

Meeting	OLC	Agenda Item No.	7
		Paper No.	91.6
Date of meeting	17 October 2018	Time required	10 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
<p>We agreed to provide a quarterly Modernising LeO programme update to Board, of which this is the sixth, covering Q2 2018-19. This paper covers:</p> <ol style="list-style-type: none"> 1. programme status update Q2 2018-19; 2. programme risks; and 3. next steps. <p>In addition, Board is asked to note that the decision to reduce our 2018-19 capital budget will not preclude delivery of any programme deliverables, and reflects the need to develop the new web platform in 2019-20, and savings achieved on a number of other project costs.</p> <p>Appendix 1 summarises programme status, risks and issues.</p> <p>The paper also describes the activities planned for the forthcoming quarter, during which we will focus on delivery of CMS orientated tasks designed to improve performance and reduce risks.</p>
Recommendation/action required
Board is asked to NOTE the content of this paper and COMMENT on the issues highlighted.

10 October 2018

Q2 Modernising LeO programme update

1. Programme status update

In Q2, the programme focussed on two areas: establishing the plans, dependencies and risks surrounding those projects orientated around the Case Management System, and considering the scope of those projects with a wider remit.

The projects that are orientated around the Case Management System – Enhance CMS2, Decommission CMS1, the BI solution element of the MI and Data Quality Project, together with the CAT and Website project - have significant dependencies in terms of the resources that they call upon as well as the sequencing of activities. Considerable work has been done to plan these areas and to develop a communications strategy to share those plans with staff.

A decision has been made by the Programme Board to descope the Business Processes project and the Grow our People project, to defer the Information and Records Management project to later in the year, and to descope the Attract and Retain project. Those areas covered by these descope projects are operating as business as usual activities and their progress can be seen in the Business Plan update.

Overall its status is green having made the progress expected within each project plan and established dependencies.

The Programme Board has streamlined the projects contained within the programme. The projects are now being run as separate projects, rather than through workstreams, with all of the projects overseen by the Programme Board. These are as follows:

Enhance new CMS – implementing agreed, prioritised changes to CMS2 and preparing for the mandatory v9 upgrade required by Microsoft.

Decommission the old CMS – currently moving cases from CMS1 into CMS2.

Develop CAT and improve website – developing the Customer Assessment Tool and planning the enhancements to the public website to make improvements to the customer interface and content.

Scheme Rules Review – currently planning for the Review in Q3.

MI Step Change and Data Quality – to deliver the BI solution and improve the way in which LeO uses the management information it has as well as improving the quality of the data we have to draw on.

Build our PPM Capability – PMO established, Gateway 5 review scoped and scheduled for Q3 and a proportionate Gateway 0 review of Modernising LeO underway, to report at the start of Q3.

2. Programme risks and issues

The major programme risks appear in **Appendix 1**. There are two open issues currently for the Programme.

3. Next steps

During Q3 the Enhance CMS2 project will deliver a range of small-scale enhancements as well as the majority of the v9 mandatory upgrade required by Microsoft (the final step has been scheduled for 7 January 2019).

The Decommission CMS1 project will copy all existing cases to CMS2 to allow for them to be worked on, close all cases in CMS1, take a copy of the whole database and transfer it to secure archive, and begin the process to close down the old system due to be completed by 15 January 2019. Cases transferred are being quality assured through sample testing.

The CAT and website project will deliver the CAT into live working in both English and Welsh and complete the website enhancements.

The MI and Data Quality project will implement the BI solution, document the Data Quality policy and working procedures and begin the process of addressing risks to data quality.

Build our PPM Capability will complete both Gateway reviews and enter closure phase. Scheme Rules Review will continue into delivery phase.

Appendix 1 - Current status updated 28/09/18

Project	Status	Comments
Enhance new CMS	G	Project up and running, delivery on track against plan. No additional risks identified. Microsoft upgrade scheduled, commercials with Version 1 in place. Test plans to be developed.
Decommission old CMS	G	Project up and running, delivery on track against plan. Movement of active cases taking place with the use of additional resources to limit impact on performance.
Customer Assessment Tool and website	G	Project up and running, delivery of CAT expected early October.
Scheme Rules Review	G	Project up and running, delivery on track against plan. Focus currently on reviewing rules against legislation. No additional risks identified..
Records and Info Management	On hold	Pending arrival and induction of new Data Protection and Information Compliance Officer.
MI Step Change and Data Quality	A	Creation of BI solution is being built and delivery expected mid October. Identification of quality issues and risks currently being undertaken prior to policy and procedures being drafted later in Q3.
Build our PPM Capability	G	Gateway 0 and Gateway 5 reviews are currently being planned, slightly behind schedule but are both still expected to deliver by the end of Q3.

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	↓	<ul style="list-style-type: none"> 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
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	→	<ul style="list-style-type: none"> Communications plan including detailed planning of engagement on changes from September
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.	4	4	→	<ul style="list-style-type: none"> 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	4	4	→	<ul style="list-style-type: none"> 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	4	→	<ul style="list-style-type: none"> Programme planning Minimalist approach to ambition and proportionate expectations for delivery Planning to include operational impact and IT impact

Programme issues

Issue	Description	Priority	Impact	Trend	Action
Data to inform recommendations	Data is not necessarily available or available quickly enough to inform recommendations or decision making	4	3		<ul style="list-style-type: none"> Combination of improved data quality via the MI&Data Quality project, CMS decommissioning and Operational level activities to mid December
Issues outside LeO's direct control impact future direction and strategy for 2019-20 assumptions	Combination of factors including external influences, business plan and budgetary timetables reduce the ability to shape direction	3	5	New issue	<ul style="list-style-type: none"> Maintain dialogue with external stakeholders Programme Board to review scope Business Plan and Budgets constructed on the basis of current information and known unknowns