

### Lessons Learnt

#### Overall

##### What works well

- Contract successfully transferred on time despite the challenges with the supplier and the tight timescale.
- PMO office / Business Support providing overall project management support –.
- Project leadership and ownership at DD level providing clear focus and expectations
- Good cross-functional team working i.e. everyone delivered their respective work programme for go-live.
- Ongoing presence in Wakefield sites – management and IT.
- Weekly Implementation meetings.
- Commitment from all areas.

##### What can be improved

- Working together at the outset to recognise some of the interdependencies between different work areas and reflecting that in the timelines in the report.
- Possibly moved to BAU too soon after go-live as there were ongoing technology issues and not all sites fully up and running.
- Timescale to get contract sign off from EMT/board was tight due to mitigation of ongoing risks
- Communication and relationships with the incumbent provider hindered progress of the implementation, although this was out of the control of BDFCT.
- Provisionally booking a unit split date with TPP would also be beneficial in future tenders.
- Understanding all the areas required for the work stream plans was difficult and some areas were missed off the initial plan which had to be picked up at a later time e.g. supplies of adrenaline.

#### Any other lessons learnt

##### What works well

- Clear communications, good planning and communication as part of the transition to using new equipment/systems and release of time to learn/get used to equipment, logging on etc. induction portal and materials easy for staff to understand – including coloured printed versions to encourage transition of knowing who is who
- Partnership working and professionalism (going an extra mile!) by all services within BDCFT, big big team effort
- Having dedicated business development team to support the development of the bid.

##### What can be improved

- Expectations regarding bid writing and continuation of substantive post. Bid writing is such a resource intensive process there needs to be consideration regarding freeing up capacity to support and write bid.