

| % Complete | Task Name  | Duration        | Start               | Finish              | Milestone | Resource Names  |
|------------|--|-----------------|---------------------|---------------------|-----------|---|
| <b>1%</b>  | <b>Programme Governance</b>  | <b>609 days</b> | <b>Thu 01/03/18</b> | <b>Tue 30/06/20</b> | <b>No</b> |   |
| <b>41%</b> | <b>Decision Making &amp; Reporting</b>   | <b>609 days</b> | <b>Thu 01/03/18</b> | <b>Tue 30/06/20</b> | <b>No</b> |   |
| 100%       | OSMB   | 2 hrs           | Thu 26/04/18        | Thu 26/04/18        | Yes       | Andrew Mclean   |
| 100%       | Executive  | 8 hrs           | Tue 01/05/18        | Tue 01/05/18        | Yes       | Andrew Mclean   |
| 100%       | Sounding Board (Update on Planned IMT Market Testing)  | 1 hr            | Mon 14/05/18        | Mon 14/05/18        | No        | Andrew Mclean,John Wickens,Steven North,Gail MacDonald  |
| 100%       | CMB (Programme Update - Focus on Due Diligence)  | 1 hr            | Wed 06/06/18        | Wed 06/06/18        | No        | Andrew Mclean   |
| 100%       | Sounding Board (Pre-Informal Executive Update on 19th June 18) report to be ready 6th June 2018        | 1 hr            | Fri 08/06/18        | Fri 08/06/18        | No        | Andrew Mclean,Wendy Henry,Jane Maddison                 |
| 0%         | Informal Executive (Project Planning & Due Diligence of Hoople) report to be ready by 8th June 2018    | 2 hrs           | Tue 19/06/18        | Tue 19/06/18        | No        | Andrew Mclean   |
| 0%         | OSMB (Update on Due Diligence of Hoople) report to be ready 14th June 2018                             | 2 hrs           | Thu 28/06/18        | Thu 28/06/18        | No        | Andrew Mclean   |
| 0%         | Sounding Board (IMT Update Prior to OSMB on 30th August 18)  | 8 hrs           | Tue 31/07/18        | Tue 31/07/18        | No        | Andrew Mclean,John Wickens,Steven North,Gail MacDonald  |
| 0%         | OSMB (Update on IMT Market Engagement) report to be ready 16th August 2018                             | 2 hrs           | Thu 30/08/18        | Thu 30/08/18        | Yes       | Andrew Mclean   |
| 0%         | Sounding Board (Payroll Update Prior to OSMB on 27th September 2018)                                   | 1 hr            | Thu 13/09/18        | Thu 13/09/18        | No        | Andrew Mclean,Jason Davenport,Wendy Henry,Jane Maddison |
| 0%         | OSMB (Pre-decision to Executive on 2nd Oct 18) report to be ready 13th September 2018                  | 2 hrs           | Thu 27/09/18        | Thu 27/09/18        | Yes       | Andrew Mclean   |
| 0%         | Executive (Decision on IMT, AP/AR, ACF, CSC, People Management) report to be ready 13th September 2018 | 2 hrs           | Tue 02/10/18        | Tue 02/10/18        | Yes       | Andrew Mclean   |
| <b>23%</b> | <b>CSSC Programme Board Meetings</b>   | <b>604 days</b> | <b>Thu 08/03/18</b> | <b>Tue 30/06/20</b> | <b>No</b> |   |
| 100%       | Board Meeting  | 1 day           | Thu 08/03/18        | Thu 08/03/18        | No        | Programme Board Members                                 |
| 100%       | Board Meeting  | 1 day           | Mon 16/04/18        | Mon 16/04/18        | No        | Programme Board Members                                 |
| 100%       | Board Meeting  | 1 day           | Mon 14/05/18        | Mon 14/05/18        | No        | Programme Board Members                                 |
| 0%         | Board Meeting  | 1 day           | Mon 18/06/18        | Mon 18/06/18        | No        | Programme Board Members                                 |
| 0%         | Board Meeting  | 1 day           | Tue 17/07/18        | Tue 17/07/18        | No        | Programme Board Members                                 |
| 0%         | Board Meeting  | 1 day           | Thu 16/08/18        | Thu 16/08/18        | No        | Programme Board Members                                 |

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| 0%         | Board Meeting                                       | 1 day           | Wed 19/09/18        | Wed 19/09/18        | No        | Programme Board Members |
| 0%         | Board Meeting                                       | 1 day           | Wed 17/10/18        | Wed 17/10/18        | No        | Programme Board Members |
| 0%         | Board Meeting                                       | 1 day           | Thu 22/11/18        | Thu 22/11/18        | No        | Programme Board Members |
| 0%         | Board Meeting                                       | 1 day           | Thu 13/12/18        | Thu 13/12/18        | No        | Programme Board Members |
| 0%         | Board Meeting                                       | 1 day           | Wed 16/01/19        | Wed 16/01/19        | No        | Programme Board Members |
| 0%         | Board Meeting                                       | 1 day           | Mon 18/02/19        | Mon 18/02/19        | No        | Programme Board Members |
| 0%         | Board Meeting                                       | 1 day           | Tue 19/03/19        | Tue 19/03/19        | No        | Programme Board Members |
| <b>7%</b>  | <b>Project Board Meetings</b>                       | <b>609 days</b> | <b>Thu 01/03/18</b> | <b>Tue 30/06/20</b> | <b>No</b> |                         |
| <b>17%</b> | <b>Payroll &amp; Pension Project Board Meetings</b> | <b>609 days</b> | <b>Thu 01/03/18</b> | <b>Tue 30/06/20</b> | <b>No</b> |                         |
| 100%       | Board Meeting                                       | 2 hrs           | Mon 19/03/18        | Mon 19/03/18        | No        | Project Board Members   |
| 100%       | Board Meeting                                       | 2 hrs           | Tue 17/04/18        | Tue 17/04/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 2 hrs           | Wed 20/06/18        | Wed 20/06/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 2 hrs           | Thu 19/07/18        | Thu 19/07/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 2 hrs           | Fri 24/08/18        | Fri 24/08/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 2 hrs           | Fri 21/09/18        | Fri 21/09/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 2 hrs           | Mon 29/10/18        | Mon 29/10/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 2 hrs           | Mon 26/11/18        | Mon 26/11/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 2 hrs           | Wed 19/12/18        | Wed 19/12/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 2 hrs           | Thu 24/01/19        | Thu 24/01/19        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 2 hrs           | Mon 25/02/19        | Mon 25/02/19        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 2 hrs           | Thu 21/03/19        | Thu 21/03/19        | No        | Project Board Members   |
| <b>5%</b>  | <b>ERP Project Board Meetings</b>                   | <b>609 days</b> | <b>Thu 01/03/18</b> | <b>Tue 30/06/20</b> | <b>No</b> |                         |
| 100%       | Board Meeting                                       | 2 hrs           | Tue 20/03/18        | Tue 20/03/18        | No        | Project Board Members   |
| 100%       | Board Meeting                                       | 2 hrs           | Tue 17/04/18        | Tue 17/04/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 1 day           | Wed 20/06/18        | Wed 20/06/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 1 day           | Thu 19/07/18        | Thu 19/07/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 1 day           | Wed 22/08/18        | Wed 22/08/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 1 day           | Fri 21/09/18        | Fri 21/09/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 1 day           | Mon 29/10/18        | Mon 29/10/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 1 day           | Mon 26/11/18        | Mon 26/11/18        | No        | Project Board Members   |
| 0%         | Board Meeting                                       | 1 day           | Wed 19/12/18        | Wed 19/12/18        | No        | Project Board Members   |

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|-----------|--|-----------------|---------------------|---------------------|-----------|---|
| 0%        | Board Meeting  | 1 day           | Thu 24/01/19        | Thu 24/01/19        | No        | Project Board Members                         |
| 0%        | Board Meeting  | 1 day           | Mon 25/02/19        | Mon 25/02/19        | No        | Project Board Members                         |
| 0%        | Board Meeting  | 1 day           | Thu 21/03/19        | Thu 21/03/19        | No        | Project Board Members                         |
| <b>0%</b> | <b>Engagement with Key Stakeholders</b>                | <b>673 days</b> | <b>Fri 01/09/17</b> | <b>Tue 31/03/20</b> | <b>No</b> |   |
| <b>0%</b> | <b>Stakeholder analysis</b>                            | <b>1 day</b>    | <b>Wed 20/06/18</b> | <b>Wed 20/06/18</b> | <b>No</b> | <b>CSSC Programme Team</b>                    |
| <b>0%</b> | <b>Lincolnshire Learning Partnership Board (LLPB),</b> | <b>492 days</b> | <b>Mon 14/05/18</b> | <b>Tue 31/03/20</b> | <b>No</b> |   |
| 100%      | Attendance at Partnership Board                        | 0.5 days        | Fri 18/05/18        | Fri 18/05/18        | No        | Andrew Mclean,Jane Maddison,Wendy Henry       |
| 0%        | Further attendance at Board if required                | 206 days        | Fri 21/09/18        | Fri 05/07/19        | No        |   |
| <b>0%</b> | <b>Schools Forum Meetings</b>                          | <b>501 days</b> | <b>Tue 01/05/18</b> | <b>Tue 31/03/20</b> | <b>No</b> |   |
| 0%        | Dates of attendance to be determine                    |                 |                     |                     | No        | TBC   |
| <b>0%</b> | <b>Headteacher Briefings</b>                           | <b>43 days</b>  | <b>Fri 01/03/19</b> | <b>Tue 30/04/19</b> | <b>No</b> |   |
| 0%        | Dates of attendance to be determine                    |                 |                     |                     | No        | TBC   |
| <b>0%</b> | <b>Bursar Cluster Groups</b>                           | <b>673 days</b> | <b>Fri 01/09/17</b> | <b>Tue 31/03/20</b> | <b>No</b> |   |
| 0%        | Dates of attendance to be determine                    |                 |                     |                     | No        | TBC   |
| <b>0%</b> | <b>LCC Senior Leadership Meeting</b>                   | <b>501 days</b> | <b>Tue 01/05/18</b> | <b>Tue 31/03/20</b> | <b>No</b> |   |
| 100%      | Attendance at meeting                                  | 0.5 days        | Wed 16/05/18        | Wed 16/05/18        | No        | Andrew Mclean,Wendy Henry                     |
| 0%        | Further attendance at meetings if required             | 409 days        | Thu 06/09/18        | Tue 31/03/20        | No        | TBC   |
| <b>4%</b> | <b>Internal Control Environment</b>                    | <b>566 days</b> | <b>Tue 01/05/18</b> | <b>Tue 30/06/20</b> | <b>No</b> |   |
| <b>4%</b> | <b>Internal Assurance</b>                              | <b>566 days</b> | <b>Tue 01/05/18</b> | <b>Tue 30/06/20</b> | <b>No</b> | <b>Lucy Pledge,George Spiteri</b>             |
| 100%      | Identify resources and establish team                  | 1 day           | Thu 03/05/18        | Thu 03/05/18        | No        | Lucy Pledge                                   |
| 100%      | Complete 'Assurance Risk Assessment'                   | 1 day           | Mon 23/04/18        | Mon 23/04/18        | No        | Lucy Pledge                                   |
| 100%      | Complete 'Delivery Capability Status'                  | 1 day           | Mon 23/04/18        | Mon 23/04/18        | No        | Lucy Pledge                                   |
| 0%        | Undertake periodic Internal Assurance reviews          |                 |                     |                     | No        | Lucy Pledge,George Spiteri                    |
| <b>1%</b> | <b>External Assurance</b>                              | <b>566 days</b> | <b>Tue 01/05/18</b> | <b>Tue 30/06/20</b> | <b>No</b> | <b>Local Partnerships</b>                     |
| 100%      | Initial meeting & engagement with Local Partnerships   | 1 day           | Wed 02/05/18        | Wed 02/05/18        | No        | Local Partnerships,Lucy Pledge,George Spiteri |
| 0%        | Preparation and setting up Review                      | 86 days         | Thu 03/05/18        | Thu 30/08/18        | No        | Local Partnerships,Lucy Pledge,George Spiteri |
| 0%        | Undertake Review (3 days on site)                      | 20 days         | Mon 01/10/18        | Fri 26/10/18        | No        | Local Partnerships                            |
| 0%        | Issue Review report to stakeholders                    | 1 day           | Mon 01/10/18        | Mon 01/10/18        | Yes       | Local Partnerships                            |

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|------|--|----------|--------------|--------------|-----|---|
| 7%   | <b>Shared Service Agreement with Herefordshire Council/ Hoople</b>                                   | 508 days | Fri 20/04/18 | Tue 31/03/20 | No  |   |
| 25%  | <b>Determine the appropriate form of agreement</b>   | 116 days | Fri 20/04/18 | Fri 28/09/18 | No  |   |
| 50%  | Consider available forms of shared service arrangements which LCC and HC are prepared to engage with | 116 days | Fri 20/04/18 | Fri 28/09/18 | No  | Rob Ewing,Andrew Mclean,Debbie Barnes,Sophie Reeve,David Coleman  |
| 100% | Produce and share discussion document to aid dialogue with HC/ Hoople representatives                | 3 days   | Fri 18/05/18 | Tue 22/05/18 | No  | Sophie Reeve,David Coleman  |
| 0%   | Obtain incoming CX and the political viewpoint on agreement options                                  | 16 days  | Mon 21/05/18 | Mon 11/06/18 | No  | Debbie Barnes,Andrew Mclean   |
| 50%  | Completion of further due diligence work (as per Executive Report 02.05.18)                          | 31 days  | Wed 02/05/18 | Wed 13/06/18 | No  | AMc,Andrew Mclean,Wendy Henry,Jason Davenport,Gareth Roberts,Jane Maddison,Joanna Ogden                         |
| 0%   | Due Diligence report into Informal Executive   | 1 day    | Tue 19/06/18 | Tue 19/06/18 | No  | Andrew Mclean,Wendy Henry,Jason Davenport   |
| 0%   | Due Diligence report into OSMB   | 1 day    | Thu 28/06/18 | Thu 28/06/18 | Yes | Andrew Mclean,Wendy Henry,Jason Davenport   |
| 0%   | Formal agreement from HC to ratify detail and produce formal proposal                                | 14 days  | Tue 22/05/18 | Fri 08/06/18 | No  | Rob Ewing,Andrew Mclean   |
| 0%   | Formal proposal provided from HC/ Hoople   | 50 days  | Mon 11/06/18 | Fri 17/08/18 | No  | Rob Ewing   |
| 0%   | Contract price submitted from HC/ Hoople   | 50 days  | Mon 11/06/18 | Fri 17/08/18 | No  | Rob Ewing   |
| 50%  | Consider any VAT implications  | 21 days  | Mon 18/06/18 | Mon 16/07/18 | No  | Andrew Mclean,Karen Tonge   |
| 0%   | LCC and HC political, legal approval and authorisation to proposals and final form of agreement      | 45 days  | Mon 02/07/18 | Fri 31/08/18 | Yes | Rob Ewing,Debbie Barnes,Andrew Mclean   |
| 2%   | <b>Develop specific agreement schedules</b>  | 75 days  | Mon 21/05/18 | Fri 31/08/18 | No  |   |
| 0%   | Contract Summary   | 35 days  | Mon 11/06/18 | Fri 27/07/18 | No  | Andrew Mclean,Sophie Reeve,David Coleman  |
| 0%   | Terms and Conditions   | 35 days  | Mon 11/06/18 | Fri 17/08/18 | No  | Andrew Mclean,Sophie Reeve,David Coleman  |
| 0%   | Duration/ Termination  | 35 days  | Mon 11/06/18 | Fri 17/08/18 | No  | Andrew Mclean,Sophie Reeve,David Coleman  |
| 0%   | Service Level Agreement - KPI's, contract monitoring, open book accounting, training and development | 35 days  | Mon 25/06/18 | Fri 17/08/18 | No  | Andrew Mclean,Sophie Reeve,David Coleman,Wendy Henry,Jason Davenport,Gareth Roberts,Jane Maddison,Helen Edwards |

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| 0%        | TUPE consideration and any local base requirements   | 21 days         | Mon 21/05/18        | Mon 18/06/18        | No        | Duncan Trumper,Andrew Mclean,Debbie Barnes  |
| 0%        | Service Design and licensing of BWON   | 35 days         | Mon 25/06/18        | Fri 17/08/18        | No        | Wendy Henry,Gareth Roberts,Jason Davenport,Helen Edwards                                |
| 0%        | Serco usage of BWON  | 10 days         | Mon 25/06/18        | Fri 06/07/18        | No        | Duncan Trumper,Andrew Mclean,Sophie Reeve,Gareth Roberts                                |
| 0%        | Service Specification (Payroll and HR Admin), including hand-off points for LFR                                | 40 days         | Mon 25/06/18        | Fri 17/08/18        | No        | Debbie Yeates,Wendy Henry,Jason Davenport   |
| 0%        | Transition arrangements and associated payments (see section below)  | 35 days         | Mon 25/06/18        | Fri 17/08/18        | No        | Wendy Henry,Gareth Roberts,Jason Davenport,Helen Edwards                                |
| 0%        | Specify the IMT type support we will be seeking from HC/Hoople e.g. IT Service Desk, Apps Management etc.      | 40 days         | Mon 25/06/18        | Fri 17/08/18        | No        | DRA,JW,Andrew Mclean,Gareth Roberts,Wendy Henry   |
| 0%        | Financial Schedule   | 35 days         | Mon 11/06/18        | Fri 17/08/18        | No        | Andrew Mclean,Sophie Reeve,David Coleman  |
| 20%       | GDPR/data issues/Liability cap   | 50 days         | Mon 11/06/18        | Fri 17/08/18        | No        | David Ingham,Andrew Mclean,Sophie Reeve,David Coleman                                   |
| 0%        | Authorisation by legal services, service leads and Programme Director  | 45 days         | Mon 02/07/18        | Fri 31/08/18        | Yes       | Rob Ewing,Debbie Barnes,Andrew Mclean,Sophie Reeve,David Coleman                        |
| <b>0%</b> | <b>Transition Arrangements</b>   | <b>496 days</b> | <b>Tue 08/05/18</b> | <b>Tue 31/03/20</b> | <b>No</b> |   |
| 0%        | Hoople to produce a Transition Plan to identify programme of works and associated cost to be ready for go live | 30 days         | Mon 11/06/18        | Fri 20/07/18        | No        | Duncan Trumper,Owen Jones   |
| 0%        | Identify internal/external resource requirements to support transition plan                                    | 20 days         | Mon 02/07/18        | Fri 27/07/18        | No        | Wendy Henry,Gareth Roberts,Jason Davenport,Helen Edwards                                |
| 0%        | Engage with Serco to confirm support required  | 6 days          | Fri 20/07/18        | Fri 27/07/18        | No        | Wendy Henry,Andrew Mclean,Sophie Reeve  |
| 0%        | Develop and implement an appropriate form of contract with Hoople to oversee the transition arrangements       | 40 days         | Mon 25/06/18        | Fri 17/08/18        | No        | Wendy Henry,Gareth Roberts,Jason Davenport,Helen Edwards                                |
| 0%        | Monitor and manage performance/issues  | 413 days        | Sat 01/09/18        | Tue 31/03/20        | No        | Wendy Henry,Gareth Roberts,Jason Davenport,Helen Edwards,Andrew Mclean                  |
| 0%        | Develop proposed models of an internal intelligent client function   | 21 days         | Tue 08/05/18        | Tue 05/06/18        | No        | Fiona Thompson,Jason Davenport  |
| 0%        | Develop engagement strategy for Schools, LFR and Corporate   | 47 days         | Mon 21/05/18        | Tue 24/07/18        | No        | Comm Engagement Team,Debbie Yeates,Martin Smith,Wendy Henry,Steve Cargill,Andrew Mclean |

|            |  |                |                     |                     |           |   |
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| 0%         | Purchase Order (as per the agreement) raised   | 50 days        | Mon 11/06/18        | Fri 17/08/18        | Yes       | Andrew Mclean,Sophie Reeve,David Coleman                  |
| 0%         | Handover of document as part of BAU  | 50 days        | Mon 11/06/18        | Fri 17/08/18        | Yes       | Andrew Mclean,Sophie Reeve,David Coleman                  |
| <b>60%</b> | <b>Payroll Initiation and Design</b>   | <b>97 days</b> | <b>Thu 01/03/18</b> | <b>Fri 13/07/18</b> | <b>No</b> |   |
| <b>66%</b> | <b>Payroll Specification / Blueprint</b>   | <b>87 days</b> | <b>Thu 01/03/18</b> | <b>Fri 29/06/18</b> | <b>No</b> |   |
| 100%       | Issue of requirements specification  | 1 day          | Mon 26/03/18        | Mon 26/03/18        | No        | Wendy Henry,Jason Davenport,Gareth Roberts                |
| 100%       | Engagement of MS Insight via Bloom Procurement   | 1 day          | Mon 26/03/18        | Mon 26/03/18        | No        | Michael Hunt,Wendy Henry                                  |
| 100%       | Kick off meeting with MS Insight   | 1 day          | Wed 28/03/18        | Wed 28/03/18        | No        | Wendy Henry,Jane Maddison,Jason Davenport,Gareth Roberts  |
| 100%       | Payroll specification development  | 20 days        | Mon 23/04/18        | Fri 18/05/18        | No        | MS Insight,Jason Davenport,Gareth Roberts                 |
| 100%       | Issue available all documents to MS Insight consultant   | 1 day          | Wed 28/03/18        | Wed 28/03/18        | No        | Jason Davenport   |
| 100%       | Identify staff required to be interviewed from LCC & Serco   | 0 days         | Thu 12/04/18        | Thu 12/04/18        | Yes       | Jason Davenport,Gareth Roberts                            |
| 100%       | Workshop sessions with LCC & Serco   | 21 days        | Wed 28/03/18        | Wed 25/04/18        | No        | Jason Davenport,MS Insight                                |
| 100%       | Checkpoint meeting No 2 with MS Insight  | 2 hrs          | Wed 25/04/18        | Wed 25/04/18        | No        | Wendy Henry,MS Insight,Gareth Roberts,Jason Davenport     |
| 100%       | Input into payroll service design (Hoople visit)   | 0.5 days       | Thu 17/05/18        | Thu 17/05/18        | No        | Fiona Thompson,Wendy Henry,Tracey Sampson,Jason Davenport |
| 70%        | Handover of payroll specification / blueprint to LCC for review  | 31 days        | Fri 11/05/18        | Fri 22/06/18        | No        | MS Insight  |
| 100%       | Additional artefacts requested from Serco to support documentation   | 8 days         | Mon 07/05/18        | Wed 16/05/18        | No        | Jason Davenport,Debbie Eldridge                           |
| 70%        | Additional artefacts to be incorporated within specification and areas highlighted reviewed  | 21 days        | Mon 14/05/18        | Mon 11/06/18        | No        | Jason Davenport,Andrew Fraser                             |
| 100%       | Additional gap identified of Senior Leadership Pay. Actions take to close down by interviewing C Threapleton & L Hipworth (following request for resource) | 6 days         | Wed 30/05/18        | Wed 06/06/18        | No        | Jason Davenport,Andrew Fraser                             |
| 50%        | Add detail from Senior Leadership review into the specification  | 4 days         | Wed 06/06/18        | Mon 11/06/18        | No        | Andrew Fraser   |
| 100%       | Request made to Serco through formal channels for personnel to review document changes   | 1 day          | Wed 06/06/18        | Wed 06/06/18        | No        | Jason Davenport   |
| 50%        | Review and sign off by LCC of payroll specification / blueprint document following review with Serco   | 27 days        | Thu 24/05/18        | Fri 29/06/18        | Yes       | Jason Davenport,Vicki Sharpe,Debbie Eldridge              |
| 50%        | Review and refine specification for detail   | 23 days        | Wed 23/05/18        | Fri 22/06/18        | No        | Jason Davenport,Andrew Fraser,Owen Jones                  |

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|------------|---|-----------------|---------------------|---------------------|-----------|--|
| 50%        | Share scenarios with Hoople for testing and validation whether detail is complete enough  | 15 days         | Wed 23/05/18        | Tue 12/06/18        | No        | Jason Davenport,Owen Jones,Wendy Henry,Gareth Roberts,Julie Davies |
| 50%        | Handover to Hoople for service design of payroll service  | 28 days         | Wed 23/05/18        | Fri 29/06/18        | Yes       | Jason Davenport,Andrew Fraser,Owen Jones                           |
| 100%       | Session established to walk through a number of hand-picked permutations to test majority of scenarios                                      | 0.5 days        | Thu 31/05/18        | Thu 31/05/18        | No        | LCC and Hoople Programme Team                                      |
| 0%         | Develop and implement process of maintaining document up to date (BAU)  | 10 days         | Mon 02/07/18        | Fri 13/07/18        | No        | Fiona Thompson   |
| <b>45%</b> | <b>Payroll Service Delivery Specification</b>   | <b>80 days</b>  | <b>Mon 02/04/18</b> | <b>Fri 20/07/18</b> | <b>No</b> |  |
| 100%       | 1st draft completed   | 21 days         | Mon 16/04/18        | Mon 14/05/18        | No        | Jason Davenport  |
| 100%       | Socialise 1st draft with Hoople for comment   | 12 days         | Thu 17/05/18        | Fri 01/06/18        | No        | Jason Davenport  |
| 100%       | HR/Payroll workshop used to identify additional areas to be populated such as Death in Service and Long Service Awards                      | 1 day           | Thu 24/05/18        | Thu 24/05/18        | No        | Jason Davenport,Owen Jones,Broader Team                            |
| 50%        | Additional iteration to be added to for and closure development of draft following scenario testing and closure of gaps in pay service spec | 20.5 days       | Thu 31/05/18        | Thu 28/06/18        | No        | Jason Davenport  |
| 0%         | Review and sign off by LCC of payroll service delivery specification  | 18 days         | Wed 06/06/18        | Fri 29/06/18        | Yes       | Wendy Henry,Fiona Thompson   |
| 0%         | Handover to Hoople & LCC team developing the Section 101 Delegation Agreement   | 10 days         | Fri 15/06/18        | Thu 28/06/18        | No        | TBC  |
| 0%         | Develop and implement process of maintaining document up to date (BAU)  | 16 days         | Fri 29/06/18        | Fri 20/07/18        | No        | Fiona Thompson   |
| <b>0%</b>  | <b>Buy Back Model for Schools</b>   | <b>261 days</b> | <b>Tue 01/05/18</b> | <b>Tue 30/04/19</b> | <b>No</b> |  |
| 100%       | Initial discussion with LCC Schools Finance Team - future offer of payroll via the buy back model   | 1 day           | Tue 01/05/18        | Tue 01/05/18        | No        | Andrew Mclean,Mark Popplewell                                      |
| 0%         | Agree LCC position of future offer of payroll to schools via the buy back model   | 86 days         | Tue 01/01/19        | Tue 30/04/19        | Yes       | Andrew Mclean,Debbie Barnes,Mark Popplewell                        |
| 0%         | Liaison with Hoople of LCCs position of schools payroll via the buy back model  | 86 days         | Tue 01/01/19        | Tue 30/04/19        | No        | Andrew Mclean  |
| 0%         | Handover to Hoople & LCC team developing the Section 101 Delegation Agreement   | 22 days         | Mon 01/04/19        | Tue 30/04/19        | No        | Andrew Mclean  |



|            |  |                 |                     |                     |           |  |
|------------|--|-----------------|---------------------|---------------------|-----------|--|
| <b>0%</b>  | <b>School engagement regarding the buy back model</b>  | <b>261 days</b> | <b>Tue 01/05/18</b> | <b>Tue 30/04/19</b> | <b>No</b> |  |
| 0%         | Bursar Groups  | 261 days        | Tue 01/05/18        | Tue 30/04/19        | No        | TBC  |
| 0%         | Headteacher Briefings  | 261 days        | Tue 01/05/18        | Tue 30/04/19        | No        | TBC  |
| <b>0%</b>  | <b>Review of Employee Lifecycle</b>  | <b>130 days</b> | <b>Mon 02/04/18</b> | <b>Fri 28/09/18</b> | <b>No</b> |  |
| 0%         | Detemine scope of project  | 21 days         | Fri 01/06/18        | Fri 29/06/18        | No        | Wendy Henry,Fiona Thompson,Jane Maddison,Jason Davenport   |
| <b>17%</b> | <b>Fire and Rescue Payroll Solution &amp; Provision</b>  | <b>115 days</b> | <b>Mon 23/04/18</b> | <b>Fri 28/09/18</b> | <b>No</b> |  |
| 100%       | Create 'AS IS' workflow presentation for confirmation of understanding Spitfire processes                                  | 1 day           | Thu 10/05/18        | Thu 10/05/18        | No        | Jason Davenport  |
| 50%        | Review 'AS IS' workflow for systems and processes with Debbie Yeates and establish future reviews to remain aligned        | 36 days         | Mon 14/05/18        | Mon 02/07/18        | No        | Jason Davenport,Wendy Henry,Vicki Sharpe,Helen Edwards,Gareth Roberts,Julie Castledine,Debbie Yeates |
| 100%       | Review use of systems both feeder and master for HR & Payroll and for those who are budget holders (Firewatch and BWON!)   | 10 days         | Wed 16/05/18        | Tue 29/05/18        | No        | Dan Marsland,Danny Moss,Spence Creek,Jason Davenport   |
| 100%       | Share current pay specification build (including LFRS) with Hoople for consideration with Serco Workshops                  | 1 day           | Wed 16/05/18        | Wed 16/05/18        | No        | Jason Davenport,Owen Jones   |
| 100%       | Speak with Dan Marsland to review starter process and received forms for sharing with Hoople                               | 1 day           | Wed 23/05/18        | Wed 23/05/18        | No        | Dan Marsland,Jason Davenport   |
| 80%        | Review pay specification and Hoople build with Serco personnel for feedback on gaps / items to consider                    | 1 day           | Thu 24/05/18        | Thu 24/05/18        | No        | Louisa Jelly,Glenys Obrien,Pay Supervisors (Laura & Jane),Hoople workshop attendees                  |
| 20%        | Follow up to share pay specification document with Serco pay supervisors for additional detail                             | 23 days         | Tue 29/05/18        | Thu 28/06/18        | No        | Pay Supervisors (Laura & Jane)   |
| 20%        | Develop additional workflow process maps for discussion with Debbie Yeates for new starter, changes and absence processing | 32 days         | Fri 25/05/18        | Mon 09/07/18        | No        | Jason Davenport,Debbie Yeates,Vicki Sharpe,Gareth Roberts  |
| 100%       | Develop test scenarios for discussion with Hoople to better understand system and process provision                        | 5 days          | Fri 25/05/18        | Thu 31/05/18        | No        | Jason Davenport,Owen Jones,Duncan Trumper,Gareth Roberts,Dawn Hall                                   |
| 100%       | Request and review all data sets connected with expense payments for review against Hoople Best Practice stack             | 1 day           | Thu 24/05/18        | Thu 24/05/18        | No        | Jason Davenport,Owen Jones,Paul Armstrong,Gareth Roberts   |



|           |  |                |                     |                     |           |  |
|-----------|--|----------------|---------------------|---------------------|-----------|--|
| 10%       | Service specification to be added to with additional information discovered in workshops for Death in Service, Long Service, Fire Leavers,etc  | 36 days        | Thu 24/05/18        | Thu 12/07/18        | No        | Jason Davenport  |
| 10%       | Follow up with each Pension Scheme to ensure alignment of process and procedure  | 27 days        | Thu 24/05/18        | Fri 29/06/18        | No        | Jason Davenport,Vicki Sharpe,Pension Providers   |
| 0%        | Meeting set with Chief Fire Office to discuss direction of pay and analysis of all systems involved. To repeat for continuous review for future progress review and decisions                  | 66 days        | Fri 15/06/18        | Fri 14/09/18        | No        | Jason Davenport,Andrew Mclean,Fiona Thompson,Debbie Yeates,Duncan Trumper,Nick Borrill |
| 0%        | Workshop / alignment required to ensure decision making from Fire & Rescue on associated systems to support broader initiatives than just PM services is known and the implications understood | 66 days        | Fri 15/06/18        | Fri 14/09/18        | No        | Debbie Yeates,Wendy Henry,Jason Davenport  |
| 50%       | Work in collaboration with Derek Hendrie to gain full insight into his business analysis of Fire Systems   | 84 days        | Tue 29/05/18        | Fri 21/09/18        | No        | Jason Davenport,Derek Hendrie  |
| 0%        | Overview workshop to be established with Hoople and Debbie Yeates to support both sides understanding of what is possible and what limitations need to be considered                           | 1 day          | Wed 27/06/18        | Wed 27/06/18        | No        | Jason Davenport,Wendy Henry,Owen Jones,Vicki Sharpe                                    |
| 0%        | Full systems architecture and process review to be carried out to provide overview of how future solution and service provision can work to the benefit of Fire & Rescue                       | 32 days        | Thu 07/06/18        | Fri 20/07/18        | No        | Jason Davenport,Wendy Henry,Owen Jones,Vicki Sharpe                                    |
| 0%        | Broader system specification for Fire & Rescue of the purpose for each of its system and holding that in one repository for decision making and review   | 57 days        | Thu 07/06/18        | Fri 24/08/18        | No        | Jason Davenport,Derek Hendrie,Debbie Yeates,Vicki Sharpe                               |
| 0%        | Sign off of full suite of systems to be used for the overall solution approach for Fire and Rescue   | 76 days        | Fri 15/06/18        | Fri 28/09/18        | No        | Jason Davenport,Andrew Mclean,Nick Borrill,Debbie Yeates                               |
| <b>3%</b> | <b>Initiation and design</b>   | <b>94 days</b> | <b>Mon 23/04/18</b> | <b>Thu 30/08/18</b> | <b>No</b> |  |
| <b>6%</b> | <b>Cleansing and hardening proposals</b>   | <b>16 days</b> | <b>Mon 21/05/18</b> | <b>Mon 11/06/18</b> | <b>No</b> |  |
| 100%      | Moore-Stephens Insight workshop  | 1 day          | Mon 21/05/18        | Mon 21/05/18        | No        | Gareth Roberts,Andrew Fraser,Helen Edwards,Peter Morley                                |

|            |  |                 |                     |                     |           |   |
|------------|--|-----------------|---------------------|---------------------|-----------|---|
| 0%         | Proposal produced by MSI and received by LCC                 | 10 days         | Tue 22/05/18        | Mon 04/06/18        | No        | Andrew Fraser,Peter Morley  |
| 0%         | Proposals reviewed and accepted                              | 5 days          | Tue 05/06/18        | Mon 11/06/18        | No        | Andrew Fraser,Fiona Thompson,Gareth Roberts,Helen Edwards,Wendy Henry |
| <b>30%</b> | <b>Hoople ERP design and specification</b>                   | <b>23 days</b>  | <b>Tue 15/05/18</b> | <b>Thu 14/06/18</b> | <b>No</b> |   |
| <b>30%</b> | <b>ERP Design workshops</b>                                  | <b>13 days</b>  | <b>Tue 15/05/18</b> | <b>Thu 31/05/18</b> | <b>No</b> |   |
| 100%       | Finance workshops  | 4 days          | Tue 15/05/18        | Fri 18/05/18        | No        | Helen Edwards,Steve Cargill,Gareth Roberts                            |
| 100%       | HR workshops   | 3 days          | Tue 22/05/18        | Thu 24/05/18        | No        | Gareth Roberts,Jason Davenport,Steve Cargill                          |
| 100%       | Technical workshops  | 2 days          | Wed 30/05/18        | Thu 31/05/18        | No        | Dave Rose-Allen,Gareth Roberts,Helen Edwards                          |
| 0%         | Hoople proposals (inc schedules) drafted and returned to LCC | 21 days         | Fri 01/06/18        | Fri 29/06/18        | No        | Duncan Trumper  |
| <b>14%</b> | <b>Additional due diligence works</b>                        | <b>108 days</b> | <b>Wed 02/05/18</b> | <b>Fri 28/09/18</b> | <b>No</b> |   |
| 20%        | Additional materials gathered                                | 27 days         | Wed 02/05/18        | Thu 07/06/18        | No        | Andrew Mclean,Gareth Roberts,Jason Davenport,Wendy Henry              |
| 0%         | Revised report compiled for scrutiny                         | 2 days          | Mon 11/06/18        | Tue 12/06/18        | No        | Jenna Hylton  |
| 0%         | Scrutiny report lodged                                       | 0 days          | Tue 12/06/18        | Tue 12/06/18        | No        | Andrew Mclean   |
| 0%         | Update to project documentation e.g. budget, PID             | 5 days          | Wed 13/06/18        | Tue 19/06/18        | No        | Gareth Roberts  |
| 0%         | Initiation stage review                                      | 5 days          | Fri 24/08/18        | Thu 30/08/18        | No        | Andrew Mclean,Gareth Roberts  |
| <b>0%</b>  | <b>Change management (process)</b>                           | <b>368 days</b> | <b>Wed 30/05/18</b> | <b>Fri 25/10/19</b> | <b>No</b> |   |
| 0%         | Inventory of service impacts collated                        | 2 days          | Wed 30/05/18        | Thu 31/05/18        | No        | Gareth Roberts,Steve Cargill  |
| 0%         | Service impacts assessed                                     | 3 days          | Fri 01/06/18        | Tue 05/06/18        | No        | Steve Cargill   |
| 0%         | Priority and assessment agreed with board                    | 3 days          | Wed 06/06/18        | Fri 08/06/18        | No        | Gareth Roberts,Steve Cargill  |
| 0%         | Local business process re-engineering                        | 18 mons         | Mon 11/06/18        | Fri 25/10/19        | No        | Gareth Roberts,Steve Cargill  |
| 0%         | Local BPR completed  | 0 days          | Fri 25/10/19        | Fri 25/10/19        | Yes       |   |
| <b>0%</b>  | <b>Build and change</b>                                      | <b>200 days</b> | <b>Thu 30/08/18</b> | <b>Wed 05/06/19</b> | <b>No</b> |   |
| 0%         | Build start  | 0 days          | Thu 30/08/18        | Thu 30/08/18        | Yes       |   |
| <b>0%</b>  | <b>Hoople core build</b>                                     | <b>180 days</b> | <b>Fri 31/08/18</b> | <b>Thu 09/05/19</b> | <b>No</b> |   |
| 0%         | Hoople build, configure and issue maintenance                | 9 mons          | Fri 31/08/18        | Thu 09/05/19        | Yes       | Hoople TBA  |

|           |   |                 |                     |                     |           |   |
|-----------|---|-----------------|---------------------|---------------------|-----------|---|
| 0%        | Ongoing snag list ma engagement                 | 9 mons          | Fri 31/08/18        | Thu 09/05/19        | No        | Gareth Roberts,Hoople TBA                       |
| <b>0%</b> | <b>Infrastructure</b>                           | <b>95 days</b>  | <b>Fri 31/08/18</b> | <b>Thu 10/01/19</b> | <b>No</b> |   |
| 0%        | LCC Low level design for network/etc. confirmed | 20 days         | Fri 31/08/18        | Thu 27/09/18        | No        |   |
| 0%        | Technical design approved by LCC                | 5 days          | Fri 28/09/18        | Thu 04/10/18        | No        |   |
| 0%        | Hoople infrastructure commissioned              | 60 days         | Fri 05/10/18        | Thu 27/12/18        | No        |   |
| 0%        | Hoople infrastructure confirmed                 | 10 days         | Fri 28/12/18        | Thu 10/01/19        | Yes       |   |
| <b>0%</b> | <b>MSI data cleanse and hardening</b>           | <b>200 days</b> | <b>Fri 31/08/18</b> | <b>Thu 06/06/19</b> | <b>No</b> |   |
| 0%        | Data cleanse works                              | 120 days        | Fri 31/08/18        | Thu 14/02/19        | No        | Andrew Fraser,Peter Morley                      |
| 0%        | Contingency                                     | 60 days         | Fri 15/02/19        | Thu 09/05/19        | No        |   |
| 0%        | Testing for accuracy                            | 20 days         | Fri 10/05/19        | Thu 06/06/19        | No        |   |
| 0%        | Data cleansing and hardening completed          | 0 days          | Thu 06/06/19        | Thu 06/06/19        | Yes       |   |
| <b>0%</b> | <b>Testing and training</b>                     | <b>221 days</b> | <b>Fri 15/02/19</b> | <b>Fri 20/12/19</b> | <b>No</b> |   |
| <b>0%</b> | <b>Unit testing</b>                             | <b>130 days</b> | <b>Fri 15/02/19</b> | <b>Thu 15/08/19</b> | <b>No</b> |   |
| 0%        | Data migration testing                          | 60 days         | Fri 15/02/19        | Thu 09/05/19        | No        |   |
| 0%        | Technical unit testing                          | 60 days         | Fri 10/05/19        | Thu 01/08/19        | Yes       |   |
| <b>0%</b> | <b>Parallel pay runs</b>                        | <b>70 days</b>  | <b>Fri 10/05/19</b> | <b>Thu 15/08/19</b> | <b>No</b> | <b>Jason Davenport</b>                          |
| 0%        | Payroll testing samples                         | 20 days         | Fri 10/05/19        | Thu 06/06/19        | No        | Jason Davenport,Gareth Roberts,Julie Castledine |
| 0%        | PPR1  | 10 days         | Fri 07/06/19        | Thu 20/06/19        | No        | Jason Davenport,Gareth Roberts,Julie Castledine |
| 0%        | PPR2  | 10 days         | Fri 05/07/19        | Thu 18/07/19        | No        | Jason Davenport,Gareth Roberts,Julie Castledine |
| 0%        | PPR3  | 10 days         | Fri 02/08/19        | Thu 15/08/19        | No        | Jason Davenport,Gareth Roberts,Julie Castledine |
| 0%        | Payroll testing completed                       | 0 days          | Thu 15/08/19        | Thu 15/08/19        | Yes       | Jason Davenport,Gareth Roberts,Julie Castledine |
| 0%        | Interface testing                               | 60 days         | Fri 10/05/19        | Thu 01/08/19        | Yes       |   |
| <b>0%</b> | <b>Training and documentation</b>               | <b>60 days</b>  | <b>Mon 05/08/19</b> | <b>Fri 25/10/19</b> | <b>No</b> | <b>Steve Cargill,Wendy Henry</b>                |
| 0%        | System and process documentation                | 60 days         | Mon 05/08/19        | Fri 25/10/19        | No        |   |
| 0%        | End user documentation                          | 60 days         | Mon 05/08/19        | Fri 25/10/19        | No        |   |

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|-----------|--|----------------|---------------------|---------------------|------------|--|
| 0%        | Payroll / HR Admin / Support Service design and stand-up (TBC) | 60 days        | Fri 02/08/19        | Thu 24/10/19        | No         | Fiona Thompson,Jason Davenport,Wendy Henry |
| <b>0%</b> | <b>User Acceptance Testing</b>                                 | <b>60 days</b> | <b>Mon 05/08/19</b> | <b>Fri 25/10/19</b> | <b>No</b>  |  |
| 0%        | To be determined   |                |                     |                     | No         |  |
| <b>0%</b> | <b>IMT testing</b>   | <b>81 days</b> | <b>Fri 02/08/19</b> | <b>Fri 22/11/19</b> | <b>No</b>  |  |
| 0%        | Pen testing etc.   | 1 mon          | Fri 02/08/19        | Thu 29/08/19        | No         |  |
| 0%        | IG/IMT approval to continue                                    | 1 mon          | Mon 28/10/19        | Fri 22/11/19        | No         |  |
| 0%        | Go-live planning   | 40 days        | Mon 30/09/19        | Fri 22/11/19        | No         |  |
| 0%        | Go/no-go decision  | 0 days         | Fri 22/11/19        | Fri 22/11/19        | Yes        |  |
| 0%        | Go-live planning follow-up actions                             | 20 days        | Mon 25/11/19        | Fri 20/12/19        | No         |  |
| <b>0%</b> | <b>Go-live and cut-over</b>                                    | <b>83 days</b> | <b>Mon 23/12/19</b> | <b>Wed 15/04/20</b> | <b>No</b>  |  |
| 0%        | Go-live activities   | 3 days         | Mon 23/12/19        | Wed 25/12/19        | No         |  |
| 0%        | Board go-live decision   | 0 days         | Mon 06/01/20        | Mon 06/01/20        | Yes        |  |
| 0%        | Go-live prep works   | 3 days         | Mon 06/01/20        | Wed 08/01/20        | No         |  |
| <b>0%</b> | <b>Full Service Go-live</b>                                    | <b>0 days</b>  | <b>Wed 08/01/20</b> | <b>Wed 08/01/20</b> | <b>Yes</b> |  |
| 0%        | Warranty period and post go-live support                       | 3 mons         | Thu 09/01/20        | Wed 01/04/20        | No         |  |
| <b>0%</b> | <b>Project closedown activities</b>                            | <b>10 days</b> | <b>Wed 01/04/20</b> | <b>Tue 14/04/20</b> | <b>No</b>  |  |
| 0%        | Project warranty exit (board)                                  | 0 days         | Wed 01/04/20        | Wed 01/04/20        | Yes        |  |
| 0%        | Project log closedown and lessons learned                      | 10 days        | Thu 02/04/20        | Wed 15/04/20        | No         |  |