



Report to **Council**

Subject **Remaining IT Legacy Systems Renewal**

Date **12th January 2005**

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1. Purpose of the Report

The provide information to enable Members to approve Officer recommendations in support of the ongoing Project for the renewal of the remaining Legacy Application Systems which operate from a common Hardware Platform.

2. Background

Current Arrangements

Members will be aware of the long standing Partnership arrangements that exist between the Council and Northgate Information Solutions UK Ltd (Northgate) which date back to the mid 1980's. During this period, significant Corporate Applications have co-existed on common hardware platforms. Applications that have and are operating from this common platform include third party Systems supplied by Northgate and other Software providers and solutions provided by the In-house Development Team.

On each occasion, Members have approved the renewal of the Contractual arrangements with Northgate, which have generally been 5-year periods the most recent of which formally expired in June 2004. In each instance, on renewal, the Council has benefited from upgrades in both Hardware and Application Software. This arrangement has contributed to the provision of significant front line Services.

As the most recent end-of-contract emerged, Members agreed to allow the Council to negotiate an extension to the arrangements with Northgate in order to

allow alternative options to be considered. The extended arrangements are due to expire in May 2006.

3. Current Situation

Ongoing Migration

In recent years, a number of primary Systems have been renewed providing the Council with the opportunity, where applicable, to move solutions from the common Northgate platform and establish them within a dedicated environment. These Systems include, Housing Act Advances, Register of Electors, Planning and Environment Applications and currently, Housing Management and Leisure Management.

In November 2004, Members approved proposals to replace the existing Northgate solutions for Council Tax, Housing Benefits and Business Rates. This will involve contracting with another Supplier for the provision and ongoing support for integrated Application Software, which will operate from a Council owned Hardware platform. This acquisition has been achieved in Partnership with 4 other Nottinghamshire Councils and has been assisted by the successful award of funding from the Department for Works & Pensions. These replacement Systems are scheduled for go-live by October 2005.

In summary, Officers have engaged in the following activities in support of the renewal of the Legacy Systems:

- Invitation by the Council for Suppliers to present potential solutions. Suppliers included so far are Northgate, Cedar, and Radius. Presentation from IBS and Agresso are planned.
- Extensive consultation and research with Northgate on the options to migrate to their latest Systems
- Acquiring and evaluation of a proposal from Northgate which offers a consideration on price in return for assistance with the development of the final modules and for the Council to become a reference site for the products
- Identification of required functionality to match both current business needs and other external initiatives including e-Government (Integration with Document Management, eProcurement, egif compliant etc)
- Initial Capital and Revenue budgetary provision established
- The products supplied by Northgate for the Council Tax, Housing Benefits and Business Rates Applications have been replaced by offerings from another Supplier, which included a full European tender in Partnership with 3 other Nottinghamshire Councils. The consortium were awarded funding from the Department for Works & Pensions as a contribution towards the cost
- Officers have investigated options presented by Nottinghamshire County Council for the supply of Systems and Services

- The functionality provided In-house to supplement the existing solutions has been identified in an effort to ensure its inclusion in any replacement Systems
- Staff have been seconded to the Legacy renewal Project and appropriately backfilled
- Outline Project plans have been drafted
- Appropriate Contract extensions have been negotiated with existing Suppliers
- The Council has consulted widely with Partners Authorities and considers advice on best practice and potential Suppliers and Systems from professional organisations including Cipfa and Socitm.

Outstanding Considerations

Application Systems

Over the last few months, the Council has focused on potential renewal options for the remaining Applications that operate from the common Northgate platform. These are Systems provided by Northgate including: Financial Management, Creditors, Debtors, Stores Accounting and Payroll and solutions that have been provided by the In-house development Team.

Appendix C provides a complete list of all the Applications are operating from the common Northgate Platform and the anticipated migration paths.

Disaster Recovery

In addition, the Council's current disaster recovery arrangements for the Corporate Applications operating from the common Northgate Platform will cease to exist when the contract formally ends with Northgate in May 2006. This will be the subject of a future report.

Options Considered

4. Third-Party Solutions

The options considered for the remaining **third-party** solutions include:

- Using Computer Systems and Services operated by Nottinghamshire County Council
- The acquisition of suitable replacement Systems from alternative Suppliers
- Upgrading to the latest products offered by Northgate

Systems and Services operated by Nottinghamshire County Council

During May 2004, Officers were invited to visit the County Council in order to establish in broad terms how the use of County Council IT Systems and Services could potentially provide alternatives for the existing Finance, Payroll and

Personnel related Systems. A full report on the findings can be found at Appendix B.

Acquisition of suitable replacement Systems from alternative Suppliers

During April 2004 Officers investigated alternative solutions for core Financial Systems. Leading integrated products were initially evaluated from potential alternative Suppliers including Radius, Agresso and IBS. Initial indications suggest that there are viable alternatives on the market from known leading Suppliers, which may cater for Core Financial Management, Creditors and Debtors.

Upgrading to the latest products offered by Northgate

Northgate have the next generation of solutions for both Core Financial Systems and Payroll. The products are integrated and the Payroll System incorporates a Personnel Module. The Products have been demonstrated to Officers and there is ongoing interaction between Northgate and the Council in order to determine the suitability of the Systems when set against the Councils needs.

Whilst the integrated Payroll and Personnel System is fully developed and 'ready to implement' the Finance System is a brand new redevelopment of Northgate's current Finance Link product and in view of this the Council have been offered a reduced initial implementation cost in return for assistance with the final development of the Budget Module.

The Council has benefited from an established Partnership with Northgate and has been satisfied with Application Systems, the Infrastructure within which they run and the ongoing Service provided. The robust nature of the products, together with the benefit of continual upgrades which have offered enhanced functionality and kept pace with the legislative requirements are the primary reasons why the Officers proposed that all options are exhausted with Northgate before other Suppliers are considered.

Northgate have offered a financial incentive which if acceptable to the Council after taking into account functionality, and the requirement for co-working to fully develop the final modules and to act as a reference site, represents savings when compared with prices paid by neighbouring Authorities for alternative solutions.

Opting for Northgate would provide flexibility and reduce complications for the Council in terms of data transfer, access to existing Systems and less stringency in terms of existing contractual arrangements.

Northgate are a potential supplier of other products, which are of interest to the Council. These include a Customer Relationship Management System. The

ability to retain a Partnership arrangement with the current Supplier may prove beneficial when considering potential future acquisitions.

If the Council were to opt for a full Tender process the impact of the time required to achieve this course of action could result in the requirement to extend the exiting Contractual arrangements with Northgate beyond May 2006. This course of action may also be problematical as the ongoing support for the existing Payroll System is scheduled to be withdrawn from January 2006.

5. In-House Solutions

The options considered for the remaining **In-house** solutions include:

- Using Computer Systems and Services operated by Nottinghamshire Council
- Anticipation that some facilities will to be no longer required based on functionality provided within envisaged renewal of Core products
- Anticipation that some facilities will to be no longer required based on the pending transfer of Services to Nottinghamshire Council
- Acquisition of off-the-shelf Software packages
- The redevelopment of core functionality, which is unable to be purchased as packaged software

Systems and Services operated by Nottinghamshire County Council

The comments made under 'Third-Party Solutions' within this report under this heading also apply for 'In-House Solutions.

Functionality provided within envisaged renewal of Core products

Over the years the In-House IT Development Team have been requested by the Council to develop stand-alone solutions, enhancements to third party products, Interfacing and Integration between core products. The development work undertaken and currently supported operates from the common Northgate Platform.

During the Legacy Renewal process, the In-House IT Development Team have ensured that System Owners who are faced with renewing existing Systems appreciate the distinction between the core functionality provided by the current core system and what embellishments have been provided In-House. This has and will allow the Council to ensure that any new Computer Systems acquired incorporates at least the facilities currently available.

Pending transfer of Services to Nottinghamshire Council

On 1st April 2005 the Highways function currently operated by the Council will transfer to Nottinghamshire Council. It is anticipated that some of the existing IT

Applications will no longer be required. The In-House Development Team are currently establishing what the exact IT Application System requirements will be following the transfer.

Acquisition of off-the-shelf Software packages

The introduction and commonplace use of desktop personal computers, application servers and networks enables the Council to take advantage of the myriad of off-the-shelf packages to cater for various business needs. Historically, the In-house Development Team have provided solutions for which, at the time of introduction, the Council could not benefit from a package solution because of unavailability, cost, or the infrastructure required to operate potential solutions.

The In-House Development Team is currently establishing which of the remaining In-House solutions could be replaced with off-the-shelf packages.

Redevelopment of functionality unable to be purchased as packaged software

There will be instances where existing facilities that have historically been provided and maintained by the In-House IT Development Team are not able to be replaced either through the acquisition of core Application Systems of off-the-shelf packages.

To cater for this scenario the IT Projects Team Manager has initiated a project, which will determine if certain facilities are able to be re-established within a development environment within which the modern Computer Systems used by the Council operate. It is anticipated that this will prove to be the most satisfactory course of action and will require some technical cross training of the IT In-House Development Team.

6. Proposal

Officers are satisfied that the options offered by Nottinghamshire County Council to provide IT Systems and Services are not in the best interests of the Council and would lead to significant reductions in efficiency, loss of current functionality, little or no influence over future upgrade, enhancement or replacement of Systems and therefore impact on the delivery of Services to the Citizen.

Officers are also concerned that Inter-System integration, for example Document Management and the obligations of the National e-Government Programme, for example e-Procurement would significantly hamper or even restrict options the Councils may have when responding to initiatives of this kind.

It is therefore proposed to proceed with the following steps towards the conclusion of the Project for the renewal of the Councils Legacy Systems.

Officers have researched the Market and are satisfied that only a limited number of leading Suppliers would be able to provide solutions to replace functionality currently offered by the remaining Northgate Legacy Systems. These Suppliers include the Councils Principal Supplier, Northgate, who have already indicated a willingness to work with this Authority to further develop its Financial Management offering.

Therefore it is proposed that the Council waive Contract Standing Orders in respect of the process of acquisition of the integrated Financial, Payroll and Personnel Solutions, or any of them individually, in order to acquire the most appropriate replacement systems. This will allow Officers to research and negotiate in the first instance with Northgate. If this course of action were not successful then Officers would proceed to negotiate with other Suppliers for the provision of Systems either from the same or separate Suppliers.

To assist with future similar procurement situations a set of actions is provided at Appendix A. These actions may be useful for Officers to use as a checklist for future potential acquisitions.

A further report detailing options for IT Disaster Recovery will be presented in due course.

7. Resource Implications

This is a similar situation to that which arose when the Council worked with Northgate to develop our current Financial Management System, which has served the Council well over an extended period.

Based on our previous experience of working with our current Supplier, the cost benefit of the financial offer that has been made and the chance to develop an off-the-shelf package to our specific needs it is considered that negotiation with Northgate for the supply of Financial and Payroll/Personnel products be undertaken. It is for this reason that a waiver of Standing Orders is proposed, as a negotiated route provides for flexibility and the ability to develop products best suited to the Councils needs. The process of negotiation can include an element of personal tailoring of the systems for our requirements and the flexibility required by us to achieve the best fit between price and functionality within that process of negotiation is not catered for by the Standing Orders.

Accountancy and Personnel Staff have been consulted on the options available to the Council and initial negotiation with Northgate in principal is their preferred solution provided that satisfactory outcomes can be achieved.

In addition, other potential benefits may arise, namely full access to current financial data held within the existing Systems, easier data transfer and conversion, flexibility with the implementation timetable and possible extended use of some In-House Systems.

The Council has made Budgetary provision for the renewal of the Legacy Systems. Introductory incentives offered by Northgate for early adoption of their products together with anticipated costs for dealing with remaining In-House solutions are within the provisions made.

The savings the Council makes when the existing contractual agreement ends with Northgate in May 2006 will outweigh the ongoing costs for the Systems. In the interim, the ongoing costs in respect of those Systems, which will transfer up to the end of the Northgate Contract, will be catered for within normal Revenue Budgetary provisions.

8. Recommendation

Members are asked to approve:

- The Council waive Contract Standing Orders in respect of the process of acquisition of the integrated Financial, Payroll and Personnel Solutions, or any of them individually, in order to acquire the most appropriate replacement systems. This will allow Officers to research and negotiate in the first instance with Northgate. If this proves unsatisfactory then to negotiate with other leading Suppliers, including those identified within the report, to acquire the most appropriate replacement Systems.

9. Appendix Documents

Appendix A

Potential checklist for future similar procurements

Appendix B

Detailed findings from Officers who visited Nottinghamshire County Council in order to ascertain if using IT Systems and Services from the County Council would be a viable option for the Council. The Councils Personnel Manager prepared this report.

Appendix C

Legacy Systems that operate from the common Northgate Platforms colour coded as, Green for Complete, Amber In Progress and Red for Action Required.

The list does not include the additional facilities that have been provided In-House to supplement functionality. If these facilities cannot be provided by the replacement Systems and are still required then solutions will have to be provided by either In-House re-development or the acquisition of off-the-shelf Packages.

Appendix A

Potential Checklist for the procurement of IT Systems

Pre-Contract Phase

- Be aware of the existing Contractual arrangements especially when they are due to expire and if any early termination clauses exist
- Ensure that appropriate budgetary provision is made, both Capital and Revenue, well ahead of any anticipated renewal
- Determine the likely anticipated Contract value over the envisaged term and check this against the Councils Standing Orders and any external factors for example European tendering arrangements
- Consider the potential impact of other Applications that may be affected by the proposed renewal and take into account Service disruption and likely cost
- Document the requirements in terms of functionality, integration and ongoing arrangements
- Engage in initial consultation with Finance and Legal Services

The Tendering process

- Consult with the existing Supplier to determine if there are any favourable options for the Council to consider
- Conduct appropriate research into potential alternative Suppliers including how delivered and if appropriate benchmark by arranging informal presentations
- Establish what arrangements Partner Councils have for the intended renewal and consider if joint working is an option.
- Research potential sources of external funding to support the Project
- Produce an early report to the Senior Management Team considering options for procurement noting that experience shows that it is often beneficial for the Council to engage selective negotiated arrangements rather than the full tender process.

The Negotiated Purchase Phase

- Be aware of the likely authorisations and approvals that will be required during the acquisition process. These may include Heads of Service, The Senior Management Team, Portfolio Holders, Full Council and External Bodies.
- Identify timetable for decisions including the possible requirement to waive Standing Orders, required implementation date and sufficient time undertake the following activities and establish a lead Officer
- Develop a supplier financial evaluation in order to demonstrate to the relevant Portfolio holders that sufficient market price information is available to evaluate the offer

- Develop a supplier functionality evaluation, which should ideally include the review of the recommended product against offerings from other leading Local Government Suppliers. If possible, a comparison against 2 alternatives would be beneficial
- Undertake Supplier negotiations/Partnership working in order to obtain the best possible value as agreed by the Lead Officer and the relevant Portfolio Holders
- Ensure that any proposed ICT related acquisition or renewal harmonises with the Councils formal ICT Strategy
- Engage in continual consultation with Finance and Legal Services. Remember to consider the time required by Legal to process contractual details and if possible arrange for early involvement of a Legal Practitioner

Implementation Phase

High Level Overview

- Establish the Project Team ensure rolls and responsibilities are defined for
 - Project Executive
 - Project Board
 - Project Manager
 - Senior User
 - Senior Supplier
- Implement previously agreed secondments and backfilling
- Clarify Objectives, Deliverables, Timetable, Check Points and the Budget
- Issue Order – Subject to Contractual Agreement
- Agree Payment Profile
- Sign Contract
- Consider Process Mapping and Business Process Re-engineering
- Establish ICT Infrastructure
- Load Software and peripheral Hardware
- Build integration
- Engage in Supplier Consultancy to establish the 'System'
- Undertake Training
- Prepare procedure notes and user guides
- Go-live
- Decommission previous arrangements
- Formal Project Closure
- Conduct Post Implementation Review

Appendix B

Report to consider the ability of Notts. County Council Personnel, Payroll and Accountancy software and services to meet the needs of Gedling Borough Council.

1. Background

A team of officers from visited the County Council on 28th May 2004 both to view a demonstration of the County's Personnel and Payroll software (Cyborg) and Accountancy software (Cedar) and to establish in broad terms how such systems might be used by Gedling Borough Council.

The officer group from Gedling comprised David Archer (Personnel), Charlie Radford (Resources), Alan Doig (Payroll) and Chris Skelly (Accountancy).

2. Systems

2.1 Personnel/ Payroll (Cyborg)

2.1.1 System usage options

The Cyborg system could be used by Gedling in one of two ways;

- County Council would maintain the system and we would access and use this software as we do now, using our own in-house resources. Data input from Gedling would be "authorised" by the County. Any substantial changes to data can only be made by County; this would normally be done within 24 hours of notification. The maintenance of the system (changes to legislation affecting pay or revisions to pay rates etc) would be undertaken by County.
- We could use the County as a fully-managed Payroll bureau. Data (mostly paper-based at the moment) would be sent to the County for input. All routine aspects of payroll (new starter/payment/leaver) would be administered by the County on our behalf.

2.1.2 Assessment of strengths and weaknesses

Based on the initial visit, the officer group from Gedling Borough Council have identified the following as potential strengths and weaknesses;

Strengths

- Tried and tested system; generally "sound"
- Based on "local government" concepts and terminology
- Systems recognise concept of "multiple people in multiple jobs"

- System maintenance carried out by “third party”
- Options available for service use/ delivery (eg fully-managed)
- Electronic delivery of P45 to Tax Office
- Moving to Oracle database for record storage.

Weaknesses

- Did not appear user-friendly for non-specialists. This may be an issue if managers/employees are to input information direct.
- There appeared to be no linkage to training records (this question is still being explored)
- Sickness absence recording and reporting was inadequate. The system would not allow us to calculate information for Best Value indicator. This weakness is known and will be the subject of development work in the future.
- Data input by Gedling could only be amended by County (unless only small alteration). Normally this would be made within 24 hours unless prevented by other County priority.
- Data transfer may be an issue. This may require manual data transfer of both accounts ledgers and employee information.
- P11D returns do not seem to be integral part of payroll system.
- Payslips generated at County Council premises.
- Threat that Payroll/Debtors function is not controlled by Gedling. Our priorities may not be those of the County. Our influence in terms of system development would be small.
- Local flexibility lost. May lead to longer “cut-off” dates before job runs.
- The use of e-forms for data collection did not appear to be a strong function yet. Workflow functionality (electronic input and transfer of information to appropriate officers for action) may be limited.
- Documents still filed manually. Document Image Processing not implemented (although anticipated in the future).
- There may be audit implications of the County Council, in effect, drawing money from Gedling Borough Council’s bank accounts for salary and creditor payments.

2.2 Core Financial System; (Cedar)

2.2.1 Assessment of strengths and weaknesses

Based on the initial visit, the officer group from Gedling Borough Council have identified the following as potential strengths and weaknesses;

Strengths

- A tried and tested system
- Built around Local Government accounting principles
- Good commitment accounting

- Planning function on general ledger allows good budget reporting
- Good links to Excel
- Good audit trail for specialist user

Weaknesses

- Audit trail complex for non-specialists
- Dated appearance of system/ not user-friendly for non-specialist
- Debtors only just computerised; low importance to the County
- Concerns that data transfer may have to be manual exercise

3. Financial Appraisal

At the moment there is no costing information available. This has not been requested from the County council.

It would be envisaged that costs (and savings) would need to be explored for;

- Access to and maintenance of Cyborg system either as-
 - On-line system with direct input by GBC team
 - A fully managed bureau service with records created by NCC
- Access to and maintenance of Cedar financial system
- Data transfer
- Additional hardware/ secure communications
- Reporting software
- Development costs (if available)

4. Summary

In summary, for both the Cyborg and Cedar systems, the Gedling officer team's view is that the systems are tried and tested and have a local government emphasis. However, the systems did appear to have a number of flaws and limitations, particularly on the Personnel/ Payroll side, perhaps the biggest being an inability to report on sickness absence levels. There is a strong concern that development work would be determined by the County Council to suit the County Council. Our ability to influence the nature and timing of development is questionable. Both long-term and short-term flexibility in terms of development and "one-off" system changes/ uses would be compromised. The quality of reports depends on the separate purchase of reporting software to link to the main systems. No mention was made of the Personnel system linking to records such as training files for employees. Electronic storage of information from the two systems was envisaged but not a current option.

In short, the systems would provide adequate functionality in respect to most but not all current requirements. Future direction and flexibility would be dictated in the main by the County Council. Several private sector suppliers of Accountancy/HR/Payroll software provide systems that are already fully

functional in respect to local authority needs, user friendly, flexible and able to incorporate modern methods of data handling such as workflow management and electronic data storage.

Cost may be an issue, but the County systems do not appear to match the best products from private sector suppliers and the working methods that may be forced upon us could be restrictive.

Appendix C

System Name	Service Area	Function	Supplier	Anticipated Upgrade Path
Decisions GREEN	Corporate	Executive Decision Management including Planned, Ad-hoc and Forward Plan Monitoring	In-House	AKS Committee Administration System.
Journal.Live RED	Corporate	Entry, Validation and Authorisation of Financial Journals for the Financial Management System	In-House	Proposed Upgrade to an Integrated Financials System. Options include Finance Link from Northgate, and Services which the County Council could provide
Register RED	Corporate	Facilities to allow Corporate Access to the Register of Electors spanning multiple years using data cloning techniques and bespoke enquiry Services Procedures for the correct allocation of Committee Seats depending on the split of Political Power	In-House	Possibly increase number of User Licences to the Register of Electors System? Redevelopment in House? These facilities could be provided using Microsoft Excel
Bv.Live RED	Corporate	Systems for the Recording and Monitoring of Complaints and Compliments	In-House	Package or redevelopment in house
Gbc.Time RED	Corporate	Corporate Time Recording and Analysis using 4 levels and an optional Project Reference. For IT Services a fully integrated solution for electronic monthly feed into the Journal System to deal with	In-House	Package or redevelopment in house

		recharges		
Train.Live RED	Corporate	Full integrated facilities for Training Management including Needs, Course Definition and Delegate allocation, Training Records Register and Evaluation	In-House	Proposed Upgrade to an Integrated Payroll and Personnel System. Options include Resource Link from Northgate
Employees RED	Corporate	Providing facilities for Electronic Flexi-Time recording and Management and internal e-Forms including Starter and Leavers	In-House	Package or redevelopment in house – some facilities may be provided by Integrated Payroll/Personnel System
Csu.Live RED	Direct Services	Integrated Job Costing product set including Labour Time Sheet entry, Contract Monitoring and Invoicing Grounds Maintenance and Highways. Full integration with the Payroll and Financial Management System	In-House	Package or redevelopment in house
Scp.Live RED	Direct Services	Store Account functions including Stock Control, Issues, Receipts and Reconciliation	Northgate	May not be required – County transfer
Contract.Live RED	Direct Services Engineering & Property Planning & Environment	Fully integrated Modules to manage Special Collections, Blue Forms, Skip Permits, Street Lighting, Fly Tipping and Environmental Protection functionality for Service Requests and Pest Control	In-House	Package or redevelopment in house Some elements may not be required – County Transfer For Environmental Protection functionality - Mid Term migration to the Caps Uniform 7 Spatial System. Anticipate Project completion prior to end of arrangements with Northgate
Income.Live	Finance	Integration between the Cash Receipting	In-House	Redevelopment in house

RED		System and the Systems to which Income is to be Posted. Procedures for payments electronically received for Internet, Standing Orders, Post Office card and by unattended Telephone methods including the Posting to Application Systems. Process to electronically accept Cheque Reconciliation data for the Creditors and Housing Benefits Systems		
Buspass.Live RED	Finance	Management of qualifying recipients and operated in conjunction with the Nottinghamshire County Council's Smart Card System for Bus Passes	In-House	Redevelopment in house
Cqs AMBER	Finance	Cheque Reconciliation for Housing Benefits including Presented, Un-presented and manually drawn Cheques.	In-House	Migration to IBS
Gbc-Feeders RED	Finance	Facilities to store and view data prepared by Feeder Systems for Posting into the Financial Management System	In-House	Proposed Upgrade to an Integrated Financials System. Options include Finance Link from Northgate, and Services which the County Council could provide
Tv.live RED	Finance	Management of a Register of eligible persons qualifying for assistance towards the payment of the Television Licence Fee.	In-House	Redevelopment in house
Credit	Finance	Payment of Suppliers	Northgate	Proposed Upgrade to an Integrated Financials System. Options include Finance Link from Northgate, and

RED				Services which the County Council could provide
CRS2000	Finance	This is the Council's Corporate Cash Receipting System. The System does not operate from the Main Central Platform but the contract for this application expires 31 ST March 2006.	Academy	Upgrade to latest version
BacsTel	Finance	The current bacstel service is being withdrawn and migration to the new Bacstel-IP service must be completed by December 2005. This will affect all Corporate Systems using the Bacs Service to collect and make payments		Upgrade to Bacs IP
Gbc-Payroll	Finance	Payroll functions including payment and deductions in accordance with legislative requirements.	Northgate	Proposed eventual Upgrade to an Integrated Payroll and Personnel System. Options include Resource Link from Northgate, Services which the County Council could provide and continuing the existing arrangements with Northgate
Gbc.Fms	Finance	Financial Control including Coding Structure, Monitoring Budget against Actual, Balance sheet and Final Accounting	Northgate	Proposed Upgrade to an Integrated Financials System. Options include Finance Link from Northgate, and Services which the County Council could provide
Hms.Live	Housing Services	Integrated Housing Management System with modular functionality for Council House Waiting List, Rent Accounting, Planned and Responsive Repairs and Stock Condition	Comino	Migrated existing System to dedicated Server
GREEN				

Control RED	IT Services	Fully Integrated Modules for the Management of the Hardware, Software and Inventories and Help Desk Recording, Allocation and Monitoring	In-House	Package
Gbc-sw RED	IT Services	Management of Service Requests including recording, authorisation, allocation and Monitoring	In-House	Package or redevelopment in house
Legal.Live RED	Legal Services	Register of Council House Sales	In-House	A module yet to be implemented within the Integrated Housing Management System deals with the Sale of Council Houses
Leisure 1 – 6 GREEN	Leisure Services	Space and facility Management, Booking, Membership and Financial Control	Flex	Migrated Upgraded System to dedicated Server
Grounds.Live RED	Leisure Services	Modules to manage Cemetery Records and Allotment allocation and charging	In-House	Package
Licences AMBER	Planning & Environment	Management of Taxi Licence operations including Driver and Operator functions	In-House	Mid Term migration to the Caps Uniform 7 Spatial System. Anticipate Project completion prior to end of arrangements with Northgate
Plan.Live AMBER	Planning & Environment	Local Plan System catering for the recording of Supporters and Objectors to the Local Plan. Management of Chapters	In-House	Mid Term migration to the Caps Uniform 7 Spatial System. Anticipate Project completion prior to end of arrangements with Northgate
Health.Live AMBER	Planning & Environment	Modules to Manage the Inspection regime for Food Hygiene and Health and Safety	In-House	Mid Term migration to the Caps Uniform 7 Spatial System. Anticipate Project completion prior to end of arrangements with Northgate

LAS GREEN	Planning & Environment	Fully integrated System with Modules for the Management of Development and Building Control	MIS	Migrated to Caps Uniform 7
Claims.Live GREEN	Resources	Full facilities for Insurance Claims Management.	In-House	System never used and not required
Tax.Live AMBER	Revenues	Council Tax Billing, Collection and Recovery	Northgate	Migration to IBS in progress
Ben.Live AMBER	Revenues	Housing Benefit determination, calculation and Overpayment control for Local Authority, Council Tax and Private Tenures	Northgate	Migration to IBS in progress
Br.Live AMBER	Revenues	National Non-Domestic Billing, Collection and Recovery	Northgate	Migration to IBS in progress
Debts RED	Revenues	Billing of Sundry and Periodic Debtors and Recovery	Northgate	Proposed Upgrade to an Integrated Financials System. Options include Finance Link from Northgate, and Services which the County Council could provide