

# **Mandate Proposal to upgrade or replace Housing Management & Asset Software Management Systems**

## **1. Introduction and background**

Orchard, the current and main Housing Management System, has been used by the Council for more than 20 years. Keystone (by Civica) is used in tandem to Orchard as the housing property asset management system (full details in dependencies, section 13). This mandate covers both systems which work independently of one another.

Both systems are internally hosted and currently reside on the old Guildford network and prior to any upgrade or replacement a lift and shift to the new network is planned by IT, as part of the IT Refresh Programme, timescales within 3-4 months.

Orchard and Keystone are coming to the end of their life and the providers will no longer update them which pose a problem to support internally. A short-term fix will be to move them over to the new network. There will still be a support issue related to the products being retired. Civica have retired Keystone as a product and introduced Cx Asset management.

If it is not possible to merge both systems in one solution the options with Keystone are:

1. To move Keystone to the new network and to upgrade to the latest version, however this would still use the outdated Microsoft Silverlight (which is also coming to end of its life and will not provide a suitable solution).
2. A new installation of Cx Asset Management on the new network and the migration of data from Keystone could be progressed.

This situation presents a need to move to a new modern system that fits with the corporate direction of cloud first and can provide all functionality in one system, including interfaces with existing systems such as Business World and Sales Force.

This proposal was considered by CMT Strategic Session on 3rd November, ICT Digital Board on 9th November and Executive Liaison, in case of comment, and is now being brought to JEAB for support in progressing work to upgrade or replace the systems as part of the ICT forward plan for next financial year and into the ICT Capital programme.

The funds for this would come from the Housing Revenue Account. Option 1 in section 5 is proposed which is for a new combined Solution.

## **2. Why should a project be started now?**

The Council has used the system for over 20 years and a review is well overdue to understand if there is a more productive system which offers a better solution and aligns with corporate goals. The current software does not allow for the progression such as self-service, improving processes and efficiencies and is labour intensive.

Manual work arounds have also had to be developed for integration with other Council systems, and much of the system configuration for specifications and costings dates back to

1996 and do not meet current or planned needs, and would improve the way in which data is managed with improved security.

A new or upgraded system would provide a robust financial basis for the delivery of services with integration and workflow capabilities, facilitating mobile working and improved customer care and support. Making some internal processes more streamlined and flexible, would stop duplication of works (due to process) and time savings to utilise elsewhere, it will also facilitates compliance with forthcoming building safety legislation.

### **3. What is the good idea or problem to be solved?**

The Orchard system is a database against which costs, income and services are mapped and integrated. The structure does not allow this information to be used effectively due to the structural inadequacies of the system. Both systems are aging legacy systems and will no longer be fit for purpose. The Council needs an integrated, reliable, and interactive housing management and asset system which can develop with the business as it adapts, while fulfilling all current and new business requirements.

The new system could offer the following improvements:

- Web browser-based Cloud solution which is flexible with a spatial element to make use of the spatial data held in existing GIS systems as well as new GIS capabilities
- Mobile Application that can be used by staff to improve efficiencies but also provide resilience for the team
- A new interface for other existing systems such as Salesforce to ensure that the Council has a consistent approach to all customer web interfaces and provide self-service options
- Ability to generate workflows and easily create and amend the schedule of rates to prevent duplicating works
- Integration with wider Council and contractor systems such as Business World
- Perform a clean-up of Orchard data.

### **4. What is the purpose of the project? What will be delivered? What are the success criteria?**

The purpose of the project is to provide the Council with modern cloud hosted reliable system, to suit our business needs and the security requirements of the management of the Councils housing stock. Either through upgrade or replacement the system needs to not only provide the daily management but also provide for areas as set out previously. In addition to which this type of system can provide further benefits as information is in real time and can improve reporting, audits, and tracking especially linking to the risk management framework, including health & safety, fire regulations compliance.

Main Scope/coverage (Database, Workflows, Modules & interfaces):-

- Housing Management functions (Tenancy, ASB)
- Income (Rents and service charges)
- Housing Repairs management (Both R&M and minor works/voids)
- Planned capital programme
- Asset Management
- Surveying and related links to scheduled compliance visit/certification software
- Customer flows (including any links to or through Salesforce) this should include customer feedback, job tracking, customer interaction and complaints
- Workflows
- Leaseholder management
- Voids
- KPI reporting outputs across the disciplines
- Interface with other Council systems
- Contractors' interfaces.

If the business achieved the desired outcome, customers would benefit by feeling empowered by selfservice options and understanding the status of requests at their fingertips. Staff would have easier to use, reliable systems which could provide real time updates and links especially to those in the field, enabling them to work with more agility in the delivery of services. Interfaces with internal systems for easier billing/invoicing and charging. The project would deliver improved business continuity and resilience, improve business efficiencies and improved interaction with customers.

#### **5. What priority, corporate objective or strategy is fulfilled by this project?**

This is a business-critical system and high priority to be compliant in line with Corporate objectives.

An upgrade or replacement system would support corporate objectives/strategies in cloud hosted system, in providing self-service options, improved processes, and for mobile and agile working which link with other goals related to greener initiatives.

In line with Procurement guidelines, the Council needs to re-tender to ensure that the service get the best available system, for the best value to meet business requirements.

#### **6. What are the strategic options available to GBC to deliver a solution?**

##### **Option 1**

New combined Solution Procurement exercise to progress with successful change of systems and either replace with a new combined housing and asset system or undertake full upgrade for both existing systems with innovative solutions.

The new system will require new system build work including financial and contractor updates, data review, workflow build, schedule of rates. The current operation of the system will continue to have security and support risks during this time.

In order to achieve this most Housing systems do not have a combined workflow functionality and may require a bolt on. In addition to which most systems do not provide storage and if not combined in new system will need to be investigated as part of this solution should a corporate solution not be in place.

The work would need to dovetail into the Councils IT Strategy regarding Workflow and storage management systems,

In conjunction with Option 1 the Council need to consider economies of scale by partnering with Waverley as part of the wider opportunities for collaboration.

Overall it is expected that this project will take 18-24 months until the new systems are in place.

## **Option 2**

Upgrade systems Upgrade Orchard system in the short term and Keystone to Cx Asset management and both onto the new network. Even though this is an upgrade only this will still require data clean-up data and information, and further updates/upgrades which will make ready the system in preparation for any future procurement exercise to update the system later.

This will require extensive rebuilding of a number of elements of file structure, building schedule of rates and will take an extended period and support from the IT providers at a time when support is ending, and systems are being retired.

This work would need to be undertaken through a competitive tender and not a simple upgrade. Therefore, for the time being an update to the new network will be undertaken, but the system will need to continue to use Silverlight.

A solution for workflows and storage would still need to be sourced as mentioned in option 1. It is thought that under 365 that storage would not be GDPR compliant. The expected timescale for this work would be 12-18 months

## **Option 3 – Do nothing**

This option would be least favourable as it would mean that:-

- The system would become unsupported
- Compliance with GDPR regulation would be unachievable

- Work orders would remain a manual process and not self-service as planned and continue to be labour intensive
- System structures would become increasingly obsolete with increased reliance and use of spreadsheets and manual systems
- The recommendation by procurement and company guidance related to end of contract terms and when to carry out procurement exercises would be ignored.

Therefore based on consideration of the information available Option 1 is recommended as the Option to be progressed.

### **7. What general approach will be taken to deliver?**

Procurement will support the purchasing of a new system or upgrade via the procurement process, with input from Legal related to contract terms. Programme/Project manager to lead the project on behalf of housing -all sign offs by Housing Manager, Technical Services Manager, or service Lead

### **8. When and why must the project start?**

The project timeline is estimated to be 18-24 months from start, due to the complexity of the housing systems, channels involved and the complex data matching requirements.

Before any transfer can happen, significant internal works are required by a data specialist to get them into the best possible shape to enable a successful data transfer.

In addition to which internal systems, process including Customer contact, finance, data along with those with housing and Technical Services will require considerable development to allow the benefits of the new system to be achieved. It is estimated that this would start at the beginning of the next financial year utilising funding from the Housing Revenue Account.

### **9. What resources (internal and external) are needed to consider this mandate and to develop the business case?**

*Stakeholder (internal)* resource required Adhoc during project

- Housing Manager
- Housing data/admin resources
- Technical services knowledge
- ICT Specialist resources

There is likely to be an impact to BAU when using the internal resources required but this will be minimised where possible to use at key points due to their knowledge and skill sets.

### *Additional specialist resources required for the period of project*

Existing teams do not have the capacity, knowledge, or experience to run/manage this project, it will need to be supported using additional specialist resources to minimise the impact to the business and the project timing.

### *Programme/project Manager*

A dedicated Project Manager is required to oversee the development of this project and will need to be resourced. This post will have responsibility/oversight of overall project and ensure success criteria, deliverables, timeline, and cost are all met and different strands kept on track. It will also oversee application of knowledge, skills, tools, resources used in correct areas/activities to meet objectives. Be link between supplier and the Council and to report back on progress or any critical issues. Involvement in business analysis with other experts to ensure outputs are as planned.

### *Options Assessment*

It is proposed to engage the services of a specialist housing IT and architecture experts to assist with the development of options for the next system.

### *Data Specialists*

There are different modules, streams, rates of works, schedules of works that are complex which will include recoding, address matching, data mapping, formats of work, technical testing and testing of outputs, integration and interfaces, schedules and rates of works, GIS, and workflow mapping. Looking at business processes and Business Analysis.

### *IT Specialists with Housing and IT Architecture experience*

Assist to develop technical specification required for changes, assessments, and reviews at different stages, assist with identifying need on data collection, technical support throughout in relation to the scope of the project and support of teams, looking at business processes and testing plans and output. The IT specialist will be steered by our internal IT sources (JB/DS) and PM in relation to works carried out and support the Data Specialist as some work will cross over.

### *Test Manager*

As this is complex it will require a lot of testing across systems/functions. A Test manager will be required to manage all testing, risks and reporting during the testing phase. (A lesson from Salesforce implementation was this is a resource that is needed in complex implementations).

*Other* - Potential back fill for housing, Technical Services, and finance specialist during peak times such as discovery, data, and testing, as required. In addition, there will need to be resources identified by the Council's contractors to facilitate development and implement the systems.

**10. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service? What are the potential resource costs to progress to the next stage/gate?**

Estimates of Costs without procurement exercise cannot be specific on system costs, so estimates have been provided below:-

- Upgrade of systems would need to be developed as part of the initial project development however, if moved soon after upgrade, then this would be an unrecoverable cost.
- ROM Startup costs for new system, to develop, establish the system costs are expected to be in excess of £1m
- Annual license and support costs these are expected to be in the region of £150kpa
- Additional Resourcing for duration of project (based on 24 months) as highlighted in section 11 - £300pa
- Additional Hardware to facilitate agile working £20k including tablets for off-site working such as inspections, surveys
- Internal experts will be required at key points in the project which is likely to be an impact to BAU. This will be minimised to use at key points due to their knowledge and skill sets. The impact in time and estimated resource costs will be looked later in the project.

Summary of estimated costs for option 1

- Project set up costs £1.9m (2yrs), spend 50% yr. 1 & 50% yr. 2
- Contract value over 5yrs in excess of £2.35m

**11. Recommendation**

- a. That Option 1 is developed and brought forward through the Councils Mandaite and Business Case Framework.
- b. Provision is made with the HRA Budget to support the development of this work.
- c. This project is included as part of the Council ICT and Digital Programme Board.