

INFRASTRUCTURE, GOVERNMENT AND HEALTHCARE

Argyll & Bute Council

Internal audit report

Review of ResourceLink

26 June 2012

This report is for:

Action
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Information
Audit Committee

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Introduction and objective

In accordance with the 2011-12 internal audit plan of Argyll & Bute Council ("the Council"), as approved by the Audit Committee, we performed an internal audit of the ResourceLink project. In accordance with the Audit Agreement Document ("AAD"), the overall objective of this internal audit was to review the progress of the ResourceLink project, evaluate the current status of the system and weaknesses in proposed changes to the system.

Scope

Based on the objective outlined above, the scope of the assignment was to review the following key aspects of the ResourceLink project to:

- § establish progress to date and ensure targets are achievable as set out in the Project Initiation Document ("PID");
- § evaluate the current status of the system and identify any control weaknesses; and
- § identify any weaknesses within proposed changes to avoid them being planned into the system.

Following agreement of the timing of the audit fieldwork, the precise scope of the work was agreed at a pre-planning meeting held by conference call, including the project Programme Manager and the Chief Internal Auditor. At this meeting it was agreed that in order to meet the objective of the AAD, and taking consideration of competing pressures on Council staff time during the course of the audit fieldwork, the following approach should be taken:

- § review the PID (objectives and timeline), establish current position/progress and compare to PID;
- § review completed task and test to confirm they meet requirements;
- § review plans to confirm they are resourced to support the project plan and timeline and are achievable with risks identified and managed and there is robust progress monitoring with exceptions, issues and risks being flagged and addressed.

This was to be achieved through a series of meetings with the key officers involved in the project, supplemented by review of documentation including the PID and subsequent update reports and change to scope requests.

In respect of current and future system controls, it was further agreed that the ten-day budget allocated to the audit within the internal audit plan meant that the consideration of the current system status and proposed changes should be restricted to specific elements being delivered within the project. Our work was therefore directed to the MyView self-service module, online travel expense process, and absence management elements of the project.

Structure of report

Our report considers the overall objective of the review in terms of the progress of the ResourceLink project with the internal audit findings section of the report and specifically 'monitoring of deliverables'; 'project assumptions'; 'risk management'; 'staffing resource' and 'financial resource'.

Our work in respect of the current and future process improvements, including the absence management module, are reporting in the remaining sections of our findings.

Background

ResourceLink is a web-enabled integrated suite of human resources (“HR”) and payroll modules. The heart of the system is a single data repository which holds all employee-related information, which can be accessed and updated by users across the Council, according to individual authority levels. ResourceLink has been used by the Council since 1998-99. In 2009, a project was initiated to review and update the system to improve the functionality and information provided.

This project is currently being implemented by the Council as an enabler to help achieve a 20% budget reduction for each of the Council’s support services. Following approval of an outline business case in October 2009 and an option appraisal in August 2010, the ResourceLink Review Project Initiation Document (“PID”) was approved in January 2011. The PID detailed a staged approach to project implementation and achievement of the key deliverables in two stages. Stage one is considered by the Council to be largely complete, and consequently a stage two PID was approved in August 2011.

This document sets out the scope of stage two of the project, including a set of 16 deliverables, split between the three key themes of the scope. A set of assumptions are documented which have been used in preparing the PID and the benefits which the project is expected to deliver. The PID also outlines the budget, project organisation structure, project controls and a communications plan. The ResourceLink project has a number of inter-dependencies with other improvement initiatives within the Council.

On 16 February 2012, the Council approved the integration of HR and payroll leading to a new structure being established, merging the two teams under the current HR manager. The structure will introduce a development team, which it is intended will be in place from the beginning of July, and will be given responsibility for the current systems administration and any future development. We understand that ResourceLink project improvements will continue to be undertaken through the newly introduced development team.

As a result of this new structure, combined with other identified project pressures, a formal ‘Change to Scope’ request for the stage two PID was submitted to the Project Board for approval on 9 March 2012 by the project team. The resulting change to scope will remove the leave management module and associated deliverables from the project. The intention is therefore for the project to end in June 2012, instead of August 2012.

Acknowledgement

We wish to record our appreciation of the co-operation extended to us by Council staff whom we met with as part of the review.

Summary of key findings and recommendations

We identified one 'high' risk recommendation and four 'medium' risk recommendations.

The findings identified during the course of this internal audit are summarised below. A full list of the findings and recommendations are included in the summary of findings and action plan within this report. Management has accepted the findings and agreed reasonable actions to address the recommendations.

	High	Moderate	Low
Number of internal audit findings	1	4	-
Number of recommendations accepted by management	1	4	-

Classification of internal audit findings is provided in appendix one.

'High' risk recommendations highlighted to the audit committee

We have made one 'high' risk recommendation as a result of our work. This relates to the need to prepare a full update report against the project deliverables, and agree those of priority which can be delivered within the remaining available resources, both financial and staff. This will help to ensure that the Council maximises the potential benefits from the time invested to date in the project. This is detailed in the 'Monitoring of deliverables' section of the report, and again in the action plan in appendix two.

Taken together, the recommendations highlight the need for consideration of strengthening of the project management arrangements established for this project.

Subsequent to the completion of our onsite fieldwork, but prior to the completion of this report, a budget report was presented to the strategic management team outlining a proposal to earmark the unspent budget in respect of the project within general reserves. This action should be noted in the context of our recommendation in respect of financial monitoring.

Monitoring of deliverables

The PID identified the deliverables to be achieved through the successful completion of stage two of the project. As part of our audit work we have considered the evidence available from project team members to support the current status of each deliverable. We have summarised each deliverable and our assessment of the current status within appendix three. From our work we have identified that there are a number of deliverables that have either not been achieved, or are significantly behind schedule. Of the 16 deliverables identified in the PID, only four have been completed. A further four relate to the leave management module, which has now been removed from the scope of the project.

All other deliverables are ongoing, and a number of the estimated completion dates have not been met to date. In addition, a number of the stage one outstanding deliverables have also still not been completed. From our discussions with project team members, however, the outstanding stage one deliverables are not considered to impact the implementation of the self-serve element of the project, which the project team feel will be the key area in which efficiencies and objectives will be met.

On a six weekly basis, update reports are presented to the Project Board. The first report of stage two was delivered on 30 September 2011, and since that date to the time of the audit fieldwork, five update reports had been completed. This is in line with the six weekly Project Board reporting until the beginning of February, when reports were then additionally delivered to the Council's Transformation Board on a fortnightly basis.

We have reviewed the minutes provided to us for the Project Board and Transformation Board. The reports are split into the following sections:

- § Headlines: this section outlines the key areas of the project which have been recently completed or are currently being implemented;
- § 4-week horizon; this section outlines the key items which will be delivered in the upcoming four week period; and
- § current risks and issues.

Each update report is also given an overall project status, with all update reports to the time of our work having been given a 'green' project status.

The update reports do not, however, report the progress made against each of the specific deliverables identified in the PID. There is a risk, therefore, that the current reporting arrangements do not ensure adequate transparency for the project, and that the deliverables outlined in the PID are not appropriately monitored during the project lifecycle.

The PID outlines specific tolerances for stage two of the project and the reporting requirements if such tolerances are breached. These are:

- § a delay of two weeks or more of any project milestone recorded in the deliverables section of the PID must be reported immediately to the project SRO and the programme manager and to the next Project Board and Transformation Board, with a remedial plan of action in an exception report; and
- § any over or under spend of more than 5% (£8,000) of the total budget must be reported immediately to the project SRO and the Programme Manager, and to the next Project Board and Transformation Board.

While we consider the financial position of the project in more detail later in this report, from the progress reports made to the Project Board or Transformation Board which have been made available to us, the financial position of the project has never been reported. Furthermore, all update reports have been graded with a green status and no exception reports have been completed during the project duration; we also consider project monitoring in more depth later in this report.

From our assessment of the overall status of the project against the deliverables, we believe that it is unlikely that all deliverables will be met within the remainder of the project life cycle. There remains a significant element of work needed to ensure full completion of the PID (excluding the leave management module work which has now been removed from scope).

Recommendation one

Project assumptions

The PID included a number of the key assumptions in respect of the ability to deliver phase two of the project. Of the eight assumptions outlined, only three have proved accurate and, while in some cases the other assumptions have been outwith the control of the project team, the fact that the assumptions have been inaccurate has led to further delay and cost to the project. Appendix four sets out the assumptions from the PID, and the detail of their current accuracy and impact.

The objective of stage two, as set out in the PID, is for ResourceLink to efficiently support the Council's core business and the modernisation change programme in the key areas of:

- ⌘ workforce and financial planning and decision making;
- ⌘ workforce deployment;
- ⌘ administrative efficiency;
- ⌘ statutory and audit related compliance; and
- ⌘ employee development.

Without the leave management module, it is not now expected that ResourceLink will fully support the workforce and financial planning and decision making. This is further impacted by the difficulties being experienced with the writing of reports in Cognos 10, and the considerable amount of work that is still required around these deliverables. These areas will also impact workforce deployment.

The objective over employee development relied heavily on the ETC integration with ResourceLink which has not, to date, happened and therefore there is a risk that this objective may not be achieved.

Risk monitoring

An initial risk log was compiled in the PID, setting out eight anticipated risks to the project. In the update reports produced, a section on risks is included, which represents good practice. However, the risks reported on are those that are assessed as having materialised therefore they do not necessarily correspond to the risks identified originally in the PID. It is therefore more difficult to see how the expected risks are being monitored. Furthermore, the materialised risks are not necessarily given a unique reference number, making it more difficult to follow the progress of the assessment and management of each risk. We did identify examples where different risks have been given the same reference number. Care should also be taken to ensure that in assessing the movement of the materialised risks that, should there be a change in the level of risk, an explanation should be given for this movement. Without explanation for a change in risk, it can be difficult for members of the Project Board to understand the overall risk profile of the project and whether appropriate mitigating action has been taken.

Recommendation two

Staffing resource

The PID identifies the members of the project team and their responsibilities, which was formed at the beginning of stage two. This staffing resource includes a dedicated full-time Project Manager, two HR staff members (resourced to the project at 0.25 and 0.5 FTE), two Payroll staff members (one resourced to the project at 0.4 FTE), a Project Officer (Learning and Development), a Finance Officer and an ICT Project Manager.

The Project Manager has overseen this project from the approval of the stage two PID and, as such, has detailed knowledge to be able to demonstrate the full suite of processes of ResourceLink and MyView. While there is a potential risk of too much information being held by one person, following the implementation of the service review, the Project Manager will remain on secondment to the project until 30 June 2012. With the payroll and HR development team forming from 1 April 2012, this allows a handover period and time for information dissemination which should mitigate the risk to the Council of loss of system knowledge.

We did, however, identify that the staff resource for the project to be made available from the payroll department, in line with the PID, has not been fully available, resulting in a number of the payroll tasks not being completed. We were advised that this was due to other pressures occurring for the payroll department, in particular in preparing for the new pension scheme regulations and the recently announced merger of payroll and HR sections.

Financial resource

The PID sets out the budget for the project as shown in the table. The Council's executive approved an allocation of £135,367 of ring-fenced funding for stage two of the ResourceLink project, with the shortfall against funding requirement met by under spends in other programmes. As this project is considered low risk, the budget holder does not have to complete specific returns to the finance department explaining any variances from budget. Furthermore, no budget monitoring is reported in the update reports. The total amount incurred by the project to the end of February 2012, as reported in the financial ledger totals £125,366. However, without regular reporting of the financial position of the project, it is difficult to draw specific conclusions on the expected outturn. With the change in scope in respect of the project, it would be timely to prepare a summary of expenditure incurred to date, including information on the forecast outturn position.

Budget heading	2011-12 £	2012-13 £	Total £	Spend to 29 February 2012 - £
Employee costs	1	1	79,542	53,117
System, consultancy and training costs	56,240	25,000	81,240 ²	72,249
Total	56,240	25,000	160,782³	125,366

- 1 *The PID does not identify the split of staff costs across the two financial years, but calculates the cost per member of staff for the 12 month period of the project.*
- 2 *On inspection of the details of the budget as set out in the PID, no licence related costs have been accounted for, as all projected expenditure under 'licences and consultancy costs' relates to training and consultancy.*
- 3 *Elsewhere in the PID, we note that the total funding requirement is documented as £157,212, which is inconsistent with the detail of the budget.*

Recommendation three

Process improvements

The project has introduced one self-serve module that is currently in the pilot stage. Office based staff now have the option through the MyView self-service software to view their payslips online. This is, however, currently considered to be a 'nice to have' option, and all members of staff still receive hard copies of their payslip. Non-office based staff do not have access to MyView. Members of staff have MyView access added to their staff record in ResourceLink and when payruns are processed, the system automatically produces an electronic copy of the payslip. Consequently, there have been no changes to the current system and process for generating payslips and so at this time, this element of the project currently does not deliver any efficiencies. Further consideration is needed by the Council to achieve fully the potential benefits from this element of the project, especially as the system is due to be rolled out to teaching staff in the coming months as well as other remaining employees to whom this process is currently unavailable. There is, therefore, a risk that the Council continues to incur costs and not meet efficiency targets, as well as members of staff not benefiting from the self-serve software.

Recommendation four

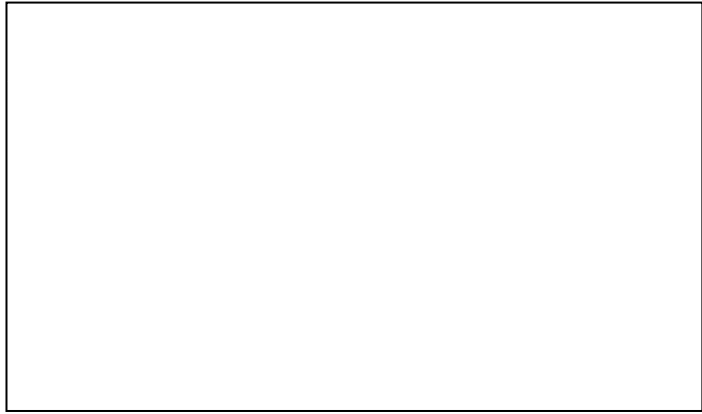
The online travel expenses does have the potential to deliver administrative efficiencies through the removal of the 'keying-in' process by the creditors team. However, the checks on expense claims which are required under the financial regulations of the Council may mean that the project cannot fully meet its objectives. Furthermore, the current BarrachD Staffing Watch report service has had to be continued as the project team do not yet have the confidence that the system will be able to produce the statutory reports required.

Absence management

Absence management was one of the original key deliverables, and a further direct absence reporting project was set up to implement a central telephone line for all members of staff to call. From our understanding of progress to date, this deliverable has been successful. From our discussions and testing, we have identified the following areas where there is scope for further improvement to mitigate risks currently identified in the system:

- § there is duplication of data through multiple reports having to be run, which has led to inefficiencies, and further pressure on scarce resources, particularly staff time;
- § managers are not informed of employees meeting the triggers in the sickness policy and therefore cannot take action to support the employee as well as being able to make plans about workforce management;
- § there is a potential for further staff training in how to use the system, in particular Cognos 10, which may lead to further efficiencies; and
- § there is some duplication of processes between the absence operator and payroll operator which could lead to inefficiencies in the process.

Recommendation five



Appendix one

Classification of internal audit findings

The following framework for internal audit ratings has been developed and agreed with management for prioritising internal audit findings according to their relative significance depending on their impact to the process.

Rating	Definition
High	Major observations on high level controls and other important internal controls. Significant matters relating to factors critical to the success of the objectives of the system. The weakness may therefore give rise to loss or error.
Medium	Observations on less important internal controls, improvements to the efficiency and effectiveness of controls which will assist in meeting the objectives of the system and items which could be significant in the future. The weakness is not necessarily great, but the risk of error would be significantly reduced if it were rectified.
Low	Minor recommendations to improve the efficiency and effectiveness of controls, one-off items subsequently corrected. The weakness does not appear to affect the ability of the system to meet its objectives in any significant way.

The action plan summarises specific recommendations, together with related risks and management's responses.

Finding(s) and risk(s)	Recommendation(s)	Agreed management actions
1 Project monitoring		
<p>From our consideration of the progress made against project deliverables, while there is potential in the project to deliver on the identified objectives and deliverables, there is a risk that the appropriate level of resource is not available to ensure delivery of the project within the shortened remaining project timetable.</p>	<p>Management should undertake a full update report against the project deliverables, and agree those of priority which can be delivered within the remaining available resources, both financial and staff. This will help to ensure that the Council maximises the potential benefits from the time invested in the project to date.</p>	<p style="text-align: center;">High</p> <p>Agreed - this will be picked up in the lessons learnt review and next steps report which will be prepared by the project manager at the end of phase 2 of the project to be presented to the next meeting of the HR board.</p> <p>Moving forward future development of Resourcelink and My View self serve will be managed by the HR development team from October 2012.</p> <p>Responsible officer: Head of Improvement and HR</p> <p>Implementation date: October 2012</p>

Finding(s) and risk(s)	Recommendation(s)	Agreed management actions
<p>2 Risk monitoring</p>		<p>Medium</p>
<p>In the update reports produced, a section on risks is included, which represents good practice. However, the risks reported on are those that are assessed as having materialised therefore they do not necessarily correspond to the risks identified originally in the PID. It is therefore more difficult to see how the expected risks are being monitored.</p> <p>Furthermore, the materialised risks are not necessarily given a unique reference number, making it more difficult to follow the progress of the assessment and management of the risk.</p> <p>Care should also be taken to ensure that in assessing the movement of the materialised risks that, should there be a change in the level of risk, an explanation should be given for this movement. Without explanation for a change in risk, it can be difficult for members of the Project Board to understand the overall risk profile of the project and whether appropriate mitigating action has been taken.</p>	<p>In preparing the risk reporting and monitoring, management should ensure that:</p> <ul style="list-style-type: none"> •risks originally identified within the PID are reported on, to provide a complete picture of the risks to the project; •as risks materialise, they should be assigned unique reference numbers to assist the Project Board with assessment of monitoring of the risk profile of the project; and •change in risk assessment should be reported, so that the overall risk profile can be monitored and the success of actions to mitigate risks considered. 	<p>Accepted - the project manager for this project was chosen because of her knowledge of Resourcelink rather than experience of project management. The SRO was aware that project management skills were not well developed and brought in an IOD programme manager in a project assurance and mentoring role. Skills have improved over the duration of the project but have some way to go.</p> <p>From October 2012 future developments of the Resourcelink project will be managed by the HR development team who are experienced in project work.</p> <p>Responsible officer: Head of Improvement and HR</p> <p>Implementation date: October 2012</p>

Finding(s) and risk(s)	Recommendation(s)	Agreed management actions
<p>3 Financial monitoring Medium</p>		
<p>No financial budget monitoring has been reported in the update reports to the time of our work. Without regular reporting of the financial position of the project, it is difficult to draw specific conclusions on the expected outcome of the project, especially with the recent change in scope to the project.</p>	<p>Following the change in scope on the project, a summary of expenditure incurred to date, and that now forecast to be incurred by the anticipated end date, should be prepared and submitted to the Project Board for review.</p>	<p>Accepted – see response to recommendation 1 above.</p> <p>Budget forecasting was prepared at year end to ensure earmarked funds were rolled over. Review of project budget and spend will be included in the lessons learnt report.</p> <p>Responsible officer: Head of Improvement and HR</p> <p>Implementation date: October 2012</p>
<p>4 Online payslips Medium</p>		
<p>Office based staff have the option through the MyView self-service software to view their payslips online. This is currently considered to be a 'nice to have' option, and all members of staff still receive hard copies of their payslip. Non-office based staff do not have access to MyView.</p> <p>Consequently, there have been no changes to the current system and process for generating payslips and so at this time, this element of the project currently does not deliver any efficiencies. There is, therefore, a risk that the Council continues to incur costs and not meet efficiency targets, as well as members of staff not benefiting from the self-serve software.</p>	<p>Further consideration is needed by the Council to achieve fully the potential benefits from this element of the project, especially as the system is due to be rolled out to teaching staff in the coming months as well as other remaining employees to whom this process is currently unavailable.</p>	<p>Agreed - the savings will be delivered through the HR service review implementation.</p> <p>From October 2012 the HR development team will continue with a phased roll out of online payslip and online travel and subsistence.</p> <p>Responsible officer: Head of Improvement and HR</p> <p>Implementation date: October 2012</p>

Finding(s) and risk(s)	Recommendation(s)	Agreed management actions
5 Absence management		Medium
<p>From our discussions and testing there are some areas for further improvement to mitigate risks currently identified in the system, which include:</p> <ul style="list-style-type: none"> §there is duplication of data through multiple reports having to be run, which has led to inefficiencies, and further pressure on scarce resources, particularly staff time; §managers are not informed of employees meeting the triggers in the sickness policy and therefore cannot take action to support the employee as well as being able to make plans about workforce management; §there is a potential for further staff training in how to use the system, in particular Cognos 10, which may lead to further efficiencies; and §there is some duplication of processes between the absence operator and payroll operator which could lead to inefficiencies in the process. 	<p>A review of the current processes in absence management should be undertaken to ensure that the system and process are delivering the maximum efficiencies, therefore enabling the Council to meet its objectives.</p>	<p>Accepted - a new team is to be formed in July 2012 which will undertake a review of absence process, an action plan will be prepared as a result of this review.</p> <p>Responsible officer: Head of Improvement and HR</p> <p>Implementation date: July 2012</p>

Appendix three

Project initiation document deliverables

We have considered the progress of each deliverable identified in the project initiation document, and provided our assessment of the progress made against them.

Status key:

- Risk of significant delay / non-completion of deliverable
- Risk of some delay
- Project deliverable on track

Source:

KPMG observations during the audit.

Deliverable title/description/dependency	Estimated completion date	KPMG assessed evidenced progress (March 2012)	Status
System integrity and management			
Implement database upgrades A Payroll related system upgrade was implemented 25/08/2011 and the My View software upload will also highlight any other gaps in functionality from previous upgrades. This will then become a business as usual task.	September 2011 and ongoing	The upgrades to the system have taken place as planned. Ongoing updates take place, with Aurora 8 being installed on 12 March 2012.	●
Amalgamate Duplicate Payroll Transfer Records Only closed records remain to be processed – this is an outstanding Stage 1 Payroll related task.	October 2011	No further duplicate payroll records are being created, however the task of amalgamating current duplicate records is not complete.	●
Update of Post Related Data Entries Outstanding FTEs and obsolete posts, plus ongoing changes arising from Service Review outcomes are an outstanding Stage 1 HR related task. Pay group and Location data entries will be updated as a prerequisite for the Leave Module implementation	October 2011 and ongoing January 2012	This task was completed, and on an ongoing basis, reports are sent to managers to confirm staff in post. This will be an ongoing task due to the service reviews. The leave module and associated deliverables have been removed as part of the change in scope.	● n/a
Validation of Employment Service Dates Outcomes from the completed checks of card records are on a spreadsheet and need to be input to RL and validated – this is an outstanding Stage 1 Payroll related task.	October 2011	This is ongoing work, but this has not been completed due to payroll staffing pressures.	●
Review of Service Break Entries Review covers past 5 years and has been started but is incomplete. This is an outstanding Stage 1 Payroll related task.	October 2011	This is ongoing work, but has not been completed due to payroll staffing pressures.	●
Stock Take of RL Users Review of system users to delete redundant user access and ensure live profiles are appropriate. Also to complete a training needs analysis of the current users to create a system training plan that ensures those users who use the system have the knowledge to use it effectively.	November 2011	On an approximately monthly basis, a report of users is run and checked.	●

Appendix three

Project initiation document deliverables (continued)

Deliverable title/description/dependency	Estimated completion date	KPMG evidenced progress	Status
<p>RL Operational Management Review</p> <p>To establish a formal system management arrangement (similar to the Web Steering Group) with terms of reference that reflect the need for effective cross service control regarding: system performance and issues management, change control, development and system release appraisal.</p>	November 2011	This group has not yet been established, however the project group is being used to meet the deliverables. It is intended that the development team that will be set up from 1 April 2012 will take this role.	●
<p>Review of BarrachD Staffing Watch report service with a view to cessation of current contract (May 2012), as in house functionality should supersede this.</p>	April 2012	The current contract has been extended for another year.	●
System Development			
<p>Implementation of the Self Service Module</p> <p>This will involve the implementation of the core software with a phased rollout of functionality thereafter, it may involve a pilot in a single Department first:</p> <ul style="list-style-type: none"> - System install (15/09), branding and administrator training (12/13 Sept.). <ul style="list-style-type: none"> - Online Payslips and Employee Change of Circumstances - eTimesheets and timecards (including overtime & adjustments) - Online expense forms (build in January, pilot Feb./March) <p>There is a dependency to Northgate consultant availability which will be confirmed by the Project Manager.</p> <p>There is a dependency to Audit sign off of online arrangements (see risks)</p>	<p>October 2011</p> <p>December 2011</p> <p>February 2012</p> <p>March 2012</p>	The system install was completed on time. Online payslips are currently being piloted. eTimesheets and timecards have been deferred, as they relate to the work on the leave module. The online expense forms were piloted from April 2012.	●
<p>Evaluate Costs and Benefits of a TRS Integration</p> <p>Complete an evaluation of the costs and benefits of developing integration to the Time Recording System to extract data regarding leave, flexi and time recording. This needs to take account of the Leave module solution which may provide key elements of the functionality provided by integration.</p>	February 2012	A decision on TRS integration has been deferred, as this is linked to the leave module work.	n/a
<p>Completed Resourcelink Development Roadmap</p> <p>Dependencies to outcome of SD02 evaluation above and R003alignment of Pay modelling activities. Will also include evaluation of Recruitment Module to MyJob Scotland.</p>	March 2012	This has not happened, due to other dependencies, and ultimately the leave module being removed from the project scope.	n/a

Status key:

- Risk of significant delay / non-completion of deliverable
- Risk of some delay
- Project deliverable on track

Source:

KPMG observations during the audit.

Appendix three

Project initiation document deliverables (continued)

Deliverable title / description / dependency	Estimated completion date	KPMG evidenced progress	Status
<p>Implementation of the Resourcelink Leave Module Includes procurement and implementation of the module once it has been fully developed and released by Northgate. Also involves setting up of interface to Self Service absence management capabilities, enablement of processes to resolve IFR standards for flexi and holiday pay accrual and support Direct Absence reporting of complex scenarios e.g. multiple post holders and variable hours. Single council wide go live is anticipated.</p>	July 2012	Removed from scope of project.	n/a
<p>Implementation of Resourcelink – ETC Training/PDR Integration SMT Option Appraisal decision is for ETC system to progress as standalone tactical PRD and training information solution followed by integration to ResourceLink via an existing Northgate API. Will need self service access and authentication to be rationalised (Both ETC and ResourceLink will have online capabilities) .</p> <p>Reporting and business support</p>	August 2012	This is not forecast to be completed by the revised project end date of June 2012.	●
<p>Launch of Absence Reporting and Resourcelink Awareness This will be based on deployment of trigger and quarterly reports already developed and approved by SMT. The campaign is also to highlight the importance of ResourceLink and the role of all managers in providing accurate, prompt data and returns to it.</p>	November 2011	Trigger and quarterly reports are completed, further consideration of this functionality has been given earlier in this report.	●
<p>Review of Report Writing Operations Implementation of activities designed to refocus the original group, ensure effective consolidation of existing training and additional training where required. Key users: For HR – Eileen Coligan & Jane Willan For Payroll – Lorraine Brodie and Angela Gilchrist System Admin – Karen Mitchell ResourceLink Project – Mary Soudan</p>	November 2011	This is ongoing, and has suffered a number of difficulties, particularly with the upgrade to Cognos 10. The priority reports for year end have been developed, but further consideration is needed on how to take this area forward in the future.	●

Status key:

- Risk of significant delay / non-completion of deliverable
- Risk of some delay
- Project deliverable on track

Source:

KPMG observations during the audit.

Appendix three

Project initiation document deliverables (continued)

Deliverable title / description / dependency	Estimated completion date	KPMG evidenced progress	Status
<p>Completed Resourcelink Development Roadmap Agree Deliverables and timetable with Strategic Finance :</p> <ul style="list-style-type: none"> •Reporting into Strategic Finance Manpower templates •Adoption by Strategic Finance of the cleansed and update ResourceLink line management hierarchies <ul style="list-style-type: none"> •Ready identification of vacant posts •Ways of reducing activities that result in transactions that go to the payroll suspense accounts •Implementation of a 'manpower commitment' field in ResourceLink to help control manpower budgets 	<p>November 2011</p> <p>Dates to be announced after agreement of above</p>	<p>This is ongoing, but has not been completed, partly due to issues with Cognos 10. This is now being taken forward outwith the ResourceLink project. Further progress will be made once a decision has been reached on the future of Cognos.</p>	<p style="text-align: center;">●</p>

Status key:

- Risk of significant delay / non-completion of deliverable
- Risk of some delay
- Project deliverable on track

Source:

KPMG observations during the audit.

Appendix four

Project assumptions

Assumption	Implication of the assumption	Current status of the assumption	Current impact of the assumption
The consultant resources required to implement Self Service will be available in September and October.	The dates for the implementation of Self Service Phase 1 are predicated on this assumption and may slip if it proves unfounded.	Consultants have been available to support the Council.	No negative impact
Directors and Heads of Service will make sure relevant staff are available as required at all stages of the project.	A certain degree of employee involvement is required for a range of tasks e.g. user testing, attending training, providing requested information. Delays and quality of implementation will be affected if this is not forthcoming.	There have been difficulties in payroll members of staff being available to complete work as required.	A number of the payroll deliverables have not been achieved.
The Leave module will be released to market and stable enough to implement in January 2012.	The Leave module implementation will be delayed if the module is not available and its functionality is required for the start of the 2012/13 financial year.	The leave module was not considered to be stable enough to implement.	This has been a key factor in the change in scope.
The resources identified will be sufficient to deliver the planned outcomes of Stage 2 over the next 12 months.	Stage 1 had insufficient ring fenced resources to meet the demands of the project. Stage 2 has more resources, but also a greater scope. Slippage will result if the resource requirement predictions were incorrect.	There has been considerable pressure on the resources identified.	Delays have occurred throughout the project deliverables.
The ring fenced employee project resources identified will not be diverted to operational matters.	Back fill funding has been provided to ensure ring fenced resource from HR and Payroll. If these are drawn back to deal with operational priorities Stage 2 will suffer the same slippage as Stage 1. This will require close control by the Project Manager.	Ring fenced payroll staff have been diverted to operational matters.	A number of the payroll deliverables have not been achieved.
Strategic Finance will engage sufficiently to enable delivery of the relevant pay and workforce related milestones.	Strategic Finance has its own busy programme of system improvements and has secured ring fenced funding for it. Delivery depends on timely alignment of Stage 2 with Strategic Finance to ensure their input, otherwise delays and possible duplication of effort will ensue.	Strategic Finance have engaged with the project, but have not been able to fully deliver their milestones.	This has lead to delays with the specific strategic finance deliverable.

Appendix four
Project assumptions (continued)

Assumption	Implication of the assumption	Current status of the assumption	Current impact of the assumption
<p>There will be no additional costs to the ResourceLink Project arising from the ETC Training integration</p>	<p>It has been indicated that the ETC system will integrate to ResourceLink via an existing Northgate API and therefore no funding has been included in the ResourceLink budget for this. If the assumption is incorrect then additional funding will be required and obtaining approval may involve a delay.</p>	<p>No further progress has been made with the ETC training integration and so it is not known if there are any additional costs.</p>	<p>There is significant delay to the integration of the ETC system with ResourceLink.</p>
<p>Internal Audit will approve protocols and system safeguards regarding online expense forms.</p>	<p>If considerable be-spoking of forms or processes is required to meet audit requirements then the online expense form element of ResourceLink Self Service may be delayed.</p>	<p>Internal audit have approved the forms, with minor recommendations for small changes.</p>	<p>It is unlikely that the changes requested will result in any delay to the deliverables.</p>

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