

‘Place’ Service Software Procurement Full Business Case

**Havant Borough Council
November 2023**

DOCUMENT CONTROL

Guidance note on how to use this template

A business case provides the justification for initiating a project or task. It evaluates the benefit, cost and risk of alternative options and provides a rationale for investing in a preferred solution. As a management tool, it is developed incrementally over time as the proposal matures, with additional detail added with each iteration. It is essential to pass the business case through the appropriate gateways for approval at each stage so that options can be effectively appraised to enable robust decision-making and stakeholder buy-in.

This full business case (FBC) template is intended to aid users in preparing a commercial FBC. The business case template is bespoke to the Council, so has been designed to be agile and lean for users, whilst also aligned to best practice principles as set out in HM Treasury 'Green Book' guidance for public sector bodies on how to appraise proposals before committing funds to aQWE policy, programme or project.¹

A\

The Five Case Model

The proposed business case appraisal framework is based on the Office of Government Commerce Five Case Model for Business Cases. The "Five Case Model" is the best practice standard recommended by HM Treasury for use in central government departments, other government bodies and by all those with responsibility for deciding how public money should best be spent. This guidance is available free of charge on the internet and those developing business cases are advised to refer to it.

The five cases in support of a proposal for a commercial opportunity must demonstrate they have thought in detail about the following questions:

- o **The strategic case** - "What we are doing and why?"
- o **The economic case** - "Available options and the extent to which they provide value for money?"
- o **The commercial case** - "How will the project or programme be delivered?"
- o **The financial case** - "How much it will cost, and how it will be funded?"
- o **The management case** - "How will delivery of the programme/project be planned, monitored and overseen to evaluate and ensure its success?"

Developing the Business Case

The business case is a key tool in ensuring public value in spending decisions, in terms of scoping a project, options selection, delivery, monitoring and evaluation. The business case, therefore, must never be perceived or used as the vehicle for simply gaining approval for a proposal. To deliver public value, all five cases need to be planned in detail and with integrity.

¹ The Council business case template is informed by the Green Book 'five case' business case model approach. For further information about HM Treasury's gateway process for developing business cases please refer to <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>.

Business cases should be developed over time. It is an iterative process where further detail is added to the five cases at each key stage. The level of detail and the completeness of each of the five cases are built up at different rates during the process.

The role of the Dacorum FBC is:

to revisit earlier IBC assumptions and analysis to identify a preferred option which demonstrably optimises value for money. It is then to identify the market place opportunity which offers optimum value for money, set out the negotiated commercial and contractual arrangements for the deal (so far as they are known), demonstrate that it is unequivocally affordable and to put in place the detailed management arrangements for the successful delivery of the scheme.

Specifically this includes:

- Re-visit the investment objectives
- Explore the benefits of investing in the project
- Re-visit the options available for delivering the objectives of the project
- Evaluate the value for money (VfM) of the options available for delivering the objectives of the project to reach a preferred option
- Set out how the proposal will be procured including the procurement strategy
- Identify the key risks, dependencies and constraints in more detail in relation to the project
- Ascertain and assess the affordability and funding requirement for the proposal
- Set out the arrangements in place for successful delivery of the project

Version	Date	Comments
V1	November 2023	
V2		
V3		
V4		
V5		

ASSUMPTIONS LOG

For completion: This log comprises of a single place to collate all assumptions for any of the three cases.

Assumption Category	Assumption Name	Description	Source	Assumption owner

CONTENTS

1. Executive Summary.....	7
2. Strategic Case – What are we doing and why?.....	8
2.1 Context.....	8
2.2 Current issues, priorities and implications of not undertaking the project	9
2.3 Project objectives.....	9
2.4 Constraints and Dependencies	9
3. Economic case – Available options and the extent to which they provide value for money	10
3.1 Possible options	10
3.2 Critical Success Factors	10
3.3 Guidance on the key difference between economic and financial appraisal	11
3.4 Project benefits.....	11
3.5 Analysis of key results	12
4. Commercial case - How will the project or programme be delivered?	13
4.1 Delivery Options & Procurement Strategy, Risk Apportionment and Contractual Issues/Accounting Treatment.....	13
4.2 Market Analysis.....	14
5. Financial Case - How much it will cost, and how it will be funded?	15
5.1 Project Assumptions	15
5.2 Expenditure and Costing Profile	15
5.3 Funding	16
5.4 Financial Appraisal	16
5.5 Overall affordability	18
6. Management case - How will delivery of the programme/project be planned, monitored and overseen to evaluate and ensure its success?.....	141
6.1 Organisational Development	19
6.2 Business as Usual	19
6.3 Key Risks.....	19
6.4 Outline Arrangements for Risk Management	20
6.5 Outline Arrangements for Change and Contract Management	20
6.6 Contingency	21
6.7 Project management arrangements.....	21
6.8 Project roles and responsibilities.....	22
6.9 Project reporting structure	22

3. Executive Summary

This Full Business Case (FBC) has considered the replacement of the Council's existing software covering Planning, Environmental Health, Licensing and Grants. The need for this has arisen because of the termination of the Capita 5cs contract, the result of which being the Council will no longer have operational software to support the delivery of these key services.

The FBC has examined a number of options including letting the existing contracts runout (do nothing), the Council developing its own software solution and, finally, procuring the use of an existing system. The FBC has demonstrated that there are considerable financial, operational/service delivery and reputational issues if the Council is unable to continue delivering critical front line services and concludes that the most appropriate course of action is to procure a new software systems from the market. For clarity this will be two separate systems. The first will be a replacement of the current system for Planning. The Second will be a generic case management system to service Environmental Health, Licensing and Grants.

The new systems do come with costs and operational risks. The new systems will require an investment of £469,000 over the life of the contract. This includes the costs of the licenses only as all other implementation costs have been considered separately. The implementation of the project is likely to take around 12 months and will have an impact on business as usual as teams support the integration of the new system. A significant amount of work is likely to be needed in the data transfer phase of the project. However, the FBC does also demonstrate that the new software systems to improve working practices and efficiencies through systems process improvements, further digitisation and automation. It is estimated that once the system is operational it will allow 1 x FTE planning officer time to be redeployed to undertake commercial work at a rate of £500 per day or £115,000 of income over the contract term. Furthermore, from year two 1 x FTE of technical / admin support time will be saved equating to £105,000 over the contract term.

4. Strategic Case – What are we doing and why?

4.0 Context

4.0.0 The Council is part of the Capita 5cs project which terminates in 2025. As such the Council needs to transition to a new IT solution. A number of the Council's regulatory services are supplied by legacy systems (Acolaid and Lalpac) which are hosted in a datacentre. Once the Capita 5cs contract expires the Council will not have an operational system for the following areas:

- Planning (Acolaid)
- Planning Policy (Acolaid)
- Gazeteer (Acolaid)
- Environmental Health (Acolaid)*
- Licensing (Lalpac)*
- Planning Enforcement (Acolaid)*
- Grants (Acolaid)*

4.0.1 This FBC considers the options and makes a recommendation on how the Council can ensure it has a functioning operation for the above service areas ensuring service continuity.

4.1 Current issues, priorities and implications of not undertaking the project

4.1.1 Not implementing the project poses a number of risks to the Council, set out below:

4.1.2 **Loss of Service** – Once the Capita 5cs contract expires in September 2025 the Council will lose access to a range of supporting software, including those which are the subject of this FBC. Not having a replacement system will mean a range of Council services will not operate. This includes the Environmental Health and Licensing Teams, the Planning Service and the Disabled Facilities Grants Team, all of which are crucial to delivering front line and statutory services.

4.1.3 **Loss of Data** – The failure to transfer data before the contract expires could lead to significant loss of data making it very difficult to review previous cases and will, amongst other things, make taking enforcement action near on impossible as the Council will not have the necessary evidence to support prosecution.

4.1.4 **Reputational damage for the Council** – failure to deliver front line services and the potential for the loss of historic data will lead to significant organisational and political reputational damage. If the Council is unable to deliver future services because it lacks very basic information about previous claims, applications of prosecutions the Council will be unable to perform basic service operations.

4.1.5 **Potential costs of needing to extend the existing contracts** - It is currently unclear if it would be possible to extend the existing contract once the Capita 5cs contract falls away. If it is (not the working assumption) then it is anticipated that this would incur a substantial annual

penalty. However, it is unlikely that the Council would receive a service from the existing provider even if the contract is extended. This is because Acolaid is an old system and is not receiving any investment to maintain.

4.2 Visioning Statement and Objectives

- 4.2.1 The Council is embarking on a period of digital investment which will secure light-weight and modern systems to improve how front-facing services are delivered.
- 4.2.2 The Place Service aims to provide high quality and responsive services that are customer focussed, user friendly, flexible and reliable. Working in a more mobile way, implementing flexible and efficient working practices, we aim at attracting and retaining talented staff with the appropriate blend of commercial acumen and public-sector values. In addition, we are seeking to make significant improvements in how the service is delivered through more efficient processes with greater emphasis on automation, digitisation and data availability.
- 4.2.3 The new IT system will enable our vision by providing modern online and mobile technology at the very core of the delivery method. This should also capture emerging capabilities in AI. The technology will be user friendly (both for Council officers and customers), simple, quick and easy to use, and capable of evolving to deliver further service improvements. It will also be able to seamlessly integrate with other back office systems, allowing data to flow between client users, the customer and the Planning, Compliance, Land Charges services and be accessible to other Council departments.
- 4.2.4 The technology will also enable clients to enter and, if necessary, leave the service with a minimum of disruption to its customers and the organisation as a whole. By use of such a system it will empower staff to make decisions about the best way to execute their work in the most efficient and customer focussed way whilst providing a variety of channels for customers to access the service in the way that they wish, be it online, by telephone, by post or face to face.
- 4.2.5 The Council also wish to make use of modern SaaS platforms in order to:
- reduce their reliance on internal support;
 - allow staff to access the latest available features and functionality;
 - ensure that system availability, support and security are included in the provision.
- 4.2.6 The new IT system will enable our vision by providing modern online and mobile technology at the very core of the delivery method. The technology must be user friendly (both for Council officers and customers), simple, quick and easy to use, and capable of evolving to deliver further service improvements. It must also be able to seamlessly integrate with other back office systems, allowing data to flow between client users, the customer and the

Environmental Health, Licensing, Grants, Arboriculture and other services and to be accessible to other Council departments.

- 4.2.7 The use of such a system will empower staff to make decisions about the best way to execute their work in the most efficient and customer focussed manner whilst providing a variety of channels for customers to access the service in the way that they wish, be that online, by telephone, by post or face to face. The technology will also enable clients to enter and, if necessary, leave the service with a minimum of disruption to its customers and the organisation as a whole.
- 4.2.8 There is a desire to ensure that the new IT system (at the very least) ensures all the Planning and associated services systems remain together with a more flexible IT solution, maximising automation, digitation, data availability for customers and enabling greater mobile working to support streamlining processes and engagement with our customers.
- 4.2.9 The current IT system has been in place for many years (initially since 1999 at HBC) and does not support the Councils' ambitions to improve the customer experience, reduce the Council's reliance on paper, allow staff to work flexibly and streamline its processes and systems to better support Havant's residents.

5. Economic case – Available options and the extent to which they provide value for money

5.1 Possible options

- 5.1.1 There are a number of options available to the Council. These are briefly summarised below:
- 5.1.2 **Option 1 – Do nothing and let the contracts run out / automatically renew.** Acolaid is an aging product and allowing it to expire/renew is delaying the inevitable replacement of a server-based system the council has used since 1999. The decision would also incur a substantial future exit cost and onboarding/data migration and support/hosting cost from both the current Infrastructure provider, Capita, and a future Infrastructure provider at the end of the 5C's contract. In addition, the Council would incur BAU costs to server and maintenance costs to support this arrangement under Capita at £120,842 per annum until September 2025. Under this option it is likely that the service would continue to experience operational difficulties due to Idox (the owners of the software) no longer providing any

significant product support for Acolaid. Its continued use is likely to result in an unreliable service which will damage organisational performance and outcomes for customers.

- 5.1.3 This option has been ruled out as this will lead to additional costs on top of the existing annual license fees. In addition, the software will become increasingly out of date as the supplier has outlined they will not be investing any further into it.
- 5.1.4 **Option 2 – Council builds its own software solution.** The Council does not have the in-house skills or capacity to develop from scratch a bespoke software package for the aforementioned services. This option has been ruled out as the Council does not have the capacity or knowledge to create this. Moreover, a bespoke system will rule out any future cross authority working that may be required.
- 5.1.5 **Option 3 – procure replacement software package from provider.** This involves approaching a number of specialist providers of such software, experienced in developing and installing such software, and securing one (or more) to deliver the service.
- 5.1.6 This option is considered the favoured option given the expertise in the market.

5.2 Critical Success Factors

- 5.2.1 The delivery of the FBC rest on a number of critical success factors. This section outlines a number of key factors for success.
- 5.2.0 **Supplier Capacity** – The Council is beholden to those providers who currently operate and their capacity to deliver the service that the Council is seeking. The Council is aware of several other authorities who are currently transitioning (using the same supplier) where delivery has suffered due to supplier capacity issues.
- 5.2.1 **Available Budget** – The Council has a limited budget to deliver its software solutions, currently this equates to £120,000 per annum. A detailed breakdown can be found in Appendix 2. The Council has no other resource earmarked to deliver the FBC and will need to rely on existing staff resources which will impact Business as Usual services (see below).
- 5.2.2 **Service Capacity** – The service is already under considerable pressure to deliver services. The need to transfer to a new IT system (and the eventual reengineering of processes) offers an excellent opportunity to improve the service and should be exploited but it will inevitably draw the already very limited resource away from delivering statutory services, unless additional resources are found. In the Planning Service many officers regularly have c.40-60 applications at any one time. In Environmental Health and Licensing Officers will each carry 60 cases. Officers do deliver against national targets but there is limited resilience in the service. Workloads are impacted by difficulties in recruitment.

6. Commercial case - How will the project or programme be delivered?

6.0 Delivery Options & Procurement Strategy, Risk Apportionment and Contractual Issues/Accounting Treatment

6.0.0 This section of the FBC sets out the delivery options of the preferred option. Given that the likely contract is expected to be over the FTS threshold an open tender process will be required.

6.1 Market Analysis

6.1.1 To aid the Council in developing its specification for the new services and to help develop the Councils' procurement strategy the Council undertook soft market testing in July 2023.

Soft Market Testing

6.1.2 The Council undertook a soft market testing exercise in June 2023 to explore with the market a number of issues relating to any new system. This exercise helped the Council refine its detailed software specification prior to the formal tendering process commencing.

7. Financial Case - How much it will cost, and how it will be funded?

7.0 Project Assumptions

7.0.0 This section sets out the key assumptions in the preparation of the financial model(s) for the Options set out in the Business Case. The detailed assumptions are set out in Appendix x.

Assumption (this can include but is not limited to the examples listed below)	Input
Model start date	1 January 2024
Construction start date	
Construction end date	
Operational period	2023/24 – 2026/27
Indexation	
Discount rate	

7.1 Option 1 – Financial Appraisal

7.1.1 The expected costs and savings/income have been profiled in the financial model as illustrated below:

7.3 Option 3 – Financial Appraisal

7.3.1 The expected costs and savings/income have been profiled in the financial model as illustrated below:

Option 3 - Procure and migrate	23/24	2024	2025	2026	2027	2028	Total Costs
Benefits							
Efficiencies			£ 15,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	
Commercial Income			£ 15,000.00	£ 30,000.00	£ 30,000.00	£ 40,000.00	
Total Benefits	£ -	£ -	£ 30,000.00	£ 60,000.00	£ 60,000.00	£ 70,000.00	£ 220,000.00
Benefits @x%	£ -	£ -	£ 28,169.01	£ 52,899.56	£ 49,670.95	£ 54,412.62	£ 185,152.13
Project Costs							
Hardware	£ -	£ -	£ -	£ -	£ -	£ -	-
Technical Support	£ -	£ -	£ -	£ -	£ -	£ -	-
Digital Services	£ -	£ -	£ -	£ -	£ -	£ -	-
Project Management	£ -	£ -	£ -	£ -	£ -	£ -	-
Exit Costs¹							
Data Cleansing ³	£ -	£ -	£ -	£ -	£ -	£ -	-
Data Migration	£ -	£ -	£ -	£ -	£ -	£ -	-
Maintenance Costs							
Existing Licence Costs - CM	£0	£30,969	£0	£0	£0	£0	£30,969
Existing Licence Costs - PL	£0	£78,837	£0	£0	£0	£0	£78,837
New Licensing Costs - GCM	£0	£131,485	£28,114	£28,114	£28,114	£28,114	£243,941
New Licensing Costs - Planning	£0	£140,786	£21,086	£21,086	£21,086	£21,086	£225,130
Total Costs	£0	£382,077	£49,200	£49,200	£49,200	£49,200	£578,877
Costs @x%	£0.00	£358,757.66	£46,197.18	£43,377.64	£40,730.18	£38,244.30	
Net Cash Flow	£ -	£-382,076.91	£ 21,030.99	£ 3,699.56	£ 470.95	£ 5,212.62	
Discount Factors		1.00	0.94	0.88	0.83	0.78	
PV	£ -	£-382,076.91	£ 19,747.40	£ 3,261.75	£ 389.87	£ 4,051.89	
		PV Benefit	£185,152				
		PV Cost	£527,307				
		NPV	-£394,121				
		Cost Benefit Ratio	0.35113				

7.4 Overall affordability

7.4.1 This FBC has demonstrated that the overall proposition is affordable albeit that under the scenario outlined the overall income streams are not significant.

7.3 Summary of Financial Appraisal

7.3.1 The following provides a overview of the headline costs of each option.

Option Comparison	0	1	2	3	4	
	2024	2025	2026	2027	2028	Total Costs
Option 1	£509,691	£397,191	£274,691	£274,691	£274,691	£1,730,955
Option 2	£510,000	£916,848	£649,848	£468,848	£147,848	£2,693,393
Option 3	£382,077	£49,200	£49,200	£49,200	£49,200	£578,877

8. Management case - How will delivery of the programme/project be planned, monitored and overseen to evaluate and ensure its success?

8.0 Organisational Development

8.0.0 The following sets out the main OD consideration in the delivery of the FBC. A key theme is the necessity of ensuring continuity of operational software to support service delivery. This requires a Council wide effort to ensure all aspects of the project are delivered at pace. The following provide the main organisational development issues for the service.

8.0.1 **Skills** – The Council benefits from having a highly skilled and motivated group of professionals with a diverse set of skills, many of which do have professional qualifications and members of the various professional/governing bodies. However, most staff are not accustomed to ‘landing’ service wide IT systems. Whilst the in depth knowledge that staff have in delivering their services will help in reprocessing the service it is not their area of expertise to build a new system and integrate this effectively. This will require a different set of project management skills.

8.0.2 **Capacity** – The service is under significant pressure to deliver business as usual operations. While the Council has a good track record of delivering against targets the pressures continue to mount as the number of vacancies in the service increase. To exploit the full opportunities that exist in the FBC capacity needs to be created in the form of a separate team structure and for this resource to be protected.

1.1.1 **Culture** – This is linked heavily to the skills section. Across the service there is a desire to provide high quality and timely service to customers and to simplify paperwork and processes. Provided staff are brought on the journey it is expected that they will embrace the culture change that the new software will help to promote.

8.0.3 **Organisational/Service Structures and operational effectiveness** – There appears to be some issues within certain teams that existing practices are not as efficient or streamlined as they could be. Whilst grappling with a new IT system is inevitably going to bring about some cultural challenges it is expected that by delivering a new system it will provide an excellent opportunity to review existing processes and deliver cultural transformation across the services.

8.1 Business as Usual

1.1.2 This has been explored elsewhere in this FBC the service is currently operating well in excess of capacity with many in Planning, Environmental Health, Licensing and Grants handling a considerable case load.

8.1.0 The Planning Service handles c.1,100 planning applications per annum. Many officers regularly have c.40-60 applications at any one time. Workloads are also impacted by existing

recruitment problems leaving the service with a number of vacancies. This also impacts on other support services such as Business Support and Specialist Services.

- 8.1.1 The situation across Environmental Health, Licensing and Grants Teams are similar. Both teams are dealing with hundreds of enquiries at any given time. The Environment Health Team is transitioning to a standalone service from East Hampshire with an entirely new service being set up. In the case of the Grants Team they are going through a significant transformation programme to improve systems and change culture following the ruling of the Local Government and Social Care Ombudsman that the service needed improving following the way the Council handled a Grant application. These issues are not being helped by the antiquated systems the Council is currently using.
- 8.1.2 The implementation of the system is likely to require resources from officers, both technical and administration. This is primarily focused on data migration but it will also involve input in developing new processes for each system. It is not possible at this time to predict the amount of involvement required but it is highly likely to be such that will impact on Business as Usual services.
- 8.1.3 Having said this without investment in new IT these services are unlikely to embrace the Council's transformation agenda and existing issues will not be addressed.

8.2 Key Risks

8.2.0 The following section provides an overview of the risks associated with the project, both internal and external. The known risks are contained in the following table:

Risk ID	Risk Title	Category	Identification of areas where there are significant risks	Date Added	Risk Owner	Likelihood	Impact	Priority	Planned Mitigation Actions
2	Data Migration	Resource	The time required for data migration may be underestimated or there may be additional complexities in the data migration.	01/09/2023	Exec Head / Project Manager	5	5	25	Dedicated resource needs to be secured to deliver integration.
3	Capita Migration Resources	Finance	Reliance on Capita for access to migrate systems.	01/09/2023	Exec Head / Project Manager	5	5	25	Ensure clear communication and timelines.
7	Insufficient Internal Capacity	Resource	stretched delivering Business As Usual as well as a variety of other emerging priorities across Place and corporately. We have not been able to fill vacant posts and this is putting	01/09/2023	Exec Head / Project Manager	4	4	16	Additional resources are being identified but careful planning will be required to ensure that resources are utilised effectively.
8	Failure of Market to Deliver	Resource	it is understood from soft market testing that many local authorities are currently going through similar exercises with a number reporting supplier capacity issues and consequential delays.	01/09/2023	Exec Head / Project Manager	5	5	25	Commitment needed during procurement stage
9	Officer Time - PMO	Resource	Availability and timely recruitment of suitably qualified Programme Manager to lead implementation.	01/09/2023	Exec Head / Project Manager	5	5	25	Seek approval to appoint and commence recruitment immediately.
10	Costs of Replacement	Finance	Full costs cannot be known until procurement exercise concluded. Risk of currently unknown costs that could emerge during implementation.	01/09/2023	Exec Head / Project Manager	4	5	20	Work with procurement team to ensure complete visibility of all costs are known at the outset.
11	Cyber Attack		Although this risk is not necessarily aggravated by the FBC the delivery of the FBC will be significantly impacted if a serious cyber attack was made.			4	5	20	This risk is identified as a strategic risk.
12	Lack of internal expertise	Resource	The lack of staff with adequate software and IT skills is a serious threat to the delivery of this FBC and must be addressed. Not only does this need external support but there needs to be a transformation in the culture of the organisation and its people with appropriately structure incentives.	02/09/2023	Exec Head / Project Manager	4	4	16	Additional resources are being identified but careful planning will be required to ensure that resources are utilised effectively.
1	Capita Migration Deadline	Project	Not completing migration by the end of the 5Cs contract would result in an extension of the contract.	01/09/2023	Exec Head / Project Manager	5	5	25	Start as early as possible.
4	Clash with Licensing Renewals	Resource	Concern that the implementation of the new system could clash with bulk licensing renewals.	01/09/2023	Exec Head / Project Manager	4	4	16	Potential need to stagger the onboarding of the new system to minimise disruption.
6	Delays in Procurement		Procurement process can be very long which risks affecting the timeline.	01/09/2023	Exec Head / Project Manager	4	4	16	The steps will be identified and clearly documented at the start of the process.

8.3 Outline Arrangements for Risk Management

8.3.0 The main control that can be placed on the project to manage risk will be to ensure that the procurement of the preferred supplier takes the most expeditious route possible and that the selected provider provides sufficient guarantees that the project will be completed prior to the existing service ceasing to be operational.

8.4 Outline Arrangements for Change and Contract Management

8.4.0 It is proposed that the Executive Head of Place has the overall authorisation with oversight and final decision making sitting with ELT.

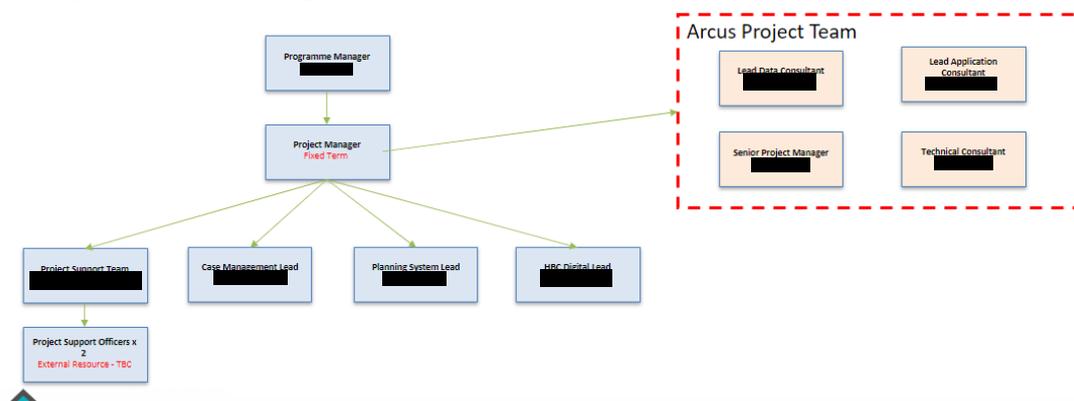
8.5 Contingency plans

8.5.0 Reports to ELT and through Corporate Policy as appropriate.

8.6 Project management arrangements

8.6.1 The project will be made up of two distinct strands: the first relates to the planning service and the second relates to Environmental Health/Licensing and Grants. The implementation of both will be led by the Project Manager with support from existing teams.

Project Management



8.7 Project roles and responsibilities

Party	Existing Establishment/Proposed	Level of Oversight	Roles and responsibilities	Reporting arrangements
Executive Head of Place	Existing	Senior Responsible Officer	Overall Accountable Officer for delivery of FBC	Reporting into ELT and the CEO.

Party	Existing Establishment/Proposed	Level of Oversight	Roles and responsibilities	Reporting arrangements
Project Manager	Proposed	Project Manager	Day to day running of the FBC	Reporting into the Executive Head of Place.
Implementation Team (made up of Team Leaders and Officers from across the service)	Existing	Implementation	Leading on 'the doing'. Working directly with the Project Manager to implement the project.	Reporting to Project Manager
Digital Team	Existing		Assisting Project Manager where necessary.	Reporting to Project Manager
Data Officers	Proposed		Oversee data cleaning and transfer	Reporting to Project Manager

8.8 Project reporting structure

8.8.1 The procurement sits within a wider programme linked to the Capita 5Cs programme. As such the implementation of the project will sit within the programme management arrangements established at the programme level. The project will be managed by a Project Manager who will report into an appointed Programme Manager sitting within the Council. The appointed supplier will also have a team of engineers and technicians working alongside the Council's team to implement the project.

8.9 Project plan

8.9.1 The key milestones for the project are as follows:

Activity	Duration (weeks)	Complete by
Council Approval	1	December 2023
Finalise and enter in contract	4	January 2024
Appoint Resource	4	January 2024

Project Initiation	2	February 2024
Systems / data Integration	24	August 2024
Develop new system processes	6	October 2024
System Testing	4	December 2024
Staff Training	6	January 2025
System Sign off	1	March 2025
System Go-Live	1	April 2025

8.10 Operationalise

- 8.10.1 It is expected that the Project Manager and Implementation Team will work to onboard the new IT systems working closely with the new suppliers.
- 8.10.2 It is also expected that significant ongoing support will be needed to individuals involved in delivery to ensure we put in place the required cultural changes needed and that new processes and protocols are in place and being adhered to consistently.

9. Appendix 1 – Existing Annual IT Software Spend

9.1.1 The following sets out the current costs of the service’s software.

Row Labels	Sum of Total Annual spend
Generic CM SaaS	£36,385.54
Environmental Health/Grants	£16,554.79
Land Charges	£5,449.45
Licensing	£14,381.30
Gazetteer SaaS/Small App	£5,620.42
Gazetteer	£5,620.42
Planning CM SaaS	£78,836.94
Planning/Planning Enforcement	£78,836.94
Grand Total	£120,842.90

10. Appendix 3 – Modelling Assumptions

10.1.1 The modelling assumptions are set out below.

	Costs	
Cost of Licenses	As tendered.	
Project Management Costs	1 x PM to start Jan 2024 to March 2025. Costs carried separately.	
Data Transfer Costs	2 x Technical Support Officers to start in Jan 2024 until March 2026. Costs carried separately.	
Digital Support	Costs carried separately.	
Commercial Income	Based on Officers delivering a 9% uplift in income based on 2023/24 income.	
Savings and efficiencies	Represents a 4% saving on 2023/24 staffing budget.	

11. Appendix 4 – Detailed Modelling

Link to workbook:

[Financial Modelling v1.xlsx](#)