Adnoddau Corfforaethol | Corporate Resources

FUSION LESSONS LEARNT
CORPORATE PERFORMANCE & RESOURCES SCRUTINY
17 APRIL 2024

Uchelgais ● Ambitious   Agored ● Open   Cydweithio ● Together   Balchder ● Proud

AGENDA

- Overrun and additional costs

- Project Chronology

- Lessons Learnt Process

- Themes/Findings

- Recommendations

- Implementation of Recommendations

FINANCIAL POSITION

	Original	April EP	Nov Go Live	Final April 2023 Go Live
	£000	£000	£000	£000
Support and implementation	1,200	1,513	1,563	1,600
Additional Environments	0	35	76	110
EBS Extension	0	227	348	540
Project management and support	300	300	1,709	2,753
Archiving	0	100	100	117
Training	0	0	62	72
	1,500	**2,175**	**3,858**	**5,192**

Additional Costs met from IT Fund, increase RSG and Policy underspends

PROJECT CHRONOLOGY 1 OF 3

- Business Case and Contract Awards 2020 to early 2021

  - Business Case August 2020

  - Oracle Award August 2020

  - Implementation Partner Evosys February 2021

- Progress 2021

  - Impact of pandemic

  - Limited progress

  - Project reset

PROJECT CHRONOLOGY 2 OF 3

- Replacement project management January 2022

  - Strengthening project resource

  - Slippage due to pandemic

  - Scope

- November 2022 Go Live

  - Data migration and Payroll Parallel Running challenges

  - Consultancy to back up in house teams

  - Further extension of EBS

  - November 2022 Go Live

PROJECT CHRONOLOGY 3 0F 3

- April 2023 Go live

  - Good progress to hit November Go Live but fell just short

  - Payroll Parallel Run thresholds not met

  - Conflict with Christmas payroll, finalisation of budget and closure of accounts

- Go live

  - Went Live April 2023

  - Clean Go Live, no significant issues

- Contractual Dispute

APPROACH

- Retained Project Manager

- Lessons Learnt software

- Key themes

KEY THEMES

i.   Organisational capacity to run effective projects.

ii. Project management methodologies and effective use of project tools.

iii. Testing infrastructure and testing capability.

iv. Effective project team planning.

Theme 1 - Organisational Capacity to run effective projects

Lesson 2 - Organisational learning approach with lesson management system required: Current Lessons learned capability only at low level.

Lesson 9 - Insufficient attention to Quality and Strategy documentation

Lesson 43 - Implementation Partner - Due Diligence

Lesson 52 - Project Management Toolkit needs review & relaunch to support Project Control

Lesson 53 - Introduce Project Planning approach & template(s) as part of the Project Management Toolkit for Project Manager callup to each new project

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Theme 2 - Project management methodologies and effective use of project tools

Lesson 6 – No effective Project Management methodology until Project Reset

Lesson 20 - Project Gateway control system required in Project Management

Lesson 21 - No effective Risk Management approach in place prior to Project Reset

Lesson 55 – Clear Contractual Scope of Works in Legal Documents

Lesson 56 – Management of Stage Boundaries to Include Reference to Legal
Services if Contractual Obligations not being Met.

Lesson 59 – Full Engagement of Legal Services Required Once Project is Identified as
High Risk

Theme 3 - Testing infrastructure and testing capability.

Lesson 7 - Testing capability & Infrastructure is essential

Lesson 14 - Testing strategy, management toolkit and test & scripts repository

Theme 4 - Effective project team planning

Lesson 33 - Selecting an Implementation Partner

Lesson 34 - Project Team

IMPLEMENTATION OF RECOMMENDATIONS

- Sharing of experience with live projects

- Joint SLT/Heads of Service Session

- Action Plan

DIOLCH