

## **ICT Transformation Programme April 2012 – October 2012**

### **SUMMARY**

- 1.1 This report provides a brief overview of progress made with ICT Transformation between October 2011 and March 2012.
- 1.2 The report then provides an overview of ICT Transformation activities due to take place between April and October 2012, seeking approval for the e-Services project covering master data management, citizen access and web transactional services on a mobile phone project.
- 1.3 The report provides an update on expenditure against the ICT transformation budget.

### **RECOMMENDATIONS**

- 2.1 To note the ICT infrastructure projects have now all completed and are proving to deliver a more stable and faster platform on which ICT systems operate.
- 2.2 To note that good progress is being made on the major business application software solutions covering Customer Relationship Management - CRM, Electronic Document Records and Records Management - EDRMS, Geographic Information Systems - GIS - and Asset Management and that the launch of the new website has been a success. The work to enhance the existing version of the Oracle finance system has now commenced.
- 2.3 To approve the award of contract to Softcat Ltd for the implementation of Oracle Business Intelligence Software and to release the £ 750,000 budget allocated for this project.
- 2.4 To suspend the Human Resources - HR/Payroll enhancements project transferring the allocated £ 300,000 budget to the separate scheme for a new HR/Payroll solution which will not be managed as part of this ICT Transformation programme.
- 2.5 To approve a virement of £130,000 from the remaining budget for Derby Direct telephony to the CRM scheme.
- 2.6 To approve a virement of £200,000 from the Safeguarding and Looked After Children - SLAC - social care Ofsted response scheme to the EDRMS scheme.
- 2.7 To note that expenditure to date on the new website is £140,788 from a scheme budget of £250,000 and to agree that any underspend be used to support further enhancements to the website and to develop new Intranet and Extranet facilities.
- 2.8 To approve the consolidation of budgets provisionally allocated for different data integration, authentication and mobile web access into a single budget of £2.25 Million

and to commission the development of an e-services solution from Serco to deliver the equivalent outcomes.

- 2.9 To note the detailed planning and new governance arrangements for the ICT Recant programme and to release the full budgets for this scheme.

## **REASONS FOR RECOMMENDATIONS**

- 3.1 To ensure that the current ICT transformation programme reflects the changed objectives, priorities and financial circumstances of the Council and delivers the best value for money possible.
- 3.2 To take advantage of new technology opportunities available now that were either not possible or not as beneficial when this programme was first designed in 2010, learning from and building upon the projects completed successfully to date.

## **SUPPORTING INFORMATION**

- 4.1 The first phase of the ICT Transformation programme was focussed on replacing old infrastructure much of which was older than five years, was increasingly unreliable and was unable to meet performance expectations. All of the projects that have been completed have succeeded in replacing such with new hardware, increasing resilience and reliability, increasing available capacity and improving performance.
- 4.2 The implementation of business application projects continues to progress with:
- the CRM now operational for phase 1 transactional services with a programme of additional services scoped and designed for delivery through to October 2011
  - 17 CRM Self Service forms are available from the Council's web site giving customers the option to create a service request and monitor the progress of that request for themselves
  - the EDRMS installed and configured and 15 priority services scheduled for full implementation before we move back into the Council House
  - the GIS installed and configured with 4 priority data sets agreed for early implementation and the old GIS portal ready to be replaced
  - Asset Management installed and configured with initial data cleansed and loaded and ready for use
  - the new website launched and new intranet and extranet facilities being designed
  - the oracle version upgrade has been commissioned and we have started the procurement exercise for a new reporting tool; both of which are due to be achieved by October 2012.
- 4.3 The procurement exercises for implementation support of the Oracle release 12 upgrade and the new Business Intelligence software resulted in:
- a. Serco being recommended for the release 12 upgrade (under the existing framework)

- b. Softcat being recommended the contract for Oracle Business Intelligence on the grounds of both price and quality; this was the lowest tender and received best quality evaluation including 3<sup>rd</sup> party reference contacts. This was procured through the Government Procurement Service Framework agreement. (See Appendix 5).
- 4.4 The original programme allocated £300,000 for enhancements to the existing payroll system however these were initially deferred following operational problems with the current system and then by the work to explore a potential shared service solution. A decision has now been taken procure a new HR Operations solution with additional functionality (more than just payroll) and as such it would be a poor use of both time and budgets to apply enhancements to the existing system. Instead it is proposed to transfer this budget to the separate scheme for a new HR solution.
- 4.5 The approved budget for the Derby Direct telephony was made up of £364,000 for the core scheme and two sums of £65,000 each for workforce management and voice recognition enhancements. Following a review of the success of this it is no longer a priority to progress these enhancements and a better use of the budget will be on further development of the CRM solution. It is therefore proposed to vire this budget to the CRM scheme increasing its allocation from £950,000 to £1,080,000.
- 4.6 In October 2011 in response to the May 2011 Ofsted inspection a budget of £260,000 was allocated to address ICT related issues. This included £ 200,000 to cover back scanning of documents. This back scanning has now been taken on by Business Support and will complement the EDRMS scheme and as such it is proposed to vire the budget and to formalise the management arrangements as part of the EDRMS scheme. Thus the budget for EDRMS including social care back scanning will increase to £734,500 and for the social care Ofsted response will reduce from £260,000 to £60,000.
- 4.7 The original budget for a new website was £250,000 and was agreed as a separate scheme outside of the ICT transformation programme. The new website has been launched however there are further enhancements planned and we still have to develop new intranet and extranet facilities. A budget of £100,000 was identified within the ICT Transformation scheme for a new intranet. It is now proposed to combine these two budgets. Expenditure to date on the new website is £140,788 thus the remaining budget will be £209,212 comprising the £109,212 current underspend on the website plus the £100,000 allocated for a new intranet. This will continue to be managed as an ICT Transformation project.
- 4.8 The original ICT Transformation scheme identified a number of discrete projects for various aspects of data integration, master data management, authentication and to deliver transactional services to a mobile phone platform. There were 11 separate projects, some of which overlapped and following an internal review involving the project sponsors and managers of each of the CRM, EDRMS, GIS and website projects and the transformation and ICT leads and it was decided that managing these in such a manner could re-create information silos, would lead to some duplication of effort and was not the most effective way to approach delivering the required outcomes.
- 4.9 To commence 11 separate projects during 2012/13 with the already challenging programme of work to achieve recast would be very high risk and thus we need a more streamlined approach. As such the ICT Strategy Board commissioned under the contract with Serco an outline business case (note such outline business cases

are at no cost) for a single project encompassing the desired outcomes. This is based on work Serco have completed for other Councils including Hertfordshire and Peterborough. This outline business case was presented to the ICT Strategy Board on 5 March and the ICT Strategy Board recommends it is approved subject to further detailed development of the proposal.

4.10 The major work in 2012/13 is the activities required to support the move back to the Council House and the delivery of the new ways of working. This has been divided into five work-streams comprising:

- Data Communications (Local Area, Wide Area and Wireless)
- Technology Refresh (replacing circa 2,000 client device computers with a combination of laptop, desktop and thin client devices)
- Thin Client and/or Virtual Desktop environment supporting flexible and remote working
- Voice communications (contact centre, single number reach, IP Telephony)
- the Physical recant itself.

A new ICT Recant programme board has been established chaired by the Director of ICT with the Serco Account Director and the respective project managers and technical leads from both Serco and the Council. The Transformation Programme Manager sits on this board as the senior user representative. This board will meet every two weeks and will provide progress reports to each of the ICT Strategy, Derby Work-style and one Derby one council boards.

4.11 The ICT Recant activities are being funded from two of the original schemes which were Network and Desktop/Software Licences. The original budget allocations for these were £3,692,000 and £3,600,000 respectively.

However some of the network budget was brought forward to support decant and ICT stabilisation projects and the desktop/software licences include the five year commitment on the Microsoft Subscription. We have spent £905, 242 for technology refresh activities and £373,921 on Microsoft licence fees.

It is important that these projects and the associated budgets are managed carefully and a monthly report is submitted to the Derby Work-style Board; this will include details of items drawn down from the budgets. The same information will be provided to both ICT Strategy and one Derby one council strategy boards.

4.12 The ICT Transformation Highlight Report is attached as Appendix 2.

4.13 The ICT Recant Report submitted to the March Derby Work-style Board is attached as Appendix 3.

- 4.14 An updated budget statement covering each project is attached as Appendix 4; this includes the virements above and the consolidation of the 11 separate projects. The projects and budgets being consolidated are:

<b>Project</b>	<b>Budget Allocated</b>
Identification Management	100,000
Citizen Authentication	0
Master Data Management (MDM) Single customer and unique property references	100,000
MDM/EDRMS Integration	307,717
Mobile	350,000
Business Intelligence	250,000
Information Management Support	145,000
CRM Integration	750,000
e-payments integration	100,000
Integration Middleware/Hub	50,000
Integration – middleware tools	100,000
<b>Total Approved Budget</b>	<b>2,252,717</b>

- 4.14 The outline business case for a comprehensive e-Services solution to achieve equivalent outcomes to the separate and discrete projects listed in paragraph 4.3 above is available as a background paper. .

## OTHER OPTIONS CONSIDERED

- 5.1 The main other option was to continue with the original discrete schemes, each with smaller budgets and consequently higher overhead costs. It was concluded that this would not provide as good outcomes and would be more resource intensive; resources that are scarce due to the committed workload in preparation for ICT recant. In effect the only way we could achieve these for April 2013 as separate projects and to support further savings would be bring in additional project management capacity thus reducing the budget to deliver the actual solutions.

**This report has been approved by the following officers:**

<b>Legal officer</b>	Stuart Leslie
<b>Financial officer</b>	Mark Nash
<b>Human Resources officer</b>	Not relevant
<b>Service Director(s)</b>	Director of Transformation, Director of ICT, Strategic Director of Resources
<b>Other(s)</b>	

<b>For more information contact:</b>	Name Nick O'Reilly e-mail <a href="mailto:nick.oreilly@derby.gov.uk">nick.oreilly@derby.gov.uk</a> (01332 643254)
<b>Background papers:</b>	1) ICT Transformation Reports to Cabinet October and March 2011 2) Outline Business Case for e-Services Proposal (presented to ICT Strategy Board 5 March 2012)
<b>List of appendices:</b>	Appendix 1 – Implications Appendix 2 – ICT Transformation Highlight Report Appendix 3 – ICT Recant Report Appendix 4 – ICT Transformation Budget Update Appendix 5 - Evaluation of Tenders for Oracle Business Intelligence Software

<b>IMPLICATIONS</b>
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**Financial and Value for Money**

- 1.1 The virements proposed all are moving budgets between schemes but do not increase the total costs overall. These are proposed because they represent better value for money either through reduced management overheads, better alignment between separate projects or achieving better outcomes for the same costs.
- 1.2 The revised budget allocations for each scheme will continue to be monitored within the agreed scheme of delegation with an update report presented to Cabinet on Autumn 2012.

**Legal**

- 2.1 There are no legal implications; the new e-services scheme consolidating the 11 previously agreed schemes falls within the remit of the existing ICT transformation contract with Serco.

**Personnel**

- 3.1 None directly arising.

**Equalities Impact**

- 4.1 The requirements of disabled staff are being taken into account when planning the ICT technology refresh, use of thin client technology and the designated work spaces and computers in the refurbished Council House. .

**Health and Safety**

- 5.1 None directly arising.

**Environmental Sustainability**

- 6.1 We have measured reduced energy use and carbon emission calculations as a consequence of the virtual server farm and this shows a reduction from roughly 800 tonnes in September 2009 to just less than 400 tonnes in September 2011.
- 6.2 Further reductions will be achieved when we complete the desktop refresh although these will be harder to calculate as the computers are currently spread over many sites; this will be offset by slightly higher server emissions as we build the thin client server farm.

## **Asset Management**

- 7.1 The programme delivers a range of new capital assets in the form of new ICT systems which as each scheme completes will be added to the Capital Asset register.

## **Risk Management**

- 8.1 Each project maintains a risk register with high risks reported to the ICT Strategy Board and/or the Derby Work-style Board for resolution. There are no outstanding critical risks currently.

## **Corporate objectives and priorities for change**

- 9.1 The ICT transformation programme is both a fundamental aspect of the one Derby one council programme; supporting the new ways of working and the potential to consolidate and rationalise office space. It is also providing a much better foundation for other efficiency initiatives with increased confidence in the reliability and performance of the core ICT infrastructure.

## ICT Highlight Report To Follow


Programme : ICT Transformation - Business Applications

Appendix 2





<b>Project/s:</b> Customer Relationship Management (CRM) Derby Direct Telephony Electronic Document Records Management (EDRMS) Oracle Enhancements HR System Enhancements Asset Management Geographical Information System (GIS) Intranet/Extranet (Not ODOC Funded)	<b>Reporting Period: Feb 2011</b>  <b>ICT Transformation Programme</b> <b>Senior Responsible Owner:</b>  <b>Director of ICT</b>  <b>Each Project has its own SRO and Own Project Manager</b>	<b>RAG Status Key:</b>			
		<div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <span style="background-color: red; color: white; padding: 2px;">R e d</span>            Trend         </div> <div style="text-align: center;"> <span style="background-color: orange; color: white; padding: 2px;">A m b e r</span>            Deteriorated         </div> <div style="text-align: center;"> <span style="background-color: green; color: white; padding: 2px;">G r e e n</span>            No Change         </div> <div style="text-align: center;"> <span style="background-color: green; color: white; padding: 2px;">G r e e n</span>            Improved         </div> </div>			




Project No.	Project Name/Sponsor	Timescale	High Level Progress	High Level Progress	RAG Status
1	CRM (Kath Gruber/Vacant)	To Sep 12	Phase 1 Fully Embedded 14 CRM forms launched online	Build Further Processes Build further on line forms	Green ↔
2	Derby Direct Enhanced	Deferred	Deferred as not critical	Still not critical – defer to CRM	Green
3	EDRMS (Amanda Verran/ Robert Parnham)	To Dec 12	Corporate File-plan Agreed Deployment commenced Initial Training completed	Final sign off of System (core) Initial go live (2 <sup>nd</sup> April) Scanners delivered and installed	Green ↔
4	Oracle (Martyn Marples/ Lynda Innocent)	Oct 12	R12 upgrade ordered BI report Tenders received back High level plan defined	Evaluate BI Reporting Tenders Detailed Plan for R12 Upgrade High level plan for BI Reports	Green ↔
5	HR/Payroll (Karen Jewell/ To be Agreed)	Oct 13	Strategy Agreed Business case developed	Confirm procurement approach Develop requirements specification	Green ↔
6	Asset Management (Phil Derbyshire/ Peter Whitehouse)	To Sep 12	Software rolled out Data prepared and cleansed Training undertaken	Initial build for property maint'ce Confirm financial timescale Confirm plan for estates	Green ↓
7	GIS	To Sep 12	Initial Configuration Completed Training completed LLPG transferred to new GIS	Roll out to desktops completed Data load for first four core datasets Web portals go live	Green ↔




8	Internet/Intranet/Extranet	To Oct 12	CRM Forms launched	Launch CRM forms Scope improvements to e-payments Detailed design for Intranet/Extranet	Green 
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Note timescales and target dates now refer to 2012, previous target dates that have been achieved are no longer shown.

Project Number	Key Project Plan Activities/Milestones	Timescale	Progress Since Last Report	Anticipated Progress next Period/ Commentary	RAG Status
Project / Project Sponsor		Target Dates			
1. CRM  SRO: Kath Gruber  PM: Vacant	<ul style="list-style-type: none"> <li>Phase 2 build starts</li> <li>Define integration needs</li> <li>Rolling programme continues</li> </ul>	<ul style="list-style-type: none"> <li>√ Jan</li> <li>Jan</li> <li>To Dec</li> </ul>	<ul style="list-style-type: none"> <li>Launched 14 CRM forms on line via website</li> </ul>	<ul style="list-style-type: none"> <li>Build further self service (web forms)</li> <li>Design and build for response unit (environmental services)</li> <li>Integration with payment portal</li> <li>Prioritise services needing CRM facilities to support recant</li> </ul>	Green 
2. Derby Direct Telephony  SRO: Kath Gruber	<ul style="list-style-type: none"> <li>Review enhancement options</li> </ul>	Not critical	<ul style="list-style-type: none"> <li>SLA issues all resolved</li> <li>Enhancements deferred as not time critical</li> </ul>		Green 
3. EDRMS  SRO : Amanda Verran  PM: Robert Parnham	<ul style="list-style-type: none"> <li>Software Installed</li> <li>Priority Areas agreed</li> <li>1<sup>st</sup> Service delivered</li> <li>Scanners Installed</li> <li>Further services delivered</li> </ul>	<ul style="list-style-type: none"> <li>√ Jan</li> <li>√ Jan</li> <li>March</li> <li>April</li> <li>To Dec</li> </ul>	<ul style="list-style-type: none"> <li>Corporate file plan agreed</li> <li>Majority of system build completed for target dep't</li> <li>Research completed for all initial departments</li> <li>Commenced research in Environmental and Regulatory Services (EaRS)</li> <li>Initial training completed further training booked</li> <li>Champions workshop held</li> </ul>	<ul style="list-style-type: none"> <li>Further roll out of file plan</li> <li>Sign off of initial system build</li> <li>Initial Go live 2<sup>nd</sup> April</li> <li>Train the trainer completed</li> <li>Monthly champions workshop to cascade progress</li> <li>Scanners arrived and installed</li> </ul>	Green 
4. Oracle Enhancements	<ul style="list-style-type: none"> <li>Order R12 Upgrade</li> <li>Procure BI Reporting software</li> </ul>	<ul style="list-style-type: none"> <li>Feb</li> <li>Mar</li> <li>Jun</li> </ul>	<ul style="list-style-type: none"> <li>Oracle R12 upgrade ordered</li> <li>High level plan for R12 upgrade</li> </ul>	<ul style="list-style-type: none"> <li>Detailed plan for Oracle upgrade</li> <li>Evaluate tenders and award for BI Reporting module</li> <li>Revised plan for BI module</li> </ul>	Green 

Project Number	Key Project Plan Activities/Milestones	Timescale	Progress Since Last Report	Anticipated Progress next Period/ Commentary	RAG Status
Project / Project Sponsor		Target Dates			
SRO: Martyn Marples PM: Lynda Innocent	<ul style="list-style-type: none"> <li>• Load R12 and BI to test</li> <li>• Implement Oracle R12 and BI Reports in parallel</li> </ul>	<ul style="list-style-type: none"> <li>• Oct</li> </ul>	<ul style="list-style-type: none"> <li>• Tenders for BI reporting module received</li> </ul>	<ul style="list-style-type: none"> <li>• based on supplier proposals</li> <li>• Commence upgrade activity (subject to year end pressures)</li> </ul>	
5. New HR Solution  SRO: Karen Jewell PM: To Be Agreed	<ul style="list-style-type: none"> <li>• Review Options</li> <li>• Decide Future</li> <li>• Procurement Window</li> <li>• Implementation Window</li> </ul>	<ul style="list-style-type: none"> <li>• March</li> <li>• April</li> <li>• May – Oct</li> <li>• Nov –Oct 13</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic approach agreed – new ICT system</li> <li>• Business case and req'ts specification underway</li> <li>• Procurement routes investigated</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise procurement process</li> <li>• Complete requirements specification</li> <li>• Confirm procurement window</li> </ul>	Green 
6. Asset Management  SRO: Phil Derbyshire  PM: Peter Whitehouse	<ul style="list-style-type: none"> <li>• Build development platform</li> <li>• Phase 1 roll-out</li> <li>• Live foundation and contractor system</li> <li>• Further roll-out</li> </ul>	<ul style="list-style-type: none"> <li>• Feb</li> <li>• March</li> <li>• May</li> <li>• To Sep</li> </ul>	<ul style="list-style-type: none"> <li>• Loaded software upgrades</li> <li>• Further data loaded</li> <li>• Initial training completed</li> <li>• Initial system test (property Maintenance) completed</li> <li>• Revised plan for order of work including finance modules agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Complete data load</li> <li>• Establish links to Oracle and Derby Homes</li> <li>• Phase 1 (maintenance) go live</li> <li>• Further user training</li> <li>• Property Valuation and Capital Accounting configured</li> </ul>	Green 
7. GIS  SRO: Gavin Thompson PM: Peter Whitehouse	<ul style="list-style-type: none"> <li>• Establish GIS Team</li> <li>• Load core OS Data</li> <li>• Initial Training</li> <li>• Core datasets</li> <li>• New GIS Web Portal</li> <li>• Further roll-out</li> </ul>	<ul style="list-style-type: none"> <li>• Feb</li> <li>• Feb</li> <li>• Feb</li> <li>• Mar</li> <li>• Apr</li> <li>• To Sep</li> </ul>	<ul style="list-style-type: none"> <li>• Initial training completed</li> <li>• LLPG data transferred and live on new GIS</li> <li>• Further data loaded</li> <li>• Web portals commenced</li> <li>• First link to accolaid gazetteer</li> </ul>	<ul style="list-style-type: none"> <li>• Complete rollout to desktops</li> <li>• GIS advanced and portal training</li> <li>• Completion of data transfer for core user (Land Charges, Development and Building control, Terrier</li> <li>• Configure test and launch web portals</li> <li>• Build data links to key datasets (planning, highways, CRM etc)</li> </ul>	Green 

Project Number	Key Project Plan Activities/Milestones	Timescale	Progress Since Last Report	Anticipated Progress next Period/ Commentary	RAG Status
Project / Project Sponsor		Target Dates			
8. Internet/ Intranet/ Extranet  SRO: To be Reviewed PM: Sally Coldron	<ul style="list-style-type: none"> <li>Enhance Internet</li> <li>Design new Intranet</li> <li>Intranet prototype</li> <li>Design new Extranet</li> <li>Extranet prototype</li> <li>Intranet launch</li> <li>Extranet launch</li> </ul> <p><i>Note launches are subject to content provision</i></p>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>March</li> <li>June</li> <li>March</li> <li>June</li> <li>Oct 12</li> <li>Sep 12</li> </ul>	<ul style="list-style-type: none"> <li>14 CRM forms live</li> <li>Payment portal enhanced</li> <li>Intranet and Extranet designs prepared</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Green 

Project Number / Project Manager	Summary of Red Category Risks (after mitigation)	Recommended Action Required	Owner	Date to be resolved
CRM	The assigned project manager has resigned leaving a potential shortfall in resources.	Action is being taken to recruit a replacement and to re-scope the roll-out plan ensuring priorities are met.	Andy Elliott and Kath Gruber	Mar 2012.
Asset / Peter Whitehouse	Changes to Derby Homes systems may have an effect on delivery of the property maintenance solution. Note: Derby Homes are the contractor for Derby City Councils assets.	Clarify Derby Homes position; seek alternative / temporary method to send jobs to Derby Homes; even consider paper based solution until both new solutions are live	Paul Derbyshire and Peter Whitehouse	22 <sup>nd</sup> March 2012
Project Number / Project Manager	Summary of High Priority Issues (after mitigation)	Recommended Action Required	Owner	Date to be resolved
All Projects	Need to maintain commitment and ownership from business services – need to keep the pressure as business services have many competing demands	Project Sponsors and Managers need to flag and respond to such conflicts promptly	Each SRO and Project Manager	Ongoing

Project Number / Project Manager	Summary of Red Category Risks (after mitigation)	Recommended Action Required	Owner	Date to be resolved
EDRMS (Robert Parnham)	<p>The replacement of the tribal system (used by one of the target deployment areas) midway through the programme may impact our approach.</p> <p>In addition to this there are also changes to the links between the current Special Education Needs system and the master pupil database system which are happening during first quarter of 2013.</p>	<p>EDRM needs have been included in requirements for this tender</p> <p>Deployment in SEN will not take place until the system changes (the link to the main pupil database) have taken place.</p>	Robert Parnham / Gareth Sayers / Heather Greenan	End of April 2012



### **Business Benefits**


These ICT programmes are all enabling business improvements, however the business benefits are not solely driven by the ICT project but also by associated business change. As such each project sponsor and different business units they involve are recording business benefits (for example CRM achieving increase in channel shift with 36% transactions now by on line channels).



Such business benefits will be reported through separate reports, through the directorate transformation plans and through annual and/or project closure reports for these ICT projects. It is not practical to include these in monthly highlight reports, especially as often the business benefits lag the ICT implementation milestones (for example with the CRM we may be live but it takes time to educate customers to change how they contact the Council)..

## Programme: ICT Recant

## Appendix 2

<b>Project/s:</b> ICT Recant  <b>Workstream / Action Plan Ref No:</b> 1) Data Communications 2) Technology Refresh 3) Thin Client Environment 4) Voice Communications and Telephony 5) The Physical Recant		<b>Programme Manager:</b> Glyn Peach – Head of ICT  <b>Project Manager:</b>  <b>Business Change Manager (to deliver and embed the change):</b>	<b>Senior Responsible Owner:</b>  <b>Director of ICT</b>	<b>Reporting Period:</b> From – Feb 13th to Mar 12 <sup>th</sup> 2012  <b>RAG Status Key:</b>												
				<table border="1"> <tr> <td style="background-color: red; color: white; text-align: center;">R e d</td> <td>Mitigating action not acceptable / unsuccessful.</td> <td style="background-color: orange; color: white; text-align: center;">A m b e r</td> <td>Identified issue/s to achieving time / cost / quality.</td> <td style="background-color: green; color: white; text-align: center;">G r e e n</td> <td>Achieved or on target to achieve.</td> </tr> <tr> <td style="text-align: center;">Trend</td> <td style="text-align: center;">↓ Red / Amber / Green</td> <td></td> <td style="text-align: center;">↔ Red / Amber / Green</td> <td></td> <td style="text-align: center;">↑ Red / Amber / Green</td> </tr> </table>	R e d	Mitigating action not acceptable / unsuccessful.	A m b e r	Identified issue/s to achieving time / cost / quality.	G r e e n	Achieved or on target to achieve.	Trend	↓ Red / Amber / Green		↔ Red / Amber / Green		↑ Red / Amber / Green
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Trend	↓ Red / Amber / Green		↔ Red / Amber / Green		↑ Red / Amber / Green											
Project Number	Key Project Plan Activities/Milestones	Timescale	Progress Since Last Report	Anticipated Progress next Period	RAG Status											
1) Data Comms	<ul style="list-style-type: none"> <li>Agree Strategy</li> <li>Order lines</li> <li>Install And Test</li> <li>Connect Terminals</li> </ul>	<ul style="list-style-type: none"> <li>Mar 12</li> <li>Apr 12</li> <li>Sep 12</li> <li>Oct to Dec 12</li> </ul>	<ul style="list-style-type: none"> <li>The high level design for network was completed, and signed off</li> <li>The LAN and wifi schema based on the current layout plans have been confirmed</li> <li>Two servers housed at the Roman House site have been virtualised , space in the new servers rooms at the Council House for these is no longer required</li> </ul>	<ul style="list-style-type: none"> <li>Further server virtualisation to further reduce demand on comms rooms in Council House.</li> <li>Extend BT contract for existing lines to reduce risk</li> <li>Confirm primary and secondary data communications Hubs (Council House and Beaufort Street)</li> </ul>	<b>Green</b> 											
2) Technology Refresh	<ul style="list-style-type: none"> <li>Confirm workstyles</li> <li>Order devices</li> <li>Build and Test devices</li> </ul>	<ul style="list-style-type: none"> <li>Jan 12</li> <li>Jan 12</li> <li>Mar to</li> </ul>	<ul style="list-style-type: none"> <li>First draft of mapping between each user and their likely work-style</li> </ul>	<ul style="list-style-type: none"> <li>Further verification of which device each user will require</li> <li>Confirm hardware for four</li> </ul>	<b>Green</b> 											

	<ul style="list-style-type: none"> <li>• Roll Out Devices</li> <li>• Final Roll Out</li> <li>• Recycle/disposal</li> </ul>	<ul style="list-style-type: none"> <li>• Sep 12</li> <li>• Apr to Sep 12</li> <li>• Sep – to Dec 12</li> <li>• Dec 12 to Jan 13</li> </ul>	<ul style="list-style-type: none"> <li>• Set up Application Board to determine which applications will work in each work-style, which can be consolidated and which can be retired</li> <li>• Snow (software asset management) data made available to support user profile analysis</li> <li>• Pilot tablets delivered, testing started.</li> </ul>	<ul style="list-style-type: none"> <li>• agreed new work-style pilots</li> <li>• Identify up to 300 staff not recanting for tech refresh April – June (DCC)</li> <li>• Confirm number of devices of each type required ready for procurement</li> </ul>	
3) Thin Client Environment	<ul style="list-style-type: none"> <li>• Oder servers</li> <li>• Build and test packaging environment</li> <li>• Package and test each software application</li> <li>• Commence early controlled roll out (if feasible)</li> <li>• Complete Roll Out</li> </ul>	<ul style="list-style-type: none"> <li>• Jan 12</li> <li>• Feb 12</li> <li>• Feb – Oct 12</li> <li>• Apr – Sep 12</li> <li>• Sep – Dec 12</li> </ul>	<ul style="list-style-type: none"> <li>• Thin client Dev environment built</li> <li>• Identified 102 core applications needing packaging for thin client use</li> <li>• Using the SNOW software asset management tool to verify other applications and how many user they have (less than 50 show more than 10 users)</li> <li>• 33 applications are ready for user testing</li> <li>• Identified 382 applications that can potentially be consolidated, many are multiple versions of the same software (out of 738)</li> <li>• Approach for packaging software has been agreed.</li> <li>• Dedicated thin client team now in place with additional resources</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm “look and feel” for new desktop environment</li> <li>• Identify 30 applications that can be considered for consolidation</li> <li>• Agreement from application board that 15 applications can be consolidated after verification with users</li> <li>• Target 15 applications to be packaged ready for user testing</li> <li>• Prioritise order of packaging for software to balance mix of more and less complex software</li> </ul>	<p>Green</p> 

4) Voice Comms & Telephony	<ul style="list-style-type: none"> <li>Finalise strategy</li> <li>Build central infrastructure</li> <li>Enhance service offer</li> <li>Connect in council house</li> </ul>	<ul style="list-style-type: none"> <li>Feb 12</li> <li>Mar to Jun 12</li> <li>May to Sept 12</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>The high level design for telephony was completed, reviewed by DCC and signed off</li> <li>Initial costings completed.</li> <li>Risks and Issues register maintained.</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Commence the implementation of the design</li> <li>Accelerate rationalisation of infrastructure and relocation of remaining Mitel telephony</li> <li></li> </ul>	<p>Green</p> 
5) Physical Recant	<ul style="list-style-type: none"> <li>Review progress with early roll-out</li> <li>Commission cabling and server rooms</li> <li>Align Move plan Support staff moving</li> <li>Post move checks and mop up</li> </ul>	<ul style="list-style-type: none"> <li>Jul 12</li> <li>Sep to Oct 12</li> <li>Sep 12</li> <li>Nov – Dec 12</li> <li>Dec 12 to Jan 13</li> </ul>	<ul style="list-style-type: none"> <li>Basic planning only until July</li> <li>Software asset/auditing underway – will help verify volumes</li> </ul>	<ul style="list-style-type: none"> <li>Basic planning only until July</li> </ul>	<p>Green</p> 

Project Number / Project Manager	Summary of Red Category Risks (after mitigation)	Recommended Action Required	Owner	Date to be resolved
	There are no Red Risks identified currently	N/A	N/A	N/A

Appendix 4 – Current Budget Position and Revised Estimates for ICT Transformation Programme Feb 2012

DCC ICT Transformation and Tactical Projects Capital Investment Matrix										
Unique Ref.	Revised Programme/ Cost Category	Project	Cost Centre	In Design Mandate (Y/N)	Budget as Agreed April 2011	Revised Budget as at Oct 2011	Actual Expenditure Feb 2012	Outstanding Commitments	Projected Scheme Variance as at Feb 2012	Status
1a	1 - ICT Stabilisation	Network - Email renewal	C005004	n	£340,000	£255,789	£212,549	£0	£43,240	Completed
1b	1 - ICT Stabilisation	Network - Citrix Replacement (Pilot and full)	C005003	n	£214,554	£214,583	£221,637	£10,000	-£17,054	In Progress
1c	1 - ICT Stabilisation	Network - Equipment used in Decant for reuse in Recant	C005002	n	£200,000	£195,231	£195,231	£0	£0	Completed
1d	1 - ICT Stabilisation	Network - feturenent replacement	C005005	n	£140,000	£87,992	£87,992	£0	£0	Completed
1e	1 - ICT Stabilisation	Network - Mitel replacement	Cancelled	n	£0	£0	£0	£0	£0	Cancelled
1f	1 - ICT Stabilisation	TP01 - AD Upgrade		n	£0	£9,769	£3,140	£6,629	£0	In Progress
1g	1 - ICT Stabilisation	TP02 - Active Directory reorganisation		n	£0	£54,939	£19,072	£35,867	£0	In Progress
1h	1 - ICT Stabilisation	TP03 - File Server Redesign		n	£0	£59,054	£24,657	£34,397	£0	In Progress
1j	1 - ICT Stabilisation	Contingency on Projects In Progress		n	£0	£17,197	£0	£17,197	£0	Contingency
2	1 - ICT Stabilisation	Servers	C005019	Y	£554,000	£554,000	£356,043	£197,957	£0	In Progress
3	1 - ICT Stabilisation	Storage	C005020	Y	£395,000	£395,000	£390,399	£0	£4,601	Completed
<b>SUB</b>	<b>1 - ICT Stabilisation</b>	<b>Sub Total ICT Stabilisation</b>			<b>£1,843,554</b>	<b>£1,843,554</b>	<b>£1,510,720</b>	<b>£302,046</b>	<b>£30,788</b>	
4	2- Customer/ Service Delivery	CRM Hardware, Software, and Implementation	C005001	Y	£950,000	£950,000	£717,456	£232,544	£0	In Progress
5a	2- Customer/ Service Delivery	Derby Direct Telephony	C003535	Y	£264,000	£264,000	£264,000	£0	£0	Completed
5b	2- Customer/ Service Delivery	Derby Direct Telephony	C003535	Y	£65,000	£65,000	£0	£0	£65,000	Under Review
5c	2- Customer/ Service Delivery	Derby Direct Telephony	C003535	Y	£65,000	£65,000	£0	£0	£65,000	Under Review
6a	2- Customer/ Service Delivery	EDRMS software	C005012	Y	£534,500	£534,500	£258,521	£275,979	£0	In Progress
6b	2- Customer/ Service Delivery	EDRMS Scanners	C005012	Y	£100,000	£100,000	£87,500	£0	£12,500	In Progress
7a	2- Customer/ Service Delivery	Oracle Development		Y	£500,000	£500,000	£0	£500,000	£0	Procurement
7b	2- Customer/ Service Delivery	Oracle Support		Y	£250,000	£250,000	£0	£250,000	£0	Procurement
8	2- Customer/ Service Delivery	HR Systems Development		Y	£300,000	£300,000	£0	£300,000	£0	On Hold
9	2- Customer/ Service Delivery	Asset Management System	C005017	Y	£200,000	£200,000	£100,108	£99,892	£0	In Progress
10	2- Customer/ Service Delivery	GIS	C005015	Y	£700,000	£700,000	£201,521	£498,479	£0	In Progress
11	2- Customer/ Service Delivery	Identification Management		Y	£100,000	£100,000	£0	£100,000	£0	Reviewing Integration Projects
12	2- Customer/ Service Delivery	Citizen Access		N	£0	£0	£0	£0	£0	No Budget
13	2- Customer/ Service Delivery	Intranet		Y	£100,000	£100,000	£0	£100,000	£0	Not Started - Pending new website
14a	2- Customer/ Service Delivery	MDM - single customer and property references		Y	£100,000	£100,000	£0	£100,000	£0	Reviewing Integration Projects
14b	2- Customer/ Service Delivery	MDM/EDRMS Integration f2b, b2b		Y	£307,717	£307,717	£0	£307,717	£0	Reviewing Integration Projects
15	2- Customer/ Service Delivery	Mobile		Y	£350,000	£350,000	£0	£350,000	£0	Reviewing Integration Projects
16a	2- Customer/ Service Delivery	Business Intelligence		Y	£250,000	£250,000	£0	£250,000	£0	Reviewing Integration Projects
16b	2- Customer/ Service Delivery	Information Management Support		Y	£145,000	£145,000	£0	£145,000	£0	Reviewing Integration Projects
17a	2- Customer/ Service Delivery	Integration - CRM		Y	£750,000	£750,000	£0	£750,000	£0	Reviewing Integration Projects
17b	2- Customer/ Service Delivery	Integration - epayments		Y	£100,000	£100,000	£0	£100,000	£0	Reviewing Integration Projects
17c	2- Customer/ Service Delivery	Integration Middleware/Hub		Y	£50,000	£50,000	£0	£50,000	£0	Reviewing Integration Projects
17d	2- Customer/ Service Delivery	Integration - middleware/tools		Y	£100,000	£100,000	£0	£100,000	£0	Reviewing Integration Projects
18	Ofsted Action Plan	Ofsted Action Plan	Budget Redu	N	£0	£260,000	£60,000	£0	£200,000	In Progress
Res	2- Customer/ Service Delivery	Reserve held for unbudgeted implementation costs		N	£342,670	£82,670	£260,000	£82,670	-£260,000	Revised Unallocated
<b>SUB</b>	<b>2- Customer/ Service Delivery</b>	<b>Sub Total Customer Service/Delivery</b>			<b>£6,623,887</b>	<b>£6,623,887</b>	<b>£1,949,106</b>	<b>£4,592,281</b>	<b>£82,500</b>	
19	3 - Recant and Work-Style	Network - Total expenditure less ICT Stabilisation Projects	C005019	Y	£1,848,446	£1,848,446	£66,428	£1,782,018	£0	Not Started = Pending Recan t
20	3 - Recant and Work-Style	Desktop and MS Licences	C005021 C005022	Y	£3,600,000	£3,600,000	£1,279,163	£2,320,837	£0	Part Committed
<b>SUB</b>	<b>3 - Recant and Work-Style</b>	<b>Sub Total Recant and Work-Style</b>			<b>£5,448,446</b>	<b>£5,448,446</b>	<b>£1,345,591</b>	<b>£4,102,855</b>	<b>£0</b>	
<b>Design Mandate Budget</b>					<b>£13,915,887</b>	<b>£13,915,887</b>	<b>£4,805,417</b>	<b>£8,997,182</b>	<b>£113,288</b>	

£2,598,446

Proejct 19 - Desktop Refresh Revised Profile

20a	3 - Recant and Work-Style	5 Year Microsoft Licence	C005021	Y	2,125,127	1,852,377	373,921	1,478,456	0	Year 1 of 5
20b	3 - Recant and Work-Style	Thin and thick client desktops	C005022	Y	1,474,873	1,747,623	905,242	842,381	0	In Progress
<b>Desktop Subtotal</b>					<b>3,600,000</b>	<b>3,600,000</b>	<b>1,279,163</b>	<b>2,320,837</b>	<b>0</b>	

Note - Microsft licences profile to be paid over 5 years, but with option to cancel after 3 - Actual payment to date for Year 1

£367,590.37

New Council

£3,596,069



## Evaluation of Tenders for Oracle Business Intelligence Software

### Summary

- 1) 3 proposals were received in response to the request for proposals issued. An initial evaluation was made which resulted in two suppliers being short-listed for further examination including obtaining references and clarifications to the proposal. The other supplier was rejected because they failed to submit a proposal that met all the requirements of the tender.
- 2) Each of the two short-listed suppliers received satisfactory references, however following the clarifications, the project board decided that the preferred bidder offer the best value for money solution from both a price and quality perspective is Supplier B, Softcat Ltd.
- 3) The budget allocated is £750k; the initial costs are £550k Capital and £84k Revenue. This will have a 5 year cost of £970k.
- 4) The evaluation scores and final costs are provided below. The preferred bidder is Supplier B, Softcat Ltd.

### Oracle Business Intelligence Software and Implementation Bid Responses Assessment Results Summary

Criteria	Weightings %	Supplier B	Supplier C
Price	40	40	24
Environment	1	1	1
Service Wrap – Successful Implementation Elsewhere	20	18	10
Service Wrap - Methodology	39	35	32
<b>TOTAL</b>	<b>100</b>	<b>94</b>	<b>68</b>

Supplier A not shortlisted as they did not submit a complete proposal.

### Oracle Business Intelligence Price Comparison Summary

	Supplier A £'000	Supplier B £'000	Supplier C £'000
Business Intelligence Licences			
- One-Off Costs	238	243	249
- Annual	55	56	55
Implementation Costs			
- One-Off Costs	Not submitted	307	448
- Ongoing Support	Not submitted	28	17
<b>Total One-Off</b>		<b>550</b>	<b>697</b>
<b>Total Revenue</b>		<b>84</b>	<b>72</b>