

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY**
Essex County Fire & Rescue Service



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Meeting	Change Board	Agenda Item	
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Subject	HOBS Project – Closure Report		
Type of Report:	Closure Report		

Glossary of Terms

Term	Definition
HOBS	HR & OD Business Solution (project)
Civica HR & Payroll	This is our current HR system.
HR	Human Resources
LMS	Learning Management Solution
HBS	Previous on call activity recording solution
UAT	User Acceptance Testing
JCAD	Risks and Issues recording system

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1. Executive Summary

The HR & OD Business Solution (HOBS) Project undertook a procurement process to select a replacement HR, Payroll and Learning Management Solution.

Engagement took place via regular workshops with key stakeholders and end users along with a number of station visits. This culminated in a comprehensive business requirements document, used to measure the suitability of our successful product and any competitors. Carval Unity scored highest against our requirements, with the Service awarding Carval the contract. Civica subsequently purchased Carval during implementation and the product rebranded as Civica HR & Payroll.

Throughout the lifecycle of the Project, our People Systems Programme Board and Project Team meetings engaged a broad range of key stakeholders, with effective communications ensuring progress shared with our staff at appropriate times.

Existing internal resources were seconded to the Project, bringing with them an understanding of the ways of working of the Service, and subsequently retaining the replacement system knowledge when returning to their substantive positions.

With more detail known about Civica during the implementation process, the shape of the interfaces to our other systems became clearer, and as a consequence, further supporting activities were identified that changed the scope and timeline of the Project.

To ensure adherence with governance processes, the team maintained all Project documentation throughout the lifecycle of the Project. This including changes to the scope and schedule of the Project.

2. Business Case Review

Presentation of the original business case to the Fire Authority took place in June 2016, with formal approval to proceed granted.

2.1 Benefits Achieved to Date

- Upon formal approval of the Project, the Service took the decision to reduce the number of changes applied to the SAP environment to only those that fixed critical issues, resulting in:
 - The contract for an ICT SAP specialist to end early, saving £60,000 on salary costs
 - The agreed monthly commitment to ROC, Lemongrass and Epi-Use, our SAP development partners, reduced from an average of £30,000 per month, to a time and materials based contract

2.2 Benefits – Post Project

The following table details the benefits for the HOBBS Project and their status.

ID	Benefit Description	Benefit Owner	Benefit Type	Observable Difference	Attribution	Timing	Benefit Status
B816001	Reduced ICT infrastructure costs - simplified system architecture	Martin Chester, ICT Service Delivery Manager	Financial - Cashable	Reduction in the ICT OPEX budget for infrastructure. Note: The Project will claim a cashable benefit, however, ICT are likely to re-utilise the infrastructure for other services.	ICT OPEX budget	January 2019	With the ICT infrastructure for SAP reduced, access is only for legacy reporting and data checks.
B816002	Reduced external supplier costs - Improved system admin user experience - system knowledge internally held	Colette Black, Assistant Director, HR & OD	Non-Financial - Measurable	Reduction in the reliance on external suppliers to resolve simple issues and aid with configuration changes.	HR budget	December 2018	HR knowledge of Civica solution increasing Civica User Group managing changes
B816003	Reduced external supplier costs - reduced license costs per year - system knowledge internally held	Martin Chester, ICT Service Delivery Manager	Financial - Cashable	Reduction in the ICT OPEX budget for licenses, maintenance and support. Reduction in the reliance on external suppliers to resolve simple issues.	ICT budget	December 2018	SAP license costs of £66,000pa removed from ICT OPEX budget External SAP supplier costs, ranging between £250k-£350k, removed from ICT OPEX budget ICT knowledge of Civica solution increasing
B816004	Reduction in supplier fix response times - improved system admin user experience - system knowledge internally held - improved external support	Martin Chester, ICT Service Delivery Manager	Non-Financial - Measurable	Reduction for time it will take our supplier to resolve issues.	Civica HR & Payroll service downtime figures.	December 2018	Initial challenges with database related issues overcome Civica Service Desk providing timely support and resolution, with issues resolved in-house in hours (on average), rather than days and weeks where SAP support partners were involved.
B816005	Reduced ICT support (Cherwell) - improved external support	Martin Chester, ICT Service Delivery Manager	Financial - Non Cashable	Reduction in the number of support calls to the ICT Service Desk.	ICT Service Desk incident, request and problem statistics.	January/February 2019 Note: Post Early Life Support	Reduced impact on the ICT Service Desk and ICT Application Support following a reduction in ICT related incidents reported. SAP average of 30-50 incidents per month reduces to approximately 10 with Civica.

ID	Benefit Description	Benefit Owner	Benefit Type	Observable Difference	Attribution	Timing	Benefit Status
B816006	Reduced downtime of system (yearly finance updates) - improved external support	Martin Chester, ICT Service Delivery Manager	Non-Financial - Measurable	Reduction in the time the HR & Payroll system is unavailable due to system patches.	Civica HR & Payroll service downtime figures.	April 2019	Forecast downtime for yearly updates, included in release 5.16, is less than for SAP, which would take 1-2 days and involve partner suppliers, whereas Civica takes a few hours and managed by ICT out of hours.
B816008	Increased efficiency in HR - increased staff system knowledge - simplified processes and procedures	Colette Black, Assistant Director, HR & OD	Financial - Non Cashable	Reduction for time taken to process individual HR & Payroll system changes.	HR transactional services SLAs. End user service satisfaction.	March 2019 Note: Provides time for familiarity	Recommend that this benefit is re-evaluated in 3-6 months, following the restructure
B816007	Reduced HR support (Cherwell) - increased staff system knowledge - simplified processes and procedures	Colette Black, Assistant Director, HR & OD	Financial - Non Cashable	Reduction in the number of support calls to the HR Support Desk.	HR Support Desk incident and request statistics.	March 2019 Note: Provides time for familiarity	The initial volume of calls to HR, following go live, was high, however this is now reducing to an acceptable level
B816009	Increased productivity in HR - increased staff system knowledge - simplified processes and procedures	Colette Black, Assistant Director, HR & OD	Financial - Non Cashable	Increased volume of changes applied to the HR & Payroll system.	HR transactional services SLAs. End user service satisfaction.	March 2019 Note: Provides time for familiarity	Recommend that this benefit is re-evaluated in 3-6 months, following the restructure
B816010	Fewer Payroll interventions required - increased staff system knowledge - simplified processes and procedures	Glenn McGuinness, Assistant Director, Finance	Financial - Non Cashable	Reduction in the number of corrections to salary data by the Payroll team.	Payroll services SLAs. End user service satisfaction.	March 2019 Note: Provides time for familiarity	Recommend that this benefit is re-evaluated in 3-6 months
B816011	Reduced HR operational costs / admin staff - improved external support - increased staff system knowledge - simplified processes and procedures	Colette Black, Assistant Director, HR & OD	Financial - Cashable	Reduced OPEX for the HR department. Reduction in the reliance on temporary resources to address demand peaks. Reduction in the number of resources required to deliver HR transactional services.	HR budget. HR headcount.	TBC	Recommend that this benefit is re-evaluated in 3-6 months, following the restructure

ID	Benefit Description	Benefit Owner	Benefit Type	Observable Difference	Attribution	Timing	Benefit Status
B816012	Higher staff morale in L&D - simplified processes and procedures - improved end user experience	Colette Black, Assistant Director, HR & OD	Non-Financial - Measurable	Improved Employee Engagement results.	Employee Engagement survey results.	March 2019 Note: Provides time for familiarity	Recommend that this benefit is re- evaluated in 3-6 months, following the restructure
B816013	Higher staff morale in Payroll - simplified processes and procedures - improved end user experience	Glenn McGuinness, Assistant Director, Finance	Non-Financial - Measurable	Improved Employee Engagement results.	Employee Engagement survey results.	March 2019 Note: Provides time for familiarity	Recommend that this benefit is re- evaluated in 3-6 months, following the restructure
B816014	Higher staff morale in HR - simplified processes and procedures - improved end user experience	Colette Black, Assistant Director, HR & OD	Non-Financial - Measurable	Improved Employee Engagement results.	Employee Engagement survey results.	March 2019 Note: Provides time for familiarity	Recommend that this benefit is re- evaluated in 3-6 months, following the restructure
B816015	Improved L&D satisfaction with the new system - improved end user experience	Colette Black, Assistant Director, HR & OD	Non-Financial - Measurable	Feedback from L&D resources. Improved Employee Engagement results.	Employee Engagement survey results.	March 2019 Note: Provides time for familiarity	Recommend that this benefit is re- evaluated in 3-6 months, following the restructure
B816016	Improved Operations' satisfaction with the new system - improved end user experience	Neil Fenwick, Senior Divisional Officer	Non-Financial - Measurable	Feedback from Operations resources. Improved Employee Engagement results.	Employee Engagement survey results.	March 2019 Note: Provides time for familiarity	Recommend that appropriate survey questions are asked to measure this
B816017	Improved Payroll satisfaction with the new system - improved end user experience	Glenn McGuinness, Assistant Director, Finance	Non-Financial - Measurable	Feedback from Payroll resources. Improved Employee Engagement results.	Employee Engagement survey results.	March 2019 Note: Provides time for familiarity	Recommend that appropriate survey questions are asked to measure this
B816018	Improved HR satisfaction with the new system - improved end user experience	Colette Black, Assistant Director, HR & OD	Non-Financial - Measurable	Feedback from HR resources. Improved Employee Engagement results.	Employee Engagement survey results.	March 2019 Note: Provides time for familiarity	Recommend that this benefit is re- evaluated in 3-6 months, following the restructure
B816019	Reduction in time spent in ESS/MSS - simplified processes and procedures - improved end user experience - single HR source of truth - appropriate management reporting	Colette Black, Assistant Director, HR & OD	Non-Financial - Measurable	Feedback from staff.	Staff survey results.	March 2019 Note: Provides time for familiarity	Recommend that appropriate survey questions are asked to measure this Some processes may not have reduced time, but have gone a long way to address audit issues and reduce data entry duplication across systems

ID	Benefit Description	Benefit Owner	Benefit Type	Observable Difference	Attribution	Timing	Benefit Status
B816020	Creating time for Operational staff to do more TFS/CFS/Training - simplified processes and procedures - improved end user experience - single HR source of truth - appropriate management reporting	Neil Fenwick, Senior Divisional Officer	Non-Financial - Measurable	Feedback from Operational staff.	Operational activities.	March 2019 Note: Provides time for familiarity	Too early to measure this
B816021	Improved manager confidence in our reporting capability - single HR source of truth - appropriate management reporting	Colette Black, Assistant Director, HR & OD	Non-Financial - Measurable	No reliance on standalone spreadsheets. Reduction in requests for ad-hoc reports. Standardised reports used. Feedback from managers.	Line manager usage of non-standard reporting methods for HR & Payroll data. Line manager survey results.	March 2019 Note: Provides time for familiarity	Recommend that appropriate survey questions are asked to measure this
B816022	Improved manager confidence in our 'people' data - improved establishment control - single HR source of truth - redeveloped and enhanced system interface	Colette Black, Assistant Director, HR & OD	Non-Financial - Measurable	No reliance on standalone spreadsheets. Reduction in requests for ad-hoc reports. Standardised reports used. Feedback from managers.	Line manager usage of non-standard data storage methods for HR & Payroll data. Line manager survey results.	March 2019 Note: Provides time for familiarity	Recommend that appropriate survey questions are asked to measure this
B816023	Reduction in time taken for Civica to update ERB - redeveloped and enhanced system interface	Martin Chester, ICT Service Delivery Manager	Non-Financial - Measurable	Reduction in the time it takes ERB to receive HR updates. No 'queued' updates.	ERB data accuracy and timeliness.	December 2018	Interface implemented. Data accuracy and timeliness improved
B816024	Reduced effort in maintaining appliance availability - redeveloped and enhanced system interface - reduction in gaps in our HR data - appropriate management reporting - improved confidence in our HR data	Neil Fenwick, Senior Divisional Officer	Non-Financial - Measurable	Improved data accuracy on ERB. Reduction in manual updates to ERB. Reduction in calls from stations to Control to update appliance status.	ERB data accuracy and timeliness. Control workload when maintaining appliance availability status in Remsdaq 4i.	March 2019 Note: Provides time for familiarity	Too early to measure this

ID	Benefit Description	Benefit Owner	Benefit Type	Observable Difference	Attribution	Timing	Benefit Status
B816025	Improved appliance availability - redeveloped and enhanced system interface - reduction in gaps in our HR data - improved confidence in our HR data	Neil Fenwick, Senior Divisional Officer	Non-Financial - Measurable	Improved data accuracy on ERB. Reduction in manual updates to ERB. Reduction in calls from stations to Control to update appliance status.	ERB data accuracy and timeliness. Control workload when maintaining appliance availability status in Remsdaq 4i.	March 2019 Note: Provides time for familiarity	Too early to measure this
B816026	Reduction in the number of dynamic out duties - reduction in gaps in our HR data - appropriate management reporting - improved confidence in our HR data	Neil Fenwick, Senior Divisional Officer	Financial - Cashable	Improved data accuracy on ERB. Reduction in manual updates to ERB. Reduction in the number of dynamic out duties.	ERB data accuracy and timeliness. Control workload when maintaining appliance crewing levels.	March 2019 Note: Provides time for familiarity	Too early to measure this

2.3 Deviations from the Business Case

There are no deviations from the original business case; however, the Project identified additional and expanded benefits, detailed in Section 2.2.

3. Project Objectives Review

The timelines of the Project extended from the original plan, however, an approved Exception Report recorded these as an appropriate approach with the circumstances outlined.

Despite the overall extension to the planned schedule of one year, the Project delivered within a 5% tolerance of the overall budget of £600,000. During implementation, customisation or additional work, not in the original scope of the Project e.g. to mitigate significant risk to the Service and replace the provision of HBS, incurred costs not originally accounted for.

Various representatives and key stakeholders reviewed the Business Requirements document, approved as comprehensive at the time of procurement, as an accurate representation of our requirements.

As part of our quality assurance, three iterations of UAT and three months of HR and pay reconciliation were undertaken. The Programme Board provided governance and sign off throughout, based on the evidence presented to them.

Despite us being confident that we achieved our business requirements, we identified numerous challenges throughout the implementation and configuration phase of the Project. This, combined with the high level of complexity introduced by the Service's ways of working, became apparent when the Project attempted to configure the system for the first time. To address some of these challenges, it was necessary to undertake customisation requests and process workarounds.

Service Owners confirmed their benefits for the Project and there is a requirement that benefit realisation will continue after the Project has closed.

The Service Risks and Issues register, JCAD, was maintained throughout and presented as a regular agenda item at the Programme Board. There are no current risks or issues outstanding.

4. Project Team Performance

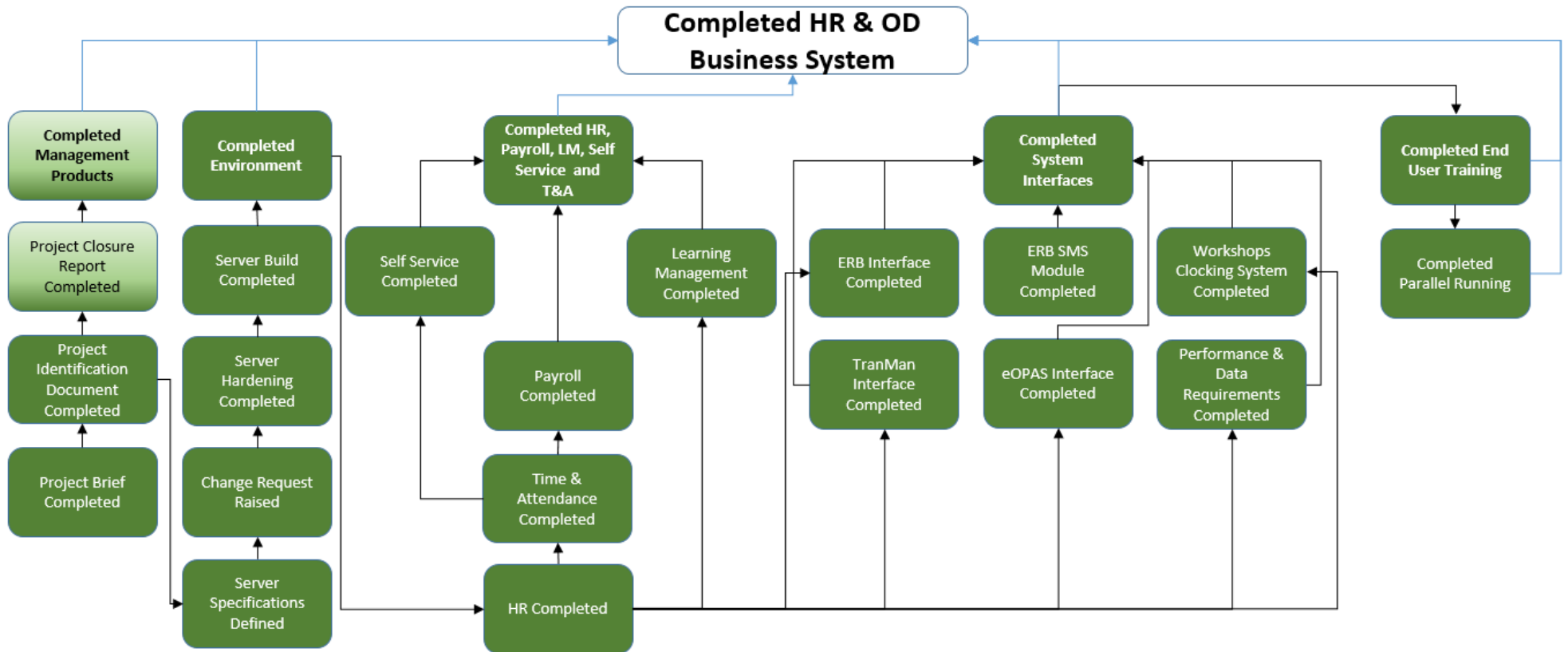
We engaged various skills and experience from the Service to support the Project implementation. The team worked well together, worked proactively and always looked for solutions to improve ways of working.

The Project team were happy to take on challenges and celebrated success.

The Project was very successful in engaging our existing Service resources. The additional benefit was retaining the experience attained once the Project concluded.

5. Product Management

The HOBS Project Product Breakdown Structure details the key deliverables. Upon approval of this Project Closure Report, the remaining products will be marked complete. Further detail is available in the full Product Breakdown Structure.



6. Risks & Issues Management

There are no outstanding Project risks.

7. Financial Management

The Project delivered within 5% tolerance of the £600,000 budget.

Regular Finance meetings throughout the Project lifecycle enabled an accurate monitoring of forecast expenditure.

8. Records Management

A full suite of Project and Programme documentation is available in the Change and Innovation Programme folders.

Minutes of the Programme Board and Project Team meetings are available.

Monthly highlight reports submitted for Change Board.

UAT, data migration and reconciliation sheets continue to be available for audit purposes.

The Service completed multiple data customer agreements with Civica throughout the duration of the Project. The current agreement is valid until March 2020 and enables Civica to support ticket enquiries.

The Service approved the Data Protection Impact Assessment. Ownership of this document now sits with Service Owners as identified within the document.

The Programme complied with the GDPR requirements issued in December 2018.

9. Observations, Lessons Learned & Recommendations

9.1 Timescales & Delivery

9.1.1 There was a required deviation from the original schedule for the Project, with the original go live date of the 24th September 2018 no longer viable. The deviation was required to ensure the solution retained the highest level of quality.

9.1.2 During the first iteration of User Acceptance Testing in November 2017, Carval announced the company buy out from Civica. The unexpected changes to Carval/Civica internal resources had an impact on their ability to progress the resolution of issues as quickly as they wanted to. This continued to affect the progress of our second iteration of User Acceptance Testing. In addition, at this time, we pushed ahead to replace the on call HBS solution for pay activity. This culminated in some customisation activity and testing.

9.1.3 The final data migration from SAP to Civica HR & Payroll in August 2018 identified a number of data issues. Technical issues arose around the use of the Civica Secure File Transfer Protocol (SFTP) environment. Upon completion of the final data migration, the Project Team identified that legacy Payroll data, relating to cumulative year to date figures had not migrated accurately and that subsequent partial data updates had overwritten all the existing data, leaving it incomplete. To progress the activity, a process was devised to manual migrate the final detail ahead of our first month of pay reconciliation.

9.1.4 As a result of the issues outlined above, the commencement of August's pay reconciliation was delayed with a subsequent delay to both September and October reconciliations. The Service approved a deviation in the schedule with a new go live date of the 3rd December 2018.

Recommendation

- Future projects may wish to consider maintaining multiple environments to mitigate data migration issues.

9.1.5 Communication between the supplier and the Service must sit solely with the Project team. Any variations to the Project timeline, or pre-planned supplier consultancy / technical days, must be authorised, and communicated, by the Project team. End users, resulting in delays in correcting the issues, had made changes to the planned schedule.

Recommendation

- Future Programmes and Projects may wish to note in any project terms of reference that supplier communications is through Purchasing & Supply or the Project team only.

9.1.6 As the Service seeks to reduce operational and change related costs, solution delivery is likely to involve the procurement and usage of products that require minimal bespoke customisation. As such, product suppliers will work on a consultancy basis rather than having on-site specialists supporting the delivery.

Recommendation

- When planning future Programmes and Projects, the Service must understand and accept the resourcing constraints encountered, when issues arise that require supplier support.

9.2 Procurement

9.2.1 The Project took a structured and planned approach to procuring the solution, with early involvement of stakeholders. The development of a robust set of requirements enabled the Service to; understand the objectives, clearly state the products for delivery and hold the supplier to account during the user acceptance testing phases.

Recommendations

- Future projects to produce detailed and robust requirements, removing, where possible, any ambiguity or opportunity for misinterpretation on behalf of both the supplier and senior users.
- Team managers or senior end users to form the procurement panel, rather than Director or Heads of Function, as they will be closer to day-to-day operations.

9.2.2 Due to the procurement approach taken, the level of contract documentation produced was excessive, requiring the Service to outline elements of the contract that were unknown at the time of writing, such as Service Level Agreements, support hours and supplier performance figures.

Recommendations

- The Service should consider defining a standard set of contract elements, across different levels of service/application categories (Gold, Silver and Bronze), if the restricted procurement approach is used.

9.3 Sponsorship & Governance

9.3.1 The Service assigned a specialist HR & OD Project Manager to run the Project, bringing a wealth of experience and knowledge in this area. This enable the HR Department to offload some of the decision-making processes, in the knowledge that the Project Manager would take the appropriate approach.

Recommendations

- The Service should consider Project Managers with a specialist level of knowledge when delivering Projects of this nature.

9.3.2 A well-structured Programme Board provided the right level of governance and quality assurance. The key stakeholders were represented appropriately and able to make decisions without escalation to the Sponsoring Group (SLT/ Change Board).

9.3.3 In the early stages of the People Systems Programme, the level of engagement with the Sponsoring Group, via the Senior Responsible Owner (SRO), left gaps in communications and progress updates. This resulted in an increased level of apprehension and concern with the status of the Project. The Service addressed the situation through a change in SRO, which resulted in a significant improvement in engagement and trust with the Sponsoring Group. The Service acknowledges that the Programme and Project had delivered progress updates, however the Sponsoring Group were not aware of them.

Recommendations

- The appointment of a Programme SRO should be the responsibility of SLT

9.3.4 Before the change in SRO, the Project felt pressured into adhering to the planned delivery timelines, due to the previously perceived poor level of Sponsoring Group engagement and communications. Any recommendations to timeline changes resulted in strong challenge seemingly without a full consideration of the reasons.

9.3.5 Following the Strategic decision to change the SRO, the programme regained impetus and the programme team experienced increased levels of engagement

Recommendation

- All Programme and Project Managers given the freedom to recommend timeline changes.

9.3.6 The Project adhered to the Service's Business Continuity processes throughout the lifecycle of the Project, with risks and issues recorded, monitored and managed well. Reviews undertaken by the Risk & Business Continuity Team identified only minor risk status and wording changes.

9.3.7 Through-out the early stages of the Project, a number of requests to change the format of the documentation resulted in delays in delivery. It was felt that these changes were unnecessary and did not add value, the perception being they created 'documents for documents sake'.

Recommendation

- Programme and Project documentation should be standardised and aligns with the needs of the Sponsoring Group. Produce only the documentation required to govern the Programme or Project appropriately.

9.4 Resourcing

9.4.1 The Project took the approach of seconding appropriate internal resources into the Project Team, for the duration of the Project. Those resources were able to gain significant knowledge of the solution and take this back to their substantive roles, ultimately reducing the reliance on external specialist resources.

Recommendation

- Future Programmes and Projects to consider the secondment approach, as this will provide dedicated internal skills, enable the retention of knowledge gained through the Project and support issue resolution and solution delivery in a timely manner.

9.4.2 The overall engagement of our HR team during UAT and dual running meant go live was a seamless process. The HR team continue to raise process questions, but the impact on business as usual activity was minimal.

9.4.3 Through-out the User Acceptance Testing (UAT) phase of the Project, perceived staffing challenges compromised departments ability to release appropriate staff from regular work activity to engage in time specific Project activity. This resulted in the Project Team picking up the slack and this affected their own work.

Recommendation

- The Service should consider how UAT activities are resourced, ensuring there is a commitment to meet agreed timelines. It may be prudent to plan for this during the Delivery Phase of the Project through temporary contract resources.

9.4.4 Challenges arose during the Project where a single point of dependency within Learning & Development Dept. occurred. The resource provided training delivery and data migration material, and despite concerns raised throughout the last 9 months prior to go live that this would result in a lack of knowledge within the wider team, the risk become an issue when the single point of dependency left the Service, with minimal knowledge transfer taking place. This caused undue pressure and stress on the remaining members of the team post go live.

9.4.5 Increased engagement from our Payroll team during UAT and dual running would have reduced the extent of confidence and educational issues that arose, which had a high impact during our first two months of pay processing.

Recommendation

- Future Programmes and Project should ensure wherever possible, a minimum of two resources are available for any team specific training and knowledge transfer, and this must be supported and planned by the Manager of the team. This reduces the risk if a team member leaves and enables a more effective process for internal knowledge sharing.

9.5 Communications & Engagement

9.5.1 The Project implemented an effective communications plan, working closely with the Marketing & Communications Team.

9.5.2 There were challenges post go live in relation to the completion and authorisation of On-Call timesheets, and despite some negative feedback about the amount of communications relating this, adherence to the processes improved and by the third 'Civica only' pay-run, staff pay enquiries had reduced significantly.

Recommendation

- A pragmatic approach taken when communicating to Operational staff, with the PP&R Management Structure leading where possible and appropriate.

9.5.3 Historical 'Over promising' in terms of Project delivery led to a reoccurring dependency throughout the Service that "Civica will sort it out".

Recommendation

- Improved expectation management and greater involvement from End Users in the development of system specifications would mitigate this, either wholly or in part.

9.5.4 The Service should give recognition to post go live perception against the true state of play. In a large proportion of cases, challenges perceived as system issues actually had a root cause in end users not following the documented processes. This misunderstanding gave rise to a rippling negative effect and a reduction in confidence in the solution.

Recommendation

- The Service takes a more considered approach when addressing perceived issues and, unless it is clearly the case, not suggest that there are/were issues with the solution where no issue exists.

9.5.5 The team underestimated the adversity to change throughout a proportion of the Service.

Recommendation

- Ensure sufficient resource allocated to communications and stakeholder management.

9.6 Training

9.6.1 The Project delivered a robust set of lesson plans and supporting video training materials. These have, in the main, reduced the number of end user queries.

9.6.2 Training could have been more productive if delivered closer to go live. In addition, experience has highlighted that Operational colleagues respond better to the training delivery from another operational colleague. Therefore, a more effective approach is to train the trainer, or have training champions for future rollouts of this magnitude.

Recommendation

- For Projects delivering solutions affecting Operational colleagues, consider utilising external training resources to deliver to a wider group closer to the go live date.
- Utilise solution “Champions” more effectively.
- Produce robust lesson plans and training videos to compliment face-to-face training to reduce post go live support queries.

9.7 Internal Development

9.7.1 To ensure that SAP could be successfully decommissioned, the new solution had to integrate with the Electronic Rota Book (ERB). The Project took the innovative approach of using an existing internal resource, with the right skills to undertake the integration work.

9.7.2 The same internal development resource also redeveloped the ERB SMS module, removing the Service’s reliance on the SAP infrastructure, which previously performed this function.

9.7.3 The interface between Civica and ERB has processed in excess of 40,000 changes since go live, with the ERB SMS module processing over 50,000 text messages.

9.7.4 Taking this approach has saved the Service from relying on external partner suppliers to manage and maintain the solution. It has also helped facilitate knowledge sharing with other technical resources within the Service.

Recommendation

- Using internal development resources has proven both successful and cost effective. This approach is considered for all future technical Projects.
- Exploit further our existing resources with similar skill sets.
- Update the Service Digital Strategy to incorporate an internal development approach into the solution delivery process.
- Ensure the appropriate tools, technologies and platforms are available to support innovation and future solution delivery.

9.8 General

9.8.1 The Project developed a robust set of benefits that supported the justification for the Project.

Recommendation

- The Service defines corporate benefits management processes and deliverables.
- Benefit Owners to take a more proactive approach in developing and defining the benefits that affect their business areas.

9.8.2 Service departments have not always taken ownership of their data responsibilities, ongoing changes and business maintenance. This will continue to create problems for process, reports and interface connections if unresolved.

9.8.3 The Project defined and implemented the Civica User Group and temporarily manages this. The group, with representation from each key business area, manages ideas, suggestions, issues and changes. This is working very well, and ensures a good level of governance for the solution.

Recommendation

- Programmes and Projects set up the governance and change management processes for the delivered solution.
- The Innovation & Change Team takes ownership for the User Groups, to provide corporate governance and oversight and provide an appropriate channel to the Change Board.
- System administration roles to sit within Innovation & Change for all appropriate and unowned systems. This, combined with the recommendation above, will support a robust and controlled approach to systems change management, and allow knowledge sharing between administrators.

10. Outstanding Activities

A consequence of the provision of continued support to HR for Systems Administration and to Payroll since go live, the Project team have been unable to complete the final lesson plans for systems administration. The project team are confident that there is sufficient knowledge within the Service to complete these activities; however, it is important to produce clear guidance documents.

Based on current workloads, the forecast is that this work will conclude by the end of April 2019.

Recommendation

- Due to current staffing levels and the demands on current HR staff, the Project recommends that Innovation & Change take over the management of all systems administration activity, through members of the People Systems Programme – Phase II team, at least on a temporary basis and for a minimum of 6 months, as noted in 9.6.3 above. This would support the Service in bedding in process, getting the Service to a better starting point, finalising all documentation and reduce the risk to the accuracy of core data whilst HR goes through a staff restructure.