

HEREFORDSHIRE CONNECTS PROGRAMME

PORTFOLIO RESPONSIBILITY: ICT, EDUCATION & ACHIEVEMENT

CABINET

DATE: 20 NOVEMBER 2008

Wards Affected

County-wide

Purpose

To recommend new systems for an Integrated Support Services ('back office') and a new system for Performance Management and Risk Management, and to address the integration of systems by both recommending a toolset that will integrate systems. To progress the integration of the Social Care Core Logic system with other Council and Primary Care Trust (PCT) systems and note the successful implementation of the new Core Logic system.

Key Decision

This is a Key Decision because it is likely to result in the Council incurring expenditure above agreed budgets for the service or function (shown as a line in the budget book) to which the decision relates but allowing for virements between budget heads and savings within budget heads of up to £500,000;

It was included in the Forward Plan.

Recommendations

THAT

- a. **Agresso be approved as the preferred technology system for Integrated Support Services (ISS);**
- b. **Microsoft be approved as the solution for a toolset for Integration;**
- c. **Inphase be approved as the technology system for Performance Management and Risk Management;**
- d. **the Interim Deputy Chief Executive be given delegated responsibility to conclude negotiations with Deloitte, within the Framework Agreement between the Council and Deloitte, to plan and commence the implementation of these systems by January 2009; and**
- e. **the third phase planned for the new Social Care system, Core Logic be approved.**

Reasons

- 1 The Audit Commission has been maintaining an overview of the council's progress with Herefordshire Connects, and in its Annual Audit & Inspection Letter recommended that before progressing further elements the council take the opportunity "to re-focus and clarify the purpose, outcomes and actions of Herefordshire Connects. This should include formally considering in a short paper what other options are still open to the council including the costs, benefits and risks of each option. It should also set out how

the programme fits with the new joint working arrangements with the Primary Care Trust.”

- 2 Joint Management Team has led an option appraisal with Deloitte, as the Council’s strategic partners for Connects, to implement this recommendation and address the current and future impact on service delivery to customers and for staff caused by the pause in implementing the majority of the Connects Programme. The purpose of the option appraisal was to:
 - a. ensure the vision for Herefordshire Connects is fit for purpose both now and for the future;
 - b. update the business cases to take account of current and future needs and identify those benefits already achieved;
 - c. ensure that governance arrangements are robust and appropriate.

Considerations

This report follows on from the reports presented to Cabinet on Herefordshire Connects on 31st July 2008 and 16th October 2008.

The 31st July 2008 Cabinet report noted the recommendation in the Audit Commission’s Annual Audit and Inspection Letter that the Council take the opportunity “..to re-focus and clarify the purpose, outcomes and actions of Herefordshire Connects. This should include formally considering in a short paper what other options are still open to the Council including costs, benefits and risks of each option. It should also set out how the programme fits with the new joint working arrangements with the PCT.

In the recommendations made to Cabinet in the 31st July 2008 report, Cabinet approved Joint Management Team’s recommendations that:

- (a) Herefordshire Connects be re-focused on implementing the three updated business cases and further developing these business cases jointly with the PCT as Herefordshire Public Services partners, as defined in section 5.3 of the report attached;
- (b) Cabinet note the critical risks to service continuity of key ICT system failures. This is due to the current large number of inadequately connected systems requiring upgrades that would not achieve the Council’s ambitions for improving customer services and satisfaction, provide poor value for money or that are no longer supported by providers due to their age;
- (c) The Council’s ICT system application portfolio be rationalised to achieve the minimum number of integrated applications by Joint Management Team and Deloitte conducting a two month evaluation.

In the recommendations made to Cabinet in the 16th October 2008 report, Cabinet approved the selection of Civica as the technology system for an integrated solution for Environment and Planning. Cabinet noted the progress made in the selection of a system for Integrated Support Services and Performance and Risk management and the timescale for recommending a preferred supplier for both to Cabinet is by 20th November 2008. It also noted that Joint Management Team is conducting a strategic assessment based on the evaluation of the two Integrated Support Services system solutions. This is to identify the relative risks and benefits each provider presents to the future delivery of Shared Services efficiency and service performance improvements for the Council’s Herefordshire Public Services partnership with the Primary Care Trust.

Update On New System For Social Care

Cabinet approved the new system, Core Logic, in February 2008. The system was made operational on 10th November 2008, within the timescales and within the budget stated in the

February report. Some of the improvements that this system will bring in delivering Social Care services are listed below

Comments received from the Director of Adult Social Care:

“The new system has been designed to ensure that it fully supports the delivery of social care at the front line and provides managers with information to enable them to improve efficiency and effectiveness. Staff have been trained to use the system and will be supported over the next few weeks to ensure that they are able to use it to maximum benefit. There should be considerable reduction in the need to repeat information about service users and it will be much easier for staff to identify and deal with required actions, and to have access to the information they need to provide appropriate services”.

Comments received from the Head of Safeguarding and Assessment (on behalf of Children’s Services):

“The introduction of Frameworki not only provides us with a modern, responsive and user friendly IT system, but also enables us to become compliant with the requirements of the Integrated Children’s System (ICS) which is a national initiative. This will significantly enhance our ability to maintain accurate and reliable records of our interventions with children in need and at risk and also serves as a much improved performance management tool to enable closer 'real time' monitoring of critical performance indicators such as assessment timescales.

The delivery of the project on schedule is the result of a lot of hard work by a whole range of staff across the Directorate with the support of the Herefordshire Connects team and Deloitte. This is worthy of mention and recognition”.

The Council’s evaluation process to select the systems for Integrated Support Services and Performance Management and Risk is described below. The strategic assessment undertaken by JMT of ISS and Shared Services is also described.

Evaluation Process

The Council’s evaluation process was run jointly with Deloitte, as the Council’s Strategic Advisors for the Connects Programme, and was governed by the Herefordshire Connects Programme Board, in compliance with the Council’s Procurement Policy. The Herefordshire Connects Programme Board operates to PRINCE project management standards and includes both Council and PCT Directors and officers. The Connects Programme Board reports to the Joint Management Team.

Compliance

The selections were conducted within the Office of Government Commerce’s ‘Catalist’ framework agreement signed with Deloitte in February 2008.

Officers from Audit Services gave governance support and were present at key scoring and demonstration sessions to ensure compliance with good practice including standing orders.

A Commercial panel undertook financial assessment of the responses. The Head of Financial Services led this panel, with the ICT Strategy Programme Manager, the Herefordshire Connects Programme Manager, the Strategic Procurement and Efficiency Manager and the Principal Finance Manager from the Primary Care Trust.

The process for Commercial Assessment was also independently ratified by Capita plc.

Performance Management and Risk Management

A joint specification was developed to encompass the Council's requirements, including those related to the Herefordshire Local Area Agreement and the Audit Commission's new Comprehensive Area Assessment. The PCT's requirements were also met within the joint specification. Nine suppliers were invited to participate in the selection process.

Approximately 20 officers scored and assessed the Performance Management and Risk selection. Officers from the PCT also took part in writing the Functional Requirements Specification, scoring of the supplier responses and scoring of the supplier day (product) demonstrations. A member of the local strategic partnership (West Mercia Constabulary) was also part of the scoring.

A technical panel from ICT scored all of the solutions, solely from a technical viewpoint, including issues such as Information Security and sustainability of each solution. Five suppliers were initially short listed based on responses to a pre-qualification questionnaire. The five short listed suppliers were: Actuate Covalent, SAP, Triangle and InPhase.

The short-listing was done on the basis of suppliers that could meet both Council and PCT requirements.

A further round of selection was then undertaken which led to two of the suppliers, Actuate and Inphase, being invited to participate in supplier demonstration days with colleagues from the Council and PCT.

The results from this selection identified Inphase as scoring the highest in all of the four categories below:

Weighting	Area of Assessment
35%	Commercials Assessment
35%	Functional Requirements
20%	Supplier (Product) Demonstrations
10%	Technical Assessment by ICT

The results from this selection along with a detailed report were presented to JMT on 3rd November 2008.

JMT agreed, at this meeting, the recommendation now before Cabinet.

Integrated Support Services (ISS):

This system will deliver the key corporate services for the Council, and in the longer term potentially the PCT and other partners. These services include Finance, Procurement, HR, Payroll and Asset Management. This project will also deliver a substantial share of the target benefit savings within the Connects Programme.

Four of the market leading suppliers, SAP, Oracle, Agresso and COA were invited to participate in this process. Oracle decided they were unable to respond within the same timescale as the other suppliers and therefore did not participate in the process.

Over thirty officers scored and assessed the Integrated Support Services selection. This scoring covered both the responses to the Functional Requirements Specification and the system demonstrations. Once again, a technical panel from ICT scored all of the solutions solely from a technical viewpoint, including issues such as Information Security, support and sustainability.

The commercials panel described above in 6.2 assessed the commercial aspects of the proposals, including software cost, Infrastructure costs, benefits, ongoing support costs, implementation costs and ability to support shared use within Herefordshire Public Services. Once again, this panel was chaired by the Head of Financial Services.

A panel also examined Implementation Experience of the three suppliers, including use in Councils, Primary Care Trusts, Shared Services and Outsourcing.

The COA system was assessed as having less integrated, less reference sites with COA HR and Payroll and less outsourcing models in operation. For these reason it was decided not to proceed with the COA system.

The Cabinet paper of 16th October 2008, described how systems from Agresso and SAP had both scored well. The rankings from the first part of the selection for Integrated Support Services were as follows:

- 1st: Agresso
- 2nd: SAP
- 3rd: COA

Both Agresso and SAP were seen as being credible solutions in terms of meeting the Council's requirements, being able to deliver the benefit savings and hence merited further consideration with regards to a strategic assessment in relation to Integrated Support Services and shared services.

Strategic Assessment of ISS and Shared Services

Cabinet received a progress report on the Herefordshire Public Services partnership at the meeting on 2 October 2008. The Herefordshire Public Services Steering Group has tasked Joint Management Team to further develop shared services efficiencies as a key component of the Benefits Realisation process for the Council and PCT partnership.

Significant improvements in the efficiency and effectiveness of public sector shared services delivery following the Gershon Review are integral to the Comprehensive Spending Round 2008 – 2011 settlements for both Local Government and the NHS. The current economic downturn is predicted by policy analysts to increase these pressures.

The Council's Annual Audit Letter from the Audit Commission advised that an option appraisal of Connects should "set out how the programme fits with the new joint working arrangements with the Primary Care Trust".

The Implementation Experience Panel referred to in 6.4 above included Shared Services and Outsourcing in their evaluation. The results from this assessment are listed below:

Area	Agresso	SAP
Use in Councils	75%	75%
Use in Primary Care Trusts	75%	0%
Use in other Public Sector Organisations	100%	50%
Shared Services & Outsourcing	40%	60%
Full Electronic Record Platford implementations	75%	100%
Similar size Implementations to Herefordshire Council	100%	100%
Total	70%	60%

The respective evaluations for levels of experience in Shared Services and Outsourcing and Full Electronic Record Platform implementations for Agresso and SAP highlighted the need for additional assessment.

For these reasons, the risks and benefits of selecting either of the two Integrated Support Services providers has been subjected to a strategic assessment. This was to provide assurance to the Council and PCT that an ISS provider is selected which is capable of delivering an integrated solution for a range of shared services scenarios currently established or emerging regionally and nationally.

The purpose of the strategic assessment was to ensure value for money in the delivery of Integrated Support Services and to establish whether the Integrated Support System Solutions proposed by Agresso and SAP had the potential to be extended to meet the Shared Services requirements for Herefordshire Public Services and other partners, whilst keeping all options open.

The strategic assessment was conducted within the established Connects/Deloitte evaluation framework for the Integrated Support System procurement process, by providing an additional level of challenge and clarification to both SAP and Agresso focusing on the Functional and Commercial elements.

Joint Management Team (JMT) on 20 October 2008 reviewed the progress made by the JMT Shared Services Programme Board. JMT endorsed the strategic principles and approach to designing and delivering a Shared Service Strategy to retain the maximum flexibility for Herefordshire Public Services across a range of potential shared services scenarios over the next three to five years.

The key strategic tests for Herefordshire Public Services are to ensure that existing resources and new investments are directed towards achieving focus on securing benefits for the people of Herefordshire through

- achieving better outcomes,
- better integrated services,
- improved value for money,
- and improving the quality of their experience of living and working in Herefordshire.

Meetings with both suppliers to provide assurance to JMT

As a result of this, both SAP and Agresso were provided with a pre-notified list of question areas and invited to meet with JMT members of the Shared Services Programme Board, Herefordshire Hospitals NHT Trust's Programme Board member and other managers involved in the Integrated Support System evaluation process for an hour on 23rd October 2008. They were asked a number of questions as well as providing an opportunity to discuss their proposal in depth.

Strategic Assessment of Risks and Constraints

JMT on 3rd November received a briefing from the Connect's Programme Manager and Deloitte Connects Project Director on the outcomes of the strategic assessment. JMT was requested to consider the potential risks and or constraints to the shared services strategic principles of selecting Agresso, or SAP.

JMT reviewed the operational risks to the Council's Human Resources and Payroll systems and the financial risks to Connects efficiency savings plans of further significant delay to the selection of Connects Integrated Support Services system. These risks are discussed in this report in the Risk Management section.

Based on the strategic assessment, Agresso was recommended to JMT by the Connects Integrated Support System Programme Board as the preferred Integrated Support System Solution for recommendation to Cabinet.

The rationale for this is that Agresso:

- a. meets the same Connects' specification of technical system requirements as SAP;
- b. has successfully implemented market proven shared service systems in both local government and NHS operating environments;
- c. With a range of expert strategic partners - including Deloitte – Agresso has experience of implementing shared service systems for scenarios including integration of financial and human resource systems, expansion from single to dual and multiple public sector partners and out-sourcing;
- d. Agresso provides a solution – with the implementation expertise and benefits realisation support from Deloitte - that is more sustainable and feasible in terms of the system's customer-led adaptability, licensing flexibility, the Herefordshire ICT workforce skill's profile and the early stage Herefordshire Public Services are at in developing the Shared Services Strategy over a three to five year timescale;
- e. Agresso provides better value for money in both revenue and capital terms, presenting a significant cost differential compared with SAP.

JMT agreed the benefits of selecting Agresso outweigh the potential risk to keeping all shared services options open due to by Agresso not currently being a major provider of shared services systems to Herefordshire's neighbouring English Councils. Whilst this constrains some options for strategic partnerships and out-sourcing at the regional or sub-regional level where SAP is the main system in use, JMT considered that the initial focus for shared services development should be with the Council's and Primary Care Trust's public services partners in Herefordshire.

JMT therefore approved the proposal that Agresso is recommended to Cabinet for selection as the preferred Integrated Support System Solution for providing back office services.

Integration of systems

These tools will provide the key enabling technologies to deliver a fully integrated technology platform for the Council. They include middleware tools, web portal integration, electronic document and record management systems (EDRMS) and data management tools.

Three suppliers were requested to participate in the Selection process based upon their track record of providing integration tools in Local Government and other sectors; IBM, Microsoft and SAP.

Microsoft scored well and offers technical synergies with the Agresso Back Office product.

Given that Agresso is the recommended solution for Integrated Support Services, Microsoft is the preferred choice for this tool set.

As stated in the Deloitte report appended to the Connects report to the 31 July 2008 Cabinet, it is now planned to proceed with the third phase of Core Logic which will integrate this system with other Council and PCT systems.

Financial Considerations

Following the conclusion of the selection process for the various components of the overall Herefordshire Connects programme, the costs associated with the recommended solutions have been analysed.

The proposed expenditure is a mixture of capital and revenue expenditure. In line with accepted accounting practice, the revenue expenditure will be incurred in the financial year in which it is made. The funding of capital expenditure has been spread over five years in line with current accepted practice for an asset of this nature. In order to validate our

treatment of costs the Council has previously worked with Capita Consulting Ltd to determine levels of capitalisation. This has informed our cost summary information.

The financial summary in the following table shows the position in terms of the 'cash' leaving the authority for Herefordshire Connects. The table then separately shows the capital financing costs (interest payments) to service the borrowing required to acquire the capital asset and it also includes revenue cash expenditure to deliver the project. A detailed table is at Appendix A.

It should be stated that the timing of the cash payments is based on reasonable assumptions and the implications are now being built into the refreshed Medium Term Financial Management Strategy.

Herefordshire Connects Cost Summary

	2008/09	2009/10	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Cash Expenditure						
Sub Total	3,079.0	2,615.8	10.2	38.6	208.4	5,952.0
Revenue Expenditure						
Capital Financing Costs - Interest						
Sub Total	138.5	228.5	177.8	128.1	85.8	758.7
Revenue Cash Expenditure						
Sub Total	1,248.5	1,805.7	514.3	309.5	365.9	4,243.9
TOTAL	4,466.0	4,650.0	702.3	476.2	660.1	10,954.6

The overall total for the above table is £10.955m and includes interest charges of £759k for financing the project.

In the Deloitte report to cabinet on July 31st 2008 the overall cost was stated as £10.387m before interest. For comparison the overall revised cost before interest has reduced to £10.196m with the reduction being the result of net variations in implementation, software, internal and infrastructure costs.

The programme will require the Council to enter into prudential borrowing of £5.9m to fund the capital requirement over the 5 years of the programme. The timing of the borrowing will be based on treasury management decisions in line with our existing policy agreed by the Council in March 2008.

Whilst the first table showed the overall cost it is important that the position for the impact on the revenue budget is highlighted. The following table shows the impact on the Council's overall budget over 5 years by including costs and benefits arising from the Herefordshire Connects programme. It includes the financing and other revenue costs for the programme along with estimated benefits.

Impact on Revenue Budget

	2008/09	2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m	£m
Revenue costs	1.4	2.6	1.8	1.6	1.6
Benefits	0.0	(0.7)	(1.3)	(3.3)	(5.5)
	<u>1.4</u>	<u>2.0</u>	<u>0.5</u>	<u>(1.7)</u>	<u>(3.9)</u>

The above table indicates that in 2008/09 revenue costs of £1.4m will require funding. This can be met by a combination of the £420k Herefordshire Connects reserve and £980k of the Invest to Save reserve. From 2009/10 the revenue expenditure is being built into the refreshed Medium Term Financial Management Strategy along with the estimated levels of savings from the project.

The original level of savings was reviewed in 2007 and further adjustment occurred in Spring 2008 to allow for savings already taken as part of the budget setting process. This was done to avoid 'double counting'. The savings figure included in the Deloitte report to Cabinet on 31st July remains the same rising to a level of £5.5m. Deloitte now recommend that the profile of the savings is adjusted given the likely timing of the implementation of Herefordshire Connects. It is now assumed that £750k will be achieved in 2009/10 rising to £5.5m by 2012/13.

Risk Management

Payroll for Teachers

Agresso provides payroll systems to a wide range of organisations. Whilst Agresso provides payroll services to Colleges in the Further Education sector, they are currently undertaking their first school teachers' payroll implementation with another council. The Connects Integrated Support Services Programme Board recognised the importance of securing additional assurances from Agresso regarding mitigation of the risk to the Council of being an early implementer of Agresso as the payroll system for school teachers. Joint Management Team 2008 reviewed this risk on 3rd November as follows:

- Through the Connects Evaluation Panels process, officers have confirmed that Agresso met the Functional Requirements Specification and that this included the technical details regarding teacher's payroll;
- Senior officers from payroll have been discussing this risk directly with Agresso, including meeting with them on 3rd November, and report good and increasing levels of confidence in Agresso's capability to implement the teacher's payroll effectively;
- Agresso have offered to warranty this functionality, as fit for purpose to the Council;
- They have also made a commitment to ensure sufficient resources are committed to the Council by Agresso to ensure that this functionality works correctly;
- The existing Council system (Selima) that provides the teacher payroll is not at high risk of failure or about to go out of support. It can therefore remain operational until Agresso is fully tested and implemented.

- A number of Agresso customer sites have also been approached who are also working with Agresso in this regard to learn from their experiences.

JMT agreed that Agresso's warranty, commitment and contribution to the risk management action plan be secured in writing and that the risk management action plan be implemented by the ISS Project Board, reviewed by the Connects Programme Board and approved and monitored by JMT.

Legacy systems:

The Council's Risk Register identifies that the Council is exposed to critical risks to service continuity of key ICT system failures. This is due to the current large number of inadequately connected system requiring upgrades that would not achieve the Council's ambitions for improving customer services and satisfaction, provide poor value for money or that are no longer supported by providers due to their age. Of particular concern is the effectiveness of the multiple systems in Human Resources.

The Herefordshire Connects recommendations in this report, taken together with the Herefordshire Connects and Council ICT Strategy recommendations to Cabinet in February, July and October 2008, provide for the replacement of the most strategically significant legacy systems and major rationalisation of the large number of legacy and systems at risk of becoming un-supported. As identified in Herefordshire Connects Road Map at the end of the appended Deloitte report, the priority for the Integrated Support Services system implementation is to replace and integrate the Council's Human Resources and Payroll systems.

These major improvements in the Council's ICT infrastructure will provide significantly greater resilience for business continuity planning and recovery.

Comprehensive Area Assessment Performance:

The Council's Comprehensive Area Assessment is at risk if a system to improve performance management and risk management is not implemented to support the Council. This is in relation to identifying, prioritising and delivering performance improvements with the PCT and other partners.

Failure to realise benefit savings over the next two financial years:

The Cabinet paper of 31st July listed the projected benefit savings from the Connects Programme. Both the costs and benefits derived from the Programme are key parts of the Medium Term Financial Strategy (MTFS).

The financial profile for realising savings over the next five years is dependent upon the Council taking a decision to commence the ISS element of the Connects Programme.

Assumptions on backfilling of staff

Based on the level of staff that are required to provide expertise and knowledge about their service to the programme, there is a risk that this may have a significant impact on the day-to-day delivery of that service.

To counter this, a level of funding has been set aside and would be available, where necessary, to pay for backfilling of staff. This would be governed by the Programme Board and would be a temporary arrangement that services could call down on for the duration of each project within that service area.

Based on the experiences of the recently completed Corelogic Project, an assumption has been made that 25% of the cost base of the staff be made available for this purpose.

Redeployment of staff

There is a risk that resource planning models do not take into account the cost of support staff, when the new systems are made operational.

It is assumed that on-going support of the new systems will be roles that are filled by the re-deployment of current staff. The staff to support these systems could be redeployed from two areas: within ICT where they currently support legacy systems due for replacement or from the release of staff from other initiatives within ICT; or from the services where there are staff fulfilling ICT support roles (as identified in Members Scrutiny Reviews 2006 and 2008).

This has been the case in terms of the support of Core Logic whereby existing ICT staff supporting a legacy system have changed role to support the new application.

Alternative Options

The various technology options have been considered over the past two months as part of the options appraisal.

Consultees

Joint Management Team

Herefordshire Connect Programme Board members.

Deloitte

Capita.

Appendices

- A. Herefordshire Connects Cost Summary
- B. Deloitte report: "Transforming Herefordshire Public Services, Herefordshire Connects – Technology Selection"

Background Papers

Cabinet Herefordshire Connects Report 31 July 2008

Cabinet Herefordshire Connects Report 16 October 2008

APPENDIX A

Herefordshire Connects Cost Summary

	2008/09	2009/10	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Cash Expenditure						
Environment & Planning External Costs	636.3	328.4	8.9	37.3	134.0	1,144.9
Integrated Support Services Costs	1,329.7	1,927.8	1.3	1.3	67.2	3,327.3
Performance Management External Costs	486.4	157.5	-	-	7.2	651.1
Electronic Document Records Management Systems	528.5					528.5
Internal Costs	98.1	202.1	-	-	-	300.2
Sub Total	3,079.0	2,615.8	10.2	38.6	208.4	5,952.0
Revenue Expenditure						
<u>Capital Financing Costs - Interest</u>						
Environment & Planning External Costs	28.6	37.7	29.4	22.3	19.2	137.2
Integrated Support Services Costs	59.8	134.6	105.4	76.1	49.8	425.7
Performance Management External Costs	21.9	24.6	18.8	13.0	7.5	85.8
Electronic Document Records Management Systems	23.8	19.0	14.3	9.5	4.8	71.4
Internal Costs	4.4	12.6	9.9	7.2	4.5	38.6
Sub Total	138.5	228.5	177.8	128.1	85.8	758.7
<u>Revenue Cash Expenditure</u>						
Environment & Planning External Costs	219.7	151.4	48.9	58.3	90.6	568.9
Integrated Support Services Costs	754.2	1,325.3	253.1	183.1	205.1	2,720.8
Performance Management External Costs	64.6	60.6	8.1	8.1	10.2	151.6
Electronic Document Records Management Systems	136.2	60.0	60.0	60.0	60.0	376.2
Internal Costs	73.8	208.4	144.2	-	-	426.4
Sub Total	1,248.5	1,805.7	514.3	309.5	365.9	4,243.9
TOTAL	4,466.0	4,650.0	702.3	476.2	660.1	10,954.6