Subject:	Replacement of repairs scheduling tool with works order management solution
Corporate Director:	Nicki Jenkins – Growth and City Development
Executive Member:	Councillor Jay Hayes – Housing and Planning
Report author and contact details:	Alison Brown Alison.brown@nottinghamcity.gov.uk
Other colleagues who have provided input:	Andrew Berry - Finance Richard Bines - Legal Paul J Burrows – IT Louise Dobson - Procurement

Key Decision	☒Yes ☐ No	**Subject to call-in**	☒ Yes ☐ No
Reasons: ☒ Expenditure ☐ Income ☐ Savings of £750,000 or more taking account of the overall impact of the decision		☒ Revenue ☐ Capital	
Significant impact on communities living or working in two or more wards in the City		☐ Yes ☒ No	
Type of expenditure: ☒ Revenue ☐ Capital			

Total value of the decision: up to £1,858,000 (£1.77m for Housing (HRA) over 4 years, £88k for Community Protection (General fund) over the same period)

Section 151 Officer expenditure approval
Has the spend been approved by the Section 151 Officer?   ☐ Yes ☐ No ☒ N/a
Spend Control Board approval reference number:

Commissioner Consideration
Has this report been shared with the Commissioners' Office?   ☒ Yes ☐ No
Any comments the Commissioners wish to provide are listed in section 6 below.

Wards affected: All

Date of consultation with Executive Member: 30/10/2024

Relevant Council Plan Key Outcome:

Green, Clean and Connected Communities	☐
Keeping Nottingham Working	☐
Carbon Neutral by 2028	☒
Safer Nottingham	☐
Child-Friendly Nottingham	☐
Living Well in our Communities	☐
Keeping Nottingham Moving	☐
Improve the City Centre	☐
Better Housing	☒
Serving People Well	☒

Summary of issues (including benefits to citizens/service users):

Our existing works scheduler NEC console which we use to appoint jobs for customers and assign trade colleagues to jobs is not fit for purpose, and we are looking to replace it as soon as possible with an alternative works order management solution.

The NEC scheduler (console) was implemented in October 2023 as part of a wider NEC enterprise project initiated by Nottingham City Homes (NCH). The objective being to reduce the number of IT systems used to manage and deliver the Housing property service. All of the

intended property services work streams have not yet been migrated to NEC scheduler due to ongoing system and user issues that have emerged since go live, meaning we are still operating the Property service across multiple IT platforms. This continues to create issues for our customer service centre, other housing staff and customers particularly on visibility of data, clear audit trails on what actions are being taken by who and when and difficulties with agility of resources.

The NEC works scheduler is underdeveloped, not fully dynamic, its configurability does not support our operating delivery model and at times is unstable resulting in having to use paper base run sheet schedules as a business continuity fall back.

The NEC scheduler lacks automation, and we are using additional staffing resource to plan customer appointments, schedule trade colleagues to jobs and move works through different stages of the repairs journey process. We are unable to retrieve reliable and accurate performance data and works orders do not consistently close down after works are completed this means we are not confidently be able to articulate what the repairs service actual performance is like.

Due to system issues we are trying to manage the performance of a service based on 25,000 properties and an annual works order volume 170,000 across all workstream on an excel spreadsheet which is both inefficient and ineffective. The majority of these issues were not evident in the project testing phase due to us not at the time operating on the latest version of NEC to test on. We were four versions behind due to our historical approach to implementing upgrades. NEC as a company despite lots of words of assurance have not provided us as a key housing client with the speed and level of support required to address the issues identified resulting in a loss of confidence in the partnership.

This combination of factors is having a significantly negative impact on the Property service we are delivering including the levels of customer perception which has dipped since we went live with the NEC scheduler. The wellbeing of the team is being affected with increased refence being made to our internal IT systems as a reason for absence due to work related stress. Our existing arrangement is not sustainable, and we need to do something at speed to enable the wider transformation activities outlined in our service plan to take place and prevent any further deterioration of service.

Due to the critical operational we have through our procurement colleagues proposed the use of G-Cloud as an existing OJEU compliant framework as a procurement solution rather than NCC completing its own tender process which will take time and resources.

We have completed a range of activities with staff to identify key requirements for a replacement WOM system using the learning from the past few months. This has including viewing of a range of WOM systems available from other WOM supplies in G cloud framework. We created a resulting minimum criteria was used to shortlist potential system and as the basis to complete an evaluation against work order management providers on the G-Cloud framework. The outcome resulted in the decision to recommend we procure the Total Mobile Ltd, WOM solution.

This provides an established tried and tested works order management solution within the social housing sector and will provide the basics we need to give the Property service stability. In additional to the fully dynamic works order management solution the proposal will support the provision of video diagnostic, lone worker solution and data analytics.

The company has a roadmap to service and product enhancement including the use of artificial intelligence. Which would support NCC wider improvement agenda linked to improved efficiency and effectiveness through automation of process.

NCC have previously had a contract with Total Mobile Ltd for a corporate lone worker system and one of our external contractors we are using to provide capacity for damp and disrepair uses which has provide an opportunity to see system capabilities already on our own stock. Having previously worked with Total Mobile Ltd we already have a number of data security and IT interfaces in place which will assist with timescales during the mobilisation stages.

The Housing proposal will be funded initially during the remainder of the 2024/25 budget year through the use of Housing revenue account (HRA) reserves. Then we will include a revenue growth item in the annual budget setting process for 2025/26 to ensure that any recurring costs are built into annual budgets to ensure all costs for the WOM solution are in place. Delivery against the proposed annual efficiency saving of £1.9m/annum will form part of the success measures of the contract with Total Mobile Ltd.

This proposal to funding the housing element has been supported by the chief executive and HRA finance. The proposal will be included within the period 6 finance reporting paper to executive leadership. The contract is for a proposed total of 4 years as permissible under the framework agreement.

The commercial model of Total Mobile Ltd within the current version of G-Cloud is based on a percentage discount against volume of users, bundle of package purchased. Due to the size of the property service and scope of the works management solution this could be up to a 40% discount against the base rate.

There is scope to include the NCC corporate lone worker solution which could provide further cost efficiencies on the overall contract price. As Total Mobile Ltd use G-Cloud as the route to market for most of their public sector contracts they offer their most commercial offer through this route. Delays to approval of the proposal would result in cost increases as Total Mobile Ltd have agreed to honour the current commercial model costs which would have been subject to an increase as of November 2024.

Replacing the existing works scheduler will support NCC culture change ambitions. Total Mobile Ltd has the functionality to provide a technological system to support works delivery through approved processes so we operate more efficiently and effectively. It will provide a performance management tool to facilitate agility of resource and demonstrate greater accountability. All can contribute to enhancing the customer and staff experience of the service.

Exempt information: None.

Recommendations:

1   To approve the funding of an up-to 4-year contract for a replacement works order management solution at an estimated cost of £1.85m (£1.77m HRA and £88k General Fund).

2   To delegate authority to the Director of Property Services (Housing) to:

   (a)   procure and award a contract for up to 4 years (on a 1+1+1+1+1 basis) to Total Mobile Limited (Co Reg No:NI018486) for utilising the G-Cloud (version 13 Framework) for the provision of a works order management solution;

   (b)   set up the required Contract Purchase Agreements (CPA) to cover the works to be delivered;

   (c)   raise purchase orders under the signed contract for the duration of the contract.

3   To note the proposed efficiency savings over the potential contract term and that these are

included as success measures within the contract with Total Mobile Ltd.

| 4 | To explore opportunities within the contract terms for other service areas across the Council to gain potential financial benefits through volume discounts from Total Mobile Ltd commercial model offered through G-Cloud. |

1. **Reasons for recommendations**

1.1 The proposed procurement route of Crown Commercial Services G Cloud 13 Framework agreement is FTS compliant and supports the need to move at pace to implement a works management solution that supports the delivery of the property service.

1.2 The use of the G-Cloud framework provides a transparent pricing framework and ability to develop opportunities for efficiency and effectiveness as a means of further demonstrating value for money. This will include using the proposed efficiency savings as a success criterion within the contract document with Total Mobile LTD to ensure a focus on their delivery is sustained and contract extensions given.

1.3 Funding from HRA reserves is requested as this proposal was not funded within the existing business as usual budget lines. It cannot be totally funded at present from any identified efficiency savings within approved budgets so will be reported as an overspend against agreed budgets.

1.4 HRA reserves are in excess of £100m.

1.5 The proposal outlined in the report takes into account applying lessons learnt form the implementation of the NEC enterprise project so for example the funding requests reflects the need to provide dedicated project staff and a fully developed project implementation plan.

1.6 The Property team have the expert knowledge and self-awareness of current operating issues and would be able to work with the proposed project team and Total Mobile Ltd to implement a new works order management system that meets service needs and supports wider NCC improvement aspirations.

1.7 The recommendations ensure that appropriate NCC internal governance and financial requirement are adhered to.

2. **Background (including outcomes of consultation)**

2.1 As a social housing landlord, we must manage our complex and diverse property portfolio and support the tenants who inhabit them while facing increased operational costs, media scrutiny and renewed legislative pressures. To deliver against our regulatory, statutory and landlord obligations we need technology-enabled services. This includes an effective work management system.

2.2 Work order management (WOM) is a systematic approach to creating, tracking, and completing organisational maintenance tasks and service requests. It encompasses the entire lifecycle of a work order – from the initial request from the customer or other stakeholder through prioritisation, assignment, execution, and final closure. This process ensures that every task

is addressed efficiently and effectively, minimising asset downtime and optimising resource allocation. A WOM system users data intelligence to help staff make informed decisions on the maintenance of properties within the financial budgets available.

2.3 Our existing work management system software is provided through our NEC enterprise licence arrangement. The Enterprise License option was a decision taken by NCH as a means to simplify the data architecture for NCH for Asset Management, Properties, Diaries and job costing and move away from the 5 systems that we used for property maintenance to NEC.

2.4 The implementation of the NEC enterprise licence solution would be through a four-year programme of implementation. The Enterprise project implementation has been fraught with issues and the five software systems are still in place for different elements of the property service. This creates additional risk to service continuity as for example First Touch, one of the systems, is no longer supported by the provider so relies on internal knowledge of the system to try and remedy issues if and when they occur.

2.5 A key reason for the delay in the final part of the move to the single system of NEC is due to the functionality and reliability issues we have encountered with the staggered rollout and day to day use of the NEC console module.

2.6 The NEC console software which is primarily used to book and manage appointments is not as developed as first understood. The NEC console has a number of issues most significant it does not offer a dynamic resource scheduling across multiple staff only on an individual staff member. Additionally, access to and visibility of performance data is poor.

2.7 We are not maximising productivity of the workforce as we are not able to work in an agile real time environment. System capability issues mean to log and manage jobs and reschedule any work, across the workforce to prioritise workloads to meet service demands relies on a series of manual interventions and a plethora of workarounds.

2.8 The NEC scheduler lacks functionality and stability and does not reflect the vision for the service delivery model. We are virtually the only NEC client that have actually managed to get the scheduler to function. To do so we have had to implement a multiple of manual workarounds to underpin NEC scheduler system capability issues which takes time and staffing resources.

2.9 The lack of automation and functionality within the NEC scheduler is having a detrimental impact of the quality of the maintenance service received by customers and the wellbeing of staff trying to manage system functionality and capabilities. This IT system is being identified as a reason for staff absences. Our current approach does not demonstrate an effective or efficient service delivery, but it enables a service continuation.

2.10 Although system improvements are planned via an NEC improvement roadmap the timescales for change do not support the speed and scope required to address the service impacts, we have now.

2.11 Waiting for these system enhancements for the NEC scheduler would still carry the risk that the developing system is untested within the sector. The continuation of the NEC console is having a negative impact on customer perception of the maintenance service and a negative impact on staff

wellbeing. There is a lack of confidence in NEC as a partner as despite words they have consistently failed to deliver on commitments made within timescales.

2.12 We acknowledge that moving away from our existing arrangement provides the opportunity for significant change specifically around automation of process and for example an increased ability for customers to self-serve.

2.13 The NEC scheduler as it is presenting a key barrier to the timely implementation of a range of activities identified within the property service plan 2024-26. This includes the fundamental shift from the existing highly reactive to a preventative and proactive repair, maintenance and investment service. This risk-based approach to maintain and improve our assets would be informed by data intelligence including stock condition, cause and likely resolution, financial sustainability and customer vulnerability.

2.14 The proposed service approach will be delivered on a rotational geographical basis using the continuation of a mixed delivery resource model. A key building block to the implementation of this proactive and preventive approach is an effective WOM solution.

2.15 The current arrangements with the NEC scheduler mean we are not able to get the basics right with the highly reactive service without significant manual intervention which is neither efficient or effective.

2.16 We are very self-aware of the wide range of issues that exist with current delivery arrangements for the property service not all of which are system based. We acknowledge that NEC console is recognised as part of this complex jigsaw. We have conducted a series of activities including interviews and workshops with staff across the service to help develop the business case for the replacement of NEC console. This was to ensure we have understood the key issues with our existing approach and to shape the scope and specification for the WOM system replacement. A detailed statement of works will be developed with Total Mobile LTD as part of the implementation phase. We will include exploring opportunities with the NCC customer first teams and drawing on the expertise and knowledge of existing property staff. Using expertise and self-awareness to maximise the identification of activities for automation and digitalisation within the service. A particular area includes communication with customers, increasing the opportunities for customers to self-serve and automation of work programmes so customers have greater confidence we will be in agreed localities at advertised frequencies.

2.17 Below are some extracts from that approach for illustrative purposes. Fig 1 is an overview of the issues identified as part of a staff engagement exercise are in fig1.
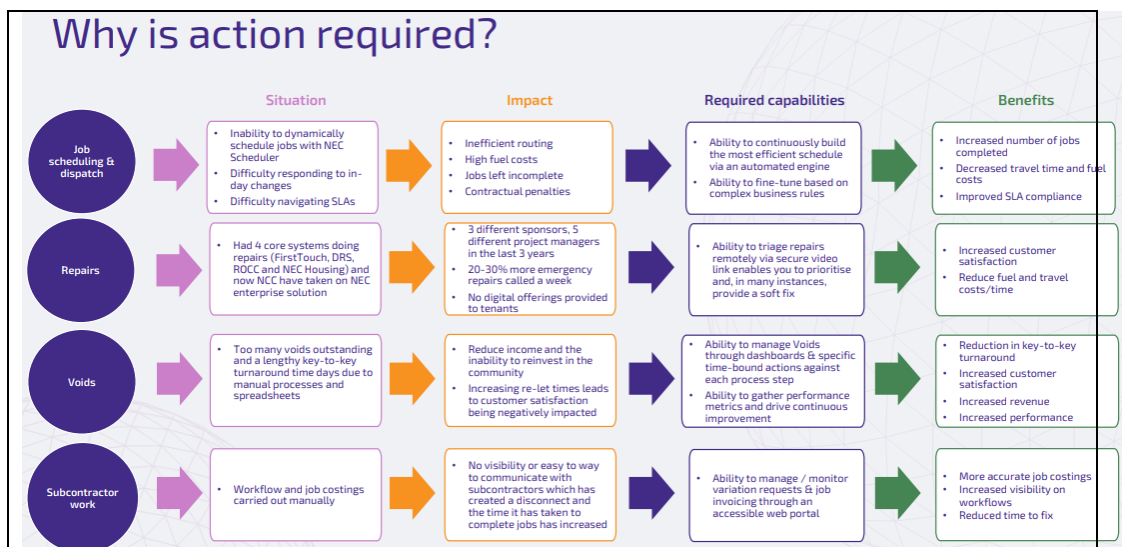
2.18 Fig 1

2.19 See fig 2 and 3 for an overview of current issues based on activities and workstreams and fig 4 for basic components for works management system which we are using.

2.20 Fig 2

2.21 Fig 3

Why is action required?
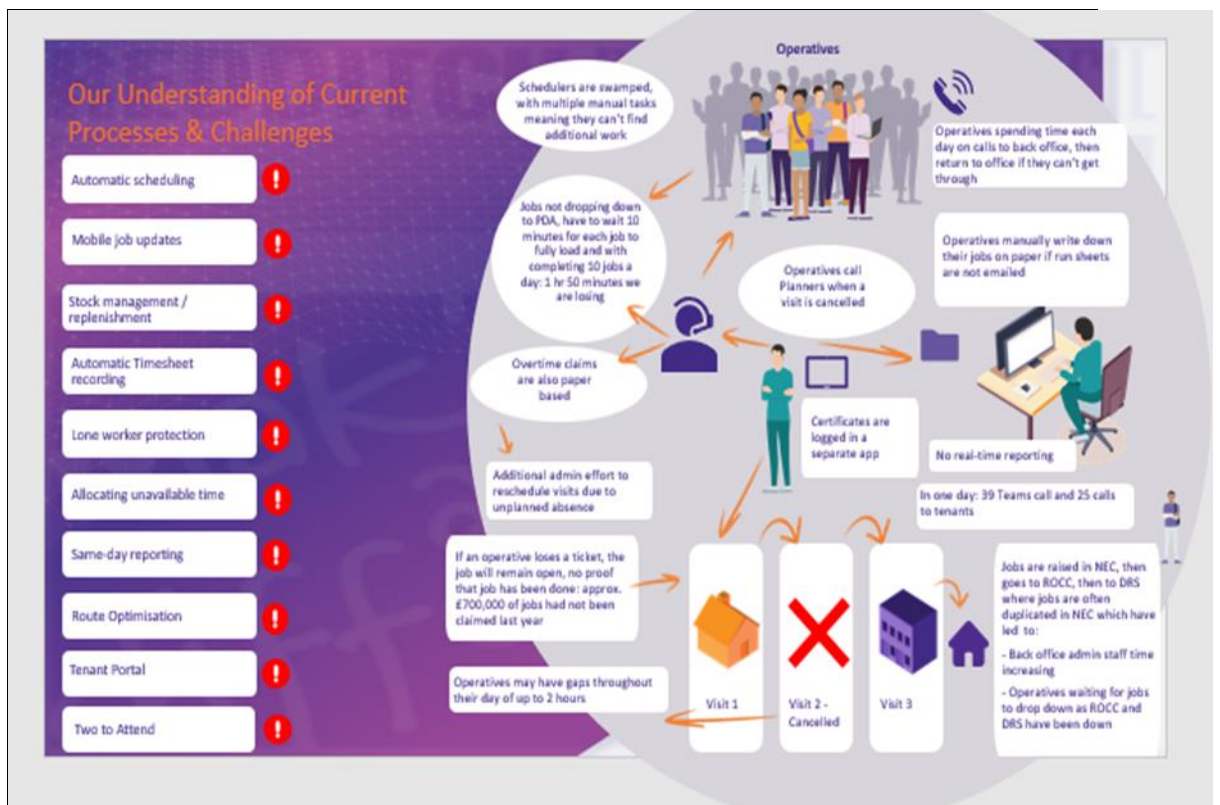
2.22 Fig 4

- **Maintenance Requests**: The starting point where a need for maintenance work is identified and communicated by customers or other stakeholders.

- **Work Order Creation**: Transforming these requests into structured, trackable work orders.

- **Prioritisation**: Determining the speed in which the issue need to be addressed based on risk.

- **Assignment and Scheduling**: Allocating tasks to suitable personnel and scheduling them appropriately.

- **Execution**: The actual performance of the maintenance work.

- **Documentation and Tracking**: Recording progress, resource usage, and completion details.

- **Closure and Analysis**: Finalising completed work orders and analysing them for insights and improvement

2.23 We have looked at the types of benefits a replacement works management solution could bring. See fig 5. For cost we have considered salaries of schedulers and trade colleagues to make evaluations of time spent on activities, costs for currant software, travel and printing costs.
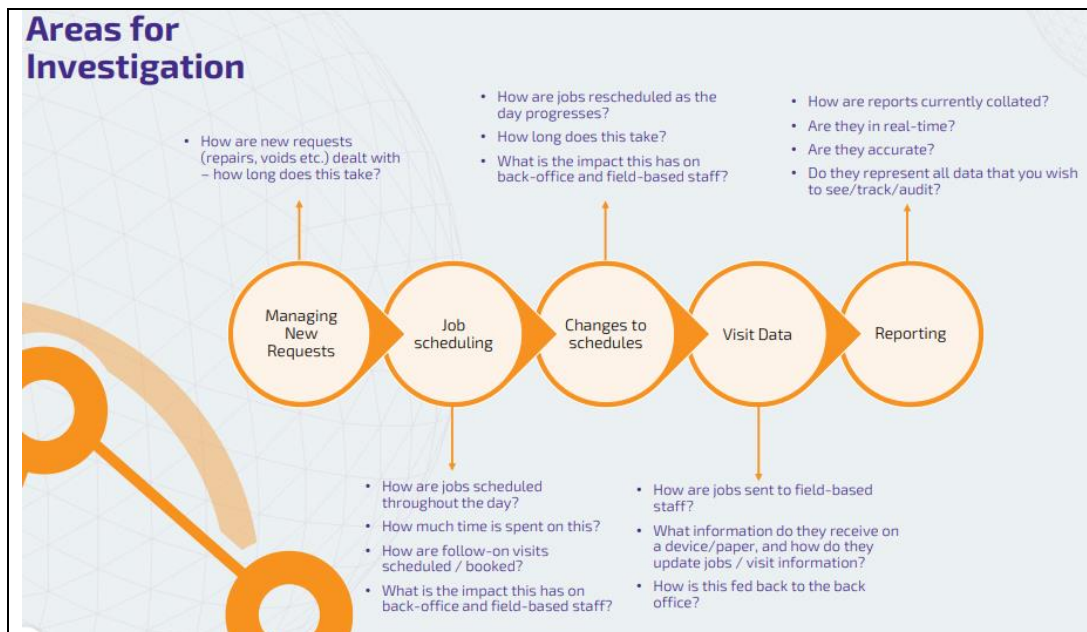
2.24 Fig 5
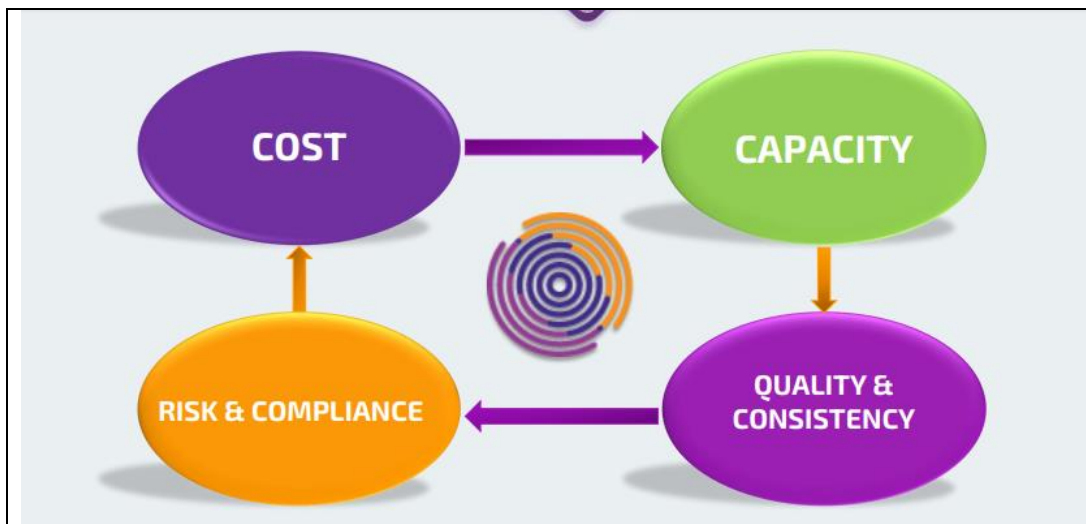
2.25 Benefits:

One of the key benefits of a replacement WOM system will be enhanced efficiency and productivity of resources. Automated Scheduling will streamline work order scheduling and dispatch, reducing downtime and increasing productivity. Real-Time Tracking provides real-time updates on job progress and completion, improving transparency and accountability. An effective WOM system can contribute to adherence to statutory and regulatory requirements, including safety inspections and maintenance records.

An effective WOM system will provide a single audit trail for records of all repairs and maintenance activities, essential for quality assurance and compliance checks and would address a key issue identified in multiple maladministration judgement made by the housing ombudsmen against us. A WOM system will optimise the use of resources, reducing wastage and operational costs.

It can facilitate proactive maintenance, preventing more resource intensive reactive repairs and extending asset life which support the approach NCC housing property service is adopting. The system can provide data analytics and reporting capabilities, aiding in strategic decision-making and long-term planning and better-informed day to day decisions.

Accessible data will help us identifies recurring repair issues and trends, allowing for targeted interventions and improvements. Having improved communication regarding expectations for the property service can help enhance the customer and staff experience.

2.26 Fig 6 areas for investigation. This gives some examples of the types of specific areas within a WOM system we have considered.

Areas for Investigation

Managing New Requests
- How are new requests (repairs, voids etc.) dealt with – how long does this take?

Job scheduling
- How are jobs scheduled throughout the day?
- How much time is spent on this?
- How are follow-on visits scheduled / booked?
- What is the impact this has on back-office and field-based staff?

Changes to schedules
- How are jobs rescheduled as the day progresses?
- How long does this take?
- What is the impact this has on back-office and field-based staff?

Visit Data
- How are jobs sent to field-based staff?
- What information do they receive on a device/paper, and how do they update jobs / visit information?
- How is this fed back to the back office?

Reporting
- How are reports currently collated?
- Are they in real-time?
- Are they accurate?
- Do they represent all data that you wish to see/track/audit?

2.27 This series of activities will be built on further to develop a detailed statement of works which will be used to outline the mobilisation and implementation plan.

2.28 The NCC improvement plan includes the recognition for technological systems and processes so we operate more efficiently and effectively. Putting a revised WOM system in place will support the wider NCC improvement agenda.

3. **Other options considered in making recommendations**

3.1 We considered going out to open market tender rather than use of an existing framework as a means of driving down costs. Although cost is a clear criteria, we need to ensure this is not to the detriment of the product. Continuing with NEC would be cheaper than using Total Mobile LTD but it does not provide a product that is fit for purpose and supports our service needs.

3.2 We considered moving all services back to DRS works order management system as some of the services are still using this. As we are not operating on the latest version this would still require a significant upgrade. The latest version of DRS does not meet the minimum operating criteria we agreed for a replacement WOM system.

3.3 Not doing anything is not an option as would lead to deterioration in overall service delivery. Based on current data it is likely that there would be increased absence from the workplace linked to system issues and work related stress. Staying as we are would require increased staffing levels to manually manage resources and move works orders through the different stages of the repairs journey and to maintain multiple WOM systems. It would cost additional monies to continue with other IT systems as migrating all of our services to NEC scheduler in its current reiteration is not viable.

4. **Consideration of Risk**

4.1 Table 1 – Risks and mitigations

Risk	Issue	Mitigation
Implementation challenges		
Cost	The initial cost of implementation, including software, hardware, and training.	Conduct a thorough cost-benefit analysis to justify the investment. Careful Planning and Budgeting. Monitoring of delivery of efficiency savings through contract term
Integration Issues	Potential difficulties integrating the digital solution with existing systems and workflows.	Phased Implementation: Implement the solution in phases to manage costs and address issues incrementally.
System Downtime	Risk of system failures or downtime, disrupting service delivery.	Ensure the digital solution is compatible with existing systems and infrastructure. Keep the system updated with the latest features and security patches. Schedule regular maintenance checks to ensure the system operates smoothly.
Technical Support	Need for ongoing technical support and maintenance to ensure smooth operation.	Secure ongoing technical support from the solution provider to address any integration issues Establish a support system to assist staff with any issues or questions that arise.
Data security and privacy		
Cybersecurity Threats	Risk of data breaches and cyber-attacks, compromising sensitive tenant and property information	Implement robust data encryption and security protocols to protect sensitive information. The proposed solution has already been approved by the NCC Corporate IT Security team.
Compliance with GDPR	Ensuring compliance with data protection regulations, such as GDPR, to protect tenant information.	Conduct regular security audits to identify and mitigate vulnerabilities.
Resistance to change		
Staff Training	Need for comprehensive training to ensure staff are comfortable and proficient with the new system.	Provide comprehensive training sessions for all users to ensure they understand and can effectively use the new system.

| Cultural Resistance | Potential resistance to listen to knowledge and self awareness of issues of internal team without external confirmation reduces buy in from staff | Involve key stakeholders in the planning and implementation process to gain buy-in and reduce resistance and improve confidence in internal skill, knowledge and understanding.

Develop a clear communication plan to keep all stakeholders informed about the benefits and progress of the implementation on new WOM system. |

5. Best Value Considerations

5.1 This section outlines best value considerations in terms of procurement route and the identification of potential efficiency savings by using Total Mobile LTD from the preferred procurement route.

5.2 The table fig 7 below gives a summary of the best value considerations in terms of procurement options. Due to the specific circumstances that have triggered the procurement and the need for speed of the procurement route and decision making then some of the options may not be appropriate at this point in time but could be considered in the future.

5.3 Fig 7: Best value in procurement options

Best Value considerations	Comments	Decision
DIY- do it yourself through redesign	We do not have an internally developed works management software solution. Any It solution will be dependant upon quality of data provided and efficient process.	Not an option
BIY- buy it yourself e.g. procurement	For speed due to service impacts with current system we are using an existing compliant framework arrangement rather than going to open tender. We have under the guidance of procurement worked through an evaluation of supplier to identify suppliers who meet the minimum requirement of the product /solution we need to support service delivery. This has generated a shortlist of potential supplier who could be suitable. Based on the minimum criteria Total Mobile LTD were selected.	Preferred option on this occasion
BIWO- buy it with others- joint procurement	We are not looking on this occasion to procure with others but could have capacity for other areas of NCC to use it as a work management solution. This could generate further cost saving by economies of scale in terms of discounts for volume of users.	Future option
DIWO- do it with	We are not looking on this occasion to deliver	Future option

others e.g. shared services/ partnerships with local authorities	with others but could be a future option under the East Midlands Combined County Authority (EMCCA)	
DIFO – do it for others- trading and income enhancement	We do not have internal expertise or systems to deliver at current moment in time but could be a business case for a future option. Could support income generation if was used for a works management solution for other areas of service with NCC	Future option
EO- enable others	We can work with suppliers to scope and develop product enhancements and improved functionality based on specialist of knowing housing property service for a fee	Future option
REDUCE- service standards commensurate with affordability	Reduction is service standards could trigger financial penalties and regulatory intervention as would contribute to further reduction in customer perception of the service which are key satisfaction measures of the service.	Not an option
STOP	We need the work management solution to assist with demonstrating against our statutory and regulatory landlord responsibilities. Stopping doing work to homes and assets is not an option. Unless we make a decision not be a social housing stock owning authority we will need to deliver against our obligations.	Not an option

5.4 By procuring an existing established work management solution it has the capacity for scalability to accommodate future growth and changes in regulatory requirements, to help support long-term value. By using a leader in the marketplace it gives NCC access to cutting-edge technology solutions that are regularly updated and compliant with the latest standards. The Total Mobile Ltd road map for service enhancements includes the potential for increased use of artificial intelligence and automation. We have an opportunity to customise the system to meet specific needs of the council, providing a tailored solution that maximises opportunities for efficiency and effectiveness.

5.5 The solution for a replacement WOM system is being closely developed with the housing IT team who currently oversee the housing software solutions. The wider NCC IT team has been made aware via ticket F0864649 and SR ID: 3539, New Spending Request and informal discussions and are supportive of actions so far. The corporate IT team will be involved further as part of the development of the mobilisation actions specifical around data integration and security.

5.6 We have discussed the new WOM proposal with the Customer first team and they will be involved as part of looking at any additional opportunities for digitalisation and automation either as part of Total Mobile Ltd or alongside it. Total Mobile LTD provides an opportunity for video calling with customers something as a service we have previously tried to introduce to improve triage of reported issues based on risk but had difficulties with NCC fire wall integrations. We have been working with procurement on the proposed procurement route and are exploring options of how

the proposed contract could be used to bring further benefits across NCC specifically on a lone worker solution.

5.7 The issues and initial scope for a replacement WOM system has been used to develop some initial efficiency savings.

5.8 By investing in a replacement works order management solution we have identified a potential £1.9m/annum on efficiency savings which would start to materialise in year 2 of implementation. See fig 8. for costs for system against identified efficiencies and fig 9 for an overview of efficiencies identified.

5.9 Fig 8

Investment v Estimated Value of Savings	Year 1	Year 2	Year 3	Year 4
Cumulative Investment	£545,535.72	£911,071.44	£1,276,607.16	£1,642,142.88
Cumulative Value of Estimated Savings	£0.00	£972,613.50	£2,431,533.75	£4,376,760.75
		50% of Est Savings	75% of Est Savings	100% of Est Savings

5.10 We have identified that the efficiencies would not fully start to materialise until year 2 of the contract term. By the end of year 3 of implementation of the new WOM soluation we would have fully recovered the cost of the investment through identified efficiency savings.

5.11 The costs of WOM solution and associated modules based an an indicative 630 users would be £1.59/day.

5.12 Using the self assessment work we have done so far the effeciency savings identfied are summerised in Fig 9.

5.13 Fig 9 Indicative effeciency savings

Collective Value Case Savings per Annum		
Value Cases	Efficiency Gain	Additional Productive Staff
Reduction in administrative tasks per day for Field Workers	£717,556	11.8
Reduction in the Amount of time Admins and Planners spend Scheduling	£236,968	9.9
Reduction in time spent travelling due to Dynamic Scheduling	£241,028	3.9
Reduction in Mileage Costs Due to Dynamic Scheduling and Route Optimisation	£37,125	
Reduction in Time Spent waiting for Work (Responsive Repairs Only)	£7,791	0.1
Reduction in trips to stores	£187,603	3.1
Reduction in Admin staff time	£4,500	0.2
Reduction in printing & paper costs	£3,713	
Reduction in time for Operatives to spend on the phone to a Planner	£117,957	4.9
Reduction in the Amount of time for Planners to spend on the phone to Operatives	£332,487	5.4
Reduction of compensation cost	£58,500	
Potential Annual Value of Efficiency Gain/Saving	**£1,945,227**	**39.3**

POTENTIAL ANNUAL VALUE OF EFFICIENCY GAIN/SAVING

£1,945m per year

Or an additional 40 productive staff

Approx 40 additional FTE's = 37, 600 additional jobs to be completed per year

5.14 The potential increased productivity would reduce our reliance of more costly non specilist external contractors and the number of agency staff who are needed to administer manual tasks due to lack of digitalisoation and automation with NEC scheduler.

5.15 The potential efficiency savings across the term of the contract are significant and reflect the inefficiencies we have at present with the service. The efficiencies would be a mix of cashable and non cashable savings. As part of the implementation we would manage delivery against these identified savings.

6. **Commissioner comment**

6.1 The Commissioners have approved this report. (29/10/2024)

7. **Finance colleague comments (including implications and value for money/VAT)**

7.1 The existing works scheduler NEC console is no longer fit for purpose and needs replacing. There is the potential for significant efficiency savings and performance improvement through this investment.

7.2 The proposal will be funded initially through the use of Housing revenue account (HRA) reserves (this proposal was not funded within the existing business as usual budget lines and it cannot be funded at present from any identified efficiency savings within approved budgets). A revenue growth item will be included in the annual budget to ensure that any recurring costs are built into annual budgets. The total investment is £1.8m.

7.3 Delivery against the proposed annual efficiency targeted saving of reaching **£1.9m per annum** will form part of the success measures of the contract with Total Mobile Ltd and need monitoring. These savings will start to materialise in year two and the potential efficiency savings across the term of the contract are significant and reflect the inefficiencies in the current service. The efficiencies would be a mix of cashable and non cashable savings. There would be the possibility of returning any initial funding back to reserves from later efficiency savings.

7.4 The narrative has highlighted that the commercial model of Total Mobile Ltd within G cloud is based on a percentage discount against volume of users, bundle of package purchased. Due to the size of the property service and scope of the works management solution this could be up to a 40 percent discount against the base rate.

7.5 Other alternatives were considered, including going out to open market tender rather than use of an existing framework as a means of driving down costs. Although cost is a significant criterion, the primary objective is the delivery performance and quality of the product. Continuing with NEC would be cheaper than using Total Mobile Ltd but this does not provide a product that is fit for purpose and supports the service needs.

7.6 The risks exposure around the initial cost of implementation, including software, hardware, and training will be mitigated by conducting a thorough cost-benefit analysis to justify the investment, careful planning and budgeting and tight monitoring of delivery of efficiency savings through contract term.

Andrew Berry, Assistant Director, Housing Finance – 22/10/2024

8. **Legal colleague comments**

8.1 Authorisation is sought for the award of a service contract for the provision of a workload management system for Housing Services, utilising the latest accessible G-Cloud Framework (direct award) (version 13). As the award is valued up to circa £1.7 M the contract falls within the threshold at which compliance within the Public Contract Regulation 2015 is required, along with the Council's own Contract Procedure Rules (CPR's). CPR Article 18.35 recognises a framework pathway as a compliant route to market economic operators.

8.2   The Council in procuring the contact must ensure it treats economic operators equally, without discrimination and act in a transparent and proportionate manner, and thus without intentionally narrowing competition in the market. Compliance with the terms and conditions an approved framework such as G-Cloud Version 13 would satisfy these requirements. It is understood early market engagement has already taken place under version 13 of the G-Cloud Framework and the named provider was identified as being the only framework participant meeting the Council minimum criterion at that time.

8.3   Although version 13 of G-Cloud framework has since expired (following an initial extension), it is understood the Council's Procurement Service has confirmed that the call-off contract may be awarded under it. If this were not the case, subject to satisfaction that no additional market participants are available on the latest version of the framework, capable of meeting the specified minimum criteria, utilising the replacement version of the G-Cloud framework to award to the named provider would still represent a compliant route to market for Housing Services.

8.4   Any award of the contract for the proposed length must accord with the Framework terms and conditions.

8.5   Due to the specialist nature of IT contract solutions and Framework Call-off terms and conditions specialist external legal advice may be required to assist with the final drafting of the contract pre-award. This will need to be factored into the award timeline. Housing Services will also need to ensure sufficient budget is available to cover such legal costs.

8.6   The services contract in question will need to secure best value demonstrating that the Council's arrangements are economic, efficient, effective, and fully consider the outcomes for citizens and service users in accordance with the duty under section 3 of the Local Government Act 1999.

8.7   In so far as the final recommendation in the report is concerned, it should be noted that the proposal could result in the need for a contractual modification. Any such modification would only be permissible, without the need for a new procurement procedure, under any of the regulation 72 safe harbours i.e. non substantial modification, assessed at the time the need for a modification arises.

        Richard Bines, Contract and Commercial Team, Legal Services - 23.10.2024

9.   **Other relevant comments**

9.1   **IT Service comments**

        The IT Service support the proposals within this report and will work with colleagues in the Housing IT Team to implement the proposed new solution for workforce scheduling on its usual chargeable project basis.

        The technical base of the proposed solution from Total Mobile Ltd, Total Mobile Connect, has been reviewed by the Council's IT Service and is considered to represent a low risk in technical terms.

        Paul J Burrows, IT Change, Projects & Strategy Manager - 18 Oct. 2024

9.2 **Procurement comments**

Procurement Team support the proposal within this report and will support the client team to ensure their procurement of the new WOM system and wider contract is done so in keeping with CPRs and compliantly as set out in Public Contract Regulations 2015 and G-cloud 13. Best value has been achieved by merging a number of service requirements which has led to a 'bundle' discount on the services achieving economies of scale. The social value aspect of the Contract is being considered also. There are no procurement concerns.

Louise Dobson, Lead Procurement Officer - 21.10.2024

10. **Crime and Disorder Implications (If Applicable)**

10.1 N/A

11. **Social value considerations**

Implementing a works management solution for Nottingham City Council's social housing maintenance service can bring several social value benefits, including:

11.1 **Improved Service Delivery**: A works management solution can streamline maintenance requests, scheduling, and tracking, leading to improved response times and more efficient service delivery to residents. This improves overall satisfaction and quality of life for tenants and could help improve the customer satisfaction perception measure.

11.2 **Enhanced Transparency and Accountability**: Such a system can provide transparency in the maintenance process, allowing residents to track the progress of their requests. This transparency fosters trust and accountability within the community.

11.3 **Better Resource Allocation**: With better data and analytics from the works management solution, the service can allocate resources more effectively. This means addressing urgent issues promptly and planning preventive maintenance to reduce overall costs and disruptions for residents.

11.4 **Community Engagement and Empowerment**: Residents may feel more empowered and engaged when they have visibility into maintenance operations and can provide feedback through the system. This involvement can strengthen community ties and improve communication between residents and the council.

11.5 **Promotion of Local Employment and Training**: As we use a mixed delivery model, there may be opportunities to involve local contractors or workforce in the maintenance projects, thereby supporting local employment and training initiatives.

11.6 **Environmental and Sustainability Benefits**: By optimising maintenance operations, the council can potentially reduce energy consumption, waste, and carbon emissions associated with repairs and replacements, contributing to environmental sustainability goals.

11.7 **Data-Driven Decision Making**: The works management solution generates data that can be analysed to identify trends, areas of improvement, and areas with high demand for services. This data-driven approach helps in making informed decisions to optimize service delivery.

11.8 **Compliance and Regulatory Benefits**: Ensuring that all maintenance activities are logged and managed through a centralised system can aid in compliance with regulatory requirements and standards, ensuring a safe and healthy living environment for residents. The WOM solution will provide a robust audit trail of customer interactions an area identified for improvement from the housing ombudsmen in maladministration determinations against us.

Overall, implementing a works management solution not only enhances operational efficiency but also fosters a more responsive and community-oriented approach to social housing maintenance, benefiting both residents and the council alike**.**

12. **Regard to the NHS Constitution (If Applicable)**

12.1 N/A

13. **Equality Impact Assessment (EIA)**

13.1 An EIA has been undertaken and due regard will be given to any implications identified in it. The implementation of an external works management solution for Nottingham City Council's social housing maintenance service is anticipated to provide significant benefits, including improved efficiency and responsiveness. However, it is essential to mitigate potential negative impacts, particularly for vulnerable groups, through inclusive practices, robust data protection, and ongoing monitoring. This approach ensures compliance with statutory and regulatory responsibilities while advancing equality and upholding human rights.

14. **Data Protection Impact Assessment (DPIA)**

14.1 A DPIA is not required because one already exists for Total Mobile LTD (DPIA-226). A draft review of this has been sent for review and any required amendments identified will be addressed.

15. **Carbon Impact Assessment (CIA)**

15.1 A CIA is not required.

16. **List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)**

16.1 None.

17. **Published documents referred to in this report**

17.1 None.