



LGSS ERP GOLD implementation review

Document control

Document title	LGSS ERP GOLD implementation review		
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Version number	1.0	Document owner	Nicky Cox
Date approved	08/11/17	Document status	Released for approval
Effective date	08/11/17	Approved by	Mark Ashton
Superseded version	0.2	Date of next review	09/11/17

Version	Author	Date	Summary of changes
0.1	Nicky Cox	First draft	
0.2	Nicky Cox	22/10/17	Issued for review to client
1.0	Nicky Cox	08/11/17	Changes following review with client

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1 Introduction

1.1 Background

LGSS are in the midst of implementing the Unit4 Business World software for Northamptonshire CC, Cambridgeshire CC (NCC and CCC) and Milton Keynes Council (MKC) which I will collectively refer to as 'the Councils'.

It is understood that the original business case was approved by the LGSS Joint Committee, CCC and NCC in May 2015, for the replacement of an aging and expensive Oracle ERP systems, being supplied and hosted by Fujitsu. The original business case and its investment costs and savings were to be replaced no later than November 2017 to coincide with the ending of the primary Fujitsu contract and as a consequence a go-live date of April 2017 was planned into that original programme.

During the period of November 2015 to March 2016 a jointly developed and agreed business case was produced by senior officers of LGSS and MKC for them to join LGSS with effect from April 2016. This jointly developed business case involved replacing the MKC SAP system by no later than July 2017 and this additional MKC requirement was subsequently planned into the ERP Gold programme with its inherent additional resource demands, risks and complexities. These plans were jointly agreed by all parties in the revised ERP Gold programme and collectively agreeing to still aim for an April 2017 go-live date.

In early January 2017 it was generally recognised that the original April 2017 go-live date was not achievable and the go-live date was subsequently re-planned and approved by the ERP Programme Board in February 2017, for September 2017.

This has since been revised again to a go-live date of April 2018.

2 Executive summary

2.1 Report findings

Agilisys were asked to review the revised plan and go-live date and the resources available to achieve such a date, with a view to giving an opinion on:

- whether or not the plans are robust and achievable; and
- whether or not the resourcing allocated to accomplish the plan are adequate.

Agilisys found that the plans and related documentation that exist are inadequate to manage a programme that with the addition of Milton Keynes Council joining the programme subsequently became more complex. During our review we found out that the programme was effectively undertaking 9 migrations across 3 ERP Platforms (2x Oracle and 1 x SAP), something which we have not seen before and therefore incredibly complex and carries a high degree of potential risk.

LGSS does not currently have an adequate overarching programme plan that allows the leadership of the programme to:

- establish clear dependencies between tasks and work streams
- understand fully how resources are being utilised and what resource constraints the programme is working to
- calculate a critical path for the programme to know whether or not it can hit the current go-live date of April 2018.

Agilisys also found that the current project/programme management in place are of mixed abilities. Some resources are potentially in the wrong roles and some of the resources are too inexperienced to manage a programme of this magnitude. That said, finding resources of the calibre necessary to deliver this programme is very difficult - there are not many resources with the right mix of experience available in the market.

It is the conclusion of the author of this report that LGSS do not currently have robust enough plans as yet, that identify whether or not the programme could go-live in April 2018, with a sufficiently high degree of certainty.

Based on the documentation Agilisys have seen and the interviews conducted it is difficult to see how the programme will go-live in April 2018 with a high degree of certainty at this stage.

It is also not possible for a revised go-live date to be suggested by Agilisys without further analysis being done, which was outside the scope of this work package.

Agilisys recommend that the LGSS leadership team review the findings and implement the recommendations in this report in the shortest time possible. Implementing these recommendations will serve the programme and enable it to re-plan the programme and will either provide a higher degree of comfort around the April 18 date or will provide an alternative go-live date it can have much more confidence in.

If the April 18 date is to be achieved, Agilisys strongly recommend that as a minimum a single baselined project plan is produced covering all areas of activity necessary to achieve the go-live date – which LGSS then manage the programme to day by day and task by task.

2.2 Scope of work package

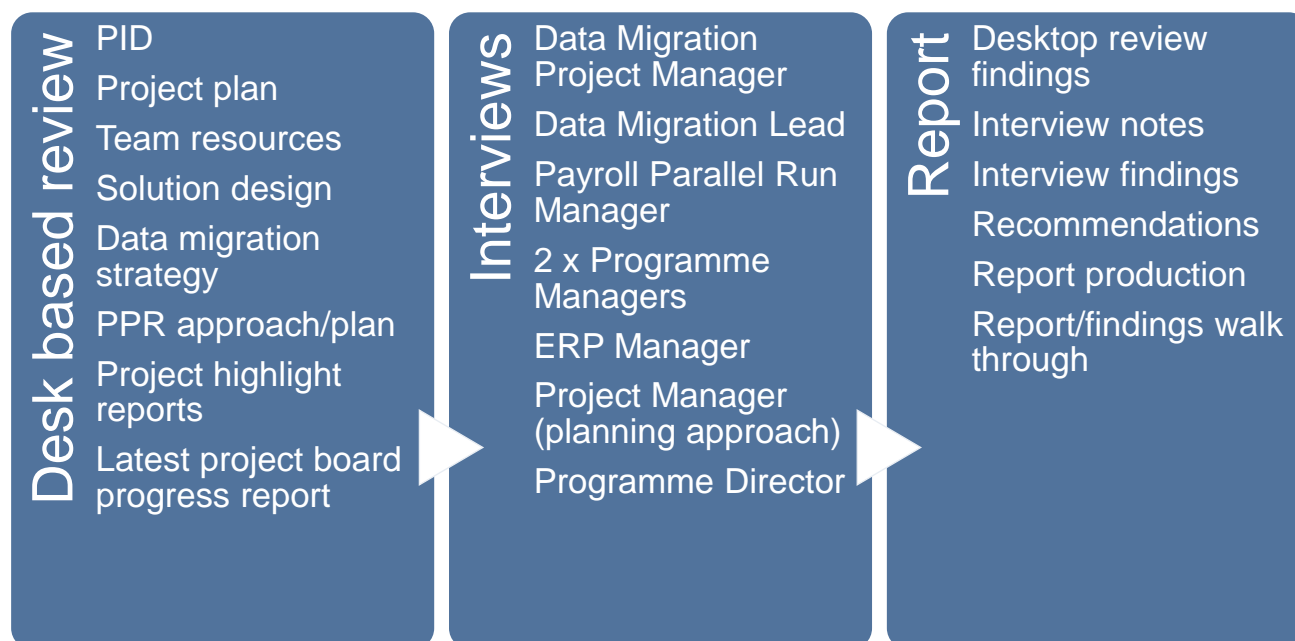
LGSS have asked Agilisys to review the revised April 18 go-live date and to provide assurance to senior stakeholders in the Councils, as to risks associated with achieving it.

We have reviewed the plans and resourcing for LGSS's implementation of ERP GOLD (Unit4 Business World) with a view to giving an opinion on:

- whether or not the plans are robust and achievable; and
- whether or not the resourcing allocated to accomplish the plan are adequate.

2.3 Approach to be adopted

The approach Agilisys adopted to deliver this work was in 3 stages as depicted in the diagram below:



2.4 Agilisys personnel involved in the review

Agilisys personnel	Experience
Nicky Cox, Managing Partner	<p>Agilisys employee since 2006 – oversees all consulting and system implementation projects in Agilisys.</p> <p>20+ years' experience in ERP projects including SAP, Oracle, NGA, Midland iTrent and Unit4 Business World. Specialties include HR/Payroll, Data Migration, Cutover, Planning, Project and Programme Management.</p>
Ravinder Johal, Technical Lead	<p>Agilisys employee since 2003 – oversees all data migration and integration ERP projects.</p> <p>20 years of experience designing and implementing solutions for data integration/migration and business analytics.</p>
Martin Spellman, Data Migration Consultant	<p>Agilisys employee since 2003 – is lead consultant on all data migration projects.</p> <p>Experienced database architect, designer and developer with over 15 years of experience of database systems including Oracle, SQL Server and DB2 databases.</p>

Full bios for Agilisys staff included in Appendix A: Agilisys personnel.

3 Desk based review

3.1 Review

Agilisys reviewed the documentation that was provided by LGSS via Huddle – this is listed in Appendix B: Desktop review of this document. This review and the interviews prompted the request for additional documentation to be supplied including copies of the most recent plans that were being used to manage the programme.

3.2 Quality of documentation

Whilst programme documentation did exist, the overall quality was not of a standard that Agilisys would expect to see or produce for a programme of this scale and complexity. There was evidence of documents not always being kept up to date. Reviewing the Programme Initiation Document (PID) we found examples such as:

- does not have enough content contained in it for a programme of this scale. It states on the front page that the "...PID is not necessarily a single document; it is usually a collection of important project documents." - but nowhere in the PID is the reader sign-posted to any of these other important project documents.
- only has NCC and CCC in scope (section 4) – since the production of the PID the scope of the programme has significantly changed with Milton Keynes coming on-board.
- has been issued as version 0.4 on 12th May 2015 (yet states version 0.3 in the footer). The PID refers to Go Lives in December 2016 (section 10). These and other important milestones have been missed and as such the programme should have issued an updated version of the PID.

- has roles and responsibilities that are out of date (section 11)
- is designed to let all of the project/programme members, including new team members, know how the programme is being run. It should also be used to get the business to sign-up to the approach and be used to remind the business of their commitments to the programme

3.2.1 Recommendations

Agilisys recommends:

1. that the programme leadership produce an updated version of the PID and present this to programme board for agreement. All programme resources (either dedicated or loaned by the business) should 'sign-up' to what the programme is now trying to achieve;
2. that the programme leadership conduct a review of its RAID log to ensure it is up to date and being used (although not seen we think this would be a prudent action on the programme leadership);
3. that the programme pulls together the various functional design documents into one overarching solution design document that includes the non-functional/system elements of the solution. This document can be used by the support service and design authority to manage the ongoing development of the solution; and
4. that the programme reviews all data migration related documents for completeness and considers producing a data migration strategy that can be signed-off by the programme board. The strategy should contain acceptance criteria (including the role that Audit will take in the reconciliations)

Whilst addressing these issues is best/good practice they are not immediately pertinent to your ability to hit the April 2018 date. Agilisys recommends LGSS should make endeavours to address this as part of its ongoing project/programme delivery capability.

LGSS Response:

1. It is acknowledged that the PID should be reviewed and updated. This will be identified as a task for the new Programme Manager for delivery to the Programme Board
2. The RAID log has always been included on the agenda of the Programme Board at each of their monthly meetings and will continue to be
3. Design documents, including detailed process maps exist for each of the module areas and were signed off by module business owners. It is acknowledged that this would be of future benefit to exist as a single document and this review will be identified as a task for the new Programme Manager to deliver
4. It is acknowledged that such a review could be of future value and will be identified as a task for the new Programme Manager to consider. It should be noted that Internal Audit have discussed, reviewed and agreed a document outlining the approach to data migration and reconciliation

The prioritisation of these actions within the programme will be considered as appropriate to the point above that they are not immediately pertinent to the April 2018 go-live

3.3 Resources

It is the opinion of the author that the resources outlined in the original PID were wholly inadequate for a programme of this size and complexity. Agilisys would have expected to see:

- a solution architect for the programme – possibly more than 1 given the number of organisations involved
- more technical architect time (PID shows 1 day a week planned)
- many more data migration resources (PID shows 1 lead planned) – a current example project where Agilisys is deploying to 2 councils has 1 lead plus 4 dedicated data

migration resources – plus resources from within the council's ICT teams and staff from the business

- more project managers – one to managed each of the work streams/areas as they came on stream (PID shows 1)
- many more business analysts (PID shows 1) to be used across the programme.

The PID also didn't show any appreciation of workload changing through the programme. Work should have been conducted to establish what type and quantity of resources would have been required across the various stages of the programme.

To provide a comparison to other similar projects Agilisys typical estimates between 3500 and 5000 consultancy man days for a programme for one council covering a similar scope. A current implementation for two councils has provision for circa 8000 consultancy days. This is on top of the number of days the client normally inputs (both implementation team and business input for Design, UAT, etc.).

The increase in resources over the past 6 months brings the expected implementation team size nearer to levels Agilisys would expect across the project management, functional, data migration, interface development and testing work streams.

Agilisys found that the current project/programme management in place are of mixed abilities. Some resources are potentially in the wrong roles and some of the resources are too inexperienced to manage a programme of this magnitude. That said, finding resources of the calibre necessary to deliver this programme is very difficult - there are not many resources with the right mix of experience available in the market.

3.3.1 Recommendations

Agilisys recommends:

1. that LGSS go to market to appoint a seasoned programme manager to oversee the programme (doesn't need Unit4 experience but does need to be able to manage complex, multi-stranded programme);
2. that LGSS redeploy one of its current project managers to build, maintain and report of the single programme plan.

LGSS Response:

It is acknowledged that the PID does not reflect the level of resourcing that has been reviewed and increased – not just in the last six months, but as the workload has changed throughout the programme, the scope and nature of which has significantly changed since its inception.

Both recommendations have been actioned.

3.4 Project plan

The project plan exists as a 'plan on a page', supported by 6 individual work stream plans. There isn't a single plan that contains all activities, resources and therefore a critical path for the programme.

6 separate MS Project plans have been provided:

- Resources
- ERP Gold
- IT
- PPR
- Interfaces
- Cutover.

Critically there was no detailed plan for data migration. During the interview, it was explained that this is being managed on a separate Excel list (not made available).

The project plans are not of a quality that Agilisys would expect to see or produce for a programme of this scale and complexity. The standard of plans that were reviewed are definitely not robust enough.

3.4.1 Recommendations

Agilisys strongly recommends:

1. that a single baselined project plan is produced covering all areas of activity necessary to achieve the go-live date. Good practice dictates that this plan should:-
 - a. ensure that all of the tasks are automatically scheduled and that dependencies between the tasks and work streams are included in the plan
 - b. ensure all tasks have a resource assigned to them
 - c. ensure the calendar that is being used for the programme reflects current holidays/closure periods and pre-booked annual leave
 - d. have an identified critical path calculated;
2. that the programme updates the plan with daily progress and uses it as the control mechanism to manage the programme (Agilisys recommend someone is dedicated to this task on a programme of this size and complexity); and
3. that the programme uses the information in the plan to assign tasks to resources (resources should only be doing tasks in the plan) and update the programme board (the plan is your control mechanism). The programme team need to see the leadership of the programme using this as the tool by which the programme is being managed.

LGSS Response:

These recommendations have been actioned and are being kept under review with the detailed project plan used for monitoring progress across all workstreams.

3.5 Data migration strategy

On a programme of this scale we would have expected to see an overarching Data Migration strategy, but the Programme appears to have adopted an approach of producing individual functional specifications that define the business rules for what data should be migrated.

These documents were of mixed quality, some seem better in Oracle than in SAP. Our overall observation is that SAP and Oracle data migration are not consistent, different teams using different approaches.

The data migration documents are not all structured in the same manner so difficult to understand and some of the transformation rules are confusing.

The documents are written for a mid-year go-live but there was no GL data migration also nothing about how balances are going to be loaded (for finance).

Data migration is currently rebuilding the AR ledger so entering invoices and subsequent movement to get back to the debt position. This is not the recommended approach by Agilisys. The recommendation would be to migrate the balance and use the legacy system to get the history if required. The issues with the rebuild are:

- Risks around getting to the correct debt position
- Every adjustment and payment, etc. must be applied correctly
- Doing write-offs, you would normally have to run the write-off process in BW
- The time and effort to build the AR ledger versus the benefit

Accounts Payable open transactions – the documents say Oracle open transactions (AP invoices, etc.) are loaded with no VAT but SAP is loading open AP transactions with VAT. At year end if the VAT return is done in legacy then you don't need VAT but it's an open payment so normally if

paying from the new system you would add VAT. LGSS need to confirm when the VAT return is done and have a consistent process for Accounts Payable.

The approach has a lot of manual intervention, BIFS are manual. All of this can be automated.

It is difficult for Agilisys to say if data migration is in a good place or bad place, there is a general belief it is better than it was but hard to quantify from the information we have seen and the interviews that we have conducted.

What is known is that without a detailed data migration plan Agilisys have no confidence that this work stream will run to time nor meet any of its deadlines. Given that this work stream is on the critical path the production of a detailed plan must be the number one priority for the programme.

3.5.1 Recommendations

Agilisys recommends:

1. that the programme sets out a data migration strategy for both an end of year go-live and a mid-year go-live;
2. that the programme includes both trial cutovers and dress rehearsals for data migration in its plans; and
3. that the programme considers its position on rebuilding the AR ledger in BW. This would make the whole data migration process for this area a lot simpler with little lost benefit – especially as LGSS are maintaining the legacy systems in a read only state for a period post go-live.

LGSS Response:

The approach of individual data migration documents for module data sets has been taken as the business owners for sign-off are different for each and the data transformation routines are developed independently. It is not considered of value to combine these, although an overarching data migration approach document does exist and the new Programme Manager will be asked to review this and consider whether it would be appropriate to update and expand this.

1. The data migration approach taken caters for either year-end or mid-year go-lives and does include the migration of GL balances, which have been included in the data migration rehearsals to date. Migration of GL balances is required for either scenario.
2. This is already in place. The data migration for the current round of testing has been a complete rehearsal for all data sets and all clients. This is being repeated with a different set of legacy system extracts following the first payroll parallel run. A third full rehearsal will be undertaken before regression testing, with an additional full HR & Payroll data migration rehearsal for the second parallel run.
3. This data migration approach was based on clear business requirements. A decision had been taken to develop an alternative approach in parallel but the original approach has now completed successfully and so will be maintained.

3.6 PPR approach/plan

Agilisys were not able to review the Payroll Parallel Run approach document, but we were led to believe that one exists. Agilisys would normally expect to see something that established what was being migrated, what was being tested, what the entry/exit criteria that the various Payroll departments had signed up to.

The current PPR plan has no contingency built in. If PPR1 is not completed in time, then there is no time for mitigating actions (load is 2 weeks).

There is not sufficient time for 3 complete PPR's in the time allowed, the plan has 7 weeks for PP1 and PP2, there is no time specified for the completion of PP3. PP3 will also be running at the same time as the cutover processes. Other concerns include:

- There is still a gap over variables into Business World – particularly for Oracle.
- Absence P&D's still require sign-off by the business, but we were told that this is likely to happen.
- The data entry timings seem to be low.
- There is no roll-over of PPR, so no testing of activities such as:-
 - period end routines and processes
 - back pay
 - balances accumulating correctly
 - reversals (again this was tested in UAT)
 - corrections from previous months and how they are entered
 - emergency / CHAPS payments for mistakes and how they are adjusted in the next month
 - general adjustment processes and overrides.
- There is no period end testing so BACS, RTI and GL postings (UAT is not a sufficient test as data will not be a wide enough result set or a controlled test). The above routines are only being tested in UAT on a subset of data / scenarios. PPR's remit is purely comparison of payrolls for disparate months. Agilisys do not recommend this as a position.
- Not all the variable P&D's have been tested in UAT and won't be.

3.6.1 Recommendations

Agilisys recommends the following approach for PPR:

1. LGSS opts for 2 PPRs only rather than trying to fit in 3. This will help to mitigate resourcing concerns (2 members of staff involved in BAU and December is a short month);
2. LGSS dedicates time to getting PPR1 as correct as possible:-
 - a. 1 x data migration for PPR1 (this saves 4 weeks over the loads for PPR2 and PPR3). Data migration can then focus on cutover loads and dress rehearsals for go-live
 - b. PPR1 data entry has more time allowed to ensure it is complete (all data entry so MAT, PAT, court orders and variables need to be in place)
 - c. PPR1 is then 'rolled over' for PPR2, this will mean less data entry as court orders, etc. in place and only need the in-month changes
 - d. More time is available to ensure PPR1 completes (approx. 6-8 weeks)
 - e. GL postings are tested towards the end of PPR1 to allow for fixes and correction to CoA and P&D's (an account rule change will invalidate all associated P&D's, so they will have to be re-saved)
 - f. Absence needs to be tested in PPR1 (even if it comes towards the end and those individuals are tested last);
3. LGSS use PPR2 to test the following after the monthly variables are entered and changes are reflected:-
 - a. period end routines and processes
 - b. back pay
 - c. balances accumulating correctly
 - d. reversals (again this was tested in UAT)
 - e. corrections from previous months and how they are entered
 - f. emergency / chap payments for mistakes and how they are adjusted in the next month
 - g. general adjustment processes and overrides
 - h. RTI
 - i. Payslips
 - j. BACS
 - k. GL postings (corrections after PP1 to ensure posting is accurate for management accounting); and

4. LGSS consider options around a phased go-live versus a big bang to reduce operational risk.

LGSS Response:

1. The approach to payroll parallel running was agreed based on a number of considerations, including the allowance for the correction of data migration issues expected based on challenges experienced to date and the ability to include testing of new data conditions introduced by the use of data extracts from later in the financial year.
2. The approach to consider rolling over payroll parallel run one will be reviewed based on the progress and outcomes during this first testing period. Points e. and f. are already included in the planned approach.
3. All of the points are being tested in UAT and are included in payroll parallel running on a risk basis. All of these items have already been fully tested using both live and new data during previous testing cycles and this will be repeated in the final regression test.
4. We are actively considering a change in approach which would address some of the points raised by changing the final payroll parallel run to take place in March using live data from the end of February. The two systems would then run in parallel and whilst introducing some risks, this would both enable further time for the first two parallel runs as well as separating the data migrations for live cutover between HR/payroll and financials.

4 Interviews

4.1 Review

Agilisys conducted a series of interviews on Tuesday 17th October 2017 with key resources to understand the current state of the project and where issues and potential programme slippage may occur.

The interview questions generally followed the framework below:

1. Provide brief history of your involvement in the programme
2. What is your role/your responsibilities/your remit?
3. What parts of the plan do you own? Where is the programme on the plan?
4. What is the current state of affairs/how's is the programme going?
5. What are your current challenges?
6. What is needed to overcome these challenges?
7. What dependencies do you have on other work streams/programmes?
8. If any dependant challenges, what's needed to overcome these?
9. What is your confidence level with the resources at your disposal?
10. What is your confidence in the leadership of the programme?
11. What is your confidence level in the plan/timescales?
12. What are the barriers to meeting the current plan/timescale?

Interviewee	Area	Interviewer(s)
Data Migration, Project Manager	Data Migration	Nicky Cox / Martin Spellman
ERP Gold Programme Manager	Interfaces/Data Migration/PPR	Nicky Cox

Interviewee	Area	Interviewer(s)
Project Manager	Project plans and planning approach	Nicky Cox
Data Migration Lead	Data Migration Approach – detailed level	Cancelled
PPR Manager	Payroll Parallel Run	Nicky Cox / Ravinder Johal / Martin Spellman
ERP Development Manager	Whole programme view	Nicky Cox
ERP Gold Programme Manager	Whole programme	Nicky Cox
Head of LGSS Business Systems	Whole programme view	Substituted with sitting in daily Data Migration call.

Initial observations on the interviews were then shared with LGSS Director of Business Services, Systems & Change and LGSS Head of Business Systems in a phone call on 18th October 2017.

4.2 Findings

On the whole people were very open to the sessions and all of them had the similar understanding of why they were being interviewed.

Whilst all interviewees recognised the point of the exercise wasn't about looking back all felt the need to explain 'how we had got here', which is understandable.

Some interviewees were worried that existing resources would be taken away once they had managed to demonstrate some progress. Whether real or not, there was a perception that due to budget / business pressures resources would exit the programme or go back to business as usual. There was a sense that this would only serve to increase the existing pressure.

Most interviewed explained that their resources (and reading into it themselves) are under tremendous pressure and all recognise this will only increase as you get closer to the go-live date.

To highlight this point there appears to be the primary person who is the main data migration resource for Oracle data migration, he was unavailable for interview as he was resolving issues with the open AR load. It was also mentioned that he works 7 days a week, 14 hours a day and has done for approx. 7 weeks. This is an issue / risk to the project for productivity.

Most interviewees were worried by the level of input from the business – with comments such as "...lack of ownership.", "Are the business really testing thoroughly?" – and observations that resources were being pulled back into business as usual activities – "Plan has 10 resources but only 8 assigned to PPR, with 2 potential people who could be pulled into BAU activities".

There are dependencies between the work streams e.g. data migration stream requires functional stream to test migrated data. Due to the fact that functional team are still resolving open issues from UAT (see section 3.5.2) this has not happened.

Whilst the work streams are clearly dependant on each other there were obvious signs of people working in silos. In his interview, the PPR Manager stated he "...has no visibility of what is or is not tested in UAT for payroll, so no idea how fit for purpose payroll is going into PPR.". he also had "...concerns that the variable P&D elements have not been tested correctly or at all."

In addition, when questioned on some of the activities Agilisys would normally expect to see in PPR¹ his response was that this was outside of his scope and would be picked up in UAT.

At this stage of a programme where so much has to be achieved in such a compressed timescale Agilisys would expect to see a more joined up and collegiate approach. The success of this project will require everyone to be working together.

Silos can happen in any project/organisation. People become so involved in their own tasks that they lose sight of the bigger picture, and can no longer see another work stream's point of view. This is where communication begins to break down, personality conflicts may develop, and the organisation begins to struggle with achieving its main vision and mission.

4.2.1 Recommendations

Agilisys recommends:

1. that Programme leadership assure project managers that they won't be losing any existing resources;
2. that where project managers are indicating not enough resources are 'ring-fenced' that this be addressed – either by exploring the contract market or working with the business to seek assurances of ongoing commitment. In order to do this that the programme need to establish exactly when they require input from business resources, what they will be used for and have systems/resources available for them on time for those activities;
3. that the Programme reviews all activities that require the Oracle Data Migration resource and establish if his work can be shifted to other resources and/or there is another way to achieve the same outcome by migrating the data differently; and
4. that Programme leadership conduct an exercise to run the whole programme team and the business through the revised single plan – communicating the plan and getting buy-in for the final push will be key to the success of this programme.

¹ Period-end routines and processes, back pay, balances accumulating correctly, reversals, corrections from previous months and how they are entered, emergency / CHAPS payments for mistakes and how they are adjusted in the next month, general adjustment processes and overrides.

LGSS Response:

1. Assurances have been reiterated that resources are not being removed as evidenced by the increase in resources over the life of the programme. Partner organisations are being asked to approve additional funding so that resource constraint does not increase the risk of the programme's delivery so close to completion
2. Engagement with business owners has been continuous regarding the availability of resources for business engagement in the programme. This has been identified to the Programme Board as an escalated red risk for some months and LGSS Directors were taken through the revised plans for go-live in April 2018 with their business leads to ensure that these were committed to before they were considered for approval by the Programme Board. Current project plans have full commitment to resourcing by service areas and these will be monitored closely to ensure that any issues with this are immediately escalated
3. The detailed plan and resourcing of data migration has been kept under continual review and both additional resources engaged and processes developed to include further automation and the use of different resources to complete the work required.
4. A weekly programme team meeting of all workstream leads and programme management is held, with the basis of all the updates being the high-level programme plan and its critical path.

It is acknowledged that our teams are working under significant pressure in an extended programme and we will continue to do anything possible to provide support required. We retain full confidence in the ability of our team to deliver and do not question their continued commitment to successfully completing the programme.

5 Appendix A: Agilisys personnel



Nicky Cox | Managing Partner

Nicky is Managing Partner at Agilisys, responsible for the Transformation Division which delivers professional services across the business. Nicky joined Agilisys in 2006 and has been involved in the delivery of projects and programmes to a diverse range of client accounts. He is a committed professional and has a broad range of project and programme management experience in Local Authority, Private and Higher Education domains.

Programme
management

Performance
management

Stakeholder
management

ERP
implementation

Leadership and
mentoring

Experience with Agilisys

Nicky is the sponsor for all of the ERP system implementations for Agilisys – currently implementing the Unit4 Business World solution in Edinburgh City Council. He has also led the teams that have successfully implemented the solution at Wolverhampton and Bristol City Councils.

Nicky has experience of integrated systems implementations for clients including University of Southampton, Sheffield Hallam University and TubeLines. His domain experience covers HR and Payroll (Unit4 Business World, Northgate ResourceLink, Oracle), Property Services (Northgate), Supply Chain (Oracle, SAP), Materials Maintenance (SAP), Business Intelligence (Cognos, Oracle, SAP) and Data Migration.

Nicky led the Implementation Partnership with London Borough of Barnet on their One Barnet transformation programme. Nicky was responsible for a strategic review of the programme with executive officers to secure £9M of funding. He supported the programme over 2 years delivering internal transformation projects for Customer Services, IT and Information Management leading to the implementation of a 'Commissioning Council' model which included the transfer of circa £1B of council services to the private sector.

Other experience

- Prior to joining Agilisys that Nicky held consulting roles at PA Consulting Group and the Forum Concept working for private sector clients including First Group, Esselte and BP. Previous to consulting he held IT Manager and Management Accountant roles.

Education

- BA Hons. European Business Studies with German, Buckinghamshire New University
- PI² Leadership Programme



Ravinder Johal | Data Migration & Integration Lead

Ravinder is an expert data architect with over 20 years experience in designing and implementing solutions for data integration, data migration and business analytics. An experienced technical and functional consultant, Ravinder has excellent client and people management skills cultivated through working on client sites liaising with senior internal and external stakeholders, integration partners and end users, as well as leading technical teams.

Information analysis
techniques

Business intelligence
& insight

Data migration and
integration

Data
warehousing

System
integration

Experience with Agilisys

On joining Agilisys, Ravinder was responsible for the functional setup and maintenance of Great Plains 8.0 and subsequent upgrade to Great Plains 10, processing all interfaces and ensuring data integrity. Ravinder led the design and development of system enhancements, integration with internal systems and reporting.

More recently, Ravinder has been involved in multiple back office transformation programmes, designing and implementing ERP solutions across our client base, and integrating these with further Council systems. Ravinder has deep expertise in integrating business intelligence technologies with ERP and other solutions, delivering information solutions that meet business needs.

Other experience

- Ravinder was a technical consultant on a project enabling Lastminute.com to collect on debt, reduce costs and improve financial visibility by designing interfaces between disparate applications and the Oracle Financials instance, enabling accurate reporting on financials.
- She was the solution architect responsible for several application teams on a £40m platform designed to replace legacy IT systems for the commercial arm of BskyB. This included a Reporting and Business Intelligence team, responsible for the creation of operational finance and executive reports.

Education

- BSc Hons in Computer Science
- HND Computing





Martin Spellman | Data Migration Consultant

Martin is an experienced database architect, designer and developer with over 15 years' experience of database systems including Oracle, SQL Server and DB2 databases. He has led project teams of varying sizes and been involved in all stages of the project lifecycle from defining requirements to implementation. He has strong experience in systems integration and also has over 10 years' experience developing Asset Maintenance applications, specialising in Procurement and Invoicing functions.

Data Migration

Data Integration

Oracle

Maximo

SQL Server

Experience with Agilisys

- **Data Migration Consultant** on Scottish Borders Council, Renfrewshire, Edinburgh City Council and Bristol City Council implementations developing and implementing a framework for the migration of customer data from a variety of legacy Finance and HR and Payroll systems.
- **Enterprise Data Architect** for Tube Lines modelling the key business data sources and their interactions. Leading the systems integration project between the Maximo 5.2 Asset Maintenance and reimplementation of the Oracle eBusiness R12 systems;
- **Data Migration Manager** leading the migration of BSKyB Business Billing and CRM Systems to the new in house system developed around the Chordiant and Kenan product platforms on Oracle database technology.
- **Database Architect** for a health care solution for GHG built using Ultragenda and Microsoft SQL Server. Designed and implemented a solution for the migration of data from the legacy systems of 40+ private health care hospitals.
- **Various** similar data centric roles for clients such as Lastminute.com, BAA, HomeServe, Invensys, Ultragenda and Alliance Unichem

Other experience

Twelve years experience at several organisations primarily in the production of Asset Maintenance solutions in various roles from Graduate Developer to Development Manager, predominantly using the Oracle RDBMS technologies.

Education

- BSc (Honours) in Mathematical Studies, Plymouth University
- HNC in Computer Technology, Middlesex Polytechnic

6 Appendix B: Desktop review

File name	Notes	Requests	Reviewed
ERP Gold Highlight Report 22Sep17	<ul style="list-style-type: none"> • High level plan being discussed at Programme Board • Interfaces not ready for testing • All data sets being loaded into UAT1 for testing by 29/9 	<ul style="list-style-type: none"> • Programme Board minutes 25/9 and any subsequent • Risk register • Interface status • Did all data sets get loaded? • Update on Business Data Testing recovery plan (2-21st October) 	Nicky Cox
P2P ERP Gold Build Solution Design v010		N/A	Nicky Cox
LGSS Fixed Assets Solution Design v1.2	Unit4 design doc – not completed – lots of placeholders for text/detail to be inserted	<ul style="list-style-type: none"> • Is Fixed Assets in scope? 	Nicky Cox
CRP1 HR – Employee Lifecycle v0.9	No process maps included and missing process maps	<ul style="list-style-type: none"> • Is it worth seeing these? Check with DM 	Nicky Cox
CRP1 Finance Professional – GL v0.4	Contains interface list in section 6. Do we need to see this?	<ul style="list-style-type: none"> • Can we see interface list? 	Nicky Cox

File name	Notes	Requests	Reviewed
CRP1 HR Professional – Case Management Performance v0.7	No process maps	<ul style="list-style-type: none"> Do we need to see for DM/PPR review? 	Nicky Cox
CRP1 Finance Professional – GL v0.12	No process maps	<ul style="list-style-type: none"> Do we need to see for DM/PPR review? 	Nicky Cox
Service Level Design Principles v1.1	<ul style="list-style-type: none"> List of principles used at the start of each solution design document 	N/A	Nicky Cox
AR Gold Build Solution Design v09	<ul style="list-style-type: none"> AR and Debt recovery – document is empty. Dated Jan 2016 	<ul style="list-style-type: none"> Is this functionality being used? 	Nicky Cox
AR Specification – PreLoad Reconciliation template for Open Invoices v.1	Detailed reconciliation results from Trial Load		Martin Spellman
AP Specification – PreLoad Reconciliation template for Open Invoices v.1	Detailed reconciliation results from Trial Load		Martin Spellman
Func Spec – Oracle AP – Issue 1.1	<ul style="list-style-type: none"> Why is name “corrupted”? How are multiple addresses managed/migrated? How are CIS being processed? Why is balance only being done for AP Invoices and this is not being done for AR? Seems to be frequent payment runs before go live which is recommended approach and then migrating what is not paid or cancelled? What is this data? Is it dirty data? How many BIFs are being used? 	Pick up in detailed DM interview	Martin Spellman Ravinder Johal

File name	Notes	Requests	Reviewed
Func Spec – Oracle AR – Draft v0.1b	<ul style="list-style-type: none"> What is happening with historical data? What is the CoA old to new process? How many addresses per customer? Is the DD process using standard load? Looks like the Customers are being split into many addresses /accounts if multiple DDs. Why? Why is the AR Invoice being reconstructed to be the value of the originating Invoice and not just the outstanding debt? Also, are you loading payments and matching? How many BIFs does it take to match it? How are Complaint Code, Collection Codes and Reminder Levels being loaded as there is no BIF? 	Pick up in detailed DM interview	Martin Spellman Ravinder Johal
Data migration recovery report – 20170918 COP	<ul style="list-style-type: none"> A meeting status report of all migration documents indicating who has reviewed what when. Some info. on reconciliation methods per functional area. Would have expected more detail somewhere. 	Need to see an updated version of this document – this version is over 3 weeks old and an updated version would demonstrate the LGSS team are progressing (or not) to a timetable	Nicky Cox Martin Spellman
Accounts Receivable MK Functional Spec v1 0	<ul style="list-style-type: none"> Customers only for transacted with in last 18 months and open debt +subscriptions 	Pick up in detailed DM interview	Ravinder Johal

File name	Notes	Requests	Reviewed
	<ul style="list-style-type: none"> What is the 'Mapping spreadsheet'? Customer ids are changing to new ones but old is held in ext_ref 		
Func Spec – Oracle HR – Issue 0_C	<ul style="list-style-type: none"> Is all the yellow mark-up text still issues to be reviewed/finalised? How is this being tracked? What about rates? What level of cross template checking is there? e.g. All positions exist for all the employment records Is there a place on Resources for old Employee Number from Oracle? Is there a relation as well for HMRC purposes of old payroll id? How are employee addresses being loaded? How is any data validated against BW? Via server process only? If Working Hours is not visible why is it being loaded Post code (is there a catch-all code?) What is the defaulting process from Position? Why have on employment if a Position relation? How do you know if the HR record is ready to load? What about PAE? 	Pick up in detailed DM interview	Martin Spellman Ravinder Johal
HR Spec Relations and Mappings	<ul style="list-style-type: none"> Relations – how are they linked to Rates 	<ul style="list-style-type: none"> Assumption bflags loaded as 0 and then reset 	Martin Spellman Ravinder Johal

File name	Notes	Requests	Reviewed
	<ul style="list-style-type: none"> or balances? Or are none related? What about mandatory this is set in the SAP document not oracle one? What about Bflag? How is it worked out? 	<ul style="list-style-type: none"> Pick up in detailed DM interview 	
Functional Spec – MK AR Transactions	<ul style="list-style-type: none"> What is the Oracle import process? Why tax lines and not just a balance on the open debt? Is this for write off purposes? Is the data model for a staging database in Oracle? How are complaint codes, reminder levels loaded? Is it just the balance remaining so debt position? Oracle doc seems to suggest building the invoice back? 	Pick up in detailed DM interview	Ravinder Johal
Subscriptions MK Functional Spec v1.0	<ul style="list-style-type: none"> When will confirmation be received from Business for Responsible fields 	Pick up in detailed DM interview	Martin Spellman
Func Spec – SAP HR – v1.1	<ul style="list-style-type: none"> Why does the SAP and Oracle functional processes differ? SAP has Rates and the load process looks better / correct for YTD but not the same in Oracle? Relations are in doc and have mandatory but no relation to rates or balances? What about PAE? 	Pick up in detailed DM interview	Ravinder Johal Martin Spellman

File name	Notes	Requests	Reviewed
Accounts Payable Transactions MK Functional Spec v1.0	<ul style="list-style-type: none"> AP transactions with VAT (Oracle was without vat?) Assumption is open AP transactions but not much in document? 	Pick up in detailed DM interview	Ravinder Johal
Accounts Payable MK Functional Spec v1.0	<ul style="list-style-type: none"> Load of suppliers transacted with in last 18 months and addresses only What is this <i>'This data is extracted from a variety of SAP Tables and put into a "Mapping spreadsheet"</i> Supplier relations exist but seem to be less than the Oracle suppliers? 	Pick up in detailed DM interview	Ravinder Johal
HR Pay DM Technical Specification V1	<ul style="list-style-type: none"> Table definitions and specific data for lookups? 	<ul style="list-style-type: none"> What is this s/sheet showing me? Pick up in detailed DM interview 	Martin Spellman
LGSS Payroll Parallel Run Decisions V1	<ul style="list-style-type: none"> Authored in April 2017 (note change of PM) Check entry/exit criteria to detailed plan Don't understand reference to "If time and resources permit include PPR 0 for CCC" 	<ul style="list-style-type: none"> Have LGSS decided to change the payroll months that will be tested? Does it include a year-end roll over? Check scope of PPR for 3 councils 	Nicky Cox
ERP Gold Programme Plan – v1.1 – 130917	<p>MS Project plan</p> <ul style="list-style-type: none"> Plans don't link Dangling tasks No critical path Plans out of date No central resource pool 	<ul style="list-style-type: none"> Need to see current (up-to-date) version 	Nicky Cox

File name	Notes	Requests	Reviewed
ERP Gold Programme Plan – v1.2 – 121017	Updated version of plan. Same problems.	•	Nicky Cox
CUTOVE~3	MS Project plan <ul style="list-style-type: none"> Plans don't link Dangling tasks No critical path Plans out of date No central resource pool 	• Need to see current (up-to-date) version	Nicky Cox
IT Work stream	MS Project plan <ul style="list-style-type: none"> Plans don't link Dangling tasks No critical path Plans out of date No central resource pool 	• Need to see current (up-to-date) version	Nicky Cox
IT Work stream plan 13.10.2017	Updated version of plan Same problems	•	Nicky Cox
T4 Client 30 & 70 Test Plan	MS Project plan <ul style="list-style-type: none"> Plans don't link Dangling tasks No critical path Plans out of date No central resource pool 	• Need to see current (up-to-date) version	Nicky Cox
ERP GOLD INTERFACES	MS Project plan <ul style="list-style-type: none"> Plans don't link Dangling tasks No critical path Plans out of date No central resource pool 	• Need to see current (up-to-date) version	Nicky Cox
PPR_StagePlan_170929	MS Project plan <ul style="list-style-type: none"> Plans don't link Dangling tasks No critical path Plans out of date No central resource pool 	• Need to see current (up-to-date) version	Nicky Cox
Revised delivery approach v3.6 04.10.17	Plan on a page – check up to date in interviews	Use in interviews to establish ownership and whether on track (Q3 on the interview framework)	Nicky Cox

File name	Notes	Requests	Reviewed
Revised delivery approach v3.8 16.10.17	Plan on a page updated		Nicky Cox
ERP Gold Highlight Report Sept 17	Not accessible – deleted from Huddle		Nicky Cox
<ul style="list-style-type: none"> ERP Gold PID 	<ul style="list-style-type: none"> Note dependencies: Pensions Payroll out of scope (separate project to move to Altaire) SharePoint EDRMS CCC childrens and adult social care system How can a programme of this size and complexity only have an 8-page PID? 	<ul style="list-style-type: none"> Update on progress of move of Pensions payroll to Altaire (defined as a dependency) Progress/highlight reports for other dependant programmes as listed in PID (SharePoint EDRMS, CCC replacement of childrens and adult social care systems) 	Nicky Cox
<ul style="list-style-type: none"> Resource Pool 2 	<ul style="list-style-type: none"> Empty MS Project plan used as central resource pool – not all resources included Not being used by all plans 	<ul style="list-style-type: none"> 	Nicky Cox

7 Appendix C: Data migration specific questions

Session	Question
<p>Data Migration – detailed session (not used as interviewee couldn't spare time to attend)</p>	<ul style="list-style-type: none"> • What is the DM Process? • Tools used for each stage? • How is the code structured? Is there a clear delineation between extract and transform? • Size and structure of the DM team? • What level of validation is done on the data post extraction/transformation? • What is happening with GL (mid-year should be lots of journals to be loaded)? • How many extra input files, mapping documents exists outside of source systems? <ul style="list-style-type: none"> – e.g. Positions not to be deleted, Positions not to be migrated – e.g. Relations in attached excel workbooks • Are these published and signed off/agreed on prior to trial cutovers etc.? • Most difficult areas to date? • Simplest areas to date? • How much data cleansing is required? • How much overlap of data is there (data merging)? • Functional changes frozen or very fluid? • Static Relations and lookup data in Gold changing much? • Dedicated environments for trial loads? • How is reconciliation performed? <ul style="list-style-type: none"> – Validate right data in right client – Validate correct volumes? – Validate correct values?



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