Meeting	OLC	Agenda Item No.	7
		Paper No.	93.6
Date of meeting	28 January 2019	Time required	5 Minutes

Title	**Modernising LeO Programme Quarterly Report**
Sponsor	Rob Powell, Chief Executive and programme SRO
Status	OFFICIAL
To be communicated to:	Members and those in attendance

Executive summary

We agreed to provide a quarterly Modernising LeO programme update to Board, of which this is the seventh, covering Q3 2018-19. This paper covers:

1. programme status update;
2. programme risks; and
3. next steps.

Appendix 1 summarises programme status, risks and issues. In Q3, programme progress has been very positive and programme risks are reducing as a result of the scale of delivery of higher risk projects.

The paper also describes the key change activities planned for the forthcoming quarter, during which we will focus on restarting Records and Information Management, MI and Data Quality and a new Website Project as well as completing activities on Enhance CMS, Decommission CMS, Scheme Rules Review and Build Our PPM Capability to enable those projects to move into closure.

Programme Closure will begin during Q4.

Recommendation/action required

Board is asked to **NOTE** the content of this paper and **COMMENT** on the issues highlighted.

28 January 2019

Q3 Modernising LeO programme update

1. Programme status update

In Q3, the programme focussed significant attention on IT project delivery: successfully completing the majority of activities as planned under enhance new CMS, decommission the old CMS and implementing the CAT. The Scheme Rules project is also on schedule.

The December Programme Board accepted a proposal to close down the CAT and website project and start up a new project focused on improvements to the website that will undertake planning and consultation with the business during the remainder of 2018-19 and continue into delivery in 2019-20.

The Better Records and Information Management Project now has an agreed approach and will kick off during Q4, expecting to continue delivery during 2019-20.

The new project executive for the MI and Data Project has thoroughly reviewed and revised the scope, objectives and delivery plan.

Overall the programme status is Amber given the mixed picture across the various projects. It is anticipated that once the MI and Data Project is properly established and the Records and Information Management Project kicks off, that status will move to Green during Q4.

Individual project updates appear below:

Enhance new CMS – During Q3 the Enhance CMS2 project delivered a range of small-scale enhancements as well as the majority of the v9 mandatory upgrade required by Microsoft (the final step was delivered successfully on 13 January 2019).

Decommission the old CMS – the Decommission CMS1 project copied all existing cases to CMS2 to allow for them to be worked on, closed all cases in CMS1, took a copy of the whole database and transferred it to a secure archive. It has also begun the process to close down the old system, due to take place once the CMC transfer to FOS is complete

Develop CAT and improve web - The CAT and website project delivered the CAT into live working in both English and Welsh and reconsidered the approach to website enhancements, documented its new approach and gained agreement from the Programme Board. The project expects to provide assurance on dropout rates to the February Programme Board.

Scheme Rules Review – conducted a review in Q3, which was reported to the OLC Board in December 2018.

MI Step Change and Data Quality – the project delivered the BI solution into live operation and conducted a review of the project objectives, scope and milestones. Significant progress has been made on a number of aspects of the project since implementation in July 2018. However, other aspects are behind schedule. The original timetable inadequately reflected the delivery team time available to the project, operational priorities and the time required for the identification and correction of data issues. A revised Project Brief will be taken to the Programme Board on 30 January.

Build our PPM Capability – Gateway 5 and Gateway 0 reviews of Modernising LeO are due to be taken to the January meeting of the Programme Board to provide assurance on Benefit Realisation for Phase 1 and Programme Initiation for Phase 2. The Gateway 5 Review was delayed to allow for the GIAA Benefits Realisation Internal Audit which reported a Substantial Assurance Rating at the end of December.

2. Programme risks and issues

The major programme risks appear in **Appendix 1**. Three of the five programme risks have fallen since Q2, with the other two stable. The reducing risk profile reflects the extent to which major projects have delivered, and the fact that the programme is now in its final stages.

There are no open issues currently for the Programme.

3. Next steps

The MI and Data Quality Project, newly scoped Website Project and Records and Information Management Project will move into Delivery in Q4.

Enhance CMS, Decommission CMS, the CAT phase of the CAT and Website Project, Scheme Rules Review and Build our PPM Capability are all expected to move into project closure during Q4.

We anticipate that Programme Closure will begin during Q4 with a final Closure Report delivered in Q1 of 2019-20. No further programme assurance activities are anticipated.

Appendix 1 - Current status updated 07/01/19

Project	Status	Comments
Enhance new CMS	A	Project has made good progress, amber status reflects uncertainty surrounding mandatory Microsoft v9 upgrade due in January. Upgrade has been subject to UAT and remaining bugs have been resolved by LeO/Version 1 resources. Status to be reviewed at Project Board following v9 upgrade scheduled for 31 January.
Decommission old CMS	G	Project remains on track, despite a delay to the IT elements required to begin data transfer to archive due to commercial discussions with Version 1 now resolved. Archive is in place and initial reader for the archive developed and trialled with users.
Customer Assessment Tool and website	G	CAT was successfully delivered in Q2. Some outstanding issues on conversion rates to be investigated during Q4. December Programme Board agreed to separate the two elements of the project, close the CAT element and start up a new Website project in Q4 to carry on into 2019-20.
Scheme Rules Review	G	Project delivery on track against plan. A review paper was prepared and discussed by OLC Board on 10 December..
Records and Info Management	G	Approach to project was agreed at the Programme Board in December and will commence delivery in Q4.
MI Step Change and Data Quality	A	Approach to project was agreed at the Programme Board in December and will commence delivery in Q4, carrying on into 2019-20.
Build our PPM Capability	G	Gateway 0 and Gateway 5 reviews are currently nearing completion, slightly behind schedule but both will provide final reports to Programme Board 30 January. Alternative approaches to improving capability through knowledge sharing were agreed at Programme Board in December to be delivered during Q4.

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Programme risks

Risk	Description	Likelihood	Impact	Trend	Mitigation
Insufficient resources to manage and deliver Programme	Insufficient PMO, PPM support and delivery team members with the right depth of skills and expertise to deliver projects and maintain control of programme and projects	3	3	→	• Challenge of project/BAU/resource plans by Programme Manager/Ops Manager • Proportionate PMO approach • Maintain central document store to share information • Programme Board keeps scope. ambition and structure under review
Inadequate communication and engagement with staff leads to resistance	Staff do not understand what the programme is trying to achieve and resist change	3	4	→	• All projects encouraged to include communication opportunities in their planning • Communications plan under review by Programme Board and External Affairs • Programme Comms aligned to BAU comms plan
Reliance on small pool of resources	The scope and level of ambition proves to be too great for the small pool of project and delivery resources.	3	4	↓	• Provision of support from PMO • Leaders devote more time to the programme in the short term • Focus on activities with the highest benefits
Change fatigue, lack of strategic clarity and constant change	Continuous small scale change and lack of direction leads to loss of performance and low staff morale	3	4	↓	• Clearly defined scope and resistance to additional change • Use of Design Authority to control changes • Communications plan
Balancing the time required for BAU and change activities	Conflicts in timing or resources across our whole portfolio of activities can lead to lack of delivery	3	3	↓	• Programme planning • Minimalist approach to ambition and proportionate expectations for delivery • Planning to include operational impact and IT impact

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