HR / Resourcing / Organisation Structure

Role definitions and organisation structure - these were defined by the initial skillsets of the resources available at the outset, making it difficult to align with the product led organisation of the existing SCCL team. This also made it difficult to share market information as it developed, e.g. pricing trends, market constraints, difficulties or successes with individual suppliers/manufacturers	Resources were deployed in ways they could best be used and sharing of information and workflows was managed via the Mendix system and use of MS Teams	The medium-term organisation is reverting to a "category" based structure, which allows for greater product and supply market knowledge to be shared within teams

IT

Initial webform design - the initial webform allowed suppliers to input free text, did not make key fields (e.g. company registration) mandatory and did not allow the upload of technical information. Caseworkers had to request this information, leading to difficulties in triaging offers and delays in identifying key offers	Later versions of the webform restricted inputs to numerical values, mandated company registration numbers (to facilitate due diligence) and included a checkbox for existing NHS suppliers. A second webform was also created to allow suppliers to upload technical documentation	Consideration of how data would be extracted and used before the webform went live and a more realistic understanding of the potential scale of response that it would drive
Initial Mendix workflow design - initially Mendix was designed as a purely linear workflow and did not take into account that cases may need to be referred back to original caseworkers	Rectified in later adjustments to the system	Early consideration of how case management systems would be used in practice and of full end to end process flow would have led to a more immediately user-friendly system
Caseworkers not using Mendix - not all teams used the Mendix system (notably China, Make and DHSC Finance). Audit trails are thus more complex and disjointed	Upload of information to MD's Defence Share system at the end of the programme to ensure audit trails are available	Better consideration of audit-related issues at the outset of the programme and a stronger mandate to adhere to usage could have helped
Systems linkages and interfaces - there were no direct interfaces between the various systems in use: Mendix, DHSC Finance, Uniserve's OneWorld and so manual workarounds needed to be created to ensure information was available to all teams	Improvements in the process flows and understanding of what each team's/system's data needs were, allowed the processes to become functionaL	We needed a clear understanding of the end-to-end data needs at an early stage in the programme rather than working through each stage in a linear fashion (i.e. understanding Opportunities and Technical Assurance needs before clarifying the needs of Closing and Logistics teams)
Lack of a single conferencing/file sharing system accessible to all users - each Department's users had different web-conferencing systems in use, meaning that it was difficult to communicate with some team members, particularly in MoD	MS Teams became the default standard for most teams, although MoD users were still only able to use dial in rather than video conferencing and could not access shared workspaces (and other Department's users could not access MoD shared workspaces)	A unified system (or at least reduction in firewall constraints) would aid teamworking enormously
Data flow between ordering and logistics systems - Logistics teams initially had no visibility of orders that had been placed, expected delivery dates and product details, making it difficult to plan and schedule inbound and outbound transport	Implementation of Uniserve's OneWorld system ensured that >90% of order details were being correctly reported by mid-May 2020	Closer integration / coordination between the Sourcing and Logistics teams at the outset to clarify information needs and to plan for future deliveries