



Report to Policy Committee

Author/Lead Officer of Report: Beverly Mullooly

Tel: 2734326

Report of: Ajman Ali

Report to: Housing Policy Committee

Date of Decision: 10 March 2023

Subject: New Housing Management System – NEC Housing

| | | | | |
|---|-----|-------------------------------------|----|-------------------------------------|
| Has an Equality Impact Assessment (EIA) been undertaken? | Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> |
| If YES, what EIA reference number has it been given? 1480 | | | | |
| Has appropriate consultation taken place? | Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> |
| Has a Climate Impact Assessment (CIA) been undertaken? | Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> |
| Does the report contain confidential or exempt information? | Yes | <input type="checkbox"/> | No | <input checked="" type="checkbox"/> |

Purpose of Report:

Update on delays to procurement of NEC Housing and the impact on the implementation of NEC Housing.

Communication and engagement with members on the implementation of NEC Housing

Recommendations:**That the Housing Policy Committee:**

- Note the contents of the report

Background Papers:

| Lead Officer to complete:- | | | | | | | |
|---|--|---|---|---|---|-------------------------------|--|
| 1 | <table border="1"> <tr> <td rowspan="4">I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.</td> <td>Finance: Helen Damon Commercial services: Kay Handley</td> </tr> <tr> <td>Legal: Steve Tonge</td> </tr> <tr> <td>Equalities & Consultation: Lou Nunn</td> </tr> <tr> <td>Climate: Harry Plant</td> </tr> </table> | I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required. | Finance: Helen Damon Commercial services: Kay Handley | Legal: Steve Tonge | Equalities & Consultation: Lou Nunn | Climate: Harry Plant | |
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| | Equalities & Consultation: Lou Nunn | | | | | | |
| | Climate: Harry Plant | | | | | | |
| <i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i> | | | | | | | |
| 2 | EMT member who approved submission: Ajman Ali | | | | | | |
| 3 | Committee Chair consulted: Douglas Johnson | | | | | | |
| 4 | <table border="1"> <tr> <td colspan="2">I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</td> </tr> <tr> <td>Lead Officer Name: Beverly Mullooly</td> <td>Job Title: Head of Service – Programme Lead</td> </tr> <tr> <td colspan="2">Date: 22 February 2023</td> </tr> </table> | I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1. | | Lead Officer Name: Beverly Mullooly | Job Title: Head of Service – Programme Lead | Date: 22 February 2023 | |
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| Lead Officer Name: Beverly Mullooly | Job Title: Head of Service – Programme Lead | | | | | | |
| Date: 22 February 2023 | | | | | | | |

1. PROPOSAL

- 1.1 The Housing and Neighbourhoods Service want to transform the customer experience and create efficiencies through improvements to the digital platform and the operating model.
- 1.2 The Housing and Neighbourhood Service currently use eight systems for Housing Management purposes. These systems are outdated, poorly integrated and do not provide the functionality needed to support services that customer needs or robust General Data Protection Regulation (GDPR) compliance.
- 1.3 We have obtained approval from the Housing Revenue Account for £9.3m. This has funded/will fund gathering the requirements, procurement, design to meet Sheffield needs and the implementation, to replace our existing Housing Management Systems with one integrated Housing Management System. Also changing our ways of working across the Housing and Neighbourhoods Service and improve the on-line offer to customers.
- 1.4 The procurement process is now complete and the contract has been signed and NEC Housing is the supplier of the integrated Housing Management System.
- 1.5 Additional due diligence undertaken prior to contract award extended the procurement phase by 3 months. The implementation timescales for the system have been revised to retain the necessary 15-month delivery phase ahead of go-live.
- 1.6 As this is a large and complex project, the plan is to implement in 2 phases; original timescales were Phase 1 - September 2023 and Phase 2 - March 2024. The revised timescales are December 2023 and June 2024 for Phase 1 and 2 respectively.

2. The aims of the new integrated Housing Management System - NEC Housing

- 2.1 Efficiencies and cost savings from systems rationalisation and operational remodelling will help to manage/mitigate budget pressures.
- 2.2 The project aims to deliver a range of benefits including:
 - A single source of information regarding customers and assets
 - Better integration with other systems (Customer Services, Total Repairs, Liquid Logic)

- Improved online offer for customers
- Mobile working
- Improved system capability to deliver new and existing initiatives (Fire Safety, Service Charges)
- Greater productivity, efficiencies through improved ways of working and workflow management and/or automation
- Improved staff and customer satisfaction
- Cost savings – reduce spend on systems by having an integrated housing management system

2.3 For Phase 1 we have prioritised the functions needed when we need to decommission legacy systems in line with existing contracts. Phase 2 has been based on the contract end dates for the remaining legacy systems and the expected improvements for both customers and staff.

2.4 Due to the project's scale, additional emphasis has been placed on the need for service involvement in the design process. The feedback received from staff will identify areas where refinements to the system configuration could result in more efficient processes, improved training materials and a better customer experience.

3. Informal Consultation Carried out

- 3.1
- Autumn 2021: Attended Housing and Neighbourhoods Advisory Panel (HANAP) to understand what improvements in our services would be important to them and other tenants so we could include these in the requirements for the new Housing Management System.
 - October 2021: Attended Housing and Neighbourhoods Partnership Group (HNPG) for an introduction to the programme. Carried out a Zoom poll to gather tenant requirements.
 - December 2021 to Feb 2022: CitizenSpace survey on our customers' experiences of our services, and what improvements they might like to see. 95 responses were received
 - December 2021: One-on-one interviews with tenant representatives about their experience of the service, including what improvements they think would benefit tenants and how we could engage them in the implementation
 - April 2022: attended HANAP to talk about what makes a good customer experience.
 - July 2022: Feedback gathered about the rehousing process from customers with health needs.
 - August 2022: attended HANAP to update on procurement process.
 - Email updates to HANAP representatives about progress, and selection of NEC Housing.

- Updates in Your Home, Your Neighbourhood bulletin, numerous updates both promoting the survey and to give updates on progress.
- 3.2 We have also linked into feedback gained from existing surveys completed by Housing and Neighbourhoods Services and Customer Services.
- 3.3 The successful development of the system relies on engagement with the Housing and Neighbourhoods Service as a whole and we are engaging staff at as many levels.

We have engaged using the following methods:

- A dedicated [SharePoint site](#) for staff which outlined the aims and benefits of the project along with a project timeline and videos. The site is updated on a regular basis and is linked from every edition of Housing and Neighbourhoods News, the service's staff newsletter.
- We have published several articles in Housing and Neighbourhoods News at key points in the project and used them to highlight specific asks or milestones.
- We have held two live events giving a first look of the system and the ways we will enable staff to work differently in the future. These two events were attended live by 392 individuals, with the option to replay the event later if they could not attend.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

An initial Equalities Impact Assessment has been completed and is available as the attached Word document Appendix B (EIA Ref 1480)

The initial assessment has identified only minor impacts on equality in the following areas:

- Disability – the new system is browser-based allowing for the use of a variety of assistive technologies; it is also highly configurable which will support continuous improvement
- Poverty & Financial Inclusion – the new system will provide customers with a single view of their housing-related financial obligations and streamline the pathways to the financial support offered by the Council.
- Other – the configurability of the system and the 'data quality by design' approach means that we can ensure customers are accurately represented with respect to various equality characteristics (age, race, religion/belief, sex, sexual orientation) as required by government returns.

4.2 Financial and Commercial Implications

A Contract Change Note will be created to reflect the change of contract delivery dates for Phase 1 and Phase 2 and any associated payment milestones.

All the costs associated with the revised delivery timescales have been managed within the programme budget.

4.3 Legal Implications

From a housing law and social landlord perspective the procurement and implementation of the new Housing Management System presents no legal issues for navigation save for consideration as to whether it amounts to a significant change in Housing Management requiring “statutory consultation” pursuant to s105 Housing Act 1985. Upon advising and taking instructions from the Report author, Legal Services opinion is that the Council can safely conclude in its opinion that the thresholds that would normally trigger “statutory consultation” have not been crossed and no statutory consultation is necessary in this case. In particular, the new Housing Management System does not represent any new programme of maintenance, improvement or demolition, or a change in the practice or policy of the landlord authority; and will not itself substantially effect its secure tenants as a whole, or a group of them. The new Housing Management System is merely a tool to support operations, strategy and policy.

4.4 Climate Implications

An initial Climate Impact Assessment has been completed and is available as the attached Excel document Appendix A.

The initial assessment does not identify any areas where there is a negative impact to CO2e figures in the city. Marginally positive or neutral impacts have been identified to customers and staff as a result of implementing a modern, integrated Housing Management System.

5. **ALTERNATIVE OPTIONS CONSIDERED**

Not applicable

6. REASONS FOR RECOMMENDATIONS

6.1 Contract for the new integrated Housing Management System has now been signed with NEC Housing.

6.2 Revised timescales for the implementation of NEC Housing phases 1 and 2.

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