

1B Programme

Resources Overview & Scrutiny Committee Update

20th January '22



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Programme Dashboard

James Couper



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1B Programme Dashboard January 2022

SRO:

Becky Hellard

Prog Director:

James Couper

Previous RAG
(Dec)

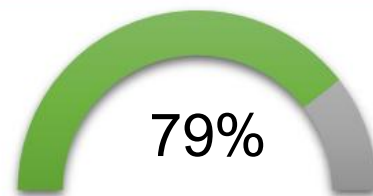
Overall RAG
(Jan)



3 Month Forward Plan

Jan	Feb	March
UAT2 - Finance		GOLD ADJ
DM3	Trial Cutover DM	
PCT2	PCT3 (4wk)	
	22A Regression Testing	

Completion percentage



Summary Update

- The programme continues to report an amber status and forecasts to do so given the high complexity and risk across data migration and outbound integrations delivery between now and the planned April Go-Live.
- The current data migration cycle is concluding with the final object in ERP due to load this week. The cycle has shown high load rates but the process, and particularly the number of files provided, and time taken to turnaround, has been poor.
- HR & Payroll, and P2P have successfully exited UAT2 and defects will be resolved by the end of the month. Finance entered UAT2 this week due to the dependency on availability of PaaS extensions. This is due to complete at the end of this month.
- Trial cutover approach and dates have been agreed and this will commence on 19th January. The cutover plan is being agreed and the dates the organisation will have to undertake change chills and freezes will be communicated.
- We are once again going out to wider stakeholders to undertake a Business Readiness Assessment which will be the final time we do so before Go-Live. Engagement and communications plan for the run up to Go-Live is in place with significant activity planned.
- The dates for a trail cutover period have been agreed and the schedule of events for managing this is taking good shape. Early in the New Year, we will be communicating the dates to prepare for organisational chill and freeze periods across our planned cutover.
- There remains a high volume of Change Requests. The target is to close these out by the end of the month and we are now in a programme change freeze until Go-Live. Anything else will be added to the ERP Roadmap and picked up after Go-Live.

Programme controls

	Previous RAG	Current RAG
Time		
Costs		
Resources		
Benefits		

Return to Green Plan

1. Completion of outbound integrations development (Jan '22)
2. Resolution of outstanding DM3 defects (mid Feb '22)
3. Completion of UAT2 for Finance & UAT defects resolved for HR, Payroll & P2P or clear plan to resolve in place (28 Jan '22)
4. Completion of PCT3 with acceptable exit criteria (end of Feb '22)

Commercial Priorities

Procurement activity for:

1. End user training (Jan '22)
2. Invoice scanning (Jan '22)
3. Oracle Support & Maintenance (Feb '22)
4. Data Archiving (Mar '22)

High volume of CCNs are being progressed across the programme

Breakdown	R	A	G
Previous RAG	0	9	6
Current RAG	0	8	6
Workstream	Previous RAG	Current RAG	
Outbound Integrations			
Reports Development			
Testing			
HR & Schools			
Finance			
Business Change			
Data Migration (Egress)			
Service Transition			
PaaS extensions			
Payroll			
P2P			
Inbound Integrations			
Architecture & Infrastructure			
Cutover			

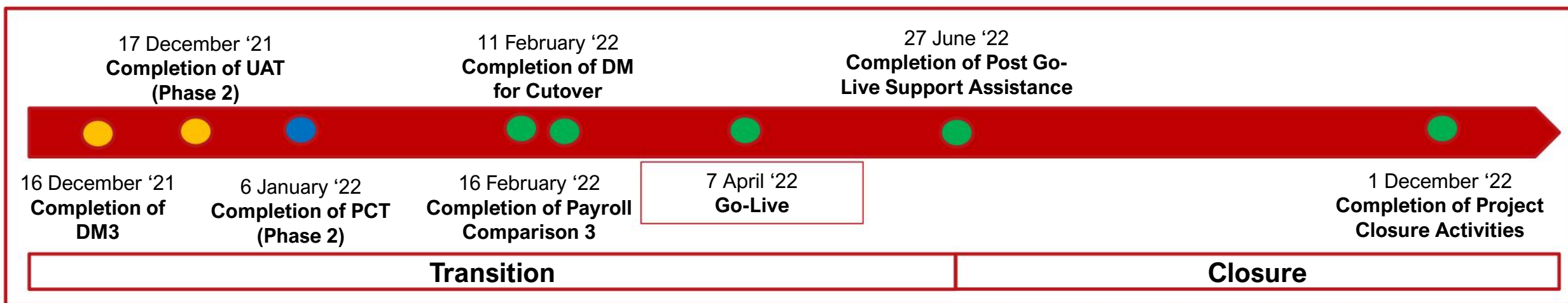
Management Support Required	R	At risk	A	On target	G
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Improving	↗	Worsening	↘	Stable	→
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Programme milestones for reporting

Ref	Milestone description	Baseline completion date	Actual or forecast date	RAG	Commentary
ERP MS03	Completion of Data Migration 3	16/12/21	14/01/22	A	• Trial Balances remaining to load
ERP MS04	Completion of Validation Testing (UAT) – Phase 1	12/11/21	06/01/22	C	
ERP MS05	Completion of Validation Testing (UAT) – Phase 2	17/12/21	28/01/22	A	• Finance due to complete UAT2 by 28/1
ERP MS07	Completion of Payroll Comparison 2	06/01/22	06/01/22	C	• Extended due to availability of clone
ERP MS08	Completion of Payroll Comparison 3	16/02/22	16/02/22	G	
ERP MS10	Completion of Data Migration for Cutover	11/02/22	18/02/22	G	• Dress Rehearsal dates confirmed
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	



Flash Reports

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Area	Finance	P2P	HR	Payroll
Testing	<ul style="list-style-type: none"> ▪ UAT1 exited on 17th December ▪ UAT2 to be run between 10th and 28th January ▪ Defects remain for Finance. 39 of these are with BCC for re-testing and the majority relate to PaaS extension 	<ul style="list-style-type: none"> ▪ UAT2 exited on 17th December ▪ All 11 defects to be resolved by 28th January ▪ Items dependent on Outbound integrations to be tested once available 	<ul style="list-style-type: none"> ▪ UAT2 exited on 17th December ▪ All 44 defects to be resolved by 28th January ▪ A number of HR solution components remain to be validated. 	<ul style="list-style-type: none"> ▪ UAT2 exited on 17th December ▪ All 16 defects to be resolved by 28th January ▪ Payrolls have met 85% exit criteria. Externals payroll has not yet met 85% exit criteria in PCT3.
Data Migration	<ul style="list-style-type: none"> • 30 objects loaded successfully but a number of iterations • Trial Balances to be completed 14th January • Final defect numbers are pending 	<ul style="list-style-type: none"> • 36 objects loaded successfully but only 9 files loaded in a single iteration • 32 defects raised 	<ul style="list-style-type: none"> • Completed on 22nd December. • 65 objects loaded successfully, 11 files required multiple iterations • 162 defects raised 	
Solution Delivery	<ul style="list-style-type: none"> • Parking permit integration (new) • Alignment of cost centre hierarchy between HR & Finance 	<ul style="list-style-type: none"> • Invoice scanning procurement underway • IDR solution development 	<ul style="list-style-type: none"> • Pay Award and Pay Progression being developed – for completion by end of January. • Schools Workforce Census configuration pre Go-Live. Data post Go-Live • UiPath DoR solution – end of January 	<ul style="list-style-type: none"> • Pay Award and Pay Progression being developed – for completion by end of January. • Absence in assignment level re-test • MCR solution to be assessed

Area	Finance	P2P	HR	Payroll
Integrations & Extensions	<ul style="list-style-type: none"> Outbound interfaces – 17 in total: 3 in development with Evosys and 14 in business testing PaaS Extensions – 19 in total: 18 in UAT, 1 in development with Evosys and due 12th Jan (Sourcing Automation) and 1 dependent on Oracle SR (AR Instalment Plan Maintenance) 		<ul style="list-style-type: none"> WMJobs priority movers with Equest is outstanding 	<ul style="list-style-type: none"> PaaS Extension for BRS (Bank Reconciliation) due for 2nd Feb for UAT
Transition	<ul style="list-style-type: none"> Hypercare strategy sign off Support procedures and service design package sign off PBCS and Interface Support Procedures 	<ul style="list-style-type: none"> Hypercare strategy sign off Support procedures and service design package sign off 	<ul style="list-style-type: none"> Hypercare strategy sign off Support procedures and service design package sign off 	<ul style="list-style-type: none"> Hypercare strategy sign off Support procedures and service design package sign off

Risk & Issue Update

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1B RAID Dashboard January 2022

	Open Risks	Open Issues
December	43	7
January	36	6









Summary Update

- Once again, good progress is being made on resolution plans against risks and issues. Fortnightly meetings with all workstream leads continue to support close out of these in a timely manner.
- HR is still carrying the highest number of risks but as the remaining items in their solution are resolved this will fall by the end of the month.
- Service Transition and Business Change have seen increases in severity of their open risks and issues as would be expected at this stage of the programme. The high rated items from this area are on the next page for information only.

Function	No Of Risks	No Of Issues	Total
HR	5	0	5
Architecture	2	2	4
Service Transition	3	1	4
Business Change	4	0	4
Config & Build	3	0	3
Finance	3	0	3
Infosec	3	0	3
P2P	3	0	3
Programme	1	2	3
Outbound Integrations	1	1	2
Data Migration	2	0	2
Reporting	2	0	2
Testing	2	0	2
Cut-Over	2	0	2
Total	36	6	42

Risks		Assumptions		Issues		Dependencies	
36		5		6		15	
LEVEL							
4	Very High	0	High	1	Very High	2	High
14	High			4	High		
6	Medium	0	Medium	1	Medium	8	Medium
12	Low			0	Low		
0	Very Low	5	Low	0	Very Low	5	Low
TREND				TREND			
13	▼ Declining			2	▼ Declining		
17	◀▶ Stable			3	◀▶ Stable		
6	▲ Improving			1	▲ Improving		

Risk & Issues Update

R/I/D	Risk description	Likelihood / Impact	Mitigation plan & Update
R	Preparedness of support team to take on 1B solution A lack of engagement with the BAU support team who will take on responsibility for administering. IT&D Support Team will not have the necessary experience and skills to run with this from Go-Live in April '22	 	1. A knowledge transfer plan is being drafted 2. Involvement in 22A release management to shadow Evosys needs to happen imminently 3. A Managed Service Provider is being procured to provide support to IT&D Team
R	Roles Design Roles and security design and build contains potential gaps and conflicts and will impact effective operation management.	 	1. Session held to review the number of roles. 1000 in total, c.600 are schools, 150 are PaaS related. 2. Activity added to ERP Roadmap to rationalise schools and PaaS and review remaining design complexity (Post Go-Live) 3. All new roles or amendments to existing roles are under freeze and exceptions need to be approved at CAB
R	Complexity of change environment The Programme does not get sufficient attention and buy in to the change due to Multitude of change programmes in flight across organisation and effectiveness of communications channels	 	1. Communications and Engagement Plan on agenda for Steering Committee to support with key message definition 2. Sessions being held to align messages with in-flight change programmes 3. Roadshow and Engagement events planned including Extended CLT in February
I	Changes being requested of solution There have been a number of changes requested to designs, requirements or configurations after agreed dates for sign-offs. This has an impact on ability to test solution and resource allocation.	 	1. Moratorium on changes being requested put in place 2. Review and prioritisation of current RFC pipeline to establish critical items vs. items for ERP Roadmap (w/e 5/11) 3. Evosys undertaking review of RFCs to determine capacity to implement

User Adoption

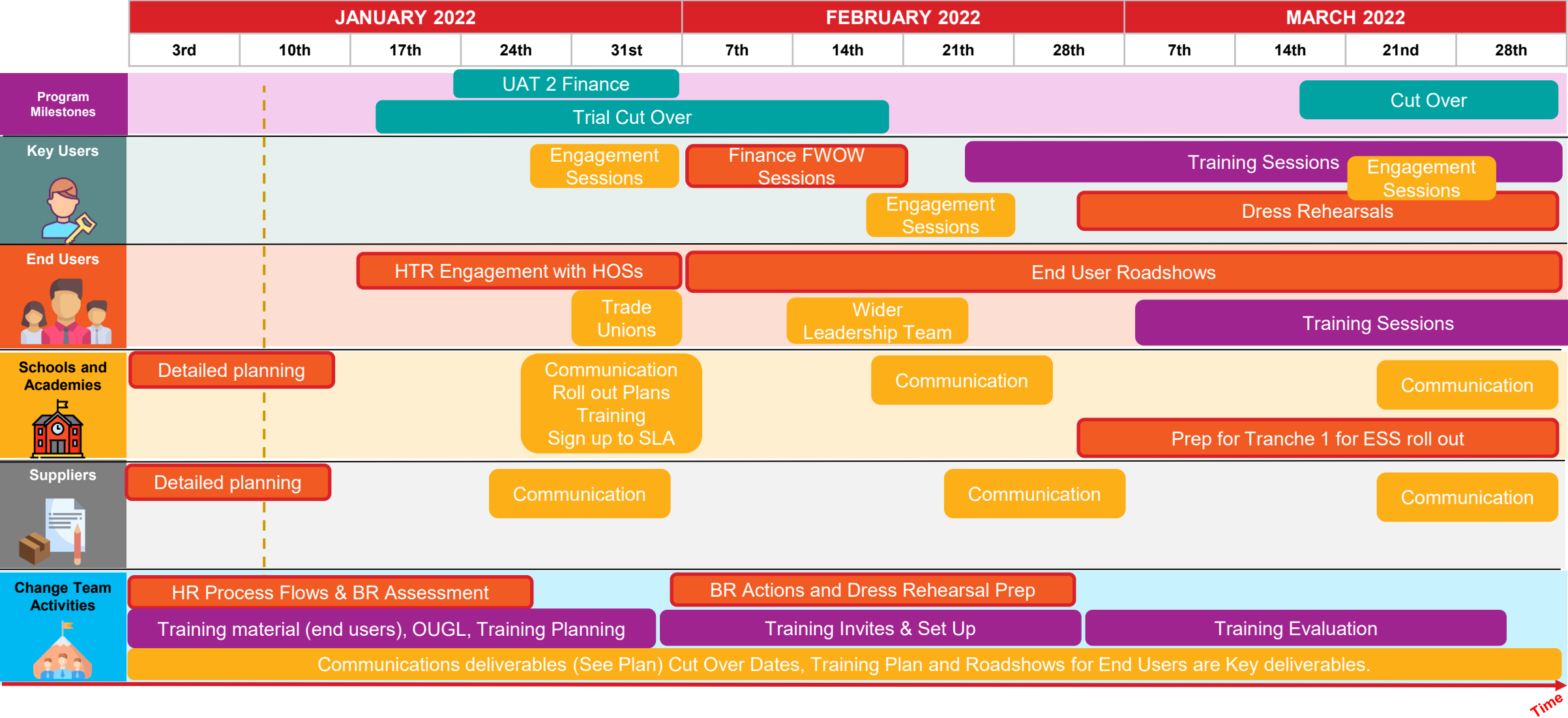
Georgia Thwaites



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Adoption & Engagement Plan



Key Focus Areas



CLT/DMT

Plan to attend Wider Leadership Team mid Feb to do a whole council Senior Leadership update.

Need to land key change messages associated with 1B.



Trade Unions

Presented an update in November 2021, inc Hard to Reach.

Plan to reattend through January –early Feb when we have cut over dates and more detail on Training



Suppliers

Supplier Working Group producing detailed plan on the basis of the decision to soft launch the Portal in April – moving towards No Po no Pay and mandatory use of portal by December 2022



Schools

Engagement sessions for Schools took place in December.

Share details of roll out plan for ESS (April through June) and plan for code changes later in January



Corporate Users

Business Readiness Actions for each process in place, BR Assessment analysis being completed – results to next Steer Co.

Need to put in place regular meetings with BR Leads, SMEs to drive readiness actions now testing is coming to a close.

Deployment Readiness

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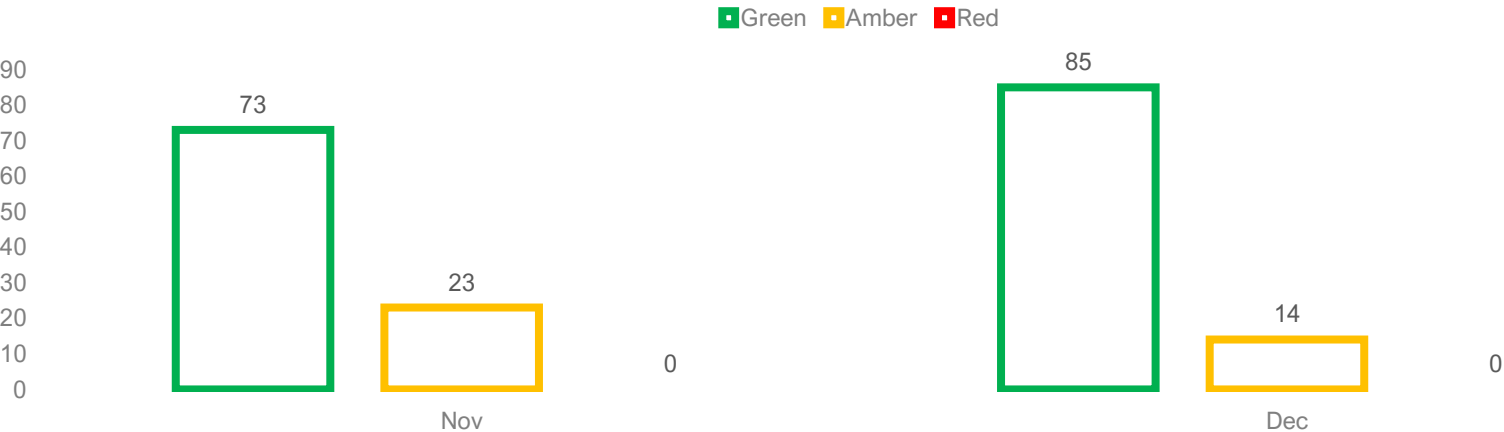
1B Deployment Readiness Assessment

Summary

- Good progress has been made this period. The programme is currently reporting a GREEN on the readiness to deploy. There is only one dimension with an overall AMBER rating and the majority of these actions are associated with known risks with the support organisation to take on the service. The on-boarding of an MSP will be helpful but the amount of work still needing to be done remains high.
- There remains uncertainty around the approach and timing for decommissioning of the legacy service and data. The procurement activity for the solution was put on hold by the business.



RAG Status (Nov to Dec)



Green	Majority green and on-track with max 2 amber
Amber	More than 3 Amber
Red	More than 2 red



For the full list of criteria and links to the dashboards from the December assessment click [here](#)

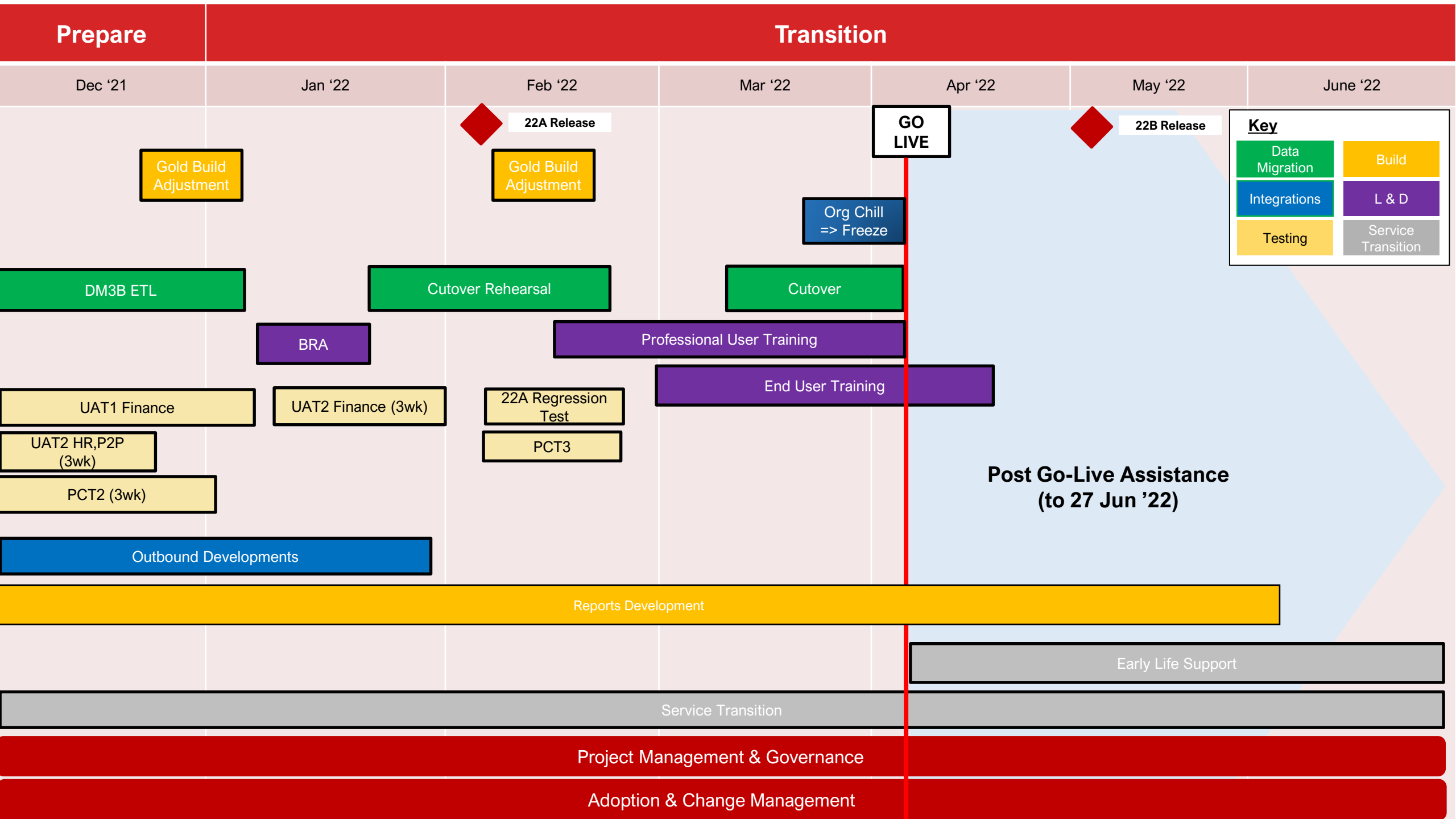
Appendices

Plan on a Page
Budget position
Background
Glossary



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Budget position

Activities	21/22 Forecast		22/23 Forecast		Total
Resources					
PMO	£	3,957,387	£	986,628	£ 4,944,015
ITDS	£	1,512,682	£	294,192	£ 1,806,874
BCT	£	475,000	£	-	£ 475,000
Providers					
SOCITM	£	929,840	£	232,460	£ 1,162,300
Egress					
Extension	£	1,381,654	£	169,500	£ 1,551,154
Evosys/Insight					
CCN	£	55,350			£ 55,350
Extension	£	1,219,873	£	926,127	£ 2,146,000
SAP	£	1,216,000	£	-	£ 1,216,000
Licences					
Oracle Fusion	£	1,609,938	£	804,969	£ 2,414,908
Evosys Workforce Scheduler	£	-	£	-	£ -
OTL	£	192,683	£	-	£ 192,683
PS Live	£	16,500	£	-	£ 16,500

Activities	21/22 Forecast		22/23 Forecast		Total
BDA	£	2,337,373	£	-	£ 2,337,373
Other					
Training	£	-	£	-	£ -
Procurement	£	-			£ -
Audit	£	-			£ -
Backfilling staff	£	1,350,000			£ 1,350,000
Miscellaneous	£	296,000			£ 296,000
Totals	£	16,550,280	£	3,413,877	£ 19,964,157
Contingency	£	35,843			£ 35,843
Total Requested in MTFS	£	16,586,123	£	3,413,877	£ 20,000,000
Reserves					
19/20 Contribution	£	1,450,255			£ 1,450,255
20/21 Contrbution	£	1,920,844			£ 1,920,844
Total	£	3,371,099			£ 3,371,099

- To note - underspend has decreased by £616k from last month. This is due to a £236k Capita data centres picked up from ITDS which was agreed before current programme management arrangements
- There is also increased Egress costs and a rise in employee costs in 22/23, particularly in ITDS.

Glossary of Terms

Acronyms		Stands For:
1	4G / 5G	Fourth and Fifth Generation
2	ABB	Architecture Building Block
3	AD	Assistant Directors
4	ADDM	Active Directory Domain Management
5	GOLD ADJ	Gold Adjustment -This is the point in time that Evosys will review and update their configuration of Oracle Fusion.
6	AP	Accounts Payable
7	API	Application Programming Interface
8	APM	Application Platform Modernisation
9	AR	Accounts Recievable
10	BAD	Business Architecture Document
11	BAU	Business As Usual

Acronyms		Stands For:
12	BCT	Birmingham Children's Trust
13	BDA	Business Design Authority
14	BI	Business Intelligence
15	BPCT	<i>Budget Planning Corporate T?</i>
16	BOM	Build Of Materials
17	BPO	Business Process Owners
18	BRG	Business Readiness Group
19	BRUM Account	Resident account to access online services
20	CAPEX	Capital Expenditure
21	CCN	Change Control Notice

Acronyms		Stands For:
22	CIO	Chief Information Officer
23	CMS	Content Management System
24	CoA	Chart of Accounts
25	CRP	Conference Room Pilot 1, 2
26	CTO	Chief Technical/Technology Officer
27	DM	Data Migration
28	DPIA	Data Protection Impact Assessment
29	DOR	Document of Record
30	EA	Enterprise Architecture
31	EIA	Equality Impact Assessment

Acronyms		Stands For:
32	EIC	Employee Interaction Centre (Helpdesk platform)
33	ELA	Enterprise License Agreement
34	EOL	End Of Life
35	ERP	Enterprise Resource Planning
36	ETL	Extract, Transform and Load
37	EWS	Early Warning System(Evosys)
38	FL	Functional Leads
39	FOM	Future Operating Model
40	GaaP	Government as a Platform
41	GAID	Gaps, Assumptions, Issues and Dependencies

Acronyms		Stands For:
42	GDS	Government Digital Services
43	GIS	Geographic Information System
44	HCM	Human Capital Management
45	IBR	Initial Business Requirements
46	ICF	Intelligent Client Function
47	ICP	Individual Compensation Plan
48	ICT	Information Communication Technology
49	IDR	Intelligent Document Recognition
50	IM	Information Management
51	IoT	Internet of Things

Acronyms		Stands For:
52	JEQ Team	Job Evaluation Team
53	JV	Joint Venture
54	KPI	Key Performance Indicators
55	KT	Knowledge Transfer
56	KUT	Key User Training
57	LEP	Local Enterprise Partnerships
58	LGA	Local Government Association
59	LPM	Live Partition Migration
60	LTFP	Long Term Financial Plan
61	MAS	Multiple Assignments Solution

Acronyms		Stands For:
62	MD050	Module Design 50: This is a Functional Design Document
63	MFA	Multi Factor Authentication
64	MOS	My Oracle Support
65	MTP	<i>Referenced in Taxation CIA?</i>
66	NFR	Non Functional Requirement
67	NHS ITK	NHS Interoperability Toolkit
68	OCI	Oracle Cloud Infrastructure
69	OGI	Oracle Guided Learning
70	OIC	Oracle Integration Cloud
71	OPEX	Operational Expenditure

Acronyms		Stands For:
72	OSS	Open Source Software
73	OTL	Oracle Time & Labour
74	ORC	Oracle Recruitment Cloud
75	PaaS	Platform as a Service
76	PCT	Payroll Comparison Testing
77	PID	Project Initiation Document
78	PMO	Project Management Office
79	Poap	Plan On A Page
80	POC	Proof Of Concept
81	PPR	Parallel Payroll Run

Acronyms		Stands For:
82	PSN	Public Services Network
83	R&D	Research and Development
84	RA	Reference Architecture
85	RACI	Responsible, Accountable, Consulted and Informed
86	RAID	Risks, Actions, Issues and Dependencies
87	RAG	Red, Amber or Green status
88	RBAC	Role Based Access Control
89	RFC	Request for Change
90	RFP	Request for Pettycash
91	ROI	Return On Investment

Acronyms		Stands For:
92	SAP	System Analysis Programme Development
93	SAD	Solution Architecture Document
94	SBB	Solution Building Block
95	SBS	Secondary Balancing Segment
96	SFTP	Secure File Transfer Protocol
97	SIAM	Service Integration and Management
98	SIT	System Integration Testing
99	SLAM	Starters, Leavers and Movers
100	SME	Subject Matter Expert
101	SMEs	Small Medium Enterprises

	Acronyms	Stands For:
102	SOA	Service Orientated Architecture
103	SoE	Shedule of Events
104	SocITM	Society of IT Management
105	SPOF	Single Point Of Failure
106	SR	Service Request
107	SSH	Secure Shell (cryptographic network protocol)
108	SSO	Single Sign On
109	STD	Solution Technology Design
110	TCO	Total Cost of Ownership
111	TOM	Target Operating Model

	Acronyms	Stands For:
112	TOR	Terms Of Reference
113	Tranche	Next stage of a Programme/Project/Workstream
114	UAT	User Acceptance Testing
115	VDI	Virtual Desktop Infrastructure
116	VFM	Value for Money
117	Winshuttle	Software enabling synchronisation between Excel + SAP
118	WMCA	West Midlands Combined Authority
119	xLOB	Oracle cross-line-of-business