



Outline Business Case (OBC)

Project name:	Property (Asset) Management System
Sponsor:	Housing Services

Version Record:			
Issue	Date	Section	Description of Amendment
0.10	30/10/2020	Multiple	Initial Draft
0.20	04/11/2020	Multiple	Multiple updates following review by IT Services
0.30	11/11/2020	7.3	IT Provider high level indicative costs added
0.40	23/11/2020	7.3	IT Provider detailed indicative costs added
0.50	03/12/2020	7.2 & 7.3	IT Provider costs as from vendor documentation
0.60	04/12/2020	2.1, 3.1, 3.2, 5.1	Updates following review by Commercial Property
0.70	07/12/2020	2.0, 3.0, 4.0, 5.0, 10.0 7.0 11.0	Updates following review by Housing Services IT provider detailed costs over 5yrs costs as from vendor added to appendix
0.80	09/12/2020	3.9 1.2, 2.1, 3.1, 3.2, 3.8, 4.1, 4.2, 4.3	Updated following feedback from Policy Updates following review by Housing Director
0.85	11/12/2020	7 1-6	Cost Types (Capital/Revenue) added Various updates
0.90	14/12/2020	3.0 7.3 9.2 9.3	Impact of desupport of current system expanded Illustration of interface costs Illustrative project timeline added Indicative project resources added
0.91	04/08/2021	Multiple	Mentor replacement now a separate project with its own OBC. Commercial Properties may implement a Property (Asset) Management system as CBC Housing at a later date post their IT provider implementation as a Mentor replacement.
0.92	06/10/2021	7.1, 7.4 & 12.0	Updated with IT provider quote figures from 04/10/2021
0.93	07/10/2021	7.4	Incorrect summary calculation in table



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It is advised that support and feedback is gained from Financial Services.

1.0 Summary

1.1 Purpose of the report

This outline (high-level) business case is to seek support for a project to implement a modern, supported and fully integrated corporate Property (Asset) Management System for use by CBC Housing with the option to also use for Commercial Properties at a later date.

1.2 Key points

CBC does not have a comprehensive, supported Property (Asset) Management System for their housing and commercial property portfolio.

CBCs failure to maintain its homes and commercial properties and comply with legislation could result in;

- a. a poor service being offered to tenants,
- b. loss of reputation and



- c. adverse legal implications, including HSE investigation and prosecution

In addition, CBC need to be able to readily evidence that they are meeting the Homes Standard for the Regulator of Social Housing.

The various vendor indicative costs of ownership of a modern, supported Property (Asset) Management System are laid out over a 5-year period in section 7; a quote will be obtained from the agreed vendor.

1.3 Key decisions required

Decisions required include SMT agreement of the recommended Property (Asset) Management System and approval to progress to detailed project definition, resource planning, budget approval, project implementation and delivery.

2.0 **Aims of the project**

- 2.1 The project scope is the implementation of a CBC Property (Asset) Management System to replace the current system, CBCs legacy Housing Asset Management system, with a modern, supported Property (Asset) Management system that is able to satisfy CBCs Housing requirements.

In addition, the CBC Property (Asset) Management System, should be suitable for use by CBCs Commercial Properties at a later date to replace their Excel spreadsheets and databases used to manage their property assets.

The requirements of a Property (Asset) Management System for CBC include;

- a. Surveys, eg stock condition
- b. Planned preventative maintenance, eg planned & costed programme, automated reminders
- c. RSH Compliance with the Homes Standard, eg gas, electric, legionella, fire, asbestos with alerts, appointments, escalation
- d. Energy/EPC checks
- e. Ability to run scenarios/"what-if's" for energy savings, eg if boilers were upgraded, extra insulation added, solar panels, etc.
- f. Storage of certificates making them readily available as required
- g. Track progress of work highlighted from surveys, eg provide the "Golden Thread"



- h. Ability to readily report on the housing stock against the “Decent Homes” standards
- i. Provide a property condition view by individual property or group of properties
- j. Readily available property data/information and indicators

3.0 Project Analysis

3.1 Background to issue

CBC Housing currently use an older, unsupported version of the current Property (Asset) Management. It does not currently satisfy all CBCs requirements and does not readily provide data/information on CBCs housing properties.

The current IT provider are retiring their system as a product as it is 2 decades old and difficult to further develop, in addition, support for the platform used by the system is ending, at the end of September 2021. The current system will continue to work post September 2021, but support will be “best endeavours only” resulting in issues that include;

1. There will not be any further security patches or bug fixing by the IT provider after September 2021.
The IT provider have suggested that CBC could utilise a low-cost plug-in to chrome or use compatibility mode in MS Edge, but this is dependent on CBCs appetite for this risk and also spreading the “best endeavours only” support between 2 vendors
2. Asset Management system desupport: any future legislative requirements may not be possible/available in the system once desupported, if supported these may have been developed and released in a later version as part of CBCs support & maintenance.
3. “Best endeavours only” support: is not optimal for a key service area application.

Commercial Properties and Facilities Management currently use a significant number of manual Excel spreadsheets and standalone databases to provide a basic statutory compliance and repair system.

Commercial Properties plan to implement a new system to replace their current system, their legacy Accounts Receivable and lease management system, using modules that are already in use by CBC Housing. At a later date they may also use the Property (Asset) Management System to manage their property portfolio.

The implementation of a Property (Asset) Management System will give CBC a simplified, supported and comprehensive corporate solution for property management. Along with Housing modules



already in use by CBC this will give CBC a single Housing Management System for Housing and the option to expand its use in Commercial Properties.

3.2 Strategic Case

CBC has 8,951 homes and 1,169 garages that it manages and rents to tenants. In addition, it manages shared/communal areas associated with these properties and garage sites.

CBC is responsible for ensuring all properties are compliant and meet the Regulator of Social Housing Standards - Home and Tenancy Standards; plus meet the “decent homes” standard. This requires a system of responsive, programmed and planned repairs & maintenance.

The primary compliance areas are:

- a. Gas inspection and certification
- b. Electricity inspection and certification
- c. Fire risk assessment and certification
- d. Water/Legionella testing and certification
- e. Asbestos identification and risk assessment
- f. EPC assessment and certification

CBC do not have a comprehensive, supported Property (Asset) Management System for their housing property portfolio.

In addition, there are many proposed changes to housing/property legislation and it is key to have a robust, supported system able to support any future changes ensuring CBC remains compliant.

3.3 Commercial Case

CBCs failure to maintain its homes and commercial properties and comply with legislation could result in a poor service being offered to tenants, loss of reputation and adverse legal implications.

A robust system is required to effectively manage CBCs assets to ensure the required standards are met for the safety and wellbeing of tenants.

Failure to meet compliance requirements may lead to HSE investigation and prosecution.

3.4 Financial Case & Implications



Costs for the new system have been included in the Capital Programme budget over a 5 year period.

3.5 Legal Case & data protection implications

Due to the nature of the data held in the system, there are data protection implications. Information stored in the system may imply special category data about the occupant, for example, information about disability adaptations or contact details for a carer can imply some health information. It is important that the platform this data is held in is suitably protected to ensure our data protection requirements are met.

A security and data protection risk assessment of any new system will be needed to ensure that appropriate technical and organisational measures are in place to protect council data.

3.6 Operational / Technical Case

See section 3.2 above.

3.7 Human Resources Implications

Consult HR at an early stage.

3.8 Consultation

Stakeholders in CBC Housing and Commercial Properties have been engaged in setting the requirements for Housing/Commercial Property (Asset) Management, the evaluation of third-party Property (Asset) Management Systems against those requirements and the recommendation for CBC's future Housing and potentially Commercial Properties Property (Asset) Management System.

3.9 Equalities impact assessment

The implementation of a modern Asset Management System will not impact on equality.

Members of the public will not directly access the Asset Management System.

There may be a positive impact for disability and long-term conditions in the improved management of the maintenance of adaptations and equipment, eg stairlifts



4.0 Improvement Options

- 4.1 **Do nothing** - retain the current system and upgrade to the latest version and implement for Commercial Properties.

As CBC pay annual support & maintenance for the current system they are entitled to upgrade to the latest version, but it is end of life and will be unsupported from September 2021 except for on a “best endeavors” basis by the IT provider.

This option is not recommended as it would leave CBC with an essential business system that is not fully supported.

- 4.2 **Option 1** – implement the Asset Management for CBC Housing with the option to implement for Commercial Properties at a later date.

This is an established product and The IT provider are developing the Asset Management module(s) for this product to replace the current system. This development is currently taking place, however, this system will not have all the functionality to satisfy CBCs requirements until 2022.

This system, although from the same vendor as the current system, will be an implementation, not an upgrade, however the IT provider are investigating how they can assist with the migration from the current system to the new system.

The new system will be stand alone and to ensure “one version of the truth” will need to be interfaced with other CBC business systems, eg current Housing system; these interfaces maybe complex and costly to develop and maintain.

This system will require interfaces to third parties used by CBC for compliance certification.

Option 1 Asset Management is a good system and able to satisfy CBCs Property (Asset) Management requirements for Housing and Commercial Properties, but this option is not recommended by the Service Areas as CBCs Housing Management System is provider by another supplier and this system would need interfaces to this other Housing system to satisfy CBCs Property (Asset) Management requirements and give a seamless user experience. In addition, CBC ICT have a strategy of ensuring simplicity of business systems and the introduction of multiple, possibly complex interfaces and their continued maintenance does not support that strategy.



- 4.3 **Option 2** – implement Housing Asset Management for CBC Housing with the option to implement for Commercial Properties at a later date.

This system is CBCs Housing Management System of choice. It is an established product and CBCs version has recently been migrated to the cloud and upgraded to the latest supported version. CBC currently use multiple modules and it is currently used by numerous CBC Service Areas including Allocations, Rents, Neighbourhoods, Repairs, Call Centre and Asset Management & Planned Works.

Asset Management is a new module for the current Housing system and some aspects/functionality are still in development for future releases; it also will not have the functionality of the current Asset Management system until 2022.

The Asset Management module is fully integrated with the other existing Housing modules supporting “one version of the truth” without the need for developing or maintaining interfaces.

Option 2 Housing Asset Management is a new modern system able to satisfy CBCs Property (Asset) Management requirements for Housing and Commercial Properties and is recommended by the Service Areas as it will give a fully integrated Housing Management System and supports “one version of the truth”. In addition, as it is fully integrated with the current Housing system it supports CBC ICT strategy of system simplification.

Option 2 Housing Asset Management, as Option 1, will require interfaces to third parties used by CBC for compliance certification.

5.0 Expected Benefits (financial and non-financial)

5.1 Benefits;

The benefits of this project include operational risk avoidance and compliance; CBCs failure to maintain its homes and commercial properties and comply with legislation could result in;

- d. a poor service being offered to tenants,
- e. loss of reputation and
- f. adverse legal implications, including HSE investigation and prosecution

A Property (Asset) Management System fully integrated with CBCs Housing Management System, Option 2, would allow the benefits of “one version of the truth” and provide accurate and timely management



information for rapid decision making in a supported, robust system with provision for disaster recovery.

A robust system to effectively manage CBCs housing assets will assist in ensuring the required standards are met for the safety and wellbeing of tenants.

A modern interfaced/integrated Property (Asset) Management System will lead to a reduction in unexpected repairs in favour of planned repairs generating greater value for money and improved customer satisfaction.

A fully integrated system with readily available tenant and/or property information will allow an improved tenant experience and satisfaction, including contributing to the tenant participation and consultation element of the Fire Safety Act 2021 and Building Safety Bill.

There are many proposed changes to housing legislation and it is key to have a robust, supported system able to support any future changes ensuring CBC remains compliant.

The efficiency gains, whilst unlikely to result in the reduction of staff, will improve the speed, accuracy and performance of the teams.

In addition, the Asset Management system will be hosted giving the following benefits;

- The system would be hosted in a more resilient environment with multiple servers and (if the contract includes this) multiple locations.
- Access to the system can be made available from anywhere rather than relying on initially accessing the Councils network (if the contract includes this) and so does not rely on being on the corporate network.
- Access can be made easier using Single Sign-on technologies
- If the system is hosted in the software vendors environment, they are responsible for the software, the server platform and access to the system making software and hardware upgrades far easier.

6.0 Work Schedule

- 6.1 CBCs current Housing Asset Management System will not be supported after September 2021; the aim is to implement the new



Property (Asset) Management System as soon as possible to mitigate the risk of Keystone support issues from September 2021.

The work schedule will be detailed during further definition activities with the selected vendor.

7.0 Financial Appraisal

7.1 Summary of 5-year cost options based on vendor indicative costs for both system;

Vendor & System	Service Ty	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Cost Type
Current system	S&M	£17,040	£17,040	£17,040	£17,040	£17,040	£85,202	Revenue
IT Provider 1	Purchase	£162,290	£0	£0	£0	£0	£162,290	Capital
	S&M	£41,330	£41,330	£41,330	£41,330	£41,330	£206,650	Revenue
	Overall To	£203,620	£41,330	£41,330	£41,330	£41,330	£368,940	Overall
IT Provider 2	Purchase	£250,291	£0	£0	£0	£0	£250,291	Capital
	Annual Co	£64,036	£61,036	£61,036	£61,036	£61,036	£308,182	Revenue
	Overall To	£314,327	£61,036	£61,036	£61,036	£61,036	£558,473	Overall
IT Provider 2	Purchase	£250,291	£0	£0	£0	£0	£250,291	Capital
	Annual Co	£61,774	£58,774	£58,774	£58,774	£58,774	£296,870	Revenue
	Overall To	£312,065	£58,774	£58,774	£58,774	£58,774	£547,161	Overall

Note: inflation is not included

A quote has been requested from the IT provider, the vendor of the recommended Property (Asset) Management system.

7.2 Existing Asset Management System Current Costs

Support & maintenance costs currently being paid annually are;

Item	Cost	Cost Type
Annual Support & Maintenance	£5,857.99	Revenue
Annual Support & Maintenance	£1,423.45	Revenue
Annual Support & Maintenance	£1,767.36	Revenue
Annual Support & Maintenance	£1,951.70	Revenue
Annual Support & Maintenance	£2,754.13	Revenue
Annual Support & Maintenance	£1,522.65	Revenue
MINI & Support	£1,763.02	Revenue
Total per Annum	£17,040.30	Revenue



7.3 Option 1 Asset Management Indicative Costs

The third-party purchase, implementation and BAU indicative costs for Option 1 are;

Item	Purchase Price	Professional Services
1 Current system Health Check & Evaluation	£0	£4,500
2 Option 1 (incl. migration of licences from Keystone)	£28,000	£50,500
3 Risk Management Module	£12,000	£23,900
4 Web Services API's	£0	£0
5 Contractor Portal	£13,500	£3,700
6 Hosting	£0	£0
Housing Total	£53,500	£82,600
7 Addition of CBC Commercial Assets	£7,790	£18,400
Housing & Commercial Total	£61,290	£101,000
Cost Type	Capital	Capital

Note: If all modules are purchased at once there may be a discount available

- **Item 1** - Health check is an advisory service to ensure the current system/CBC is ready to move to Option 1
- **Item 2** – The existing system annual support & maintenance charge will continue with Option 1.
- **Item 3** – API's are provided free with Option 1 Asset Management. The IT provider will set up the limited HMS integration to match that available through the current system as part of the migration to Option 1, however, CBC can utilise the wider API's as they see fit. If the IT provider resources are required for the extra API's, these will be a separate cost.
- **Item 4** - API's are free of charge if taken with Option 1.
- **Item 6** – Option 1 hosting costs include 2 x App Servers, 1 x SQL Server, server support and maintenance and 2 x application upgrades per year



- **Item 7** – This relates to the licence uplift and services required to add all of CBC’s Commercial Properties assets (1,200) into Option 1.
- **Items 2, 3 & 5** – the professional services are fixed cost

The costs over 5 years are;

Item	Service Tyj	Year 1	Year 3	Year 4	Year 5	Totals	Cost Type
1 Current System Health Check & Evaluation (incl. Data Cleanse)	Purchase I	£0	£0	£0	£0	£0	Capital
	Prof. Servi	£4,500	£0	£0	£0	£4,500	Capital
	S&M	£0	£0	£0	£0	£0	Revenue
2 Option 1 Asset Management (incl. migration of licences from current syst)	Purchase I	£28,000	£0	£0	£0	£28,000	Capital
	Prof. Servi	£50,500	£0	£0	£0	£50,500	Capital
	S&M	£17,040	£17,040	£17,040	£17,040	£85,200	Revenue
3 Risk Management Module	Purchase I	£12,000	£0	£0	£0	£12,000	Capital
	Prof. Servi	£23,900	£0	£0	£0	£23,900	Capital
	S&M	£2,000	£2,000	£2,000	£2,000	£10,000	Revenue
4 Web Services API's	Purchase I	£0	£0	£0	£0	£0	Capital
	Prof. Servi	£0	£0	£0	£0	£0	Capital
	S&M	£0	£0	£0	£0	£0	Revenue
5 Contractor Portal	Purchase I	£13,500	£0	£0	£0	£13,500	Capital
	Prof. Servi	£3,700	£0	£0	£0	£3,700	Capital
	S&M	£2,500	£2,500	£2,500	£2,500	£12,500	Revenue
6 Hosting	Purchase I	£0	£0	£0	£0	£0	Capital
	Prof. Servi	£0	£0	£0	£0	£0	Capital
	S&M	£18,000	£18,000	£18,000	£18,000	£90,000	Revenue
Housing Total	Purchase I	£136,100	£0	£0	£0	£136,100	Capital
	S&M	£39,540	£39,540	£39,540	£39,540	£197,700	Revenue
	Overall To	£175,640	£39,540	£39,540	£39,540	£333,800	Overall
6 Addition of CBC Commercial Assets	Purchase I	£7,790	£0	£0	£0	£7,790	Capital
	Prof. Servi	£18,400	£0	£0	£0	£18,400	Capital
	S&M	£1,790	£1,790	£1,790	£1,790	£8,950	Revenue
Housing & Commercial Total	Purchase I	£162,290	£0	£0	£0	£162,290	Capital
	S&M	£41,330	£41,330	£41,330	£41,330	£206,650	Revenue
	Overall To	£203,620	£41,330	£41,330	£41,330	£368,940	Overall

Note: Inflation has not been taken into account in the above 5 years cost analysis

As Option 1 Property (Asset) Management indicative costs only includes existing interfaces as in the current system to the current Housing system additional interfaces would be required to give the seamless, real-time user experience with “one version of the truth” as required by CBC.

For illustrative purposes, if 20 pieces of key data needed to be exchanged via interfaces and if it took 2 – 5 days to create each API and each piece of key data required may need 2 or 3 API to trigger at a budget for £1250 a day in professional services, then;



Range	Triggers	Days/API	Days/Key Data	Cost/Key Data	Cost for 20 pieces of key data
Upper	5	3	15	£18,750	£375,000
Average	3.5	2.5	8.75	£10,938	£218,750
Lower	2	2	4	£5,000	£100,000

In addition, there would be a cost to maintain the interfaces especially during upgrades of the current Housing and the Property (Asset) Management System when changes may impact the functionality of the interfaces or when changes to legislation or other factors necessitates that additional information is exchanged.

7.4 Option 2 Housing Asset Management Quoted Costs

The third-party purchase, implementation and BAU quoted costs for Option 2 Housing Asset Management are below over 5 years with and without Contractor Mobile licences;

September 2021

Licences Include: 19 Assets Mobile, 47 Risk Mobile, 39 Servicing Mobile, 114 Servicing Scheduler, Contractor Mobile

Item	Cost Type	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
1 Perpetual licence - New Asset Management Software	Purchase Price	51,058.81	0.00	0.00	0.00	0.00	51,058.81 Capex
	Prof. Services	161,148.75	0.00	0.00	0.00	0.00	161,148.75 Capex
	S&M	14,764.72	14,764.72	14,764.72	14,764.72	14,764.72	73,823.60 Opex
2 SaaS Licence: Assets Mobile, Risk Mobile, Scheduler	Annual Cost	37,771.71	37,771.71	37,771.71	37,771.71	37,771.71	188,858.55 Opex
3 Term Licence: Assets Energy Module and the Jaspersoft Licence for Dashboards:	Annual Cost	9,500.00	6,500.00	6,500.00	6,500.00	6,500.00	35,500.00 Opex
4 Cloud Hosting	Set-up	1,333.33	0.00	0.00	0.00	0.00	1,333.33 Capex
	S&M	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	10,000.00 Opex
Total		277,577.32	61,036.43	61,036.43	61,036.43	61,036.43	521,723.04
5 Third Party Integration	Prof. Services	36,750.00	0.00	0.00	0.00	0.00	36,750.00 Capex
Overall Total		314,327.32	61,036.43	61,036.43	61,036.43	61,036.43	558,473.04

Note: Inflation has not been taken into account in the above 5 years cost analysis

250,290.89 Capex
308,182.15 Opex

September 2021

Licences Include: 19 Assets Mobile, 47 Risk Mobile, 39 Servicing Mobile, 114 Servicing Scheduler, No Contractor Mobile

Item	Cost Type	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
1 Perpetual licence - New Asset Management Software	Purchase Price	51,058.81	0.00	0.00	0.00	0.00	51,058.81 Capex
	Prof. Services	161,148.75	0.00	0.00	0.00	0.00	161,148.75 Capex
	S&M	14,764.72	14,764.72	14,764.72	14,764.72	14,764.72	73,823.60 Opex
2 SaaS Licence: Assets Mobile, Risk Mobile, Scheduler	Annual Cost	35,509.32	35,509.32	35,509.32	35,509.32	35,509.32	177,546.60 Opex
3 Term Licence: Assets Energy Module and the Jaspersoft Licence for Dashboards:	Annual Cost	9,500.00	6,500.00	6,500.00	6,500.00	6,500.00	35,500.00 Opex
4 Cloud Hosting	Set-up	1,333.33	0.00	0.00	0.00	0.00	1,333.33 Capex
	S&M	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	10,000.00 Opex
Total		275,314.93	58,774.04	58,774.04	58,774.04	58,774.04	510,411.09
5 Third Party Integration	Prof. Services	36,750.00	0.00	0.00	0.00	0.00	36,750.00 Capex
Overall Total		312,064.93	58,774.04	58,774.04	58,774.04	58,774.04	547,161.09

Note: Inflation has not been taken into account in the above 5 years cost analysis

250,290.89 Capex
296,870.20 Opex

- **Item 1** – The Asset Management Module purchase price is discounted by 65% (verbal confirmation from the IT provider)
- **Item 1** – 212 days of Professional Services for implementation, configuration and project management – fixed cost.
- **Item 1** – The support & maintenance (S&M) for the Asset Management Module is 29% of the discounted price; The IT provider have verbally



confirmed that S&M is usually 25% of the full price and it cannot be reduced further.

- **Item 2** – Asset Mobile, Risk Mobile & Scheduler licences are paid as an annual subscription for SaaS (software as a service)
- **Item 3** – The Asset Energy Module and Licence are paid as an annual subscription for SaaS (software as a service)
- **Item 4** – The cloud hosting allows for 500GB of storage.
- **Item 4** – Professional Services to set up the hosted storage and its annual S&M charge.
- **Item 5** – 52.5 days of Professional Services, fixed cost, to set up interfaces as below;

Bespoke interface 1 - Risk Hub
Bespoke interface 2 - pdf certificates
Bespoke interface 3 - ZetaSafe
Bespoke interface 4 - water compliance contractors
Bespoke interface 5 - legionella risk assessment
Bespoke interface 6 - Armstrong York Portal
Bespoke interface 7 - external asbestos
Bespoke interface 8 - tenant caution list
Passing of documents out to the Contractor Portal

8.0 Key Risks and Actions

8.1 Risks associated with this project include:

- There is a short project timeline due to the current support ending September 2021; decision on priority of required resources for project activities verses the appetite for the risk of lack of support
- CBC colleague's availability to support project activities; resource planning and backfill of identified CBC colleagues (Workstream Leads/Power Users) who will be part of the project team
- CBC ICT availability to support project activities; resource planning and "red-circling" project resource
- Data cleansing may identify incomplete/gaps in data required for the new Asset Management System; data may need to be manually sourced/completed for the new Asset Management System
- Data migration from the legacy current Asset Management System to the new Asset Management System; technical review of current data identifying what can be migrated electronically and what will need to be manually input/updated. This has been identified as a major problem area in previous implementations.

9.0 Project Team

9.1 The project structure is identified below;



A detailed implementation/delivery plan will be developed with the Property (Asset) Management vendor of choice, option 2.

9.3 Indicative Project Resources

A resource plan will be fully developed with the Property (Asset) Management vendor of choice, however indicative Service Area resources for the illustrative plan in 9.2 are;

Service Area	CBC Colleague	FTE	Period
Asset Management & Programmed Works	Paul Stepto	50%	10 months
	tbc	30%	10 months
Repairs	tbc	30%	10 months
	tbc	30%	10 months
ICT Systems Mgnt	tbc	40%	10 months
ICT Networks	tbc	50%	10 days

Note: there will be peaks & troughs in the time required for project tasks during the project lifecycle

A backfill strategy for Service Area colleagues assigned to the project will be required to ensure that they have sufficient time to complete both project and BAU tasks.

In addition, a Project Manager and Business Analyst will be required for a one-year period to support the implementation;

Project Manager	£46,000
Business Analyst	£38,000
Total	£84,000

10.0 Role Descriptions

10.1 Project Sponsor

- Project Owner
- Owner of the project vision
- Chair of Steering Meeting
- Budget Owner
- Ensure sufficient resources/colleagues are available as required/planned to complete project tasks
- Mitigation of Risks

10.2 Business Process Owner

- Owner of business process/area directly impacted by project
- Owner of project delivery for their area
- Reinforcing Sponsor/Advocate for the Project



- Regular 121 with their WSL
- Ensure sufficient resources/colleagues are available as required/planned to complete project tasks
- Removal of project obstacles and blockages in their area
- Mitigation of Risks
- Delivery of project benefit(s)

10.3 **Workstream Lead/Power User (WSL/PU)**

- Detailed functional knowledge of their business area
- Project decision making for their business area
- Completion of tasks as planned, including organisation and leadership of their project team colleagues if any
- Resolution of project issues
- Communication of project progress and activities (BPO & Colleagues)
- Change Activities
- Testing, including UAT (user acceptance testing)
- Training Needs Analysis
- User Training (Train the Trainer)
- User Coaching
- First line functional support during & post project

11.0 **Recommendation**

The recommendation by the Service Area is to approve the implementation of Option 2 Housing Asset Management to replace CBC Housings legacy current Property (Asset) Management system.