



One Council Overview & Scrutiny Committee

22 January 2014

Report from the Strategic Director of Regeneration & Growth

Wards affected:
ALL

Update: Brent One Oracle Project

1.0 Summary

This report provides an update on the Brent One Oracle project (previously known as Project Athena)

2.0 Recommendations

Overview and Scrutiny Committee are asked to note and consider the contents of this report.

3.0 Background

The Brent One Oracle project was set up in 2011 to replace a number of existing council support software systems (namely Oracle Financials Release11 and Interact HR system) with up to date Oracle software (known as 'Oracle Release 12' or 'Oracle R12').

This project is being delivered in partnership with five other London Boroughs: Lambeth, Croydon, Lewisham, Barking and Dagenham and Havering. The participating local authorities established a Joint Partnership Board (JPB) which then appointed Capgemini to undertake the technical work on the Oracle system following a joint procurement process.

The project will implement a single IT platform integrating Finance, Procurement, HR and Payroll modules. These modules (the Oracle E-Business Suite) form an Enterprise Resource Planning ("ERP") system. This will provide Brent with a powerful resource planning capability and will make available to managers a suite of 'real time' budget and staffing information, that in turn will help to inform decision making.

The objectives for the project can be summarised as follows:

3.1 Brent Objectives

System and process improvements

- HR and payroll function integrated with the council's Oracle Financials system
- live data for finance staff
- a flexible and adaptable hierarchy structure for procurement approvals
- ability to maximise the benefits of E-procurement by fully integrating the council's Oracle iProcurement module.
- work with the partner boroughs to develop standardised processes, practices, and best practice in order to improve the quality and consistency of services provided.

Data and information improvements

- undertake a data cleansing exercise of staff records.
- rationalise the current number of records held.

For Brent managers and staff:

- introduce data 'dashboards' to allow managers to make accurate and informed decisions when deploying resources.
- introduce reporting tools that allow managers to share current information and data for analysis and planning.
- access to live financial and staff information.
- online HR self-service for staff.

3.2 Project Objectives – Pan-London Project Athena

In addition to the Brent-specific objectives, the project will seek to meet the objectives of the Pan-London Project Athena, which are to:

- Work with the partner boroughs to develop standardised processes, and 'best practice' to improve the quality and consistency of services provided.
- Enable better and more efficient integrated working across authority and sector boundaries.
- Provide quality information to support decision making.
- Enable the future proofing of joint working arrangements across the public sector.
- Ensure that back office services can be as lean and efficient as possible.
- Provide a strategic value for money solution for London.
- Take advantage of the benefits of working collaboratively with partner boroughs by delivering transactional activities through a shared service.

3.3 Software systems

The following software systems are due to be replaced as part of the Brent One Oracle project:

Council process	Current system used to administer process / transactions	Future system to be used as a result of the Brent One Oracle project
Learning management	ETWeb	Oracle R12
Performance Management	ETWeb	Oracle R12
HR	Logica Interact	Oracle R12
Payroll	Logica Interact	Oracle R12
Procurement	Oracle R11	Oracle R12
Financials	Oracle R11	
Recording absence	Absence Management System	Oracle R12
Claiming expenses	E-form	Oracle R12

'R11' / 'R12' refers to the system release number (e.g. R12 is the current version of the system provided by Oracle).

There are a number of critical drivers for the move to using Oracle R12, for instance the end of support to the Oracle release 11 and Logica Interact systems, requiring the council to replace these with more recent, supported software.

4.0 Key deliverables and milestones:

The procurement phase of the project finished in July 2012, with the appointment by the Joint Partnership Board of Cap Gemini to lead the project.

Appendix 1 shows the timelines for the period December 2013 until April 2014.

The new software platform has been built and is now in the end stages of development and undergoing extensive testing to Go Live. Within Brent there are now a number of workstreams under way to ensure the Council is ready for full implementation:

(i) Testing

There has been significant progress in respect of system checking, with Brent Subject Matter Experts completing an extensive programme of User Acceptance Testing on the new system modules. This testing is now complete and Capgemini is working to resolve the outstanding defects ready for the new system to Go Live.

A number of 'Dress Rehearsals' have been completed to rehearse the data transfer and ensure data integrity and accuracy once the new system goes live.

The Subject Matter Experts are currently in the process of supporting a number of End to End system tests facilitated by CapGemini.

(ii) Training

Those Brent One Oracle project staff involved in testing and developing the system have received training through Capgemini, learning from other authorities and external trainers to ensure a high level of subject knowledge.

Professional users - officers within the finance, HR, payroll, procurement and IT units have received training from Capgemini and Brent One Oracle project staff to prepare them in using the new system for specialist work.

Change Champions - a number of staff within the council already use Oracle Financials, however as part of this project, all staff will need to use Oracle for a range of self service functions, such as booking annual leave and appraisals. To support this, a number of Change Champions have been identified to support staff once the new system goes live and prevent disruption to business. These staff will be easily identifiable, allowing colleagues to refer to them for assistance in using the new system once it goes live.

A number of elearning modules have been developed to support Oracle R12 (known as 'UPK's). These will be available to all staff in advance of the new system being rolled out, to allow staff to practice using the system and learn how to use the various modules.

(iii) Communication

The project is delivering a Communication Plan covering a range of stakeholders, including Change Champions, Senior Managers, Project staff, suppliers and partners as required. Communications activity (covering briefings, emails, intranet and training) will be increased in the lead up to the system going live to ensure that all staff are aware of how the new system will affect the.

These communication and training interventions play an important role in promoting the 'self service' culture that forms part of using Brent One Oracle – with managers able to extract and analyse a wide variety of data themselves, on demand, instead of relying on colleagues to produce periodic reports.

(iv) Organisational Impact Assessments

The project team are working with Subject Matter Experts to identify the impact the new system will have on current processes, systems and structures and any changes or improvements that can be made to these post Go Live to ensure efficient use of the new system.

This work supports the longer term goal of identifying possible process efficiencies and improvements that can be realised once the new system has been embedded.

4.2 Go Live Date

Brent will transfer to the new system ('Go Live') at the same time as the other councils in the partnership. The Go Live (originally scheduled for late 2013) has been deferred in order to address delays in the system accreditation process led by Capgemini. As such, Brent and the other partnership councils have amended Go Live project plans accordingly and will continue to use the Oracle R11 and Logica Interact systems as a contingency arrangement until the Go Live date.

Capgemini is working with the accreditation body to secure the necessary certification. Once this has been achieved, a new Go Live date will be confirmed to council staff, alongside a comprehensive training offer to prepare staff for using the new system.

The process of moving to the new system is known as 'Cutover'. As the Go Live date approaches, detailed Cutover plans will be enacted to ensure a smooth transition of data from the old systems to the new Oracle R12 system and maintain continuity of services.

In the meantime project officers will continue to work closely with the Joint Partnership Board to ensure the remaining defects are resolved and all required accreditations achieved in order to facilitate a Go Live date as early as reasonably possible in 2014.

5.0 Key project risks

The Brent One Oracle project maintains a Risk Register to manage and mitigate risks to the project. This is reviewed at monthly Project Boards. The key outstanding risks for the project are outlined below:

Risk	Mitigation
<p>System accreditations</p> <p>There is a risk that implementation is further by delayed by a lack of progress in respect of security accreditations, leading to an increase in costs.</p>	<p>Joint Partnership Board meet regularly to discuss accreditation progress with Capgemini.</p> <p>Contingency arrangements are regularly developed and reviewed to prepare for a range of scenarios and ensure continuity of transactions in the event of any delays.</p>
<p>Functionality</p> <p>There is a risk that some outstanding defects are not resolved in time for the system to Go Live.</p>	<p>Subject matter experts are robustly testing the system to identify all defects. Progress in resolving defects to date has been good and this remains under close review by the council.</p>

6.0 Project Costs

The Brent One Oracle budget is shown below:

Item	£,000
Implementation - Cap Gemini	1,413
Project Delivery Team	640
Professional Support – Trainers, Data Migration etc.	97
Misc. (Network, interfaces etc.)	173
Contingency	270
TOTAL	2,593

Capital Costs:

Oracle Enterprise Licences	£'000s
Total Capital Costs	713

Expenditure to date against the revenue budget is £2,316,000, and it is anticipated that the budget will be fully committed for an April Go Live date. Should there be further delays then there is clearly a risk of considerable additional expenditure to maintain existing systems, most obviously in respect of payroll.

In respect of capital expenditure, there will be recurring data support and license costs, and these will be drawn from existing departmental budgets.

7.0 Savings and Benefits Realisation

As previously outlined to the Overview and Scrutiny Committee, it is acknowledged that the efficiency changes that will lead to benefits and staff reductions will not impact on the organisation until after go-live, once the full functionality of the E-Business suite is available. Benefits from using the system in the most efficient and effective manner will take time to realise, potentially 12 to 18 months after go-live.

8.0 Contact officers:

Andy Donald, Project Sponsor

Strategic Director, Regeneration and Growth

Conrad Hall, Senior Responsible Owner

Chief Finance Officer

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Brent One Oracle Project Manager

APPENDIX1-

Brent One Oracle Plan on a Page (12/13 to 04/14)

