> # Steering Committee meeting – 28 April 2022
> # Parliamentary Expenses Management System

Recommended actions

It is recommended that you:

1. **Accept** the Minutes of the previous meeting and the status of actions.

2. **Accept** the project update and integrated project schedule:

    a. Refer Project Status Report as at 22 April.

    b. At 22 April, Phase 2 was 71% complete against planned completion of 73%. The schedule performance index (SPI) is 0.97.

    The PEMS Functional Testing finished on 15 April as per the schedule:

    - 96% of testing overall was completed.
        - 98% of tests passed for functional modules.
        - 89% of IPEA reporting test cases were completed and passed.
            - Expenditure Reporting 86% complete.
            - Budget Reporting 77% complete.
            - Report Security 100% complete.
            - Ad-Hoc Reporting 100% complete.

    - The focus is on defect remediation and retesting and the related retesting of failed or blocked test cases. There are 65 items remaining to remediate in the period to 6 May 2022.
    IPEA will continue to test for Expenditure Reporting with 37 tests to be completed by 6 May 2022.

3. **Note** the PEMS Communication Plan approved by Project Board on 27 April 2022.

4. **Note** the Readiness Scorecard at 22 April 2022. The first Readiness checkpoint (Checkpoint 1) meeting was held on 21 April, with the following recommendations made:

    - Continue to progress readiness activities;

    - Increase from one to two stand-up meetings per week for tracking Readiness Activities (to be increased to daily meetings from June through to go-live);

    - Readiness Team chair to advise the Decision Team of the Recommendation Team meeting outcomes (completed).

5. **Note** the financial position as at 31 March 2022.

6. **Note** the Gateway Mid-Stage Review report and **Accept** its Recommendations.

Australian Government
Department of Finance

Parliamentary Expenses Management System (PEMS) Project

Steering Committee – Agenda

Meeting Details	
Date:	Thursday 28 April 2022
Time:	9.30 am to 10.30 am
Venue:	GovTEAMS video conference
Attendees	*Members*: Ms. Clare Walsh – Chair Mr. John Sheridan – Project Executive Mr. David de Silva - Senior User, Ministerial and Parliamentary Services (MaPS) Ms. Annwyn Godwin - Senior User, Independent Parliamentary Expenses Authority (IPEA) s22 – Senior Supplier, Service Delivery Office (SDO) s 22 – Independent Member, Digital Transformation Agency (DTA) Mr. Peter Rush – Independent Member, Prime Minister and Cabinet (PM&C) *Advisers*: s 22 , A/PEMS Branch Director and Senior Supplier, ICTD Mr. David Sabin – PEMS Project Manager *Secretariat*: s22

Agenda items	Who	Paper / Action

1. Meeting Opening
   a. Apologies
   b. Minutes
   c. Action Items
	Chair	Yes
		Accept Minutes and status of actions.

2. Project delivery update
   a. Project status report
   b. Risks and issues
   c. Project schedule
	Project Executive	Yes
		Accept the project update and integrated project schedule

3. PEMS Communications Plan	Project Executive	No **Note** the PEMS Communication Plan approved by Project Board on 27 April
4. Readiness Scorecard	Project Executive	No **Note** the Readiness Scorecard as at 22 April
5. Financial position	Project Executive	Yes **Note** the financial position as at 31 March 2022
6. Other Business a. Gateway Review report	Chair	Yes **Note** the Gateway Mid-Stage Review Report; and **Accept** its Recommendations and the Project's proposed actions.

Next Meeting: 3.00 pm – 4.00 pm, Thursday 12 May 2022
RM 3N.38 Mt Woodroffe and GovTEAMS video conference

Action Items

Item	Action	Owner	Status	Comments
Actions from meeting of 21/12/2021				
A102	Testing progress report to be provided regularly to the Steering Committee.	PO	In progress	27/04/22 – testing status as at 15 April to be presented at the meeting. 7/04/22 – refer attached Testing Dashboard as at 8 Apr. 7/03/22 – refer attached Testing Dashboard as at 4 Mar. 7/02/22 – refer attached Testing Dashboard as at 7 Feb. 21/01/22 – refer attached Testing Dashboard as at 21 Jan.
Actions from meeting of 10/02/2022				
A104	If appropriate, circulate the governance paper previously circulated to members to review anticipated activities post Go-Live, as well as provide an understanding of what is in the backlog and the resources required to deliver.	PO	In progress	27/04/22 – as per previous update on 7/03/2022 Also refer to Gateway Review team's recommendation. 7/03/22 – governance paper undergoing update following feedback from MaPS. An understanding of the backlog and assessment of resources required to deliver will be covered under the work to estimate the support cost for 2022-23.
Actions from meeting of 10/03/2022				
A105	Provide progress updates to the Steering Committee about report testing, including any additional assistance from Project, SDO and IPEA.	PO	In progress	22/04/22 – Daily reporting to Project Executive; Project Executive provides regular briefing to SC Chair; weekly meetings between IPEA Executive, SC Chair and Project Executive. 7/04/22 – refer attached Testing Dashboard as at 8 Apr.
A106	IPEA to advise the Steering Committee of its Members' support of continued quarterly reporting in the immediate period post Go-Live.	IPEA	In progress	7/04/22 – IPEA to provide an update at the meeting.

Australian Government
Department of Finance

Parliamentary Expenses Management System (PEMS) Project

Steering Committee – Draft Meeting Minutes

Meeting Details	
Date:	Thursday, 28 April 2022
Time:	9.30am to 10.30am
Venue:	GovTEAMS video conference
Attendees:	Ms. Clare Walsh – Chair Mr. John Sheridan – Project Executive Mr. Michael Frost representing Annwyn Godwin – Senior User, Independent Parliamentary Expenses Authority (IPEA) Mr. Dean Edwards representing David De Silva – Senior User, Ministerial and Parliamentary Services (MaPS) Ms. Michelle Black – Senior Supplier, Service Delivery Office (SDO) s 22 representing Simon Quarrell – Member, Digital Transformation Agency (DTA) Mr. Peter Rush – Member, Prime Minister and Cabinet (PM&C) Advisers s 22 – A/g PEMS Branch Director and Senior Supplier, ICTD s 22 – PEMS Project Manager, ICTD s 22 – A/g PEMS Director, ICTD Secretariat s 22
1. Meeting Opening	
Summary	*Apologies* Annwyn Godwin – Senior User, IPEA Mr. Simon Quarrell – Member, DTA *Minutes* The Minutes of the meeting of 10 March 2022 were accepted. *Actions* **A102** – Testing progress report to be provided regularly to the Steering Committee: • This phase of the Project has now passed, with only 8 tests not completed by the deadline of COB of 14 April 2022 (last working day before 15 April 2022).

	- Most of the remaining test cases are in relation to expenditure reporting. The remaining tests will be progressed 15 April and 06 May 2022 in parallel with the testing defect remediation period. - Close. **A104** – If appropriate, circulate the Governance paper previously circulated to members to review anticipated activities post Go-Live, as well as provide an understanding of the backlog and the resources required to deliver: - The Project will review the Governance paper and consider Recommendation 6 to: *Review the proposed governance model for the post Go-Live and BAU phase of the Project to provide greater clarity about how the governance model will operate in practice and reflect SDO processes and requirements.* - The paper requested by the Chair will report the Project's consideration of this Recommendation and will be delivered at the agreed time. - Close. **A105** – Provide progress updates to the Steering Committee about report testing, including any additional assistance from Project, SDO and IPEA: - Daily meetings and subsequent reporting to the Steering Committee Chair has occurred during the testing period, which has been surpassed. - Close. **A106** – IPEA to advise the Steering Committee of its Members' support of continued quarterly reporting in the immediate period post Go-Live: - The IPEA Senior User advised that IPEA Members are supportive of transitioning to monthly reporting only when the PEMS reporting solution is fully implemented and functioning as planned. - IPEA Members are also supportive of the IPEA Executive making this decision. - Close. *Closed Actions* A102, A104, A105 & A106.
Decisions	The Steering Committee **accepted** the minutes from the previous meeting as well as the status of actions raised.
Actions	Nil
2. PEMS Delivery Update	
Summary	*Phase 2 Status Report* The Chair presented the schedule as at 22 April 2022: - PEMS is currently reporting Green as a consequence of moving to the post-testing phase. - The Project is 71% complete against a plan of 73%, with the Schedule Performance Index (SPI) recorded as 0.97. - Defect remediation is underway with 17 items transported to the UAT environment and 5 test cases passed since 15 April 2022.

- The Project team is confident the remaining work can be managed. Remediation of the items is required to be resolved by 06 May 2022.
- ICTD provided a review of the Accessibility Testing report that is largely compliant with no critical issues to address for the 1 July 2022 Go-Live.
- SAC Penetration Testing has concluded and a draft report provided to the Project for review. Response to testing provider to confirm scenarios covered prior to accepting the Report.
- The transactional (ECC system) SAP code review saw no critical issues.
- An assessment of the Business Warehouse (BW) code is complete with similar findings to ECC review (no critical issues).
- An action plan will be implemented as part of continuous improvement which will include remediation steps for the small number of low-risk items identified in the reports conducted thus far.
- The external agency members congratulated the Project Executive and the broader team on the tremendous work to improve the current delivery status.
- The Chair also expressed their appreciation on the massive efforts to IPEA and the Project team to complete the large scale of testing cases.

Risks and Issues

The Project Executive discussed the following PEMS Risks and Issues:

- (New) Issue #35 – Travel provider change with CTM will not be implemented by Go-Live as the PEMS defect remediation period closes on 06 May:
    - The front-end changes are mainly labelling and have been completed. However the file format that the provider provides to IPEA will change in the back-end from 01 July 2022.
    - This approach was discussed at the Project Board, with IPEA to engage with the provider and communicate the urgency of what is required as well as continue investigating the most suitable solution (either a technical or CTM adjustment to the file format).
- (New) Risk #68 – Product verification testing (PVT) cannot be undertaken by the external users at Go-Live:
    - MaPS to confirm URG test users for the weekend of Go-Live to verify the system is functioning – this list will be available after the Federal election proceedings.
    - MaPS will also advise on a cohort who may not be affected by the election.
    - MaPS and IPEA will also undertake their respective PVT as required.
    - The Project can accept the risk given functionality has been well tested in the lower environments; MaPS and IPEA staff to validate tiles in the same way as previous production CDR/code release weekends and Project team to determine how PVT can be managed for external client applications and functions.

Testing and Defect Remediation

- Of the 65 items that remain to be completed, 31 items are currently in development for remediation, of which:
    - 16 are Defects

	o 3 are Gap Defects, and
	o 12 are Change Variations.
	• 34 items are currently being tested by the Business and the Test Team – the breakdown is as follows:
	  o 8 x Common Items
	  o 5 x Budgets
	  o 3 x Domestic Travel
	  o 2 x Office Expenses
	  o 4 x International Travel
	  o 11 x Reporting (of which 8 relate to Expenditure Reporting), and
	  o 1 x EMS - Entitlements Management System.
	• There are 95 self-service reports listed to be delivered. The Project is confirming their priority for Go-Live and the status of their build with IPEA. Work to date to produce the priority reports is progressing well.
	• The Project Board agreed to two remaining Changes be included:
	  o Change Request **#5602**: Domestic Travel – the comments should be optional and not mandatory, and
	  o Change Request **#5858**: Reporting (Budget Reports) – adding a footer to the budget summary page and each of the budget consumption reports.
	• A third Change Request to resolve an issue with International Travel relating to users that incur international travel expenses but do not incur travel allowance is being assessed to decide if it can be deferred until the first release post Go-Live or fixed by 6 May.
	  o The risk of undertaking this work by 06 May 2022 is that it may not be completed given other priorities.
	
	Production Phase 1 Support Update
	• As at 22 April 2022, PEMS remains a healthy system with no significant underlying themes.
	• Of the 5 open tickets, two have been open for more than 28 days:
	  o **#1650501** – SAP Creation of customer records for active MoPS Act HR records. This ticket is waiting for IPEA to provide populated file to the SDO to upload bulk customer in lower environments, and
	  o **#1653219** – Create an ESA adjustment code in SAP. It can progress to Production on the next available CAB release when UAT has been completed by Business.
	• The planned Alemba (vFire) upgrade has been postponed until the loss of key 'drag and drop' feature for attachments is resolved.
	• The Project Executive has given guidance to the Assistant Secretary responsible for managing this tool to engage with the service provider to express Finance's dissatisfaction and seek the appropriate resolution.
	• User registrations remain consistent at 85%, despite a recent Senator change that has resulted in an additional unregistered member.

Decisions	The Steering Committee **accepted** the Project update and integrated Project schedule.
Actions	A107 – MaPS to advise a cohort of URG members to be involved in PVT.

3. PEMS Communications Plan	

Summary	• The PEMS Communications Plan (the Plan) was approved by the Project Board on 27 April 2022.
	• The Chair confirmed that the Steering Committee also approve the Plan by COB 03 May 2022.
	• In summary the Plan:
	  o is routine and includes the initial external message published on the MaPS' website which will direct users to the PEMS landing page for further go live updates
	  o discusses targeted user cutover information, such as completing their claims by the relevant date to avoid unnecessary complaints, as the functionality will not be transferred and will lapse
	  o MaPS and IPEA will be provided with the function of viewing in-flight transactions to verify if users have incomplete transactions in the system.
	• The Chair also requested information about PEMS is included in the new starter induction process.

Decisions	The Steering Committee **did not note** the PEMS Communications Plan already approved by the Project Board.
Actions	A108 – Distribute the PEMS Communications Plan out-of-session for the Steering Committee's response by COB 03 May 2022.

4. Readiness Scorecard	

Summary	• The first Delivery Checkpoint meeting was held with the Recommendation Team on 21 April 2022 with the following recommendations agreed:
	  o Continue to progress readiness activities,
	  o Increase from one to two stand-up meetings per week for tracking Readiness Activities (to be increased to daily meetings from June 2022 through to Go-Live), and
	  o The Decision Team be advised of the Recommendation Team's meeting outcomes as well as receiving the updated Scorecard to review the high level of detail.
	• The second Checkpoint Meeting is scheduled for 04 May 2022.

Decisions	The Steering Committee **noted** the Readiness Scorecard as at 22 April 2022.
Actions	Nil

5. Financial Position	
Summary	• The Steering Committee reviewed the financial position as at 31 March 2022, noting no major changes have occurred and the Project is still tracking against budget. • The actuals were previously recorded to including the recovery (revenue) from IPEA, the way this was recorded has been changed to show the actuals exclusive of the revenue from IPEA. • The funding has been updated to include the funding from IPEA and upon realising the $600k funding assistance from IPEA. • This minor complication of addressing the additional funding as an increase to the Project's budget will be discussed in detail with CFOB

	and IPEA to ensure it is explained correctly should this be raised in Estimates.
Decisions	The Steering Committee **accepted** the 31 March 2022 financial position.
Actions	Nil

6. Other Business

Summary	*Gateway Review Report* • The Project's proposed response is to accept all Recommendations and track the associated actions, in addition to the paper requested by the Chair on a number of matters including post Go-Live governance. • The Project Executive suggested maintaining existing Project governance mechanisms until December 2022, to allow for continual management post Go-Live, such as the ongoing expenditure report work to be delivered by October 2022 as well as the backlog items. • Extension of the governance mechanism will not be at any additional cost as the APS resources are funded by the ICT Division. • The estimated $4m funding allocated for sustainment of BAU (once achieved) will also assist with several other gateway Recommendations. • The benefits realisation (Recommendation 8) will be better understood in December 2022, with the Project still in effect. • The anticipated paper requested by the Chair will include more detail of these suggestions for consideration by the Steering Committee, following consideration by the Project Board. • Close consultation with IPEA and MaPS will occur in preparing the paper noting decisions scheduling backlog implementation is the responsibility of the business areas. • The Chair requested a continuation of the actions taken by the Project as well as changes to the Steering Committee's roles and responsibilities be reported clearly in the paper, as well as monthly action updates. *Final comments* • The Chair once again expressed her gratitude to the Project Executive and all stakeholders and Project team members involved in succeeding in the remarkable volume of work delivered thus far in the Project.
Decisions	The Steering Committee **accepted** the Gateway Mid-Stage Review Report and **agreed** its recommendations and the Project's proposed actions.
Actions	Nil
The meeting closed at 10:15am.	

Action Items

Item	Action	Owner	Status	Comments
Actions from meeting of 21/12/2021				
A102	Testing progress report to be provided regularly to the Steering Committee.	PO	Closed	28/04/22 – The testing phase of the Project has now passed 07/03/22 – refer attached Testing Dashboard as at 4 Mar. 07/02/22 – refer attached Testing Dashboard as at 7 Feb. 21/01/22 – refer attached Testing Dashboard as at 21 Jan.
Actions from meeting of 10/02/2022				
A104	If appropriate, circulate the governance paper previously circulated to members to review anticipated activities post Go-Live, as well as provide an understanding of what is in the backlog and the resources required.	PO	Closed	28/04/22 – The paper requested by the Chair will report the Project's consideration of this Recommendation and will be delivered at the agreed time. 07/03/22 – Governance paper undergoing update following feedback from MaPS. An understanding of the backlog and assessment of resources required to deliver will be covered under the work to estimate the support cost for 2022-23.
Actions from meeting of 10/03/2022				
A105	Provide progress updates to the Steering Committee about report testing, including any additional assistance from Project, SDO and IPEA.	PO	Closed	28/04/22 – Daily meetings and subsequent reporting to the Steering Committee has occurred during the testing period, which has been surpassed.
A106	IPEA to advise the Steering Committee of its Members' support of continued quarterly reporting in the immediate period post Go-Live.	IPEA	Closed	28/04/22 - IPEA Members are supportive of transitioning to monthly reporting only when PEMS is fully implemented and functioning as planned.
Actions from meeting of 28/04/2022				
A107	MaPS to advise a cohort of URG members to be involved in PVT.	MaPS	New	
A108	Distribute the PEMS Communications Plan out-of-session for the Steering Committee's response by COB 03 May 2022.	PO	New	

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Project Status Report – Milestone 7

Summary	Previous Status	Current Status	Commentary
Overall Status	🔴↔	🟢↔	*Overall* • As at 6 May Phase 2 was 74% complete against planned completion of 77%. The schedule performance index (SPI) is 0.96. • No contingency remains in the Phase 2 schedule, slippage in any of the critical activities will impact on the viability of the 1 July go-live date. *Remaining Test Cases* • At 6 May there are no remaining Phase 2 test cases. *Remaining Work Items* • At 6 May, all agreed work items and remediation tasks have been completed.
	🔴↔	🟢↔	**Reporting solution** *Information models and BEx queries* • The project team have completed all data models for self-service reporting. • This work is now complete. *Expenditure Reporting* • Remaining tests and defects will be addressed for the post live finalisation of Expenditure Reporting. *Self-Service Reports* • IPEA have developed and successfully tested 47 Self Service Reports for the Phase 2 go-live. • Build or modification of further self-service reports may continue through to 17 June 2022 in the Dev SAC environment. • Work undertaken after 6 May 2022 will be deployed to Production post go-live.
Governance	🟢↔	🟢↔	• The Steering Committee's next meeting is scheduled for Thursday 9 June 2022. • The Project Board's next fortnightly meeting is scheduled for Wednesday 25 May 2022.
Schedule	🟡↔	🟢↔	**Refer to Attachment 3** high level schedule. Key dates for critical path activities: (see table below)
Scope	🟢↔	🟢↔	• Development and remediation of Phase 2 functionality is complete.
Resources	🟡↔	🟢↔	• MaPS are working to backfill two staff who recently left the team. One new resource has commenced on 2 May and the training resource is expected to commence on 11 May. • Refer Attachment 4 for the financial position at 30 April.
Issues	🟢↔	🟢↔	**Refer Attachment 1 - Project Issues** • The project team manages issues and escalates where necessary. • The project has raised 36 issues: 4 are open and 32 are closed.

Key dates for critical path activities:

Key Date	Description	Progress
18 March	Testing complete for code drop	✓ Complete
18 March	Production Code Drop (with SDO HR packs)	✓ Complete
18 March to 9 May	Technical documentation and knowledge transfer to SDO	In Progress
21 March to 15 April	Testing contingency period	✓ Complete
8 April	QAS ready to be used	✓ Complete
8 May	Completion of defect remediation	✓ Complete
9 May	Handover UAT to CDR prep activities	✓ Complete
28 May	Technical CDR	Preparation commenced
28 May	Business CDR	Preparation commenced
11 June	Technical Go live	Not started
1(4) July	Business Go live	Not started

Risks	⬌	⬌	**Refer Attachment 2 - Project Risks** • Risks are reviewed and updated regularly. • The next Risk Workshop is scheduled for Wednesday 1 June 2022. • 68 risks have been raised; of the 17 open risks, 1 is high, 6 are medium and 10 are low. Two Low rated risks have been transferred to a BAU Risk Register.
Quality	⬌	⬌	**Penetration Testing of SAC** • SAC penetration testing concluded with three (2) low risk and (1) informational issues identified. The findings will be captured in the security action plan.
Design	⬌	⬌	• Draft design documentation has been provided to the SDO. With the build and testing finalised, updating/creation of system documentation can now progress.
Build	⬌	⬌	• Build and remediation of Phase 2 essential items and prioritised backlog is complete.
Testing	⬌	⬌	**Key activities and progress as at 6 May:** • The agreed functional / user acceptance testing cycle, and the extended defect remediation periods have ended. • The project team will prepare a UAT Exit Report for the Project Board consideration. **Remaining Test Cases** • No test cases remain for execution in Phase 2. **Remaining Work Items:** • All agreed items have been completed.
Support Organisation	⬌	⬌	**Phase 1** • A weekly dashboard is distributed to Senior Users. There are no issues of concern. **Phase 2** • Comments have been received on the draft transition plan and is now being finalised. • Knowledge transfer sessions to the SDO support team have commenced. • Draft Service Catalogue has been provided to SDO and will be updated during support discussions over the next few weeks.
Change Management and Communications	⬌	⬌	• External communications to Parliamentarians and MoP(S) staff has commenced. • System Instructions and How to Guides have been drafted and are under review by Business. • MaPS internal training commenced on 2 May. • IPEA is preparing a separate training plan, feedback has been provided by the project and the plan is expected to be finalised by the end of May.
Readiness	⬌	⬌	• The project team and MaPS are progressing updates to the Operational Governance arrangements for post Phase 2 go-live. • Readiness activity tracking meetings are held bi-weekly, the second Checkpoint meeting was held on 4 May 2022 and agreed to proceed with readiness • At 6 May, of the 131 Total Activities, 92 are on track and 39 are completed.

Legend: On Target	**Alert**	**Escalate**	**Overall**
⬌	⬌	⬌	**Green Light** Criterion = All green, or only one amber with no red **Amber Light** Criterion = More than one amber but no red **Red Light** Criterion = One or more red
Identified issues being managed and updated regularly	Issues are likely to affect the implementation effort if action is not taken and managed	Issues will have a significant effect on the implementation effort if action is not taken and managed	

ATTACHMENT 1. PROJECT ISSUES

#	Date Raised	Related to risk	Issue Description	Raised by	Assigned to	Rating	Open Actions	Due Date	Status	Completed Actions Refer to previous version of the Risk and Issues register for detail prior to January 2019.
34	6/04/2022	61	Testing and remediation for Expenditure Reporting will not be completed by go live.	PO	s 22	High	*Finalise draft remediation plan for completing expenditure reporting post go live. *Finalise testing and, remediate as many defects as possible by 6 May.* *Prioritise and schedule the implementation of expenditure reporting for 30 September.	31-May-22	In progress	*Removed 52 tests from expenditure reporting scope *Finalise testing and, remediate as many defects as possible by 6 May.
16	3/05/2022	3	Key EMS developer ceases with Finance on 20 May.	PO		High	* Closely work with the replacement resource to get them fully up to speed with PEMS, particularly the integration components with PEMS. * Prioritise their work over the remaining period to cover any gaps for PEMS cutover and go live. * Confirm documentation of the PEMS/EMS integration aspects.	19-May-22	In progress	* Closely work with the replacement resource to get them fully up to speed with PEMS, particularly the integration components with PEMS. * Prioritise their work over the remaining period to cover any gaps for PEMS cutover and go live.

ATTACHMENT 2. PROJECT RISKS

| ID	Date Raised	Risk Description	Scenario (Examples)	Source / Cause	Current controls	Risk level			Treatments	Residual Risk			Assigned to	Reviewed Date	Status	Close date
						Consequence	Likelihood	Rating		Consequence	Likelihood	Rating				
8	22/03/18	Loss of Executive Sponsorship	* Minister decides not to proceed with PEMS before system deployment * Usability is a deterrent to PEMS adoption.	* Government policy change * Delivery of reduced scope in 2021 and further iterations of delivery post 2021. *Any delay in delivery beyond the advised timeframes for Milestone 7 Phase 2 *Further increase in cost beyond current approved budget. *Adverse commentary at Senate Estimates. *Federal Election occurs prior to M7.2 release.	* Ongoing regular communication with the Minister's office. * Promote bi-partisan PEMS support through communication with the shadow SMOS office. * Utilise regular meetings between the Deputy Secretary and Ministers Office as a communication channel. * Bi-partisan information sessions. * Keep responsible Ministers informed of PEMS through HIB or other fora. * Finance Secretary meeting with IPEA executive and Chair of IPEA Board of Authority. * BES Dep Sec brief for IPEA Board. * Consider options to encourage use by Ministers. * Consider how to drive PEMS usage by the Finance Minister's office. Representatives from the MO, PMO and Shadow SMOS have attending PEMS briefings and drop in sessions. * Deployment of Phase 1 by 1 July 2021 with minimal defects reported as at 30 July 2021. * Finance and IPEA meeting with Minister 9 September 2021. * Incoming brief provided to the SMOS. *Key messages are consistent and agreed. *Briefs, responses to Questions on Notice etc. are cleared through the appropriate Executive. *Monitoring of system use shows consistent and high usage.	Severe	Remote	High	~~*Key messages are consistent and agreed.~~ ~~*Briefs, responses to Questions on Notice etc. are cleared through the appropriate Executive.~~ *IGB includes information about PEMS.	Severe	Remote	High	David DeSilva/Annwyn Godwin	6/05/22	Open	

ATTACHMENT 3. HIGH LEVEL SCHEDULE FOR PHASE 2
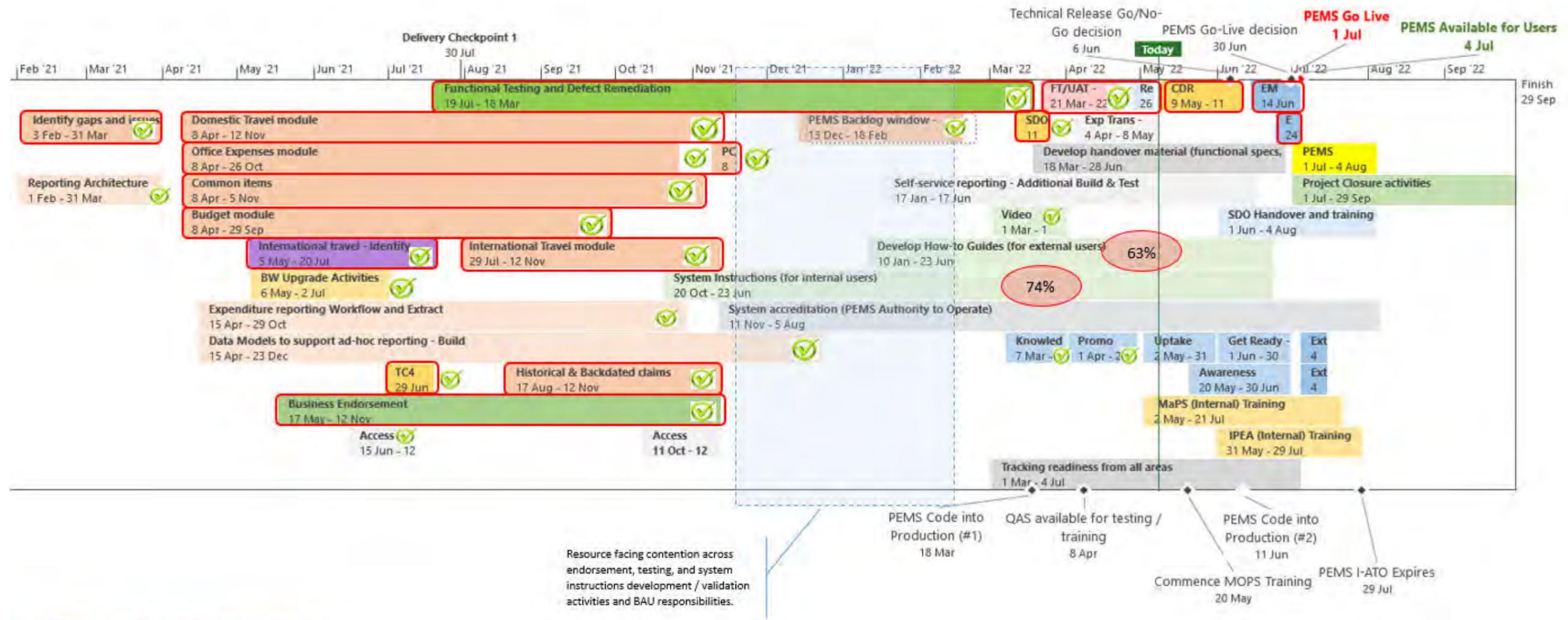
PEMS financial position summary as at 30 April 2022		2017-18 ($m)	2018-19 ($m)	2019-20 ($m)	2020-21 ($m)	2021-22 ($m)	Totals ($m)
Development	Funding	2.7	19.4	21.9	8.7	6.7	59.4
	Actual	2.7	19.4	21.9	8.7	5.6	58.3
	Committed	0.0	0.0	0.0	0.0	0.3	0.3
	Uncommitted	0.0	0.0	0.0	0.0	0.8	0.8
	Surplus(+)/ Deficit(-)	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
SDO Support & Maintenance (SaaS)	Funding	0.0	0.0	0.0	2.9	3.5	6.4
	Actual	0.0	0.0	0.0	2.9	2.9	5.8
	Committed	0.0	0.0	0.0	0.0	0.6	0.6
	Uncommitted	0.0	0.0	0.0	0.0	0.0	0.0
	Surplus(+)/ Deficit(-)	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
Total	Funding	2.7	19.4	21.9	11.6	10.2	65.8
	Actual	2.7	19.4	21.9	11.6	8.5	64.1
	Committed	0.0	0.0	0.0	0.0	0.9	0.9
	Uncommitted	0.0	0.0	0.0	0.0	0.8	0.8
	Surplus(+)/ Deficit(-)	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**

Summary of the total funds allocated and funds estimated to complete the project in 2021-22.	Approved to date ($m)	2020-21 ($m)	2021-22 ($m)	Totals ($m)
2017-18 MYEFO	34.1			34.1
MYEFO 2017-18 Ongoing		4.0	4.0	8.0
IPEA	5.0	0.0	0.6	5.6
Finance	4.9	7.8	5.4	18.1
Total	44.0	11.8	10.0	65.8
SDO SaaS		2.9	3.5	6.4
Total excluding SaaS	**44.0**	**8.9**	**6.5**	**59.4**

PEMS 2021/22 Expenditure ($m)													
	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	Total
OPEX	0.6	0.5	0.6	0.5	0.5	0.4	0.4	0.5	0.3	0.5			4.8
CAPEX	0.4	0.4	0.5	0.4	0.5	0.4	0.3	0.3	0.3	0.2			3.7
Total	1.0	0.9	1.1	0.9	1.0	0.8	0.7	0.8	0.6	0.7	0.0	0.0	8.5
OPEX SaaS	0.3	0.3	0.3	0.3	0.4	0.3	0.3	0.3	0.1	0.3			2.9
Total (ex SaaS)	0.7	0.6	0.8	0.6	0.6	0.5	0.4	0.5	0.5	0.4	0.0	0.0	5.6

PEMS Cumulative Expenditure excluding Maintenace & Support ($k) as at April 2022
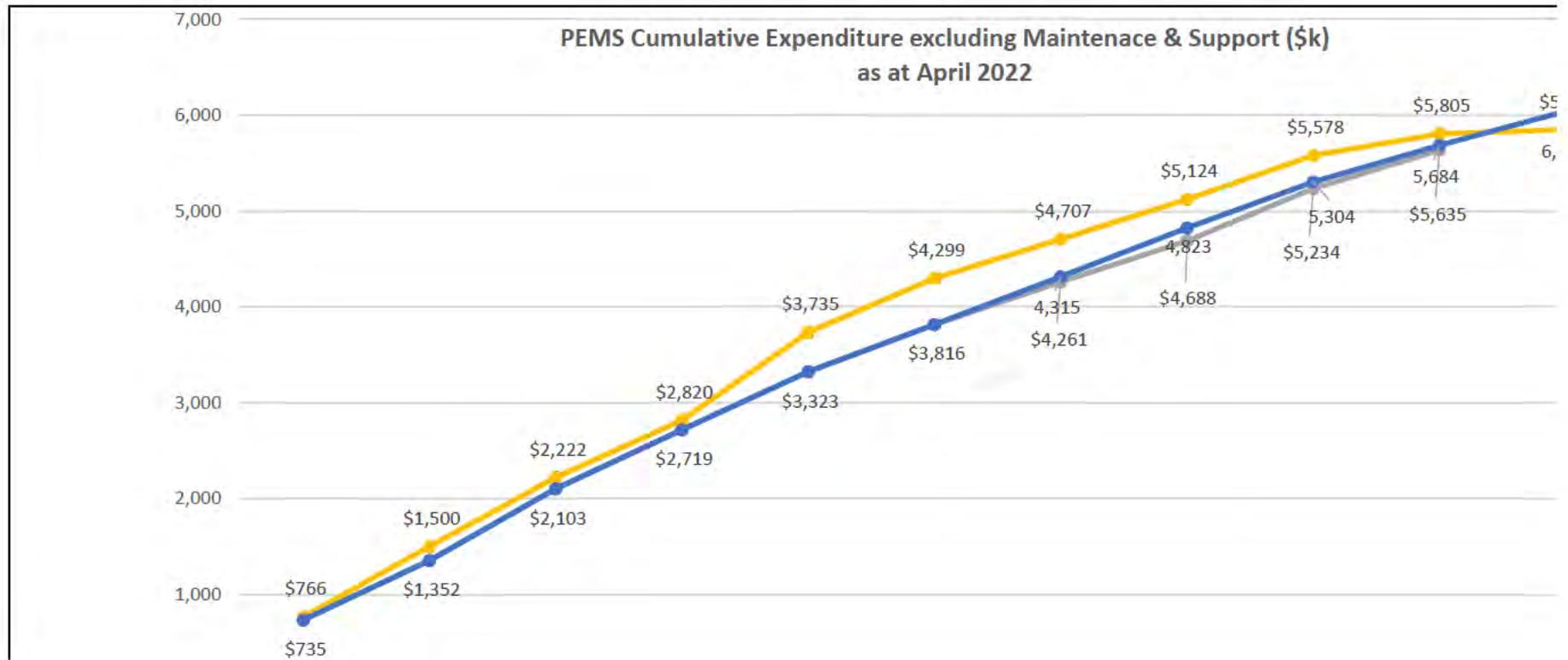
Readiness scorecard – Summary

Finance Readiness Check - Summary

	Cutover	Data	Solution	Support	Organisation
All BPOs	On track				
David De Silva					
Grant Stevens					On track
s 22	On track	Complete	On track	On track	On track
John Sheridan					
Dean Edwards		On track		On track	On track
Lauren Barons				On track	
Lucelle Veneros					
Michelle Black	Complete			On track	On track

IPEA Readiness Check - Summary

	Cutover	Data	Solution	Support	Organisation
All BPOs	On track				
Christina Grant				On track	On track
Michael Frost				On track	On track
Nicole Pearson		On track			On track