Meeting	OLC	Agenda Item No.	8
		Paper No.	87.6
Date of meeting	23 April 2018	Time required	15 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 fourth, covering Q4 2017-18. This paper covers:

1. programme status update Q4 2017-18;
2. programme risks;
3. programme issues;
4. assurance of the go live decision;
5. Gateway Review Action Plan and Lessons Learned; and
6. next steps.

Appendix 1 summarises programme status, risks and issues.

The paper also describes the activities planned for the forthcoming quarter, during which we will have two key areas of focus: ensuring the new process and Case Management System are working effectively; and developing phase 2 of the programme.

The key issue for the programme relates to the challenges of development and testing the new Case Management System in time for a full cut across in mid-April. A verbal update will be provided to Board given the number of moving parts at the time of writing this paper.

Recommendation/action required

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

4 April 2018

Q4 Modernising LeO programme update

1. Programme status update

The programme made good progress in Q4, although its status remains amber/red due to the current uncertainties about remaining work by both LeO and Version 1 before the new Case Management System (CMS) goes live.

a) unITe work stream

The work stream has an amber status due to the challenges of the CMS project. There are some post implementation telephony changes to support operation of the new business process.

Final user, end-to-end and stress testing of the **Case Management System** took place during February. Those tests have been analysed and resulting fixes prioritised with business owners. Version 1 is working to complete all fixes by early April. A production ready environment was released in late March which enabled us to load live data for LeO users and service providers. This process was delayed by a week due to historical licensing issues which IT had to work hard to resolve with our licensing provider, Version 1 and Microsoft.

Training our staff for the new process has progressed well, receiving positive feedback.

The new **telephony** system was successfully introduced on 20 February. Final changes to reflect the new staffing model will be introduced before CMS goes live.

The Data, Insight and Quality team continues to work on producing requirements for the **Business Intelligence (BI)** project although that work will not start before April 2018 pending the arrival of a new BI specialist to join LeO to support the project. Version 1 has confirmed that it has resources available to begin work at the end of April/beginning of May anticipating a three to four month project.

b) Enhance work stream

The Enhance work stream has a green status. Only the **Data Assurance** project has an Amber status - although good progress has been made in defining requirements, we have decided to pause work on the Business Intelligence project to prioritise CMS and await the arrival of a new BI specialist in the IT team.

All **staffing model** activities are largely complete. CMS transition will activate the final steps. Training commenced in early March and will conclude in early May. Knowledge and guidance are in place using the wi ki functionality in our new Intranet.

Current **business as usual** case pressures, work in progress and staffing pressures remain a risk to transition which the implementation of additional organisational changes, including arrival of new recruits and the creation of a legacy team in April, should mitigate.

c) People and Ways of Working work stream

The People and Ways of Working work stream was put on hold by Programme Board on 22 February, both to recognise its progress and to focus resources on the final stages of Modernising LeO Phase 1.

The **Flexible Working** policy was launched in late January and has been well-received. The **Estates Project** is progressing well. The office move was completed in February. APVU has decided to move in no earlier than 16 April but will contribute to running costs from 1 April.

2. Programme risks

The major programme risks and issues appear in **Appendix 1**.

The main risks remain stable and centre on resources to support programme delivery, the scale of ambition and the changes negatively impacting performance. Once the new CMS is in use, these risks are expected to fall. The PMO is tasked with providing assurance that final Phase 2 plans balance ambition and resource.

3. Other programme issues

The priority and impact of programme issues remain stable. The key issues are resource scheduling, CMS planning and single points of failure. Revisions to the timetable create additional resource pressures on individuals and available contingency has now largely been utilised. Day to day issues relate to managing the timely completion of final tasks for the new CMS prior to go live, particularly uploading regulatory data, letter templates and bug fixes.

4. Go Live Decision and Assurance of that Decision

Programme Assurance has comprised:

- an internal audit of the programme considered programme governance and, specifically, the evidence to support the go live decision; the audit will be reported to ARAC in April and provided the highest possible rating of 'substantial assurance'; and

- a peer review of the evidence to support the go live decision and wider programme governance by a Highways England business transformation specialist; Programme Board has received the final Gateway Review 4 (business readiness) report, which had a green/amber status, and approved the action plan to address the recommendations.

March Programme Board considered the Go Live decision based on an implementation plan and the evidence to answer key Go Live questions (the 'issue analysis'). As Board lead for the programme, Bernard Herdan attended the Programme Board.

GIAA concluded that the evidence provided to the Programme Board to enable its decision on 23 March was sufficient in quantity and quality to support the decision making process.

5. Gateway Review Action Plan and Lessons Learned

The Gateway Review 4 (business readiness) recommendations will feed into the planning for Phase 2, in particular the setting up of the Portfolio Management Office, as well as more immediate actions.

During April and May we will collect lessons learned from Phase 1 of the programme from project and programme delivery teams, staff in general and change agents. A lessons learned report will be presented to Programme Board in May and will inform planning for Phase 2. We will summarise the outcome of this process in the next quarterly programme update to Board.

6. Next steps

In Q1, the programme will focus on two areas: rolling out the new process, staffing model and case management system, and ensuring they are working effectively; and undertaking the planning work for Phase 2 of the programme, informed by the lessons from the Gateway Review and internal lessons learned process.

Appendix 1: Current status updated 23/03/18

	Overall status	Comments
Enhance	G	The work stream is now at Green. Most projects have delivered in full or in part. The only remaining work lies in Transition which is pending the availability of the live CMS, and the Data Assurance project..

Project	Status	Comments
Transition	G	The forecasting tool is in use. Plans are in place to transition the final tranche of staff to new ways of working, unallocated backlogs are expected to have an impact on transition, mitigated through the implementation of organisational changes including a legacy team.
Customer journey	G	Guidance is available via the wi ki and training sessions. Work to update public website content continues.
People	G	The training plan is being delivered, currently 90% of Operational staff have accepted invitations to training sessions. Feedback is positive and being collated via an electronic evaluation form.
Technical	G	Review of letters is completed, a range of initiatives are in pilot or development to make better use of scheme rules.
unITe interface	A	The ongoing challenges within the CMS project means that there is the potential for delay to the roll out of the solution.
Data	A	Work with regulators on data uploads continue to be positive, data mapping activities are ongoing but running a little behind schedule pending the arrival of a BI resource.

	Overall status	Comments
unITe	A	The work stream is now at Amber, due to the challenges of the CMS project and some post implementation telephony changes.

Project	Status	Comments
CMS	R	A variety of issues are in hand; bug fixes, letter template testing, user permissions, regulatory data uploads and testing printing and scanning. LeO IT is working closely with Version 1 to complete all activities.
LINKUp	On hold	Further work on this project has been de-prioritised following successful launch of the new intranet, to support CMS development.
Telephony	A	The new system was implemented in late February. A small number of issues arose post-implementation which have now been resolved. One final piece of work is needed to move to the new business process as CMS goes live.
Website	On hold	Having moved to new hosting, we will focus on further enhancements as part of the 2018-19 business plan.

	Overall status	Comments
People and ways of working	On hold	This workstream is on hold until 2018-19 recognising significant progress this year and the need to focus programme resources on rolling out the new business process and CMS.

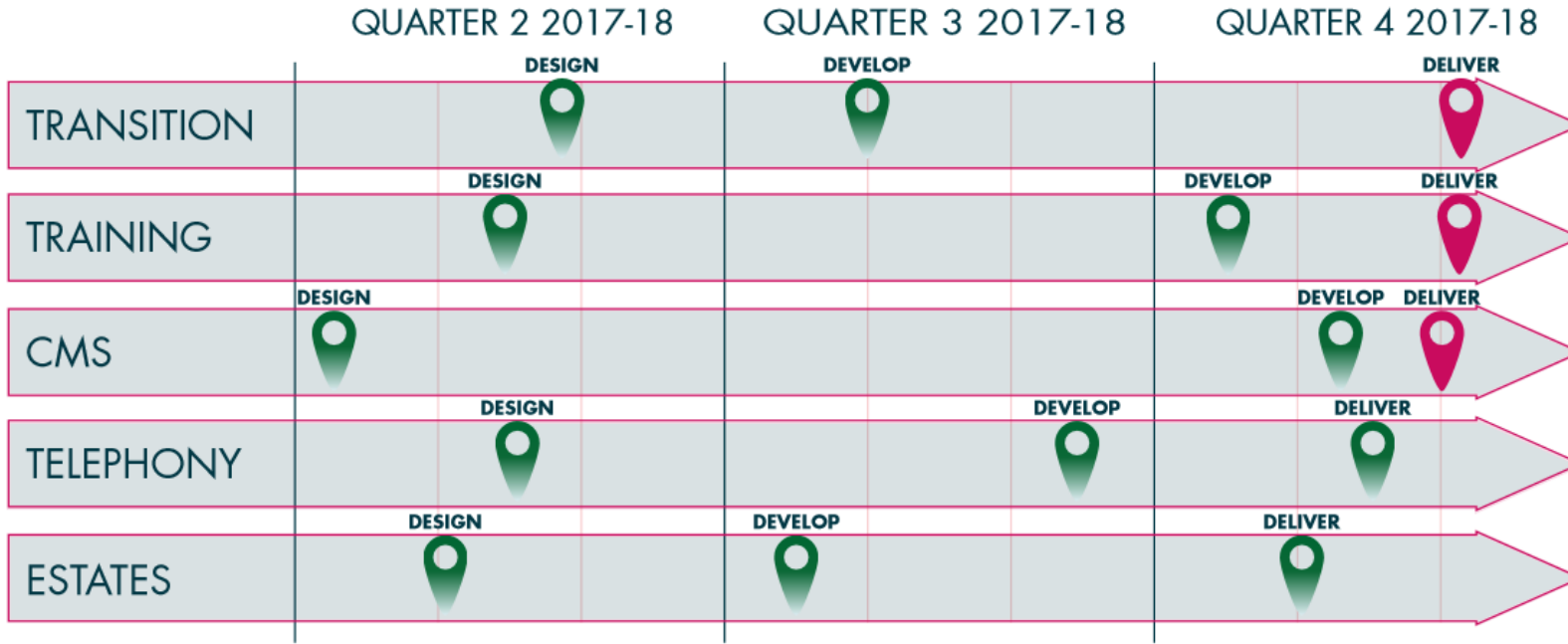| Project	Status	Comments
Ways of Working	G	In project closure stage.
Develop our People	On hold	Projects on hold until 2018-19 recognising significant progress this year – Learning and Development offer and strategy rolled out, new employee value proposition in place, and significant progress with well-being. This allows us to focus programme resources on rolling out the new business process and CMS.
Attract and Retain	On hold	

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	H	H	↑	• Challenge of project/resource plans by Delivery Boards • Additional short-term programme meetings in final phase of CMS development to mitigate risks during final preparation for go live • Continued upskilling for staff, use of Change Agents for UAT/training • Refocusing and more robust prioritisation framework for Phase 2
Poor planning and execution of programme including transition	Programme and Transition plans poorly conceived and executed; impacts realisation of benefits	M	M	→	• Dual running of two systems • Front loading transitional activities • Regular engagement with MoJ, suppliers and staff, programme assurance
Inadequate communication and engagement with staff leads to resistance	Staff do not understand what the programme is trying to achieve and resist change	M	M	→	• Communications and engagement plan • Regular meetings with people managers, change agents
Ineffective leadership of and support for the programme including lack of vision	Leadership of the programme is ineffective and leaders fail to demonstrate their commitment	M	M	→	• Programme Board, SRO, Board sponsor and PM roles • Reinforced change agent roles • Regular engagement with People Managers
Scale of ambition is too great and places an excessive burden on the organisation and its people at a time of increased demand for our services	Projects slip because we are trying to do too much and not embedded because they are insufficiently business-driven	H	H	↑	• Programme split into phases; staffing model brought forward, dependency maps, resource staffing change • Deliverables cross checked for business relevance • Increased communications • Personal commitment to new ways of working from influencers
Scale of change negatively impacts performance	Service quality and performance are negatively impacted during each phase of transition beyond what is acceptable	H	H	↑	• More positive changes introduced early • Degree of loss of performance is understood • Ways of working adapted to reflect lessons learned during early stages
Direct financial costs slip or scale of changes prove unaffordable	Various costs cannot be confirmed until implementation and there is little contingency for slippage	L	L	↓	• CMS Phase 2 has fixed costs, separate controls over BI • MOSCOW analysis used to prioritise • Adoption of additional work in house
LeO fails to address MoJ requirements	MoJ has requirements for IT delivery, security and procurement that need to be complied with	L	L	→	• Regular engagement with MoJ Digital, Procurement, Strategy and Security

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Programme issues

Issue	Description	Priority	Impact	Trend	Action Plan
Resource scheduling	Many projects are dependent on both each other and on the same resources which is creating constraints	M	H	⬇	• Regular re-planning to take account of CMS changes • Programme Manager and work stream leads working together to redraw the plan and assess impact • Review and discussion at Programme and Delivery Board
CMS Plan	Delivering the final stages of the new build requires careful planning and resource allocation to avoid constraints	M	H	⬇	• Planning with supplier and business co-ordinated by IT lead • Daily catch ups • Shared visibility of plan and impact of delays
Single points of failure	The remaining deliverables as well as the BI and data activities are reliant on a small group of individuals with specialist knowledge. This has been exacerbated by specialists leaving the organisation.	H	H	⬇	• Work with HR to maximise recruitment chances • smarter allocation of workloads, • effective handovers • careful attention to project milestones • IT Development Manager and CEO covering Head of IT duties

Forward Look and Next Steps

	QUARTER 2 2017-18	QUARTER 3 2017-18	QUARTER 4 2017-18
TRANSITION	DESIGN	DEVELOP	DELIVER
TRAINING	DESIGN		DEVELOP · DELIVER
CMS	DESIGN		DEVELOP · DELIVER
TELEPHONY	DESIGN	DEVELOP	DELIVER
ESTATES	DESIGN	DEVELOP	DELIVER

The above infographic gives the current picture for the more significant areas of work.

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