



**Australian Government**  
**Department of Finance**



# Gateway Review Report Mid-Stage Review

For: Department of Finance, Parliamentary  
Expenses Management System Project

To: John Sheridan

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<b>Entity name:</b>	Department of Finance	
<b>Program/Project name:</b>	Parliamentary Expenses Management System Project	
<b>Review type:</b>	Mid-Stage	
<b>Senior Responsible Official (SRO):</b>	John Sheridan	
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This report has been prepared in accordance with the Australian Government's Gateway Review Process (Gateway) methodology as set out in *Resource Management Guide 106: Australian Government Assurance Reviews*.

The report summarises the findings and recommendations of the review team, which are based on information provided to the review team during the review process.

A copy of the report is provided to the Assurance Reviews Unit (ARU), Department of Finance at the conclusion of the review to identify lessons learned and evidence of best practice. The report is not shared more broadly without agreement from the SRO. A copy may be provided to subsequent review teams as pre-reading material for future reviews.

Enquiries regarding the Gateway methodology should be directed to:

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# Gateway Assurance Dashboard

## Delivery Confidence Assessment

### *Rating*

The review team finds that the overall delivery confidence assessment for the program at this point in time is **Green/Amber**.

Successful delivery of the program to time, cost, quality standards and benefits realisation appears probable however constant attention will be needed to ensure risks do not become major issues threatening delivery.

### *Factors Affecting Rating*

The review has found that there is a high probability that the project will deliver most aspects of Milestone 7 Phase 2 by 1 July 2022, with a key element (Expenditure Report) remaining to be fully tested.

Despite this, it is unlikely that all the benefits articulated in the Benefits Realisation Plan will be achieved. This is because the overall cost and delivery timeline for the project has increased significantly; legacy systems will need to be retained to enable historical adjustments and reporting; and the delayed delivery of all of IPEA's expenditure reporting requirements.

The review found almost universal concern that the delay in testing and defect resolution, as well as the requirement for some workarounds could impair successful implementation. There is a lack of a shared understanding on post Go-Live arrangements for PEMS, in particular concerning transition to Service Delivery Office (SDO) and the prioritisation and funding arrangements for remediating defects, releasing updates, and implementing enhancements.

Governance arrangements appear to be working well and are under constant and active management with improvements and changes being introduced as required to respond to specific risks and challenges.

There is no schedule contingency left leading into 1 July 2022 but the project is identifying options in testing and adjustments to severity rankings for defect remediation, in order to meet the 1 July 2022 Go-Live deadline. These introduce some inherent risks in terms of compromises to the functionality to be delivered by 1 July 2022 that may lead to reduced user satisfaction, at least in the short-term.

### Summary of Key Focus Area Ratings

Key Focus Area	Rating
Business Case and Benefits	Green
Stakeholders	Green
Governance and Planning	Green
Risk Management	Green
Review of Current Phase	Amber
Readiness for Service	Amber
Readiness for Next Stage	Amber

## Summary of Findings

The review team finds that the Department of Finance (Finance) has well-established processes and systems in place for managing the delivery of Milestone functionality and solutions under the PEMS project. The past track record provides a high level of assurance that the Department has the skills, experience and capability to successfully manage the release of the functionality required under Milestone 7 Phase 2.

The anticipated 1 July 2022 Go-Live date for delivery of Milestone 7 Phase 2 is likely to be achieved but some elements will not be completed and therefore will be included in a post Go-Live backlog.

The project has exhausted the original budget.

The Second Pass Business Case did not explicitly identify either the outcome or outcomes to be delivered by the project or the benefits to be achieved, although it did identify eight high-level measures of success.

There may be value in Finance seeking agreement that the success of this project will be measured in line with delivery against the output and outcomes articulated in the Second Pass Business Case and Benefits Realisation Plan.

There is strong engagement and commitment to the project by the entities involved (ICTD, MaPS, SDO, IPEA), but the review team has not been able to assess the readiness of key users due to their unavailability.

Improvements to the governance of the project over the past 18 months have both added significant value and increased the opportunity for stakeholders to contribute to and be part of critical project decisions.

Governance arrangements are under constant and active management with improvements and changes being introduced as required to respond to specific risks and challenges.

There appears to be high levels of communication and transparency of information sharing across the different stakeholder groups. And the recent initiative to establish and utilise testing laboratories has been a good development, welcomed by all stakeholders, that has enabled greater collaboration and co-design between business areas and the project.

Risk management is being undertaken in accordance with Finance's Enterprise Risk Management Framework and the PEMS Project Risk and Issues Management Plan.

Risks and issues are formally reviewed monthly and reported to the Project Board and Steering Committee.

There is confidence in the technical cutover but user testing is running late. The flagship Expenditure Report has been developed but release is being deferred until testing and remediation of any defects is completed.

While there is commitment to a 1 July 2022 release, business readiness has been impacted by the delay in testing, the remediation of defects and the incompleteness of some supporting documentation as well as staffing pressures. Concerns about the impact of workarounds on productivity and uncertainty about backlog defect resolution and scope for enhancements remains and there is evidence of project fatigue amongst staff.

Monitoring the impact of the election process on staff and user availability as well as on transition arrangements will be required.

Increased Steering Committee focus on transition planning, business readiness and preparation for the next phase post Go-Live is also essential.

A new governance model for the post Go-Live phase has been drafted but there would be value in revising this document to provide a greater level of detail about how the governance model will operate in practice and to articulate the transition arrangements and funding.

## Summary of Recommendations

The review team makes the following recommendations which are provided with an urgency category.

Item	Recommendation	Urgency
1	That Finance attempts to seek agreement that the success of this project will be measured in line with delivery against the outputs and outcomes articulated in the Second Pass Business Case and the PEMS Benefits Realisation Plan.	Recommended
2	Finalise comprehensive technical documentation for the system solution being delivered through Milestone 7 Phase 2.	Essential (Do By 30 June 2022)
3	Prior to project closure, develop a detailed requirements definition of the agreed priority items on the backlog.	Essential (Do By 30 September 2022)
4	Rapidly finalise the key readiness and transition documentation.	Critical (Do Now)
5	Consider the use of a co-located multi-user business and technical team to collaboratively develop critical transition activities such as training and communication.	Recommended
6	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.	Essential (Do By 31 May 2022)
7	Ensure the Steering Committee prioritises attention to transition planning, business readiness and preparation for the post Go-Live work.	Critical (Do Now)
8	Schedule an End-Stage (Gate 5) Gateway Review by December 2022.	Recommended

A summary of the previous review recommendations and actions taken can be found at Appendix B.

Definitions for the ratings provided for the Delivery Confidence Assessment, Key Focus Areas and Urgency Category are provided at Appendix F.

### Appendices:

- Appendix A. Gateway Assurance Plan
- Appendix B. Previous Recommendations and Actions Taken
- Appendix C. Review Checklist
- Appendix D. List of Interviewees
- Appendix E. List of Documents Reviewed
- Appendix F. Assessment Rating Definitions

# Introduction

## Program Description and Background

### The outcomes and benefits of the program:

The Parliamentary Expenses Management System (PEMS) project responds to the Government's decision to develop a secure, integrated online digital IT system with 15 core capabilities, to better support the administration, audit and reporting of work expenses for Parliamentarians, some former Parliamentarians, and staff employed under the *Members of Parliament (Staff) Act 1984*.

### The policy context or need for the program:

In late 2015, the Government decided that improvements to the entitlements system were required to better support Members of Parliament and their staff (MoPS), and to meet public expectations around improving the transparency and accountability of work-related expenditure by MoPS. In February 2016, an Independent Parliamentary Entitlements Systems Review made 36 recommendations aimed at updating and improving the MoPS work expenses framework.

Recommendation 30 of the Review was that *the Department of Finance should urgently develop for Government consideration a business case for a fit-for-purpose, integrated online work expenses system*. The system will:

- provide a secure online portal to automate claim processing for parliamentarians and their staff
- deliver fully integrated online services that provide up-to-date information and support parliamentarians in their official duties.

The Government subsequently adopted this recommendation and endorsed the Department of Finance proceeding to a 2<sup>nd</sup> Pass Business Case to deliver the new online work expenses system. Initial new functionality was to be in place by July 2018.

### Significant sub-programs and projects:

PEMS is being managed and delivered as a series of seven Milestones with the 7<sup>th</sup> Milestone being delivered in two phases.

Milestones 1-6 and Milestone 7 – Phase 1 have all been delivered, along with the subsidiary COMCAR Automated Resource System (CARS) project.

PEMS is being delivered according to seven milestones:

Date	Milestone	Capability
2 July 2018	1	PEMS client portal
1 August 2018	2	Submit and certify office expenses
3 September 2018	3a	Submit and certify travel claims
5 October 2018	3b	Expanded claims functionality
2 November 2018	4	Personal profile management
14 December 2018	5	Expanded claims and personal profile management
01 July 2019	6	Implemented the PEMS financial related functions
01 July 2021	7 - Phase 1	HR and payroll administration
Underway - to be delivered by mid-2022	7 - Phase 2	Integration of the online expense management functions (milestones 1-6) with the transaction processing, budgeting and reporting

## Scope of the Review

This is a Mid-Stage Program Review for PEMS focusing primarily on the **Readiness for Service of Milestone 7 - Phase 2**. Due for delivery by 1 July 2022, Phase 2 covers:

- expense management, budgeting, historical information management, domestic and international travel
- address issues and gaps
- reporting.

This review principally focused on the ICT solution being delivered, but also explored stakeholder readiness and satisfaction, change management, benefits management, and preparations for transitioning to business-as-usual functionality once Phase 2 has been delivered.

Given Milestone 7 Phase 1 was delivered following the last Gateway Review (May 2021), the review also considered the application of any learnings from delivery of Phase 1 and the plans and processes to resolve any outstanding issues from delivery of Phase 1.

## Acknowledgements

The review team would like to thank John Sheridan as the Senior Responsible Official and all those interviewed for their participation in the review. The support and openness from all parties contributed to the broader understanding of the program and the successful completion of the review. Additionally, the review team would like to thank § 22 [REDACTED] for her excellent administrative support.

# Detailed Findings and Recommendations

## Key Focus Areas Assessed

### Business Case and Benefits

<b>Assessment Rating:</b>	<b>GREEN</b> There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly.
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#### Findings:

##### **Business Case**

As noted by previous Gateway Reviews, the Second Pass Business Case did not explicitly identify either the outcome or outcomes to be delivered by the project or the benefits to be achieved, although it did identify eight high-level measures of success.

As part of the Benefits Realisation Plan for the project, Finance notes that “The aim of the PEMS project is to implement an integrated ICT solution for current and former parliamentarians, their staff and administering agencies to manage allowances, work expenses and associated services. The administering entities are Ministerial and Parliamentary Services (MaPS) within the Finance and the Independent Parliamentary Expenses Authority (IPEA).”

The PEMS project has already delivered functionality against Milestones 1-6 and Milestone 7 Phase 1.

Milestone 7 Phase 2, the focus of this review, is intended to complete delivery of the full suite of enhanced functionality necessary to achieve the aim of the project.

##### **Benefits**

The PEMS Benefits Realisation Plan identifies 16 indicators of success. These are divided into Government Outcomes, Business Outcomes and User Outcomes, which broadly map to those set out in the Second Pass Business Case.

A Benefits Register seeks to translate these indicators of success into benefit statements, identifies owners of each benefit and how they will be measured.

An updated version of the Benefits Realisation Plan and Register is due to be considered by the PEMS Steering Committee at the end of April 2022.

The review team noted that the measures included in the Register are written as procedural outcome statements (e.g., ‘improved client satisfaction’). And the lack of any baselining of the benefits at the time the project was established, means that indicators such as ‘the number of Parliamentarians registered and using the system’ are being used as a proxy for tracking benefits realisation.

The Gate 5 End-stage Gateway Review, currently scheduled for October/November 2022, is expected to focus on assessing whether the project has successfully delivered against the agreed outcomes and benefits.

It is unlikely that all the benefits articulated in the Benefits Realisation Plan will be achieved, apart from ASL reductions that have already been harvested.

- the overall cost of the program has increased significantly and there have been significant delays in its delivery
- legacy systems will be retained for some time to enable historical adjustments and reporting

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- capability to fully deliver on IPEA's expenditure reporting business requirements are unlikely to be included in the July 2022 release, which may impact on benefits realisation.

The review team has taken a pragmatic view of benefits realisation and considers that given benefits were not defined as part of the Second Pass Business Case and no baselining has been done, the only benefits that will realistically be able to be measured for this project are outputs and outcomes. Given this, there is little to be gained by seeking to further refine the Benefits Realisation Plan.

The project is rightly focusing its available resources and effort on finalising the solutions to be delivered on 1 July, preparing to provide functionality that will fully deliver on IPEA's expenditure reporting business requirements by September 2022 and undertaking the work necessary to transition the project into its future BAU state.

Instead, the review team considers there may be value in Finance seeking agreement about how the benefits will be measured and reported for this project. A practical approach would be to acknowledge that the success of this project will be measured in line with delivery against the output and outcomes articulated in the Second Pass Business Case and Benefits Realisation Plan.

**Recommendations:**

1. That Finance attempts to seek agreement that the success of this project will be measured in line with delivery against the outputs and outcomes articulated in the Second Pass Business Case and the PEMS Benefits Realisation Plan.

## Stakeholders

<b>Assessment Rating:</b>	<b>GREEN</b> There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly.
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### Findings:

The review team found that there is strong engagement and commitment to the project by the entities involved (ICTD, MaPS, SDO, IPEA).

Improvements to the governance of the project over the past 18 months have both added significant value and increased the opportunity for stakeholders to contribute to and be part of critical project decisions.

For a variety of reasons (most recently the impending election announcement) there has been minimal engagement with MoPS users in the design and development of deliverables for Milestone 7 Phase 2. User Reference Group members were again unavailable to participate in this review.

While the review team was advised that many of the changes in this phase involve changes to 'back-end' processing and won't result in much difference for users, it notes that functions like processing travel claims and reporting on Parliamentary and Parliamentary staff expenditure are to be delivered.

These are activities that are highly sensitive for users and where there are low tolerance levels for failure. The project's inability to test the acceptability of the proposed solution from a user perspective introduces a number of risks, including the potential for reduced user satisfaction and adoption.

The recent initiative to establish and utilise testing laboratories has been a good development that has enabled greater collaboration and co-design between business areas and the project. This has sped up user testing and developed a better shared understanding of the business requirements and complexities involved in IPEA and MaPS. This reflects the review team's experience that multi-functional teams provide a useful mechanism for improving efficiency of project delivery.

- it may be useful to consider whether there are further opportunities to utilise short-term, highly focused multi-functional teams to progress elements of the work to be completed prior to Go-Live (for example in the development of training materials and communication products)
- the value and effectiveness of working in multi-functional teams, as demonstrated by the testing lab work, could also be captured in the lessons learnt from this phase so they can influence the design and delivery of future projects involving multiple stakeholders.

There appears to be high levels of communication and transparency of information sharing across the different stakeholder groups. But the review team noted there is a lack of a clear and shared understanding around issues such as:

- how much work will be left to do to deliver the desired functionality / efficiency once the product for Milestone 7 Phase 2 is released on 1 July 2022
- the potential costs involved in addressing requirements on the backlog
- the balance of funds that will be available for projects to address the backlog, noting that this will become clearer in May once the SDO's sustainment costs and fees for 2022-23 are finalised

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- the detailed decision paths, documentation requirements and decision-making authorities involved in moving an item from the backlog into an active project and deliverable following Go-Live
- the potential timeline for resolving the full suite of issues on the backlog – which has implications for the levels of staff resourcing required to manage manual workarounds and the risk profile for the business.

These issues are discussed further under the **Readiness for Service** and **Readiness for Next Stage** sections below.

**Recommendations:**

Nil.

## Governance and Planning

<b>Assessment Rating:</b>	<b>GREEN</b> There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly.
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### Findings:

There is strong support for improvements to governance of the project implemented since the Deputy Secretary, Business Enabling Services, came on board approximately 18 months ago. In particular, the focus on ensuring issues and decisions are referred to and taken by the appropriate governance body (PEMS Steering Committee vs PEMS Project Board) and ensuring that papers are presented to the Steering Committee in a format and level of detail that is tailored to the audience and supports decision making.

Governance meetings are well attended by the stakeholder community—a good indicator of project health.

The review team noted evidence that governance arrangements are under constant and active management with improvements and changes being introduced as required to respond to specific risks and challenges.

For example, there has been a recent move to increase the frequency of reporting to the Steering Committee (now weekly), so that the Committee can stay on top of progress and issues emerging out of the testing process; and can provide guidance and decisions in a timeframe that meets the project's fast-moving needs.

The recent focus of the Steering Committee's attention has primarily been on ensuring a technical solution is ready to be delivered from 1 July. This is appropriate but it is essential that the Committee's focus now shifts to transition planning, business readiness and preparation for further work post Go-Live.

While a Readiness Scorecard has been prepared and has recently started to be used at the Project Board level, ongoing rigorous testing of the readiness self-assessment ratings would help improve confidence.

### Recommendations:

Nil.

## Risk Management

<b>Assessment Rating:</b>	<b>GREEN</b> There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly.
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### Findings:

Risk management for the project is being undertaken in accordance with Finance's Enterprise Risk Management Framework and the PEMS Project Risk and Issues Management Plan.

The Plan defines the requirements, processes and responsibilities for the management of risk and issues for the project. Risks and issues are maintained in the Risk and Issues Register. Risks and issues are formally reviewed monthly and reported to the Project Board and Steering Committee.

The review team notes that all the stakeholders interviewed have a good understanding of the major risks facing the project and are managing them.

There appears to be some disparity between ratings in the Risk and Issues Register and Project Board and Steering Committee documentation. For example:

- the Risk and Issues Register currently includes two residual risks that are rated as High - Project Schedule, and delivery of reporting build not completed.
- but the PEMS Project Board meeting of 30 March 2022 ranked these risks as Green and noted that of the 66 risks that have been raised there are 18 open, 1 extreme, 5 high, 11 medium and 1 low.

The review team noted that there are some emerging risks for the project, for example:

- some staff and stakeholders are suffering from project fatigue and there is a risk that critical resources will be lost due to burnout or moving jobs, which could impact on resources available for remediation and BAU.
- limited funding available to address problems and errors that arise once the interoperability of all elements of the system can be tested in a live, working environment.
- there are insufficient funds from 1 July 2022 to cover SDO's maintenance costs and/or to allow backlog items to be developed and released.

### Recommendations:

Nil.

## Review of Current Phase (Milestone 7 Phase 2)

<b>Assessment Rating:</b>	<b>AMBER</b> There are issues in this Key Focus Area that require timely management attention.
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### Findings:

The review team notes that the delivery of Milestone 7 Phase 1 was successfully completed in mid-2021. This is in addition to the previous 6 Milestone releases. Take-up by MoPS and Parliamentarians has been very positive with more than 90% of offices accessing PEMS to lodge or certify claims.

Finance has well-established processes and systems in place for managing the delivery of the functionality and solutions as part of each Milestone. Their past track record provides a high level of assurance that the Department has the skills, experience and capability to successfully manage the release of the functionality required under Milestone 7 Phase 2.

### **Budget**

The project has exhausted the original budget. Supplementation of around \$25m has been provided both from Finance's operational budget (as approved by the Executive Board), and \$5m from IPEA.

### **Schedule**

The project schedule for Milestone 7 Phase 2 targets a 1 July 2022 Go-Live date, which includes intermediate milestones for the completion of testing by 14/15 April and defect remediation by 8 May. The period 9 May to 11 June has been reserved for a technical dress rehearsal and release on 11 June.

Most people interviewed indicated that 1 July Go-Live is achievable but some elements will not be completed and therefore will be included in a post Go-Live backlog. There appears to be no schedule contingency left leading into 1 July but the project is identifying options in testing and severity rankings for defect remediation in order to meet the 1 July deadline.

Planning for the technical cutover is comprehensive, however, the transition to SDO at Go-Live requires comprehensive handover documentation that has not been finalised.

### **Scope**

The functionality to be delivered under this last Milestone, includes some of the most complex, important, and sensitive aspects of the overall business requirements (such as travel allowance processing for Parliamentarians and the ability to produce expenditure reports for Parliamentarians and their offices).

The review team notes PEMS Milestone 7 Phase 2 will continue the move from paper-based claims to an on-line 24/7 system. It will deliver functionality to the business owners in MaPS, IPEA and their clients. However, some key functionality will not be available on 1 July 2022, such as the Parliamentary Expenditure Report, which will be the subject of further work after the release. This report is required by October 2022.

Furthermore, the legacy EMS system will not be retired as was stated in the original Business Case and the benefits predicted to arise from its retirement will not be realised. The challenge to manage historical claims has led to the retention of the legacy systems: EMS/EMR. However, an innovative technical solution has been adopted in which EMS is updated with claims and then the data is synchronised nightly with the snapshot kept in the PEMS environment. This retains the integrity of the records in PEMS.

This solution solves the need to undertake data migration and manage updating historical data in PEMS but leaves the issue of legacy system retirement unresolved.

Overall functionality is being released in line with the release strategy but some elements have been moved to the backlog post Go-Live as a result of issues identified during user testing.

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Some prioritisation of the backlog has occurred and an agreed essential items list has been developed, noting that testing has yet to be completed.

Several compromises and manual workarounds have been devised to allow business areas to operate while that residual functionality is being finalised. Some of these require increased staff resources to support the workarounds and may introduce greater risks to the business in terms of potential errors, increased processing times and reduced client satisfaction.

***Testing***

The review team notes that combined user acceptance (UAT) and functional testing activity is underway. The lack of detailed signed off business requirements, noted in lessons learnt in Phase 1, has made UAT more difficult. While this testing is close to final, for some elements of it are behind schedule. The review team has been advised that there has been staff churn among testers, the end users engaged in the testing are fatigued and there is limited capacity to bring in new resources.

As a result, there is a risk that the full backlog of testing will not be completed in the available time. The review team finds that there have been useful and pragmatic actions taken to improve the likelihood of delivery including the introduction of test labs, focusing on core workflows, and processes that will test once but deliver a solution for multiple processes.

Testing within individual PEMS modules has not given enough confidence about the interoperability of the different modules, that is, how the whole system will work together. The lack of time available to do whole-of-workflow testing, for example in travel processing, means there is a risk that once the system goes live, new defects / problems will emerge that need remediation and may increase the current backlog.

***Transition***

This current phase includes a suite of work that contributes to Readiness for Service and issues and recommendations relating to these aspects of the work are discussed below.

**Recommendations:**

2. Finalise comprehensive technical documentation for the system solution being delivered through Milestone 7 Phase 2.

## Readiness for Service (Milestone 7 Phase 2)

<b>Assessment Rating:</b>	<b>AMBER</b> There are issues in this Key Focus Area that require timely management attention.
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### Findings:

While the overall project status for Milestone 7 remains red at the PEMS Project Board Meeting of 30 March, key users remain committed to deployment by the 1 July deadline. However, not all reporting functionality will be available on release.

#### **Technical Readiness**

User testing is running late and the Project has taken a decision to de-scope expenditure report 'data extracts' test cases to reduce the testing required for Go-Live. This means that release of the flagship Expenditure Report, while already developed, has been slipped until testing and remediation of any errors is completed. Given this, a decision has been taken to retain quarterly reporting, which means that the first Expenditure Report using PEMS will not be needed until October 2022.

The review team notes that there is confidence in the technical cutover as this is a mature process that has been undertaken before, most recently with the Milestone 7 Phase 1 release.

#### **Business Readiness**

The review team has not been able to assess the readiness of key users. Given the proximity to the election, members of the User Reference Group were not available to be interviewed.

While this release is predominantly back end focussed, key users, such as MoPS and Parliamentarians, have not been able to test the functionality.

Concerns have been raised about the lack of "End to End" testing of the interoperability of the various PEMS modules to be deployed using specific use cases. This could increase remediation requirements during the Hypercare period.

Business has highlighted that a number of workarounds have had to be accepted given the tight timeframes, and are resigned to the initial negative impact on user productivity. A considerable backlog of lower severity defect remediation and enhancements will need to be assessed and prioritised after testing is completed.

Key readiness and transition documentation has been or is being drafted, building on the documentation used for Milestone 7 Phase 1 deployment. This includes a Readiness Scorecard, Business and Technical Cutover plans, Support Transition Plan and Communication Plan. A number of these documents are yet to be signed off by the Project Board or Steering Committee.

Training and communication activities are progressing but are being developed independently of each other, although some sharing of templates and other artefacts is occurring.

Business cutover is complicated by multiple business users. The review team was unable to sight one detailed release plan that sets out what needs to be happening by when – and who is responsible. A cutover dress rehearsal scheduled for early June 2022 should capture the full suite of cutover activities.

An additional resource to support readiness for service planning and assessment has recently been appointed.

The review team notes that the transition and cutover process is being run in multiple parallel streams and there is not a single release manager/business cutover manager coordinating business efforts and providing updates to the Steering Committee for decision.

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Planning and documentation preparation is behind schedule, having been impacted by delays in completing testing. The full suite of training and support documents, process diagrams, system instructions, how-to guides remain to be completed.

Contingency plans for not achieving a 1 July 2022 Go-Live have not yet been drafted and are not anticipated until May 2022.

Workload and loss of key personnel in MAPS and IPEA have impacted on testing and could affect transition management. Ongoing resourcing pressures including the need for surge capacity as a result of the impending election are diverting business attention. The impending 2022 Federal election is expected to cause a downturn in activities for the project, due to pre- and post-election activities by MaPS and IPEA, where their ability to participate in project deployment activities will be limited.

**Recommendations:**

3. Prior to project closure, develop a detailed requirements definition of the agreed priority items on the backlog.
4. Rapidly finalise the key readiness and transition documentation
5. Consider the use of a co-located multi-user business and technical team to collaboratively develop critical transition activities such as training and communication.

## Readiness for Next Stage (BAU and Project close)

<b>Assessment Rating:</b>	<b>AMBER</b> There are issues in this Key Focus Area that require timely management attention.
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### Findings:

A new governance model for the post Go-Live phase (Change Advisory Authority) has been drafted and was sighted by the review team. There would be value in revising this document to provide a greater level of detail about how the governance model will operate in practice and then seeking endorsement Steering Committee endorsement.

Further detail could include:

- workflow diagrams and decision-making trees showing the detailed process to be followed for making decisions on resourcing of backlog priorities and identifying future enhancements to the PEMS system
- greater detail on SDO documentation requirements, scheduling, and decision-making processes.

Project funding concludes on 30 June 2022. The review team has been advised that the Second Pass Business Case included \$4.04m per annum over the forward estimates for maintenance of the system. In FY 2022-23, this will need to cover SDO BAU costs. Project team ASL costs will be met by ICTD during the transition period from July to September 2022. There is an expectation that any funds not required for these activities will be available for backlog reduction. The quantum available for backlog remediation is yet to be confirmed.

The review team understands that the project team will remain in place to undertake defect remediation, manage the Hypercare period and deploy the Expenditure Report. It is critical that this report's successful deployment has a high priority. This arrangement is currently planned to end in September 2022. After this period, system ownership of these modules will transfer to the SDO with joint business ownership transferring to MaPS and IPEA.

Providing stakeholders with greater clarity about the role, extent, and length of any ICTD support in the months following Go-Live will be required. Communications should particularly address the issue of whether ICTD's intention to provide additional support for the work necessary to fully deliver on IPEA's expenditure reporting business requirements, including allocation of approximately \$200,000 in funds for this work, will be managed as part of the new Change Advisory Authority arrangements or as a continuation of the current governance model.

The transition arrangements to SDO have yet to be finalised with the SDO costing model for 2022-23 under review. Delays in testing mean that documentation required for handover to SDO is incomplete. Agreement on the number of staff required to transfer from the project team to SDO and arrangements for those not transferring remains outstanding. These arrangements need to be agreed prior to release.

SDO has clear arrangements for managing systems and for establishing projects. There is a lack of shared understanding by business about the process for proposing, agreeing and funding system enhancements. There is a risk that business will expect defects and workarounds to be funded by the project/SDO. To date, ICTD has supported the project by funding the APS project staff. Post-deployment, as SDO operates on a full cost-recovery basis, the business owners will be responsible for funding of any project-related requirements above the appropriated funding.

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The review team observes that a significant level of investment and education will be required to ensure system users understand and achieve acceptable standards of requirements/statement of work for future enhancements.

The legacy system, EMS/EMR, will continue to be maintained until regular access to the historical data is no longer required.

**Recommendations:**

6. 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.
7. Ensure the Steering Committee prioritises attention to transition planning, business readiness and preparation for the post Go-Live work
8. Schedule an End-Stage (Gate 5) Gateway Review by December 2022.

# Appendix A: Gateway Assurance Plan

Gateway reviews complement other external and internal assurance activities and form part of the entity’s overall assurance framework. Better practice indicates that developing an assurance plan for the program/project early in its life cycle is a key factor in delivering successful programs/projects. Such a plan would indicate the need for both milestone-based and time-based assurance reviews and would help ensure the program/project received the appropriate level of independent assurance.

The Gateway Assurance Plan is tabled below:

Date	Type of Review	Comments
Dec 2022	Gate 5 – End Stage	PEMS (Milestones 1-7) Benefits & Project Close. This timing is suggested as a means of trying to capture the corporate knowledge and experience of those involved in the project before those resources dissipate

## Appendix B: Previous Recommendations

The following table outlines the recommendations made during the previous Gateway Review and the actions taken by the entity to address the recommendations.

Prior to the review, the entity should complete the 'Action Taken' column demonstrating the remedial actions taken to implement the recommendations.

The review team will review the actions taken and indicate whether the recommendations have been addressed as defined below, further comments should also be provided where recommendations have only been partially addressed or not addressed.

**Fully:** The recommendation has been fully implemented by the entity.

**Partially:** The recommendation has been partially implemented by the entity.

**Not Addressed:** The recommendation has not been implemented by the entity.

**Previous Recommendations and Actions Taken**

Item #	Key Focus Area	Recommendation	Category	Action Taken	Review Team Comments
1	Business Case, Outcomes and Benefits	Ensure that the current re-baselining exercise: <ul style="list-style-type: none"> <li>a. Reviews benefits and outcomes in the context of the Second Pass Business Case and available baseline measures;</li> <li>b. Is expressed at the appropriate level to enable assessment of the success of the project;</li> <li>c. Includes any newly identified benefits or dis-benefits, and</li> <li>d. Includes metrics to assist measurement of improved performance</li> </ul>	Essential, by November 2021	Working Group met in September 2021 and the Benefits Plan and Register has been revised.  - The Benefits Plan and Register will be considered by the PEMS Steering Committee at the end of Q1 of 2022.	Partially
2	Stakeholders and End Users	Finance should make every effort to ensure that the Gateway Review team has access to the User Reference Group for the Mid-Stage Program Review.	Essential for next Mid-Stage Program Review	MaPS will arrange access to the User Reference Group, noting the Review occurs within the Federal Election period (April 2022) and access to users may be difficult.	Partially. As per Agency response, the Mid-Stage Program Review has been unable to seek the input or views of the User Reference Group.

**Previous Recommendations and Actions Taken**

3	Governance and Planning	Confirm whether the current governance arrangements remain appropriate.	Critical, do now	<p>Governance arrangements considered by the Project Board 19 May 2021 and agreed the current arrangements are appropriate.</p> <p>The Steering Committee meeting of 10 June 2021 accepted the Gateway Review recommendations progress and confirmed the governance arrangements remain appropriate for the Project and be reviewed leading up to the release of Phase 2.</p>	Fully
4	Governance and Planning	Ensure the decision-making authority of business users involved in Phase 2 is delegated appropriately to permit agile development to progress as rapidly as is necessary.	Critical, do now	<p>The decision-making process have been put in place to progress rapid development using an agile approach:</p> <ul style="list-style-type: none"> <li>• Collaborative working approach and solution co-design with IPEA, MaPS and the delivery team</li> <li>• Change advisory approval processes in place and being followed</li> <li>• Joint management and planning of System Integration Testing and User Acceptance Testing</li> <li>• Daily stand ups</li> <li>• Weekly tracking of progress; and</li> <li>• SAP assistance with User Experience design, reporting and data models</li> </ul>	Fully

**Previous Recommendations and Actions Taken**

5	Readiness for Next Phase (Milestone 7 Phase 2)	Finalise the scope of Phase 2 deliverables as a matter of urgency.	Critical, do now	<p>The development team, IPEA and MaPS worked closely on the list of essential items. The Essential items as at 19 November 2021 included 312 total items. Development of all essential is complete.</p> <ul style="list-style-type: none"><li>• Scope for data models to support ad-hoc reporting agreed with IPEA and is development complete.</li><li>• Expenditure reporting requirements are development complete, remaining work to be completed no later than 6 May 2022.</li><li>• IPEA have recruited a business analyst to clarify remaining expenditure reporting and ad-hoc / self-service report requirements.</li><li>• Further work for self-service reporting is being discussed with IPEA.</li></ul>	Fully. Scope of deliverables is being refined / redefined based on what can be delivered within the available time and resources.
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**Previous Recommendations and Actions Taken**

6	Readiness for Next Phase (Milestone 7 Phase 2)	Finance to consider amending its MoU with IPEA to describe the enhancement processes as part of BAU and confirm the available funding.	Essential, by November 2021	<p>In principle agreement resulting from the Project Board meeting of 19 May 2021 to a recommendation that the MoU be updated prior to Phase 2 go-live, subject to confirmation from the CFO on the pricing in Schedule 2.</p> <ul style="list-style-type: none"> <li>• IPEA has commenced negotiations with Finance regarding 2021-22 MoU and will include discussion/provision for this recommendation.</li> <li>• Activities to address amendment to the MoU will be managed as part of the Readiness stream of work.</li> </ul>	Partially. Updated MoU with IPEA signed on 17 March 2022 but does not specifically address the issue of resourcing for PEMS post Go-Live.
7	Readiness for Next Phase (Milestone 7 Phase 2)	PEMS Steering Committee requests that IPEA and MaPS review their resourcing priorities in order to ensure the program's requirements can be met in a timely fashion.	Critical, do now	MaPS and IPEA undertake ongoing review and monitoring of their resourcing priorities.	Partially. This is an ongoing requirement and at the time of this Mid-stage review, there have been some delays in testing as a result of insufficient resources being allocated. Resources need to be prioritised for Readiness for Service & BAU governance activities.

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### Previous Recommendations and Actions Taken

8	Readiness for Next Phase (Milestone 7 Phase 2)	Monitor the Phase 2 release schedule to assess the ongoing appropriateness of the date of transition from development to testing and training.	Recommended	<p>Updated integrated project schedule reflects a contingency plan adopted in February 2022, i.e. development of all functional modules and data models to support ad-hoc reporting is complete. Completion of functional and user acceptance testing revised to 15 April 2022 with remediation of all severity 1 and 2 items by 6 May 2022.</p> <ul style="list-style-type: none"> <li>• Remaining activities including readiness, communications, training and a further cutover dress rehearsal will be completed prior to go-live 1 July 2022.</li> <li>• Collaborative working arrangements are continuing.</li> <li>• Revised priorities for development will optimise functional testing progress.</li> </ul>	Fully.
9	Readiness for Next Phase (Milestone 7 Phase 2)	Finance to ensure that appropriate resources are available to maintain legacy systems until they are no longer required.	Recommended	<p>ICTD has provided assurance that support for EMS / EMR will continue. CHRIS21 will also be supported in read only mode.</p> <p>At an agreed point in time, archiving the data in an SQL database will be considered (taking into account the risks and costs associated with keeping the data secure), at which point access to the data would be available via a database administrator.</p>	Fully.
	Next review	Mid Stage program Review be conducted on the Readiness for Service of Phase 2 of Milestone 7	Two months prior to the release estimated as April 2022.	Scheduled to occur 2 months prior to release – Jul 22.	Fully.

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## Appendix C: Review Checklist

Consistent with *Resource Management Guide 106: Australian Government Assurance Reviews*, this section contains the review team's assessment<sup>1</sup> of the program against each of the Key Focus Areas. Review teams apply their collective expertise to determine the relevance and appropriateness of each question below with regard to the program and review stage.

The review team provides an assessment against each of the questions to allow a level of granularity and assist entities to identify and address the key issues. The overall delivery confidence assessment for the review is provided in the Dashboard.

The review team considers the individual Key Focus Area assessment ratings below and exercises its own judgement and expertise to determine the most suitable overall assessment of delivery confidence.

### Business Case and Benefits:

Assessment Rating: Green

Key Focus Area Question	Comments
1.1 Strategic Fit: Is the business case up to date and does it continue to demonstrate the business need and contribute to the business strategy?	Yes. Addendum to business case provided.
1.2 Options: Is the preferred way forward still appropriate?	Yes
1.3 Value for Money: Are the proposed delivery arrangements likely to achieve value for money?	Partially. The budget has been fully spent and supplemented from departmental funding.
1.4 Affordability: Are the costs within current budgets? Is the program/project funding affordable and supported by key stakeholders?	See 1.3
1.5 Achievability: Is the entity still realistic about its ability to deliver the outcomes and realise benefits?	Yes. Stakeholders acknowledge the solution to be delivered by 1 July 2022 is the minimum viable solution, and that a key element – the Expenditure Report – is not likely to be fully tested until end September 2022.
1.6 Organisational Change: If benefits and outcomes are dependent on organisational change, is there a plan for this, is it on track and is it achievable?	N/A
1.7 Benefits: Are the outcomes delivered and the benefits to be realised understood and agreed to with benefit owners?	No. Not all benefits will be achieved as project costs have significantly increased and there have been lengthy delays in overall project delivery. ASL savings were harvested from both MaPS and IPEA, but subsequently returned to IPEA due to delays caused by external challenges including COVID-19.
1.8 Benefits: Is there a strategy and plan for realising benefits? Is it current?	The benefits plan was redrafted in December 2021 but has not been endorsed. In line with findings in previous reviews, the lack of benefits baselining will make it difficult to assess the degree to which the benefits are realised.

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**Stakeholders:****Assessment Rating:** Green

Key Focus Area Question	Comments
2.1 Have the stakeholders and their areas of interest been identified, and do they support the program/project?	Yes, although MoPS and Parliamentarians have had minimal engagement with Phase 2. There is currently around a 75% take-up of online applications delivered through earlier phases of the project – an outcome which shows an improvement over previous years.
2.2 Is this a whole of government initiative or are other agencies involved in design, development or delivery?	No. All agencies involved are within the Finance portfolio.
2.3 Have stakeholder and end-user needs been taken into account in the design and delivery strategy?	Yes.
2.4 Do stakeholders continue to support the approved business case and the selection of the preferred option? (This includes the potential or recommended delivery approach and mechanisms.)	Yes, noting that scope has been tailored to available time and resources and may not deliver the full functionality originally desired.
2.5 Are the Stakeholder Engagement Strategy and supporting governance arrangements fit for purpose and do they recognise the need to engage with external whole-of-government and multi-entity stakeholders?	The review has seen evidence of fit-for-purpose governance arrangements that recognise the need to engage with a diverse range of stakeholders.
2.6 Are stakeholder confident outcomes will be achieved when expected?	Yes. See 2.5
2.7 Do stakeholders feel sufficiently engaged?	Yes – improved since last review.

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**Governance and Planning:****Assessment Rating: Green**

Key Focus Area Question	Comments
3.1 Is there an overall program governance framework in place and is it fit for purpose?	Yes. New governance arrangements will be needed after 1 July 2022 to address BAU and backlog prioritisation.
3.2 If other agencies are involved in design and delivery, how are they included in the governance framework?	Through the Steering Committee, Project Board and User Reference Group.
3.3 Are program and project controls effective?	Yes. There was comment that controls had particularly improved over the past 18 months since the arrival of the new Deputy Secretary, BES.
3.4 Is there a change management process in place? Is it effective? Is there adequate oversight, particularly in relation to scope change?	We have not seen a Change Management Plan but have noted training and cut-over plans. A Change Advisory Authority is being created for changes after Go-Live.
3.5 Is there a quality high level design? Does it contain sufficient detail to allow scheduling and alignment of the work to be delivered? Has it been signed off by the appropriate governance forum?	Partial. There have been concerns raised about the description of business requirements. Scheduling and alignment of work is being derived from functional and business testing ranking of severity given time available before Go-Live.
3.6 Has a steering committee, or equivalent, been established to oversee the project and is it effective?	Yes.
3.7 Is there executive level commitment to the program? Are responsibilities clear? Are key positions staffed?	Yes.

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**Risk Management:****Assessment Rating: Green**

Key Focus Area Question	Comments
4.1 Is there an organisational framework for managing risks, assumptions, issues and dependencies (RAID) associated with this program/project?	Yes
4.2 Have the major risks been identified and are risk owners appointed?	Partial. Major risks have been identified and are discussed as a standing item at both Project Management Board and Steering Committee. A Risk and Issues Register has been developed
4.3 Are there specific high-level risks that might affect this program arising from, for example, multiple delivery entities, program complexity, novelty, technology, cyber issues, complex supplier arrangements or multiple stakeholders?	Yes – there are two specific high-level risks identified: Inherent schedule flaws prevent delivery as planned; and delivery of reporting build is not completed prior to PEMS Go-Live.
4.4 Is the RAID log regularly reviewed and updated regularly and briefed to governance committees and management as appropriate?	RAID log has not been sighted. A Risk and Issues Register has been developed. Major risks have been identified and are discussed as a standing item at both Project Management Board and Steering Committee.
4.5 Have assurance arrangements for the program/project been put in place and is there an Assurance Plan?	An Assurance Plan has not been sighted. But the review team notes that some assurance activities have been conducted, for example, Gateway Assurance Review Process,
4.6 Does the entity have a Business Continuity Plan that includes the program/project?	A Business Continuity Plan is not required for this stage of the project.
4.7 Are there contingency plans that address risks as necessary?	Specific plans to mitigate risks are being developed for consideration by the Steering Committee
4.8 Have assurance arrangements for the program been put in place and are they effective?	See 4.5

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**Review of Current Phase (Milestone 7 Phase 2):****Assessment Rating: Amber**

Key Focus Area Question	Comments
5.1 Is there an integrated master schedule showing the program/project milestones along with the milestones and interdependencies of programs/projects (Including those managed by other agencies where relevant)?	Yes.
5.2 Milestones: Are the program/project's key milestones compliant with broader government or entity timing requirements?	Yes, as agreed to by Government and the Steering Committee.
5.3 Schedule: Are the program schedules realistic and achievable and do they include appropriate contingency?	Project schedule aims for 1 July as Go-Live date. Most people interviewed indicated that 1 July Go-Live is achievable but with some elements not being completed and therefore included in a post Go-Live backlog. There appears to be no schedule contingency left leading into 1 July but the project executives are identifying flexibility in deliverables in order to meet the 1 July deadline.
5.4 Schedule: Is the program/project progressing in accordance with the schedule?	Yes, over all, but significant elements (the expenditure report) are running behind schedule.
5.5 Budget: Is the program/project performing to budget?	Yes. The project's original budget has been supplemented by IPEA and with departmental funding as approved by the Finance Executive Board.
5.6 Issues: Have issues emerged and have they been resolved?	A significant issue is the impending election announcement. Some staff surge capacity is being put in place for the elections. Another issue is the impact on PEMS of other government initiatives and reports, such as OPSC and the Jenkins Report.
5.7 Delivery Strategy: Has a delivery strategy been developed? Does the program/project have a sound Release/Staging Strategy?	Yes. Yes.
5.8 Does the program have a sourcing strategy? Has the program considered re-usable common design patterns either using existing technology or sourcing reusable technology?	N/A
5.9 Does the program have a sound release strategy?	Yes.
5.10 Is functionality being released in line with that strategy?	Yes – overall functionality is being released in line with the release strategy. But some elements have been moved to the backlog as a result of issues identified during user testing and decisions by the Steering Committee on essential items to be delivered by 1 July. Workarounds are being found for others. The Expenditure Report will be deployed by 30 Sep after testing and any subsequent defect remediation.
5.11 Where relevant, has user acceptance testing and system end-to-end testing to ensure fitness for purpose been conducted and does the product/element perform to specification?	Yes, user acceptance testing and functional testing are being undertaken in parallel.

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Key Focus Area Question	Comments
<p>5.12 Outcomes and Benefits: Is the program/project and its projects on track to deliver the outcome and realise the benefits as specified in the business case?</p>	<p>PEMS will facilitate a move from paper-based claims to an on-line 24/7 system. It will deliver a basic functionality to the business owners and clients.</p> <p>Some key functionality will not be available on 1 July 2022, such as expense reporting, and will be the subject of further work by the SDO. Workarounds will be in place in the meantime.</p> <p>Furthermore, the legacy EMS system will not be retired as was stated in the original Business Case and the benefits predicted to arise from its retirement will not be realised.</p>

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**Readiness for Service (Milestone 7 Phase 2):**

Assessment Rating: Amber

Key Focus Area Question	Comments
6.1 Test and Acceptance: Has user acceptance testing and system end-to-end testing to ensure fitness for purpose been conducted and does the product perform to specification?	Yes, user acceptance testing and functional testing are being undertaken in parallel. End-to-end testing has not been comprehensive.
6.2 Have stakeholders been consulted and do they agree that the program is ready for service?	There is a robust GO-NO GO process with all stakeholders engaged.
6.3 If organisational change is required, is this planned and is it achievable?	Yes.
6.4 Is the long-term contract management process in place?	N/A
6.5 Is there a process to manage and measure performance of the system?	This is managed within the Service Delivery Office.
6.6 Have ongoing operation and maintenance been considered in detail? Are the necessary resources available?	Partial. There is cost modelling underway to determine operational funding and level of service. SLAs and the service catalogue are being developed. Approach to resolution of backlog management and prioritisation is underway.
6.7 In-Service Support: Have arrangements been put in place for the support of the capability once transitioned to business as usual?	PEMS will be operated and sustained by the SDO. A budget for the SDO has been set aside and this must cover all BAU with the balance covering backlog management, upgrades and bug fixes. The balance available for these tasks is as yet unknown.

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**Readiness for Next Stage: (BAU and Project close)**

Assessment Rating: Amber

Key Focus Area Question	Comments
7.1 Has the current stage successfully completed and has approval been received from the governance committee to proceed with the next stage?	Phase 2 will not be completed until 1 July 2022. Approval to proceed to BAU will be given by the Steering Committee post the Go-Live decision.
7.2 Has the entity assessed its readiness to proceed to the next stage?	This is underway but overall planning and preparations to move to the next stage have been compressed as a result of delays in testing. Readiness to proceed to the next stage is at different levels of maturity across the different entities involved.
7.3 Are the funds available to undertake the next phase?	There is a lack of clarity concerning funds available for the next phase to complete the backlog, to decommission legacy systems and for BAU.
7.4 Does the program/project have the capability and capacity (right skills in the right quantity including specialist advice) to deliver the next stage?	The skills required for this project are in high demand and the entity will need to continue to pay attention to retaining these skills.
7.5 Are the plans for the next phase fit for purpose and achievable?	No, plans are being developed but no decision has yet been taken.
7.6 Are the governance arrangements for the next stage fit for purpose?	Some work has been undertaken to develop draft governance arrangements for the next stage but these may need to be revisited prior to transition. There is a need to develop and articulate a clear governance model for managing decisions about prioritisation and funding of the backlog.
7.7 If the next gate is a Gate 5/End stage - Is there a plan for post-implementation reviews?	No.
7.8 If the next gate is a Gate 5/End stage, is the benefits realisation plan up to date and ready to support the measurement and reporting of outcomes/benefits?	No.

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## Appendix D: List of Interviewees

Name	Role/Position/Entity	Interview date
John Sheridan	CIO & CISO; PEMS Senior Responsible Officer; Finance	04/04/2022 06/04/2022
Clare Walsh	Deputy Secretary, BES; Chair PEMS Steering Committee; Finance	04/04/2022
Peter Rush	First Assistant Secretary; Steering Committee Member; PM&C	04/04/2022
Simon Quarrell	Assistant Secretary; Steering Committee Member; DTA	04/04/2022
██████████	Director; PEMS Project Manager; Finance	04/04/2022, 06/04/2022
██████████	Assistant Secretary; Senior Supplier/Project Assurance; PEMS Project Board & Steering Committee Member; Finance	04/04/2022
David De Silva	First Assistant Secretary; MaPS First Assistant Secretary, PEMS Steering Committee Member; Finance	04/04/2022
██████████	Director; PEMS Test Manager; Finance	05/04/2022
██████████	Assistant Director; MaPS PEMS Support Coordinator; Finance	05/04/2022
Michael Frost	Assistant Secretary; Member PEMS Project Board, Corporate, Governance and Strategy; IPEA	05/04/2022
Gautam Kumar	SME; Technical Cutover Manager; Finance	05/04/2022
Michelle Black	Assistant Secretary; Member PEMS Project Board; SDO	05/04/2022
Christina Grant	Assistant Secretary; Travel and Education Advice; Finance	05/04/2022
Lauren Barons	Assistant Secretary; MaPS BPR Framework, Advice and Support; Finance	05/04/2022
██████████	Director; Budget and Reporting Group, Central Agencies AAU; Finance	06/04/2022
Annwyn Godwin	CEO IPEA; Member PEMS Steering Committee; IPEA	06/04/2022
██████████	Director; PEMS Change management, Communication and Training; Finance	06/04/2022
Lucelle Veneros	First Assistant Secretary; PEMS Steering Committee Member, SDO; Finance	06/04/2022
Grant Stevens	Chief Financial Officer; Member PEMS Project Board; Finance	06/04/2022
Nicole Pearson	Assistant Secretary; IPEA Reporting; IPEA	06/04/2022

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## Appendix E: List of Documents Reviewed

Document Title	Version no. and/or Publication date
Steering Committee Papers 12Nov2021	12 November 2021
Steering Committee Papers 21Dec2021	21 December 2021
Steering Committee Papers 10Feb2022	10 February 2022
Steering Committee Draft Minutes 10Feb2022	Draft 10 February 2022
PEMS Project Board Papers 16 February 2022	16 February 2022
PEMS Project Board Papers 16 March 2022	16 March 2022
PEMS Project Board Papers 30 March 2022	29 March 2022
PEMS Financial Summary - January 2022	January 2022
PEMS Financial Summary - February 2022	February 2022
PEMS Organisational Chart	March 2022
Recommendations and Decisions Log	29 March 2022
PEMS M7P2 Business Cutover Approach	v1.0 February 2022
PEMS Business Cutover Plan	v1.0 February 2022
PEMS Communications Plan - M7P2	29 March 2022 Draft
PEMS Training Plan - M7P2	March 2022
PEMS Training Curriculum	March 2022
IPEA Education and Training strategy	v.2 Draft
PEMS PH2 Readiness Scorecard for Reporting	31 March 2022
PEMS RASCI Chart	March 2021
PEMS Benefits Realisation Plan	V1.3 December 2021
PEMS Benefits Register	March 2022
PEMS Project Management Plan - Milestone 7 Phase 1	Jan 2021-v2.0
PEMS Project Management Plan - Milestone 7 Phase 2	v1.1 March 2022
Essential Items List progression – Phase 2	26/11/2021
Risks and Issues Register	12/03/2022
PEMS Backlog as at 2022-03-24	24/03/2022
PEMS level 2 Support HandOver v0.01	Draft v0.01
PEMS P2 Support Transition Plan v0.02	Draft v0.02
Lessons Learnt (Phase 1)	v7-1.3
URG Survey (Phase 1)	21 September 2021
IPEA-Finance MOU	17 March 2022
PEMS Overview Demo	March 2022
PEMS Support Service Mapping v.2	v.2 Draft
IPEA High Level Organisational Chart	March 2022
Senate Estimate Brief cleared 22-000050	March 2022
Addendum to the 2nd pass Business Case	June 2021

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Document Title	Version no. and/or Publication date
2021-08 PEMS IATO Minute Signed	August 2021
2021-08 PEMS IATO Certificate Signed	August 2021
PEMS D4 – Security Recommendations v1.0	v.1 1/03/2022
PEMS Security Actions Plan	March 2022
PEMS Support Organisation Plan v0.02	Draft v0.02
PEMS Testing Dashboard	25 March 2022
PEMS Reports Project Management Plan	Deprecated
20210909 - Steering Committee papers	
20211014 - Steering Committee Papers	
PEMS_Phase2ProdRelease_Runsheet	
Agenda 3 - PEMS Reports Options paper	
20210610 - PEMS Steering Committee Draft Minutes	
PEMS Steering Committee Draft Minutes 14Oct2021	
PEMS Change Advisory Authority Operational Governance Arrangements v0.5	
Annex E - Phase 2 integrated Schedule (PMP Milestone 7 Phase 2)	
Annex D - Business Requirements (PMP Milestone 7 Phase 2)	
PEMS Risk and Issues Management Plan	V1.0 July 2019

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## Appendix F: Assessment Ratings and Definitions

### ***Delivery Confidence Assessment Rating Definitions***

The review team will provide an overall delivery confidence assessment (DCA) based on the definitions below. The review team should consider the individual Key Focus Area assessment ratings (defined below) and exercise their own judgement/expertise to determine the most suitable overall assessment of delivery confidence rating.

<b>DCA Assessment Ratings</b>	
<b>Assessment</b>	<b>Definition</b>
<b>Green</b>	Successful delivery of the program to time, cost, quality standards and benefits realisation appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
<b>Green/Amber</b>	Successful delivery of the program to time, cost, quality standards and benefits realisation appears probable however constant attention will be needed to ensure risks do not become major issues threatening delivery.
<b>Amber</b>	Successful delivery of the program to time, cost, quality standards and benefits realisation appears feasible but significant issues already exist requiring management attention. These need to be addressed promptly.
<b>Amber/Red</b>	Successful delivery of the program to time, cost, quality standards and benefits realisation is in doubt with major issues apparent in a number of key areas. Urgent action is needed to address these.
<b>Red</b>	Successful delivery of the program appears to be unachievable. There are major issues on program definition, schedule, budget, quality or benefits delivery. The program may need to be re-baselined and/or overall viability re-assessed.

### ***Key Focus Area Assessment Rating Definitions***

The review team will provide an assessment against each of the Key Focus Areas probed. This will provide a level of granularity to assist entities to identify and address the key issues.

<b>Key Focus Area Assessment Ratings</b>	
<b>Assessment</b>	<b>Definition</b>
<b>Green</b>	There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly.
<b>Amber</b>	There are issues in this Key Focus Area that require timely management attention.
<b>Red</b>	There are significant issues in this Key Focus Area that may jeopardise the successful delivery of the program.

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**Report Recommendation Category Definitions**

The review team will rate individual recommendations with a sense of urgency as defined below:

**Critical (Do Now):** To increase the likelihood of a successful outcome it is of the greatest importance that the program should take action immediately.

**Essential (Do By):** To increase the likelihood of a successful outcome the program should take action in the near future. Whenever possible essential recommendations should be linked to program milestones (e.g., before contract signature and/or a specified timeframe i.e., within the next three months).

**Recommended:** The project should benefit from the uptake of this recommendation. If possible, recommendations should be linked to program milestones (e.g., before contract signature and/or a specified timeframe i.e., within the next three months).

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## Gateway Mid-Stage Review Recommendations – April 2022

Item	Urgency	Recommendation	Proposed Response	Comments	Proposed Timeframe	Responsible
1	Recommended	That Finance attempts to seek agreement that the success of this project will be measured in line with delivery against the outputs and outcomes articulated in the Second Pass Business Case and the PEMS Benefits Realisation Plan.	Accept	Actions: <ul style="list-style-type: none"> <li>To be considered by Steering Committee</li> <li>Review Benefits Realisation Plan and Register in the context of this Recommendation and decision by the Steering Committee.</li> </ul>	By October/November	Finance
2	Essential (Do By 30 Jun 2022)	Finalise comprehensive technical documentation for the system solution being delivered through Milestone 7 Phase 2.	Accept	Actions: <ul style="list-style-type: none"> <li>Provide copies of all existing documentation to SDO</li> <li>Prioritise with the SDO what documentation is critical by 30 June.</li> <li>Remaining documentation to be delivered progressively to December based on agreed priority.</li> </ul>	By December	Project Team SDO
3	Essential (Do By 30 Sep 2022)	Prior to project closure, develop a detailed requirements definition of the agreed priority items on the backlog.	Accept	Actions: <ul style="list-style-type: none"> <li>Outline the process for managing the change request process for PEMS.</li> <li>Review backlog listing.</li> <li>Business will need to ensure a change request template is completed for each listed item including confirming its priority rating.</li> <li>Business to prioritise items for the next Release (R3) by mid-May 2022.</li> </ul>	Ongoing from June	MaPS and IPEA
4	Critical (Do Now)	<b>Rapidly finalise the key readiness and transition documentation.</b>	Accept	Actions: <ul style="list-style-type: none"> <li>Technical and business cutover workshops to commence from the end of April / start of May.</li> <li>Confirm transition documentation requirements, assign to responsible party and track progress.</li> <li>Ongoing weekly schedule updates and fortnightly Checkpoints to track progress.</li> </ul>	End of May	MaPS IPEA Project Team
5	Recommended	Consider the use of a co-located multi-user business and technical team to collaboratively develop critical transition activities such as training and communication.	Accept	Actions: <ul style="list-style-type: none"> <li>Confirm priorities for transition, training and communication artefacts.</li> <li>Assess the possibility of managing concurrent reviews of documentation.</li> </ul>	By late April/early May	MaPS IPEA Project Team
6	Essential (Do By 31 May 2022)	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.	Accept	Actions: <ul style="list-style-type: none"> <li>Finalise PEMS Operations Governance Paper.</li> <li>Refer actions for Recommendation 5.</li> <li>To be recommended by Project Board and approved by Steering Committee</li> </ul>	May  Draft by end of April  Considered by Project Board by start of May	MaPS IPEA
7	Critical (Do Now)	<b>Ensure the Steering Committee prioritises attention to transition planning, business readiness and preparation for the post Go-Live work.</b>	Accept	Actions: <ul style="list-style-type: none"> <li>Review current reports to highlight transition planning, business readiness and preparation for the post Go-Live work.</li> <li>Steer conversations at existing meetings/workshops from development to readiness at the operational level.</li> <li>Consideration to be given to Support resource numbers.</li> </ul>	May	Steering Committee Project Team
8	Recommended	Schedule an End-Stage (Gate 5) Gateway Review by December 2022.	Accept	Actions: <ul style="list-style-type: none"> <li>Schedule next review with Gateway Assurance</li> </ul>	August	Project Team

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## Steering Committee meeting – 12 May 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.
  - a. **Agree** to close action 108 – Committee endorse Communications Plan.
2. **Accept** the project delivery update and integrated project schedule.
3. **Note** that at 6 May, Phase 2 was 74% complete against planned completion of 77%. The schedule performance index (SPI) is 0.96.

Development and remediation of Phase 2 functionality is complete.

All testing and defect remediation activities have been completed. The project team will prepare a UAT Exit Report for the Project Board consideration.
4. **Note** the updates to the key Risks and Issues.
  - New Issue #36 - Key EMS developer ceases with Finance on 20 May. Handover to replacement resource is in progress.
  - Issue #35 – Travel provider changes not completed by 6 May. Issue complete as IPEA agreed and successfully tested solution proposed by the Project.
  - Two low risks transferred to a BAU Risk Register: 55 and 65
  - Risk #8 is the only current high risk – Loss of Executive Sponsorship.
5. **Note** the Readiness Scorecard as at 6 May 2022. The second Readiness checkpoint (Checkpoint 2) meeting was held on 4 May, with the following recommendations made:
  - Continue to progress readiness activities
  - Readiness Team chair to advise the Decision Team of the Recommendation Team meeting outcomes (completed).
  - The next checkpoint is 18 May.
6. **Note** the financial position as at 30 April 2022 as shown at Attachment 4 in the Project Status Report

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# 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:	<p>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)            Ms. Cherie Bouquiaux representing Simon Quarrell – Member, Digital Transformation Agency (DTA)            Mr. Peter Rush – Member, Prime Minister and Cabinet (PM&amp;C)</p> <p>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</p> <p>Secretariat            s 22</p>
1. Meeting Opening	
Summary	<p><i>Apologies</i>            Annwyn Godwin – Senior User, IPEA            Mr. Simon Quarrell – Member, DTA</p> <p><i>Minutes</i>            The Minutes of the meeting of 10 March 2022 were accepted.</p> <p><i>Actions</i>  <b>A102</b> – Testing progress report to be provided regularly to the Steering Committee:</p> <ul style="list-style-type: none"> <li>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).</li> </ul>

	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Close.</li> </ul> <p><b>A104</b> – 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:</p> <ul style="list-style-type: none"> <li>• The Project will review the Governance paper and consider Recommendation 6 to: <ul style="list-style-type: none"> <li>○ <i>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.</i></li> </ul> </li> <li>• The paper requested by the Chair will report the Project’s consideration of this Recommendation and will be delivered at the agreed time.</li> <li>• Close.</li> </ul> <p><b>A105</b> – Provide progress updates to the Steering Committee about report testing, including any additional assistance from Project, SDO and IPEA:</p> <ul style="list-style-type: none"> <li>• Daily meetings and subsequent reporting to the Steering Committee Chair has occurred during the testing period, which has been surpassed.</li> <li>• Close.</li> </ul> <p><b>A106</b> – IPEA to advise the Steering Committee of its Members’ support of continued quarterly reporting in the immediate period post Go-Live:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• IPEA Members are also supportive of the IPEA Executive making this decision.</li> <li>• Close.</li> </ul> <p><i>Closed Actions</i> A102, A104, A105 &amp; A106.</p>
Decisions	The Steering Committee <b>accepted</b> the minutes from the previous meeting as well as the status of actions raised.
Actions	Nil
<b>2. PEMS Delivery Update</b>	
Summary	<p><i>Phase 2 Status Report</i></p> <p>The Chair presented the schedule as at 22 April 2022:</p> <ul style="list-style-type: none"> <li>• PEMS is currently reporting Green as a consequence of moving to the post-testing phase.</li> <li>• The Project is 71% complete against a plan of 73%, with the Schedule Performance Index (SPI) recorded as 0.97.</li> <li>• Defect remediation is underway with 17 items transported to the UAT environment and 5 test cases passed since 15 April 2022.</li> </ul>

- 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

	<ul style="list-style-type: none"> <li>○ 3 are Gap Defects, and</li> <li>○ 12 are Change Variations.</li> <li>● 34 items are currently being tested by the Business and the Test Team – the breakdown is as follows: <ul style="list-style-type: none"> <li>○ 8 x Common Items</li> <li>○ 5 x Budgets</li> <li>○ 3 x Domestic Travel</li> <li>○ 2 x Office Expenses</li> <li>○ 4 x International Travel</li> <li>○ 11 x Reporting (of which 8 relate to Expenditure Reporting), and</li> <li>○ 1 x EMS - Entitlements Management System.</li> </ul> </li> <li>● 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.</li> <li>● The Project Board agreed to two remaining Changes be included: <ul style="list-style-type: none"> <li>○ Change Request <b>#5602</b>: Domestic Travel – the comments should be optional and not mandatory, and</li> <li>○ Change Request <b>#5858</b>: Reporting (Budget Reports) – adding a footer to the budget summary page and each of the budget consumption reports.</li> </ul> </li> <li>● 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. <ul style="list-style-type: none"> <li>○ The risk of undertaking this work by 06 May 2022 is that it may not be completed given other priorities.</li> </ul> </li> </ul> <p><i>Production Phase 1 Support Update</i></p> <ul style="list-style-type: none"> <li>● As at 22 April 2022, PEMS remains a healthy system with no significant underlying themes.</li> <li>● Of the 5 open tickets, two have been open for more than 28 days: <ul style="list-style-type: none"> <li>○ <b>#1650501</b> – 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</li> <li>○ <b>#1653219</b> – 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.</li> </ul> </li> <li>● The planned Alemba (vFire) upgrade has been postponed until the loss of key ‘drag and drop’ feature for attachments is resolved.</li> <li>● 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.</li> <li>● User registrations remain consistent at 85%, despite a recent Senator change that has resulted in an additional unregistered member.</li> </ul>
Decisions	The Steering Committee <b>accepted</b> the Project update and integrated Project schedule.
Actions	A107 – MaPS to advise a cohort of URG members to be involved in PVT.

<b>3. PEMS Communications Plan</b>	
Summary	<ul style="list-style-type: none"> <li>• The PEMS Communications Plan (the Plan) was approved by the Project Board on 27 April 2022.</li> <li>• The Chair confirmed that the Steering Committee also approve the Plan by COB 03 May 2022.</li> <li>• In summary the Plan: <ul style="list-style-type: none"> <li>○ 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</li> <li>○ 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</li> <li>○ MaPS and IPEA will be provided with the function of viewing in-flight transactions to verify if users have incomplete transactions in the system.</li> </ul> </li> <li>• The Chair also requested information about PEMS is included in the new starter induction process.</li> </ul>
Decisions	The Steering Committee <b>did not note</b> 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.
<b>4. Readiness Scorecard</b>	
Summary	<ul style="list-style-type: none"> <li>• The first Delivery Checkpoint meeting was held with the Recommendation Team on 21 April 2022 with the following recommendations agreed: <ul style="list-style-type: none"> <li>○ Continue to progress readiness activities,</li> <li>○ 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</li> <li>○ 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.</li> </ul> </li> <li>• The second Checkpoint Meeting is scheduled for 04 May 2022.</li> </ul>
Decisions	The Steering Committee <b>noted</b> the Readiness Scorecard as at 22 April 2022.
Actions	Nil
<b>5. Financial Position</b>	
Summary	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• The funding has been updated to include the funding from IPEA and upon realising the \$600k funding assistance from IPEA.</li> <li>• This minor complication of addressing the additional funding as an increase to the Project's budget will be discussed in detail with CFOB</li> </ul>

	and IPEA to ensure it is explained correctly should this be raised in Estimates.
Decisions	The Steering Committee <b>accepted</b> the 31 March 2022 financial position.
Actions	Nil
<b>6. Other Business</b>	
Summary	<p><i>Gateway Review Report</i></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Extension of the governance mechanism will not be at any additional cost as the APS resources are funded by the ICT Division.</li> <li>• The estimated \$4m funding allocated for sustainment of BAU (once achieved) will also assist with several other gateway Recommendations.</li> <li>• The benefits realisation (Recommendation 8) will be better understood in December 2022, with the Project still in effect.</li> <li>• 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.</li> <li>• Close consultation with IPEA and MaPS will occur in preparing the paper noting decisions scheduling backlog implementation is the responsibility of the business areas.</li> <li>• 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.</li> </ul> <p><i>Final comments</i></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
Decisions	The Steering Committee <b>accepted</b> the Gateway Mid-Stage Review Report and <b>agreed</b> its recommendations and the Project's proposed actions.
Actions	Nil
The meeting closed at 10:15am.	

**Action Items**

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 21/12/2021</b>				
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.
<b>Actions from meeting of 10/02/2022</b>				
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.
<b>Actions from meeting of 10/03/2022</b>				
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.
<b>Actions from meeting of 28/04/2022</b>				
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	

## Project Status Report – Milestone 7

Summary	Previous Status	Current Status	Commentary																																				
Overall Status			<p><i>Overall</i></p> <ul style="list-style-type: none"> <li>As at 6 May Phase 2 was 74% complete against planned completion of 77%. The schedule performance index (SPI) is 0.96.</li> <li>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.</li> </ul> <p><i>Remaining Test Cases</i></p> <ul style="list-style-type: none"> <li>At 6 May there are no remaining Phase 2 test cases.</li> </ul> <p><i>Remaining Work Items</i></p> <ul style="list-style-type: none"> <li>At 6 May, all agreed work items and remediation tasks have been completed.</li> </ul>																																				
			<p><b>Reporting solution</b></p> <p><i>Information models and BEx queries</i></p> <ul style="list-style-type: none"> <li>The project team have completed all data models for self-service reporting.</li> <li>This work is now complete.</li> </ul> <p><i>Expenditure Reporting</i></p> <ul style="list-style-type: none"> <li>Remaining tests and defects will be addressed for the post live finalisation of Expenditure Reporting.</li> </ul> <p><i>Self-Service Reports</i></p> <ul style="list-style-type: none"> <li>IPEA have developed and successfully tested 47 Self Service Reports for the Phase 2 go-live.</li> <li>Build or modification of further self-service reports may continue through to 17 June 2022 in the Dev SAC environment.</li> <li>Work undertaken after 6 May 2022 will be deployed to Production post go-live.</li> </ul>																																				
Governance			<ul style="list-style-type: none"> <li>The Steering Committee's next meeting is scheduled for Thursday 9 June 2022.</li> <li>The Project Board's next fortnightly meeting is scheduled for Wednesday 25 May 2022.</li> </ul>																																				
Schedule			<p><b>Refer to Attachment 3</b> high level schedule. Key dates for critical path activities:</p> <table border="1"> <thead> <tr> <th>Key Date</th> <th>Description</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>18 March</td> <td>Testing complete for code drop</td> <td>✓ Complete</td> </tr> <tr> <td>18 March</td> <td>Production Code Drop (with SDO HR packs)</td> <td>✓ Complete</td> </tr> <tr> <td>18 March to 9 May</td> <td>Technical documentation and knowledge transfer to SDO</td> <td>In Progress</td> </tr> <tr> <td>21 March to 15 April</td> <td>Testing contingency period</td> <td>✓ Complete</td> </tr> <tr> <td>8 April</td> <td>QAS ready to be used</td> <td>✓ Complete</td> </tr> <tr> <td>8 May</td> <td>Completion of defect remediation</td> <td>✓ Complete</td> </tr> <tr> <td>9 May</td> <td>Handover UAT to CDR prep activities</td> <td>✓ Complete</td> </tr> <tr> <td>28 May</td> <td>Technical CDR</td> <td>Preparation commenced</td> </tr> <tr> <td>28 May</td> <td>Business CDR</td> <td>Preparation commenced</td> </tr> <tr> <td>11 June</td> <td>Technical Go live</td> <td>Not started</td> </tr> <tr> <td>1(4) July</td> <td>Business Go live</td> <td>Not started</td> </tr> </tbody> </table>	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
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Scope			<ul style="list-style-type: none"> <li>Development and remediation of Phase 2 functionality is complete.</li> </ul>																																				
Resources			<ul style="list-style-type: none"> <li>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.</li> <li>Refer Attachment 4 for the financial position at 30 April.</li> </ul>																																				
Issues			<p><b>Refer Attachment 1 - Project Issues</b></p> <ul style="list-style-type: none"> <li>The project team manages issues and escalates where necessary.</li> <li>The project has raised 36 issues: 4 are open and 32 are closed.</li> </ul>																																				

<b>Risks</b>			<b>Refer Attachment 2 - Project Risks</b> <ul style="list-style-type: none"> <li>Risks are reviewed and updated regularly.</li> <li>The next Risk Workshop is scheduled for Wednesday 1 June 2022.</li> <li>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.</li> </ul>
<b>Quality</b>			<b>Penetration Testing of SAC</b> <ul style="list-style-type: none"> <li>SAC penetration testing concluded with three (2) low risk and (1) informational issues identified. The findings will be captured in the security action plan.</li> </ul>
<b>Design</b>			<ul style="list-style-type: none"> <li>Draft design documentation has been provided to the SDO. With the build and testing finalised, updating/creation of system documentation can now progress.</li> </ul>
<b>Build</b>			<ul style="list-style-type: none"> <li>Build and remediation of Phase 2 essential items and prioritised backlog is complete.</li> </ul>
<b>Testing</b>			<b>Key activities and progress as at 6 May:</b> <ul style="list-style-type: none"> <li>The agreed functional / user acceptance testing cycle, and the extended defect remediation periods have ended.</li> <li>The project team will prepare a UAT Exit Report for the Project Board consideration.</li> </ul> <b>Remaining Test Cases</b> <ul style="list-style-type: none"> <li>No test cases remain for execution in Phase 2.</li> </ul> <b>Remaining Work Items:</b> <ul style="list-style-type: none"> <li>All agreed items have been completed.</li> </ul>
<b>Support Organisation</b>			<b>Phase 1</b> <ul style="list-style-type: none"> <li>A weekly dashboard is distributed to Senior Users. There are no issues of concern.</li> </ul> <b>Phase 2</b> <ul style="list-style-type: none"> <li>Comments have been received on the draft transition plan and is now being finalised.</li> <li>Knowledge transfer sessions to the SDO support team have commenced.</li> <li>Draft Service Catalogue has been provided to SDO and will be updated during support discussions over the next few weeks.</li> </ul>
<b>Change Management and Communications</b>			<ul style="list-style-type: none"> <li>External communications to Parliamentarians and MoP(S) staff has commenced.</li> <li>System Instructions and How to Guides have been drafted and are under review by Business.</li> <li>MaPS internal training commenced on 2 May.</li> <li>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.</li> </ul>
<b>Readiness</b>			<ul style="list-style-type: none"> <li>The project team and MaPS are progressing updates to the Operational Governance arrangements for post Phase 2 go-live.</li> <li>Readiness activity tracking meetings are held bi-weekly, the second Checkpoint meeting was held on 4 May 2022 and agreed to proceed with readiness</li> <li>At 6 May, of the 131 Total Activities, 92 are on track and 39 are completed.</li> </ul>

Legend: On Target	Alert	Escalate	Overall
			<b>Green Light</b> Criterion = All green, or only one amber with no red <b>Amber Light</b> Criterion = More than one amber but no red <b>Red Light</b> 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	

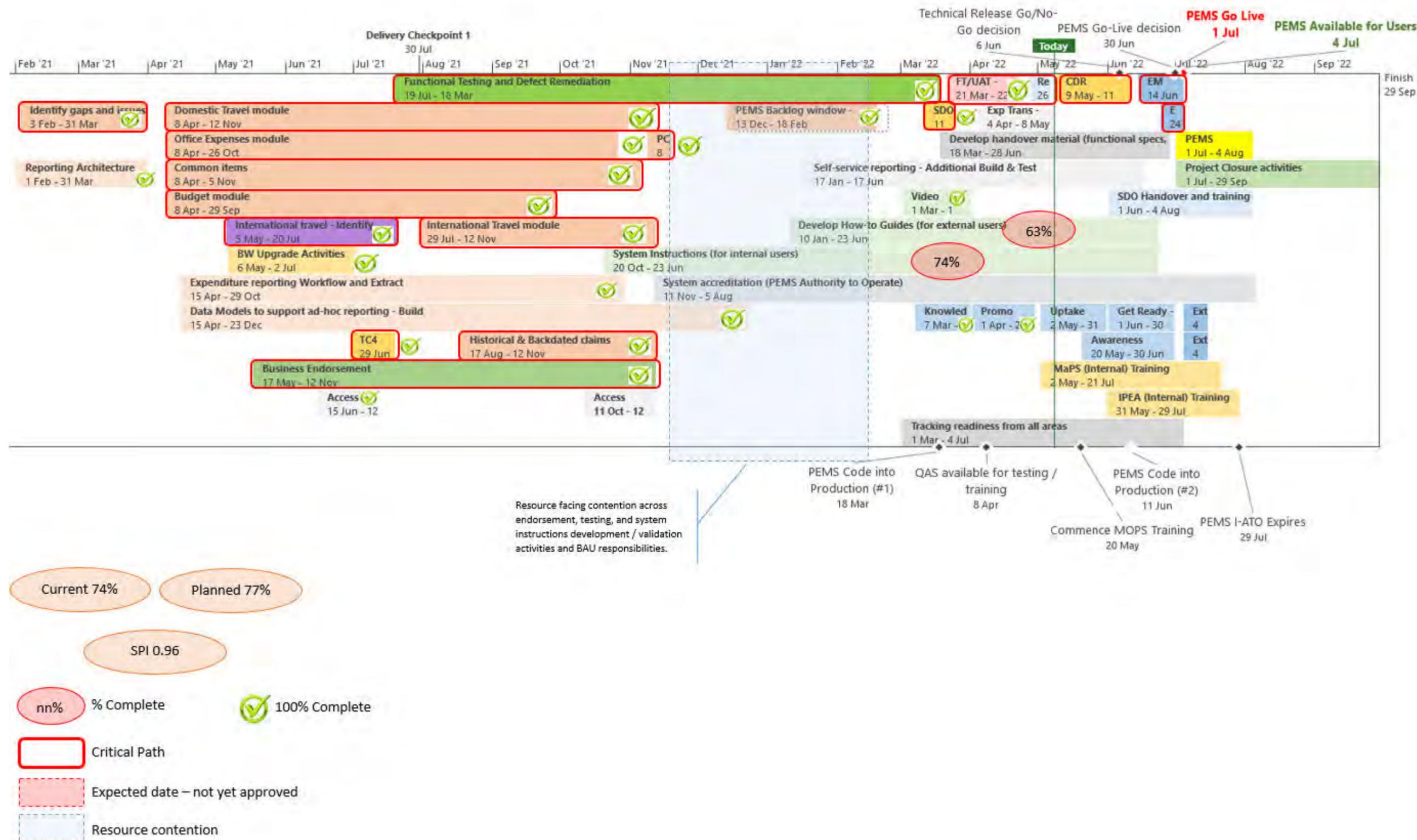
## ATTACHMENT 1. PROJECT ISSUES

#	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	<ul style="list-style-type: none"> <li>*Finalise draft remediation plan for completing expenditure reporting post go live.</li> <li><del>*Finalise testing and, remediate as many defects as possible by 6 May.</del></li> <li>*Prioritise and schedule the implementation of expenditure reporting for 30 September.</li> </ul>	31-May-22	In progress	<ul style="list-style-type: none"> <li>*Removed 52 tests from expenditure reporting scope</li> <li>*Finalise testing and, remediate as many defects as possible by 6 May.</li> </ul>
36	3/05/2022	3	Key EMS developer ceases with Finance on 20 May.	PO		High	<ul style="list-style-type: none"> <li><del>* Closely work with the replacement resource to get them fully up to speed with PEMS, particularly the integration components with PEMS.</del></li> <li><del>* Prioritise their work over the remaining period to cover any gaps for PEMS cutover and go live.</del></li> <li>* Confirm documentation of the PEMS/EMS integration aspects.</li> </ul>	19-May-22	In progress	<ul style="list-style-type: none"> <li>* Closely work with the replacement resource to get them fully up to speed with PEMS, particularly the integration components with PEMS.</li> <li>* Prioritise their work over the remaining period to cover any gaps for PEMS cutover and go live.</li> </ul>

## ATTACHMENT 2. PROJECT RISKS

ID	Date Raised	Risk Description	Scenario (Examples)	Source / Cause	Current controls	Risk level			Treatments	Residual Risk						
						Consequence	Likelihood	Rating		Consequence	Likelihood	Rating	Assigned to	Reviewed Date	Status	Close date
8	22/03/18	Loss of Executive Sponsorship	<ul style="list-style-type: none"> <li>* Minister decides not to proceed with PEMS before system deployment</li> <li>* Usability is a deterrent to PEMS adoption.</li> </ul>	<ul style="list-style-type: none"> <li>* Government policy change</li> <li>* Delivery of reduced scope in 2021 and further iterations of delivery post 2021.</li> <li>* Any delay in delivery beyond the advised timeframes for Milestone 7 Phase 2</li> <li>* Further increase in cost beyond current approved budget.</li> <li>* Adverse commentary at Senate Estimates.</li> <li>* Federal Election occurs prior to M7.2 release.</li> </ul>	<ul style="list-style-type: none"> <li>* Ongoing regular communication with the Minister's office.</li> <li>* Promote bi-partisan PEMS support through communication with the shadow SMOS office.</li> <li>* Utilise regular meetings between the Deputy Secretary and Ministers Office as a communication channel.</li> <li>* Bi-partisan information sessions.</li> <li>* Keep responsible Ministers informed of PEMS through HIB or other fora.</li> <li>* Finance Secretary meeting with IPEA executive and Chair of IPEA Board of Authority.</li> <li>* BES Dep Sec brief for IPEA Board.</li> <li>* Consider options to encourage use by Ministers.</li> <li>* 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.</li> <li>* Deployment of Phase 1 by 1 July 2021 with minimal defects reported as at 30 July 2021.</li> <li>* Finance and IPEA meeting with Minister 9 September 2021.</li> <li>* Incoming brief provided to the SMOS.</li> <li>* Key messages are consistent and agreed.</li> <li>* Briefs, responses to Questions on Notice etc. are cleared through the appropriate Executive.</li> <li>* Monitoring of system use shows consistent and high usage.</li> </ul>	Severe	Remote	High	<ul style="list-style-type: none"> <li>* Key messages are consistent and agreed.</li> <li>* Briefs, responses to Questions on Notice etc. are cleared through the appropriate Executive.</li> <li>* IGB includes information about PEMS.</li> </ul>	Severe	Remote	High	David DeSilva/Annwyn Godwin	6/05/22	Open	

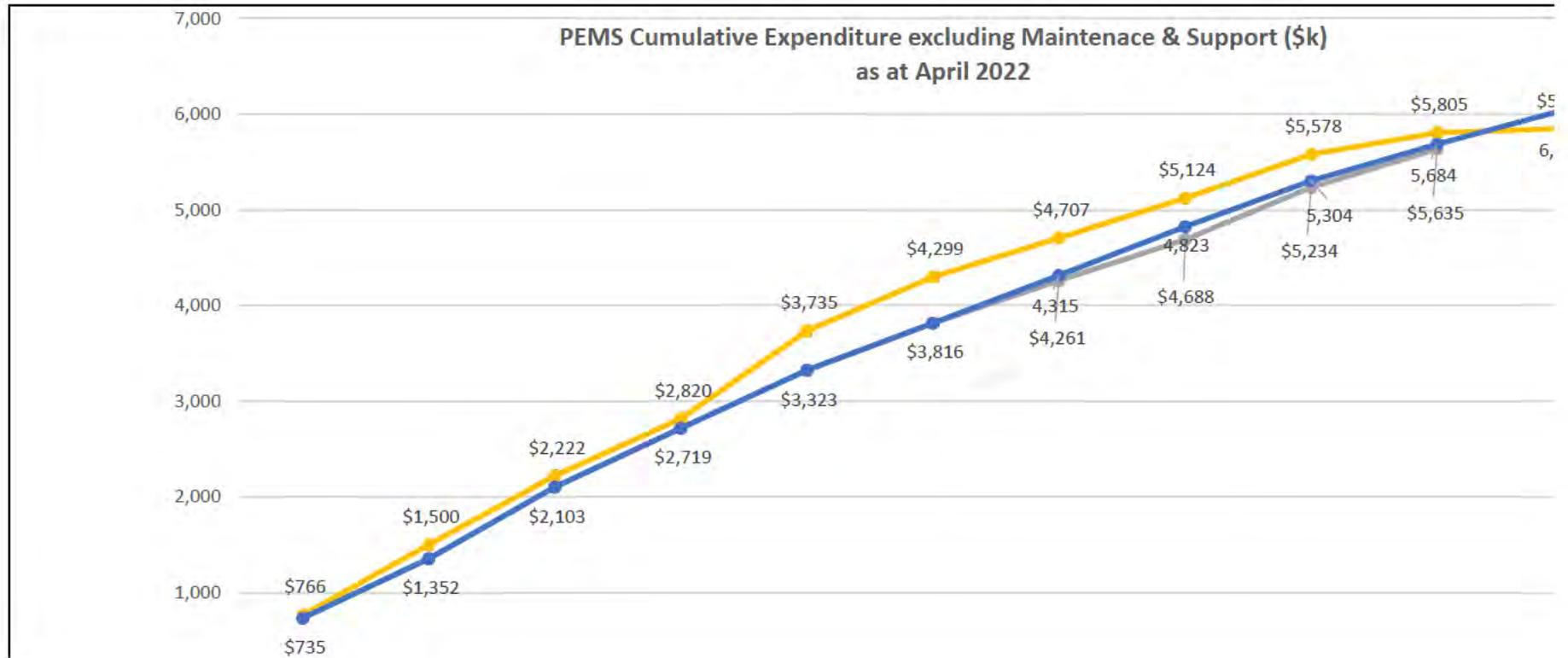
# ATTACHMENT 3. HIGH LEVEL SCHEDULE FOR PHASE 2



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)
<b>Development</b>	<i>Funding</i>	2.7	19.4	21.9	8.7	6.7	59.4
	<i>Actual</i>	2.7	19.4	21.9	8.7	5.6	58.3
	<i>Committed</i>	0.0	0.0	0.0	0.0	0.3	0.3
	<i>Uncommitted</i>	0.0	0.0	0.0	0.0	0.8	0.8
	<b>Surplus(+)/ Deficit(-)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>SDO Support &amp; Maintenance (SaaS)</b>	<i>Funding</i>	0.0	0.0	0.0	2.9	3.5	6.4
	<i>Actual</i>	0.0	0.0	0.0	2.9	2.9	5.8
	<i>Committed</i>	0.0	0.0	0.0	0.0	0.6	0.6
	<i>Uncommitted</i>	0.0	0.0	0.0	0.0	0.0	0.0
	<b>Surplus(+)/ Deficit(-)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total</b>	<i>Funding</i>	2.7	19.4	21.9	11.6	10.2	65.8
	<i>Actual</i>	2.7	19.4	21.9	11.6	8.5	64.1
	<i>Committed</i>	0.0	0.0	0.0	0.0	0.9	0.9
	<i>Uncommitted</i>	0.0	0.0	0.0	0.0	0.8	0.8
	<b>Surplus(+)/ Deficit(-)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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
<b>Total</b>	44.0	11.8	10.0	65.8
SDO SaaS		2.9	3.5	6.4
<b>Total excluding SaaS</b>	<b>44.0</b>	<b>8.9</b>	<b>6.5</b>	<b>59.4</b>

PEMS 2021/22 Expenditure (\$m)													
	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	Total
<b>OPEX</b>	0.6	0.5	0.6	0.5	0.5	0.4	0.4	0.5	0.3	0.5			4.8
<b>CAPEX</b>	0.4	0.4	0.5	0.4	0.5	0.4	0.3	0.3	0.3	0.2			3.7
<b>Total</b>	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
<b>OPEX SaaS</b>	0.3	0.3	0.3	0.3	0.4	0.3	0.3	0.3	0.1	0.3			2.9
<b>Total (ex SaaS)</b>	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



# 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

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## Steering Committee meeting – 16 June 2022 Parliamentary Expenses Management System

### Recommended actions

It is recommended that you:

1. **Accept** the status of actions.
2. **Accept** the project update and integrated project schedule:
  - a. Refer Project Status Report as at 10 June.

At 10 June, Phase 2 was 84% complete against planned completion of 85%. The schedule performance index (SPI) is 0.98.
  - b. Risks and issues:

There is presently one high risk – *Risk 8 Loss of Executive Sponsorship*. A brief has been prepared for the new SMOS.

New issue 27 – *Org. structure changes affect the processing of claims*. This is a known issue related to the M7.1 implementation. A process to manage is in place but will be resolved long term once M7.2 is implemented.
  - c. Project schedule:

The technical cutover conducted on the weekend of Friday 10 June to 12 June.

Preparations are well progressed for the Business Go-Live scheduled for 1(4) July 2022.
3. **Agree** the PEMS Governance Arrangements – June 2022 as endorsed by the Project Board on 10 June 2022.
4. **Note** the Readiness Scorecard at 9 June 2022. The first Readiness Decision point meeting “Go/No-Go - Decision” was held on Monday 6 June 2022 and confirmed proceeding with the Technical Cutover (Deployment 1).
5. **Accept** the financial position as at 31 May 2022.

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Australian Government  
Department of Finance

# Parliamentary Expenses Management System (PEMS) Project

## Steering Committee – Agenda

Meeting Details		
<b>Date:</b>	Thursday 16 June 2022	
<b>Time:</b>	3.00 pm to 4.00 pm	
<b>Venue:</b>	GovTEAMS video conference	
<b>Attendees</b>	<p><i>Members:</i>            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)            Ms. Michelle Black – Senior Supplier, Service Delivery Office (SDO)            Mr. Simon Quarrell – Independent Member, Digital Transformation Agency (DTA)            Mr. Peter Rush – Independent Member, Prime Minister and Cabinet (PM&amp;C)</p> <p><i>Advisers:</i>            s 22 [REDACTED], A/PEMS Branch Director and Senior Supplier, ICTD            s 22 [REDACTED] – PEMS Project Manager</p> <p><i>Secretariat:</i>            Ms. Ana Grgic</p>	
Agenda Items	Who	Paper / Action
1. Meeting Opening a. Apologies b. 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 Governance Arrangements	Project Executive	Yes Agree the PEMS Governance Arrangement endorsed by Project Board on 10 June 2022
4. Readiness Scorecard a. Decision Point #1	Project Executive	No Note the Readiness Scorecard update and the Decision to commence Technical Cutover
5. Financial position	Project Executive	Yes Accept the financial position as at 31 May 2022
6. Other Business	Chair	No

Next Meeting: 3.00 pm – 4.00 pm, Thursday 21 July 2022  
RM 3N.38 Mt Woodroffe and GovTEAMS video conference

**Action Items**

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 28/04/2022</b>				
A107	MaPS to advise a cohort of URG members to be involved in PVT.	MaPS	In Progress	<p>10/06/22 - MaPS to provide an update at the meeting.</p> <p>28/04/22 - MaPS and IPEA staff to validate tiles in the same way as previous production CDR/code release weekends</p> <p>The Project team to determine how PVT can be managed for external client applications and functions should they be unable to participate</p> <p>MaPS to identify where any of the users not affected by the Election could participate.</p>

## Project Status Report – Milestone 7

Summary	Previous Status	Current Status	Commentary																																				
<b>Overall Status</b>			<p><i>Overall</i></p> <ul style="list-style-type: none"> <li>As at 10 June Phase 2 was 87% complete against planned completion of 88%. The schedule performance index (SPI) is 0.98. The only critical path activity that is behind schedule and affecting schedule performance is the provision and validation of the data files. It is expected this will be on track by week ending 17 June.</li> <li>The Cutover Dress Rehearsal undertaken on 29-30 May validated the timings of technical tasks and data load activities. These findings have been incorporated into the technical cutover preparations. PVT activities were undertaken outside the cutover period but concluded successfully.</li> <li>Readiness activities are progressing well. The first Readiness Go / No Go Decision meeting was held on 6 June and confirmed proceeding with the Technical Cutover as scheduled on 10 to 12 June.</li> <li>Information about the PEMS release is being provided to the Parliamentarians and their staff in line with the PEMS Communication Plan.</li> </ul>																																				
<b>Governance</b>			<ul style="list-style-type: none"> <li>The Steering Committee's next meeting is scheduled for Thursday 21 July 2022.</li> <li>The Project Board's next fortnightly meeting is scheduled for Wednesday 22 June 2022.</li> </ul>																																				
<b>Schedule</b>			<p><b>Refer to Attachment 3</b> high level schedule.</p> <p>Key dates for critical path activities:</p> <table border="1"> <thead> <tr> <th>Key Date</th> <th>Description</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>18 March</td> <td>Testing complete for code drop</td> <td>✓ Complete</td> </tr> <tr> <td>18 March</td> <td>Production Code Drop (with SDO HR packs)</td> <td>✓ Complete</td> </tr> <tr> <td>18 March to 30 June</td> <td>Technical documentation and knowledge transfer to SDO</td> <td>In Progress</td> </tr> <tr> <td>21 March to 15 April</td> <td>Testing contingency period</td> <td>✓ Complete</td> </tr> <tr> <td>8 April</td> <td>QAS ready to be used</td> <td>✓ Complete</td> </tr> <tr> <td>8 May</td> <td>Completion of defect remediation</td> <td>✓ Complete</td> </tr> <tr> <td>9 May</td> <td>Handover UAT to CDR prep activities</td> <td>✓ Complete</td> </tr> <tr> <td>28 May</td> <td>Technical CDR</td> <td>✓ Complete</td> </tr> <tr> <td>28 May</td> <td>Business CDR</td> <td>✓ Complete</td> </tr> <tr> <td>11 June</td> <td>Technical Go live</td> <td>In Progress</td> </tr> <tr> <td>1(4) July</td> <td>Business Go live</td> <td>Preparation underway</td> </tr> </tbody> </table>	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 30 June	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	✓ Complete	28 May	Business CDR	✓ Complete	11 June	Technical Go live	In Progress	1(4) July	Business Go live	Preparation underway
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<b>Scope / Requirements</b>			<p><b>Technical Go-Live</b></p> <ul style="list-style-type: none"> <li>The technical go-live (deployment 1) is being undertaken on the weekend of 10 to 12 June.</li> </ul> <p><b>PVT activities Cutover Dress Rehearsal</b></p> <ul style="list-style-type: none"> <li>The cutover dress rehearsal was completed on the weekend commencing 28 May.</li> <li>PVT activities are complete.</li> <li>Post load validation of the data files was removed from this process. Timings for validating the data upload files are being satisfactorily managed.</li> <li>A CDR Exit Report is being developed.</li> </ul> <p><b>Hypercare</b></p> <ul style="list-style-type: none"> <li>High priority issues will be managed via a Hypercare release.</li> <li>Four severity 3 items have been identified for immediate remediation post go-live: <ul style="list-style-type: none"> <li>Email notifications for UCT Claims and re-opened Domestic Travel allowance claims not sending</li> <li>Budget consumption reporting for 'trip count' budgets processed in EMS (Widows, Former PM's, Post Retirement Travellers, etc.)</li> <li>Allow input of line items with negative amounts (e.g. -\$10) in Office transactions</li> </ul> </li> </ul>																																				

			<ul style="list-style-type: none"> <li>○ Address incorrect consumption of International Travel budgets (solution in discussion with IPEA).</li> </ul> <p><b>Release 1 (the first post go-live release):</b></p> <ul style="list-style-type: none"> <li>• Analysis and prioritisation of tasks for Expenditure Reporting items has commenced. There are presently 58 items to assess and prioritise for delivery by 1 October 2022.</li> <li>• Current planning for Release 1 is focussed on creating the necessary data to facilitate timely testing.</li> <li>• MaPS and other IPEA items to be considered in the next few weeks. As an initial backlog review activity, the PEMS Functional Working Group has been asked to assess the items and confirm their severity and whether the items should be included on the backlog.</li> </ul>
<b>Resources</b>			Post go live resourcing is being confirmed with the SDO as part of the 2022-23 support cost estimate.
<b>Issues</b>			<p><b>Refer Attachment 1 - Project Issues</b></p> <ul style="list-style-type: none"> <li>• The project team manages issues and escalates where necessary.</li> <li>• 36 issues have been identified: of the 4 open issues, 2 are high and 2 are low. <ul style="list-style-type: none"> <li>○ New issue 37 raised – Organisation structure changes as a result of the election are causing issues with processing claims. Actions to manage this issue are in progress.</li> </ul> </li> </ul>
<b>Risks</b>			<p><b>Refer Attachment 2 - Project Risks</b></p> <ul style="list-style-type: none"> <li>• Risks are reviewed and updated regularly.</li> <li>• The next Risk Workshop is scheduled for Wednesday 29 June 2022.</li> <li>• 71 risks have been raised: of the 18 open risks, 1 is high, 5 are medium and 12 are low.</li> </ul>
<b>Design</b>			<ul style="list-style-type: none"> <li>• Draft design documentation has been provided to the SDO. With the build and testing finalised, updating/creation of system documentation is now in progress.</li> <li>• Retaining of some or all the delivery team resources post go-live is expected to allow sufficient time for documentation to be updated.</li> </ul>
<b>Support Organisation</b>			<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>• A weekly dashboard is distributed to Senior Users. There are no issues of concern.</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>• The transition to the new PEMS Support Model commenced on 6 June, allowing business areas to work through the new processes prior to system go-live.</li> </ul>
<b>Change Management and Communications</b>			<ul style="list-style-type: none"> <li>• External communications to Parliamentarians and MoP(S) staff are occurring in accordance with the PEMS Communications Plan. Wave 1 and 2 messages have been delivered, wave 3 messages are expected to be distributed on 10 June.</li> <li>• System Instructions are under review by Business</li> <li>• How to Guides for the external clients are complete.</li> <li>• MaPS internal training commenced on 2 May. The timing for external training is being revised.</li> <li>• IPEA's training plan is expected to be finalised by 14 June.</li> </ul>
<b>Readiness</b>			<ul style="list-style-type: none"> <li>• Readiness activity tracking meetings are held bi-weekly.</li> <li>• At 9 June, of the 136 Total Activities, 70 are completed, 65 are on track and 1 is behind schedule. <ul style="list-style-type: none"> <li>○ The first Readiness Decision meeting “Go/No-Go for the Technical Cutover” was held on Monday 6 June 2022 and confirmed proceeding with the Technical Cutover (Deployment 1).</li> <li>○ The behind schedule task relates to vFire setup activities for IPEA and is expected to be completed next week.</li> </ul> </li> </ul>
<b>Other</b>	N/A	N/A	<ul style="list-style-type: none"> <li>• A potential privacy issue was raised in the QAS environment where real (de-identified) employee records were linked to test logons.</li> </ul>

			<ul style="list-style-type: none"> <li>○ Test/training user logons have been recreated and no longer link to actual de-identified HR records within the QAS.</li> <li>○ The process for managing access to the QAS environment for both testing and training purposes has been agreed.</li> <li>● Finance IT Security have commenced their review of the PEMS Authority to Operate document suite.</li> </ul>
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Legend: On Target	Alert	Escalate	Overall
			<b>Green Light</b> Criterion = All green, or only one amber with no red <b>Amber Light</b> Criterion = More than one amber but no red <b>Red Light</b> 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	

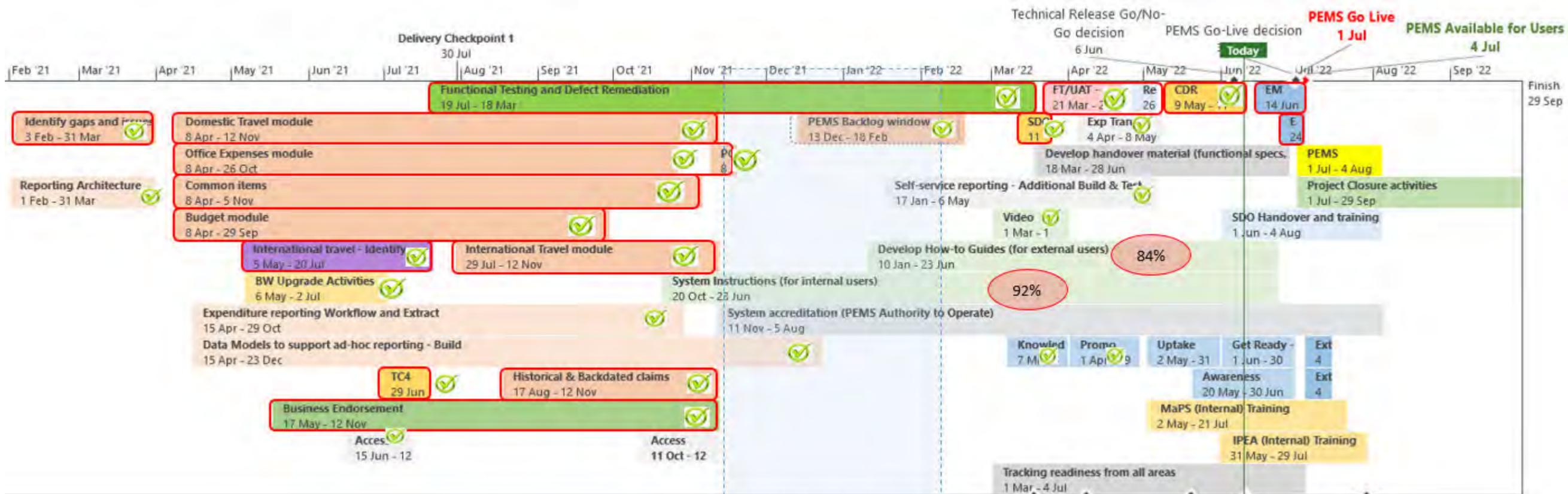
## ATTACHMENT 1. PROJECT ISSUES - HIGH

#	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.
37	3/06/2022		Organisation structure changes as a result of the election are causing issues with processing claims.	Dean Edwards	Michelle Black	High	*Business decide how they wish to manage the various scenarios. *Project confirm this will be remediated with the release of Phase 2.	asap	New	*Business understand technical process for addressing.

## ATTACHMENT 2. PROJECT RISKS

ID	Date Raised	Risk Description	Scenario (Examples)	Source / Cause	Current controls	Risk level			Residual Risk	Assigned to	Reviewed Date	Status	Close date			
						Consequence	Likelihood	Rating								
8	22/03/18	Loss of Executive Sponsorship	<ul style="list-style-type: none"> <li>* Minister decides not to proceed with PEMS before system deployment</li> <li>* Usability is a deterrent to PEMS adoption.</li> </ul>	<ul style="list-style-type: none"> <li>* Government policy change in 2021 and further iterations of delivery post 2021.</li> <li>* Any delay in delivery beyond the advised timeframes for Milestone 7 Phase 2</li> <li>* Further increase in cost beyond current approved budget.</li> <li>* Adverse commentary at Senate Estimates.</li> <li>* Federal Election occurs prior to M7.2 release.</li> </ul>	<ul style="list-style-type: none"> <li>* Ongoing regular communication with the Minister's office.</li> <li>* Promote bi-partisan PEMS support through communication with the shadow SMOS office.</li> <li>* Utilise regular meetings between the Deputy Secretary and Ministers Office as a communication channel.</li> <li>* Bi-partisan information sessions.</li> <li>* Keep responsible Ministers informed of PEMS through HIB or other fora.</li> <li>* Finance Secretary meeting with IPEA executive and Chair of IPEA Board of Authority.</li> <li>* BES Dep Sec brief for IPEA Board.</li> <li>* Consider options to encourage use by Ministers.</li> <li>* Consider how to drive PEMS usage by the Finance Minister's office.</li> <li>Representatives from the MO, PMO and Shadow SMOS have attending PEMS briefings and drop in sessions.</li> <li>* Deployment of Phase 1 by 1 July 2021 with minimal defects reported as at 30 July 2021.</li> <li>* Finance and IPEA meeting with Minister 9 September 2021.</li> <li>* Incoming brief provided to the SMOS.</li> <li>* Key messages are consistent and agreed.</li> <li>* Briefs, responses to Questions on Notice etc. are cleared through the appropriate Executive.</li> <li>* Monitoring of system use shows consistent and high usage.</li> <li>* IGB includes information about PEMS.</li> <li>* Brief new responsible Minister at the first opportunity post-Election. Brief prepared for the SMOS on 10 June.</li> </ul>	Severe	Remote	High	<ul style="list-style-type: none"> <li>* Brief new responsible Minister at the first opportunity post Election.</li> </ul>	Severe	Remote	High	David DeSilva/Annwyn Godwin	3/06/22	Open	

# ATTACHMENT 3. HIGH LEVEL SCHEDULE FOR PHASE 2



Resource facing contention across endorsement, testing, and system instructions development / validation activities and BAU responsibilities.

Current 87%      Planned 88%

SPI 0.98

nn% % Complete      100% Complete

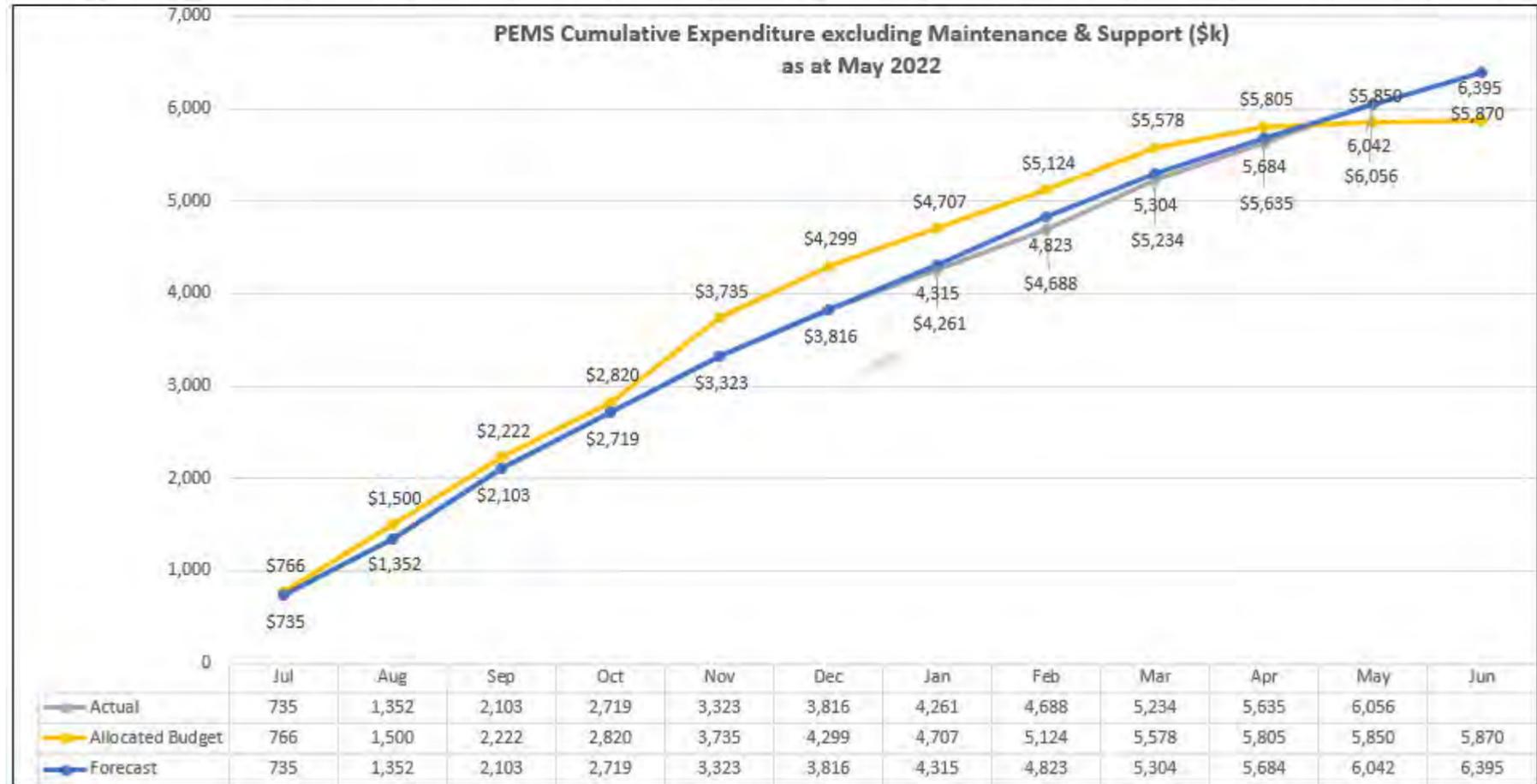
Critical Path

Expected date – not yet approved

Resource contention

# ATTACHMENT 4. FINANCIAL POSITION AS AT 31 MAY 2022

PEMS 2021/22 Expenditure (\$m)													
	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	Total
<b>OPEX</b>	0.6	0.5	0.6	0.5	0.5	0.4	0.4	0.5	0.3	0.5	0.5		5.3
<b>CAPEX</b>	0.4	0.4	0.5	0.4	0.5	0.4	0.3	0.3	0.3	0.2	0.3		4.0
<b>Total</b>	1.0	0.9	1.1	0.9	1.0	0.8	0.7	0.8	0.6	0.7	0.8	0.0	9.3
<b>OPEX SaaS</b>	0.3	0.3	0.3	0.3	0.4	0.3	0.3	0.3	0.1	0.3	0.3		3.2
<b>Total (ex SaaS)</b>	0.7	0.6	0.8	0.6	0.6	0.5	0.4	0.5	0.5	0.4	0.5	0.0	6.1



## Project Board

### PARLIAMENTARY EXPENSES MANAGEMENT SYSTEM (PEMS) REVISED GOVERNANCE ARRANGEMENTS

#### Recommendations

That the Project Board:

- **endorses** the attached proposal (Attachment A) for PEMS governance arrangements.  
ENDORSED / PLEASE DISCUSS
- **endorses** the attached proposal (Attachment B) regarding the prioritisation and funding arrangements for implementing the Backlog and enhancements.  
ENDORSED / PLEASE DISCUSS

#### Issue

1. As the PEMS project reaches its final go-live milestone (M7.2), revised governance arrangements are required, replacing the current interim arrangements.
2. Following delivery of M7.2, governance will transition to the proposed operational governance bodies, excluding the Project Board and Steering Committee. These bodies will remain in place until the project's closure, presently scheduled for December 2022.
3. Management of the PEMS Project backlog will become the responsibility of the SDO and the PEMS Change Advisory Authority. The Project team will finalise the implementation of the Expenditure Reporting solution, including the first post-go live release, using the PEMS Change and Release Management procedures.
4. Subject to the above endorsement, Steering Committee agreement will be sought and the relevant terms of reference and membership details will be finalised.
5. Endorsement will address Recommendation 6 of the recent Gateway Review:
 

*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 operation in practice and reflect SDO processes and requirements.*

#### Background

6. The proposed arrangements build on the interim arrangements that have been in place since July 2019 and recognise the requirement to run two governance streams: the ongoing project to manage the release of the Expenditure Reporting solution and project closure activities and the post go live system support requirements.

#### Consultation

7. N/A

**s 22**  
A/Assistant Secretary  
PEMS Branch

June 2022

## PEMS GOVERNANCE POST M7.2

The proposed governance arrangements recognise the requirement to manage both the ongoing project timeline and delivery of the Expenditure Reporting solution, and the M7.2 post go-live support requirements.

As PEMS reaches its final go live milestone, the operational governance arrangements need to be in place. The governance arrangements will support the following activities:

- Reporting
- Decision making
  - Risk management
  - Strategic direction
- Operations
  - Stakeholder management
  - Services and service level outcomes
- Implementation of the Expenditure Reporting solution
- Closure of the project

It is proposed the PEMS governance arrangements outlined in this document commence in July 2022, at the go live of M7.2. The arrangements will be reviewed at project closure.

### PEMS Project Governance Arrangements

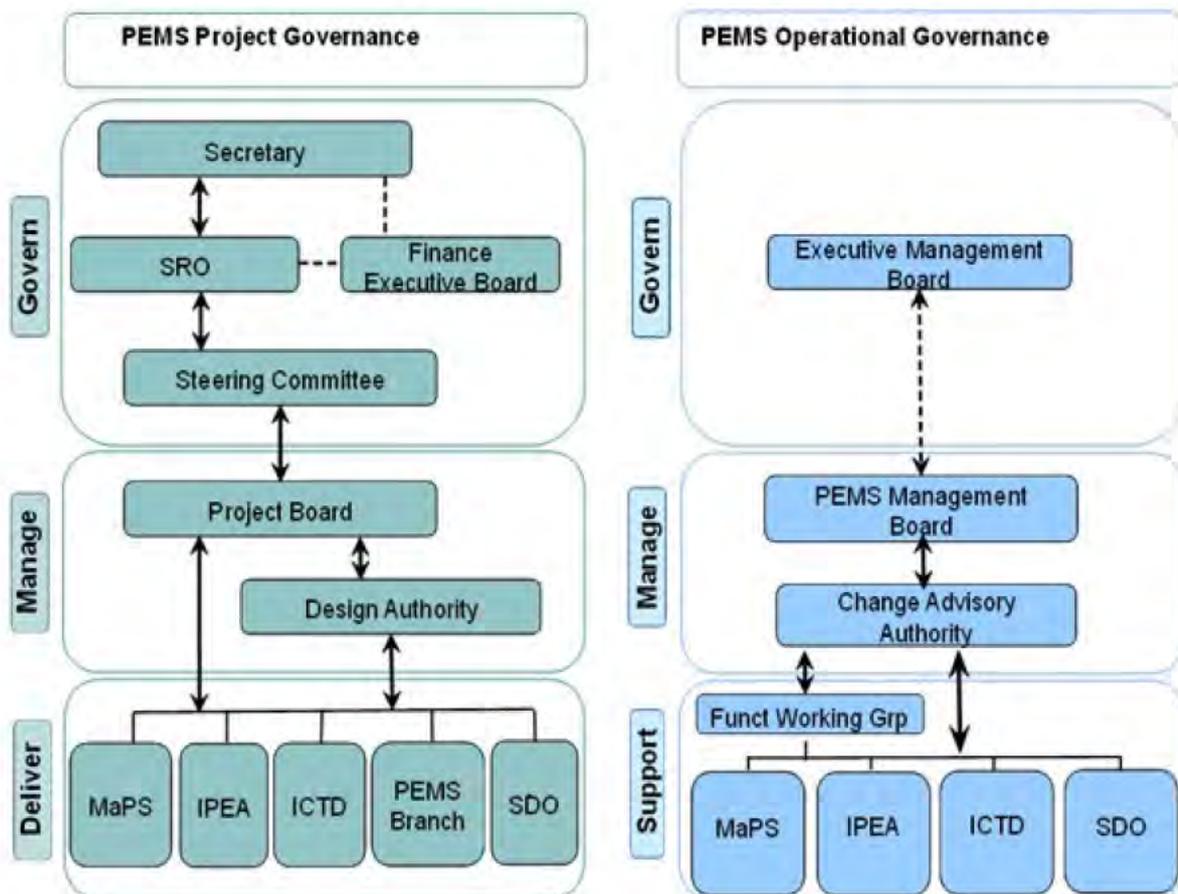
PEMS project governance arrangements will remain in place for management of the post go live Release 1 for expenditure reporting and closure with adjustments as follows:

Current	Terms of Reference	Changes
<b>PEMS Steering Committee</b>	Advice and support to the Project To consider and endorse recommendations for approval Consideration of options and strategic direction	To continue as is and following project closure, change to <b>PEMS Executive Management</b> meeting quarterly
<b>PEMS Project Board</b>	Provide a unified direction to the Project Delegate effectively using the organisational structure and controls designed for this purpose, as set out in the Project Management Plan Provide effective decision making Provide visible and sustained support for the PEMS Project Director and Project Manager, and Support effective communication both within the project team and with external stakeholders.	To remain in place until project closure To include in its agenda: <ul style="list-style-type: none"> <li>• M7.2 Hypercare</li> <li>• Release 1</li> </ul>

Current	Terms of Reference	Changes
<b>PEMS Design Authority</b>	Perform the role of Change Authority Provide consistency in design direction for business and technical Consider matters that require business owner consideration i.e. Backlog management and prioritisation Provide representation on the SDO Change Advisory Board	To become the PEMS Change Authority with meetings held weekly, or as otherwise agreed
PEMS Business areas' functional representatives	Internal to Finance and IPEA, working groups to discuss upcoming work, changes, and support for key business processes.	PEMS Functional Working group, to meet as determined by the group.

**PEMS Post Go-Live Operational Governance Arrangements**

PEMS project governance arrangements will remain in place with the following adjustments at M7.2 go live noting the PEMS Executive Management Board and the PEMS Management Board will not come into effect until the project is closed.



The roles and responsibilities, inputs and outputs for the above governance arrangements and the additional stakeholder management forums are as follows:

Current	Future	Purpose	Chair and Members	Input
<b>Steering Committee</b>  Until Project Closure	<b>Quarterly Executive Management Board</b>  From Project Closure	Provides medium to long term strategic direction for PEMS.	Chair, Deputy Secretary Business Enabling Services. FAS, Ministerial and Parliamentary Services IPEA, CEO FAS, Service Delivery Office	Monthly operations meetings and reports
<b>Project Board</b>  Until Project Closure	<b>Monthly Management Board</b>  From Project Closure	Provides advice to the Executive Management Board to inform strategic direction for PEMS. Resolves issues escalated by the CAA. Service and Service Level management.	Chair, AS Ministerial and Parliamentary Services AS, IPEA AS, Service Delivery Office	Weekly or monthly operational and performance reports. CAA meetings.
<b>Design Authority</b>	<b>Change Advisory Authority (CAA)</b>  From 1 July	<p>On advice from the PEMS Functional Working Group, the CAA will prioritise and agree fixes for production issues, backlog items and enhancements.</p> <p>Stakeholder body to agree changes to be included in each Release Cycle, including issues reported from production.            Resolve design issues relating to PEMS.            Balance the needs of the customers with the capabilities and capacity of the support organisation.            This involves the assessment of proposed business changes in terms of:</p> <ul style="list-style-type: none"> <li>• Business priority</li> <li>• Business impact</li> <li>• Time frame for delivery</li> <li>• Cost benefit analysis/justification</li> </ul> <p>Also refer to Attachment B.</p>	AS Service Delivery Office AS HR Frameworks Branch, MaPS AS PBR Framework Branch, MaPS Branch Manager, Corporate, Governance and Strategy, IPEA Branch Manager, Travel Education Advice, IPEA Director, Financial Reporting, CFO Branch, Finance	PEMS Functional Working Group.

Current	Future	Purpose	Chair and Members	Input
<b>SDO Change Advisory Board membership</b>	<b>SDO Change Advisory Board membership</b>	CAA member represents PEMS Change and Release management Providing approval to build Scheduling in approved business changes into releases based on priorities. Scheduling of changes relating to fixes for Incidents and problems. Supporting normal, major and emergency release process.	Co-Chairs, Service Delivery Office Assistant Secretaries and PEMS A/Assistant Secretary. Replacement Co-Chair representing PEMS to be considered e.g. Chair or members of the PEMS CAA or their delegated representative.	SDO Change Management Process
<b>PEMS User Reference Group</b>	<b>PEMS User Reference Group</b>  Or as determined by MaPS and IPEA.	MaPS and IPEA meet with MOP(S) Act employee representatives. Outcomes inform the PEMS Functional Working Group and the PEMS CAA.	AS HR Frameworks Branch AS PBR Framework Branch, MaPS AS COMCAR and Programs Branch, MaPS Branch Manager, Corporate, Governance and Strategy, IPEA Branch Manager, Travel Education Advice, IPEA, or their representatives.	
<b>N/A</b>	<b>PEMS Service Delivery</b>  From 1 July	Provide operational decisions and direction for PEMS application Review open Incidents, Service requests and Problems to ensure current activity, escalation and active tracking. Improve services Provide decision making Support communication Monthly report review	Chair, AS COMCAR and Programs Branch, MaPS AS PBR Framework Branch, MaPS Branch Manager, Corporate, Governance and Strategy, IPEA Branch Manager, Travel Education Advice, IPEA, or their representatives.	
	<b>PEMS Functional Working Group</b>  From 1 July	Assist with reviewing and prioritising the PEMS backlog for delivery in designated release cycles, in accordance with business needs. Provide recommendations on Backlog prioritisation as input to the Change Advisory Authority.  Assist coordinate User Acceptance Testing	Chair – tbc § 22 - MaPS – Director Advice and Support Branch § 22 – MaPS, PEMS Phase 2 Coordinator § 22 – IPEA, Director PEMS Project team § 22 MaPS – Director MoPS Pay and Conditions Other representatives - tbc	

## PEMS PRIORITISATION AND FUNDING ARRANGEMENTS

### Change Advisory Authority (CAA)

The CAA will include representatives from MaPS, IPEA, SDO and the Chief Financial Officer group. On advice from the PEMS Functional Working Group, the CAA will prioritise and agree fixes for production issues, backlog items and enhancements.

### Backlog management

The PEMS backlog contains changes and enhancements identified during the PEMS project that were not delivered as part of the Phase 2; non-essential items, change requests and defects not remediated prior to the release of Phase 2.

The backlog list will be included in handover-to-support activities following delivery of Phase 2 albeit initially managed by the Project for the first post go live Release.

### Backlog prioritisation

The PEMS Functional Working group will comprise of representatives from MaPS and IPEA operational business areas. A role of the PEMS Functional Working Group will be to review the Backlog, identify and prioritise items for delivery in accordance with the Release cycles.

The items to be included for releases will be prioritised in accordance with the criteria in Table 1.

**Table 1- Prioritisation criteria**

Priority	Definition
<b>Urgent</b>	Schedule immediately
<b>High</b>	Schedule in the next release
<b>Medium</b>	Schedule in the next 'available' release
<b>Low</b>	Schedule in a 'future' release

The CAA will agree the priority of the Backlog items taking into account availability of resources including available funds. Any agreed Backlog items (or future enhancements) will be implemented and costed in accordance with the SDO Project Delivery Framework.

### PEMS release cycle

The release cycle frequency will be agreed by the CAA and SDO in accordance with the release schedule managed by the SDO's Change Advisory Board.

### PEMS Backlog/enhancements funding assumption

PEMS has an annual funding allocation of \$4.040 million to meet PEMS operational costs. The funds available to address backlog and enhancements will be the balance of the annual support budget less the annual support charge, if any.

Otherwise, the process and mechanism to request and govern funding for the Backlog and enhancement development will be determined by the CAA in consultation with the SDO, MaPS and IPEA and, agreed by the PEMS Management Board.

**Steering Committee Meeting – 14 July 2022  
Parliamentary Expenses Management System**

**Recommended actions**

It is recommended that you:

1. **Accept** the status of actions.
2. **Accept** the project update and integrated project schedule:
  - a. Refer Project Status Report as at 11 July.
    - On 30 June, the project received a Go decision to proceed with PEMS Phase 2 go live.
    - PEMS Phase 2 had a soft launch on 3 July and was officially released on 4 July 2022.
  - b. Risks and issues:
    - Risks were reviewed in light of the go-live and the transition to BAU operational arrangements.
      - 5 risks remain open and have been updated to cover delivery of the remaining functionality for expenditure reporting
      - 13 risks have been closed
      - 10 risks created on the BAU register
    - There is one open issue (26) for benefits realisation that will be managed as part of the project closure process.
  - c. **Schedule – Post Go live Hypercare update.** Business areas and the project are working closely to manage issues during the Hypercare period. Significant issues in the past week:
    - On 6 July, an overnight HR record sync to the BW component failed and resulted in no data shown to internal users when accessing PEMS. This issue was quickly resolved allowing work to continue. Daily monitoring of the sync is occurring.
    - On 7 July, a coding error in the system resulted in 10 claims being incorrectly paid to 9 parliamentarians instead of their suppliers for the office expenses. The coding issue was resolved before start of business on 8 July. Actions are in progress to fully remediate the effects of the issue.
    - The system performance experience for internal users is not optimal. A hardware upgrade for the BWP data base was undertaken on 9 July resulting in some improvement. Monitoring of 'expensive' processes is occurring with further actions being undertaken, where appropriate, during the hypercare period.
    - A summary of issues and their status will be tabled at the meeting on 14 Jul 22.
3. **Note** the end of financial year result for 2021-22.



Australian Government  
Department of Finance

# Parliamentary Expenses Management System (PEMS) Project

## Steering Committee – Agenda

Meeting Details		
<b>Date:</b>	Thursday 14 July 2022	
<b>Time:</b>	11.00am to 12.00pm	
<b>Venue:</b>	RM 3N.38 Mt Woodroffe and/or GovTEAMS video conference	
<b>Attendees</b>	<p><i>Members:</i>            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)            Ms. Michelle Black – Senior Supplier, Service Delivery Office (SDO)            Mr. Simon Quarrell – Independent Member, Digital Transformation Agency (DTA)            Mr. Peter Rush – Independent Member, Prime Minister and Cabinet (PM&amp;C)</p> <p><i>Advisers:</i>            s 22 [REDACTED] – A/g PEMS Branch Director and Senior Supplier, ICTD            s 22 [REDACTED] – A/g PEMS</p> <p><i>Secretariat:</i>            s 22 [REDACTED]</p>	
Agenda items	Who	Paper / Action
1. Meeting Opening a. Apologies b. Action Items	Chair	Yes Accept Minutes and status of actions
2. Project delivery update a. Project status report b. Risks and issues c. Schedule - Post go live Hypercare update	Project Executive	Yes Accept the project update
3. Financial position	Project Executive	Yes Accept the financial position as at 30 June 2022
4. Other Business a. PEMS Governance Arrangements	Chair	Yes Final distributed for information

Next Meeting: 11.00am – 12.00pm, Thursday 11 August 2022  
RM 3N.38 Mt Woodroffe and/or GovTEAMS video conference

## Action Items

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 16/06/2022</b>				
A109	Circulate an updated diagram and/or table to clearly represents the current and proposed (“before and after”) governance structures and functions mapped to their respective future BAU forums.	PO	Complete	11/07/22 – Included in the approved Governance Arrangements paper
A110	Report the management of all governance deliverables (including the final Gateway Review and Project Closure Report) in the proposed Governance structures when transitioning from Project to BAU.	PO	Complete	8/07/22 – Included in the approved Governance Arrangements paper
A111	Update the Terms of Reference and membership arrangements of the proposed Governance Arrangements.	PO	In progress	8/07/22 – The draft Terms of Reference (ToR) for the Change Authority have been distributed to business areas for feedback and confirmation of membership. The ToR for the Project Board and Steering will be reviewed an updated, if required to cover the roles and responsibilities to project closure.



# Parliamentary Expenses Management System (PEMS) Project

## Steering Committee – Meeting Minutes

Meeting Details	
Date:	Thursday, 16 June 2022
Time:	11.00am to 12.00pm
Venue:	GovTEAMS video conference
Attendees:	<p>Ms. Clare Walsh – Chair            Mr. John Sheridan – Project Executive            Mr. Annwyn Godwin – Senior User, Independent Parliamentary Expenses Authority (IPEA)            Mr. David De Silva – Senior User, Ministerial and Parliamentary Services (MaPS)            Ms. Michelle Black – Senior Supplier, Service Delivery Office (SDO)            Ms. Simon Quarrell – Member, Digital Transformation Agency (DTA)            Mr. Alex Philp <i>on behalf of Peter Rush</i> – Member, Prime Minister and Cabinet (PM&amp;C)</p> <p>Advisers            S 22 [REDACTED] – A/g PEMS Branch Director and Senior Supplier, ICTD            S 22 [REDACTED] – PEMS Project Manager, ICTD            S 22 [REDACTED] MaPS</p> <p>Secretariat            Ms. Ana Grgic</p>
1. Meeting Opening	
Summary	<p><i>Apologies</i>            Mr. Peter Rush – Member, PM&amp;C</p> <p><i>Actions</i>  <b>A107</b> – MaPS to advise a cohort of URG members to be involved in PVT:</p> <ul style="list-style-type: none"> <li>• MaPS to confirm out-of-session which of the former URG members who are still present can perform PVT with the approval of their members.</li> <li>• MaPS to also advise the new URG members (once known).</li> <li>• Close.</li> </ul> <p><i>Closed Actions</i>            A107.</p>

Decisions	The Steering Committee <b>accepted</b> the status of the action raised.
Actions	Nil
<b>2. PEMS Delivery Update</b>	
Summary	<p><i>Phase 2 Status Report</i></p> <ul style="list-style-type: none"> <li>• The Chair presented the Project schedule as at 10 June 2022, which is currently reporting as Green.</li> <li>• The Project is 87% complete against a planned completion of 88%, with the Schedule Performance Index (SPI) of 0.98.</li> <li>• The Project is on track to achieve Go-Live on 1(4) July 2022.</li> <li>• The Technical Go-Live (Deployment 1) occurred successfully on the weekend of Friday 10 June to Sunday 12 June 2022. Key activities included code transports, the upload of non-transactional master data and PEMS Portal Production Validation Testing (PVT). Three items were not complete within the timeframe, however are not a concern.</li> <li>• Process integration tasks for integration monitoring will be completed by 17 June 2022, provided the required resources are available.</li> <li>• Three pending data files for travel allowance will be uploaded seamlessly once the rate changes are provided.</li> <li>• The SAP ECC and BW data sync work was completed on 13 June 2022.</li> <li>• The soft launch of the new PEMS Support Model commenced on 6 June 2022 to work through the new processes prior to Go-Live.</li> <li>• Wave 3 communications were distributed early week commencing 14 June 2022, with Wave 4 communications scheduled to be released to external clients on 21 June 2022.</li> <li>• System Instructions and How-to Guides were completed and the responsibility for maintaining has been handed to business, with 41 of 65 instructions that have been reviewed and accepted.</li> <li>• High priority issues will be managed via a Hypercare release cycle.</li> <li>• Four Severity 3 items have been raised for remediation post Go-Live: <ul style="list-style-type: none"> <li>1. Email notifications for UCT Claims and re-opened Domestic Travel allowance claims not being sent.</li> <li>2. Budget consumption reporting for 'trip count' budgets processed in EMS (Widows, Former PM's, Post Retirement Travellers, etc.) not displaying correctly in the SAC detail report.</li> <li>3. Input of line items with negative amounts (e.g. -\$10) in Office transactions to be allowed.</li> <li>4. Incorrect consumption of International Travel budgets (solution in discussion with IPEA) to be addressed.</li> </ul> </li> <li>• The Hypercare plan has been agreed by business areas and is ready to implement on 01 July 2022.</li> </ul> <p><i>Release 1 (first release, post Go-Live)</i></p> <ul style="list-style-type: none"> <li>• Analysis and prioritisation of tasks for Expenditure Reporting items has commenced.</li> <li>• MaPS and other IPEA tasks will be considered in the next few weeks, noting that Expenditure Reporting data is the priority for Release 1.</li> <li>• The CDR activity was completed and agreed that the data validation of the post-load files will be outside this process.</li> </ul>

	<ul style="list-style-type: none"> <li>• Data validation of the post-load files has since been completed and approved, with the timing analysed to understand the actual delivery.</li> </ul> <p><i>Risks and Issues</i></p> <ul style="list-style-type: none"> <li>• <u>New Risk #70</u> – Remaining Expenditure Report functionality cannot be completed by the end of September 2022: <ul style="list-style-type: none"> <li>○ Rating: Medium</li> <li>○ Treatments: <ul style="list-style-type: none"> <li>▪ Retain sufficient knowledgeable Project resources to implement the remaining functionality.</li> <li>▪ Create data prior to commencing testing to reduce testing timeframe.</li> <li>▪ Define and confirm requirements and design before commencing the build.</li> <li>▪ Exclude non-expenditure reporting changes in Release 1.</li> </ul> </li> </ul> </li> <li>• <u>New Issue #37</u> – Organisational structure changes as a result of the election are causing issues with processing claims: <ul style="list-style-type: none"> <li>○ Rating: High</li> <li>○ Open Actions: <ul style="list-style-type: none"> <li>▪ MaPS have created new organisations and ICT will run a program for users to be transferred from old to new organisations.</li> <li>▪ Business to decide how they wish to manage the various scenarios.</li> <li>▪ Project have confirmed this will be remediated with the release of Phase 2.</li> <li>▪ Terminated users have been deferred while their organisation does not exist.</li> </ul> </li> </ul> </li> <li>• Project risk assessments are drawing to a close as many open risks have been downgraded, with the Project expecting to close a large number of risks in the upcoming July 2022 workshop.</li> <li>• Many risks have already been transitioned to the BAU Risk Register for ongoing management.</li> <li>• One risk is for loss of executive sponsorship (with change of government), any feedback from SMOS regarding PEMS?</li> <li>• The Chair and MaPS held a briefing with SMOS noting that PEMS is on track for 01 July 2022, emphasising the importance for the SMOS to be reassured in the product (which would maintain risk relating to loss of executive sponsorship as a result of the recent change in government.</li> <li>• IEPA have submitted a hard copy briefing to SMOS with similar sentiments to reassure the SMOS of the anticipated success of PEMS.</li> </ul>
Decisions	The Steering Committee <b>accepted</b> the Project update and integrated Project schedule.
Actions	Nil
<b>3. PEMS Governance Arrangements</b>	
Summary	<ul style="list-style-type: none"> <li>• The PEMS Governance Arrangements agreed by the Project Board addresses Recommendation 6 of the Gateway Review: <ul style="list-style-type: none"> <li>○ <i>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.</i></li> </ul> </li> <li>• The Paper sets out and makes recommendations regarding:</li> </ul>

	<ul style="list-style-type: none"> <li>○ Establishing the long-term governance arrangements for PEMS BAU (post-delivery of Milestone 7 Phase 2)</li> <li>○ Retain Project governance until new completion date of end of December 2022</li> <li>○ The transition to the new governance arrangements</li> <li>○ The transition to the Service Delivery Office (SDO), and</li> <li>○ The prioritisation and funding arrangements for remediating defects (ample \$200k for expenditure reporting), releasing updates, and implementing enhancements.</li> <li>• The pending SDO BAU budget will detail ongoing operating costs.</li> <li>• The delta of available funds in SDO’s BAU budget is needed for the business to advise what backlog items are the priority to be delivered.</li> <li>• The Project must also update the Terms of Reference and membership arrangements following Steering Committee’s acceptance of the proposed simplified governance arrangements.</li> <li>• Members requested clarity in relation to the before and after transformations of existing forums, noting: <ul style="list-style-type: none"> <li>○ The Design Authority will become the Change Advisory Authority</li> <li>○ The Project Board will become the Management Board, and</li> <li>○ The Steering Committee will become the Executive Management Board <ul style="list-style-type: none"> <li>▪ The proposed Executive Management Board will meet quarterly to review PEMS’ ongoing strategic delivery.</li> </ul> </li> </ul> </li> <li>• Members also requested a clear distinction between Project and BAU governance, to be included in the Governance Arrangements paper.</li> <li>• External members from DTA and PM&amp;C will be removed from the Steering Committee once the Project transfers to BAU.</li> <li>• A Project Closure Report will be developed, reviewed and accepted by the Executive Management Board in BAU (either December 2022 or early in 2023) in conjunction with the anticipated final Gateway Review.</li> </ul>
Decisions	The Steering Committee <b>informally agreed</b> the PEMS Governance Arrangements previously approved by the Project Board, noting further updates are required before the Arrangements are formally agreed.
Actions	<p><b>A109</b> – The Project to circulate an updated diagram and/or table to clearly represents the current and proposed (“before and after”) governance structures and functions mapped to their respective future BAU forums.</p> <p><b>A110</b> – The Project to report the management of all governance deliverables (including the final Gateway Review and Project Closure Report) in the proposed Governance structures when transitioning from Project to BAU.</p> <p><b>A111</b> – The Project to update the Terms of Reference and membership arrangements of the proposed Governance Arrangements.</p>
<b>4. Readiness Scorecard</b>	
Summary	<ul style="list-style-type: none"> <li>• A summary of the <b>136 total</b> Activities as of 10 June 2022 is as follows: <ul style="list-style-type: none"> <li>○ 70 Activities are completed, and</li> <li>○ 66 Activities are on track.</li> </ul> </li> <li>• Checkpoint #5 is scheduled for 29 June 2022 and Decision Point #2 is scheduled for 30 June 2022.</li> </ul>
Decisions	The Steering Committee <b>noted</b> the Readiness Scorecard as at 10 June 2022.
Actions	Nil

<b>5. Financial Position</b>	
Summary	<ul style="list-style-type: none"><li>• The Financial Position as at 31 May 2022 was presented to the Board.</li><li>• Actual Project expenditure is on track with the anticipated forecast.</li><li>• The gap between the forecast and the allocated budget is due to the additional funds injection from IPEA.</li></ul>
Decisions	The Steering Committee <b>accepted</b> the 31 May 2022 financial position.
Actions	Nil
<b>6. Other Business</b>	
The meeting closed at 11:45am.	

**Action Items**

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 28/04/2022</b>				
A107	MaPS to advise a cohort of URG members to be involved in PVT.	MaPS	Closed	16/06/22 – MaPS to confirm out-of-session which of the former URG members who are still present can perform PVT with the approval of their respective members.
<b>Actions from meeting of 16/06/2022</b>				
A109	Circulate an updated diagram and/or table to clearly represents the current and proposed (“before and after”) governance structures and functions mapped to their respective future BAU forums.	PO	New	
A110	Report the management of all governance deliverables (including the final Gateway Review and Project Closure Report) in the proposed Governance structures when transitioning from Project to BAU.	PO	New	
A111	Update the Terms of Reference and membership arrangements of the proposed Governance Arrangements.	PO	New	

# 1. Project Status Report – Milestone 7

Summary	Previous Status	Current Status	Commentary																																				
Overall Status			<p><i>Overall</i></p> <ul style="list-style-type: none"> <li>Phase 2 went live officially on Monday 4 Jul following a soft launch on 3 Jul 22. to parliamentarians and MOPS Staff.</li> <li>The project is now in Hypercare and closely monitoring for, and resolving issues as they arise.</li> </ul>																																				
Governance			<ul style="list-style-type: none"> <li>The Steering Committee's next meeting is scheduled for Thursday 21 July 2022.</li> <li>The Project Board's next fortnightly meeting is scheduled for Wednesday 20 July 2022.</li> </ul>																																				
Schedule			<p><b>Refer to Attachment 3</b> high level schedule. An updated schedule is being drafted for Release 1.</p> <p>Key dates for critical path activities:</p> <table border="1"> <thead> <tr> <th>Key Date</th> <th>Description</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>18 March</td> <td>Testing complete for code drop</td> <td>✓ Complete</td> </tr> <tr> <td>18 March</td> <td>Production Code Drop (with SDO HR packs)</td> <td>✓ Complete</td> </tr> <tr> <td>18 March to 30 June</td> <td>Technical documentation and knowledge transfer to SDO</td> <td>In Progress</td> </tr> <tr> <td>21 March to 15 April</td> <td>Testing contingency period</td> <td>✓ Complete</td> </tr> <tr> <td>8 April</td> <td>QAS ready to be used</td> <td>✓ Complete</td> </tr> <tr> <td>8 May</td> <td>Completion of defect remediation</td> <td>✓ Complete</td> </tr> <tr> <td>9 May</td> <td>Handover UAT to CDR prep activities</td> <td>✓ Complete</td> </tr> <tr> <td>28 May</td> <td>Technical CDR</td> <td>✓ Complete</td> </tr> <tr> <td>28 May</td> <td>Business CDR</td> <td>✓ Complete</td> </tr> <tr> <td>11 June</td> <td>Technical Go live</td> <td>✓ Complete</td> </tr> <tr> <td>1(4) July</td> <td>Business Go live</td> <td>✓ Complete</td> </tr> </tbody> </table>	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 30 June	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	✓ Complete	28 May	Business CDR	✓ Complete	11 June	Technical Go live	✓ Complete	1(4) July	Business Go live	✓ Complete
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1(4) July	Business Go live	✓ Complete																																					
Scope / Requirements			<p><b>Go-Live Deployments</b></p> <ul style="list-style-type: none"> <li>Phase 2 successfully went live 4 July.</li> </ul> <p><b>Hypercare</b></p> <ul style="list-style-type: none"> <li>High priority issues will be managed via a Hypercare release.</li> <li>A number of these items were identified end of Phase 2 UAT.</li> <li>New items have been added after consideration of whether: <ul style="list-style-type: none"> <li>the item is a gap in critical system functionality; or</li> <li>the consequences of remediating post Release 1 (finalising expenditure reporting) are prohibitive.</li> </ul> </li> </ul> <p><b>Release 1 (the first post go-live release):</b></p> <ul style="list-style-type: none"> <li>Analysis and prioritisation tasks for Expenditure Reporting items has commenced</li> <li>The current list is considered in excess of the project's capacity to deliver by 30 September.</li> <li>IPEA have identified the top 60 highest priority items from the list of 91 items noting testing for the extracts component was removed from the scope of M7.2.</li> </ul>																																				
Resources			<ul style="list-style-type: none"> <li>The Development resources will transition to SDO management during July.</li> <li>Ongoing resourcing will be shared between BAU and remaining project work so will need to manage associated priorities.</li> </ul>																																				
Issues			<p><b>Refer Attachment 1 - Project Issues</b></p> <ul style="list-style-type: none"> <li>The project team manages issues and escalates where necessary.</li> <li>36 issues have been identified: there remains one issue.</li> </ul>																																				
Risks			<p><b>Refer Attachment 2 - Project Risks</b></p> <ul style="list-style-type: none"> <li>PEMS Risks have been reviewed in light of the go-live and the transition to PEMS BAU.</li> <li>The next Risk Workshop is scheduled for Wednesday 27 July 2022.</li> </ul>																																				

			<ul style="list-style-type: none"> <li>71 risks have been raised for the project. 5 risks remain open: 2 medium and 3 low. The remaining risks predominantly address delivery of the remaining functionality for expenditure reporting.</li> <li>The open medium risks are shown Attachment 2.</li> </ul>
<b>Design</b>			<ul style="list-style-type: none"> <li>Design documentation is being progressed subject to other higher priority tasks. This responsibility will transition with the development resources to the SDO.</li> </ul>
<b>Support Organisation</b>			<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>A weekly dashboard is distributed to Senior Users. There are no issues of concern. This will be updated to incorporate Phase 2 aspects.</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>Hypercare commenced 4 July.</li> </ul>
<b>Readiness</b>			<ul style="list-style-type: none"> <li>Readiness Scorecard following ceased at go live.</li> <li>Two open readiness activities will be tracked as part of Hypercare.</li> </ul>
<b>Other</b>	N/A	N/A	<ul style="list-style-type: none"> <li></li> </ul>

Legend: On Target	Alert	Escalate	Overall
			<p><b>Green Light</b> Criterion = All green, or only one amber with no red</p> <p><b>Amber Light</b> Criterion = More than one amber but no red</p> <p><b>Red Light</b> Criterion = One or more red</p>
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	

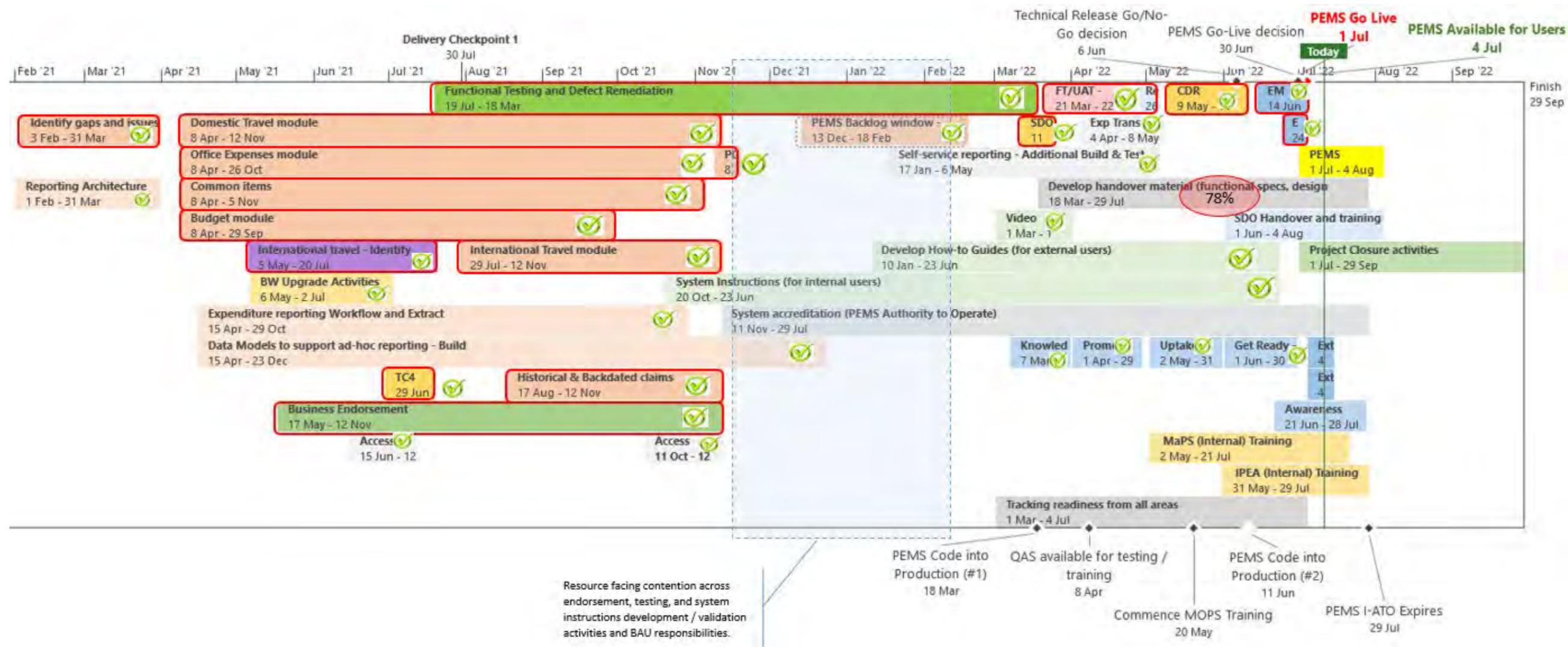
# ATTACHMENT 1. PROJECT ISSUES

#	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.
26	19/11/2020	-	Benefits approved in the second pass business case are not achieved.	PO	S 22	Low	<ul style="list-style-type: none"> <li>* Update the tracker with revised measuring periods.</li> <li>* Commence assessment for Period 3 reporting - expected delivery date - Q122</li> <li>* Review in the context of the Gateway Review Team's recommendation: Finance attempts to seek agreement that the success of this Project will be measured in line with delivery against the outputs and outcomes articulated in the Second Pass Business Case and the PEMS Benefits Realisation Plan.</li> <li>* Prepare a paper for SC consideration of the Review's recommendation.</li> </ul>	1-Nov-22	In progress	<ul style="list-style-type: none"> <li>* Propose to the Project Board options for Gateway Reviews in Feb 2021 and prior to go-live in July 2021.</li> <li>* Assurance Review occurred 8 to 12 February 2021. Rating of Amber. All recommendations accepted by Finance.</li> <li>* Gate 4d assurance review occurred May 2021. All recommendations accepted by Finance.</li> <li>* IPEA savings benefits 'reversed' through the 2021-22 Budget for FYs 2021-22 and 2023-24.</li> <li>* Benefits Plan and tracker updated by end of May 2021 to reflect revised Milestone 7 Phase 1 and Phase 2 delivery.</li> <li>* Benefits Working Group initiated 20 May 2021. Meetings scheduled for the w/c 24 May 2021 subsequently cancelled to reduce Phase 1 resource contention concerns.</li> <li>* Benefits re-baselining review requested on 21 September. IPEA responses received, MaPS response expected to be received shortly.</li> <li>* IPEA have added a new benefit B06 'improved supplier management'</li> <li>* Recommence review of updated Benefits Plan.</li> <li>* Review and update the benefits tracker in conjunction with the Benefits Working Group from September 2021.</li> <li>* Implement the actions to address Gate 4d recommendation 1: Ensure that the current re-baselining exercise is completed by November 2021:                             <ul style="list-style-type: none"> <li>a. Reviews benefits and outcomes in the context of the Second Pass Business Case and available baseline measures;</li> <li>b. Is expressed at the appropriate level to enable assessment of the success of the project;</li> <li>c. Includes any newly identified benefits or dis-benefits, and</li> <li>d. Includes metrics to assist measurement of improved performance</li> </ul> </li> <li>* Update the tracker with revised measuring periods.</li> <li>* Commence assessment for Period 3 reporting - expected delivery date - Q122</li> </ul>

## ATTACHMENT 2. PROJECT RISKS

ID	Date Raised	Risk Description	Scenario (Examples)	Source / Cause	Current controls	Risk level			Residual Risk	Assigned to	Reviewed Date	Status	Close date			
						Consequence	Likelihood	Rating								
5	22/03/18	Quality of product	*UAT finds critical issues that cannot be addressed within the Release 1 timeframe.	*IPEA finds expenditure reporting product deficient.		Moderate	Unlikely	Medium	Moderate	Unlikely	Medium	[Redacted]	27/06/22	Open		
29	12/09/18	IPEA's legislative requirements for reporting Parliamentary expenses are not addressed by the reporting solution.	<p>* The PEMS reporting solution does not support IPEA in meeting its responsibilities.</p> <p>*Requirements are greater than the agreed scope for M7.2.</p> <p>*The Expenditure reporting solution does not satisfy business' requirements and testing determines that it cannot be made fit for purpose.</p>	<p>*Remaining Expenditure Report functionality cannot be completed by the end of September 2022.</p> <ul style="list-style-type: none"> <li>Limited development resources will be supporting hypercare till end of July 2022, and the same resources will also be required to do development for Backlog items across all functional areas.</li> <li>This could leave an effective window of only August and September to develop and test Expenditure Reporting with shared resources.</li> <li>There are currently about 97 defects raised for reporting, of which 69 are severity 1 and 2.</li> </ul> <p>* Identification of issues during remaining build and testing that are difficult to resolve.</p> <p>* Execution of the remaining test cases not passed by 6 May reveal additional items to resolve.</p> <p>*solution cannot meet all requirements</p> <p>*business rules for the extracts component are unknown and not documented.</p>	<p>* Expenditure reporting workflow solution is developed with ongoing review and input from IPEA.</p> <p>* Agreed requirements and scope of work for Expenditure management report.</p> <p>* Review PEMS system adherence to revised IPEA and PBR Act recommendations.</p> <p>*Planning to implement the remaining expenditure reporting functionality is in progress.</p> <p>*Project oversee implementation and assign a Change and Release Manager</p> <p>*Retain sufficient knowledgeable project resources to implement remaining functionality.</p> <p>*Create the required data prior to commencing testing to reduce testing timeframe.</p> <p>*Exclude non-expenditure reporting changes from Release 1.</p> <p>*IPEA will be able to observe the performance of expenditure reporting in the Production environment post M7.2 go live.</p>	Moderate	Possible	Medium	<p>*Expenditure reporting is implemented by 30 September 2022</p> <p>*Expenditure Reporting remediation plan agreed by the Project Board.</p>	Moderate	Unlikely	Medium	Michael Frost, [Redacted], Michelle Black/Nicole Pearson	27/06/22	Open	

# ATTACHMENT 3. HIGH LEVEL SCHEDULE FOR PHASE 2



## Project Board

### PARLIAMENTARY EXPENSES MANAGEMENT SYSTEM (PEMS) REVISED GOVERNANCE ARRANGEMENTS

#### Recommendations

That the Project Board:

- **endorse** the attached proposal (Attachment A) for PEMS governance arrangements.  
ENDORSED / PLEASE DISCUSS
- **endorse** the attached proposal (Attachment B) regarding the prioritisation and funding arrangements for implementing the Backlog and enhancements.  
ENDORSED / PLEASE DISCUSS

#### Issue

1. As the PEMS project reaches its final go-live milestone (M7.2), revised governance arrangements are required, replacing the current arrangements.
2. Following delivery of M7.2, governance will transition to the proposed operational governance streams, excluding the Project Board and Steering Committee. These bodies will remain in place until the project's closure, presently scheduled for December 2022.
3. Management of the PEMS Project backlog will become the responsibility of the SDO and the PEMS Change Advisory Authority. The Project team will finalise the implementation of the Expenditure Reporting solution, including the first post-go live release, using the PEMS Change and Release Management procedures.
4. Subject to the above endorsement, Steering Committee agreement will be sought and the relevant terms of reference, membership and meeting schedules will be finalised.
5. Endorsement will address Recommendation 6 of the recent Gateway Review:
 

*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 operation in practice and reflect SDO processes and requirements.*

#### Background

6. The proposed arrangements build on the arrangements that have been in place since July 2019 and recognise the requirement to run two governance streams: the ongoing project to manage the release of the Expenditure Reporting solution and project closure activities and the post go live system support requirements.

#### Consultation

7. N/A

**S 22**

A/Assistant Secretary  
PEMS Branch

June 2022

## PEMS GOVERNANCE POST M7.2

The proposed governance arrangements recognise the requirement to manage both the ongoing project timeline and delivery of the Expenditure Reporting solution, and the M7.2 post go-live support requirements (including Backlog).

As PEMS reaches its final go live milestone, the operational governance arrangements need to be in place. The governance arrangements will support the following activities:

- Reporting
- Decision making
  - Risk management
  - Strategic direction
- Operations
  - Stakeholder management
  - Services and service level outcomes
- Implementation of the Expenditure Reporting solution
- Closure of the project

It is proposed the PEMS governance arrangements outlined in this document commence in July 2022, at the go live of M7.2. The arrangements will be reviewed at project closure.

### PEMS Project Governance Arrangements

PEMS project governance arrangements will remain in place for management of the post go live Release 1 for expenditure reporting and project closure (December 2022) with adjustments as follows:

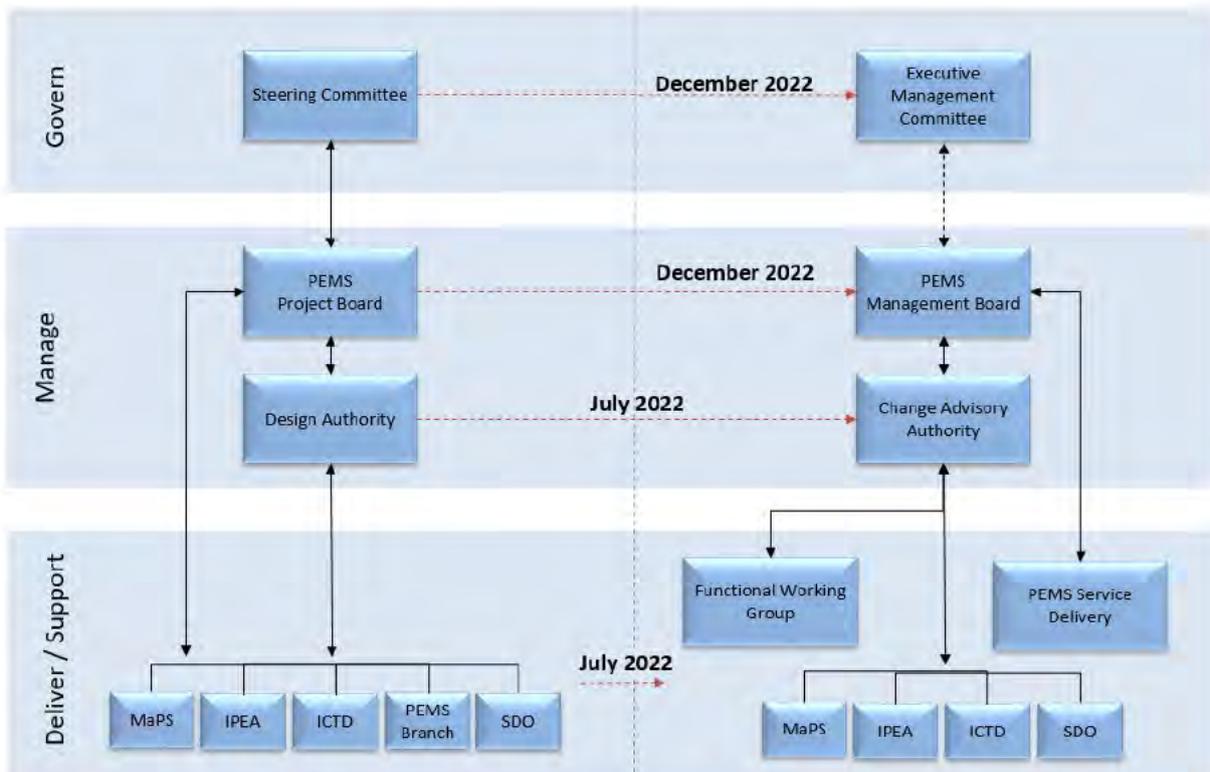
Current	Terms of Reference	Changes
<b>PEMS Steering Committee</b>	<ul style="list-style-type: none"> <li>• Advice and support to the Project</li> <li>• To consider and endorse recommendations for approval</li> <li>• Consideration of options and strategic direction</li> </ul>	To continue as is and following project closure, change to <b>PEMS Executive Management Committee</b>
<b>PEMS Project Board</b>	<ul style="list-style-type: none"> <li>• Provide a unified direction to the Project</li> <li>• Delegate effectively using the organisational structure and controls designed for this purpose, as set out in the Project Management Plan</li> <li>• Provide effective decision making</li> <li>• Provide visible and sustained support for the PEMS Project Director and Project Manager, and</li> </ul>	To remain in place until project closure To include in its agenda: <ul style="list-style-type: none"> <li>• M7.2 Hypercare</li> <li>• Release 1</li> </ul>

Current	Terms of Reference	Changes
	<ul style="list-style-type: none"> <li>Support effective communication both within the project team and with external stakeholders.</li> </ul>	
<b>PEMS Design Authority</b>	<ul style="list-style-type: none"> <li>Perform the role of Change Authority</li> <li>Provide consistency in design direction for business and technical</li> <li>Consider matters that require business owner consideration i.e. Backlog management and prioritisation</li> <li>Provide representation on the SDO Change Advisory Board</li> </ul>	To become the PEMS Change Authority from 1 July 2022 with meetings held weekly, or as otherwise agreed
PEMS Business areas' functional representatives	<ul style="list-style-type: none"> <li>Internal to Finance and IPEA, working groups to discuss upcoming work, changes, and support for key business processes.</li> </ul>	PEMS Functional Working group, to meet as determined by the group.

**PEMS Post Go-Live Operational Governance Arrangements**

PEMS project governance arrangements will remain in place with the following adjustments at M7.2 go live noting the PEMS Executive Management Committee and the PEMS Management Board will not come into effect until the project is closed.

**PEMS Governance Structure**



### PEMS RASIC for Key Governance Activities and Responsibilities

Deliverable / Activity	Steering Committee	PEMS Project Board	Change Advisory Authority	PEMS Service Delivery	PEMS Project
Strategic Direction	A	R	C	C	I
Reporting	I	A	C	R/A	R
Risk Management	I	A	I	I	R
Stakeholder Management	I	A	C	R	R
Backlog Management	I	A	R	C	C
Expenditure Reporting Solution Implementation	I	A	C	I	R
Services and Service Level Outcomes	I	I	I	R/A	I
Benefits Management	I	A	I	I	R
Project Closure	I	A	I	I	R

*\*Please note: There are similar responsibilities for each governance stream (Project and BAU) and the above chart covers activities till closure of the PEMS Project.*

RASIC Key		
R	Responsible	Role executing work to achieve the task
A	Accountable/Approve	Role answerable for the completion of task or approves
S	Supports	Role providing support
I	Informed	Role kept up to date on progress
C	Consulted	Role providing input/output

The roles and responsibilities, inputs and outputs for the above governance arrangements and the additional stakeholder management forums are as follows:

Current	Future	Purpose	Chair and Members (To be confirmed)	Input
<b>Steering Committee</b>  Until Project Closure	<b>PEMS Executive Management Committee</b>  From Project Closure	Provides medium to long term strategic direction for PEMS.  Meet Quarterly	Chair, Deputy Secretary Business Enabling Services. FAS, Ministerial and Parliamentary Services IPEA, CEO FAS, Service Delivery Office	Monthly operations meetings and reports
<b>Project Board</b>  Until Project Closure	<b>PEMS Management Board</b>  From Project Closure	<ul style="list-style-type: none"> <li>Provides advice to the Executive Management Committee to inform strategic direction for PEMS.</li> <li>Resolves issues escalated by the CAA.</li> <li>Service and Service Level management.</li> </ul> Meet Fortnight or Monthly	Chair, AS Ministerial and Parliamentary Services AS, IPEA AS, Service Delivery Office	Weekly or monthly operational and performance reports. CAA meetings.

Current	Future	Purpose	Chair and Members (To be confirmed)	Input
<b>Design Authority</b>	<b>Change Advisory Authority (CAA)</b>  From 1 July	<p>On advice from the PEMS Functional Working Group, the CAA will prioritise and agree fixes for production issues, backlog items and enhancements.</p> <p>Stakeholder body to agree changes to be included in each Release Cycle, including issues reported from production.</p> <p>Resolve design issues relating to PEMS.</p> <p>Balance the needs of the customers with the capabilities and capacity of the support organisation.</p> <p>This involves the assessment of proposed business changes in terms of:</p> <ul style="list-style-type: none"> <li>• Business priority</li> <li>• Business impact</li> <li>• Time frame for delivery</li> <li>• Cost benefit analysis/justification</li> </ul> <p>Also refer to Attachment B.</p>	<p>AS Service Delivery Office  AS HR Frameworks Branch, MaPS  AS PBR Framework Branch, MaPS  Branch Manager, Corporate, Governance and Strategy, IPEA  Branch Manager, Travel Education Advice, IPEA  Branch Manager, Transparency, Assurance and Legal  Director, Financial Reporting, CFO Branch, Finance</p>	PEMS Functional Working Group
<b>SDO Change Advisory Board membership</b>	<b>SDO Change Advisory Board membership</b>	<ul style="list-style-type: none"> <li>• CAA member represents PEMS Change and Release management</li> <li>• Providing approval to build</li> <li>• Scheduling in approved business changes into releases based on priorities.</li> <li>• Scheduling of changes relating to fixes for Incidents and problems.</li> <li>• Supporting normal, major and emergency release process.</li> </ul>	<p>Co-Chairs, Service Delivery Office Assistant Secretaries and PEMS A/Assistant Secretary.  Replacement Co-Chair representing PEMS to be considered e.g. Chair or members of the PEMS CAA or their delegated representative.</p>	SDO Change Management Process

Current	Future	Purpose	Chair and Members (To be confirmed)	Input
<p><b>PEMS User Reference Group</b></p>	<p><b>PEMS User Reference Group</b></p> <p>Or as determined by MaPS and IPEA.</p>	<p>MaPS and IPEA meet with MOP(S) Act employee representatives. Outcomes inform the PEMS Functional Working Group and the PEMS CAA.</p>	<p>AS HR Frameworks Branch AS PBR Framework Branch, MaPS AS COMCAR and Programs Branch, MaPS Branch Manager, Corporate, Governance and Strategy, IPEA Branch Manager, Travel Education Advice, IPEA Branch Manager, Transparency, Assurance and Legal, or their representatives.</p>	
<p>N/A</p>	<p><b>PEMS Service Delivery</b></p> <p>From 1 July</p>	<ul style="list-style-type: none"> <li>• Provide operational decisions and direction for PEMS application</li> <li>• Review open Incidents, Service requests and Problems to ensure current activity, escalation and active tracking.</li> <li>• Improve services</li> <li>• Provide decision making</li> <li>• Support communication</li> <li>• Monthly report review</li> </ul>	<p>Chair, AS COMCAR and Programs Branch, MaPS AS PBR Framework Branch, MaPS Branch Manager, Corporate, Governance and Strategy, IPEA Branch Manager, Travel Education Advice, IPEA Branch Manager, Transparency, Assurance and Legal, or their representatives.</p>	
	<p><b>PEMS Functional Working Group</b></p> <p>From 1 July</p>	<ul style="list-style-type: none"> <li>• Assist with reviewing and prioritising the PEMS backlog for delivery in designated release cycles, in accordance with business needs.</li> <li>• Provide recommendations on Backlog prioritisation as input to the Change Advisory Authority.</li> <li>• Assist coordinate User Acceptance Testing</li> </ul>	<p>Chair – tbc S 22 - MaPS – Director Advice and Support Branch S 22 - MaPS, PEMS Phase 2 Coordinator S 22 - IPEA, Director PEMS Project team S 22 - MaPS – Director MoPS Pay and Conditions Other representatives - tbc</p>	

## PEMS PRIORITISATION AND FUNDING ARRANGEMENTS

### Change Advisory Authority (CAA)

The CAA will include representatives from MaPS, IPEA, SDO and the Chief Financial Officer group. On advice from the PEMS Functional Working Group, the CAA will prioritise and agree fixes for production issues, backlog items and enhancements.

### Backlog management

The PEMS backlog contains changes and enhancements identified during the PEMS project that were not delivered as part of the Phase 2; non-essential items, change requests and defects not remediated prior to the release of Phase 2.

The backlog list will be included in handover-to-support activities following delivery of Phase 2 albeit initially managed by the Project for the first post go live Release.

### Backlog prioritisation

The PEMS Functional Working group will comprise of representatives from MaPS and IPEA operational business areas. A role of the PEMS Functional Working Group will be to review the Backlog, identify and prioritise items for delivery in accordance with the Release cycles.

The items to be included for releases will be prioritised in accordance with the criteria in Table 1.

**Table 1- Prioritisation criteria**

<b>Priority</b>	<b>Definition</b>
<b>Urgent</b>	Schedule immediately
<b>High</b>	Schedule in the next release
<b>Medium</b>	Schedule in the next 'available' release
<b>Low</b>	Schedule in a 'future' release

The CAA will agree the priority of the Backlog items taking into account availability of resources including available funds. Any agreed Backlog items (or future enhancements) will be implemented and costed in accordance with the SDO Project Delivery Framework.

### PEMS release cycle

The release cycle frequency will be agreed by the CAA and SDO in accordance with the release schedule managed by the SDO's Change Advisory Board.

### PEMS Backlog/enhancements funding assumption

PEMS has an annual funding allocation of \$4.040 million to meet PEMS operational costs. The funds available to address backlog and enhancements will be the balance of the annual support budget less the annual support charge, if any.

Otherwise, the process and mechanism to request and govern funding for the Backlog and enhancement development will be determined by the CAA in consultation with the SDO, MaPS and IPEA and, agreed by the PEMS Management Board.

**Steering Committee Meeting – 11 August 2022**  
**Parliamentary Expenses Management System**

**Recommended actions**

It is recommended that you:

1. **Accept** the status of actions.
2. **Accept** the project update and integrated project schedule:
  - a. Refer Project Status Report as at 8 August.
    - PEMS Phase 2 had a soft launch on 3 July and was officially released on 4 July 2022.
  - b. Risks and issues:
    - Risks were reviewed in light of the go-live and the transition to BAU operational arrangements.
      - 5 risks remain open and have been updated to cover delivery of the remaining functionality for expenditure reporting
      - 13 risks have been closed
      - 10 risks created on the BAU register
    - There is one open issue (26) for benefits realisation that will be managed as part of the project closure process.
  - c. **Hypercare update.** Business areas and the project are working closely to manage issues during the Hypercare period. The Project Board will meet on 12 Aug to consider whether to close Hypercare. Significant issues in the past week:
    - Open Major Incidents:
      - Sev-2 When a line item is deleted from a claim or transaction, the total amount does not reflect the deleted amount: This has re-entered development (functional unit testing) as a testing error was found on 5 Aug which requires a code fix. The estimated date for a fix into production is Thu 11 Aug.
      - Sev-3 Data browser tables are not accessible to some internal reporting users due to a security role issue: Functional Unit Testing is complete. User Acceptance Testing to commence Monday with an estimated date for a fix into production of Thu 11 Aug.
      - Sev-4 Staff member unable to recall an office claim once it has been submitted to a Parliamentarian. It is impacting 2 users in the offices of David SMITH and Barnaby JOYCE. Under investigation. There is no estimated fix date as yet.
    - Resolved Major Incidents: Nil
    - Downgraded Major Incidents:
      - Sev-3 Adjusted MVA estimate calculation is incorrect: There are no claims that are unable to be paid as a result of the MVA adjustment calculation not working and can be downgraded to a lower priority.

- Closed Major Incidents:
  - Sev-2 Unable to process payments to vendor (CabCharge) due to a SAP transaction limitation of 999 transactions: Business has provided sign off and regression testing is complete. The fix went into production Fri 5 Aug. IPEA have advised that all outstanding CabCharge trips have now been processed, ready for overnight payment.
  - Sev-3 Cannot process a claim where a domestic leg and overseas leg overlap on the same date (there are two separate instances/users with this issue): Business has provided sign off and regression testing is complete. The fix went into production Fri 5 Aug.



Australian Government  
Department of Finance

# Parliamentary Expenses Management System (PEMS) Project

## Steering Committee – Agenda

Meeting Details		
<b>Date:</b>	Thursday 11 August 2022	
<b>Time:</b>	11.00am to 12.00pm	
<b>Venue:</b>	RM 3N.38 Mt Woodroffe and/or GovTEAMS video conference	
<b>Attendees</b>	<p><i>Members:</i>            Ms. Tracey Carroll – 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)            Ms. Michelle Black – Senior Supplier, Service Delivery Office (SDO)            Mr. Simon Quarrell – Independent Member, Digital Transformation Agency (DTA)            Mr. Peter Rush – Independent Member, Prime Minister and Cabinet (PM&amp;C)</p> <p><i>Advisers:</i>            Mr. David Sabin – A/g PEMS Branch Director and Senior Supplier, ICTD            Ms. Alicia Blak – A/g PEMS</p> <p><i>Secretariat:</i>            Ms. Ana Grgic</p>	
Agenda items	Who	Paper / Action
1. Meeting Opening a. Apologies b. Action Items	Chair	Yes Accept Minutes and status of actions
2. Project delivery update a. Project status report b. Risks and issues c. Hypercare update	Project Executive	Yes Accept the project update
3. Other Business	Chair	No

Next Meeting: 11.00am – 12.00pm, Thursday 15 September 2022  
RM 3N.38 Mt Woodroffe and/or GovTEAMS video conference

**Action Items**

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 16/06/2022</b>				
A111	Update the Terms of Reference and membership arrangements of the proposed Governance Arrangements.	PO	In progress	08/07/22 – The draft Terms of Reference (ToR) for the Change Authority have been distributed to business areas for feedback and confirmation of membership. The ToR for the Project Board and Steering will be reviewed and updated, if required to cover the roles and responsibilities to project closure.



# Parliamentary Expenses Management System (PEMS) Project

## Steering Committee – Meeting Minutes

Meeting Details	
Date:	Thursday, 14 July 2022
Time:	11.00am to 12.00pm
Venue:	GovTEAMS video conference
Attendees:	<p>Ms. Clare Walsh – Chair            Mr. John Sheridan – Project Executive            Mr. Annwyn Godwin – Senior User, Independent Parliamentary Expenses Authority (IPEA)            Mr. David De Silva – Senior User, Ministerial and Parliamentary Services (MaPS)            Ms. Michelle Black – Senior Supplier, Service Delivery Office (SDO)            Ms. Simon Quarrell – Member, Digital Transformation Agency (DTA)            Mr. Peter Rush – Member, Prime Minister and Cabinet (PM&amp;C)</p> <p>Advisers            s 22 [REDACTED] – A/g PEMS Branch Director and Senior Supplier, ICTD            s 22 [REDACTED] – PEMS A/g Director            s 22 [REDACTED] MaPS</p> <p>Secretariat            Ms. Ana Grgic</p>
1. Meeting Opening	
Summary	<p><i>Minutes</i>            The Minutes of the meeting of 16 June 2022 were accepted.</p> <p><i>Actions</i>  <b>A109</b> – Project Office to circulate an updated diagram and/or table to clearly represent the current and proposed (“before and after”) governance structures and functions mapped to their respective future BAU forums:</p> <ul style="list-style-type: none"> <li>• The specified work has been completed and redistributed.</li> <li>• Closed.</li> </ul> <p><b>A110</b> – Project Office to report the management of all governance deliverables (including the final Gateway Review and Project Closure Report)</p>

	<p>in the proposed governance structures when transitioning from Project to BAU:</p> <ul style="list-style-type: none"> <li>• This was included in the approved Governance Arrangements paper.</li> <li>• The Table in Attachment A for the “Project Board Release 1” refers to the expenditure reporting solution. After this, there will be successive releases (quantity unknown at this time).</li> <li>• Closed.</li> </ul> <p><b>A111</b> – Project Office to update the Terms of Reference (ToRs) and membership arrangements of the proposed Governance Arrangements:</p> <ul style="list-style-type: none"> <li>• The draft ToRs for Change Authority was distributed to business areas on 8 July 2022, with feedback due by 19 July 2022.</li> <li>• The Project are revising the ToRs for the Project Board and Steering Committee to the extent needed and will distribute to members for review prior to the subsequent meetings.</li> </ul> <p><i>Closed Actions</i> A109 &amp; 110.</p> <p>The Chair acknowledged the significant delivery point that was reached as a result of the hard work undertaken by a range of stakeholders to ensure the Project went Live on 4 July 2022, with particular thanks to <b>S 22</b> PEMS Branch Director – for her involvement in achieving this Milestone.</p>
Decisions	The Steering Committee <b>accepted</b> the minutes from the previous meeting as well as the status of actions raised.
Actions	<b>A112</b> – Confirm the Executive Management Committee and Management Board dotted line connection in the Governance Arrangements paper.
<b>2. PEMS Delivery Update</b>	
Summary	<p><i>Phase 2 Status Report</i></p> <ul style="list-style-type: none"> <li>• The Project Executive reiterated that Go-Live for Milestone 7.2 was delivered and the Project is now in Hypercare to closely monitor issues and resolve as they arise.</li> <li>• Hypercare is currently scheduled to continue until 4 August 2022, which the Project believes will be sufficient to meet users’ needs.</li> <li>• If high priority issues continue beyond 4 August 2022 then a subsequent Hypercare Release would occur. <ul style="list-style-type: none"> <li>• The Project are currently investigating if this will be necessary.</li> </ul> </li> <li>• The previous developer resources are no longer required in the Project and are being progressively transitioned to SDO as a BAU resource.</li> <li>• The Project are focusing now on the upcoming Release 1 that must be ready by 1 August 2022 to allow the first quarter period to be delivered.</li> <li>• IPEA identified the top 60 priorities from 91 expenditure reporting items. <ul style="list-style-type: none"> <li>• Testing of the extracts component was removed from 7.2, meaning more items may be discovered throughout Release 1.</li> </ul> </li> <li>• The Project will also establish a high and detailed-level schedule to address Release 1 delivery, with formal tracking and Schedule Performance Index (SPI) reporting to commence next week.</li> <li>• Members proposed an extension to Hypercare may be necessary to cater the increased demands across numerous helpdesks, in particular from parliamentarians that will overlap with the upcoming sitting week.</li> </ul>

- MaPS highlighted their willingness to provide funds for Hypercare resources beyond 4 August 2022, should this be required.
- Staff performing Hypercare duties will also support IPEA for the upcoming expenditure report work.
- IPEA advised that support calls are currently estimating 40-50 minutes to resolve as opposed to the standard 10-minute resolution time and requested more time is spent on the known and common issues.
- IPEA also proposed the risk rating for the expenditure reports be revisited as a result of Hypercare possibly being extended beyond 4 August 2022.
- The handover material is currently 78% completed, which the Project will discuss strategies to finalise the activity with SDO, as the resources who will create the material are also providing Hypercare duties.

#### *Risks and Issues*

- 13 Project Risks have been closed as a consequence of being redundant on the advent of Go-Live for such items relating to:
  - Security failure;
  - Loss of Executive sponsorship;
  - Major system failure prior to implementation; and
  - Data integrity.
- 7 Project Risks were migrated to the BAU Risk Register that relate to:
  - Loss of resources;
  - Quality;
  - Security failures (x2);
  - Unaffordable enhancements;
  - External users experiencing difficulty using PEMS post-Go-Live, and
  - Support staff cannot manage the volume of calls post-Go-Live.
- Issue #32 – high priority items on the Backlog List are not delivered in association with 7.2 – has been closed and restructured to reflect possible unaffordable enhancements that is included in the BAU Risk Register.
- IPEA recommended increasing Risk #70 – remaining Expenditure Report functionality cannot be completed by the end of September 2022 – from Medium to High as a result of the allocated staff who are supporting Hypercare in addition to delivering the expenditure reporting tasks.
- However, Risk #70 relates to Risk #29 and has therefore been closed and absorbed into Risk #29.
- IPEA noted a lack of confidence in the Project avoiding Risk #29 due to the former decision to not complete some testing within Release 1 delivery which would increase the likelihood of the risk being realised.
- Members advised that the added pressures to Risk #29 will be reviewed in more depth by the PEMS Project Board to mutually decide the most suitable approach in association with Finance's risk framework.
- The reputational risk would become High for IPEA should expenditure reporting not be delivered in time.
- MaPS staff are enquiring to the adjusted layout of recording and reporting office expenses which is currently free text and the work needed to avoid possible risk to political sensitivities and process inefficiencies in producing the expenditure report by replacing with a drop down option.
- The Project Executive reminded members that the business can request Backlog items be reprioritised and delivered earlier should they wish to.
- The Project Executive advised that no further Risks or Issues rated higher than any existing ratings have been submitted and staff will continue to work towards resolution of these matters by continuously managing them.

	<p><i>Phase 1 Production Support Update</i></p> <ul style="list-style-type: none"> <li>The Project production report highlighted the drop in claims while the system was closed from 27 June to 3 July 2022, the increase in claims when the system was online as well as separate effects due to post-election changes.</li> <li>While there is an increase in calls, the team are delivering a steady number of call resolutions.</li> <li>An increase in aged open calls has occurred and is reported regularly, however this is anticipated to decrease.</li> <li>Most claims are being created and processed successfully with minimal issues that are being managed, with daily monitoring of performance with assistance from SAP for items that are particularly resource intensive.</li> <li>MaPS payments are currently being manually validated however this is expected to revert to an automatic process in the immediate future.</li> <li>Strong engagement between technical and business staff is progressing.</li> <li>SDO have implemented hardware upgrades to double the amount of memory which has improved performance.</li> <li>A coding issue that extracted the claimant rather than the vendor in for ten paid office expenses was affecting nine parliamentarians, however this was recovered swiftly after identifying the matter. <ul style="list-style-type: none"> <li>The testing process has also been enhanced to avoid this error in the future.</li> </ul> </li> <li>A technical fix is underway to fine-tune existing problems when creating a new vendor submitted by a claimant, particularly with the connection between the DESE gateway and the system as the email appears to be unauthorised which is false.</li> <li>Vendor file uploads for PEMS and EMS will be finalised next week.</li> <li>A CabCharge verification matter is being worked through with SDO.</li> </ul> <p><i>Hypercare</i></p> <ul style="list-style-type: none"> <li>20 items have been identified for remediation which will be resolved incrementally, with parliamentarian and other internal user experience as a significant factor in assessing and remediating the known issues.</li> <li>Known delays in processing claims that were previously actioned quicker are also monitored regularly to track gradual speed improvements following subsequent upgrades.</li> <li>An issue with EMS in relation to staff in deferral periods and claiming international travel has resulted in significant travel costs not being reimbursed to clients for over a month. <ul style="list-style-type: none"> <li>Consistent data in EMS and PEMS is critical to ensure continuity and minimal discomfort for users when resolving.</li> </ul> </li> </ul>
Decisions	The Steering Committee <b>accepted</b> the Project update and the integrated schedule.
Actions	Nil
<b>3. Financial Position</b>	
Summary	<ul style="list-style-type: none"> <li>The Financial Position as at 30 June 2022 was presented to the Board.</li> <li>The Project's preliminary end of financial year report for 2021-22 was tabled and the final position will be received within CFOB's timeline.</li> </ul>
Decisions	The Steering Committee <b>accepted</b> the 30 June 2022 Financial Position.
Actions	Nil

<b>4. Other Business</b>	
Summary	<ul style="list-style-type: none"> <li>Members received the final version of the PEMS Governance Arrangements paper.</li> <li>The Chair mentioned that <b>S 22</b> will be leaving PEMS as the A/g Assistant Secretary at the end of July and has contributed immensely in delivering the Project by successfully engaging with the huge range of business stakeholders. The Chair and Steering Committee Members thanked <b>S 22</b> for her extraordinary effort throughout the entire Project.</li> <li>The Chair will return to the Department of Foreign Affairs and Trade at the end of this week and will no longer be the PEMS Steering Committee Chair. Members provided their thanks and gratitude to the Chair for her success in driving robust governance throughout their time in the Project.</li> </ul>
Decisions	The Steering Committee <b>agreed</b> the final version of the PEMS Governance Arrangements paper.
Actions	Nil
<i>The meeting closed at 11:49am.</i>	

**Action Items**

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 16/06/2022</b>				
A109	Circulate an updated diagram and/or table to clearly represents the current and proposed (“before and after”) governance structures and functions mapped to their respective future BAU forums.	PO	Closed	14/07/22 – The specified work has been completed and redistributed.
A110	Report the management of all governance deliverables (including the final Gateway Review and Project Closure Report) in the proposed Governance structures when transitioning from Project to BAU.	PO	Closed	14/07/22 – The Table in Attachment A for the “Project Board Release 1” refers to the expenditure reporting solution. After this, there will be successive releases (quantity unknown at this time).
A111	Update the Terms of Reference and membership arrangements of the proposed Governance Arrangements.	PO	In progress	14/07/22 – The draft ToRs for Change Authority was distributed to business areas on 8 July 2022, with feedback due by 19 July 2022. The Project are revising the ToRs for the Project Board and Steering Committee to the extent needed and will distribute to members for review prior to the subsequent meetings.
<b>Actions from meeting of 14/07/2022</b>				
A112	Confirm the Executive Management Committee and the Management Board dotted line connection in the Governance Arrangements paper.	PO	New	

# 1. Project Status Report – Milestone 7

Summary	Previous Status	Current Status	Commentary									
Overall Status			<p><i>Overall</i></p> <ul style="list-style-type: none"> <li>Phase 2 went live officially on Monday 4 Jul following a soft launch on 3 Jul 22. to parliamentarians and MOPS Staff.</li> <li>The project is now in Hypercare and closely monitoring for, and resolving issues as they arise.</li> </ul>									
Governance			<ul style="list-style-type: none"> <li>The Steering Committee's next meeting is scheduled for Thursday 15 September 2022.</li> <li>The Project Board's next fortnightly meeting is scheduled for Wednesday 20 July 2022.</li> </ul>									
Schedule			<p><b>Refer to Attachment 3</b> high level schedule. A high level schedule can be found in <b>Attachment 4</b>.</p> <p>Key dates for critical path activities:</p> <table border="1"> <thead> <tr> <th>Key Date</th> <th>Description</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>18 March to 30 June</td> <td>Technical documentation and knowledge transfer to SDO</td> <td>In Progress</td> </tr> <tr> <td>1 Oct 2022</td> <td>Release 1 – Expenditure Rptg</td> <td>In Progress</td> </tr> </tbody> </table>	Key Date	Description	Progress	18 March to 30 June	Technical documentation and knowledge transfer to SDO	In Progress	1 Oct 2022	Release 1 – Expenditure Rptg	In Progress
Key Date	Description	Progress										
18 March to 30 June	Technical documentation and knowledge transfer to SDO	In Progress										
1 Oct 2022	Release 1 – Expenditure Rptg	In Progress										
Scope / Requirements			<p><b>Hypercare</b></p> <ul style="list-style-type: none"> <li>The PEMS Project Board agreed at its 5 August meeting to extend the Phase 2 Hypercare period to 12 August. An extraordinary meeting has been scheduled for 12 August solely to consider whether the hypercare period can conclude.</li> <li>As at 5 August, there were seven high priority items remaining for remediation during the Hypercare period. It is expected that once Project Board agree to close the Hypercare period, all outstanding items will be prioritised on the backlog list.</li> </ul> <p><b>Release 1 (the first post go-live release):</b></p> <ul style="list-style-type: none"> <li>Development work commenced last week, this is almost three weeks later than expected due to the high developer workload experienced in the hypercare period.</li> <li>Prioritisation of tasks for Expenditure Reporting has been completed with 60 items identified as required scope (56 essential / 4 important items).</li> <li>Analysis of effort for 10 items to be provided this week.</li> <li>Workshops to clarify a number of requirements commencing 9 August.</li> <li>Scope is in excess of expected capacity, the project will work with IPEA to develop a management plan to support the first PEMS Expenditure Report.</li> </ul>									
Resources			<ul style="list-style-type: none"> <li>The Development resources have transitioned to SDO management.</li> <li>Ongoing resourcing will be shared between BAU and remaining project work so will need to manage associated priorities.</li> </ul>									
Issues			<p><b>Refer Attachment 1 - Project Issues</b></p> <ul style="list-style-type: none"> <li>The project team manages issues and escalates where necessary.</li> <li>36 issues have been identified: there remains two issues.</li> </ul>									
Risks			<p><b>Refer Attachment 2 - Project Risks</b></p> <ul style="list-style-type: none"> <li>The next Risk Workshop is scheduled for Wednesday 24 August 2022.</li> <li>71 risks have been raised for the project. 5 risks remain open: 3 medium and 2 low. The remaining risks predominantly address delivery of the remaining functionality for expenditure reporting.</li> <li>The open medium risks are shown Attachment 2.</li> </ul>									
Design			<ul style="list-style-type: none"> <li>Design documentation is being progressed subject to other higher priority tasks. This responsibility will transition with the development resources to the SDO.</li> </ul>									

<b>Support Organisation</b>			<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>A weekly dashboard is distributed to Senior Users. There are no issues of concern. This will be updated to incorporate Phase 2 aspects.</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>Hypercare commenced 4 July, daily monitoring and issue tracking is occurring and a daily dashboard is distributed to Senior Users.</li> <li>The surge team are in place and supporting users.</li> <li>An update on the high severity issues will be tabled at the Committee meeting.</li> </ul>
<b>Other</b>	N/A	N/A	<ul style="list-style-type: none"> <li></li> </ul>

<b>Legend: On Target</b>	<b>Alert</b>	<b>Escalate</b>	<b>Overall</b>
			<p><b>Green Light</b> Criterion = All green, or only one amber with no red</p> <p><b>Amber Light</b> Criterion = More than one amber but no red</p> <p><b>Red Light</b> Criterion = One or more red</p>
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

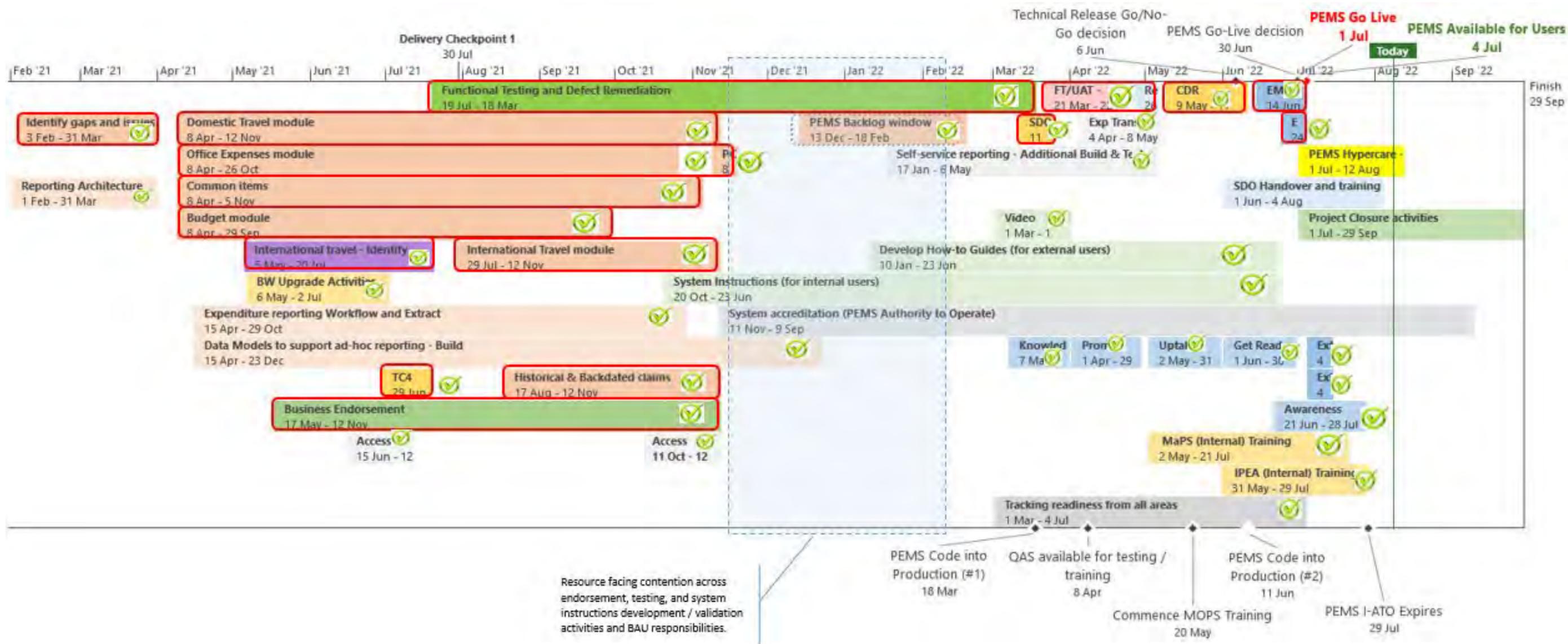
Issue Register										
#	Date Raised	Related to risk	Issue Description	Raised by	Assigned to	Rating	Open Actions	Due Date	Status	Completed Actions Refer to previous version of the Risk and Issues register for detail prior to January 2019.
26	19/11/2020	-	Benefits approved in the second pass business case are not achieved.	PO	S 22	Low	<ul style="list-style-type: none"> <li>* Update the tracker with revised measuring periods.</li> <li>* Commence assessment for Period 3 reporting - expected delivery date - Q122</li> <li>* Review in the context of the Gateway Review Team's recommendation: Finance attempts to seek agreement that the success of this Project will be measured in line with delivery against the outputs and outcomes articulated in the Second Pass Business Case and the PEMS Benefits Realisation Plan.</li> <li>* Prepare a paper for SC consideration of the Review's recommendation.</li> </ul>	1-Nov-22	In progress	<ul style="list-style-type: none"> <li>* Propose to the Project Board options for Gateway Reviews in Feb 2021 and prior to go-live in July 2021.</li> <li>* Assurance Review occurred 8 to 12 February 2021. Rating of Amber. All recommendations accepted by Finance.</li> <li>* Gate 4d assurance review occurred May 2021. All recommendations accepted by Finance.</li> <li>* IPEA savings benefits 'reversed' through the 2021-22 Budget for FYs 2021-22 and 2023-24.</li> <li>* Benefits Plan and tracker updated by end of May 2021 to reflect revised Milestone 7 Phase 1 and Phase 2 delivery.</li> <li>* Benefits Working Group initiated 20 May 2021. Meetings scheduled for the w/c 24 May 2021 subsequently cancelled to reduce Phase 1 resource contention concerns.</li> <li>* Benefits re-baselining review requested on 21 September. IPEA responses received, MaPS response expected to be received shortly.</li> <li>* IPEA have added a new benefit B06 'improved supplier management'</li> <li>* Recommence review of updated Benefits Plan.</li> <li>* Review and update the benefits tracker in conjunction with the Benefits Working Group from September 2021.</li> <li>* Implement the actions to address Gate 4d recommendation 1: Ensure that the current re-baselining exercise is completed by November 2021: <ul style="list-style-type: none"> <li>a. Reviews benefits and outcomes in the context of the Second Pass Business Case and available baseline measures;</li> <li>b. Is expressed at the appropriate level to enable assessment of the success of the project;</li> <li>c. Includes any newly identified benefits or dis-benefits, and</li> <li>d. Includes metrics to assist measurement of improved performance</li> </ul> </li> <li>* Update the tracker with revised measuring periods.</li> </ul>
32	9/02/2022	-	High priority (or Sev 2) items on the backlog not delivered for M7.2.	PO	S 22	Low	<ul style="list-style-type: none"> <li><del>* SDO advise PEMS support costs for 2022-23 by May 2022.</del></li> <li><del>* Determine a post project closure funding stream to cover ongoing backlog delivery.</del></li> <li><del>* Develop a change and release schedule for post go live management of the project's backlog.</del></li> </ul> <p>Refer BAU Risk 8.</p>	30-Jun-22	Closed	<ul style="list-style-type: none"> <li>* MaPS has sent their paper for a final review prior to finalising.</li> <li>* The MaPS and IPEA business impact statements will evolve with qualitative assessment of workarounds and other activities required through the election period. These papers will feed into an ongoing prioritisation of the backlog.</li> <li>* Discussed issue at Project Board on 16 Feb 2022</li> <li>* MaPs and IPEA finalise their business impact assessments for noting by the Project and requiring no further actions.</li> <li>* Reduced risk to Low given imminent closure of testing and defecting remediation.</li> <li>* Draft Release Management Plan and Change and Release Management Plan being reviewed by the SDO.</li> <li>* A overview of the draft processes were provided to the first Functional Working Group meeting held on 9 May.</li> <li>* Project assign a Change and Release Manager for R1.</li> <li><del>* SDO advise PEMS support costs for 2022-23 by May 2022.</del></li> <li><del>* Determine a post project closure funding stream to cover ongoing backlog delivery.</del></li> </ul>

# 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				
1	22/03/18	Project schedule - inherent schedule flaws prevent delivery as planned	<ul style="list-style-type: none"> <li>* Project milestones for Release 1 are not achieved</li> <li>* Commencement of work for <b>* R1 is delayed due to Hypercare issues or extended period of Hypercare.</b></li> </ul>	<ul style="list-style-type: none"> <li>* Unavailability of appropriately skilled technical staff due to shared resourcing with BAU.</li> <li>* Schedule does not account for unavailability of key business representatives</li> <li>* Mandated delivery dates do not account for actual effort to achieve</li> </ul>	<ul style="list-style-type: none"> <li>* Appropriate governance and controls in place to manage slippage.</li> <li>* Closely monitor critical path activities and escalate any indication of slippage.</li> <li>* Project schedule maintained with weekly status reporting and schedule performance indicators.</li> <li>* Early advice on schedule variance and managed in accordance with project tolerance.</li> <li>* External factors and matters/events outside the project's control that would affect performance against the schedule.</li> <li>* Federal election resulted in a change of Government. SDO, MaPS and IPEA to advise any affect to the project as a consequence.</li> <li>* Close monitoring of activities with instant escalation of issues in the lead up to 1 Oct 2022.</li> </ul>	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> <li>* Scope is agreed and limited to what is essential to meet the Release date of 1 Oct 2022.</li> <li>* <b>High level and detailed schedule agreed by the Board.</b></li> <li>* <b>IPEA agree the approach for R1.</b></li> </ul>	Moderate	Likely	Medium	John Sheridan	18/07/22	Open	
3	22/03/18	Loss of key (knowledgeable) resources from ICTD, SDO, MaPS and IPEA.	<ul style="list-style-type: none"> <li>* Project expertise is lost, requiring additional effort to achieve milestone</li> <li>* Highly customised solution with limited resources who have the system knowledge (SPOF).</li> <li>* <b>Resource 'burn out' due to long term high intensity work.</b></li> </ul>	<ul style="list-style-type: none"> <li>* High percentage of team are contractors</li> <li>* Reduced project team due to remaining responsibilities.</li> <li>* Loss of general project knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>* Expenditure reporting design, decisions and outcomes are documented.</li> <li>* Work with IPEA to have appropriate resourcing allocation for the project.</li> <li>* Review of resourcing requirements in accordance with the Release 1 work plan.</li> <li>* Contract extensions agreed to support the project through to completion of Release 1.</li> <li>* Business areas and project assess recent or soon to be loss of key resources.</li> <li>* <b>Regular health checks on resources. Ensure resources have sufficient down time at time of reduced work load.</b></li> </ul>	Moderate	Possible	Medium	<ul style="list-style-type: none"> <li>* Resourcing balance for Release 1 is agreed with the SDO.</li> <li>* <b>Manage resources priorities.</b></li> <li><b>Inherent likelihood increased to Possible and Residual likelihood increased to Unlikely resulting in Medium risk rating.</b></li> </ul>	Moderate	Unlikely	Medium	Michelle Black/Annwyn Godwin/John Sheridan	18/07/22	Open	

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				
5	22/03/18	Quality of product	*UAT finds critical issues that cannot be addressed within the Release 1 timeframe. *Post implementation issues affects users confidence in the system.	*IPEA finds expenditure reporting product deficient. *PEMS perceived as poor quality due to post implementation issues.		Moderate	Unlikely	Medium	*Clearly articulate issues, their cause and remediation. *Timely resolution of issues.	Moderate	Unlikely	Medium	[Redacted]	18/07/22	Open	
29	12/09/18	IPEA's legislative requirements for reporting Parliamentary expenses are not addressed by the reporting solution.	* The PEMS reporting solution does not support IPEA in meeting its responsibilities. *Requirements are greater than the agreed scope for M7.2. *The Expenditure reporting solution does not satisfy business' requirements and testing determines that it cannot be made fit for purpose.	*Remaining Expenditure Report functionality cannot be completed by the end of September 2022. • Limited development resources will be supporting hypercare till end of July 2022,and the same resources will also be required to do development for Backlog items across all functional areas. • This could leave an effective window of only August and September to develop and test Expenditure Reporting with shared resources. • There are currently about 97 defects raised for reporting, of which 69 are severity 1 and 2. * Identification of issues during remaining build and testing that are difficult to resolve. * execution of the remaining test cases not passed by 6 May reveal additional items to resolve. *solution cannot meet all requirements *business rules for the extracts component are unknown and not documented.	* Expenditure reporting workflow solution is developed with ongoing review and input from IPEA. * Agreed requirements and scope of work for Expenditure management report. * Review PEMS system adherence to revised IPEA and PBR Act recommendations. *Planning to implement the remaining expenditure reporting functionality is in progress. *Project oversee implementation and assign a Change and Release Manager *Retain sufficient knowledgeable project resources to implement remaining functionality. *Create the required data prior to commencing testing to reduce testing timeframe. *Exclude non-expenditure reporting changes from Release 1. *IPEA will be able to observe the performance of expenditure reporting in the Production environment post M7.2 go live. *IPEA prioritised top 60 items and their sequence for addressing.	Moderate	Possible	Medium	*Expenditure reporting is implemented by 30 September 2022 *Expenditure Reporting remediation plan agreed by the Project Board. *Confirm assumptions to use Production to validate the expenditure reporting product.	Moderate	Unlikely	Medium	Michael Frost, [Redacted] /Michelle Black/Nicole Pearson	18/07/22	Open	

# ATTACHMENT 3. HIGH LEVEL SCHEDULE FOR PHASE 2



# ATTACHMENT 4. HIGH LEVEL SCHEDULE FOR RELEASE 1 (EXPENDITURE REPORTING)



Current 9%      Planned 13%

SPI 0.69

nn% % Complete      100% Complete

Critical Path

Expected date – not yet approved

Resource contention



# Parliamentary Expenses Management System (PEMS) Project

## Steering Committee – Agenda

Meeting Details		
<b>Date:</b>	Tuesday 27 September 2022	
<b>Time:</b>	11.00pm to 12.30pm	
<b>Venue:</b>	RM 3N.38 Mt Woodroffe and/or GovTEAMS video conference	
<b>Attendees</b>	<p><i>Members:</i></p> <p>Ms. Mary Wiley-Smith – 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)            Ms. Lucelle Veneros – Senior Supplier, Service Delivery Office (SDO)            Mr. Simon Quarrell – Independent Member, Digital Transformation Agency (DTA)            Mr. Peter Rush – Independent Member, Prime Minister and Cabinet (PM&amp;C)</p> <p><i>Advisers:</i></p> <p>Mr. Ben Rillo – User, SMOS Chief of Staff            S 22 – Senior Supplier (PEMS Branch), ICTD            S 22 – A/g Director, PEMS Branch, ICTD            Ms. Michelle Black – Service Delivery Office (SDO)</p> <p><i>Secretariat:</i></p> <p>Provided by Project Office</p>	
Agenda item	Presenter	Paper / Action
1. Meeting Opening a. Apologies b. Action Items c. Minutes from previous meeting	Chair	Yes Accept Minutes and status of actions
2. Steering Committee – Updated Terms of Reference  <u>Attachment 2A: PEMS Steering Committee Terms of Reference</u>	Chair	Yes Agree the updated PEMS Steering Committee Terms of Reference
3. User experience feedback	Ben Rillo	Discussion – no paper
4. Expenditure Reporting (Release 1)	John Sheridan	Yes Agree Project Board's recommendation for delivery of the Expenditure Report.

5. Training awareness and communications	David de Silva Annywn Godwin	Discussion – no paper
6. Project delivery update a. Project status report b. Risks and issues c. Hypercare / support update	John Sheridan	Yes <b>Agree</b> the project status report for Milestone 7.2 <b>Discuss</b> the project risks and issues
7. Other Business	Chair	No

Next Meeting: 11.00am – 12.00pm, Thursday 20 October 2022  
RM 3N.38 Mt Woodroffe and/or GovTEAMS video conference

## Action Items

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 16/06/2022</b>				
<b>A111</b>	Update the Terms of Reference and membership arrangements of the proposed Governance Arrangements.	PO	In progress	19/09/22 – Terms of Reference have been updated to include the attendance of an independent advisor and a user representative from the SMOS's office. 08/07/22 – The draft Terms of Reference (ToR) for the Change Authority have been distributed to business areas for feedback and confirmation of membership. The ToR for the Project Board and Steering will be reviewed and updated, if required to cover the roles and responsibilities to project closure.
<b>Actions from meeting of 11/08/2022</b>				
<b>A113</b>	Report Project Board's evolving discussion of Risk #29	PO	New	05/09/22 – risk #29 updated and presented to the Project Board on 31 August, this risk hasn't changed significantly as the deliverable isn't in question, rather the date of delivery is being reconsidered as per action A115. This risk will be updated as required based on the outcome of the discussion on A115 in the meeting.
<b>A114</b>	Redistribute the finalised documents accepted as part of A109's and A110's closure to Members.	PO	New	19/09/22 – governance papers are included in the document pack for the 27 Sept meeting.
<b>A115</b>	Provide an out-of-session update regarding the complete delivery of Release 1 and possible strategies (i.e. increased funding/resources) to achieve the required outcome by 30 September 2022	PO	In Progress	14/09/22 – a discussion paper for Steering Committee consideration is provided as part of this pack for discussion in the meeting. 05/09/22 – A paper was drafted and provided out-of-session to Project Board members, who agreed to provide a recommendation to the Steering Committee for consideration, to be discussed further in the meeting.



# Parliamentary Expenses Management System (PEMS) Project

## Steering Committee – Meeting Minutes

Meeting Details	
Date:	Thursday, 11 August 2022
Time:	11.00am to 12.00pm
Venue:	GovTEAMS video conference
Attendees:	<p>Ms. Tracey Carroll – Chair            Mr. John Sheridan – Project Executive            Mr. Annwyn Godwin – Senior User, Independent Parliamentary Expenses Authority (IPEA)            Mr. David De Silva – Senior User, Ministerial and Parliamentary Services (MaPS)            Ms. Michelle Black – Senior Supplier, Service Delivery Office (SDO)            § 22 on behalf of Simon Quarrell – Member, Digital Transformation Agency (DTA)            Mr. Peter Rush – Member, Prime Minister and Cabinet (PM&amp;C)</p> <p>Advisers            § 22 – A/g PEMS Branch Director and Senior Supplier, ICTD            § 22 – PEMS A/g Director</p> <p>Observers            § 22 – MaPS</p> <p>Secretariat            § 22</p>
1. Meeting Opening	
Summary	<p><i>Apologies</i>            Mr. Simon Quarrell – Member, Digital Transformation Agency (DTA)</p> <p><i>Minutes</i>            The Minutes of the meeting of 14 July 2022 were accepted.</p> <p><i>Actions</i></p> <ul style="list-style-type: none"> <li>IPEA requested the evolving discussion of Risk #29 in the Project Board forum be reported to the Steering Committee as an action separate to the monthly updates in Risks and Issues (PEMS Delivery Update).</li> </ul>

	<ul style="list-style-type: none"> <li>• The concurrent delivery of Hypercare and Release 1 development and any subsequent contention issues will also be raised in all future Steering Committee meetings, as prioritisation of the backlog is ongoing.</li> </ul> <p><b>A109</b> – Project Office to circulate an updated diagram and/or table to clearly represent the current and proposed (“before and after”) governance structures and functions mapped to their respective future BAU forums:</p> <ul style="list-style-type: none"> <li>• The specified work has been completed and redistributed.</li> <li>• Closed.</li> </ul> <p><b>A110</b> – Report the management of all governance deliverables (including the final Gateway Review and Project Closure Report) in the proposed Governance structures when transitioning from Project to BAU:</p> <ul style="list-style-type: none"> <li>• This was included in the approved Governance Arrangements paper.</li> <li>• Closed.</li> </ul> <p><b>A111</b> – Project Office to update the Terms of Reference (ToRs) and membership arrangements of the proposed Governance Arrangements:</p> <ul style="list-style-type: none"> <li>• The Project are revising the ToRs for the Project Board and Steering Committee to the extent needed and will distribute updated versions to members for review prior to the subsequent meetings.</li> </ul> <p><b>A112</b> – Confirm the Executive Management Committee and Management Board dotted line connection in the Governance Arrangements paper:</p> <ul style="list-style-type: none"> <li>• The Action will be absorbed into A111.</li> <li>• Closed.</li> </ul> <p><i>Closed Actions</i> A109, A110 &amp; 112.</p>
Decisions	The Steering Committee <b>accepted</b> the minutes from the previous meeting as well as the status of actions raised.
Actions	<p><b>A113</b> – Report Project Board’s evolving discussion of Risk #29.</p> <p><b>A114</b> – Redistribute the finalised documents accepted as part of A109’s and A110’s closure to Members.</p>
<b>2. PEMS Delivery Update</b>	
Summary	<p><i>Phase 1 Production Support Update</i></p> <ul style="list-style-type: none"> <li>• There has been a significant increase in the number of claims processed, with outstanding tickets being reduced from the previous peak period.</li> <li>• The highest recorded volume of politicians registered has been met with only 15 politicians left to register.</li> <li>• The Project will closely assess aged tickets that are 3 weeks old, with close monitoring to continue for the 136 total open tickets.             <ul style="list-style-type: none"> <li>○ The outcome of very recent production fixes implemented are expected to further reduce the volume of outstanding tickets.</li> </ul> </li> </ul> <p><i>Hypercare update</i></p>

	<ul style="list-style-type: none"> <li>• The Project Board agreed to extend Hypercare for 1 week, with members to reconvene tomorrow to reassess its closure based on updated data.</li> <li>• Hypercare has expended additional resources to answer client queries while also actioning Severity 3 and 4 tickets that would typically be added to the backlog for the business to prioritise, in addition to Severity 2 items.</li> <li>• A resource reduction of 10% will occur in Release 1 – Expenditure Reporting for every week that Hypercare is extended.</li> <li>• Further extensions are potentially sustainable noting other constraining factors such as critical Release 1 deliverables and associated funding.</li> <li>• The resolution of numerous Severity 3 tickets through Hypercare will effectively balance out the overall backlog list by reducing future efforts.</li> <li>• MaPS and IPEA are supportive of extending Hypercare, noting the need to continue reassessing the added value and further implementing more robust models to ensure timely resolutions can continue beyond Hypercare’s completion, to minimise high profile stakeholder impacts and possible escalation to Ministers and the SMOS.</li> <li>• IPEA highlighted that additional defects are identified as each fix remediation has been implemented, causing notable performance issues such as delayed processing and the system lagging.</li> <li>• Increased efforts are needed throughout the Hypercare period for staff supporting clients on higher query volumes (from 50-100 per week to 480 per week) and longer resolution times (from 10 to 40-50 minutes).</li> <li>• IPEA also raised their expectation of missing claims due to the historical average of 6,000 claims per week that is not appearing in the reports, further supporting Hypercare’s extension to resolve the unknown claims.</li> <li>• The Project Executive suggested the average unknown claims may be lower due to other factors including the recent staff turnaround impacts from the Federal Election as well as reduced travel due to COVID-19.</li> <li>• 95% of Office Expenses claims logged in July 2022 have been processed successfully, while 2% are awaiting action by users. <ul style="list-style-type: none"> <li>○ A higher percentage of claims are awaiting action by users for claims logged in August 2022.</li> </ul> </li> <li>• The only notable decline in claims logged by users occurred during the system closure in the week prior to Milestone 7.2 Go-Live, while a peak claim submission occurred immediately prior to the Federal Election.</li> <li>• A steady flow of claims logged by users is expected once parliamentary offices are established.</li> <li>• A number of the manual processes are transitioning to automatic in the coming weeks, with MaPS’ expectation that there is not a significant number of missing claims to be logged during this transition.</li> <li>• Previous identified issues of non-payment including outstanding CabCharge items have been resolved and are now captured in one of the three categories that translates to either “paid” or “queued for payment”: <ul style="list-style-type: none"> <li>○ SAP FI document posted,</li> <li>○ Paid in SAP FI, and</li> <li>○ Verified.</li> </ul> </li> <li>• The Travel Claims status was presented to inform percentage of claims paid against each of the following categories since 10 August 2022: <ul style="list-style-type: none"> <li>○ CabCharge: 100%</li> <li>○ DFAT: 100%</li> <li>○ Domestic Expenditure: 80%</li> <li>○ Domestic Travel (which includes Travel Allowance): 74%</li> <li>○ FCM: 47%</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>▪ 22 upload files from travel advisor are pending due to an unforeseen issue that has not paid for the approximate 4,000 tickets flagged for payment.</li> <li>▪ A fix is scheduled to be implemented into production tonight and is expected to resolve the pending payments. <ul style="list-style-type: none"> <li>○ Awaiting submission: IPEA to resolve this to</li> <li>○ International Travel: 50%, and</li> <li>○ Unplanned Commercial Travel (UCT): 80%.</li> </ul> </li> <li>• 72% of the Travel claims have been paid or are queued for payment, with the rate of claims logged increasing each day.</li> <li>• 11% of the Travel Claims submitted are pending user action that is required, while 16% of Travel Claims are with IPEA to action.</li> <li>• The identified issue of logging a domestic and international travel claim on the same day has been resolved.</li> <li>• The estimated 6,000 missing claims are not believed to be entirely travel claims, while noting the bulk of travel claims would likely be CabCharges (that now process correctly) and/or tickets to be paid to CTM.</li> <li>• 10 new SAP errors have been reported that are being investigated.</li> <li>• Only 6 Travel claims are outstanding that are older than 7 days since being certified.</li> <li>• IPEA highlighted the toll on their staff to effectively convince the broad range of external parliamentary offices to adopt the new system where there could be at least one staff member who is not confident.</li> <li>• The overall trend of delayed payments appears to be decreasing substantially as the length of Hypercare continues to grow.</li> </ul> <p><i>Release 1 progress</i></p> <ul style="list-style-type: none"> <li>• Developers began Release 1 work this week however, due to the added Hypercare efforts, a 3-week delay has impacted the delivery schedule by incurring a Schedule Performance Index of 0.69.</li> <li>• The typical tolerance for schedule delivery is 10% above or below 1.0.</li> <li>• The Project Board have determined the completion of the 60 Expenditure Reporting items (56 essential, 4 important) may not be achieved by the upcoming Release 1 on 30 September 2022, and will clarify the estimated delta based on current planned scheduled delivery on 17 August 2022.</li> <li>• The Project are mindful of Hypercare's effect on the remediation of pre and post-Release 1 by conducting daily monitoring, as well as the separate backlog, resource and funding availability implications with Hypercare extending beyond the original completion date.</li> <li>• IPEA advised the necessity in delivering the next quarterly Expenditure Report with the new system and its individual expense components operating as required by the highlighted timeframe based on external client's zero tolerance to delay Release 1, due to possible interpretations by government parties of reduced frequency and transparency of reports.</li> <li>• The Steering Committee Chair is scheduled to present an updated Release 1 status to the IPEA Executive Board on 22 August 2022.</li> <li>• IPEA are not satisfied at this time that sufficient analysis and business stakeholder engagement has been conducted to review the Release 1 schedule and require clearer input from the Project regarding the proposed testing regime for system integration and end-to-end testing.</li> <li>• IPEA expect that additional items will be identified as each backlog item is analysed and verified as a priority.</li> </ul>
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	<ul style="list-style-type: none"> <li>Project Board members will need to decide the appropriate strategy that will achieve Release 1 within the known resource, timeframe and scope limitations, to report out-of-session to Steering Committee members.</li> </ul>
Decisions	The Steering Committee <b>accepted</b> the Project update.
Actions	<b>A115</b> – Provide an out-of-session update regarding the complete delivery of Release 1 and possible strategies (i.e. increased funding/resources) to achieve the required outcome by 30 September 2022.
<b>3. Other Business</b>	
<i>The meeting closed at 12:02pm.</i>	

**Action Items**

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 16/06/2022</b>				
A109	Circulate an updated diagram and/or table to clearly represents the current and proposed (“before and after”) governance structures and functions mapped to their respective future BAU forums.	PO	Closed	11/08/22 – The specified work has been completed and redistributed.
A110	Report the management of all governance deliverables (including the final Gateway Review and Project Closure Report) in the proposed Governance structures when transitioning from Project to BAU.	PO	Closed	11/08/22 – The Table in Attachment A for the “Project Board Release 1” refers to the expenditure reporting solution. After this, there will be successive releases (quantity unknown at this time).
A111	Update the Terms of Reference and membership of the proposed Governance Arrangements.	PO	In progress	11/08/22 – The Project are revising the ToRs for the Project Board and Steering Committee and will distribute updated versions to members for review prior to the subsequent meetings.
<b>Actions from meeting of 14/07/2022</b>				
A112	Confirm the Executive Management Committee and the Management Board dotted line connection in the Governance Arrangements paper.	PO	In progress	
<b>Actions from meeting of 11/08/2022</b>				
A113	Report Project Board’s evolving discussion of Risk #29.	PO	New	
A114	Redistribute the finalised documents accepted as part of A109’s and A110’s closure to Members.	PO	New	
A115	Provide an out-of-session update regarding the complete delivery of Release 1 and possible strategies (i.e. increased funding/resources) to achieve the required outcome by 30 September 2022.	PO	New	

PARLIAMENTARY EXPENSES MANAGEMENT SYSTEM (PEMS) STEERING COMMITTEE

MEETING DATE: Tuesday, 27 September 2022

AGENDA ITEM	2. Updated Terms of Reference
ACTION	Item for decision
PRESENTING OFFICER	John Sheridan CIO & CISO, Project Executive ICT Division, Department of Finance Contact Number

**Outcome sought**

1. That the Committee agree to the updated PEMS Steering Committee Terms of Reference.

**Key Issues**

2. The updated ToRs at Attachment 2A include two additional members:
  - a. Mr Ben Rillo, Chief of Staff to the Special Minister of State, and representing users of PEMS, as an Observer to the Committee
  - b. An external IT expert, as an independent member of the Committee, to provide independent advice and assurance on the future scope of work for PEMS.
3. The revised Committee membership reflects the current stage of the PEMS development and rollout as the project transitions towards implementation and user acceptance.
4. Engaging an independent member will provide the executive with additional assurance and advice on the build and rollout.
5. Noting the importance of change management in the rollout and implementation of PEMS Release 1 and the system backlog, feedback from users will be critical to the success of PEMS.
6. These membership changes will help to ensure that the system remains fit for purpose and balances the needs of end users, including the Independent Parliamentary Expenses Authority (IPEA) and parliamentarians and support staff.

**Attachments**

- 2A: PEMS Steering Committee – Terms of Reference



# Parliamentary Expenses Management System (PEMS)

## Steering Committee – Terms of Reference

### Background

Members of Parliament incur work expenses in accordance with a complex legislative framework supported by a series of procedural rules, guidelines, determinations, administrative procedures and authorisations.

The existing technical environment supporting the business functions of Ministerial and Parliamentary Services (MaPS) Division and the Independent Parliamentary Expenses Authority (IPEA) is characterised by a number of disparate systems that have minimal integration requiring significant manual intervention for the extraction of data.

On 1 January 2018, the Parliamentary Business Resources Act and Regulations will commence, in accordance with the recommendations of the Independent Parliamentary System Review 2016 (the Review). The new framework simplifies the work expense provisions with numerous rules being replaced by new overarching obligations imposed on parliamentarians in relation to their work expenses.

The PEMS system is required to support these crucial improvements for parliamentarians. In addition, it will enable MaPS and IPEA to effectively and efficiently complete their assigned tasks and meet both parliamentary and public expectations.

The key strategic drivers for the PEMS project are:

- the need for a simple, effective and clear system to set and monitor parliamentarians' expenses
- a system that supports parliamentarians' and their employees in their work and allows them to operate inside the rules
- a system that enables administrators to provide an efficient and effective service; and
- increased transparency for the public of parliamentarians expenses.

The PEMS system will align with the Digital Service Standard to support simpler, faster and more easily used digital services delivered through agile based design and iterative system development.

## Governance

Governance to support the successful delivery of the PEMS Project will be in accordance with the Australian/New Zealand Standard on the Governance of IT Enabled Projects (AS/NZS 8016:2013).

### Objective of the Committee

The Steering Committee will provide advice and support to the PEMS project and to the Senior Responsible Officer (SRO) as decision maker and signatory authority for the Project. The Steering Committee will consider and endorse recommendations for approval by the SRO, which will include consideration of options, engagement and communication and strategic direction.

The Steering Committee should seek independent advice, as required, to enable it to endorse recommendations, to resolve escalated issues and to measure success, which includes the experience of users.

### Role of Steering Committee Members

The Steering Committee is responsible for ensuring the PEMS project is delivered in accordance with the Government's direction, as reflected in the approved Second Pass Business Case. The Steering Committee will provide guidance and oversight throughout the Project. Members are to attend meetings, advise as appropriate and represent their areas of interest and expertise. The Steering Committee will be chaired by the Deputy Secretary, Business Enabling Services, Department of Finance. The full membership is at [Attachment A](#).

The Steering Committee will:

- provide advice and support to the Project
- consider and endorse recommendations for approval
- provide consideration of options and strategic direction

The Steering Committee, as a governance body, does not have a delegation to commit the Commonwealth under the provisions of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

### Frequency of Meetings

The Steering Committee will meet at least monthly and as required. Subject to the agreement of Steering Committee members, flexibility on the frequency of face-to-face meetings may be appropriate, dependent on project activity and milestones.

The Steering Committee chair may choose to hold 'virtual' meetings, consider matters out of session, or cancel or defer a meeting. However, no more than three months should pass without a face-to-face meeting; and meetings may not be cancelled where the Project status report indicates a substantive risk or issue, or there is an item requiring action from the Steering Committee.

Papers or matters requiring Steering Committee acceptance or approval may be managed out of session via electronic mail where appropriate, between scheduled meetings.

### Quorum

A quorum is required for Steering Committee endorsement of key decisions and acceptance of deliverables and changes in scope. The Quorum is defined as:

- the Chair, or an acting Chair as nominated by the Chair or the Finance Secretary
- two members, and
- the Project Executive or their representative as agreed by the Chair.

## **Agenda**

Agenda and other documentation relevant to the business of the Steering Committee will be provided to members at least two working days before each meeting.

## **Records of Meetings**

Records of meetings will be kept, including action items, and relevant matters will be confirmed at the next meeting of the Steering Committee. Secretariat services will be provided by the PEMS Project Office.

## Attachment A

## Steering Committee Members

Member	Title / Department	Contact Details
Ms Mary Wiley-Smith Senior Responsible Officer (SRO), Committee Chair	Deputy Secretary, Business Enabling Services, Department of Finance	02 6215 3075 Mary.Wiley-Smith@finance.gov.au s 22 [REDACTED] [REDACTED]
Mr John Sheridan Project Executive	Chief Information Officer, Department of Finance	02 6215 1501 John.Sheridan@finance.gov.au
Mr David de Silva Senior User	First Assistant Secretary, Ministerial and Parliamentary Services	02 6215 3978 s 22 David.deSilva@finance.gov.au
Ms Annwyn Godwin Senior User	Chief Executive Officer, Independent Parliamentary Expenses Authority	02 6215 3548 Annwyn.Godwin@ipea.gov.au
Ms Lucelle Veneros Senior Supplier	First Assistant Secretary, Service Delivery Office, Department of Finance	02 6215 3222 Lucelle.Veneros@finance.gov.au
Mr Simon Quarrell, Member	Assistant Secretary, Digital Investment Branch, Digital Transformation Agency	s 22 Simon.Quarrell@dta.gov.au
Mr Peter Rush Member	First Assistant Secretary, Department of the Prime Minister and Cabinet	02 6271 5909 Peter.Rush@pmc.gov.au s 22 [REDACTED]
Mr Ben Rillo Observer and Senior User of PEMS	Chief of Staff Special Minister of State	
TBA Independent Member	TBA	TBA
Ms s 22 Senior Supplier / Project Assurance	A/g Assistant Secretary, ICT Division Department of Finance	s 22 s 22 @finance.gov.au
Project Secretariat	ICT Division Department of Finance	PEMSProjectSupport@finance.gov.au

Note: The role of the Project Executive is in accordance with the Prince2 Agile definition and may differ from the Gateway review definition.

PARLIAMENTARY EXPENSES MANAGEMENT SYSTEM (PEMS) STEERING COMMITTEE

MEETING DATE: Tuesday, 27 September 2022

<b>AGENDA ITEM</b>	4. Expenditure Reporting – Minimum Viable Product
<b>ACTION</b>	Item for decision
<b>PRESENTING OFFICER</b>	John Sheridan CIO & CISO, Project Executive ICT Division, Department of Finance

**Outcome sought**

1. That the Committee agree to the PEMS Project Board’s preferred option for the delivery of the Expenditure Report, to deliver the Minimal Viable Product (MVP) by 31 October 2022.
2. The Committee discuss the proposed approach to scoping, costing and resourcing the additional data required for Expenditure Reporting.

**Key Issues**

1. Delivery of expenditure reporting functionality was scheduled for 30 September 2022. Due to the continuation of heightened post deployment support (Hypercare), a delay of 3-4 weeks has contributed to delays in the project schedule.
2. While the majority of the work has been undertaken on the original build scope, the full suite of expenditure reporting functionality will not be put into production by that date. Instead, and as agreed by the Project Board, the MVP will be delivered by 31 October 2022.
3. Since the release of Phase 2 (7.2), a further 7 work items have been identified, leading to a total of 66. Of these 66, 15 work items require collection of data elements which were not identified during previous build phases. This data cannot be collected after the event. It will not be possible to build, test and deploy these functions before the January-March quarter of 2023.
4. The requirements to capture additional data elements not originally identified and agreed will be scoped and costed with IPEA, with the schedule for delivery being subject to IPEA agreeing the scope of the work, the delivery timeline and committing resources to complete user acceptance testing.
5. The Project Board will finalise the schedule and delivery approach, including clear articulation of roles and responsibilities at its next meeting and bring forward for the Committee’s consideration at the next meeting.

**Financial Implications**

6. The project has used \$481,429.54 (65%) of the \$740,000 available to address the Expenditure Report and backlog reduction this financial year. The balance is expected to be sufficient to deliver the Expenditure Report MVP and the extended Hypercare arrangements.

## Risks

7. The preferred way ahead shares the identified risks already being managed by the Project:

Risk	Description Summary	Rating
1	Schedule slippage	Medium
3	Loss of resources	Medium
5	Quality	Medium
29	Inability to meet IPEA's requirements	Medium
42	Insufficient funding	Low

## Background

8. The expenditure report has four components – the view developed for parliamentarians, the IPEA administrators' view, the extracts used to provide published reports, and the master data management component.

PEMS STEERING COMMITTEE

MEETING DATE: Tuesday, 27 September 2022

AGENDA ITEM	6. Project delivery update
ACTION	Item for decision
PRESENTING OFFICER	John Sheridan CIO & CISO, Project Executive ICT Division, Department of Finance Contact Number

**Outcome sought**

That the Committee:

1. **agree** the project status report for Milestone 7.
2. **discuss** the project risks and issues.

**Key Issues**

Project status and Hypercare update

1. A project status report for Milestone 7.2 as at 19 September is provided at Attachment 6A. The overall status of the project for Milestone 7.2 is rated amber. This is primarily due to the continuation of heightened post-deployment (Hypercare) support, which has contributed to delays in the project schedule for Release 1 (expenditure reporting).
  - a) The PEMS Project Board agreed to extend the Hypercare period to Friday 23 September. As at 16 September, there were six priority issues remaining for remediation during the Hypercare period. Once the PEMS Project Board agrees to close the Hypercare period, all outstanding items will be prioritised on the backlog list.
2. The project team continues to work closely with business areas to manage issues during the Hypercare period. The project team resolved 11 incidents in the week ending 16 September including the following Major Incidents (Attachment 6B refers):
  - a) Severity-2: Travel claims – Ex Prime Ministers are not able to be selected as Primary Traveller.
  - b) Severity-2: Cannot raise a debt against a parliamentarian - issue with work expense.
  - c) Severity-2: Failure in the BWP daily org unit sync process chain. Restructures and new positions for the Office of Staff Support will not be reflected in the Office / Travel apps, or in SAC-based reports until the issue is resolved.
  - d) Severity-3: Trip cancelled not creating a debt for staffer. Trips cancelled due to the Queen’s funeral are not creating debts to recover paid travel.

3. The eight remaining severity-2 and ten severity-3 incidents are progressing with daily business engagement.

#### Project risks and issues

4. Five project risks remain open and are set out at Attachment 6C. Since the last update, project risk #1, *Project schedule – inherent schedule flaws prevent delivery as planned*, has since been realised as a project issue.
5. There are two open project issues (Attachment 6D):
  - a) Issue #38 – raised as the realisation of risk #1 – inherent schedule risk. Agenda item 4 sets out a recommended approach to address this issue for the Committee’s consideration.
  - b) Issue #26 – for benefits realisation that will be managed as part of the project closure process.

#### **Attachments**

6A: Project Status Report

6B: Project Risks

6C: Project Issues

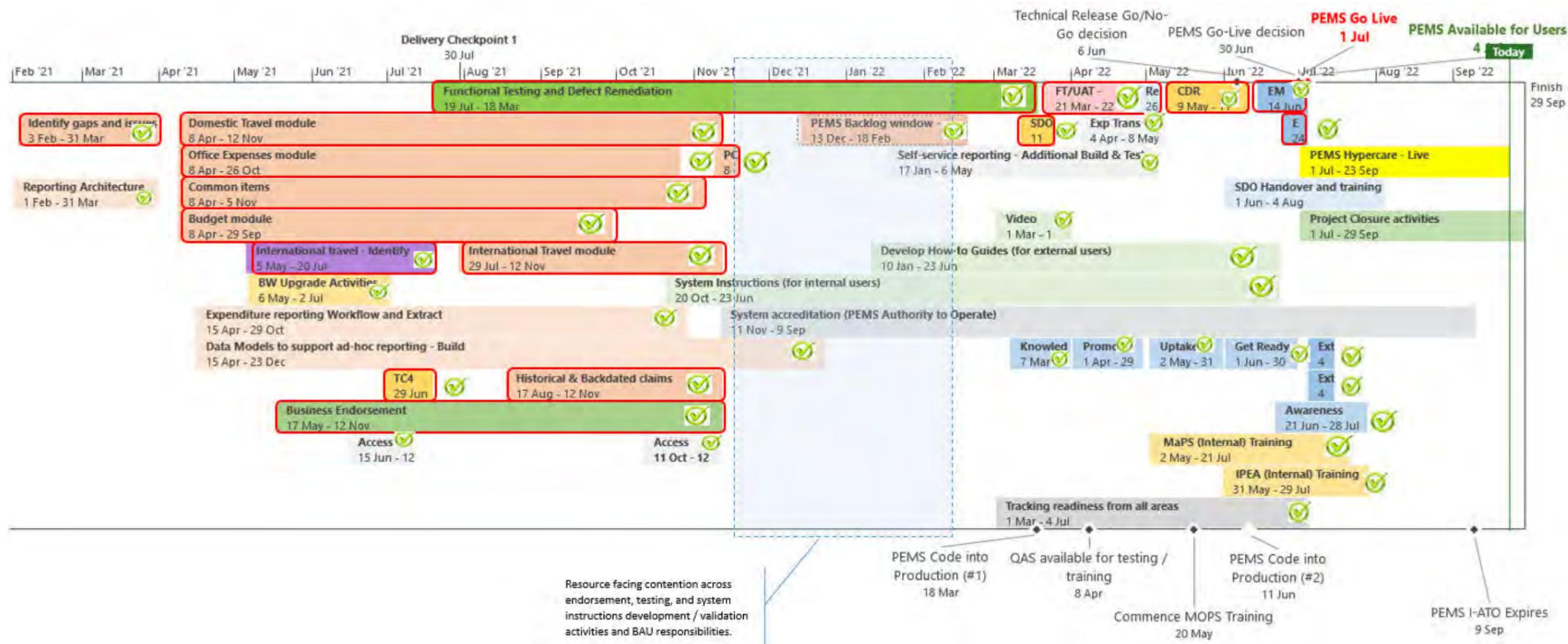
# 1. Project Status Report – Milestone 7

Summary	Previous Status	Current Status	Commentary									
<b>Overall Status</b>			<p><i>Overall</i></p> <ul style="list-style-type: none"> <li>Heightened post-deployment (hypercare) support continues, the project team are working closely with MaPS, IPEA and SDO to monitoring for, and resolve issues as they arise.</li> <li>Expenditure Reporting (Release 1) has been delayed due to the amount of work occurring during the hypercare period, a paper has been considered by Project Board and a recommended way forward will be discussed in the Steering Committee meeting.</li> </ul>									
<b>Governance</b>			<ul style="list-style-type: none"> <li>The Steering Committee's next meeting is scheduled for Thursday 20 October 2022.</li> <li>The Project Board's next fortnightly meeting is scheduled for Wednesday 12 October 2022.</li> </ul>									
<b>Schedule</b>			<p><b>Refer to Attachment 3</b> high level schedule. A high level schedule can be found in <b>Attachment 4</b>.</p> <p>Key dates for critical path activities:</p> <table border="1"> <thead> <tr> <th>Key Date</th> <th>Description</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>18 March to 30 June</td> <td>Technical documentation and knowledge transfer to SDO</td> <td>In Progress</td> </tr> <tr> <td>TBD</td> <td>Release 1 – Expenditure Rptg</td> <td>In Progress</td> </tr> </tbody> </table>	Key Date	Description	Progress	18 March to 30 June	Technical documentation and knowledge transfer to SDO	In Progress	TBD	Release 1 – Expenditure Rptg	In Progress
Key Date	Description	Progress										
18 March to 30 June	Technical documentation and knowledge transfer to SDO	In Progress										
TBD	Release 1 – Expenditure Rptg	In Progress										
<b>Scope / Requirements</b>			<p><b>Hypercare</b></p> <ul style="list-style-type: none"> <li>The PEMS M7.2 Hypercare period is reviewed weekly, Project Board have agreed to extend the Hypercare period to Friday 23 September.</li> <li>As at 16 September, there were six priority issues remaining for remediation during the Hypercare period. It is expected that once Project Board agree to close the Hypercare period, all outstanding items will be prioritised on the backlog list.</li> </ul> <p><b>Release 1 (the first post go-live release):</b></p> <ul style="list-style-type: none"> <li>A paper for Project Board to consider a number of approaches to delivering the PEMS expenditure report.</li> <li>At this time the scope and resourcing for Release 1 are fixed (though SDO have sourced some additional developer resourcing and will continue to look for suitable resources going forward).</li> <li>Board have recommended an option and a paper will be included with this report for Steering Committee's consideration at its 27 September meeting.</li> </ul>									
<b>Resources</b>			<ul style="list-style-type: none"> <li>Ongoing resourcing will be shared between BAU and remaining project work so will need to manage associated priorities.</li> </ul>									
<b>Issues</b>			<p><b>Refer Attachment 1 - Project Issues</b></p> <ul style="list-style-type: none"> <li>The project team manages issues and escalates where necessary.</li> <li>38 issues have been identified with two issues open.</li> <li>One new issue has been raised to manage the schedule for expenditure reporting, this is a realisation of risk #1 – inherent schedule risk.</li> </ul>									
<b>Risks</b>			<p><b>Refer Attachment 2 - Project Risks</b></p> <ul style="list-style-type: none"> <li>The next Risk Workshop is scheduled for Wednesday 19 October 2022.</li> <li>71 risks have been raised for the project. 5 medium risks remain open.</li> <li>The open risks are shown Attachment 2.</li> </ul>									
<b>Design</b>			<ul style="list-style-type: none"> <li>This responsibility has transitioned with the development resources to the SDO.</li> </ul>									

<b>Support Organisation</b>			<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>A weekly dashboard is distributed to Senior Users. There are no issues of concern. This will be updated to incorporate Phase 2 aspects.</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>Hypercare commenced 4 July, daily monitoring and issue tracking is occurring and a daily dashboard is distributed to Senior Users.</li> <li>The MaPS surge team ended on Friday 2 September, with one ex-surge team resource remaining with the MaPS HR team until October, and two ex-surge team resources remaining with the MaPS Help Desk to assist with incoming email.</li> <li>An update on the high severity issues will be tabled at the Committee meeting.</li> </ul>
<b>Other</b>	N/A	N/A	<ul style="list-style-type: none"> <li></li> </ul>

<b>Legend: On Target</b>	<b>Alert</b>	<b>Escalate</b>	<b>Overall</b>
			<p><b>Green Light</b> Criterion = All green, or only one amber with no red  <b>Amber Light</b> Criterion = More than one amber but no red  <b>Red Light</b> Criterion = One or more red</p>
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	

# PEMS MILESTONE 7.2 HIGH LEVEL SCHEDULE



ATTACHMENT 6B – 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				
3	22/03/18	Loss of key (knowledgeable) resources from ICTD, SDO, MaPS and IPEA.	<ul style="list-style-type: none"> <li>* Project expertise is lost, requiring additional effort to achieve milestone</li> <li>* Highly customised solution with limited resources who have the system knowledge (SPOF).</li> <li>* Resource 'burn out' due to long term high intensity work.</li> </ul>	<ul style="list-style-type: none"> <li>* High percentage of team are contractors</li> <li>* Reduced project team due to remaining responsibilities.</li> <li>* Loss of general project knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>* Expenditure reporting design, decisions and outcomes are documented.</li> <li>* Work with IPEA to have appropriate resourcing allocation for the project.</li> <li>* Review of resourcing requirements in accordance with the Release 1 work plan.</li> <li>* Contract extensions agreed to support the project through to completion of Release 1.</li> <li>* Business areas and project assess recent or soon to be loss of key resources.</li> <li>* Regular health checks on resources. Ensure resources have sufficient down time at time of reduced work load.</li> </ul>	Moderate	Possible	Medium	<ul style="list-style-type: none"> <li>* Resourcing balance for Release 1 is agreed with the SDO.</li> <li>* Manage resources priorities.</li> </ul>	Moderate	Unlikely	Medium	Michelle Black/Annwyn Godwin/John Sheridan	21/09/22	Open	
5	22/03/18	Quality of product	<ul style="list-style-type: none"> <li>* UAT finds critical issues that cannot be addressed within the Release 1 timeframe.</li> <li>* Post implementation issues affects users confidence in the system.</li> </ul>	<ul style="list-style-type: none"> <li>* IPEA finds expenditure reporting product deficient.</li> <li>* PEMS perceived as poor quality due to post implementation issues.</li> </ul>		Moderate	Unlikely	Medium	<ul style="list-style-type: none"> <li>* Clearly articulate issues, their cause and remediation.</li> <li>* Timely resolution of issues.</li> </ul>	Moderate	Unlikely	Medium		21/09/22	Open	

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				
29	12/09/18	IPEA's legislative requirements for reporting Parliamentary expenses are not addressed by the reporting solution.	<ul style="list-style-type: none"> <li>* The PEMS reporting solution does not support IPEA in meeting its responsibilities.</li> <li>* The Expenditure reporting solution does not satisfy business' requirements and testing determines that it cannot be made fit for purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited development resources will be supporting hypercare and the same resources will also be required to do development for Backlog items across all functional areas.</li> <li>* Identification of issues during remaining build and testing that are difficult to resolve.</li> <li>* execution of the remaining test cases not passed by 6 May 2022 reveal additional items to resolve.</li> <li>* solution cannot meet all requirements</li> <li>* business rules for the extracts component are unknown and not documented.</li> </ul>	<ul style="list-style-type: none"> <li>* Expenditure reporting workflow solution is developed with ongoing review and input from IPEA.</li> <li>* Agreed requirements and scope of work for Expenditure management report.</li> <li>* Review PEMS system adherence to revised IPEA and PBR Act recommendations.</li> <li>* Planning to implement the remaining expenditure reporting functionality is in progress.</li> <li>* Project oversee implementation and assign a Change and Release Manager</li> <li>* Retain sufficient knowledgeable project resources to implement remaining functionality.</li> <li>* Create the required data prior to commencing testing to reduce testing timeframe.</li> <li>* Exclude non-expenditure reporting changes from Release 1, except where those changes are required for the expenditure report's completeness and accuracy.</li> <li>* IPEA will be able to observe the performance of expenditure reporting in the Production environment post M7.2 go live.</li> <li>* IPEA prioritised top 60 items and their sequence for addressing.</li> </ul>	Moderate	Possible	Medium	<ul style="list-style-type: none"> <li>* Expenditure Reporting remediation plan agreed by the Project Board.</li> <li>* Confirm assumptions to use Production to validate the expenditure reporting product.</li> <li>* Risk 1 regarding schedule flaws has been realised and transferred to Issue #38 as the impact of the higher than expected development effort for M7.2 hypercare has precluded the delivery of expenditure reporting by 30 September 2022.</li> </ul>	Moderate	Unlikely	Medium	Michael Frost, Michelle Black/Nicole Pearson	21/09/22	Open	
42	29/10/19	Cost to deliver the remaining project responsibilities will exceed funds set aside in the 2022-23 support charge and available capital funding. Refer to BAU risk #8 – "Enhancements not affordable").	<ul style="list-style-type: none"> <li>* Insufficient surplus from 2021-22 to cover finalisation of expenditure reporting.</li> </ul>	<ul style="list-style-type: none"> <li>* Insufficient funds to support implementation of Expenditure Reporting.</li> <li>* hypercare consuming more funding than expected.</li> </ul>	<ul style="list-style-type: none"> <li>* Closely monitor project resource allocations and monthly spend.</li> <li>* Weekly review of forecast and actual cost attribution.</li> <li>* Detailed tracking of effort and cost against funds set aside.</li> <li>* Minimise the costs consistent with achieving required results.</li> <li>* Implement measures to minimise scope increase.</li> <li>* Use resources effectively.</li> <li>* Capital funding confirmed</li> <li>* PB and SC to consider further funding of the PEMS Backlog;</li> </ul>	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> <li>* Need to confirm available funding and source to cover delivery of the post go live release of Expenditure Reporting.</li> <li>* There is a surplus of funds from 2021-22 and CFO agrees to roll the forward to 2022-23.</li> <li>* Project Board and Steering Committee to consider further funding of PEMS.</li> </ul>	Moderate	Remote	Low		21/09/22	Open	

## ATTACHMENT 6C – PROJECT ISSUES

#	Date Raised	Related to risk	Issue Description	Raised by	Assigned to	Rating	Open Actions	Due Date	Status	Completed Actions
26	19/11/2020	-	Benefits approved in the second pass business case are not achieved.	PO	S 22	Low	<ul style="list-style-type: none"> <li>* Commence assessment for Period 3 reporting - expected delivery date - Q122</li> <li>* Review in the context of the Gateway Review Team's recommendation: Finance attempts to seek agreement that the success of this Project will be measured in line with delivery against the outputs and outcomes articulated in the Second Pass Business Case and the PEMS Benefits Realisation Plan.</li> </ul>	1-Nov-22	In progress	<p><b>Refer to previous version of the Risk and Issues register for detail prior to January 2019.</b></p> <ul style="list-style-type: none"> <li>* Propose to the Project Board options for Gateway Reviews in Feb 2021 and prior to go-live in July 2021.</li> <li>* Assurance Review occurred 8 to 12 February 2021. Rating of Amber. All recommendations accepted by Finance.</li> <li>* Gate 4d assurance review occurred May 2021. All recommendations accepted by Finance.</li> <li>* IPEA savings benefits 'reversed' through the 2021-22 Budget for FYs 2021-22 and 2023-24.</li> <li>* Benefits Plan and tracker updated by end of May 2021 to reflect revised Milestone 7 Phase 1 and Phase 2 delivery.</li> <li>* Benefits Working Group initiated 20 May 2021. Meetings scheduled for the w/c 24 May 2021 subsequently cancelled to reduce Phase 1 resource contention concerns.</li> <li>* Benefits re-baselining review requested on 21 September. IPEA responses received, MaPS response expected to be received shortly.</li> <li>* IPEA have added a new benefit B06 'improved supplier management'</li> <li>* Recommence review of updated Benefits Plan.</li> <li>* Review and update the benefits tracker in conjunction with the Benefits Working Group from September 2021.</li> <li>* Implement the actions to address Gate 4d recommendation 1: Ensure that the current re-baselining exercise is completed by November 2021: <ul style="list-style-type: none"> <li>a. Reviews benefits and outcomes in the context of the Second Pass Business Case and available baseline measures;</li> <li>b. Is expressed at the appropriate level to enable assessment of the success of the project;</li> <li>c. Includes any newly identified benefits or dis-benefits, and</li> <li>d. Includes metrics to assist measurement of improved performance</li> </ul> </li> <li>* Update the tracker with revised measuring periods.</li> <li>* Prepare a paper for SC consideration of the Review's recommendation.</li> </ul>
38	23/08/2022	1	Project schedule - inherent schedule flaws prevent delivery as planned	PO	S 22	High	<ul style="list-style-type: none"> <li>* Project Board to agree a recommended approach for delivery Expenditure Reporting in PEMS.</li> <li>* Steering Committee agree to the Project Board recommendation.</li> <li>* PM to produce an updated Release 1 delivery schedule for agreement by Project Board and Steering Committee.</li> <li>* SDO to provide Project Delivery Office support to PEMS expenditure reporting.</li> </ul>	30-Sep-22	In progress	<ul style="list-style-type: none"> <li>* Paper delivered to Project Board on 25 August 2022 providing an update on the current position of M7.2 Expenditure Reporting, impacts of the M7.2 hypercare period on development effort, and recommending that build work extend until all agreed essential functionality, production issues and input data issues are resolved for the purposes of providing an accurate expenditure report to parliamentarians and the public.</li> <li>* SDO to provide (as available) additional ABAP resourcing to implement expenditure reporting more quickly.</li> </ul>



# Parliamentary Expenses Management System (PEMS) Project

## Steering Committee – Agenda

Meeting Details		
<b>Date:</b>	Wednesday 12 October 2022	
<b>Time:</b>	3.30pm to 5.00pm	
<b>Venue:</b>	RM 3N.38 Mt Woodroffe and/or GovTEAMS video conference	
<b>Attendees</b>	<p><i>Members:</i></p> <p>Ms. Mary Wiley-Smith – Chair            Mr. John Sheridan – Project Executive            Mr. David de Silva – User, Ministerial and Parliamentary Services (MaPS)            Mr. Michael Frost – User, Independent Parliamentary Expenses Authority (IPEA)            Ms. Lucelle Veneros – Supplier, Service Delivery Office (SDO)            Mr. Simon Quarrell – Independent Member, Digital Transformation Agency (DTA)            Mr. Peter Rush – Independent Member, Prime Minister and Cabinet (PM&amp;C)</p> <p><i>Observer:</i></p> <p>Mr. Ben Rillo – User, SMOS Chief of Staff</p> <p><i>Advisers:</i></p> <p>S 22 – Supplier (PEMS Branch), ICTD            S 22 – A/g Director, PEMS Branch, ICTD            Ms. Michelle Black – Service Delivery Office (SDO)</p> <p><i>Secretariat:</i></p> <p>Provided by Project Office</p>	
Agenda item	Presenter	Paper / Action
1. Meeting Opening a. Apologies b. Action Items c. Minutes from previous meeting	Chair	Yes <b>Accept</b> Minutes and status of actions
2. Training awareness and communications	David de Silva Michael Frost	Yes <b>Agree</b> to the updated Training and Communications Plan
3. Expenditure Reporting update and next steps	Lucelle Veneros John Sheridan	Yes <b>Discuss</b> the status of the outstanding defect items that require further investigation <b>Discuss</b> the SDO analysis of the residual 90 expenditure reporting test cases <b>Discuss</b> the fit-gap analysis of the expenditure report for Members and Senators <b>Agree</b> handling strategies for the outstanding items

4. Project delivery update a. Project status report b. Risks and issues	John Sheridan	Yes <b>Agree</b> the project status report for Milestone 7 <b>Discuss</b> the project risks and issues
5. Other Business a. Closing PEMS M7.2 Hypercare	Chair	No A presentation will be distributed on the morning of 12 October.

Next Meeting: 11.00am – 12.00pm, Thursday 17 November 2022  
RM 3N.38 Mt Woodroffe and/or GovTEAMS video conference

## Action Items

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 16/06/2022</b>				
A111	Update the Terms of Reference and membership arrangements of the proposed Governance Arrangements.	PO	In progress	10/10/22 – Project Team to distribute the updated ToRs to Steering Committee for out of session consideration. 05/10/22 – Considered at the meeting of 27/9/22. Refer to Action Item A116 19/09/22 – Terms of Reference have been updated to include the attendance of an independent advisor and a user representative from the SMOS's office. 08/07/22 – The draft Terms of Reference (ToR) for the Change Authority have been distributed to business areas for feedback and confirmation of membership. The ToR for the Project Board and Steering will be reviewed and updated, if required to cover the roles and responsibilities to project closure.
<b>Actions from meeting of 14/07/2022</b>				
A112	Confirm the Executive Management Committee and the Management Board dotted line connection in the Governance Arrangements paper.	PO	In progress	
<b>Actions from meeting of 11/08/2022</b>				
A113	Report Project Board's evolving discussion of Risk #29	PO	New	05/09/22 – risk #29 updated and presented to the Project Board on 31 August, this risk hasn't changed significantly as the deliverable isn't in question, rather the date of delivery is being reconsidered as per action A115. This risk will be updated as required based on the outcome of the discussion on A115 in the meeting.
A114	Redistribute the finalised documents accepted as part of A109's and A110's closure to Members.	PO	New	19/09/22 – governance papers are included in the document pack for the 27 Sept meeting.
<b>Actions from meeting of 27/09/2022</b>				
A116	Chair to meet with Simon Quarrell to discuss the DTA's role on the Committee.	Chair	New	

Item	Action	Owner	Status	Comments
A117	IPEA and MaPS to update the Steering Committee Terms of Reference (ToRs).	MaPS IPEA	New	
A118	MaPS to brief to SMOS on possible delegations.	MaPS	New	
A119	SDO to work with Mr Rillo and staff in the SMOS office to test PEMS as required.	SDO Mr Rillo	New	
A120	SDO and IPEA to investigate the 15 items that require further investigation and to come back to the Committee with options, including potential workarounds to ensure that the expenditure reports are correct.	SDO IPEA	New	
A121	SDO to compare the current reporting with the new PEMS Reporting to identify any differences and additional requirements	SDO	New	
A122	Schedule a Steering Committee meeting in 2 weeks to discuss the progress of the Expenditures report, and the 15 work items requiring investigation.	PO	Closed	5/10/22 – extra-ordinary meeting of the PEMS Steering Committee scheduled for 12 Oct 2022.



# Parliamentary Expenses Management System (PEMS) Project

## Steering Committee – Meeting Minutes

Meeting Details	
Date:	Tuesday, 27 August 2022
Time:	11.00am to 12.30pm
Venue:	GovTEAMS video conference
Attendees:	<p>Ms. Mary Wiley-Smith – Chair            Mr. John Sheridan – Project Executive            Mr. Annwyn Godwin – Senior User, Independent Parliamentary Expenses Authority (IPEA)            Mr. David De Silva – Senior User, Ministerial and Parliamentary Services (MaPS)            Ms. Lucelle Verenos – Senior Supplier, Service Delivery Office (SDO)            Mr. Simon Quarrell – Member, Digital Transformation Agency (DTA)</p> <p>Advisers            s 22 [REDACTED] – A/g PEMS Branch Head and Senior Supplier, ICTD            s 22 [REDACTED] – PEMS A/g Director            Mr. Michael Frost – Branch Head, IPEA</p> <p>Observers            Mr. Ben Rillo – Chief of Staff, Special Minister of State            s 22 [REDACTED] – MaPS</p>
1. Meeting Opening	
Summary	<p><i>Apologies</i>            Mr. Peter Rush – Member, Prime Minister and Cabinet (PM&amp;C)</p> <p><i>Minutes</i>            The Minutes of the meeting of 11 August 2022 were accepted.</p>
Decisions	The Steering Committee <b>accepted</b> the minutes from the previous meeting.
Actions	Nil
2. Steering Committee – Updated Terms of Reference (ToR)	
Summary	<p>The <b>Committee agreed to update</b> the ToRs to:</p> <ul style="list-style-type: none"> <li>• Include Mr Rillo as an Observer to the Committee</li> <li>• Strengthen the Committee’s role to consider the experience, engagement and feedback of users.</li> </ul>

	<ul style="list-style-type: none"> <li>• Include an independent expert on the Committee to provide advice and assurance</li> <li>• Update the background information to reflect progress over the last few years.</li> </ul> <p>The Chair noted that an internal audit will be undertaken on PEMS next year to prepare for possible external scrutiny given the delays to the build.</p> <p>The <b>Committee noted</b> that:</p> <ul style="list-style-type: none"> <li>• significant work may be required post project closure in December to address user feedback, backlog issues and any future changes as a result of the implementation of <i>Set the Standard</i> report. This could lead to the establishment of a new oversight Committee or a revamp of the existing one.</li> <li>• DTA's role on the Committee could complement the proposed independent advisor.</li> </ul>
Actions	<p><b>A116</b> – The <b>Chair agreed</b> to meet with Simon Quarrell separately to discuss the DTA's role on the Committee.</p> <p><b>A117</b> – IPEA and MaPs to update the ToRs.</p>
<b>3. User experience feedback</b>	
Summary	<p>Mr Rillo provided an update to the Committee on the experience of using PEMS by parliamentarians and their staff. In particular he covered the different types of work environments and styles in parliamentary offices and the need for a range of tailored training and engagement. He also noted that PEMS is just one of 11 systems used.</p> <p>The <b>Committee agreed</b> to:</p> <ul style="list-style-type: none"> <li>• Accept Mr Rillo's offer to use the SMOS's office staff to test the PEMS reporting functionality and future enhancements, and thanked Mr Rillo for his offer of assistance.</li> <li>• Consider changes to the specs where possible to make PEMS more user friendly, including looking at whether parliamentarians can delegate some approvals to their staff.</li> </ul>
Actions	<p><b>A118</b> – MaPs to brief the SMOS on possible delegations</p> <p><b>A119</b> – SDO to work with Mr Rillo and staff in the SMOS office to test PEMS as required.</p>
<b>4. Expenditure Reporting (Release 1)</b>	
Summary	<p>An update on the progress to date was provided to the Committee.</p> <p>The <b>Committee agreed</b> to continue to deliver the MVP for the reporting function by 31 October 2022, noting however that 15 work items (specs from IPEA) require further investigation and discussion at the next meeting.</p> <p>Mr Rillo mentioned that from a change management perspective, a report with the same look and feel as the current report would be expected. The expenditure reports attract a lot of attention and accuracy is preferable over timeliness, but ideally both.</p> <p>The <b>Committee agreed</b> that a further meeting is required to understand the 15 items and their impact on the expenditure reporting for December, and to discuss the remaining Agenda items.</p>
Actions	<p><b>A120</b> – SDO and IPEA to investigate the 15 items that require further</p>

	<p>investigation and to come back to the Committee with options, including potential workarounds to ensure that the expenditure reports are correct.</p> <p><b>A121</b> – SDO to compare the current reporting with the new PEMS reporting to identify any differences and additional requirements.</p> <p><b>A122</b> – Schedule a Steering Committee meeting in 2 weeks to discuss the progress of the Expenditure report, and the 15 work items requiring investigation</p>
<b>5. Other Business</b>	
<i>The meeting closed at 12:47pm.</i>	

**Action Items**

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 16/06/2022</b>				
A111	Update the Terms of Reference and membership of the proposed Governance Arrangements.	IPEA and MaPS	In progress	05/10/22 – Considered at the meeting of 27/9/22. Refer to Action Item A116 19/09/22 – Terms of Reference have been updated to include the attendance of an independent advisor and a user representative from the SMOS's office. 08/07/22 – The draft Terms of Reference (ToR) for the Change Authority have been distributed to business areas for feedback and confirmation of membership. The ToR for the Project Board and Steering will be reviewed an updated, if required to cover the roles and responsibilities to project closure.
<b>Actions from meeting of 14/07/2022</b>				
A112	Confirm the Executive Management Committee and the Management Board dotted line connection in the Governance Arrangements paper.	PO	In progress	
<b>Actions from meeting of 11/08/2022</b>				
A113	Report Project Board's evolving discussion of Risk #29.	PO	In progress	05/09/22 – risk #29 updated and presented to the Project Board on 31 August, this risk hasn't changed significantly as the deliverable isn't in question, rather the date of delivery is being reconsidered as per action A115. This risk will be updated as required based on the outcome of the discussion on A115 in the meeting.
A114	Redistribute the finalised documents accepted as part of A109's and A110's closure to Members.	PO	In progress	19/09/22 – governance papers included in the document pack for the meeting of 27 September.
A115	Provide an out-of-session update regarding the complete delivery of Release 1 and possible strategies (i.e. increased funding/resources) to achieve the required outcome by 30 September 2022.	PO	Closed	5/10/22 – Paper provided and considered at the meeting of 27 September.

Item	Action	Owner	Status	Comments
<b>Actions from meeting of 27/09/2022</b>				
A116	Chair to meet with Simon Quarrell to discuss the DTA's role on the Committee.	Chair	New	
A117	IPEA and MaPS to update the Steering Committee Terms of Reference (ToRs).	MaPS IPEA	New	
A118	MaPS to brief to SMOS on possible delegations.	MaPS	New	
A119	SDO to work with Mr Rillo and staff in the SMOS office to test PEMS as required.	SDO Mr Rillo	New	
A120	SDO and IPEA to investigate the 15 items that require further investigation and to come back to the Committee with options, including potential workarounds to ensure that the expenditure reports are correct.	SDO IPEA	New	
A121	SDO to compare the current reporting with the new PEMS Reporting to identify any differences and additional requirements	SDO	New	
A122	Schedule a Steering Committee meeting in 2 weeks to discuss the progress of the Expenditures report, and the 15 work items requiring investigation.	PO	New	

PARLIAMENTARY EXPENSES MANAGEMENT SYSTEM (PEMS) STEERING COMMITTEE

MEETING DATE: Wednesday, 12 October 2022

AGENDA ITEM	2. Training awareness and communications
ACTION	Item for decision
PRESENTING OFFICER	David De Silva, Department of Finance Michael Frost, Independent Parliamentary Expenses Authority

**Outcome sought**

1. The Committee agree to the revised approach to PEMS user training.

**Key Issues**

Current training approach

*Pre Phase 2 go live*

1. To support the introduction of the PEMS Phase 2 release, MaPS offered GovTeams awareness training sessions in the last two weeks of June 2022. The training, which included the HR functionality (Phase 1), targeted the new Members of Parliament and their staff. The uptake was low (8 attendees) – noting many office were still becoming established.

*Post Phase 2 go live*

2. A comprehensive package of training sessions and supporting material e.g. instructional videos, Help Guides, etc. was made available following the Phase 2 go-live.
3. In addition, since go live, MaPS and IPEA have undertaken training with many staff and offices to assist with entering claims, accessing budget related information and other systems matters or issues. This support remains ongoing.
4. MaPS also deployed staff to Parliament House to provide face-to-face and GovTeams small group training sessions twice per day in July 2022 and as requested for the first two weeks of August 2022.
  - The training covered basic usage of the PEMS dashboard functions and HR tiles as well as reviewing claims and certifying Office claims.
  - Training was customised for each participant as experience within PEMS varied greatly.
5. MaPS training sessions were also booked outside of the scheduled sessions to personalise particular office needs and levels of experience. The sessions were mostly provided one-on-one, or with up to three staff members from the same office. The uptake of the MaPS Phase 2 training was also low with 63 staff attending in the six week period.
6. IPEA also provided parliamentarians and their staff an overview of PEMS travel functionality face-to-face at CPOs, over the phone, via GovTeams and at APH.
7. While some participants expressed frustration with the system functionality our trainer received positive feedback on the training content. Small group training sessions remain available on request.

8. IPEA continues to receive calls from clients who are struggling to lodge a travel claim, view a budget or review travel expenses. In these cases IPEA works through the claim with the client explaining each step and ensuring they are able to submit their claim. A common point of confusion is the way PEMS requires a trip to be set up and then each part of the travel to be entered as a separate leg within the dates set by the trip itself.

#### Revised training approach

9. The majority of the user calls currently received in MaPS relate to general use/awareness rather than particular system issues. MaPS is currently assessing the nature of those calls to inform the content to a revised training approach.
10. MaPS is proposing the following:
- Face-to-face training at all CPOs. Our trainer would travel to each location at least once.
    - Face-to-face engagement may result in higher attendance.
  - Targeted face-to-face training. A small number of offices are still not using PEMS in any capacity. Our trainer would arrange training session with each office and run those staff through basic PEMS functionality, provide a Q&A session and arrange more detailed training as required.
    - The training would also highlight the benefits of PEMS (e.g. faster claim processing time and the ability to process claims from any device in any location).
  - Re-establish the PEMS User Reference Group (URG). Membership would be open to all parliamentarians and MOP(S) Act employees. We would supplement the current Terms of Reference (a forum for members to discuss PEMS systems requirements, participate in UAT and provide feedback on education materials) to include information sharing on system usability and members would be identified as 'PEMS champions' whose role would be to share their knowledge and enthusiasm with their colleagues.
  - Introduction of PEMS Super User training. We will offer a 'Certificate in PEMS'. In a 'train the trainer' format, our trainer will run a one day workshop aimed at Office Managers. Following a short test of knowledge gained, attendees will be awarded a 'Certificate in PEMS' acknowledging their ability to train their colleagues in the use of PEMS. We expect the certificate will be attractive to MPs when recruiting staff.
  - PEMS 'for dummies' user help guide. We would develop an online guide covering all basic functionality and processing steps and easy to follow checklist to minimise claim errors. The content and approach would be tested with the URG. In the longer term, more detailed Help Guides for more complex functionality would be developed (early 2023).
  - Additional training for new parliamentarians. As part of the follow-up post inductions, new parliamentarians have recently been asked if they would like more information on PEMS. Some have requested training which will be provided in the coming weeks, customised to individual capability.
11. IPEA is publishing a series of animated videos that step through the process e.g. lodging a travel claim. IPEA is also publishing a series of step-by-step IPEA PEMS guides that may be saved or printed. These are being published in early October 2022.

12. IPEA will be offering Education Sessions around Australia during November and these will include a segment dedicated to IPEA related PEMS functionality. Offices will also be able to request electorate office visits to obtain a more tailored education session for their office.

#### Enhanced communications

13. Awareness raising remains a critical issue. MaPS will develop a new PEMS Communication Plan that incorporates regular PEMS e-news and updates. In addition, the PEMS online presence will be refreshed to:
  - o Update the MaPS Website landing page with a static banner relating to PEMS information and access to training
  - o Update the PEMS log on page with a link to the MOP(S) Learning – PEMS training
  - o Update the MOP(S) Learning landing page with a new static banner to success PEMS training
14. The new IPEA education animations and PEMS Guides will be published on the IPEA website. All parliamentarians and staff will receive an email advising where to find the new products.

#### **Background**

15. To assist new and existing users with the Phase 2 PEMS roll out, on 4 July 2022 MaPS and IPEA implemented enhanced client support. This included a dedicated help desk, training sessions, digital learning products, and targeted communications. MaPS published 13 short instructional videos and created promotional material. Regular PEMS news is emailed to users and a new page on the PEMS website provides tips, tricks and fact sheets.
16. For Post Phase 2 MaPS training, the largest session booked was for 30 staff members from independent offices with only 15 staff attending. One Senator undertook face-to-face training using his mobile phone, assisted by our trainer. The most popular states for registrations came from SA, VIC and WA. With NSW having the least amount of external training participants.
17. MaPS Phase 2 training officers were positioned at APH during sitting week which saw only a steady uptake of promotional material. Six people dropped into the on-site MaPS office.

**PEMS STEERING COMMITTEE**

MEETING DATE: Wednesday, 12 October 2022

<b>AGENDA ITEM</b>	3. Expenditure Reporting update and next steps
<b>ACTION</b>	Item for discussion
<b>RESPONSIBLE OFFICER</b>	Lucelle Veneros, Department of Finance John Sheridan, Department of Finance

**Outcome sought**

That the Committee:

1. Discuss the status of the outstanding defect items that require further investigation at Attachment A.
2. Discuss the SDO analysis of the residual 90 expenditure reporting test cases at Attachment B.
3. Discuss the fit-gap analysis of the expenditure report for Members and Senators at Attachment C.
4. Agree handling strategies for the outstanding items.

**Key Issues**

1. SDO's analysis of the outstanding defect items has been provided to IPEA for input including IPEA's assessment of the risk should these items not be delivered in the expenditure reporting MVP. SDO's analysis is at Attachment A.
2. The SDO has completed an analysis on the status of the residual 90 expenditure reporting test cases against the scope of the MVP build. Based on SDO's assessment, 80 of the test cases are captured in the defects, change requests and gaps to be delivered by the MVP by 31 October. Further input has been sought from IPEA with respect to the alignment of the use cases to the MVP and further insight on where IPEA consider additional data will be required in other to complete the MVP. SDO's analysis is at Attachment B.
3. The SDO has performed a fit-gap analysis of the current expenditure report with the PEMS system. Consultation with IPEA will be undertaken with respect to this analysis. SDO's analysis is at Attachment C.
4. The SDO and IPEA continue to work together on the data requirements for use cases which are currently ready for testing.

**Attachments**

A: Outstanding defect items

B: SDO analysis of the residual expenditure reporting cases

C: Fit-gap analysis for the expenditure report for Members and Senators.

**Attachment A: SDO Analysis outstanding defect items**

Type	Defect ID	BL Sequence	Severity	Priority	Status	Summary	Comments
GAP - Defect	6060	12	2-Major	2-Very High	Closed	PEMS - Prod Release 1 - Expenditure Reporting - Parl POWL - Unable to view Employer Details and select Users to assign Authorisations	- Item has passed testing - To be deployed as part of Exp Rep go-live - No data gaps identified for Exp Rep
Defect	5959	19	2-Major	2-Very High	Ready to Test	PEMS - Expenditure Reporting - When a staff member has been authorised to review expenditure reports, they should be able to access all the expense details via the hyperlinks in the expenditure reporting POWL	- Proposed solution accepted by IPEA, no change to existing design - To be deployed as part of Exp Rep go-live - No data gaps identified for Exp Rep
Variation (CR)	5282	29	3-Moderate	3-High	Open	PEMS HUB - Expenditure Report - Adjusting a FCM Claim (eg. change in location) does not display in the Expenditure Reporting	- Development not started as it is a change to Phase 2 apps - Design to be confirmed by SDO and IPEA - Change can be deployed independently from Exp Rep go-live - Data gaps will occur for Exp Rep executed for past periods
Defect	5920	30	2-Major	2-Very High	Open	PEMS - Phase2 - Expenditure Reporting - Where a travel provider B file is loaded into PEMS and this changes data included in expenditure reporting, the updated data should show in the expenditure reporting period in which the B file was loaded into PEMS	- Development not started as it is a change to Phase 2 apps - Design to be confirmed by SDO and IPEA - Change can be deployed independently from Exp Rep go-live - Data gaps will occur for expenditure reports executed for past periods
Defect	5826	34	2-Major	2-Very High	Open	PEMS - Phase2 - Expenditure reporting - When cabcharge transaction is adjusted for claimant and work expense the full amount including Service fee is not adjusted correctly	- Fixed in July 2022 as part of Hypercare - IPEA should test this as part of Exp Rep UAT - Data gaps may occur for Exp Rep executed for past periods (to be confirmed)
Defect	5894	35	2-Major	2-Very High	Investigate	PEMS - Phase2 - Expenditure reporting - Transaction Type showing incorrectly as MaPS when It is a IPEA travel expense	- Dependency on EMS interface to provide information - Change can be deployed independently from Exp Rep go-live - Data gaps will occur for Exp Rep executed for past periods
Defect	5939	38	2-Major	2-Very High	Investigate	PEMS - ER - For international travel where the traveller (either parliamentarian or staffer) is from a different office to the parliamentarian who is responsible for the trip, ensure that this international travel appears in the appropriate Par exp Report	- Development has started as it is a change to Phase 2 apps - Design has been confirmed by SDO and IPEA - Change can be deployed independently from Exp Rep go-live - Data gaps will occur for Exp Rep executed for past periods
Defect	5880	39	2-Major	2-Very High	Investigate	PEMS - Phase2 - Expenditure Reporting - Expense Type details not appearing for historical data	- Dependency on EMS interface to provide information - Change can be deployed independently from Exp Rep go-live - Data gaps will occur for Exp Rep executed for past periods
Defect	5881	40	2-Major	2-Very High	Ready to Test	PEMS - Phase2 - Expenditure Reporting - Office details not appearing for historical data	- Build complete and ready for testing - To be deployed as part of Exp Rep go-live - No data gaps identified
Defect	5887	41	2-Major	2-Very High	Ready to Test	PEMS - Phase2 - Expenditure Reporting - Historical transaction adjusted in EMS Green, negative line showing through correctly, however the adjusted claim is not reporting in PEMS IPEA and Parl POWLS	- Dependency on EMS interface to provide information - Change can be deployed independently from Exp Rep go-live - Data gaps will occur for Exp Rep executed for past periods
Defect	5895	42	2-Major	2-Very High	Ready to Test	PEMS - Phase2 - Expenditure Reporting - Negative adjusted line is missing from IPEA and Parl View when Historical claim that is paid and adjusted in EMS	- Dependency on EMS interface to provide information - Change can be deployed independently from Exp Rep go-live - Data gaps will occur for Exp Rep executed for past periods
Defect	5897	43	2-Major	2-Very High	Ready to Test	PEMS - Phase2 - Expenditure Reporting - Description field is blank in IPEA POWL when historical transaction is adjusted from one office to another	- Dependency on EMS interface to provide information - Change can be deployed independently from Exp Rep go-live - Data gaps will occur for Exp Rep executed for past periods
Defect	5929	44	2-Major	2-Very High	Investigate	PEMS - Expenditure Reporting - How adjustments to historical (in EMS) Staff TA claims should report	- Dependency on EMS interface to provide information - Change can be deployed independently from Exp Rep go-live - Data gaps will occur for Exp Rep executed for past periods
Defect	5933	45	2-Major	2-Very High	Investigate	PEMS - Expenditure Reporting - How Parl TA split claims in EMS (historical data) should report	- Dependency on EMS interface to provide information - Change can be deployed independently from Exp Rep go-live - Data gaps will occur for Exp Rep executed for past periods
Defect	5935	46	2-Major	2-Very High	Investigate	PEMS - Expenditure Reporting - Transaction reference numbers for historical data coming into PEMS from EMS. EMS transactions coming into PEMS are given a new transaction number making them difficult to reference back to the transaction in EMS	- IPEA to confirm design proposed by SDO - To be deployed as part of Exp Rep go-live - No data gaps identified
Defect	6112	101	3-Moderate	3-High	Open	PEMS - Expenditure Reporting - Unable to revoke the Review Expenditure Reports authorisation in QAS	- Development not started as it is a change to Phase 1 app for Parliamentarians - Design to be confirmed by SDO and IPEA/MaPS - Change can be deployed independently from Exp Rep go-live - No data gaps identified for Exp Rep

PEMS STEERING COMMITTEE

MEETING DATE: Wednesday, 12 October 2022

AGENDA ITEM	4. Project delivery update
ACTION	Item for decision
PRESENTING OFFICER	John Sheridan CIO & CISO, Project Executive ICT Division, Department of Finance Contact Number

**Outcome sought**

That the Committee:

1. **agree** the project status report for Milestone 7.
2. **discuss** the project risks and issues.

**Key Issues**

Project status and Hypercare update

1. As at 7 October 2022, the overall status of the project for Milestone 7.2 at Attachment 4A is rated amber. This is primarily due to the continuation of heightened post-deployment (Hypercare) support, which has contributed to delays in the project schedule for Release 1 (expenditure reporting).
2. The PEMS Project Board is considering the implications of concluding the Hypercare period on 14 October 2022. As at 7 October, there were 11 priority issues remaining for remediation during the Hypercare period. Once the PEMS Project Board agrees to close the Hypercare period, all outstanding items will be prioritised on the backlog list.
3. Two severity-2 issues remain:
  - a) Severity-2: Duplicate payments made to suppliers, e.g. CTM, CP Digital. As at 7 October detailed investigations are ongoing with 293 affected claims identified. Remediation actions to be determined and confirmed with SDO, MaPS and IPEA. The PEMS technical team are implementing a number of system updates to prevent further issues, for deployment into production as soon as practicable.
  - b) Severity-2: Error message when submitting a transaction with multiple lines.
4. The above issues as well as the remaining nine priority incidents are progressing with daily business engagement.
5. The project team resolved four incidents in the week ending 6 October including the

following priority issue (Attachment 4B refers):

- a) Severity-2: Travel being incorrectly deducted from the Electorate Support Budget.

Project risks and issues

6. Four project risks remain open (Attachment 4C).
7. There are two open project issues (Attachment 4D).

**Attachments**

4A: Project Status Report

4B: Hypercare Dashboard

4C: Project Risks

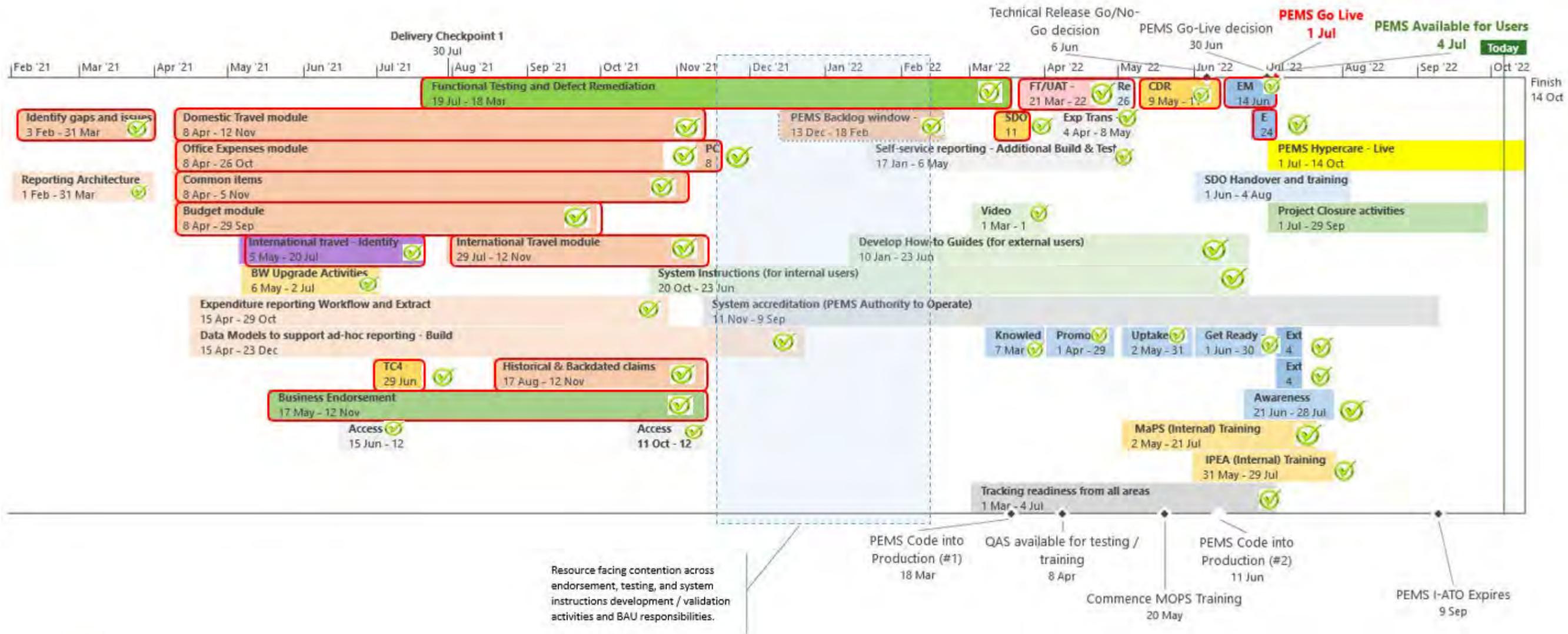
4D: Project Issues

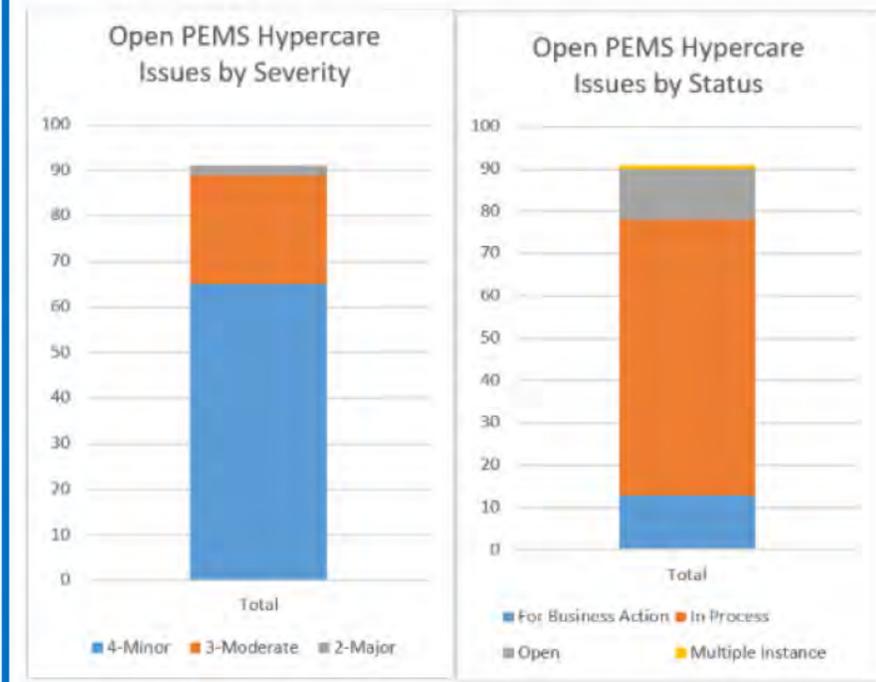
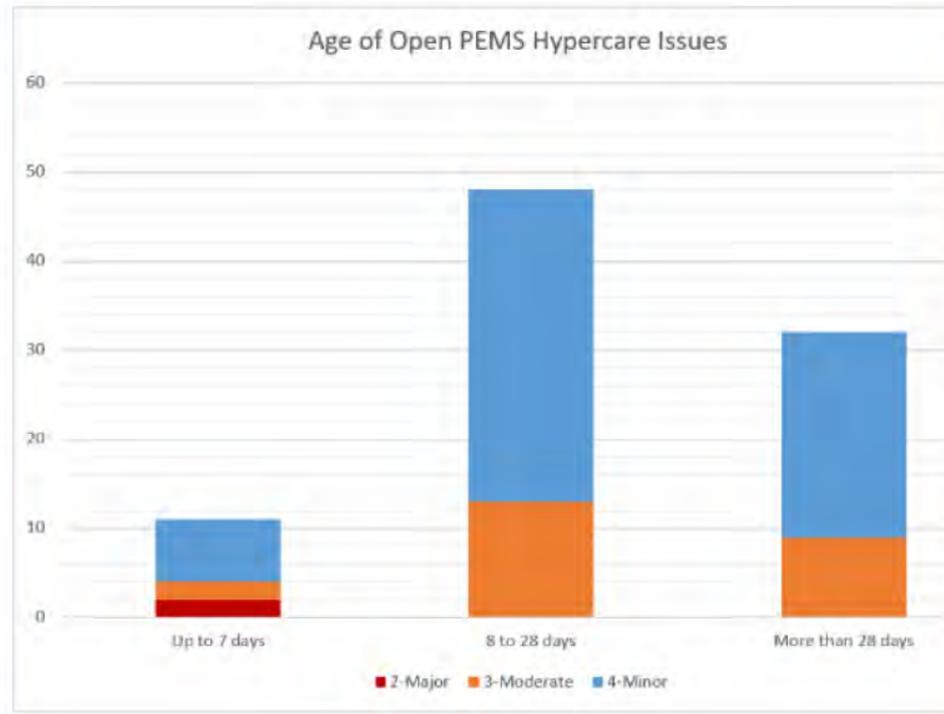
# 1. Project Status Report – Milestone 7

Summary	Previous Status	Current Status	Commentary									
<b>Overall Status</b>			<p><i>Overall</i></p> <ul style="list-style-type: none"> <li>As at 7 October 2022, the overall status of the project for Milestone 7.2 is rated amber. This is primarily due to the continuation of heightened post-deployment (Hypercare) support, which has contributed to delays in the project schedule for Release 1 (expenditure reporting).</li> <li>Two severity-2 issues remain for remediation.</li> </ul>									
<b>Schedule</b>			<p>Key dates for critical path activities (refer Attachment 3):</p> <table border="1"> <thead> <tr> <th>Key Date</th> <th>Description</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>18 March onwards</td> <td>Technical documentation and knowledge transfer to SDO</td> <td>In Progress</td> </tr> <tr> <td>31 October 2022</td> <td>Release 1 (Expenditure Reporting)</td> <td>In Progress</td> </tr> </tbody> </table>	Key Date	Description	Progress	18 March onwards	Technical documentation and knowledge transfer to SDO	In Progress	31 October 2022	Release 1 (Expenditure Reporting)	In Progress
Key Date	Description	Progress										
18 March onwards	Technical documentation and knowledge transfer to SDO	In Progress										
31 October 2022	Release 1 (Expenditure Reporting)	In Progress										
<b>Scope / Requirements</b>			<p><b>Release 1 (Expenditure Reporting):</b></p> <ul style="list-style-type: none"> <li>Steering Committee are expected to consider Project Board's preferred option for the delivery of the Expenditure Report for the delivery of a Minimal Viable Product (MVP) by 31 October 202 at its 12 October meeting.</li> </ul>									
<b>Support Organisation</b>			<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>There are no issues of concern. A dashboard is distributed to Senior Users weekly.</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>Heightened post-deployment (hypercare) support is due to close 14 October. Its extension is reviewed weekly by Project Board.</li> <li>Project Board is considering the implications of concluding the Hypercare period. Once the PEMS Project Board agrees to close the Hypercare period, all outstanding items will be prioritised on the backlog list.</li> <li>As at 7 October, there were 11 priority issues remaining for remediation, including two severity-2 issues: <ul style="list-style-type: none"> <li>Severity-2: Duplicate payments made to suppliers, e.g. CTM, CP Digital. As at 7 October detailed investigations are ongoing with 293 affected claims identified. Remediation actions to be determined and confirmed with SDO, MaPS and IPEA. The PEMS technical team will implement a number of system updates to prevent further issues as soon as practicable.</li> <li>Severity-2: Error message when submitting a transaction with multiple lines. Estimated date for a fix into production is 13 Oct.</li> </ul> </li> <li>The project team resolved four incidents in the week ending 6 October including the following priority issue: <ul style="list-style-type: none"> <li>Severity-2: Travel being incorrectly deducted from the Electorate Support Budget.</li> </ul> </li> <li>An update on the high severity issues will be tabled at the Committee meeting.</li> </ul>									
<b>Resources</b>			<ul style="list-style-type: none"> <li>Ongoing resourcing will be shared between BAU and remaining project work so will need to manage associated priorities.</li> </ul>									
<b>Issues</b>			<ul style="list-style-type: none"> <li>There are two open project issues from 38 issues identified to date (refer Attachment 1).</li> </ul>									
<b>Risks</b>			<ul style="list-style-type: none"> <li>Four project risks remain open from 71 risks raised for the project (refer Attachment 2).</li> </ul>									
<b>Governance</b>			<ul style="list-style-type: none"> <li>Scheduled meetings: <ul style="list-style-type: none"> <li>Risk Workshop: Wednesday 19 October 2022.</li> <li>Project Board: Wednesday 26 October 2022.</li> <li>Steering Committee: Thursday 17 November 2022.</li> </ul> </li> </ul>									

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

# PEMS MILESTONE 7.2 HIGH LEVEL SCHEDULE





**Commentary:**

- There are 93 open hypercare incidents.
- Heightened post-deployment (hypercare) support is due to close 7 October.
- Incidents identified as delaying the payment of a claim are reported as a:
  - Severity-2 if it involves a parliamentarian, or
  - Severity-3 if it involves a staffer.

**New or upgraded Major Issues (including issues or Change Requests preventing the payment of a claim):**

**Open issues or Change Requests preventing the payment of a claim:**

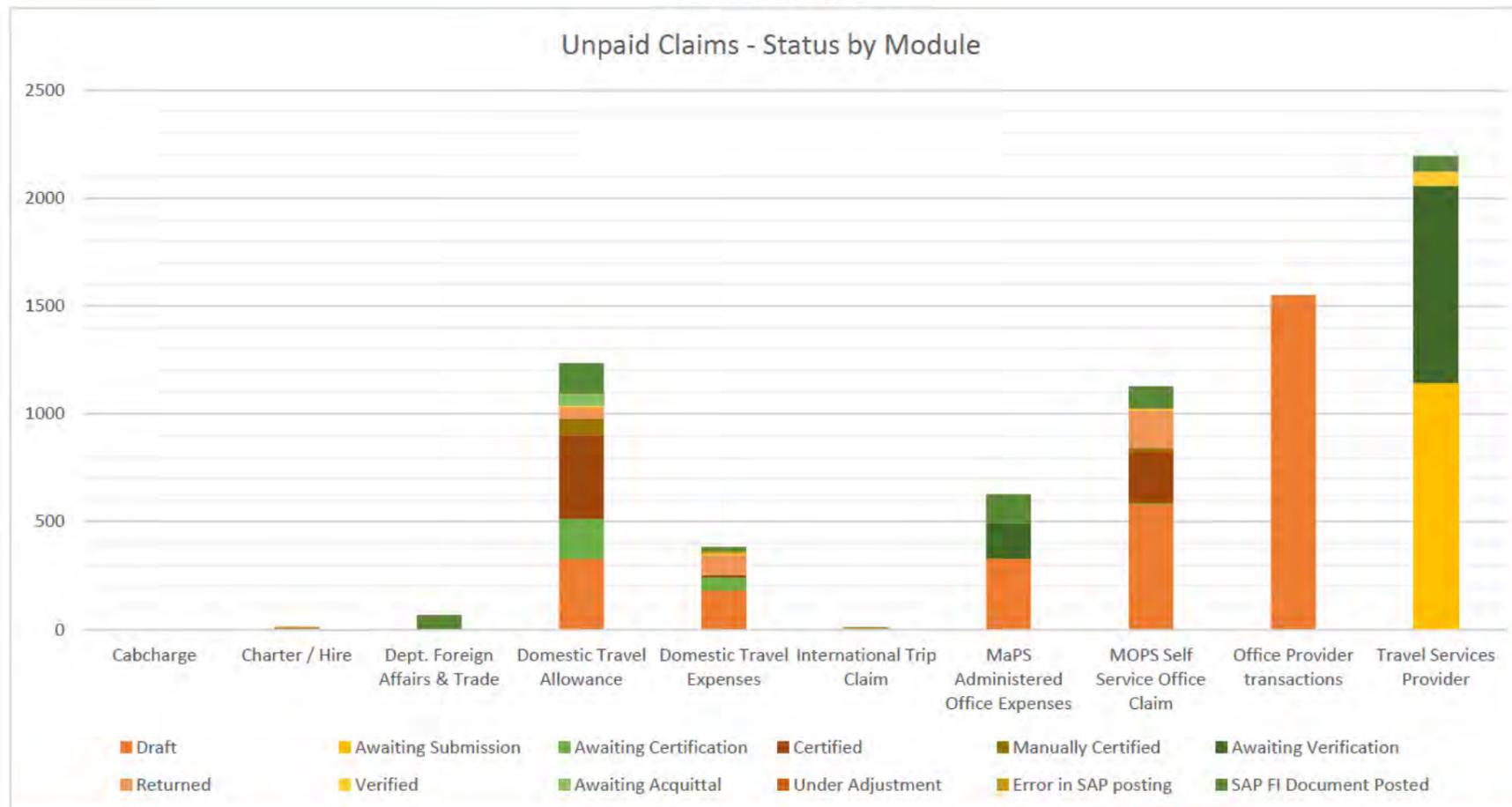
- **Sev-2** Error message when submitting a transaction with multiple lines. This is under investigation. Estimated date for a fix into production is **13 Oct**.
- **Sev-3** Claim reassign required for Tim Murray (Office Albanese) due to the retirement of the person the claims are currently assigned to. There is no estimated date for a fix in production as yet.
- **Sev-3** Contract dates - Overlapping travel dates between the employment of two offices. This is a requirements change, not a system issue (CR26 - Contract Dates). It will allow the payment of 15 claims. Work commenced 27 Sept. Development is expected to take 5 weeks effort and will preclude other changes being undertaken.
- **Sev-3** Error for claims prior to contract commencement. This is a requirements change, not a system issue. It is part of the fix for CR27 Contract Dates.
- **Sev-3** International ticket with domestic leg - missing Dominant Purpose option. This issue is preventing payment to a supplier (CTM) and requires a code fix. IPEA advised this is the third priority for a fix. Estimated date for a fix into production is **13 Oct**.
- **Sev-3** Unable to reject claim - No dominant purpose for staffers. 2 tickets cannot be paid to CTM. Files can continue to load. This will be worked on after the Contract Dates CR.
- **Sev-3** Overseas - Duplicate profile for staffer. There are 3 occurrences of this issue. Estimated date for a fix into production is **13 Oct**.
- **Sev-3** Error with invoice - Cannot find unique work expense for staffer. This is preventing the payment of 1 claim. Estimated date for a fix into production is **13 Oct**.
- **Sev-3** Claim not able to be verified for staffer (10 night limit). There is no estimated date for a fix in production as yet.
- **Sev-3** Staff accommodation adjustment - (i) information - PCR 36 additional request. The CR is not prioritised by IPEA at this stage.

**Other Open Major Incidents:**

- **Sev-2** A vendor (CP Digital) advised two claims have been paid twice. As of 6 October, 293 duplicated payments/credit notes have been identified. Resolution actions are drafted to resolve this incident. The root cause of this issue is that a user was able to click the verify button multiple times, resulting in multiple payments. Resolution of this issue includes disabling the verify button in the UI once clicked and implement additional checks to lock the backend. Business users have been requested not to repeatedly click on buttons where a payment / debt may be triggered. Estimated date for a fix into production is **13 Oct**.

**Closed or Resolved Major Incidents: Nil**

**PEMS Claims**



ATTACHMENT 6B – 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				
3	22/03/18	Loss of key (knowledgeable) resources from ICTD, SDO, MaPS and IPEA.	<ul style="list-style-type: none"> <li>* Project expertise is lost, requiring additional effort to achieve milestone</li> <li>* Highly customised solution with limited resources who have the system knowledge (SPOF).</li> <li>* Resource 'burn out' due to long term high intensity work.</li> </ul>	<ul style="list-style-type: none"> <li>* High percentage of team are contractors</li> <li>* Reduced project team due to remaining responsibilities.</li> <li>* Loss of general project knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>* Expenditure reporting design, decisions and outcomes are documented.</li> <li>* Work with IPEA to have appropriate resourcing allocation for the project.</li> <li>* Review of resourcing requirements in accordance with the Release 1 work plan.</li> <li>* Contract extensions agreed to support the project through to completion of Release 1.</li> <li>* Business areas and project assess recent or soon to be loss of key resources.</li> <li>* Regular health checks on resources. Ensure resources have sufficient down time at time of reduced work load.</li> </ul>	Moderate	Possible	Medium	<ul style="list-style-type: none"> <li>* Resourcing balance for Release 1 is agreed with the SDO.</li> <li>* Manage resources priorities.</li> </ul>	Moderate	Unlikely	Medium	Michelle Black/Annwyn Godwin/John Sheridan	21/09/22	Open	
5	22/03/18	Quality of product	<ul style="list-style-type: none"> <li>* UAT finds critical issues that cannot be addressed within the Release 1 timeframe.</li> <li>* Post implementation issues affects users confidence in the system.</li> </ul>	<ul style="list-style-type: none"> <li>* IPEA finds expenditure reporting product deficient.</li> <li>* PEMS perceived as poor quality due to post implementation issues.</li> </ul>		Moderate	Unlikely	Medium	<ul style="list-style-type: none"> <li>* Clearly articulate issues, their cause and remediation.</li> <li>* Timely resolution of issues.</li> </ul>	Moderate	Unlikely	Medium		21/09/22	Open	

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				
29	12/09/18	IPEA's legislative requirements for reporting Parliamentary expenses are not addressed by the reporting solution.	<ul style="list-style-type: none"> <li>* The PEMS reporting solution does not support IPEA in meeting its responsibilities.</li> <li>* The Expenditure reporting solution does not satisfy business' requirements and testing determines that it cannot be made fit for purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited development resources will be supporting hypercare and the same resources will also be required to do development for Backlog items across all functional areas.</li> <li>* Identification of issues during remaining build and testing that are difficult to resolve.</li> <li>* execution of the remaining test cases not passed by 6 May 2022 reveal additional items to resolve.</li> <li>* solution cannot meet all requirements</li> <li>* business rules for the extracts component are unknown and not documented.</li> </ul>	<ul style="list-style-type: none"> <li>* Expenditure reporting workflow solution is developed with ongoing review and input from IPEA.</li> <li>* Agreed requirements and scope of work for Expenditure management report.</li> <li>* Review PEMS system adherence to revised IPEA and PBR Act recommendations.</li> <li>* Planning to implement the remaining expenditure reporting functionality is in progress.</li> <li>* Project oversee implementation and assign a Change and Release Manager</li> <li>* Retain sufficient knowledgeable project resources to implement remaining functionality.</li> <li>* Create the required data prior to commencing testing to reduce testing timeframe.</li> <li>* Exclude non-expenditure reporting changes from Release 1, except where those changes are required for the expenditure report's completeness and accuracy.</li> <li>* IPEA will be able to observe the performance of expenditure reporting in the Production environment post M7.2 go live.</li> <li>* IPEA prioritised top 60 items and their sequence for addressing.</li> </ul>	Moderate	Possible	Medium	<ul style="list-style-type: none"> <li>* Expenditure Reporting remediation plan agreed by the Project Board.</li> <li>* Confirm assumptions to use Production to validate the expenditure reporting product.</li> <li>* Risk 1 regarding schedule flaws has been realised and transferred to Issue #38 as the impact of the higher than expected development effort for M7.2 hypercare has precluded the delivery of expenditure reporting by 30 September 2022.</li> </ul>	Moderate	Unlikely	Medium	Michael Frost, Michelle Black/Nicole Pearson	21/09/22	Open	
42	29/10/19	Cost to deliver the remaining project responsibilities will exceed funds set aside in the 2022-23 support charge and available capital funding. <i>Refer to BAU risk #8 – "Enhancements not affordable").</i>	<ul style="list-style-type: none"> <li>* Insufficient surplus from 2021-22 to cover finalisation of expenditure reporting.</li> </ul>	<ul style="list-style-type: none"> <li>* Insufficient funds to support implementation of Expenditure Reporting.</li> <li>* <i>hypercare consuming more funding than expected.</i></li> </ul>	<ul style="list-style-type: none"> <li>* Closely monitor project resource allocations and monthly spend.</li> <li>* Weekly review of forecast and actual cost attribution.</li> <li>* Detailed tracking of effort and cost against funds set aside.</li> <li>* Minimise the costs consistent with achieving required results.</li> <li>* Implement measures to minimise scope increase.</li> <li>* Use resources effectively.</li> <li>* Capital funding confirmed</li> <li>* <i>PB and SC to consider further funding of the PEMS Backlog;</i></li> </ul>	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> <li>* Need to confirm available funding and source to cover delivery of the post go live release of Expenditure Reporting.</li> <li>* There is a surplus of funds from 2021-22 and CFO agrees to roll the forward to 2022-23.</li> <li>* Project Board and Steering Committee to consider further funding of PEMS.</li> </ul>	Moderate	Remote	Low		21/09/22	Open	

## ATTACHMENT 6C – 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.
26	19/11/2020	-	Benefits approved in the second pass business case are not achieved.	PO	S 22	Low	<ul style="list-style-type: none"> <li>* Commence assessment for Period 3 reporting - expected delivery date - Q122</li> <li>* Review in the context of the Gateway Review Team's recommendation: Finance attempts to seek agreement that the success of this Project will be measured in line with delivery against the outputs and outcomes articulated in the Second Pass Business Case and the PEMS Benefits Realisation Plan.</li> </ul>	1-Nov-22	In progress	<ul style="list-style-type: none"> <li>* Propose to the Project Board options for Gateway Reviews in Feb 2021 and prior to go-live in July 2021.</li> <li>* Assurance Review occurred 8 to 12 February 2021. Rating of Amber. All recommendations accepted by Finance.</li> <li>* Gate 4d assurance review occurred May 2021. All recommendations accepted by Finance.</li> <li>* IPEA savings benefits 'reversed' through the 2021-22 Budget for FYs 2021-22 and 2023-24.</li> <li>* Benefits Plan and tracker updated by end of May 2021 to reflect revised Milestone 7 Phase 1 and Phase 2 delivery.</li> <li>* Benefits Working Group initiated 20 May 2021. Meetings scheduled for the w/c 24 May 2021 subsequently cancelled to reduce Phase 1 resource contention concerns.</li> <li>* Benefits re-baselining review requested on 21 September. IPEA responses received, MaPS response expected to be received shortly.</li> <li>* IPEA have added a new benefit B06 'improved supplier management'</li> <li>* Recommence review of updated Benefits Plan.</li> <li>* Review and update the benefits tracker in conjunction with the Benefits Working Group from September 2021.</li> <li>* Implement the actions to address Gate 4d recommendation 1: Ensure that the current re-baselining exercise is completed by November 2021: <ul style="list-style-type: none"> <li>a. Reviews benefits and outcomes in the context of the Second Pass Business Case and available baseline measures;</li> <li>b. Is expressed at the appropriate level to enable assessment of the success of the project;</li> <li>c. Includes any newly identified benefits or dis-benefits, and</li> <li>d. Includes metrics to assist measurement of improved performance</li> </ul> </li> <li>* Update the tracker with revised measuring periods.</li> <li>* Prepare a paper for SC consideration of the Review's recommendation.</li> </ul>
38	23/08/2022	1	Project schedule - inherent schedule flaws prevent delivery as planned	PO	S 22	High	<ul style="list-style-type: none"> <li>* Project Board to agree a recommended approach for delivery Expenditure Reporting in PEMS.</li> <li>* Steering Committee agree to the Project Board recommendation.</li> <li>* PM to produce an updated Release 1 delivery schedule for agreement by Project Board and Steering Committee.</li> <li>* SDO to provide Project Delivery Office support to PEMS expenditure reporting.</li> </ul>	30-Sep-22	In progress	<ul style="list-style-type: none"> <li>* Paper delivered to Project Board on 25 August 2022 providing an update on the current position of M7.2 Expenditure Reporting, impacts of the M7.2 hypercare period on development effort, and recommending that build work extend until all agreed essential functionality, production issues and input data issues are resolved for the purposes of providing an accurate expenditure report to parliamentarians and the public.</li> <li>* SDO to provide (as available) additional ABAP resourcing to implement expenditure reporting more quickly.</li> </ul>