**FR Transition report for Commissioners**

1. **Programme current status.** The programme is assessed as on schedule to deliver the desired outcomes on time. Risks are deemed manageable, however two are worthy of note: the financial risk associated with cost exceeding allocation and the potential lack of capacity to maintain BAU and transition.

2. **Establishing a programmatic approach.** A Programme Manager (PgM) was recruited in Oct 17 to establish and manage the programme and put it on a programmatic footing that is industry standard compliant – [Managing Successful Programmes](https://www.ilxgroup.com/uk/individual/training/msp/definition) (MSP®). This was fully achieved as of 1 Jan 18.

3. **Programme** **governance.** Sound governance is in place and comprises a 4 tiered approach:

* Robust Programme Board oversight
* Industry standard management methodology
* Structured delivery through manageable workstreams
* An empowered working group charged to manage the programme on an intimate basis

4. **Programme structure.** The programme has been structured around the delivery of 16 workstreams, each has a nominated Business Change Manager. Overall coordination of the programme is the responsibility of the PgM. The workstreams and their outcomes can be viewed on the attached dashboard report which is the key monthly reporting tool to the Programme Board.

5. **Key programme achievements to date.** Key achievements and dates of anticipated independent capability are tabulated below:

| **Workstream** | **Desired outcome** | **Progress/commentary** | **Anticipated date: independent capability** |
| --- | --- | --- | --- |
| **Future** **connectivity** | A modern WAN, LAN and WLAN infra, delivered as a fully managed service to FR's estate. | WAN contract signed: Sep 17.LAN/WLAN contract signed: 1 May 18. | Mar 19[[1]](#footnote-1) |
| **IT** **infra** | Hybrid-Cloud that facilitates delivery of IT services, providing tangible improvements. | Contract signed May 18. | Oct 2018 |
| **Service** **desk** | The selection and implementation of a suitable service desk solution. | Specification agreed Feb 18; Target Operating Model (ToM) undergoing internal review. | Jul 18 (Service Model)Sep 18 (Service Desk) |
| **Voice** | The selection and implementation of a suitable voice service. | Procurement action imminent. | Mar 2019 |
| **Bespoke apps** | Replace/continued provision of specialist/bespoke appls and processes: ESRI, Oracle, Business Objects, Tree Alert, Intranet, etc. | Ongoing | 1 Feb 19 |
| **Infra transition** | The transition of legacy systems, licenses and server-based solutions to new Infrastructure.  | Likely involve a link back to the legacy WAN and domain, currently delivered by Central Services IS. | Will remain in place until all services are transitioned, at least until Apr 19 |
| **Desktop migration** | Migration of users, services and data over to the new infra. Will include the modernisation and roll-out of supporting business processes. | Will be undertaken once infrastructure is in place and operational  | Mar 19 |
| **Corporate****apps** | Provision of a fully integrated system: ERP. | * Comprehensive market research exercise completed
* Declared intent to purchase through G-Cloud
* Contract signed with Unit4 provider 31 May
 | 1 Feb 19 |
| **HR policy** **& process** | Update all HR policies/procedures to make them FR specific for Apr 19. | * New Senior HR & Policy Manager joins 16 Jul
* Over-arching work plan being scoped by Hd HR
* Process maps under review ahead of ERP implementation
 | 1 Feb 19 |
| **Payroll &****Pensions** | Re-provision of current payroll and pension functions to FR. | * Intent to pursue a fully managed service from CGI
* Received costing, approval given to go ahead, contract being drawn up with CGI
* Plan to undertake parallel payroll running in July 2018 with ‘go-live’ payroll date of August 2018
* Pensions administration will form part of HR Systems and Management Information Role currently out for external recruitment
 | 1 Oct 18 (payroll)1 Feb 19 (pensions) |
| **Finance policy** **& process** | Revise all Fin policies/procedures to suitably align them for Apr 19. | * Meirion Nelson in post as Finance Director
* Process maps under review ahead of ERP implementation
 | 1 Feb 19 |
| **Staffing** | Recruit staff with the appropriate KSE to the new FR structure. | 16 posts: 6 selected/appointed, 1 offer refused, 3 with external adverts, 2 about to progress to external, 4 subject to assimilation. | 1 Sep 18 |
| **FR governance** | Deliver new governance protocols to include internal management model. Develop and produce the Target Operating Model (TOM) and 5 year Business Plan. | Ongoing and iterative process. | 1 Jan 19 |
| **Communications** | Implementing new team structure, compliant with GCS MCOM[[2]](#footnote-2). Develop qualitative approach/measure effect. | Structure work complete. | 1 Jan 19 |
| **Programme communications** | Deliver communications for FR and wider stakeholder base to inform and prepare them for transition. | Comms plan written and ongoing delivery throughout life of programme. | Continuous delivery; reviewed monthly |
| **Misc** **basket** | Various areas of the business that will need either new or re-provision for Apr 19+. | * Fin Dir has brokered an in-principle agreement with Scotland that FR will call off from ‘their’ contracts post devolution
* Expectation this will be straightforward wrt England
* Various agreements/way forward already established: corp clothing, legal, etc.
 | 1 Feb 19 |

6. **Status and contingencies for the main programme areas.** Key **c**ommentary on the current status and contingency plans for the main programme areas:

1. **IT.**

Currently on schedule. **Contingency.** Limited scope. Essentially request an extension to existing Central Services IS provision for any areas not completed in time; progress subject to continuous monitoring.

b. **HR.**

(1) **Pensions/payroll.** Both on track. Intent to move to a fully managed payroll service with CGI (they provide services to government bodies via G-Cloud). Anticipate payroll to parallel run in July with a ‘go-live’ payroll date of August 2018. Pensions administration will form part of the PB4 HR Systems & Management Information role (currently out for external recruitment) as well as having plans to upskill existing FR HR staff in terms of pension knowledge at PB4 level and above. **Risk/contingency.** Low risk, CGI hold payroll data currently so this is more a mapping and alignment exercise. **Fallback.** Retain current level of CGI service and grow in-house capability to meet any skill shortages.

(2) **Staffing.** Recruiting on track. **Risks.** 1. Unable to recruit fully. 2. Newly recruited staff decide at the last minute not to join/leave. **Contingency.** Go direct to external advertisements and use agency staff.

c. **Corporate Apps – Enterprise Resource Planning (ERP).**

Contract signed 31 May. Using indicative planning guide this allows enough time to implement and go-live to meet Apr 19 deadline, but there is essentially no room for slippage. **Risk.** Insufficient internal resource to implement and train on the new system. **Contingencies.** 1. Senior management aware and will encourage (and if necessary direct) levels of commitment and accept BAU will be affected. 2. Discussions for more project resource active at FR Fin Director level. 3. A more comprehensive training package from ERP provider has been sourced.

d. **Finance.**

 On track. Team capacity and capability developing is the current focus. Good communication with Shared Services continues with BAU delivery principles agreed to Apr 19 with early adoption of certain tasks in advance of 31 Mar. Some tasks retained by FAS to 30 Apr to ensure legacy financial system/data for FR 2018-19 annual accounts is supported. **Contingencies.** Staffing as per HR, also see ERP.

7. **Contract collaboration.** Collaborative approach to procurement/contracts post Apr 19:

* **England.** Work is underway within FR to review existing contracts and will be finalised under the Future Forestry Commission project – within the separate workstream addressing the ‘working together protocol’
* **Scotland.** An in-principle agreement has been made with FE Scotland that FR can use contracts tendered by the existing Scotland procurement team for use post 1 Apr, although FR will need to identify which contracts they wish to use and advise, in order for tenders to incorporate FR for use post Apr 19

8. **Tracking dependency on shared service support.** The programme’s functional dependency to Central Services provided support is actively tracked through the CS Service and System Termination Dates spreadsheet (authored by Edward Shephard – Business Change Manager, FC Central Services).

9. **Risks.** The current iteration of the risk register is enclosed. Significant work was done to clarify probability and impact definitions. Whilst risks are currently deemed acceptable two are worthy of mention.

**Financial.**

Risks R-P-3 and R-P-4 relate to the baseline running costs of the future ToM and the cost of transition. Notwithstanding mitigations, these costs are essentially non-discretionary and outwith the control of FR; the financial risk associated with exceeding the initial allocations from FC England (and contributed to by FC Scotland) to the transition programme costs are tangible.

**Capacity.**

Risk R-P-7 refers to a potential lack of capacity within FR to maintain BAU and the transition programme; whilst mitigations have been applied the risk is still AMBER on the register. Extra funding may be required to apply further mitigation (use of short term contracts).

PDF enclosures:

1. Programme Dashboard.

2. Programme Risk Register (2 pages – risks and Probability/Impact definitions).

1. The reason for Mar 19 is that FR will roll these services out with the desktop. Although the services will be operational, the users won’t have them until their desktop has been updated. [↑](#footnote-ref-1)
2. CGS MCOM: Government Communication Service Modern Communications Operating Model. [↑](#footnote-ref-2)