Wolverhampton City Council

CONFIDENT CAPABLE COUNCIL SCRUTINY PANEL   Date   **18 JULY 2013**

Originating Service Group(s)	**DELIVERY (FUTUREWORKS PROGRAMME)**

Contact Officer(s)/	**KEITH IRELAND**	**HUW MCKEE**
Telephone Number(s)	**4500**	**4036**

Report Title:	**FUTUREWORKS PROGRAMME – PROGRESS UPDATE AND FINAL BUSINESS CASE**

Recommendations

1. That progress on the FutureWorks programme following contract award in April 2013 is noted.

2. That the final business case for the FutureWorks programme is noted.

FUTUREWORKS PROGRAMME – PROGRESS UPDATE AND FINAL BUSINESS CASE

1.   PURPOSE OF THE REPORT

1.1   To provide information about the final business case for the FutureWorks programme and to update Councillors on progress following the award of the contract to Agilisys in April 2013.

2.   BACKGROUND

2.1   The vision for the FutureWorks programme is to transform the ways of working within the wider council to support the vision of a Confident, Capable Council; a better, stronger council, ready and able to deliver the change this city needs.

2.2   This will be achieved through the implementation of new technology and working practices in finance, HR, procurement and payroll activities across the council.

2.3   The council is seeking to re-establish a strong, corporate core which will provide a framework to achieve its ambitions as set out in the 2012-2015 Corporate Plan, under the Confident, Capable Council objective.

2.4   The business need that this programme is addressing is:
- Providing a foundation for change
- Reducing operational risk
- Improving efficiency, simplifying the way the council does business
- Removing barriers to sustained service improvement

2.5   The scope of the programme includes current mainframe systems used and supported primarily by those working in 'back-office' support services functions in the Delivery Directorate:
- Finance,
- Procurement
- Human Resources,
- Payroll, and
- ICT.

2.6   Also in-scope are the tools and business processes used by the schools services team in the Schools, Skills and Learning Division of the Education & Enterprise Directorate.

2.7   The impacts of in-scope services are pervasive as they support the provision and management of all front-line services to customers of the Council, Wolverhampton Homes, West Midlands Pension Fund and schools and academies in the city.

3. FINAL BUSINESS CASE FOR THE PROGRAMME

3.1 The Full (Outline) Business Case for the Programme was approved by Cabinet, following recommendation to approve by the Resources Panel, in April 2013. It provided an overview of the vision and objectives for the Programme, along with details of options considered before arriving at the recommended way forward.

3.2 Following the appointment of Agilisys it has been possible to produce a Final Business Case; a copy is attached at Appendix 1.

3.3 In summary, the Final Business Case covers the following:

(i) Programme Scope
Defines the services that are within the scope of the FutureWorks programme and how the implications for key stakeholders are being managed

(ii) Programme Vision
Explains what the council wants to achieve through this programme

(iii) Target Operating Model
Explains how the council is working with Agilisys to prepare for the new systems and new ways of working.

(iv) Options analysis
Provides an overview of the alternative options that were previously considered leading to the decision to appoint Agilisys.

(v) Benefits Case
Provides an overview of the approach that is being taken to confirm the benefits that will be delivered by the programme (cashable and intangible) and how they will be monitored to ensure they are delivered,

(vi) Constraints and dependencies
Explains how this programme relates to other change initiatives that are underway across the council.

(vii) Governance
Provides cross-references to the Programme Initiation Document (details below) which covers the governance and risk management arrangements in some detail.

(viii) Stakeholder engagement
Explains the approach that is being taken to ensure that stakeholders across the council and in partner organisations are being involved in the programme and consulted on key decisions.

4.   PROGRAMME PROGRESS UPDATE

4.1   Agilisys were appointed as the council's transformation partner for the FutureWorks programme in April 2013. Following contract signature at the end of April the following activities have taken place:

(i)   The joint programme team has been established and is co-located in the Civic Centre.

(ii)   Joint Programme Board meetings have commenced, chaired by the Strategic Director, Delivery.

(iii)   The Programme Initiation Document (PID) has been approved by the Programme Board. The purpose of the PID is to define the programme, and the way it will be controlled and managed. A copy of the PID is attached for information at Appendix 2. [The PID is a technical document and may not be easily understandable to those outside of the target audience, the Programme Team].

(iv)   The Technical Design document has been approved by the Programme Board. This sets out the proposed hardware and software configuration.

(v)   A consolidated risk and issues register has been prepared. The most significant risks identified to date relate to the requirement ensure effective engagement with schools and risks relating to the potential banking contract tender exercise over coming months. Action is being taken to ensure that all risks are managed effectively.

(vi)   High level design workshops have begun. These are led by the Agilisys team and attendees have included representatives from the council's programme team, council departments and partner organisations (including Wolverhampton Homes and West Midlands Pension Fund).

(vii)   Programme assurance arrangements are in place with support from internal audit, external audit (PricewaterhouseCooper's) and Ernst & Young the council's strategic advisors for the programme.

(viii) Stakeholder Engagement is underway, including:
- Regular briefings for managers and staff across the council have begun and will continue throughout the programme
- Business change managers have been seconded to the programme from each directorate
- Stakeholder analyses are being prepared for each directorate
- The Communications and Engagement Strategy is being prepared and sets out who needs to be told what, when and how
- A site visit has been arranged to North Somerset and more visits to Agilisys clients are to follow

- Partner organisations are actively engaged – Wolverhampton Homes, West Midlands Pension Fund and schools
- Fortnightly briefing meetings are being held with the Trade Unions.

(ix)   Preparations for user training have begun:
- A dedicated training team is being established led by an experienced Agilisys training manager who is currently preparing the Training Strategy and Training Needs Analysis – to be followed by the detailed Training Plans
- Introductory training on the Agresso system has begun for the programme team.

(x)   The Target Operating Model (TOM) is being designed. It sets out how the people, processes and technology will be organised in future; the outline TOM is being prepared for presentation to the joint programme board in July and to Councillors in September.

(xi)   Benefits realisation work is underway, using Agilisys's benefits realisation and tracking tools, to confirm the cashable and non-cashable benefits that the programme will deliver and when; and who will own them.

5.   **FINANCIAL IMPLICATIONS**

5.1   As reported to Cabinet on the 8th December 2009, an annual revenue budget of £2.510M was established for the replacement of the core mainframe applications. This budget was incorporated into the Medium Term Financial Strategy for three financial years starting in 2010/2011, making a total of £7.530M.

5.2   The unspent amount of £2.168M in the 2010/2011 budget was subsequently transferred to a specific reserve during the final accounts process, a further £1.832M from the overall net saving from across the Council was also transferred to increase the reserve to £4M.

5.3   Taking into account the 2011/12 Outturn, in addition to budgets earmarked for the replacement of the core mainframe applications during 2012/13, the total revenue resources that are available for the remainder of this Programme stood at £8.205M as at 31st March 2012.

5.4   The 2012/13 outturn is £1.614M this will reduce the reserve established for the programme to £6.591M . £1.650M has previously been approved by cabinet and approval for £0.200M has been requested in the Quarter 3 report. It is important to note that the reserve was set up to cover the one off costs of the programme rather than covering the full cost of ownership over several years.

5.5 The total cost of ownership of the preferred bidder is £7.893M.

Year	Supplier cost £M	Council resources £M	Less potential capitalisation £M	Capital financing charge £M	Annual spend £M	Draw-down of reserve £M
						6.412
1	3.745	1.293	(2.200)		2.838	3.574
2	1.692	0.635	(0.500)	0.440	2.267	1.307
3	0.176			0.540	0.716	0.591
4	0.176			0.540	0.716	
5	0.176			0.540	0.716	
6				0.540	0.540	
7				0.100	0.100	
Total	5.965	1.928	(2.700)	2.700	7.893	

5.6 From year 4 a growth in the MTFS of £0.780M may be required, but the aspiration is to increase savings over the amounts already reported in the MTFS to off-set the additional costs, however in order to be prudent the additional annual costs from financial year 2016/17 will be reflected as growth in the MTFS.

5.7 The cost of £5.965M only includes those areas in scope as agreed during the evaluation process. Any further development/upgrades or implementation of systems that are out of scope will require a business case to establish further funding.

5.8 The savings that have been reported in the Medium Term Financial Strategy are £1.000M in 2014/15 and a further £2.436M in 2015/16; these savings will be delivered across the whole council as a result of the implementation of the new system
[DM/08072013/I]

6. LEGAL IMPLICATIONS

6.1 Throughout the procurement phase, the project received support from both the in-house Legal team and the Council's external legal advisors (Trowers & Hamlins). There are currently no adverse legal implications identified from the set out above.

6.2 The project team will continue to receive legal advice and assistance as and when required.
[MB/04072013/X]

7. EQUAL OPPORTUNITIES IMPLICATIONS

7.1 An Equality Assessment has been completed for the programme and is included as an appendix to the Final Business Case.

7.2 Bidders' equality policies were assessed at Pre Qualification Questionnaire stage during the procurement process to ensure that they meet the Council's minimum requirements.

7.3 Appointments to posts in new structures as a consequence of the programme will be made in line with council Human Resources policies and the trade unions will be consulted as appropriate.

8. ENVIRONMENTAL IMPLICATIONS

8.1 Bidders' environmental management & sustainability policies were assessed at PQQ stage during the procurement process to ensure that they meet the Council's minimum requirements.

8.2 Implementation of new technology and working practices through this programme will significantly reduce the requirement to hold paper records.

8.3 A key deliverable from the programme will be improved management information for decision-making. This includes information, for example, about usage of supplies and services, to enable more sustainable procurement decisions.

<u>Schedule of Background Papers</u>

Report to Performance, Governance and Support Services Scrutiny Panel – 21 June 2012 - *Shared Services Programme Update*

Report to Cabinet (Resources) Panel – 25 July 2012 - *Shared Services Transformation Programme*

Report to Cabinet (Resources) Panel – 11 September 2012 - *Shared Services Transformation Programme*

Report to Cabinet – 14 November 2012 - *Shared Services Transformation Programme*

Report to Performance, Governance and Support Services Scrutiny Panel – 24 January 2013 - *Shared Services Programme Update*

Report to Cabinet (Resources) Panel – 3 April 2013 and Cabinet 10 April 2013 - S*hared Services Transformation – Contract Award*

Report to Cabinet (Resources) Panel – 3 April 2013 and Cabinet 10 April 2013 - S*hared Services Transformation – Full (Outline) Business Case*

Report to Cabinet (Resources) Panel – 21 May 2013 and Cabinet 22 May 2013 - *FutureWorks Programme – Governance Arrangements*

FINAL BUSINESS CASE

Final Business Case

C3 FutureWorks

Project ID	ERP 06
Document Reference	Final Business Case
Author(s)	Pat Main
Version	V0.3
Release Status	~~Draft / Under Review~~ / Signed Off
Date Created	17/06/13
Last Revision Date	04/07/13

Always check you are reviewing the latest version of this document. It is filed in the location given on the Document Controls Page. If you require assistance in using or completing this document, please contact katie.malone@wolverhampton.gov.uk

Document Controls

Version history, quality reviews, approvals and document locations are provided in the following tables:

Version History

Version	Version Date	Author	Reason for change
V0.1	24/05/13	Pat Main	Initial draft of Final Business Case, using the Full (Outline) Business Case as a template.

Updated to reflect the outcome of procurement and programme mobilisation – and to ensure consistency with the PID |
V0.1	12/06/13	Pat Main	Updated financial information provided by Finance so that draft could be finalised.
V0.2	17/06/13	Pat Main	Updated to reflect feedback received on V0.1.
V0.3	28/06/13	Pat Main	Updated to reflect feedback received on V0.2 and from the Councillor Advisory Group meeting on 26/6/13.
V0.3	04/07/13	Pat Main	Updated to reflect feedback received from the Programme Board meeting on 03/07/13.

Quality Reviews

Version	Review Date	Reviewed By	Role	Reviewer Comments
V0.1	12/6/13	City Council Programme Team	Key Stakeholders	Feedback on wording and content taken into account in V0.2
V0.2	21/6/13	City Council Programme Team	Key Stakeholders	Feedback on wording and content taken into account in V0.3
V0.3	03/07/13	City Council Programme Team	Key Stakeholders	Feedback on wording and content taken into account in final version

Approval

Version	Approval Date	Approved By	Approver Comments
V0.1	11/6/13	Programme Sponsor	Agreed
V0.2	27/6/13	Programme Sponsor	Agreed
V0.3	24/7/13	Cabinet	

Document Location

Version	File Name	Location
V0.1	FutureWorks Final Business Case V0.1	FutureWorks SharePoint Library
V0.2	FutureWorks Final Business Case V0.2	FutureWorks SharePoint Library
V0.3	FutureWorks Final Business Case V0.3	FutureWorks SharePoint Library

Glossary

Alcatel period	A period of at least ten days after the notification of an award before the contract is concluded with the successful supplier(s). It is designed to allow unsuccessful bidders to request feedback and consider whether to challenge the award decision before the contract is concluded. It is named after a pair of linked European Court cases which are jointly known as the Alcatel case. The formal name used in the procurement Regulations is the standstill period.
Arm's Length Management Organisation (ALMO)	Wolverhampton Homes is the Arm's Length Management Organisation (ALMO) which manages 23,210 properties, including 1,932 leaseholds, on behalf of the council.
Accelerated Asset Review/FutureSpace	The corporate programme that is overseeing a fundamental review of the council's office and operational property portfolio. The elements that are of specific relevance to this programme relate to the proposed refurbishment of the office accommodation that is occupied by in-scope services.
Back office systems and services	The collective term for the business applications and teams that support the council's finance, HR, payroll and procurement services and the provision of associated management information
Best of Breed	The best product of its type. Under this approach to system procurement organisations purchase software from different vendors in order to obtain the best functionality for each application area; for example, a human resources package from one vendor and an accounting package from another.
Business Implementation Strategy	Describes the communications approaches adopted by FutureWorks, the way in which the programme engages with operational areas and unions and the learning and development people will be provided with. The Business Implementation Strategy will provide an end to end description of what people will see, hear and feel during the move to the new Target Operating Model.

Competitive dialogue procedure	The process, under the procurement Regulations that allows the procuring party to discuss different options with bidders before selecting a solution. It can only be used in certain particularly complex contracts where it is not possible to define the exact technical solution(s) or where discussion of the best legal or financial structure is needed. The competitive dialogue procedure can only be used when the open and restricted procedures are not suitable for the procurement.
Confident, Capable Council (C^3) Future Programme	The collective name for the council-wide transformation initiatives that are currently underway: • FutureWorks • FutureSpace • FuturePerformance • FuturePeople • FutureMoney • FuturePractice Further details are given at Appendix 2.
Customer Relationship Management (CRM)	Customer Relationship Management is a model for managing the organisation's interactions with its Customers. It involves using technology to organise, automate, and synchronise customer records.
Enterprise Resource Planning (ERP)	An Enterprise Resource Planning system is used to manage and coordinate all the resources, information, and functions of an organisation The selected ERP system is Agresso Business World from UNIT4 – referred to as 'Agresso'.
Full (Outline) Business Case (FOBC)	The Full (Outline) Business Case is a version of the Outline Business Case (OBC) describing the case for change, delivery options and associated costs and benefits. It draws upon and refines information presented in the Strategic Outline Business Case and earlier drafts of the Outline

	Business Case.
Final Business Case	The Final Business Case has been developed with the selected supplier, Agilisys, after contract award, during the initial mobilisation phase, and describes the case for change, delivery options and associated costs and benefits. It draws upon and refines information presented in the Strategic Outline Business Case and the Full (Outline) Business Case.
HMRC	Her Majesty's Revenue & Customs
HR	Human Resources
ICTS	Information and Communications Technology Services
Invitation to submit detailed solutions (ISDS)	A document issued during the dialogue process under the competitive dialogue procedure which requires the bidders to submit full details of their proposed solution. In order to formally close dialogue the council must be satisfied that the bidders' proposed solution(s) are capable of meeting its needs. The ISDS will typically be in a dialogue phase following an ISOS.
Invitation to submit outline solutions (ISOS)	A document issued during the dialogue process under the competitive dialogue procedure which requires the bidders to submit initial details of their proposed solution. The response may be evaluated, and this may result in a down-selection of bidders.
Invitation to submit final bids (ISFB) Invitation to submit final tender (ISFT)	A document which invites the remaining bidders in the competitive dialogue procedure to submit their final bids at the end of the dialogue process.
Information Technology Infrastructure Library (ITIL)	A set of practices for ICTS service management that focuses on aligning ICTS services with the needs of business. In its current form (known as ITIL 2011 edition), ITIL is published in a series of five core publications, each of which covers an ICTS service management lifecycle stage
Medium Term Financial Strategy (MTFS)	The Medium Term Financial Strategy (MTFS) draws together the council's vision, priorities and plans, expresses them in financial terms over five years and reconciles them to available resources.

	It therefore helps to provide a holistic view of the council's financial standing and challenges and how it plans to respond to those challenges. The MTFS is an essential element of the council's corporate planning framework
Outline Business Case (OBC)	Outline Business Case is a document describing the case for change, delivery options and associated costs and benefits. It draws upon and refines information presented in the Strategic Outline Business Case.
OJEU	The Official Journal of the European Union.
OJEU notice	A standard form notice published in the Official Journal of the European Union confirming that a contracting authority is intending to procure goods, services or works.
Pre-Qualification Questionnaire (PQQ)	A PQQ enables a contracting authority to evaluate the suitability of potential suppliers in relation to their technical knowledge and experience, capability and financial and economic standing. PQQs are used in the restricted procedure, negotiated procedure and competitive dialogue procedure as a means of selecting the bidder to go forward to the next stage of the procurement process
Public Sector Equality Duty (PSED)	The Public Sector Equality Duty requires all Public Bodies to have due regard to the need to eliminate discrimination, advance equality and foster good relations between different groups.
Shared Services Transformation Programme (SSTP)	The previous name for the FutureWorks Programme
Strategic Outline Business Case (SOBC)	Strategic Outline Business Case is the initial document that describes the strategic reasons and rational for a case initiative.
Target Operating Model (TOM)	The term 'is used to collectively describe the people, processes and technology necessary to deliver the stated aims.
Tier 1 ERP Systems	Tier 1 ERP solutions are designed for large scale organisations and enterprises, for example multi-national corporations and large organisations.

	The solution is provided by the one vendor.
Tier 2 ERP Systems	Tier 2 ERP solutions address all of the application needs of a large company but their applications are less complex. Tier 2 solutions can often be developed by integrating specific functional business tools (e.g. Finance and HR) to achieve a single back office system Agresso is a Tier 2 solution.

Contents

1. Executive Summary

Programme vision

To transform the ways of working within the wider council to support the vision of a Confident, Capable Council; a better, stronger council, ready and able to deliver the change this city needs.

What the council aims to achieve

To enable business and organisational change through the implementation of new technology and working practices for finance, HR, procurement and payroll activities across the council.

The council is seeking to re-establish a **strong, corporate core** which will provide a framework to achieve its ambitions as set out in the 2012-2015 Corporate Plan. This means:

- Better-quality management information
- Clear, easy-to-follow business rules
- Stronger project management and delivery
- The support, the tools and the space to manage effectively
- One way for each process.

The Corporate Plan contains a number of initiatives which have the combined aim of improving how the council delivers services to the citizens, business and communities of Wolverhampton. Transformation to become a Confident, Capable Council will be the result of activity around:

- People
- Money
- Property
- Governance.

The aim is to achieve:

- Changes in behaviour
- Systemic simplicity
- Lower fixed and running costs

- Excellent outcomes
- Improved customer satisfaction.

The council-wide budget reduction target of £59M in the latest Medium Term Financial Strategy requires the council to radically review how it currently provides services.

In order to achieve this vision and deliver budget savings, the council has identified that a business change programme, underpinned by modern technology is required. The objective is to strengthen and support council wide management practices and corporate controls and to establish efficient processes in finance, human resources, payroll, procurement and parts of ICTS.

The case for change

The council has delivered a number of tactical technology change and service improvements over recent years. However the current technology and associated council-wide working practices remain a constraint, against a backdrop of evolving local government business models, changing demand for services and increasing budgetary restraints.

The business need that this programme is addressing is:

- Providing a foundation for change
- Reducing operational risk
- Improving efficiency, simplifying the way the council does business
- Removing barriers to sustained service improvement
- Improved management information.

A solution is required that will address the above business needs, give the council access to best practice and form the **foundation** for delivery of further change.

Business case development

In July 2012 the council developed a Strategic Outline Business Case (SOBC) in advance of issuing an OJEU procurement notice to procure a technology and business change solution.

At that time the programme was referred to as the Shared Services Transformation Programme (SSTP); it is now known as the FutureWorks Programme.

The full FutureWorks programme will include a range of initiatives, details at Appendix 2. This Business Case focusses on requirements relating to

implementation of the new ERP system, Agresso, and associated business transformation.

In February 2013 the council produced an Outline Business Case (OBC) which included revised information based on:

- Further analysis and review of the requirements and scope of services by the council.
- The completed Pre-qualification Questionnaire (PQQ) Documentation and Invitation to Submit Outline Solution (ISOS) responses received during the OJEU procurement.
- The interim Invitation to Submit Detailed Solution (ISDS) responses from the two shortlisted bidders plus information provided and matters raised during dialogue meetings.
- The outcomes of Competitive Dialogue in advance of the Invitation to Submit Final Tender.

The objective of the OBC was to consolidate and record any refinements and changes to requirements that the council had made since the original SOBC was published.

In April 2013, having concluded competitive dialogue a Full (Outline) Business Case was approved by Cabinet at the conclusion of competitive dialogue. It included updated summary level programme costs, benefits, delivery timelines and resource impacts.

This Final Business Case has been developed after contract award to Agilisys, during the initial programme mobilisation phase. It draws upon and refines information presented in previous business case documents.

Appointment of Agilisys

As explained above, the council embarked on the current procurement route in July 2012 and has successfully completed the procurement process. The outcome was to award the contract to Agilisys in April 2013.

The services to be provided by Agilisys under the FutureWorks programme are detailed in the Programme Initiation Document that has been prepared in partnership with their team.

Contract with Agilisys

The council has entered into a five year contract with Agilisys from April 2013 to deliver technology and business change services.

The majority of the business change and systems implementation will occur in the first two years of the programme.

The council has the option to extend (at its absolute discretion) the term of the contract by two further three year periods should it decide to do so.

In-scope services

The current mainframe systems are used and supported by teams based in the Delivery Directorate:

- Finance
- Procurement
- Human Resources
- Payroll
- Parts of ICTS.

While the primary focus will be on services provided by the Delivery Directorate, during the design and implementation phases, action will be taken to identify in-scope activities that are currently undertaken in other directorates. Where appropriate these will be included in the Target Operating Model.

Also in-scope:

- the tools and business processes used by the schools services team in the Schools, Skills and Learning Division of the Education & Enterprise Directorate

- any activities that are currently carried out in other directorates, in particular transaction processing, where it is concluded that they will be provided more effectively as part of the new Target Operating Model.

The impacts of in-scope services are pervasive as they support the provision and management of all front-line services to customers of the council, Wolverhampton Homes (the arms-length housing management organisation, ALMO), West Midlands Pension Fund and schools and academies in the city.
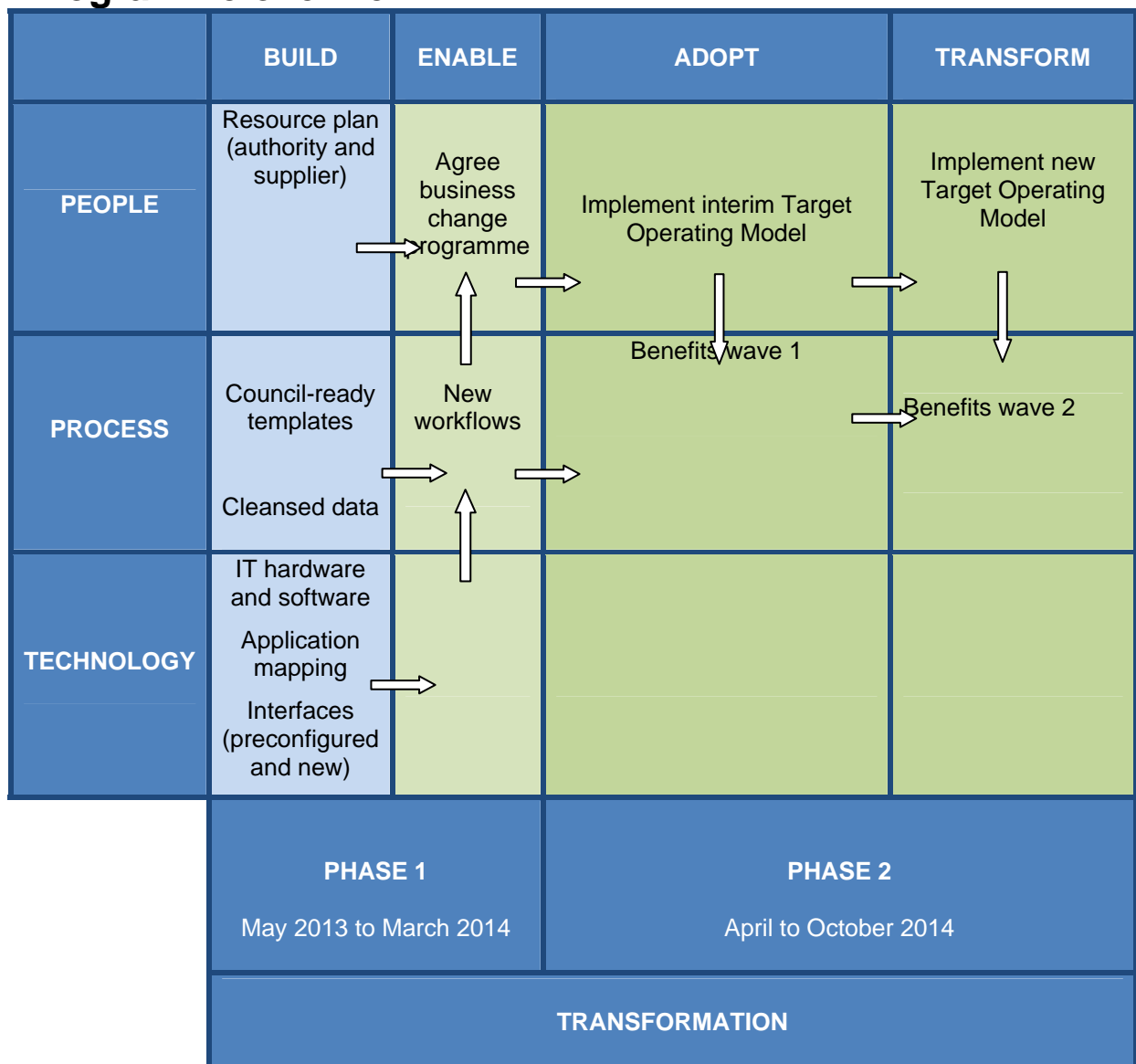
Out of scope services

- Bespoke Finance, Payroll and HR services provided by the Schools, Skills and Learning Service to Schools and Academies.

Added value services

- Customer Relationship Management (CRM) is not currently in scope of this procurement, however it is recognised that it will have a significant interdependency with the finance, HR, payroll and procurement system data sets and workflows. The opportunity for Agilisys to provide a CRM solution was raised during competitive dialogue and this option may yet be pursued.

- In addition, the provision of Electronic Document Management solution was highlighted by Agilisys as an area of added-value that may be considered.

Programme overview

	BUILD	ENABLE	ADOPT	TRANSFORM
PEOPLE	Resource plan (authority and supplier)	Agree business change programme	Implement interim Target Operating Model	Implement new Target Operating Model
PROCESS	Council-ready templates Cleansed data	New workflows	Benefits wave 1	Benefits wave 2
TECHNOLOGY	IT hardware and software Application mapping Interfaces (preconfigured and new)			

PHASE 1	PHASE 2
May 2013 to March 2014	April to October 2014

TRANSFORMATION

Target operating model

The key objectives of the future operating model are to:

- Make greater use of **self service** to allow the deployment of specialist skills in strategy and complex issues
- Introduce a **Transactional Hub**, to reduce operational cost and risks associated with delivery
- Provide a platform to allow the addition of **other services** in future.

Cost and benefit summary

There are a number of benefits that this programme will deliver, which support the **Confident, Capable Council** objective:

- **Efficiency Benefits**: Providing a foundation for change through improved financial control and financial planning; reducing the cost of providing in-scope services
- **Customer Satisfaction Benefits**: Improving service quality through the provision of consolidated management information to make quick and informed decisions; improving the quality and scope of support to customers of the in-scope services
- **Compliance Benefits**: Reducing risk through the implementation of new business applications
- **Transformation Benefits**: Providing flexibility to adopt new service delivery models and new ways of working.

The council undertook work with the selected supplier, Agilisys, during the competitive dialogue process to review and refine the programme cost and benefit calculations.

The indicative programme costs, based on Agilisys's final submission and estimates of internal council resources, total £7.89M

A detailed description of the costs is given in the table below.

Year	Supplier cost £M	Council resources £M	Less potential capitalisation £M	Capital financing charge £M	Annual spend £M	Draw-down of reserve £M
						6.412
1	3.745	1.293	(2.200)		2.838	3.574
2	1.692	0.635	(0.500)	0.440	2.267	1.307
3	0.176			0.540	0.716	0.591
4	0.176			0.540	0.716	
5	0.176			0.540	0.716	
6				0.540	0.540	
7				0.100	0.100	
Total	**5.965**	**1.928**	**(2.700)**	**2.700**	**7.893**	

From year 4 a budget growth in the MTFS of £0.780M may be required, but the aspiration is to increase savings over the amounts already reported in the MTFS to off-set the additional costs, however in order to be prudent the additional annual costs from financial year 2016/17 will be reflected as growth in the MTFS.

The programme implementation activities will require a significant number of council resources to deliver the change.

The current estimates are that up to 50 council people will be involved in the delivery of this programme at a cost of £1.928M. The council will be responsible for leading on a variety of roles, from programme management through to business change and testing resources. It should be noted that not all resources will be allocated full time to the programme; however costs will be allocated to 'back-fill' resources where appropriate. The approach to staffing the joint programme team is detailed in the Programme Initiation Document.

The current programme is targeted in the council's Medium Term Financial Strategy with delivery of at least **£1.0M recurrent savings in 2014/15 plus a further £2.4M in 2015/16 onwards**.

Now that the contract has been awarded, the programme team is working with Agilisys to refine the benefits model and return on investment. During dialogue the opportunity to realise £1.2M cashable savings in 2014/15 and then a further £2M in 2015/16 were discussed. This is £0.4M less than the MTFS target. This was based

on efficiency reductions of a minimum of 37% when the new operating model is established, moving from 224 FTE in the in-scope teams to 141 FTE.

Programme dependencies and constraints

A number of potential dependencies and constraints have been identified during dialogue that will have to be managed moving forward to the implementation phase. These include:

- Other legacy systems
- Other corporate programmes
- The capability, experience and availability of resources
- Ensuring the commitment and awareness of stakeholders.

Programme governance

The approach to managing the programme is detailed in the Programme Initiation Document.

Stakeholder engagement

The FutureWorks stakeholder engagement strategy will be used to confirm the level of commitment and involvement required by all stakeholders impacted by the programme implementation and identify their specific expectations in order to develop actions to create acceptance and buy-in.

Stakeholder engagement at all levels will be tailored to reflect programme timescales, recognising that different engagement is needed in different programme phases.

The approach to programme communications and stakeholder engagement during the procurement stages was deliberately 'low key'. Progress against key milestones was reported, mainly targeted at staff in the in-scope services, but no details of the potential scope of change that the programme will deliver.

In the month prior to announcement of the selected bidder (April 2013) communications activity took place to start to raise the profile of the programme, in particular awareness among managers and staff of its scope and objectives.

Communication plans for subsequent phases (May 2013 onwards) are being developed in partnership with Agilisys during the mobilisation phase and will be described in the Communications and Engagement Strategy.
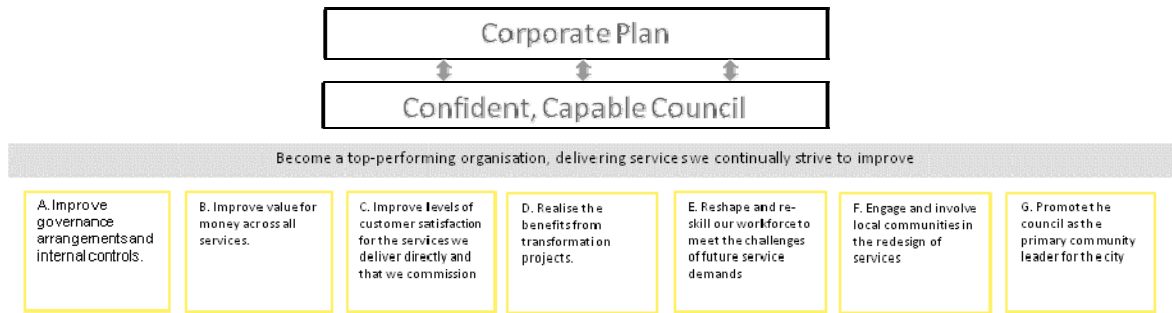
2. Introduction

'In partnership with our communities and our staff, we will continue to reshape the council's services and its internal organisation as we work to achieve our goal – a more efficient, customer-focused council that meets the city's future needs and delivers the best value-for money.

A key aspect of this has been, and will continue to be, the need to achieve financial savings. The Savings Programme has met the necessary targets over the last two years to enable the council to balance its budget, but similar financial pressures will continue in the foreseeable future, and increasingly transformational changes will be needed to meet these pressures while still achieving our strategic aims and delivering essential services.'

Wolverhampton City Council Corporate Plan 2012 - 2015

To achieve the ambition of a **Confident, Capable Council**, the following themes have been identified in the Corporate Plan as priority focus areas over the next 3 years in order to become a top-performing organisation, delivering services that we continually strive to improve:

- Improve governance arrangements and internal controls
- Improve value for money across all services
- Improve levels of customer satisfaction for the services we deliver directly and that we commission
- Realise the benefits from transformation projects
- Reshape and re-skill our workforce to meet the challenges of future service demands
- Engage and involve local communities in the redesign of services
- Promote the council as the primary community leader for the city

| Corporate Plan |
| Confident, Capable Council |

Become a top-performing organisation, delivering services we continually strive to improve

| A. Improve governance arrangements and internal controls. | B. Improve value for money across all services. | C. Improve levels of customer satisfaction for the services we deliver directly and that we commission | D. Realise the benefits from transformation projects. | E. Reshape and re-skill our workforce to meet the challenges of future service demands | F. Engage and involve local communities in the redesign of services | G. Promote the council as the primary community leader for the city |

As stated in the Corporate Plan, realising this vision will require changes that will impact the council's people, processes and technology as well as touching the services that the council provides.

The vision will be delivered through a number of key business change projects and programmes including those identified in the 2012-2015 Corporate Plan:

- FutureWorks - using ICT as an enabler
- FutureSpaces – making more effective use of property assets
- FuturePractice - efficiencies through better procurement
- FuturePeople - workforce development, and
- Delivering change through systems thinking and other interventions

Further information about other transformation programmes is given at Appendix 2.

It must be stressed that the FutureWorks programme is not simply a technology-led, ICT system replacement programme. The replacement business system with integrated tools and data will **enable** the new organisation design and deliver more efficient, customer-focused and cost effective services.

The key objective of this programme is to deliver business and organisational change to transform the ways of working within the council.

Drivers for change

The council aims to deliver its business more efficiently in terms of corporate management, financial management, procurement, HR and payroll.

The council has recognised that in order to achieve its ambitions, the current ways of working must change. The business drivers are:

(i) Improving efficiency, simplifying the way the council does business

Section 3 below sets out how the in-scope services currently operate. The key observations from the current operating model are:

- Current business workflows are fragmented across each of the service 'silos'
- Workflows are inefficient and costly compared to industry good practice
- Similar transactional processes are undertaken throughout the council and there is a duplication of effort and responsibilities.

An aim for this programme is to streamline the common and repeated workflows and automate the low value, high volume work. This will allow council staff time to work on the added value activities, providing more capacity to meet challenges and stretching roles for individuals.

(ii) Providing a foundation for change

The current technology supporting finance, HR, payroll and procurement operations has been identified as a barrier to change. The mainframe applications sit at the heart of the business and resource management of the council.

A new system will help to deliver efficiency, giving the council ready access to good practice solutions and acting as the foundation for delivery of the 2012-2015 Corporate Plan.

The council has delivered a number of system changes and improvements over recent years for other services; however the legacy mainframe technology architecture and associated working practices remain a constraint, against a backdrop of evolving local government business models, changing demand for services and increasing budgetary restraints.

The current HR service, for example, has very limited IT systems to support operations. HR business workflows are reliant upon significant numbers of staff utilising completely manual systems, which is both inefficient and unnecessarily costly; these staff could be freed up to perform work of greater value to the council. As part of this programme, workflows will be reviewed with a view to efficiencies being achieved through the implementation and use of new technology.

(iii) Reducing risk

The mainframe applications present the council with significant risks. Their management, maintenance and operation require the increasingly specialist skills and knowledge of a limited number of people given that much of it is bespoke and outdated technology.

To compound this, the council needs to respond to external sources of change, particularly legislative change. For example, the new HMRC

regulations require increased flexibility and real-time updates, which the current system cannot fully automate and therefore relies on significant manual effort. This increases the risk of non-compliance and the council being subject to financial penalties.

This presents the council with an unacceptable financial, operational and reputational risk.
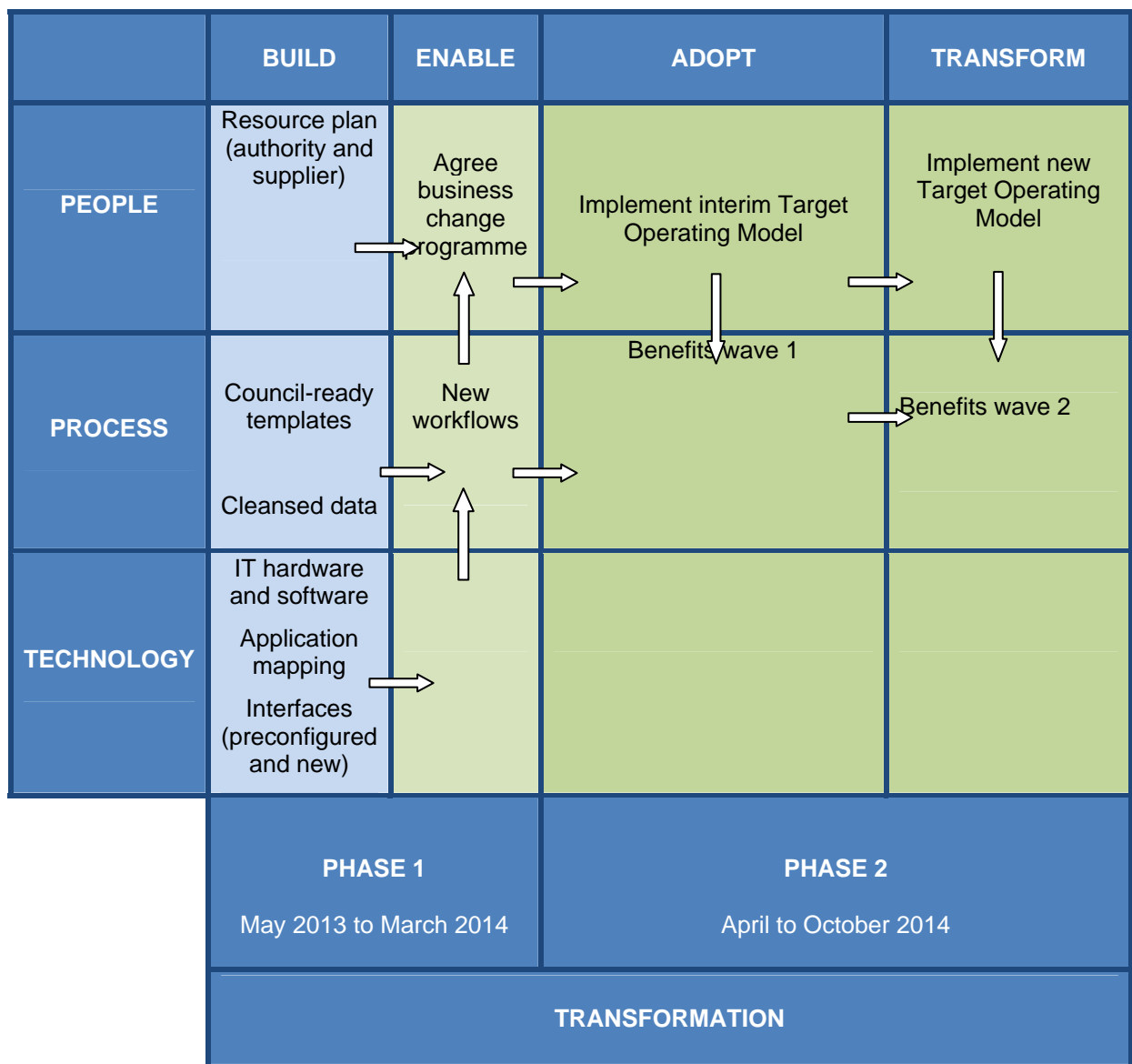
(iv) **Delivering transformational change**

The programme of change will focus on changes to working practices and how the in-scope services are organised in order to achieve significant service improvements and efficiencies, supported by the latest technology.

3. Programme Scope

Overview

The objective of this programme is to work with Agilisys to deliver specific business outcomes. The primary focus will be on delivering people, process and technology change within the finance, HR, payroll and procurement functions through a transformation programme as described below.

	BUILD	ENABLE	ADOPT	TRANSFORM
PEOPLE	Resource plan (authority and supplier)	Agree business change programme	Implement interim Target Operating Model	Implement new Target Operating Model
PROCESS	Council-ready templates Cleansed data	New workflows	Benefits wave 1	Benefits wave 2
TECHNOLOGY	IT hardware and software Application mapping Interfaces (preconfigured and new)			

PHASE 1	PHASE 2
May 2013 to March 2014	April to October 2014

TRANSFORMATION

For planning purposes, the programme has been split into two phases.

Phase 1 covers the Build and Enable stages.

(i) **Build**: The initial stage of the programme, commencing May 2013, is designed to deliver the activities required for a successful transformation programme. From a people perspective, the programme team will need to contain sufficiently skilled resources from both Agilisys and the council. The build phase also contains the activities to design and deliver a suitably robust technology solution which contains pre-configured good practice processes and workflows.

(ii) **Enable:** The objective of the enable stage, which ends in March 2014, is to begin the programme of change and to design and agree what the future service will look like. This will include radical changes to in-scope process workflows throughout the council.

Phase 2 then focuses on adopt and transform:

(iii)**Adopt:** The adopt stage commences in April 2014 and is the point at which the council will transition into the new ways of working. A set of new roles and responsibilities and interim organisational design will be established based on the business tools.

(iv) **Transform:** covers implementing the changes and realising the benefits. This will include embedding the new ways of working and organisation design. It may also include adding additional services, on a business case basis, to deliver further change.

Programme approach

The approach to managing the programme is detailed in the Programme Initiation Document that has been prepared in partnership with Agilisys.

Functional requirements

Details of the council's functional requirements for the finance, HR, payroll and procurement solution were documented and issued in 2012 as part of the ISOS and ISDS processes to inform bidders' responses during competitive dialogue. Subsequently, they were reviewed and refined during dialogue, in consultation with Agilisys.

Services that are in scope

The following council services fall within the initial scope of this programme:

(i) Finance

> **Strategic Finance** is responsible for providing high quality, dependable and responsive accountancy services to the council and the West Midland Pension Fund.
>
> **Operational Finance** provides the council's integrated banking, debt management and creditors (accounts payable) service along with responsibility for the transactions and procedures that underpin the council's banking and income management functions.
>
> Also in-scope:
>
> - the finance tools and business processes used by the **schools services** team in the Schools, Skills and Learning Division of the Education & Enterprise Directorate.
>
> - any other finance activities that are currently carried out in other directorates, in particular **transaction processing**, where it is concluded that they will be provided more effectively as part of the new Target Operating Model.

(ii) Procurement

> Procurement provides commercial management approaches and advice on procurement of goods and services to ensure that the council complies with good practice and relevant local, national and European procurement legislation. It is responsible for achieving targeted procurement savings and best value in procurement processes.
>
> The council currently uses the EGS Marketplace and INTEND systems to support Procurement activities. Where possible the Agresso system will be required to accommodate or replace the functionality of these products within the proposed solution, whichever is the most cost effective approach.

Also in-scope:

- the procurement administration tools and business processes used by the **schools services** team in the Schools, Skills and Learning Division of the Education & Enterprise Directorate.

- any other **procurement administration** activities that are currently carried out in other directorates, in particular transaction processing, where it is concluded that they will be provided more effectively as part of the new Target Operating Model.

The technology solution will be required to replace with existing procurement technology but will also form the foundation for more effective procurement, contract management and cost control.

The improvement activities that are already in progress in Procurement will continue as planned and they are being integrated where appropriate into this programme.

(iii)Human Resources

The **central HR team** provides advice and guidance on operational HR issues to the council (including West Midlands Pension Fund) including recruitment and selection, discipline and grievance, management of attendance and conditions of service. The service is responsible for providing resource and reward strategies, workforce planning and development, competence framework and performance management. It also contains the Health and Safety services for the council.

Also in-scope:

- the finance tools and business processes used by the **schools services** team in the Schools, Skills and Learning Division of the Education & Enterprise Directorate.

- any other finance activities that are currently carried out in other directorates, in particular **transaction processing**, where it is concluded that they will be provided more effectively as part of the new Target Operating Model.

Many aspects of HR operations are not automated. Work is already in progress to transform elements of HR activity in advance of embarking on this programme. The improvement activities that are already in progress in HR will continue as planned and they are being integrated where appropriate into this programme.

(iv)   Payroll

The Payroll team provides services to the council (including West Midlands Pension Fund), schools, Wolverhampton Homes, Academies and 14 other external organisations.

(v) ICTS

ICTS provide the technical resource specialists to support and maintain the business applications. There are currently six ICTS resources dedicated to supporting the in-scope business systems.

Partner organisations

The council provides in-scope services to the following:

- The **West Midlands Pension Fund** is administered by a dedicated council team on behalf of all local authorities in the West Midlands and other member employers. The council provides similar services to the **West Midland Integrated Transport Authority Pension Fund**.

- **Wolverhampton Homes** has its own financial management and HR teams. It currently uses the council's mainframe financial systems and is a customer for the payroll service. The council intends to continue to provide payroll services and use of the Agresso system, including cash receipting to Wolverhampton Homes

- The council will also continue, through the Schools, Skills and Learning team in the Education & Enterprise directorate, to provide a finance and HR service for local **schools and academies** as well as looking to maintain its customer base for these services.

These partner organisations – which operate at various sites – are currently customers or partners of the council for the in-scope services and will be key stakeholders during implementation of the chosen solution.

Out of scope services

- Bespoke Finance, Payroll and HR services provided by the Schools, Skills and Learning Service to Schools and Academies.

Added value services

Customer Relationship Management (CRM) is not currently in scope of this procurement, however it is recognised that it will have a significant interdependency with the finance, HR, payroll and procurement system data sets and workflows.

The opportunity for Agilisys to provide a CRM solution was raised during competitive dialogue and this option may yet be investigated further.

In addition, the provision of an Electronic Document Management solution was highlighted by Agilisys as an area of added value that may be considered.

4. Programme Vision

Vision

To transform the ways of working within the wider council to support the vision of a Confident, Capable Council; a better, stronger council, ready and able to deliver the change this city needs.

What the council aims to achieve

To enable business and organisational change through the implementation of new technology and working practices in finance, HR, procurement and payroll activities across the council.

As described above, the council's vision is to achieve its ambition of being a **Confident, Capable Council**. A number of initiatives have been identified in the council's Corporate Plan as priorities over the next 3 years.

The focus of this Final Business Case is aligned to the 'Replacing Information & Communication Technology (ICT) Infrastructure' initiative, and in particular, using ICT as an enabler by replacing the current business applications that support the finance, HR, payroll and procurement functions.

However, it must be stressed that this programme is not simply a technology-led, ICT system replacement programme. The replacement business system with integrated tools and data will *enable* the implementation of a new organisation design and deliver more efficient, customer-focused and cost effective services.

The integrated replacement business system will be based on the Agresso system, covering the core finance, HR, payroll and procurement business applications. The Agresso system comprises a number of elements and implementation will be based on Agilisys's pre-configured good practice workflows for Local Government.

5. Target Operating Model

The term 'Operating Model' is used to collectively group the people, process, technology activities necessary to deliver a service or function's stated aims.

The As-Is operating model

The council is organised into four Directorates; Delivery, Education & Enterprise, Office of the Chief Executive and Community. The organisational structure is described in the Corporate Plan, which also describes the services that each of the Directorates is responsible for.

The services delivered by Directorates are wide ranging and complex. However, they all rely on services which are provided in the main by the Delivery directorate (finance, human resources, procurement, payroll and ICTS). Collectively, these services are tasked with providing the **strong, corporate core** to underpin council activities.

This Final Business Case considers how, through the implementation of technology, the corporate core can be strengthened.

The objective of this programme is **to deliver business and organisational change to transform the ways of working within the wider council to support the vision of a Confident, Capable Council.**

A key aim is therefore to introduce and establish good practice business processes. There is recognition and acknowledgement in the council that the current workflows contain inefficient practices, linked to the operation of the mainframe application.

The introduction of good practice processes will change the way the service currently works. Consequently, the skills and roles to deliver these processes will change, be different or in some cases will no longer be required.

The current organisation structure is split by functional service areas (finance, HR, procurement, payroll). A high level assessment of the current organisational model was undertaken with Agilisys as part of the competitive dialogue. The key observations from the current operating model, and the associated challenges are as follows:

- The current business workflows are fragmented across each of the functional service 'silos'

- The current workflows are inefficient and costly compared to industry good practice
- Similar transactional processes are undertaken throughout the service and there is a duplication of effort and responsibilities.

In preparation for dialogue the council undertook a detailed mapping of business processes in order to capture a baseline for this programme. At a summary level, the in-scope services deliver the following business processes:

Service	Number of Business Processes
Strategic Finance	28
Operational Finance	64
HR	38
Payroll	18
Procurement	13
Total	**161**

The table above is provided to highlight the scale of change, as many, if not all of the 'as-is' processes will be impacted. Some processes may even be deemed no longer necessary and new ones will be introduced.

This will have a significant impact on the people who currently provide the services ranging from minor activity amendments through to no longer having an activity to undertake.

An integrated change programme is therefore required that includes organisation design, process redesign and new technology.

Target operating model options

A stated objective is to implement good practice local government processes based on an appropriate technology system. The council has engaged with Agilisys to procure a solution which is capable of meeting this strategic requirement.

The future view of how the services will be delivered is very different to the current ways of working. The council must therefore consider the organisational structure,

skills and roles and responsibilities that it needs to deliver the new business processes. These are grouped in the 'Target Operating Model' which describes the council will work.

A number of options have been considered by the council when considering implementing a programme of change. In terms of Operating Model considerations, in addition to 'do nothing', when preparing to go to the market two approaches were assessed:

(i) Implement technology change only

The council could have procured a like for like replacement ICT system to deliver the core Finance, HR, Procurement & Payroll systems. This would deliver system delivered process efficiencies. It would address the issue of process fragmentation, but the council's processes would still be inefficient, costly and duplicated. The staffing costs to deliver the service are not likely to reduce significantly.

(ii) Implement a new operating model

To implement a new operating model whereby the council will redesign the organisational, structures and roles to deliver the efficient business processes.

The key objectives of this approach are to:

- Make greater use of self service to allow the deployment of specialist skills in strategy and complex issues
- Introduce new organisation structures for in-scope services, to reduce operational cost and risks associated with delivery
- Provide a scalable platform to allow the addition of future services.

This is the model that was subsequently selected as the basis for procurement.

During dialogue it became clear that the council should consider the following key components in the future design:

Self Service: employees and managers have instant access to information. They also undertake a number of tasks rather than dealing directly with the service, e.g. changing their own personal details online.

Transactional Hub: establishing a multi-disciplined team that can undertake a number of common activities, eg order and invoice processing, insurance claim processing.

Target operating model principles

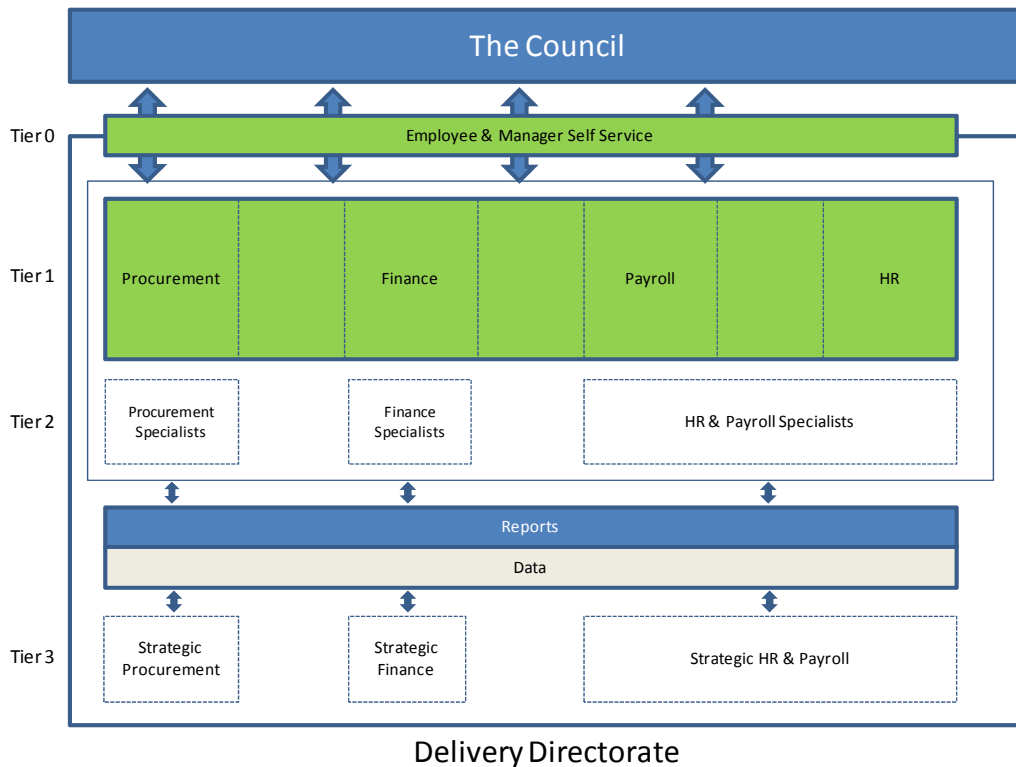The council has specified the following principles for the Target Operating Model.

(i) Organisational design

The current number and cost of in-scope staff in the Delivery directorate are detailed in the table below:

Service	Annual Budget £M	FTE
Finance	3.33	95
Human Resources	3.07	84
Payroll	0.63	24
Procurement	0.74	21
Total	**7.77**	**224**

Also in-scope are any of the above activities that are currently carried out in other directorates, in particular transaction processing, where it is concluded that they will be provided more effectively as part of the new Target Operating Model. The scope of these activities and staff numbers are to be quantified as part of the programme's benefits realisation activity.

The council will work with Agilisys to design new organisation structures to underpin the Target Operating Model. Key design components will be the introduction of 'Tiers of Service' and a Transactional Hub.

The Council

Tier 0 — Employee & Manager Self Service

Tier 1

| Procurement | Finance | Payroll | HR |

Tier 2

| Procurement Specialists | Finance Specialists | HR & Payroll Specialists |

Reports

Data

Tier 3

| Strategic Procurement | Strategic Finance | Strategic HR & Payroll |

Delivery Directorate

Tier 0 - Self-Service   Providing council staff and managers with direct electronic access to information to undertake tasks and resolve issues. Examples of Tier 0 functionality is employees automatically updating personal details (change of address etc)

Tier 1 - Operational   The first line of support in the Transactional Hub, where routine transactions or enquiries can be dealt with by team members without the need for specialist support. For example, Tier 1 support may include guidance and advice to managers on how to recruit a new employee.

Tier 2 - Professional   This level contains the specialist resource, the 'professional' tier where responsibility for casework and complex activities will be undertaken.

Tier 3 - Strategic   These staff will be located outside of the Transactional Hub. They will consist of Business Partners and Centres of Expertise. Together they will provide strategic support and direction to the council and its managers. This tier will focus on the medium to long term

plans of the council and should not be involved in the day to day activities.

(ii) Processes and procedures

New ways of working will be based on good practice processes and local government-specific implementation and configuration services proven to accelerate, de-risk and assure affordability of the solution.

Agilisys's transformation management services will be followed to ensure business readiness and benefits realisation as well as organisational, process and culture change in the in-scope services.

The new workflows will be designed on the assumption that extensive use will be made of manager and employee self-service functionality in the Agresso system.

(iii)Technology

The Agresso system is based on a highly resilient, high performance, cost effective infrastructure design and build (including provision for cost effective disaster recovery arrangements to be housed in the council's data centres).

The Agresso system management and infrastructure management services will be established in line with the council's intention to become largely self-sufficient in this area.

The Agresso system is a highly integrated solution which will require an enhanced level of technical support to ensure it remains operational and fulfils the demands of the council, both current and in the future. The introduction of Agresso will necessitate the introduction of some specialist design functions, both at the functional level and the technical level of the Agresso system to manage the strategic development and enhancement of the solution.

The ICT Support Model will need to be refined to incorporate these new activities as well as supporting:

- An ITIL based Service Management function will provide first, second and third line support for Agresso. Issues and problems will be recorded and assigned a priority defining the target response and resolution times enabling performance and availability monitoring of Agresso and support services to both the council and third parties.

- Formalised processes, including roles and responsibilities for the management of change to Agresso and associated environments, including release, testing and configuration activities, will be introduced.
- A capability to develop, maintain and support the linkages to other line of business applications so that data may flow seamlessly between them. This capability will be extended to support workflow enhancements and management information requirements, ensuring 'one version of the truth'.
- Technical infrastructure and data management services will enable the delivery of Agresso and ensure the data is secured against system failure or data exposure, leakage or loss.

(iv)   Role of council managers

There is a requirement to ensure that council managers are well-prepared for the new ways of working and new systems. They are likely to require support and training, not only on the new workflows and technology, but also to ensure that they are fully aware of the council's expectations of them, for example, as a budget holder and team leader.

There are plans for the council's Human Resources team to initiate a leadership and management development programme during 2013/14 as part of a wider Organisation Development initiative. This will be managed outside of, but parallel to, this programme. It will be critical to help mitigate the risks of managers not being ready for the wider organisation culture change that this programme depends on.

Target operating model implementation

Work is now underway with Agilisys to confirm the Target Operating Model and how it will be implemented.

Using the council's objectives and the approach outlined in Agilisys's bid as a baseline, the Target Operating Model defines the council's working practices and processes, the information it requires and the capabilities and technology that support future operations. It also describes some of the 'soft' aspects of working in the future operation, including the attitude and abilities of staff and how they will describe working in the new service area. Equally important is the ability to improve the quality and efficiency of the service experience to those that use the new operation.

The Target Operating Model builds upon the vision to describe the way in which services will be delivered. It describes the high level processes within the new business, operating structures and role profiles. Based upon existing and projected work volumes, it specifies the size of the team required to deliver the new services. Importantly, it outlines how the new model will allow employees to grow and develop their careers within and beyond the new operating model.

The Target Operating Model is a structured way of presenting information and allows consensus to be achieved to balance conflicting demands and dependencies whilst creating a coherent "whole system" design and engaging both those employees who directly deliver services in the new model and other stakeholders. It describes the stages and processes that will support people through the change, how decisions will be made and what changes mean in reality for those affected.

The Target Operating Model should be read in conjunction with the Business Implementation Strategy that will describe in more detail the communications approaches adopted by FutureWorks, the way in which the programme engages with operational areas and unions and the learning and development people will be provided with. The Business Implementation Strategy will provide an end to end description of what people will see, hear and feel during the move to the new model.

The Target Operating Model also forms the basis for realisation of the benefits anticipated within the programme. Both cashable and non-cashable benefits will be described against each of the interim and Target Operating Models.

6. Options Analysis

Over recent years the council has considered a range of options to replace the current finance, HR, payroll and procurement systems and modernise working practices, encompassing the consideration or active pursuit of a number of courses of action, including divestment and strategic partnership. The costs and benefits of options considered have been captured and appraised in order to quantify the investment required, and the potential benefits.

A summary of the options analysis is provided in Appendix 3.

Appointment of Agilisys

The council embarked on the current procurement route and in July 2012. Since then, the council has successfully completed the procurement process. The outcome was to award the contract to Agilisys in April 2013.

The services to be provided by Agilisys under the FutureWorks programme are detailed in the Programme Initiation Document that has been prepared in partnership with their team.

7. Benefits Case

Overview

Since December 2010, following KPMG's options review (details at Appendix 3), the programme has been targeted in the council's Medium Term Financial Strategy with delivery of at least **£1.0M recurrent savings in 2014/15 plus a further £2.4M in 2015/16 onwards**.

Baseline costs 2013/14

The approved budgets for the in-scope services in the Delivery directorate total £7.8M and 224 FTEs.

Service	Annual Budget £M	FTE
Finance	3.33	95
Human Resources	3.07	84
Payroll	0.63	24
Procurement	0.74	21
Total	**7.77**	**224**

The operating costs of staff and technology directly associated with running the current mainframe applications are:

Cost Category	Yearly Cost £M
Current Technical costs	0.46
ICTS staff costs	0.30
Total	**0.76**

The total in-scope baseline cost is therefore £8.65M per annum.

While the primary focus for delivering savings will be on services provided by the Delivery Directorate, during the design and implementation phases action will be taken to identify in-scope activities that are currently undertaken in other directorates. Where appropriate these will also be included in the Target Operating Model and benefits target.

Programme budget

As reported to Cabinet in December 2009, an annual revenue budget of £2.51M was established for the replacement of the core mainframe applications. This budget was incorporated into the Medium Term Financial Strategy for three financial years starting in 2010/2011, making a total budget of £7.53M.

The unspent amount of £2.16M in 2010/2011 was subsequently transferred to a specific reserve during the final accounts process and a further £1.83M from the overall net saving from across the council was also transferred to increase the reserve to £4.0M.

Taking into account the 2011/12 outturn, in addition to budgets earmarked for the replacement of the core mainframe applications during 2012/13, the total revenue resources that were available for the remainder of the programme stands at £8.2M

The 2012/13 programme outturn was £1.614M; this will reduce the reserve established for the programme to £6.591M. £1.650M has previously been approved by Cabinet and approval for £0.200M was requested in the Quarter 3 2012/13 budget monitoring report.

It is important to note that the reserve was set up to cover the one off costs of the programme rather than covering the full cost of ownership over several years.

The total cost of ownership of the preferred bidder, Agilisys, is £7.893M.

From year 4 a budget growth in the MTFS of £0.780M may be required, but the aspiration is to increase savings over the amounts already reported in the MTFS to off-set the additional costs, however in order to be prudent the additional annual costs from financial year 2016/17 will be reflected as growth in the MTFS.

The cost of £5.965M only includes those areas in scope as agreed during the evaluation process. Any further development/upgrades or implementation of systems that are out of scope will require a business case to establish further funding.

The savings targets that have been reported in the Medium Term Financial Strategy are £1.000M in 2014/15 and a further £2.436M in 2015/16, these savings will be delivered across the whole council as a result of the implementation of the new system.

Indicative programme costs

As explained above, the current programme costs, including internal council resources, are estimated between £7M and £9M.

This includes council costs of between approximately £1M to £2.5M of internal resource. The level of internal resources required (as advised by Agilisys) is of the order of 8,200 working days.

Programme costs from Agilisys's final bid submission are described in the table below.

Agilisys		ISFT £M
Systems / Technology	Hardware	0.118
	Software	0.744
	Maintenance/Upgrades	0.881
Professional Services	Project Management	0.590
	Implementation	1.941
	Organisational Change	1.455
Other	Training	0.236
	Total	**5.965**

Capitalisation of costs

The council may decide to capitalise some of the costs of this programme. This programme is not yet included in the capital programme. The capitalisation is a Chief Financial Officer decision, which is taken in consideration of the views of PricewaterhouseCoopers (its external auditors) to determine what elements can and cannot be capitalised.

Typically, hardware assets can be capitalised, as well as the implementation services to install the hardware and software. From the figures above and for planning purposes, this would suggest that there is approximately £2.7M of costs

that could be considered to be capitalised. The council's Finance team are undertaking a review of the options, and any plans to capitalise some of the costs will be presented to Councillors for approval following due process.

Benefits profile

Dialogue meetings with Agilisys have confirmed the benefits that this programme can deliver, which support the **Confident, Capable Council** objective:

- **Efficiency Benefits**: providing a foundation for change through improved financial control and financial planning; reducing the cost of providing in-scope services
- **Customer Engagement Benefits**: improving service quality through the provision of consolidated data to make quick and informed decisions; improving the quality and scope of support to customers of the in-scope services
- **Compliance Benefits**: reducing risk through the implementation of new business applications
- **Transformation Benefits**: providing flexibility to adopt new service delivery models and new ways of working.
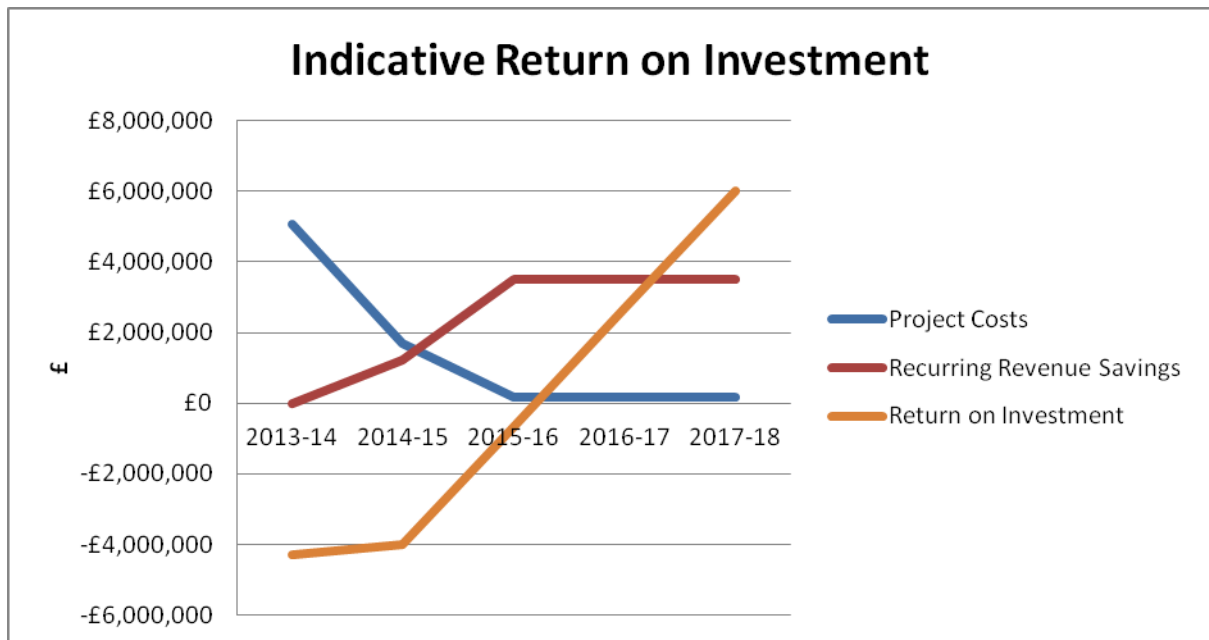
The council expects benefits to be realised when the programme moves into the Adopt and Transform stage. The cashable benefits will be delivered when the Target Operating Model is established, which will streamline the current in-scope services and reduce the number of FTE's required.

Now that the contract has been awarded, the programme team is working with Agilisys to refine the benefits model and return on investment. During dialogue the opportunity to realise £1.2M cashable savings in 2014/15 and then a further £2M in 2015/16 were discussed. This is £0.4M less than the MTFS target. This was based on efficiency reductions of a minimum of 37% when the new operating model is established, moving from 224 FTE in the in-scope teams to 141 FTE.

Return on investment

As previously noted, the current programme is targeted with delivery of at least **£1.0M recurrent savings in 2014/15 plus a further £2.4M in 2015/16 onwards**.

The council has undertaken variance analysis to assess whether or not it can achieve the MTFS targets. The figure below demonstrates the base case, which was predicated on efficiency savings of 30%.

Indicative Return on Investment

	2013-14	2014-15	2015-16	2016-17	2017-18

Legend:
- Project Costs
- Recurring Revenue Savings
- Return on Investment

The analysis confirms that the majority of programme costs are incurred in the first two years of the programme. It is anticipated that a positive return on investment will be achieved during the 2015/16 financial year.

For the council to achieve benefits in line with the MTFS target, it must make efficiency savings and reduce in-scope service costs in excess of 41% by 2015/16.

Benefits realisation approach

Agilisys will be using an industry standard web-based benefits tracking tool to track and deliver benefits management for the FutureWorks programme. This tracker tool has the following standard features:

- Able to track costs and benefits over full programme lifecycle (up to 5 years).
- Sophisticated and detailed planning for costs and benefits (£ and when).
- Generates anticipated return on investment (ROI) in tables and charts.
- Can be used to create business plan calculations.
- Ability to baseline plan and continue to track progress against it.
- Uses resource rate card with ability to update year-on-year.
- Gantt chart for high level projects within programme.
- Generates data extract for inclusion in management reports.

By using this suite of tools Agilisys will enable the programme to keep close scrutiny on the identified deliverables for each element of the FutureWorks programme. This will allow the joint team to manage the delivery of benefits through:

- Consistent estimation and business case/ ROI calculation and presentation.
- Managing and delivering outcomes
- Managing costs, and delivery of benefits
- Managing complex cross function/ cross organisation programmes.
- Help for Programme managers and the Programme Management Office (PMO) in consistent reporting of real status - budgets, benefits, and dependencies.
- On-going management of the delivery of the MTFS saving target
- Future integration of programme and MTFS processes.

Benefits realisation is central to the approach for this programme and tracking will be supported by the shared PMO.

8. Programme Constraints and Dependencies

Dependencies – other systems

Delivering end to end process improvements will span both the business systems that are in scope of this procurement as well as some of the legacy systems that fall outside its remit (e.g. directorate line of business systems and manual processes). Delivery of new workflows will require integration by Agilisys between the systems being procured and some of these legacy applications.

The current mainframe platform contains bespoke applications with many system interfaces. The council has undertaken analysis work to map the current system interfaces to support the design of the new solutions.

Dependencies – other programmes

Details of the other corporate programmes that contribute to the Confident, Capable Council objective are given at Appendix 2.

The activities of this programme will be coordinated by the Corporate Project Management Office (PMO). The Corporate PMO will track and monitor interdependencies, risks and benefits across the range of projects and programmes.

Potential council programme dependencies include:

- Implementation of the FutureSpace programme which includes refurbishment of the Civic Centre and will inevitably result in disruption for the in-scope services based in that building. It will therefore be important to ensure that the implementation timetable for this programme is coordinated with the timetable for office moves where appropriate;

- Implementation of other C3 development projects and initiatives across the council, details at Appendix 2, in particular programmes that also require significant input from the in-scope services and from affected staff in other directorates. There are likely to be specific dependencies on the FuturePeople (HR transformation) and FuturePractice (procurement transformation) projects.

Constraints - capability, experience and availability of resources

The in-scope services have experienced relatively low staff turnover over recent years, however the recent restructure in HR, pressures for downsizing to deliver cashable savings and the active promotion of the council's voluntary redundancy scheme have resulted in the departure of a number of staff who had worked for the council for many years and had significant experience of current systems and ways of working.

An anticipated challenge during the implementation phase will be to ensure that sufficient capacity remains within in-scope teams to deliver 'business as usual' while at the same time releasing experienced and talented subject matter experts to participate in the work of the joint programme team.

The current assumption is that the in-scope teams have some staff with the relevant skills and experience to fulfil the requirements of many programme roles, however it is likely that it will be necessary to bring in additional external resources to ensure that all skill and capacity requirements are met.

There is a requirement for a significant number of staff in other council departments and partner organisations to contribute to the programme. In particular there will be a need to designate key individuals to the roles of business change managers and champions; the key mechanisms for ensuring awareness and engagement throughout the council as implementation progresses.

Agilisys provided details during competitive dialogue and in their bid submissions of the number of staff required and the roles to be filled along with skill profiles.

This information has formed the basis for establishment of the council's implementation team and for an assessment of the action to be taken to cover key 'business as usual' activities.

The cost of staff allocated to the programme will be charged to programme budgets. As explained above, it will be necessary to take on some staff on an interim or agency basis to cover some roles and these costs will also be met from programme budgets.

An appropriate process will be used to appoint staff to programme and backfill for consequent vacancies, in line with council HR policies. The trade unions will be briefed and consulted.

An objective throughout will be to ensure that the programme legacy includes a robust, skilled and sustainable team to ensure that the investment in new technology and workflows continues to be optimised going forward.

Constraints - commitment, awareness and stakeholder engagement

The approach to programme communications and stakeholder engagement during the procurement stages was deliberately 'low key'. Progress against key milestones was reported, mainly targeted at staff in the in-scope services, but no details of the potential scope of change that the programme will deliver.

In the month prior to announcement of the selected bidder (April 2013) communications activity took place to start to raise the profile of the programme, in particular awareness among managers and staff of its scope and objectives.

Communication plans for subsequent phases (May 2013 onwards) are being developed in consultation with Agilisys.

9. Programme Governance

Governance

Current programme governance arrangements are detailed in the report to the Joint Programme Board on 8 May 2013 and the subsequent report to Cabinet on 21 May 2013. This sets out the:

- Terms of Reference for the Strategic Partnership Board and the Joint Programme Board.
- The identity and role/responsibilities for officers and Agilisys representatives on the boards.
- Overall decision making governance structure, including the roles of Full Council, Cabinet, Cabinet (Resources) Panel, the Confident, Capable Council Scrutiny Panel, Audit Committee, FutureWorks Councillor Advisory Group and Strategic Executive Board.

Further details are provided in the Programme Initiation Document.

Programme risks and issues

The approach to programme risk management is detailed in the Programme Initiation Document.

Equality Analysis

The latest version of the Equality Analysis for the programme is attached at Appendix 5. This will continue to be reviewed and updated on a regular basis throughout the delivery phase.

Implementation plan and programme milestones

The programme implementation plan, including milestones, is detailed in the Programme Initiation Document.

Programme resourcing

The council engaged with Agilisys during dialogue to confirm the staff resource requirements for delivering the programme. The resources now form a combined team from Agilisys and the council, and consist of a number of roles, including for example programme management, technical implementation, business change, training, communication roles.

The initial team structure and schedule of roles is detailed in the Programme Initiation Document.

The estimated costs of the council resources is £1.9M per annum (8,210 working days).

10. Stakeholder engagement

The FutureWorks stakeholder engagement strategy is being used to confirm the level of commitment and involvement required by all stakeholders impacted by the programme implementation and identify their specific expectations in order to develop actions to create acceptance and buy-in.

Stakeholder engagement at all levels is tailored to reflect programme timescales, recognising that different engagement is needed in different programme phases.

1. Identify the Stakeholders
2. Build the Map
3. Understand Expectations
4. Develop a Plan
5. Manage & Deliver
6. Review
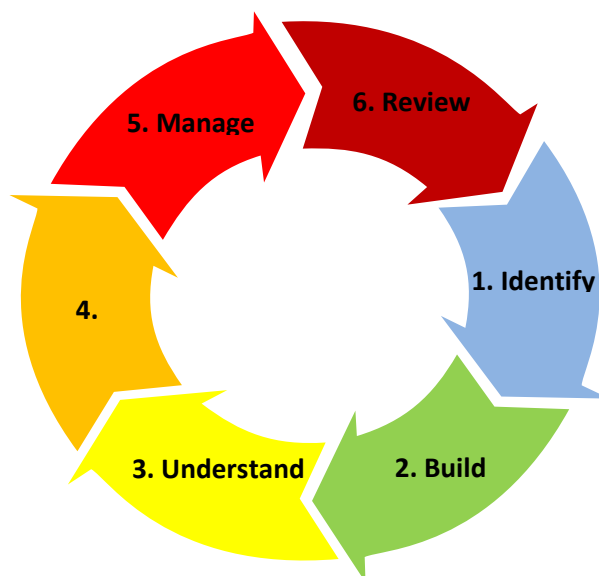
The programme's success depends on gaining and maintaining stakeholder support. The programme team will determine key actions that need to occur, based on in-depth analysis from interactions with the leadership team, the Programme Board and other identified stakeholders

The key reasons for planning how and when each stakeholder group will be involved in the programme are to minimise resistance and/or increase receptiveness by ensuring they feel ownership for the new ways of working and are committed to the overall implementation and to delivering benefits. This means not only commitment

to using the new system and workflows, but also to using them in the right way, moving on from the old ways of working. Also to engage key stakeholders to own the change and the benefits

The focus of stakeholder engagement activity during the procurement phase was on the Strategic Executive Board, Assistant Directors and key partner organisations.

Assistant Director Business Change Champions and Business Change Managers have been identified in service directorates to ensure that the key messages are shared throughout the council and its partners – so that all are ready for 2014 when the new systems and working practices go live.

Stakeholder engagement - communications

The approach to programme communications and stakeholder engagement during the procurement stages was deliberately 'low key'. Progress against key milestones was reported, mainly targeted at staff in the in-scope services, but no details of the potential scope of change that the programme will deliver.

Post contract award, communications activity is now being broadened to encompass all individuals or groups who need to be engaged to result in a successful implementation.

Communication plans for subsequent phases (May 2013 onwards) are being developed in consultation with Agilisys and will be detailed in the programme Communications and Engagement Strategy.

Stakeholder engagement – interest/power matrix

The current Interest/Power Matrix (at May 2013) is described below. Stakeholder audiences have been analysed and segmented by impact /concern and suggested communication tactics have been identified to ensure each communication objective is met

After Contract Award (April 2013)	
Awareness • All employees and managers in the council, schools, Wolverhampton Homes and West Midlands Pension Fund (excluding those in Delivery who work in the Finance, HR, Payroll and Procurement teams) • People in the local Community • Suppliers of goods and services to the council	**Keep Informed** • All other councillors • Trade Unions • All employees and managers who work in the 'in scope' Finance, HR, Payroll and Procurement teams • All employees and managers in the council, schools, Wolverhampton Homes and West Midlands Pension Fund who actively engage with the 'in scope' processes
Keep Satisfied • People in the local community • Local businesses • Confident Capable Council Scrutiny Panel • Audit Committee	**Key Players:** • **Strategic Executive Board** • **Corporate Delivery Board** • **Strategic Partnership Board** • **Joint Programme Board** • **Departmental and divisional Management Teams** • **Subject Matter Experts** • **Cabinet** • **Cabinet Resources Panel (Leader/Resources Portfolioholder)** • Councillor Advisory Group • Corporate Programme Office

Red = responsibility for delivery   **Blue** = authority to make strategic decisions

APPENDICES

1. Desired Business Outcomes

2. Confident, Capable Council (C^3) Programmes

3. Summary Of Previous Business Cases

4. Business Processes

5. Equalities Analysis

Desired Business Outcomes

The desired Business Outcomes that the FutureWorks programme will support the council achieve are set out below:

Efficiency in the way the council does its business

- Deliver immediate improvements in effectiveness by removing manual and duplicate keying and 'off-line' manipulation and processing of data.
- Provide a platform for continuous improvement by providing the council with ready access to good practice solutions and act as the foundation for delivery of the 2012-2015 Corporate Plan.
- Ensure that core finance, HR, payroll and procurement services are delivered using standard, good practice business processes. Any customisation and deviation from standard workflows will only be accommodated to satisfy a clear business requirement.
- Implement a technology solution that provides a consistent 'look and feel' to simplify the end user experience and based on a design that requires minimal user action to complete a business process.

Building capability

- Introduce the capability for standardising service provision. The adoption of a standardised, integrated data set across the core finance, HR, payroll, and procurement business processes will provide a platform for continuous improvement.
- Enable strategy and planning decisions to be informed by an integrated set of information and linked to deployment of resources.
- Support delivery of a sustainable, holistic support service that resolves issues in a timely and effective manner.

Risk and compliance

- Provide council users with accurate, consistent and standard Management Information tools that support, inform and guide decision making processes.
- Reduce business risk by removing business critical services from the legacy environment.
- 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.

Engagement

- Deliver self-service provision. Managers and staff across the council will have access to self-service capabilities that support the efficient and effective processing of routine transactional operations.
- Support informed and accountable decision-making. The provision of a common reporting tool provides effective and consistent management information.
- The Technology Solution system must be easy to use with minimal number of screens and mouse clicks per process.

Customers

- Ensure users of the new solution have sufficient skills and knowledge to capably and effectively deliver the business processes that the solution supports.
- Ensure that the service has the capacity and capability to respond and adapt to changing demands in front line service provision.
- Support staff flexibility and new ways of working
- Provide a platform for change with continued ability to quickly adapt, respond and update finance, HR, payroll and procurement solutions to respond to changing business needs.
- Ensure that the finance, HR, payroll and procurement solution supports the introduction of comprehensive flexible and mobile ways of working, reducing the need to complete work activities in a specific, dedicated location.
- Focus the first three years of the programme to act as a catalyst for change and provide a platform for continuous improvement.
- Ensure, through a process of knowledge transfer and capability building, which the council is able to support, maintain and continually improve the technical solution and business processes within scope of this programme.

Technology

- Ensure that the finance, HR, payroll and procurement solution is compatible with the council's technical and service architecture and in particular supports the move to consolidate and rationalise applications.
- Ensure that the technology solution meets today's business needs but is sufficiently flexible to address future needs.
- Ensure that the technology solution is based on configuration of proven good practice with minimal bespoke development and customisation.
- Ensure that the costs of operating the finance, HR, payroll and procurement solution are affordable, predictable and proportionate to the outcomes delivered.

Confident, Capable Council (C^3) Programmes

C^3 is the collective title for the council-wide transformation initiatives that are currently underway.

The overarching vision is to transform the ways of working within the wider council to support the vision of a Confident, Capable Council; a better, stronger council, ready and able to deliver the change this city needs.

This will be achieved through a number of initiatives to enable business and organisational change, including the implementation of:

FutureWorks	New technology and working practices for finance, HR, procurement and payroll activities across the council.
FutureSpaces	Improved customer and employee facilities and more cost-effective use of assets.
FuturePerformance	New performance management tools and techniques to demonstrate more effectively what the council aims to do and what it has achieved.
FuturePeople	A new organisation development framework and customer service strategy.
FutureMoney	New approaches to resource allocation and budget management to ensure that MTFS targets are met.
FuturePractice	New approaches to corporate branding procurement, governance, asset management and audit.

Summary of Previous Business Cases

Background

The Strategic Outline Business Case (SOBC) highlighted that there were a number of solution options open to the council to consider. The SOBC analysis drew on previous studies; primarily due to time constraints, no new analysis was undertaken.

This document sets out below a short review of the options that were previously pursued in order to provide a summary of the work completed to date.

It also sets out the 'Do Nothing' option, which seeks to establish a baseline of the current operating costs. This exercise has not been explicitly completed to date in any of previous studies. The objective of capturing the current operating costs is that the total cost of ownership of the proposed new solution can be compared to existing operating costs.

Review of options

The options that have been considered in two previous studies are described in the following sections.

Deloitte study (2009)

The study by Deloitte Consulting concluded that the council had four options:

Option	Description	Supplier Responses Used
Option 1 – Tier 1 ERP	• Implement a Tier 1 ERP solution. • Transform support services and processes internally.	• Logica, Cap and IBM for a SAP implementation
Option 2 – Tier 2 ERP	• Implement a Tier 2 ERP solution. • Transform support services and processes internally.	• Agresso
Option 3 – Point Solutions	• Implement and integrate point solutions. • Transform support services and processes internally.	• Northgate (HR and payroll) • Cedar (Finance and Procurement)
Option 4 – Outsourcing	• Outsource professional and transactional aspects of Finance, Payroll, HR and ICT services. • ERP solution to be provided and hosted by the outsource partner.	• Mouchel • Serco

Source: Deloitte Study - Core Mainframe Systems Replacement Options Appraisal: January 2009

The recommendation from the report is as follows:

'On the basis of this options appraisal, it is proposed that the council goes to market to procure an ERP solution. In order to minimise procurement timescales and costs, a rapid EU-compliant procurement route should be considered, such as the 'Buying Solutions' framework contracts. Although the preferred option is for a Tier 2 ERP solution, in order to ensure fair competition and value for money, the council should not specify any particular type of ERP solution, encouraging responses from the full range of ERP vendors (including SAP, Oracle, Agresso, etc) and implementation partners. We would also recommend that providers are asked to separately specify the costs of providing a hosted option. In parallel with this, we would recommend that the council conducts a staff skills audit to determine whether there are sufficient numbers of staff in-house who could be trained to support and maintain application post go-live, or whether a hosted solution would be a more suitable alternative.'

The council then appointed KPMG in 2010 to advise on the selection and procurement of a Tier 2 ERP system as recommended by Deloitte.

KPMG study (2010)

The following text is taken from the KPMG paper that was presented to the council.

KPMG was selected in June 2010 to be the Financial and Technical Advisor to Wolverhampton City council for the selection and procurement of an ERP solution in accordance with the recommendation of an options study undertaken by Deloitte in December 2009.

As a consequence of the council's budgetary constraints, and in light of the emerging economic situation the council decided as the project was initiating to revise the scope in order to undertake a further assessment drawing upon a wider range of options, including some that had been discarded in the 2009 study (including outsourcing).

KPMG were accordingly tasked to:

1. *review the council's mainframe risk assessment and proposed mitigation measures;*

2. *undertake an assessment of the 'demand waste' incurred in the council in the areas of Finance, Procurement, HR and Payroll as a consequence of the current operating model and in particular the underlying information systems; and*

3. undertake an Options assessment in order to recommend a business solution that would address the council's needs in an affordable manner.

Option	Description
Scenario 1 – Maximise Short-term Cash Returns	Multiple Point Solution or Tier 2 Enterprise solution with limited scope to address essential core functionality.
Scenario 2 – An overarching Strategy to Share	Shared Enterprise Solution with another Authority. May be a single vendor ERP or a proven and operating effective Best of Breed Enterprise Solution.
Scenario 3 – Maximise Risk Transfer to the Private Sector	Business Process Outsource solution underpinned by enterprise technology. Ultimately leading to the outsourcing of transactional and professional services.

The KPMG review of 2010 provided an estimate of future cashable savings for the options they identified:

Ongoing Savings at Year 5	Scenario 1 Best of Breed £M	Scenario 2 Share £M	Scenario 3 Outsource £M
Revised (To Be) Costs			
Employee Costs	10.221	8.716	8.009
New System Running Costs	0.581	1.519	1.000
Total Revised Costs	10.802	**9.235**	**9.009**
Baseline Current Costs (including ICTS)			
Employee Costs	11.776	11.776	11.776
Mainframe Running Costs	0.895	0.895	0.895
Total Revised Costs	**12.671**	**12.671**	**12.671**
Cost Reduction	(1.869)	(3.436)	(3.662)
% Reduction Compared to Baseline	(15%)	(27%)	(29%)

Based upon our comparative analysis, KPMG recommends that the council should pursue a strategic solution based upon sharing systems, and later services, with a Local Authority (or possibly an existing collaborative venture) that are already operating mature back-office services based on ERP or similar enterprise solutions.

Source: KPMG Study - Mainframe Systems Replacement Study, Options Appraisal

The detailed analysis and findings are contained in the individual reports. They describe the anticipated costs and benefits for each approach. They also profile risks and delivery plans for the council to consider.

The project did not proceed as detailed analysis and due diligence with Staffordshire Council concluded that the costs of creating a shared environment were prohibitive for a number of reasons, not least the complexities of process configuration and integration.

The 2012 procurement

The council embarked on the current procurement in July 2012. Since then, the council has successfully completed the Pre-Qualification Questionnaire (PQQ), Invitation to Submit Outline Solution (ISOS), Invitation to Submit a Detailed Submission (ISDS) and Invitation to Submit Final Tender (ISFT) stages of the procurement process.

The key procurement milestones for this programme are detailed below:

Milestone	Date
The invitation to submit a detailed solution (ISDS) is issued	16 November 2012
Bidders submit the first draft detailed solution (including contract and all schedules)	1.00pm on 30 November 2012
Dialogue sessions commence	4 December 2012
Bidders submit the second draft detailed solution (including contract and all schedules)	1.00pm on 31 December 2012
Dialogue sessions continue	January 2013
Bidders submit the third draft detailed solution (including contract and all schedules)	4 February 2013
Dialogue sessions end	14 February 2013
Contract Schedules and Detailed Solution finalised and Bidders submit final Detailed Solutions	1.00pm on 22nd February 2013

Milestone	Date
Formal closure of dialogue phase	26 February 2013
Invitation to Submit Final Tender issued	26 February 2013
Bidder Tender responses issued to the council	4 March 2013
Fine tuning and clarification commences	5 March 2013
Tender evaluation complete	18 March 2013
Contract award recommendations to Cabinet (Resources) Panel	3 April 2013
Contract award recommendations to Cabinet	10 April 2013
Standstill Letter issued	16 April 2013
Contract Awarded	23 April 2013

During procurement the following versions of the programme business case were produced:
- Strategic business case
- Outline strategic business case
- Full (outline) business case.

An important aspect of the Full (Outline) Business Case was to revisit the options analysis that was completed at OBC stage. This was necessary to determine whether, in light of the latest information, the assumptions and recommendations set out at OBC stage remain valid. The outcome was to conclude that they did.

During the ISOS stage the council invited five potential suppliers to provide outline solutions and indicative costs for the programme. This was followed by competitive dialogue with two bidders, Agilisys and CGI-Logica, who were asked to provide a detailed submission at the ISDS stage. The information in Agilisys's final submission underpins this version of the Final Business Case.

Business Processes

The table below highlights the key business processes that are undertaken in each section.
NB: They are not the full, comprehensive list of Business Processes.

KEY FINANCE BUSINESS PROCESSES

Process Level 1	Process Level 2
Finance – Strategic	Maintain Accounting Policies
	Perform General Ledger Accounting
	Perform Intercompany Accounting
	Manage Fixed Assets and Project Accounting
	Perform External Reporting
	Perform Internal Reporting
	Perform Budget and Medium-term Financial Forecasting
	Manage Treasury and Investments
	Manage Compliance
	Manage Tax
	Perform Schools-based Accounting
	Maintain Accounting Policies
Finance - Operational	Perform Banking functions
	Perform Debt Management
	Perform Accounts Payable functions

KEY HR BUSINESS PROCESSES:

Process Level 1	Process Level 2
HR	Planning & Strategy
	Manage Resources
	Manage Employee Relations
	Manage Pay and Reward
	Manage Workforce Development
	Manage Employee Exit
	Manage Pay and Reward
	Manage Workforce Development
	Manage Employee Exit

KEY PAYROLL BUSINESS PROCESSES:

Process Level 1	Process Level 2
Payroll	Manage Expenses
	Manage Payroll Inquiry
	Manage Pension Pay
	Payroll Strategy

KEY PROCUREMENT BUSINESS PROCESSES:

Process Level 1	Process Level 2
Procurement	Manage Sourcing and Procurement Strategy
	Manage Tenders
	Manage Purchasing/ Supplier Data

Process Level 1	Process Level 2
	Manage Purchasing/ Supplier Data
	Place orders
	Expedition
	Receive orders
	Payment

Equality Analysis

Equality Analysis Section	Response
1. Directorate and Service Group	Delivery
2. Name of policy, project, programme, service/function, contract or strategy being analysed	FutureWorks Programme
3. Name and contact details of officers completing the assessment	Colin Tharby Mezzanine Floor, Civic Centre. Telephone: 01902 551084. Reviewed and updated by: Pat Main 1st Floor, Civic Centre. Telephone: 01902 555411.
4. Date	Original draft: 24 July 2012 Reviewed and updated for Outline Business Case: 21 February 2013 Reviewed and updated for Full (Outline) Business Case: 6 March 2013 Reviewed and updated for Final Business Case: 25 June 2013
5. People involved in the analysis	Huw McKee – FutureWorks Programme Director Colin Tharby – Business Analyst, Customer Services Clare Peterson – Head of Equalities and Diversity Service,

Equality Analysis Section	Response
	Education & Enterprise Pat Main – Assistant Director (Business Change) Chris Trynka, Corporate Head of Equalities (Version 0.3 June 2013)
6. Brief Description of policy being analysed	**Programme vision** To transform the ways of working within the wider council to support the vision of a Confident, Capable Council; a better, stronger council, ready and able to deliver the change this city needs. **What the council aims to achieve** To enable business and organisational change through the implementation of new technology and working practices for finance, HR, procurement and payroll activities across the council. The council is seeking to re-establish a **strong, corporate core** which will provide a framework to achieve its ambitions as set out in the 2012-2015 Corporate Plan. This means: • Better-quality management information. • Clear, easy-to-follow business rules. • Stronger project management and delivery. • The support, the tools and the space to manage effectively. • One way for each process. The Corporate Plan contains a number of initiatives which have the combined aim of improving how the council delivers services to the citizens, business and communities of Wolverhampton. Transformation to become a Confident, Capable Council will be the result of activity around: • People • Money • Property • Governance. The aim is to achieve: • Changes in behaviour • Systemic simplicity • Lower fixed and running costs • Excellent outcomes • Improved customer satisfaction. The council-wide budget reduction target of £59M in the latest Medium Term Financial Strategy requires the council to radically review how it currently provides services. In order to achieve this vision and deliver budget savings, the council has identified that a business change programme, underpinned by modern technology is required. The objective is to strengthen and support council wide management practices and corporate controls and to establish efficient processes in finance, human resources, payroll, procurement and parts of ICTS.

Equality Analysis Section	Response
7. Is this a new policy or a review of an existing one?	This is not a policy; it is a major programme.
8. Data & Engagement – what information did you gather and use?	**Data and Engagement - Business Requirements** In the development of business requirements, in 2012 we consulted with Assistant Directors, Heads of Service and 24 subject matter experts across the in-scope services. The subject matter experts were managers, supervisors and officers of the council, responsible for specifying the detailed business and technical requirements that accurately reflect the council's business need. These requirements were used to build the detailed procurement questionnaire details. against which supplier scoring and selection took place. **Data and Engagement – Procurement Process** The Public Sector Equality Duty applies to commissioning and procurement activities. We are required to pay due regard to eliminate discrimination, advance equality of opportunity and foster good relations even when the function is delivered by a contractor. Equalities are a key priority and equalities requirements have been built into all standard commissioning and procurement documents for this programme as well as in individual contract terms and conditions. These will be routinely monitored The procurement approach was compliant with OJEU (Official Journal of the European Union) requirements, which is a publication in which all tenders from the public sector which are valued above a certain financial threshold according to EU legislation must be published. Within the OJEU process we adopted an approach shaped by the need of the programme to deliver a result in as short a time frame as practically possible. As part of the procurement process, prospective suppliers were asked to complete an Equalities section (section 9) in the PQQ. An example of the template used is attached below. Bidders who failed to meet the required standard were not invited to progress beyond PQQ stage. To support the team's key decisions and the procurement process, the council's legal partners Trowers & Hamlins were engaged and their experience was utilised to develop robust commercial and contract terms. In addition Ernst & Young are acting as the council's strategic advisors. **Supplier Engagement** Supplier meetings were held, starting with a one day "Supplier Engagement Event" in 2012 attended by 28 potential suppliers who

Equality Analysis Section	Response
	were able to consult with council subject matter experts in person on the requirements of the new systems.

Site visits to potential suppliers were also used to complete the Market and Solution research, without these influencing any future OJEU requests.

The council embarked on procurement in July 2012. Since then, the council has successfully completed the Pre-Qualification Questionnaire (PQQ), Invitation to Submit Outline Solution (ISOS), Invitation to Submit Detailed Solution (ISDS) and Invitation to Submit Final Submission (ISFS) stages of the procurement process.

During the ISOS stage the council invited five potential suppliers to provide outline solutions and indicative costs for the programme. This was followed by competitive dialogue with two bidders Agilisys and CGI-Logica who were asked to provide detailed submission at the ISDS stage. Agilisys's final submission has provided more detailed proposals that underpin the Final Business Case.

An important aspect of the Final Business Case has been to revisit the options analysis that was completed at Outline Business Case (SOBC) stage. This was necessary to determine whether, in light of the latest information, the assumptions and recommendations set out at SOBC stage remain valid.

At the time of writing, the procurement is complete, Agilisys have been awarded the contract and implementation is underway.

Review

The progress of the FutureWorks programme is monitored by Cabinet, a Councillor Advisory Group and the Confident, Capable Council Scrutiny Panel.

A joint Programme Board is in place and meets fortnightly to oversee progress, risks and issues etc.

Where appropriate equalities information will be gathered as part of planned programme activities, such as stakeholder mapping and development of the user training strategy.

Responsibility for ongoing monitoring of the equality implications of the programme rests with the Senior Responsible Officer (SRO) for the Programme, the Strategic Director for Delivery. This will be achieved through the work of the joint Programme Board, the Programme Management Office and individual programme workstreams. The Equality Analysis will be reviewed and the outcome reported to the joint Programme Board on a quarterly basis. |

Equality Analysis Section	Response
	The SRO will be responsible for ensuring that mitigation action plans are prepared if any adverse impacts are identified.
9. Findings – Did you discover any adverse or positive impact on any of the following groups who share relevant characteristics? Age Disability Sex Gender Reassignment Marriage & Civil Partnership Pregnancy & Maternity Race Religion or Belief, including lack of belief Sexual Orientation	In the development of the Final Business Case, we identified adverse and positive impacts on the groups who share relevant characteristics: **Adverse Impact** We have identified that some disabled staff i.e. those staff that are partially sighted; need wheelchair access or are hard of hearing will require customised hardware, equipment and furniture. **Positive impact** The new system and workflows should also enable the council to collect and report more extensive data on employees against the protected characteristics, something it is currently unable to do for all categories. This will allow the council to provide more accurate information in compliance with both the Public Sector Equality Duty (PSED) and the specific duties of the Equality Act 2010. We will ensure that the needs of all staff who require customised hardware, equipment and furniture are met.
10. If you have discovered some inequalities/adverse impact what provision, criterion or practices may have caused this?	The council's existing legacy back office IT systems and processes in the areas of HR, Payroll, Procurement and Finance are approaching the point where they are no longer fit for purpose and cannot be supported technically. The council has therefore started the process to replace them through this programme.
11. What are you going to do to reduce or eliminate the inequality/adverse impact?	This Equality Analysis has been carried out as part of governance for the programme. It highlights issues and solutions for those staff affected by the adverse impact identified in section 9 of this document. As part of the implementation of new IT systems, the staff identified in section 9 will be invited to attend training sessions, the details of which will be determined during the programme set up phase in May 2013. Training sessions will take into account the customised needs of these staff and the programme will ensure that adverse impacts are eliminated by the procurement of suitable equipment such as computer screens, desks with wheelchair access etc. During the implementation phase it will be possible to assess whether there are any additional adverse implications for external customers and suppliers that need to be addressed. Where identified they will be included in an updated version of this

Equality Analysis Section	Response
	analysis.
	In order to ensure consistency of approach throughout the programme, the contract with Agilisys includes an Equality and Diversity clause (at paragraph 32) which states:
	The Contractor shall, and shall procure that the Contractor Personnel, comply with any applicable anti-discrimination legislation and with the Authority's equality and diversity policy as may be amended from time to time, copies of which will be provided by the Authority to the Contractor at the Contractor's written request.
	Compliance with this clause will be managed as part of the overall contract monitoring arrangements that have been established for the programme. Any non-compliance will be escalated to the SRO and joint Programme Board for action.
12. How and when will you check whether the adverse impact has been eliminated or reduced?	We will implement a staff engagement and monitoring framework in collaboration with the council's Equalities Officers to ensure that the adverse impact has been eliminated or reduced. Where required we will also engage with external customers and suppliers and introduce appropriate monitoring mechanisms if any adverse equality impacts are identified for these stakeholders during the implementation phase.
13. Do the proposals foster good relations between the groups covered by the Equality Act 2010	The implementation of new systems and processes as part of the programme should address the issues currently faced by the groups referred to in section 9 above. This will be achieved by identifying the individual needs of the staff involved and providing a solution which meets their personal requirements; for example, Stetoclip headsets which are similar to headphones but give a louder sound and may be more suitable for you than headphones if you have moderate hearing loss.
14. Do the proposals advance equal opportunities. If yes how do they do this?	The strategy advances equal opportunities, as described in sections 9, 11 and 13. In addition, it enables the council to comply with the specific duty and Public Sector Equality Duty (PSED).
15. How will you check that the proposals will advance equal opportunities and foster good relations between protected groups? (see guidance notes)	As reported in section 12, we will develop, implement and manage an on-going monitoring framework to ensure that the proposals advance equal opportunities and foster good relations between protected groups. The ability to report against protected characteristics of employees will enable us to monitor the impact of policies more effectively, providing accurate information in relation to the three strands of the PSED and the specific duties.

Approval		
Equality Analysis Approved	Joint Programme Board	3 July 2013
	Cabinet	23 July 2013

EXTRACT

Pre-Qualification Questionnaire (PQQ)

Section 9

(The council reserves the right to request further equalities information from Applicants as it deems appropriate.)

Equal Opportunities
9.1   Is it your policy as an employer and as a service provider to comply with your statutory obligations under the equality legislation in the countries in which your firm employs staff? If yes, please advise which equalities acts outside of Great Britain are applicable YES / NO
9.2   Accordingly, is it your practice not to discriminate directly or indirectly in breach of equality legislation which applies in Great Britain and legislation in the countries in which your firm employs staff: In relation to decisions to recruit, select, remunerate, train, transfer and promote employees? YES / NO In relation to delivering services? YES / NO
9.3   Do you have a written equality policy? YES / NO If YES, please provide a sample policy as an attachment to your PQQ submission (or provide a web address where it may be accessed).

9.4   Does your equality policy cover
 	
    •   Recruitment, selection, training, promotion, discipline and dismissal?
 	
YES / NO
 	
    •   Victimisation, discrimination and harassment making it clear that these are disciplinary offences?

	YES / NO • Identify the senior position for responsibility for the policy and its effective implementation? YES / NO
5	Is your policy on equality set out: • In documents available and communicated to employees, managers, recognised trade unions or other representative groups? YES / NO • In recruitment advertisements or other literature? YES / NO • In materials promoting your services? YES / NO If you answered YES to any part of the questions above, please provide evidence. (This could be a web link to your policy document.) If you have answered NO to any part of questions 9.1, 9.2, 9.3, 9.4 and/or 9.5, please provide other evidence (as an attachment to your PQQ submission) to show how you promote equalities in employment and service delivery.
9.6	In the last 3 years, has any findings of unlawful discrimination been made against your firm by the Employment Tribunal, the Employment Appeal Tribunal or any other court or in comparable proceedings in any other jurisdiction? YES / NO
9.7	In the last 3 years, has any contract with your organisation been terminated on grounds of your failure to comply with: • Legislation prohibiting discrimination? YES / NO • Contract conditions relating to equality in the provision of services? YES / NO
9.8	In the last 3 years, has your organisation been the subject of formal investigations by the Equality and Human Rights Commission or a comparable body, on grounds of alleged unlawful discrimination? YES / NO

9.9	If the answer to question/s 9.6, 9.7 and/or 9.8 is YES, what steps have you taken as a result of that finding? Please provide full details as an attachment to your PQQ submission (max 500 words).
9.10	If you are not currently subject to UK employment law, please supply details of your experience in complying with equivalent legislation that is designed to eliminate discrimination and to promote equality of opportunity (max 500 words); otherwise, please state 'not applicable'.
9.11	Are your staff with managerial responsibilities required to receive equalities training? YES / NO If you have answered YES to question 9.11, please provide details of such training in the space below.
9.12	Have written instructions from your equality policy been provided to managers and supervisors concerned with recruitment, selection, remuneration, training and promotion? YES / NO
9.13	Do you have procedures in place to protect your employees from unlawful discrimination by other employees or by members of the public? YES / NO If you have answered YES to question 9.13, please support your answer by providing examples which describe the procedures.

If you have answered NO to any of 9.11, 9.12 and/or 9.13, please provide an explanation.

PROGRAMME INITIATION DOCUMENT

Programme Initiation Document

FutureWorks

Version 1.0

Date: 31 May 2013

Revision History

Version	Date	Summary of Changes	Changes Marked
0.1	16/05/2013	Initial draft	
0.2	17/05/2013	Update following WCC Review	Initial programme review comments
0.3	30/05/2013	Review comments incorporated	Review comments incorporated
1.0	31/05/2013	Final Version	

Glossary

Adopt and Adapt	The approach taken to ensure standard processes for HR, Procurement, Payroll and Finance are implemented and adopted by the council and the transformed areas adapt to these standard processes
Agresso	Agresso Business World – the full name of the IT solution with supporting corporate processes for Payroll, Finance, HR and Procurement
BA	Business Analyst
BC	Business Change
BizTalk	The technology used to develop interfaces and integration between various council and third party systems
CRM	Customer Relationship Management
Cutover Plan	Term used to describe the detailed activities that need to take place over the implementation period (February 2013 to April 2014). This is a very detailed activity list and monitored on a daily basis
DR Testing	Disaster Recovery Testing
EDRMS	Electronic Document and Records Management System – most commonly referred to as scanning and indexing
FTE	Full Time Equivalent (employee)
Full Business Case	Full Business Case is the document describing the case for change, delivery options and associated costs and benefits
FutureWorks Programme Board	The programme board is defined in the FutureWorks Governance Framework. The board steers and provides leadership to the programme team
Go/No Go Decision	A number of decision points detailed in the cutover plan to ensure that criteria has been met to move into live operational working
Golden Record	Enforces one version of the truth by ensuring that there is a clear view of which system holds the master record of any data record. For example Agresso Business World will hold the master data for customer records, but this information will be shared with other systems for example Legal which provides services for those customer and use Agresso to invoice
Heads of Service (Delivery Directorate)	Heads of Service representatives for Finance, HR, Procurement and ICT
HLD	High level design – a high level overview of the key processes and design, from which detail will be fleshed out
ICT Team	Wolverhampton IT department

Integration testing	Testing of the interfaces, where data is passed between systems
ISFT	Invitation to Submit Final Tender – document detailing full scope with WCC requirements. ISFT is incorporated into the contract as Schedule 4.1
IT	Information Technology
LG Templates	Local Government Templates that the system has predefined to ensure consistency and no customisation
MI	Management Information
OGC	Office Government Commerce
PCI-DSS	Payment Card Industry – Data Security Standards which provides an actionable framework for developing a robust payment card data security process -- including prevention, detection and appropriate reaction to security incidents
PID	Programme Initiation Document, purpose of which is to define an approach to delivery
PMO	Programme Management Office
Prince II	Methodology for managing projects in a controlled environment
RAID	Risk, Assumptions, Issues and Dependencies captured in a central log and held within the PMO
Self Service	The ability for customers to access the systems via the WCC intranet and update details, make requests (e.g. Procurement)
SLA	Service Level Agreement
SME	Subject Matter Expert
SRO	Senior Responsible Officer
TDD	Technical Design Document
TOM	Target Operating Model – in this context the model for the new Transactional Hub
Training Plan	The plan to execute training – to whom, where and when. This follows a Training Strategy (which defines audiences, training channels etc.) and Training Needs Analysis, both of which inform the Training Plan
Transactional Hub	A new single operational unit delivering HR, Payroll, Finance and Procurement services across the council
UAT	User Acceptance Testing – performing tests to ensure that the solution delivers the agreed design
Vanilla	No customisation. Predefined processes are implemented to ensure

	consistency and reduced cost and risk to the council
V1	Scanning and optical character recognition software to be implemented for the invoice scanning solution
WCC	Wolverhampton City Council (the council)
Work stream	Refers to an area of delivery within the programme for example Payroll, Finance, HR and Procurement, IT, Business Change

Contents

1 Purpose and Background

1.1. Purpose

This is the Programme Initiation Document (PID) for the FutureWorks - Business Support Services Transformation Programme for Wolverhampton City Council (WCC). The aim of this PID is to define the programme, and the way it will be controlled and managed. This is a summary document that does not supersede the contract in terms of scope as defined in the Agilisys Invitation to Submit Final Tender (ISFT) submission. This document is to be endorsed by the FutureWorks Programme board (the board), and as such confirms the board's approval to continue with the programme by using the approach described within this document. This document provides a summary of the following:

- Definition of the programme

- The business case for change and the programme objectives

- The approach to the programme including the descriptions of the work stream and the delivery approach for each in-scope area

- A plan and timescales

- Dependencies and assumptions

- Governance arrangements to confirm responsibility, accountability and escalation

- Programme controls that will be used to monitor and manage the programme through the dedicated central Programme Management Office (PMO)

- The organisation of the programme including the detail of structures and resources for each work stream.

1.2. Background

The FutureWorks - Business Support Services Transformation Programme is a key aspect of the council's objective of being a Confident, Capable council. The council currently has an old bespoke mainframe system supporting core business services including Finance, Procurement, HR and Payroll. As well as an update to supporting IT, the council has recognised the need to redefine the organisation and how it operates to allow broader transformation and to allow the council to offer opportunities for staff, residents, school, West Midlands Pension Fund and Community Partners.

1.3. Timeframe

This PID covers a 20 month change and implementation period from April 2013 up to December 2014, after which time further benefits will be realised through business as usual activities (further detailed in the council's Full Business Case).

The programme is divided into two distinct phases, the first of which is the implementation of the enabling IT and Transactional Hub, due to launch 1st April 2014, the second phase focusing on implementation of self-service, and business transformation activities to support the Benefits Realisation Plan.

This document will be a key governance document that will be revisited and updated at key phases over the 20 month lifespan of the programme specifically on approval of any change control that impacts the scope or approach of the programme, and therefore has a material impact on the content of this PID.

1.4. Stakeholder Engagement and Communications Strategy

The Communications Strategy will form part of stakeholder engagement and is a key output from the programme Plan. An initial Stakeholder Interest Matrix has been developed which identifies the key interested parties. This can be located in Appendix E.

The purpose of the Communications Strategy is as follows:

- To reinforce the key principles of effective communication
- To provide an effective communication strategy to support the programme and its objectives
- To identify stakeholders and audience groups for the programme
- To identify key messages for relevant programme phases
- To identify and define appropriate channels of communication to support the transformation.

The overall aim of the communication strategy is to highlight the key audiences and messages we need to communicate, the available methods and what we are aiming to achieve as a result. The goal is to facilitate the necessary levels of awareness, interest, involvement and commitment from all stakeholder groups to support the FutureWorks programme in achieving its objectives.

1.5. Business Case

1.5.1. Drivers for change

The council aims to deliver its business more efficiently in terms of Corporate Management, Strategic Financial Management, Procurement, HR and Payroll underpinned with supporting transactional activities.

The council has recognised that in order to achieve its ambitions of being a Confident, Capable Council the current ways of working must change. The following highlights key focus areas for the council as key outcomes from the FutureWorks programme:

1.5.1.1. Improving efficiency, simplifying the way the council does business

The key observations from the current operating model are:

1. The current business workflows are fragmented across each of the services
2. The current workflows are inefficient and costly compared to industry good practice
3. Similar transactional processes are undertaken throughout the council and there is a duplication of effort and responsibilities.

The vision for this programme is to streamline the common and repeated workflows and automate the low value, high volume work. This will allow council staff time to work on the added value activities, providing more capacity to meet challenges and stretching roles for individuals.

1.5.1.2. Providing a foundation for change

A new back office system solution will help to address these issues, give the council ready access to good practice solutions to the financial and management challenges faced by leading councils and act as the foundation for delivery of the 2012-2015 Corporate Plan.

1.5.1.3. Reducing risk

The mainframe applications present the council with significant risks. Their management, maintenance and operation require the increasingly specialist skills and knowledge of a limited number of people given that much of it is bespoke and outdated technology.

1.5.1.4. Delivering transformational change

The programme of change will focus on changes to working practices and how the in-scope services are organised in order to achieve significant service improvements and efficiencies, supported by the latest technology.

1.5.2. Benefits Case

The benefits case has been developed by the council as part of the development of their Full Business Case. The Full Business Case and associated benefits will be further refined and informed through the development of the Target Operating Model. The Full Business Case highlights the baseline costs from the current in-scope operational services together with the approved annual budget and number of FTE.

1.5.2.1. Baseline costs 2013/14

The approved budgets for the in-scope services in the Delivery Directorate total £7.9M and 225 FTEs.

Service	Annual Budget £M	FTE
Finance	3.28	94
Human Resources	3.19	86
Payroll	0.64	24
Procurement	0.78	21
Total	**7.89**	**225**

1.5.3. Programme benefits

Programme benefits

The Full Business Case for the programme was approved by Cabinet on 10 April 2013. The business case is currently being updated to reflect the outcome of the procurement phase and the appointment of Agilisys.

The Business Case describes the benefits to be delivered by the programme that support the **Confident, Capable Council** objective:

- **Efficiency benefits**: providing a foundation for change through improved financial control and financial planning; reducing the cost of providing in-scope services

- **Customer engagement benefits**: improving service quality through the provision of consolidated data to make quick and informed decisions; improving the quality and scope of support to customers of the in-scope services
- **Compliance benefits**: reducing risk through the implementation of new business applications
- **Transformation benefits**: providing flexibility to adopt new service delivery models and new ways of working.

During dialogue with the two shortlisted bidders it was possible to explore their assumptions about the level of cashable benefits that can be expected.

During dialogue benefit projections for potential cumulative cashable savings of between £11M and £13M were identified. This was based on efficiency reductions estimates of a minimum of 37% when the new operating model is established, and reducing the in-scope staff in the Delivery directorate from 225 FTE to 141 FTE.

Now that the contract has been awarded, the programme team is working with Agilisys to refine the benefits model, FTE reductions and return on investment predictions.

Return on investment

As previously noted, the current programme is targeted in the MTFS with delivery of at least £1.0M recurrent savings in 2014/15 plus a further £2.4M in 2015/16 onwards.

The council has undertaken variance analysis to assess whether or not it can achieve the MTFS targets. The figure below demonstrates the base case, which is predicated on efficiency savings of 30%.
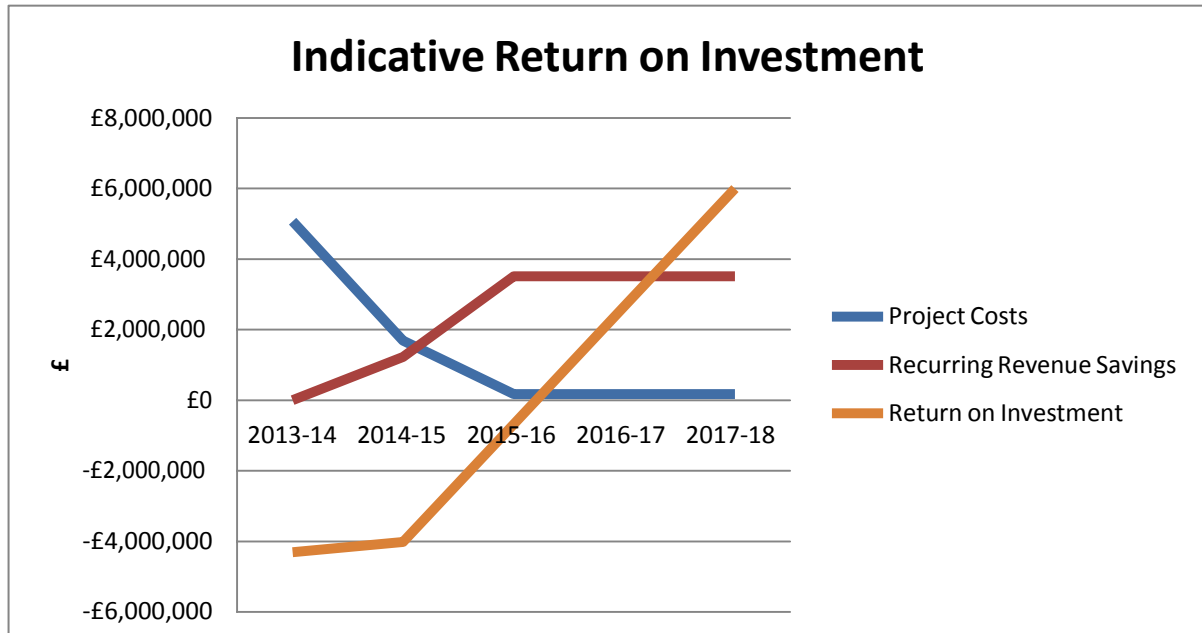
The analysis indicates that the majority of programme costs are incurred in the first two years of the programme. It is anticipated, based on dialogue, that a positive return on investment will be achieved during the 2015/16 financial year.

The Full Business Case indicates that £1.2M cashable savings will be achieved in 2014/15 and then a further £2M in 2015/16. This is currently £0.4M less than the original MTFS target.

For the council to achieve benefits in line with the original MTFS, it will require to make efficiency savings in excess of 41% in 2015/16.

1.6. Programme Objectives

The Invitation to Submit Final Tender submission details core objectives, this is summarised below.

- To deliver all of the intangible transformational and financial benefits outlined in the business case for the programme

- To deliver a sustainable platform of successful change that the council will be able to deliver and build upon in the future

- To implement a successful business change programme that will support and encourage staff and other stakeholders to lead and actively participate in the organisational changes that will be delivered

- To deliver the customer, efficiency and organisational benefits of implementing a new Transactional Hub for the Delivery Directorate. This will provide opportunity for third parties (West Midlands Pension Fund, Wolverhampton Homes, Schools and communities) to determine whether they wish to make future use of this facility

- To replace the existing mainframe IT solutions relating to HR, Procurement, Payroll and Finance with a new template vanilla Agresso solution

- To extend knowledge transfer to allow the council ICT team to support, continually develop and manage the new ICT solution in the future

- To deliver and accept good practice processes developed from other Agresso implementations across all in-scope services of Payroll, Finance, HR and Procurement

- To deliver process efficiencies and customer service improvements across all of the in-scope support services i.e. HR, Payroll, Finance and Procurement

- To implement and enable self-service functionality for all the in-scope services across the council and deliver a change and communication programme that encourages self-service as the primary access route for staff and managers

- To deliver an operationally efficient and effective Transactional Hub, which includes a multi skilled workforce for all transactional services delivered through it

- To define and implement a new organisation and operating model to complement the business and technology solutions being delivered by the programme, commonly referred to as the Target Operating Model (TOM)

- To deliver the customer, efficiency and organisational benefits of implementing a new transactional hub

- To deliver broader value to the council's change programme through the delivery of value added proposals including Customer Relationship Management (CRM), Electronic Document Records Management System (EDRMS) and the roadmap for further development of the Agresso platform

- To continue to deliver HR, Payroll, Finance and Procurement services to current third parties (West Midlands Pension Fund, Wolverhampton Homes, Schools and

communities) using the replacement Agresso platform. Existing Service Level Agreements will remain in place for these third parties, but the new solution should provide opportunity to review with a view to improving these over time

2 Programme Approach

The programme will be judged by outcomes and the benefits it brings to the council. At a basic level the programme will deliver the replacement of existing in-house mainframe solutions covering Finance, Procurement, Payroll and HR. However, it should be clear from this document and the focus on the outcomes that the programme is not technology focused and will enable a far greater change at a cultural and strategic level for the council.

The programme will follow an adopt and adapt approach to implementation to accelerate delivery of the new system and embed good practice. We will combine this with programme management capability which will maximise the benefits of transactional processing to deliver business benefits and improved processes across the council.

A high level overview of the programme phases is shown below.

Phase	Key Outcomes
Mobilisation (Apr / May)	▪ Contract signature
	▪ Induction pack
	▪ Programme management framework, templates and agreed / communicated way of working
	▪ Finalised resource plan
	▪ Organisational charts
	▪ Roles and responsibilities
	▪ Resource gaps and actions to address

Initiation (May)	▪ Programme Initiation Document (approach, scope, plan, teams, products, roles and responsibilities, quality assurance approach initial risks identified)
	▪ Governance meetings arranged and invites in calendars
	▪ Risk, issue, programme contact management, quality, action and decision Logs created/populated
	▪ Stakeholder engagement commences
	▪ Design workshops initiated
	▪ Communication with staff commences
Design (June – Oct)	▪ Communications and engagement plan developed
	▪ Change readiness assessment started
	▪ Draft Target Operating Model leading to signed off target model
	▪ Technical Design Document
	▪ Agresso Detailed Solution Design
	▪ Data Migration Strategy, plan and archiving
	▪ Infrastructure commissioned – software installed
	▪ Install Local Government Template
	▪ Trained programme team
	▪ Business owners for benefits tracking and realisation and change management engaged
	▪ Training needs analysis and instructional strategies and plans for all user populations
Delivery (Build) Sept – Nov	▪ Training strategy developed
	▪ Testing strategy developed
	▪ Build configuration documented by work stream
	▪ Solution built
	▪ Cleansed data
	▪ Interface specifications, interfaces built and unit tested
	▪ Draft reporting suite agreed
	▪ Asset transfer (handover of hardware and software to the council)
	▪ Engagement with staff and unions around implications of new model
	▪ Draft training materials and implementation plan produced

Delivery – Test Dec – Feb	▪ Testing communities consisting of business users to provide end user assurance led by the programme team
	▪ Parallel runs for payroll
	▪ Training materials and all written manuals ready for handover to trainers and BAU / print
	▪ Integrated system testing / user acceptance logs, scripts and reports
Delivery – Pre Go Live Jan-Mar	▪ Cutover plan developed and initiated
	▪ User and business support and maintenance manuals available online
	▪ Business ready training attendance tracking / skills and knowledge assessment tests
	▪ A team of council trainers will be trained by the programme to ensure skills are maintained and transferred into
	▪ Trained users and support groups
	▪ Change ready operations with robust go live support
	▪ Agreed and validated benefits with clear business ownership
Implementation / Go Live Mar-Apr	▪ Trained users with suite of support materials and manuals
	▪ Informed business decision to go live
	▪ Transition to new roles and jobs
	▪ Forecast delivery of benefits / business management information on variance
	▪ New system, service and processes live
Phase Two April – Oct 2014	▪ Self-service rolled out across all Directorates
	▪ Embedding new processes
	▪ Initiation of the Benefits Realisation Plan

2.1. Programme Delivery Structure

The programme is structured with an emphasis on partnership working and blended skills. Previous experience of large scale Agresso implementations has informed the design and structure of the organisation and plan. Both ICT and business change span the organisation in terms of their delivery and outcomes ensuring a consistent and integrated approach. Other work streams represent delivery functions within the council (HR, Payroll, Finance, Procurement, Transactional Hub) focussing on the core enabling processes. This is governed by the programme management workstream (including the PMO and solution architecture) ensuring cross work stream dependencies and joined up working.

Having a team aligned to the council's outcomes is essential to successful delivery. This structure is based on current good practice approach to implementation agreed by the partners and is focused on providing a proven framework to manage and monitor implementations. This will allow the board to ensure that:

- The steps needed to successfully implement Agresso are followed

- The resources are clearly aligned to outcomes agreed by the board

- Ensuring a smooth transfer to operational service.

The programme will support this by:

- Delivering transformational benefits and outcomes to both internal and external customers which includes staff, residents, partners and businesses

- Delivering an enterprise wide, Agresso ICT solution with clear responsibility within each sub-programme to report to the programme

- Delivering a platform for broader organisational change and efficiencies to be made across the council

- Creating a Transactional Hub that will deliver enhanced service outcomes, be customer centric and offer value for money services

- Deliver future opportunities and added value projects including a CRM proposal providing options, EDRMS proposal and an Agresso roadmap for further enhancements to the IT solutions procured by this programme.

It should be noted that no work stream is independent, and cross work stream dependencies on delivery of this scope will be managed via the programme management work stream and through the project managers who are responsible for the delivery of each individual work stream.

The scale and size of the programme is reflected in the resources being committed to delivery of the outcomes and a view of the full programme resources can be found in Appendix B and supporting organisation structure can be found at Appendix F

An overview of the work streams is included below and further detailed in this section.

Work stream	Description
Programme Management	This is a large and complex programme which will be delivered jointly by council and Agilisys resources. This joint team working approach will use industry standard delivery methods which are based on the Office of Government Commerce Managing Successful Programmes and Prince II programme management methodology. The programme will be using the council corporate templates where possible.
	See Section 2.2 for further information on the programme management work stream.
Business Change	Successful delivery of the programme can only be achieved by working with the council and engaging those who will be impacted by the change both directly and indirectly.
	The Business Change team will ensure that communication is clear, engage stakeholders throughout the programme lifecycle, develop a Target Operating Model for the Transactional Hub, that knowledge transfer is built into the programme and the benefits are clearly identified and managed.
	See Section 2.3 for further information on Business Change
Transactional Hub	Underpinning the transformed service capability is the operational service model as detailed in the ISFT submission. This will be refined through the development of the Target Operating Model, automating where possible and ensuring consistent service quality by utilising standard best practice models.
	See Section 2.4 for further information.
Human Resources and Payroll	Delivery of the enabling platform to support the council's HR transformation programmes and the outcomes specified in the ISFT submission / specification. This solution will utilise Agresso Business World and be underpinned by the future support services model.
	See Section 2.5 for further information.
	Delivery of the transaction payroll capability and the outcomes specified in the ISFT Submission / Specification. Payroll will be delivered using an integrated and compliant business system which administers the salary, overtime, expense payments and pension contributions to council employees and third party stakeholders accurately.
	See Section 2.5 for further information

Work stream	Description
Finance and Procurement	The delivery of both the Strategic and Operational Finance requirements specified in the ISFT Submission. This will be achieved by the delivery of a proven enabling solution (Agresso Business World) based on the Local Government Template and built to deliver the agreed outcomes. See Section 2.6 for further information
	The delivery of the enabling platform to support the council's Procurement transformation programme and the outcomes specified in the ISFT submission. This solution will utilise Agresso Business World and Due North. See Section 2.6 for further information
ICT	Underpinning the programme is the enabling technology that will support the change. The ICT team will ensure that the solution is hosted and supported so that it is accessible to business users. This work stream will also ensure that legacy data is managed and migrated as specified in the Data Migration Strategy. In addition the team will ensure the building and completion of the required integration with existing systems and connecting systems using BizTalk as a middleware platform can be used corporately by the organisation. See Section 2.7 for further information
Broader council Transformation activities	The programme is focused on ensuring that the outcomes and business improvement are delivered over the life of the agreement and not just the implementation phase. The programme includes a commitment to develop additional value added propositions ▪ CRM Proposal providing options ▪ EDRMS proposal options ▪ Agresso future roadmap See Section 2.8 for further information

2.2. Programme Management

2.2.1. Description

The programme management work stream will be led by the council's WCC Programme Director and managed on a day to day basis jointly by an experienced team of a WCC Implementation programme manager and an Agilisys programme manager.

2.2.2. Delivery Team
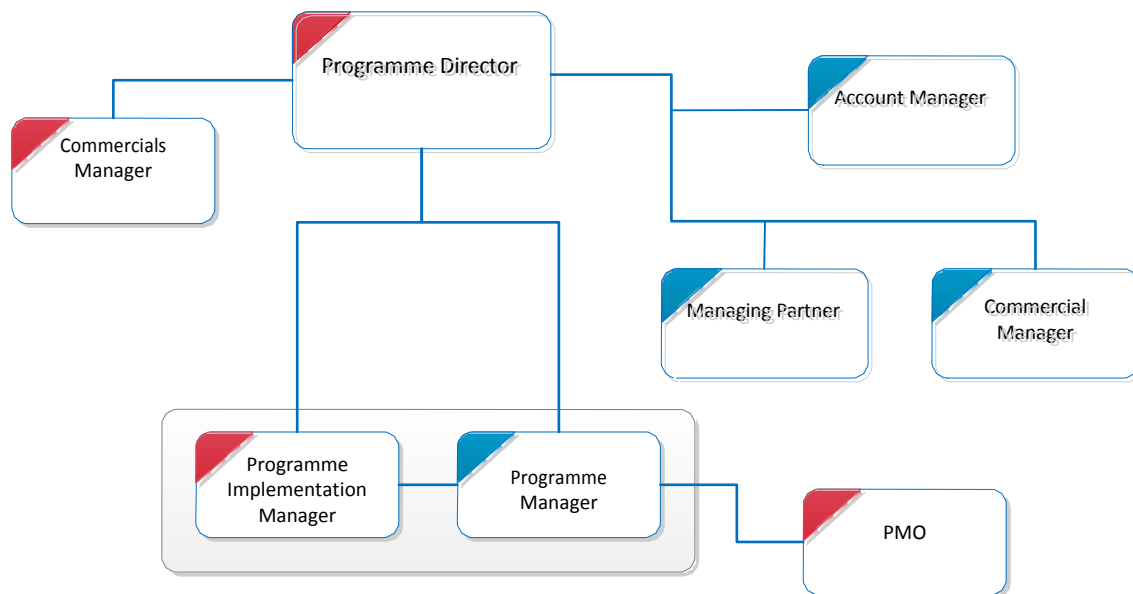
2.2.3. Key activities

The following activities are in-scope for the programme management work stream:

- Production of this PID to reflect the delivery approach of the FutureWorks - Business Support Services Transformation Programme

- Providing leadership and quality assurance function across work streams and the programme

- Production and maintenance of the programme plan

- Reporting against programme activities and progress to the board and broader senior stakeholders

- Daily point of escalation and resolution of programme challenges

- To proactively manage risks and issues

- To proactively manage work stream interdependencies

- To monitor and control programme budget

- To ensure consistency in solution design and ensure successful delivery of the business case and activities detailed in the PID

- Management of the PMO

- Management of programme resources.

2.2.4. Outline Products – Deliverables

Product	Type	Description	Approval
PID	Word Document	Describes the controls and approach for the programme delivery	Programme Director programme board Endorsement
Plan	Microsoft Project Plan (MSP) format	Captures the activities, dependencies, associated resources and the plans for the delivery	Programme Director to approve base-lining
RAID log	Excel spread sheet – not static	Risk, Assumptions, Issues and Dependencies captured in a central log and held within the PMO SharePoint site RAID Logs	No approval required. On-going control monitored and controlled via PMO
Programme Highlight Report	Word Document	Provides a weekly snapshot of programme providing an update on the plan (progress and missed milestones) an update on each work stream plus a review of the risks and issues with a score over 12 An example highlight report can be found at Appendix C	Joint report presented to programme board by WCC and Agilisys programme managers
Decisions Log	Excel spread sheet	Contains a log of all decisions made on the programme Decisions Log	No approval required. On-going monitoring.

2.2.5. Key Assumptions

- Adopt and adapt to good practice templates. The council and other customers such as West Midlands Pension Fund, Wolverhampton Homes and Schools (where they have elected to use Agresso) agree to using standardised processes. Any variation will be agreed through the Governance Model (i.e. by the programme management team in the first instance) and documented in the High Level and Detailed Design documents

- Standard business flows based on good practice (informed by previous Agilisys Implementations of Agresso) will be adopted wherever possible

2.3. Business Change

2.3.1. Description

The FutureWorks programme will act both as a platform to deliver efficiencies and cashable savings and also improve access to key information to support service improvements. Inevitably, making improvements will require many people to change the way they work. It will require changes to traditional working practices which may be resisted at first.

To ensure the implementation brings positive results, it is important to manage the people aspects of the change carefully.

Managing the introduction and roll-out of the new processes is no different from any other complex programme – it needs a formal, well-managed programme which will be driven from this work stream. It is extremely important to adopt the strategy used by many change management experts; start small, think big, manage tightly and grow fast.

Managing expectations of what the new solution and service will deliver is absolutely crucial, as whilst the savings will be significant, they will not be achieved overnight without a tremendous amount of continued hard work. Sustained commitment over the medium to longer term is essential by all parties.

Full time, experienced change management professional and senior business resource will be a key part of the programme team with responsibility for the delivery of the change deliverables and also the successful knowledge transfer.

The Communications plan for the programme will be a key document and will form a significant part of the change management framework. The programme will need to engage with a number of senior stakeholders across the council to get the required input and ensure a successful outcome. These communication channels must be open to the programme as early as possible and all staff need to be kept informed and engaged in the changes required.

Training is a considerable part of this programme and as such will be given the time and resources to ensure its success. The main principles of the programme training plans are as follows:

- A full Training Needs Analysis will be performed to ensure the right programme of training is delivered
- The focus will be on embedding the cultural changes required
- Training will be role based and tailored to the user's needs and will be delivered in an optimal timescale
- A role will be created to deal with all training administration
- User training will be undertaken through a combination of classroom, desk and computer based delivery.
- On-going training needs and ownership delivered as part of handover.

A dedicated training programme is essential to this programme to ensure that all staff involved in the process are able to effectively carry out requirements of their daily jobs.

Given the requirement for a rapid deployment it is important the training team has a clear focus and delivery method, otherwise the change impact could undermine the potential of the platform.

2.3.2. Delivery Team

Senior Change Manager

Change Lead 1

Training Lead Aug 13

Comms Lead

HR & Migration Lead

Change Lead 2

Trainers x4

Change Assistant

Change Project Lead

Delivery Business Change Manager

Assist. Director Business Change Delivery

E&E Business Change Manager

E&E Directorate Champion

Community Business Change Manger

Community Directorate Champion

Schools Change Manager

Schools Change Champion

Pensions Change Manager (PT)

WMPF Change Champion

Wolverhampton Homes Change

W. Homes Champion

Business Change Team

2.3.3. Key activities

The following areas are in-scope for the Business Change Work Stream:

- Stakeholder engagement and Communications across the programme including the development and production of a Communication and Engagement Strategy

- Delivery of a four tiered service model design and new Target Operating Model (TOM) for the in-scope service areas; Finance, Procurement, HR and Payroll

- Delivery of a Training Strategy and a Training Needs Analysis to support the council in rolling out training across the programme

- The management and delivery of user training across the programme: including the production of user manuals and training materials

- Identification, tracking and management of the benefits outlined in the programme full business case.

2.3.4. Out of scope

- Generic Management Training is not provided by this programme i.e. not solution specific.

2.3.5. Outline Products – Deliverables

Product	Type	Description	Approval
Stakeholder and Engagement Plan	Word document	Defines the stakeholders that the programme needs to engage with and the accompanying timescales	Approved by WCC Programme Director
Target Operating Model	Word document	Defines the future operating model for the Transactional Hub	Approved by Heads of Service before recommendation of approval to programme board
Benefits Management Strategy	Word document	Defines how the benefits will be delivered	Approved by WCC Programme Director
Benefits management, approach, governance and realisation workshop	Word document	A workshop to define the approach for managing the benefits and how these will be realised through the delivery of the Target Operating Model	Scope and approval to be agreed with WCC Programme Director
Benefits Realisation Plan	Word document	The plan that will define the timescale for delivery of the benefits	Approved by WCC Programme Director and SRO
Change Readiness Assessment	Word document	An assessment of the ability of the council to take on the planned changes	Reviewed by programme board
Communications Plan	Word document	Details the programmes plans for communicating with stakeholders	Approved by WCC Programme Director
Training Strategy	Word document	Defines the approach the programme will take in delivering training to the council's in-scope employees	Approved by WCC Programme Director and for onward submission to programme board and the council's Scrutiny panel
Training Plan	Word document	Provides the detailed plan for rolling out the training to the	Approved by WCC Programme Director, for onward approval of

Product	Type	Description	Approval
		council's in-scope employees	programme board
Training Needs Analysis	Word document	Provides an assessment of the training needs of the Agresso user base	Approved by WCC Programme Director

2.3.6. Key assumptions

- Self-service implementation will be complete by October 2014

- There will be a phased roll out of self-service across the council. The current plan indicates three phases to the roll out. However, this can be changed with agreement by both parties

- The council will define a number of Super Users (business and technical) who will have additional access to the core product functionality which is over and above normal day to day user access

- An assumption is that users are able to operate a PC. If a user can navigate through internet explorer this is considered to be sufficient for someone who authorises payments for example. The Training Needs Analysis will inform this. If users require basic IT training this would be outside the programme but all application training is with in-scope of the programme to cover the solution

- No one will have access to the system until they have successfully completed the necessary training courses. This will be defined in the Training Strategy.

2.4. The Transactional Hub

2.4.1. Description

A key deliverable from the Business Change Work Stream will be the Target Operating Model. This work stream will focus on making a physical reality of the model agreed to deliver the operational service. Integral to that approach is the establishment of a Transactional Hub which is built from a customer perspective. At this stage the make-up and practices of the Transactional Hub are not defined. The tiered approach to service delivery is built around a professional and multi-skilled service delivery team with self-service a key feature.

Initially the service will be designed on the existing business lines. This is to ensure business continuity and minimise service risks in year two which should be considered the start-up year for the service model. In year three onward we will:

- Cross skill the teams to break down specialisms for transactional activities. Providing the council with a more flexible service

- Identify additional services to apply the same delivery model. ICT is an example of a business service that fits within this model

Implementation of the Agresso solution will be an integral part of establishing the Transactional Hub

2.4.2. Transactional Hub Delivery Team

Transactional Hub Delivery Team
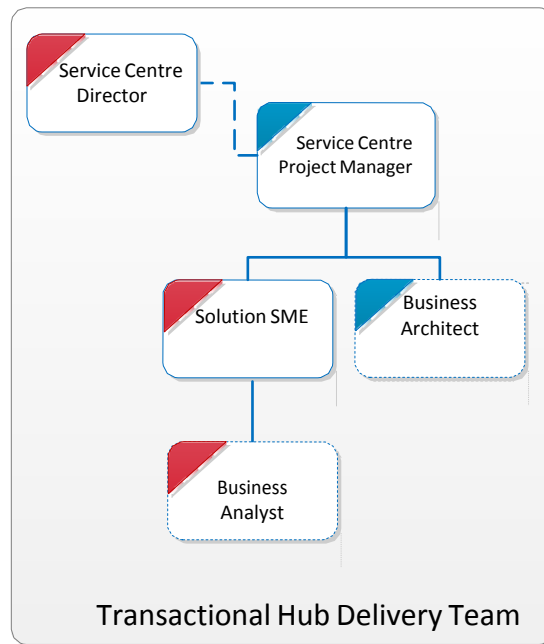
2.4.3. Key activities

The following areas are in-scope for the Transactional Hub

- To design, plan and implement a Transactional Hub, capable of delivering the organisation identified within the Target Operating Model

- To transition those teams identified in the Target Operating Model into the new Transactional Hub model

- To identify, plan and implement space and technology required to support the Transactional Hub

- To review transactional processes in-scope for the Transactional Hub.

2.4.4. Out of scope

- The transition of teams into the Transactional Hub that are not defined within the Target Operating Model.

2.4.5. Outline Products - Deliverables

Product	Type	Description	Approval
Transactional Hub design	Word document	A programme Workstream responsible for the setup of the Transactional Hub. This work stream will develop the in-depth cutover plans for transitioning the functional teams into the Transactional Hub	Approved by WCC solution owner with recommendation for approval to the programme board

Co-located Transactional Hub	Word document	Definition of the multi-functional operation located in the same area	Launch to be approved via Cutover Plan/ go-no go criteria
Service Catalogue and Service Level Agreements	Word document	Define the services and agree the operational service levels for the Transactional Hub	Approved by WCC solution owner with recommendation for approval to the programme board

2.4.6. Key assumptions

- Initially the Transactional Hub will be designed on the existing business lines to ensure business continuity and minimise risk. Cross skilling and identifying additional services for the service centre model will take place in later phases by the council in Year three.

- The service centre will be operational by April 2014

- An Operational Scanning Service will be introduced

- Adopt and adapt to good practice templates. The council and other existing customers (West Midlands Pensions Fund, Wolverhampton Homes and schools) agree to standardise processes. Any variation to be agreed through the governance model, i.e. by the programme management team in the first instance

Standard business flows based on good practice (informed by previous Agilisys Implementations of Agresso) will be adopted wherever possible.

2.5. HR and Payroll

2.5.1. Description

This programme is focused on replacing the existing mainframe solution for HR and Payroll and ensuring the technology and processes are delivered to support the new service model. This programme will deliver and support:

- Best of breed HR and Payroll processes supported by the implementation of the Agresso solution

- Devolving people management responsibility to managers with appropriate training support will improve employee relations, provide efficiencies from paper based processes and provide timely mitigation of employee issues

- A list of the Agresso HR and Payroll modules that are in the scope for delivery can be found at Appendix G

2.5.2. Delivery Team

HR and Payroll Project Team
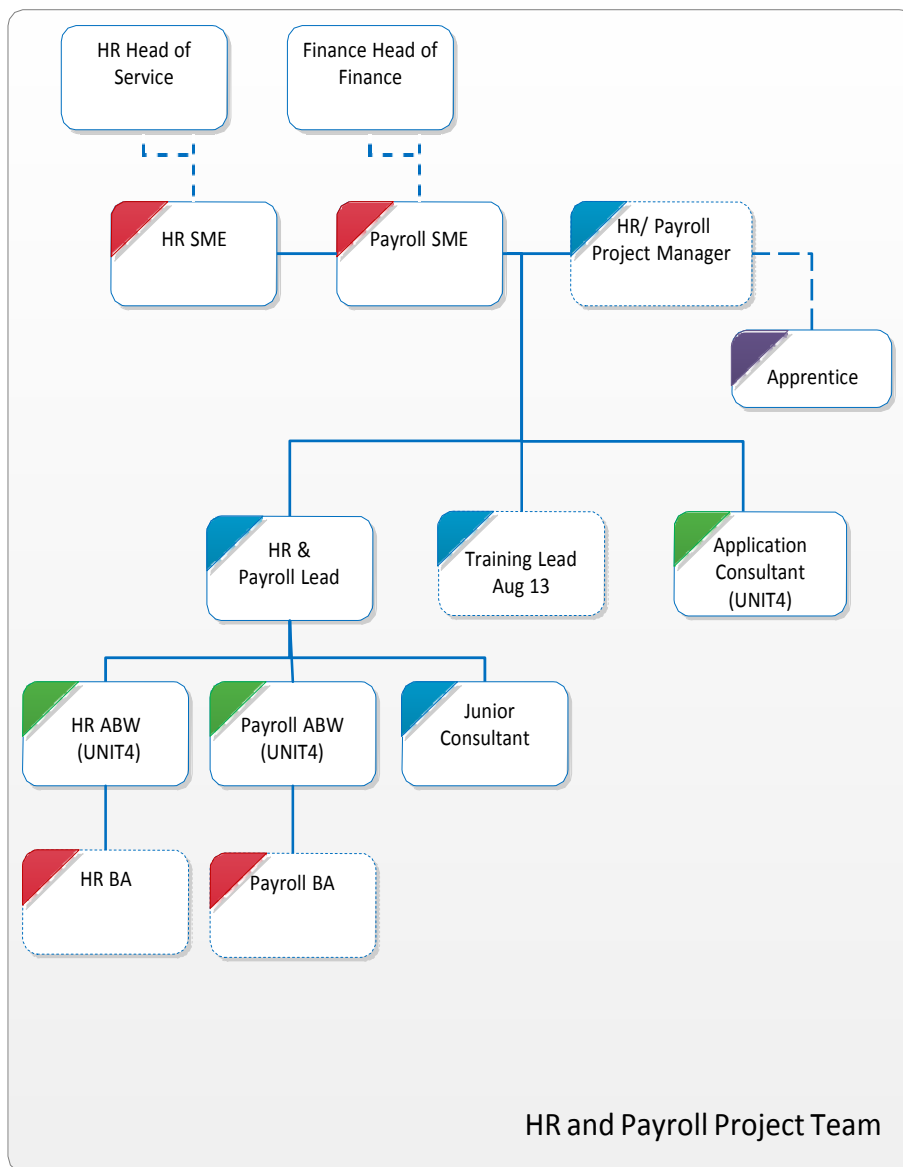
2.5.3. Key activities

The following activities are in-scope for HR and Payroll:

- Delivery of a HR and Payroll solution in April 2014
- Configuration of the technology to support the standard HR and Payroll processes identified and agreed within the solution design
- Standardised Management Information (MI) reporting (refer to Appendix A)
- The ability for users to create their own reports (depending on user rights)
- Migration of a limited amount of data e.g. last 12 months absence history
- Undertake payroll parallel runs and the audit of the reconciliation between old and new payroll systems
- Ability to store records electronically from 2014 subject to data controls regarding type of data to be held in Agresso
- Provide the ability to track Human Resource (HR) compliance
- Learning and development functionality implemented:
    - Against an individual's HR Record we will record we will store their training, qualifications etc
    - Agresso can also workflow remind event such as professional qualification expiry, and hold mandatory fields such as driving license flags.

2.5.3.1.   Standard Management Information

Detail of the standard reports produced by Agresso can be found in Appendix A. All standard reports will contain WCC branding, layout and style. Some users will have the ability to create their own bespoke reports (depending on role and permissions). The design and content of the MI reports will be developed during the detailed design phase.

2.5.3.2.   Out of scope

- Workforce development is excluded – the programme will not deliver the wider organisational training for out of scope services or develop broader skills such as ICT training for general users.
- Back scanning of paper based records

2.5.4. Outline Products - Deliverables

Product	Type	Description	Approval
Alignment Workshops	Work shops	Walkthrough and review of the proposed good practice processes and Agresso workflows with the business representatives	Attendees to be defined by work stream SME
High Level Design	Word documents	Is the summary document of the output from the workshops containing the high level design of the proposed solution	Approved by SME for each work stream

Product	Type	Description	Approval
Detailed Solution Design	Word documents	This is the final design for the proposed solution. Once signed off this will be used by the build teams to configure the proposed solution	Approved by SME with recommendation to programme board for approval
Agresso Solution Build	Configuration	The configuration of the Agresso product based upon the signed off Detailed Solution Design	Approved via test phases
Training Materials	Word documents	The development of all training materials for example online manuals, desk aids, computer based training required for users of the Agresso solution	Approved by work stream SME
Test Scripts	Word documents	The scripts that are developed to test the Agresso solution performs in the expected manner	Approved by test manager that they deliver against Test Strategy
Test Evidence	Word documents	The evidence from the testing phases which is used in the decision making and approval of the test steps.	Random QA checks by test manager to ensure that quality of testing is adequate
Cutover Plan	Word document	Term used to describe the detailed activities that need to take place over the implementation period (February to April 2014). This is a very detailed activity list and monitored on a daily basis	Approved by programme managers (both Agilisys and WCC)
Data Cleansed	Data files	The cleansing of the data on the existing mainframe systems. This step ensures that there is a consistent and clean data set prior to migrating into the Agresso solution	Approved by WCC data manager

2.5.5. Key assumptions

- There will be a phased roll out of self-service across the council. Current plan indicates three roll outs. However, this can be changed with agreement by both parties

- Self-service roll out will be complete by October 2014

- An operational scanning service will be introduced. This is a centralised function scanning inbound invoices

- Adopt and adapt to good practice templates. The council and other existing customers (West Midlands Pensions Fund, Wolverhampton Homes and schools) agree to standardise processes. Any variation to be agreed through the governance model, i.e. by the programme management team in the first instance

- Standard business flows based on good practice (informed by previous Agilisys Implementations of Agresso) will be adopted wherever possible for self-service efficiencies to be realised, access to the Agresso system needs to be available to all staff

- All staff will have access to the council's intranet for links to policies

- In providing HR and Payroll for different 3rd parties, e.g. Wolverhampton Homes, different terms and conditions may have to be maintained

2.5.6. HR and Payroll work stream timeline

2.6. Finance and Procurement

2.6.1. Description

The Finance and Procurement project is the delivery of processes and systems. The project comprises the following major phases of work:

- Configuration of the technology to support the standard Finance and Procurement processes identified and agreed within the solution design (based on Local Government best practice templates)

- Design and configuration of the Agresso solution

- The testing of the configured solution

- A list of the Agresso Finance and Procurement modules that are in the scope for delivery can be found at Appendix G.

2.6.2. Delivery Team

Finance and Procurement Project Team
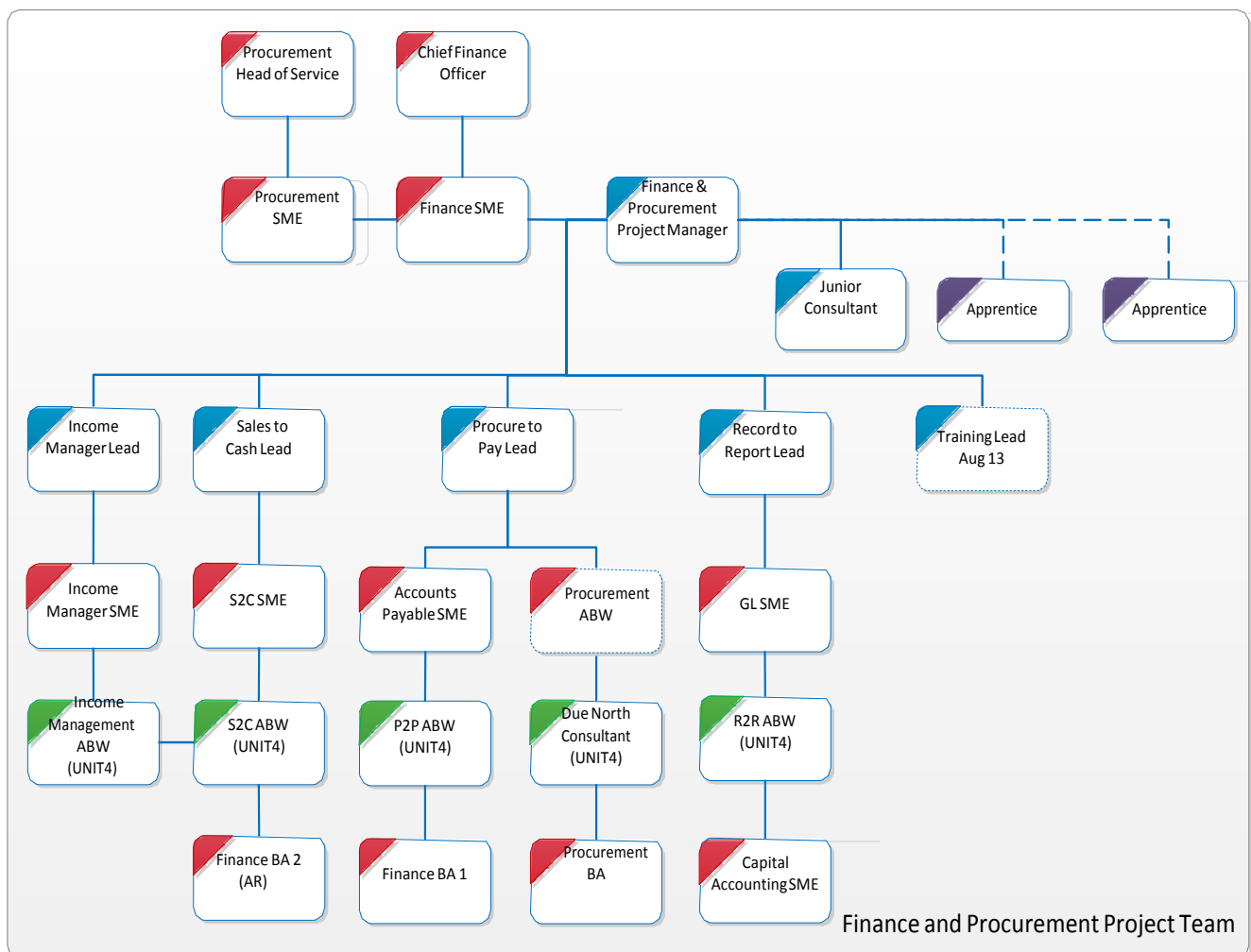
2.6.3. Key activities

The following areas are in-scope for the Finance and Procurement work stream:

- Define new Chart of Accounts
- Implementation of Optical Character Recognition software –V1
- Income management solution
- Configuration of Agresso to delivery processes defined in design
- Standardised MI reporting
- The ability for users to create their own reports (depending on user rights)
- E-tender and e-auction capability through the implementation of the Due North system
- Dashboard reporting to enable the monitoring of compliance

2.6.3.1.   Standard Management Information

Detail of the standard reports produced by Agresso can be found in Appendix A. All standard reports will where appropriate contain WCC branding, layout and style. Some users will have the ability to create their own bespoke reports (depending on role and permissions). The design and content of the MI reports will be developed during the detailed design phase.

2.6.4. Out of scope

- Any procurement transformation programme activities outside of the in-scope areas listed above
- Chip and PIN hardware
- Self-service invoice registration

2.6.4.1.   Outline products – Deliverables

Product	Type	Description	Approval
Alignment Workshops	Work shops	Walkthrough and review of the proposed good practice processes and Agresso workflows with the business representatives	Attendees to be defined by work stream SME
Chart of accounts	Template	The fundamental building block of the council's revenue and capital analysis	Approved by WCC Finance head of service
High Level Design	Word documents	Is the summary document of the output from the workshops containing the high level design of the proposed solution	Approved by SME for each work stream
Detailed Solution design	Word documents	This is the final design for the proposed solution. Once signed off this will be used by the build teams	Approved by SME with recommendation to programme board for

Product	Type	Description	Approval
		to configure the proposed solution	approval
Solution Build	Configuration	The configuration of the Agresso product based upon the signed off Detailed Solution Design	Approved via test phases
Training Materials	Word documents	The development of all training materials for example online manuals, desk aids, computer based training required for users of the Agresso solution	Approved by work stream SME
Test scripts	Word documents	The scripts that are developed to test the Agresso solution performs in the expected manner	Approved by test manager that they deliver against Test Strategy
Test evidence	Word documents	The evidence from the testing phases which is used in the decision making and approval of the test steps.	Random QA checks by test manager to ensure quality
Cutover Plan	Word document	Term used to describe the detailed activities that need to take place over the implementation period (February to April 2014). This is a very detailed activity list and monitored on a daily basis	Approved by programme managers (both Agilisys and WCC)
Date Cleanse	Activity	The cleansing of the data on the existing mainframe systems. This step ensures that there is a consistent and clean data set prior to migrating into the Agresso solution	Approved by the System specialists

2.6.5. Key assumptions

▪ Cheque printer hardware will be sourced by WCC with compatibility confirmed

▪ The use of Procurement Cards does not require PCI-DSS compliance as it does not involve storing customer credit card details and access to the procurement card data will be restricted by user roles

▪ Adopt and adapt to good practice templates. The council and other existing customers (West Midlands Pensions Fund, Wolverhampton Homes and schools) agree to standardise processes. Any variation to be agreed through the governance model, i.e. by the programme management team in the first instance

▪ Standard business flows based on good practice (informed by previous Agilisys Implementations of Agresso) will be adopted wherever possible. All purchase items

sourced via Marketplaces or punch-out supplier catalogues will be available via Agresso with preferred supplier(s), pricing and coding

- A single scheme of delegation will be created and approved by WCC

- All goods and services purchased by WCC will use an official purchase order processed through Procure to Pay (other than then use of P cards).

2.6.6. Finance and Procurement work stream timeline

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Ongoing
Project Mobilisation													
High Level Design													
Detailed Design													
Build													
Testing (PTT & UAT)													
Training													
Cutover Plan													
Go live!													
Post IM Support													
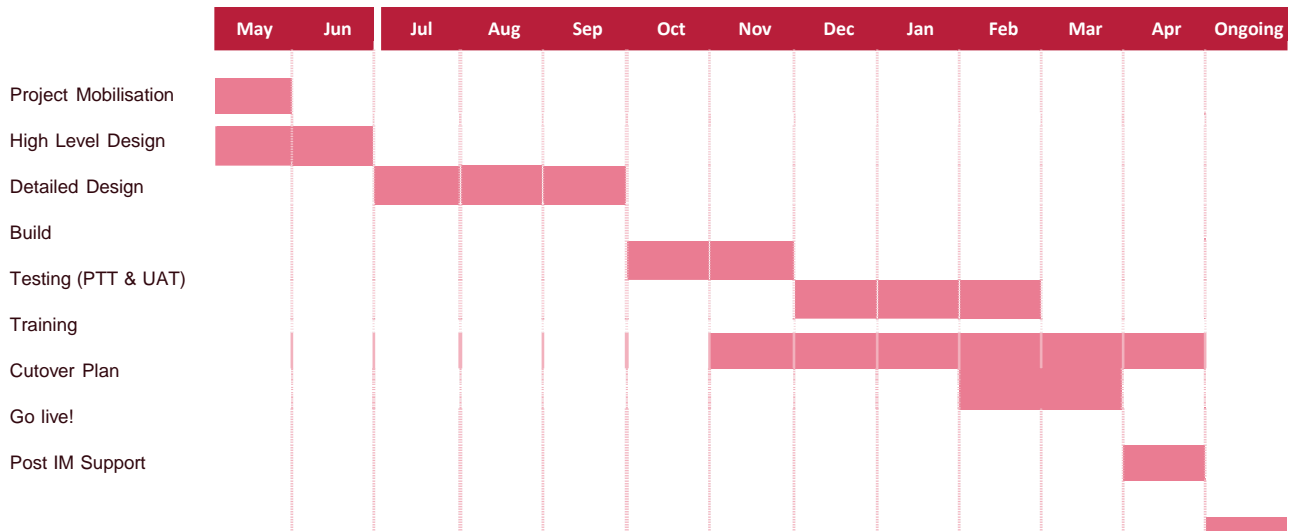
2.7. ICT

2.7.1. Description

The scope of this project is delivering the technical architecture, hardware, software deployment, application environments, security, resilience and on-going operational support capability aspects of the solution and the associated data migration and integration to support the operational service. The solution will be:

- Upgraded, developed, tested and corrected without impacting on live operations
- Re-instated in a disaster recovery scenario
- Have the data required migrated to provide an operational service to be agreed in the Data Migration Strategy
- Be integrated with the line of business systems identified to be agreed in the Interface Strategy Document
- Support capability including service performance monitoring and reporting
- A list of the Agresso ICT modules that are in the scope for delivery can be found at Appendix G.

2.7.2. ICT Delivery Team

Technical (ICT) Project Team
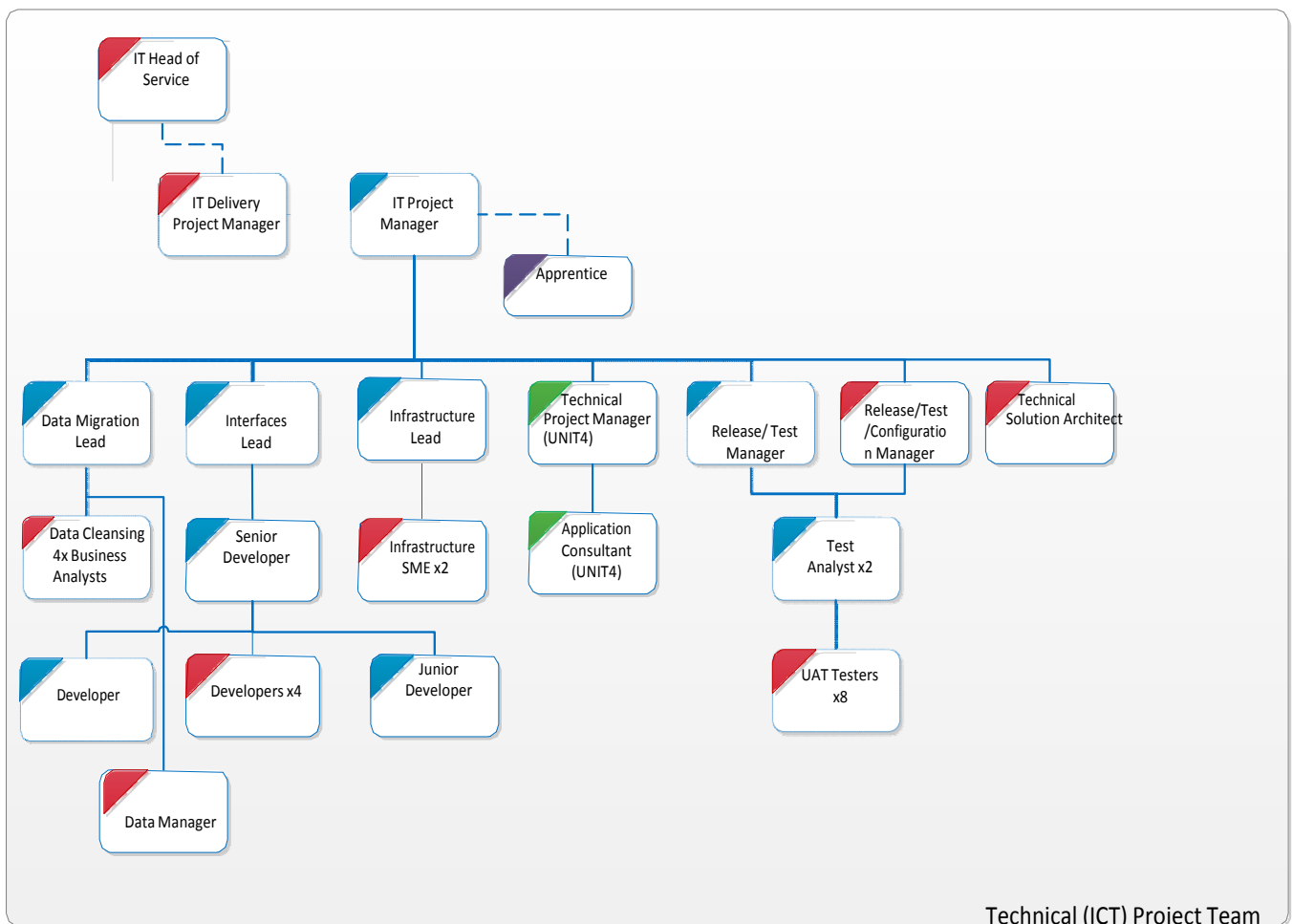
2.7.3. Key Activities

The scope of the ICT work stream is:

- Implementation of a service delivery platform including:
    - Infrastructure to support the Agresso solution
    - Implementation of Agresso modules and environment required to deliver the functionality to support HR, Payroll, Procurement, Finance and self service
    - Centralised integration hub using BizTalk to support interfaces
- Development of agreed technical design (referenced in the Technical Design document)
- Provision of appropriate access to environments
- Design and delivery of interfaces
- Data cleansing (with support of the business) of any data to be migrated
- Design and management of data migration approach
- Creation of support materials and training to support the team
- Implementation and integration of Due North for e-tender/ e-auctions
- Implementation and integration of V1 with Intelligent Character recognition
- The detail of the solution will be documented within the TDD (Technical Design Document) which will be approved by the board.
- Capability to provide on-going operational support and processing
- Service definition and service measures
- Cheque printing solution
- Printing requirements
- Documented disaster recovery processes
- Full Disaster Recovery test
- Primary Data Centre Resilience Testing
    - Multiple environments to support Development, Test, Training and a pre-production (final test) alongside the production environment
- Remote access to environments as described within the TDD
- Access to Agresso self-service through conventional desktop browser
- To implement a performance monitoring tool to evidence the response times of the solution at the server level using the Solar Winds product
- Software licensing
- Testing to evidence that the solution is robust and ready for operational service (to be defined in the Testing Strategy document)
- Assess suitability of service desk tools for use in the Transactional Hub.

2.7.4. Out of scope

- Decommissioning of the mainframe or any other ICT currently in place will be delivered by the ICT team as part of BAU

- Treatment and storage of historical data that is not required to be migrated to the new solution

- Back-scanning of paper records will be considered separately as part of the broader transformation work stream

- Scanning equipment for use with the V1 OCR solution will be purchased by WCC (if required)

- Cheque printing hardware to be source by the council.

The implementation of the following Agresso elements are not part of the scope of this phase of the programme. Note that the licence for these modules has been negotiated as added value items as part of the Agilisys contract only. The intention is that these additional modules and capabilities may form part of the future roadmap of the ERP/IT Delivery Plan:

  - Mobile Apps – reports

  - Mobile Apps – tasks

  - Mobile Apps – timesheets

  - Fields Force – works maintenance

  - Fields Force – asset management

  - Salary review

  - Legal billing

  - Fleet management

  - Inventory management

  - Project costing and billing

  - Timesheets and expenses within the Strategic Finance module

- Design, delivery and implementation of a CRM solution (any inclusion to be managed via change control process)

- Design, delivery and implementation of an EDRMS solution (any inclusion to be managed via change control process).

2.7.4.1. Outline Products - Deliverables

Product	Type	Description	Approval
Technical Design Document	Word document	Detailed technical design specifying the infrastructure requirements for the Agresso solution	Approved by WCC Head of ICT, for onward approval by the programme board
Infrastructure	Hardware	The technical infrastructure required for the Agresso system	Procurement approved through the approval of the TDD. Hardware and

			s/w installation tests to be approved by WCC Head of ICT for recommendation to the programme board for approval
Data Migration Strategy	Word document	Will define the approach required to migrating the data from the mainframes systems	To be reviewed by project leads and approved by both Agilisys and WCC ICT project managers
Data Migration Designs	Word document	The designs for the	To be reviewed by project leads and approved by both Agilisys and WCC ICT project managers
Interface Strategy	Word document		To be reviewed by project leads and approved by both Agilisys and WCC ICT project managers
Interface Designs	Word document		To be reviewed by project leads and approved by both Agilisys and WCC ICT project managers
BizTalk Training	Training course and associated materials		Attendees to be defined by WCC Head of ICT
Interfaces	Evidence – documents and screen prints		Approved via the associated test reports and evidence documentation. Test reports approved by WCC Head of ICT and then onward to programme board for approval
Disaster recovery process and resource requirements	Word document	Roles and processes defined	To be reviewed by project leads and approved by both Agilisys and WCC ICT project managers
Service desk tool review assessment and recommendation	Word document		To be reviewed by WCC Head of ICT
Support capability	Word	Service Catalogue	To be reviewed by WCC

	document	Service Levels Standard processes	Head of ICT
Test Strategy	Word document	Detailing the strategy of all elements of testing, e.g. unit. system, migration, Interface, UAT, Disaster Recovery	Reviewed by programme Management team, project leads and functional SMEs and approved by Programme Director
Test Reports	Word documents		DR Test report – approved by WCC Head of ICT Resilience Test Report – approved by WCC Head of ICT Infrastructure Test Report – approved by WCC Head of ICT with recommendation of approval to the programme board Interface Test report – approved by WCC Head of ICT with recommendation of approval to the programme board End to End test report – approved by WCC head of ICT and SMEs UAT test reports – approved by SMEs with onward recommendation for approval by programme board.

2.7.5. Key assumptions

- Post the approval of key milestone four (infrastructure sign off), the council will be responsible for the maintenance of the infrastructure as defined in the TDD

- WCC will define power users for those with access to the Smart Client (not through self-service browser)

- WCC will procure Microsoft licences (at Agilisys cost within budget/contract)

- Infrastructure has been sized using the figures from the server sizing questionnaire provided by Unit4 completed in partnership between Unit4, the council and Agilisys, and to be ratified by approval of the TDD

- There is a site licence for ForeFront anti-virus, and therefore no additional licences are required

- There are no additional costs for adding extra server connections e.g. the creation of leased lines or remote connections to users

- WCC will be responsible for the planning and implementation of any work associated with third parties in relation to interfaces to third party systems. Requirements will be documented within the Interface Specification document

- The requirement for the Self-Service Web Browser is an SVG client or compatible add in for the users internet browser. Internet explorer 9, Opera (since 8.0) and Firefox 3.0 include native support

- Sufficient storage provision is available

- Sign-off for the Technical Design document is a key dependency and the detailed breakdown of the technical infrastructure and management should be reviewed there.

2.8. Broader Council Transformation

2.8.1. Work stream description

The broader council transformation work stream is aligned to Agilisys specific commitments to deliver specific products and evaluations as part of its investment in to the council's broader transformation.

This work stream will be managed by the Account Manager/ Transformation Leader from Agilisys, using specialist SME support and resources from within Agilisys where appropriate.

The Agilisys Account Manager/ Transformation Leader will work with the WCC Programme Director to agree and plan the deliverables. The team structure will vary dependent on the needs of each deliverable.

2.8.2. Outline Products - Deliverables

Product	Description	Type	Approval
Customer Relationship Management (CRM) Proposal	▪ Assessment of the technology options for a CRM Solution based on the needs of WCC ▪ Recommendation for the implementation timescales ▪ High level benefits / cost appraisal	Word Document	Presented to Strategic Board by Agilisys Account Manager
Scanning and Document Management proposal	▪ Assessment of the technology and service options for an EDRMS Solution based on the needs of WCC ▪ Recommendation for the implementation timescales ▪ High level benefits / cost appraisal	Word Document	Presented to Strategic Board by Agilisys Account Manager
Future Opportunities document	▪ Strategy paper outlining to the council the additional value that can be driven from the Agresso solution by leveraging the solution procured for example modules	Word Document	Presented to Strategic Board by Agilisys Account Manager

Product	Description	Type	Approval
	procured but planned for implementation		
Income Management Options Paper	▪ Agilisys Revenue Collection Service overview presentation and proposal	Word Document / Presentation	Presented to Strategic Board by Agilisys Account Manager
Historic scanning Options Paper	▪ Options for the scanning of historical records for example historical HR records for storage in Agresso or an alternate EDRMS	Word Document	Presented to Strategic Board by Agilisys Account Manager
Product roadmap	▪ Future roadmap for Agresso product highlighting future developments and product direction	Word/ PowerPoint	Presented to Strategic Board by Agilisys Account Manager

Product	Description	Type	Approval

3   Key Programme Milestones

The following milestones have been identified within the contract schedules as key milestones, some of which are linked to the payment schedule. Each milestone is tracked through the Milestone Tracker Full plan document (approved by programme board 22 May 2013) which can be located in the FutureWorks SharePoint folder:

Milestone Tracker

Milestone	Date: (end of)
PID signed off	May 2013
Completion of Agresso High Level Design (HLD)	June 2013
Define and agree (programme board level) target operating model for new Transactional Hub	July 2013
ICT solution build infrastructure and software acceptance test complete	August 2013
Detailed solution design approved	September 2013
Transactional Hub Delivery plan defined and agreed	October 2013
Completion of solution build/configuration in Agresso	November 2013
Project team and integration testing	December 2013
Training plan signed off	January 2014
UAT complete	February 2014
Ready for live	March 2014
Go live of solution	April 2014
Baseline of Phase Two Plan	May 2014
Phase Two engagement and Training Plan	June 2014
Self-service roll out One	July 2014
Self-service roll out Two	August 2014
Self-service roll out Three	September 2014
Self-service roll out complete	October 2014
Formal handover to BAU	November 2014
Programme closure report	December 2014

3.1. Acceptance of key milestones

The table below defines how each of the key milestones will be formally accepted. The governance schedules will dictate approval dates and review cycles, and the key milestones will be reviewed and ratified by the programme board.

The summary position for the tracking and control of the key milestones will be updated on a weekly basis using the Milestone Tracking Report and this will be presented to the programme board as an information item. This Milestone Tracking Report is based on the contracted position identified in Section 3 herein and contains additional information covering the review and acceptance process (Section 3.2 below) together with the name of the owner of the milestone and any dependencies on which the achievement of the milestone relies. The required sign off dates are also contained in the report.

Any milestone approval decisions required by the programme board will be presented as separate agenda items.

For each individual milestone there will be a formal review process for documents that require sign off. The steps for reviewing these documents in the programme are defined below:

- The document author sends the document to the PMO via email, detailing the names of any persons required to review

- The PMO issues the document, along with the Review Feedback Template, to the reviewer(s) and the author, indicating when the review needs to be completed by. If no feedback is received within the agreed period, the document will have been deemed to have been accepted

- The reviewers send the Review Feedback Form back to the PMO who then files the form in the appropriate directory

- The PMO notifies the author when the review period has expired. The author then has five days to amend the documents as per the reviewer's comments and complete the feedback form

- Sign-Off meetings will be arranged by the author to get approval of the document. The milestone governance contains a multi-level sign off process including ADs, heads of services and programme board.

This process enables the author and reviewer to check that all agreed changes have been made to the document

Milestone	Description	Acceptance
Programme Initiation Document	Word document defining scope and approach to delivery of programme.	Approved by Programme Director Endorsed by the programme board
Draft High Level Design	Draft high level design for Agresso solution. This design is the output from the workshops, and will be refined and further developed culminating in the detailed level design in September.	Approvals in writing by Heads of Service within the Delivery Directorate before recommendation for approval to programme board.

Milestone	Description	Acceptance
Target Operating Model	Draft Target Operating Model document for the Transactional Hub. This document will be draft at this time as it will not have been through the councillor approval cycle (up to members). It can be further refined after the board have approved it. Detail of the approval steps will be detailed in the programme Plan.	Approved by SRO, Heads of Service within Delivery Directorate, and the programme management team, before approval at the programme board. The Target Operating Model, once approved by the programme board will be subject to the approval processes of WCC to achieve councillor approval.
Infrastructure & software	Infrastructure implemented and in place, with software acceptance test complete to demonstrate that Agresso has been installed and ready for configuration and build activities to begin	Approval by ICT Head of Service that the required infrastructure is in place, has been installed to WCC standards and the Agresso installation has completed to WCC standards.
Detailed Level Design	Provides a detailed design of new business processes and scope of systems support for each of them: process design master data transaction data screen layouts/ screen flow workflows forms layout forms content reports layout reports content	Approvals by SME of each area (Procurement, Finance, Payroll and HR) before recommendation for approval to programme board.
Transactional Hub Plan	Detailed Implementation Delivery plan in place with documented risks and issues, demonstrating alignment to the Target Operating Model. In a mini PID format. Written by Agilisys PM with support from WCC colleagues	Approval by Heads of Service, WCC solution owner and WCC Programme Director with recommendation to approval by programme board.

Milestone	Description	Acceptance
Agresso configuration	Configuration complete to deliver processes identified within Detailed Design	Confirmation by Heads of Service, leads and SMEs within work streams that configuration work is complete.
Project Team Testing and Integration test	Project team testing and integration testing is complete	Approval by ICT head of service that interface testing is complete and has delivered against acceptance criteria defined within the Test Strategy with recommendation for approval to programme board
Training Plan	Plan detailing who gets trained when, relating to training needs analysis and training y	Approval by business change manager and Assistant Director - Business Change Delivery with recommendation for approval to programme board (following Scrutiny Panel approval of the Training Strategy)
User Acceptance Test	User Acceptance Testing completed – all scripts documented and complete, evidence stored. Parallel payroll runs undertaken	Approvals in writing by SME of each service area (Payroll, Finance, HR and Procurement) before recommendation for approval by heads of service and the programme board.
Ready for live	Go/ no go decisions defined within the programme Cutover Plan	Go/ no go decision defined as cutover governance. programme board to approve cutover go/ no go decisions
Go live	Launch new systems and processes. Transactional Hub live	Start of day approval to launch by SRO and Programme Director. End of day acceptance by WCC SRO and Programme Director that systems launched as expected. Approval that post launch support in place and working as expected (defined in programme Cutover Plan)
Phase Two Plan	Project plan to define roll out for self-service – mini PID document to define approach, organisation and mini plan	Approval by WCC solution owner, WCC Programme Director before submission to programme board for approval
Phase Two engagement	Self-service roll out – engagement and Training	Approval by Solution Owner and Assistant Director - Business

Milestone	Description	Acceptance
	Plan	Change Delivery before approval from programme board.
Self-service Implementation (1-3)	Launch of self-service functionality as per the agreed plan. Each roll out to confirm staff access to self-service is live and support is in place as planned and agreed	Approval by appropriate directorate lead and programme board
Self-service Implementation complete	Short document to close self-service roll out, confirming back to the mini PID on scope	Approval by programme board
Business as Usual	Handover to business as usual Transactional Hub	Approval by ICT head of service that all training and support is complete. Ratification by programme board.
Closure	Formal programme closure document, relating back to the programme PID to ensure all elements have been delivered as planned to the appropriate quality	Programme board approval

3.2. Responsibilities for key milestones

The table below articulates the responsibilities for each key milestone

P - Primary Task Responsibility. The identified participant(s) is (are) responsible for the preparation of the deliverable.

S - Secondary or Support Responsibility. The identified participant(s) is (are) to provide the necessary support to accomplish and document the deliverable.

R - Review/Comment Responsibility. The identified participant(s) may review and provide comment on the deliverable.

A - Approval Responsibility. The identified participant is to review, comment and subsequently approve the deliverable.

Milestone	AG Prog Mgr	WCC Prog Mgr	AG Account Mgr	Prog Director	Work stream	AG BC	Heads of Service	SME	Solution Owner	Business Architect	ADs	WCC ICT PM	AG ICT PM
PID	P	R	S	R	R	R						R	R
HLD	R	R	R	R	P		A	S	R	A	R	R	P
TOM	R	R	R	R		P	A		A	R	R		
Infrastructure & software	R	R	R		P					A		A	P
Detailed Level Design	R	R	R	R	P		A	S	R	P			P
Transactional Hub Plan	R	R	R	R	P		A				A		P
Agresso configuration					P					A			
PTT and Integration test	R	R	R	R	P							A	P
Training Plan						P		S					
UAT					P			A				P	P

Milestone	AG Prog Mgr	WCC Prog Mgr	AG Account Mgr	Prog Director	Work stream	AG BC	Heads of Service	SME	Solution Owner	Business Architect	ADs	WCC ICT PM	AG ICT PM
Ready for live				A	P					S	A	P	P
Go live				A									
Phase Two Plan	P	P	R	R	S	S			A				S
Phase Two engagement						P							
Self-service roll out (1-3)	S				P						A		P
Self-service roll out complete	S				P						A		P
BAU	P				P		A		A		R		P
Closure	P				P		A		A		R		P

4 Programme Controls

The Programme Management Office will provide the following functions to the programme and each of the individual project work streams:

- Planning – using the MS project tool
- Document control via SharePoint
- Programme co-ordination
- Procurement and invoicing
- Change control management
- Risk and issues management
- Dependency logs
- Programme reporting/ highlight reports
- Programme board administration
- Action log.

The standards for the programme and details of the activities and procedures used within the PMO are described below. Together, they set the standards for the management of this programme.

The key elements of control are implemented in a formal way through the PMO, to ensure the entire programme team use a standardised approach. The intention is to ensure adherence to the principles of control without imposing an excessive bureaucratic overhead, lengthening time-scales, or limiting the ability to respond quickly to changing circumstances.

The scope of the PMO controls is to ensure that:

- A clear programme structure is defined with known accountabilities, and with an environment that helps to maximise productivity within the programme
- All work associated with the programme is documented within agreed programme plans
- Risks and Issues identified as work proceeds, are explicitly managed and responses determined
- Any changes to the Key Milestones in the programme plan and Business Case are controlled through the agreed Change Control process.

4.1. Risks and Issues

The risk and issues log is based on the WCC Corporate Template and will be held centrally by the PMO. All project managers will be responsible for raising risks (via the PMO) and ensuring mitigating actions are in place. Risks and issues will be monitored via the governance in place, and will be reported weekly (risk scores of 12 and over) via the programme highlight report.

4.2. Progress Reporting

Progress reporting is the means by which the board and programme management team is notified of progress of each work stream against the plan and identifies risks and issues which cannot be resolved within the individual project work streams.

Two key reports will be produced:

- Weekly highlight report – including plan extracts to inform the team of any changes in planned dates, risks, issues and commentary. This report is produced on a Monday afternoon following a programme team review of the output

- Fortnightly programme board highlight report – produced every two weeks by the PMO. This is a WCC Corporate Template and will adopt WCC Corporate Standards (Appendix C). The board sits on a Wednesday, and the report is circulated together with agenda, and any supporting documentation no later than 12pm the day before. An example standard board agenda template is provided at Appendix D.

4.3. Document Control Standards

A set of documentation standards has been defined for use across the programme which are aligned to WCC standards. All members of the programme team have been informed of such standards, including checking in and out of documentation, naming conventions and RAID guidance.

Benefits of following this approach are:

- More effective control of documentation

- Reduced risk of the wrong document, or wrong version of a document, being referred to across the programme

- A common look and feel to all documentation

All documents produced must have the document history sections fully filled out according to the following:

Document Location – all documents to be stored on the WCC FutureWorks SharePoint site under:

Programme Management Folder

Version History: Defines the date of the latest revision. If another document revision is planned this date will be provided as well. If the next revision date is unknown, or the document is due to be finalised, the date for next revision can be removed.

Approvals: All documents that require approval must be stored on SharePoint with their associated approval documentation for example copy of email/ minutes etc

4.4. Change Control

Programme Change Control is the process by which potential changes to those deliverables in the programme with a baseline for example time, cost, customer requirements and quality are assessed and appropriate decisions made. The PMO maintains the detail of all elements of the Change Control Process, including the procedures.

This process is derived to ensure all changes are managed and enables control over release, assessment of total impact, reduction of risks inherent in change, prioritisation of work, cost of the work and conformance to strategic programme goals. Ultimately all change that affects the programme must comply with the process and be subject to the agreed authority levels.

The Change Control Procedure in support of this process is filed on SharePoint. It contains the detail of how the suggested changes are to be managed together with examples of the Change Request Form, the Impact Assessment Form and the Change Authorisation Note.

The SharePoint link is:

SharePoint Change Control Procedure

4.4.1. Design Authority

The Design Authority will provide a quality assurance role of the detailed design on behalf of the programme board, and will continue into operational service post programme closure.

The Design Authority will review the design from two main perspectives:

- Is the design right for Wolverhampton?
- Will the design support the realisation of benefits?

It is important that there is clear ownership of the Agresso solution to maximise the potential benefits. As referenced in this document the council is seeking a vanilla solution – this means that any deviation, customisation or bespoke design decision should be challenged to ensure the programme vision is not being compromised and the impact of any changes is understood in both business and commercial terms. Any design change should therefore be challenged on the basis of the two questions above. The Change Control Process will ensure that the risks, timescales and costs of any proposal is made under the terms of the programme governance and enforced by the contract.

The Design Authority should be connected to (but distinct from) the council's Technical Design Authority. This group will ensure the infrastructure and architecture are aligned to the council strategy as defined in the TDD, but should also challenge any software procurement to ensure that duplicated functionality is not being sourced that can be (or is) provided by the Agresso which might erode benefits or reduce the potential for added value opportunities.

The Design Authority is a business group rather than a technical group which has responsibility for:

- Defining the design principles the project must adhere to
- Defining the design principles for the programme that:
    - Can be approved by relevant authorities without impact project timescales
    - Ensures the impact on the organisation can be managed within the project time constraints
    - Supports the business case objectives
- Defining the measures and controls the project will need to implement to monitor the success of the design principles
- Agreeing time constrained waivers to design principles and manage waivers
- Approving the Solution Design
- Defining their acceptance criteria for the Solution Design
- Communicating and ensure the change is managed for those impacted by the design principles.

The attendees of the Solution Design Authority will be agreed but are expected to include:

- System Owner
- Transactional Hub Owner (if different)
- SME representative for each functional area
- Solution architects
- Business Change / Benefits Owner.

5   Dependencies

Internal dependencies will be managed via the programme plan, and monitored through weekly governance meetings. External dependencies will be identified and tracked through the dependencies log which is held on the FutureWorks SharePoint site in the following location

6   Initial Programme Plan

The programme will be managed and controlled through a centralised programme plan. That programme plan will be developed in detail over the month of May and is expected to be base-lined at the end of May/ early June. Key Milestones define important milestones for the plan, and will inform activities throughout the year.

The programme plan will be held within the PMO and will be reported on weekly.

The following planning sessions have been put in place:

- Mobilisation planning reviews have taken place for each work stream and have been amalgamated into a single programme mobilisation plan

- Planning workshops with work stream project managers will take place throughout May and June to walkthrough plans, and ensure cross work stream dependencies are in place and explicit

6.1. Governance

A number of principles for programme governance during the FutureWorks programme have been agreed:

- Clear and simple structures
- Effective terms of reference
- Clear member roles and responsibilities
- Delivers timely decision-making
- Not bureaucratic
- Ensures engagement of the business and programme stakeholders
- Complements the change strategy/stakeholder engagement plans
- Supported by an effective PMO.

As well as the formal governance defined within FutureWorks Governance 080513 v1.0 (http://portal/sites/mainframe/sstp/FutureWorks/PDT/Shared%20Documents/Forms/AllItems.aspx) weekly programme team meetings have been set up ensure programme controls and monitoring is in place:

- To review weekly highlight report
- To review red and amber risks
- To encourage cross work stream working
- Attendees to include work stream project managers, PMO support and programme management
- Senior delivery, programme and commercial team
- To discuss risks, issues, general areas for concern
- To ensure consistency in approach
- To identify any team resourcing/ management issues

The diagram below articulates the overall governance arrangements and is reflected in the FutureWorks Governance document.

6.2. Proposed Programme Governance – Overview
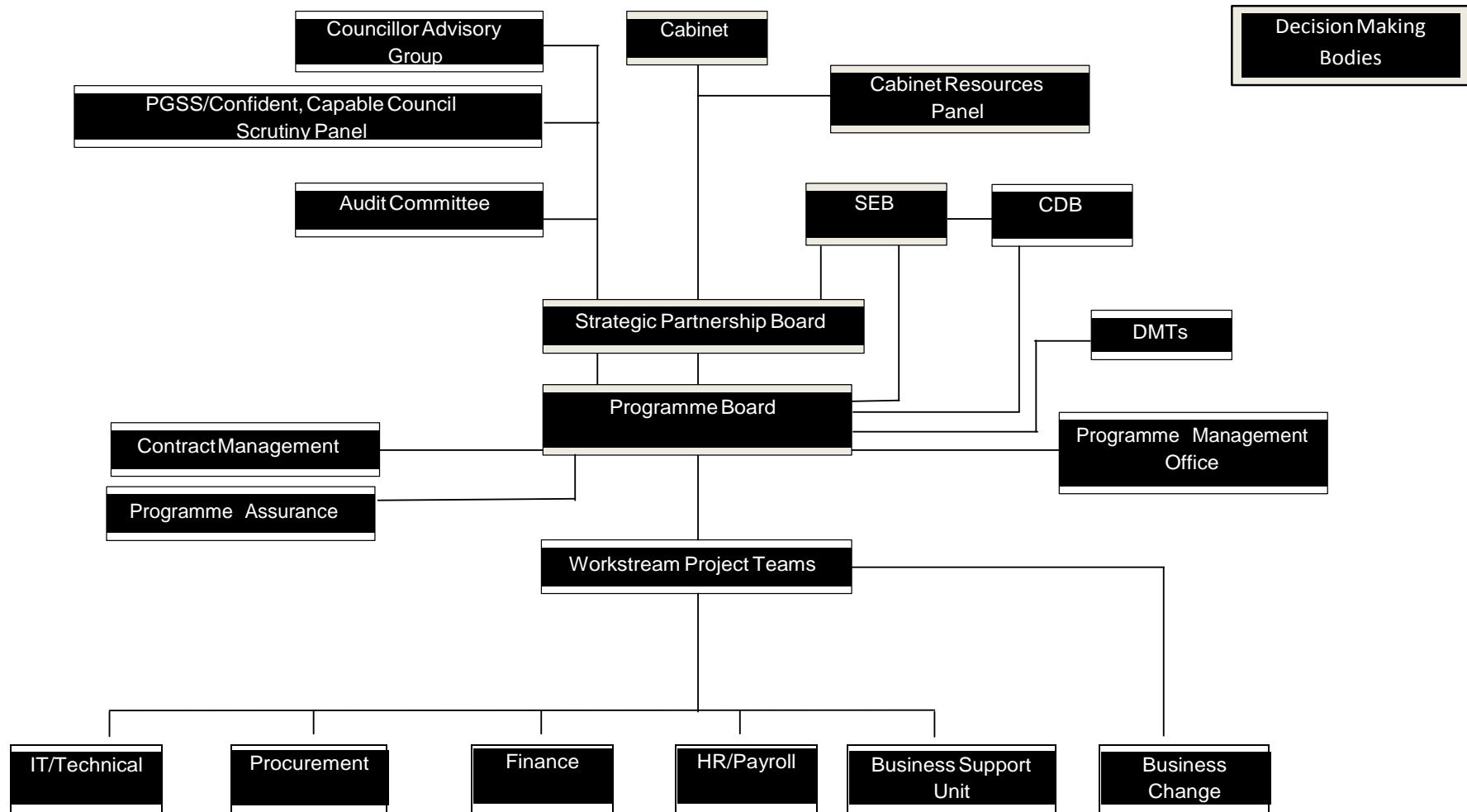
7 Lessons Learned

There is a Lessons Learned document from the previous SSTP implementation programme (SSTP-Axonlessonslearned-Feb2013.doc). This is located on WCC SharePoint site

[Lessons learned](#)

The on-going action log has informed the programme and a final review has concluded that no outstanding actions are there will be a final review with a view to closing any outstanding actions by the end of May 2013.

C3 FutureWorks PID