



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 27TH JUNE 2018, AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

SUPPLEMENTARY DOCUMENTATION

The attached papers were specified as to follow on the Agenda previously distributed relating to the above mentioned meeting.

9. Future Provision of the Council's Core HR and Finance System (Enterprise System Project Business Case) - report to follow (Pages 1 - 68)

K. DICKS
Chief Executive

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20th June 2018

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BROMSGROVE DISTRICT COUNCIL

CABINET

27th June 2018

ENTERPRISE RESOURCE PLANNING SYSTEM PROJECT BUSINESS CASE

Relevant Portfolio Holder	Councillor Brian Cooper
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering – Exec Director Finance and Resources
Wards Affected	All Wards

1. SUMMARY OF PROPOSALS

To enable Members to consider a proposal to procure an Enterprise Resource Planning System to provide financial and human resources integrated systems.

2. RECOMMENDATIONS

The Cabinet is asked to RECOMMEND that

2.1 The Business case for the implementation of an integrated Enterprise Resource Planning System (ERP) is approved

3. KEY ISSUES

Financial Implications

3.1 The Business case presents the rationale for an enterprise system to deliver financial management and human resources systems for the Council. Over the last few years weaknesses have been identified in the financial management, planning and forecasting capabilities of the systems in place. In addition there are a significant number of manual processes that are undertaken in payroll, payments and HR to ensure that data can be accessed and reported on by officers and external partners. Furthermore the recent peer challenge flagged up a new system as a key element to enable the Council to make future decisions based on accurate, timely and flexible information and meet the future challenges in the commercial environment.

Legal Implications

3.5 Officers have worked with the procurement team and have identified the G-Cloud framework as the preferred option in relation to procurement of a new system. The G-Cloud framework is an agreement between the government and suppliers who provide cloud-based services. Suppliers who are on the G-Cloud framework

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have already been subject to initial tender validation and therefore buying services through these frameworks is faster and cheaper than entering into individual procurement contracts. All public sector organisations, including agencies and arm's length bodies, can use the Digital Marketplace.

- 3.6 Officers will undertake a procurement exercise with those companies who are included on the G-Cloud framework and can provide the systems as required. This will ensure a fair and transparent process is delivered with a robust audit trail.

Service/Operational Implications

- 3.7 Following feedback from managers and the recent corporate peer challenge it is clear that the current provision does not facilitate the reporting and budget management opportunities that the Council requires to operate efficiently within a challenging financial and commercial environment.
- 3.8 A new Enterprise System would enable a number of benefits to the operational effectiveness of the Council by improving access, integration of systems to ensure a consistency of financial reporting and provide a more flexible base to support the future commercial activities of the Council. Managers would be able to access on line information to inform decision making and to assess trends in costs and income. There would be an ability to create compelling dashboards and data visualisation that bring focus to the key areas of the business. Alerting, and highlighting using a variety of chart types and other visualisation tools that are easy to interpret and understand. In addition an integration of systems to include HR would reduce manual processing and provide a single platform for all financial and HR data. Within the business case there is a table showing the comparison between each solution identified to enable members to consider how the approach selected best fits the Council future needs.
- 3.9 Other benefits are detailed in the business case and include:
- Provide a clearer focus on corporate level budgeting to enable a more strategic, long term approach to financial management.
 - Ensure decisions are informed by accurate, real time information.
 - Enable flexible reporting across Strategic Purposes
 - Provide Council users with accurate, consistent and standard financial management information
 - Strengthen budget monitoring and profiling
 - Enhance the experience of customers and give them more flexibility in how they interact with the council and carry out tasks such as making payments to the council. This can be done by enabling contactless payments, more seamless online payments and other potential systems.
 - It is intended that the new system will empower managers to be able to self-serve.
 - Enable company structures to be set up within the reporting framework
 - Deliver improvements in effectiveness by removing manual processes and 'off-line' manipulation and processing of data in spreadsheets.
 - Deliver significant savings from efficient working practices and further automation of processes

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- 3.10 Budget holders have been engaged through the process of identifying requirements for the new system. The feedback included in the business case and clearly shows that accurate, accessible, timely financial information is of paramount importance to them when managing and monitoring their budgets. The specification for the system has been formed using this feedback alongside further developments in customer access and automation as advised by potential suppliers.

Customer / Equalities and Diversity Implications

- 3.11 The new system will drive and support self-help for all users of the finance and HR services. We will co-design the future service, including the various interfaces and portals, to ensure that they are intuitive and easy to navigate. It is anticipated that self-service becomes the most convenient approach to finance servicing for both internal and external customers to improve accessibility and realise further efficiencies.

4. RISK MANAGEMENT

- 4.1 It is not considered that there are any strategic risks arising from this proposal. Several departmental risks arise concerning the migration of data to a new system and the implementation of the new system which will require strong project management to ensure that the project remains on track and will deliver its anticipated benefits. These risks will be recorded in the departmental risk register which is monitored on an ongoing basis.

Appendices

Appendix 1 – Business Case for new Enterprise System

AUTHOR OF REPORT

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Five Case Model

Future provision of the Council's Core HR and Finance system

Outline Business Case

Author:	Chris Forrester
Date:	08/06/18
Release Version:	V1.4

Contents

The Outline Business Case

1. Executive Summary
2. Introduction
- 3. The Strategic Case**
- 4. The Economic Case**
- 5. Financial Case**
- 6. The Management Case**
7. Next Steps
8. Appendices

1. Executive Summary

The purpose of this business case is to ensure that the Council's finance and HR services deliver a modern, fit for purpose fully integrated system to enable the Council to be a more flexible, innovative and creative organisation and give greater confidence in financial planning and management. Following feedback from managers and the recent corporate peer challenge it is clear that the current provision does not facilitate the reporting and budget management opportunities that the Council requires to operate efficiently within a challenging financial and commercial environment .

There are a number of benefits that are anticipated to be delivered from the new system including :

- Provide a clearer focus on corporate level budgeting to enable a more strategic, long term approach to financial management.
- Ensure decisions are informed by accurate, real time information.
- Enable flexible reporting across Strategic Purposes
- Provide Council users with accurate, consistent and standard financial management information
- Strengthen budget monitoring and profiling
- Enhance the experience of customers and give them more flexibility in how they interact with the council and carry out tasks such as making payments to the council. This can be done by enabling contactless payments, more seamless online payments and other potential systems.
- It is intended that the new system will empower managers to be able to self-serve.
- Enable company structures to be set up within the reporting framework
- Deliver improvements in effectiveness by removing manual processes and 'off-line' manipulation and processing of data in spreadsheets.
- Deliver significant savings from efficient working practices and further automation of processes
- Standardise work processes and workflows within the departments as well as standardising data as much as possible to enable sharing of information more easily between teams and reducing keying of data as well as creating consistent management information.
- Establish a strong compliance and controls environment to provide the Council with the capability to automatically monitor and track compliance against both statutory and key Council measures and objectives.
- Flexibility in service provision to be able to adapt and comply with changing legislative and business needs to fulfil statutory and regulatory (e.g. HMRC) requirements.
- The new system will need to reduce the complexity of processes, reducing the number of screens which have to be navigated through.
- Support staff flexibility and new ways of working
- Ensure that the finance, HR, payroll and procurement solutions support the introduction of comprehensive flexible and mobile ways of working, reducing the need to complete work activities in a dedicated location.
- Ensure that the systems implemented are compatible with the Council's technical and service architecture and in particular supports the move to consolidate and rationalise applications.

It is further intended that the new system will:

- Reduce risk
- Improve operational efficiency
- Enable continuous service improvement
- Improve the quality of management information provided
- Enable strategic planning

The business case provides members with information to consider the available options to include:

- Do nothing and continue with existing system provisions – the cash receipting and financial ledger system would have to be procured as contracts are reaching the end of their terms
- Implement and integrate point solutions – a best of breed approach. This would result in the separate systems being implemented
- Implement an Enterprise Resource Planning (ERP) solution (Tier 1 and 2 explored in the Business Case) – these would be collaborative, fully integrated systems
- Outsource in scope services; Finance, Payroll, HR and ICT services
- Partner with another Local Authority that is already operating a mature ERP system

One of the key systems within the financial management framework is the cash receipting system. This will be out of contract by February 2019. It is important to ensure that this system is captured in any integration moving forward and therefore this will be included in the specification and be the first module to go live to ensure that it is tested and in place in good time.

This business case is presented using the Council's "5 Case Model". This is used widely in the public sector and other organisations to provide a consistent and transparent format which details all elements of a proposed project and enables members to make a considered decision based on all relevant information in relation to the proposal.

This business case covers;

1. The Strategic Case
2. The Economic Case
3. The Financial Case
4. The Management Case

2. Introduction

The current agreement with Advanced Business Solutions for the provision of the efin finance system has recently come to an end and as such a new tender is required to be undertaken. This has been seen as an opportunity to look wider than tendering just for a new financial system to replace efin, and as a chance to create a back office system which provides a platform for the Council to provide excellent flexible services informed by accurate timely financial data. This is coupled with the desire to act on the recent peer review carried out into the council. One of the primary recommendations for improved council service delivery and savings was the replacement of "inferior systems and approaches" and that if the council improves the core services of ICT, HR and finance then it can form the basis of an innovative, creative and collaborative organisation. In addition the Peer report identified weaknesses in financial budgeting and management

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which could be improved by a new flexible financial system. Managers have also reported that the inaccessibility of the systems do not support them when considering service developments and improvements that could be made.

The inscope systems are:

- Finance – general ledger
- HR
- Elements of IT
- Payroll
- Payments
- Cash receipting.

While the primary focus will be on the services above, during the design and implementation phases, reviews of other areas will be undertaken to identify inscope activities that are currently undertaken in other areas. Where appropriate these will be included in the design and delivery of the new system. This will include areas intended to benefit the customer experience, so enabling them to make payments by mobile or more easily through the web than the present systems of cash. There is an intention to explore the greater use of apps for customers to enable them to use council services more easily.

The longest notice period on the in scope systems is 3 months, so this would not be a barrier to system change.

Current provision

At present the “back office” functions are delivered by a variety of systems, the primary ones being:

Finance – Efin
Invoicing - Efin
HR – Chris 21
Payroll – Chris 21
Asset register – Internally created spreadsheets
Procurement – Due North
Employee Self Service Kiosk – Chris21
Payments – Efin
Cash receipting – Civica

There is very limited ability of sharing information between the systems leading to a number of problems when trying to retrieve data or provide management information. This has led to manual inefficient processes being in place across the organisation to enable managers to access information they require.

The Council has delivered a number of service improvements in recent years with its transformation programme. However, the current technology and associated working practices are not fit for purpose against the backdrop of a commercialisation agenda to generate income and a drive to run services more efficiently to mitigate reductions in traditional sources of revenue, changing demand for services and increasing budgetary restraints.

Managers are currently unable to see their budgets on the systems, instead having to rely on spreadsheets to undertake budget monitoring. This can understandably lead to a lack of accountability and ownership which in turn can cause poor forecasting and monitoring. The current systems are also incredibly labour intensive for finance and HR staff, meaning that they are unable to add value across the organisation supporting service delivery; rather spending the majority of their time maintaining the ledger and the HR system. This is further highlighted in the peer review, where they state business cases are not supported with robust financial reporting, and this can also lead to a lack of corporate ownership and a lack of trust in the numbers by members.

3. The Strategic Case

Organisational overview

The Council is currently in a period of transition. It is having to manage with ever reducing resources from central government whilst at the same time seeing increasing demand for service provision, which is unlikely to diminish.

As such, the Council is looking to generate new revenue streams from commercial activities as well as reducing the costs of the provision of services that it has identified as essential.

Current Business Strategies

The back office functions of the Council by their nature support all Council strategic priorities as without a fully functioning back office function no services can be delivered effectively.

Drivers for change

As detailed previously the current systems are not fit for purpose to enable the Council to become flexible, creative and innovative. Managers have reported over a number of months their frustrations over the access to financial management information together with identified weaknesses in financial budgeting and forecasting that has been raised by members, auditors and more recently the peer challenge officers.

The Council recognise that its day to day operations need to be delivered as efficiently and effectively as possible in terms of financial management, procurement, HR and payroll. As such the current methods and systems of working need to be reviewed and updated.

Efficiency Benefits – at present workflows are fragmented across the organisation, with parts of tasks being carried out in numerous teams which leads to information being incorrectly communicated, slow responses and significant risk. The workflows in place, due to their complexity, are expensive and inefficient. They have also led to a breakdown of ownership of tasks between teams, with tasks often falling between teams mid process. There are examples where the same information is being entered several times, again leading to significant inefficiency. One of the key goals of this implementation will be the automation of repetitive low value tasks to enable staff to focus on value adding tasks, thus improving service support and delivery.

Customer Satisfaction – With more modern systems, payments will be processed more quickly and accurately. The team will also be able to support the commercial agenda with support for more varied billing practices like contactless payments, this will also

enhance the experience of council service users and lead to less potential complaints and administrative burdens on the council.

By improving the availability of information to managers through the use of dashboards so they can monitor their budgets in real time, they will be able to make quick informed decisions. This will then enable them to support the Council's commercialisation agenda as well as improving their ability to deliver current services. From a strategic finance perspective, it will allow the finance team to more accurately maintain the medium term financial plan (MTFP) and support investment decisions more effectively as well as manage resources in the most advantageous manner.

The new system will enable the Council to take advantage of any future changes in working practices or technological changes due to the flexible nature of a more modern system design and more open licence agreements.

Compliance Benefits – the recent changes in GDPR and data protection have highlighted some of the inefficiencies in the current systems with both data maintenance and data extraction. There are also large amounts of manual intervention in processes and paperwork which exists outside the system. This poses significant risk with information being passed round as it could be lost or held incorrectly.

Future benefits – the new systems would put the Council in a position where it was capable of responding to changes in legislation, business opportunities or service redesign quickly and easily. The system will be designed in such a way that other modules and applications can be added into it as needed, further enhancing the delivery of services.

Spending objectives

In February 2017, the Council considered how £2.8 million of savings could be found over the four years to 2021/22. A substantial amount of these savings are currently unidentified. As such, a new system will give the Council scope to review current working practices to determine if there is any "waste" in working practices and where identified will be able to deliver efficiency savings through service redesign. In addition a new system would provide real time financial information and data for budget managers and members to enable more proactive decisions on spend and income patterns to be made. Accurate budget forecasting has been an issue that has been raised over the last 3 years and the new system would enable budget managers to more accurately estimate the projected financial position for the Council.

Existing arrangements

At present, the Council maintains a large number of systems, with a number of licences required. For these systems to work together manual intervention and manipulation is frequently required. This is incredibly inefficient and a significant risk to the Council as data can become corrupted or re-entered incorrectly, whereas with a system directly posting this information there is no opportunity for manual intervention to cause errors.

Customer engagement exercise details

All fourth tier managers and above were invited to attend forums where they could discuss the current system provision, highlighting both the positive and negative aspects as well as what they would like to see delivered by new systems. An Appendix is attached that details the common points raised. The main issues highlighted were a lack of transparency, an inability to see their budgets in real time, delays on processing

requests and a general feeling of confusion around the information provided and a lack of support in the service delivery. The need to improve processes and procedures as well as the payments system itself were also highlighted with many attendees highlighting the duplication of work in processes and a lack of joined up working.

The new system will allow new ways of working to be investigated and new processes to be developed.

A meeting was also held within the finance department, as stakeholders in the new system. The overwhelming feedback was that there is too high a level of complexity contained in existing processes, and that they are currently unable to support budget managers as they would like as so much of their time is spent completing system “work-arounds” to enable the current system to deliver.

Business needs – current and future

As the Council moves towards a more commercial approach to service delivery, it needs to be able to be more agile when making policy decisions. This would run right from the inception of a new delivery idea through the process delivery and then the day to day running of the project. As such, a system which can provide real time, in depth information to managers throughout this is essential to ensure appropriate decisions are taken and corrections/adaptations made to the work being carried out as needed. With better information it will quickly highlight any potential issues and allow remedial action to be taken. This real time information will allow for service improvement for end users, from the basic answering of queries quicker to more in depth analysis work becoming possible.

The new system will also be a platform for the improvement of the delivery of services to end users. At present there is a heavy dependency on invoicing clients and cash payments, looking to the future, the system will enable the council to move to more modern and user friendly payment methods, for example payment by mobile phone, contactless and online portals. There is also the intention of making it possible for payments to be taken on client’s doorsteps with mobile phones.

Constraints and Dependencies

The implementation of the new system will require the development of workflows and processes between the newly implemented system and legacy systems, such as revenues and benefits. Detailed process mapping will need to be carried out to ensure that the new system carries out the level of functionality that the Council’s desire moving forwards.

During the implementation process, it is expected that there will be significant pressure on teams within the in scope areas. It is essential that sufficient resource is put into the project to allow business as usual to carry on while the system is being implemented. As such, a robust system change plan will be developed in partnership with the appointed company to ensure that it is managed appropriately and successfully.

Subject matter experts will need to be nominated in each of the areas to provide support and expertise to the system implementation programme. It is anticipated that the partner organisation implementing the system will also provide personnel to help with this process.

Generating a shortlist of suppliers

Taking the list of options as per the executive summary in turn:

- Do nothing and continue with existing system provisions

The current systems are stand alone and have been assessed as being not fit for purpose. They cannot provide a flexible, collaborative approach that has been defined as being required for the future delivery of support services in the future. Manual intervention would continue to be required for data sharing between the systems and limited efficiencies could be realised.

- Implement and integrate point solutions – a best of breed approach

This approach would result in a number of different systems (be that the best of each) being purchased and would have a high level of complexity and therefore a higher level of risk due to the potential need to integrate a number of systems from different providers. In addition the management of a large number of contracts effectively to get the best value for money would lead to increased administrative costs and future efficiencies would be limited

- Implement an Enterprise Resource Planning (ERP) solution (Tier 1 and 2 explored in the Business Case)

This is the preferred option. It will allow the council to have a degree of input into the system developed for use (although it will be an “off the shelf solution” to keep costs low) and as such will meet the council’s needs and deliver a robust solution. There is also less risk of systems not integrating properly as they are all provided by and supported by the same supplier.

- Outsource in scope services; Finance, Payroll, HR and ICT services

Outsourcing these services was deemed not to be feasible due to the complexity of the shared services model being operated at present between the councils and the risk of another council trying to emulate this whilst also continuing their “business as usual”.

- Partner with another Local Authority that is already operating a mature ERP system

This was viewed as being unlikely to deliver the savings that the organisation is currently looking to deliver. The council would also need to adapt its processes and policies to fit in with another organisations operating practices, which may not be in line with the council’s needs, as a mature implemented solution is likely to have less flexibility to change for the council’s needs.

The table below details the advantages and disadvantages of each solution

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	Advantages	Disadvantages
ERP	<p>More personalised, specific to business requirements, greater integration, potentially greater savings.</p> <p>Flexible system</p> <p>On line access</p> <p>Streamlining of processes</p> <p>Opportunity to easily link to other systems</p>	<p>More Expensive option</p> <p>Longer lead in time due to ensuring all elements are integrated</p> <p>Additional training required for staff as new systems to be utilised</p>
Partner with another local authority with a mature solution	<p>Potential for shorter timescale</p> <p>Potential to mitigate implementation issues as already addressed</p> <p>Solution already tested with experienced officers</p> <p>Training available from other Council</p>	<p>Conform to their system requirements</p> <p>Potential greater complexity in implementing and maintaining, Loss of control of system.</p> <p>Potential to lose savings</p>
Do nothing	<p>No additional cost of capital implementation</p> <p>No delays</p> <p>No additional training required</p> <p>Relationship with providers already in place</p>	<p>Current system does not provide a streamlined, flexible system for the Council</p> <p>Systems not integrated</p> <p>No single point of data access</p> <p>Limited ability to make savings</p>
Best of breed	<p>Best practice systems available for all modules</p> <p>Implementation shorter as systems not linked</p>	<p>Higher cost to implement</p> <p>Complexity of integrating a variety of systems from different providers, harder to manage</p> <p>ICT demands increase as would need to manage the various systems and upgrades ensuring that the systems carry on working together</p>
Outsource in scope services	<p>Potential for greater savings</p> <p>Clear specification of service delivery</p> <p>Risk with external provider</p>	<p>Complexity of managing various contracts</p> <p>Loss of control of systems and output.</p> <p>Potential quality issues with costs associated with specification delivery</p>

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In relation to the delivery of the Council Business needs the following table shows how the solutions identified best meet the requirements for the future.

Business Need	ERP	Partner with another council	Do Nothing	Best of Breed	Outsource
Flexibility	Ability to adapt to changing environment Ability to report across departments to reflect strategic purposes Additional companies and reporting structures set up easily	Limited ability to influence any change	Current systems not flexible in approach and design	Potential to deliver flexible approach	Prescribed by initial specification Change would be subject to additional cost
Integrated	Fully integrated solution for all systems Ability to link with other modules using middleware	Integration in place Ability to link with other systems May be limited by partner Council policies	Current systems not integrated Manual processes in place	Integration would have to be implemented between systems	Specification would be clear on the levels of integration required and support for the future so this could be achieved. Further integration would be at a cost
Consistency	Single unified reporting system would enable data to be reported in a consistent way	Consistent data would be available – may be complexities of extracting information from another councils system in the format that works for BDC	With the fragmentation of systems there is concern that different data and information is reported on therefore leading to mistrust of financial information	The individual systems would have to be clearly integrated to ensure consistency of information reported	The service agreement would specify how information would be generated and reported
Ability to access information	On line and transparent	On line information	The current systems offer	On line access	On line access

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easily	information would be available	would be available. There would be a risk of the partner Councils systems failing	limited access to online information and it is not user friendly	would be available from each of the individual modules	would be available as detailed in the specification
Deliver Savings	Savings realised from efficiencies in streamlining manual processes	Savings realised in working across partners. May be limited if partner councils do not streamline processes	Limited savings from current systems as there is a lot of manual intervention	Savings realised from new systems but not maximised due to individual modules	Savings realised from outsourcing . Risk associated with additional works being requested

Taking into account the above specifications and desired outcomes, the recommended solution is the implementation of an Enterprise Solution. The estimated financial projections are included in section 4.

Using the above criteria and the detailed specification, the procurement opportunities have been assessed and G-Cloud (procurement framework) has been used to determine a short list of companies which can provide the required system. The criteria and short list of suppliers is included at Appendix 2, with the final list of suppliers as below:

- Any Oracle System in the Microsoft Azure Cloud – PDG Consulting
- Microsoft Dynamics 365 for operations finance for local government – Hitachi Solutions Europe
- One Council – Technology One UK Ltd
- Unit4 Enterprise Resource Planning/Unit4 Student Management – Unit4 Business Software Limited
- Any Oracle in the Amazon Cloud – PDG Consulting

4. The Economic Case

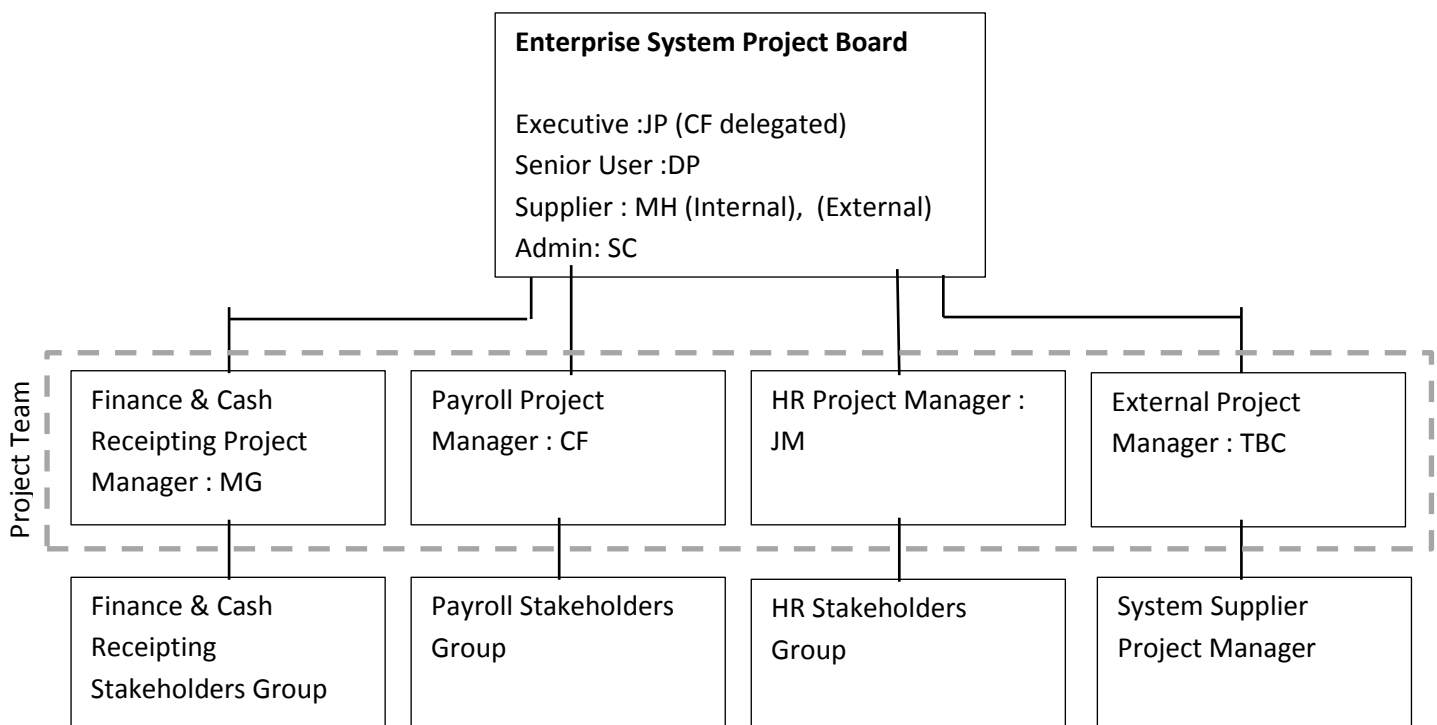
Information commercial and therefore not included in the public version of this report

5. The Financial Case

Information commercial and therefore not included in the public version of this report

6. The Management Case

A clear structure has been put in place for the development, management and implementation of the project, which can be seen below. Accountable officers have been allocated to each workstream that will be required as part of this process, and their roles are clearly defined below.



Personnel :

CF	Chris Forrester
DP	Deb Poole
JM	Juliana Morgan
JP	Jayne Pickering
MG	Martin Goodall
MH	Mark Hanwell
SC	Sarah Carroll

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Function	Function
Project Board	<ul style="list-style-type: none"> • Gives direction to the project, particularly giving direction to the Project Manager. The Project Board must be in agreement over the direction given. • Delegates appropriate authority to the Project Manager through appropriate PRINCE2 organizational structure and controls. • Integrates the Project Management Team with internal / external functional units responsible for delivering the project • Resources / funds the project appropriately • Ensures decisions are made effectively at all levels within the project • Visibly supports the Project Manager throughout the project • Facilitates communication within the project and with other stakeholders, both internal and external. • Approves major plans and resourcing • Authorizes deviation from tolerances • Approves completion of a stage. • Authorises moving on to next stage. • The Project Board must be available to make timely decisions
Executive	<p>Business-oriented person who's ultimately responsible for the project</p> <ul style="list-style-type: none"> • Taking ultimate responsibility for the project's success or failure • Taking final decisions within the project • Balancing the needs of the business, user and supplier • Overseeing the Business Case
Senior User	<p>One or more people who represent the final users' requirements in the board</p> <ul style="list-style-type: none"> • Represents the needs of Users • Liaison with Users • Commits user resource • Specifies outputs of the project • Ensures products are delivered • Verifies product quality, functionality and ease of use • Demonstrates to corporate / programme management that project benefits are realized (this may require commitment beyond the project end).
Senior Supplier	<p>One or more people who represent the interests of the suppliers</p> <ul style="list-style-type: none"> • Verifies quality of products delivered by the supplier(s) • Provides supplier resources • Verifies feasibility of product designs and development processes

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Function	Function
Project Manager	Responsible for the day to day management of the project in behalf of the Project Board : <ul style="list-style-type: none"> • Maintains the project plan • Maintains key control documents such as : Highlight Reports, Exception Reports, Risks Register, Issues Log, and Stage Boundary reports. • Issues work packages to suppliers ('teams').
Stakeholders	<ul style="list-style-type: none"> • Contribute to the functional specification • Can act as Systems testers
Project Support / Administration	<ul style="list-style-type: none"> • Provides Administrative services • Can offer configuration library functionality
Project Assurance	<ul style="list-style-type: none"> • Independent of the Project Manager and the team and are also responsible for supporting the project manager by giving advice and guidance

The procurement will be done through a framework. This will ensure that the maximum possible number of bidders come forwards to bid to provide a solution. This will also ensure a fair and competitive process can be carried out.

The proposed timetable for this process is as below. Once approved by full council, a tender document will be issued.

Officer Meetings	Date/Time
Project Board Sign Off	14/05 1.30pm
CMT	Tue 22/05 11am

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BDC Meetings	Date/Time
BDC Portfolio Holder Briefing – Brian Cooper	14 th May
BDC Leaders Group	06/06 1.30pm
BDC Overview & Scrutiny Committee	18/06 6pm
BDC Cabinet	27/06 6pm
BDC Full Council	25/07 6pm

Once procurement has been completed, the initial implementation timetable is as below, although other than cash receipting, this is subject to change once a partner has been procured and discussions have been undertaken.

December 2018	Cash receipting
October 2019	Core ledger
January 2020	HR and payroll

Communications Strategy

Objectives

- Inform staff by distilling the complex project and business case into the simple who, what, why, where, when and how. Measure: ask for qualitative feedback.
- Promote staff engagement with the project at specific points.
- Trail actual changes to service.
- Identify and mitigate comms risks.

Measures: ask for qualitative feedback at relevant stages; confirm that at least one key user from every relevant service area is engaged with project as required during process; survey staff to check if >75% are a) receiving and understanding the main 'Team Brief' messages from their manager and, later, b) aware that changes are pending.

What we are going to do

- Inform staff across internal channels (Orb, Oracle, Team Brief, posters) at appropriate times, triggered by requests from the project to corporate comms
- Update members at Cabinet, Audit, Standards and Governance and Budget Scrutiny meetings
- Liaise with Internal and External Audit
- Promote specific staff engagement issues as required

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- Create a shared Orb area to keep relevant info in once place, that will be the resources/training materials library for the system(s)
- Support the project to produce ad-hoc comms to external customers in the event that service to them changes

Next Steps

If approved, a procurement exercise will be undertaken using the G-Cloud framework and the above companies will be contacted to enable officers to commence the implementation programme .

7. Appendices

Appendix 1

Managers forums feedback

Lack of real time information

Unable to access the system personally – rather information is provided by spreadsheet, want to be able to drill down in cost centres to see the detail

Would like a review of the information presented, with a focus on controllable rather than the non-controllable elements of spend

Would like recharges loaded in on a real time basis

Some kind of alert system should be in place for coming close to budget limit, and then over budget limit

Leave booking system is unclear with too many steps

Would like more detailed forecasting to be possible in the system to take into account seasonal trends

Personal dashboards would be a good feature so managers can have what they want to see in terms of budgets

Would like to be able to look back multiple years so that year on year comparisons can be made

Want to make it easier for customers to pay – looking ahead, be good to be able to take payment on customers doorsteps as well as some kind of portal/mobile app

Would like more flexibility within the system to approve orders/goods receipt, perhaps with a % tolerance in variation between amount raised and amount paid

A single cash receipting system that processes the money into the Council's bank accounts as quickly as possible

Much less paper and paper based systems going forwards with a higher level of integration within the system, if possible linking in modern.gov so democratic services can push messages or control managers calendars as needs be

Use of non-financial language on dashboards to make it easier for managers

Greater accountability in the new system, who is responsible for what

A true self-serve solution so managers and staff can do more for themselves

Greater flexibility around virements would be helpful

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A more effective creditors and debtors process where it can be checked on payment terms, and whether they are being met or a risk of being late as well as notifications when payments are made/received

Commitments – internal and external life

A higher level of commentary being possible in the system etc – savings targets/updates

Greater year end automation

GPC cards create confusion in terms of what they are allowed for coding etc

e-proc – it is often difficult to identify if payment has been made, and if so finding where it has been coded to

Would like the suppliers catalogues uploaded ready for use

Payroll issues tend to be around timeliness, accuracy of the data used in the payroll run, if people have 2 roles it seems to lead to significant problems

The process to raise an invoice has too many steps in it

Will the new system be compatible with existing systems eg hybrid male

HR21 seems unable to deal with shift patterns

A more effective orders system that prompts to goods receipt and notifies of outstanding items

Want in built flexibility so that the system can be changed as our needs change

Ensure that all the old data is accurately mapped into the new system

Greater accuracy of coding going forwards with the system limiting code usage more to support this

Web based access so the system can be accessed from anywhere

A more intuitive user friendly system would be helpful

A link through to the contract register for transactions so it is easier to determine if the terms and conditions are being met

Procurement to have a full catalogue to pick from to make it easier and more visual

Reduce the number of monthly invoices by using direct payments

Stop manual overtime

Finance team

Would like consistent information from finance

A single point of contact for each area

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Currently finance staff are helpful

More training by finance

Finance staff to take this opportunity to increase their commercial acumen to be able to support managers in decision making

Finance staff to be more involved in decision making and supporting business case development

Better communication needed between HR, payroll and finance

Greater support in terms of complaints, FOIs and transformation of service work

Consistent VAT advice

Clear contact list

Payroll to be more responsive to queries

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APPENDIX 2

Criteria and Short list of companies – using G- Cloud

Supplier type	Not a reseller
User support	Email or online ticketing support Phone support Onsite support
Using the service	Web browser interface mobile devices API
Data protection within supplier network	TLS (version 1.2 or above)
Data storage and processing locations	European Economic Area (EEA)
Management access authentication	Identity federation with existing provider (for example Google Apps)
Security Certification	ISO/IEC 27001 (service security)
Security governance standards	ISO/IEC 27001

This generates a shortlist as below:

[Microsoft Dynamics 365 for Operations - Finance for Housing Associations](#)

Hitachi Solutions Europe Ltd

This service provides a standard, Public Sector implementation of the Microsoft Dynamics 365 for Operations ERP product covering Finance, procurement and basic HR which is known as 'Essentials'. The price is a fixed monthly price and the service is fully defined in the specification available on request.

- Cloud software
- G-Cloud 9

[Any Oracle System in the Microsoft Azure Cloud](#)

PDG Consulting

PDG move any Oracle-based system to the Microsoft Azure Cloud and then deliver it to you “as a service”. We provide all Oracle-based services including DBA and Help Desk.

- Cloud software
- G-Cloud 9

[OneHealth](#)

Technology One UK Ltd

OneHealth; single, integrated solution offering advanced financial and back office management. Enables public and private healthcare organisations to deliver quality care while managing demand for services, funding restrictions and resourcing issues. Optimises response to demands of end-to-end supply chain management, financials, workforce development, corporate communications, strategic planning, governance, risk management.

- Cloud software
- G-Cloud 9

[OneAgedCare](#)

Technology One UK Ltd

OneAgedCare; integrated enterprise software solution that enables aged care providers to understand their costs and operate more efficiently by managing financials, budgeting, clients, resident management, billing, funding, employees and assets. Enables aged care providers to comply with funding requirements and supports organisations who wish to expand beyond their core business.

- Cloud software
- G-Cloud 9

[Texuna Data Registry and Master Data Management](#)

Texuna

Texuna's Data Registry and Master Data Management framework maintains, reconciles, stores and distributes a canonical data source as a register service. Enforcing data governance and data stewardship workflows helps safeguard data quality and integrity. Secure version control with unique hash and publish to blockchain distributed ledger as audit trail.

- Cloud software
- G-Cloud 9

[OneUniversity](#)

Technology One UK Ltd

OneUniversity; underpin academic, operational and strategic requirements of universities and dual-sector institutions with a single, integrated enterprise solution. Streamline processes to increase efficiency and provide an exceptional student experience. OneUniversity enables effective engagement with students and stakeholders. Adapt to changing environments and operate efficiently through end-to-end management of university operations.

- Cloud software
- G-Cloud 9

[Microsoft Dynamics 365 for Operations Finance for Local Government](#)

Hitachi Solutions Europe Ltd

This service provides a standard, Public Sector implementation of the Microsoft Dynamics 365 for Operations ERP product covering Finance, procurement and basic HR which is known as 'Essentials'. The price is a fixed monthly price and the service is fully defined in the specification available on request.

- Cloud software
- G-Cloud 9

[OneEducation](#)

Technology One UK Ltd

OneUniversity; underpin the educational, operational and strategic requirements of vocational and training organisations with a single integrated enterprise solution. Streamline processes to increase efficiency, reduce administrative burden and provide an exceptional student experience. OneEducation leverages the experience of working with leading college, polytechnics and further education institutions.

- Cloud software
- G-Cloud 9

[OneHousing](#)

Technology One UK Ltd

Designed for social housing providers, OneHousing manages assets, tenant and financial requirements. Supports tenant engagement, assists with regulatory and reporting compliance, manages stakeholder relationships with government, funding providers and support agencies. OneHousing helps respond to challenges such as growing demand for services, increased operating costs, legislative changes and accountability pressures.

- Cloud software
- G-Cloud 9

[Project Management](#)

1Tech Limited

1Tech's Project Management Platform is for building solutions that deliver immediate results and long-term value. Encompassing Project Open community edition, application functions include: • Project Management • Gantt Project Connector • Helpdesk • Timesheet invoices • Timesheet Management • Timesheet Tasks • Translation Project Wizard • Bug Tracker • Calendar

- Cloud software
- G-Cloud 9

[OneGovernment](#)

Technology One UK Ltd

Developed in collaboration with government departments and agencies, OneGovernment generates efficiencies by automating and standardising key business processes. OneGovernment supports corporate, operational and strategic requirements of government departments and agencies. With powerful built-in performance management tools, departments and agencies use OneGovernment to improve operations and enhance planning and decision making.

- Cloud software
- G-Cloud 9

[OneCouncil](#)

Technology One UK Ltd

Streamline business operations and integrate information, with an enterprise software solution. Simplify the complexity of planning and managing a broad range of Council responsibilities, deliver instant access to real-time, relevant information. OneCouncil enables local government authorities to reduce costs, improve efficiencies and streamline processes through end-to-end management of council operations.

- Cloud software
- G-Cloud 9

[Dynamics 365 for Operations Device SL](#)

SeeLogic Ltd

With the Dynamics 365 for Operations device license multiple users can access through a device to operate a point of sale device, shop floor device, warehouse device or store manager device.

- Cloud software
- G-Cloud 9

[OneCommunity](#)

Technology One UK Ltd

OneCommunity; integrated enterprise software solution that enables not-for-profit organisations and community service providers to track expenditure and revenue. Single system to manage end-to-end procurement, financials, workforce development, facilities, asset management, fundraising and contact management processes. Comply with regulatory requirements, lower costs, maximise revenue, control the funding lifecycle and manage contacts.

- Cloud software
- G-Cloud 9

[Your Oracle e-Business Suite in the Microsoft Azure Cloud](#)

PDG Consulting

Oracle Consultancy and Support Services for your Oracle e-Business Suite / Fusion / Cloud system. Includes DBA and Help Desk service covering all functional, technical and database administration services

- Cloud software
- G-Cloud 9

[Unit4 Enterprise Resource Planning / Unit4 Student Management](#)

UNIT4 Business Software Limited

The Business World and Student Management Suite provides an integrated Self Driving ERP platform including: Finance, General Ledger (GL), Budgeting, Accounting, Creditors, Debtors, Financial Planning, Cash and Income Management, Procurement, Purchasing, Human Resources (HR), Payroll, eRecruitment, Expenses, Absence, Timesheets, Project Management, Project Accounting/Costing, Student Management, Research, Reporting/Analytics and Asset Management.

- Cloud software
- G-Cloud 9

[Texuna Data Integration and Business Analytics](#)

Texuna

Texuna data integration and business analytics is delivered with vendor or open source components, giving you options to work with Pentaho, Talend, Informatica, Tibco, DataStage, QuickSight, PowerBI, Tableau, Qlikview, Business Objects. End-to-end secure cloud-hosted infrastructure-as-code delivered over Amazon Web Services (AWS), Azure, OpenStack, VMWare. Integrates with Texuna's Enterprise Data Warehouse.

- Cloud software
- G-Cloud 9

Your Oracle e-Business Suite in the Amazon Cloud

PDG Consulting

Oracle Consultancy and Support Services for your Oracle e-Business Suite / Fusion / Cloud system. Includes DBA and Help Desk service covering all functional, technical and database administration services

- Cloud software
- G-Cloud 9

Any Oracle System in the Amazon Cloud

PDG Consulting

PDG move any Oracle-based system to the Amazon Cloud and then deliver it to you “as a service”. We provide all Oracle-based services including DBA and Help Desk.

- Cloud software
- G-Cloud 9

Microsoft Dynamics 365 for Operations Finance for Central Government

Hitachi Solutions Europe Ltd

This service provides a standard, Public Sector implementation of the Microsoft Dynamics 365 for Operations ERP product covering Finance, procurement and basic HR which is known as 'Essentials'. The price is a fixed monthly price and the service is fully defined in the specification available on request.

- Cloud software
- G-Cloud 9

BOARD SAAS

Board MIT Ltd

Business Intelligence, Performance Management and Analytics in a single cloud solution. Explore and analyse your data, build interactive dashboards and create beautiful reports. Easily create solutions to align performance with your corporate strategic objectives: Financial and workforce planning and forecasting, budgeting, cost allocations, project benefits management, scenario modelling and workflow.

- Cloud software
- G-Cloud 9

From this list, it is clear that some are unsuitable for the council's needs. Once these are removed, the final list is as below:

Any Oracle System in the Microsoft Azure Cloud – PDG Consulting

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Microsoft Dynamics 365 for operations finance for local government – Hitachi Solutions Europe

One Council – Technology One UK Ltd

Unit4 Enterprise Resource Planning/Unit4 Student Management – Unit4 Business Software Limited

Any Oracle in the Amazon Cloud – PDG Consulting

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