iDox Solution Replacement Project

CMT Summary Slide Pack

March 2022

Version: 1.0
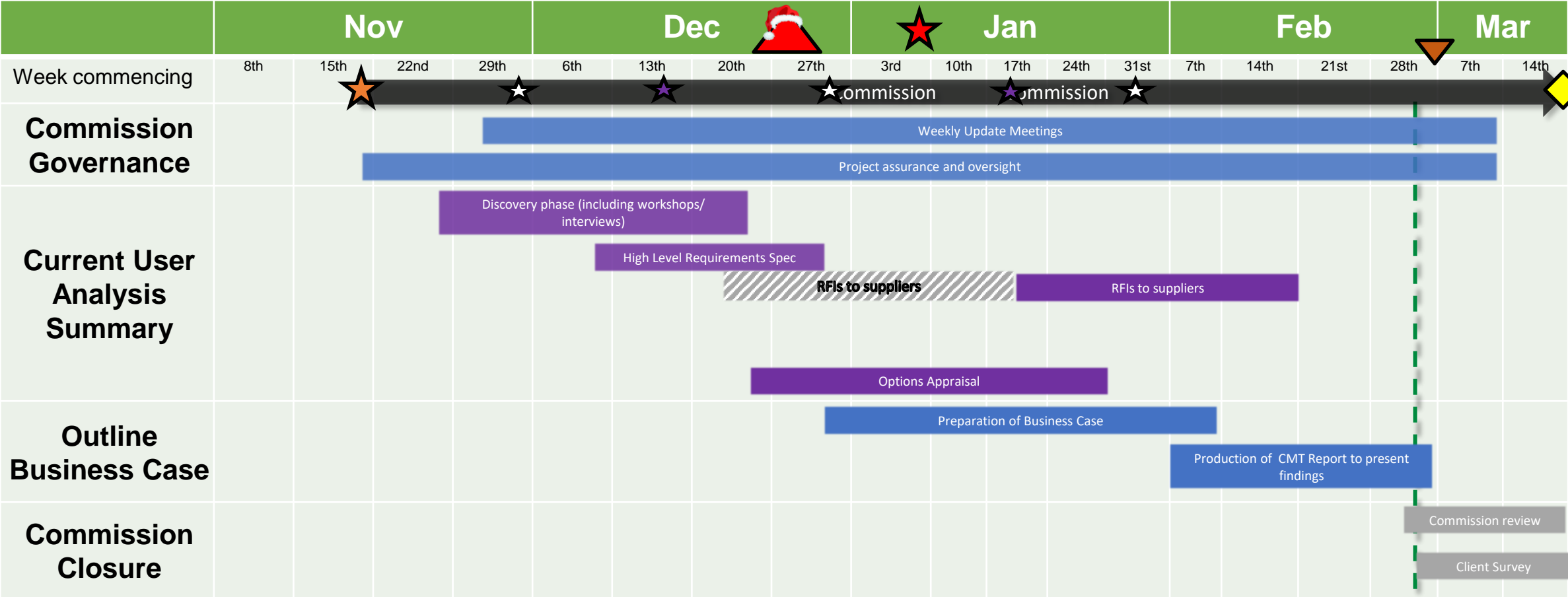Date: 07/03/2022

Project Context

- Our iDox products including Uniform are critical business applications in use at HDC

- Current contract is coming to an end in March 2023

- Opportunity to challenge the market: both commercially and technically to align with the strategic objectives

- Aim of presenting a recommendation to the CMT for a decision

- Secured a delivery partner in Entec Si

- Purpose: Review work carried out to date and the recommended future option and approve next steps

Recommendations

Outline Business Case

Options appraisal

RFI's

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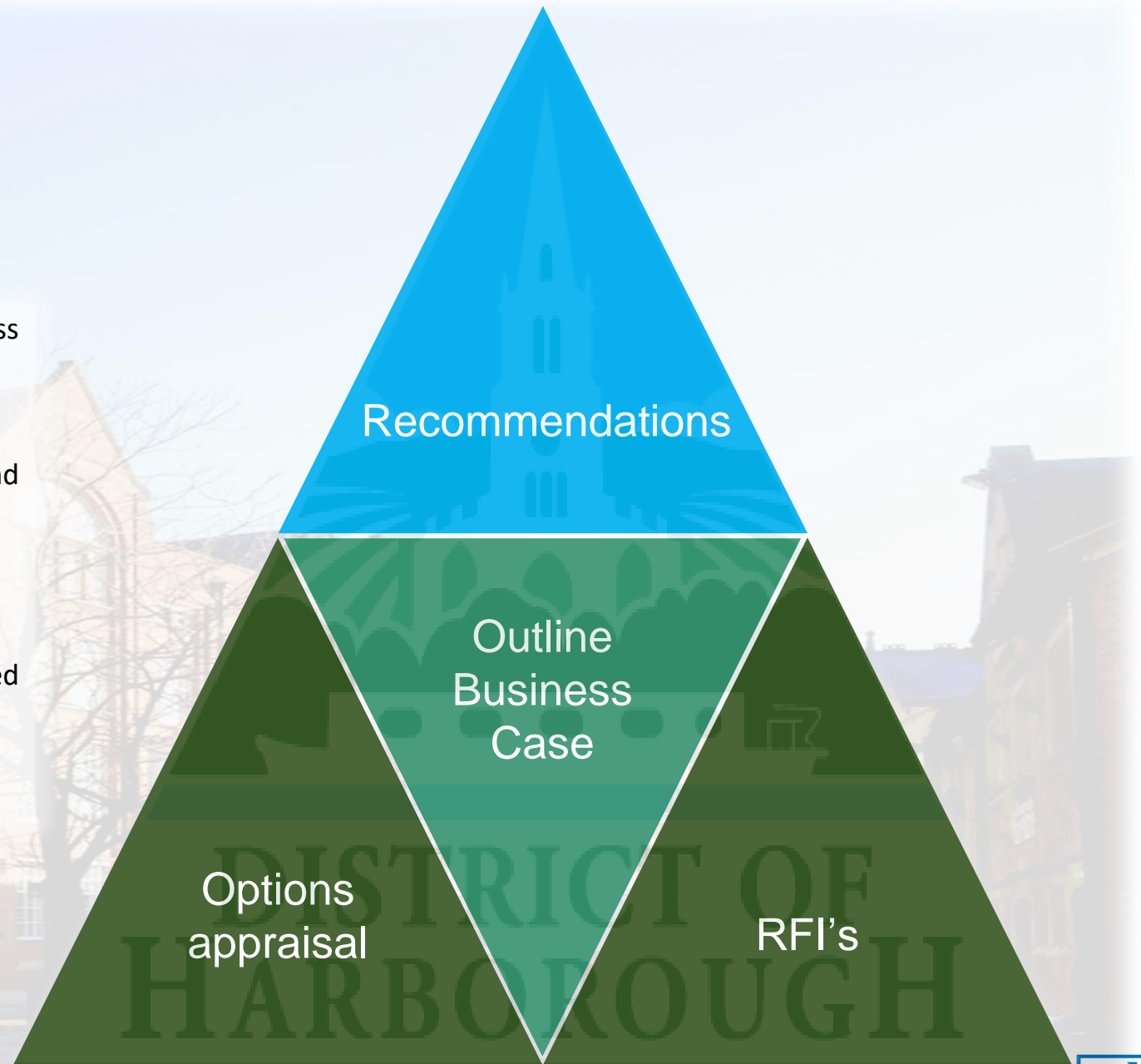
Plan on a Page

Colour	Meaning
Purple	Completed
Blue	In Progress
Grey	Planned

Proposed Timeline		Nov				Dec				Jan					Feb				Mar

Week commencing

	8th	15th	22nd	29th	6th	13th	20th	27th	3rd	10th	17th	24th	31st	7th	14th	21st	28th	7th	14th

Commission   Commission

Commission Governance

Weekly Update Meetings

Project assurance and oversight

Current User Analysis Summary

Discovery phase (including workshops/ interviews)

High Level Requirements Spec

RFIs to suppliers

RFIs to suppliers

Options Appraisal

Outline Business Case

Preparation of Business Case

Production of CMT Report to present findings

Commission Closure

Commission review

Client Survey

Key

- 🔺 Closed Down Period
- ⭐ Commission Kick off
- ☆ Checkpoints
- ⭐ Highlight Report
- 🔶 End of Commission
- ⭐ Commission Mid-point review
- 🔻 CMT Meeting
- ▨ Scheduled activity change

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Project Status

Update

- Completed business needs assessment to understand key user requirements.
- Identified that a new cloud-based system is required
- Tested the market (via RFIs) to establish products available and assessed whether they are fit-for -purpose
- Prepared a strategic and economic outline business case to support a preferred future solution

Next Steps

- Key decision point required from CMT to proceed
- Assuming recommended option is approved, move into procurement phase

Objectives

The objectives and key activities of the current project discovery phase are split into two parts

Part 1: Current Idox System Analysis
- Establishing key stakeholders within Service Delivery and ICT.
- Discovery workshops to ascertain usage, costings, benefits and pain points.
- Identify options for future resolution

Part 2: Future Solution
- Report detailing the financial cost model and operational benefits related to recommended option
- Presentation to CMT to secure budget approval for future solution and associated cost of implementation

Stream	Health	S'holders	Scope	Plan	Costs	Outputs	Challenges
Part 1		●	●	●	●	• 3x Workshops completed with 3x service areas – Dec-21 • Options appraisal delivered to RC/RE for review – 12 Jan-22 • Mid-Commission review – 12th Jan-22 • Distributed RFIs to 7x suppliers – w/c 31st Jan-22	• Lower than expected response from RFIs
Part 2		●	●	●	●	• Completed an As-Is vs To-Be cost model review • Investment in new solution is required • Extensive savings to be made	• Awaiting on key decision from CMT to proceed

Part 1: Current As-Is Analysis

APPROACH

- Update HDCs High-level Overview diagram
- Capture High-level Requirements
- Record assumptions
- Identify Dependencies
- Validate, assess, and recommend options
- Next steps

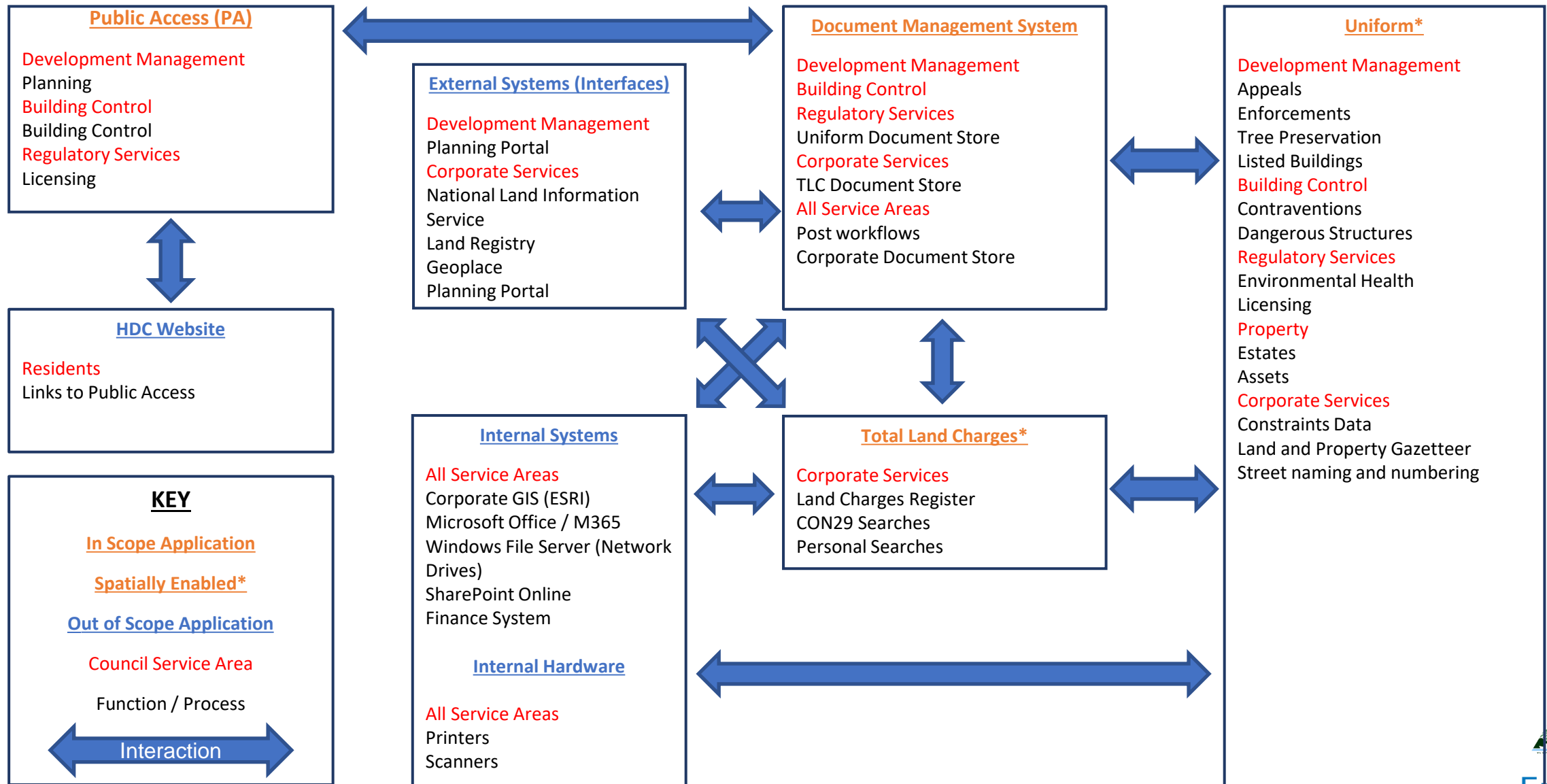## USER EXPERIENCE

Limited FUNCTIONALITY

Improving QUALITY and reporting metrics

Feedback

Improving efficiencies and reducing DOWNTIME

OPTIONS

1 **DO NOTHING**

2 **CHANGE PROGRAMME**

3 **PROCURE**

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Key

IDOX Product

External Agencies / Customers

Internal Integrations

Assumption

Integration or Data Flow

Suppliers

IDOX (Inc. Tascomi, Aligned Assets, Exegesis)
Aligned Assets acquired LPG
Tascomi Not as functional, lacks Gazeteer
Exegesis acquired spatial data
GIS could be opensouce - QGIS for example
Web frontend instead of Public Access
MIcrosoft Sharepoint as a replacement DMS

Solution Support

Service Area Support	Uniform and DMS System Admin	Support: Supplier	Support: ICT

Notes

Integration to Idox Uniform databases for the provision of Building Control and Planning Application records. This allows application documents to automatically link directly to case records for immediate access by operational staff

Integration to the Council's Public Access Planning and Building Control portal: this provides direct and immediate access for the public via dedicated web pages to all (selected) documents and key data (from Uniform database) associated with planning applications. The integration also allows for the interactive, real time, submission of comments by interested parties that are then automatically transferred to both the DMS for use by operational staff and the Uniform database for record keeping.

Integration with the National Planning Portal: this allows for submission of Building Control and Planning applications via the Planning Portal that 'auto populate' both the DMS (submitted documents) and the Uniform databases (creation of new case and auto population of key submission data to Uniform, including the automatic creation of new case records for fresh submissions)

LLC1's transferring to Land Registry from 1st April 2022

Centralised LLPG requiring all Service Areas to use and update the spatial database

General Public access to Spatial Data and associated historic documents required as a principle of system

HDC Website
Individual Services Overview
Links to Public Access

IDOX Public Access (PA)
IDOX Consultee Access (CA)
Planning Register
Building Control
Licensing

Enquiry / Customer Services
Consultation Submissions
Planning Application Searches
Licensing Applications
Licensing Register Searches
Building Control Register Searches
Building Control Applications
Land Charges Searches

Corporate File Plan
Corporate Scanning Services
Addition of Meta Data to paper

IDOX Document Management System (DMS)
Uniform Document Store
TLC Document Store
Corporate Document Store
Post Workflows
Approx 1m documents stored

Oracle Hosted RDBMS (Server 2012)
Public Access Database
Oracle Client
Oracle Hosted RDBMS (Server 2012)
DMS Database

National Land Charges Register
(From 1st April)
Additions, removals and amendments to the Local Land Charges Register

CON29 Customer

National Land Information Services (NLIS)
For submitting Land Charge Searches

Licensing Management

Total Land Charges (integrated UNIFORM Module)
Land Charges Register (LLC1, Outgoing stat requirement)
CON29 Searches (Law Society Searches to provide full planning history to prospective land purchasers)
Personal Search Access to private companies (Provided FOC via EIR request to HDC Information Governance Team)
GIS (Integrated)

Uniform (Prev Esri, Cap Solutions)

Development Management Module
- Appeals
- Enforcements
- Tree Preservation
- Listed Buildings

Building Control Module
- Contraventions
- Dangerous Structures

Integrated GIS Module
- Constraints

Environmental Health Module

Enterprise
Workflow Manager
(Implemented for BC and DM Modules)

Licensing Module

Estates Module
- Assets

Building Control Mobile
(Implemented, unused)

Competant Persons
(email distribution, prepopulates BC module)

Other Non idox Systems
Network Drives
Legacy Systems eg Microfiche
Financial
Doc sources + mixed

Office Apps Integration
- MS Office including addons to allow document viewing, printing, editing and creation of templates.
- Outlook integration to attach objects to emails.
- MS Access for reporting
- Adobe PDF viewer to view pdf's

External GIS Datasets
eg SSSI shapefiles

Corporate GIS (ESRI)
ArcMap

Planning Policy
Operational

Spatial Data (1940's onwards)
Local & Neighbourhood Plans, Site Constraints

Back Office Technology
Printers
Scanners

Other External Systems (Interfaces)
Land Registry

IDOX Management and Administration
Oracle Hosted RDBMS (Server 2012)
Backend Database
IDOX Cloud Connector Framework (CCF)
IDOX Service Management Console (SMC)

Other External Systems (Interfaces)
Planning Portal

Other External Systems (Interfaces)
Other

Local Land and Property Gazeteer (LLPG) and **Local Street Gazeteer (LSG)**
Corporate Property Database containing addresses of property and land within the District.
Provides data and assigns UPRN to **National Address Gazeteer (NAG)**
- Street Naming and Numbering
Note: LLPG & LSG are Uniform Modules, elevated for illustrative purposes due to importance of Spatial Data for HDC

Other Council Systems:
Elections software
Council Tax
National Non-Domestic Rates (NNDR)

Geoplace
National Land and Property Gazeteer (NLPG)

Hyperlink

DB Query

GIS Update of PA Database

Digital Query

Paper Submission

Bulk Loader

Redacted Documents

DB Query

Record Created in UNIFORM

Daily Updates (From 1st April)

CON29 Submission

CON29 Response

Direct API Call

Integrated into UNIFORM

UNIFORM License Request

GIS Update of PA Database

Manual Load

GIS Data Import

Integrated into UNIFORM

Integrated into UNIFORM

Manual process

IDOX Standard Integration

Ad hoc printing via network print driver

Ad hoc printing via network print driver

Manual Process

HMLR Connector

OneApp Connector

Other

Daily updates, two way

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System Overview

Public Access (PA)

Development Management
Planning
Building Control
Building Control
Regulatory Services
Licensing

HDC Website

Residents
Links to Public Access

KEY

In Scope Application

Spatially Enabled*

Out of Scope Application

Council Service Area

Function / Process

Interaction

External Systems (Interfaces)

Development Management
Planning Portal
Corporate Services
National Land Information
Service
Land Registry
Geoplace
Planning Portal

Internal Systems

All Service Areas
Corporate GIS (ESRI)
Microsoft Office / M365
Windows File Server (Network Drives)
SharePoint Online
Finance System

Internal Hardware

All Service Areas
Printers
Scanners

Document Management System

Development Management
Building Control
Regulatory Services
Uniform Document Store
Corporate Services
TLC Document Store
All Service Areas
Post workflows
Corporate Document Store

Total Land Charges*

Corporate Services
Land Charges Register
CON29 Searches
Personal Searches

Uniform*

Development Management
Appeals
Enforcements
Tree Preservation
Listed Buildings
Building Control
Contraventions
Dangerous Structures
Regulatory Services
Environmental Health
Licensing
Property
Estates
Assets
Corporate Services
Constraints Data
Land and Property Gazetteer
Street naming and numbering

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Part 2: Strategic Case

It is critical that the future solution meets the strategic business objectives of HDC. A key driver of this is to align with the ICT Strategy: replacing older on-premise technology in favour of Cloud first solutions. This will enable more flexibility, agile working and improved resilience in business systems across the council. A market testing exercise was carried out and the results are summarized below:

	Option A – Remain As-Is	Option B – HDC Hosted	Option C – Supplier Cloud	Option D – Supplier Hosted
Description	Retain the current on-premise solution for another term (length TBA)	Migrate the current setup to a HDC Hosted Azure environment	Migrate current setup to a Cloud environment	Migrate to a fully hosted environment
Advantages	• Lowest project cost • Low impact regards business change	• Partially aligns to ICT Strategy • Minimal business change • Implemented before contract ends in Mar 2023	• Fully aligns with the ICT Strategy • Permits a Mobile Apps capability • Reduced annual costs (multi-tenancy) • Reliable and scalable • Reduced operational costs (e.g. infrastructure, H/W & resource) • System upgrades included • Environmental savings (with Mobile)	• Fully aligns with the ICT Strategy • Reliable and scalable • Reduced operational costs (e.g. infrastructure, H/W & resource) • Minimal business change • System upgrades included • Implemented before contract ends in Mar 2023 • **Preferred supplier**
Disadvantages	• Does not align with ICT strategy • Retains current infrastructure and challenges • No improvement in business performance	• External resources may be required to implement due to knowledge gap • Ownership of solution remains split within with the council	• Largest investment cost • Major business change • Longer implementation timeline (will exceed Mar 2023 deadline) • Unknown costs will be incurred	• Increased annual costs (licensing and hosting)
Investment Needed	Zero	£185K	£480K	£330K
Recommendation	Not recommended	Not recommended	Not recommended	Recommended

Part 2: Economic Case – Option D
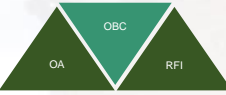
The following table outlines the estimated cost profile and return on investment for the preferred option over a period of 5 years.
The costs have been established based on information from the RFI's and an assumptive plan for implementation. Final costs* will be determined following procurement.

HDC iDox Replacement Investment						
	2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**5-Year Totals**
	Year 1	Year 2	Year 3	Year 4	Year 5	
Current Costs						
Total As-Is Existing Revenue Costs	£ 135,735.20	£ 135,735.20	£ 135,735.20	£ 135,735.20	£ 135,735.20	£ 678,676.00
Future System Costs						
New Capital Costs	£ 189,066.67	£ 101,883.33	£ -	£ -	£ -	£ 290,950.00
Existing Revenue Costs	£ 69,579.77	£ -	£ -	£ -	£ -	£ 69,579.77
New Revenue Costs	£ -	£ -	£ 104,000.00	£ 104,000.00	£ 104,000.00	£ 312,000.00
Total Costs of Replacement	£ 258,646.43	£ 101,883.33	£ 104,000.00	£ 104,000.00	£ 104,000.00	£ 672,529.77
Savings ROI	£ -	£ 59,830.00	£ 59,830.00	£ 59,830.00	£ 59,830.00	£ 239,320.00
TOTAL COST	£ 258,646.43	£ 42,053.33	£ 44,170.00	£ 44,170.00	£ 44,170.00	£ 433,209.77

*Final costs with chosen supplier could be further negotiated

Recommendation Summary
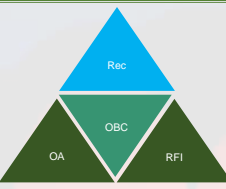
Option D:

Procure Supplier Hosted with iDox

Responds to HDC's ICT Strategy with a 'Cloud First' approach through the procurement process

Responds to BC25 legacy by challenging IDOX direct costings and includes both internal ICT and wider business savings

Strong economic position to negotiate further IDOX engagement, including savings on existing contract

Frees up HDC infrastructure by aiming to remove a 'thick client'

Improved usability and customer experience

Direct award procurement, thus reducing further unnecessary costs

Next Steps

o Follow ups to support recommendation (if required)
o Present to CMT / Project Sponsor for formal sign-off
o Proceed to procurement

AOB

Appendix A

Options Appraisal Detail

Options Appraisal

Who did we speak to?

Engagement	Date	Notes
SRO Engagement Planning	24/11/2021	Identification of engagement points within HDC
Interview: Richard Ellis and Nigel Bird	07/12/2021	Functional scoping of IDOX system
Interview: Elaine Bird	07/12/2021	Regulatory Services management level requirements
Interview: Adrian Eastwood and Emma Baumber	09/12/2021	Development Control management level requirements.
Workshop: Development Control	15/12/2021	Development Control key user requirements. Attended by Mark Patterson, Matt Jedruch, Michaela Barton, Debbie Lansdell and Emma Baumber
Interview: Graham Oliver	15/12/2021	HDC Development Control Shared Service scoping
Interview: Julian Howarth and Nicola Jones	16/12/2021	Greater Leicestershire Building Control Partnership Requirements
Workshop: Regulatory Services	16/12/2021	Development Control key user requirements. Attended by Ruth Hollingsworth, Ian Bartlett, Jessica Nicholls, Gareth Rees, Thomas Jones, and Nicola Riddle.
Workshop: Building Control	Descoped	No longer required due to timeline of Greater Leicestershire Building Control Partnership superseding the IDOX System Review Project

- Dependencies - BC, Planning, Land Charges changes
- Extended downtimes with unclear resolution times and escalation paths
- Inflexible configuration which blocks efficient workflows,
- Slow loading and response times,
- Poor search results
- Consistent errors presenting when interrogating spatial data
- Limited functionality for labelling evidentiary documentation, photos and videos
- Inconsistent document redaction
- A lack of required reporting metrics
- Inconsistent measuring of plans
- Malfunctioning MS Office integrations

User Feedback

Options Appraisal

Options Analysis

1: Do Nothing

- Retain existing solution

- Smallest 'project' cost profile and operational impact

- Does not take advantage of a rare opportunity to review supplier, which may not present again until 2028.

- Fails to seek better value for HDC through supplier negotiation, market testing and reduction in HDC infrastructure need.

2: Change

- Undertake Change Programme retaining existing solution

- DMS/GIS Module cost profile could be minimised by looking at SharePoint/ArcGIS migrations. Operational burden could be reduced through clarified support SLAs

- Potential available migrations would see HDC remain with backend thick client (TCO), largely maintaining existing cost profiles.

- Compromised position. Similar cost profile and operational impact to procuring, whilst retaining IDOX infrastructure and introducing risk of instability through untested integrations.

3: Procure

- Engage with market to identify, scope and cost replacement product or mix of products

- Enables a 'Cloud First' approach in a cost-controlled environment whilst giving opportunity to respond to user feedback

- Largest 'project' cost profile and operational impact

- Most effective response to BC25 and ICT Strategy. Progression of this option retains flexibility for HDC, otherwise opportunity is lost

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