

1B Programme Update

Resources Overview & Scrutiny Committee

September 2021



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1B Programme Dashboard September 2021

SRO:

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Prog Director:

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Overall RAG
(August)

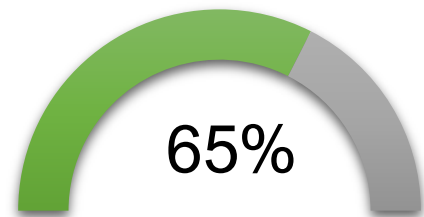
Overall RAG
(September)



3 Month Forward Plan

Sep	Oct	Oct
DM2	SIT 2	
KUT		
	UAT/PCT	

Completion percentage



Programme controls

	Previous RAG	Current RAG
Time		
Costs		
Resources		
Benefits		

	Red	Amber	Green
Previous	1	5	8
Current	0	4	11

Workstream	Previous RAG	Current RAG
Outbound integrations		→
Reporting		→
Build & Config		→
Testing		→
Payroll	NEW	→
Data Migration		→
HR & Schools HR		→
P2P		→
Inbound Integrations		→
Commercial & Procurement		→
Finance		→
Business Change		→
Infrastructure		→
Architecture		→
Service Transition (TOM)		→

Summary Update

- Programme is amber due to remaining issues across outbound integrations and reporting workstream as well as high risk to timeline of DM2. Good progress has been made on agreeing report specifications. Resourcing is being secured to move into production of custom reports.
- DM2 is underway, all tranche 2 defect fixes resolved and remaining tranche 3 defects being worked on. Master data (tranche 1) loading is complete. Tranche 2 & 3 for transactional data validation windows must be kept to in order to protect the contingency in the plan. Daily stand-ups have been put in place and will continue to track progress.
- Key User Training sessions are underway with good participation so far.
- UAT planning and preparation is underway in order to support the revised timeline.
- Planning for service transition and cutover is beginning to take place. Adoption and communications activity is increasing as the programme engages with the wider user community.

Return to Green Plan

1. Close out of invoice scanning solution (Sep '21)
2. Data Migration 2 to complete within revised timeline in support of UAT & PCT (Sep '21)
3. Integration development complete for SIT2 (mid Oct 21)
4. Conclude approach to Invoice scanning solution (mid Sept 21)

Management Support Required	R	At risk	A	On target	G
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Improving	↗	Worsening	↘	Stable	→
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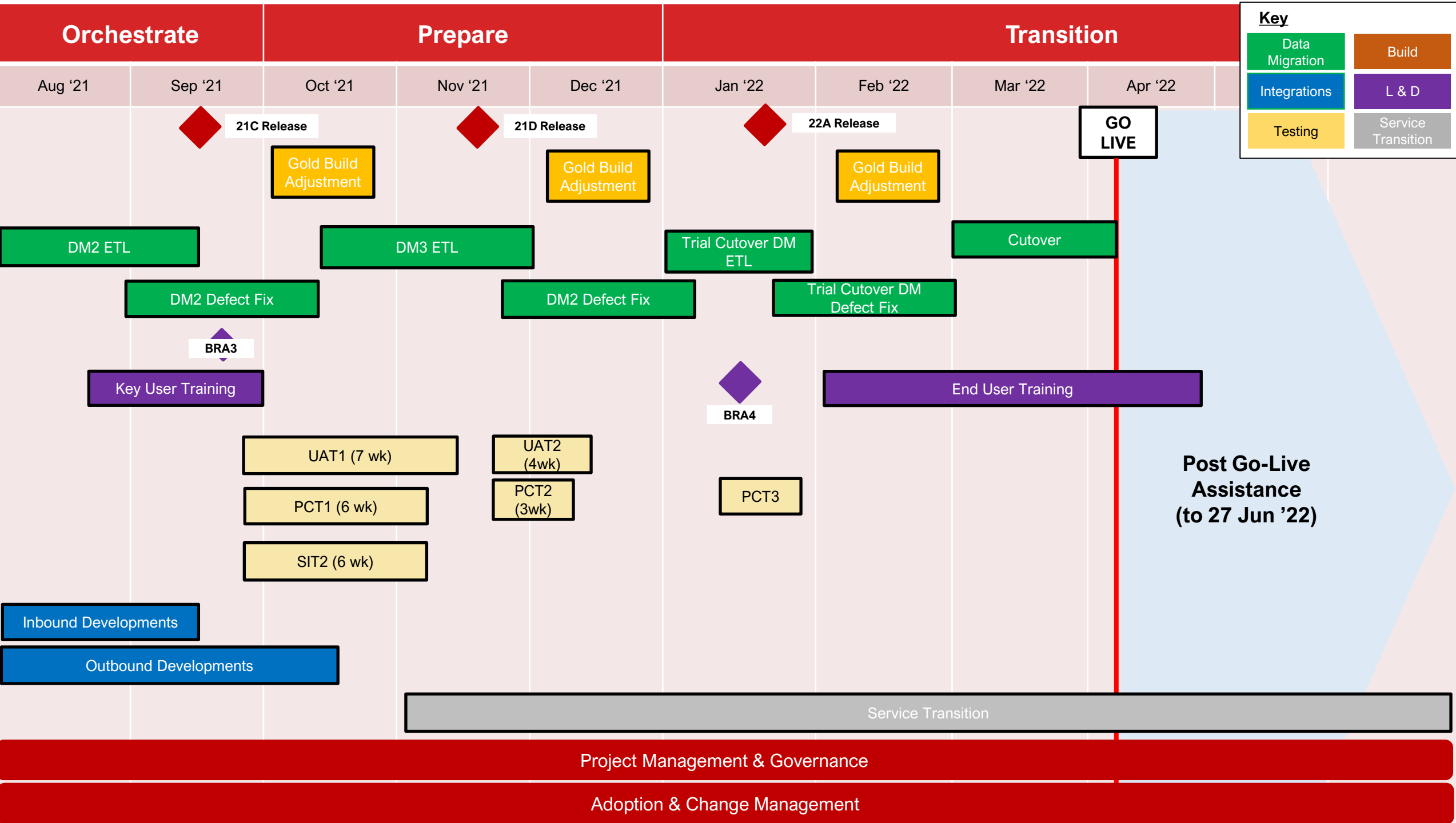
Workstream updates

Please note there are separate updates on the agenda for Data Migration, Testing, Build & Config, Business Change, Commercial & Procurement

Workstream	Previous RAG	Current RAG	Update
Outbound interfaces (Graham O'Reilly)			AP: All (4) requirements shared, reviewed and accepted by Evosys. Development underway AR: 4 of 7 requirements shared, reviewed and accepted by Evosys GL: All 9 GL Outbounds put temporarily on hold due to impact of CoA mapping solution
Reporting (Amruta Dabke)			Evosys Reports <ul style="list-style-type: none"> All specs signed off. Top 5 reports across all 3 areas are shared with Evosys for UAT Custom Reports <ul style="list-style-type: none"> Finance – Rationalization and specs submission is in progress, revised due dates is 10/09 for all areas. HR spec development is underway with considerable work in rationalising HR letters requirement. HR area requires significant further work and must now be prioritised. 54 specs signed off from 144 total
Procure to Pay (Zaki Patel)			<ul style="list-style-type: none"> DM2 validation and reconciliation Reporting Specifications development Outbound integration Specifications development Key User Training P2P : Good progress made on closing out invoice scanning solution discussions with Oracle Consultancy Finance: CoA mapping solution is risk to timelines
HR & Schools HR (Pam Riley/ Fidelma Mulheir)			
Finance (Vikas Ghai)			
Inbound interfaces (Sundar Ganesh)			<ul style="list-style-type: none"> Completed development of 40 Interfaces as of Sep 27th Plan is to complete 95% of Inbounds development by Sep 17th Demo on Object Storage is scheduled for 27/8 and the plan is to incorporate Object Storage before SIT2 starts

Workstream updates continued

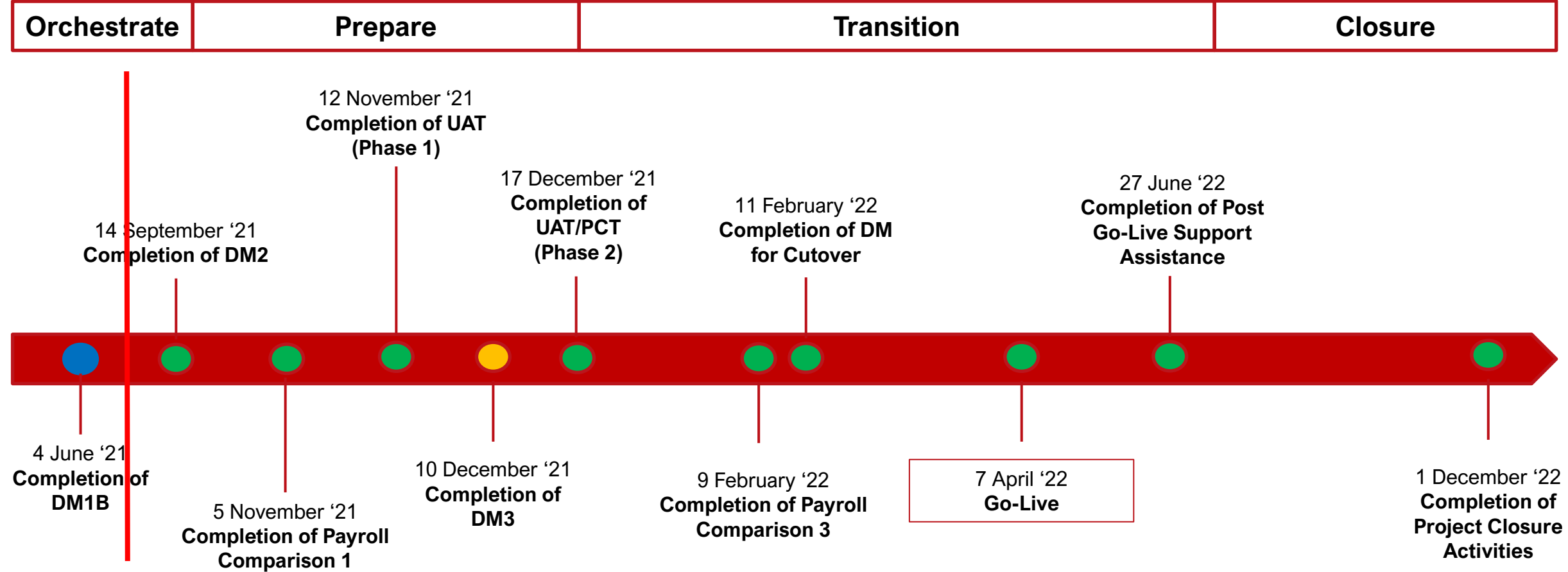
Workstream	Previous RAG	Current RAG	Update
Transition (Bill Gayler)			<ul style="list-style-type: none"> First wave of ERP support processes signed off with IT&D, second wave started for report management, access management, interfaces & extensions, PBCS, Projects First draft of ServiceNow requests issued to review Service Design Package rationalisation kicked off
Infrastructure & SAP Business Continuity (Nazim Younis)			<ul style="list-style-type: none"> Oracle Add-ins deployed to ITD&S, P2P, Finance & BCT user lists. Whitelisting: 2 requests submitted to have IP addresses whitelisted REF1302060 & Ref1302130 Cody Park SAP Data Center Move to take place in mid- September, final dates TBC.
Architecture (Alf Nayee)			<ul style="list-style-type: none"> DevOps Solution – produce solution roadmap in order for BCC to own all code and config from Evosys post Gold Build Data Archiving & DoR - Draft vendor requirements completed; workshop held with BCC Procurement. PPAR underway Oracle Helpdesk solution - DKIM and Outbound email deliberations underway with Oracle. RMJ & SFTP end to end workshops commenced in order to integrate all the interface points.
Payroll (Vidya Gurusamy)	NEW		<ul style="list-style-type: none"> Pre-UAT completed on time DM load data checking in progress as planned UAT planning in progress as planned Evosys reports that were delivered in progress or passed to UAT



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	G	
ERP MS03	Completion of Data Migration 3	10/12/21	10/12/21	A	• Replanning underway for a Payroll cut off date rather than month end
ERP MS04	Completion of Validation Testing (UAT) – Phase 1	12/11/21	12/11/21	G	
ERP MS05	Completion of Validation Testing (UAT) – Phase 2	17/12/21	17/12/21	G	• Amended to align to PCT and Christmas holiday period
ERP MS06	Completion of Payroll Comparison 1	05/11/21	05/11/21	G	
ERP MS07	Completion of Payroll Comparison 2	17/12/21	17/12/21	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



1B Programme Risks & Issues

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1B RAID Dashboard

September 2021

Summary Update

- The current volume of Risks & Issues has decreased due to PMO working with functional leads to assist in getting resolution to close these off. There are a high volume of testing risks but low severity and impact with appropriate mitigations plans in place.
- The PMO will continue hold risk review sessions with HR, Testing and Service Transition to support the resolution of these.
- Next phase:** In preparation for UAT a programme risk review session will be held and a review of organisational risks where SteerCo will need to support the programme tabled.

Risks	Assumptions	Issues	Dependencies
49	15	18	21
LEVEL			
4 Very High	0 High	4 Very High	2 High
11 High		6 High	
25 Medium	0 Medium	5 Medium	7 Medium
9 Low		3 Low	
1 Very Low	15 Low	0 Very Low	12 Low
TREND		TREND	
11 ▼ Declining		4 ▼ Declining	
28 ◀▶ Stable		11 ◀▶ Stable	
11 ▲ Improving		3 ▲ Improving	
94% Mitigated			

	Open Risks	Open Issues
Previous (August)	51	22
Current (September)	49	18

Function	Open Risks	Open Issues	Total
HR	7	2	9
Testing	6	2	8
Service Transition	5	3	8
Programme	2	4	6
Data Migration	4	1	5
Architecture	4	0	4
Inbound Integrations	3	1	4
Business Change	4	0	4
Infosec	3	1	4
P2P	3	0	3
Infrastructure	2	0	2
Contracts & Commercials	0	2	2
Evosys	2	0	2
Reporting	2	0	2
Outbound Integrations	2	0	2
Finance	2	0	2
Steer Co	0	1	1
Data Cleansing	0	0	0
TOM	0	0	0
Total	49	18	67
Key on Total	10 +	5 to 10	0 to 5



Risk Update

Risk description	Cause/Impact	Likelihood/Impact	Mitigation plan & Update
Invoice Scanning 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.	Cause: Oracle have not yet demonstrated their service offering meets the business requirement. Impact: A full procurement exercise will need to be run risking delivered before testing under UAT. The solution would also incur increased costs to BCC (>£1M)	M/VH	1. PoC completed and awaiting final SteerCo decision before closure 2. Procurement approach for each option has been developed
Roles Design Roles and security design and build contains potential gaps and conflicts and will impact effective operation management.	Cause: Roles and security has been developed within silos within each functional area. There has not been one individual appointed to manage the design holistically Impact: <ul style="list-style-type: none"> • There are potential SoD risks • It is not possible to present a design to go through security assessment pre-go live • A single view of roles design is not available • The team that will own the integrated roles and security catalogue/design are unable to receive adequate KT 	H/H	1. Identify person(s) who will own roles and security under BAU and who can take on role until Go-Live 2. Appoint person(s) to work alongside the team resolving the issue, undertaking KT as they do so 3. Prioritise resources to review designs, integrate solution and apply a consistent design across the whole service and as a design document for formal programme approval 4. Design SoD tests and schedule time to test before cutover
CoA mappings solution Clarity required by COA mapping team to deliver robust solution to allow this to be translated in detail to technical ask.	Cause: Inability of current solution to cater for any Chart of Account data coming out of Oracle due to how SAP to Oracle mapping has been designed. Impact: If solution not reached, all systems (Schools and non School based) may be required to urgently move to the Oracle 8 segment Chart of Account structure. Or some in between solution where simple 1:1 mappings are delivered from Oracle and a process solution is put in place.	H/H	1. Finance have been given a deadline of 27/8 to provide a solution 2. If this is not feasible, Oracle 8 segment solution will be adopted or another solution found

Issue Update

Issue description	Cause	Severity	Mitigation plan & Update
Changes being requested of solution 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.	A combination of new personnel, late changes to processes and lack of timely review of programme documentation is driving change.	VH	1. Change freeze dates have been shared with stakeholders to manage this. For DM3, 1 st October. 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. 3. Change Advisory Board put in place to prioritise and manage Requests for Change
Outbound interface developments There remain a large volume of outbound interfaces without specifications signed off and an agreed plan in place for their development to enable them to be tested in the window.	The requirements were not properly assessed in the outset and functional areas have not had an understanding of how these will be developed.	VH	1. Daily stand ups with functional leads to address the gaps. 2. Planning sessions with Evosys to agree development plan 3. All new interfaces will require approval via programme change control process.
GAID items outstanding in functional areas Gaps, Actions, Issues and Decision Logs held for each functional area have and are worked on by Evosys and BCC have a high number of areas which need to be closed out.	These have not been given the focus they require across the functional areas and may have items in them which will effect the configuration of the build and how it is tested.	VH	1. A review of all GAIDs has been undertaken and a target for close out by the end of September put in place 2. Areas with an impact on testing have been prioritised. 3. Reporting on GAID progress is now part of

1B Programme Budget

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Budget position

Activities		21/22 Forecast	22/23 Forecast	Total
Resources				
PMO	£	4,026,908	£ 887,772	£ 4,914,680
ITDS	£	1,428,965	£ 120,118	£ 1,549,083
BCT	£	475,000	£ -	£ 475,000
Providers				
SOCITM	£	929,840	£ 232,460	£ 1,162,300
Egress				
Extension	£	826,000	£ 126,000	£ 952,000
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
BDA		£ 2,837,373	£ -	£ 2,837,373

Activities		21/22 Forecast	22/23 Forecast	Total
BDA		£ 2,837,373	£ -	£ 2,837,373
Other				
Training	£	-	£ -	£ -
Procurement	£	-		£ -
Audit	£	-		£ -
Backfilling staff	£	1,350,000		£ 1,350,000
Miscellaneous	£	10,000		£ 10,000
Totals		£ 16,194,431	£ 3,097,447	£ 19,291,878
Contingency		£ 708,122		£ 708,122
Total Requested in MTFS		£ 16,902,553	£ 3,097,447	£ 20,000,000
Reserves				
19/20 Contribution	£	1,450,255		£ 1,450,255
20/21 Contribution	£	1,920,844		£ 1,920,844
Total		£ 3,371,099		£ 3,371,099