



PROJECT BUSINESS CASE

Project Number: 01

**Project Title: Building Control Partnership Service
Centralisation and Single Database**

Release (Draft/Final)	
Version Number	04
Date	26.07.2012
Project Manager	Neil Ferris
Project Sponsor	Paul Nichols
Portfolio	Environment /Economic
Directorate	Environment / Economic/
Division	Planning and Sustainability

The appropriate approval must be obtained before for the Business Case is registered on SharePoint. Please refer to the Gateway Approval process for Gold, Silver & Bronze projects

Project Type	Bronze
Approved by	Paul Nichols

1. OUTLINE PROJECT PROPOSAL

Background

For the background to why we are doing this project, please see the Outline Project Proposal.

Update to Outline Project Proposal

Eastleigh Borough Council (EBC) have agreed in principle to these streamlining proposals subject to following EBC corporate change management process.

Staff consultation is being undertaken between 11th July – 10th August

MBoD briefing will be sought on 24th July

Cabinet approval will be sought for TUPE transfers / extension of Partnership on 18th September

Project Start Date: April 2012

Project End Date: December 2012 – March 2013

2. OPTIONS APPRAISAL

Options Investigated

Option Description	Benefits	Costs	Risks
'Do nothing'	Status Quo maintained	None	Efficiency savings not achieved. Risk of under recovery in competition fund
Streamlined Service and centralise back office for the Partnership at Southampton (adopting single IDOX Uniform as common database for the Partnership)	1. Reduced cost of partnership particularly operating and overhead costs 2. Improved streamlined service 3. Better Staff Cover leading to improved customer service 4. Simplified procedures for customers and members of the public 5. Streamlined management arrangements	1. IT project cost £80K (Shared cost with EBC paid for from trading account reserve) 2. Staff costs Transferred costs of EBC staff (TUPE Transfer) EBC Administration staff (2FTE) £29.5K EBC Surveyors (1.6 FTE) £63.7K Other overhead costs	Lack of co-ordinated IT development work-mitigated by project management plan Customer confusion / reputational risk - mitigated by communication plan

		arising from staff transfers and additional IT support £19.3K	

Recommended Option

Streamlined Service and Centralised back office

a. Current operating arrangements

Eastleigh and Southampton Councils currently deliver the building control service through a Partnership arrangement. Both Councils provide administration and technical services supported by separate IT systems, administration and technical teams. Each Council also employs staff some of whom undertake work for both Councils and there are separate overhead charges, budgeting, banking arrangements, application forms etc.

The purpose of streamlining the service at this time is to improve service delivery across the geographic areas of both Councils, to reduce costs and improve efficiency.

b. Proposed service delivery model

The following key changes are proposed:

- Utilise a single IDOX IT data base hosted by Southampton
- Centralise the administration teams at Southampton Civic Offices
- Retain a smaller professional technical team at Eastleigh
- Streamline budgeting and finance systems where feasible to avoid duplicate processes

c. Service Features

The attached diagram titled 'Centralised Service Agreement' indicates the proposed functions and services that would be provided by each Council.

The 'Customer Communication Plan' indicates how our residents and customers will be able to access the building control service.

d. Detailed changes and benefits

IT Systems

A data migration process will be carried out to move the current building control records from the Eastleigh IDOX Plantech system to the Southampton IDOX Uniform

system. The main benefits that will arise from this change are reduced IT costs and more streamlined processes for customers utilising our service.

Customers will be able to submit their applications through one route making payment to one Council avoiding the current split arrangements that cause customer confusion. There would also be one route for online submissions and not two options as at present. On line fee payment for our customers would be implemented as part of this project. Application plans submitted electronically will be viewable over the Web facilitating flexible working arrangements.

The centralised IDOX Uniform database will also be accessible for technical staff working from the Eastleigh office via normal remote access features.

Staff working from the Eastleigh office will be able to input site records as at present generate their own letters or make requests via email, phone or courier for the centralised administration team to action accordingly. The intention is to ensure all current IT features such as sewer maps, land contamination etc will be available as at present. Internal consultations will remain unchanged and will be carried out by email or by face to face meeting by arrangement (as at present).

Land Charges Information

It is proposed that remote access will be available to the Eastleigh MIS system for staff based at the Southampton office to continue to give the normal (CON 29 / personal search data) responses to the Eastleigh Land Charges Team. Response times will be unchanged and are normally made by the following day unless agreed otherwise ie complex enquiries.

Staffing arrangements

Moving the administration teams to a centralised location will enable a staff re-structure. All staff will have a continuing role in the centralised team and an internal appointment will be made to the current vacant Southampton Senior Administration officer post. This will generate a financial saving as the post is currently being filled on a temporary basis. Staff cover arrangements would be improved by this change assisting service delivery. Both administration teams are often staffed by one member of staff when colleagues are taking leave.

Customer communication

Customers will continue to be able to access building control services at Eastleigh and Southampton. Critical information such as application forms, fee schedules and technical guides can be accessed at our web site. We would encourage communication to be made via Southampton as the majority of our resources will be available at this point of contact however customers will continue to be able to access the service at Eastleigh either by phone, in person or electronically as they do at present.

The Customer Contact teams at Eastleigh and Southampton will be expected to field simple enquiries such as requests for forms / self help publications as at present. A technical team, albeit with reduced capacity will be available at Eastleigh and Southampton 8.30am - 10.15am and 3pm -5pm as at present. This arrangement will have to be managed and telephone callers may need to be referred to Southampton

where the need arises. A business process mapping exercise will be undertaken to ensure consistent handling of all customer enquiries.

Email enquiries and notifications sent to building.control@eastleigh.gov.uk will be automatically forwarded to building.control@southampton.gov.uk in order to be actioned. The building control web site at Eastleigh will need to be amended to reflect preferred communication channels and a review undertaken to determine an appropriate interface with the Southampton web site.

Site inspection requests

The majority of our telephone callers request a site inspection. Customers will be directed to make their requests to the centralised back office administration team. This will ensure consistent and fair day to day work allocation for all technical surveyors.

Finance and Banking

Customers wishing to make payment for services at Eastleigh will be unaffected. A reconciliation process will be needed also any paper applications will need to be couriered to Southampton. The volume of applications likely to be affected will be low. However customers will normally be directed to pay for services electronically or by post making payments to Southampton City Council. Management reporting systems will be set up to enable total income and expenditure to be calculated for each authority as required on a quarterly basis.

Dangerous structures and major incidents

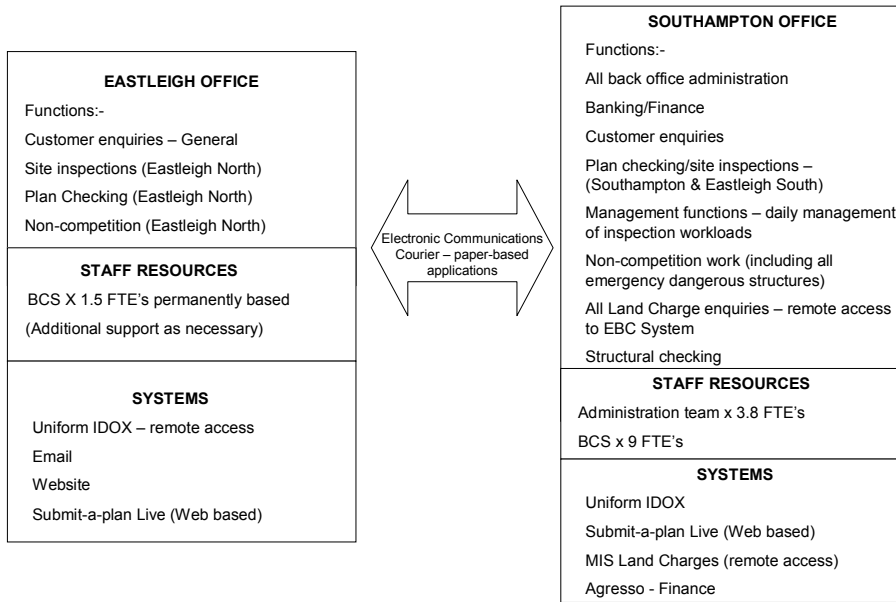
The current resourcing arrangements for dealing with these situations under The Building Act 1984 during normal hours and out of hours will be unchanged. Communication arrangements will need to be clarified for the Customer Contact team as these will need to be passed to the appropriate individual rather than to the team in general as at present. The current Eastleigh legal notices will be set up on the centralised IT system

Summary

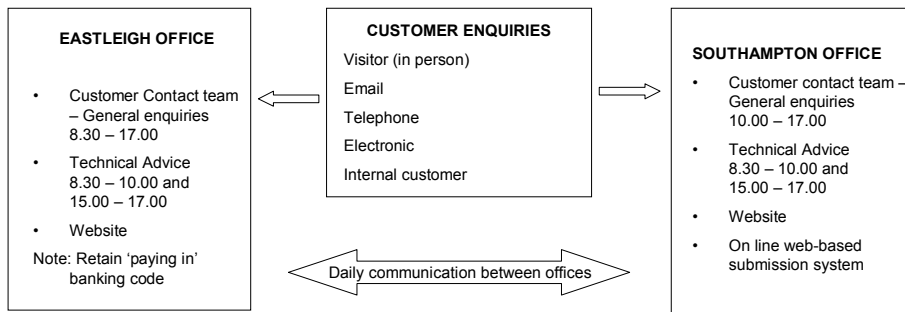
The proposed centralised back office and streamlining proposals will help to improve services and reduce the overall cost of delivering building control services. This will benefit both Councils and add value to services.

The changes will be managed through a joint project board utilising formal project management systems.

**BUILDING CONTROL PARTNERSHIP
CENTRALISED SERVICE AGREEMENT**



**BUILDING CONTROL PARTNERSHIP
CUSTOMER COMMUNICATION PLAN**



Note:-
 'Customer' includes Members of the Public
 Applicants
 Internal customers SCC/EBC
 Solicitors
 'Partner' companies/agencies
 Other Stakeholders

3. PROJECT OBJECTIVES AND MEASURES

Quantity / Key Tasks

- Transfer data of current and historic information/ Map Info from EBC IDOX Plantech and create Single IDOX Uniform IT Database linked to 'Submit a plan' for utilisation across the partnership area
- Centralise back office services by transferring staff and streamlining services including customer contact. A separate Staffing report has been prepared to deal with staff issues
- Set up online fee payment system
- Set up single electronic diary system for logging site inspections
- Update database with relevant charge schedules
- Set up revised business performance reports
- Set up sewer records for EBC geographic area
- New systems to be capable of supporting remote working at EBC office

Service / Business Benefits

- Reduced costs of delivering service
- *More streamlined service eliminating waste*
- *Robust Business Model facilitating future 'break even' position*
- *Improved value for money*
- *Lean processes avoiding duplication and waste*

Estimated Cashable benefits to the Partnership

- Staff savings £22Kp/a (saving would arise to the Partnership from an internal appointment to the current vacant SCC senior administration officer role)
- IT savings: decommissioning Plantech data base £9K p/a
- EBC Overhead reduction estimated at £53K (to be managed down over 3 years)
- Estimated Project costs £80K (includes Capita, IDOX and Resolution)
- Additional support costs at SCC £8.9K p/a
- Estimated Annual savings to the Partnership £31K (future overhead savings will further reduce payback period and enhance trading position)
- Project payback Implementation cost £80K / savings £31K gives a payback < 3years

Quality Issues

- Operational centralised IT system
- Streamlined application process, budgeting, customer contact, management reporting arrangements
- *Simplified financial management arrangements*
- *Revised Land Charge search arrangements for Eastleigh*

The measures will be used to assess project Quality at project closure.

4. PROJECT KEY DRIVER

Criteria	Weighted score
	If all 3 criteria are of equal importance, allocate 33 points each for Time, Cost & Quality
TIME (see section 1.2 above)	40
COST (see Appendix 5.1 below)	20
QUALITY (see section 3.4 above)	40

Risk Quantification and Sensitivity Analysis

Please complete the table below with the known risks to this project or attach a Risk, Assumptions, Issues, Dependencies (RAID) log:

Risk	Risk Owner	Probability	Impact on project (H/M/L)	Timing	Mitigation
IT co-ordination and loss of data	IT reps at SCC / EBC	low	High	2012	Combined project management. Formal checking and signoff process
HR issues	N Ferris /EBC project board	low	Medium	2012	Early staff consultation
Reputation loss at SCC and EBC /customer confusion	N. Ferris	low	High	2012/13	Communication strategy with customers

5. APPENDICES

Project Costs

See costs below

Initial Impact Assessment

A quick Initial Impact Assessment has been completed and is the subject of a separate attachment

<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>

APPENDIX 5.2 – PROJECT COSTS

5.2.1 Capital costs

The total one-off capital costs for the project, including Capita costs, external spend and any internal business costs eg: backfill

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
Project Capital Costs					
Asset costs					N/A
External IT fees one off cost (Capita, IDOX, Resolution) (shared cost with Eastleigh 60:40 split)	£80K revised supplier quotes required				£48K (60:40 split)
Internal SCC business fees					NIL
Total capital costs					£48K

5.1.2 Revenue costs

The total revenue (ongoing) costs for any assets (eg: hardware and software), maintenance charges, support etc

£000s	Year 1	Year 2	Year 3	Subsequent years total	Total
Project Revenue Costs					
Asset costs					NIL
Additional IT support costs	£8.9K	£8.9K	£8.9K	£8.9K p/a	£8.9K
Additional IT equipment costs (transferred costs between EBC and SCC)	£10.4K	£10.4K	£10.4K	£10.4K p/a	£10.4K p/a
5 no Staff TUPE Transfer costs (transferred costs between EBC and SCC)	£93.2K	£93.2K	£93.2K	£93.2K	£93.2K

Internal SCC business fees					NIL
Total revenue costs					£112.5K

5.1.3 Project Resources

The total number of days required for the project by Council staff, Capita, other partners or contractors. This section is particularly important to complete when no budget is allocated to the project.

Days	Year 1	Year 2	Year 3	Subsequent years total	Total
Resource Days					
SCC staff – see example below:					
<i>IT Client</i>	<i>TBC</i>				
<i>Finance staff</i>	<i>TBC</i>				
<i>HR staff TBC</i>	<i>TBC</i>				
▪					
Capita IT (costs included above)	67 days				67
Total Resources Days	67				67

5.1.4 Contingency

Consider adding contingency funds. By default, 10% of the total project cost should be added.

	£	Reason
Project Cost	£70K	Implementation and annual costs
Add contingency	£10K	
TOTAL PROJECT COST	£80K	

Costs would be met by surplus funds within the Competition trading account. These funds currently exist and may legitimately be utilised for the improvement of service efficiency. The proportion applicable to Eastleigh / Southampton would be subject to agreement by the Building Control Partnership Governing Board.

Bronze projects:

The Business Case should be updated for Bronze projects at Gateway 3 and a Project Plan attached. A detailed Impact Assessment may also be required:

<http://intranet.southampton.gov.uk/highlights/campaigns/IIA.asp#0>