

# 1B Programme Resources Overview & Scrutiny Committee

22<sup>nd</sup> July 2021



Making a positive difference every day to people's lives



# 1B Programme Dashboard July 2021

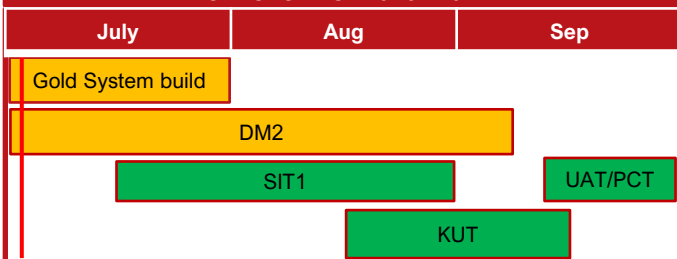
SRO: Becky Hellard  
Prog Director: James Couper

Overall RAG  
(June)

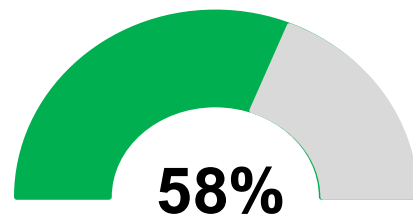
Overall RAG  
(July)



## 3 Month Forward Plan



## Completion percentage



Programme controls	Previous RAG	Current RAG
Time	Yellow	Yellow
Costs	Green	Green
Resources	Yellow	Yellow
Benefits	Green	Green

	Red	Amber	Green
Previous	1	5	7
Current	0	5	8

## Summary Update

Programme is amber due to delays in the areas of configuration sign off and the impact on DM2 activity and issues with progress on integration requirements and development.

DM2 fixes and development are underway but have been impacted by the delay to the BCC sign off for the configuration workbooks. Daily stand-ups have been put in place over the next 4-6 weeks to track progress and ensure timely issue resolution.

Whilst the programme timeline for April 22 remains achievable it is under stress due to DM1b and the further impact of delays to the sign off for Gold Build configuration, a further 12 days. This has reduced the contingency and will see an impact to the start of UAT.

Adoption activity in the form of communication and briefings across DMTs continues and the review of the benefit case will begin.

## Return to Green Plan

1. Integration specifications in scope for SIT1 completed (mid-July '21)
2. GOLD build activity complete (end July)
3. Data Migration 2 to complete within revised timeline in support of UAT & PCT (Sep '21)

Workstream	Previous RAG	Current RAG
Data Migration	Yellow	Yellow ↗
Inbound and Outbound Integrations	Yellow	Yellow ↗
Reporting	Yellow	Yellow →
Build & Config	Yellow	Yellow →
P2P	Yellow	Yellow →
Commercial & Procurement	Yellow	Green ↗
HR & Schools HR	Yellow	Green →
Finance	Yellow	Green →
Service Transition	Green	Green →
Testing	Green	Green →
Business Change	Green	Green →
Infrastructure & SAP Business Continuity	Green	Green →
Architecture	Green	Green →

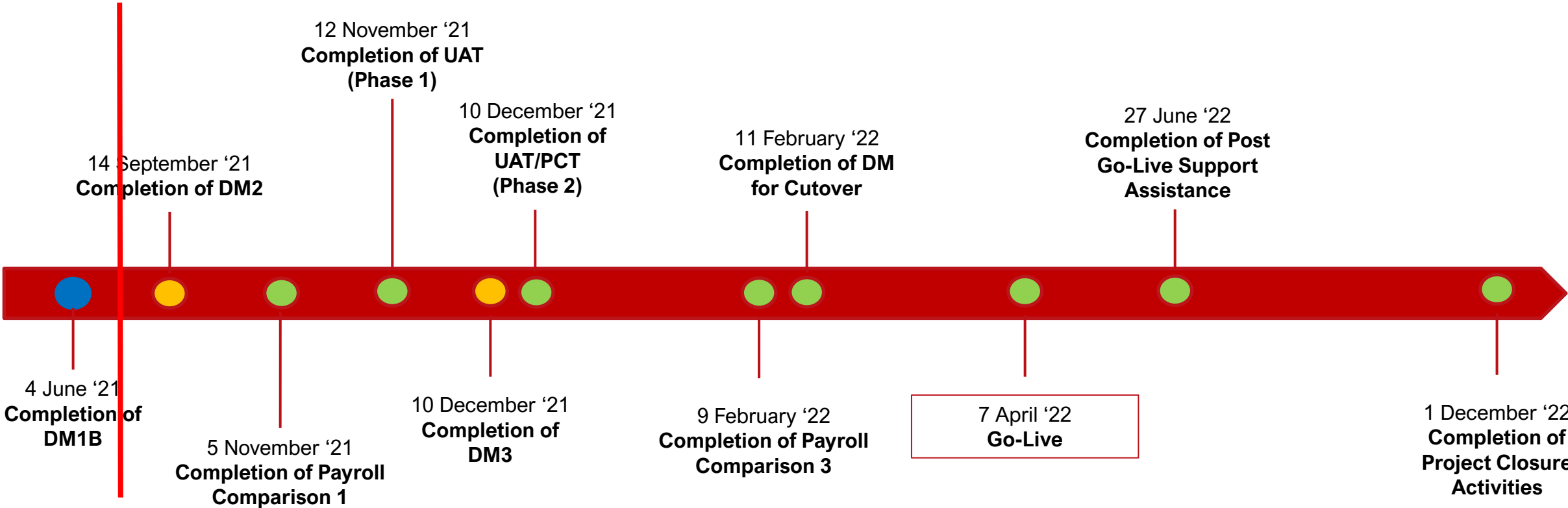
Management Support Required	R	At risk	A	On target	G
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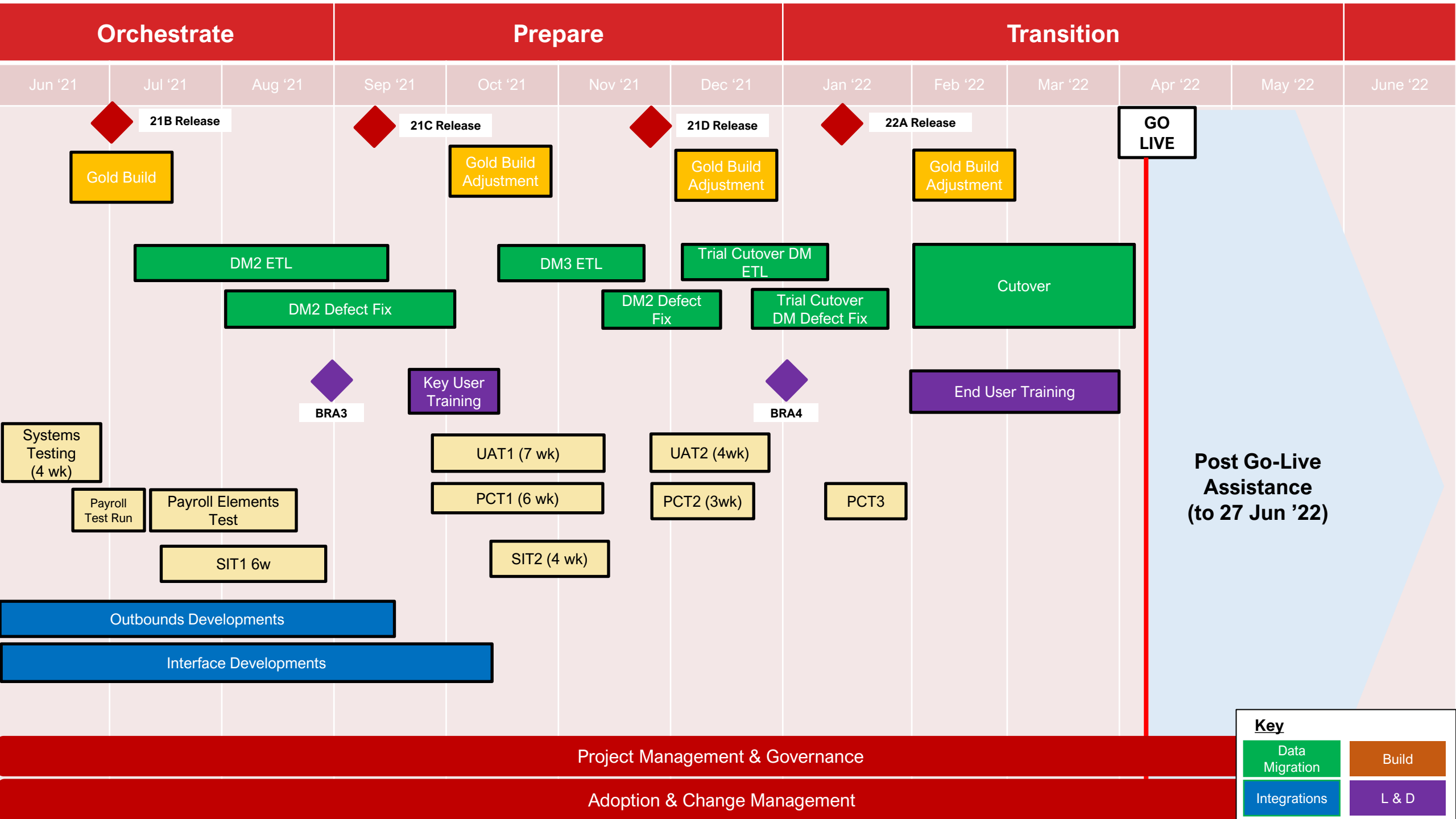
Improving	↗	Worsening	↘	Stable	→
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# Programme milestones for reporting

Ref	Milestone description	Baseline completion date	Actual or forecast date	RAG	Commentary
ERPM004	Delivery of Design Phase (CRP 1&2) Contract commercial milestone	15/06/20	01/02/21	C	
ERP MS01	Completion of Data Migration 1b	19/05/21	04/06/21	C	
ERP MS02	Completion of Data Migration 2	14/09/21	14/09/21	A	<ul style="list-style-type: none"> <li>14/09 is new forecast date for load completion due to DM1B delays</li> </ul>
ERP MS03	Completion of Data Migration 3	10/12/21	10/12/21	A	<ul style="list-style-type: none"> <li>Currently under impact assessment</li> </ul>
ERP MS04	Completion of Validation Testing (UAT) – Phase 1	12/11/21	12/11/21	G	<ul style="list-style-type: none"> <li>Re-baselined to allow for DM2 delays and window decreased to 7 weeks</li> </ul>
ERP MS05	Completion of Validation Testing (UAT) – Phase 2	10/12/21	10/12/21	G	
ERP MS06	Completion of Payroll Comparison 1	22/10/21	05/11/21	G	<ul style="list-style-type: none"> <li>Re-forecast to allow for DM2 delays and window increased to 6 weeks</li> </ul>
ERP MS07	Completion of Payroll Comparison 2	10/12/21	10/12/21	G	
ERP MS08	Completion of Payroll Comparison 3	09/02/22	09/02/22	G	
ERP MS10	Completion of Data Migration for Cutover	11/02/22	11/02/22	G	
ERPMS11	Go-Live – Finance and Procurement, HR and Payroll (PPR, Go-Live)	07/04/22	07/04/22	G	
ERPMS12	Completion of Post Go Live Assistance	27/06/22	27/06/22	G	
ERPMS13	Completion of Project Closure Activities	01/12/22	01/12/22	G	

# 1B ERP Milestone Plan





**Orchestrate**

**Prepare**

**Transition**

Jun '21 Jul '21 Aug '21 Sep '21 Oct '21 Nov '21 Dec '21 Jan '22 Feb '22 Mar '22 Apr '22 May '22 June '22

21B Release

21C Release

21D Release

22A Release

GO LIVE

Post Go-Live Assistance (to 27 Jun '22)

Project Management & Governance

Adoption & Change Management

**Key**

Data Migration	Build
Integrations	L & D

# 1B Programme Risks & Issues



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# 1B RAID Dashboard

## July 2021

### Summary Update

- A quality assurance of all remaining risks/issues has taken place which has resulted in a high number of closures – predominantly within service transition and commercial.
- There has been additional drive to supporting action owners to close out risks/issues in a timely manner through a proactive approach to risk management in the programme led by the PMO
- High number of risks/issues in integrations space which are driving workstream red status. These are targeted for resolution in July and August.

	Open Risks	Open Issues
<b>Previous (June)</b>	55	30
<b>Current (July)</b>	44	19

Risks	Assumptions	Issues	Dependencies
44	15	19	21
<b>LEVEL</b>			
2 Very High	0 High	3 Very High	2 High
7 High		7 High	
20 Medium	0 Medium	6 Medium	7 Medium
14 Low		3 Low	
1 Very Low	15 Low	0 Very Low	12 Low
<b>TREND</b>		<b>TREND</b>	
5 ▼ Declining		3 ▼ Declining	
24 ◀▶ Stable		13 ◀▶ Stable	
15 ▲ Improving		3 ▲ Improving	
89% Mitigated			

Function	Open Risks	Open Issues	Total
Inbound / Outbound Integrations	1	7	8
Data Migration	4	2	6
Service Transition Architecture	4	2	6
HR	4	2	6
Programme	5	0	5
Testing	4	1	5
Business Change	4	1	5
P2P	4	0	4
Infosec	3	1	4
Contracts & Commercials	3	1	4
Infrastructure	0	2	2
Evosys	2	0	2
Reporting	2	0	2
Finance	2	0	2
Steer Co	1	0	1
Data Cleansing	0	1	1
TOM	0	0	0
<b>Total</b>	<b>44</b>	<b>19</b>	<b>63</b>
Key on Total	10 +	5 to 10	0 to 5

# Risk Update

Risk description	Cause/Impact	Likelihood/ Impact	Mitigation plan & Update
<p><b>DM2 delays impact on UAT/PCT</b> DM2 has been re-planned which puts the timeline for UAT1 and PCT1 at risk at being able to start to plan.</p>	<p><b>Cause:</b> DM2 has been delayed due to delays in defect fixes and sign offs of the configuration workbooks</p> <p><b>Impact:</b> Data is not migrated under DM2 preventing the Testing Team to prepare and execute for the first phase of UAT and PCT.</p>	M/VH	<ol style="list-style-type: none"> <li>1. Re-baseline of dates in programme planning session after impact assessment of DM2 delays</li> <li>2. Daily stand ups put in place to manage against the plan across Evosys, Egress and BCC</li> <li>3. Prioritised defect resolution approach put in place for master data and payroll with a prioritised backlog</li> </ol>
<p><b>Unmasked data in Oracle Environment</b> ERP Oracle Cloud Non-Production Test &amp; Dev environments hold Live Data within them which is being accessed by 3rd parties and BCC SMEs.</p>	<p><b>Cause:</b> In order to successfully migrate and reconcile data it is not possible to mask data in some environments.</p> <p><b>Impact:</b> This poses a risk of losing control of the environments and the personal data held within them which could lead to ICO fines.</p>	L/VH	<ol style="list-style-type: none"> <li>1. SI partners Egress and Evosys have signed DPIAs and apply with strict procedures to control access to environments with live data</li> <li>2. BCC Testing Team controls access to the each environment</li> <li>3. BCC staff must comply with their Employment T&amp;C in relation to data protection</li> <li>4. Procurement of Oracle Masking Service has commenced.</li> </ol>
<p><b>Invoice Scanning</b> Should the 1B P2P Programme choose a 3rd Party rather than adopt the Oracle capability there is a risk that the delivery of it will not user acceptance testing (UAT) phase.</p>	<p><b>Cause:</b> Oracle have not yet demonstrated their service offering meets the business requirement.</p> <p><b>Impact:</b> A full procurement exercise will need to be run risking delivered before testing under UAT. The solution would also incur increased costs to BCC (&lt;£500K)</p>	M/VH	<ol style="list-style-type: none"> <li>1. A Proof of Concept was run to demonstrate the capabilities of the 2 products to meet business requirement. The outcomes are being ratified. (July '21)</li> <li>2. Procurement strategy in place for both products pending outcomes of PoC</li> </ol>



# Issue Update

Issue description	Cause	Severity	Mitigation plan & Update
<p><b>Changes being made after agreed dates</b></p> <p>There have been a number of changes requested to designs, requirements or configurations after agreed dates for sign-offs which impacts the delivery timeline and if it continues will impact the critical path plan. This has an impact on ability to test solution and resource allocation.</p>	<p>A combination of new personnel, late changes to processes and lack of timely review of programme documentation is driving change.</p>	<p>VH</p>	<ol style="list-style-type: none"> <li>1. Change freeze dates have been shared with stakeholders to manage this.</li> <li>2. A change control process has been put in place for both business changes, configuration updates and contract changes which will be tightly managed by the Programme Team.</li> <li>3. Review cycles made clear for documentation and dates circulated to ensure resources are available.</li> </ol>
<p><b>COVID impact on offshore resources</b></p> <p>The delivery from SI partner Evosys technical resources has been impacted due to COVID situation in India.</p>	<p>Due to recent surge in Covid cases in INDIA, Evosys offshore delivery team has been impacted and may cause further delay in the delivery timelines on the technical side.</p>	<p>M</p>	<ol style="list-style-type: none"> <li>1. Evosys have observed few more cases with immediate family members of our consultants which has impacted on delivery.</li> <li>2. Evosys management is monitoring the wider impact and recruiting additional resources.</li> </ol>
<p><b>Finance SME resources</b></p> <p>A number of SME resources are being delayed from commencing activity on the programme due to delays in on-boarding backfill resources</p>	<p>1B budget is being used to fund a number of backfill posts in Finance to ensure dedicated resources are in place to meet the 1B programme timeline.</p>	<p>M</p>	<ol style="list-style-type: none"> <li>1. Current status of each of the 4 roles has been requested from Finance Teams and review of resource schedule to understand impact on the timeline</li> </ol>

# Budget position (to June '21)

Activities	21/22 Forecast		22/23 Forecast		Total
<b>Resources</b>					
PMO	£	3,504,748	£	724,414	£ 4,229,162
ITDS	£	1,987,157	£	120,118	£ 2,107,275
BCT	£	475,000	£	-	£ 475,000
<b>Providers</b>					
SOCITM	£	929,840	£	232,460	£ 1,162,300
<b>Egress</b>					
Extension	£	826,000	£	126,000	£ 952,000
<b>Evosys/Insight</b>					
CCN	£	55,350	£	-	£ 55,350
Extension	£	1,219,873	£	926,127	£ 2,146,000
<b>SAP</b>					
	£	1,216,000	£	-	£ 1,216,000
<b>Licences</b>					
Oracle Fusion	£	1,621,622	£	810,811	£ 2,432,433
Evoys Workforce Scheduler	£	-	£	-	£ -
OTL	£	192,683	£	-	£ 192,683
PS Live	£	16,500	£	-	£ 16,500
<b>BDA</b>					
	£	3,418,625	£	-	£ 3,418,625

Other			
Training	£	-	£ -
Procurement	£	-	£ -
Audit	£	-	£ -
Backfilling staff	£	1,350,000	£ 1,350,000
Miscellaneous	£	10,000	£ 10,000
<b>Totals</b>	<b>£</b>	<b>16,823,398</b>	<b>£ 2,939,930</b>
<b>Contingency</b>		£ 236,672	£ 236,672
<b>Total Requested in MTFS</b>	<b>£</b>	<b>17,060,070</b>	<b>£ 2,939,930</b>
<b>Reserves</b>			
19/20 Contribution	£	1,450,255	£ 1,450,255
20/21 Contribution	£	1,920,844	£ 1,920,844
<b>Total</b>	<b>£</b>	<b>3,371,099</b>	<b>£ 3,371,099</b>