

Herefordshire Connects

Programme Update for Members
29 March 2007
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Programme Manager



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Introduction



In 2005 Herefordshire Council was facing both a challenge and an opportunity: -

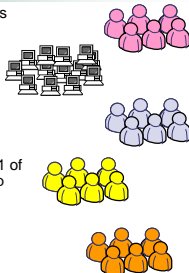
- Levels of funding into the Council would be decreasing over the next few years, whilst costs of care for our ageing population were rising rapidly
- Streamlined working practices underpinned by new technology could enable revised operating models which would lower costs whilst improving service

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Preliminary Work



- Core team nominated by their directorates
- Core team identified over 900 computer 'systems' in use in directorates
- Change Champions nominated by directorates to help with communications
- Tendering process completed for Phase 1 of project – contract awarded to Axon Group plc
- Staff from Corporate Programmes & ICT seconded to help

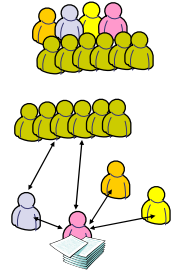


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SIP Workshops

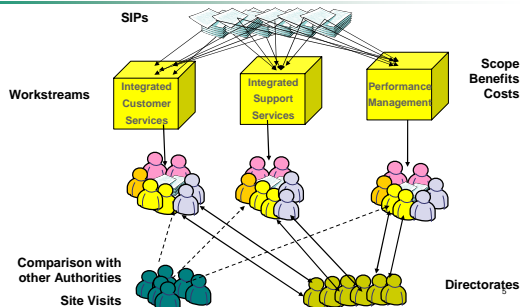


- Three Service Improvement Plan (SIP) workshops held with each directorate
- Service Improvements Plans, complete with indicative benefits, drawn up & signed off by Directors



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Creating the business cases



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Getting the Public View



- A telephone poll of Herefordshire Citizens was carried out to gather opinions on the provision of services
- A video of random on street interviews with Herefordshire Citizens and Herefordshire Council employees was produced, giving their views and this was shared at workshops

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Getting Agreement



- The completed business cases were approved by the Project Board, Corporate Management Board and Cabinet
- Phase 1 was complete
- An external audit of the programme was carried out at this point by the Audit Commission and the response to the Audit report is being taken to Cabinet in April

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The BIG Lesson learnt



- The Transformation Programme would have technology as an enabler in order to change the organisation.

However,

the cultural change would only truly be achieved through effective Change Management

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Procurement route



- OJEU - the Official Journal of the European Union
- OGC - Office of Government Commerce

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Scope of Herefordshire Connects



- Electronic Document & Records Management Solution (including Workflow) (EDRMS)
- Electronic Social Care Record (ESCR)
- One Customer, One Record
- HR/Payroll/Self Service
- Training/e-Learning
- Flexible/ Remote/ Mobile/ Smarter working
- Finance and Budgeting
- Procurement
- Property & Asset Management
- Performance Management
- Change management and cultural transformation
- Benefits management and realisation

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Round 1: Invitation to Quote



- Six areas examined
 1. Ability to Deliver
 2. Strategic Partnership
 3. Implementation Experience
 4. Benefits Realisation – taking savings out for re-investment
 5. Change Management
 6. Scalability & Flexibility

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Round 1



Supplier	Progressed?
Accenture	N
BT	N
CAP Gemini	N
Deloitte	Y
Fujitsu	N
Hedra	Y
LogicaCMG	Y
Serco	Y
Xansa	N

Presented to Programme Board on 16 November 2006

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Round 2 – Invitation to Tender – Areas covered



- Change Management
- A one-day presentation from each Supplier
- Technology demonstrations
- Functional Requirements
- Implementation Experience
- Commercial aspects of each proposal

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Scorers



Name	Directorate	Name	Directorate	Name	Directorate
Alan Holmes	Human Resources	George Salmon	C&YP	Mike Willmont	Environment
Alan Smith	Resources	Heather Foster	Resources	Nicoy Meredith	Herefordshire Connects
Amanda Atfield	Human Resources	James Anthony	A&C	Paul Griffiths	Herefordshire Connects
Andrew Hasler	A&C	John Eades	Environment	Paul Nicholas	Environment
Andy Beavan	C&CS	John Pritchard	C&CS	Rachel Bayley	C&CS
Anita Taylor	A&C	Jonathan Riches	Herefordshire Connects	Richard Ball	Environment
Ann Williams	Human Resources	Kevin Griffiths	Herefordshire Connects	Richard Gabb	A&C
Anthony Sawyer	C&CS	Lesley Hack	C&CS	Russell Cheasley	Resources
Clive Hall	Environment	Lin Beddis	C&CS	Sarah Thraives	C&CS
Dean Hogan	Resources	Linda Maden	C&YP	Shirley Mackay	Herefordshire Connects
Deborah Williams	C&YP	Maggie Wells	A&C	Sian Lines	Environment
Derek Edwards	Resources	Martin Fowler	C&YP	Steve Martin	C&CS
Elen Pawley	C&CS	Martin Heuter	C&CS	Steve Merrell	C&YP
Fiona Nichols	C&CS	Martin Smith	A&C	Sue Dale	A&C
Gary Williams	Resources	Maxine Bassett	C&CS	Suzanne Wenczek	Herefordshire Connects
Geoff Hardy	C&CS	Mike Piercy	C&CS		

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Proposed Supplier Partnerships



Timetable



- 15th Jan ITT responses received
- 22nd Jan Change Management
- 31st Jan/1st Feb Technical Demonstration
- 2nd Feb Deloitte Presentation
- 5th Feb LogicaCMG Presentation
- 6th Feb SERCO Presentation
- 7th/8th Feb Technical Demonstration
- 9th/13th Feb Functional Requirements
- 14th Feb Implementation Experience

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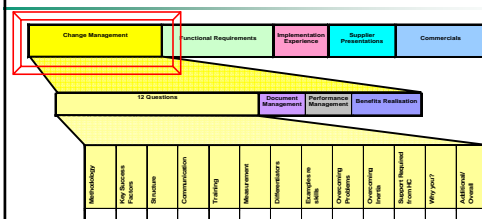
Some Programme Logistics



- Over 150 colleagues contributed and reviewed ITT (prior to issue)
- In excess of 50 scorers
- Process invigilated at all stages
- 2,500 pages received back from the suppliers in their responses to the ITT
- Over 100,000 scores and comments processed
- 12 scoring days and workshops
- Over 50 representatives from the 3 suppliers attended over the 3 days, ranging from a Chief Executive and Partners to front-line area Specialists and Consultants

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Change Management



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What is Change Management?



- Making changes in a planned and systematic fashion
- Ensuring Outcomes are met as planned and we take our people with us
- *"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change"*

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Change management



- 12 Questions and an overall score

Plus the 'what people do alongside technology' aspects of:

- Electronic Document and Records Management
- Performance Management
- Benefits Realisation

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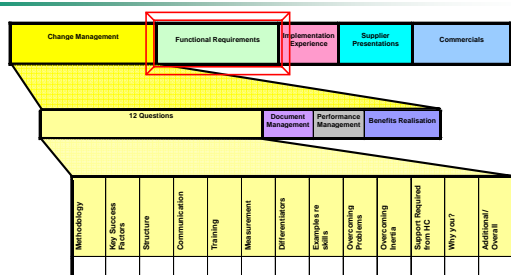
Change Management Example Question



Principal Questions asked of the Supplier with a break down of the attributes we are seeking in a partner under each	Guidance as to what is being looked for	Your Comments	Your Score 0-10
4. Which Communication Models Worked best?			
They had a communications strategy and methodology which was used effectively to progress implementation through involvement of staff at all levels in the organisations they have partnered	who is the target audience, what did they receive how often		
They had a detailed understanding of a range of key complexities involved in maintaining communications with Staff, Councilors, Partners, the Public and Businesses at all stages of a major business transformation programme	understanding complexity		
They implemented a wide variety of methods of communication to appeal to all Staff, Councilors, Partners, the Public and Businesses and adapted these to fit different stages of the programme			
They practised a strategy of rolling communications and measured the effectiveness of different methods of communications with different audiences and at different stages of the programme	how did they measure		
They identified gaps and appointed specialists to assist with communications as required			
They included their Partner's staff in customising communications and assisted with the development of staff and the transfer of skills in this area			
They worked with the customer organisation's external partners in implementing their communications strategy	eg PCT and Voluntary Sector Organisations		
They worked with the organisation's internal experts.			
Additional Elements			
Total			0

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Functional Requirements scored 9th/13th Feb



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Functional Requirements



- Technical Document
- Almost 1000 requirements
- High Level with Standards
- Specific Answers – Can do / Cannot do
 - A- Meets requirement fully as standard or with standard configuration
 - B- Meets requirement with customisation or use of additional product
 - C- Does not meet requirement

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Extract from Functional requirements scoring



			Score 0 - 10	Score	Score	Score
	Requirement	Notes	Scorer	Deloitte	LogicaCMG	Seroo
<u>Doc ref</u>						
2.1	Customer Access Channels		All			
2.1.1	Face to face					
2.1.2	Telephone					
2.1.3	Website					
2.1.4	Email					
2.1.5	Written mail					
2.1.6	Fax					
2.1.7	Mobile devices					

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Real world Scenarios..



- a complex family situation designed to test the communications, automatic referrals, asset management, finance & planning capabilities of the technology;
- an asset management situation to demonstrate how the system would handle a workload typical of that of a highways inspector and a member of property services;
- a 'family moves' scenario testing the potential to remove barriers between council departments and partners to serve the citizen more effectively; and
- an employee scenario testing integration of HR and payroll functions.

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Technology Presentations



- All 3 suppliers proposed the same technology solution (SAP/ERP), but we still needed to ensure that it met our functional requirements.
- Each one of these scenarios was scored against set criteria.

• ERP - Enterprise Resource Planning

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Assumptions

- The solution would give us:



- Where possible, a single integrated environment as the standard (a whole council architecture)
- Commercial "off the shelf" package(s) rather than boutique solutions e.g. Scoot
- Best use of what we already have
- Must offer an enterprise services architecture – this will allow us to plug any "boutique" offerings more easily
- Re-enforcement of current corporate standards
- A phased approach

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Why SAP technology? (Deloitte)



- "SAP is designed to enable flexible and highly responsive interactions and business processes between the consumers of Local Government Services and the Local government back office functions, therefore directly improving customer service and ultimately reducing costs"
- "Any Enterprise Architecture within Local Government needs to be able to support the shared services concept and facilitate collaboration across different public service organisations, as well as function rich mobile and flexible working tools. SAP meets all of these key demands"
- "The requirements detailed within the Herefordshire Connects Functional Requirements Specification document require a comprehensive mix of modules from within the SAP product suite" 28

Why SAP technology? (LogicaCMG)



- "Having reviewed Council's ITT [most suitable technology]"
- "Build on existing SAP investment"
- [LogicaCMG have].. "More experience than any other company of successfully implementing SAP solutions within Local Government"

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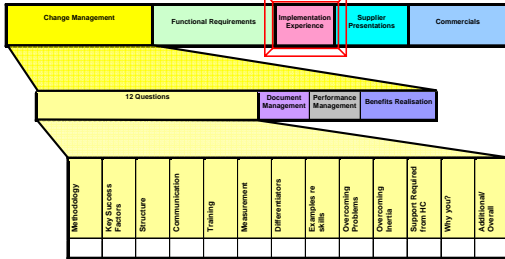
Why SAP technology? (Serco)



- "SAP solutions are helping more than 35 UK Local Authorities"
- "SAP's legislatively and functionally compliant solution for Local Government can help your authority provide and expand citizen services, meet Priority Outcomes and deliver the e-Government and transformation Agenda"
- "Based on our significant knowledge and experience of designing and implementing solutions to meet similar requirements for other UK local government authorities Serco is recommending the world class SAP ERP software as the underpinning enabler to the Herefordshire Connects Programme"

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Implementation Experience

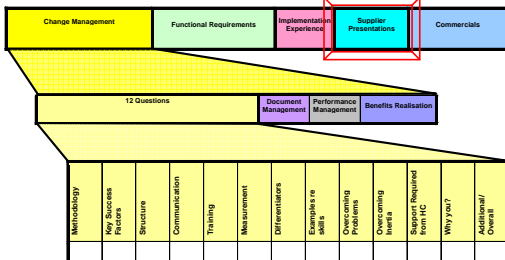


Implementation Experience Questions



Areas to be covered include
Partnership / Consortium Experience (with the proposed partnerships)
Methodologies used and experience in them
Software area expertise and multiple project stream implementations
Integration Experience (e.g. with CRM, GIS, Revs & Bens)
Experience in Working with Strategic Partners & Schools
Public Sector & Private Sector Implementation experience (include SAP & other software solutions)
Change Management (around Business Process Re-Engineering)
Technology expertise
Business Continuity - service as normal, risk reduction for new systems, disaster recovery experience
Testing methods - approach, prototyping, pilots etc.
Other - please evidence with supporting comments

Supplier Presentations 2nd Feb to 6th Feb



Supplier Presentation Areas to Consider



- Cultural Fit**
 - Local authority experience & understanding
 - Understanding of Herefordshire
 - Evidence of the above
- Delivery Approach**
 - Fit to Herefordshire requirements
 - Methodology
 - Driving the change through the organisation
 - Evidence of the above
- Ability to work with us in partnership**
 - Their approach to partnership working
 - How they are proposing to work with Herefordshire
- Overcoming problems/lessons learnt-**
 - Have they recognised previous problems
 - Have they illustrated how they tackled them
 - What lessons did they learn & did they apply them subsequently
- Overall / Other**
 - Any other aspects of the presentation you felt were noteworthy

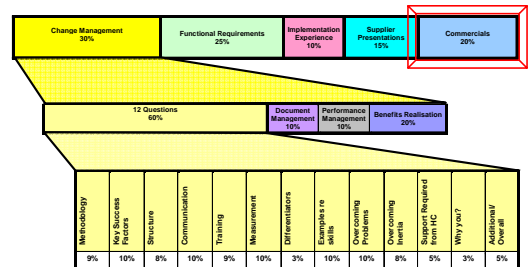
Supplier Presentations



- Almost 60 colleagues met with the Suppliers
- Momentum generated
- Staff were generally enthused and a real sense of ownership was generated
- “the future holds even bigger possibilities . The Council is impatient to seize them”*

From our ITT

Commercials



Commercial Matrix



- The template has costs grouped under the following headings: -
 - Engagement Costs
 - Hardware
 - Software
 - Ongoing Support Costs
 - Implementation Costs
 - Additional Specific Costs – including interfacing
 - People resources required from Herefordshire Council

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Commercial Matrix (cont)



- The template also asked for the level of expected benefits for: -
 - Each of the workstreams within Herefordshire Connects
 - Quick Wins
- And the cash flow occurring as a result of Herefordshire Connects

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Next Steps



- Period of clarification, challenge and negotiation with Preferred Supplier
- Expert legal and financial advice will be brought in
- Site visits
- Audit Commission support

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The Companies we are dealing With



Questions



- “Time is limited act today!”
- Each working day we let pass without taking this decision represents the equivalent of £50,000 in lost benefits based on the £11.5 million per annum in savings we estimate will arise from the Herefordshire Connects programme
- Our citizens are missing out on this!!

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Thank you!!!



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