Agresso Update

Appendix 2

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1.   Purpose of Report

1.1   To update on how the "Agresso Next Stage" programme is utilising the recommendations from the lessons learnt report from the Agresso Implementation Project.

The report will also give details of how the "No Purchase Order No Pay" project will address the business change requirements covering Process, Training and Communication and Culture.

2.   Lesson Learnt Report

2.1   Listed below are the recommendations from the Lessons learnt end of project report on the implementation of Agresso with a narrative to inform of how the "next Stage Programme" is utilising these recommendations

- Future projects should follow Prince 2 methodology with quality assurance by programme office

Each project is following Prince 2 Methodology with clearly defined outputs, Highlight reports are being produced by each project manager to keep the Programme board informed of progress. Programme office are running "Community of Practise" (COP) sessions supporting the managers with training and ensuring a consistent approach to project management. Programme office is using these sessions to quality check against the various elements required for Project to be successful.

Including:-

1. Highlight reports
2. Work Packages
3. Risk
4. Issues
5. Communication

All COP sessions are Prince 2 guided to support the organisation to further develop the capacity to deliver successful projects across the organisation.

- Breaking the project into "work packages" would support a structured implementation

The "Next stage" Agresso Programme has a number of separate projects with representation across all directorates. Some of these projects are clearly cross cutting and require a fully scoped Project Initiation document (PID) and a full implementation plan.

Where deliverables are specialist in nature such as "Legal Debt Recovery" the approach we are taking is to develop clearly defined work packages which will require the same level of reporting as a project through the board but does not require the same level of project management.

As previously mentioned Programme office has run sessions on work packages ensuring a consistent approach to the creation and management of the outputs.

- Early appointment of a project manager with a clear documented understanding of the deliverables would support delivery of successful projects

All projects have the appropriate project managers appointed who are responsible to prepare the scoping document and project documentation, ensuring a clearly agreed understanding is achieved on what is required to be delivered.

- Improve communications with the organisation, with NWOW being a good model

A 1st draft Communications strategy has been created by the Programme Manager and Media ensuring the successful approach of the New ways of Working Programme (NWOW) is taken by the Agresso programme.

- Change managers appointed within each directorate and represented at board level

Change managers have been appointed across the directorates and each directorate including Public Health are represented at the programme board.

- Ensure a clear BPR programme included with the project plan

A separate Business Process Re-engineering (BPR) project has been developed to ensure the business changes are being effectively managed through the programme. All project managers will feed information to the BPR project to ensure process changes are delivered.

- Publish a clear vision of what the project should deliver

A vision for the Programme has been communicated to the business during the Launch on the 27th November 2012.

- Publish milestones to keep the organisation informed of progress (where relevant to the wider corporate teams or discreet to the relevant directorate)

Highlight produced monthly identifying milestones and managing any issues arising from them.

- Fully auditable change control process to be implemented to control the future developments of Agresso

A change control process is in place with a "Change Advisory Board" for decision making in place, these meetings have been held weekly/Bi weekly and Monthly dependant on the submitted change requests.

Internal auditors are working as a "Critical Friend" role ensuring the process is monitored and meets the required audit controls.

- System Training to be clearly laid out as part of the project planning

Training is at the fore of the deliverables, the difficulties during the initial go live phase have been evaluated with a clear strategic approach to training being adopted.

Each project will identify its requirements and prepare a consultation paper for evaluation; the training going forward will be delivered by the appropriate resource from the Agresso support team.

2.2 The Council's Annual Governance Statement for 2011/12 also picks up an action point from the Agresso lessons learnt report in that any other system implementation reports should adopt the above recommendations.

3. **Commitment Accounting (No Purchase order No Pay)**

The 'No Purchase Order No Pay' project part of the wider Agresso Programme is focused on ensuring that a purchase order has first to be raised through the Agresso System in order to procure goods or services. That all procurement is compliant with Corporate Standards and Standing Orders.

Where currently non-compliance exists it is due to:
- Process: current business practices/systems are not aligned to the new processes associated with No P.O. No Pay
- Training & Communication: lack of understanding of the correct procedures or sufficient knowledge of the Agresso system
- Culture: behaviour of Requisitioner's, approvers or suppliers does not support the new process

The project is on track to be rolled out across the Organisation in the Spring of 2013 with the project focusing on the Process, Cultural and Training aspects required to successfully deliver the business change, monitor and support it after the launch and ensure that it is embedded within the organisation.

The current position, with these different aspects of the project, are as follows;

Process:

- Through business analysis across the organisation, identifying and understanding non-compliant areas, briefing on changes and remapping processes to ensure that they would support the new ways of operation. [Complete]
- Identification of currently non-compliant areas, incorporating them into the User Acceptance Testing to ensure that their procurement needs are supported by the new process [Identification Complete; UAT end Feb]
- Clear roles and responsibilities between core support teams – Accounts Payable, Procurement and Agresso Support – all briefed to respond to users in a consistent way [Final briefings end Feb]
- New process for Change Control, monitoring systems and support requests which is aligned with supporting compliance [Complete]

Training & Communications:

- Launch event clearly explaining the project, the changes to the system/process, key timescales, and what everyone's responsibility is in supporting that change. Budget holders own the change in their areas of responsibility [Complete]
- Targeted discussions with key stakeholders either as group or one to ones [90% Complete]
- Identification of super-users across the organisation to support the business change and detailed training to those users [March]
- Review and updating of all training and support material and intranet [March]
- Wider communications plan, incorporating suppliers informing of the new processes [Feb/March]
- Establishment of user group for post-live support and cascade training [March]

Culture:

- Development of monitoring reports to track compliance and business change, reviewed by budget holders, directorates and CMT [March]
- Targeted post-live engagement to address non-compliance [April onwards]
- Ownership on change clear – responsibility of budget holder to manage that change – support and resources available to assist them manage that change [Complete]
- Supplier pressure – informed suppliers expecting a P.O. to guarantee payment – will be requesting prior to committing to order and hence supporting the enforcement of the change [Feb March]
- Briefings on benefits of the change – better Management Information, less delays in process, reduced administration overheads, less errors, and potentially reduced procurement costs – as on contract spend [Complete by March]