

ERP PROJECT

City of London Corporation

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Background

The replacement of the current HR, Payroll and Finance systems (Midland HR and Oracle) into a single ERP solution primarily for the Corporation and its Institutional Departments in order to align with the new Target Operating Model (TOM).

As the target operating model design has progressed and thinking on how enabling services will work, it is clear that the tools needed to support a step change in culture and behaviours.

Freeing up resource for responsive value-added services, and agility in financial insight/advice. This replacement will enable the City to be “a first-class hub for financial and professional services”, as well as provide the capability “to align teams and to provide those “enabling services to help the whole organisation to run effectively.”

A provision has been given to include the City of London Police (COLP) if they wish to move their current Payroll / HR System (Capita) to form a joint solution. This would need to include r enable the full functionality of COLP’s Duties Management System.

Options Appraisal Summary



Migrate to a fully integrated HR, Payroll, Finance and procurement solution whilst also improving the integrations with line of business systems and sun-set those systems that are no longer required. CoLP would then look to be onboarded 3 years after the initial implementation to use HR and manager / employee self service

ERP Programme Phases and Approach

Discover	Define & Develop	Procure & Prepare	Implement	Embed	Scale, Improve, Refocus
<ul style="list-style-type: none"> Understanding the as-is and your current Performance and pain-points Building your case for change 	<ul style="list-style-type: none"> Defining your future organisational direction Defining Service and Process Improvement priorities Developing your functional, reporting, technical and interface requirements Developing your principles and requirements of your Implementation approach Gaining Commitment to your Outline Business Case Preparing to go to market 	<ul style="list-style-type: none"> Procuring new suppliers Making key Organisational Design Decisions that will influence system design and configuration Mapping your transformation journey Preparing your data for migration Preparing your People for Change Preparing to measure your benefits Putting all necessary plans and approaches in place Identifying and mobilising Implementation Resources Gaining final approval to proceed 	<ul style="list-style-type: none"> Overall Assurance of Programme success Strategic & Service Readiness, including transitioning to new Systems Operating Model and delivering identified Service Improvements People Readiness Process Readiness Systems, Data and Reporting Readiness Developing Benefits evidence Ensuring Information Compliance Assuring Programme Delivery Assuring Commercial Performance 	<ul style="list-style-type: none"> Ensuring adoption of the new system and new processes Embedding and Improving your new Operating Model Realising benefits 	<ul style="list-style-type: none"> Measuring outcomes delivered and identifying any gaps Reflecting on lessons learned to inform future transformations Agreeing your next areas of focus for Transformation

Discover Phase:

Firstly “Discovery” , understanding the as-is and painpoints, building case for change, (health check on back office systems, understanding of running cost of back office systems, procurement matrix, potential roadmap)

Secondly, an

Outline Business Case

Original proposal, to deliver an integrated suite of business applications with a common process and data model, covering broad and deep operational end-to-end processes and reporting, but assumed use of Oracle Cloud. The project design built on known rather than using an opportunity to throw wide the doors.

As we introduce the ERP system it would be a lost opportunity, if we did not pursue, and properly resource the change in behaviours needed to tackle a deeply embedded status quo; learning lessons from the Oracle upgrade and property manager, which added expensive customisations to ultimately retrofit systems to embedded ways of doing things.

Define and Develop

Timeline We are currently at Requirements Gathering Phase

