

Meeting:	Overview and Scrutiny Committee
Date:	22 nd November 2005
Subject:	Business Transformation Programme Update
Responsible Officer:	Jill Rothwell – Director of Business Development
Contact Officer:	Carol Cutler– Director of Business Transformation
Portfolio Holder:	Business Connections and Performance
Key Decision:	No
Status:	Part 1

Section 1: Summary

Decision Required

None

Reason for report

This report provides the Overview and Scrutiny Committee with an update of the current status of the Business Transformation Programme and provides them with an opportunity to raise questions and concerns that they may have concerning the overall project..

Benefits

Not Applicable

Cost of Proposals

Not Applicable

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Risks

Not Applicable

Implications if recommendations rejected

Not Applicable

Section 2 Business Transformation Programme Update

2.1 Background

On 20 September 2005, the Council agreed to appoint Capita as its Business Transformation Partner. The contract was subsequently authorised on 30th September which signified the end of the procurement phase of the project and the move into the delivery phase.

2.2 Governance

At the Council meeting on 20th September it was agreed to present to Cabinet details of the Governance Framework required to manage and control the Partnership. This framework was presented to the Cabinet meeting on 6th October and has been attached to this document as:

- Appendix 1 - Governance of the BTP
- Appendix 2 - Governance Structure

These papers outline the history of the project, the proposed governance arrangements and their structure as well as the proposed consultation arrangements.

2.3 Work Programme

The Business Transformation Partnership (BTP) programme of work is now under way and demonstrates our commitment to becoming an 'excellent' council. The work currently involves a considerable amount of workshop activity and every effort is being made to provide managers with as much sight as possible of the likely demands on the business.

An update of the high level work streams are as follows

2.3.1 Enterprise Resource Planning (ERP)

Workshops will be held throughout November to consider best practice processes for each of the functional areas and agree how these should be tailored to meet Harrow's needs in the most efficient manner. Some further workshops will be held in December, shaped by the findings of the earlier sessions, and appropriate attendees will be identified by the end of the month.

2.3.2. Management Information (MI)

The MI project begins a series of workshops in mid-November involving a cross-section of people from the business who have a role in performance management or Management Information. Staff will get the chance to view a prototype of the new SAP Business Warehouse tool and agree how it should be used to ensure that all of the council's reporting requirements are met.

2.3.3. First Contact

First Contact has now completed a series of workshops to help shape the way that phase 1 services are moved into First Contact in the most efficient and effective way in time for phase 1 'go live' on 22 May 2006. Some further workshops will run in November and early December to establish how the new processes will be implemented in the SAP CRM system.

The workshops represent the opportunity for staff to input into the shape of how things will work in the future and what the new processes will look like. Their contribution is vital to the overall success of the programme.

2.3.4. HITS

The installation of Hardware and Software is well under way by the partnership in association with HITS who are supporting all of these activities. They have constructed a technical team of 3 people dedicated to implementing and supporting the infrastructure and architecture required by the Business Transformation Projects.

The transformation of HITS, as part of the overall partnership, has also begun but is subject to a separate report.

2.3.5. Project Methodology to support rapid implementation

The programme has adopted a rapid implementation methodology, utilising proven methodologies and standardised approaches that allow for a consistent approach to change and contributes to raising the pace for the first BTP projects.

Key features of this approach include:

- Champions engaged on a full-time basis on each project
- Key users (i.e., process 'experts') involved throughout the lifetime of the project
- Facilitated 'common design' workshops with key relevant staff to gather information, expert knowledge and agree new ways of working.

2.4 Communications

A wide range of communication channels are already being utilised. However, a Communications Strategy has now been developed jointly by the

Business Transformation Programme and the Councils Communications and PR Unit.

Communications channels already underway include:

- Newsletters
- Workshops
- Intranet
- Staff briefings/ Departmental briefings
- Member Briefings

The programme also allows for 'User' Champions who will participate in the workshops and assist in the dissemination of information.

The Members of the Members IT Forum have also agreed to perform the role of Member Champions to help channel communications into the BTP, to disseminate information from the BTP and to assist in the consultation process.

2.5 Budget

The budgets for the Business Transformation Partnership (BTP) programme have been established. A high level spreadsheet is attached for information.

The first Milestone payment has been made to Capita.