

Evolve Programme Update
Audit & Governance Committee
Date: 28th Sept 2021

SROs Andy Brown, Jo Pitt
Programme Lead: Stuart Honeyball

Programme Overview

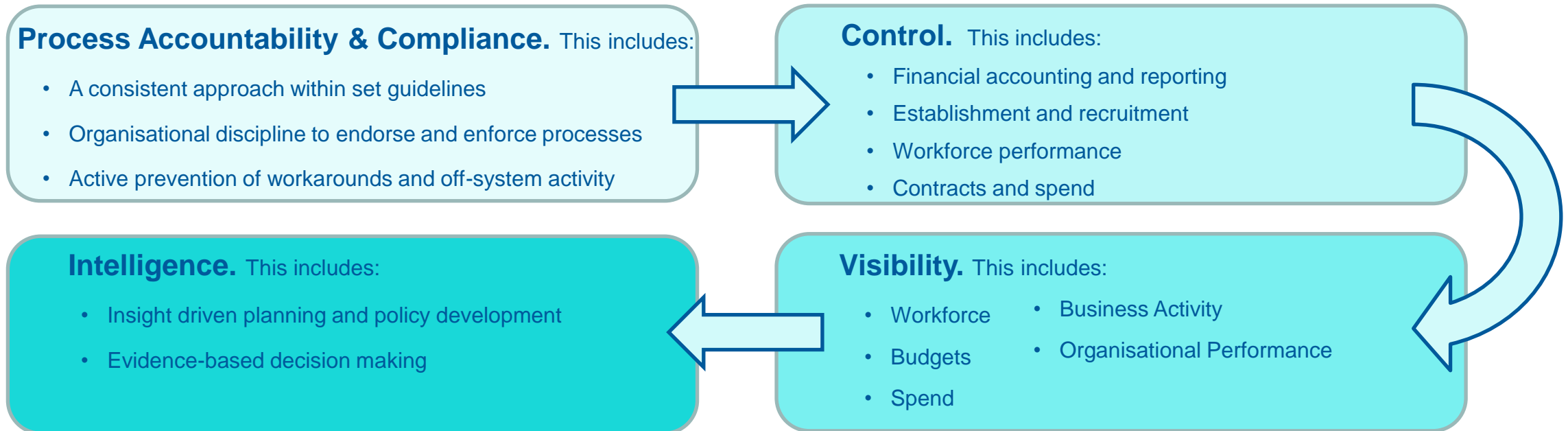
- Evolve is a corporate programme of work through which the council will specify, procure and implement a new Enterprise Resource Planning (ERP) solution and associated standardised business processes to replace our existing SAP ERP which has been in place since 2009.
- An ERP solution is a single software platform used to undertake a number of common business processes in a consistent way, generally sharing a single database and user interface across all of its functions to eliminate data duplication, ensure data integrity and underpin the principle of having a “single version of truth” for organisation-wide business activities undertaken by many or all staff, such as workforce management, budget management and financial processes, payroll provision and procurement activities.
- The vision for Evolve is a simple one, and reflects how the programme will contribute to the council’s transformation and business change outcomes:

“Shaping our future through insight”

- This vision is underpinned by a three-part mission statement, focusing on the key areas of the council’s identity aspirations that an ERP can enable:
 - We will enable organisational insight to support evidence-based decision making and policy development.
 - This will be achieved by transforming our business processes, systems, and our use of digital technology.
 - We will support the organisation to develop a flexible, high performance culture, enabling our workforce to deliver the best outcomes for our residents.

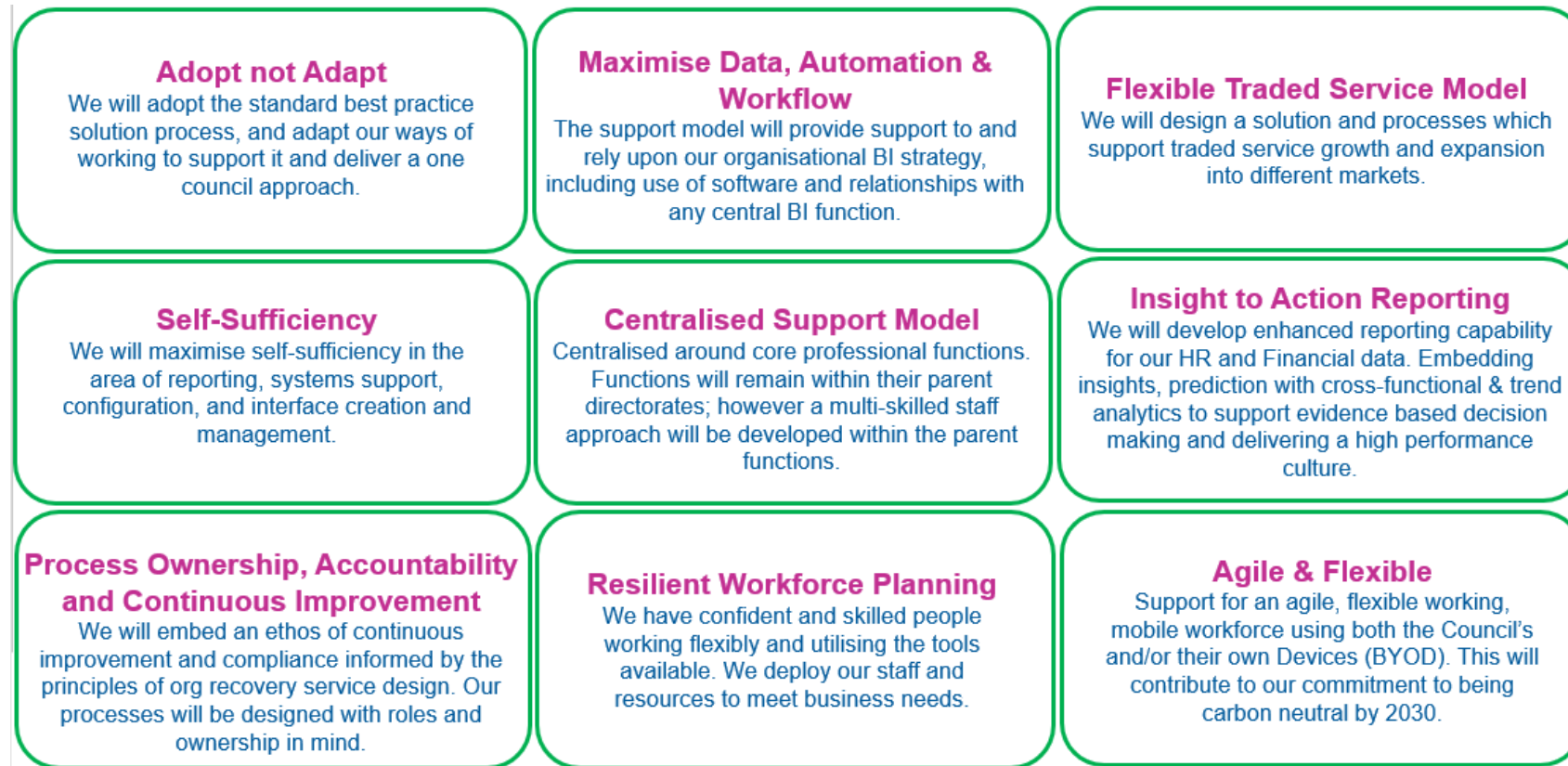
Programme Overview

- Evolve has established a set of objectives which translate its programme mission into outcomes that maximise the opportunities within three related areas affecting all aspects of council business operations; our **Workforce**, our **Finances**, and our **Commercial** activity
- Within and across each of these three areas, the programme intends to address the four major objectives, **Process Accountability & Compliance, Control, Visibility, and Intelligence.**



Programme Scope

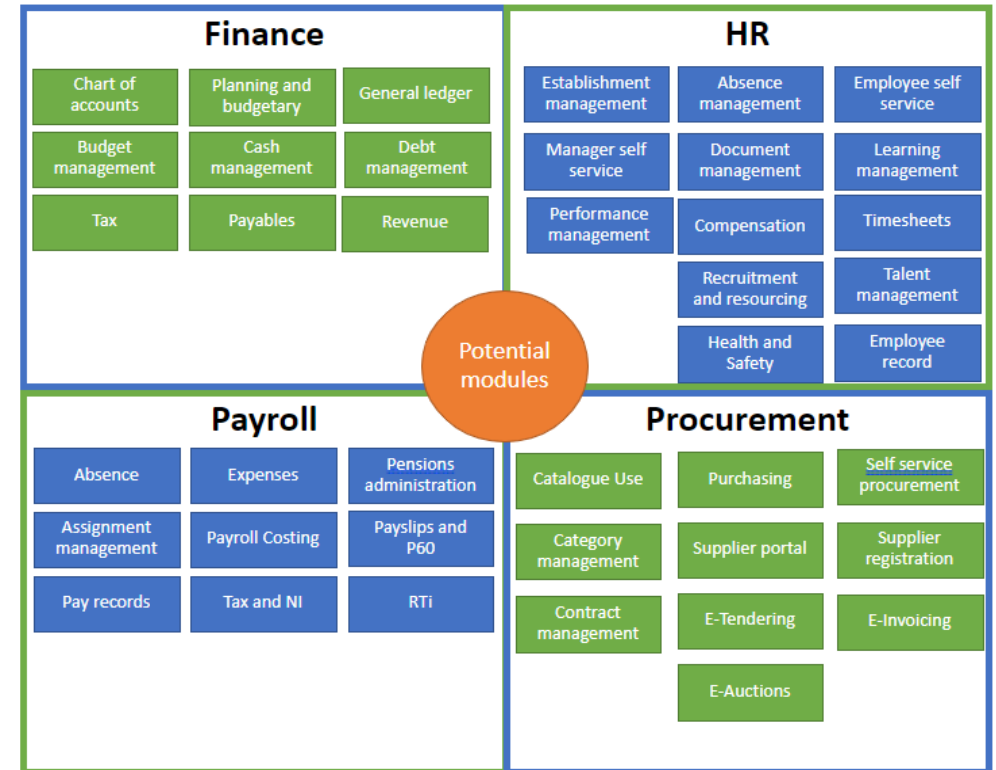
- Nine key design principles have been developed and ratified through programme governance.
- These principles will form the foundation of the approach used during design, configuration, implementation and operation of the new solution and its proposed target operating model:



Programme Scope

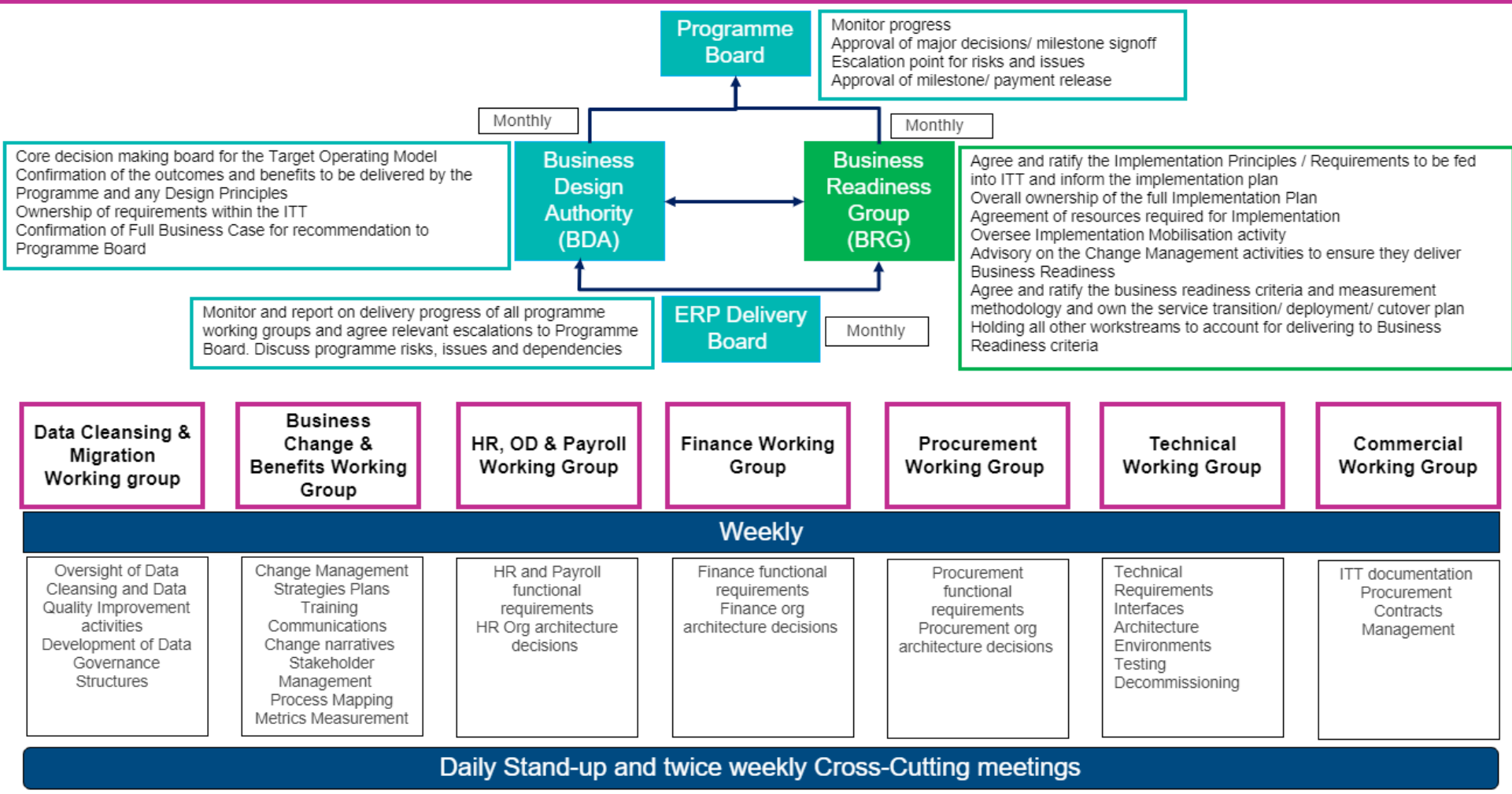
- The high-level programme scope covers the following activity groups:
 - **Procurement and implementation of a Cloud-based ERP solution and decommissioning of existing applications.**
 - **Adoption of, and compliance with, standardised business processes across all council service areas, affecting all staff.**
 - **Provision of an associated business and process change and transformation workstream**
 - **Data quality and migration activities.**
- The activity groups above will be supported by solution functionality anticipated to cover the business areas shown to the right...
- ...and will standardise the following processes undertaken to varying degrees across every service area (subject to contract finalisation):

- | | |
|---|--|
| ○ Employee Self-Service | ○ Procure-to-Pay (Including catalogues and punch outs) |
| ○ Manager Self-Service | ○ Supplier Management (including supplier portal) |
| ○ Organisational Hierarchy and Establishment Control | ○ Sourcing & Contract Management |
| ○ Hire-to-Retire | ○ Financial Budgeting |
| ○ Worker Management (for: casual and shift workers as well as agency & interim staff) | ○ Commitment Accounting |
| ○ Time management (Timecards) | ○ Statement of accounts |
| ○ Payroll | ○ Accounts Payable |
| ○ Employee Expenses | ○ Accounts receivable-Invoicing and collection (but not services currently covered by CivicaPay) |
| ○ Learning Management | ○ Debt Management |
| ○ Performance Management (Performance Appraisals and Objectives) | ○ Financial Reporting |
| ○ Organisational and Workforce Development | ○ External access for specific functions: citizens (learning and development) and traded services (self-services, payroll, HR, recruitment). |
| ○ Succession Planning | |



Programme Governance Structure

Evolve Programme - Governance Overview



Programme Board Membership:

Andy Brown (Chair) Corporate Director Resources

Jo Pitt Director HR & OD

Ian Robinson Director Digital, Data & Technology

Perry Holmes Director Legal & Governance

Stuart Honeyball ERP Programme Lead

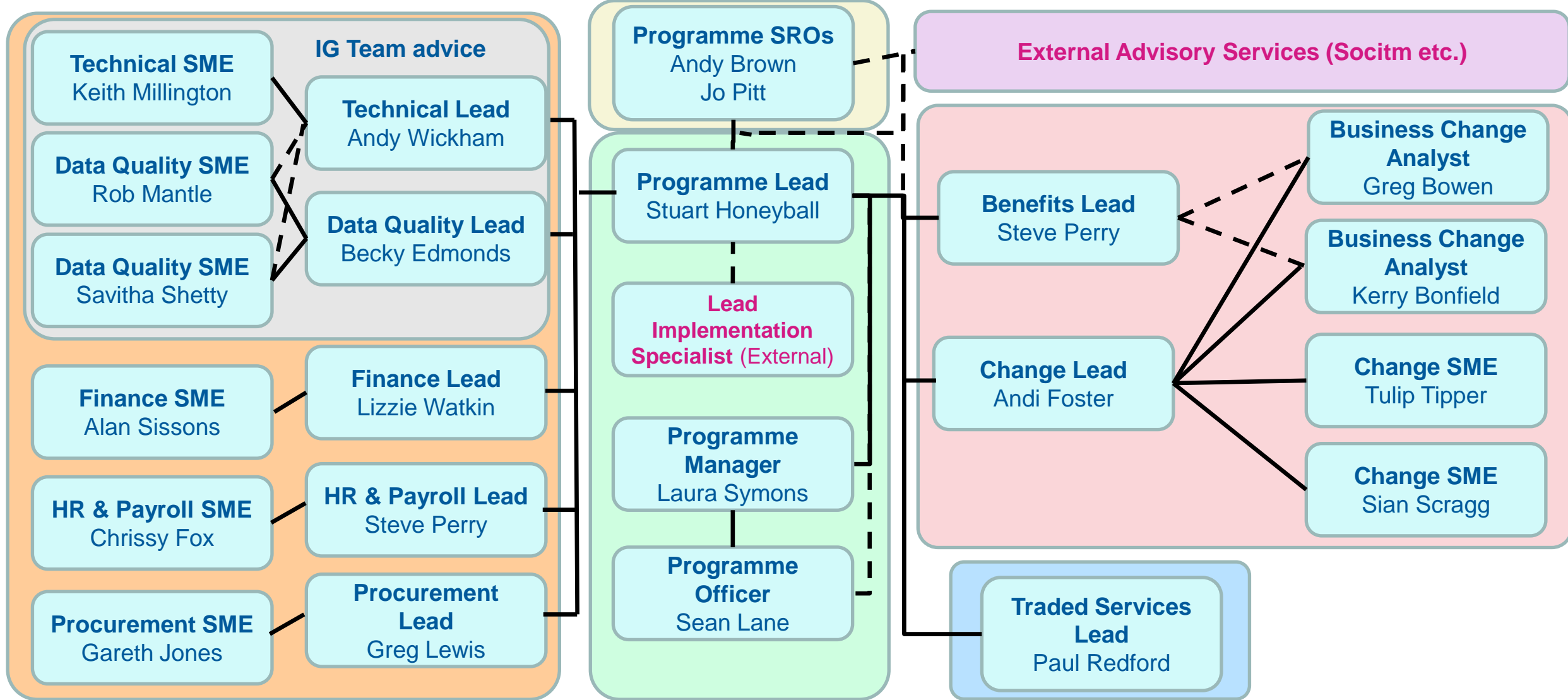
Business Design Authority:

Andy Brown (Chair)	Corporate Director Resources
Joanne Pitt	Director HR & OD
Stuart Honeyball	Evolve Programme Lead
Rebecca Edmonds	Data and Business Intelligence Lead
Andrew Foster	Acting People Change Mgr Agile & Digital
Jonathan Hopkins	Head of Strategic Procurement
Mike Ibbitson	Head of ICT
Tamsin Kielb	Head of Strategic HR&OD
Greg Lewis	Evolve Procurement Lead
Steve Perry	Evolve HR & Benefits Realisation Lead
Paul Redford	Head of Traded Services
Laura Symons	Programme Manager
Lizzie Watkin	Assistant Director Finance
Andrew Wickham	ICT Strategic Programmes Manager
Georgia Thwaites	Socitm Client Service Director (External)

Business Readiness Group:

Joanne Pitt (Chair)	Director HR & OD
Stuart Honeyball	Evolve Programme Lead
Claudia Beaumont	HR Strategic Business Partner
Caroline Bowen	Head of Service - Provider Service
Sally Canter	Head of Operations
Louise Cary	Head of Service - Community Development
Christopher Clark	Head of Local Highways
Emma Cooke	Service Manager - Early Years
Andrew Foster	Acting People Change Mgr Agile & Digital
Robert Holman	Head of Commissioning Specialist Services
Tamsin Kielb	Head of Strategic HR&OD
Michele Llewellyn	Service Mgr Children in Care & Placement
Martin Nicholls	Head of Service Executive Office
Steve Perry	Evolve HR & Benefits Realisation Lead
Nicole Smith	Head of Housing Operations & People Service
Laura Symons	Programme Manager
Jane Tagg	HR Strategic Business Partner
Peter Twiggs	Head of Ongoing Support
Lizzie Watkin	Assistant Director Finance
Andrew Wickham	ICT Strategic Programmes Manager
Georgia Thwaites	Socitm Client Service Director (External)

Programme Delivery Structure – Core Council Team



Programme Governance - Approvals and oversight so far...

- To ensure appropriate scrutiny oversight is given to the programme, a dedicated Overview & Scrutiny task group is being proposed with a defined monitoring role that will meet quarterly and report to Management Committee.
- Draft Terms of Reference for the Evolve Programme Task Group are proposed as:
 - i. To provide efficient, effective scrutiny engagement on the council's Evolve programme under the direction of OS Management Committee.
 - ii. To receive periodic updates on the Evolve programme and scrutinise delivery of its key three objectives for the council, covering:
 - Organisational insight
 - Developing a flexible high-performance culture
 - Transforming business processes and digital technology
 - iii. To meet quarterly as standard, unless there is a temporary need to meet more frequently or at a specific project milestone
 - iv. To report findings and recommendations as appropriate to OS Management Committee following each task group meeting.
- The programme team is also proposing to offer the task group a monthly update report, based on the highlight report created through existing governance arrangements.

Programme Governance - Approvals and oversight so far...

- In accordance with the agreed procurement strategy approved by cabinet in July 2019, formal preliminary market consultation and a procurement exercise were undertaken using Crown Commercial Services (CCS) framework RM3821 Data and Application Solutions Lot 1a.
- This framework route was selected to identify an appropriate proven supplier to provide the council with a new, Cloud-based ERP solution and associated best practice processes, and minimise commercial risks to the council.
- ITT documentation was reviewed and signed off by Commercial Board
- Multiple tenders received, evaluated and moderated by broad team of council evaluators and one external evaluator (Socitm Advisory Ltd.)
- A successful tenderer was identified, scoring best quality score and proposing lowest cost of all bids received, and a Procurement Evaluation Report (PER) created.
- Full Business Case developed, internally/externally reviewed, then approved by Programme Board on 10th September 2021.
- The Cabinet paper recommending award of contract and an amendment to programme budget was reviewed at Cabinet Liaison on 31st August, and scrutinised at Financial Planning Task Group on 10th September 2021.
- Cabinet approved both recommendations on 14th September 2021 and Suppliers formally notified 15th September 2021; 10-day mandatory standstill period commenced.
- Contract execution will take place as soon as possible after the standstill period ends and all terms are finalised – Legal team and Socitm Advisory Ltd. directly supporting.
- Service commencement date currently planned as 1st October 2021 but this is subject to contract finalisation and execution.
- Contract Management Operations Manual in development by Procurement to define ongoing approach and controls for supplier delivery.

Programme Key Risks (RAAIDD Log)

* RAAIDD = Risks, Actions, Assumptions, Issues, Decisions and Dependencies.

- Key programme activities are recorded in RAAIDD log.
- Risks and Issues include mitigating actions and severity RAG rating for both pre- and post-mitigation.
- Log is reviewed/updated at least:
 - ahead of every working group meeting
 - during each Delivery Board meeting
 - high-impact risks and issues (Red RAG) reviewed with SROs and Directors at every Programme Board.
- Currently 35 Risks in management status (46 closed), and 13 live Issues (21 resolved).
- 59 key programme Decisions recorded as complete (40 identified pending confirmation/sign-off)

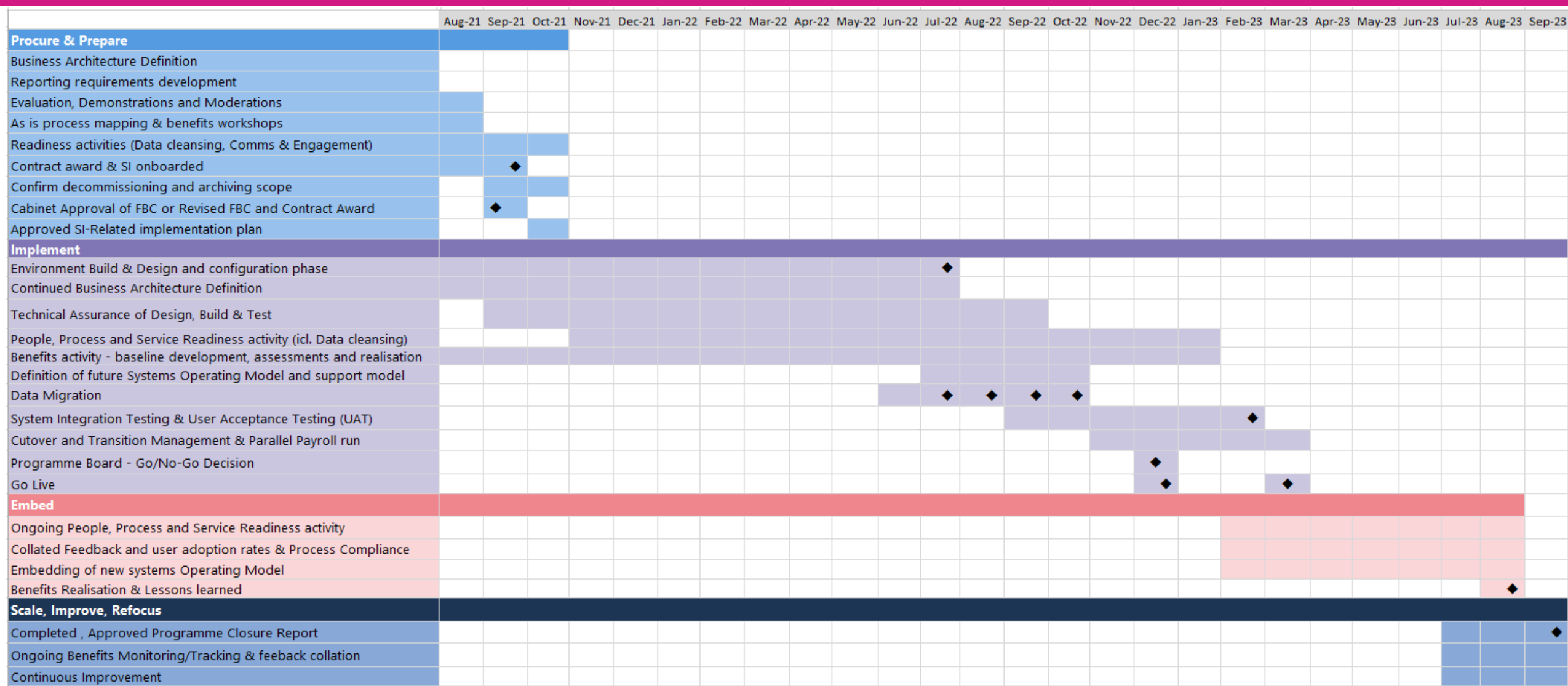
Ref No	Risk description	Mitigating Actions	Likelihood 1 - Very Unlikely 2 - Unlikely 3 - Likely 4 - Very Likely	Impact 1 - Low 2 - Moderate 3 - Substantial 4 - Critical	Severity Likelihood x Impact
EVLV-R-18	New Target Operating Model and ways of working - There is a risk that without the sufficient commitment to adopt rather than adapt new ways of working and a related TOM, benefits, efficiencies and savings identified in the business case and Cabinet papers will not be realised.	In order to influence to what degree we require a TOM the Business leads will identify the key deliverables, outcomes and associated risks so the target is understood at all levels and the benefits and savings will be realised. Board to review and accept, present to CLT for approval and Change to socialise.	4	4	16
EVLV-R-17	Data Cleanse - There is a risk that without sufficient data cleanse activities during organisational readiness and implementation phase there will be an extension and additional effort required impacting programme timeline and cost	Present to SRO and board Acceptance & Sign off of the Data Quality Framework Identification of lead for this workstream Commitment of funding to provide the required resources and tooling to remediate data estate.	4	3	12
EVLV-R-27	Risk of no buy-in or too much buy-in (the system derived processes becoming too restrictive)	Engage in Business Change Management to introduce ERP-derived best practices	4	3	12
EVLV-R-32	Risk that the solution isn't adopted, and benefits not realised	Engage in Management culture change to ensure management see their role as managers - not front-line staff, resulting in them seeing the benefits of fully adopting the use of the ERP solution. Engage in Business Change Management to introduce improved ways of working.	4	3	12

Programme Milestones

- The major programme milestones (post-contract award) are outlined in the table shown.
- These are subject to review and alignment with the successful tenderer's proposed implementation plan once agreed during contract finalisation.
- Key milestones are shown in a wider context in the Plan-on-page on the next slide.
- Programme is supported by a full 1500+ line MS Project plan covering anticipated implementation activities.
- A finalised joint implementation will be agreed and signed off between the council and the supplier within 40 days of contract execution.

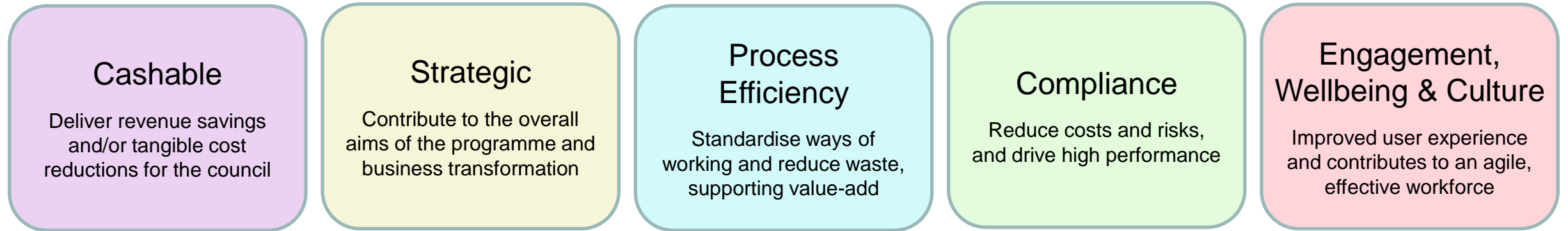
Stages	Milestone Dates
Cabinet approval of Full Business Case	September 2021
Award of Contract and SI onboarded	End September/early October 2021
Environment Build and Design Configuration Complete	July 2022
All Data Migration Complete	July 2022 – October 2022
UAT Testing	November 2022
Programme Board Go/No Go Decision	December 2022
Go Live	December 2022
UAT Testing	February 2022
Go Live	March 2023
Benefits Realisation and Lessons Learned	August 2023
Programme closure and handover to BAU	September/October 2023

Programme Plan-on-a-page



Programme benefits overview

- A broad range of programme benefits have been identified and reviewed across five areas of realisation – specific details and breakdown for each are covered in the Full Business Case:



- Evolve has a dedicated Benefits Lead role (with specific role description) responsible for the development, review, approval and monitoring of the benefits model.
- The programme also includes a Benefits Working Group that meets weekly to ensure alignment between functional activities, change activities and benefits planning.
- The target operating model will include a transition from the Benefits Lead role in to a Benefits Realisation responsibility post go-live as part of the ongoing solution governance structure.
- Given the transformational nature of the benefits requiring a high degree of compliance with new ways of working, the placement of this responsibility needs to be carefully considered and should be at an appropriately senior level with sufficient influence over all service areas.

Questions & Feedback