

Resources Overview & Scrutiny Committee Update

1B Programme



Making a positive difference every day to people's lives



1B Programme Update

- This update provides Overview & Scrutiny Committee Members with:
 1. An update on the delivery programme and plan
 2. High severity risks & issues
 3. An overview of the decisions required before Go-Live
 4. The programme budget position

1B Programme Dashboard

March 2022

SRO:

Becky Hellard

Prog Director:

James Couper

Previous RAG

Overall RAG



3 Month Forward Plan

March

April

May

Go-Live

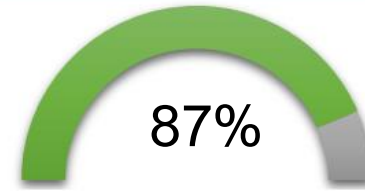
Cutover

Hypercare

PCT3

Reports & Integrations Testing

Completion percentage



Programme controls

Previous RAG

Current RAG

Time

Costs

Resources

Benefits

Return to Green Plan

1. Defect fixes applied and resolution plans (mid-March '22)
2. Completion of the Go-Live open issues (April '22)

Commercial Priorities

- Invitation to Tender being issued for Data Archiving Solution (March '22). This is under review by IT&D before it can be released.

Breakdown

R

A

G

Previous RAG

1

7

5

Current RAG

1

8

4

Workstream

Current RAG

Outbound Integrations

Service Transition

Testing

HR & Schools

Finance

Business Change

Evosys

Payroll

PaaS extensions

Reports Development

Data Migration

P2P

Inbound Integrations

Architecture & Infrastructure

Cutover

Summary Update

- The programme is now 5 weeks from Go-Live for Oracle Cloud and will be asking the Steering Committee for the first of a series of Go/No-Go decisions between now and 11th April. The programme remains at Amber.
- Outbounds integrations is reporting a RED status whilst the remaining developments for 3 AR Outbounds and ZSIMs integrations are developed and tested.
- The focus across the programme is in 3 areas; testing and resolving defects, data migration for cutover and training of users across the organisation.
- Trial cutover completed with delays. A revised cutover timetable has been agreed and preparation is underway to enter into the cutover period. The load of files will begin on the 25th March.
- Payroll Comparison Testing 3 is underway and being closely monitored to ensure it is on track to meet 98% exit criteria. Additional time is to be allocated to fix and re-test defects.
- Regular engagement across the Council continues to prepare staff for cutover and familiarise them with the Oracle Cloud. Training sessions will begin next week with users.
- Only statutory or regulatory changes are now being permitted as we close out active changes in the pipeline. All additional items will be added to the Post Go-Live Roadmap.

Management Support Required

R

At risk

A

On target

G

Improving



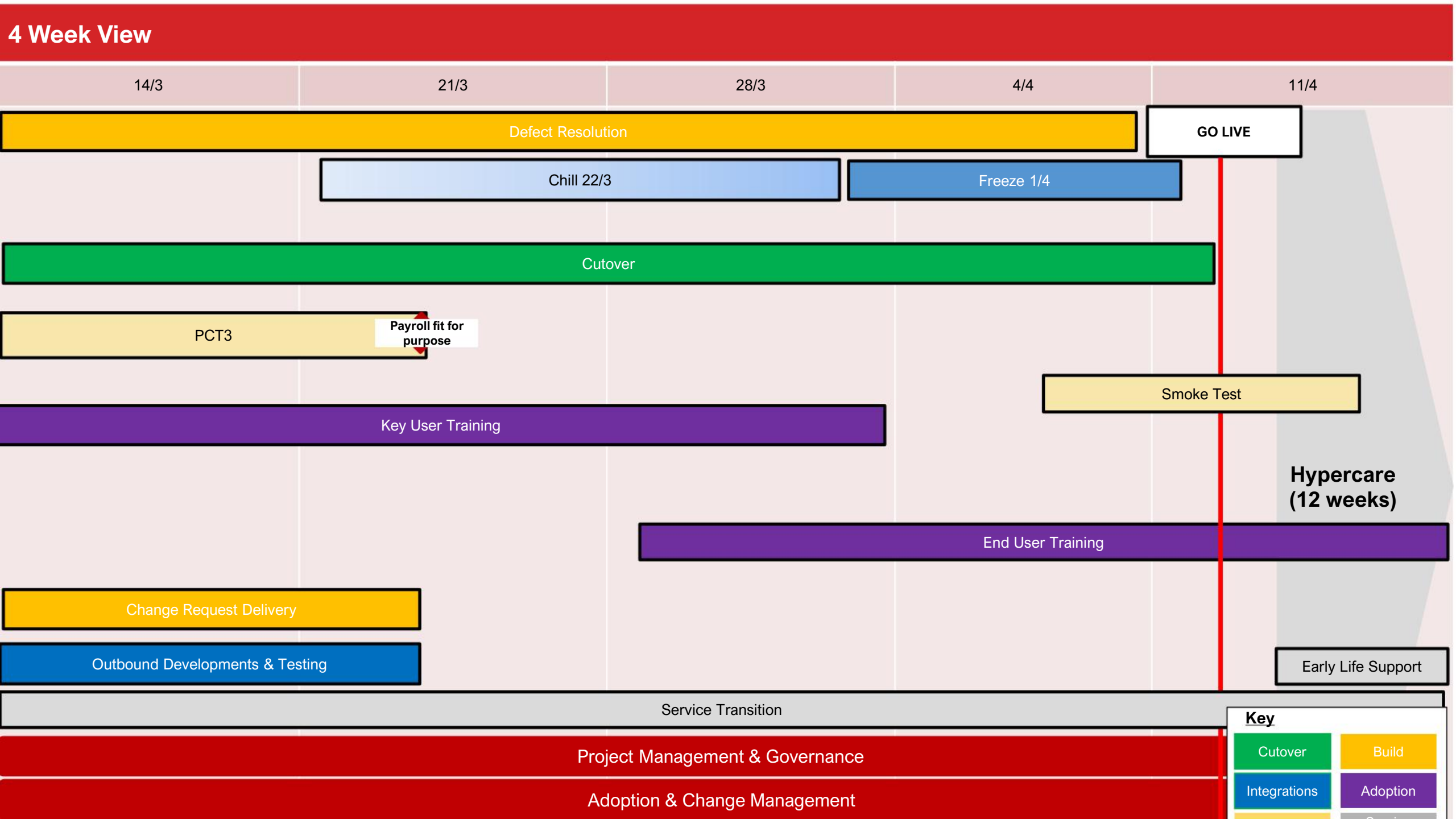
Worsening



Stable

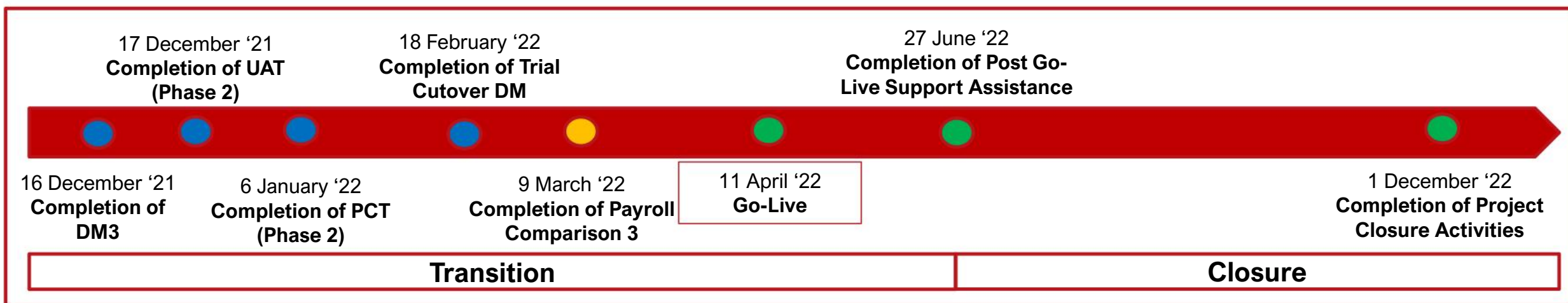


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Programme milestones for reporting

Ref	Milestone description	Baseline completion date	Actual or forecast date	RAG	Commentary
ERP MS03	Completion of Data Migration 3	16/12/21	14/01/22	C	
ERP MS04	Completion of Validation Testing (UAT) – Phase 1	12/11/21	06/01/22	C	
ERP MS05	Completion of Validation Testing (UAT) – Phase 2	17/12/21	28/01/22	C	
ERP MS07	Completion of Payroll Comparison 2	06/01/22	06/01/22	C	
ERP MS08	Completion of Payroll Comparison 3	09/03/22	24/03/22	A	• Additional time to be allocated to fix and re-test defects
ERP MS10	Completion of Trial Cutover Data Migration	18/02/22	09/03/22	C	• Trial Balances files were delayed – analysis underway
ERPMS11a	Early access to HR and Payroll	08/04/22	08/04/22	G	
ERPMS11b	Go-Live – Finance and Procurement	11/04/22	11/04/22	G	
ERPMS12	Completion of Post Go Live Assistance	27/06/22	27/06/22	G	
ERPMS13	Completion of Project Closure Activities	01/12/22	01/12/22	G	



Risk & Issues Update

R/I/D	Risk description	Likelihood / Impact	Mitigation plan & Update
I	Preparedness of IT&D support team to take on 1B solution A lack of engagement with the BAU support team who will take on responsibility for administering. IT&D Support Team will not have the necessary experience and skills to run with this from Go-Live in April '22	 	1. Consider role of MSP and whether this should be expanded 2. Consider the use of interim resource funded against savings 3. Identify key gaps and source targeted interim resources
I	Roles Creation for Production Environment The resource to create roles in Oracle currently sits with one person. Therefore, this comes a single point of failure. The inexperience and lack of capacity within BAU could mean delays in role creation prevent Go-live milestone being met.	 	1. Identify key resource requirements and source interim resources to add capacity
R	Complexity of change environment The Programme does not get sufficient attention and buy in to the change due to multitude of change programmes in flight across organisation and effectiveness of communications channels	 	1. Communications and Engagement Plan on agenda for Steering Committee to support with key message definition 2. Sessions being held to align messages with in-flight change programmes 3. Roadshow and Engagement events planned including Extended CLT in February

Decision Path to Go-Live

1B approach to the Go Live decision

- Between now and the 10th April, there will be a series of decisions with our Steering Committee based on a traffic light system where we seek approval to move to the next stage
- These decisions will align to the Change Control Roadmap which is set out by BCC IT&D to give assurance of our readiness to Go-Live

What will be covered in each session

- Ensure that a plan is in place and ensure this is on track to move into the production environment. This is the cutover plan
- An assessment of the status of defects and ensure plans are in place to resolve or workarounds are put in place
- A review of the Deployment Readiness to ensure majority of the checklist are green. Amber or red items will be reviewed to ensure a clear plan will be in place to address these. This will be the latest from an established process that runs on a fortnightly basis

Key issues to be monitored by Steering Committee during Cutover

- Is the system sufficient to go into production from a functional perspective?
- Has the system been thoroughly tested? Have all critical defects been resolved? Do residual defects have resolution plans in place?
- Have the communications necessary to prepare your organisation for the change been preformed or are planned?
- Is a training plan and schedule in place to train those necessary to use the solution?
- Has a support process been defined for when a system issue comes up?
- Have the appropriate sign-offs and approvals been put in place to move forward

Decision Path	10 th March	17 th March	Ultimate Go/No-Go Decision Point		7 th April	10 th April
			24 th March	1 st April		
	<ul style="list-style-type: none"> Go/No-Go for entry into Cutover; Extract, Transform and Load of Master & Transactional Data from SAP into Oracle Production Environment 	<ul style="list-style-type: none"> Confirm entry into the Chill period to begin 22nd March Check in on Payroll Comparison Testing success criteria 	<ul style="list-style-type: none"> Confirmation of Go-Live defects and issues to be carried forward Ensure payroll is fit for purpose and exit criteria of 98% with explainable differences was met 	<ul style="list-style-type: none"> Confirm entry into the Organisational Freeze period to begin 1st April Confirmation of Transactional Data Load 	<ul style="list-style-type: none"> Go/No-Go: Early access for HCM & Payroll Data loads for HCM & Payroll are complete and no known critical defects 	<ul style="list-style-type: none"> Go-Live: Final load has been completed and there are no known critical defects preventing Go-Live

1 April '22
SAP Clone

8 April '22
Early Access for
HCM & Payroll

18 March '22
SAP Clone

25 March '22
Load for All HCM
and Master ERP

5 April '22
Load for
Transactional ERP

11 April '22
Go-Live for ERP

Change Roadmap					
	Change 1: 1ST DATA CLONE/MIGRATION: Change required for HR, Payroll & Finance, Procurement master data between 18 th March-31 st March;	Change 2: SAP CUTOVER/STOP OF BATCH JOBS: Change required for Limited access to SAP users (w/related activities) incl. stopping of Batch jobs between 18 th March-11 th April	Changes 3: 2ND DATA CLONE/MIGRATION: 1 st April -Change required for End of month transactional data between 1 st April-11 th April;	Change 4: NEW USER SETUP: 1 st April -Change required for HR & Payroll users 8 th /9 th April and FI users 11 th April	Change 5: GO LIVE: 10 th April -Change required for go live activities between 8 th & 11 th April

Budget position @ 14.03.22

Activities	21/22 Forecast	22/23 Forecast	Total
Resources			
PMO	£ 3,941,747	£ 845,336	£ 4,787,084
ITDS	£ 1,468,479	£ 180,534	£ 1,649,013
Providers			
SOCITM	£ 929,840	£ 232,460	£ 1,162,300
Egress			
Extension	£ 1,812,503	£ 170,850	£ 1,983,353
Evosys/Insight			
CCN	£ 165,540		£ 165,540
Extension	£ 1,817,032	£ 1,641,127	£ 3,458,160
Licences			
Oracle Fusion	£ 1,631,148	£ 809,162	£ 2,440,310
Evosys Workforce Scheduler	£ -	£ -	£ -
OTL	£ -	£ -	£ -
PS Live	£ -	£ -	£ -

Activities	21/22 Forecast	22/23 Forecast	Total
BDA	£ 1,883,387	£ -	£ 1,883,387
Other			
Training	£ -	£ -	£ -
Procurement	£ -		£ -
Audit	£ 85,000		£ 85,000
Backfilling staff	£ 1,301,763	£ -	£ 1,301,763
Miscellaneous	£ 306,000		£ 306,000
Totals	£ 15,342,439	£ 3,879,469	£ 19,221,909
Contingency	£ 778,091		£ 778,091
Total Requested in MTFS	£ 16,120,531	£ 3,879,469	£ 20,000,000
Reserves			
19/20 Contribution	£ 1,450,255		£ 1,450,255
20/21 Contribution	£ 1,920,844		£ 1,920,844
Total	£ 3,371,099		£ 3,371,099

Appendix



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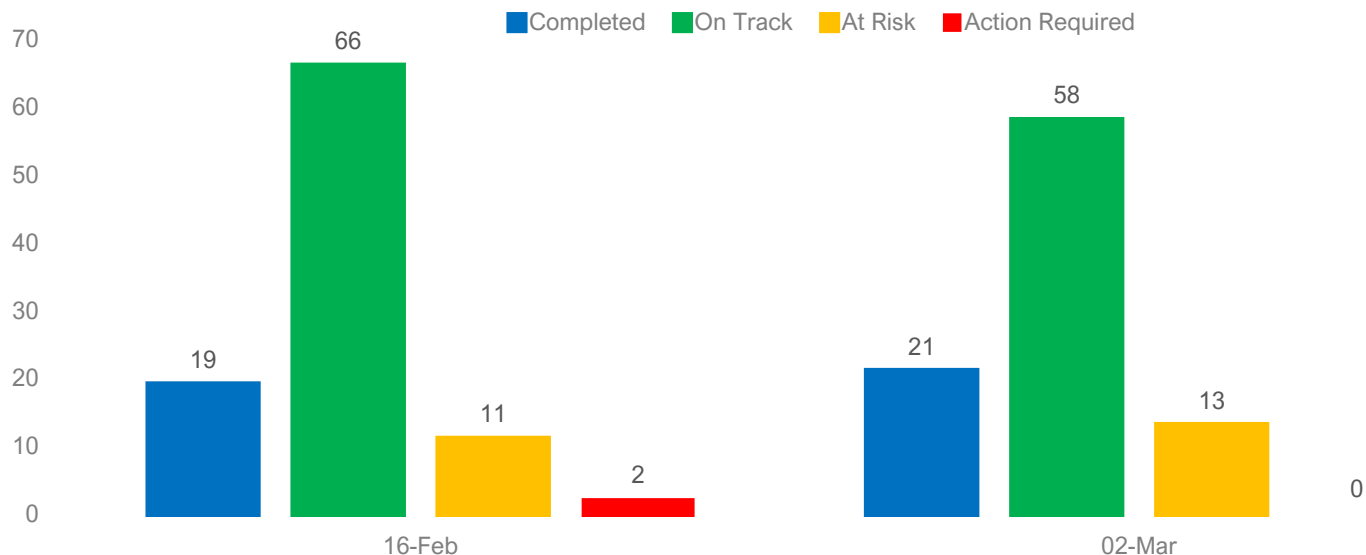
1B Deployment Readiness Assessment

Summary

- Overall, a Green status is being reported. There are 13 criteria currently with an Amber Status however none of these are considered sufficient to impact Go-Live as plans and mitigations are in place.
- There are 2 Readiness Dimensions driving an Amber Status: People and Operations Readiness. Operations Readiness actions relate to preparedness of the support organisation and the support team who will take ownership of the Oracle Cloud solution. As part of mitigating this area, a review is taking place of the readiness of this team and a possible mitigation is to increase the scope of the procurement of the Managed Service Partner.
- People Readiness is driving an amber status principally due to the tight timeline for completing user training because of time constraints of resources and final elements of the solution where defects are being resolved and re-tested. To mitigate this, regular engagement with the Business coupled with a revised approach to training based on priority processes has been but in place.



RAG Status (16/02 to 02/03)



Green	Majority green and on-track with max 2 amber
Amber	More than 3 Amber
Red	More than 2 red



For the full list of criteria and links to the dashboards from the February assessment click [here](#)

The 1B Vision: supporting Council ambitions

- In July 2019 the Council selected *Oracle Cloud* as its preferred ERP software to support every day financial, HR and procurement processes, replacing SAP Voyager and People Solutions. This programme is called 1B because it will enable one single data set across the Council.
- Target operating model developments across the Council are embedded in 1B to enable the digital, financial and workforce agenda.



Standardised ways of working

Transforming our services by leveraging technology, adopting standard processes and delivering smarter ways of working.

User friendly self service

Keeping customer needs at the heart of our services, through delivery of a more user-friendly experience and better support for everyone.

Empowered decision making

Enabling managers to make effective decisions for their service areas by improving information and providing meaningful reports.

What's in it for...

1B

END USERS

- ✓ Mobile accessible
- ✓ Simpler processes
- ✓ Information accuracy
- ✓ Clear accountabilities
- ✓ Improved self service
- ✓ Easy day-to-day tasks
- ✓ Dashboard reports*

Managers
Employees



PROFESSIONAL USERS

- ✓ Better business intelligence
- ✓ Empowered decision making
- ✓ Improved processes
- ✓ Efficient services
- ✓ Compliance and confidence
- ✓ Auditable activities

HR Teams
Finance Teams
ITD



EXTERNAL USERS & CUSTOMERS

- ✓ Improved experience
- ✓ User friendly software
- ✓ Confidence in the council
- ✓ Speedier service
- ✓ Access to my own info

Schools &
Academies
Job Candidates
Suppliers



CITIZENS

- ✓ Enabling departments to serve our citizens who are paying for services and seeking value for money.



The 1B Business Case: the headlines

- Senior Responsible Officer for 1B is Becky Hellard
- Final Business Case and a **new Go Live date of April 2022** approved at Cabinet 16 March 2021
- The Council has defined a Modernisation Programme that seeks to invest in its capacity and leadership and invest in the changes it needs to make. The 1B Programme now sits within the New Type of Organisation portfolio alongside the Customer Services and New Ways of Working Programmes.

Benefits vs Drawbacks

131 vs 50

Percentage by Service Area

Benefits have been identified across all services impacted by the programme, and these broadly fit into our three Change Themes



Strategic Case for 1B

- Working smarter to improve integration between services/functions
- Increased commissioning skills and commercial skills
- Agile and flexible working to support a modern workplace
- Innovative and entrepreneurial
- Achieving more with less
- Improved digital and IT capability
- Make better use of customer insight and business intelligence to empower informed decision making at all levels and enable us to deploy all our resources appropriately
- Working in partnership and working with others to collaborate more as a 'One Council'
- Empowering citizens, preventing need

Revised business case costs and benefits (financial)

Costs

The overall cost of the implementation phase of the programme have risen from an estimated £19.965m at the time of the original Full Business Case to a latest estimate of **£38.685m**.

The key reasons for this increase are:

- Delay in the go-live date from December 2020 to April 2022 and therefore the additional running costs of the programme as a result of the implementation complexities.
- The subsequent costs of extended need for the existing ERP solution (SAP) and associated infrastructure and support staff until it can be decommissioned.
- Additional essential functionality identified during the design phase, which has been robustly challenged by a Business Design Authority, but the validity of the requirement has been validated.
- Retention and archiving of existing data records essential for business operations.

Financial benefits

- The Revised FBC extends over a 12-year period (2019/20 to 2030/31) and recognises that as the organisational changes in culture, processes and procedures, from the wider ERP programme, become embedded, it will realise longer term benefits beyond the life of the new IT system and the initial seven-year contract period.
- Over the life of the FBC there is a forecast gross ERP system saving of **£10.918m**.

1B Lessons Learnt (so far...)

Learning the lessons will help BCC increase their chances of success when they undertake large and complex transformation projects in the future. A full lessons learnt process is following through to project closure.



Technology

- Full organisational buy-in required for a successful journey to 'living in the Cloud'
- Adaption of processes rather than adoption has provided challenges in solution design
- BCC has never moved their data on such a large scale making the data cleansing complex

Strategic challenges

People & Engagement



- Focus on standardising processes and non-differentiating features in the business change
- Manage expectations – timeline and solution

Glossary of Terms

Acronyms		Stands For:
1	4G / 5G	Fourth and Fifth Generation
2	ABB	Architecture Building Block
3	AD	Assistant Directors
4	ADDM	Active Directory Domain Management
5	GOLD ADJ	Gold Adjustment -This is the point in time that Evosys will review and update their configuration of Oracle Fusion.
6	AP	Accounts Payable
7	API	Application Programming Interface
8	APM	Application Platform Modernisation
9	AR	Accounts Recievable
10	BAD	Business Architecture Document
11	BAU	Business As Usual

Acronyms		Stands For:
12	BCT	Birmingham Children's Trust
13	BDA	Business Design Authority
14	BI	Business Intelligence
15	BPCT	<i>Budget Planning Corporate T?</i>
16	BOM	Build Of Materials
17	BPO	Business Process Owners
18	BRG	Business Readiness Group
19	BRUM Account	Resident account to access online services
20	CAPEX	Capital Expenditure
21	CCN	Change Control Notice

Acronyms		Stands For:
22	CIO	Chief Information Officer
23	CMS	Content Management System
24	CoA	Chart of Accounts
25	CRP	Conference Room Pilot 1, 2
26	CTO	Chief Technical/Technology Officer
27	DM	Data Migration
28	DPIA	Data Protection Impact Assessment
29	DOR	Document of Record
30	EA	Enterprise Architecture
31	EIA	Equality Impact Assessment

Acronyms		Stands For:
32	EIC	Employee Interaction Centre (Helpdesk platform)
33	ELA	Enterprise License Agreement
34	EOL	End Of Life
35	ERP	Enterprise Resource Planning
36	ETL	Extract, Transform and Load
37	EWS	Early Warning System(Evosys)
38	FL	Functional Leads
39	FOM	Future Operating Model
40	GaaP	Government as a Platform
41	GAID	Gaps, Assumptions, Issues and Dependencies

Acronyms		Stands For:
42	GDS	Government Digital Services
43	GIS	Geographic Information System
44	HCM	Human Capital Management
45	IBR	Initial Business Requirements
46	ICF	Intelligent Client Function
47	ICP	Individual Compensation Plan
48	ICT	Information Communication Technology
49	IDR	Intelligent Document Recognition
50	IM	Information Management
51	IoT	Internet of Things

Acronyms		Stands For:
52	JEQ Team	Job Evaluation Team
53	JV	Joint Venture
54	KPI	Key Performance Indicators
55	KT	Knowledge Transfer
56	KUT	Key User Training
57	LEP	Local Enterprise Partnerships
58	LGA	Local Government Association
59	LPM	Live Partition Migration
60	LTFP	Long Term Financial Plan
61	MAS	Multiple Assignments Solution

Acronyms		Stands For:
62	MD050	Module Design 50: This is a Functional Design Document
63	MFA	Multi Factor Authentication
64	MOS	My Oracle Support
65	MTP	<i>Referenced in Taxation CIA?</i>
66	NFR	Non Functional Requirement
67	NHS ITK	NHS Interoperability Toolkit
68	OCI	Oracle Cloud Infrastructure
69	OGI	Oracle Guided Learning
70	OIC	Oracle Integration Cloud
71	OPEX	Operational Expenditure

Acronyms		Stands For:
72	OSS	Open Source Software
73	OTL	Oracle Time & Labour
74	ORC	Oracle Recruitment Cloud
75	PaaS	Platform as a Service
76	PCT	Payroll Comparison Testing
77	PID	Project Initiation Document
78	PMO	Project Management Office
79	POAP	Plan On A Page
80	POC	Proof Of Concept
81	PPR	Parallel Payroll Run

Acronyms		Stands For:
82	PSN	Public Services Network
83	R&D	Research and Development
84	RA	Reference Architecture
85	RACI	Responsible, Accountable, Consulted and Informed
86	RAID	Risks, Actions, Issues and Dependencies
87	RAG	Red, Amber or Green status
88	RBAC	Role Based Access Control
89	RFC	Request for Change
90	RFP	Request for Pettycash
91	ROI	Return On Investment

Acronyms		Stands For:
92	SAP	System Analysis Programme Development
93	SAD	Solution Architecture Document
94	SBB	Solution Building Block
95	SBS	Secondary Balancing Segment
96	SFTP	Secure File Transfer Protocol
97	SIAM	Service Integration and Management
98	SIT	System Integration Testing
99	SLAM	Starters, Leavers and Movers
100	SME	Subject Matter Expert
101	SMEs	Small Medium Enterprises

	Acronyms	Stands For:
102	SOA	Service Orientated Architecture
103	SoE	Shedule of Events
104	SocITM	Society of IT Management
105	SPOF	Single Point Of Failure
106	SR	Service Request
107	SSH	Secure Shell (cryptographic network protocol)
108	SSO	Single Sign On
109	STD	Solution Technology Design
110	TCO	Total Cost of Ownership
111	TOM	Target Operating Model

	Acronyms	Stands For:
112	TOR	Terms Of Reference
113	Tranche	Next stage of a Programme/Project/Workstream
114	UAT	User Acceptance Testing
115	VDI	Virtual Desktop Infrastructure
116	VFM	Value for Money
117	Winshuttle	Software enabling synchronisation between Excel + SAP
118	WMCA	West Midlands Combined Authority
119	xLOB	Oracle cross-line-of-business