

# Programme Managers Report to Board

Status:	Issued
Authors:	Les Snelgrove; Mike Gibson
Period Covered:	14 April-21 April 2009
Programme Board Date:	22 April 09

## 1 Executive Summary: Post Go Live Status

Finance	- Current Status: <b>Amber</b>
Procurement	- Current Status: <b>Amber</b>
HR/Payroll	- Current Status: <b>Amber</b>
Business Transformation	- Current Status: <b>Amber</b>

### Outstanding Tasks

Interfaces	- Current Status: <b>Amber</b>
SSM	- Current Status: <b>Amber</b>
Vendor uploads	- Current Status: <b>Amber</b>

## 2 Individual Project Status

### 2.1 SAP Project

Generally, the solution is suffering from myths and rumours and confidence in the solution is suffering as a result.

SAP is working as configured and blueprinted. Key issues are around business understanding of solution and primarily data quality in certain isolated areas - specifically SRM.

It is suggested that communication directed towards some constructive mythbusting by focussing on hints & tips. This is being progressed by the Transformation team.

#### 2.1.1 Payroll Status

All three payrolls have been run. Circa 11,000 employees and pensioners have been paid of which 3 did not process and will be processed manually this month. Circa 60 Salisbury City Council Payslip were generated manually.

## **2.1.2 Interfaces Summary**

Please see separate report

## **2.1.3 Master Data**

- Some of the data provided to the programme contained significant inaccuracies. This has caused issues with access to the self service facilities, SRM and the associated workflows.

Impact: ESS/MSS

- Some staff do not appear in their manager's establishment
- Where this is the case the workflow is not operating correctly

Impact: SRM

- SAP itself is not the problem. SRM functionality is not being used to its full potential due to:
  - vendors missing or staff not familiar with vendor search
  - vendors not correctly categorised
  - lack of vendor catalogues for regularly used items
  - significant number of requisitions being red routed to buyers
  - some requisitions routing to incorrect buyers
  - anomalies in the SRM organisation structure
  - weak category manager & buyer understanding
- Issues are impacting on staff confidence in SAP even though the system itself is working correctly. Many of the issues relate to data quality and availability
  - Some services are placing paper orders when vendors not found
  - A further 3000 vendors loaded into SRM beginning of this week
  - Issues are being prioritised and worked through between the Programme and the business, but lots of ad-hoc and some bulk requests being received for changes to staff roles in the SRM structure
  - Procurement surgeries are being run by the joint team to address specific queries and identify where further action is required
  - The lack of BPR activity in some parts of the business has resulted in a considerable amount of confusion.
  - Poor quality of the master vendor data has resulted in a significant number of support calls to the SAP helpdesk.
- A plan to address all of the procurement issues will be discussed at a procurement recovery workshop to be scheduled this week.
- Still awaiting accurate EDPH 2009/10 budget for loading

## **2.2 Hosting Project**

- All activity for hosting is on target
- May still be further work to encrypt links to Bridgend to satisfy CoCo requirements

## **2.3 Shared Service Centre**

- A number of issues with vendors and payments are being addressed by the AP Hit Squad
- Significant communications to business on-going, particularly around processes

## **2.4 Transformation / Business Readiness**

- A considerable amount of BPR is needed in order to address the lack of business understanding of new processes and how they should be implemented in the various service areas. BPR outcomes will need to be tracked and completion monitored.

## **2.5 SSM**

- Performance management solution is live but not yet released to users.
- Training needs to take place before solution is released.
- Logica have proposed a workshop for each directorate that will contextualise the solution to smooth the implementation.

## **3 Post Go-live Support**

- Call taking is under pressure with a rump of approximately 250 calls at any given time being outstanding
- Team members transitioning to support role well, but still learning intricacies of the system, so some calls take a long time to resolve
- Login and password requests are being dealt with quickly
- Call rate statistics shown below
  - Resolved This Month
    - Finance = 19
    - Procurement = 104
    - Technical = 169
    - HR/ Payroll = 68
    - Total resolved this month = 475
  - Open Calls
    - Finance = 17
    - Procurement = 25
    - Technical = 102
    - HR/ Payroll = 98
    - Total calls open 22/4/09 = 288

### 3.1 Exceptions to Plan

- Some items which were agreed have been carried into post go-live

### 3.2 Change Control Notes

- A full list is available on Sharepoint.

### 3.3 Plan for the next period

- Completion of planned outstanding tasks
- Firm up AP Hit Squad arrangements
- Completion of first payroll run
- Planning for Payroll roll-outs 2 & 3
- Resolve HR and vendor data issues - this will not be completely resolved next period, but plans being developed
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## 4 Key Project Risks and Issues

### Payroll

- Payroll timelines remain challenging for phases 2 & 3
- Continual risk assessment is being carried out and daily communication with the programme sponsor

### Interfaces (Please see attached sheet)

- Some difficulties are still being experienced in testing
- Priority for remaining fixes and testing
- Dedicated team is targeted at completing this work
- Contingencies in place for those not currently completed
- Non-critical interfaces – Configuration & Unit Test completed – Awaiting user testing
- Income management / cash receipting (report from Adrian Rutter)
  - Civica system now working well, interface to SAP is 'ready to go' as soon as SAP's ready for it. (being tested today)
  - Cashiering/reconciliation staff across the areas and Trowbridge are working well together, sharing information and swapping resources to deal with workload pressures – it's gradually settling into normal business working. Allocations and reconciliations to 31/3/09 are being completed and current month reconciliations are now in progress.
  - A sub-group of the CRS UCRG is drawing up a detailed task-list for bank and income allocations/reconciliations with durations and key people currently carrying out those tasks, and including first-line support from nominated 'expert users' with second-line support identified; will pass that to SST (Iain / Sheriden) to assist them in formalising structures.

- From mid-May onwards we'll have built up sufficient experience of the new unified income management facilities to support BMP improvements across several services.

### **Master Data**

- A lot of tidying up necessary
  - vendor categorisation
  - Bank Account Details - some missing – source of problem identified
- Vendor data being prioritised – DCS & DCE – working with category managers through CPU to obtain missing information

### **Access to HR ESS/MSS**

- ESS/MSS functionality is now live – although some issues associated with anomalies in current HR org structure.

### **Access to former district council ICT Infrastructures**

- Roll-out is acceptable and any user issues are being dealt with through the help-desk
- Steria personnel are continuing to be extremely helpful

## **5 Project Schedule & Budget impact of any potential changes (Looking forward):**

- Budget impacted by additional interfaces work and use of additional agency staff, but within manageable limits

## **6 Skills Transfer Gained**

- Significant skills transfer has taken place throughout the programme
- Planning to fill any knowledge gaps in teams over the next month, although this is proving difficult as the teams are still busy dealing with go-live activities and answering support calls.
- Programme needs to look at extending use of some key Logica consultants into May so that appropriate support for outstanding work is available and so that knowledge transfer for support activities can happen.

## **7 Quality Audits**

- Report forwarded to Programme sponsor and Audit
- Results to be presented to a future programme board

## **8 Training**

- Training courses continue and further courses have been scheduled for post go-live.
- Figures up to Monday 20th April:

<i>Training</i>	<i>No attendees</i>	<i>Acceptance Rate (from completed feedback)</i>
HR/ Payroll	282	90%
Finance	622	85%
Procurement	208	83%
CBT – ESS/MSS	3070	88%
CBT - Requisitioners	308	85%

- Training will be transferred to Corporate ICT by the end of April, although there are some concerns about the lack of knowledge and capacity in this area to provide sustainable SAP training.