

Project Horizon — Monthly Status Report

ERP replacement programme (SAP S/4HANA) | Reporting period: June 1–30, 2026 | Issued: July 3, 2026
Programme director: Elena Marchetti | Sponsor: CFO (D. Whitmore) | Audience: Steering Committee

Overall	Scope	Schedule	Budget	Resources
AMBER	GREEN	AMBER	GREEN	RED

1. Executive commentary

The programme remains AMBER overall. Build for release 1 (finance and procurement) completed on June 26 with 94% of user stories accepted; system integration testing began on schedule on June 29. Schedule remains AMBER because the data migration mock-load slipped eight working days after the legacy AS/400 extract for open purchase orders failed reconciliation twice — root cause is duplicate vendor master records dating from the 2019 Farnworth acquisition, and a cleansing sprint is running through July 17.

Resources moved to RED this period: two of the five contracted SAP FICO consultants gave notice within a week of each other, and the systems integrator has not yet named replacements. The SI's practice lead attends the July 9 steering committee; escalation under clause 11.3 of the services agreement has been drafted but not issued. Budget remains GREEN with 2.1% favourable variance, though the cleansing sprint will consume most of the remaining data-workstream contingency.

2. Milestone tracker

Milestone	Baseline	Forecast	Status	Comment
Release 1 build complete (finance, procurement)	26 Jun 2026	26 Jun 2026	Complete	94% story acceptance; residual defects triaged into SIT backlog
SIT cycle 1 start	29 Jun 2026	29 Jun 2026	Complete	228 of 610 scripts executed at month end; pass rate 87%
Data migration mock load 2	10 Jul 2026	22 Jul 2026	At risk	Slipped 8 days; vendor master cleansing sprint runs to 17 Jul
UAT entry gate (release 1)	24 Aug 2026	31 Aug 2026	At risk	One-week buffer consumed by mock-load slip; recoverable if cleansing completes on time
Cutover rehearsal 1	05 Oct 2026	05 Oct 2026	On track	Runbook v0.4 drafted; batch window mapping complete
Go-live release 1 (UK entities)	16 Nov 2026	16 Nov 2026	On track	Held; contingency review at September steering committee

3. Top risks and issues

Ref	Description	Rating	Owner	Mitigation / next step
I-014	Loss of two SI FICO consultants; no named replacements	High	E. Marchetti	SI practice lead attends 9 Jul SteerCo with staffing plan; clause 11.3 escalation letter drafted; internal finance SME backfill agreed with Group Financial Controller
R-031	Vendor master duplicates jeopardise migration reconciliation	High	S. Adeyemi	Cleansing sprint (3 FTE + procurement analyst) to 17 Jul; 4,180 of 6,940 duplicate candidates dispositioned at month end; daily burn-down to PMO
R-027	Warehouse scanning hardware lead time may miss cutover rehearsal 2	Medium	J. Kowalczyk	PO issued 12 Jun for 240 units; supplier confirms 9-week lead time; 30 loaner units secured for rehearsal if delivery slips
R-035	Finance team capacity during September quarter close conflicts with UAT	Medium	D. Whitmore	UAT scripts for finance scheduled outside close week; two temporary management accountants approved to backfill BAU from 1 Sep

4. Budget position

Workstream (GBP thousands)	Approved	Spent to date	Forecast at completion	Variance
Systems integrator services	6,850	3,912	6,790	+60
Software licences and subscriptions	2,140	1,605	2,140	0
Data migration and cleansing	980	612	1,065	(85)
Internal backfill and change management	1,460	731	1,395	+65
Contingency (held by sponsor)	820	0	620	+200
Total programme	12,250	6,860	12,010	+240

Variance shown as approved budget less forecast at completion; figures exclude capitalised internal labour, which is reported separately in the quarterly capex return.

5. Decisions required from the steering committee

1. Approve release of GBP 200K sponsor contingency to fund the extended data-cleansing sprint and a second mock load (paper SC-2026-19).
2. Endorse issuing the clause 11.3 escalation letter to the systems integrator if named FICO replacements are not confirmed by July 11.
3. Confirm the freeze on non-critical change requests until the UAT entry gate; 14 CRs (est. GBP 310K) would move to a post-go-live release.

6. Look ahead — July

- Complete vendor master cleansing sprint (target July 17) and execute mock load 2 (July 22–24).
- SIT cycle 1 completion, target 92% pass rate; defect triage board meets daily from July 6.
- Train-the-trainer sessions for 22 finance super-users, Leeds and Rotherham sites, weeks of July 13 and 20.
- Cutover runbook v1.0 to PMO quality review by July 31.