

PROJECT BRIEF

Project: Planning System Replacement

Team: Planning

Date: 5th June 2018

Contents

Version Control.....	2
Approvals.....	2
Associated Documentation	2
1.0 Corporate Governance.....	4
2.0 Project Definition	5
2.1 Background.....	5
2.2 Project Objectives	5
2.3 Desired Outcomes	5
2.4 Project scope and exclusions.....	5
2.5 Assumptions	6
2.6 Stakeholders and Interfaces	6
3.0 Outline Business Case.....	6
3.1 Option 1: Remain As Is	7
3.2 Option 2: Outsource.....	7
3.3 Option 3: Implement a new system	8
4.0 Project Product Description (project components and success criteria)	10
5.0 Project Approach	11
6.0 Project Management Team Structure.....	11
References	11
Appendix A: Finance and Efficiency Assessment.....	Error! Bookmark not defined.

Version Control

Version	Description of version	Effective Date
0.1	DRAFT	5 th June 2018
1	Issue	18 th June 2018

Approvals

Approved by	Date
CCMG	15 th June 2018
Strategic Improvement Board	15 th June 2018

Associated Documentation

Description of Documentation	
Appendix A: Finance and Efficiency Assessment	
Appendix B: Planning Service Improvement Review (External Consultant)	
Appendix C: Extract of Planning Service Review (Technology Section)	

Once your Project Brief is complete check the document against the following Quality Criteria:

- It is brief as its purpose, at this point, is to provide a firm basis on which to initiate a project.
- The Project Brief accurately reflects the project mandate and the requirements of the business and the users
- The project approach considers a range of solutions such as: bespoke or off-the-shelf; contracted out or developed in-house; designed from new or modified existing product etc.
- The project approach has been selected which maximises the chance of achieving overall success for the project
- The project objectives, project approach and strategies are consistent with the organisation's corporate objectives.
- The project objectives are Specific, Measurable, Achievable, Realistic and Time-bound (SMART).

1.0 Corporate Governance

The project outcomes contribute towards the corporate plan objectives identified below:

Corporate Theme	Description	X
OUTCOMES Work that underpins all of our activities	O1 Maintain financial health	X
	O2 Achieve proper Corporate governance	
	O3 Enhance environmental standards	
	O4 Maintain a skilled workforce	
	O5 Maintain customer focus	X
	O6 Be aware of and plan for financial, legal and environmental risks	X
PEOPLE Keeping residents happy, healthy and safe	PE1 Enable people to live independently	
	PE2 Protect and help support the most vulnerable, including those affected by financial challenges	
	PE3 Use existing tools and powers to take appropriate enforcement action	
	PE4 Increase levels of participation in sport, health, environmental and physical activities	
	PE5 Reduce the amount of waste sent to landfill	
	PE6 Develop the workforce of South Derbyshire to support growth	
PLACE Creating vibrant communities to meet residents' needs	PL1 Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	X
	PL2 Enhance understanding of the planning process	X
	PL3 Help maintain low crime and anti-social behaviour levels in the District	
	PL4 Connect with our communities, helping them to feel safe and secure	
	PL5 Support provision of cultural facilities and activities throughout the District	
	PL6 Deliver services that keep the District clean and healthy	
PROGRESS Encouraging inward investment and tourism opportunities	PR1 Work to attract further inward investment	
	PR2 Unlock development potential and ensure the continuing growth of vibrant town centres	
	PR3 Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists	
	PR4 Help to influence and develop the infrastructure for economic growth	
	PR5 Provide business support and promote innovation and access to finance, including in rural areas	

2.0 Project Definition

2.1 Background

A Planning Services review (Appendix B) was carried out by independent consultants, in collaboration with the planning team, in late 2017 which benchmarked the current service provision and documented out a target operating model (TOM) to be implemented over the coming years. In order to modernise both customer facing aspects and back office processes in the Planning Service the operating model comprises two principle themes, the correct staffing structure to processes customer requirements effectively and the correct technology to process these requirements efficiently.

Investment in technology underpins a significant part of the improvements identified.

A committee report 'Planning Services Review' detailing the staffing changes needed to modernise was approved by Environmental & Development Services committee on 31st May 2018 and Finance & Management Committee on 14th June 2018. This project brief sets out the requirements to change the digital infrastructure in the Planning Service in direct response to the review, but also in the wider corporate environment.

2.2 Project Objectives

The implementation of a modern hosted planning system to enable digital transformation, release efficiencies and enhance the customer experience.

2.3 Desired Outcomes

- Financial savings
- Efficiencies savings for more effect use of resource
- Improved service performance
- New document management solution
- New web check for applications
- Reducing IT risk
- Improved customer satisfaction
- Improved data quality and increased provision of open data
- Mitigating financial and reputational risk through better performance monitoring

2.4 Project scope and exclusions

The scope of the project is limited to the procurement and implementation of a new planning software system which will replace the existing Northgate ILap system. This will also enable the replacement and improvement of a number of bespoke web-based applications that deliver the public access elements of the planning service such as the planning applications register. The enhancement of the public access elements will further enable channel shift.

To enable the success of the overriding project there are a number of sub-projects that are needed:

- Review of document management of planning (retention, archiving and indexing) detailing an action plan to prepare for migration to new system.
- Audit of Planning spatial data and improvements needed to promote a 'spatial first' approach to all enquiries (Land Charges included)

- A review of the IT hardware to ensure it is fit for purpose, addressing the future mobile working requirements and the introduction of dual monitors across the service.

2.5 Assumptions

Resource allocation or availability of appropriate skills.

Project teams always work under some limitations and restrictions, a balance will need to be struck between members of a virtual team who are contributing to the discussion and evaluation and their substantive responsibilities.

Current provision to customers will remain unchanged until completion.

Currently supplier and operating model remains intact until new model is implemented.

No option shall be precluded on submission by any member of the project team, however only those identified as a viable business solution will be considered for implementation.

2.6 Stakeholders and Interfaces

- Planning Department
- Building Control (Lichfield DC under new partnership agreement)
- Business Systems & Information Unit
- Corporate ICT
- North Lincolnshire Council
- Northgate (Current Supplier)
- Chesterfield Procurement Partnership
- Land Charges
- New supplier

3.0 Outline Business Case

Why the project is needed:

In addition to the details provided in section 1.0 it is also prudent to note that other catalyst for change in relation to a new planning system exist. A major corporate risk is related to the internal hosting of the current system, principally concerned with the viability and capability of the existing infrastructure (namely the server PM-SDDC-PLAN) to continue delivering the software. There has been small service outages already incurred as a result of the aging and complicated nature of the infrastructure.

It must also be noted that the contractual arrangement for licenses and support relating to the current system is not under a contract term. That is to say, a 12 month rolling arrangement exists which is subject to challenge under procurement regulations.

3.1 Option 1: Remain As Is.

The Council's current Planning and Land Charges system is the Northgate iLAP suite of software which also includes Building Control and the Local Land and Property Gazetteer. This system has been in place for approximately 20 years and requires the on-site installation of an Oracle database.

This Oracle based database technology, whilst once a standard method of running high-volume databases, is now becoming an ever increasing cost burden to the Council. It is no longer cost effective for the Council to retain the skills and knowledge for the maintenance and day to day running of this system. This type of installation also requires dedicated hardware which is contrary to the Council's recently approved Information Technology and Digital Strategy.

As previously described the current infrastructure is in need of replacement irrespective of a software change. In order to progress this change an undertaking of work akin to 90% of the work required to change the hardware and software would need to take place. This work has been reviewed with a full scope from the supplier and will cost almost half of the anticipated cost of implementing a new modern solution and give no benefit to service users or processors.

Options to move these databases to an off-site 'hosted' version have also been investigated as a short term solution to mitigate the risk of any potential hardware failure that may occur before the replacement system is fully operational. However, the costs quoted by Northgate are excessive and cannot be justified for such a short term resolution at just under 70% of the cost of a full implementation.

A hosted version may have removed some of the operational risk of hardware failure, but does not update the software functionality or improve the system in any way that will improve business processes. Additionally, the hosting costs increase the annual costs of the software to £20,000 over and above the allocated budget for software in these service areas.

Alongside the main planning system there is also a range of bespoke web-based applications that deliver the public access elements of the planning service such as the planning applications register. These are currently being maintained with the support of North Lincolnshire Council, which brings an additional cost to the service of approx. 5k per annum as well as server hosting costs. There are issues with these web based systems on a weekly basis. The server that they are hosted on is also now due for upgrade and this will also bring additional costs. The skills required to support all of this are specialised and this is not a sustainable approach to support what is a statutory requirement.

An extract of Appendix B: Planning Service Improvement Review (External Consultant) documenting specific concerns with ICT can be found at Appendix C: (Extract of Planning Service Review) Technology Section

3.2 Option 2: Outsource

Outsourcing of the planning service is not an option that the Council is considering at this time.

3.3 Option 3: Implement a new system

Work has taken place to explore resource commitments needed to implement a new system resulting in up to date market knowledge based on the Council’s requirements. This has given the service a good indication of implementation cost, revenue budget commitments and opportunities the market can provide with modern digital solutions.

Based on this market testing, networking with other Local Authorities and the recommendations from the Planning Services Review, some business process re-engineering work has been completed in order to validate the anticipated return on investment of a new Planning System.

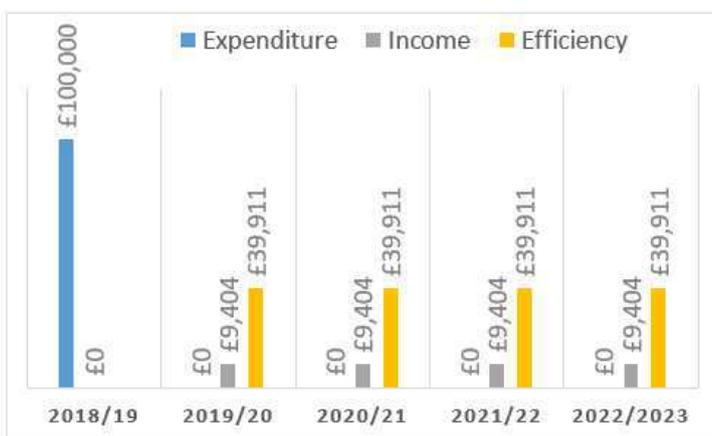
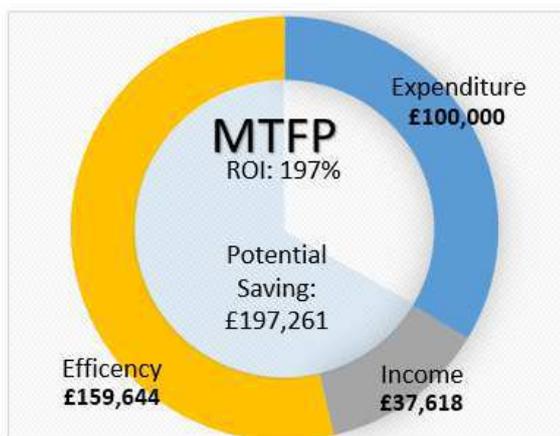
It is expected that £100,000 will be needed to complete the implementation. This cost will need to be added to the service budget through approval at Finance and Management Committee however is being sought on the basis that the Service will contribute all it can through underspend, earmarked reserves and any additional income before using any additional funding.

A new solution will provide many opportunities to improve efficiency in the service, the main items have been logged and valued to give an indication of the types of tasks and commitments that will see a reduction post implementation. (These can be found in Appendix A, included in this report).

The table below displays these returns in two categories, firstly the cashable savings due to decrease licensing costs and auxiliaries such as printing and postage (approx. £10k / annum). The second category relates to the value of resource released due to a streamlined process. At present these are not cash savings but it should be noted that half of the approx. £40k / annum relates to one job role (Technical Officer) which could be refocused on other valued work or used to safeguard against increasing staffing commitments in light of demand increase and service growth.

	2018/19	2019/20	2020/21	2021/22	2022/2023	TOTAL
	Year 1 Return	Year 2 Return	Year 3 Return	Year 4 Return	Year 5 Return	MFTP
Expenditure						
Implementation	£100,000					
Licence	£0	£0	£0	£0	£0	
	£100,000	£0	£0	£0	£0	£100,000
Return						
Revenue Budget	£0	£9,404	£9,404	£9,404	£9,404	£37,618
Efficiency		£39,911	£39,911	£39,911	£39,911	£159,644
Combined		£49,315	£49,315	£49,315	£49,315	£197,261

ROI 197%



As can be seen in the table above, the implementation would not result in a revenue budget increase. Market testing has shown the current licensing costs would not be exceeded, in some cases they would decrease. Though this cannot be guaranteed at this stage as a procurement exercise has not taken place to select a supplier based on cost and quality.

Any new solution would be hosted by the supplier, reducing the commitment and therefore the risk of on-premises hosted system. The new provider would be responsible for providing a working solution with uninterrupted availability, security compliance and upgrades. Given the current situation with the vulnerability of the physical server currently hosted on-premises outlined in section 3.1 this would be highly desirable.

An added advantage of a supplier hosted solution when compared to the current environment is the ability to host documents linked to planning work without demanding a large storage commitment on the corporate storage, which is at present under strain. This also gives further opportunities to exploit mobile and/or flexible working solutions not currently available.

As documented in Appendix A: Finance and Efficiency Assessment, some of the efficiencies released through a new planning system are related to performance management and reporting. A new solution will provide faster access to a wider pool of data, in a useful format in order to make better informed decisions.

A new system will contribute towards corporate channel shift targets to migrate transaction away from face to face or phone, where appropriate, due to the ability to self-serve information such as application status, which will be a requirement in the specification.

It is worth noting that the current fee paid to Northgate is for support and maintenance only. If the replacement is not implemented before 1 August 2019 the service will face a decision to decline the support and maintenance agreement (equivalent to £2,728 / month) or incur the cost alongside running costs of a new system. It is possible to continue using the current system without a support and maintenance agreement.

An indicative timeline is show below:

	2018/19			2019/20	
	Q2	Q3	Q4	Q1	Q2
Indicative timeframe					
Procurement	█				
Data & Document and validation		█			
Migration		█	█	█	
Interfaces			█	█	
Testing				█	
GO LIVE					█

4.0 Project Product Description (project components and success criteria)

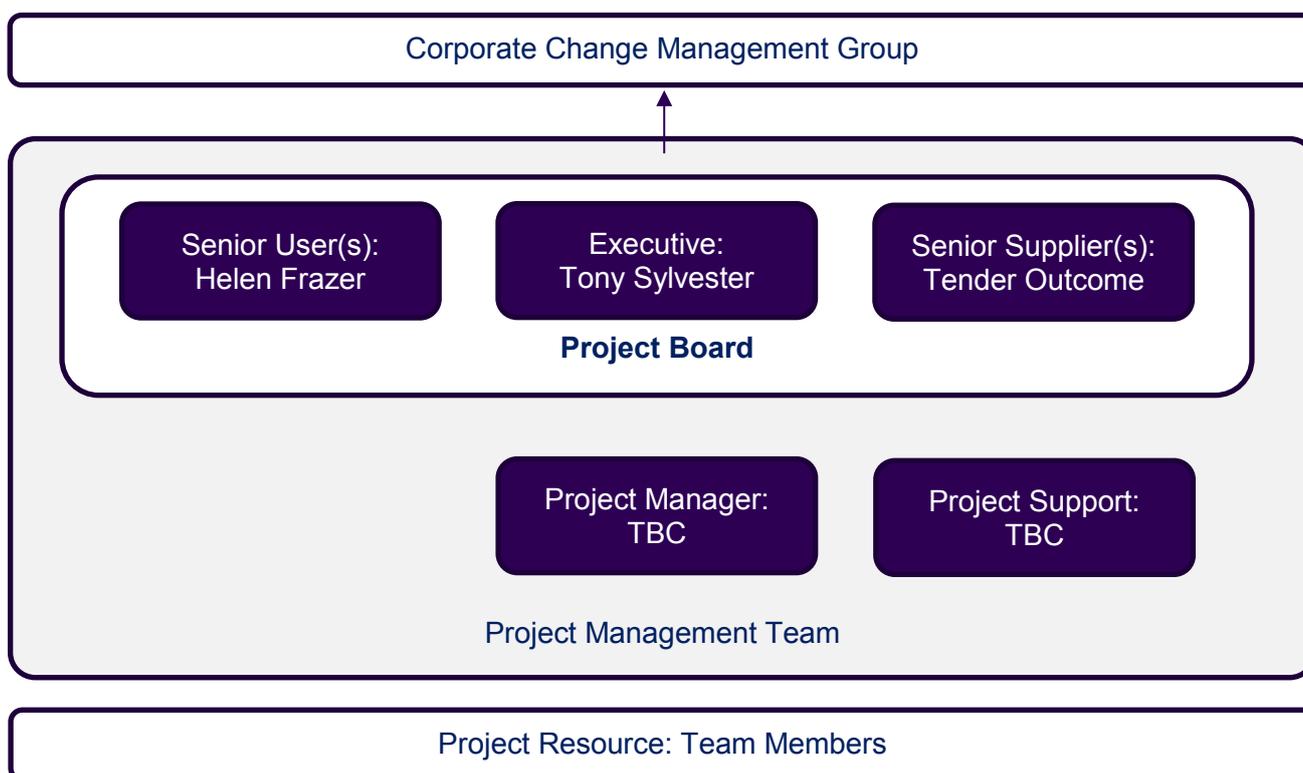
Project Name Planning System Replacement	
Project Purpose	The implementation of a modern hosted planning system to enable digital transformation, release efficiencies and enhance the customer experience
Composition: What are the major components, resources or activities needed to complete the project	Tender and Procurement of new supplier Review and indexation of existing documents ready for migration Extract, cleanse and prepare system data for migration Business process review Migration process Interfaces (web checks) Quality control and end user testing
Skills Required	Internal super users Project management Technical evaluation Document management Web interfaces Oracle database management
Customer Expectations	<ol style="list-style-type: none"> 1. The system will be automate and/or streamline a number of work allocation tasks 2. The system will produce a performance management dashboard for the monitoring of caseload and performance. 3. Searching for relevant documents to confirm full planning history will be streamlined into one place to search. 4. The system will link all associated documents to the application record. 5. The system will allow all comments to be logged by interested parties on a web portal which will automatically be saved into the back office 6. The system will have the capability to send out communications in bulk without onerous processing for each communication inserted. 7. The system will have an integrated document management system with workflow which will keep an electronic file 8. The system will offer a modern, easy to navigate interface to enhance customer satisfaction.
Acceptance Criteria	<ol style="list-style-type: none"> 1. Time taken to allocate cases will be reduced by 50% 2. Manual reporting and spreadsheets compilation will cease and system will produce automatically. 3. Time taken will be reduced from 15 minutes per search to 5minutes. 4. Approximately 5 minutes to locate files relating to a case will be saved as there will be a direct link. 5. The task of manually logging approx. 6500 comments per annum will cease.

	<ol style="list-style-type: none"> 6. The processing/sending of communications will happen in the background without user intervention and waiting for the processing. 7. The needs for printing of file documents and correspondence will reduce by 80% 8. A customer satisfaction survey will be undertaken after implementation and evaluated against the most recent satisfaction survey conducted by the Service.
--	---

5.0 Project Approach

The project will use the corporate approach to change management as outlined by the Business Change team and report Corporate Change Management Group (CCMG) periodically to provide highlight reports against the project plan.

6.0 Project Management Team Structure



References

- Appendix A: Finance and Efficiency Assessment [WITHHELD]
- Appendix B: Planning Service Improvement Review (External Consultant) [REFERENCED]
- Appendix C: Extract of Planning Service Review (Technology Section) [REFERENCED]