

Wednesday, 18 October 2023



DIGITAL BUSINESS & INSIGHTS (DB&I) – STATUS REPORT AND LESSONS LEARNT APPROACH

Purpose of report: to provide a status update following MySurrey go live and particularly to focus on the process for capturing 'lessons learnt.'

Introduction:

1. The Digital Business and Insights Programme (DB&I) to implement a new Unit4 ERP system (now known as "MySurrey"), as a replacement for the previous SAP system, delivered the live system on 6 June 2023 as per the latest plan.
2. The MySurrey system was live on 6 June 2023 as planned, with all entities (corporate and maintained schools) transferring from SAP to Unit 4. We are currently in a period of transition to Business-As-Usual (BAU) following the end of the initial hypercare period. This period will end in December 2023 in line with programme closure. Separately to the DB&I Programme, but affecting similar teams, the provision of payroll services to Multi-Academy Trusts and Academies will also cease by December, with these organisations having been fully off boarded by then.
3. The purpose of this report is to provide a brief status update following go live and particularly to focus on the process for capturing 'lessons learnt', which is an issue that has been discussed previously with the Select Committee.

Status Report

4. Corporate and Mainstream School payrolls have now been run for four months. HR, Procurement and Finance processing has been monitored during a period of 'hypercare', which is extended support post go live to support the transition to BAU. This support is delivered by keeping MySurrey under project controls and retaining Vision2030 and Council expertise.

5. The system is functioning and is being used for all of the intended core processes. As would have been anticipated, such a significant new system dealing with so many processes and used by so many parties and people, has led to a large number of issues being raised post go live which have to be addressed during the past three months. The biggest area of focus has been aspects of Payroll and Schools processing. The issues are split between technical, familiarisation/process and potential refinements or additions to requirements.
 - 1.1 **Technical issues** have included system access, report availability, data issues (data quality was reliant on SAP) and configuration changes.
 - 1.2 **Familiarisation/process** issues have been about staff getting used to the new system and ways of doing things. Managing annual leave, sickness and expenses have been the main areas of focus.
 - 1.3 **Potential changes/refinements**, for example, new interfaces with other systems have been identified. These were not in the scope of the original project, but are being captured and will be reviewed once the system beds in. In some cases, requirements have been refined since go-live.
6. The plan was to transition to Business as Usual (BAU) on 6 September 2023 but having reviewed the latest position, the Programme Board concluded that the organisation was not fully ready for that to take place by that date. Therefore, a targeted programme of work has been established to support the organisation in the transition to BAU up until December 2023, at which point the programme will close. As part of this transition, the support work has had a particular focus on Payroll, Schools, and Issue Management. Issue Management is important as there are cross-cutting areas where we can improve what we are doing that will benefit all/many of the business workstreams.
7. The DB&I Programme Board, which is the primary governance for the programme, has been extended to December 2023.
8. In addition, a Transition to BAU Steering Group has been established to manage and oversee the transition of all workstreams into the appropriate service. The remit of the Steering Group is to ensure that all issues are identified and resolved on a cross-cutting basis.
9. An Intelligent Client Function (ICF) is being established to embed and optimise MySurrey. The ICF is a strategic body that sits between MySurrey and the user community. It has multiple objectives, but one of its core functions is to ensure that the system functionality is fully adopted by users (having a continuous improvement function) and evolves to its full potential to ensure that we

maximise the benefits realisation. Given the contract is over many years, this function has a critical role in terms of managing the contract and the continued relationship with Unit 4, Vision 2030 and Proactics. This type of strategic body is best practice when implementing a system the size and complexity of MySurrey, and will step in once the programme formally closes.

10. The Internal Audit work programme for 23/24 includes the review of a number of key processes. Commencing in Q4, the work will review and assess our embedded processes and report back on their quality and control environment. An Internal Audit representative will also sit on the Steering Group and has formed part of the Board since inception.
11. Internal Audit will undertake this review by undertaking extensive testing of the system via their usual financial systems work.

Lessons Learnt Plan

12. A Lessons Learnt exercise will be completed as part of the Transition to BAU and the closure of the DB&I programme. The three main objectives of this exercise are to:
 - 1.1 **Capture learnings that can be shared with peers and help inform other projects and programmes** of a similar nature (in terms of complexity and scale), both within the Council and more broadly with external partners, where public money is being committed to on a similar scale.
 - 1.2 **Ensure that experiences and knowledge are captured**, good and bad, and fed into a continuous improvement process, owned by the ICF.
 - 1.3 **Identify where existing Council processes and ways of working could be improved**, changed or capitalised on by the use of MySurrey. For example, the Data Strategy Transformation Project provided data cleansing expertise that DB&I found very useful.
13. Initial Key Lines of Enquiry were identified in an Internal Audit produced report, which was concluded in September 2022. They were in the following areas:
 - 1.1 Adherence to the programme vision.
 - 1.2 Management and implications of financial risks.
 - 1.3 Having realistic delivery dates.

- 1.4 Alignment of the resource plan with the critical path and the way interdependencies are managed.
 - 1.5 The understanding of “As-is” processes and how they would map to Unit4 functionality, and
 - 1.6 The management of risk mitigation and the way it is openly reported.
14. In resetting the programme for June 2023 delivery, additional Key Lines of Enquiry were identified:
- 1.1 Programme Governance, including Programme documentation and provision of information to the Board.
 - 1.2 Communication of programme activities to the organisation.
 - 1.3 Establishing common programme language, culture, and metrics across the programme team.
 - 1.4 Reviewing ways of working of the programme team and the relationship with both the rest of the organisation and the supply chain.
 - 1.5 Management of data and data quality, including ownership of incoming data from external systems.
 - 1.6 Programme structure, workstream ownership and reporting.
 - 1.7 Approach to the management of a diverse and tired team, including the way people were contracted or seconded to the programme.
 - 1.8 Project and Programme Management – capacity and capability.
15. The Lessons learnt review will consider the programme from inception in 2020 to programme closure in December 2023. The Lines of Enquiry will therefore also include Programme Initiation and Planning; requirements gathering, resource identification, cost and structure, problem identification, procurement of system, and contract negotiation, agreement and monitoring. In total, the review will be comprehensive encompassing 15 Lines of Enquiry.
16. It is proposed that the Lessons Learnt review will be supported by an Independent Consultant, in order to ensure that the work is properly resourced, appropriately objective, and does not divert focus from system stabilisation work. The proposed candidate has previously worked for SCC, East Sussex and West Sussex Counties on their recent ERP implementations. He is an experienced s151 and Executive Director of Resources.

17. It is proposed that a Task & Finish (T&F) Group will be established by the Select Committee to oversee the work of the Independent Consultant and SCC staff to conduct the review. The Group will be chaired by Steven McCormack (Vice Chair of R&PSC) and include a further three to five other Committee Members, supported by the Committee Scrutiny Officer.
18. The Independent Consultant's remit may include supporting the T&F Group to scope the approach, carry out the research, digest and analyse submissions and run focussed meetings with specific services and officers.
19. If the proposed way forward is agreed by the Committee, the Independent Consultant will scope a Statement of Works with a proposed approach and timelines. At present, we are anticipating a "kick off" meeting on 18 October. His work could then commence in mid-end November and continue through to January as we need to be mindful not to interfere with the work in the transition to BAU by December and programme closure. The initial proposal is to provide a task group report to the Select Committee by its 1 February 2023 meeting, but depending on scope, there may be a requirement for an interim report to be submitted on this date, followed by a final report to Select Committee on 12 March 2024.
20. The review will include a number of stakeholders; The Programme Board, the Programme Management Team, the User Advocate Group (this is a group of 150 staff members who have been close to the project and are the key liaison point for MySurrey users in their workplaces), other service representatives and Members.
21. The sessions will be based on a number of guiding principles:
 - Having an honest and open dialogue,
 - No blame,
 - Taking responsibility and accountability for the good and the bad,
 - Everyone has equal input irrespective of position.
22. Taking these principles, the review will focus on:
 - What has gone well,
 - What should be improved,
 - What could have been done differently, and

- What can be built into ongoing process improvement as well as other programmes of change.

Conclusions:

23. MySurrey is live, fully functioning and is being widely used. SAP will be decommissioned in December 2023.
24. MySurrey will transition to BAU support over the course of September to December 2023, with the DB&I project formally closing in December. This will be carried out with some targeted additional support for Payroll, Schools and Issue Resolution to enable SCC to bed in the payroll processing, resolve the outstanding issues, and reduce the number of new issues being raised.
25. It is proposed that the Lessons Learnt review will commence over the course of November to January 2024, with a report to R&P Committee once completed.

Recommendations:

26. A report encapsulating the outputs of the lessons learnt review and its recommendations are prepared for the Select Committee meeting of 1 February 2024 (to the extent possible), and subsequently the Programme Board.

Next steps:

MySurrey continues to be transitioned to BAU though to December 2023.

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