Audit Committee – 27 July 2020

One Source Programme Update

1.   Purpose of the report

1.1   To provide an update on the status of the One Source Programme.

2.   Recommendations

2.1   That Audit Committee note that:-

- The Human Resources, Finance and Procurement parts of the One Source project went live on 8th July, 2020 as planned.
- Following three months of parallel running, the Payroll element of One Source is scheduled to 'go live' in October.

3.   Background

One Source Programme Scope

3.1   One Source is the name of the council's change programme to introduce new ways of working and streamline processes. These aims will be delivered by improving and developing self service capability for employees, managers and suppliers to the Council.

3.2   To support the business change required to deliver this project, and the Council's Proud promises, the Council is implementing a new Information Technology (IT) system known as an Enterprise Resource Planning application (ERP). Walsall's choice of ERP is Oracle's Fusion product. This is a modern system consolidating a number of existing IT systems together, through a single cloud-based product. This brings together finance, procurement, Human Resources and payroll processing activity and consolidates information relating to these key council assets together in one system.

3.3   One Source will deliver a number of benefits such as:-

- **One System, One Login, One Source**: everything in one place with a single login — from payslips and personal records to recruitment and financial tasks.
- **Minimal paper forms:** digitising major elements of finance, HR, payroll and procurement processes will offer a better user experience for staff and managers, use digital processes which we are all familiar with in our everyday lives. This will in turn save time in processing and approving transactions and enhance our compliance and security.
- **Empowering our staff:** a user-friendly way to access a range of HR and payroll self-service activities such as updating personal details, one stop shop for information about employees learning history and performance, as well making booking training and submitting expenses much easier.

3.4   Bringing key council resources data together into a single system enables timely and accurate reporting. One Source also provides greater resilience and availability as it is a 'cloud based' solution, no longer reliant on the council's on site data centre. Staff can access the system at any time to suit them and be assured that the information they access is up to date and accurate rather than waiting for on-site updates.   This clearly has added advantages now during Covid-19 as staff are working away from the office but can still process requests and transactions.

Programme Position as at 13th July 2019

3.5   Following the update given to the Audit Committee in February 2020, One Source has been implemented, tested and gone live as planned. The agreed modules of Human Resources, Finance and Procurement were available to transactional teams to begin using on Wednesday 8th July. The system was then released to all staff on Thursday 9th July. As part of the design for the roll out of further functionality:

- Health & Safely module goes live in September
- an increased range of Manager Self Service options become available in October
- The Payroll module is planned to Go-Live in October, following a period of 3 months parallel running.
- Talent Management goes live in January 2021 in readiness for the Council's Annual Performance Conversations

3.6   The Rollout of this programme has been seamless with minimal issues, indicating a very successful implementation. What was not envisaged was the impact of Covid-19 and the impact of moving the whole of the delivery team to a virtual home working resource, not seeing each other physically in the office in the lead up to the go live. This required agile planning and re-profiling of the change activity was testament to a professional and committed team working well together. Training was delivered on line via Show and Tell sessions using MS Teams and How To videos produced for staff to be able to dip into the various elements of the system with an easy to understand set of instructions. As not all employees have a Council log on to access systems, ingenuity was applied to enable access to One Source support information via external access to the intranet. The addition of a well-tested Support function has also lead to a positive user experience for Council employees using the new system for the first time.

3.7   The corrective measures raised by Audit Committee previously have been executed as planned. This has resulted in the controlled delivery of the main phase of the One Source Programme. Previous risks around Resourcing, Changes to Design and Complex supplier arrangements have been effectively managed through the rigorous Governance process implemented in October 2019.

3.8   Key factors to the successful delivery of One Source include:

- Resourcing has been sufficient to deliver to the agreed programme plan, roles and responsibilities have been continually enforced ensuring ownership of deliverables has been clear.

- A New Governance Framework has worked extremely well with the One Source Steering group becoming the gateway for all programme decisions and required change requests, this has ensured consistency with design principles and clarity for all stakeholders.

- Supplier Management has been greatly improved, through the reinforcing of roles/responsibilities and appropriate representation at the business stakeholder meetings.

4. Financial

4.1 The original budget was £4,159,853. Cabinet approved the elongation of the project and the budget was increased by £2,971,903 taking the total budget to £7,131,756. We are robustly monitoring the spend against the revised budget and currently forecasting to come in within budget.

5. Procurement

5.1 Procurement processes have been followed with advice and guidance from the Procurement Manager. Up to the delivery of a live and operational system in October 2020, the programme has access to the technical partners appointed to design and deliver the solution. From the end of October the system moves into 'business as usual status' and requires a formal support and maintenance partner to ensure that the solution remains fully operational and that necessary updates and patches are applied. A procurement exercise is currently underway to appoint an ongoing support and maintenance service provider.

6. Legal

6.1 All contracts relating to this project have been in a form agreed by Legal Services. Contract management monitoring is managed jointly by the Programme and Procurement
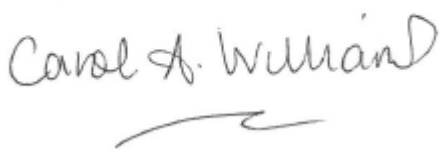
7. Risk Management

7.1 Risk management has followed the Council's approved method for reporting and managing risks within the governance for the One Source Programme, via regular reporting to Steering Group and the Executive Director for Resources and Transformation as the Programme Sponsor.

7.2 The programme has endured some issues along the way as well as having to go live through a pandemic. Senior management have recognised this significant feat and have requested a lessons learnt report to be produced to help the Council in the future to recognise the positive actions and also the areas for improvement when developing an appropriate programme structure for success.

8.   People

8.1   A key element of the success of the One Source programme is the adoption of a standard change management process throughout the council. Business Change activity was an integral part of the One Source programme and has applied a methodology which has also been used to introduce the success implementation of MS O365 into the council. Because the One Source system is designed to be available to all employees it has been developed so that staff who do not have a council computer or log on can access the system via their personal email address using a smart phone. This is the first opportunity the council has made to capture personal email addresses for traditionally 'hard to reach' staff and with their permission will enable the council to provide better communications to these colleagues going forward.

8.2   Supported by experts from one of the supplier partners, the One Source Change team has worked with the respective Business Change managers to ensure that the communications messages to staff and the training and awareness delivery was timely and relevant. Due to Covid-19 this work has been responsive and agile to deliver a high level of awareness during these unprecedented times. An example of the business change and communications plan can be found in Appendix A.

9.   Consultation

9.1   This report has been compiled through consultation with senior officers within the council and key One Source stakeholders for Finance, Procurement, HR and Payroll.

9.2   The revised Programme Plan for One Source has been developed and ratified by the four key suppliers to the programme – Evosys, Oracle, Egress and Socitm.

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Walsall Council One Source – Key Business Change Activities