4. Specification

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Specification

1. Glossary & Abbreviations

Term	Definition
CoPP	City of Port Phillip
CSV	Comma Separated Values
ESRI	Environmental Systems Research Institute
Gbps	Gigabyte per second
GIS	Global Information System
HTML	Hyper Text Mark-up Language
ID	Identifier
IS	Information Systems
IT	Information Technology
Kbps	Kilobytes per second
KPI	Key Performance Indicator
LAN	Local Area Network
LDAP	Lightweight Directory Access Protocol
Mbps	Megabytes per second
MS	Microsoft
MS IIS	Microsoft Internet Information Systems
ODBC	Open Data base connectivity
OHS	Occupational Health and Safety
OLAP	Online analytical processing
OS	Operating System
PC	Personal Computer
PDF	Portable Document Format
SOE	Standard Operating Environment
SQL	Structured Query Language
SSL	Secure sockets layer
VPN	Virtual Private network
WAN	Wide area network
XHTML	Extensible Hyper Text Markup Language
XML	Extensible Markup language
YTD	Year to date

2. Background

The development of the 2009-13 Council Plan resulted in the identification of in excess of 200 initiatives, capital works & new concepts aligned to the Four Council Strategic Directions – these planned works/initiatives were manually aligned to the Council Plan sub-themes and a data base was manually created with information from finance.

Quarterly reports are currently manually prepared on progress to Plan using multiple datasets and multiple files involving duplication of effort and the increased chance of error – this project plans to eliminate multiple data sets and files and provide resource efficiencies by eliminating duplication of effort as well as providing greater analytical capability, report writing flexibility, and KPI reporting/monitoring.

A copy of the Council Plan 2009-13 link is as follows:
http://www.portphillip.vic.gov.au/council_plan_budget.htm

Service Unit Plans exist for each of the service units which detail the service commitments and activities.

The Council also has in excess of 30 other Strategic Plans which are not all aligned to the 4 year Council Plan and are manually managed and reported on, these plans include(but are not limited) to:

- Sustainable Design Plan
- Waste wise strategy
- Youth Framework
- Playground Strategy
- Active and Creative Cities Framework
- Disability Action Plan
- Port Phillip Open Spaces Strategy

The diagram below shows the relationship between Plans and strategies embodied in the Council Plan and the respective alignment of initiatives within City of Port Phillip (COPP) that deliver to the Plan.

The Council Plan has a large number of initiatives aligned to the four Strategic Directions of:

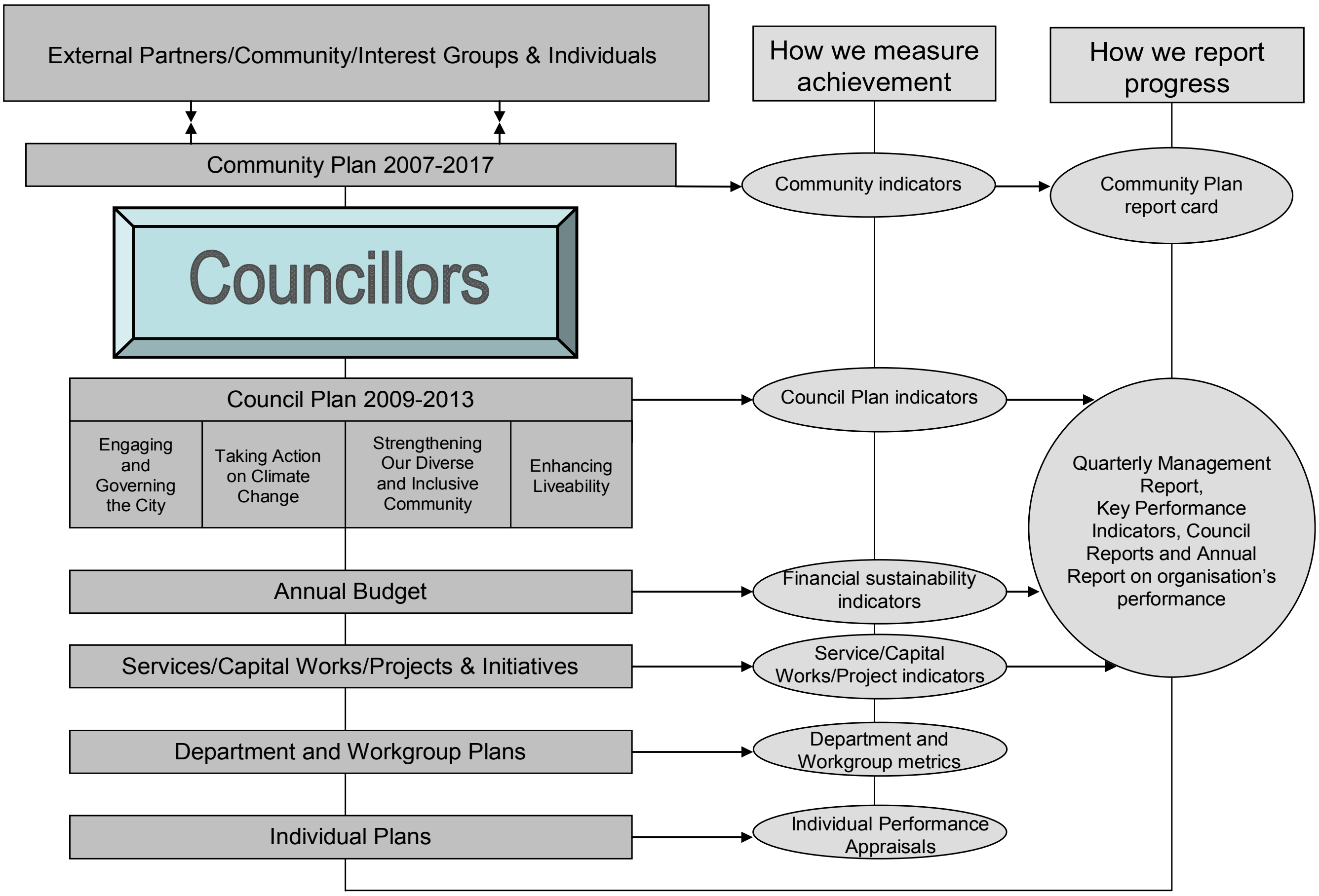
- Engaging and Governing the City
- Taking action on climate change
- Strengthening our diverse and inclusive community
- Enhancing liveability

In order for these Strategic Directions to be delivered Department plans incorporate Initiatives (eg Projects, capital works) with subordinate tasks and sub-tasks. These department plans will have a bearing on the delivery of other plans and strategies – so it is imperative that linkages are made Council wide.

The Council Plan structure is hierarchal and is made up of the following levels:

1. Strategic Direction (eg. Engaging and Governing)
2. Sub-theme (eg Value and utilise skills and knowledge in the community)
3. Strategy (eg Continue to develop and encourage community leadership)
4. Action (eg Create opportunities to ensure that leadership and skills development within the community continues)

5. Initiative – there would be an array of initiatives and subordinate tasks associated with delivery of the respective action.



3. Objectives

The selection and implementation of the software solution objectives are:

- Alignment/ Linkage of all plans
- Cascade actions/initiatives and indicators from the Council Plan down through various plans such as the Annual Business Plan. Service Unit Business Plans and other Strategic Plans
- Streamline data collection by providing one central point for entry (i.e. enter once, use many times), collation and reporting which will include data storage, or extracting data from existing systems
- Gather status on the progress of actions/initiatives and indicators and report how the organisation is travelling in relation to its long term strategies and plans and their respective targeted outcomes
- Easily access key information to provide capacity for improved decision making at various management levels
- Integration/interface with existing systems
- Increased use of correct information by COPP with the ability of the user to create their own reports and enquiries
- Ease of use of software solution
- System Scalability to encompass future enhancements
- Regular maintenance of the solution and timely helpdesk response of vendor to CoPP queries or difficulties

4. Deployment Architecture

In accordance with Council's standard operating environment for maintaining business critical applications. The selected software system will be installed in four environments replicating both the application and database as follows:

- Development,
- Test,
- Training and
- Production

The first three environments will be installed on a shared Server with production being on a separate server.

5. Implementation

Implementation of the software solution is expected to be complete within four months with a go live date February/March 2011.

6. Functional Requirements

The user functional specifications section of this document shall incorporate the following summarised Council Planning functionality:

- Management of and reporting on Council Plans and Strategies
- Capital Works management
- Service Unit Plan Management
- Department Action Plans
- User Training
- Interface/integration with existing Council applications
- Risk Management

7. Technology

CoPP operates on a 1 Gbyte LAN located at the StKilda Town Hall with the remote sites connecting to the main data centre. Some users will have slower WAN links the slowest of which is 500kbps, the software solution must be able to operate efficiently in this environment.

8. Council Software Applications

Function	Vendor	Product	Version
Office Applications	Microsoft	Office	2003 & 2010
Email and Calendar	Microsoft	Outlook	2003 & 2010
Email services	Microsoft	MS Exchange	2007 & 2010
Name and Address Register	Infor	Pathway	3.02 & 3.05
Web Browser	Microsoft	Internet Explorer	6 & 8
	Mozilla	Firefox	3.6
Document Viewer	Adobe	Acrobat Reader	7.05 & 9
Property and Rating	Infor	Pathway	3.2 & 3.05
Asset Management	Infor	Hansen	7.7 r 550 & 7.7 r810
Customer Request Management	Infor	Pathway	3.2 & 3.05
Financial Management	Computron	AxsOne	10 & 12
	Computron	AxsOne Web	10 & 12
Financial Planning	Chameleon	PowerBudget	2.4.4
Document Management	HP	TRIM Context	6.2
Content Management	OpenText	RedDot	10.0.1.50
Human Resources/Payroll	Aurion	Aurion	9.3.03 HF#15 & 10
Spatial data	ESRI	ArcGIS	9.2
GIS Viewer	ESRI	DEKHO	2.2
Remote access	F5	Firepass	6.0.3
Reporting	SAP	Crystal Reports	10 & 2008
	SAP	Crystal Enterprise	Edge
Children's Services Waiting List	Open Office	CRS	1.0.40 & 2
Child Care Management systems	Qikkids	Childcare Centre Management	4.11.69

	Harmony		ER10 & ER13

9. Technical Constraints

Item	Constraint type	Constraint Description
Data base server	Software	Oracle 10G 64 bit (Preferred) or MS SQL 2005 64bit /
Mail Server	Software	Microsoft Exchange 2007 & 2010
Network	Protocol	TCP/IPv4
Web Server	Software	IIS7, or Apache etc
Mail	Protocol	Authenticated SMTP
Remote connections	Bandwidth	ADSL 1.5/256, although some older services are only 512kbps

10. Users

COPP expects some 600+ possible users and four administrator users – these are indicative numbers only and do not allow for concurrent numbers frequency of use:

11. Training and documentation

REQUIREMENT
General Requirements
Council is aware that quality training and support improve the success of any project implementation. You should advise on a recommended detailed implementation program and the likely impact on staff
Training is to be conducted on site at CoPP (St Kilda Town Hall)
State the support to be provided during implementation
Documentation should be provided electronically to Council for publishing on the Intranet this will be done in concert with the CoPP communications team.
Documentation should be at least provided in Microsoft Word format, in addition to other appropriate formats would be preferred
Council is to be able to copy and reproduce documentation provided as required to meet its business requirements
System user manuals and system administration manuals to be simple, user friendly, and accessible from within the application or Council's intranet, with appropriate security access.
Upgrades to user and administration manuals to be provided at the same time as system upgrades are installed.
Support agreement from software vender/s
Standard Help Desk phone number, fax number and e-mail address, with issue logging procedures in place. Ongoing Help desk support – at a minimum Monday to Friday 9am to 5pm AEST
At least an annual software upgrade available with cumulative patches applied, with step by step installation notes

IT & System Administrator Training
This section deals with training for the specified Business Analysts & System Administrators
Administration training is required for approximately 10 staff
Specialised training on Systems maintenance will need to be delivered to the IT operations staff including a detailed design document, a detailed implementation plan, and knowledge transfer
End User Training
This section deals with training for end users
Council will require the development of a training course targeting users of the system. Please confirm you are able to assist or lead in the development of this material
Please detail the expected length of the transition course that would be provided to end users when they are moved to the new system
Training will be required for up to 600 end users including documented training manuals for some modules, and fewer for other modules. Please suggest how you are proposing to provide this training

Documentation
Full handover documentation will be required.
Documentation on server installation for the environment will be required. Specific items that should be covered include: • Installation Locations • Directory details impacted • Integration issues
Please detail any other handover documentation provided

12. Vendor support and maintenance

The solution vendor is expected to provide a help desk support via phone, internet, email or fax operating during normal working hours Monday to Friday AEST 9am-5pm with same day call back, Additionally, after hours support will be required for upgrades and patching.

Details of the help-desk supports proposed secure connection (via VPN or terminal services) to CoPP's systems must be provided.

Appropriate response times for different priority requests as follows:

Priority	Description	Initial Response	Commence to work on the request
1	Normal use closes down the operation of the system due to a major software system error	2 working hours	4 working hours
2	Normal use closes down the operation of the system making it inoperable which the internal IT area cannot remedy	4 working hours	1 working day
3	Normal use disrupts the operation of the system and temporary workaround is used	1 working day	5 working days

Other vendor matters:

- The vendor will have problem escalation procedures where serious failures are logged, plus an internet based error log system enabling incident/request logging/tracking and status request.
- Future system enhancements to be provided at no cost to Council
- Monthly summary report on maintenance and support services provided with response times achieved
- User Group forums available to assist in future development facilitated by the vendor

13. Software licensing and installation

CoPP has over 600 desktop and Notebook computers running Microsoft Windows/XP, with Microsoft Office/2003 installed, (MS 2007 and Office 2010 to be implemented in 2011)

REQUIREMENT
Enterprise licensing of Software
Other licensing costs , if any, associated with the deployment
Outline any other available pricing structures
The costs should include for installation of all four environments: ie: o Development, o Test, o Training and o Production
Specify the per annum maintenance and support costs. Specify if these are included in the purchase price and the applicable amount/level and also specify if these costs are tied to the US dollar.
Outline any release schedules in relation to upgrades and new versions of the application

14. Project Plan

REQUIREMENT
Project Plan
A detailed Project Implementation Plan shall be provided at least in Microsoft Project format. The Plan shall use the following key milestone dates as the basis for the plan:

Action	Milestones
Planning & Reporting Module	- software installation - scoping signoff - data load - configuration - key user training - acceptance testing - go live - end user training
Risk Management Module	- software installation - scoping signoff - data load - configuration - key user training - acceptance testing - go live - end user training

15. Other services

This section details the possible other services that Council will be seeking.

REQUIREMENT
Project Team and Resources
1. Council will require a fully resourced Project Plan to be attached to the Contract before execution. This Project Plan will be required to: • Nominate specific resources who will perform the tasks for the implementation • Nominate specific periods of time where Resources will be onsite at Council's offices working with Council to implement the software • Nominate Council resources required to perform the implementation, and the periods of time that they will need to be involved • Nominate delivery dates for the various tasks
2. Nominate the Resources who will be assigned to this Project. Please provide details as to experience and capability to implement the modules nominated
3. Resources will be nominated in the contract as part of the Project Plan. Any changes to those resources will need to be confirmed and agreed via formal Contract Variation
Project Management

REQUIREMENT
4. You are required to manage the implementation in accordance with an agreed project plan that is reflective of the entire implementation requirements including those responsibilities that rest with Council (i.e. only one project plan)
5. Provide details of the stages of implementation, and the anticipated duration of each stage, to successfully implement the system
6. Provide details of their requirements for Council resources/ skills during the implementation and the Council resources/ skills need to operate and maintain the system at an optimum level
7. Detail the Project Management methodology to be employed during the Project. Specify what approach is taken to: a. Project Structure b. Council Requirements c. Risk Identification and Management d. Progress Reporting e. Escalation Requirements f. Meeting Times and Processes
8. Council requires the commitment of a single Project Manager from the vendor for the term of the Project. Please confirm that this will be provided and the location of that person, ie in Melbourne or interstate.
9. Council will appoint its own Project Manager to be responsible for the Project internally
10. Issue Resolution and Escalation is a key component of the Project Management services. Please specify the Escalation Processing and timing for each level of escalation proposed
11. Commitment to ongoing software development and support for a minimum of 10 years from date of acceptance of the system by Council

Acceptance Testing

1.	You are required to assist in the development of Acceptance Test Plans for each module. Please confirm the level of assistance to be provided
2.	Test Plans are to be jointly agreed, updated and signed off.
3.	Council will reserve the right to implement systems into a live environment before acceptance testing is finalised, subject to final acceptance being achieved. This will not constitute any form of deemed acceptance
4.	Acceptance Testing will be performed on each module when training is completed and you have informed Council that the product is ready for acceptance testing
5.	The Vendor will resolve issues arising from Acceptance Testing within 7 days or provide, within 7 days, detailed actions and timescales for resolution to Council
6.	Council will issue an Acceptance Certificate only when it is satisfied that all Acceptance Issues have been addressed to its satisfaction
7.	Payment will be based on Acceptance of modules. Whilst any payment plan will be negotiated as part of final discussions, Council requires such payment plans to be based upon Acceptance criteria
8.	Council expect a minimum of 4 separate databases will be supported by the applications – being: • Development, • Test, • Training and • Production
9.	Confirm your software's compliance in supporting these different environments at a server level
10.	Council expects that different revision levels of the software can be concurrently loaded into the various environments, allowing Council to fully test a new release without impacting live or other servers
11.	Based on the minimum workstation configuration outlined in this document, confirm your software's compliance in supporting these different environments at a workstation level
12.	Council expects that different revision levels of the software can be concurrently loaded into the various environments, and be supported by a single Workstation requirement i.e. The test Client Software could be at a different revision level to the Production Client Software

16. User Functional Requirements

16.1 Planning and Reporting Module.

	Planning Module Objective • **To capture, consolidate and track the progress & performance of action/initiatives from any Council Strategy or Plan** • **To plan and manage key organisational and service unit action plans** • **To enable linking of action/initiatives between plans and strategies**
1	The system should provide a separate Plan Administration function to support the input and management of a plan
2	The system must support online creation of the plan
3	The system must provide the possibility of multiple templates for the development of different types of strategies and plans
4	For all strategies and plans, the system must enable insertion of free text information and data which would be entered by module owners. This could vary in size from 1 to many pages and should be able to be inserted from or extracted to MS Word or Excel
5	The system must provide flexibility to provide different fields for different strategies and plans, such as Vision, Objectives, themes etc
6	The system must be able to illustrate hierarchical and other relationships between strategies and plans
7	The system must support flexible naming of each of the levels, allowing for current and future changes; and allow the textual descriptions of each of the levels in the plan structure to be flexibly defined
8	The system must support recording of a detailed Vision Statement and details Strategies and Objectives in plans
9	The system must support the ability to define traffic light parameters allowing the administrator to define the parameter associated with the traffic light display
10	The system must be able to print out any plan including all action/initiatives using any filters
11	The System must allow capture of the following for each initiative/action (but not all strategies and plans will require all fields – Module Owner to select fields)
12	• Name of Initiative/Action/Project – free text field
13	• System generated Project Numeric ID
14	• Draft v/s Final
15	• Description of Initiative/Action – free text field

16	• Trim Reference
17	• Ward(eg. Sandridge, Emerald Hill, Albert Park, Junction, Carlisle, Catani, ,Point Ormond)) in which the initiative resides by drop down menu
18	• Type of Initiative/Action by drop down menu eg Capital/Non capital operational/service
19	• If Initiative is capital work then Asset category and class by drop down menu Asset category and class by drop down menu interfacing with Hansen for class list as follows: o Building o Drainage o Footpaths o Roads o Signage and street furniture o Parks and Open spaces o Planning Implementation and other
20	• If initiative is a capital work then type by drop down menu: o Upgrade o New works o Renewal & Expansion • Ability to select multiple types • Ability to enter percentage against each type
21	• Initiative/action AxsOne/Powerbudget cost code – if applicable
22	• Strategy / Plan (can be multiple)
23	• Annual Plan / Business Plan / Operational Plan
24	• Initiative/Action Owner(s) (Responsible officer)
25	• Initiating Officer by drop menu system generated
26	• Service unit responsible for delivery by drop down menu eg .Property Services, Engineering services, Asset Planning, Infrastructure Services, Infrastructure Development, Parks and Open spaces, Sustainability
27	• Project Manager by drop down menu personnel directory listing name date and position title
28	• The system needs to interface with AxsOne financials to import initiative/project financial data such as(Fields for Income and Expenditure)::
29	o YTD Budgeted cost – numerical field

30	○ YTD Forecast expenditure– numerical field
31	○ YTD Actual expenditure – numerical field
32	○ Variance – calculative field
33	○ Total – calculating field
34	○ % variance – calculating field
35	○ Accumulation of YTD expenditure
36	○ Comments – a free text field
37	• The system needs to *be have numerical calculating fields* for initiatives and the amounts are to be in whole dollars
38	• The system needs to be able to select by drop down menu one or more sources of funding and sub total the Anticipated Council Contribution ○ Cash and General Reserves ○ Resort & Recreation ○ Sustainable Transport Reserve ○ Other Reserve Transfers • Potential External Income is to be in whole dollars and a free text field to details source of income • A Total Project Cost field is to automatically calculate the sum of Anticipated Council Contribution and Potential External Income
39	• Potential External Income is to be in whole dollars and a free text field to details source of income
40	• A Total Project Cost field is to automatically calculate the sum of Anticipated Council Contribution and Potential External Income
41	• The amended budget – a numeric field - must always equal total project cost
42	• The system must provide a drop down selection for initiatives/projects that relate to multiple years (up to 10 years eg. 2011/12, 2012/15 etc with a numeric field for projected funding and projected income by year.
43	• If a capital work the system must be able to assess project readiness and delivery capability by drop down menu descriptor as follows: ○ High ○ Medium/high ○ Medium ○ Low/medium ○ Low
44	• Sponsor name date and position by drop down menu

45	• In relation to initiatives which are projects(eg. capital works) the system must allow for free text description of milestone(s)/phases
46	• The system must allow for the creation of multiple milestones for each project/initiative with : o Start date o End date o Amended date o Amended end date o Calculating number of days numeric field (eg from Start date to end date) o Milestone responsible officer by drop down menu system generated
47	• The system must be able to calculate: o Total number of milestones forecasted each month o Total number of milestones achieved each month o Total milestones achieved each month as a percentage of forecasted milestones o Total milestones achieved YTD as a percentage of forecasted YTD milestones
48	• The system must have a free text field for reporting on the progress re milestones
49	• Division by drop down menu with the capacity to expand the list
50	• Department by drop down menu with the capacity to expand the list
51	• Service Unit by drop down menu with the capacity to expand the list
52	• Service (eg Beach Cleaning)
53	• Strategic Direction alignment by drop down menu
54	• Key Objective
55	• Key Strategic Activity
56	• Driver/s
57	• Initiative/action/project Risk assessment via integrated Risk Module
58	• Financial year of the Initiative (Initiatives/actions need to be able to span financial years)
59	• Target Start Date
60	• Actual Start Date
61	• Target Date for Completion
62	• Actual Date for Completion

63	• Stage of completion by drop down menu eg for a capital project - Planning and design/implementation etc
64	• % Complete (pick list by 5% increments)
65	• Sub Action/initiatives link (if applicable)
66	• Type (eg KRA, Best Value, Executive Priority, Risk etc.) (must be possible to be multiple type)
67	• Annual Plan Strategic Activity (Y/N)
68	• Progress – public reporting
69	• Progress – internal commentary
70	• Publicity worthy (Y/N) (for highlighting in reports)
71	• Funding by Yrs 1 – 5
72	• Capital v Operational v Once Off funding
73	• Total project cost
74	• Total Cost year to date vs Budget
75	• Quantitative Measure (Will be a link to an Indicator in the system)
76	• Other Measure (this could be free text in the system)
77	The system must provide the facility to set fields as mandatory or non mandatory in relation to population of data/information , for example in relation to a capital works the numeric field “budget” must be completed
78	The system must be able to provide for sub-tasks, at multiple levels
79	The system must automatically record and report on the date of the last update for each action/initiative
80	Progress field must be automatically archived after each update period
81	The system must allow for sub tasks with the same fields
82	The system must allow for single initiatives/actions to be linked to multiple strategies / plans (allow for single reporting against any action/initiatives). This includes initiatives/actions in other modules as well (eg Capital Works, Individual Performance Plans, Risk) and independent numbering for each plan.)
83	Initiative/Action Owners must be able to enter data against any field in an initiative/action
84	Progress report must be able to be amended and or archived and replaced

85	The system must send email reminders and escalations to action/initiative officers as determined by the System Administrator and or Strategy / Plan / Module owner
86	The system must be able to have one plan's action/initiatives being actively reported on while the successor plan's action/initiatives are being drafted, without reporting officers seeing the draft initiatives
87	The system must be able to allow the setting of time periods for reporting, and after each time period, allow for archiving and replacement by the new period's action/initiatives
88	The system must be able to allow strategy action/initiatives to cover multiple years
89	The system must be able to allow re-use of the same updates from one time period to the next
90	The system must be able to allow updating of $ amounts by years 1-10 both forward and retrospectively
91	The system must be able to report on all $ amounts by years 1-10 for each initiative/action into a summary table in csv format together with fields (such as initiative/action name, number, their KRA objectives, capital v/s operational) to enable identification of the initiatives/actions and calculation of total funds budgeted or required across the 5 year period
92	A traffic light report shall be provided on screen upon request, for the initiatives/actions, such that % completion can be shown as green, amber or red (administrator definable). Initiative/Action traffic lights and indicator traffic light symbols need to be distinguishable from one another
93	Traffic lights must be able to be "rolled up" by combining groups of initiatives/actions for higher level reporting purposes
94	The system must be able to calculate a summary of % complete for groups of initiatives/actions for higher level reporting purposes within the indicator module
95	The system must track: User and time for creation of records User and time for modification of records
96	The system should allow all previous comments/updates to be viewed on line during data entry and enquiry
97	Online Initiative/Action Planning: Ability to roll over existing action/initiatives, delete and insert new action/initiatives, or edit existing initiatives/actions Ability to produce Annual Plans on line, maintaining links to strategy (eg. Service Unit Plans, Corporate Plans)

16.2 Indicator Module

	Indicator Module • **To capture, consolidate, report and track trends and performance for all identified measures** • **To provide on-line access to performance measure information for all staff** • **To report to management, council and community on performance** • **To present performance in a traffic light format and a variety of graphical formats**
1	The Indicators module should access performance data held on Council's core systems, and allow for independent entry of data
2	The system must support the tracking of status against items in the Planning Module, as well as indicators related to initiatives/actions or standalone indicators or roll up indicators. This includes the ability to “drill down”.
3	The system must capture the following information for every indicator but not limited to the following:
4	• Name of Indicator
5	• Definition of Indicator
6	• KRA/perspective
7	• Type eg output/outcome
8	• Start Date / Stop Date / Ongoing
9	• Date of current indicator
10	• Source of the Data
11	• Formula (either descriptive or dynamic)
12	• Division, Business Area, Service Unit
13	• Owner(s)
14	• Comments - free text entry
15	• Related Plan/Strategy
16	• Related Strategic Direction
17	• Related Sub theme

18	• Related Strategy
19	• Related Action
20	• Related Initiative and subordinate tasks
21	• Type of Initiative (eg capital work, operational, service etc)
22	• Measure (%, Number, $, +/-, >/<)
23	• Required Target
24	• Desired Target – allowable deviation from target eg +/- 5% (to be determined by the Administrator).
25	• Frequency (Related to automatic reminders)
26	• Multi Indicator Types (eg. Annual Plan, Business Plan, Best Value, Strategic Indicator, etc)
27	• Actual result • Trend
28	Corrective Initiative/Action (link to Planning module and becomes initiatives/action with all the same fields as other initiatives/actions)
29	The system must allow for historical data (statistical not already in system, and/or narrative) to be manually entered against each indicator
30	The system must identify indicators that are required to be reported at an organisation level, at a group level, department level and service level or other level as determined by Administrator
31	The system must produce a traffic light representation of performance for each indicator. (eg Red, Amber and Green) (also be capable of generating distinguishable black & white graphs in printouts from non-colour printers?)
32	The system must identify the weighting each indicator holds in terms of overall performance of each objective
33	The system must track trends in performance for each indicator, identify improving or declining trends over identified periods (linked to frequency of data collection)
34	The system must monitor performance against target for each indicator, and identity whether current performance is equal to above or below target
35	Provide a high level view of the performance of each objective with the ability to drill down further into each indicator
36	The system must allow for restricted access for updating and enquiries, based on

	security profile
37	For each objective the system would flag the following colours: • red - if the objective is below target (that is, taking into account the weightings for each indicator the overall performance of the group of indicators is below their identified target) • yellow - if the objective is on target but the trend in performance for the majority of indicators has decreased from the last reporting period • green - if the majority of the indicators (taking into account weightings) are above target
38	At the second level identify those indicators that are causing the objective to be flagged as below target
39	The third level allows further drill down into the indicators to monitor trends in performance
40	Each indicator needs to be displayed in a trend graph with targets shown
41	Each indicator needs to be extracted (eg CSV, Excel) to enable flexible graphical or tabular representation (including dashboard)
42	System must have the ability to consolidate individual indicators to a separate indicator eg KPI's
43	System must have the ability to display indicators in control chart/ process format
44	Corporate Indicators (including links to other indicators) can only be deleted by system administrators
45	Indicators can be made up by a calculations of other indicators (eg "roll up" indicators)
46	The system must allow for indicators to be grouped for viewing and reporting
47	Ability to enter comparison data for benchmarking
48	Ability to enter text commentary against each measure at each reporting period
49	Procedure to run and print a report should be minimal, ie. ease of use is essential with limited screen requests

16.3 Risk Module

	Risk Register
1.	To assist in the management of risks including:
2.	• Maintaining a register of risks, risk ratings and action/initiative updates
3.	• Enabling recording and monitoring of risk incidents requiring investigation and corrective action
4.	• Providing a facility for maintaining an equipment asset database including scheduled checks for existence and condition
5.	• Developing customised audits and inspections, surveys and reports which can be completed in the field
6.	The System must capture the following for each risk:
7.	• Name of Risk
8.	• Description of Risk
9.	• Category of Risk
10.	• Inherent Assessment of Risk (Extreme, High, Medium, Low) (see next requirement for details)
11.	• Risk Rating by drop down menu which describes the risk rating - refer to Appendix 1 for the Risk Consequence matrix
12.	• Existing controls over risk
13.	• Residual Risk Rating (Extreme, High, Medium, Low) (will require given explanation or matrix to be displayed to allow officer to determine)
14.	• Proposed Action
15.	• Strategy/Project/Plan (with drop down menu & free text option)
16.	• Annual Plan / Business Plan / Operational Plan (with drop down menu & free text option)
17.	• Level of strategic v/s operational (Highly strategic = 5, Operational/maintenance = 1)
18.	• CEO
19.	• Division
20.	• Responsible Manager
21.	• Action/initiative Owner (linked to Service Unit and “other responsible officers”)
22.	• Strategy/plan links (default is Business Plan)

23.	• Project (if applicable)
24.	• Financial year of the action/initiative (Action/initiatives need to be able to span financial years)
25.	• Target Start Date
26.	• Actual Start Date
27.	• Target Completion Date (with ability to include statements such as:“ Note: Extreme risks must be eliminated or actioned immediately; High risks require action within 30 days; Medium level risks require action within 6 months. Exceptions will be reported to the Executive Management Team.”)
28.	• Actual Date for Completion
29.	• % Complete
30.	• Sub Actions link (if applicable)
31.	• Progress
32.	• Type (eg Strategic, Project, Business) (must be possible to be multiple type)
33.	• Cost to rectify years 1-5 (requires ability to revise $ figure as info becomes available)
34.	• Funded v Non Funded
35.	• Year/s of funding (providing 10 financial year options)
36.	System must prompt user when a Risk and Description of Risk is entered, to undertake a risk assessment by: • Choosing a level of Consequence from a drop down box of (Catastrophic, Major, Moderate, Minor, Insignificant) • Choosing a level of Likelihood from a drop down box of (Almost Certain, Likely, Possible, Unlikely, Rare) • System calculates from matrix provided, whether combination of Consequence and Likelihood equates to Catastrophic, H, M or I
37.	The system must limit due dates to 1 week, 3 months, 6 months or 12 months depending on date of entry and on Adjusted Risk Rating (C, H, M or I)
38.	The system must automatically record and report on the date of the last update for each initiative
39.	Progress field must be automatically archived after each update (but still accessible for reference)
40.	The system must allow for sub tasks with the same fields
41.	The system must allow for single actions to be linked to multiple strategies / plans (allow

	for single reporting against any initiatives)
42.	Initiative Owners must be able to enter data against any field in an initiative
43.	Progress report must be able to be amended and or archived and replaced
44.	The system must provide the facility to set fields as mandatory or non mandatory in relation to population of data
45.	The system must send email reminders and escalations to action officers as determined by the System Administrator and or Module owner
46.	The system must allow for risk actions to be easily "dropped down" into the other plans (eg business plans)
47.	Reporting
48.	Reports against the Risk module must be possible in two ways: • Detailed report of all action, last status update, and residual Risk Rating and in a way that the Module Owner can identify and e-mail action owners who have not updated actions
49.	• Exception report of all C, H or M risks not actioned by Target Completion date, including name and description of risk, proposed action and latest update on action taken; sorted by Division and/or category of risk. Such reports shall be able to be sorted by fields (eg rating, responsible officer, due date)
50.	• Flexible reporting based on Service Unit (owner, category, risk rating)
51.	Summary reports must be able to be produced as a graph, eg: Pie chart of number of C, H, M and I adjusted rating risks (and same without I); Pie chart of categories of risk including only C, H and M risks or I, H, M and L
52.	Exception reports must produce graphical summaries of number of risks of each C, H and M which are overdue by 10 days at a time (able to be adjusted by Module Owner) illustrating red for higher rated risks and longer overdue through yellow for M and within 10 days overdue (Graphs by Service Unit/Division for C, H, M & I)
53.	Tracking of rating changes in relation to controls and control testing to monitor effectiveness
54.	Incidents
55.	The system must allow for provision of a database of incidents (or non conformities or complaints) needing investigation and corrective action, including recording of risk type and risk rating and causes
56.	The system must be able to attach, link or upload documents and images to the incident database
57.	The system must be able to produce reports including capacity for recommended action/initiatives, responsible officers and due dates to be transferred or linked to the Risk Register and/or Planning Module
58.	The system must be able to analyse and report on incidents by a variety of fields such as type, cause, risk rating, due dates, responsible officers etc
59.	Equipment/Asset Maintenance

60.	The system must allow for:
61.	• provision of a database for equipment assets to record their location and maintenance schedule and responsible officer
62.	• recording of equipment/asset existence, condition, maintenance requirements, and checks
63.	• reports, including reports, on the equipment asset database
64.	Audits
65.	The system must allow for:
66.	• development of user defined audit questions (within each/all risk categories) for different work areas / sites
67.	• provision for “comply” “Partially comply” or “Does not comply”, scores, free text comments against each question and for totalling of scores across questions
68.	• functionality to produce reports from audits including capacity for recommended actions, responsible officers and due dates which can be transferred/linked to the Risk Register and/or Planning Module
69.	• e-mail reminders of audit due dates
70.	• maintenance of a history of audits including ability to produce trend reports for audit results by individual question and total scores

16.4 Reporting

1.	**Reporting**
2.	System must provide reporting at the following levels:
3.	• Organisation
4.	• Division
5.	• Department / Work Area
6.	• Project Manager
7.	• Service
8.	• Service delivery unit
9.	• Strategic Direction
10.	• Sub Theme
11.	• Action
12.	• Strategy
13.	• Initiative
14.	• Key Objectives
15.	• Indicator Type
16.	• Owner(s)/Responsible Officer
17.	• Strategy / Plan
18.	• Due Date / Overdue Date
19.	• Funded v Non Funded
20.	• Project year
21.	• Ward
22.	• Status
23.	• Class & Category– eg. Buildings, recreation – class list form Hansen
24.	• Sub category eg.: o Upgrade

	o New works o Renewal & Expansion
25.	• Project readiness and delivery capability by drop down menu refer 1.35 for list
26.	• Budget – Both Income and Expenditure
27.	• Forecast - – Both Income and Expenditure
28.	• Actual - – Both Income and Expenditure
29.	• Milestones
30.	The system must interface with MS Word, Project, Excel and Crystal Reports and run to be exported to these formats, in order to provide flexibility in report formats
31.	System must calculate % completed and provide graphical reports for each module
32.	System must provide a variety of reporting views with flexible definition of additional views.
33.	**System must be able to produce a user defined dashboard of key information (eg Digital Dashboard format)**
34.	System must have standard reports as outlined below:
35.	• Monthly / Quarterly / Annual Indicators
36.	• Quarterly Reports by Annual Plan
37.	• Quarterly Department Action Plans by Division
38.	• Business Plan Actions by Department/Work Area / Service Unit upon demand
39.	• Strategic Direction
40.	• Sub theme
41.	• Action
42.	• Strategy
43.	• Initiative
44.	• Initiative by Significance
45.	• Initiative responsible Officer(s)
46.	• Status (including progress comments
47.	System must be flexible to allow ad hoc reporting as required by various combinations of fields as determined by any user

48.	System Administrator and module owners must have the ability to run reports to identify overdue items, and items due by a specified date
49.	System must be able to store standard report formats for repeat uses
50.	System must allow Action/initiative Officers to develop their own standard reports which will be a combination of statistics and action/initiative status (i.e. self defined dashboard)
51.	The system must allow for multiple filters and views
52.	Ability to layer reports by various report levels
53.	Ability to save and email reports directly to users
54.	Procedure to run a report should be minimal, ie. ease of use is essential with limited screen requests
55.	Ability to generate reports of archived/historical information
56.	The system must enable reports to be saved to MS Excel /Word
57.	The system must possess its own report writer
58.	The system must present reports to the following:
59.	• On screen
60.	• Printer
61.	• Browser
62.	• Email
63.	• Facsimile
64.	The system must be able to email relevant standard reports to nominated officers on a specified date
65.	The system must be able to store reports for future use
66.	The system Report Writer should provide OLAP (On Line Analytical Processing) capabilities to enable modelling, goal seeking and forecasting including 'what-if ' analysis to be performed.
67.	The system must output reports in the following formats:
68.	• Html
69.	• PDF
70.	• MS Word

71.	• MS Excel
72.	• CSV
73.	• Text
74.	• XML
75.	The system Report Writer and Query Tool must be able to access all data in all modules, subject to security
76.	The system must allow report specifications to be saved and copied
77.	The system must perform mathematical and Boolean operations to derive additional information in reports
78.	The system must allow totalling and multiple sub-totalling in reports
79.	The system must allow the scheduling and queuing of reports
80.	The system must be able to configure notifications based on position/s within the CoPP Human resources structure and send to user/s occupying the position/s
81.	The system must provide appropriate filters for all reports in all interfaces

16.5 Data Warehousing

1	**Data Warehousing – note this is optional at this stage but CoPP would like a separate quoted figure for the data warehousing module including implementation costs**
2	The proposed solution should support data warehousing and OLAP through the generation of multi-dimensional cubes incorporating information from any and all of CoPP's core business systems cubes as system must have a standard data migration utility to import data which easily enables the user to map data to fields for the import.
3	The data warehouse should employ a multi-dimensional data model that will allow analysis by any of the City's other reporting dimensions – for example ward, risk profile etc.
4	The OLAP analysis tools should allow for the development of text and graphical reports based on the contents of the generated OLAP cubes that can be distributed and published.
5	The OLAP cube generation should support automated complete or incremental generation of data models on a pre-defined schedule and/or on request.
6	Generation of the data warehouse and cubes should be directly from the source system databases without having to be extracted into an intermediate format before importation.

16.6 Import/Export

	Import and export
1.	The system must have a standard data migration utility to import data which easily enables the user to map data to fields for the import.
2.	The system must provide a scheduling tool for scheduling imports, exports and reports
3.	The system must produce an import/export log displaying any errors
4.	Data must be able to be extracted from the system via the following means:
5.	• As an Open Database Connectivity (ODBC) and Java Database Connectivity(JDBC) view of a specified query
6.	• Using Crystal reports to view information
7.	• As CSV, Excel or MS Access format
8.	• As Extensible Markup Language(XML) with the associated Document type definition(DTD) and Extensible Stylesheet Language (XSL) files
9.	The system must allow the user to specify the source and description of the data import
10.	The system must allow data imported from other modules or software, to pass through the same validations as records input directly
11.	The system must provide the functionality to perform batch imports
12.	The system must have the option to correct invalid records without having to re-import
13.	The system must allow a user to roll back an import
14.	Data must be able to be imported from a previous system by either direct load or via a specified format in commonly used platform, i.e.CSV , XML, MS Access or Excel.
15.	The system must allow a user to specify input rules for each field imported
16.	The system must provide for import of transactions/database records (data files) from other sources, and be subject to normal validation/edit processes.
17.	The system must allow for export of all data to word processing, spreadsheets, project management applications, databases and other applications

18.	The system must allow for import of data from the following file formats: • CSV • XML using DTD and XSL
19.	The system must allow the user to specify the source and description of the data export
20.	The system must allow for export of all data to word processing, spreadsheets, project management applications, databases and other applications

16.7 Software Platforms

1	**Software platforms**
2	Desktop PC environment using Microsoft Windows XP desktop and Windows 7
3	Server operating environment of Microsoft Windows 2008 with current service packs
4	Microsoft SQL 2005 64 bit
5	Oracle 10g 64 bit
6	Integration with MS Exchange 2007 and 2010
7	Web Server environment is IIS Version 6 & 7, as well as Apache and Tomcat
8	Integration with Windows 2003 Active Directory Environment
9	Application & Data backup to be done with CommVault Backup Software version 6.1.0 SP3 and SQL data backup system
10	Accessibility via Metaframe XP and XenappV5 is in pre-production with performance similar to direct network connection
11	Integration with Microsoft Office 2003 and 2010
12	Compatibility with enterprise level commercial antivirus applications

16.8 Hardware

1.	**Hardware**
2.	What could be the minimum band-width requirement for the system to work satisfactorily (performance)?
3.	Please provide minimum server specification recommended for running this application
4.	In the event of a data warehouse option – what are the server implications?

16.9 System Function

1.	**System Functionality**
2.	All system modules must be fully integrated
3.	Ideally all modules of the system will be managed via a single management interface
4.	The system must support role based access
5.	The system must provide a report on role based access settings.
6.	User security profiles must control Create, Read, Update, Delete and View rights per profile.
7.	The system should have the capacity to maintain an audit trail of changes over all system settings.
8.	The system must enable user Authentication to be integrated with Active Directory.
9.	System must have ability for automatic spell checks (Australian English) across all modules.
10.	System must allow for archiving modules periodically.
11.	All information across modules should be accessible to all users as read only unless determined otherwise
12.	System must allow for automatic escalation and ad hoc emails to be sent via MS Outlook to relevant users. (Automatic emails should remind user. If no action then an escalation email should be sent to their immediate supervisor)
13.	System Administrator or module owners must be able to set reminders, un set, amend, edit, remove, write and add comments to reminders to updating reporting officers
14.	A list of reminders must be able to be reported on.
15.	Reminders will be about key activities or dates (eg 1 week before a due date in the system)
16.	The system should be capable of accessing all components of the total system – when developing performance reports
17.	The system must provide four (4) levels of security (for updating, inquiries and reporting) (See table below) • Level 1 allows All organisation indicators at every level (that is, high level view through to each indicators). No updating ability • Level 2 allows all Level 1 access, plus Data where the user is identified as the owner and add comments • Level 3 allows all Level 2 access, plus all data targets, enter comments for

	indicators where the data owner is in their specific Group • Full access is Level 4
18.	The system must have provision for a variety of views filters by any field(s). Some standard views could be pre defined.
19.	The system must have Advanced Key Word Search capability.
20.	System must have the capability to transfer all actions allocated to one officer to another officer (eg upon role change, new officer etc.), and to amend officer department names.
21.	Each module must be able to archive specific information at various points in time, and allow for system owners/administrators to archive a whole module at periodic intervals as a record.
22.	Ability for Administrator to easily update the system to reflect changes in the organisational structure or changes in business requirements.
23.	Fully scaleable, ie. the ability of the application to grow in volume (number of users, number of records, number of reports and extensible in that additional modules can be added at any stage.
24.	No limit to the number of levels per plan or strategy.
25.	Multi-user capacity with at least 100 users accessing the system concurrently
26.	Council needs to have access to the back end database and also be informed about the database structure. This will help the Council to create future customised reports.
27.	Update Council with any major database changes that will affect developed reports.
28.	All interfaces to the system must support the following accessibility functionality, including:
29.	• The ability for end-users to change font sizes on individual workstations
30.	• Concurrent display of multiple windows/tabs and simple switching between these windows/tabs
31.	• The ability to scroll through data lists
32.	• Common keystrokes for cutting, copying and pasting.
33.	• The ability to use smart pick-lists
34.	• The ability to cancel an operation and return to the previous screen
35.	• Drag and drop
36.	Save locations should support Netware drive mappings.

37.	The system must allow the sorting of tables by column header
38.	The system must utilise function keys for shortcuts in navigation.
39.	The system must utilise pop-up windows or similar for access to reference information
40.	The system must allow all client functionality to be accessed using standard XHTML
41.	The system must deliver all modules of the application through an any popular Internet browser including Internet Explorer Version 6 and 8
42.	The system must enable users the ability to initiate multiple sessions in new browser windows
43.	The design must generally mirror the windows client layout and functionality and be able to be customised to have the same appearance as CoPP's intranet
44.	Printer-friendly pages must be available (i.e. Pages without menu options and cut down header and footer)
45.	Every page must have a context sensitive link to a relevant help page
46.	A common user security control must be used for all environments
47.	The system must provide the following rules for logging out of system:
48.	• A user must be able to explicitly logout
49.	• The user must be automatically logged out of system when the browser is closed
50.	• Logging out must occur after a pre-defined timeout
51.	• The system must not cache any user data
52.	• The system must not use cookies to store user data
53.	Any displayed documents must be in a separate pop-up window
54.	The system must support Microsoft Terminal Services or Metaframe/Xenapp
55.	The administrator must have the ability to configure the following functionality for Thin Client Users:
56.	• Group queries into user-defined areas (e.g. workgroups, departments)
57.	• Customise the menus visible to each user-login (e.g. workgroup, department) via a GUI interface
58.	• Include groups of queries as a menu option

59.	• Define which buttons are available to each user-login (e.g. workgroup, department)
60.	• Ability to create, save and restore specific colour palettes for each user-login
61.	• Ability to add icons to the toolbar for existing menu functions
62.	• Ability to define shortcuts for existing menu items
63.	• Ability to develop standard report templates
64.	• Ability to create and edit reports with the following features:
65.	o Tables
66.	o Graphs
67.	o Images

16.10 Database Management System

1	**Database Management System**
2	The system data shall be housed in a corporate database server.
3	Database will be Oracle 10.2.03 64 bit (Preferred)
4	Database will be MS SQL 2005 64 bit
5	The database shall be (insert Oracle or SQL versions preferred for the system being considered)
6	The database shall reside on the corporate database server as the database repository
7	The database shall adhere to open standards and support interoperability with a range of vendor applications.
8	The database shall support indexing of the data it holds.

16.11 System Integration/Interface

1	**Business System Integration**
2	The system shall interface with AxsOne for extraction of financial data
3	The system shall integrate with existing Council systems to access personnel information for use in drop down lists in the system eg. Responsible officer , sponsor etc
4	The system shall interface with Hansen and Pathway for extraction of data
5	The system shall integrate with SMTP/MAPI connection to the Exchange Server – to allow automatic system generated emails for reminder, escalation and ad hoc purposes
6	Active Directory for user details and login.
7	Links to enable access (restricted) to other external Agencies/Organisations as determined by Council (eg. be able to input into plans and initiatives)
8	The system must be able to integrate with the following Office applications:
9	• MS Excel
10	• MS Word
11	• MS Access
12	• MS Visio
13	• MS Project
14	The system must be able to integrate with the GIS applications eg.ESRI
15	The system must allow the user to copy the contents of tables and reports to MS Excel
16	The system must integrate with MSExchange for e-mail
17	The system must integrate with the MSOutlook for calendar and scheduling

16.12 Document creation, editing and control

1	**Document creation, editing and control**
2	The system will log access to documents
3	The system shall have the capability to enforce predefined document structure and compliance to template
4	The system shall be able to track versions of documents, individual documents or groups of documents
5	The system shall enforce a unique name for files
6	The system will prompt for a predefined file name format.
7	The system will restrict access to individual documents

16.13 Analysis and Query Functionality

1	**Analysis and Query Functionality**
2	System data shall be queryable
3	Query access to data shall be inherited from system role
4	System shall allow user to select subsets of data and perform additional analysis or queries on those subsets..
5	The system shall support exporting of query results to Microsoft Excel or a RDBMS for use independently of the system
6	The system shall have OLAP analysis functionality

16.14 Interoperability and Data Exchange Standards

1	**Interoperability and data exchange standards**
2	The system must be able to integrate with Open Database Connectivity compliant(ODBC) compliant databases
3	All applications of the proposed solution must be Open Database Connectivity compliant (ODBC)

16.15 Data Conversion and Migration

1	**Data Conversion and Migration**
2	All historical information from the existing Council strategic directions spreadsheets require migration into the new system
3	Migration of capital works MS Access data will be required in relation to (2009/10) capital works or other data, for example, prior year capital works that are still in progress- note this migration will involve less than 30mb of data.

16.16 Data Maintenance

1.	**Data Maintenance**
2.	All system data shall be maintainable from within the system software.
3.	The system shall provide tools for version and revision management of datasets.
4.	The system shall provide the capability to manually update data within the relevant security access level.
5.	The system shall provide integrated login based on windows logon credential where possible.
6.	The system shall enforce (insert) standards and alert users to errors

16.17 Security

1.	**Security - General**
2.	The system shall support role and identity based access control
3.	The system shall restrict the ability to change authority on a document or group of documents to System Administrators only.
4.	The system shall be certified for connection using SSL VPN
5.	The system must require a username and password for all users to logon
6.	The system must restrict external access to designated workstations using the following methods:
7.	Public/Private Keys
8.	Public/Private Keys
9.	Domain Name
10.	Each transaction type undertaken in the browser environment must be supported with encryption commensurate with the nature of the transaction
11.	Passwords sent over the network or internet must be suitably encrypted

12.	The system shall provide ability to monitor/audit user authentication.
13.	The system shall be able to audit any changes carried out by a specific user.
14.	The system shall use LDAP as the Authentication source
15.	The system shall use LDAP as an automatic synchronisation source for new/deleted/modified users
16.	The system must provide four (4) levels of security (for updating, inquiries and reporting as follows:

"Owners"	**level**	**Levels of control/security**
Reporting Officers	1	These Officers input on behalf of Action Owners
Action Officers	2	These officers will update and modify actions (not delete) and indicator information
Module Owners and/or Indicator Owners	3	Module/Indicator Owners will need to have some administrative controls over their modules only. Modules for this purpose are Risk, various strategic plans and indicators. These officers will need to update indicator information, enter and modify new indicators, add comments etc. to a defined suite of indicators. They do not have control over a suite of "Key Indicators" which are managed by the System Owners.
System Owner/s/Administrators	4	these officers need full control over the system and create the Key Result Areas and objectives which cannot be modified by others.

16.18 Supportability

1.	**Supportability**
2.	Ongoing support from the successful vendor will be required for the system. Vendors will be required to provide a detailed account of support requirements prior to Council appointing the successful vendor.
3.	During setup and implementation of the product work shall be conducted on-site.
4.	Remote Access shall be available.
5.	The system shall be installed by the successful vendor with advice and assistance from CoPP's Information Systems.
6.	Advice and support from CoPP's Information Systems Department shall be in relation to Council's hardware and software specifications to assist in the software integration.
7.	Installation of fixes and upgrades shall be done by the successful vendor or by prior agreement by a suitably trained / experienced Council staff member with the necessary level of support from the vendor.
8.	In the event that the solution is not browser based and requires a client install deployment of the product will be via either an exe, msi file or fully scriptable install.