based Civica APP, Acolaid and IDOX systems.*	*High*	*Successful procurement and implementation of new SaaS system.*	*Various service areas using Civica APP, Acolaid and IDOX.*	*All Service Areas involved using new cloud based SaaS system.*
2.	*Improved efficiencies*	*High*	*The new system will support a consolidated approach to system management and processes, as well as assist in cross departmental communication by providing Officers a central point of access for all information.* *It will also remove the duplication of data entered, maintained and stored creating process efficiencies as well as assisting in fulfilling the Council's GDPR obligations.* *It will assist Council Officers with increased automation to help deal with ongoing District growth.*	*Multiple system owners across 4 service areas due to having different systems.* *Some Officers require separate log in details to access all systems* *Manual intervention required for many processes and reporting*	*Single system solution requiring only one main system owner, supported by system administrators.* *A single system log in with access set using user profiles.* *Automated processes including data*

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			Also it will offer and promoting customer self serve increasing response times for customer queries and reducing unnecessary Officer contact.	*Restricted self service capability only available due to in house ICT intervention*	*entry from emails; easy search functionality; and intelligent reporting capability.* *Improved self-service capability for customers including automated updates on progress and reminders.*
3.	Customer / citizen satisfaction	High	*Increased communication methods, a more accessible system for the public to contact Council services which also meet the required Accessibility standards (WCAG 2.1 AA)*	*Currently limited contact methods*	*Increased contact methods / customer 'self-serve' portal*
4.	Increased system flexibility	High	*Modern system design and open API's (Application programming interfaces) will enable us to react to changes in legislation / working practices more efficiently*	*Lots of 'middle ware' has to be written by ICT Application Support*	*System will integrate with other systems more easily.*
5.	Procurement compliance	High	*The new system will be procured correctly*	*Currently this is not the case with Civica APP*	*Meeting Procurement requirements*

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6.	*Improved agile working*	*High*	*Increased number of Officers using technology to work in the field.*	*Totalmobile for Food Safety Officers*	*Increased number of Officers*

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Project Scope

The project outcome is the successful procurement and implementation of a replacement software system that:

- Enables the fulfilment all statutory and compliance requirements

- Fulfils all case management requirements

- Improves agile working capabilities for Officers

- Increases task automation to free up Officers time / Improve efficiencies and savings

- Enable increased communication methods (for example E-mail, SMS).

- Provide customer-facing 'self-serve' capabilities, including online applications

- Delivers public-facing register(s)

- Is highly configurable by WDC System Admin team and departmental super users to cater for changing requirements

- Includes reporting and dashboard functionality

- Is potentially hosted in the Cloud (SaaS)

- Includes API's to enable integration with other systems

-Refer to Appendix 2 (Pre-procurement soft market testing document) for more detail

Exclusions

The potential for a service area to find a more suitable product and remove themselves from the project.

Initial Business Case

Currently HCP, NS and PSH use 40 concurrent Civica APP software licences and have 92 user accounts with system access.

The IDOX / Acolaid software is used by DS for all aspects of Planning, Building Control and Land Charge service provision. Development Services currently hold 75 licences with 64 active system users. In

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addition, the Acolaid Land & Property Gazetteer (LPG) module is used extensively by ICT Services and, as the master address database, it integrates with many other back-office ICT Systems.

High level Options Appraisal

The potential options that have been considered are below:

Option	Description	Suitability	Feasibility	Acceptability
No change	Keep the system as it is and renew contracts.	It would cause no disruption to the current service provision.	It would be time limited. Civica have only committed to supporting the APP software until 2023. The Acolaid software is a legacy solution provided by IDOX and receives limited ongoing development.	It would not address any of the issues identified with the current software.
Re-let separate solutions	Replace Civica APP and IDOX/Acolaid with solutions from new suppliers.	Service Areas would receive more up to date systems that could improve Officer and customer experience.	We believe that there are several potential suppliers on the market that could provide suitable software solutions.	Service Area teams would choose the solution that best meets their requirements. However, additional integration between systems may be required.
In-house development	Have a replacement solution developed internally by the	The solution would be bespoke to our	The current ICT service would not be able to develop and provide ongoing	The costs and time required by Service Area and ICT staff to specify, develop,

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	in-house ICT team.	council and its requirements.	support for solutions of this complexity and length. Service Areas would need to provide sufficient resource and time to dedicate to specifying the initial or ongoing solution requirements	test and maintain an in-house solution would be prohibitively expensive, and would outweigh any possible advantages.
Third-party development	As for In-house development above but employing external developers	The solution would be bespoke to our council and its requirements.	There are potentially many developers available on the market that would be interested in creating a solution. Service Areas would need to provide sufficient resource and time to dedicate to specifying the initial or ongoing solution requirements	It is not financially feasible to develop a solution for the council when there are already suitable out of the box products on the market that can be shaped to our requirements.
Consolidate	Rationalise the supply chain and appoint a single supplier to provide all of the software and services need to	The single supplier would ensure that a fully integrated solution was designed using	There are many suppliers on the market, with a small pool of suppliers	By working with a single supplier, it may be possible to build a functionally rich and fully integrated

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	provide a solution	multiple systems or services	specialising in the public sector.	solution from the outset potentially providing lower whole life costing.

From the above table, the only suitable options are either to 'relet the contracts separately' or 'consolidate'. Based on the premarket engagement exercise there are a number of suppliers and solutions which could fulfil either of these options.

Benefits

The current systems are not fit for purpose to enable the Council to become flexible, creative and innovative. The Council recognise that its day to day operations need to be delivered as efficiently and effectively as possible. As such the current methods and systems of working need to be reviewed and updated.

Efficiency Benefits – Currently, the majority of customer requests are manually input into the Civica-APP system which is an inefficient use of staff resource. Although work is underway to integrate website forms into the Civica-APP system, modern systems offer this as core functionality. One of the key goals of this implementation will be the automation of repetitive low value tasks to enable staff to focus on value adding tasks, improving service support and delivery.

Customer satisfaction – many of our customers want to be able to self-serve where possible. Modern systems provide a range of standard self-serve options, such as online applications with integrated payments, portals offering status updates and registers. This functionality would drive up customer satisfaction as well as reducing the amount of officer administration.

Improved usability – Bespoke reports and configurable dashboards are needed to effectively assist managers and officers in managing workloads. In addition, the system will also have improved mobile capabilities to enable officers to work more efficiently than at present.

Flexibility - A new system will enable the Council to take advantage of any future changes in working practices or technological changes due to the flexible nature of a more modern system design and more open licence agreements.

Compliance Benefits – the recent changes in GDPR and data protection have highlighted some of the inefficiencies in the current systems with both data maintenance and data extraction. There are also large amounts of manual intervention in processes and paperwork which exists outside the system. This poses significant risk with information being passed round as it could be lost or held incorrectly.

Future benefits – the new system would put the Council in a position where it was capable of responding to changes in legislation, business opportunities or service redesign quickly and easily. The system will be

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designed in such a way that other modules and applications can be added into it as needed, further enhancing the delivery of services. The new system could also support the Council in commercialising certain services.

ICT Support – In an attempt to mitigate some of the deficiencies with the current systems, numerous in-house solutions have been developed and require ongoing support. It is anticipated that these solutions would be included as standard functionality in modern solutions.

Current software costs

The direct costs of the current systems in 2018/19 are shown below:

System (2018/2019)	Cost/annum (2018/2019)
Civica APP	£29,447
Idox / Acolaid	£39,955
GGP	£11,118
Total cost/annum	£76,520

The costs of managing the above systems have been assessed as follows:

System / Contract Management (2018/2019)	Cost
ICT Infrastructure support (onsite servers)	£500.50
ICT Application support (includes bespoke development)	£70,605
Total	£71,105.50

It should be noted that the £70,605 ICT costs would not translate directly into a saving for Warwick District Council (WDC) because the time would simply be spent improving services and supporting systems across other areas of the authority. However, this resource realignment would still be of benefit to WDC as a whole.

The total cost of the systems above comes to £147,625.50 (or £77020.50 excluding the ICT costs) for 2018/2019.

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On top of these costs there is also currently significant waste in the system. The inefficiencies and lack of demand management have not been analysed, however the recent Finance system replacement project has estimated a potential £39,884 per annum in efficiency savings.

Potential software costs

From the soft market testing as well as looking at the G Cloud Procurement framework we have obtained some estimates for various options.

The below gives an idea how much a modern solution could potentially cost if consolidating numerous service areas into one solution.

Table 1: Consolidate –estimate

Product Components		Price GBP (£)	Order Qty	Year 1 GBP (£)	Year 2 GBP (£)
1. Subscription (includes licence, support, maintenance, enhancements and hosting)					
-	Arcus Local Government Platform (per user per month)	48.00	146	42,048	84,096
-	Arcus Administrator (per user per month)	63.75	4	1,530	3,060
Optional	Arcus Digital Services Hub (authenticated portal for BE & Reg	10,000	1	5,000	10,000
Optional	Arcus Digital Services Hub (1,000 authenticated logins per month)	3,723	1	1,861.50	3,723
-	Arcus Form Builder (123 Form Builder)	4,000	1	2,000	4,000
2. Integrations and Migrations					
-	Data Migrations (data import)	15,000	2	12,000	
3. Implementation Services					
-	Implementation of Arcus Regulatory Services	84,000	1	84,000	
-	Implementation of Arcus Built Environment	58,000	1	58,000	
Optional	Implementation of Arcus Digital Services Hub	17,500	1	17,500	
4. Training					
-	Onsite Training Package (as agreed)	750	10	7,500	-
5. Development Services					
6. Support, Maintenance & Enhancement (Annual Site Licence)					
-	Arcus Standard Support Contract		1		8,390
			Annual Sub-Total	£ 231,440	£ 113,269
Proposal Price for ANNUAL FIXED Payment Terms			Prices Exclude VAT	Year 1 Price GBP (£)	Year 2 Price GBP (£)
			Year One Fee	231,440	
			Future Years		113,269

The initial outlay in year 1 is much higher due to data migration (transferring all of the necessary data from the current systems to the replacement), integration (integrating with current WDC in house systems including user testing, website etc.) and system training for staff. Data migration would be a one off cost and although system integration and system training costs could be paid in the future they would be significantly less.

The ongoing cost in year 2 is far less and the quotation for 146 user licences could be reduced.

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Project Management

It is important that a project of this scale is properly resourced. The project will need to be led by a Project Manager who has the capacity and capability to manage a project of this magnitude throughout. System managers and owners for the modules to be replaced will not be able to dedicate the time or expertise needed for such a complex project.

Project management skills are more important than detailed knowledge of individual modules (as other members of the project team should be able to provide this expertise).

A two-year Project Manager post is proposed to manage the overall procurement and implementation of a solution for HCP, NS and PSH. At this point DS will be in a position to determine whether it wishes to upgrade to this solution or undertake further market investigation to determine what else is available.

The grade of this post will be subject to Hay. A 2-year post, at Grade C, with on-costs will cost approximately £106,000, including assumed future pay increases.

With no Project Management Office, it is possible that the Corporate Support Team may need to provide some resource to assist the Project Manager with various administration tasks.

The project will still require significant resource from within Service Areas and it is likely that Service Areas will need to recruit additional staff to release existing staff (who hold the necessary business knowledge) to work with the Project Manager for the duration of this project.

The ICT Application Support team will also be heavily impacted by these projects and may struggle to meet all the demands placed upon them.

Method of Approach

Project Deliverables

Objective Id	Product	Description
1.	System suitability	Standard functionality that provides scope for improved working practices, including agile working
2.	Procurement	Successful procurement of new system
3.	Configuration of system	Configured to each Service Areas needs and to help deliver services
4.	Data migration	Data migrated over to new system as well as reviewed and cleansed.
5.	System Integration	Successful integration with other systems and applications both internally and externally.
6.	Testing	A fully tested system. With both internal and external test groups (to include real customers)
7.	Training	Training of all system users

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| 8. | Contract management | Ongoing contract management following successful implementation |
| 9. | Replacement system | A fully integrated and working replacement computer system for HCP, NS, PSH & DS. |

Constraints

The following constraints have been considered

- Time – current contract expiry, available resource across all service areas.

- Financial – cost prohibitive

- Competing demands between service areas

- Has to integrate with other systems

- How to evaluate for each service area

- Availability of a system to suit all needs

Dependencies on other Projects or Activities

Dependent on availability of ICT, Media, Finance and Procurement as well as service areas. (The LPG Acolaid module is used extensively across all service areas, this would be a major dependency.)

Relationships with other Projects or Services

Dependencies with other projects, such as the Finance system replacements.

Will require input from all involved service areas as well as ICT, Procurement, Finance and Media and external Contractors.

Assumptions

The following assumptions have been made.

- We can extend the Civica APP contract for an additional 12-month period.

- We can procure and implement system that will meet all requirements (following soft market testing)

- The replacement system will be better than what we currently have.

- The project can be delivered within the required timeframe.

Project Organisation Structure

Project Board

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The Board will consist of:

> Andrew Jones - Project Sponsor
>
> Vacant Post Project Manager
>
> Blake Willis - Senior Department User for HCP
>
> External Supplier – To be determined
>
> Rebecca Reading – Procurement Manager
>
> Tass Smith – ICT Application Support Manager
>
> Matt Pearce – Website Manager
>
> Mike Snow – Head of Finance
>
> Nominees from all affected service areas (TBD)

The Project Board is responsible to the Project Sponsor for the overall direction and management of the project and has responsibility and authority for the project within the remit (Project Mandate) set by [*insert name of the person/group which issued the project mandate*]

The Project Board is responsible for any publicity or other dissemination of information about the project.

The Project Board will approve all major plans and authorise any major deviation from the agreed Stage Plans. It is the authority that will sign off the completion of each stage and will authorise the start of the next stage. The Board will ensure that the required resources are committed and will arbitrate on any conflicts. This will include negotiating a solution to any problems between the project and external bodies.

The Project Board is ultimately responsible for assurance that the project remains on course to deliver the desired outcome of the required quality to meet the Business Case defined in this document.

Project Sponsor
The Project Sponsor is responsible for the project, supported by the Senior User and Senior Supplier. The Sponsor will ensure that the project is focused throughout its life cycle on achieving its objectives and delivering the project deliverables and desired outcomes. The Sponsor will ensure that the project gives value for money, balancing the demands of business, user and supplier

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Throughout the project the Sponsor 'owns' the Business Case.

Project Manager

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the board.

The Project Manager's prime responsibility is to ensure that the project produces the required products, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is also responsible for the project producing a result that is capable of achieving the benefits defined in the Business Case.

Senior Departmental User

The Senior User is responsible for the specification of the needs of all those who will use the final deliverables, for liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the Business Case in terms of quality, functionality and ease of use.

The role will represent the interests of all those who will use the final deliverable(s) of the project, those for whom the product will achieve an objective or those who will use the product to deliver benefits.

This role may require more than one person to cover all the user interests. For the sake of effectiveness, the role will not be split between too many people.

Senior Supplier Internal

The Senior Supplier internal will represent the interests of internal providers, such as ICT Services, to ensure that the solution is fit for purpose and compatible with the internal infrastructure, policies and procedures. He will work closely with the external supplier in delivering the solution.

Senior Supplier External

The Senior Supplier External represents the interest of those designing, developing, facilitating, procuring and implementing the project deliverables. The supplier is accountable for the quality of the products

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delivered by the supplier(s). The Senior Supplier has the authority to commit or acquire supplier resources required.

Assurance

There are a number of roles that are not formally on the Project Board, but will have a role on the project to validate deliverables, monitor progress/standards in particular areas, or provide subject matter expertise. Examples might be IT, Legal, Finance and Audit.

- Procurement

- ICT

- GIS Manager

- Finance

- Audit

- Information Officer

- Media

- Senior Users / Stakeholders (TBD From each Service Area)

Communications Plan

Overview

The purpose of the Communication Plan is to:

- formalise the process and timeline for distributing information to the stakeholders

- Outline the key messages to be delivered, adapted as appropriate for its target audience.

- Establish a process for tracking and monitoring progress of all planned communication activities.

- Serve as a model for ongoing communication efforts.

The objectives of the Communication Plan are to:

- Understand individual stakeholder communication needs.

- Ensure the right people receive the right messages at the right time.

- Proactively manage the pace and amount of change that each stakeholder group must undergo to avoid 'change overload'.

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- Minimise resistance to change.

The Communication Plan is a 'living' document and needs to be revisited and updated throughout the project lifecycle. Information needs change throughout the duration of the project and stakeholders' positions in the matrix may shift. As a result, the project communication needs to be monitored and adjusted to meet the various stakeholders' changing information requirements. The focus of the analysis is this project.

Stakeholder Identification

Stakeholder analysis to identify key stakeholders:

- Customers (both internal and external)
- Project Manager
- Project Sponsor
- Project Board
- CMT
- Supplier
- Users
- Website Manager
- ICT
- Procurement
- HCP, NS,PSH and DS
- Contractors interacting with the system (for example the Waste Collection contractor)

Project Quality Plan

The purpose of the quality plan is to define, in general terms, how the project team intends to deliver products which meet the User's quality expectations.

Quality against project expectations will be met by continual involvement of representatives from appropriate areas of the business during the development of deliverables.

The project will follow Warwick District Council's standard project methodology, PRINCE2. This will enable stages to be time boxed and will ensure that at the end of each stage any business benefits are understood and have been proven. The following will be utilised within the quality approach:

- A project board will be appointed that will have complete decision making authority and will consist of:
  - o Executive – Budget Holder or sponsor
  - o Senior Supplier

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- o Senior Users / Stake holders – user representatives
- o Project Manager – day to day management of the project.

- Regular reviews with the project board will take place to ensure that any other initiatives or changes in direction that may conflict with the project are identified.

- A communication plan will be devised that will detail who is to be contacted; a checkpoint report will be released to those personnel on a weekly basis.

- Risk management will be employed as a matter of course and owners of risk will be identified from the outset.

- Stage and product planning will be implemented to ensure flexibility is maintained and the scope of the project is delivered.

- Corporate standards such as those relating to technology architecture and governance will be adhered to where possible to ensure a consistent approach is followed.

- Where relevant, centralised test logs will be maintained to ensure all issues are captured and managed and are fed into the evaluation reports.

- Where relevant, test scripts will be derived from the evaluation criteria to ensure testing is of a standardised level.

- All off specifications will be managed via the standard exception report process or change request system.

- Project closure will feature an end of project review period that will review the evaluation reports, project brief, project plan, business case, issue and risk logs. Any follow on actions will then be detailed and owners allocated to these actions.

Initial Project Plan

A summary of the projects key milestones, broken down by Stage, are listed below:

Stage	Project Milestone	Target Completion Date	Actual Completion Date	Key Resources
1	**Creation of Project Plan / System Mandatory and Desirable criteria** – To ascertain what each Service Area requires from any replacement software as a minimum and also any desirable functions.	Quarter 3 – 2018	Quarter 3 -2019	Input from various Service Area managers

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2.	**Pre market testing –** Working with Procurement to identify which software is available on the relevant Procurement framework (potentially G cloud).	Quarter 3 2018 – Quarter 2 - 2019	Quarter 2 - 2019	Service Area Management and users, ICT & Procurement
3.	**Supplier demos –** Again working with Procurement to invite any potential suppliers in to give a demonstration of the software and how it could work for us.	Quarter 3 2018 – Quarter 2 2019	Quarter 2 – 2019	Service Area Management and users, ICT & Procurement
4.	**Site visits –** other councils – This should be done following a successful demo, to gain a reference and also see the software in working in practice.	Quarter 3 – 2019		Representatives from the Project board and additional Service Area users
5.	**Project Manager appointment –** Appointment of Project Manager once PID has been approved by Executive Committee.	Quarter 3 – 2019	Quarter 4 – 2019	
6.	**Extend Civica contract –** The current Civica contract expires in June 2020. We will need to extend this to give a reasonable timeframe to replace the system.	Quarter 3 2019		Procurement, HCP, NS and PSH Managers
7.	**Project Governance –** Set up regular project and board meetings	Quarter 4 2019		HR and project sponsor
8.	**Project resourcing –** a project of this magnitude requires careful resourcing to ensure it required timeframe	Quarter 4 2019		Project Manager & project team
9.	**System Evaluation (selection), Procurement & award of contract –** Procurement would be heavily involved in the process (up to contract award date) to help guide the service area and make sure they are compliant.	Quarter 1 2020 – award of contract		Procurement, Project Board
10.	**ICT Applications Support –** Apps Support would also be heavily involved throughout the entire process.	Ongoing		ICT Applications Support
11.	**Website Manager –** as the software will incorporate customer-facing elements, the Website Manager needs to be consulted in the software selection and involved in the testing stages	Ongoing		WDC Website Manager
12.	**Data Cleansing –** Representatives from each service area (HCP, PSH, NS and DS) will be responsible for data cleansing and drawing up a plan to do so.	Quarter 2 2020 – ongoing		System administrator

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13.	**Give Notice on Civica contract –** Give 12 months' notice to Civica that contract and services will be ending with the Civica APP product.	Quarter 2 - 2020		Procurement, HCP, NS and PSH Managers
14.	**Data Migration –** Consideration of all data migration options and once a decision has been made work will need to be undertaken with the chosen supplier to make this happen.	Q1 2020 - Q2 2020		ICT Application Support, Supplier & Project board, Project Team
15.	**Supplier Implementation Plan developed and refined –** Working alongside the Project Manager and Supplier. Project team to consider and make amendments before signing off.	Q1 2020		Project manager, supplier & project team
16.	**Software Implementation –** Working with the chosen supplier to implement the software	Q1 2020 – Q4 2020		Supplier, ICT, Project manager and project team
17.	**Onsite systems – Integration and Testing –** Once the software has been installed it will need to be integrated and tested with current internal WDC business applications.	Q1 2020 – Q4 2020		Project Team, ICT, Project manager,
18.	**User Acceptance Testing (With a test group and real customers) –** Once the chosen software has been implemented and is compliant it can be tested by the end user, a test group across a variety of teams. As well as real customers organised by the Website Manager as a requirement of the Digital Strategy.	Q3 2020 – Q4 2020		ICT, Project team, Website Manager, Test user group and group of test customers
19.	**User training**	Q4 2020		Supplier, system administrator
20.	**System rolled out in LIVE environment**	April 2021		Supplier, ICT, Project team
21.	**Ongoing bug fixes / systems maintenance / contract management –** To be carried out in an ongoing basis by the service area.	As required		Supplier, System owners, system administrators, ICT

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Project Controls

The monitoring of progress will be maintained through the use of review meetings and Highlight Reports that will be completed on a regular basis and distributed to the Warwick DC Project Sponsor, Project Board and other groups as appropriate. The Project plan will be reviewed weekly to ensure that the Project remains within the tolerances delegated by the Project Board and to track expenditure throughout the Project.

If any member of the Project detects and reports problems or issues, an entry will be made into the Issue Log. The Project Manager will review the issue log and if appropriate obtain authority from the Project Board to initiate corrective action.

Tolerances that have been identified within the project will be under the control of the Project Manager who will raise a Project Issue / Exception Report if it is predicted that tolerances will be exceeded.

The Exception Process provides the control mechanism when tolerance limits are forecast to be exceeded. An Exception Plan is initiated if required; this plan supersedes the current stage plan until the exception is resolved. An Exception Plan can only be approved by the Project Board.

The Project will be reassessed for viability against the Business Case during each stage of the Project.

Change Control Process

Following sign-off of this document (the Project Initiation Document) any proposed alterations to the agreed specifications/requirements for each stage will only be considered via the Change Control Process. However, at the end of each stage a review will be conducted to enable the agreed specifications/requirements to be moved in and out of scope. This will be conducted by the Project Board.

Any alterations will be dealt with by raising a Project Issue (specifically a Request for Change) which will be entered into the Issue Log whereupon it will be allocated a priority, assessed for impact and presented to the Project Board for consideration. The Project Manager will recommend which Requests for Change should be implemented within the current Stage and submit an Exception Plan to replace the existing Stage Plan.

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If a Project Issue results in an Off Specification (a product that should be included within the project but is not currently included or is forecast to be omitted. This might be a missing product or a product not meeting specification), then details must be submitted to the Project Sponsor.

Should the change be approved by the Project Sponsor and the Board approved changes to the relevant documentation will be edited appropriately and circulated for approval.

Project Closure

The Project Sponsor will formally close the project when he/she is assured that all the agreed products have been delivered and accepted, and any follow-on actions have been forwarded to concerned parties.

Initial Risk Log

Risk No.	Risk	Likelihood	Impact	Score
1.	Civica not to agree contract extension			
2.	Challenged by competitor for extending Civica contract			
3.	Unable to find a solution that suits all needs			
4.	Price is prohibitive			
5.	Delay in delivery – No system access if overlap			
6.	Unable to migrate data			
7.	System not configurable within timeframe			
8	Unable to appoint a suitable Project Manager within an acceptable timeframe			
9	Unable to effectively resource the project internally (resources need to be dedicated to the project, not also carrying out their business as usual role)			

Project Filing Structure

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Product Descriptions

The table(s) below provide greater detail in relation to the nature and delivery of the primary products.

Product name	PID	
Purpose	- Provide a formal basis for the initiation of the project; - Ensure that all parties have a common and agreed understanding of the purpose of the project, the objectives, what will be delivered and the responsibilities in achieving the stated goals; - Provide a base against which any need for alterations to the project can be measured; and - Define the scope of the project.	
Key Activities	- Project definition; - Project approach; - Project organisational structure; - Communications plan and stakeholder analysis; - Project quality plan and project controls; - Project plan; - Risk analysis.	
Format	Word document	
Primary Resource	Project Manager	
Quality assurance	Does this product - Provide clarity of purpose for the project? - Provide an adequate initial analysis of risk? - Identify key stakeholders, their information requirements and suitable communication methods? - State clearly the assumptions made in initiating the project? - Define the core organisational structure for the governance of the project?	
Sign off	**Project Sponsor**	**Project Board**

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Appendix 1

Item 1 – Health & Community protection and Private Sector Housing system specification

System Requirement Specification

Project Name : Replacement System for Health & Community Protection and Private Sector Housing
Author: Blake Willis & Mark Lingard
Project Description To procure and replace the computer software system (Civica APP) for Health & Community Protection.

Feature	Description	Requirement
Reporting system	- Ability to write new and save report parameters. - Automatic reporting	Mandatory
Batch update/delete function	- For bulk cleansing of data	Mandatory
Security Management	- Different user access levels etc. to protect confidentially of data between different system users	Mandatory
Mobile working	- Carry out a number of functions via a mobile app, preferably with a fully offline capability - Inspections	Mandatory

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	- Service Requests - Update system remotely - Remote device management and encryption - Capture of photographic / video evidence from device	
Cloud based system	- Servers located within Europe	Mandatory
Integration with LPG	- fully integrate with all newly purchased and existing applications	Mandatory
Integration with Land Charges	- For Environmental Health and Private Sector Housing sign off	Mandatory
Integration with staff alert list		Mandatory
Open API's	- Application Programming Interface	Mandatory
Intelligent Search Function		Desirable
Numerous Communication methods	- E-mail, letter, SMS, chatbot, AI, Social Media etc.	Mandatory
In built officer diary		Desirable
Time recording and costing functionality		Mandatory
Fully auditable and secure		Mandatory

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Customer Portal	- Member of the public to log in to check application status, complaint status, upload docs etc.	Desirable
Online Applications	- Fully online applications, renewals etc. - Completed by web form via WDC website	Mandatory
Automatic renewal reminders, letters	- System to automatically send communication via preferred method on set dates	Mandatory
Online Request for Service	- Fully online request for service	Mandatory
Annual Government statutory returns	- LAE1, LAEMS etc.	Mandatory
Public registers	- Via WDC Website (Licensing etc.)	Mandatory
Premises database using corporate LPG addresses		Mandatory
Search by maps	- Search via GPS coordinates	Desirable
A configurable and flexible system	- To give us the ability to make changes as and when they occur	Mandatory
Service Requests module	- To be used by several teams, fully configurable	Mandatory
Work flow / process management	- Work flow / process builder to allow us to create and	Mandatory

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	amend new processes	
Document Management / Editing	- Create / Edit letter templates for communications	Mandatory
Licensing Module	- To include taxi, animal and all other licence type administration and enforcement - HMO Licensing administration and enforcement	Mandatory
Inspections module		Mandatory
Food Safety / Health & Safety modules	- Recording of infectious diseases, sampling, prosecutions and notices	Mandatory
Environmental Protection modules	- To include – dog warden, pest control, noise, air quality, pollution, contaminated land etc.	Mandatory
System administration	- Creation of system administrator / super users to maintain/enhance the system	Mandatory
Private Sector Housing module	- Housing standards issues - Landlord and tenant rights and responsibilities, overcrowding, harassment and illegal evictions.	Mandatory

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Empty homes module	- For advice, inspections and actions	Mandatory

Project Name: Replacement System for Development Services	
Author: Dave Barber	
Project Description: To procure and replace the computer software system (IDOX Acolaid) for Development Services.	

Feature	Description	Requirement
Improved customer accessibility	- Live tracking of case progress, clear information on constraints	
Customer self-serve channels	- Self-serve via website for a range of service requests	
Improved communication through a range of channels	- Numerous communication methods	
Efficient processes (including work flow and case management capability)	- To deal with the following areas Planning applications, planning obligations, Planning	

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	Enforcement, heritage, trees, Building Control applications and development monitoring	
Land Charges	- Efficient processes to deal with all requests	
Reporting and dashboard information	- Including ability to create bespoke reports	
Agile working	- Improved capabilities including access from site	
Team collaboration capabilities		
Configurable system	- Easily configurable to address changes in circumstances	
Integration with other systems	- Especially gazetteer, GIS and Finance.	Mandatory
Data migration	Effective and comprehensive data migration to enable retention of historic records	
Data separation	- Separate data on a geographical basis (for example if WBC no longer provides services for Daventry in the future).	
Security management	- Ability to set difference access levels to protect data and give different user access)	

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Financial monitoring and reconciliation	-	
Pre-applications module	-	
Enforcement cases module	-	
Planning applications module	- To include various types such as trees, listed buildings, LDC's, outline, reserved matters and full.	
Mapping and capture of constraints	- Relevant planning policies also linked to GIS	
Planning portal interface	- Could be a combination of direct local forms as an alternative	
Building control applications module	- Full plans, initial notices, demolitions, reversions, UNs, dangerous structures	
Site inspection requests	-	
Land Charges module	-	
Receipt of payments	-	
Section 106 / CIL management	-	
Monitoring of development	-	
Two way interface with the HM Land Registry's Land Charges site that combines Land Charges and spatial data.	-	Mandatory

Project Name: Replacement System for Neighbourhood Services

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Author: Graham Folkes-Skinner	

Project Description: To procure and replace the computer software system (Civica APP) for Neighbourhood Services.	

Feature	Description	Requirement
Reporting system	- Ability to write new and save report parameters. - Automatic reporting - Auto reporting ability to send reports to individuals via email	
Batch update/delete function	- For bulk cleansing of data	
Security Management	- Different user access levels etc. to protect confidentially of data between different system users. - Needs to have GDPR functionality. The ability to set retention periods with prompted delete functionality and/or	

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	anonymization facility	
Mobile Working	- Carry out a number of functions via a mobile app - Inspections - Service Requests - Update system remotely - Remote device management and encryption - Capture of photographic / video evidence from device - GPS enabled and link to WDC mapping to find particular properties, check ownership of land, etc. - Ability to look at the history of an address/resident. - System to link to emails so sent email saved directly to core system for appropriate service request. - Ability to create new service requests remotely - Ability for Contractors to use devices for missed collections, bulky collections, deliveries etc. To receive these and also close them when completed	

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	which I turn will notify the customer	
Cloud based system	- Servers located within Europe	
Integration with staff alert list		
Open API's (Application Programming Interface)	- We believe that API is software intermediary that allows to applications to talk to each other. We need different systems to talk to each other i.e. our bin round databases and contractor systems - There is the potential that any new system would need to integrate with 5 contractual systems. - There are current chargeable Grounds Maintenance operations that potentially would need to be integrated, i.e. bench and bird box charging and these may need to have a time limited functionality on them alongside the ability to store contact information	

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Intelligent Search Function		
Numerous Communication methods	- E-mail, letter, SMS, chatbox, AI, Social Media etc. - Link to Outlook calendar – bookings for waste advice visits, etc.	
In built officer diary		
Time recording and costing functionality		
Fully auditable and secure		
Customer Portal	- Member of the public to log in to check the status on their container order/deliver, missed collections, bulky waste collection, request for other services e.g. assisted, clinical etc. - Need the provision of a GPS enabled reporting system for members of the public to report issues such as fly-tipping, overflowing litter bins etc. on a map rather than logging in as they may want to stay anonymous. Need this to also show the status of the	

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	report on the map e.g. fly-tip has already been reported and what's happening with it	
Online Applications	- Fully online requests for service, bookable services, container orders etc. - Completed by web form via WDC website - Integration with payment system or provision of payment mechanism – to include electronic receipts and recording of sale against the service request	
Automatic renewal reminders, letters	- System to automatically send communication via preferred method on set dates - Would need to include automated annual reminders with ability to take payment and send out the necessary documentation required to take part in a chargeable service	This would be a useful function if we were to start any chargeable services that would require an annual subscription
Online RFS	- Fully online request for service	
Public registers	- Via WDC Website	
Premises database	- Need to be able to add our Property Database to any new system and that database to	

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	indicate the day of collection, assisted collections etc.	
Search by maps	- Search via GPS coordinates	
A configurable and flexible system	- To give us the ability to make changes as and when they occur	
Service Requests module	- To be used by several teams, fully configurable - System needs the ability of automatically assigning the relevant officer to the work and change that officer if/when they are on leave - Any new system should have the ability to pass on information to different Service Areas potentially using different systems. i.e. a tree issue through to WCC.	
Work flow / process management	- Work flow / process builder to allow us to create and amend new processes	
Document Management / Editing	- Create / Edit letter templates for communications	
Databases	- Ability to hold information in databases and	

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	interrogate the info including: - Waste collection information (days, weeks, type of collection) - Assisted collections (all properties receiving this service) - Clinical collections (all properties receiving this service) - Street Cleansing information (type of cleanse, frequency of cleanse, days/dates of cleanse, etc.) – with maps - Trees – with maps - Map of litter bins with emptying schedule. - Grounds Maintenance grass cutting schedule - Ability to make mass changes, i.e. change of collection day for a series of streets. - Needs to be able to integrate with Contractors systems - System needs to incorporate Street and Grounds Maintenance databases	

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Contract Management Functionality	- Creating performance reports (e.g. no. of missed collections in a specified time period, no. of complaints, repeated missed collections, etc.) - Contractual variations – provision of a notice - Contractual penalty notices – issuing defaults and rectifications, etc.	
Asset Management	- Ability to manage assets such as litter bins – no. of litter bins, location, state of repair, replacement programme, etc. - Recording of phone calls and any other type of contact/action	
Officer action diary	- Ability to log the actions taken against a service request to show the progress and allow colleagues to look back at the history of particular cases. - Ability to set future reminders/actions for things that need to be done e.g. telephone call	

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	or visit on a particular date, etc. – should be integrated with officer diary. - Useful to have the action diary function having the ability to be date stamped with officer name. - Currently we are able to accidently delete/amend notes and it would be good that any new system is more robust	
Integration with Contractor systems	- Ability to link to Contractor systems to allow real time updates on particular jobs e.g. completed missed collections, completed container deliveries, etc.	

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Appendix 2

Pre-procurement soft market testing document

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Pre-procurement soft market testing

This document has been prepared for a pre-market testing and does not form part of any competition to procure any goods, services or works for Warwick District Council.

Contract for environmental health, licensing, planning and building control system solutions

via the RM1059 Local Authority Software Applications framework

Warwick District Council is looking to review its current software solutions for: environmental health, licensing, waste management (including street cleansing and grounds maintenance), planning and building control, private sector housing, mapping, and land charges. As part of this review, the council is also looking to identify innovations in technology and opportunities for integration. Our aim is to procure a consolidated software solution to facilitate all activities listed above.

We are looking to appoint a single supplier to provide the solution, by (but not limited to): providing a single integrated software application; or providing multiple software applications managed by a single supplier; or providing a core system with sub-contracted applications integrated into the system to fulfil the contract.

The basic structure of system solution we will require is below:

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The basic structure of the solution required is below:

Online applications

- Web interface for customer data input e.g. applications, booking training/inspections, inspection requests, online payments

Reporting System

- Internal bespoke reports
- Statutory returns
- Public register
- Web interface for customer data interrogation e.g. application status/query

Mobile access (apps?)

- Mimic all functionality of internal systems
- Photo/doc attachment capability
- Field payments
- GPS tracking

Security Management

- Time stamped audit trail of all activity.
- Time-in-motion monitoring
- Tiered access levels.

All require workflows, job allocation capability and history for audit tracking

Planning & Building Control*

- Enforcements
- Processing Applications (range of types)
- Historic Environments
- Tree Preservation mgt
- Central gov planning portal I/F
- Pre-applications
- Workflow
- Section 106/CIL
- Monitoring
- Fee management

EH & Licensing*

- Service requests
- Application forms (several types)
- Inspection reports
- H&S Risk assessments
- Poison mgt
- Licensing mgt
- Risk scoring mechanisms
- Grant mgt
- Flexible activity module
- Private sector housing related to this area

Waste Management*

- Service requests (incl. bulk waste)
- Site inspection forms/reports
- Complaint management
- Stock management
- Street Cleansing mgt

LPG

Land charges

GGP Mapping

Document Mgt

(incl. ability to segregate by user/type/date)

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