

Business Case

Environmental Services IT System

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1. Executive Summary

The purpose of this business case is to ensure that the Council's Environmental Services including Commercial Services are supported by a modern, fit for purpose technical system that will enable the Council to be more customer focused, innovative and commercial.

Having the correct technology is critical to enable the Council to improve the running and delivery of the services, plan for the future, keep the services sustainable and work towards our climate change responsibilities whilst ensuring that the services are customer focused.

Environmental Services originally used the Northgate M3 system to log and manage calls and requests for work. Northgate advised early 2015 that they would no longer support M3 and wanted us to move to their new system. However, after consideration this system was not felt to be suitable. As part of their service transformation the Housing service had been working with PDMS to develop the Context system so that the service could better understand their tenants and customers.

Following discussions with PDMS it was agreed that they could develop a module for Environmental Services using the platform infra structure that they had developed for Housing and that this would be done in a dynamic, agile, systems thinking way that would give us a bespoke system to assist Environmental Services better meet the needs of our customers and that this could be done over a period of time at relatively low cost. This was going well, until there was a restructure at PDMS (that we were not informed of) a change of staff supporting us and more importantly a change of approach moving from an agile systems thinking development to a traditional system.

Following several months of discussions with PDMS the decision was made that due to their cost estimates and our lack of confidence in their ability to fully develop the system, we would no longer continue the development of the context system for either Housing or Environmental Services but that the Housing data would all go into the new Civica CX system that we have just procured and that Environmental Services would seek to procure a new system to meet its requirements. To allow this to happen a one year support and licence agreement based on the original fees has been signed.

It is clear that the existing unfinished technical system does not facilitate portal/customer self-service, intelligent scheduling of appointments, reporting/measures, route optimisation, mobile working, commercial services required to operate, adapt and develop the services to meet the changing needs of local authority services and customer needs.

This business case outlines a number of benefits that are expected to be delivered from the new technical system including:

- Can link to multiple systems across the Council ie. ERP which will improve accuracy of data recording, allow sharing of information.
- Ensure decisions are based on accurate and real time information.
- Enable flexible reporting for all of the environmental services.
- Provide managers with accurate and consistent management information.
- Improve job scheduling which will bring financial savings from better use of labour.
- Enhance the experience of customers and give them more flexibility in how they interact with the council and carry out tasks online.
- Deliver improvements by the removal of manual processes and processing of paperwork which should bring potential savings.
- Improve working processes; enable sharing of information between teams to provide an enhanced customer service.
- Provide flexibility in service provision to be able to adapt to a changing environment
- Support more flexible working arrangements.
- Ensure that the systems implemented are compatible with the Council's technical and service architecture and in particular supports the move to consolidate and rationalise applications.
- Free up time to allow us to generate more income opportunities
- Assist with future service reviews

It is also anticipated that the new system will:

- Improve operational, quality and efficiency.
- Improve the quality of operational decisions and management.
- Enable continuous service improvement.
- Improve customer and resident access.
- Increase customer satisfaction.
- Enable and support mobile working.
- Flexible to meet changing demands and service changes.
- To deliver business improvement.

2. Introduction

Environmental Services currently use a variety of computerised systems to deliver residential and commercial services which have been in operation a number of years. Some of the services are also partially operating outside of an IT system by using a combination of different spreadsheets, paper lists and calendars which could be completed within the system. As the systems do not link / share information there is a lot of double handling of information.

A new system would enable Environmental Services to be more proactive, manage and arrange work to our assets which we are currently not doing, allow our customers to be specific in their reporting of issues using a map based system. It would enable us to have a better understanding of the cost of maintaining our assets and enable us to plan for the future.

A new system would enable our commercial services to operate more efficiently,

have a better understanding of our customers' needs and it would enable them to access their account online and be able to book and pay for services online.

A new system would provide up to date and detailed data/reporting of information on the services which would enable us to see when something is changing within the service and enable us to respond promptly.

These are the systems/applications that we are currently using to manage Environmental Services:

PDMS – PPP System (CRM system)

The PDMS system was procured in 2017 and implemented in 2018. The purpose of the system is to record service requests for waste collection – (domestic and commercial services), place (cleansing, landscape, enforcement), engineering (street signs, street furniture etc), core strategic (tractors, hedge cutting, cemetery maintenance, highways work), trees (work requests, TPO's etc). It is used for manually scheduling work ie. bulky collections and cesspool appointments. It is used to store information on assisted collections and additional bin requirements.

There are no direct links to the finance system and payment system so invoices, direct debits and payments are all taken separately within efin and Civicca.

Customers currently cannot book appointments for things like bulky collections, cesspools etc on-line as the system in place does not support this functionality.

Customers currently cannot pay for services on-line ie. bulky collections, business waste, cesspools, garden waste as the system in place do not support this. There is some automation via the on-line Pay For It system but only for existing customers.

The PDMS system was originally designed to have additional modules added to it like the Locality demand capture module.

Potentially this system is recording data for approx. 80,000 properties and 2,100 commercial customers.

Webaspx (Route Optimisation/In-cab system for waste collection)

This system is used for optimising the waste collection routes and also in-cab technology for the waste collection service. It holds all of the route information for waste collection but does not link to any other systems. This system has never fully worked and therefore the benefits have not been realised. The route and assisted information is summarised into an Excel spreadsheet and printed out for the operatives to use.

Web site – Bin Collection Lookup

This is a manual process at the moment that necessitates exporting information from Webaspx into an Excel spreadsheet, manually changing data in Excel and then uploading to display in the web site. We have been working with the internal IT

department to try and find a better solution.

Orb calendar (Taxi / MOT Testing appointments)

This is a manual booking system that doesn't connect with any other systems it is used to record the MOT and Taxi Test bookings. Payments are taken within the Civicca payment system.

Web site – on-line forms (all services)

These are on-line forms that the public can complete to request services. These requests are emailed through to a generic email address that the Support Team look after and are then manually re-keyed into the PDMS system and then the customer is contacted about their request. There is no automation to this process.

Efin financial / Civicca payment systems

These are the corporate finance systems and do not link to any of the environmental services but also lack the functionality to be able to get customers to self-serve.

The efin system is used to provide a database of customers for the garden waste service for Redditch and Bromsgrove and sending out invoices and reminders to pay for the service. It is also used for setting up Direct Debits for garden waste and invoicing for commercial services.

The Civicca system is used for taking payments for bulky collections, garden waste, cesspools, business waste, MOT/Taxi tests.

Spreadsheets and Shared Drive

Various spreadsheets are used to operate the commercial services. The spreadsheets are the only record we have of our customers. There are approx. 2,000 cesspool customers and 900 business waste customers.

Information relating to the commercial services is held on the corporate shared drive ie. copies of contracts for business waste etc.

3. The Strategic Case

Environmental Services are working toward the following strategic purposes:

- Communities which are safe, well maintained & green
- Run and grow a successful business

Reasons for Change

Both Councils and Environmental Services are facing even more challenging pressures which means that they have to scrutinise the way they are working and the resources needed to provide the services we must and would like to offer. This will also contribute to the introduction of the corporate digitising project.

We have been working to increase our commercial services but we must also continue to improve services and reduce the costs of providing these services.

By improving the Environmental IT Systems it will enable us to deliver the strategic purposes in accordance with our Council principles.

- Help people to help themselves (self-service).
- Make the best use of our resources to ensure we deliver efficient and excellent quality services.
- Allow us to identify where things are not working correctly and eliminate waste in our processes.
- Be able to make decisions based on data and evidence.
- Identify the best way to work to ensure that customers' needs are met by challenging how we do things and what we are capable of doing.
- Be responsible by ensuring that we are meeting our environmental and legal responsibilities and encouraging our residents and partners to do the same.
- Be able to take our services forward and adapt and change to the needs of the customer whilst driving out inefficiencies.
- Be more commercial and enterprising.
- Ensure that we are fully compliant with GDPR legislation.
- Improve communication and improve data quality by integrating with other systems and service areas ie. corporate portal which stores customer details; makes it easier to contact customers and understand when something has changed or what services they need.

Digital Strategy

The implementation of a customer focused system will meet the following parts of the corporate Digital Strategy.

- Make it as easy as possible for residents and citizens to access our services 24/7/365.
- Empower people to get online.
- Ensure as many people as possible enjoy digital connectivity.

- Support businesses to exploit digital services to enhance business opportunities and growth.
- Provide transactional services and information online in a user friendly and inclusive way that does not exclude any of our residents.
- Use digital technologies to offer greater choice of access for our customers.
- Develop a customer account service on the council's website.
- Help customers to access services and information online.
- Promote 'Digital First' as the preferred option for people to contact us, whilst continuing to give people a choice.
- Ensure our workforce can access appropriate digital tools and technologies to support service delivery.
- Support our workforce with the digital skills they need to deliver services more efficiently and effectively.
- Create a digitally-enabled workforce that isn't fixed in one location, by increasing the use of agile and mobile technologies.
- Ensure investment in digital infrastructure leads to improved and enhanced customer access & services.
- Expand our use of digital technologies such as AI, chatbots & robotics to improve customer access.
- Expand the number of Council services available online.
- Redevelop the Councils website to ensure it is designed to utilise digital technologies

Potential Scope

The scope areas for an Environmental Services system include:

- Contract portal (self service).
- Customer portal (self service).
- Commercial service module.
- Re-active requests.
- Workforce management and scheduling.
- Appointment booking and paying for services (online).
- Mobile working.
- Management reporting (Measures).
- Route optimisation (day to day routes and larger scale optimisation)
- Asset management.
- GIS / Links to our corporate Idox system
- Link to Finance System.
- Link to Corporate Portal.

The system ideally needs to be able to link to the new finance/payment system so that payments are automated and the stores/procurement system to enable stock/goods to be ordered. See Appendix C for screenshots of the type of functionality that could be provided.

Customer Engagement

To determine what the Environmental Services system would need to deliver from internal and external customer perspectives we obtained feedback from every internal team who would be using the system including IT, Finance and Customer Services.

The feedback from the internal customers was that they needed a system that was easy to use, could be used out on-site (mobile working), allow customers to self-serve and get regular updates on their requests as things happen, have route optimisation, be able to link to other systems, have a commercial module, be able to record customer requests and actions taken, be able to produce management reports/measures, be able to help us deliver our services effectively and efficiently.

We were going to carry out a consultation with our external customers, however, the Community Survey was already asking questions about how customers like to deal with us so we decided to wait for the results from this survey.

The survey went out to 301 members of the Community Panel in Bromsgrove and 164 people responded. It was also open to the public of which 352 Bromsgrove residents responded.

The survey went out to 246 members of the Community panel in Redditch and 132 people responded. It was also open to the public of which 349 Redditch residents responded.

How do you usually contact the Council?	Telephone	81%	E-mail	50%
Easiest way to pay for services	Direct Debit	80%	On-line	Avg 47%
Most popular device people use to access the website	Smartphone	Avg 62%	Tablet	Avg 54%
Regular used media platforms	Facebook	Avg 73%	WhatsApp	Avg 60%
Are you happy with the level of customer care?	Yes	33%	Somewhat	Avg 33%
I have the skills & confidence to access information on line		Avg 93%		
I can easily find the information I need on the website		Avg 54%		

NB: Figures are taken from both authorities and where there is a difference, the figure has been averaged.

Benefits and Risks

The Councils are fully aware that the day to day operations of environmental services must be delivered as efficiently and effectively as possible in terms of financial management, customer management and workforce management. The current methods and systems of working need to be reviewed and updated.

	Benefits	Risk
Efficiency / Cost Savings	<ul style="list-style-type: none"> • Reduction in staff time - double handling information and the risks that go along with this (ie. incorrectly transposed information, wrong instructions to operatives, wrong action taken, dissatisfied customers etc). • Improved efficiency of operational services – clearer information on what’s happening within the services and quicker response times. • Reduction in paper and printing costs. • Reduction in phone calls – customers will be able to self serve. • Working with a single supplier. • Reduces the number of different systems that need to be maintained. • Reduce duplication of requests as customers can view what’s already been reported in their area. • Reduction in false reporting ie. not missed collections. 	<ul style="list-style-type: none"> • Staff productivity dips whilst they get used to using a new system and processes are being changed. • External customers don’t use the portal.
Customer Service	<ul style="list-style-type: none"> • Managers and staff will be able to monitor their work and processes more easily due to improved data and reporting; they will be able to take action more quickly to improve or correct things that are not 	<ul style="list-style-type: none"> • The customer portal will need to be fully advertised and residents/businesses encouraged to sign up to the portal. If the portal is not easy to use it will discourage users and the full potential of the portal will not be realised.

	<p>working.</p> <ul style="list-style-type: none"> • Having a customer portal will give customers access to our service 24 hours a day 7 days a week. • Customers will be able to make payments for services 24 hours a day 7 days a week. • Customer portal will give a real time view of what's needed as there won't be any delays in receiving requests and the customer will have access to the information relating to their requests. • Customers will be able to access more services on-line. • Customers can get automatic status updates. • Customers will be able to see what's already been reported. 	<ul style="list-style-type: none"> • Adequate resources will need to be available to maintain and deal with any down-time or inaccuracies otherwise it will lead to customer dissatisfaction.
Process Compliance	<ul style="list-style-type: none"> • Will help educate customers in our processes and policies. • Will help our staff to follow processes and improve efficiency and reduce costs. 	<ul style="list-style-type: none"> • Customers are unaware of the changes to process. • Staff misunderstand or are not aware of the changes to process.
GDPR Compliance	<ul style="list-style-type: none"> • This will ensure that we are compliant with GDPR legislation and can easily deal with customers data. • Minimise the risk of a data breach as there will be less paperwork and security enabled system. 	
Environment	<ul style="list-style-type: none"> • It will help us to contribute to the reduction in climate change by making efficient use of our vehicles and maximising the route optimisation. 	<ul style="list-style-type: none"> • There will be an increase in use of electronic devices.

	<ul style="list-style-type: none"> • Help us to reduce the amount of printing and paper used. • Help to reduce unnecessary travel by operatives ie. not returning for false missed bins and more accurate location details. 	
Future Changes	<ul style="list-style-type: none"> • It will put the Council in a strong position to be able to deal with changes to services and customer needs in the future as the system is flexible. • The portal could be used by other departments. • Be able to predict future changes within our services due to having better control of our assets. • Have a better control of budgets and understanding of asset life expectancy and replacement needs. 	<ul style="list-style-type: none"> • Need to ensure that the system is maintained to a good standard to enable the continuing evolution of services which may present in the future at a minimal cost and as easily as possible.

Spending Objectives

Both Councils are in a difficult financial situation and need to make savings. Whilst in the short term purchasing a new system is an additional cost; in the medium/long term it will enable us to make savings and be more efficient by reviewing and improving processes and use the data within the system to re-design services.

Business Needs – current and future

To improve the efficiency of environmental services, customer experience and satisfaction and to be more commercial we need better integration between systems to enable customers to access our services throughout any time and day of the week.

We need to increase efficiency and reduce costs of service provision including the removal of spreadsheets, printing of paper lists/reports and work arounds. This includes mobile working, electronic Direct Debit and card payments, better resource scheduling and appointment scheduling and route maximisation.

We need to improve our customer relationship management, increase access to our systems via a customer portal, App and other IT solutions. Provide customers with better, accurate and real time information.

To enable us to understand our customers' needs and design/deliver our services around these needs whilst ensuring that we are complying with our policies and legislations.

Be able to proactively inspect our assets and deal with any issues ie. Ash die back trees, footpaths.

Will enable us to absorb increased service demand due to the growing population and house numbers of both authorities.

Constraints and Dependencies

The implementation of a new system will require the development and implementation of new processes to improve the way environmental services work and the integration of other systems such as the finance and payment systems. The change management team will be engaged to assist with this.

A new finance system is currently being procured and that is not part of this project but will necessitate process mapping to ensure that the new system carries out the functionality required in the future.

During the implementation of the system it is anticipated that there will be some pressure on teams within the scoped areas. It is essential that sufficient resource is allocated to this project which may impact on the day to day workload of some individuals.

To ensure that we recognise all of the benefits from the new IT system and technology it is essential that alongside this there is a culture change and improvements to working practices. System training is key to the success of this project together with staff development to ensure that staff performance is being measured and development and performance issues dealt with.

Experts within each of the services will be needed to provide expertise and knowledge to the implementation programme. In addition there will need to be an ongoing resource to administer, maintain and develop the system.

Options

Option 1 - Continue with the existing bespoke system (PDMS)

The current bespoke system is not fully developed and so we have to find work arounds or not be able to achieve the things that we want to efficiently. The provider either wants us to take over the development of the system in-house which ICT have advised is not feasible. PDMS have offered to continue supporting the system at a charge of £12,000 for one year's support not including any development work. After discussions with PDMS it is clear they do not wish to develop this system. We are the only authorities who use it.

PDMS offered to move the two modules (Housing and Environmental Services) onto

one platform and hand over administration rights so we could continue to develop the system. The annual charge for this would be £96,000. We can't quantify future development costs as this would necessitate a resource within ICT that isn't currently there.

Whilst this system will allow us to continue operating our services it will not allow us to adapt to service and customers future changes or improve the way we are working. The system does not link to our in house systems and will not be able to i.e ERP and will not be able to provide route optimisation, asset management and customer self service.

Option 2 - Off the shelf package solution

All off shelf package solutions have an element of configuration to allow for individual customer needs and working practices. It will allow the council to have a degree of input into the system developed for use and as such will meet the council's needs and deliver a robust solution. There is less risk of systems not integrating properly as they are all well-known systems that have already been tried and tested with other authorities. A soft marketing exercise has been carried out and some suppliers were provided the opportunity to demonstrate their software.

Using an existing supplier with a substantial customer base means we will benefit from user groups and ongoing development and relevant legislation.

Option 3 – Use an existing in-house system

We have explored current systems available in the Authority.

Tech 1 are developing a system however this appears to be more of an Asset Management system rather than a full Environmental Services system. There is no route planning or optimisation available.

Asprey Asset Management system is being used by Housing but is a Housing asset system and will not accommodate our needs as it is not set up for use by an Environmental Service.

Uniform was used in Bromsgrove before shared services, it is not designed for Environmental Services and would take a lot of work to adapt its use. It will not support any self-service for customers, route planning/optimisation or mobile working for staff.

4. The Economic Case

Potential savings could be made from the following changes to process or working more efficiently; however, it is difficult to quantify.

- Reduction in false reports ie. missed bin collections, duplicate fly tipping
- Reduction in wasted fuel and time as routes will be optimised ie. bin deliveries.
- Reduction in double handling of information ie. re-keying emails/on-line forms

- Reduction in handling phone calls and emails/online forms
- Reduction in printing and paper costs ie. operational reports, commercial paperwork, invoices (approx. 25,000 invoices per annum).
- Reduction in Co-ordinator time handing work out
- Reduction in handling completed paperwork and updating system.
- Reduction in time spent processing paperwork as it would be done electronically.
- By having better data on what's happening within a specific area we could target or put the correct resource in that area to find out the cause of the problem and try and resolve it.
- By being able to analyse data more specifically ie. how many bin requests per round we can identify any training needs with staff, equipment faults or resident education needs.
- Free up resource to generate more income
- Reduce vehicle costs by working in different ways ie. working from home
- Be able to forecast service needs more accurately and assist with future service reviews

The table below summarises the costs incurred for the existing systems in place:

<i>Year</i>	<i>Supplier</i>	<i>Amount £</i>	<i>Description</i>
2019/20	PDMS	12,000	Project Support, Development, Licensing & Support costs
2019/20	Webaspx	25,210	WM Design, Licensing & Incab costs
2020/21	PDMS	6,300	Project Support, Development, Licensing & Support costs

Due to the pandemic we need to extend the support from PDMS for a further 6 to 12 months to allow for the project to be implemented. We have agreed an initial timescale of 6 months with PDMS and will review as needed.

As the Locality team also use a PDMS system they will need to extend their agreement with them for 12 months at a cost of £25,401.60 to come out of their budget.

Soft market testing has taken place, which allowed some suppliers to showcase solutions to aid the specification design and provide indicative costs. We believe that we will be able to procure and implement a system for approximately £300,000 for software, £30,000 for project support and £25,000 for hardware and 4G in the first year. The costs will be variable in accordance with how the Council chooses to implement the system. Our choice would be to phase the system over several years, this will be formalised as part of the procurement process.

There will be a saving of around £22,000 from the annual support and licence cost for PDMS and Webaspx systems that will no longer be used.

Staff and efficiency savings

It is difficult to quantify the staff, equipment and efficiency savings that will be

achieved from this system, however, we know that by improving our processes, self-serve by customers and mobile working by operatives there will be savings of officer time that can be utilised in other areas ie. generating income, performance management, moving staff or changing roles etc.

The full amount of savings will not be realised from day one of implementation, it is anticipated that the savings will be gradually made over the next 3-5 years. We estimate a saving of £100,000.

- Fully Mobile – Saving travel time, smart working and removing dual system entry, reduction in print costs ie. commercial contract letters/invoices
- Portal – reduction in telephone enquiries and improved customer service and communication
- Automated web reporting – reduction in double handling information
- Route optimisation – reduction in fuel and time
- Data Collection – better decision making and service improvements

See Appendix B for examples of potential savings.

Project Team

As this is a sizeable project there will be a project team that will be made up of officers from the different services within Environmental Services and officers with IT infrastructure skills.

The success of this project is reliant on the support and involvement of key stakeholders across the Council.

SWOT Analysis

A review of the options identified in the executive summary were undertaken to show the strengths, weaknesses, opportunities and threats. The results are available as Appendix A.

The preferred option

After assessing the SWOT analysis, the costs and benefits supported viability and a risk based approach; the Project Board are recommending procuring an “off the shelf” package solution as the preferred option.

Option 1 - Continue with the existing bespoke system: Not viable

- Solution not fit for purpose without substantial investment.
- Ongoing costly support and licensing.
- Substantial internal resource required to develop, test and implement.
- Will not integrate with our services.
- Poor management and service data.
- Company do not want to develop the system

Option 2 - Off the shelf package solution: Viable

- This is lower risk and achieves the most positive outcomes.
- Best value for money with greater known costs.
- Experience of Local Government and Environmental Services.
- Verifiable user base.
- Established maintenance and help desk.
- User groups and regular updates
- Legislative development updates

Option 3 - Use an existing system within the Authority - Not viable

- Solution not fit for purpose.
- Substantial internal resource required to develop, test and implement.
- Will not integrate with our services.
-

Expected outcomes

- Deliver improvements in effectiveness by removing double handling or manual processes.
- Improve work processes and workflows within the department as well as improving access to data, sharing information between teams and reducing keying of data.
- Enable decision making and planning to be informed by accurate information, data and measures.
- Provide users with accurate and consistent information/data.
- Flexibility to make changes, to be able to adapt to service changes.
- Be able to reduce the complexity of processes.
- Support the way we work and enable staff to be more flexible.
- Enable staff to work remotely, in a flexible and mobile way.
- Ensure that the system implemented is compatible and able to integrate with the Council's technical and service architecture; ensuring that it can link to other software ie. finance system.
- Improve the customers service, extend access to our services and make the customer journey easier.
- Maximise our ability to manage contracts and ensure that we are meeting our legislative responsibilities.
- Improve our commercial services
- Help gather better information to aid future development of the services and drive greater efficiencies moving forward.
- Help us to provide the services customers need and want.

Critical success factors

The critical success factors are important considerations with regard to how the new Environmental Services system will improve the service. They will be used in the procurement process and include:

- Mobile working
- Improved customer service
- Improved customer communication
- Real time information / reporting
- No excel spreadsheets / work arounds
- Staff time reduced
- Improved access to information
- Increased sign up to DD and on-line payments
- Improved response times for services
- Ability for customers to self-serve
- Extended access to our services
- More efficient and effective use of staff time / resources
- Improved contract management
- Accurate and up to date management information
- Improved sharing of information between teams
- Gives 24 hour access for customers

5. The Financial Case

Potential Cost to Councils (Preferred Option)

The information provided below estimates the cost that could be incurred by this scheme which will be split between both authorities. The formal procurement process will enable accurate costings to be identified.

Some companies offer the ability to implement the system over several years which will enable the cost to be spread.

Year 1 Capital		Existing funding available Capital	
Purchase of system	£300,000	Capital bid - RBC	£38,200
Hardware - for 65 devices	£6,500	Capital bid - BDC	£38,200
4G mobile connection	£9,750		
	£316,250		£76,400
Revenue		Existing Revenue	
IT Licence	£4,875	Budget RBC	£27,307
Project Management	£28,000	Approved Revenue bid - RBC	£23,000
		Budget BDC	£14,651
		Approved Revenue bid - BDC	£23,000
Total	£32,875	Total	£87,958
Grand Total	£349,125	Grand total	£164,358

Year 2+ Revenue		Existing funding available Existing Revenue	
Support	£33,000	Budget RBC	£27,307
4G connection & IT licence	£14,625	Approved Revenue bid - RBC	£23,000
		Budget BDC	£14,651
		Approved Revenue bid - BDC	£23,000
Total	£47,625	Total	£87,958

Year 1

Capital

The current capital funding of £78k would partially offset the cost of the new system of £316k. The remaining £238k would have to be met from borrowing with an additional annual revenue cost of approx £24k over 10 years.

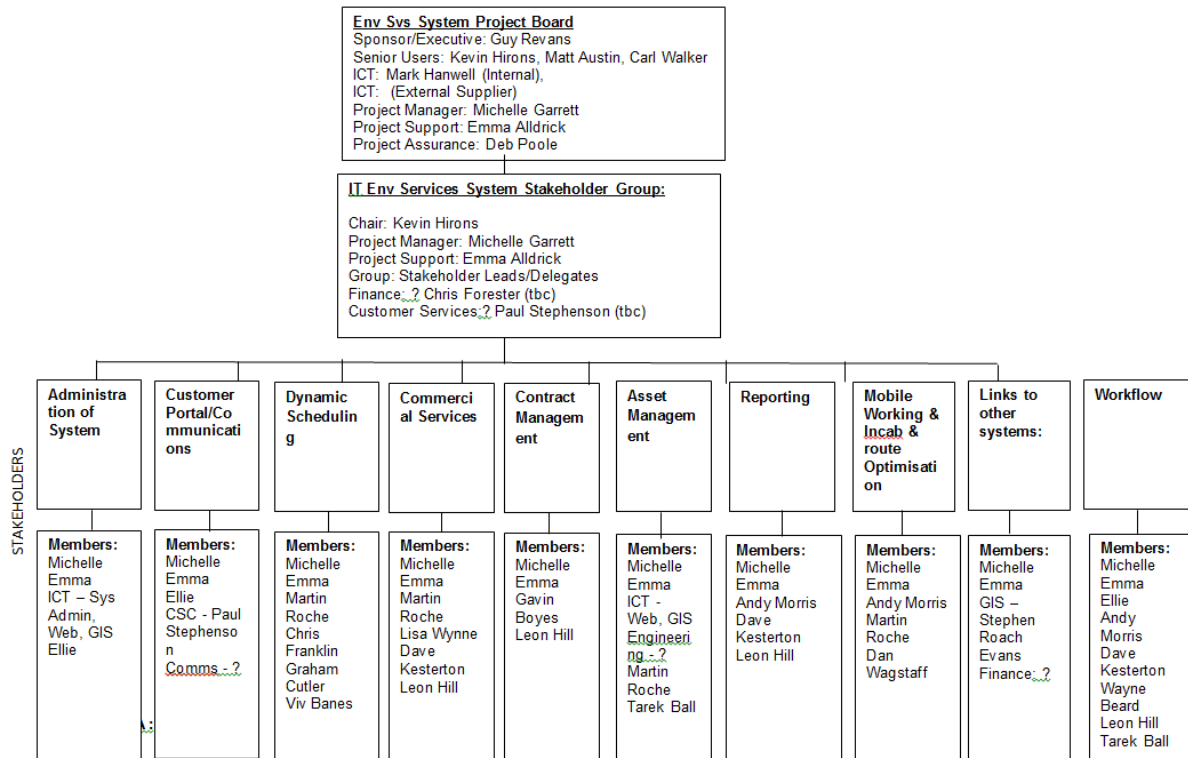
RBC – 50% of £238k	£119k
BDC – 50% of £238k	£119k

Revenue

We anticipated a saving of £100,000 over the next 3-5 years. However, none are being offered up at this stage as negotiations are still taking place with the current software suppliers therefore it is not known what additional costs may be incurred during the implementation period.

6. The Management Case

A project board has been established to ensure that the project is procured and implemented effectively and to manage any risks.



Project Board Functions

Function	Function
Project Board	<ul style="list-style-type: none"> • Gives direction to the project, particularly giving direction to the Project Manager. The Project Board must be in agreement over the direction given. • Delegates appropriate authority to the Project Manager. • Integrates the Project Management Team with internal / external functional units responsible for delivering the project. • Resources / funds the project appropriately. • Ensures decisions are made effectively at all levels within the project. • Visibly supports the Project Manager throughout the project. • Facilitates communication within the project and with other stakeholders, both internal and external. • Approves major plans and resourcing. • Approves completion of a stage. • Authorises moving on to next stage. • The Project Board must be available to make timely

	decisions.
Executive	<p>Business-oriented person who's ultimately responsible for the project</p> <ul style="list-style-type: none"> • Taking ultimate responsibility for the project's success or failure. • Taking final decisions within the project (subject to decision making process). • Balancing the needs of the business, user and supplier. • Overseeing the Business Case.
Senior User	<p>One or more people who represent the final users' requirements in the board</p> <ul style="list-style-type: none"> • Represents the needs of Users. • Liaison with Users. • Commits user resource. • Specifies outputs of the project. • Ensures products are delivered. • Verifies product quality, functionality and ease of use. • Demonstrates to corporate / programme management that project benefits are realized (this may require commitment beyond the project end).
Senior Supplier	<p>One or more people who represent the interests of the suppliers</p> <ul style="list-style-type: none"> • Verifies quality of products delivered by the supplier(s) • Provides supplier resources • Verifies feasibility of product designs and development processes
Project Manager	<p>Responsible for the day to day management of the project on behalf of the Project Board:</p> <ul style="list-style-type: none"> • Maintains the project plan • Maintains key control documents such as issues log • Issues work packages to suppliers and stakeholders • Responsible for the Project Support.
Stakeholders	<ul style="list-style-type: none"> • Contribute to the functional specification. • Can act as Systems testers.
Project Support/ Administration	<ul style="list-style-type: none"> • Support the Project Manager maintaining actions/issues/risk logs • Support the planning and scheduling of project timelines • Support stakeholder meetings and actions • Configuration management • Provides Administrative services
Project Assurance	<ul style="list-style-type: none"> • Independent of the Project Manager and the team and are also responsible for supporting the project manager by giving advice and guidance

The system will be procured via a framework, this will ensure that the maximum possible number of suppliers can submit a bid to provide the solution. This will

ensure that a fair and competitive process is carried out.

The proposed timetable for the process is:

Meeting	Date
CMT	13 th May 2020
Portfolio Holder Briefing RBC	
Portfolio Holder Briefing BDC	
RBC Committee	July?
BDC Committee	July?

Once the procurement process has taken place, the implementation timetable is based over 2 years with the majority of the work being done by October 2020 when the existing system contract expires.

Once we have obtained approval and procured the new system we will then involve and brief staff on who, what, when, where and how of the project.

We will review our processes and procedures to remove waste and ensure that the new system is set up as efficiently as possible.

We will put together a communications plan to inform staff, customers and Councillors about the project and any service changes.

Communication is key to this project, all documentation relating to the document will be kept on the shared drive and regular updates will be provided to all staff.

7. Next Steps

If the business case is approved a procurement exercise will be undertaken using a framework and guidelines; this will enable us to then start the implementation of the project.

8. Appendices

Appendix A: Strengths, Weaknesses, Opportunities and Threats Analysis of Options

Option 1 - Continue developing the existing bespoke system

This option reviews the current Environmental Services system in place as identified in the Executive Summary

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">1) No additional implementation costs2) Users know the systems	<ul style="list-style-type: none">1) Current system is not fully developed2) Non-compliant with GDPR3) Management Information difficult to obtain4) Costly to run multiple systems5) Limited integration between systems6) Lack of measures7) Limited supplier support
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">1) None	<ul style="list-style-type: none">1) Council fines - e.g. GDPR2) Budget spend would continue to be high.

Appendix A continued

Option 2 - Off the shelf package solution

This option reviews a complete IT solution which may provide all the necessary business functions for the Housing Service.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> 1) Mobile working capability 2) Known software 3) In use by multiple reference sites 4) Less training may be required (new starters familiar with solution) 5) Online guides/ forums to support users 6) User groups 7) Users involved in configuration 8) Design/ development and testing handled by the supplier/s 9) Reports/ Dashboards already built in 10) May meet most of the housing business needs 11) Support helpdesk available 12) Regular upgrades, bug fixes and security patches (often free) 13) Intuitive 14) May be easier to migrate to newer options in the future 15) Can be cheaper (usually modular purchase) 16) Reduced integration required 17) Available immediately 18) Data and reports can be produced simply in a variety of ways eg graph/pie chart and exported simply to excel 19) Reports easy to write 	<ul style="list-style-type: none"> 1) Change in working practices driven by solution 2) Unnecessary functionality and development 3) May require to pay for additional integration 4) Upgrades not tailored to specific business needs 5) Need to keep solution up to date (upgrades, bug fixes and security patches) 6) Would need to evolve with industry standards to reduce bridging the gap 7) Supplier may be financially unsound 8) Ongoing licensing costs 9) Infrastructure costs (servers, databases, networks, testing and operations) 10) Support costs 11) Training and customisation required 12) Quality Assurance 13) Developed at supplier pace or not at all 14) No access to original developers 15) Mobile working limitations/ flexibility 16) Resource intense to define the system to meet working practices 17) Costs may not be realistic
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> 1) Good practice benefits built in 2) User groups 3) Workflow use to streamline practices 4) Better Data 5) Mobile working 6) Customer portal 7) Working with suppliers with experience of Local Government and Env Services 8) Integration across Councils systems 9) Single view of the customer 10) Measures dashboard 	<ul style="list-style-type: none"> 1) Company taken over by another organisation. 2) Buying off a supplier that does not perform. 3) Lack of integration with existing Council systems. 4) Reliance on one system to manage all Env Svs business needs 5) Business development slowed down within Council 6) Change of working practices forced.

Appendix A continued

Option 3 - Use an existing system within the Authority

This option reviews the current Environmental Services system in place as identified in the Executive Summary

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none">1. Authority already has relationship with supplier2. Internal links with other departments available	<ol style="list-style-type: none">1. Current system is not set-up for Env Services2. Costly to run multiple systems as existing internal system don't have all the functionality needed3.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none">2) None	<ol style="list-style-type: none">1. Budget spend would continue to be high.

Appendix B:

Potential Savings

Missed Bins

Other Councils using these types of systems have made savings on their missed bin collections anywhere from 30% to 70% reduction in missed collections. This can be due to real-time information being available regarding assisted collections etc, less reports of unjustified missed collections and re-calls.

Bin Deliveries

Any reduction in the number of bins issued will be a saving. With the in-cab system crews could report where there were multiple bins so it could be reviewed and bins removed and also when bins have fallen into the wagon/been lost which would save the customer having to contact us.

Other Councils using these types of computer systems have made savings on their bin delivery fuel costs of 20%.

Commercial Services

More accurate provision of services as an up to date list of customers will be available in the cab; so only current customers will be collected and reduction in missed collections.

In-cab can allow collection of bin weight information which could allow us to look at charging by weight.

Reduction in paper by going paperless.

Staffing

Other Councils using this system have seen a reduction of 31% of service requests following the implementation of the portal system.

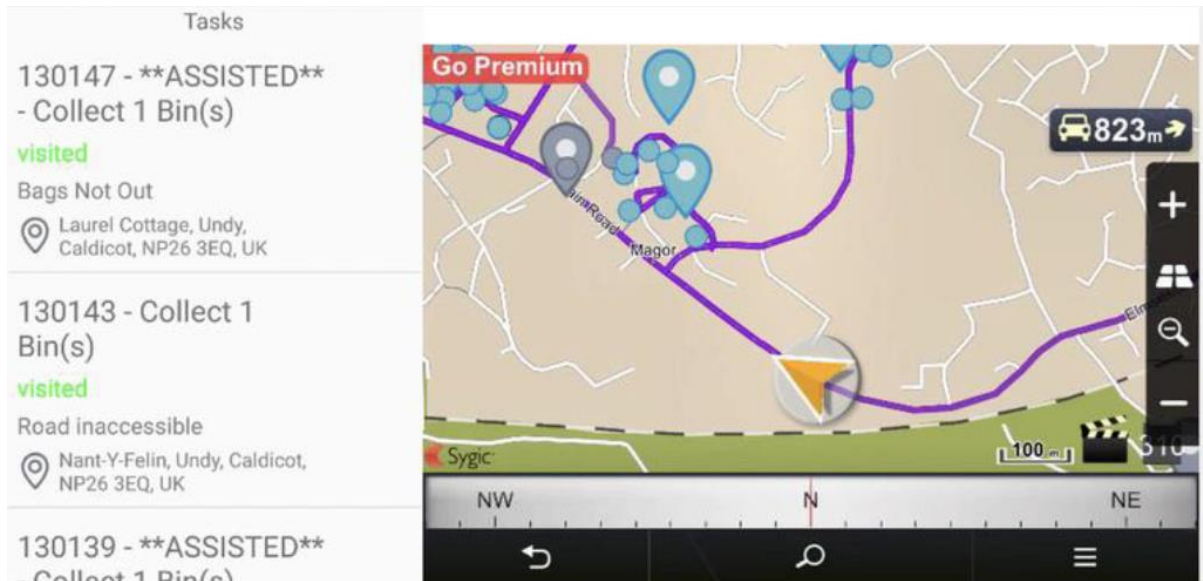
Other

Reduction in insurance claims; we will be able to challenge claims more easily which would result in a reduction of insurance premiums.

Licences/Support – Webaspx Route Optimisation System

Appendix C:

Examples of functionality of the systems

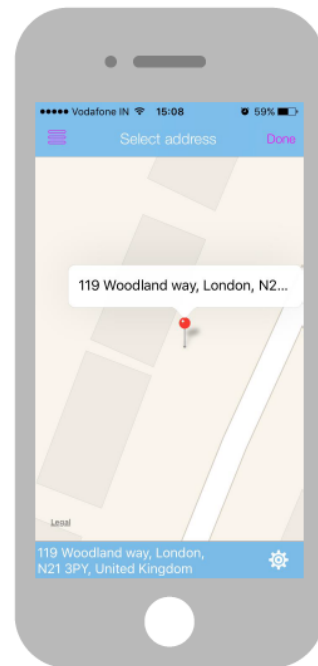
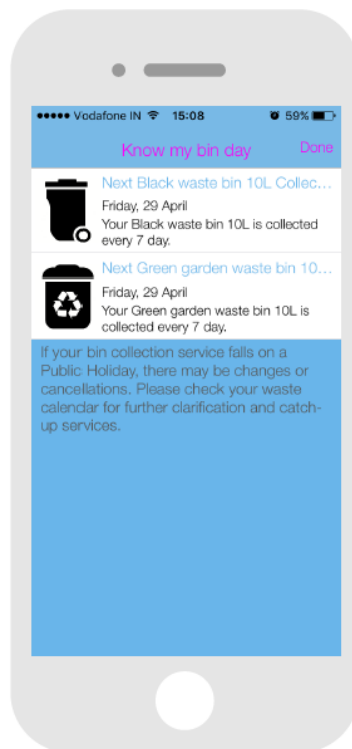
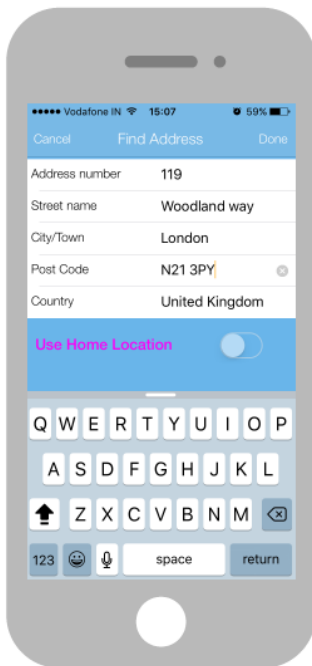
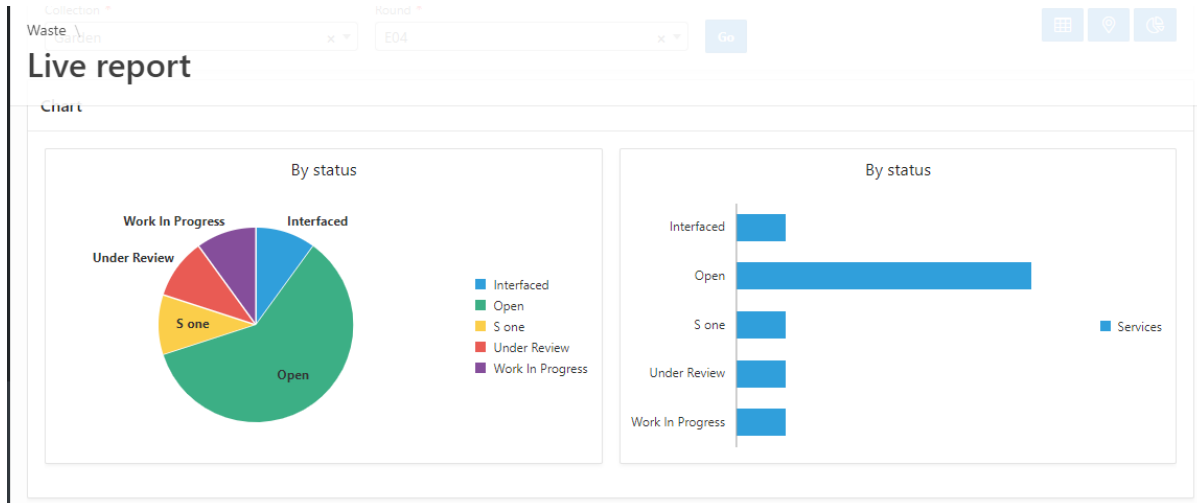


The Whole Waste Process Enabled - Optimisation



Appendix C continued:

Examples of functionality of the systems



Appendix C continued:

Examples of functionality of the systems

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