



Confident, Capable Council Scrutiny Panel

17 April 2014

Report title	FutureWorks Programme Update Report	
Cabinet member with lead responsibility	Councillor Andrew Johnson Resources	
Wards affected	All	
Accountable director	Keith Ireland, delivery	
Originating service	FutureWorks Programme	
Accountable employee(s)	Huw McKee Tel Email	Programme Manager 01902 554036 huw.mckee@wolverhampton.gov.uk
Report to be/has been considered by	None	

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Review the progress to date on the FutureWorks programme, including Agresso go-live on 1 April 2014, and provide any feedback or questions to the programme team.

1.0 Purpose

- 1.1 To provide an overview of progress on the FutureWorks programme as the new systems and business processes go live, covering:

Paragraph(s)

3.1	Progress against key programme milestones;
3.2 to 3.4	Solution build and pre-go-live system testing;
3.5 to 3.10	User training;
3.11 to 3.16	Go-live – transition plans, cut-over and user support arrangements;
3.17	Implementing the Target Operating Model – The Hub;
3.18 to 3.30	Recent programme governance activity – including the role of the programme board, external and internal audit reviews, financial procedure rules updates and the outcome of the programme equality analysis;
3.31 to 3.33	Benefits realisation update;
3.34 to 3.35	Mainframe data archiving and access arrangements;

Agresso and new business processes update – a verbal briefing will be provided at the meeting on progress since go-live on 1 April.

2.0 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, in partnership with Agilisys, of new technology and working practices in finance, HR, procurement, payroll and some additional support service activities across the council. It very much aligns with and complements the customer services review that is currently underway.
- 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 current mainframe systems are used and supported by teams based in the Delivery Directorate:

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

2.6 While the primary focus will be on services provided by the Delivery Directorate, during the design and implementation phases, 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;
- 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.

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.

3.0 FutureWorks – Programme Update

Programme Milestones

3.1 The key programme milestones and progress against them are summarised below:

Date	Milestone	Status
April 2014	Contract signed with Agilisys	COMPLETE
May 2013	Programme Initiation Document approved by the programme board	COMPLETE
June 2013	Completion of High Level Design stage	COMPLETE
July 2013	Target operating model for the Hub approved by the programme board	COMPLETE
	Final business case for the programme approved by Cabinet	COMPLETE
August 2013	IT solution build infrastructure implemented and software acceptance testing complete	COMPLETE

September 2013	Detailed solution design approved by programme board	COMPLETE
October 2013	Training strategy approved by programme board	COMPLETE
November 2013	Hub delivery plan defined and approved by the programme board	COMPLETE
December 2013	Completion of solution build and configuration in Agresso	COMPLETE
January 2014	Project Team and integration testing complete	COMPLETE See update at paragraph 3.2 below
	Training plan approved by the programme board	COMPLETE
February 2014	User acceptance testing complete	COMPLETE See update at paragraph 3.2 below
1 April 2014	Agresso Go-Live	COMPLETE See update at paragraphs 3.11 and 3.12 below. A verbal update will also be provided at this meeting on the new Agresso system and business processes now that they are live.
September 2014	Manager and employee self-service roll-out complete	ON TARGET See update at paragraph 3.5 below

Solution Build and Pre-Go-Live System Testing

3.2 The test strategy was approved by the programme board in December 2013. It set out the areas of testing that will take place, how they were to be performed, who was responsible and the associated key milestones and timescales. The areas that were in-scope for testing are listed below:

- Record to Report
- Purchase to Pay
- Sales to Cash
- Income Manager
- Human Resources
- Payroll
- Reporting & Management Information
- ICT - Interfaces
- ICT - Data Migration
- ICT - Operational Acceptance

3.3 Testing was scheduled to take place in seven phases:

1. Unit & Baseline Interface Testing
2. Project Team Testing
3. Data Migration Testing
4. Interface Testing
5. Payroll Parallel Run Testing
6. User Acceptance Testing including Witness Testing
7. Operational Acceptance Testing.

3.4 While User Acceptance Testing was originally scheduled to be signed-off by the end of February, the programme board subsequently agreed to extend the timescales for completion to ensure that the HR/payroll solution build was complete and that the outcome of testing was sufficiently robust to provide assurance on readiness for go live.

User Training – Overview

3.5 The plans for Agresso system user training were reported to the January 2014 meeting of this Panel and comprise the following:

January 2014

- Training Plan signed off by the programme board
- Individual employees' training requirements confirmed by their head of service
- Agilisys trainers appointed and located in the Mander House training suite
- Agresso training system configured

- February/March 2014
- Employees advised which training they are required to undertake
 - Online Learning Hub open for e-learning courses and for booking face to face training
 - Conference style/large group demonstrations for manager and employee self-service commence
 - SEB/CDB training
 - Delivery of face to face training for requisitioning and sales orders commences

User Training – Face to Face Learning

March 2014

- All training materials and manuals accessible online
- Councillors' self-service training

April 2014

- E-learning courses available online for refresher training
- Post-training support in place – dedicated help desk, floor walkers, business support and project teams, drop-in sessions
- Catch-up training sessions for anyone who has not yet attended

April to September 2014

Access to employee self-service (HR and finance) will be available to all users from April with the exception of booking leave and claiming expenses, will be rolled out directorate-by-directorate as follows:

- Delivery – April 2014
- Community – June 2014
- Education & Enterprise – August 2014

User Training – Face to Face Learning

3.6 Nominated employees from across the council have been attending a range of face to face training sessions that cover the following areas of the system:

- Accounts payable (creditors)
- Accounts receivable (debtors)
- Legal debt recovery
- General ledger (accountancy)
- Human resources
- Payroll
- Bank reconciliation

Following their training, these employees were also given opportunities to practice on the system in the programme's system demonstration room.

- 3.7 Feedback from the face to face training has been very positive; attendees reported that they were encouraged by what they had seen and expressed confidence in how Agresso will support improved ways of working.

User Training - Online Resources

- 3.8 All council employees with PC access are required to use the system's self-service functionality when Agresso goes live. The only exception is for the approximately 1,600 employees that have been identified as not having access to a PC and who therefore will continue to be provided with support from nominated substitutes, known as 'proxy administrators', who can carry out these actions on their behalf.
- 3.9 Agresso online self-service modules allow:
- employees - to check and amend some of their personal and banking details, book leave, view their payslip and submit expenses claims;
 - managers - to approve transactions and monitor workflows.
- 3.10 In addition to e-learning for self-service, the programme team ran a series of self –service overview demonstrations every Tuesday and Thursday during March in the Council Chamber.

Go-Live – Transition Plans and Data Cut-Over

- 3.11 A detailed transition plan was approved by the programme board and was monitored on a weekly basis by the board to ensure system and business readiness by 1 April. It was used to coordinate the following activities:
- Agresso system testing
 - user training plans
 - business process mapping plans
 - payroll parallel run arrangements
 - Agresso disaster recovery testing
 - cutover plans for the transfer of data from existing systems to Agresso
 - Payroll parallel runs
 - Business readiness assessments
 - Post-go live support arrangements

A summary of the transition plan and cutover overview is attached at Appendix 1.

Go-Live – User Support Arrangements

- 3.12 Detailed plans for supporting employees when the Agresso system went live on 1 April were agreed by the programme board. They were designed to ensure that employees at all locations had a number of ways to request and receive support.
- In the first instance, employees were expected to refer to self-support materials available online, including quick reference guides, training manuals and what-if scenarios;
 - These were supplemented by floorwalkers and super users from the Programme team who were deployed in around 40 different locations across the city for the first

week that the system was in operation. Their main aim was be to answer basic queries and signpost users to any further support required;

- Where queries were more complex and could not be resolved by self-serve material or floorwalkers, then employees were directed to either email or to use the ICTS Portal to contact the ICT helpdesk. The ICT helpdesk is capturing issues and directing them to the appropriate teams to resolve. During the period immediately after go-live the ICT Helpdesk was supplemented with 14 staff with Agresso expertise from the programme team to help them log and respond to support requests;
- In addition, 17 employees from across the council who have contributed to Agresso user acceptance testing provided support to help answer their workplace colleagues' queries about employee and manager self-service.

Go-Live - Payroll

- 3.13 In order to test the payroll aspect of the system in a live environment, a pre-planned live parallel pay run is being processed during April to offer reassurance that employees, councillors and partner organisations' payrolls will be paid correctly when the new Agresso system went live on 1 April. This means that the payroll will be run on both Agresso and the mainframe to offer a full month, real time test of the system. The programme has already run a large number of tests on the payroll system and this real-time, parallel test will act as the final check.

Go-Live - Supplier Payments

- 3.14 Thousands of external suppliers have been emailed to remind them about changes to the way they trade with the council from 1 April following the introduction of Agresso which introduces a number of new processes as well as enforcing current policy, including No Purchase Order = No Invoice Paid.
- 3.15 Suppliers were advised in February 2014, that they should not accept an order from the council without an official purchase order number and that their invoices must be sent in an electronic format from April. They have also been informed that they will be able to benefit from a new 'Purchase Order Flip' option; a free online facility to automatically generate invoices and remove the need for suppliers to generate an electronic invoice document. Instead, by logging onto an e-invoicing portal suppliers can immediately convert existing official purchase orders into e-invoices, and track progress through to actual payment.
- 3.16 Since 1 April 2014, in order to be paid all invoices presented to the Council must include the following:
- Supplier name
 - Address
 - Official purchase order number
 - VAT registration number (if VAT registered)
 - Invoice number
 - Date

- Item number and description
- Net price
- VAT breakdown
- Gross price.

Implementing the Target Operating Model – The Hub

3.17 The seven members of The Hub leadership team have been appointed. Led by Hub manager Lisa Taylor, six experienced managers have been brought together to work on different functional areas within The Hub. These are:

- Laura Phillips – Operational Manager for HR Support
- Jackie Richardson – Operational Manager for Payroll
- Tracey Smith – Operational Manager for Debt Management (Debtors)
- Darren Herries – Operational Manager for Payments (Creditors)
- Sara Youles – Operational Manager for Banking
- Julie Dixon – Quality and Improvement Manager.

The Hub brings together high volume activities in finance, procurement, HR and payroll.

Programme Governance – Programme Board

3.18 The programme governance arrangements were approved by Cabinet on 22 May 2013 and cover:

- Terms of reference for the programme board.
- The identity and role/responsibilities for officers on the programme board.
- The key responsibilities of the Councillor Advisory Group.
- Overall decision making governance structure, including the roles of Council, Cabinet, Cabinet (Resources) Panel, Confident Capable Council Scrutiny Panel, Audit Committee and Strategic Executive Board.
- The ultimate decision making responsibility for this programme rests with the Cabinet (strategy) and Council (funding).

3.19 The programme continues to be governed using appropriate project management methodologies and current best practice to create a robust governance structure, with clear roles, leadership and direction. The programme board met weekly in the run up to go-live and on a daily basis in the period immediately after 1 April.

3.20 A key responsibility of the programme board has been to ensure that issues and risks are being managed effectively in partnership with Agilisys. In the period up to go-live the 'red' issues and risks that were being managed at board level included:

- Issue - limitations on capacity to support schools' payroll data cutover
- Issue - delays in delivery of interface files from a third party software company

- Risk - testing over-runs that result in reduced contingency in go-live plans.

The Board received regular updates on these matters and gave direction to the programme team as appropriate to help mitigate their impacts.

Programme Governance – External Audit Reviews

- 3.21 In January 2014 PricewaterhouseCoopers (PwC) were asked to provide an independent review of the programme as the programme moved from Project Team Testing to User Acceptance Testing and onwards to Transition.

To complete the review PwC:

- Agreed criteria for the review (based on their standard 'stage gate' review criteria);
- Interviewed key members of the programme team and stakeholders and reviewed a number of programme documents; and
- Presented the outcome in a report which contained a summary of position against each of the criteria and areas for focus in the run up to go-live.

- 3.22 PwC concluded that the programme has a strong and committed team focussed on delivering the system by 1 April 2014. As with many large programmes of this nature, they acknowledged that the team faces a number of challenges most of which have mitigations in place. They did not raise any high priority areas but suggested a number of areas for continued or additional focus which are summarised below, along with areas of identified good practice. Their conclusions and recommendations (at January 2014) are detailed below:

Areas of identified good practice:

- | | |
|-----------------------------------|--|
| 1. Business change | The programme has a well-resourced and experienced business change team. The programme has positioned FutureWorks as a business change programme rather than an IT implementation programme which ensures focus remains on the users. During the design phase 'drop in' sessions were held so users could see what the design was and the team has introduced 'witness testing' so users and stakeholders can view the new system without being directly involved in the hands-on testing. |
| 2. Governance and decision making | The governance structure is clear and robust and decision-making is reported as being timely and solution-focussed. There is a strong view amongst those interviewed that the positive direction and 'tone from the top' has enabled this effective delivery model. |
| 3. Buy-in | Our interviews demonstrated high levels of engagement |

from the programme team and stakeholders. The team is focussed on the April 1st go-live date and are positive and enthusiastic about the benefits the programme will bring both in the short and longer term for the Council.

Areas requiring continued or additional focus for April 2014 go-live:

1. Interfaces

This is a known risk area and the programme board is reported to regularly on progress. Interface development has taken longer than planned and business critical interfaces are being prioritised. Interface Testing will run in parallel to User Acceptance Testing with interfaces tested within User Acceptance Testing as and when ready. This does introduce the risk of the same defects being recorded in more than one phase of testing which will require monitoring. There is also a risk Interface Testing may delay completion of User Acceptance Testing which could impact on training. The programme team is encouraged to continue monitoring this area.
2. Planning

Even with the late completion of payroll build and Project Team Testing the overall programme is deemed still on track to deliver as planned on April 1st 2014. The programme has significant planning to complete to prepare for the transition to the new system and the roll out of the self-service functionality to Directorates (phase 2). Previously, the programme used a programme level plan to monitor and drive activity rather than individual project / workstream owned plans. The programme should seek to strike a balance for the transition period by monitoring progress at a key milestone level through PMO activities, while enabling ownership of tracking at a more granular level. This should be achieved within the Transition Plan being created by the Programme in January 2014.
3. Knowledge transfer

Some concerns were raised during our review about knowledge transfer from the system integrator, Agilisys, to Wolverhampton City Council staff, particularly in interface development which has been undertaken primarily by Agilisys. Opportunities should be explored to ensure as much knowledge is transferred and retained as possible within the Council to reduce potential costs in the future.
4. 'To be' process mapping and

The Programme still has some 'to be' process design work to complete (mainly roles based) and also

reporting requirements

reporting requirements to be finalised. This is an “off the shelf solution’ and therefore levels of customisation are low; nonetheless, the programme should ensure the testing and training carried out fully reflect the ‘to be’ state and reports are fully tested. The work completed to date has been excellent in terms of how the programme team has captured and communicated the ‘as is’ and ‘to be’ scenarios to the organisation.

A number of actions were agreed with PwC to address the areas for additional focus and have been included in the detailed go-live plans.

- 3.23 During March 2014 PwC also been provided support to the programme team in development of the go-live cutover criteria.

Programme Governance – Internal Audit Reviews

- 3.24 As part of the Council’s Corporate Assurance Plan, audit reviews of the high level and detailed design phases of the FutureWorks Programme have been undertaken. The objective of these reviews was to provide assurance that the process to produce the high level and detailed design documents for key work streams was adequate to ensure that risks were minimised. To this aim, workshops on GL and Account Codes, R2R Planner, E-Procurement/Accounts Payable, Accounts Receivable, Income Management, Human Resources and Payroll were attended by audit staff and documentation reviewed. Findings from these reviews were reported to the Strategic Director – Delivery, FutureWorks Programme Director and the programme board. Internal audit staff have continued to track issues identified within particular work streams to ensure that risks are managed and the overall success of the programme is not compromised.
- 3.25 Following on from the detailed design and the build of Agresso, a review of the migration and reconciliation of data into Agresso is being undertaken by internal audit. The objective of the review was to provide assurance that data migration exercises had been carried out in accordance with the rules stipulated in the Data Migration Design Masters. Their work included a detailed review of data reconciliations, ensuring that issues are properly logged and resolved and that lessons learned were used to revise the Data Migration Design Masters in preparation for the next data migration process. Findings from internal audit’s work on data migration and reconciliation were reported to programme board on a weekly basis where necessary and identified risks are subject to ongoing monitoring.
- 3.26 On receipt of the PwC FutureWorks Programme stage gate review – testing phase report, internal audit worked with the programme team, focussing on the key ‘audit’ issues identified, including:
- the process for the logging, reporting and sign-off procedures for defects identified from data migration and system testing.
 - the systems and controls in place for adding new users to the system, changing existing user roles, and the governance and sign-off process for access changes.

- checking the robustness of processes and procedures used to check the integrity of HR and Payroll data loaded onto Agresso and examining the governance arrangements for the sign-off of both the HR and Payroll elements of the system.
- monitoring interface testing timescales and ensuring any delays were accurately reported and their impact understood.
- ensuring the detailed process mapping work was clearly aligned to testing and training so full end-to-end processes were tested and trained.
- ensuring reporting requirements were properly defined, tested and trained.

Programme Governance – Financial Procedure Rules Review

- 3.27 The financial procedure rules in the Constitution have been reviewed, and where necessary updated, to take account of changes to working practices as a consequence of the FutureWorks programme, in particular the replacement of existing mainframe systems with Agresso in April 2014. The outcome was approved by Council on 19 March 2014 for inclusion in the Constitution ready for when Agresso goes live in April.
- 3.28 The updated procedure rules will continue to be reviewed on an on-going basis by Assistant Director, Finance to ensure that they are up to date and comply with best practice and any internal or external policies that apply.

Programme Governance - Equality Analysis

- 3.29 An equality analysis was prepared for the FutureWorks programme during the procurement phase in 2012 and a copy was attached to the final business case that was approved by Cabinet in July 2013. There was a requirement to conduct a 'new format' analysis, in line with current equality guidance, before go-live in April 2014.
- 3.30 The 'stage one' analysis was prepared in consultation with the council's corporate Equalities Team and their feedback has been taken into account. The outcome was reported to the programme board on 20 March 2014 and the key outcomes are as follows:
- There is no evidence of higher or lower take up from employees, suppliers or partner organisations;
 - There would be an adverse impact if adjustments are not put in place to accommodate the needs of council and partner employees who have visual or other impairment. Those employees who require adaptations are being identified during the implementation phase of the programme and action is being taken to ensure appropriate adjustments are implemented;
 - The needs of suppliers that may currently lack capacity or technology to be fully-automated are also being taken into account;
 - The programme will contribute to advancing equality and fostering good relations. There will be opportunities for employees to gain new skills and for the council and partner organisations to capture improved diversity data and enhance their equality monitoring arrangements;

- There is no requirement to carry out a detailed stage two analysis for the programme.

Business Case – Benefit Realisation

- 3.31 The cashable benefits (saving) target for the programme of £3.45 million is included in the Council's medium term financial strategy. This target was established prior to commencing the procurement process; the underlying assumptions were tested during competitive dialogue with Agilisys in early 2013 and confirmed to be realistic.
- 3.32 Additional saving targets of £400k in 2018/19 plus £316k in 2019/20 were allocated to the programme in the March 2014 budget recommendations to Council.
- 3.33 As previously reported, the most significant cashable benefits as a consequence of the programme are:

Reduce staff costs in line with Target Operating Model.

2014/15 – target is £1 million recurrent savings

- As previously reported, this will be achieved in the main through voluntary redundancies and deletion of vacant in-scope posts as a consequence of reducing reliance on agency staff and interims; a significant number of in-scope posts have been filled on a temporary basis over recent months in anticipation of the downsizing after the new systems and processes are introduced.

2015/16 onwards – target is a further £2.45 million recurrent savings

- The FTE reductions for Year 2 onwards are achievable through implementation of the new target operating model based on the Hub and introduction of manager and employee self-service, resulting in cross-skilling, smaller in-scope teams and further economies of scale.
- Work is currently underway to model organisation structure options for realising these savings so that the way forward can be confirmed and implementation can be completed by April 2015.

Reduced ICT operating costs

Implementation of Agresso will enable a net reduction in the number of system support posts in ICT along with associated reductions in system running costs as a consequence of decommissioning existing mainframe systems and hardware.

- Confirmation that Agresso go-live is happening to plan means that these benefits will also be realised as planned by April 2015

Data archiving and access arrangements

- 3.34 Access to transaction processing facilities in the old mainframe systems has been progressively closed down in March and April during the transition to the new Agresso system. Employees who require it will still have enquiry-only access to the mainframe systems to obtain information about historic transactions for several months. In addition, finance staff will be using the mainframe finance systems to close the 2013/14 statement of accounts and respond to external auditor queries until their audit is complete at the end of September.
- 3.35 The planned date for the complete closedown of the mainframe systems is October 2014, after which all historic mainframe data that is still required, for example to respond to customer enquiries, will be transferred to a computerised archive where it will still be accessible.

4.0 Financial implications

- 4.1 As reported to Cabinet on 8 December 2009, an annual revenue budget of £2.5 million was established for the replacement of the core mainframe applications. This budget was incorporated into the medium term financial strategy (MTFS) for three financial years starting in 2010/11, making a total of £7.5 million. The reserve was increased by a further £4.0 million in 2010/11.
- 4.2 After taking into account the 2011/12 and 2012/13 outturn the reserve has been reduced to £6.6 million. £1.8 million has previously been approved by Cabinet and approval for £3.5 million has been requested in the quarter one monitoring. 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.
- 4.3 The projected expenditure for 2013/14 is £6.4 million, it is anticipated that £3.5 million of this will be capitalised. The projection for 2014/15 is £2.0 million, with the potential to capitalise £0.7 million.
- 4.4 The cost as quoted by Agilisys of £6.0 million 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.
- 4.5 The savings that have been reported in the medium term financial strategy are £1.0 million in 2014/15 and a further £2.4 million in 2015/16; these savings will be delivered from a contribution of employee and non-employee budgets as a result of the implementation of the new system
- 4.6 The budget for the programme is expected to outturn with a small underspend at programme close.
[DM/07042014/Y]

5.0 Legal implications

- 5.1 There are no adverse legal implications arising from the matters set out above, the project team will continue to receive legal advice and assistance as required.

5.2 The programme is partly governed by the contract between the Council and Agilisys. [MB/02042014/F]

6.0 Equalities implications

6.1 The latest equality analysis was approved by the programme board on 20 March 2014.

7.0 Environmental Implications

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

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

7.3 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.

8.0 Human resources implications

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

Service	Annual Salary Budget £000	FTE
Finance	3,380	94.9
Human Resources	2,859	80.1
Payroll	626	24.0
Procurement	758	19.5
Risk Management & Insurance <small>NOTE 1</small>	295	7.7
Total	7,767	224

NOTE 1 – Risk Management & Insurance staff are in-scope for the Hub but not in scope for Target Operating Model savings.

8.2 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 (3.1FTE) has been quantified when planning implementation of the Hub and these staff are being dealt with in the same manner as in scope employees/resources within the Delivery directorate. Since November 2013 Hub staff

have been co-located in the same area of the civic centre. In December 2013 a new Head of Service for the Hub was appointed and recruitment into the next tier of management roles commenced.

- 8.3 Briefing meetings have been held with in-scope in the Delivery directorate over recent months to raise awareness of the programme and the potential implications for existing teams and roles.
- 8.4 Further consultation meetings are planned over coming months as the detailed restructure proposals that underpin the Target Operating Model are finalised and the specific impacts are known.
- 8.5 Fortnightly meetings are being held with the trade unions to consult on the proposals and regular updates are provided to the Joint Consultative Panel.
- 8.6 All appointments to roles will be made in line with the council's HR policies and procedures.

9.0 Schedule of background papers

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 - *Shared Services Transformation – Contract Award*

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

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

Report to Confident, Capable Council Scrutiny Panel – 18 July 2013 - *FutureWorks Programme – Progress Update and Final Business Case*

Report to Cabinet (Resources) Panel – 23 July 2013 and Cabinet 24 July 2013 - *FutureWorks Programme – Progress Update and Final Business Case*

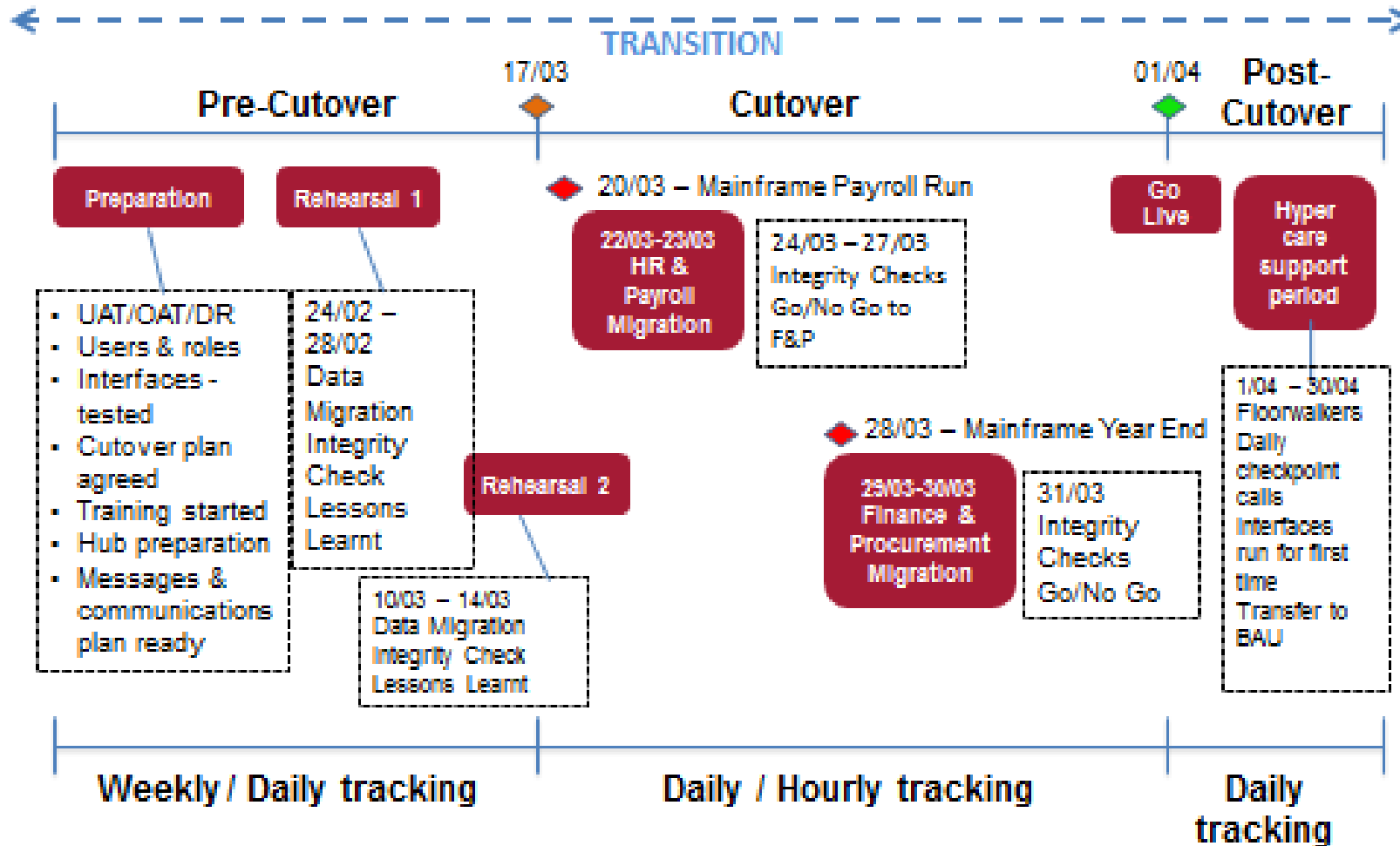
Report to Confident, Capable Council Scrutiny Panel – 5 September 2013 - *FutureWorks Programme – Progress Update and Target Operating Model*

Report to Cabinet (Resources) Panel – 11 September 2013 - *FutureWorks Programme – Progress Update and Target Operating Model*

Report to Confident, Capable Council Scrutiny Panel – 10 October 2013 - *FutureWorks – Training Strategy*

Report to Confident, Capable Council Scrutiny Panel – 7 January 2014 - *FutureWorks Update Report*

Transition Timetable



Cutover



	Outcomes	Evidence
PEOPLE	SMEs trained	Training complete
	ICTS trained	Go live plan agreed
	Floorwalkers	Communications complete
	Users trained	Hub go-live
	People informed	
PROCESS	Hub	Post go-live changes
	Business Solution Team	Config Management
	Floorwalkers	Process maps complete
	Support Infra	Infra available & trained
	DR Process	DR plan complete
	Doc Centre Ready	
TECHNOLOGY	WCC Client	Agresso Build to Live
	WH Client	Biztalk & Interfaces
	WA Client	Performance / stress
	Interfaces	Regression testing
	Infrastructure	UAT / IFT Signoff
	PSV Testing	Backup & resilience
	System fit for purpose	