

Appendix 2					
Increase Use and Improve Reputation of the ERP system	Proposed Action	Timeline	Lead Agents	Resource Requirements	Action to date
ERP Roles usage	Work will be undertaken to identify and engage with Users who do not, or infrequently, use the system. Where appropriate users licences will be removed.	Dec-08	Jon Curran/Jo Fitzgibbon/Ian Edwards	Capita to provide knowledge / skill transfer to enable ERP Technical team to run report.	
Accessing BW Report Packs	Develop a report to identify those receiving but not opening monthly report packs. Once month end process has been clarified, use this as basis for offering further training and challenging managers.	Nov-08	Winston Andrews/Danielle Kelly	HITS to forward report to ERP technical team, monthly. Resource 1 day per week. Note: As with the ECC reporting function passing to Shared Services, The Council is yet to allocate funds for additional resource.	
	Business communicates purpose of BW report packs and integrates with the request to managers to complete their monthly finance returns.	TBA	TBA		
Business ERP Healthcheck	Develop report that highlights users and systematically deliver ERP Healthcheck. ERP Technical team will create and publish, following consultation with the business, an ERP Healthcheck schedule. This schedule will be issued to all Corporate Directors and a monthly report will follow showing Healthchecks completed. Procurement representative to join ERP Healthcheck team when resources allow.	Ongoing commencing October 08	Ian Edwards / Dave Ward	Managed through ERP Technical team. Support from corporate procurement team will be dependant on increase in unit resources.	ERP healthchecks have been in place since January 2008. The forthcoming mini communications campaign in conjunction with the proactive development of a council-wide schedule will ensure maximum uptake.
Monthly Budgeting	Capita/Finance set-up workshop to identify end-to-end budget processes. Outputs to include:-	September 2008.	Jenny Hydari/Capita		
	1. Standardisation of process/capture of 'As Is' and 'To Be' process maps. To include monthly forecasting, protocol for coding purchases and journals.	Sept - Dec 08	Jenny Hydari/Capita		
	2. Guidance for finance teams and budget holders.	Sept - Dec 08	Jenny Hydari/Capita		
	3. Gap analysis to include capture of system changes/improvements. (inclusive where appropriate Change Requests)	Sept - Dec 08	Jenny Hydari/Capita		
	4. Develop training materials for finance teams, budget holders and ERP Support team	Sept - Dec 08	Jenny Hydari/Capita		
	5. Develop MDP module.	Sept - Dec 08	Jenny Hydari/Capita		
	6. Produce specification for new ERP reports and ensure that there are a full set of management reports for monitoring and forecasting through all levels of the organisation..	Sept - Dec 08	Jenny Hydari/Capita		
	7. Finance teams and ERP Support team commence work on finance healthcheck sign-off.	Jan - Apr 09	Jenny Hydari/Greg Foley		
	8. Budget forecasting screen to be reconfigured to aid completion by users.	Sept - Dec 08	Jenny Hydari/Capita		
ERP Business 'Idiots Guide'	Develop and publish Managers Guide to the Organisational Structure. As part of mini campaign develop bite-size 'Idiot Guides' for each subject area. Develop central Intranet repository for all ERP Guidance documents.	Org. Struct. guide issued April 08. Idiot Guides to be issued in line with mini-campaign commencing Sept 08.	ERP Technical team/Finance team/Harrow Communications team	ERP Technical/Harrow Communications resource internally.	Organisational Structure guide issued to all manager since April 2008.

Commodity Codes	Through engagement with business users, review commodity codes, both mapping and their related descriptions	October 2008 / Mar 2009	Finance teams / ERP Support team	Capita change request. Testing required by ERP technical team.	
Fix Technical Problems & Simplify Key processes (BTP have commissioned AXON to undertake all technical fixes)					
Purchase Cards	Axon/Capita working with Harrow P-Card team develop functional specifications, focusing on a) P-Card functionality and proposed improvements to the data entry process, b) implementation of workflow associated with P Cards, c) allowing foreign currency values to be entered/converted, d) fixing error messages on EBP screens and improving navigation and e) resolution of the problems associated with requisitioning screens.	July/August/September 08.	Capita/Axon/John Curran / Majella Sharma / Greg Foley	Testing of solution by Harrow lead.	As at 11 August 2008 number of timelines/agreed works not completed. GF met with Capita on Thursday 4 September 2008 and asked that a new schedule with a commitment to complete, be shared at the September ERP/MI project board.
Recording of Commitments	1. Improve visibility of commitments by resolving issues with interfaces.	Specific project to be commissioned	Jenny Hydari		
	2. Improve visibility of commitments by improving compliance with purchase ordering.	Already in progress	Jenny Hydari		
	3. Improve housekeeping of commitments by regularly reporting items outstanding for over 2 months	TBA	Jenny Hydari		
Accessing Commitment Data	System to be assessed to establish drill-down capability.	John Curran to pick up as part of report to ERP/MI project board on technical fixes.	John Curran/Jenny Hydari		
Interfaces with Host/Anite (Housing and Kier)/MVM/Self-billing/Utilities	Capita to assess current interface functionality in relation to HOST/ANITE interfaces. Capita to present findings and suggested action for resolution to ERP/MI project board. Capita assessment to include response to Internal Audits concern in relation to Kier GRN and duplication issues. MVM to be addressed as an element of the Waste Management Business case. Self-billing/utilities will form part of future works, as resources will be fully utilised for the coming months on issues already identified as being a priority.	Capita report to ERP/MI project board Sept/Oct 08	Capita basis team/Adults & Housing Directorate		
User Lockout	Capita to respond to Internal Audits concerns relating to lack of enforcement around lockout of users.	John Curran will discuss further with internal audit and report on solution/actions to be taken.	Capita		
Sighting supporting documentation	Capita to respond to Internal Audits concerns in terms of drill down capability when managers are approving purchases.	John Curran will discuss further with internal audit and report on solution/actions to be taken.	Capita		
Improve Compliance with Key Processes					
Vendor Management	Shared Services advise both vendors and client departments of processes to be followed when procuring goods or services and non-compliance escalation process. Shared Services develop reporting that will ensure ongoing monitoring and rationalisation of vendors.	April 08 - October 08	Shared Services		Vendors / client departments advised April 08. Monthly monitoring has shown significant improvement in compliance.

Blocked Invoices & Substitutions	ERP Technical team / CAP/CAR develop reports/guidance that will provide business with support and appropriate actions relating to the management and clearance of blocked invoices.	April 08 - October 08	ERP Technical team/CAP/CAR / Harrow Communications		Guidance issued to all users in April 08. Refresher notifications will be issued in line with the forthcoming mini-campaign which will in turn result in the development of an annual reminder communications programme.
Improve Management Reporting					
Reporting where data emanates from ECC	ERP technical team to be trained as ERP Super users	April - August 2008	Capita	Harrow MI have to agree Governance arrangements and access rights for newly trained super-users.	Super-users trained in May / June 08, Governance issues to be resolved in Sept 08.
	All ERP (ECC data) reports to be reviewed and assessed with original business owner. ERP technical team to publish details of all ERP reports, process for raising reports and contact details	January 09 - July 09	Jo Fitzgibbon/Danielle Kelly/Ian Edwards/Capita	Minimum of three months work to undertake analysis. Will require change request to be actioned for new security roles. Harrow Council to identify funding for additional reporting resource.	
Clear up confusion and improve support to users					
Ownership of the system	Senior management through CSB and CLG to actively demonstrate that the ERP system is to be embraced. Senior management to advise their staff that it is anticipated that all system users will avail of the ERP Healthcheck.	September-08	Chief Executive CSB & CLG		
Training		TBA	Capita / Harrow L & D		
Planned & Refresher Training	ERP healthchecks to be developed to envelope new system training for starters and refresher training.	TBA	ERP technical team	Shared Services to be provided with additional human resources (once requirement identified). Business to establish ERP training budget and transfer to Shared Services. Shared Services to have access to HITS trainers and training facilities. [Note. Council will need to agree internal revenue charging for ERP training courses if ERP Training budget insufficient].	
	Finance training through MDP module.	Likely from December 08	Capita/Finance teams		
	ERP mini-campaign and idiot guides will support business users.	Sept 08 and ongoing	ERP Technical team / Finance team / Harrow Communications team		
Improve Value for Money					
Licence Management	BTP to establish Licence quota for management within Shared Services. Establish process by which Licence quotas can be assessed and managed.	TBA	BTP		
Requisitioning needs to be simplified to help users	Axon project to simplify purchasing screens for users	Apr-09	Varsha Dadlani/Corinne Gepp	Testing of solution by ERP technical team	