Business Systems Transformation

STATUS

Open with redactions

BRIEFING

1. This briefing follows the detailed paper of December 2021 and verbal updates to the IRB throughout 2022.

2. ICAEW's Business Systems Transformation (BST) project objective was to replace the ageing PRO core system with Microsoft Dynamics (D365), thus creating a cloud based, modern and solid systems foundation and architecture.

3. At the centre of the project has been considerable development work by an outsourced partner CloudThing (now called Kerv) to modify D365 to ICAEW's bespoke ways of delivery. This development work continues in 2023.

4. Considerable progress has been made and in April 2022 it was agreed to go live with an operationally viable product (OVP). [REDACTED]

5. Going live in this way was with agreement from across the organisation and is a significant achievement. Other organisations have failed to reach such a stage and the ICAEW success is down to a broad, sustained, and huge team effort.

6. During 2022 material inroads have been made to the list of required fixes and development.

7. There was and is a staff toll in such a long term and ongoing effort and this is being addressed:
   Recognition of the great work done at every level.
   Updates provided to all staff by the CEO and COO.
   Regular morning PSD meetings with 2 directors in attendance – 3 times a week and as required for emergency situations.
   Greater openness about the position of the project and next steps.
   [REDACTED]
   New staff recruited to meet the extra demands on the team.
   Greater input into future planning.
   [REDACTED]

8. PRO remains for now as an integrated 'bridge' to other live systems, such as the Annual Return, VisualFiles and QAD visit scheduling, and as a memory hub for historic and audit trail data.

9. PSD, as with other departments, has had to deploy and maintain further staff to operate our application, records management and data change processes and workarounds and to assist with the ongoing fixes, live and integration issues, coordination and testing of further development.

10. This further development included building the regulatory registration renewals functionality for all 8 services during the second half of 2022.

11. The build and use of this new renewal functionality, including full electronic distribution of invoices, direct debit details and payment chasers managed by PSD communications staff, has pleasingly been a great success. Again, a fantastic effort from all ICAEW teams.

12. As of 31 December 2022, across ICAEW, there remain over 200 high priority fixes required to address systems and data issues, and to assist in removing workarounds and rekeying and therefore to recover service levels.

13. While several of the larger scale fixes impact all areas of the organisation, 20 of these priority fixes, plus work related to dashboards and reporting, relate to PSD. Planning is underway to address these before the end of April.

14. Unfortunately, data integration issues persist between D365 and PRO albeit at a smaller scale than seen in 2022: D365 is being used as the live system and the data then needs to flow through to PRO in order operate other functions. Such functions including shared records with the 'Education and Training' and 'Belonging and Supporting' teams and, for example, the data extracts which feed online registers such as the Joint Audit Registers.

15. Where such issues arise, our team are meeting regularly and are well drilled and expert in addressing them, including working with our colleagues in IT. An urgent escalation and fix process is in place.

16. 2023 also includes the need for refinements to the registration renewals process, better ready for the next use in late 2023 for 2024 registrations [REDACTED]

17. [REDACTED]

RECOMMENDATION

That the Board notes:
The good progress made
That workarounds, fixes and issues remain which adversely impact staff and service levels
The current live state of D365 and the workload ahead and the risk it brings to PSD's operations, and
The mitigating factors being put in place by PSD senior management.

[REDACTED]

PROFESSIONAL STANDARDS

Key activity positively affecting SLA

New emerging issues this month

No	Service	Target Annual Volume	Target SLA	Sep22 Status	Sep22 SLA	Sep22 Backlog	Oct22 Status	Oct22 SLA	Oct22 Backlog	Nov22 Status	Nov22 SLA	Nov22 Backlog	Dec22 Status	Dec22 SLA	Dec22 Backlog	Comments
PSD 1	Processing of audit applications	60	30 Days	🟡 ▪	Average 76 days	26	🟡 ▪	Average 75 days	15	🟡 ▪	Average 78.5	20	🟡 ▪	Average 80	19	D365 and integration issues and process workarounds remain. The renewal period is resulting in data record change requests and new applications. Likely then difficult to improve results further
PSD 2	Processing of responsible individual, affiliates and other regulatory applications	1,000	30 Days	🟡 ▪	Average 45 days	343	🟡 ▪	Average 41 days	222	🟡 ▪	Average 51 days	241	🟡 ▪	Average 47 days	326	As above, renewals triggering a volume of changes. Service levels will therefore be impacted.