

**Report to:** Finance, Resources and Corporate Committee

**Date:** 13 March 2023

**Subject:** **Integrated Corporate Systems**

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|                                                                                         |                                                                     |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Is this a key decision?                                                                 | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Is the decision eligible for call-in by Scrutiny?                                       | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the report contain confidential or exempt information or appendices?               | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1: |                                                                     |
| Are there implications for equality and diversity?                                      | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

## 1. Purpose of this Report

- 1.1. To provide the Committee with an update on the Integrated Corporate Systems project.

## 2. Information

### Section Heading

- 2.1. The Integrated Corporate Systems (ICS) project is focusing on replacing ageing HR, Finance and Payroll systems with one intuitive system. Work has been progressing with the chosen supplier TechnologyOne developing and configuring the CiAnywhere product to the West Yorkshire Combined Authority requirements.
- 2.2. CiAnywhere (abbreviated to CiA) stands for Connected Intelligence Anywhere, the name is derived from the fact this is a cloud-based system. It provides a modern system empowered by workflows that provides effective and efficient processes and a high degree of self service for all employees. A benefit of CiAnywhere is that it is updated twice a year by TechnologyOne to continuously improve the functionality without interrupting business operations. Bi-annual updates to the system have often come from suggestions from CiAnywhere users which the TechnologyOne development team have created to enhance user experience.

- 2.3. The approach being taken is to use the product 'out of the box' as far as possible, and adapting current business practice to make full use of the efficiencies the system will provide. The integration will remove some of the current duplication of records between HR and payroll for example and the improved access to information for everybody will reduce the need for teams to produce bespoke reports on a range of HR and finance data.
- 2.4. The original timeline of project milestones has shifted due an initial delay because of TechnologyOne HR consultant availability and then as a result of issues discovered during the user acceptance testing phase of the project. As these issues have progressively been resolved the teams are now working towards signing off user acceptance following the parallel running of the payroll operation for the month of February. During this data migration is also taking place to ensure the correct data is set up correctly in the new system ahead of go live.
- 2.5. The first three stages of the project are now complete, with key milestones set out in the table below:

| <b>Activity</b>                      | <b>Dates</b>        |
|--------------------------------------|---------------------|
| Configuration design workshops       | 01/01/22 – 12/05/22 |
| Sign off configuration               | 12/05/22            |
| Build and implementation             | 17/05/22 – 16/09/22 |
| Acceptance testing and parallel runs | 26/09/22 – 27/02/23 |
| Staged deployment                    | 27/02/23 – 31/03/23 |
| Go live                              | April 2023          |
| Handover and project closure         | 28/04/23 – 31/05/23 |

- 2.6. The project is confident of achieving the benefits agreed at project inception. These focussed around greater availability of resource information, both people and finances, with managers able to self service the information they need to carry out their roles and deliver their outcomes. An integrated system supports 'one version of the truth' and reduces inefficiencies or inconsistencies arising from moving data from one system to another.
- 2.7. The introduction of CiA is being considered in the context of the objectives of the wider organisational evolution work underway and will support clearer accountability and decision making. For example refresher training for budget holders in terms of their general role and responsibilities is taking place alongside the specifics of how they will be able to use the new system in support of this work.
- 2.8. An integrated system presents higher potential risks in relation to access rights and the project team has included team members from ICT and Internal Audit. The work has sought to ensure that access considerations have been fully considered, documented and agreed, both from a wider ICT infrastructure perspective and from an individual user viewpoint. The 'user personas' limiting access to different parts of the system have been tested as part of the user acceptance testing. An audit inspection regime is also being developed.

- 2.9 This is a significant project that will change ways of working across the organisation. Socitm Advisory joined the project management team for three months to support with the business change and training elements of the implementation. A CiAnywhere Network has been established within WYCA to support with communications and direct colleagues to useful information and communications posted to the WYCA intranet page. Change champions within the CiAnywhere change network have been supporting communications to teams and have helped with unique questions and suggestions coming from different departments. Training sessions have been held with teams both in person and online, with sessions recorded for later reference and a focussed support and training plan is being developed for the go live period.
- 2.10 It is anticipated that the final go live approval will be confirmed in early March. At this point the functionality will have been tested and confirmed as ready but it is anticipated that the use of the product will continually evolve. There has been significant effort put into the operational teams learning from the supplier so the skills will be available to make controlled changes post go live to ensure the system can continue to be used to maximum effect and adapt to organisational changes.

### **3. Tackling the Climate Emergency Implications**

- 3.1. The new system will provide better information and reporting to support decision making and evidence the outcomes being achieved.

### **4. Inclusive Growth Implications**

- 4.1. The new system will provide better information and reporting to support decision making and evidence the outcomes being achieved.

### **5. Equality and Diversity Implications**

- 5.1. The HR module will enable more detailed information on protected characteristics to be defined and reported on. An

### **6. Financial Implications**

- 6.1. The project is on course to deliver within the approval given by the Combined Authority.

### **7. Legal Implications**

- 7.1. There are no legal implications directly arising from this report.

### **8. Staffing Implications**

- 8.1. There are no staffing implications directly arising from this report.

**9. External Consultees**

9.1. No external consultations have been undertaken.

**10. Recommendations**

10.1. That the Committee notes the progress on the implementation of CiAnywhere.

**11. Background Documents**

There are no background documents referenced in this report.

**12. Appendices**

None.