House of Commons HR and Finance Programme

Programme Mandate

Contents

Appendix A: Overview of the workstreams

Diagrams

1. Executive Summary

This document sets out the objectives and likely scope of a proposed programme of work. The programme would take forward the development of ICT tools and management information to run the corporate functions (HR, finance and procurement) for the House of Commons and PICT with the aim of achieving:

- A more professional service;
- Improved value for money;
- More effective use of ICT; and
- Reduced exposure to risk.

This proposal follows extensive consultation with stakeholders in the departments and PICT. It takes account of recent changes in the organisation of the corporate functions and uncertainties surrounding their future configuration. It acknowledges the pressure on finances, wider developments in public sector management and increased public scrutiny of Parliament's administrative functions. Informed by all of these factors, there is a strong consensus within the House of Commons Service and PICT that the corporate functions need simpler processes and better ICT. These are seen as a necessary first step towards achieving more cost-effective services *and* the culture of transparency and accountability required to maintain them.

In order to effect this change, the programme would promote a consistent approach to financial and HR management, particularly in the way that information is collected and recorded. The House Administrative Information System (HAIS) would be redesigned using a clearer, logical data structure and an enhanced version of the software. The programme would progressively build up the in-house capabilities of the Service to provide timely, accurate and reliable information on which to make management decisions.

Approval is being sought to undertake detailed planning and scoping work, leading to fully costed and robust business case options in the autumn 2010. This document, supplemented by resource estimates, will form the outline business case.

2. Context

The House of Commons' priorities for its administrative functions have changed during 2009/10, including the specialised services provided to Members which transferred to the new Independent Parliamentary Standards Authority (IPSA) following the 2010 general election. Meanwhile, the administrative functions of the House are subject to increased scrutiny and public interest, particularly those that could be compared to other public sector and private sector organisations. The House of Commons Service is committed to achieving savings in the coming years, while also enhancing the reputation of the Service for professionalism and value-for-money.

Against this backdrop, the House of Commons Service has considered the options for future development of its core HR and finance ICT system, HAIS. The system is based on ageing software, which will need to be upgraded or replaced in the near future, and its configuration is no longer fit-for-purpose.

Initially, business case options were prepared for tactical ICT solution which would re-implement[1] and upgrade HAIS. The HR and Finance Programme Board reviewed these options and consulted with senior stakeholders and members of the House of Commons Management Board. It was decided that a predominantly ICT-led initiative would be unlikely to secure the support of stakeholders or achieve the changes required by the Management Board and departments. Rather, an integrated programme of business change would be required focused around the following professional themes:

- Financial management;
- HR management;
- Procurement and contract management; and
- Strategic management information

By selecting this approach the Programme Board determined that the re-development of HAIS should be planned over a longer time-frame of 3-5 years, following a considered review of corporate business functions during 2010/11. The resulting programme will work closely with the House of Commons Savings Programme to identify long-term efficiencies. It will consolidate HR and finance processes and deliver the required consistency, training, system tools and information required to enable the Service to work more efficiently.

This document describes the mandate confirmed by the HR and Finance Programme Board to initiate a programme of business change. The board was mindful of uncertainties surrounding the future operating model for HR and finance functions (for example the possibility of centralisation or outsourcing of some functions). However it was decided that a necessary first step would be to review and consolidate existing functions.

It was also noted that the structure of the Department of Resources, and therefore the distributed nature of HR and finance functions, was under review. However there was a strong consensus that the programme should address *how* HR and finance functions are carried out within the Commons and PICT, notwithstanding any changes to where they are carried out and by whom.

The question of procuring alternative HR and Finance ICT solutions to replace HAIS was ruled out of scope by the Programme Board because it was felt that the challenges facing the Service are not primarily ICT-related; rather that management

---

[1] Reimplementation means designing and building a new HAIS system using a newer version of the Agresso software and moving into it data from the existing HAIS. This is different to a simple upgrade of the existing HAIS system.

information requirements, not met by current systems, are mainly attributable to local configuration and variations in business processes.

The remainder of the document sets out the initial proposed scope of the programme and describes how this work will be initiated during the next six months to September 2010.

3. Drivers for change

The drivers for this change programme are:

Efficiency and value-for-money:
- The need to evidence value-for-money and measurable improvement in services (see HoC corporate goals G3 and G4);
- The need to achieve the highest professional standards in the provision of corporate functions, management of resources and information (see HoC supporting task ST3);
- The need to speed up administrative decision-making and simplify processes (Strategy for the House of Commons Service 2010-15);
- Wider public-sector drivers for measurable efficiency in the provision of corporate functions;
- The House of Commons priority to achieve a reduction in running costs during the financial years 2010-2013.

User dissatisfaction with existing HR and finance systems and management information:
- The need to make best use of information technology (see HoC supporting task 4)

Reputation of the House of Commons Service:
- The need to improve the perception of the House of Commons Service's overall professionalism (see HoC corporate goal G2);
- The need to mitigate the risk of damage to the reputation of the service through non-compliance, poor value-for-money or a failure of information systems (see HoC corporate risks 5 and 10)

Expiry of the support of the software version upon which HAIS is based:
- The need for continued capability to deliver corporate functions effectively (see HoC corporate goal 5);
- The need to mitigate the risk of disruption to the work of the House due to the failure to develop and maintain information systems (see corporate risk 3)

4. Programme Objectives

Four primary objectives have been set for the programme:

- To enhance the professionalism of the management functions of the House of Commons Service and PICT

- To realise savings and reduce running costs in administrative processes

- To make best use of information technology to deliver cost effective services

- To reduce exposure to corporate risk

These objectives are described in further detail in the sections below.

4.1   To enhance the professionalism of the management functions of the House of Commons Service and PICT

- The programme will enable decision making by the Service to be better informed by timely, accurate and trusted management information, by

    - Re-engineering HAIS so that data are recorded by all departments in a consistent and unambiguous way;

    - Establishing regular and consistent management information reporting;

    - Providing managers with the competences and system tools to manage actual, committed and forecast spend more frequently;

    - Establishing trust through accurate and consistent workforce data; and

    - Making the whole costs of running the House of Commons Service and PICT more visible through the provision of more reliable and complete information and costing mechanisms.

- The programme will promote a culture of transparency and accountability in financial processes, by:

    - Simplifying financial authorisation rules and processes (policy and application);

    - Establishing and embedding defined roles and responsibilities across departments (e.g. line manager, budget holder);

    - Providing managers with the ability, information and system tools to challenge spending; providing finance staff with the tools to undertake a more analytical, management accounting function; and

- Monitoring the cost of corporate functions (finance, HR and procurement) in a manner consistent with best practice in the public sector.

4.2   To realise savings in the administrative processes of the House of Commons Service and PICT

- The programme will deliver the following:
  a) Cost savings

    - Streamlining processing functions (e.g. payroll, accounts payable);
    - Reducing error, duplication and manual intervention in processes;
    - Increasing self-service provision for managers;
    - Designing the new system in a manner that minimises future support costs and enables more sophisticated functionality to be supported within existing resources;
    - Providing tools to monitor supplier contracts, enabling costs to be reduced and contracts consolidated.

  b) Avoidance of future costs

    - Delivering a system which is sustainable and supportable within realistic in-house resources and skills;
    - Reducing the need for future consultancy and investment in HAIS to adapt the system to the changing needs of the business.

  c) Capability to evidence savings and value-for-money in other business areas

    - Provision of improved management information to enable departments to analyse services and better manage their costs.

  d) Value-for-money in the provision of ICT

    - Deriving value from new functionality already purchased under a public sector framework agreement.

4.3   To make best use of information technology to deliver cost effective services

- The programme will address user dissatisfaction with HAIS and deliver a new HAIS that is supportable within in-house resources and skills, by:

    - Consolidating systems, de-commissioning bespoke add-on systems and interfaces and replacing them with generic, PICT-supported products;
    - Implementing a roles-based configuration of HAIS, designed around job roles rather than individual person records;

- The programme will implement a logical data model for HAIS (including a new chart of accounts) to:

- allow data to be interrogated as required and the system adapted, with minimum external consultancy support, to meet changing business needs and priorities;
- Improve system performance (for example: reduce the incidence of slow running and crashes caused by the current design of the database);
- Promote data entry quality and a sense of data ownership as a basis for reliable management information reporting; and
- Provide a basis upon which HAIS can be integrated with other parliamentary applications using standard PICT-supported tools.

4.4   To reduce exposure to corporate risk

- The programme will work to mitigate corporate risks as follows:

  a) Reputational risk[2]:

  - By increasing trust and confidence in the accuracy of financial and HR data ('right first time') upon which decisions and responses to FOI requests and parliamentary questions are based;
  - Greater assurance of compliance with procurement processes and reduced risk of legal challenge.

  b) Providing assurance of ongoing supplier support for the software used to run HAIS beyond 2011/12, thereby averting the risk of disruption through system failure.[3]

  c) Providing a framework through which unsupported systems and spreadsheets can be consolidated into a single, supported system.

The programme will also contribute to meeting the individual objectives of departments; particularly relating to systems that are linked to HAIS. For example:

- Replacement of the Select Committees Database (DCCS)[4]
- Replacement / upgrade of Catering and Retail Systems (DF)[5]
- Further development of systems used by the Parliamentary Estates Directorate (DF)[6]

---

[2]   House of Commons Corporate Risks 5 & 10

[3]   House of Commons Corporate Risk 3

[4]   The SC database is due to be replaced as part of the Procedural Data Programme. If HAIS were not re-engineered, this may obstruct this objective because of the interdependency with HAIS to provide financial information on Select Committee activities towards the Sessional Return.

[5]   For example, EPOS systems which are being re-procured and are already integrated with HAIS. If the HR and Finance programme goes ahead, the relevant interfaces will be upgraded as part of re-engineering HAIS. If not, this work would need to be funded and managed separately

[6]   An objective of DF is to integrate finance systems, information and processes more clearly with maintenance and Estates Project Management

- Consolidation of applications and reduced reliance on unsupported systems (PICT, objective of Parliamentary ICT strategy)

5. Strategies for delivering the programme

5.1 Organisation of the programme into workstreams

14 workstreams are proposed to manage the programme, comprising:

- *Change leadership workstream - 1*
  Work led at a programme board level to ensure integrity of the overall programme of work and its strategic alignment with corporate and wider public sector strategies

- *Professional workstreams - 4*
  Cross-departmental change led in partnership with heads of profession

- *Departmental workstreams - 5*
  Objectives specific to departments which have been prioritised for delivery based on their potential to realise efficiencies or other benefits

- *Technology workstreams - 4*
  Projects to manage the delivery of ICT solutions by PICT and external suppliers

Figure 1 shows the full list of proposed workstreams which may become constituent projects of the programme. This diagram summarises both the scope of the programme and the framework for governing and managing the programme.

The initial scope of each workstream is further explained in Appendix A. These sections have been written in consultation with the named business leads for each the workstream. They describe the desired changes within each profession and department, together with the ICT capabilities required to achieve them where appropriate.

5.2 Approach to planning the workstreams
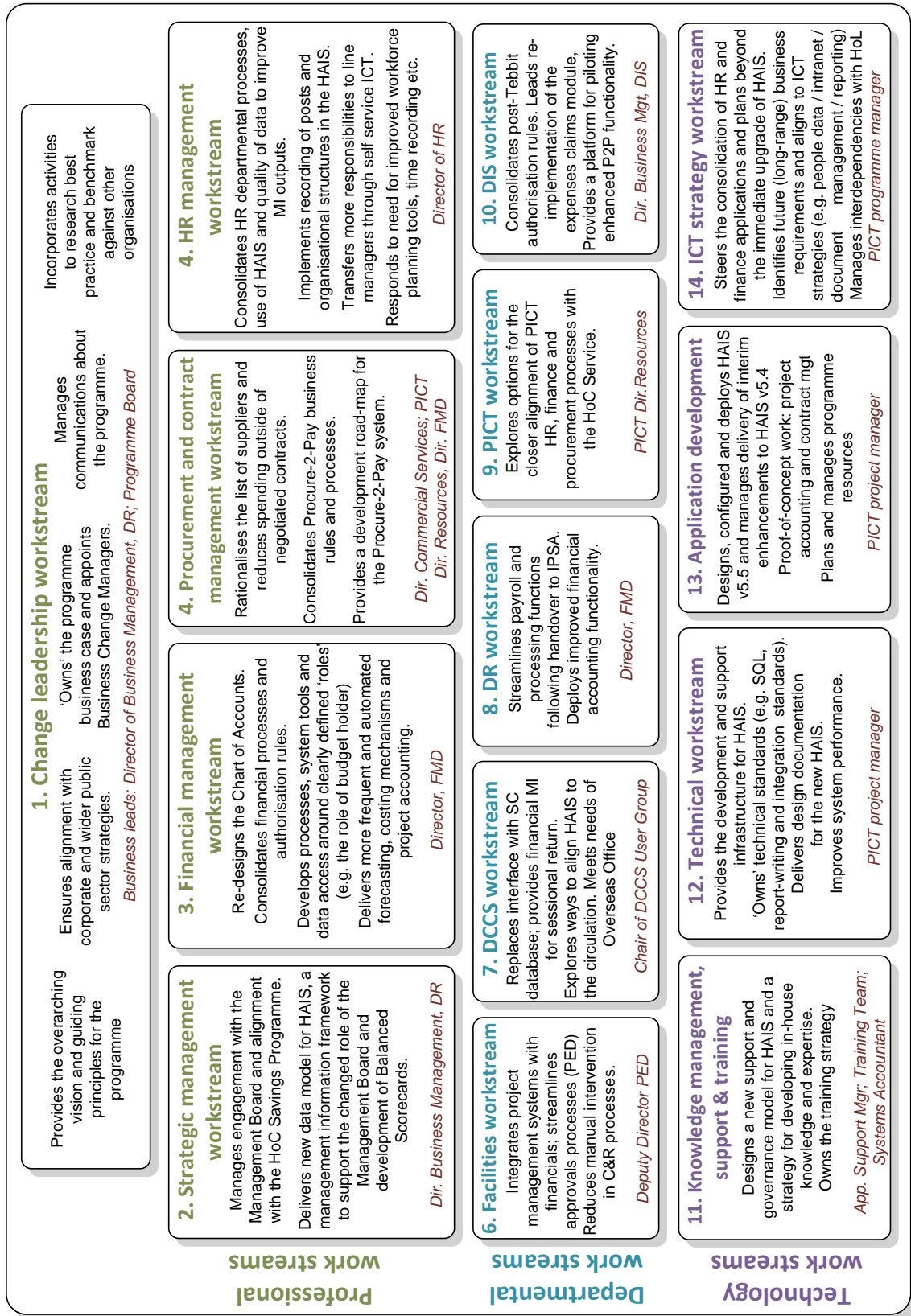
MSP[7] principles will be applied. During the first six months the following will be undertaken for each workstream to plan the overall programme and compile the programme business case:

- A business lead will be identified;

- An end vision will be agreed (to articulate the desired change and how it will benefit the House);

---

[7]   OGC Managing Successful Programmes

- A blue print will be defined (to articulate the 'future state' of business processes, roles and responsibilities, systems, management information, training and support) - what will be different;

Figure 1: Workstreams with proposed business leads

1. Change leadership workstream

Ensures alignment with corporate and wider public sector strategies.

'Owns' the programme business case and appoints Business Change Managers.

Manages communications about the programme.

Business leads: Director of Business Management, DR; Programme Board

Provides the overarching vision and guiding principles for the programme

Incorporates activities to research best practice and benchmark against other organisations

4. HR management workstream

Consolidates HR departmental processes, use of HAIS and quality of data to improve MI outputs.

Implements recording of posts and organisational structures in the HAIS. Transfers more responsibilities to line managers through self service ICT. Responds to need for improved workforce planning tools, time recording etc.

Director of HR

10. DIS workstream

Consolidates post-Tebbit authorisation rules. Leads re-implementation of the expenses claims module. Provides a platform for piloting enhanced P2P functionality.

Dir. Business Mgt, DIS

14. ICT strategy workstream

Steers the consolidation of HR and finance applications and plans beyond the immediate upgrade of HAIS. Identifies future (long-range) business requirements and aligns to ICT strategies (e.g. people data / intranet / document management / reporting) Manages interdependencies with HoL

PICT programme manager

3. Financial management workstream

Re-designs the Chart of Accounts. Consolidates financial processes and authorisation rules.

Develops processes, system tools and data access around clearly defined 'roles' (e.g. the role of budget holder) Delivers more frequent and automated forecasting, costing mechanisms and project accounting.

Director, FMD

4. Procurement and contract management workstream

Rationalises the list of suppliers and reduces spending outside of negotiated contracts.

Consolidates Procure-2-Pay business rules and processes.

Provides a development road-map for the Procure-2-Pay system.

Dir. Commercial Services; PICT Dir. Resources, Dir. FMD

9. PICT workstream

Explores options for the closer alignment of PICT HR, finance and procurement processes with the HoC Service.

PICT Dir.Resources

13. Application development

Designs, configured and deploys HAIS v5.5 and manages delivery of interim enhancements to HAIS v5.4 Proof-of-concept work: project accounting and contract mgt Plans and manages programme resources

PICT project manager

2. Strategic management workstream

Manages engagement with the Management Board and alignment with the HoC Savings Programme.

Delivers new data model for HAIS, a management information framework to support the changed role of the Management Board and development of Balanced Scorecards.

Dir. Business Management, DR

6. Facilities workstream

Integrates project management systems with financials; streamlines approvals processes (PED) Reduces manual intervention in C&R processes.

Deputy Director PED

7. DCCS workstream

Replaces interface with SC database; provides financial MI for sessional return. Explores ways to align HAIS to the circulation. Meets needs of Overseas Office

Chair of DCCS User Group

8. DR workstream

Streamlines payroll and processing functions following handover to IPSA. Deploys improved financial accounting functionality.

Director, FMD

11. Knowledge management, support & training

Designs a new support and governance model for HAIS and a strategy for developing in-house knowledge and expertise. Owns the training strategy

App. Support Mgr; Training Team; Systems Accountant

12. Technical workstream

Provides the development and support infrastructure for HAIS. 'Owns' technical standards (e.g. SQL, report-writing and integration standards). Delivers design documentation for the new HAIS. Improves system performance.

PICT project manager

Professional work streams

Departmental work streams

Technology work streams

- Milestones will be set to determine what must be achieved in each year of the programme;

- Business benefits will be identified, together with the criteria for measuring success, 'baseline' measures of today's performance for comparison and benchmarking to other public sector organisations.

5.3 Approach to assurance

A plan for assurance has been agreed with Parliament's Gateway Review Co-ordinator. A Risk Potential Assessment was carried out and the programme risk was rated medium. A Gateway 0 Review will be scheduled for Autumn 2010. An external representative has been appointed to the Programme Board to assist board members with fulfilling their assurance responsibility.

6. Programme Preparation Plan

This sets out the tasks required to achieve full Programme Definition.

Activity	Time scale
• Confirm **Programme Mandate**	By end May 2010
• Consult with business leads for each workstream and plan workstream for the next six months	By end May 2010
• With business leads, draft a vision, blueprint, milestones and measurable benefits for each workstream	By end June 2010
• Present updated programme mandate to Management Board (provides update to Management Board following individual consultations earlier in the year)	By end June 2010
• Consult with Resource Management Group on programme mandate	By start of summer recess
• Complete research into benchmarks and similar change programmes in other public sector organisations	By start of summer recess
• Update the full Business Case; to programme board for approval	By end August 2010
• Revised full **Business Case** ready for sign off	By end September 2010
• Draft **Programme Definition** Document to programme board	By end September 2010

Appendix A: Overview of the workstreams

1. Change leadership workstream

Business Context

During the period of consultation about the proposed programme, it was widely acknowledged that systems and information needed to be reviewed in conjunction with business rules and processes. Finance and HR responsibilities are devolved and all departments of the House of Commons Service and PICT are involved. The programme has a diverse group of stakeholders and will require clear leadership from a board member representing the whole service.

Aims of the workstream

- Provides an overarching vision for the programme.
- Ensures the programme maintains strategic alignment to corporate priorities and is consistent in its approach.
- Manages communications about the programme

What the workstream will do

1. Design the programme vision
2. Define the approach to managing change and appoints Business Change Managers
3. Manage communications at a programme level
4. Clarifies the extent of change within each workstream and its impact on different parts of the House Service

Governance and interdependencies

- The business lead for this workstream will be the Programme Director
- A programme board has been established chaired by the Senior Responsible Owner of the programme the Director General, Resources

2. Strategic management workstream

Business Context

The focus of this workstream is management information. Currently, the quality of finance and HR management information is not trusted by managers. Finance and HR do not share a common data structure, which means that information from HAIS can be sourced in different ways providing different answers to the same question. The current suite of reports have been built reactively in response to inconsistent and overlapping requests from different departments.

A scoping study (2009) confirmed that it was the complex configuration of HAIS, and not the underlying capability of the software, that was failing to meet the House's

management information needs. There is now an urgent need for consistent reliable and trusted management information in order to support the role of the Management Board and its leadership of the Savings Programme. This includes having clear data on the relative performance of the corporate functions compared with similar public sector organisations.

Aims of the workstream

- Manages the emerging requirement for regular management information about the expenditure, activities and performance of the House Service and PICT; *and*
- Maintains information about the cost, quality and performance of corporate functions as a whole, compared with like organisations.

What the workstream will do

1. Define what management information will be needed in order to run the House of Commons Service and PICT on a more constrained budget
2. Design a new data model for HAIS that spans both financial and non-financial data; builds the required flexibility into the new system to interrogate information and provide consistent reports
3. Re-implement HAIS using a newer version of the Agresso Business World software
4. Re-specify all information outputs from HAIS to consistent standards and in a consistent way across all departments
5. Following the re-implementation of HAIS, support the management culture of the Service so that it is driven more by regularly reported management information, rather than reactive, ad hoc queries
6. Collect benchmarking data about the cost, quality and performance of corporate functions in a manner that is consistent with recognised best-practice standards in the public sector[8]
7. Use this data to monitor the impact of change on administrative functions

Governance and interdependencies

- The business lead for this workstream will be the Programme Director
- The programme will work closely with the Savings Programme and Savings Reviews on information gathering and definition of MI requirements
- The outputs of this workstream will contribute to Service-wide and departmental balanced scorecards and will be developed in cooperation with the Office of the Chief Executive

---

[8] The National Audit Office has published a standard set of KPIs which are mandatorily collected and published for much of the public sector and therefore provide a ready source of data for comparison, see *Value for money in public sector corporate services* (National Audit Office, 2007) [Link: http://www.public-audit-forum.gov.uk/performanceindicators.pdf]

3. Financial management workstream

Business Context

The Service needs transparency and accountability in its financial processes in order to achieve a culture of value-for-money. Business rules in departments tend to be based on individuals rather than roles and have built up over time into a complex and unclear configuration. Organisational restructuring following the Tebbit Review resulted in greater complexity and diversity of business rules rather than – as may have been expected – their rationalisation into larger departmental units. For example, more than six thousand lines of code exist in HAIS to reconcile the Procure-2-Pay business rules used by the Department of Facilities alone.

Complexity and diversity within the Service reduces transparency and financial ownership. For example, the Service does not have a clear, unified understanding of the roles and responsibilities of a budget holder. Therefore it has not been possible to impose a single set of standards, system tools or training to assist managers to do the role to a consistently high standard.

Aims of the workstream

- Reduce duplication, error and ambiguity in the recording of financial transactions
- Make financial processes simpler and more transparent: improved usability; ability to interrogate and manipulate data derived from the system
- Transfer responsibilities to budget holding managers
- Reduce manual intervention in financial reporting and provide greater direct (self-service) access to information
- Contribute to reforming the 'business culture' of the Service

What the workstream will do

1. Define a new Chart of Accounts so that data are captured consistently, in a way that will provide the required management information
2. The Chart of Accounts will form part of the new data model for HAIS
3. Test the data model against likely future requirements (e.g. increased project accounting, future costing and recharging models) to ensure that data are being captured at a sensible level of detail to facilitate reporting and interrogation
4. Review departmental authorisation rules, in line with the Resource Framework
5. Define the role of the budget holder, in terms of competencies, training needs, information needs and system requirements
6. Design a sustainable configuration for HAIS that is based on a minimum set of defined system 'roles'
7. In the 'new' HAIS, deliver to managers the information, tools and training needed to challenge spending and take responsibility for value-for-money

8.   Through the delivery of standard 'packages' of self-service reports to managers, release the time of specialist finance personnel from running reports so that they can take on a more sophisticated role

9.   By implementing points 4-8 above, increase transparency and individual accountability for spending

10.   Replace the 'Budget Manager' software with standard Agresso planning tools, enabling more frequent and more automated reporting of actual, committed and forecast expenditure

11.   Through more consistent data capture and reporting, facilitate the evolution of costing (possible also re-charging) systems in those areas of expenditure where costs are most controllable

12.   Through the implementation of points 9-11 above, make better informed financial decisions

Governance and interdependencies

- The business lead for this workstream will be the Director of Finance (DR)
- The Financial Management Directorate will direct this workstream in order to ensure compliance with the requirements of statutory reporting, audit and best practice
- A steering group (Chart of Accounts User Group) has been established to govern this workstream, which includes representatives of all departments and PICT

4. Procurement and contract management workstream

Business Context

As noted above, the whole House Service and PICT uses the Procure-2-Pay (P2P) system. P2P successfully imposed a common standard for purchasing and approval across all departments but, in doing so, froze complex departmental business rules which are now confusing for managers, create an unsustainable support overhead, prevent the deployment of much-needed desktop reports for managers and result in duplication and error. Because of the administrative effort required to keep running P2P, the House Service has not managed to harness the full potential of the system to drive down supplier costs. This workstream would address this by linking P2P more clearly to contract management.

Aims of the workstream

- Closer monitoring of contracts
- Reduction in uncontrolled spending (i.e. spending outside of a managed contract)
- Reduced spending overall

What the workstream will do

1.   Clean-up data on suppliers (there are currently six times as many suppliers as contracts)

2.   Design a new data architecture for maintaining supplier and contract records

3.   Deploy management information tools to assist the central procurement function with contract monitoring

4.   By implementing points 1-3 above, reduce uncontrolled spend and reduce risk of legal challenge to procurement decisions

5.   Re-implement P2P with consolidated business rules, phasing out current (*Compello*) workflow software and replacing it with generic, supportable Agresso functionality

6.   By implementing point 5 above, reduce the incidence of crashes and slow running for users of P2P

Governance and interdependencies

- The business lead for procurement practice and policy will be the Director of Commercial Services (DR). A business lead will be appointed to lead the redevelopment of P2P.

5. HR management workstream

Business Context

HR functions are distributed across the departments of the House of Commons Service and PICT. The Re-modelling Programme, which completes in July 2010, reviewed the HR function and delivered savings through reduced staff numbers. Work has already been undertaken within the HoC HR and Finance Programme to deliver more reliable management information about the workforce. Departmental processes have also been mapped and analysed, confirming the findings of the HAIS Scoping Study (2009) that there is scope within the HR function to improve the quality of data and management information by consolidating processes and promoting consistent use of HAIS.

However, limitations exist in the system which can be properly resolved only through re-implementation of HAIS. These are (i) posts and organisational structures are not recorded, (ii) non-permanent staff are not recorded, and (iii) HR data is structured in a manner that is incompatible with finance and payroll data (e.g. departments and business units are defined differently). These limitations mean that the Service cannot obtain from HAIS complete information such as whole staffing costs - including temporary staff and consultants - and vacancy rates.

A further consequence of not recording posts and organisational structures in HAIS is that the Service has not been able to benefit from much of the self-service capabilities of the Agresso software; for example online tracking and authorisation of annual leave or online appraisals. This is a contributing factor to the overall cost of the HR function because line managers in the House of Commons Service and PICT rely on manual HR processes operated on their behalf by HR staff.

Aims of the workstream

- Remove current barriers to the provision of complete and reliable management information; particularly about staff costs
- Reduce administrative burden and manual processing in the HR function – make changes once at source
- Achieve greater consistency in the role of line managers and provide better information to managers and HR teams

What the workstream will do

1. Respond to lessons learned from the Workforce Information Project Phase 1 (2009-10) and define the priorities for Phase 2
2. Consolidate departmental HR processes and roll out refresher training in order to improve the quality of source data
3. By undertaking point 2 above, release staff time to record posts and organisational structures in HAIS
4. Implement posts and organisational structures in the new design of HAIS

By undertaking point 4 above:
5. Achieve improved HR and workforce management information and facilitate full analysis of staff costs
6. Support workforce planning and scenario planning
7. Provide the foundation for a role-based system, into which more self-service/workflow functionality can be deployed to those managers whose role involves use of a computer (note: parallel arrangements to be made for non-desk bound jobs)
8. Pass responsibility for some basic HR functions to line managers
9. Promote consistency and transparency in management
10. Reduce HR administrative resources

Governance and interdependencies

- The business lead for this workstream will be the Director of HR Management and Development (DR)
- An HR 'sounding board' exists to give additional guidance
- It is assumed that the programme will take forward the ICT and management information aspects of the Capability Programme
- Backfill resources may be required

6. Facilities management workstream

Business Context

The Facilities Department uses a number of business applications which are integrated with HAIS. As these applications are upgraded or replaced, and HAIS re-implemented, the interfaces between them must be renewed using standard PICT-supported integration tools. Joining up these systems also provides opportunities for consolidating business processes, reducing duplication and manual processing tasks and to provide better direct access to management information for managers.

What the workstream will do

1.   Manage interdependencies with the Facilities Management Programme;
2.   Work towards more joined-up systems and processes across facilities and finance (e.g. work order / purchase order approval processes);
3.   Reduce duplication and integrate financial data to aid long-term financial planning, especially in the Parliamentary Estates Directorate;
4.   Manage the specific HAIS requirements of the Parliamentary Estates Directorate relating to project costing and the recently-implemented Estates Project Management system;
5.   Reduce the manual intervention involved in financial accounting for the Catering and Retail Service;
6.   Investigate options for removing reliance on bespoke, unsupported 'bolt-on' systems (e.g. the Service Charges Database);
7.   Investigate and respond to the HAIS needs of the asset management and accommodation services teams.

Governance and interdependencies

- Proposed business lead: Deputy Director and Head of Projects, DF
- Priorities in this area have been reported to and validated by the Facilities ICT Programme Steering Group

7. DCCS workstream

Business Context

The DCCS has a high number of HAIS web users, who use P2P and the select committee expense claims module. Currently, there is a large administrative overhead involved in reconciling generic HAIS process with the department's circulation system. The workstream must investigate how P2P and the expenses module could be configured to better match the DCCS' ways of working and improve the experience of HAIS for DCCS' users, without building unsustainable support overheads into the system.

HAIS shares an interface with the Select Committee Database, which feeds the sessional return and is due to be replaced in 2010/11. The workstream must manage this dependency and reduce the manual intervention required to reconcile financial data for the sessional return.

What the workstream will do

1. Understand the HAIS requirements of DCCS, particularly relating to circulation, Select Committees and the Overseas Office;
2. Make a plan to decommission or replace the interface that links HAIS with the Select Committee Database[9]
3. Deliver an agreed new specification for P2P workflow;

---

[9]   The database and HAIS are connected by a complex, bespoke piece of software which causes manual effort to maintain. Both the database and HAIS are due to be replaced, therefore a phased plan is needed to move towards a simpler link between the two systems using standard ICT tools supported by PICT.

4. Redesign and re-launch the expenses claim module and provide training and support to users of it.

Governance and interdependencies

- The business lead for this workstream will be the SRO for the SC database project
- A DCCS User Panel is being established to manage departmental input into the programme and related projects
- A business analyst is seconded from DCCS to the programme for a period of six months during the feasibility and planning stages
- The programme will work closely with the Procedural Data Programme and the Web Team regarding the Select Committees Database

8. DR workstream

Business Context

Because of its central role in corporate functions, the Department of Resources is a key stakeholder in all of the professional workstreams. The DR workstream will manage changes that are specific to DR as a business unit. The two main areas of focus are:

- **Processing functions** (e.g. accounts payable, payroll)
  Following the handover of responsibilities to IPSA there should be opportunities to streamline residual processes.

- **Financial accounting**
  Improvements in the core functionality in the newer versions of Agresso Business World (e.g. fixed asset accounting, bank reconciliation) will provide opportunities to improve processes and reduce manual intervention. The provision of workflow-based functionality (e.g. online journals) will improve consistency and accuracy.

What the workstream will do

1. Commission a health check of the payroll system to understand the reasons for its complexity and prepare options for re-designing it;
2. Remodel and simplify processes in accounts payable and accounts receivable;
3. Make best use of enhancements delivered in Agresso v5.5.3 to streamline the back office processes;
4. Monitor the changing structure and needs of the department and, where possible, bring forward system enhancements to improve efficiency.

Governance and interdependencies

- The business lead for these functions will be The Director of FMD
- This workstream has interdependencies with work to plan the future structure of DR

9. PICT workstream

Business Context

PICT shares HAIS with the House of Commons Service but, due to its bicameral remit, has different processes. The purpose of this workstream will be to capture the PICT perspective on proposed development of HR, finance and procurement processes and – where possible – align PICT's procedures more closely with those of the House of Commons Service.

What the workstream will do

1. Work with the new PICT Director of Resources to ascertain PICT's priorities for the new design of HAIS
2. [Subject to item 1] explore the potential for better use of HAIS for time recording, activity-based costings and the recording of non-permanent staff costs in HAIS
3. Monitor the outputs of the profession-led workstreams and assess the impact from a PICT perspective; review and where appropriate re-model PICT processes

Governance and interdependencies

- The programme will work with the new PICT Director of Resources
- There are likely to be interdependencies with work around resource planning and the 'total cost of ownership'

10. Information services workstream

Business Context

A priority for the Department of Information Services is to remove complexity from authorisation rules and improve the experience of using HAIS web services (i.e. Procure-to-Pay and the staff claims expenses module). DIS has been identified as a department in which managers' improved visibility of actual and committed spend could be piloted, supported by simplified business rules. A further priority is the development of a costing model to provide clearer analysis of the department's running costs.

What the workstream will do

1. Document 'as is' business rules (financial authorisation) and review them with the department
2. Explore the feasibility of early enhancements to P2P within the existing version of Agresso, which could help meet DIS priorities and provide learning towards the rest of the programme and the other departments
3. Define and meet the information needs of the costing model

Governance and interdependencies

- The business lead will be Bob Twigger, Director of Information Services for Members

11. Knowledge management, support and training workstream

Business Context

Academic research shows that Enterprise Resource Planning (ERP) systems, of which Agresso (HAIS) is an example, deliver most benefit when they are able to keep pace with the changing structures, processes and priorities of the business they support. Organisations that are most successful with ERP aim for standardisation in their business processes and maintain in-house expertise to manage and adapt their systems[10]. Since the HAIS2 programme (2004-07) in-house knowledge of Agresso has depleted and this is reflected in user perceptions of the system.[11]

What the workstream will do

This workstream will propose a new, integrated support, training and governance model for HAIS. This will be done at the beginning of the programme, to ensure that the programme itself can be used as an opportunity to develop the necessary in-house knowledge and expertise required to maintain the system in the future.

Governance and interdependencies

- This workstream will be carried out in conjunction with Corporate Learning and Development, HAIS Local Experts, PICT Corporate Applications and PICT training team.

12. Technical workstream

Business Context

The technical workstream will provide the infrastructure and standards required to carry out the design, build and deployment of the new system. It will ensure that these are aligned with the wider Parliamentary infrastructure and PICT's architectural/technical standards. The configuration of the new version of Agresso cannot be undertaken in-house and will therefore involve procuring services from a third party. One of the aims of this workstream is to set overarching standards (e.g. for SQL, report-writing and integration) ensuring that design decisions are consistent and fully informed by their impact on future support and system performance.

What the workstream will do

The workstream will provide the technical environments required for development, the live system, training and support. It will manage the use of development environments during the programme. Technical standards will be documented and

---

[10] Mabert, Soni and Venkataramanan (2001) 'ERP: Common myths versus evolving reality' in *Business Horizons* May/June 2001; Grant, Hall, Wailes and Wright (2006) 'The false promise of technological determinism' in *New Technologies, Work and Employment* 21:1

[11] The HAIS user perceptions survey 2010 gave feedback regarding training and support for the system

the workstream will contain tasks to document the 'Low Level Design' of the new system in accordance with PICT's processes.

Governance and interdependencies

- A Senior Project Manager will be recruited and will co-ordinate this work.
- Lead responsibility for technical standards and documentation sits with the allocated Architect, Rod Mulley.
- A discrete project board is being established to manage workstreams 12, 13 and 14.

13. Application development workstream

Business Context

In order to re-implement HAIS, specialist development services will have to be procured. Development work will be brought forward into the existing version of HAIS where it is clear that:

a) The work is achievable, can be re-used in the 'new' HAIS or can prove a design concept to carry forward into the new system; or

b) The work will bring early benefits to the business or the programme. These may include efficiency savings or improvements to the data structure in HAIS that will reduce risk later in the programme, e.g. at the point of migration to the new system.

What the workstream will do

This workstream will plan the design, build and deployment of the 'new' HAIS. It will assess the feasibility of interim enhancements (or early wins) in the existing version of HAIS and, where appropriate, deliver these enhancements. This workstream will include work to plans and manage programme resources.

Governance and interdependencies

- A Senior Project Manager will be recruited to lead this work, utilising and mix of bought-in and in-house development resources.

14. ICT strategy workstream

Business Context

The ICT strategy workstream ensures alignment of the programme with the Parliamentary ICT strategy and other ICT programmes.

What the workstream will do

- Drive forward the consolidation of business applications and data in the HR, finance and procurement business areas, maximising the use of standard supported tools and minimising reliance on unsupported or bespoke systems and spreadsheets

- Plan beyond the immediate upgrade of HAIS to v5.5; considering for example the longer term alignment of HR and finance systems with the intranet, desktop management information tools.
- Align the programme with corporate planning on issues such as people data, systems integration, case management and management information.

Governance and interdependencies

- This workstream will be led by the Programme Manager
- Interdependencies will be managed with other Parliamentary programmes and the House of Lords

Appendix B: Governance structure

Reporting lines

PICT Monitoring Board
Monthly written summary reports

Finance Directors
Monthly written summary reports

Facilities Programme Steering Group
Quarterly written updates

House of Commons HR and Finance Programme Board

Director General, Resources (Senior Responsible Owner)
Director of Business Management, DCCS
Deputy Director, PED, DF
Business Relationship Manager (Senior Supplier), PICT
Deputy Director of Finance, West London MHT (External Representative)
Director of Business Management (Programme Director) – DR
Programme Manager – PICT
Programme Support Officer - PICT

Project governance

HAIS Project Board

A project board will be established to govern the ICT workstreams of the programme

Specialist Steering Groups

Chart of Accounts User Group
Provides a steer on finance requirements, specification of the Chart of Accounts and data model

Heads of finance of each department

Business Analyst
Solution Design Consultant

HR Sounding Board
Interim steering group for HR, also acted as the project board for Workforce Information.

Director of HR, DR
Director of FMD, DR
Dir Business Management, DCCS
Head of recruitment DR
WI Project Manager, DR
Programme, DR
Programme Manager

DCCS User Panel
Co-ordinates DCCS input into the programme

Membership of the user panel is to be confirmed

Business Analysts – (PICT/DCCS)
Programme Manager – (PICT)

Programme team

Programme Director
Programme Manager
Solutions Architect
Solution Design Consultant
Project Manager (vacant)
Programme Support Officer (vacant)

Business Analysis Team:
Business Analyst -Procurement, Facilities, DR
Business Analyst - DCCS
Business Analyst - HR, Procurement, DIS
Business Analyst – Finance, Catering & Retail, PICT

Change team

A change team is to be appointed consisting of a Business Change Manager and change agents within the business