

City of London Corporation Committee Report

Committee(s): Digital Services Committee	Dated: 13 th November 2024
Subject: Enterprise Resource Planning (ERP) Programme Update Report	Public For Information
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides statutory duties• provides business enabling functions	7,9,10
Does this proposal require extra revenue and/or capital spending?	NO
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Caroline Al-Beyerty, The Chamberlain
Report author:	Simon Gray, ERP Programme Manager

Summary

This report provides an update on the progress made on the Enterprise Resource Planning (ERP) Programme.

The ERP is a significant transformational project for the City of London Corporation to replace its current legacy systems; City People (Midland i-Trent) for HR & Payroll and Oracle R12 for both strategic and operational finance. The new ERP Solution will modernise the technology we rely upon to deliver back-office services.

The ERP Programme is continued to plan as agreed at the Gateway 5 Milestone previously approved by this Committee. The programme is now fully mobilised with a System Integrator (SI) partner onboarded and the delivery commencing. The programme is also planning to relaunch as "PROGRAMME SAPPHIRE" to the organisation

Recommendation(s)

Members are asked to:

- Note the report

Main Report

Background

1. The City of London Corporation has embarked on implementing an Enterprise Resourcing Planning (ERP) System that will replace the ageing Finance, HR, Payroll and Procurement systems.
2. The same core back-office systems have been utilised for over 20 years. The systems are now either out of support (Oracle) or an unsupported platform (City People) which causes the City of Corporation the need to procure third-party support and invest staff time in prolonging their life to deliver critical services.
3. The current HR and Finance systems currently work in isolation and require significant manual interventions or manipulations to support our business-as-usual operations. Creating inefficiencies and impacting data-supported business decision-making.

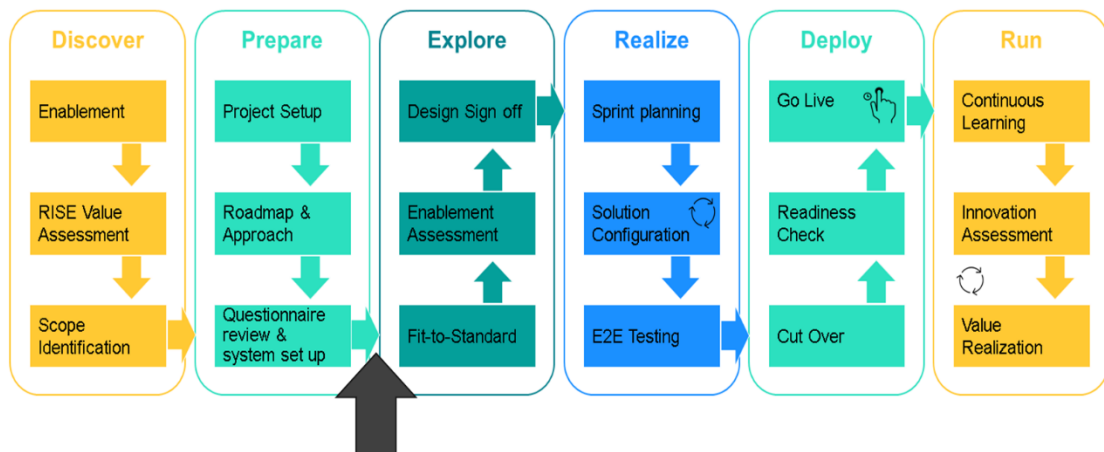
Current Position

System Integration Partner (SI)

4. As previously reported SAP were awarded preferred bidder status, with the Court of Common Council approving the award to the preferred bidder in November 2023. Contract negotiations commenced in January 2024; the Financial Services Director led weekly review calls with the Executive team from February.
5. Hindustan Computers Limited (HCL or HCL Tech) were made preferred bidder after approval at July Committee and the contract was approved at September Committee for final award by the ERP Programme's Senior Responsible Officer (SRO); The Chamberlain.
6. The contract is aligned to the published notice on scope and price and was awarded on XX/XX/XXXX

Programme Update

7. The Discovery / Prepare phases are now complete, and the Corporation (with the SI) will embark on the Export Phase which includes the design workshops following the "Adopt not adapt" principle. These workshops are termed "Fit-To-Standard" as shown in the graphic below and will run between Nov – Feb.



Programme Branding

8. The programme will launch revised branding as part of the initial communication launch to the organisation. The new branding will help the programme establish an identify and build awareness for the change programme
9. In recognition of the hard work that went into the procurement exercise, those stakeholders who supported that process were invited to participate in the selection of the brand. This ensured representation was in place across the Corporation
10. The group were asked to vote on a shortlist of names that would best align to the Corporation and Programme vision
11. The clear winner, which was recommended to the Board, was “Programme **Sapphire**” – see below

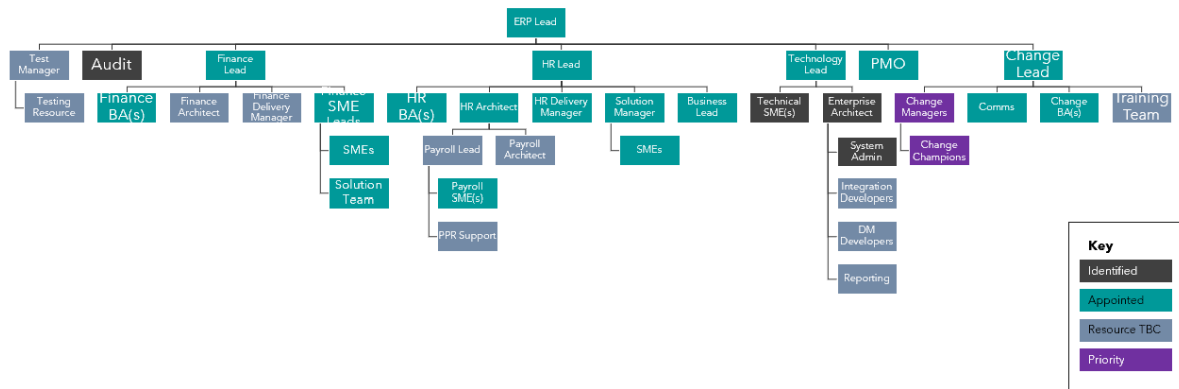
PROGRAMME SAPPHIRE

Improved Efficiency | Increased Capacity | Improved Information

12. Committee is asked to review the above decision

Programme Resourcing

13. As previously reported the majority of roles are now appointed to across the programme



14. The key remaining roles to appoint to are the expansion of the change team which is underway now with the Change Lead in position
15. There has been fantastic engagement from across the Corporation with excitement, passion and expertise being displayed by those members of the Corporation seconded to the programme
16. The plan is to complete recruitment for the next committee of all Wave 1 roles with an update to committee

Programme Next Steps

17. The programme will commence the “Fit-To-Standard” workshops with the next planned gateway being the extend of the “Explore” phase with design-sign off
18. Changes to scope, cost or design will be flagged to the Board, Member Steering Group and Committee as part of the agreed governance for review / approval,
19. Progress with establishing the wider Project Team and commence the wider governance for the programme by establishing/continuing the project boards for both functional and institutional representation.

Corporate & Strategic Implications

Strategic implications - The ERP Programme supports the Corporate Initiatives to deliver brilliant basics and mitigates the risk of unsupported legacy systems.

Financial implications - Finance and Policy and Resources Committees have approved the budget envelope to bring in the relevant resources including backfills.

Resource implications - The requirement of resourcing updated in this paper and consistent with previous updates.

Legal implications - All staff resourcing, and employment contracts will comply with statutory requirements and be in line with best practice.

Risk implications – Failure to deliver the programme scope has the potential to massively impact our staff and the delivery of our services. A key risk as

communicated is the Corporation fails to get the change right and fails in the “Adopt not Adapt” approach which requires ongoing monitoring and leadership.

Equalities implications - An Equalities Impact Assessment was done initially and is currently being updated and will be brought back for review. This will be routinely updated throughout the life of the programme.

Climate implications - None

Security implications - None (other than standard vetting requirements)

Conclusion

20. The award of the SI ends the procurement / mobilisation phase of the programme

21. The ERP Programme continues to make good progress against the plan and now entering the key design phase. The level of change and communication now needs to accelerate in line with the plan and it is expected the level of challenge will also increase

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Appendices

N/A