Australian Government
Department of Finance

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:	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) Mr. s 22 *on behalf of Simon Quarrell* – Member, Digital Transformation Agency (DTA) Mr. Peter Rush – Member, Prime Minister and Cabinet (PM&C) Advisers s 22 – A/g PEMS Branch Director and Senior Supplier, ICTD s 22 – PEMS A/g Director Observers s 22 – MaPS Secretariat s 22
1. Meeting Opening	
Summary	*Apologies* Mr. Simon Quarrell – Member, Digital Transformation Agency (DTA) *Minutes* The Minutes of the meeting of 14 July 2022 were accepted. *Actions* • 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).

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- 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.

A109 – 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:
- The specified work has been completed and redistributed.
- Closed.

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:
- This was included in the approved Governance Arrangements paper.
- Closed.

A111 – Project Office to update the Terms of Reference (ToRs) and membership arrangements of the proposed Governance Arrangements:
- 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.

A112 – Confirm the Executive Management Committee and Management Board dotted line connection in the Governance Arrangements paper:
- The Action will be absorbed into A111.
- Closed.

Closed Actions
A109, A110 & 112.
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<td>Decisions</td>
<td>The Steering Committee **accepted** the minutes from the previous meeting as well as the status of actions raised.</td>
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<td>Actions</td>
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A113 – Report Project Board's evolving discussion of Risk #29.

A114 – Redistribute the finalised documents accepted as part of A109's and A110's closure to Members.
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2. PEMS Delivery Update
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<td>Summary</td>
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Phase 1 Production Support Update
- There has been a significant increase in the number of claims processed, with outstanding tickets being reduced from the previous peak period.
- The highest recorded volume of politicians registered has been met with only 15 politicians left to register.
- The Project will closely assess aged tickets that are 3 weeks old, with close monitoring to continue for the 136 total open tickets.
  - The outcome of very recent production fixes implemented are expected to further reduce the volume of outstanding tickets.

Hypercare update
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| | The Project Board agreed to extend Hypercare for 1 week, with members to reconvene tomorrow to reassess its closure based on updated data. 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. A resource reduction of 10% will occur in Release 1 – Expenditure Reporting for every week that Hypercare is extended. Further extensions are potentially sustainable noting other constraining factors such as critical Release 1 deliverables and associated funding. The resolution of numerous Severity 3 tickets through Hypercare will effectively balance out the overall backlog list by reducing future efforts. 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. 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. 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). 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. 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. 95% of Office Expenses claims logged in July 2022 have been processed successfully, while 2% are awaiting action by users. A higher percentage of claims are awaiting action by users for claims logged in August 2022. 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. A steady flow of claims logged by users is expected once parliamentary offices are established. 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. 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": SAP FI document posted, Paid in SAP FI, and Verified. The Travel Claims status was presented to inform percentage of claims paid against each of the following categories since 10 August 2022: CabCharge: 100% DFAT: 100% Domestic Expenditure: 80% Domestic Travel (which includes Travel Allowance): 74% FCM: 47% |

- 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.
  - A fix is scheduled to be implemented into production tonight and is expected to resolve the pending payments.
  - Awaiting submission: IPEA to resolve this to
  - International Travel: 50%, and
  - Unplanned Commercial Travel (UCT): 80%.
- 72% of the Travel claims have been paid or are queued for payment, with the rate of claims logged increasing each day.
- 11% of the Travel Claims submitted are pending user action that is required, while 16% of Travel Claims are with IPEA to action.
- The identified issue of logging a domestic and international travel claim on the same day has been resolved.
- 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.
- 10 new SAP errors have been reported that are being investigated.
- Only 6 Travel claims are outstanding that are older than 7 days since being certified.
- 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.
- The overall trend of delayed payments appears to be decreasing substantially as the length of Hypercare continues to grow.

Release 1 progress

- 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.
- The typical tolerance for schedule delivery is 10% above or below 1.0.
- 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.
- 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.
- 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.
- The Steering Committee Chair is scheduled to present an updated Release 1 status to the IPEA Executive Board on 22 August 2022.
- 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.
- IPEA expect that additional items will be identified as each backlog item is analysed and verified as a priority.

	• 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.
Decisions	The Steering Committee **accepted** the Project update.
Actions	**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.

3. Other Business
The meeting closed at 12:02pm.

Action Items

Item	Action	Owner	Status	Comments
Actions from meeting of 16/06/2022				
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.
Actions from meeting of 14/07/2022				
A112	Confirm the Executive Management Committee and the Management Board dotted line connection in the Governance Arrangements paper.	PO	In progress	
Actions from meeting of 11/08/2022				
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

Australian Government
Department of Finance

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.

Page 2

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 ▮▮▮▮ ▮▮▮▮
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 ▮▮▮▮
Mr Ben Rillo Observer and Senior User of PEMS	Chief of Staff Special Minister of State	
TBA Independent Member	TBA	TBA
s 22 ▮▮▮▮ Senior Supplier / Project Assurance	A/g Assistant Secretary, ICT Division Department of Finance	s 22 ▮▮▮▮ ▮▮▮▮
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

AGENDA ITEM	4. Expenditure Reporting – Minimum Viable Product
ACTION	Item for decision
PRESENTING OFFICER	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

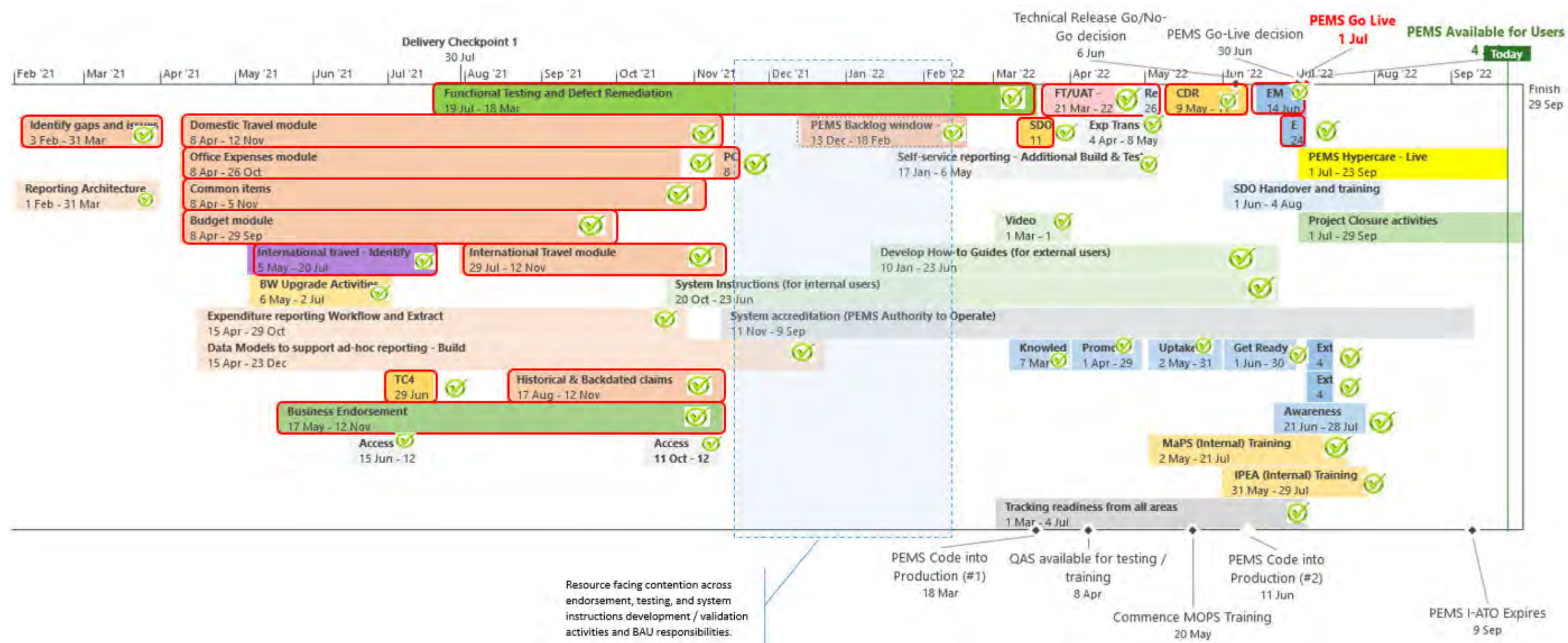| Summary	Previous Status	Current Status	Commentary
Overall Status	⬌ (green)	⬌ (amber)	*Overall* • Heightened post-deployment (hypercare) support continues, the project team are working closely with MaPS, IPEA and SDO to monitoring for, and resolve issues as they arise. • Expenditure Reporting (Release 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.
Governance	⬌ (green)	⬌ (green)	• The Steering Committee's next meeting is scheduled for Thursday 20 October 2022. • The Project Board's next fortnightly meeting is scheduled for Wednesday 12 October 2022.
Schedule	⬌ (green)	⬌ (amber)	**Refer to Attachment 3** high level schedule. A high level schedule can be found in **Attachment 4**. Key dates for critical path activities: **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
Scope / Requirements	⬌ (green)	⬌ (amber)	**Hypercare** • The PEMS M7.2 Hypercare period is reviewed weekly, Project Board have 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. It is expected that once Project Board agree to close the Hypercare period, all outstanding items will be prioritised on the backlog list. **Release 1 (the first post go-live release):** • A paper for Project Board to consider a number of approaches to delivering the PEMS expenditure report. • 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). • Board have recommended an option and a paper will be included with this report for Steering Committee's consideration at its 27 September meeting.
Resources	⬌ (green)	⬌ (green)	• Ongoing resourcing will be shared between BAU and remaining project work so will need to manage associated priorities.
Issues	⬌ (green)	⬌ (amber)	**Refer Attachment 1 - Project Issues** • The project team manages issues and escalates where necessary. • 38 issues have been identified with two issues open. • One new issue has been raised to manage the schedule for expenditure reporting, this is a realisation of risk #1 – inherent schedule risk.
Risks	⬌ (green)	⬌ (green)	**Refer Attachment 2 - Project Risks** • The next Risk Workshop is scheduled for Wednesday 19 October 2022. • 71 risks have been raised for the project. 5 medium risks remain open. • The open risks are shown Attachment 2.
Design	⬌ (green)	⬌ (green)	• This responsibility has transitioned with the development resources to the SDO.

Report Date: 19 Sept 2022

1 of 3

Support Organisation	⬌	⬌	**Phase 1** • A weekly dashboard is distributed to Senior Users. There are no issues of concern. This will be updated to incorporate Phase 2 aspects. **Phase 2** • Hypercare commenced 4 July, daily monitoring and issue tracking is occurring and a daily dashboard is distributed to Senior Users. • 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. • An update on the high severity issues will be tabled at the Committee meeting.
Other	N/A	N/A	•

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

Report Date: 19 Sept 2022

2 of 3

PEMS MILESTONE 7.2 HIGH LEVEL SCHEDULE

A high-level Gantt-style schedule spanning Feb '21 to Sep '22.

Key milestones and markers:
- Technical Release Go/No-Go decision – 6 Jun
- PEMS Go-Live decision – 30 Jun
- **PEMS Go Live** – 1 Jul
- **PEMS Available for Users** – 4 Today
- Delivery Checkpoint 1 – 30 Jul
- Finish – 29 Sep

Schedule bars:
- Functional Testing and Defect Remediation – 19 Jul - 18 Mar
- FT/UAT – 21 Mar - 22
- Re 26
- CDR – 9 May -
- EM – 14 Jun
- Identify gaps and issues – 3 Feb - 31 Mar
- Domestic Travel module – 8 Apr - 12 Nov
- PEMS Backlog window – 13 Dec - 18 Feb
- SDO 11
- Exp Trans – 4 Apr - 8 May
- E 24
- Office Expenses module – 8 Apr - 26 Oct
- PC 8
- Self-service reporting - Additional Build & Test – 17 Jan - 6 May
- PEMS Hypercare - Live – 1 Jul - 23 Sep
- Reporting Architecture – 1 Feb - 31 Mar
- Common items – 8 Apr - 5 Nov
- SDO Handover and training – 1 Jun - 4 Aug
- Budget module – 8 Apr - 29 Sep
- Video – 1 Mar - 1
- Project Closure activities – 1 Jul - 29 Sep
- International travel - Identify – 5 May - 20 Jul
- International Travel module – 29 Jul - 12 Nov
- Develop How-to Guides (for external users) – 10 Jan - 23 Jun
- BW Upgrade Activities – 6 May - 2 Jul
- System Instructions (for internal users) – 20 Oct - 23 Jun
- Expenditure reporting Workflow and Extract – 15 Apr - 29 Oct
- System accreditation (PEMS Authority to Operate) – 11 Nov - 9 Sep
- Data Models to support ad-hoc reporting - Build – 15 Apr - 23 Dec
- Knowled – 7 Mar
- Promo – 1 Apr - 29
- Uptake – 2 May - 31
- Get Ready – 1 Jun - 30
- Ext 4
- TC4 – 29 Jun
- Historical & Backdated claims – 17 Aug - 12 Nov
- Ext 4
- Business Endorsement – 17 May - 12 Nov
- Awareness – 21 Jun - 28 Jul
- Access – 15 Jun - 12
- Access – 11 Oct - 12
- MaPS (Internal) Training – 2 May - 21 Jul
- IPEA (Internal) Training – 31 May - 29 Jul
- Tracking readiness from all areas – 1 Mar - 4 Jul

Bottom milestone markers:
- Resource facing contention across endorsement, testing, and system instructions development / validation activities and BAU responsibilities.
- PEMS Code into Production (#1) – 18 Mar
- QAS available for testing / training – 8 Apr
- PEMS Code into Production (#2) – 11 Jun
- Commence MOPS Training – 20 May
- PEMS I-ATO Expires – 9 Sep

ATTACHMENT 6B – PROJECT RISKS

ID	Date Raised	Risk Description	Scenario (Examples)	Source / Cause	Current controls	Consequence	Likelihood	Rating	Treatments	Consequence	Likelihood	Rating	Assigned to	Reviewed Date	Status	Close date
						Risk level				Residual Risk						
3	22/03/18	Loss of key (knowledgeable) resources from ICTD, SDO, MaPS and IPEA.	* Project expertise is lost, requiring additional effort to achieve milestone * Highly customised solution with limited resources who have the system knowledge (SPOF). * Resource 'burn out' due to long term high intensity work.	* High percentage of team are contractors * Reduced project team due to remaining responsibilities. * Loss of general project knowledge.	* Expenditure reporting design, decisions and outcomes are documented. * Work with IPEA to have appropriate resourcing allocation for the project. * Review of resourcing requirements in accordance withthe Release 1 work plan. * Contract extensions agreed to support the project through to completion of Release 1. * Business areas and project assess recent or soon to be loss of key resources. * Regular health checks on resources. Ensure resources have sufficient down time at time of reduced work load.	Moderate	Possible	Medium	* Resourcing balance for Release 1 is agreed with the SDO. * Manage resources priorities.	Moderate	Unlikely	Medium	s 22/Michelle Black/Annwyn Godwin/John Sheridan	21/09/22	Open	
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	s 22	21/09/22	Open	

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ID	Date Raised	Risk Description	Scenario (Examples)	Source / Cause	Current controls	Consequence	Likelihood	Rating	Treatments	Consequence	Likelihood	Rating	Assigned to	Reviewed Date	Status	Close date
						Risk level				**Residual Risk**						
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. * The Expenditure reporting solution does not satisfy business' requirements and testing determines that it cannot be made fit for purpose.	• 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. * Identification of issues during remaining build and testing that are difficult to resolve. * execution of the remaining test cases not passed by 6 May 2022 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, except where those changes are required for the expenditure report's completeness and accuracy. * 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 remediation plan agreed by the Project Board. * Confirm assumptions to use Production to validate the expenditure reporting product. * 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.	Moderate	Unlikely	Medium	Michael Frost, s 22 /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").	*Insufficient surplus from 2021-22 to cover finalisation of expenditure reporting.	* Insufficient funds to support implementation of Expenditure Reporting. * hypercare consuming more funding than expected.	* Closely monitor project resource allocations and monthly spend. * Weekly review of forecast and actual cost attribution. * Detailed tracking of effort and cost against funds set aside. * Minimise the costs consistent with achieving required results. * Implement measures to minimise scope increase. * Use resources effectively. * Capital funding confirmed * PB and SC to consider further funding of the PEMS Backlog;	Moderate	Unlikely	Medium	* Need to confirm available funding and source to cover delivery of the post go live release of Expenditure Reporting. * There is a surplus of funds from 2021-22 and CFO agrees to roll the forward to 2022-23. * Project Board and Steering Committee to consider further funding of PEMS.	Moderate	Remote	Low	s 22	21/09/22	Open	

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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	* Commence assessment for Period 3 reporting - expected delivery date - Q122 * 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.	1-Nov-22	In progress	* Propose to the Project Board options for Gateway Reviews in Feb 2021 and prior to go-live in July 2021. * Assurance Review occurred 8 to 12 February 2021. Rating of Amber. All recommendations accepted by Finance. * Gate 4d assurance review occurred May 2021. All recommendations accepted by Finance. * IPEA savings benefits 'reversed' through the 2021-22 Budget for FYs 2021-22 and 2023-24. * Benefits Plan and tracker updated by end of May 2021 to reflect revised Milestone 7 Phase 1 and Phase 2 delivery. * 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. * Benefits re-baselining review requested on 21 September. IPEA responses received, MaPS response expected to be received shortly. * IPEA have added a new benefit B06 'improved supplier management' * Recommence review of updated Benefits Plan. * Review and update the benefits tracker in conjunction with the Benefits Working Group from September 2021. * Implement the actions to address Gate 4d recommendation 1: Ensure that the current re-baselining exercise is completed by November 2021: a. Reviews benefits and outcomes in the context of the Second Pass Business Case and available baseline measures; b. Is expressed at the appropriate level to enable assessment of the success of the project; c. Includes any newly identified benefits or dis-benefits, and d. Includes metrics to assist measurement of improved performance * Update the tracker with revised measuring periods. * Prepare a paper for SC consideration of the Review's recommendation.
38	23/08/2022	1	Project schedule – inherent schedule flaws prevent delivery as planned	PO	s 22	High	* Project Board to agree a recommended approach for delivery Expenditure Reporting in PEMS. * Steering Committee agree to the Project Board recommendation. * PM to product an updated Release 1 delivery schedule for agreement by Project Board and Steering Committee. * SDO to provide Project Delivery Office support to PEMS expenditure reporting.	30-Sep-22	In progress	* 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. * SDO to provide (as available) additional ABAP resourcing to implement expenditure reporting more quickly.

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 whther 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.

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- 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	
Date:	Thursday 11 August 2022
Time:	11.00am to 12.00pm
Venue:	RM 3N.38 Mt Woodroffe and/or GovTEAMS video conference
Attendees	*Members*: 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&C) *Advisers*: s 22 – A/g PEMS Branch Director and Senior Supplier, ICTD s 22 – A/g PEMS *Secretariat*: s 22

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
Actions from meeting of 16/06/2022				
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 an updated, if required to cover the roles and responsibilities to project closure.

Australian Government

Department of Finance

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:	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&C) Advisers s 22　　　　　　　– A/g PEMS Branch Director and Senior Supplier, ICTD s 22　　　　　– PEMS A/g Director s 22　　　　　– MaPS Secretariat s 22

1. Meeting Opening	
Summary	*Minutes* The Minutes of the meeting of 16 June 2022 were accepted. *Actions* **A109** – 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: • The specified work has been completed and redistributed. • Closed. **A110** – Project Office to report the management of all governance deliverables (including the final Gateway Review and Project Closure Report)

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in the proposed governance structures when transitioning from Project to BAU:

- This was included in the approved Governance Arrangements paper.
- 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).
- Closed.

A111 – Project Office to update the Terms of Reference (ToRs) and membership arrangements of the proposed Governance Arrangements:

- 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.

Closed Actions
A109 & 110.

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 s 22 – PEMS Branch Director – for her involvement in achieving this Milestone.

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<td>Decisions</td>
<td>The Steering Committee **accepted** the minutes from the previous meeting as well as the status of actions raised.</td>
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<td>Actions</td>
<td>**A112** – Confirm the Executive Management Committee and Management Board dotted line connection in the Governance Arrangements paper.</td>
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<tr>
<td colspan="2">**2. PEMS Delivery Update**</td>
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<td>Summary</td>
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Phase 2 Status Report

- 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.
- Hypercare is currently scheduled to continue until 4 August 2022, which the Project believes will be sufficient to meet users' needs.
- If high priority issues continue beyond 4 August 2022 then a subsequent Hypercare Release would occur.
  - The Project are currently investigating if this will be necessary.
- The previous developer resources are no longer required in the Project and are being progressively transitioned to SDO as a BAU resource.
- 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.
- IPEA identified the top 60 priorities from 91 expenditure reporting items.
  - Testing of the extracts component was removed from 7.2, meaning more items may be discovered throughout Release 1.
- 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.
- 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.

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- 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.

	Phase 1 Production Support Update
	• 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.
	• While there is an increase in calls, the team are delivering a steady number of call resolutions.
	• An increase in aged open calls has occurred and is reported regularly, however this is anticipated to decrease.
	• 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.
	• MaPS payments are currently being manually validated however this is expected to revert to an automatic process in the immediate future.
	• Strong engagement between technical and business staff is progressing.
	• SDO have implemented hardware upgrades to double the amount of memory which has improved performance.
	• 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.
	• The testing process has also been enhanced to avoid this error in the future.
	• 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.
	• Vendor file uploads for PEMS and EMS will be finalised next week.
	• A CabCharge verification matter is being worked through with SDO.
	Hypercare
	• 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.
	• Known delays in processing claims that were previously actioned quicker are also monitored regularly to track gradual speed improvements following subsequent upgrades.
	• 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.
	• Consistent data in EMS and PEMS is critical to ensure continuity and minimal discomfort for users when resolving.
Decisions	The Steering Committee **accepted** the Project update and the integrated schedule.
Actions	Nil
3. Financial Position	
Summary	• The Financial Position as at 30 June 2022 was presented to the Board. • 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.
Decisions	The Steering Committee **accepted** the 30 June 2022 Financial Position.
Actions	Nil

4. Other Business	
Summary	• Members received the final version of the PEMS Governance Arrangements paper. • The Chair mentioned that Donna Osborne 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 Donna for her extraordinary effort throughout the entire Project. • 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.
Decisions	The Steering Committee **agreed** the final version of the PEMS Governance Arrangements paper.
Actions	Nil
The meeting closed at 11:49am.	

Action Items

Item	Action	Owner	Status	Comments
Actions from meeting of 16/06/2022				
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.
Actions from meeting of 14/07/2022				
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	⬌	⬌	*Overall* • Phase 2 went live officially on Monday 4 Jul following a soft launch on 3 Jul 22. to parliamentarians and MOPS Staff. • The project is now in Hypercare and closely monitoring for, and resolving issues as they arise.
Governance	⬌	⬌	• The Steering Committee's next meeting is scheduled for Thursday 15 September 2022. • The Project Board's next fortnightly meeting is scheduled for Wednesday 20 July 2022.
Schedule	⬌	⬌	**Refer to Attachment 3** high level schedule. A high level schedule can be found in **Attachment 4**. Key dates for critical path activities: **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	⬌	⬌	**Hypercare** • 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. • As at 5 August, there were seven high priority items remaining for remediation during the Hypercare period. It is expected that once Project Baord agree to close the Hypercare period, all outstanding items will be prioritised on the backlog list. **Release 1 (the first post go-live release):** • Development work commenced last week, this is almost three weeks later than expected due to the high developer workload experienced in the hypercare period. • Prioritisation of tasks for Expenditure Reporting has been completed with 60 items identified as required scope (56 essential / 4 important items). • Analysis of effort for 10 items to be provided this week. • Workshops to clarify a number of requirements commencing 9 August. • 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.
Resources	⬌	⬌	• The Development resources have transitioned to SDO management. • Ongoing resourcing will be shared between BAU and remaining project work so will need to manage associated priorities.
Issues	⬌	⬌	**Refer Attachment 1 - Project Issues** • The project team manages issues and escalates where necessary. • 36 issues have been identified: there remains two issues.
Risks	⬌	⬌	**Refer Attachment 2 - Project Risks** • The next Risk Workshop is scheduled for Wednesday 24 August 2022. • 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. • The open medium risks are shown Attachment 2.
Design	⬌	⬌	• Design documentation is being progressed subject to other higher priority tasks. This responsibility will transition with the development resources to the SDO.

Support Organisation			**Phase 1** • A weekly dashboard is distributed to Senior Users. There are no issues of concern. This will be updated to incorporate Phase 2 aspects. **Phase 2** • Hypercare commenced 4 July, daily monitoring and issue tracking is occurring and a daily dashboard is distributed to Senior Users. • The surge team are in place and supporting users. • An update on the high severity issues will be tabled at the Committee meeting.
Other	N/A	N/A	•

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

ATTACHMENT 1. PROJECT ISSUES

|										
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	* Update the tracker with revised measuring periods. * Commence assessment for Period 3 reporting - expected delivery date - Q122 * 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. * Prepare a paper for SC consideration of the Review's recommendation.	1-Nov-22	In progress	* Propose to the Project Board options for Gateway Reviews in Feb 2021 and prior to go-live in July 2021. * Assurance Review occurred 8 to 12 February 2021. Rating of Amber. All recommendations accepted by Finance. * Gate 4d assurance review occurred May 2021. All recommendations accepted by Finance. * IPEA savings benefits 'reversed' through the 2021-22 Budget for FYs 2021-22 and 2023-24. * Benefits Plan and tracker updated by end of May 2021 to reflect revised Milestone 7 Phase 1 and Phase 2 delivery. * 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. * Benefits re-baselining review requested on 21 September. IPEA responses received, MaPS response expected to be received shortly. * IPEA have added a new benefit B06 'improved supplier management' * Recommence review of updated Benefits Plan. * Review and update the benefits tracker in conjunction with the Benefits Working Group from September 2021. * Implement the actions to address Gate 4d recommendation 1: Ensure that the current re-baselining exercise is completed by November 2021: a. Reviews benefits and outcomes in the context of the Second Pass Business Case and available baseline measures; b. Is expressed at the appropriate level to enable assessment of the success of the project; c. Includes any newly identified benefits or dis-benefits, and d. Includes metrics to assist measurement of improved performance * Update the tracker with revised measuring periods.
32	9/02/2022	-	High priority (or Sev 2) items on the backlog not delivered for M7.2.	PO	s 22	Low	~~* SDO advise PEMS support costs for 2022-23 by May 2022.~~ ~~*Determine a post project closure funding stream to cover ongoing backlog delivery.~~ *Develop a change and release schedule for post go live management of the project's backlog. Refer BAU Risk 8.	30-Jun-22	Closed	* MaPS has sent their paper for a final review prior to finalising. * 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. * Discussed issue at Project Board on 16 Feb 2022 * MaPs and IPEA finalise their business impact assessments for noting by the Project and requiring no further actions. * Reduced risk to Low given imminent closure of testing and defecting remediation. * Draft Release Management Plan and Change and Release Management Plan being reviewed by the SDO. * A overview of the draft processes were provided to the first Functional Working Group meeting held on 9 May. *Project assign a Change and Release Manager for R1. * SDO advise PEMS support costs for 2022-23 by May 2022. *Determine a post project closure funding stream to cover ongoing backlog delivery.

ATTACHMENT 2. PROJECT RISKS

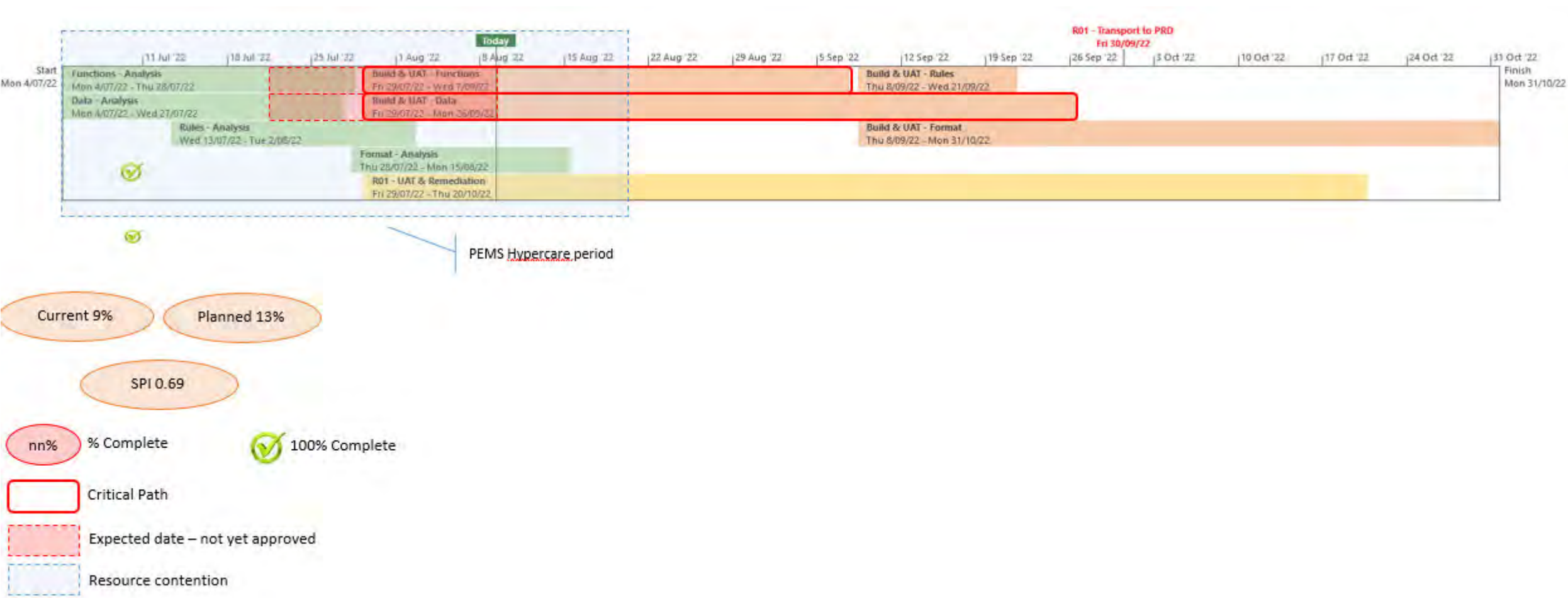| ID	Date Raised	Risk Description	Scenario (Examples)	Source / Cause	Current controls	Risk level			Treatments	Residual Risk			Assigned to	Reviewed Date	Status	Close date
						Consequence	Likelihood	Rating		Consequence	Likelihood	Rating				
1	22/03/18	Project schedule - inherent schedule flaws prevent delivery as planned	* Project milestones for Release 1 are not achieved *Commencement of work for * R1 is delayed due to Hypercare issues or extended period of Hypercare.	* Unavailability of appropriately skilled technical staff due to shared resourcing with BAU. * Schedule does not account for unavailability of key business representatives * Mandated delivery dates do not account for actual effort to achieve	* Appropriate governance and controls in place to manage slippage. * Closely monitor critical path activities and escalate any indication of slippage. * Project schedule maintained with weekly status reporting and schedule performance indicators. * Early advice on schedule variance and managed in accordance with project tolerance. *External factors and matters/events outside the project's control that would affect performance against the schedule. * Federal election resulted in a change of Government. SDO, MaPS and IPEA to advise any affect to the project as a consequence. *Close monitoring of activities with instant escalation of issues in the lead up to 1 Oct 2022	Moderate	Unlikely	Medium	*Scope is agreed and limited to what is essential to meet the Release date of 1 Oct 2022. * High level and detailed schedule agreed by the Board. * IPEA agree the approach for R1.	Moderate	Likely	Medium	John Sheridan	18/07/22	Open	
3	22/03/18	Loss of key (knowledgeable) resources from ICTD, SDO, MaPS and IPEA.	* Project expertise is lost, requiring additional effort to achieve milestone * Highly customised solution with limited resources who have the system knowledge (SPOF). *Resource 'burn out' due to long term high intensity work.	* High percentage of team are contractors *Reduced project team due to remaining responsibilities. * Loss of general project knowledge.	* Expenditure reporting design, decisions and outcomes are documented. * Work with IPEA to have appropriate resourcing allocation for the project. * Review of resourcing requirements in accordance with the Release 1 work plan. * Contract extensions agreed to support the project through to completion of Release 1. * Business areas and project assess recent or soon to be loss of key resources. *Regular health checks on resources. Ensure resources have sufficient down time at time of reduced work load.	Moderate	Possible	Medium	*Resourcing balance for Release 1 is agreed with the SDO. *Manage resources priorities. Inherent likelihood increased to Possible and Residual likelihood increased to Unlikely resulting in Medium risk rating.	Moderate	Unlikely	Medium	/Michelle Black/Annwyn Godwin/John Sheridan s 22	18/07/22	Open	

ID	Date Raised	Risk Description	Scenario (Examples)	Source / Cause	Current controls	Consequence	Likelihood	Rating	Treatments	Consequence	Likelihood	Rating	Assigned to	Reviewed Date	Status	Close date
						Risk level			**Treatments**	**Residual Risk**						
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	David Sabin	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 /Michelle Black/Nicole Pearson	18/07/22	Open	

ATTACHMENT 3. HIGH LEVEL SCHEDULE FOR PHASE 2
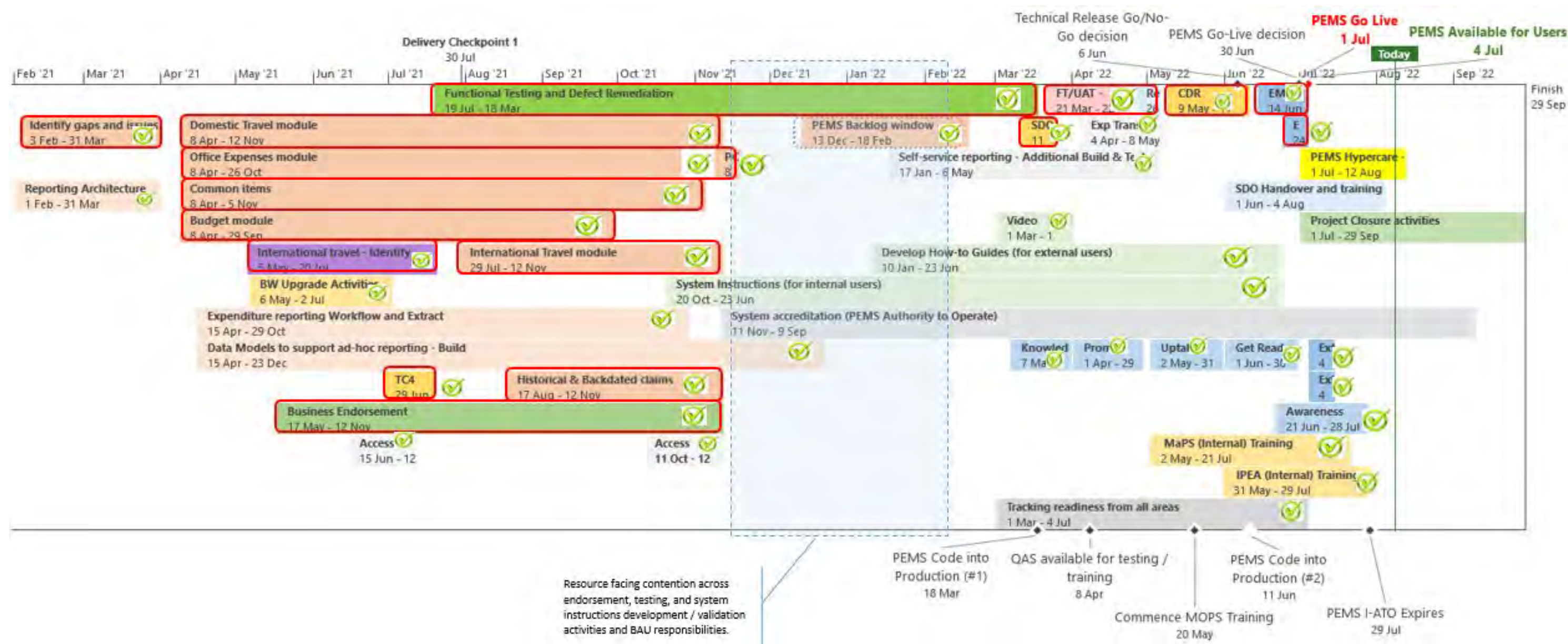
ATTACHMENT 4. HIGH LEVEL SCHEDULE FOR RELEASE 1 (EXPENDITURE REPORTING)

Australian Government

Department of Finance

Parliamentary Expenses Management System (PEMS) Project

Steering Committee – Agenda

Meeting Details	
Date:	Tuesday 27 September 2022
Time:	11.00pm to 12.30pm
Venue:	RM 3N.38 Mt Woodroffe and/or GovTEAMS video conference
Attendees	*Members*: 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&C) *Advisers*: 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) *Secretariat*: Provided by Project Office

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 Attachment 2A: PEMS Steering Committee Terms of Reference	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
			Agree the project status report for Milestone 7.2
			Discuss 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
Actions from meeting of 16/06/2022				
A111	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 an updated, if required to cover the roles and responsibilities to project closure.
Actions from meeting of 11/08/2022				
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.
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	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.