LONDON BOROUGH OF CROYDON

REPORT:	**CABINET**
DATE OF DECISION	**24th April 2024**
REPORT TITLE:	**NEC Housing System Implementation - Continuation Phase / Business Case**
CORPORATE DIRECTOR	**Susmita Sen, Corporate Director of Housing**
LEAD OFFICER:	**David Mynors, NEC Project Lead Email: david.mynors@croydon.gov.uk Telephone: 07968497667**
LEAD MEMBER:	**Councillor Lynne Hale, Statutory Deputy Mayor and Cabinet Member for Homes**
KEY DECISION?	**Yes**	Decision Number: 0224H REASON: Decision incurs expenditure of more than £1,000,000
CONTAINS EXEMPT INFORMATION?	**NO**	Public
WARDS AFFECTED:	**All**

1.   SUMMARY OF REPORT

1.1   This report describes the background of the NEC Housing Implementation Project (NEC Project), the rationale for funding the second planned phase of the project and requests a one off draw down from HRA reserves to fund the second phase. Although the first phase of the implementation has been successfully completed, the benefits of process automation, workflow, fully integrated systems with a single view of the customer and improved management of compliance will only be realised by proceeding with the second (continuation) phase.

1.2   The total cost for the second phase of the NEC Project is £1.515m over 12 months. The added value of the NEC Housing system will be achieved during the second phase of the NEC Housing Implementation Project. The following service areas will be included in this phase:

- Compliance registers
- Health & safety equipment servicing
- Recording customer contact and case handling
- Online repair reporting diagnostic tool
- Disrepair process automation
- Enhanced Damp and Mould reporting
- Voids automation
- Workflow and task management
- Mobile working
- Asset management
- Choice based lettings
- Automated SMS

2.   RECOMMENDATIONS

For the reasons set out in the report, the Executive Mayor in Cabinet, is requested to approve the recommendation below:

2.1   To make a one off draw down from Housing Revenue Account reserves to fund:

    2.1.1. One off cost for interim technical specialists to deliver the planned 12-month continuation phase of the NEC Housing project for the year 2024/25 at a cost of £1.459m

    2.1.2. Purchase of the NEC Risk module at a value of £56k bringing the total one off cost of £1.515m including the amount stated in 2.1.1.

2.2   To note that the portion of this project met by the General Fund is £156,000 in 2024/25 for the work done on Homelessness and Allocations.

2.3   To note that a permanent team for the ongoing improvements and internal support of the system is to be recruited.

2.4   To note that any contract related decisions will be made in accordance with the Tenders and Contracts Regulations and Public Contracts Regulations 2015.

3.   REASONS FOR RECOMMENDATIONS

3.1   The original project to procure and implement a Housing Management system to replace the OHMS system was initiated, in June 2016 however did not proceed effectively until May 2022 when the project was reinvigorated. The project incorporated change management to influence the culture of the Housing directorate, making sure that adequate records were maintained and putting in mechanisms and policies to administer a sophisticated software system, enabling a performance culture within the directorate.

3.2 The core functionality of the NEC Housing system has gone live which has already moved the London Borough of Croydon (LBC) forward from the position of managing services on the previous, data driven, OHMS system that had been in place for over 20 years. This is only the first step towards taking full advantage of the capabilities of the new system. The initial implementation carried with it the risks of migrating to a new database and the exercise of introducing new ways of working to colleagues within the Council. The second phase does not carry the same risk as a system change but still requires embedding the new working practices within the organisation. Whilst the core system has been implemented, Phase 2 is required to realise the system benefits.

3.3 Table 1 below outlines the timeline of Phase 1 of the NEC implementation project.

Table 1 – NEC Phase 1 timeline	
Requirements gathering for replacement Housing Management system commenced	June 2016
Commissioning of procurement of replacement Housing and IT Asset Management system	April 2017
Requirements document issued	October 2018
NEC Appointed as software supplier	November 2019

3.4 NEC Housing was selected as the system to replace OHMS and NEC were engaged to provide the software. Please refer to (Housing and Housing Assets ICT Management System contract award decision 28/01/2020). An interim team of technical specialists were engaged to carry out the implementation.

3.5 Progress was slow and engagement from the service departments was difficult to obtain since many managers and heads of service were focussed on day-to-day operations rather than on the strategic outcomes of the project to replace the main operational system for Housing. Teams were reliant on manual systems and a series of spreadsheets to support service delivery. The project team had to spend significant time on engaging with the potential service users to identify existing systems and processes. Progress was also hindered significantly by a lack of written procedures and process maps.

3.6 In November 2022, a readiness review was conducted and a re-set occurred to the proposed go live date. The project was re-set to make it more business led rather than IT led and additional governance and project management measures were introduced. This resulted in the launch of NEC Housing, in June2023, as a core product with the aim of delivering added benefits in a second phase. Table 2 below outlines the timeline of Phase 1 after the project re-set.

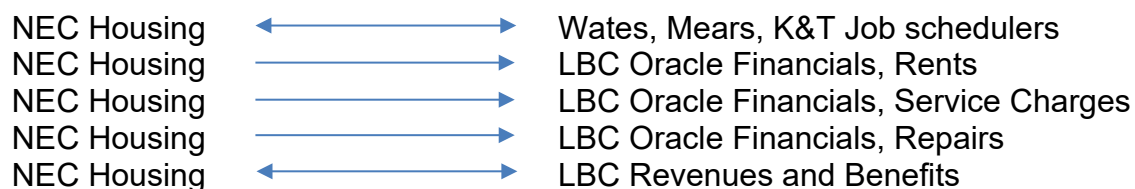| Table 2 - Project re-set	
NEC Housing readiness review held and project governance re-set	November 2022
NEC contract extension for next three years taken up	March 2023
NEC Housing core modules live	June 2023
New repair contractor mobilisation and automation	August 2023
Housing Online resident portal live	December 2023

PHASE 1 OUTCOMES DELIVERED

3.7 This project was designed to consolidate and migrate data from the original OHMS housing management system, the Temporary and Emergency Accommodation (TEA) system, Choice Based Lettings, the Apex Asset Management systems and to benefit from the additional functionality of a modern IT system. The first phase was to complete the migration to the new system whilst the second phase was planned to add value to the core system and exploit the capabilities of NEC Housing fully. The previous Housing Management system had no automated interfaces between the rents, repairs or service charges modules and the corporate finance system or any interface to the repairs contractors' job scheduling systems.

3.8 In late May 2023, the existing Housing Management computer system, OHMS, was set to read only and in June 2023, the core modules of the new NEC Housing Management system went live after an exhaustive design, configuration and testing exercise.

3.9 The following NEC Housing service areas went live in June 2023:
- Allocations and Lettings
- Placements, Housing Advice and Temporary Accommodation
- Rents
- Service charges
- Repairs
- Planned Maintenance
- Asset Management
- Voids

3.10 NEC Housing, now provides a single set of customer information and a core property register with the following new interfaces:

NEC Housing	⟷	Wates, Mears, K&T Job schedulers
NEC Housing	→	LBC Oracle Financials, Rents
NEC Housing	→	LBC Oracle Financials, Service Charges
NEC Housing	→	LBC Oracle Financials, Repairs
NEC Housing	⟷	LBC Revenues and Benefits

3.11 Information in NEC Housing is much more visible and the following reporting dashboards have been launched: Finance; rents; allocations; lettings; housing needs; property purchase and voids along with a suite of repairs reports. Phase 2 of the project will see dashboards on Compliance (Health & Safety indicators) and Tenancy.

3.12 NEC Housing now communicates directly with the main repair contractor systems, passing works order information and status updates between LBC, Wates, Mears and K&T. This means that repairs requested by residents are immediately visible to the appropriate contractor and progress can easily be tracked.

3.13 NEC Housing has highlighted long-standing issues with data accuracy or missing data. This allows the Housing directorate to analyse information, correct data and rely on the reports that are being presented to them. The migration from the previous IT system provided the opportunity to reconcile data and Phase 2 will continue to build on this

work. NEC Housing also incorporates rigorous data validation routines so that once data is correct, it is much easier to maintain it to a higher standard.

3.14 Returns to the Department for Levelling Up, Housing and Communities (DLUHC) reporting homelessness are now automated via NEC Housing but the service still needs to complete a data cleansing exercise to ensure accuracy.

3.15 The resident portal (Housing Online) went live in December 2023, where customers can register and apply as Homeless and apply for accommodation or request a transfer. Tenants can update their contact details, view repairs, view rent account details and statements, make payments and apply to purchase their rented property.

3.16 The new Housing Management system has a new additional module that allows officers to manage Service Charges within the system.

3.17 The original procurement of NEC Housing included most modules that LBC needs to operate, so there is little requirement to purchase additional modules. This means that ongoing support of NEC Housing does not require significant capital expenditure and can largely be developed and configured by LBC, assuming the appropriate technical skills are maintained within the Council.

BUSINESS CASE - DETAILS

3.18   NEC Housing is one of the most widely adopted Housing Management systems in the Housing sector with approximately 130 Councils and Registered Social Landlords (RSLs) operating the system. The market is led by around five suppliers of systems that support the functionality needed to deliver housing services. All these systems, including NEC Housing, provide a framework of building blocks that require a combination of consultancy services, from NEC, and technical expertise, provided by the Council, to construct a working solution that aligns with the policies, processes and working practices of the Council.

3.19   These Housing Management systems do not provide an "out of the box, plug and play" solution which is why a team of interim technical specialists was recruited to advise on system design and participate in design workshops with representatives from the service and from NEC, the software supplier. The outcomes of the design sessions were then converted into configurations and built by the interim technical specialists who conducted functional testing before releasing the system to the users to complete and sign off user acceptance testing. Each interim technical specialist has expertise in a certain module, such as Repairs, Financial interfaces or Rents and Service Charges.

3.20   One of the primary principles that the team work to, is that NEC Housing must be built within the NEC framework to ensure that it can be supported by NEC along with the terms of the contract and that there is no customisation to the standard system. Any deviation from this principle would contravene the support agreement and would potentially cause problems when the annual upgrades and fixes are applied by NEC.

3.21   The interim technical specialists have a full understanding of the Housing Services business model, its relative functionality with NEC Housing and technical knowledge of the NEC product and underlying data structures, combined with business analysis expertise. Individuals with this combination of competencies will have had extensive previous experience in NEC implementation projects, working for other Councils and RSLs across the UK and Ireland.

3.22   These specialists have worked on the first phase of the project to implement the core NEC system in June 2023 so already have an understanding of the LBC environment and the system setup and build. This team not only play a pivotal part in solution design but also provide second line support and an element of training to the service.

3.23   A system, such as NEC Housing, requires support and for the expertise to be retained within the organisation so a permanent team is being recruited, within the Housing directorate, to assume responsibility for "Application Support". It is anticipated that this team will take at least six months to build because the skill sets required are highly sought after.

3.24   The permanent team will provide ongoing support and configuration expertise but will not immediately have the capacity, or knowledge of the Croydon processes or system build to deliver the second phase of the NEC Project. To provide continuity, adequate resource and a handover to a permanent team, current interim technical team members' contracts are being extended for up to six months.

3.25 The Improvement and Assurance Panel (IAP) are supportive of Phase 2 of the NEC implementation. It is clear that the full implementation of NEC Housing is crucial if the Housing service is to enhance its record keeping. Many of the objectives outlined in the IAP exit strategy are underpinned by the NEC implementation in terms of managing housing stock, its condition and residents who live there.

3.26 The second phase of the NEC implementation will address risk mitigation in the areas that touch on compliance and safety. Management of Health & Safety work will be integrated with the main NEC system so that there is no reliance on spreadsheets to record and track performance. Automated returns to the regulators will be developed, reducing manual intervention and potential data inaccuracies as a result. NEC Housing will allow LBC to monitor the registers of the top six compliance areas:
- Gas
- Asbestos
- Fire
- Electrical
- Water Hygiene
- Lifts

3.27 Effective monitoring of compliance areas will protect residents and satisfy regulatory requirements more robustly. LBC currently rely on a series of spreadsheets to manage these areas. This approach could expose the Council to reputational risk and sanctions from the Building Safety Regulator and the Heath & Safety Executive. The initiatives in Phase 2 of the NEC project will enable the council to make the transition from manual systems to automated processes with event alerts and a full audit trail, using a far more robust management tool containing accurate and current data.

3.28 The first areas to address in Phase 2 are Gas Servicing and Asbestos. The potential risk of non-compliance also covers management of Building Safety, Damp and Mould and Disrepair, to be addressed through configuring the NEC task manager workflow module. NEC Housing will be set up to provide data, on the condition of properties, assisting officers to predict which properties may be susceptible to damp and mould.

3.29 To build on this new integrated solution with a single view of the customer, Phase 2 will provide workflow functionality to encourage much more collaborative working practices and improve inter-departmental communications and subsequently the communication with our residents. This will assist residents through the development of end to end processes, picking up work so that it doesn't get missed in the process. Staff will have all information to hand to complete work promptly and update customers, improving customer satisfaction and reducing complaints.

3.30 NEC Housing improves the visibility of information across services within Housing and also between Housing and other directorates such as Finance and Revenues & Benefits. A suite of reports and dashboards has already been developed but the second phase will expand on this suite so that Housing can become part of a much more performance focussed organisation.

3.31 The Homelessness Prevention Grant (HPG) is funding provided by DLUHC to all local housing authorities in England. The funding ensures local authorities are able to meet their duties under the Homelessness Prevention Act, including preventing

homelessness and accommodating homeless applicants. The purpose of the grant is to give local authorities control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness.

3.32 NEC Housing will provide timely and accurate data submissions of homelessness case levels (HCLIC data) thereby conforming grant conditions required by DLUHC allowing LBC to secure maximum grant entitlement.

3.33 NEC Housing has highlighted historical data inconsistencies and accuracy issues which are now being addressed ensuring that robust systems can be put in place.

3.34 On the 1st of April 2024 the Regulator of Social Housing (RSH) published details of four new Consumer Standards. The RSH has been clear that these standards define the outcomes that social housing landlords like Croydon Council must deliver for tenants, and it is on the outcomes that landlords will be judged. The RSH continues to highlight the fundamental importance of robust and up to date data on properties and tenants. Accurate records at an individual property level of the condition of stock inform:
- Compliance with essential Building Safety Act and Health & Safety legal requirements
- Compliance with the Decent Homes Standard
- Delivery of the Asset Management Strategy, repairs, maintenance and planned improvements

3.35 Updated and relevant tenant information is both an RSH requirement and an essential tool that will help the service interrogate the data to understand the diverse needs of tenants, including whether they have fair access to, and equitable outcomes of the service.

3.36 The introduction of workflow will present fewer opportunities for services to work in silos and will create efficiency savings, through improved communication and collaboration between departments and with other LBC directorates. Managers and supervisors will be able to track cases to ensure that all customer cases are followed up and not lost in the event of absence or workload peaks.

3.37 The NEC solution is intended to ensure visibility of LBC's operational, financial and legal position on disrepair claims and manage them more effectively and efficiently to ensure compliance with various legislation and improve services for residents. Cost savings will come from a much reduced risk of having a backlog of claims, as is currently the case, and officers will have visibility of the true number. The longer a claim is outstanding, the higher the legal costs and the value of the claim. There is currently a backlog of over 550 open disrepair claims and a plan in place with partnering contractors to resolve these cases by 31/03/25. Introducing the disrepair workflow in NEC will support the achievement of the above target and the aim of resolving new cases within an eight week time frame thereby reducing the total cost of the claim.

3.38 The voids key to key process will be reviewed and an automated voids path designed and built. It is estimated that 700 voids are created each year and the new voids path will shorten the voids period by an average of 10 days. Savings can be realised by a reduction in Temporary Accommodation costs during this time.

3.39 The online repairs diagnostic tool will help residents to report repairs easily, guiding them through the process, resulting in a repair request being automatically generated and a choice of appointment slots being presented for selection. This will give the resident a choice of communications channel with LBC in addition to email and telephone, helping to reduce the number of repairs calls going through the contact centre. Conversations with other landlords have identified that calls have been reduced by up to 15% in the first year with an increase in this rate as residents and officers become more familiar with the new technology.

3.40 By consolidating disparate systems into NEC Housing, as well as benefitting from the single view of the customer, reducing data duplication and the need for reconciliation, there are cashable savings from reduction in licence fees for those products. Phase 2 will facilitate the monitoring, validation and cleansing of data. The system will be configured so that managers can develop accurate budgets with forecasts based on activity.

3.41 Phase 2 of the NEC project is a major part of the Housing Transformation Programme, putting customers first, delivering more efficient and timely services and ensuring that the Council's Health and Safety compliance obligations are met so that residents are safeguarded and the regulatory conditions are achieved.

3.42 Efficiency savings will be derived from the introduction of workflow across the Housing directorate and the automation of the voids path and through more effective management of disrepair. An automated rent arrears escalation policy will underpin the collection of rents and recovery of arrears. Phase 2 will ensure effective record keeping and reliable data that can be validated and audited. The delivery of a complete suite of information dashboards will also contribute to informed decision making and KPI automation. NEC Housing is a fundamental part of managing homelessness and making sure that the homelessness team can provide a fast and effective service.

3.43 The transfer of Apex, the previous stand-alone asset management system, into NEC Housing will be the final stage in reducing duplication of data and will bring efficiencies and eliminate the need for reconciling two sets of property information in two different databases. This means that visibility of a single set of information will be provided to all officers granted the appropriate viewing or editing rights to the data. The Apex contract has been extended for 2024/25 to allow for a smooth migration to NEC Housing. The annual saving on licence costs for Apex are £87,000 pa.

3.44 The second phase includes the migration from the Home Connections Choice Based Lettings (CBL) system to NEC CBL which will enhance the customer journey for customers applying for social housing managed by LBC. This will save the annual cost of £10,000 for licences to Home Connections along with the efficiency savings from the closer data integration that accompanies this move.

3.45 When the NEC mobile working solution is implemented, officers will be able to work remotely, within the community, without having to return to a fixed location to update their cases. This will start with repairs inspections but will roll out to estate inspections and tenancy visits. Consideration will be given to the corporate roll out of handheld devices and the dependency on that Council wide exercise.

3.46 The second phase of the project will set up the Housing Support Services module which will assist in creating support plans for residents. Officers will be able to record where LBC has assisted tenants in sustaining their tenancies, collecting positive outcomes, learning from them and benchmarking best practice.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Continue with the planned 12-month continuation phase (2) of the NEC Housing implementation project for the year 2024/25 to realise the benefits outlined in this report.

4.2 Do not continue with the second phase of the NEC Project. This will mean that none of the benefits of integration, workflow, mobile working or compliance will be achieved, so ongoing efficiencies will not be realised. With the inadequacies of the current compliance systems (reliance on spreadsheets and manual processes) this places LBC and residents at risk.

4.3 Continue with a less ambitious second phase of the NEC Project, reducing resources devoted to the project over a longer timescale than planned. The benefits to the Council and residents would be delayed and there would be exposure to compliance breaches over a longer time frame.

5. CONTRIBUTION TO EXECUTIVE MAYOR'S BUSINESS PLAN

5.1 A primary function of NEC Housing is to support and facilitate the achievement of Outcome 4 "Croydon is a cleaner, safer and healthier place, a borough we're proud to call home". The Asset module implementation will underpin the management and decision-making process by informing on areas for investment in the drive towards better standards. Overall, efficiency improvements will help colleagues to develop a more responsive and effective housing service. The compliance and Health & Safety activities will contribute to ensuring that homes are safe.

5.2 The continuation of the NEC Project contributes to Outcome 1 of the Mayor's business plan, "The council balances its books, listens to residents and delivers good sustainable services". Specifically, NEC Housing controls ensure good governance is supported through control mechanisms such as adhering to designated spend limits assigned to different officer levels in the Council as prescribed by the Scheme of Financial Delegation. The design workshops and subsequent system configuration will provide a basis for embedding best practice, refining processes and documenting them.

6. IMPLICATIONS

6.1 FINANCIAL IMPLICATIONS

6.1.1. Revenue and Capital consequences of report recommendation

The total cost of £1.515m consists of, £1.459m of salary related for interim technical specialists and the purchase of the NEC Risk module £56k. The purchase of the Risk

module will be funded from HRA capital. The salary related costs are not capital and will be funded from revenue, of which £156k will be funded from the GF revenue housing budget and the remaining £1.303m from HRA.

The report sets out the requirement to fund the second phase of the project and to implement the upgrades required. There will be a requirement for a staffing budget to be established in 2025-26 to fund the ongoing NEC system and to develop the in-house expertise required to continue to support and maintain the NEC system and ensure its functionality is fully utilised.

Stringent monitoring of the budget and measurement of outcomes will be required to ensure best value for money on the implementation of Phase 2 outcomes and the embedding of the NEC system.

It is expected that the discontinuation of the Apex licence will result in a £87k cost saving other savings are yet to be quantified. However, there will be greater visibility on the expenditure and income streams as a result of the information and reporting capabilities of NEC Housing.

Comments approved by Orlagh Guarnori on behalf of the Director of Finance. (Date 09/04/2024)

6.2 LEGAL IMPLICATIONS

6.2.1 This report requests a draw down from HRA reserves, as set out in the recommendations. The Executive Mayor has the power to exercise executive functions pursuant to s9E of the Local Government Act 2000. In making decisions under this report, Members will need to be mindful of fiduciary duties.

6.2.2 The implementation of the second phase of the NEC project will involve additional contract spend for existing contracts. Contract related decisions are governed by the Tenders and Contracts Regulations (as superseded by Executive Mayor's Scheme of Delegation following the introduction of the Mayoral Model) and shall comply with the Public Contracts Regulations 2015. As part of those contract related decisions, formal contract variations may be required.

6.2.3 The Council is under a general Duty of Best Value to decide to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness (Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007)

Comments approved by the Head of Commercial & Property Law on behalf of the Director of Legal Services and Monitoring Officer. (Date 10/04/2024)

6.3 EQUALITIES IMPLICATIONS

6.3.1 Under the Public Sector Equality Duty of the Equality Act 2010, decision makers must evidence consideration of any potential impacts of proposals on groups who share the protected characteristics, before decisions are taken. This includes any decisions

relating to how authorities act as employers; how they develop, evaluate and review policies; how they design, deliver and evaluate services, and also how they commission and procure services from others.

6.3.2 Section 149 of the Act requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and people who do not share it.

6.3.3 There have been no direct or indirect negative impact identified within this report.

6.3.4 Comments approved by Felisha Dussard Senior Communities Officer on behalf of Helen Reeves, Head of Strategy & Policy 21/03/2024.

6.4   IT IMPLICATIONS

6.4.1 The Second (Continuation) Phase will provide the Council with benefits of process automation, workflow, fully integrated systems with a single view of the customer and improved management of compliance, and much more.

6.4.2 The Council now has a single set of customer information and a core property register with new interfaces between NEC Housing and the three main contractor job scheduling systems. New interfaces have also been built between NEC Housing, the Oracle Finance system and the Revenues and Benefits system.

6.4.3 To develop collaborative working practices and improve inter-departmental communications and ultimately create efficiency savings, this second phase of the NEC project is required.

6.4.4 Failure to provide a well-maintained Housing IT system would put the Council at high risk not being able to fulfil its statutory duties across housing services. The number of different components within the Housing IT system highlight the complexity of the solution.

6.4.5 Comments approved Paul Golland, Chief Digital Officer - 02/04/2024

6.5   PROCUREMENT IMPLICATIONS

6.5.1 The NEC Housing IT system contract was entered into in 2021 and runs for 10 years comprising an initial term of 3 years and permitted extensions of 3yrs+3yrs+1yr, running to 2031 if all extensions are taken up.

6.5.2 The original contract award value approved was £1.5m. The proposed contract variation to the NEC Housing IT system contract will increase the contract by a total of £56k over the remaining term of the contract. This amount is well within the Council Tenders and

Contract regulations and Public Contract Regulations thresholds and can be enacted under directors delegated authority under the scheme of delegation by means of a contract variation using the contract change control mechanism.

6.5.3 Note that the Apex property asset management IT system contract will require a further, one year, extension to 2025 at a value of £75,000 (increasing total value to £379,000) subject to approval by the Procurement Board.

6.5.4 Comments approved by Gerard Gough on behalf of the Director of Procurement (Date 27/03/2024)

OTHER IMPLICATIONS

6.6   PROJECT RISKS

6.6.1 The primary operational risk is that customer facing aspects of NEC Housing do not match up to the expectations of residents. This could lead to reputational risk to the Council and a lack of resident uptake of online services, negating the benefits of providing a choice of communication preference to customers. This in turn will mean that reductions in contact centre call levels, with associated efficiency gains, will not materialise.

6.6.2 The impact of this risk is 3 but likelihood is 2, so it is assigned a moderate risk level. To mitigate this risk, the new resident portal will be demonstrated to resident panels in a series of workshops and feedback obtained from the residents on the customer journey. Opinions will be sought on improvements that the resident or Council officers might recommend. Any changes to the resident portal will be subject to resident consultation and rigorous testing completed before any updates are made. Partner organisations such as Mind will further be consulted, through direct engagement and workshops, on the online application process for Homelessness.

6.6.3 The second risk is the lack of engagement from the service departments within the Housing directorate, due to a reluctance to adopt new ways of working or a lack of appropriate resources to participate in the design of the new solutions. This may lead to delays in the implementation of the project or delivery of a system that does not meet the requirements of the service.

6.6.4 The impact of this risk is 2 and likelihood is 3, resulting in a moderate risk level. Mitigation of this risk will be by identifying volunteer subject matter experts within each service and providing backfilled posts to release those individuals to focus on project delivery.

7.   APPENDICES

7.1   Appendix A – Outline Phase 2 Deliverables

8.   BACKGROUND DOCUMENTS

8.1 Housing and Housing Assets ICT Management System Contract award report – Contains Part A information, but also contains Part B / Exempt Information (i.e., would be restricted upon request, due to commercial confidentiality).

9. URGENCY

9.1 Not applicable.