ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY

Essex County Fire & Rescue Service

Meeting	**Service Leadership Team**	Agenda Item	**4b**
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Report Author:	Karl Edwards – Director of Corporate Services		
Presented By	Karl Edwards – Director of Corporate Services		
Subject	**HOBS Project – Closure Report**		
Type of Report:	Closure Report		

Document History

Ver.	Date	Summary of Changes	Author	Reviewer(s)
1.0	19/03/2019	Initial version	Dena Morrison	Peter Morath
1.1	20/03/2019	Added Planned by still outstanding	Dena Morrison	Matt Furber
1.2	27/03/2019	General amendments	Matt Furber	
1.3	28/03/2019	Updated Lessons Learned & Recommendations	Peter Morath	
1.4	28/03/2019	Added 9.7 Internal Development	Peter Morath	Matt Furber
1.5	02/04/2019	General amendments	Peter Morath	Dena Morrison
1.6	02/04/2019	9.1 Timescales & Delivery updated	Dena Morrison	SLT
1.7	10/04/2019	General updates based on feedback from SLT	Peter Morath	Matt Furber
1.8	12/04/2019	General amendments	Dena Morrison	P&R Board
1.9	06/05/2019	Updates to Executive Summary to emphasise go-live pay challenges	Peter Morath	
1.10	22/05/2019	7. Financial Management updated	Peter Morath	Karl Edwards
1.11	08/11/2019	9.9 Lessons Learnt	Karl Edwards	

Related Documents

Name	Owner

Document Approval

Name	Position	Approved On
Jo Turton	Chief Executive and Chief Fire Officer	
Dave Bill	Director of Prevention, Protection & Response	
Matt Furber	Assistant Chief Fire Officer, IRMP and Service Improvement	
Danny Bruin	Assistant Director, Head of Health & Safety & Ops Assurance	
Emily Cheyne	Head of Corporate Communications	
Colette Black	Assistant Director of HR	
Moira Bruin	Assistant Director, Prevention, Protection & Response - Policy	
Neil Fenwick	Temp. Area Manager, Prevention, Protection & Response – Delivery	
Glenn McGuinness	Temp. Section 151 Officer	
Ben Pilkington	Assistant Director, 2020 Programme	
Tracy King	Assistant Director, Performance & Data	
Martin Chester	ICT Service Delivery Manager	

Document Distribution

Name	Position

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 a series of workshops with key stakeholders to enable a business requirements review which could be used to measure the suitability of the product. Carval Unity scored highest against our requirements, with the Service awarding Carval the contract. Civica subsequently purchased Carval during implementation and the product was 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, ensuring that progress was shared at the appropriate times. It is however recognised for future project implementation that a more intensive learning and education programme would have assisted in minimising errors and negative end user feedback.

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. Further work is now required to assess post implementation working to provide assurance that the issues raised, particularly around payroll errors and manual processes are being effectively managed and resolved.

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.

Following go-live on December 3rd, SAP performed the December pay run, with the first Civica-only pay run undertaken in January. The Service encountered multiple issues resulting in occurrences of underpayments to staff, which is clearly not acceptable.

The On-Call timesheet customisation relating to activity payments of less than an hour, did not work as expected. Timesheets not submitted or authorised resulted in excluded hours recorded from the January pay run and subsequently incorrect payment made.

To address this, for January's pay, Pay Section made out of payroll payments to 59 individuals, totalling £17,273.51, with a further 169 manual adjustments in February's pay run, to avert further underpayments. The manual adjustments had an impact on Pay Section, causing additional work from January that ran into February. Whilst the number of issues decreased in February, Pay Section made a further 30 out of payroll payments, totalling £5,382.80, after the February pay run. Continual reductions have taken place month on month and whilst this is positive it does not deviate from the position that this should not have happen in the first instance.

On review with regards to the payroll element of implementation it is acknowledged that setting a 90% tolerance and 10% error rate should not have been an acceptable end point as this indicated that there was a pre "Go-Live" acceptance that 10% of employees may not receive the correct pay. This should have been 100%. It is further acknowledged within the lessons learnt that User Acceptance Testing (UAT) should have been more robust in identifying potential issues prior to "Go-Live".

As staff became familiar with the processes following additional 1:1 support, enquiries following the March pay run did reduce, however it is acknowledged that this could have been better supported through a more dedicated post "Go-Live" support function to manage issues more pro-actively.

One of the key lessons from this implementation revolves around ownership. In the instance of this project, it is duly noted that if there are issues surrounding the "Go-Live" with respect to not being ready, then this should have halted further progression until satisfactory due diligence had been achieved. Future high level projects require a greater need of ownership and accountability that would allow a project team to feel empowered to pause an implementation to achieve a more successful outcome.

This closure report seeks to recognise a number of learning points that need to provide assurance for future large scale new system implementations. Particularly in relation to People Systems where the impact is greater and reflects a negative end user experience. ECFRS are continuing to work closely with the providers of Civica to ensure that it is well tailored to meet our future needs and requirements.

Equally, further engagement is taking place with our end users and Payroll Team to ensure that any highlighted issues continue to be addressed. Learning from this project will be embedded into future initiated programmes that will help in providing greater assurance to all stakeholders.

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

- Removal of the SAP license costs of £66,000pa from the ICT OPEX budget.

2.2 Benefits – Post Project

The following table details the benefits for the HOBS 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.	March 2019	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.

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.

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 multiple and different working processes, 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. Subsequent project learning has identified that the project would have benefited from a temporary pause and re-evaluation to provide a more successful outcome.

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.

4. Project Team Performance

We engaged various skills and experience from the Service to support the Project implementation and proactively looked for solutions to improve ways of working.

The Project Team as identified earlier would have benefitted from ensuring that greater user acceptance testing took place and a step by step role out as opposed to a service wide "Go-Live". This recognition and learning will be embedded into future programmes of work.

The Service Change Team is currently being re-designed to ensure that all future programmes of work have a greater level of scrutiny and governance applied.

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.
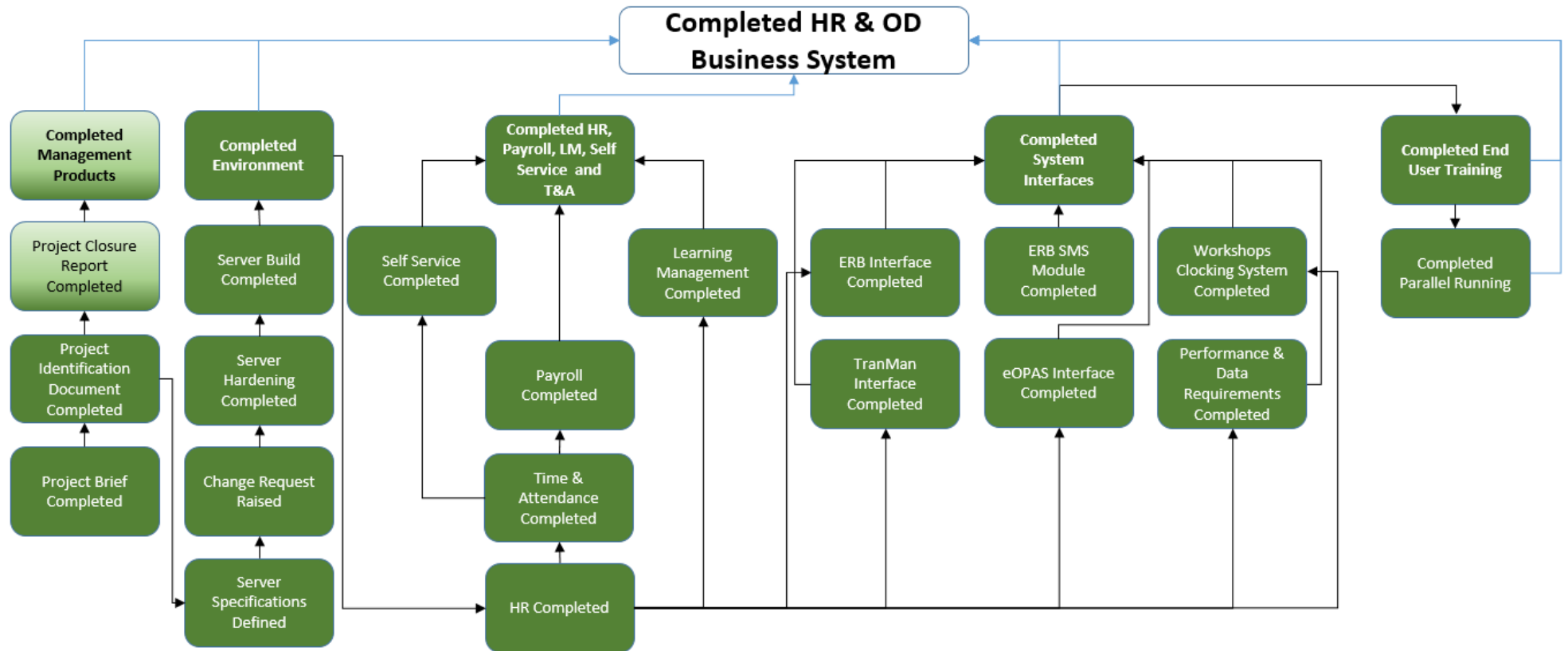
6. Risks & Issues Management

There are no outstanding Project risks. The CIVICA system is still undergoing improvement reviews to ascertain better ways of working. ECFRS is working closely with CIVICA consultants to embed new learning and upgrade potential for future benefits.

7. Financial Management

Costs, at closure, for the Project total £630,000. This is within the authorised 5% tolerance. The additional costs relate to further system customisations and resourcing costs.

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 is now 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.

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 manually 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 which then moved the new go live date to 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.

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.

9.1.7 The first Civica pay run encountered two main challenges resulting in occurrences of underpayments to staff. Firstly, a requested customisation relating to On-Call timesheet activity payments of less than an hour, did not work as expected. The second issue was because of incomplete timesheets, either not submitted or not approved. To address this, for January's pay, Pay Section made

out of payroll payments to 59 individuals, totalling £17,273.51, with a further 169 manual adjustments in February's pay run, to avert further underpayments. Pay Section made a further 30 out of payroll payments in February, totalling £5,382.80.

9.1.8 With support from HR and "champions" from Operations, the HOBS Project Team engaged with Group, Station and Watch / Crew Managers, through targeted communications, to ensure the submission and authorisation of timesheets. A similar approach, with Group Managers only, took place in March. In February, there were 18 unauthorised timesheets and 56 in March.

9.1.9 As a result of this activity in January and February, Pay Section saw a reduction in queries. Civica resolved the one-hour payment issue. It is however acknowledged that there should be a zero error tolerance applied as it is clearly not acceptable that employees were incorrectly paid.

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 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.

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. This enabled the HR Department to re-direct 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 The Programme Board was in place to provide governance and quality assurance. The key stakeholders were represented appropriately and able to make decisions without escalation to the Sponsoring Group (SLT/ Change Board). Future Projects will have greater Governance applied through a specific reporting mechanism to ensure that SLT are fully sighted on progress and issues.

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 a member 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 and to voice concerns where appropriate, through the correct governance channels.

9.3.6 The Project adhered to the Service's Business Continuity processes throughout the lifecycle of the Project, with risks and issues recorded. Reviews undertaken by the Risk & Business Continuity Team identified 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. On reflection and learning, specialist resources should have been continued for a longer period of time before moving to a business as usual status.

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" deadlines were met, however the greater impact was on the Payroll department. The HR team continue to raise process questions where required.

9.4.3 Through-out the User Acceptance Testing (UAT) phase of the Project, staffing challenges compromised departments ability to release appropriate staff from regular work activity to engage in time specific Project activity.

Recommendation
▪ The Service is to 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. 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 a 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 to this, adherence to the processes improved and by the third 'Civica only' pay-run, staff pay enquiries had did reduce.

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

Recommendation

- Ensure sufficient resource allocated to communications and stakeholder management.

9.5.5 Upon approval of this Project Closure Report, the Project will issue further communications, detailing the ongoing governance as noted in 9.8.3, and that all outstanding issues are with the relevant areas.

9.6 Training

9.6.1 The Project delivered a series of lesson plans and supporting video training materials.

9.6.2 Training could be more productive if delivered closer to the go live. Experience has highlighted that certain areas respond better with a train the trainer approach, or have training champions in place for future rollouts of this magnitude.

Recommendation
- Projects to 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 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 meant that the service did not rely 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 ICT Transformation 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 set of benefits that supported the justification for the Project.

<u>Recommendation</u>
- 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 will have greater ownership of their data, ongoing changes and business maintenance.

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.

<u>Recommendation</u>
- 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.

9.9 Lessons Learnt

9.9.1 It is acknowledged that the timing of implementation and the end user engagement are both key aspects that need to be taken into account for future project implementation. Following a snapshot survey (results below 9.9.2) engaging end users it is evident that that there is post project implementation follow up requirements which presents further learning recommendations.

<u>Recommendation</u>
- Commission internal auditors to undertake a post implementation audit to provide an independent and more detailed analysis of the system implementation and to provide an assurance rating. Review and implement Audit Recommendations.
- Follow up on snapshot survey results and undertake appropriate action to ensure that these areas are focused areas of improvement moving forward. Follow up review in 6 months to ascertain whether end user satisfaction has improved.
- Ensure that learning points around implementation dates and end user engagement are followed through into subsequent project/programme role out.
- Develop a post project end user focus group to ensure that all continuous improvements are monitored and maintained.

9.9.2 Snapshot Survey Results

HR- 87 responses

If you needed to right now, which of the following HR actions would you find straightforward within Civica (please select all that apply)?

•   Submitting hours - 44%
•   Viewing or amending your personal data / next of kin – 49%
•   Requesting leave, flexi or TOIL – 47%
•   Viewing remaining leave balances – 40%
•   Viewing the leave booked by other members of your team – 34%
•   Requesting sickness – 29%
•   None of the above – 27%

Payroll - 88 responses

If you needed to right now, which of the following payroll actions would you find straightforward within Civica (please select all that apply)?

•   Viewing your latest or previous payslip – 74%
•   Submitting overtime or out of hours entries – 27%
•   View your P60 (end of year certificate) – 51%
•   Amend your bank details – 48%
•   None of the above – 14%

It is acknowledged under the lessons learnt of this Project that there are key issues that could have been avoided if certain elements of forward planning had been considered prior to a "Go-Live". These are provided below:-

▪   The Payroll element of Civica went Live in December as the first pay run to employees. There were a number of payroll errors that occurred with employees across the service which led to a lot of dissatisfaction and pay errors that needed correcting.

    The above could have been avoided by greater user acceptance testing and initial "Go-Live" to have been undertaken through an agreed departmental role out plan that would have minimised risk of error and enabled fixes to be applied earlier.

▪   Videos and Electronic materials were utilised as part of the pre "Go-Live" rollout of Civica. These materials were aimed to provide a "self-taught" method of access information relating to the employees pay information. For example, moving to electronic payslips.

    Whilst this information was well intended it should have been used as a support mechanism to a wider roll out communication strategy. In similar context to the above, if there had been a more defined role out programme, department by department then it would have allowed for greater engagement with individual teams and therefore not have caused an overwhelming of post "Go-Live" issues.

▪   Post Civica "Go-Live" there were a number of issues raised, mainly around HR and Payroll information, but because of the number of issues being raised there was limited capacity to acknowledge and rectify errors/issues in a timely manner.
    The fundamental learning point from this is regarding the post "Go-live" support set up. Future large scale people system projects would benefit from post implementation support. For example a Help Desk that would be specifically enabled to provide direct phone support to employees who had a query regarding the system or their user account.

The other major learning point as highlighted within the Executive Summary is regarding system and implementation ownership. If issues and concerns are being identified, the appropriate governance and escalation frameworks need to be in place to enable greater support and improved decision making. The ability to pause and review a project "Go-Live" is essential and would enable a much smoother and credible roll out.

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 delayed in completing 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 for a minimum of 6 months.