Annex 1 – Summary of Key Challenges and Mitigations

1. COVID / Remote Working – 99% of the project has been delivered remotely whereas Unit4 planned the project based on 70% of work being delivered onsite. Additional co-located working has started and will be increased to improve collaboration. Additional Unit4 walkthroughs and support is also being provided to the council in preparation for user acceptance testing.

2. Data quality & migration – To address the issues summarised in paragraph 4, capacity within the supplier team has been increased to deliver data migration and the joint council and Unit4 team organisation has been improved to speed up issue resolution with clearly identified data experts as single points of contact.

3. User Acceptance Testing & HR requirements management – The delayed data migration and HR and payroll build has had a knock-on impact on UAT progress. To mitigate this, additional Unit4 walkthroughs and support is being provided to enable effective council preparation for UAT and effort is being focused on resolving data migration issues. Triage meetings are being held to review any new requested HR changes to ensure only essential features for go-live are progressed to build. UAT timelines have been extended to the end of January.

4. Technical Environment Management – There has been misalignment between Unit4 and council-led work streams regarding the management of technical environments which has led to inefficient working. To mitigate this, Unit4 have provided a clear technical environment process map to clearly communicate the process and an environment usage log, which clearly tracks the status, previous and planned refreshes and changes made to all technical environments.

5. Integration – Changes to integration requirements and the high complexity of integrations encountered have resulted in increased mapping effort and delivery risk for Unit4. Additional support from Unit4 for delivery of integrations is under review.

6. Internal Audit support – Throughout the programme Internal Audit have conducted independent audits of different aspects of delivery (e.g. programme governance, testing, integration, data migration) and provided recommendations for consideration by the programme. This helpful support will continue over the life of the programme to further mitigate delivery risk.

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