


<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET UPDATE</p> <p style="text-align: center;">16 APRIL 2018</p>	
<p>HR, PAYROLL AND FINANCE SERVICE TRANSITION PROGRAMME</p>	
<p>Report of the Cabinet Member for Finance: Councillor Max Schmid</p>	
<p>Open report A separate report on the exempt part of the Cabinet agenda provides financial information.</p>	
<p>Classification – For Information</p> <p>Key Decision: No</p>	
<p>Consultation: HR, Payroll and Finance Sponsoring Group Hampshire Onboarding Programme Board</p>	
<p>Wards Affected: None</p>	
<p>Accountable Director: Mark Grimley, Director Corporate Services</p>	
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1. EXECUTIVE SUMMARY

- 1.1. In September 2017, the Cabinet agreed to move to HR, Payroll and Finance services currently provided by BT to a public to public partnership led by Hampshire County Council (HCC) using the SAP platform.
- 1.2. The report recommended that quarterly updates be provided to Cabinet on the progress of the move to the Hampshire Partnership, including costs.
- 1.3. This report summarises the work carried out since September 2017 and the key activities scheduled between January and March 2018.

2. RECOMMENDATIONS

- 2.1. That the content of the report be noted.

3. SUMMARY OF PROGRESS FROM SEPTEMBER TO JANUARY 2017

Legal process to join the Hampshire Partnership

3.1. One of the outstanding matters at the time of writing the last Cabinet report was to confirm and finalise a number of areas with HCC that needed to be detailed in the legal documentation in order for LBHF to formally join the partnership. These were primarily concerned with:

- Agreeing suitable business as usual governance arrangements for LBHF within the partnership
- Clarifying the cost sharing mechanisms of the partnership

3.2. Following a series of discussions led by the LBHF Commercial Director with the HCC Corporate Services Director, agreement was reached on these issues during December 2017. Contractual arrangements were finalised on the 8th January 2018 following agreement from the LBHF Chief Executive and Cabinet Member for Finance.

Programme Mobilisation

3.3. Deloitte were engaged to manage a mobilisation phase for the programme. The primary purpose of this was to:

- Develop a detailed set of programme documentation to prepare the Council ahead of the Fit-Gap design phase starting in January
- To carry out a number of data analysis and design activities to identify any early risks and put in place mitigating actions
- Support the development of plans and options papers for ICT enabling projects which were critical to the delivery of the Hampshire implementation project

3.4. Key outputs of the phase were:

- Hampshire Onboarding Project Initiation Document (PID)
- Detailed project schedule
- Communications and engagement strategy
- Key lessons for the Hampshire Onboarding Programme report
- Establishment of risk, issue and dependency logs.
- Programme readiness checklist

3.5. In December 2017, the LBHF Sponsoring Group agreed to move forward to the 'Fit-Gap' design phase in January 2018.

4. PLANNED WORK FROM JANUARY TO MARCH 2018

Design phase and Fit-Gap workshops

- 4.1. The Hampshire onboarding programme formally commenced on 9th January 2018 with the Hampshire implementation project being led by Deloitte on behalf of LBHF and HCC.
- 4.2. The primary purpose of this phase (which runs to March 2018) is to understand in detail the Hampshire model, and the business process and policy changes that LBHF will need to make to adapt to fit the solution.
- 4.3. During January, the programme team has been established and a series of 'Fit-Gap' workshops have started between HCC and LBHF subject matter experts. These workshops will continue into February.
- 4.4. The output of this phase will be a change impact assessment report setting out the actions required by LBHF such as changing business processes and policies. This will form the basis of the work for the programme's business deployment team which will lead on supporting this change in the organisation.
- 4.5. Whilst there will be some additions to the Hampshire model, particularly around Unitary services which will be new to the partnership, the principle is that LBHF will adapt to the model and not seek to bespoke SAP processes.
- 4.6. A joint Sponsors Gate Review meeting will take place at the end of this phase to sign off the design phase and agree to move into the system build phase.

5. KEY RISKS

- 5.1. The table below outlines the key risks and mitigating actions in place.

Risk	Mitigation
Scale of change in LBHF – there are a number of competing programmes taking place (Moving On, Town Hall Refurbishment, IT desktop strategy) which will impact resource availability and capacity in the business. This may lead to conflicts in deliverables between programmes and subsequent delays.	The programme management and business readiness workstreams are mapping out the change environmental across the Council over the next 12 months. Plans will be made to address potential crunch points and interdependencies early to minimise the impact.
Role of the manager - this has been identified as a major area of risk if the business change management is not put in place to support managers with the change in their responsibilities. This could lead to a huge number of helpdesk calls and people to lose confidence in the service early on with the subsequent impacts.	A fully resourced change management workstream with additional service based super-users has been scoped. The role of the manager will be considered specifically when delivering comms, familiarisation, testing and go-live support.

6. CONSULTATION

6.1. N/A

7. FINANCIAL IMPLICATIONS

7.1. These are set out in the exempt part of the Cabinet agenda.

8. EQUALITY IMPLICATIONS

8.1. N/A

9. LEGAL IMPLICATIONS

9.1. N/A

10. IMPLICATIONS FOR BUSINESS

10.1. N/A

11. COMMERCIAL IMPLICATIONS

11.1 N/A

12. IT IMPLICATIONS

12.1. N/A

13. RISK MANAGEMENT

13.1. N/A

14. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	<i>Description of Background Papers</i>	Name/Ext of holder of file/copy	Department/ Location
	None		