



Audit and Governance Committee

18th April 2011

Report of the Assistant Director of Customers and Employees

Implementation Project - iTrent HR and Payroll System

Summary

- 1 This report responds to a request by the Audit & Governance Committee for an update on the risks associated with the implementation of the iTrent HR project.

Background

- 2 The council agreed to implement a new HR system (iTrent) to replace its current HR/Payroll system (Delphi). The contract with MidlandHR (the system supplier) was signed in August 2010.
- 3 The replacement of the current HR & Payroll system is one activity within the scope of the wider HR transformation programme which is about transforming the way in which HR currently operates and delivers its service within the council. It is recognised as a contributor to major cultural and behavioural change within the council, for example, greater individual accountability through the introduction of employee and manager self service.
- 4 The proposed system implementation will take place over two phases.

Phase 1 - to be completed by end of July 2011, will include:

- Core HR, Payroll and Absence Management modules
- iTrent ICT hardware implementation
- Data migration from Delphi
- Employee Self Service – view only
- Development and implementation of E-payslips
- System interfacing with other Council systems
- Delphi & iTrent dual payroll running April and May 2011
- User Acceptance Testing
- Development of Management Information
- Training of HR and support for Self Service users
- Transition of contract payrolls
- Interface with other CYC systems

Phase 2 – to be completed by end of February 2012, will include:

- Electronic work flows for authorisations
- Development and implementation of Manager Self Service
- Development and implementation of Employee Self Service
- Development of HR site within COLIN

Annex H(1).

- Health & Safety, People Development and Learning Event Administration modules
- Business Objects training for report writing
- Continued development of Management Information
- Establishment of Annual Statutory Returns to external bodies
- Development of suite of Manager Information reports
- User Acceptance Testing and final sign-off
- Training for Managers and Employees

Information

Governance arrangements are in place through the iTrent Project Board held fortnightly, and is chaired by Pauline Stuchfield who is also the Project Sponsor. The CBSS Directorate Management Team, chaired by Ian Floyd is the project 'Executive' providing the strategic direction to the project. As the project is now moving into implementation it requires board membership to fully represent the interests of directorates and be more focussed on the business benefits. In addition, an iTrent 'User Group' has been established, which is made up of representatives from across each of the directorates. The interests of staff are represented by union representatives who also sit on the iTrent Project Board.

In addition, there is currently a level of control in place for the iTrent project overall within the council's programme of change activities, supported by Marilyn Summers, Business Change and Performance Manager and a project level of control for the implementation of iTrent, which is currently provided by the Midland HR Project Manager. This is an interim arrangement until a council Project Manager is appointed for the remainder of the implementation phases.

A diagram setting out the project governance arrangements is attached in Appendix 1.

Key Risk Comments

All potential risks to the successful implementation of iTrent are logged and reported to the Project Board on a monthly basis. As at 31st March the following risks were assessed as highest risk to the project, however actions to mitigate these risks are in place. A full list of all risks is attached at Appendix 2.

9 HR-R-043

iTrent Project Manager

The Project Manager employed on a temporary contract left the authority on Friday 25th February to take up a permanent post elsewhere, which presented a risk to the continuity of the project implementation and impact on timescales for 'Go Live' in June for the first payroll run. However, in the interim period MidlandHR has provided additional Project Manager time to ensure that timescales for 'Go Live' are not jeopardised. This has enabled the project to remain on track.

Annex H(1).

10 HR-R-037 and HR-R-045

Interface between iTrent and council systems

There is a requirement to ensure an interface exists between iTrent and the council's financial system and also its document management system. Officers within Finance, IT and the iTrent project team are working closely with MidlandHR to identify the best technical solution to ensure that systems work effectively together.

11 HR-R-046

Communication and Engagement

There is a requirement for effective communication across all parts of the organisation to ensure all staff are aware of the impact of the implementation of iTrent. A Communication and Engagement Strategy is in place and a representative from the Communications Team now sits on the iTrent Project Board. The Business Change and Performance Manager is accountable for the delivery of the communication and engagement work stream. Plans are in place to ensure communication and engagement activity takes place throughout the life of the project. Communication with the council's Leadership Group (Directors and Assistant Directors) commenced in March 2011.

12 Conclusion

The project is currently on track to meet a 'go live' date for payroll of 30th June 2011. As the project moves into Phase 2 the governance arrangements will continue to provide the high level assurance to ensure that any risks and issues are managed and mitigated to minimise any potential impact on the delivery of this project.

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