

## Annex 1 - Due Diligence Analysis

### Hoople's Potential Delivery of an ERP System and Payroll Function

Ref. no.	Due Diligence Description	Lead Officer(s)		Key actions and findings (RAG rated)	Progress	Further Proposed Actions	MoSCoW Rating	DD Lead
		LCC	Hoople/Hereford					
<b>Corporate Governance - the supplier is a strategic fit with LCC</b>								
001	Contingency plans are in place to maintain service delivery in the event that the shared service agreement with Herefordshire/ Hoople doesn't proceed.	Debbie Barnes (DB)/ Andrew McLean (AMc)/ Wendy Henry (WH)/ Sophie Reeve (SR)/ David Coleman (DC)	N/A	<ul style="list-style-type: none"> <li>- Further explore alternative commissioning options to include:                             <ul style="list-style-type: none"> <li>* including the service as part of any potential contract extension with the existing supplier.</li> <li>* re-consider other public sector suppliers of shared payroll/ERP services.</li> <li>* re-evaluate options for insourcing the service.</li> <li>* utilisation of Hoople as a strategic partner to support the on-boarding of an alternative approach.</li> </ul> </li> </ul>	Improving	<ul style="list-style-type: none"> <li>- Early engagement with Herefordshire Council's legal and democratic service to consider the options available for proceeding with the agreement <b>(AMc)</b>.</li> <li>- Carrying out ongoing due diligence on each other <b>(AMc)</b>.</li> <li>- Aim to enter into any agreement by 30/09/18 in order to provide sufficient time to explore any other commissioning options <b>(AMc, SR, DC)</b>.</li> </ul>	<b>M</b>	Andrew McLean
002	Contingency plans are in place to maintain service delivery in the event that the shared service with Hoople doesn't commence on 01 April 20.	Andrew McLean (AMc) Wendy Henry (WH)/ Jason Davenport (JD)/ Sophie Reeve (SR)/ Gareth Roberts (GR)/ Helen Edwards (HE)	Duncan Trumper/ Owen Jones	<ul style="list-style-type: none"> <li>- Early analysis is being carried out now by Hoople 24 months prior to a potential go-live.</li> <li>- Resource requirements are being scoped out both physical and technical to ensure relevant personnel are in situ and trained to deliver the service.</li> <li>- Lessons learned are being reviewed from previous Hoople on-boarding with Rutland and other public bodies.</li> <li>- Collaborative approach is being adopted by Serco and Hoople to support the development of this work.</li> </ul>	Static	<ul style="list-style-type: none"> <li>- Capture potential scenarios and list the corresponding contingencies, engaging with Hoople and Serco <b>(WH, JD)</b>.</li> <li>- Ensure sufficient planning is scoped out to include early stress testing of the system and sufficient dual running across LFR, corporate and schools systems as well as finance systems where possible <b>(GR, HE)</b>.</li> </ul>	<b>M</b>	Andrew McLean
003	Explore viability of a local base from which to deliver all or some of the ERP/ payroll services to LCC.	Andrew McLean (AMc)/ Wendy Henry (WH)/ Jason Davenport (JD)	Duncan Trumper/ Julie Davies	<ul style="list-style-type: none"> <li>- Service support for dealing with ERP system or payroll queries would be accessed remotely as it is presently.</li> <li>- Establishing a local base would be likely to create additional costs to the Council (TBC) and would impact on the efficiency with which Hoople could use their existing experienced staff in the delivery of the shared service. However a local base has a number of advantages and further discussions are to be had on this.</li> <li>- There may be scope for some application specialists to be based locally, to be explored further.</li> </ul>	Static	<ul style="list-style-type: none"> <li>- Complete a PESTLE analysis for a local base, specifically during the transition arrangements and first 12 months of any agreement. PESTLE Analysis started, session to be held to debate and develop further. <b>(JD)</b></li> <li>- Engagement with relevant trade unions is required <b>(AMc/DB)</b>.</li> <li>- Liaise with both the existing and incumbent supplier to ensure staff are appropriately supported during such times of uncertainty <b>(AMc)</b>.</li> <li>- Consider developing additional intelligent client capacity within LCC to manage and expedite any matters or issues.</li> </ul>	<b>C</b>	Andrew McLean

Financial Information - the supplier is operating on a sound financial platform								
004	Analysis of annual and quarterly financial information for the past three years: 1. Income statements, balance sheets, cash flows, and footnotes 2. Planned versus actual results 3. Management financial reports 4. Financial projections for the future	Jo Ogden (JO)/Andrew McLean (AMc)	Duncan Trumper/ Rob Ewing	- JO working with LCC Finance to conduct a further financial analysis on Herefordshire and Hoople.	Static	- Dependent upon outcome of financial analysis. - Financial analysis and open book accounting will form part of the ongoing contract management requirements (AMc).	M	Jo Ogden
Contractual Arrangements - LCC is appropriately protected and is able to manage performance								
005	Shared service agreement is agreed, appropriately authorised and contains appropriate schedules to manage successful transition and ongoing delivery.	Charlotte Gray (CG) Andrew McLean (AMc)/ David Coleman (DC)/ Sophie Reeve (SR)	Rob Ewing	- The legal structure of Hoople and its relationship to Herefordshire Council and other shared service partners has been established (DC, SR). - QC advice has been received concerning potential forms of agreement and confirmed there is no minimum % shareholding that the Council must have in order to make Teckal legally compliant. - Executive decision on 2nd October to agree the type of agreement. - LCC has obtained a copy of the agreement between Herefordshire and Hoople to ascertain if there are any implications for LCC (AMc). - LCC and HC legal teams/ lead officers are carrying out early dialogue in respect of the structure of the agreement. DC has updated SLA with Lincolnshire requirements and awaiting feedback from Hoople (DC, SR). - Early engagement with key representatives of Herefordshire to ensure that relevant political and strategic leadership approval has been sought (AMc, DC, SR).	Improving	- Continued negotiation of detailed legal terms for the shared service arrangements (CG)	M	Charlotte Gray
006	Identify any sub-contracting arrangements which are in place with Herefordshire and Hoople in relation to the service.	Charlotte Gray (CG)/ Andrew McLean (AMc)	Duncan Trumper/ Rob Ewing	- To form part of ongoing shared service agreement dialogue. - Other than software vendors Hoople do not have any permanent sub-contracting arrangements in place as they are not required.	Closed	- Factor in relevant sub-contracting clauses into the final agreement (AMc, DC, SR).	M	Charlotte Gray
007	Establish if there is any litigation against the supplier in relation to the delivery of the service?	Charlotte Gray (CG)/ Andrew McLean (AMc)/ David Coleman (DC)	Duncan Trumper/ Rob Ewing	- Confirmation email received from Duncan Trumper at Hoople to confirm no litigation.	Closed	- Continue to monitor during the transition period and as part of any eventual agreement.	S	Charlotte Gray
008	The shared service agreement is monitored and managed effectively.	Charlotte Gray (CG)/ Wendy Henry (WH) /Andrew McLean (AMc)/ Helen Edwards (HE)	Duncan Trumper/ Rob Ewing/ Owen Jones	- Establish arrangements for managing the agreement to include: * frequency, including location of management meetings * KPI's (qualitative and quantitative) * quality management * reporting requirements * business continuity planning * open book accounting	Static	- Contract management arrangements will form part of the shared service agreement (AMc).	M	Charlotte Gray

009	What measures do Hoople have in place for Business Continuity, how are they set-up to respond to issues – power outage, network, flood, fire etc.	Charlotte Gray (CG)/ Jo Ogden (JO)/ Gareth Roberts (GR)	Duncan Trumper/ Rob Ewing	- Hoople has shared a copy of their existing Business Continuity plan for evaluation.	Closed	- Business Continuity Plan for Lincolnshire will need to be developed as part of the shared services agreement <b>(CG)</b> .	S	Charlotte Gray
010	Identify who are Hoople's current insurers, what level of cover do they have and what is their limit to pay for any claim in the first instance (Excess).	Charlotte Gray (CG)/ Jo Ogden (JO)/ Gareth Roberts (GR)	Duncan Trumper/ Rob Ewing	- Hoople has shared insurance documents. LCC insurance team are happy with the levels and types of cover in place.	Closed	- Insurance documents to be held on file and new versions requested upon expiry of existing policies. This will be built into contract management requirements. <b>(CG)</b>	S	Charlotte Gray
011	Personal data is effectively and robustly protected.	Jane Maddison (JM)/ Gareth Roberts (GR)/ Amy Jaines (AJ)	Matt Ramsey	- LCC's Information Governance service to work with Hoople in developing a Privacy Impact Assessment. - Supplier has appropriate levels of insurance to cover any claim (see ref no. 11). - LCC has created a joint ERP/Payroll Privacy impact assessment (PIA); this is an organic document and this helps manage any issues going forward, and will form an aspect of contract management.	Improving	- Ongoing risk management activities in conjunction with Information Governance team (ongoing until after project delivery). - Contract to include ongoing contract assurances in relation to information security and governance (such as required GDPR processing clauses, and ongoing requirement to maintain required certifications (including ISO 27001). <b>(AMc)</b>	M	Gareth Roberts
012	The supplier meets all regulatory required standards: 1. Inspection results 2. Certification of standards met	Andrew McLean (AMc)/ Jason Davenport (JD)/ Gareth Roberts (GR)	Duncan Trumper	- Hoople have currently provided required evidence of compliance for all necessary standards provided by Audit and IMT. - This includes ISO 27001 certification, assurance of public sector network compliance, and appropriate PCI-DSS understanding and control as required. - Public and private audit reports have been examined, with Hoople's assurance for payroll control being rated as the equivalent of 'substantial' assurance. - Audit and JD have been assured that the relevant processes conform to acceptable standards.	Improving	- Plan to ensure continued adherence to required standards are maintained (monitored via self-assessment, audit reporting, contract management and request of sight of continued assurance). - Agreement with Hoople to include contractual obligation on Hoople to maintain standards and certification <b>(AMc)</b> .	M	Andrew McLean
<b>Qualified Experience - the supplier has a proven track record in service delivery</b>								
013	Site visits to Hoople to understand how they operate.	Gareth Roberts (GR)	Duncan Trumper	- Teams have visited Hoople's HQ on two separate occasions and have viewed the process whilst having transparent access to key service staff. - JD visited Hoople separately as part of the evaluation report constructed in December 2017. The report reviewed service delivery capability, interview with SME's, on-boarding approach, payroll timetable, readiness for change and organisational structure.	Closed	- No further actions; site visits have been completed and in reconciliation with the analysis of the May Hoople workshops, the supplier's operation has revealed no obstacle to further progress or significant/incompatible deviations.	M	Gareth Roberts
014	Dialogue with existing customers, including schools, to obtain feedback in relation to service delivery, implementation/transition and service development.	Jenna Hylton (JH) / Gareth Roberts (GR) / Jason Davenport (JD)	Julie Davies/Duncan Trumper	- Following the initial site review, two of Hoople's customers were interviewed for reference requests; Rutland District Council and Halo Leisure. Both provided excellent ratings across a number of areas including; approach to implementation, general business relationship, and reliability. Both provided assurance of high engagement and commitment to a partnership approach. - To gather feedback from a selection of Herefordshire Schools. Initial delay in receiving details for schools and progress is ongoing.	Improving	- Further feedback to be obtained from schools that receive Hoople's services <b>(JH)</b> .	S	Jenna Hylton

015	The scalability of Hoople to be able to deliver services for LCC.	Jason Davenport (JD)/Gareth Roberts (GR)/Helen Edwards (HE)	Duncan Trumper/ Rob Ewing	<ul style="list-style-type: none"> <li>- Hoople's recruitment plan verified with milestone plans has been appraised to be realistic.</li> <li>- Hoople's plans to scale have been reviewed and found to be credible. Commitments have been secured from Hoople, and these have been articulated.</li> <li>- Proposed IMT technical architecture reviewed as part of technical workshop on 30th May 2018, with specific consideration given to scalability and segregation of service between LCC and other customers.</li> <li>- Hoople have confirmed sizing estimations with Unit4 and subject to the technical workshop (completed 13/05/2018) Hoople to provide outline system capability specification by end of June 2018.</li> <li>- TUPE will apply offering staff the opportunity to transfer to the new provider.</li> <li>- Workshops held in Mid-July allowed Hoople and LCC to review proposal before final submission which is expected the end of July. These sessions gave assurance that approach to take on service was credible and planned well in advance to test out the solution.</li> </ul>	Improving	<ul style="list-style-type: none"> <li>- Monitoring of Hoople proposals/plans to ensure that they are in line with project plans to ensure alignment and continued assurance that scale is appropriately considered (technical and service delivery). <b>(JD/GR)</b></li> <li>- LCC IMT is satisfied that the outline proposed solution is scalable (horizontal and vertically) to be able to meet demand and requirements; further review will be made when a sufficiently detailed low-level design is produced by Hoople.</li> <li>- Ongoing monitoring of Hoople for large onboardings between now and 2020. <b>(GR)</b></li> </ul>	<b>M</b>	Jason Davenport
016	The approach and capability to retain critical personnel to carry through the implementation of LCC's solution.	Andrew McLean (AMc)	Duncan Trumper/ Rob Ewing	<ul style="list-style-type: none"> <li>- Key roles and individuals have been identified as critical for a successful transition and implementation of the service.</li> <li>- Hoople are aware and are keen to provide a structure to start supporting LCC at the earliest opportunity to provide assurance to those staff.</li> <li>- Identified staff are personally driven to be engaged in such a programme of change.</li> <li>- No guarantees can be offered that the individual staff would not leave, however there is no current indication of this.</li> </ul>	Static	<ul style="list-style-type: none"> <li>- Monitored through regular review and update meetings <b>(AMc)</b>.</li> <li>- Early on-boarding of the transition process.</li> <li>- Hoople to bring in additional staff early on as part of the transition to ensure a wider knowledge base of the LCC solution.</li> </ul>	<b>C</b>	Andrew McLean
<b>ERP Implementation - secure transition, implementation and ongoing delivery</b>								
017	Carry out a detailed risk analysis for any potential multi-supplier relationship in delivering the ERP and running the exchequer services.	Gareth Roberts (GR)	Duncan Trumper	<ul style="list-style-type: none"> <li>- A detailed risk analysis report has been developed, detailing the considerations and risks of Serco continuing to provide Exchequer services using a Hoople ERP platform.</li> </ul>	Improving	<ul style="list-style-type: none"> <li>- A number of recommendations have been made as per the report in order to reduce risk. These are in the process of being escalated to the relevant project/programme board and pursued as appropriate <b>(AMc)</b>.</li> </ul>	<b>M</b>	Gareth Roberts
018	Audit reports (Internal & External).	Julie Castledine (JC)	Duncan Trumper	<ul style="list-style-type: none"> <li>- Payroll reports relating to 15/16, 16/17 and 17/18 which covered the follow up of outstanding recommendations have been reviewed by Internal Audit including a discussion with Herefordshire CC Deputy Section 151 Officer. Audit's conclusion 'The reports show that both control and system issues have been identified by Internal Audit and therefore issues may be replicated with LCC's payroll. However, the Head of Audit's overall assurance opinion has been positive, Payroll assurance is now positive and Hoople have demonstrated that current management address the audit recommendations made'.</li> </ul>	Closed	<ul style="list-style-type: none"> <li>- Ongoing access to audit reports carried out by Herefordshire Council and Hoople to be provided to LCC as part of contract management requirements <b>(AMc)</b>.</li> <li>- LCC internal audit to carry out an assessment and report post go-live.</li> </ul>	<b>S</b>	Julie Castledine



019	<p>Availability of the service:</p> <ul style="list-style-type: none"> <li>- Is there planned 'up and down' time?</li> <li>- When down how long?</li> <li>- Last time down how long for?</li> <li>- Data control – details of any 'near misses' or 'actual data breaches' – is so what action taken</li> </ul>	Gareth Roberts (GR)	Duncan Trumper/ Owen Jones	<ul style="list-style-type: none"> <li>- Hoople operates a schedule (advanced annual publication) where the system is taken down for patches and updates, (typically on the third Wednesday evening of the month, official downtime 18:00 to 09:00 (rarely utilise the full period). For example, in May's system downtime Hoople reported that the system was down for a planned maintenance for a number of hours before being returned to full service.</li> <li>- Hoople have reported that their last unplanned system downtime occurred in October 2017; this was due to a third party digging through a power cable feeding the building. Their DR plans were activated but unfortunately were not fully successful and resulted in 1.5 hours of downtime. As a result of lessons learned, actions were taken to avoid the cause of the downtime, and have plans to further improve resilience through the use of clustering.</li> <li>- There have been no reported data breaches in the last 3 years.</li> </ul>	Improving	<ul style="list-style-type: none"> <li>- Appropriate service specification and service-level agreement to be entered into with Hoople <b>(AMc)</b>.</li> <li>- Review of proposed Hoople technical solution, assessed for redundancy and contingency on 14th August 2018 <b>(GR/JT/DRA)</b></li> </ul>	<b>S</b>	Gareth Roberts
020	<p>Pension relationship with West Yorkshire Pension Fund, Prudential, NHSPS and Teachers pension scheme – how will this work and feed in?</p>	Jason Davenport (JD)	Duncan Trumper/ Rob Ewing	<ul style="list-style-type: none"> <li>- Hoople have experience of delivering to a number of pension administration providers, and have expressed no concern at being able to interact (on a technical and relationship) level with WYPF.</li> </ul>	Improving	<ul style="list-style-type: none"> <li>- Initiate conversation with both providers to fully determine the expectations for a service transition and on-going reports for both monthly and annual data collection and returns <b>(JD)</b>.</li> <li>- Meeting established for 21st August with NHS contacts for their review and input and approach will be repeated with WYPF and other providers. <b>(JD)</b></li> </ul>	<b>M</b>	Jason Davenport
021	<p>Identified track record for delivering system changes and planned improvements for existing customers.</p>	Gareth Roberts (GR)	Duncan Trumper/ Owen Jones	<ul style="list-style-type: none"> <li>- Hoople have previously reported that they tend to base changes on the level of value the change will deliver, and usually pilot changes that yield cross-customer value to Hoople or Herefordshire Council first.</li> <li>- Evidence received which demonstrates that between May 2017 - April 2018 inclusive, Hoople completed 87 change requests (36 for Herefordshire, 26 for the internal service, 13 for Rutland, and 12 for remaining customers).</li> </ul>	Static	<ul style="list-style-type: none"> <li>- Action taken at workshops for Hoople to create a separate roadmap for Lincolnshire County Council changes to manage all changes required <b>(GR)</b>.</li> </ul>	<b>C</b>	Gareth Roberts

Payroll Implementation - secure transition, implementation and ongoing delivery

022	Competency to deliver a safe payroll service for Corporate.	Jason Davenport (JD)	Duncan Trumper	<p>- The workshops from week commencing 14th May were designed to cover a variety of areas. From service centre management principles, reviewing the 'To-Be' Hoople stack and considering gaps or areas to change and to working through particular scenarios that cause issue today and determine if Hoople's approach would improve service delivery.</p> <p>- The overall approach has further strengthened the understanding between both parties and expects that, whilst a large amount of work still needs to be completed, cleansing data, creating a clean build and then starting to unit and sample test ahead of broader parallel type activity and service rehearsals, the direction of travel is still correct.</p> <p>- More than a dozen scenarios were created and reviewed that cover Fire, Schools, Corporate, NHS and a number of additional challenges such as IR35 treatment and Hoople were able to not just talk through the scenarios, but had taken the time to produce a test system so as to show the scenarios to reflect understanding and how they would treat them.</p>	Improving	<p>- Ongoing system testing through build phases <b>(JD, GR)</b>. The workshop sessions held in mid-July allowed both Hoople project personnel and service delivery personnel to discuss their proposed approach and provide opportunity for challenge and reflection. The Hoople team are aware of the additional work being completed in terms of data cleanse activities and document build for pay specification and both these actions and other associated tasks will be additive to the quality of data transferred. Hoople are planning in enough time to allow adequate test cycles for both product build and service rehearsals.</p>	M	Jason Davenport
023	Capability to run a complex Fire and Rescue payroll system.	Jason Davenport (JD) / Gareth Roberts (GR)	Duncan Trumper	<p>- A test scenario session was held on 31st May to run through complex payroll scenarios, including a number of known complex Fire and Rescue scenarios. The outcome was positive as Hoople demonstrated via recorded WebEx that their system solution could be used to meet the requirements, and this satisfied attendees from the project team.</p> <p>- Hoople have questioned why retained firefighters are paid on separate payrolls to whole time staff; the belief is that this is due to data collection and the timeframe to complete from month end (only likely to improve if data provision and systems feeding into the BWON application were also changed).</p>	Improving	<p>- Specification well developed and utilising Debbie Yeates as subject matter expert to validate information trails and links from Grey Book to Service Orders, etc. <b>(JD)</b></p> <p>- Planning and design phases are set to ensure system receives appropriate levels of testing.</p> <p>- Experienced personnel are confirmed to be allocated to this area and it is the intent that early in September, workshops will be established with LFRS/LCC and Hoople to walk through all requirements of the target operating model, for fully informed decision making on the future.</p> <p>- Review of Spitfire is on-going with key stakeholders (within LFR, Business Support &amp; Serco) Business Analyst support is also ensuring all supporting products are identified as part of an overall review of the landscape for Fire and Rescue Service delivery.</p>	M	Jason Davenport

024	Further understand the means by which services are currently provided to schools accessing Hoople for support and how this may affect Lincolnshire schools.	Jane Maddison(JM)/ Jason Davenport (JD)	Julie Davies/Duncan Trumper	<ul style="list-style-type: none"> <li>- LCC will directly engage with schools concerning financial support.</li> <li>- Hoople will offer payroll support to schools. Further work to be established to identify the means by which Hoople schools currently access BWON and how this will affect Lincolnshire schools.</li> </ul>	Improving	<ul style="list-style-type: none"> <li>- Develop a clear engagement and communication plan with schools <b>(JM)</b>. A working party is now established with Schools representatives, for a meeting early in the Autumn.</li> <li>- Ensure schools have a clear understanding of the need for a direct arrangement with LCC for financial support and payroll <b>(JM)</b>.</li> <li>- LCC to establish a working group to engage with Hoople and schools to ensure the Hoople stack meets school's needs. It has been made clear that LCC would want schools to have e-forms and access to BWON – so a change from the current portal available to them <b>(GR)</b>. This will be addressed as part of the working group and will close alignment to Hoople.</li> </ul>	<b>M</b>	Jason Davenport
025	Capability to run a complex schools payroll system.	Jason Davenport (JD) / Gareth Roberts (GR)	Duncan Trumper	<ul style="list-style-type: none"> <li>- Require a demo of the Hoople provision to schools using the e-portal interface.</li> <li>- Need to define which HR &amp; Payroll processes are different for schools to determine gap between Hoople provision and LCC requirements.</li> <li>- Need to capture working scenarios that are unique to schools that can create exceptional requirements for HR &amp; Payroll.</li> </ul>	Improving	<ul style="list-style-type: none"> <li>- Specification is being developed. <b>(JD)</b></li> <li>- System receives appropriate levels of stress-testing.</li> <li>- Experienced personnel are allocated to this area and working groups are being established to begin work in the Autumn with Bursars, Head Teachers and Governors to allow full engagement in the overall service proposition.</li> <li>- Scenario tests included a number of schools issues – multiple post holders, teacher's pension scenarios etc.. all designed to test their understanding which was completed well. Hoople have a separate Schools Admin and Payroll Service team, deliberately established as recognising the service to Schools does differ to that required of Corporate. Julie Davies, Head of Service for Hoople, is very experienced in this area and welcomes early dialogue with Schools representatives to ensure good traction throughout the process.</li> </ul>	<b>M</b>	Jason Davenport
026	The lead-in period and length of dual running to ensure we have 6-9 months of accurate data prepared by Hoople.	Jason Davenport (JD)/ Gareth Roberts (GR)	Duncan Trumper/Owen Jones	<ul style="list-style-type: none"> <li>- Hoople are preparing a transition plan with a view to commencing in Sep 18 in order to provide sufficient support and capacity.</li> <li>- Outline transition plan review on 18/07/18 with Hoople includes four parallel pay runs (and appreciation of Lincolnshire's difficulty in being able to manage these), plus support for the exercise of additional sample checking where issues have been known to occur.</li> </ul>	Improving	<ul style="list-style-type: none"> <li>- Hoople proposal received and outline proposal plan reviewed; length of dual running offers a sound approach to early testing of data migration activities and recruitment of required staff. Parallel pay runs incorporated with a clear lead time between each one. Further review works to be completed w/c 20.8.18 <b>(GR)</b>.</li> </ul>	<b>M</b>	Gareth Roberts

027	What controls and assurances are required for the accuracy and validation of the existing payroll delivered by Serco?	Jason Davenport (JD)	Duncan Trumper/Owen Jones	<ul style="list-style-type: none"> <li>- Second stage of the current payroll review is the verification work which changes the data or processes around data to better control the payroll environment. Currently all workarounds found have been documented.</li> <li>- Additional Payment &amp; Deduction changes going through the Change Advisory Board (CAB) suggest correction work is still on-going.</li> </ul>	Improving	<ul style="list-style-type: none"> <li>- Continual audit activity to review evidence that either data changes, or process changes are embedded and quality assured <b>(JD)</b>. Dates have been planned in for August and September to achieve this.</li> <li>- A number of the workarounds are actually quality controls and need to be tested, and evidenced as working correctly.</li> <li>- CAB continually reviewing P&amp;D requests as a result of deficient results and enhancement required.</li> <li>- Dedicated project board to oversee this activity <b>(JD)</b>.</li> </ul>	<b>M</b>	Jason Davenport
028	How will data migration be managed from the existing system?	Gareth Roberts (GR)	Duncan Trumper/Owen Jones	<ul style="list-style-type: none"> <li>- As part of the Hoople design workshops, data migration (in conjunction with data cleansing, alignment and hardening) has been an ongoing subject for deliberation.</li> <li>- Key areas to de-risk the data migration have been considered, including; the use/building of Agresso standard HR structures, data cleansing, and a number of tasks have been revealed to better align ourselves to Hoople settings (e.g. P&amp;D codes, units of measure, standardised values).</li> <li>- Formal approach to data hardening, cleansing and alignment agreed formally at the ERP board on 19/07/18.</li> </ul>	Improving	<ul style="list-style-type: none"> <li>- Initiate approach agreed for data hardening, cleansing and alignment <b>(GR)</b>.</li> <li>- Clear signposting of early migration test activities evident on the Hoople proposal, such as the data migration 'dry run' tabled for May 2019 <b>(GR)</b></li> <li>- Agreement to engage Unit4 for 'product assurance' works alongside Hoople and programme governance structures <b>(GR)</b></li> </ul>	<b>M</b>	Gareth Roberts
<b>Service Maturity - capacity and scalability to support LCC</b>								
029	LCC and the supplier can demonstrate effective project management to ensure the successful implementation and delivery of the ERP and payroll function.	Gareth Roberts / Wendy Henry (WH)/ Jason Davenport (JD)	Duncan Trumper	<ul style="list-style-type: none"> <li>- The workshops recently held have been designed to give both parties a clearer picture of the current situation. Hoople are now building their own plan to support the overall proposal and the workshops have flagged areas of concentration where gaps may exist that need to be closed.</li> <li>- CSSC programme includes a detailed project plan for this aspect which will be dovetailed with Hoople's approach to form an integrated approach.</li> <li>- Hoople propose to bring on a dedicated project manager, working directly with the CSSC programme to co-ordinate efforts. Works to date suggest that Hoople will continue to use best practice and pragmatically engage with third parties (e.g. Unit4) as required.</li> </ul>	Improving	<ul style="list-style-type: none"> <li>- Hoople have provided a plan to support the on-boarding approach - if agreements are reached, then one of the first actions of Hoople will be to place an experienced Project Manager to support and have the individual work across both Hoople and Lincoln offices.</li> <li>- The change management stream has identified many areas of focus to be considered as part of the broader change required to make best use of the Hoople stack. This sits within the functional work that is required, to ensure successful service delivery once go-live <b>(WH)</b>.</li> </ul>	<b>S</b>	Jason Davenport
030	The location and proximity of Herefordshire to Lincolnshire for both operational and staffing aspects.	Andrew McLean (AMc)/ Gareth Roberts (GR)/ Jason Davenport (JD)	Duncan Trumper	<ul style="list-style-type: none"> <li>- No specific scenarios which adversely affect the distance between Herefordshire and Lincolnshire have been discovered.</li> <li>- Hoople physically host Business World On! in their own internal data centre, on site in Hereford. Serco currently host BWON in a sub-contracted supplier's facilities in London. To this extent, the physical distance between the two counties is irrelevant as long as sufficient network bandwidth/quality is available between the end-user device and the respective data centre.</li> </ul>	Static	<ul style="list-style-type: none"> <li>- Being worked on as part of the PESTLE review (re. 003) <b>(JD)</b>.</li> <li>- Agreements need to be made on frequency and cohort required for service governance reviews <b>(AMc)</b>.</li> <li>- Day to day service would operate in a similar remote manner; phone and email contact.</li> <li>- A strategy to consider is channel shift towards additional engagement channels, such as chat facility, remote desktop accessing and video conference capability <b>(GR)</b>.</li> </ul>	<b>M</b>	Andrew McLean



031	Organisational structure, biographies of senior management, training and development plan	Jenna Hylton (JH)	Duncan Trumper	- Awaiting response with requested information. - Received organisational structure.	Static	- Followed up request of biographies of senior management and training and development plan. <b>(JH)</b>	<b>C</b>	Jenna Hylton
032	How will the service be resourced to incorporate Lincolnshire? What assurances are there that experienced staff will focus on Lincolnshire's needs?	Gareth Roberts (GR)/ Jason Davenport (JD)	Duncan Trumper	- Hoople are aware of their responsibilities under TUPE should this apply. - Hoople have Admitted Body status within the Worcestershire County Council pension fund. - The Operational management team at Hoople would give consideration to the new client requirements, as well as the development of current post-holders. - A number of experienced staff would be selected to populate the new service and those who have been demonstrating the ability to take on more would be considered as part of the back fill to support current operations, allowing personal growth and development for all candidates. - With such a considerable increase in staffing, the new members of staff would be brought into the service with a range of functional skills, and supported through induction and mentoring to be able to support the service.	Improving	- The Operational management response has been consistent and is good industry practice, to release experienced individuals during a phased approach. This allows more experienced team to take control of testing and parallel processes, which back-filling them safely with those who will be stepping into the roles that are made vacant. Both strategies coupled with additional recruitment is the correct route to both organic and acquisitive growth in personnel. In further support of this, Julie Davies, Head of Service brought a Payroll team leaders to the sessions to outline the proposed plan and approach. <b>(JD)</b>	<b>M</b>	Jason Davenport
033	Sickness, turnover and training records for staff over the past 3 years.	Jo Ogden (JO)	Duncan Trumper	- Good attrition and sickness records displayed. - Copies of Hoople's sickness records, staff retention and staff training have been saved on file.	Closed	- Ongoing monitoring as part of the contract. <b>(AMc)</b>	<b>S</b>	Jo Ogden
034	The supplier can attract and retain staff who are appropriately skilled and qualified to meet the needs of the service.	Jason Davenport (JD)	Duncan Trumper	- Hoople have their own recruitment agents who work closely with the operational heads of service, to ensure close match of candidate profile to the positions available. - The recruitment campaign would be significant, but would be populating a variety of functions. Hoople have an excellent (low) attrition rate, which is a positive indicator of the leadership in place and the opportunities provided for development.	Improving	- Hoople have their own recruitment arm, as well as a number of Preferred Suppliers for recruitment. They will seek appropriately qualified (CIPP / CIPD) personnel in the first instance and offer training to those who are seeking development. Hoople is close to Gloucester, Birmingham and Worcester Universities. - Planning is well underway for early recruitment and an innovative approach to assessment centres, ahead of interviewing is being designed to help ensure those recruited have the right skill sets to join the team and support the service. - To monitor through transition and contract management. <b>(AMc)</b> .	<b>S</b>	Jason Davenport
<b>ICT - interfaces between LCC and Hoople systems are robust</b>								
035	The IMT interface of LCC's server capacity and user equipment.	Gareth Roberts (GR)/Dave Rose-Allen (DRA)	Duncan Trumper	- Architecture presented in Hoople's technical workshop meets all specified IMT requirements (including necessary security). - Key focus is on bandwidth (including resilience) and end-user equipment, but no issues raised by LCC IMT beyond ensuring bandwidth is available especially to more remote Lincolnshire sites. - Dialogue with Hoople's lead technical architect demonstrates an understanding of infrastructure limitations and how best to work around these.	Improving	- Project plan to reflect ongoing testing and design to enable the future solution to be adequately managed on LCC's infrastructure, with early indication of problem areas (e.g. bandwidth testing at more constrained sites) <b>(GR)</b> .	<b>M</b>	Gareth Roberts

036	Ensure appropriate systems are in place and relevant interfaces are understood and developed.	Gareth Roberts (GR)/Dave Rose-Allen (DRA)	Duncan Trumper	- Current interfaces presented at technical workshop (30th May 2018); no issues raised currently. - Potential to deprecate some existing interfaces through the improved use of Business World On! (e.g. Spitfire).	Static	- A review of Hoople's proposal shows that they have captured the relevant system interfaces; however, we know that this listing may change between now and 2020. Careful change management is required to manage this moving forward. - Further works to be commissioned as required to specify less-understood interfaces <b>(GR)</b> .	<b>M</b>	Gareth Roberts
037	Determine the requirements of relevant software licenses.	Gareth Roberts (GR)/Dave Rose-Allen (DRA)	Duncan Trumper	- We have received clear, legal confirmation that Unit4 will allow the Council to use its existing licenses on Hoople's platform (including use of the recruitment platform, U4R) which is licensed together with Business World On. - Other licenses will be reviewed as per Hoople's solution design.	Improving	- Other licenses will be reviewed as per Hoople's solution design <b>(GR)</b> .	<b>M</b>	Gareth Roberts
038	Ensure adequate testing of systems in all aspects	Gareth Roberts (GR)/Dave Rose-Allen (DRA)	Duncan Trumper	- Testing listed in current plan; approach provided by Hoople is credible in discussion and at technical workshop (30th May 2018).	Improving	- Low level designs to be developed with specification; this is to include how robust testing will be achieved to prove the interface <b>(GR)</b> . - Initial appraisal of the outline Hoople's transition plan received; a better view of the risk will be obtained from the assessment of this on 14th August 2018 <b>(GR/DRA)</b> .	<b>M</b>	Gareth Roberts

**RAG Rating:**

22	Minimal risk to the council after considering mitigations. Officers recommend accepting these risks.
16	There are outstanding, material risks which represent a low to medium threat to the council's projects and/or services. Officers recommend accepting these risks.
0	There are outstanding material risks which represent a high threat to the council's projects and/or services. Officers would recommend against accepting these risks.

**MoSCoW Rating:**

- M** - Must have this requirement to meet the business needs
- S** - Should have this requirement if possible, but project success does not rely on it
- C** - Could have this requirement if it does not affect anything else on the project
- W** - Would like to have this requirement later, but delivery won't be this time