

Meeting:	Overview and Scrutiny
Date:	25 April 2006
Subject:	Business Transformation Partnership
Responsible Officer:	Director of Business Development
Contact Officer:	Director of Business Transformation
Portfolio Holder:	Finance and Performance Management
Key Decision:	No
Status:	Part 1

Section 1: Summary

As agreed at the meeting of this committee on 22 March 2006 this report combines the updates on the Business Transformation Partnership and HIT's. This report provides the Overview & Scrutiny committee with a general update on the performance of the projects and in particular of the methods of monitoring the contractual elements of the Partnership.

Decision Required

Members are asked to note the content of this report.

Reason for report

Part of regular reporting requirement.

Benefits

N/A Report for update only

Cost of Proposals

N/A Report for review of performance only

Risks

The key risks involved in the project and currently being managed are:

- The potential adverse impact of other projects on the BTP
- The impact of large amounts of business change on the Council
- The required amount of benefits to be delivered by the BTP

Implications if recommendations rejected

N/A

Section 2: Report

1. Programme Update

1.1 **First Contact**

Key elements of the project are now converging to deliver the first phase of First Contact. The facility is handed to the Council in late April, following “snagging” and acceptance testing. In parallel training of managers and contact centre agents is to be completed by early May.

At the time of writing User Acceptance Testing of the Customer Relationship Management system has been successfully completed. Testing of the queue management system, document management system and full facility stress test are scheduled to be completed during the week commencing 24 April. Progress on this will be reported at the meeting. Attached at [Appendix 1](#) is an extract from the User Acceptance Test Plan demonstrating the scope of the tests undertaken.

First Contact will have a “soft” launch in late May, allowing staff to gain confidence in the new technology and knowledge of key areas of the Council. The full launch will be on 15 July, by which time a further group of contact centre agents will have been trained in order to meet the expected level of demand following this publicised launch. At present all is on schedule to deliver this.

1.2 **ERP/MIS**

Both the ERP and MIS projects have moved on to their system build stage. Attached at [Appendix 2](#) is the detailed Test Plan overview, which you will see is split into three cycles:-

- Cycle 1 is system build with no live data
- Cycle 2 is system build with a sample of live data
- Cycle 3 is with full live data

The Council will be User Acceptance Testing each of these cycles. This will be followed by full User Acceptance Testing, which is scheduled to begin week commencing 10 July 2006.

A key factor in the success of these projects will be to deliver training in a timely manner that limits the impact on wider Council business and facilities. These proposals are being refined and should be agreed by the end of April.

2. Contract Management

The Committee asked that this report focus on the programme's approach to contract management. The following paragraphs set out the key ways in which this is done.

2.1 **The Contract Framework**

The contract with Capita was designed with processes that enable rigorous contract management. These include:

- A payment process and timetable predominantly based on project deliverables and related milestones;
- A performance based payment method based on a Service Level Agreement for major service areas;
- A change control process that requires all requests for changes to be fully costed and agreed by Harrow's Programme Director.

2.2 **The Change Control Process**

The Contract sets out a rigorous approach to Change Control. It envisages two types of change, in scope and out of scope, the key difference being that in scope change has no cost to the Council and out of scope change generally will. However, the contract requires Capita to consider reprioritisation before attaching a cost to any out of scope change. By this method the Council has been able to minimise extra costs. The methodology used to track and agree changes is attached at [Appendix 3](#).

The Council had a contingency fund for 2005/06 of £100,000 and has managed to keep change well within that budget. It should be noted that this was an extremely small contingency fund in any event. Price Waterhouse Coopers suggest that for a contract of this size, a reasonable contingency would be in the region of 2½ - 5% (£380,000-£760,000) based on the 2006/07 capital payments.

In addition to the Change Control Process set out above the Council also managed to negotiate joint control of Capita's contingency fund. To date there have been no calls on this fund.

2.3 Payment Schedule

Payments to Capita are made in two ways, milestone payments and periodic payments with the largest element being the milestone payments.

Milestone payments are triggered by the sign off of key deliverables such as the blueprint, system acceptance and go live. This mechanism passes the risk of delivery to Capita and enables the Council to be sure that they are satisfied before payment is made.

The delay in signing off all three blueprints reported at the last meeting, was due to the rigour with which the project teams reviewed them to ensure that the Council's requirements were met.

The approach to user acceptance is set out elsewhere in this report.

Periodic payments cover this such as Partnership Services and support of IT and will when the systems go live, be subject to a price performance mechanism that links performance to the amount paid on the basis of the performance set out in the Service Level Agreement.

2.4 Cost Model

Both the initial project and any future projects are based on a detailed cost model that sets out the charges that can be made. Such things as overheads and profit are agreed for the length of the contract. For the initial projects the cost model sets out at a very detailed level the cost of the elements such as hardware, software and resources. This enables the Council to test that any future charges are reasonable. Attached at [Appendix 4](#) is a sample page from the cost model for the initial projects. The Contract also operates under an open book accounting regime which enables this transparency.

We are in the process of retaining Price Waterhouse Coopers who advised the Council on the initial deal to advise the Council on the soundness and affordability of future business cases.

2.5 Relationship Management

Working relationships between Capita and its sub-contractors and Harrow has been good. The Programme has introduced processes to ensure that it manages its impact on the Council, in terms of staff time and facilities in a coordinated manner as a programme of this scope can often concentrate its demands on a comparatively small number of key Council staff.

One area that the Council is also monitoring is the turnover of resources provided by Capita. This is always significantly higher in the private sector, and in project management, but we wish to maintain continuity whenever possible, and will challenge Capita if we believe changes are for their internal convenience or in response to their internal commercial pressures.

In response to concerns raised by the Council Capita has significantly increased the resource allocated to this contract at a senior level. We now have three Capita Directors assigned to the Partnership instead of one. This has been very encouraging and demonstrates Capita's commitment to this Partnership.

In addition to the meetings required by the Contract's Governance (e.g. Partnership Board and Operations Board) the Director of Business Transformation meets regularly with Capita's Partnership Director and newly appointed Business Unit Director to monitor progress and address any issues and concerns from either side.

Harrow's Benefits Manager closely monitors the financial model and a recent decision was made to bring in a Harrow Programme Manager to work alongside Capita's Programme Manager with the aim of increasing the Council's visibility and delivery of the Council's obligations.

The fact that both the Director of BTP and the Benefits Manager took part in the contract negotiations has been extremely beneficial in ensuring that the Council's interests are protected.

3. ICT Update

3.1 Restructure

The restructure activity to complete the process of assimilating M graded managers and to organise the department to support BTP projects is continuing. Unison and HR have met to consider the gradings of role profiles and these outcomes are now being assessed. Once completed the process of assimilation and recruitment can commence. This is imminent.

3.2 Financial Management

The department has come in on budget for 2005/06, although there may be some final minor adjustments as other departments finalise their budgets.

3.3 HOST

The Disaster Recovery system for HOST is now installed and operational at Pinner Road.

3.4 MVM

The work to support the go live of Building Control and Development Control for Urban Living (modules of the MVM system) is in progress this week. The data extract and migration supported by HITS has gone well.

3.5 BTP

Infrastructure projects to support BTP (WAN, LAN, SAN, IPT) are progressing to plan.

3.6 Service Delivery

Last week the service desk logged 761 calls and closed 798. Overall, 85% of calls were resolved in 1 day or less. Issues that were previously flagged up as a concern around GroupWise (email system) performance, have been largely mitigated. No significant performance issues have arisen since 27 March.

3.7 Transformation

Capita are currently in the final stages of drawing up a transformation plan for HITs. It is anticipated that this will be presented as part of this regular report to the next meeting of this committee.

4. Consultation

Consultation with UNISON on the approaches on job design, recruitment and training has been extensive. The programme maintains a log of all agreements and outstanding issues.

5. Financial Implications

The change requests have been agreed within the contingency budget allocated to the BTP. Where possible increases in costs have been managed through reallocation of savings in other parts of the programme.

6. Legal Implications

7. Equalities Impact

The Council's Invitation to Negotiate detailed its policies and requirements with regard to equalities. These were included in the evaluation criteria and contributed to the decision on the award of the contract. The contract is managed in a way to prevent any movement away from this clear requirement.

Recruitment and training is being undertaken in line with Council policies.

8. Section 17 Crime and Disorder Act 1998 Considerations

None

Section 3: Supporting Information/Background Documents

Background Documents: None.

Appendix 1 – List of Test Scenarios Phase 1

Directorate	Service Area	Test Scenario	No of Test Scripts
Business Development	Benefits	Making a HB/CTB claim (includes eligibility check)/PTD receipt. Home visit request	5
Business Development	Benefits	HB/CTB General Information and Advice/Response to Council Tax Benefit letter/Appeals/DHP/Renewals/ R/O Decision including PTD. Current and new claims	6
Business Development	Benefits	HB/CTB entitlement query including calculations and receipting documents	4
Business Development	Benefits	HB/CTB entitlement query	4
Business Development	Benefits	Next payment due query	3
Business Development	Benefits	Reporting change of circumstances – change of address/income/household	5
Business Development	Benefits	Overpayment queries	3
Urban Living	Community Safety – Environmental Protection	Reporting an abandoned vehicles	3
Urban Living	Community Safety – Environmental Protection	Noise – advice & info – receive & process noise complaint – send follow up reminder after one month	2
Urban Living	Community Safety – Environmental Protection	Scaffolding/Hoarding & Building Material licence request	2
Urban Living	Community Safety – Environmental Protection	Skip Permit request	2

Directorate	Service Area	Test Scenario	No of Test Scripts
Urban Living	Community Safety – Environmental Protection	Pavements (including dangerous paving) – reporting an accident claim for damage caused by uneven pavements	3
Urban Living	Corporate Property Housing Services	Mutual Council Home Exchange – customer requests App Form 1	1
Urban Living	Corporate Property Housing Services	Mutual Council Home Exchange- customer views mutual exchange list	1
Urban Living	Corporate Property Housing Services	Mutual Council Home Exchange- customer has found mutual exchange partner	1
Urban Living	Corporate Property Housing Services	Council Housing - tenancy issues - all customer enquiries	2
Urban Living	Corporate Property Housing Services	Council Housing- nuisance/threatening behaviour - advice and information	2
Urban Living	Corporate Property Housing Services	Council estates - parking enquiries (PROCESS TBA)	
Urban Living	Corporate Property Housing Services	Council lettings garages - garage application	1
Urban Living	Corporate Property Housing Services	Council lettings garages - garage repair	1
Urban Living	Corporate Property Housing Services	Council lettings garages - garage cancellation	1
Urban Living	Corporate Property Housing Services	Arrears - print and post rent statement	2
Urban Living	Corporate Property Housing Services	Council housing - late tenancy arrears - rent (PROCESS TBA)	2
Urban Living	Corporate Property Housing Services	Garden maintenance - requesting garden maintenance	2
Urban Living	Corporate Property Housing Services	Garden maintenance - complaints	1
Urban Living	Corporate Property Housing Services	Introductory tenancies - information gathering/neighbour nuisance	1
Urban Living	Corporate Property Housing Services	Estates management - receive Estate Management issues	2

Directorate	Service Area	Test Scenario	No of Test Scripts
Urban Living	Corporate Property Housing Services	General information and advice	2
Urban Living	Corporate Property Housing Services	Tenant under occupation incentive scheme	2
Urban Living	Corporate Property Housing Services	Allocated council home/lettings - general info about locata	2
Urban Living	Corporate Property Housing Services	Allocated council home/lettings - council tenant joining or transferring	1
Urban Living	Corporate Property Housing Services	Allocated council home/lettings - private tenant joining or transferring	1
Urban Living	Corporate Property Housing Services	Housing Association tenant wanting to register or transfer	1
Urban Living	Corporate Property Housing Services	Private tenant joining the housing register	1
Urban Living	Corporate Property Housing Services	Finders Fee landlord application to join	1
Urban Living	Corporate Property Housing Services	Change of tenancy – moving home	2
Urban Living	Corporate Property Housing Services	Home modernisation of council properties (includes - complete re-wire, new kitchen, new bathroom, new heating system, new windows, new doors, new roof)- council properties - provide advice and Planned maintenance - Current, Future and Past ALSO Council House Services & Communal repairs for council property that has been purchase on a leasehold agreement by the tenant - the local authority retains responsibility for carrying out repairs & maintenance in communal areas / structural & exterior works - leaseholder contributes to cost of works - Current, Future and Past	2
Urban Living	Housing Repairs	Reporting an Emergency/out of hours housing maintenance request - reactive housing repairs council property	3
Urban Living	Community Safety - Parking	Advice & information for Enforcement/Fines - payment for fines	3

Directorate	Service Area	Test Scenario	No of Test Scripts
Urban Living	Community Safety – Parking	Advice & information for Parking Zones	3
Urban Living	Community Safety - Parking	Permits - advice & info - issue application forms - apply for renewal - process new application - accept payment	3
Urban Living	Public Realm	Household missed bin enquiry	3
Urban Living	Public Realm	Apply for a Trade Contract	2
Urban Living	Public Realm	Trade Waste missed bin enquiry	2
Urban Living	Public Realm	Medical waste disposal advice and information	2
Urban Living	Public Realm	Special collection of bulky items	2
Urban Living	Public Realm	Apply for Assisted Collection	2
Urban Living	Public Realm	Recycling banks - advice and information	2
Urban Living	Public Realm	Report graffiti	2
Urban Living	Public Realm	Report fly tipping	2
Urban Living	Public Realm	Report fly posting	1
Urban Living	Public Realm	Report street litter/street cleaning	2
Urban Living	Public Realm	Street maintenance enquiry	2
Urban Living	Public Realm	Public Conveniences	1
Urban Living	Public Realm	Highways enquiry	2
Urban Living	Public Realm	Tree enquiry	2
Urban Living	Public Realm	Parks and open spaces enquiry	2
Urban Living	Public Realm	Grass Cutting enquiry	1
Urban Living	Public Realm	Highways enforcement/abandoned vehicles	2
Urban Living	Public Realm	Street Lighting enquiry	1
Urban Living	Public Realm	Gullies enquiry	1
Urban Living	Public Realm	General Advice and information	2

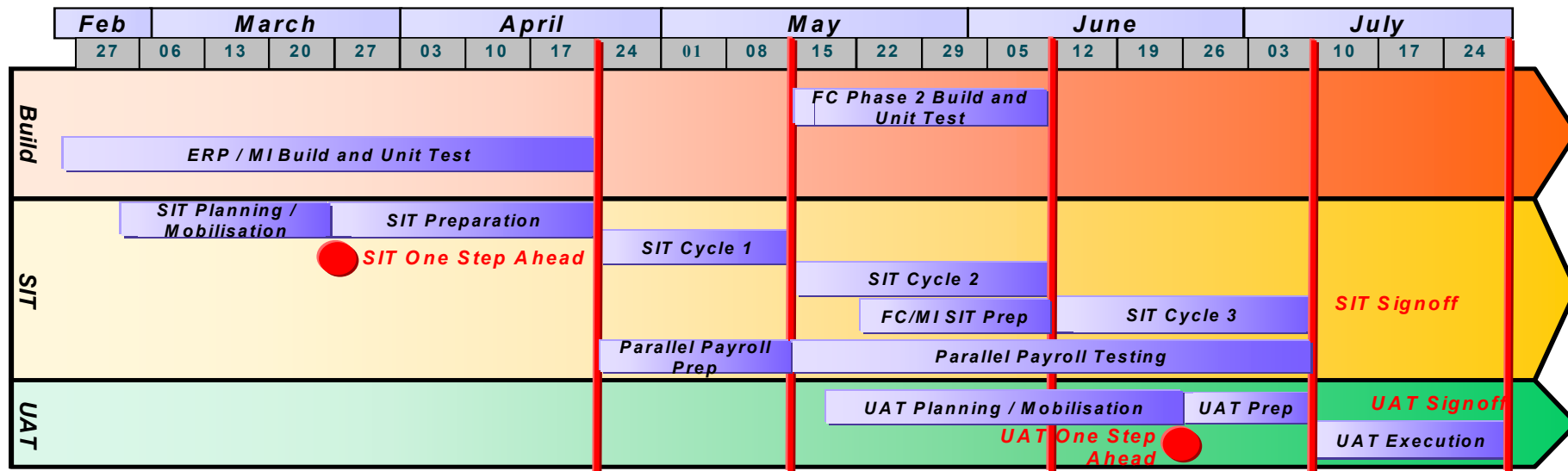
Directorate	Service Area	Test Scenario	No of Test Scripts
Business Development	Revenues	Provide NNDR advice and information	4
Business Development	Revenues	NNDR reductions	2
Business Development	Revenues	NNDR special arrangement after summons	2
Business Development	Revenues	NNDR special arrangement after liability order	2
Business Development	Revenues	Assess eligibility to pay NNDR in instalments	2
Business Development	Revenues	Suppress NNDR or C/T recovery (in conjunction with other tests)	2
Business Development	Revenues	Receipting NNDR documentation	2
Business Development	Revenues	Provide C/T advice and information	4
Business Development	Revenues	Request copy C/T bill	3
Business Development	Revenues	Register move into borough	7
Business Development	Revenues	Register move within borough	2
Business Development	Revenues	Register move out of borough	3
Business Development	Revenues	Amending impact on other accounts	2
Business Development	Revenues	Updating notepads on I-World for NNDR or C/T (in conjunction with other tests)	2
Business Development	Revenues	Agree C/T special arrangement after summons	2
Business Development	Revenues	Agree C/T special arrangement after liability	2
Business Development	Revenues	Assess eligibility to pay C/T in instalments	2

Directorate	Service Area	Test Scenario	No of Test Scripts
Business Development	Revenues	Receipting C/T documentation	2
Business Development	Revenues	Issuing discount/exemption forms	6
Business Development	Revenues	Set up direct debit to pay C/T	1
Business Development	Revenues	Change instalments for C/T	2
Business Development	Revenues	Agree C/T special arrangement after summons	4
Business Development	Revenues	Agree C/T special arrangement after liability	2
Business Development	Revenues	Assess eligibility to pay C/T in instalments	2
Business Development	Revenues	Receipting C/T documentation	2
Business Development	Revenues	Issuing discount/exemption forms	2
Business Development	Revenues	Set up direct debit to pay C/T	2
Business Development	Revenues	Change instalments for C/T	2
Business Development	Revenues	Agree C/T special arrangement after summons	4
Chief Executive	Tourism	Require Tourist Information	3
Business Development	Education Grants	Send out or provide app form	2
Business Development	Education Grants	Eligibility	2
Business Development	Education Grants	Form not received	1
Business Development	Education Grants	Follow up on process time	2

Directorate	Service Area	Test Scenario	No of Test Scripts
Business Development	Education Grants	Cheque not received	2
Business Development	Education Grants	General advice and information	2
Business Development	Education Grants	Has application been received?	2
Business Development	Education Grants	Complaint about FC	2
Business Development	Education Grants	Escalation to manager	1
Business Development	Education Grants	Information re previous academic year	1
Business Development	Education Grants	Complaint about back office service	2
Business Development	Education Grants	Free School Meals - Send out or provide app form	2
Business Development	Education Grants	Free School Meals - Eligibility?	2
Business Development	Education Grants	Free School Meals - General advice and information	2
Business Development	Education Grants	Free School Meals - Form not received	1
Business Development	Education Grants	Free School Meals - Follow up on process time	2
Business Development	Education Grants	Free School Meals - Has application been received?	2
Business Development	Education Grants	FSM School Checks - Pupil eligible?	2
Business Development	Education Grants	FSM School Checks - Application Received	2

Appendix 2

ERP Test Plan – Overview



System / Integration Testing (SIT): Also referred to as 'Functional Testing'. Testing of systems / components / modules together to ensure complete support for business scenarios/variations across all systems. This is a process-oriented system test, to verify the functional environment and all dependencies, e.g., Heritage / external integrations, data migration, MI reports, enhancements, authorisations. **Key Users** are proposed to participate in SIT, in addition to Change champions.

User acceptance Test (UAT): To facilitate business confidence in the ability of the solution to support the business processes. Not considered a formal test but rather "User Education and Acceptance". UAT will take the form of "Show, Coach and Question" sessions with Change Champions demonstrating a script, allowing selected end users to carry out the script themselves with support from the Change Champions.

Change Request Form – v3

APPENDIX 3

Document Reference:

BTP-AAAA-crnnn-vx.y

(Example: BTP-IOPS-crnnn v1.0)

Document Title

(Example: IOPS <CR Number>)

Owner	Author	Date of Issue	Version

Change Request Form – v3

DOCUMENT LOCATION

The source of this document can be found with the author / PMO (Delete as applicable – PMO for baselined versions – v1.0, v2.0 etc)

DISTRIBUTION

List the people to whom the document should go, once approved.

Name	Title	Organisation	Date of Issue	Version

RELATED DOCUMENTS

List the document reference, title & version or related documents

Document Reference	Document Title	Date of Issue	Version

Guidelines for Raising a Change Request

1. Any Programme Team member can raise a Change Request (CR)
2. A change can result from an issue / risk / change of scope
3. Change Requests must be submitted through Delivery Managers in the Projects
4. Delivery Managers must ensure all relevant fields are completed satisfactorily (**the first section of this document**) to allow for effective impact assessment
5. All Workstream/Project leads should be informed of the CR raised including, within the originating workstream i.e. Harrow, Capita & 3rd Parties
6. Supporting documentation i.e. Business case, benefits analysis must be referenced within the Change Request
7. **Completed Change Requests must initially be sent to Karl Payne & cc'd to Marianne Moore**
8. The process turnaround times for CRs are as follows:

CR analysis & Agreement	5 working days
Impact Analysis	5 working days – (dependent on size of CR)
Commercial Agreement	5 working days

Change Request Form – v3

Change Request Form – Section 1

Change Request Ref:	Title	Type of change:	
		Scoped / Un-scoped / Re-prioritisation	
Project/Workstream		Required by date:	
<i>Action</i>	<i>Name</i>	<i>Date</i>	
Raised by:			
Area(s) impacted (optional field):			
Impact assessment agreed by:			
Supplier reference no.:			
Full description of requested un-scoped change:			
Details of any proposed alternative scenarios:			
Objectives of requested un-scoped change (including measurable criteria for meeting objectives):			
Justification for change – considerations / disadvantages (reference supporting papers):			
Name / Signature of requesting change owner: (Harrow Council Lead / Sponsor)			
Date of request:			

Change Request Form – v3

CR Impact Assessment Form – Section 2

CR Ref:	Title	Required by date:
Assigned for impact assessment to:		
1. Proposed adjustment to the charges resulting from the un-scoped change cost		
Effort to Assess Impact:		
Days:	Cost:	
Resource Impact (Effort in 'Resource Days') of implementing proposed CR:		
Days:	Cost:	Expiry Date:
Non Labour Impact (Software, Hardware costs etc):		
Description:	Cost:	
2. Details of any other costs relating to the proposed change:		
Description & Derivation:	Cost:	
3. Timescales for implementing change (elapsed time, including key deliverable milestones)		
4. Details of any operational service (SLA), contractual or BENEFIT CARD impact:		
5. Risks of implementing change & mitigating action:		
Risk Description:	Mitigating Action:	
Signed by:		
Impact assessment completed by:		



Change Request Form – v3

Signature Date On behalf of the partner
Signature Date On behalf of the council
Additional details surrounding decision (optional field – delete if inappropriate)

APPENDIX 4

		Contract Month >>>		
Non				
Project	Cost Description (Free Format)	Cost Type	Recovered From LBH Through ...	TOTAL
First Contact	Civic Centre 2 Accommodation	Capex_Property	Unitary Charge_CRM Solution	-
ERP	LBH Property Management solution (SAP)	Capex_Software	Unitary Charge_CRM Solution	-
ERP	LBH Property Management BPR	Capex_Software	Unitary Charge_CRM Solution	-
FIRST CONTACT - ACCOMMODATION				-
First Contact	Kiosks	Capex_Hardware_Kiosks	Unitary Charge_CRM Solution	-
First Contact	Channel Uptake Marketing	Supplies and Services	Unitary Charge_CRM Solution	-
First Contact	Kiosk Maintenance annual	Supplies and Services	Unitary Charge_CRM Solution	-
First Contact	PCs	Capex_Hardware_PCs	Unitary Charge_CRM Solution	-
First Contact	Desks etc	Capex_Hardware_Other	Unitary Charge_CRM Solution	-
First Contact	Braille printers	Capex_Hardware_Other	Unitary Charge_CRM Solution	-
First Contact	Type talk devices	Capex_Implementation_Other	Unitary Charge_CRM Solution	-
First Contact	Recruitment	Employment Costs - Work Package	Unitary Charge_CRM Solution	-
First Contact	Disaster recovery	Disaster Recovery	Unitary Charge_CRM Solution	-
First Contact	Business continuity	Disaster Recovery	Unitary Charge_CRM Solution	-
First Contact	Communicaitons materials	Other (Specify)	Unitary Charge_CRM Solution	-
ERP	SAP Software Licensing CRM / Professional	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Licensing CRM / Deferred Lic Cost	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Licensing ERP / Professional	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Licensing ERP / Limited Professional	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Licensing ERP / Employee self service either Purchasing or Personal	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Licensing ERP / Manager self service	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Licensing ERP / Payroll engine	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Licensing ERP / Supplier Enablement	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Licensing ERP / Developers	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Licensing ERP / e Recruitment HR	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Licensing ERP / School Users	Capex_Software	LBH Capex_Software	-
ERP	SAP Software Maintenance CRM / Professional	Software Maintenance	Unitary Charge_ERP Solution	-
ERP	SAP Software Maintenance CRM / Professional inc	Software Maintenance	Unitary Charge_ERP Solution	-
ERP	SAP Software Maintenance ERP / Professional	Software Maintenance	Unitary Charge_ERP Solution	-
ERP	SAP Software Maintenance ERP / Limited Professional	Software Maintenance	Unitary Charge_ERP Solution	-
ERP	SAP Software Maintenance ERP / Employee self service either Purchasing or Personal	Software Maintenance	Unitary Charge_ERP Solution	-
ERP	SAP Software Maintenance ERP / Manager self service	Software Maintenance	Unitary Charge_ERP Solution	-
ERP	SAP Software Maintenance ERP / Payroll engine	Software Maintenance	Unitary Charge_ERP Solution	-
ERP	SAP Software Maintenance ERP / Supplier Enablement	Software Maintenance	Unitary Charge_ERP Solution	-
ERP	SAP Software Maintenance ERP / Developers	Software Maintenance	Unitary Charge_ERP Solution	-
ERP	SAP Software Maintenance ERP / e Recruitment HR	Software Maintenance	Unitary Charge_ERP Solution	-
ERP	SAP Software Maintenance ERP / School Users	Software Maintenance	Unitary Charge_ERP Solution	-

ERP - SOFTWARE

First Contact	Seebeyond Development Licences	Capex_Software	LBH Capex_Software	-
First Contact	Seebeyond costs estimate (Mastek)	Capex_Software	LBH Capex_Software	-
First Contact	Filenet Equip printers	Capex_Hardware_Other	LBH Capex_Hardware_Other	-
First Contact	Filenet Equip scanning machines	Capex_Hardware_Other	LBH Capex_Hardware_Other	-
First Contact	Integration with SAP MVM licenses	Capex_Software	LBH Capex_Software	-
First Contact	Acces Manager	Capex_Implementation_Interfaces & Integration	Unitary Charge_CRM Solution	-
First Contact	Filenet Licences	Capex_Software	LBH Capex_Software	-
First Contact	Delegate Packs - Team Leader & Manager	Capex_Implementation_Training	LBH Capex_Implementation_Training	-
First Contact	Delegate Packs - Agency Staff Training	Capex_Implementation_Training	LBH Capex_Implementation_Training	-
First Contact	Advisor Packs	Capex_Implementation_Training	LBH Capex_Implementation_Training	-
First Contact	Admin Staff Training	Capex_Implementation_Training	LBH Capex_Implementation_Training	-
ERP	Delegate packs - finance users	Capex_Implementation_Training	LBH Capex_Implementation_Training	-
ERP	Delegate packs - procurement users	Capex_Implementation_Training	LBH Capex_Implementation_Training	-
ERP	Delegate packs - CRM users	Capex_Implementation_Training	LBH Capex_Implementation_Training	-
Management Information	Communications Budget	Other (Specify)	Unitary Charge_Management Information Support	-
Partnership Services	Change communications activity - bi-annual staff conference	Training	Unitary Charge_Governance	-
Partnership Services	Change communications activity - publications and intranet design work	Training	Unitary Charge_Governance	-
ERP	Assumed 300 people directly impacted by ERP of which 150 potentially displaced - cost for outplacement support @ 150 x £800 pp	Training	Unitary Charge_ERP Solution	-
ERP	Assessment or development centres - 10 people at each x 30; venue/materials/tools	Training	Unitary Charge_ERP Solution	-
ICT Services	Hosting Procurement - Setup	Capex_Implementation_Other	Unitary Charge_ICT Service Delivery	-
ICT Services	Hosting on-going	Hardware Maintenance	Unitary Charge_ICT Service Delivery	-
ICT Services	Out Of Hours cover	Hardware Maintenance	Unitary Charge_ICT Service Delivery	-
ICT Services	ERP Applications Support	Software Maintenance	Unitary Charge_ICT Service Delivery	-
ICT Services	CRM Applications Support	Software Maintenance	Unitary Charge_ICT Service Delivery	-
ICT Services	Infrastructure refresh & DR	Capex_Implementation_Other	Unitary Charge_ICT Service Delivery	-
ICT Services	Oracle Licences	Capex_Software	Unitary Charge_ICT Service Delivery	-
ICT Services	Oracle Licences	Capex_Software	Unitary Charge_ICT Service Delivery	-
ERP	Dcal	Capex_Software	Unitary Charge_ICT Service Delivery	-
Management Information	Blended learning content development	Training	LBH Capex_Implementation_Training	-

Partnership Services	Blended learning content development	Training	LBH Capex_Implementation_Training	-
ERP	Blended learning content development	Training	LBH Capex_Implementation_Training	-
First Contact	UNISYS DIP Equipment	Capex_Hardware_Other	LBH Capex_Hardware_Other	-
First Contact	Web Video Conferencing	Capex_Hardware_Other	Capex_Hardware_Other	-
First Contact	Architect Service and Project Mgt	Capex_Hardware_Other	Unitary Charge_CRM Solution	-
First Contact	Architect Service and Project Mgt Access Centre	Capex_Hardware_Other	LBH Capex_Property	-
First Contact	Create Access Centres	Capex_Hardware_Other	LBH Capex_Property	-
First Contact	PCS	Capex_Hardware_PCs	LBH Capex_Hardware_PCs	-
First Contact	Hearing Loops	Capex_Hardware_Other	LBH Capex_Hardware_Other	-
TOTAL COST (£000s)				-